NOTICE OF AWARD OF PRICE CONTRACT

Beacon Systems, Inc.
9900 W. Sample Road, Suite 204
Coral Springs, FL 33065

REPRESENTATIVE:	Ritu Singh	**PHONE:**	703-468-1602
FED. EMPLOYER ID NO.:	20-3600514	**WEB:**	www.beacongov.com
EMAIL:	ritu@beacongov.com		

PRICE CONTRACT NO.:	UK-2272-23A	**TERMS:**	Net 30
CONTRACT TERM FROM:	02/13/2023	**DELIVERY:**	As Needed
TO:	06/30/2024	**RFP/IFB NO.:**	UK-2272-23
RENEWAL OPTION THRU:	2031	**DEPARTMENT(S):**	All
COMMODITY/SERVICES:	Web Development Services	**DATE:**	01/23/2023

The Contractor is hereby awarded this Price Contract to furnish the products or services listed as required by the University of Kentucky during the contract term indicated above. SHIPMENTS ARE TO BE MADE ONLY UPON RECEIPT OF OFFICIAL NOTIFICATION. The Price Contract incorporates the University of Kentucky's General Terms and Conditions, and all Special Conditions identified in the bid/proposal referenced above.

Pursuant to the Kentucky Model Procurement Code (Code), and the Government Contract Review Committee (GCRC) of the Kentucky General Assembly, a Personal Service Contract must be completed in conjunction with this Notice of Award of Price Contract. The contract shall be effective as soon as the Personal Service Agreement is reported to the GCRC.

DESCRIPTION

Award of Contract

This document establishes a contract between the University of Kentucky (University) and Beacon Systems, Inc. (Contractor) to provide **Web Development Services** as described in the Request for Proposal UK-2272-23.

For Purposes of this Award, the contract documents shall consist of the following components:

A. Notice of Award Price Contract (PCT) dated 02/13/2023.
B. Best & Final Offer dated 12/5/2022.
C. Written Questions & Answers dated 08/04/2022.
D. University of Kentucky Request for Proposal UK-2272-23.
E. Beacon Systems, Inc. Technical and Financial response to UK-2272-23 dated 08/16/2022.

In the event that any provision of the component parts of the Contract conflicts with any provision of any other component parts, the component part first enumerated shall govern.

Contract Term

The initial term of this contract shall be effective until June 30, 2024 to coincide with the schedule for the Kentucky biennial state budget and is renewable for up to three (3) additional two-year renewal periods. The total contract period will not exceed eight (8) years. Annual renewal shall be contingent upon the University's satisfaction with the services provided.

Pursuant to the Kentucky Model Procurement Code (Code), and the Government Contract Review Committee (GCRC) of the Kentucky General Assembly, a Personal Service Contract must be completed in conjunction with this Notice of Award of Price Contract.

Statement of Work

A Statement of Work (SOW) will be agreed upon between the University and Contractor defining specific details of each project. The SOW will be agreed upon before the project starts. The SOW shall define the project goals, objectives, expectations, timeline, costs and services to be provided.

The University reserves the right to review qualifications, interview, and approve personnel proposed to perform requested services. Additionally, the University reserves the right to request that personnel be removed and replaced for good cause.

If the University approves specific personnel within the company for a project listed in the SOW and the personnel fails to provide satisfactory services, quality of service, including, failure to maintain adequate timeline within the SOW for the project, the company will be notified of failure to provide adequate services.

The University will provide ten (10) calendar days written notice of default. Unless arrangements are made to correct the non-performance issues to the University's satisfaction within ten (10) calendar days, the University reserves the right to cancel the SOW with the company and discontinue use of services from the company for that project. The University agrees to pay for satisfactory services completed up to the cancellation of the SOW.

Reports and Auditing

Contractor shall provide a quarterly report to the University of all product(s) and/or service(s) based on an Excel template provided by the Purchasing Division. The template will require basic line item order information to include, but not limited to: purchase transaction date, purchase order number, product/catalog number, description, UOM, price each, extended price, invoice number, etc. The Excel reporting template is available upon request from the Purchasing Division and is subject to change. The Excel template provided by the Purchasing Division is the only reporting format that may be used; Contractor-submitted reports based on internal reporting or templates will not be accepted. The reporting date structure shall follow the below outline and begin with the quarter in which the contract is executed. The date of the purchase order (or other transaction type that may be used with the Contractor (e.g., procurement card)) shall determine the quarter in which the transaction is to be reported.

In addition to the aforementioned quarterly reporting of goods and services, the contractor is also required to report summary dollar amounts of goods and services sold to the University via this contract and originating from diversity Tier 2 or subcontractors affiliated with company. Quarterly reports for Tier 2 diverse suppliers/subcontractors must accompany the standard quarterly report requirement. Due to the broad array of diversity reporting utilized, the University does not require specific classifications of diverse purchases; the contractor may report Tier 2 purchase amounts as produced by their information systems and with sub-classifications as they are available. If the contractor does not have any Tier 2 reporting for diverse suppliers to accompany their quarterly report submissions, they must indicate this when submitting their standard quarterly reports.

FY Quarter 1 report for purchases dated July 1 through September 30	Quarterly report due October 20
FY Quarter 2 report for purchases dated October 1 through December 31	Quarterly report due January 20
FY Quarter 3 report for purchases dated January 1 through March 31	Quarterly report due April 20
FY Quarter 4 report for purchases dated April 1 through June 30	Quarterly report due July 20

Report headers shall also be completed with the Contractor's name, contract number, and reporting period.

Reports can be submitted via email to UKPurchasing@uky.edu based by the deadline(s) listed herein.

The University, or its duly authorized representatives, shall also have access to any books, documents, papers, records or other evidence which are directly pertinent to this contract for the purpose of financial audit or program review.

In the event that the contractor does not meet the reporting requirements based on the terms and conditions herein, the contract is subject to cancellation or termination.

Requirement for Contract Administration Fee

Contractor(s) shall provide a contract administration fee to the University for all goods and/or services provided under this contract. The fee shall be on a quarterly basis and shall be equivalent to 2% of the aggregate net value of goods/services sold to the University, exclusive of freight charges.

The fee shall be reported and paid within 30 calendar days of the end of conventional calendar quarters ending March 31, June 30, September 30, and December 31 of each year. The fee applies to orders which have been successfully delivered/installed and invoiced in the previous quarter. Fees shall be paid in the form of a check made payable to the University of Kentucky and shall be delivered to the Purchasing Division, Room 322 Peterson Service Building, 411 S. Limestone, Lexington, Kentucky 40506-0005. Each fee payment must be accompanied by a statement indicating the referenced University price contract to which it applies and indicate the aggregate value of goods/services provided and invoiced during the quarter, the fee percentage applied, and the net amount of the quarterly payment. If any errors are found in the report or calculations as determined by University, the Contractor shall correct immediately upon notification.

The Contractor may extend the pricing, terms, and/or conditions of this contract to other universities, state agencies, and public and private institutions, with prior approval of the University of Kentucky. The Contractor will pay the University of Kentucky a contract administration fee of two (2) % of goods/services provided and invoiced during the quarter. The fee shall be reported and paid within 30 calendar days of the end of conventional calendar quarters ending March 31, June 30, September 30, and December 31 of each year. The fees shall be in the form of a check made payable to the University of Kentucky and shall be delivered to the Purchasing Division, Room 322 Peterson Service Building, 411 S. Limestone, Lexington, Kentucky 40506-0005.

Contractor must notify the Contracting Officer when the resultant contract is utilized by other universities, state agencies, and public and private institutions in Kentucky.

In the event that the Contractor does not provide the quarterly payment based on the terms and conditions herein, the contract is subject to cancellation or termination.

Contract Administration Fee, Reports & Auditing

The Contractor has agreed to provide the University the reports and 2% Contract Administration Fee as described within this contract.

Insurance

Contractor shall procure and maintain, at its expense, the following minimum insurance coverages insuring all services, work activities and contractual obligations undertaken in this contract. These insurance policies must be with insurers acceptable to the University.

COVERAGES	LIMITS
Workers' Compensation	Statutory Requirements (Kentucky)
Employer's Liability	$500,000/$500,000/$500,000
Commercial General Liability including operations/completed operations, products and contractual liability (including defense and investigation costs), and this contract	$1,000,000 each occurrence (BI & PD combined) $2,000,000 Products and Completed Operations Aggregate
Business Automobile Liability covering owned, leased, or non-owned autos	$1,000,000 each occurrence (BI & PD combined)
Cyber Liability	$1,000,000 each occurrence

Contractor agrees to furnish Certificates of Insurance for the above described coverages and limits to the University of Kentucky, Purchasing Division. The University, its trustees and employees must be added as additional insured on the Commercial General Liability policy with regard to the scope of this contract. Any deductibles or self-insured retention in the above-described policies must be paid and are the sole responsibility of the contractor. Coverage is to be primary and non-contributory with other coverage (if any) purchased by the University. All of these required policies must include a Waiver of Subrogation (except Workers' Compensation) in favor of the University, its trustees and employees.

University Web Development Guidelines

Contractor's development, code management and deployment of the work will follow all University website developer guidelines with specifics to be set forth in the SOW.

Copyright Ownership

Section 22 of the University's General Terms and Conditions is hereby amended and restated in its entirety as follows:

22. Copyright Ownership:

Unless otherwise stated and agreed to by the parties in the applicable SOW, Contractor and University both consider the products and results of the services to be rendered by Contractor to be a work made for hire. Except as set forth below with regard to Background IP, Contractor acknowledges and agrees that the work and all rights therein, including, without limitation, copyright, belongs to and shall be the sole and exclusive property of the University. For any work that is not considered a work made for hire under applicable law, title and copyright ownership shall be assigned to the University.

Contractor works primarily with open-source software and has built an extensive library of code, libraries, routines, etc. ("Background IP") for solving all types of problems across many of the services contemplated by this contract. The Parties acknowledge and agree that Contractor may include, augment or create derivatives of already existing and non-University owned or provided Background IP in the provision of its services to University that does not contain open-source material, and for that subset of Contractor's work product ("Non-Open-Source Background IP"), Contractor represents, warrants, and covenants that it has the right to provide the Non-Open-Source Background IP to the University and to grant the University a license to such the Non-Open-Source Background IP. Ownership of that "Non-Open-Source Background IP" and any copyright thereon shall not be considered owned by University or created as work made for hire, but instead, Contractor hereby grants to University an irrevocable fully-paid-up worldwide nonexclusive license to have and use the Non-Open-Source Background IP.

Further, the Parties acknowledge that Contractor may include and will be unable to assign rights, via copyright or otherwise, to University for Contractor's use of existing, augmented, or derivative portions of open-source software included in the services and work product provided to University under this contract, in which case the University shall have rights pursuant to the applicable open source license, such as the GNU GPLv2 license for Drupal.

Any licenses, rights or intellectual property provided by University to Contractor for use in connection with Contractor's performance under any SOW shall be the property of and owned by the University. Such items shall be returned to the appropriate department upon completion and/or delivery of work unless otherwise authorized by the University. In the event that time of return is not specified, Contractor shall return all such items to the appropriate University department within one week of delivery.

Contractor will execute and deliver to the University, any assignments and documents the University requests for the purpose of establishing, evidencing, and enforcing or defending the University's ownership and/or license rights in and to the Work Product. Contractor constitutes and appoints, the University as its agent to execute and deliver any assignments or documents that Contractor or its employees or contractors fail or refuse to execute and deliver, this power and agency being coupled with an interest and being irrevocable.

Financials

Financials for this contract are listed within the Best & Final offer attached herein.

<table>
<tr><td><u>**OFFICIAL APPROVAL**
UNIVERSITY OF KENTUCKY</u></td><td><u>**OFFICIAL SIGNATURE**</u></td></tr>
</table>

Joyce French
Joyce French (Feb 24, 2023 14:28 EST)
_____
Joyce French, Category Specialist / 859-257-9104

Barry Swanson   Feb 24, 2023
Barry Swanson (Feb 24, 2023 14:47 EST)
_____
     CPO or Designee   Date

NE
NE

Marada Reddi   Feb 24, 2023
Marada Reddi (Feb 24, 2023 14:26 EST)
_____
    Signature   Date

Marada Reddi   Managing Principal
_____
   Typed or Printed Name, Title

University of Kentucky
Web Development Services
RFP No: UK-2272-23

Best and Final Offer

Submitted by: Beacon Systems
POC: Ritu Singh, Contracts/HR Manager
9900 W. Sample Road, Suite 204
Coral Springs, FL 33065
E-mail: contracts@BeaconGov.com
Phone: (703) 468-1602
Fax: (703) 468-1694
www.BeaconGov.com

Submitted to: University of Kentucky
Ms. Joyce French, Purchasing Division
322 Peterson Service Building
Lexington, KY 40506-0005
Phone: (859) 257-9104
Fax: (859) 257-1951
E-mail: Joyce.French@uky.edu

12. 5.2022

Ms. Joyce French, Purchasing Officer
University of Kentucky
322 Peterson Service Building
Lexington, KY 40506-0005
Phone: (859) 257-9104
E-mail: Joyce.French@uky.edu

Subject: Best And Final Offer to RFP from University of Kentucky (University) to provide a Web Development Services

Dear Ms. French,

We wish to thank you for the opportunity to submit our Best And Final Offer in response to the **University of Kentucky (University) RFP No: UK-2272-23** for **Web Development Services.**

Per your feedback, we revisited the rates and labor categories provided in our original response. We have made the following changes:

- As a courtesy, we have provided additional discounts per labor category, ranging from 1%-5%.

- We have added several new labor categories in each Functional Area to provide additional flexibility when responding to various task orders.

- In addition to new labor categories, we have provided pricing, with discounts, for work performed at one of our offshore locations, should the University require a global delivery model.

These changes and additions reflect our commitment to providing the best value to the University. Further discounts on a per-category basis, as well as delivery-based pricing, may be negotiated at the task order or project level.

Again, Radiant appreciates the opportunity to submit our response for consideration. Should you have any questions, please do not hesitate to contact me at **(703) 468-1602.**

Sincerely,

Madhu Reddi

Marada Reddi
Managing Principal
BeaconGov

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1. Criteria 3 – Financial Proposal (Amended)

1.1 Financial Commitment

- As a courtesy, we have provided additional discounts per labor category, ranging from 1%-5%.

- We have added several new labor categories in each Functional Area to provide additional flexibility when responding to various task orders.

- In addition to new labor categories, we have provided pricing, with discounts, for work performed at one of our offshore locations, should the University require a global delivery model.

1.2 Functional Area 1 – University Web Platform Development

Labor Category	Quoted Rate/Hr.	Discount	Final Rate/Hr.
Accessibility Specialist	$85.00	2.50%	$82.88
Content Developer/Copywriter	$72.00	3.00%	$69.84
Drupal Developer Mid-Level	$105.00	1.00%	$103.95
Drupal Developer Mid-Level (Offshore)	$30.00	1.00%	$29.70
Drupal Developer Senior	$130.00	1.00%	$128.70
Drupal Developer Senior (Offshore)	$40.00	1.00%	$39.60
Graphic Designer	$78.00	3.00%	$75.66
Media Production Artist	$92.00	3.00%	$89.24
Project Manager	$120.00	5.00%	$114.00
QA Tester	$75.00	4.00%	$72.00
QA Tester (Offshore)	$26.00	4.00%	$24.96
Scrum Master / Business Analyst	$90.00	4.00%	$86.40
Senior UX Researcher	$122.00	2.00%	$119.56
SEO Specialist	$93.00	2.00%	$91.14
UI/Theme Developer Junior	$80.00	3.00%	$77.60
UI/Theme Developer Junior (Offshore)	$28.00	3.00%	$27.16
UI/Theme Developer Mid-level	$100.00	2.00%	$98.00
UI/Theme Developer Mid-level (Offshore)	$35.00	2.00%	$34.30
UI/Theme Developer Senior	$120.00	3.50%	$115.80
UI/Theme Developer Senior (Offshore)	$45.00	3.50%	$43.43
UX Designer Junior	$75.00	3.00%	$72.75
UX Designer Junior (Offshore)	$28.00	3.00%	$27.16
UX Designer Mid-level	$95.00	3.00%	$92.15
UX Designer Mid-level (Offshore)	$35.00	3.00%	$33.95
UX Designer Senior	$135.00	3.50%	$130.28
UX Designer Senior (Offshore)	$45.00	3.50%	$43.43
UX Researcher	$101.00	2.00%	$98.98

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1.3   Functional Area 2 – Web Application Development

Labor Category	Quoted Rate/Hr.	Discount	Final Rate/Hr.
Accessibility Specialist	$85.00	2.50%	$82.88
Application Developer	$110.00	2.00%	$107.80
Application Developer (Offshore)	$35.00	2.00%	$34.30
DevOps Engineer	$125.00	3.00%	$121.25
DevOps Engineer (Offshore)	$30.00	3.00%	$29.10
Project Manager	$120.00	5.00%	$114.00
QA Tester	$75.00	4.00%	$72.00
QA Tester (Offshore)	$26.00	4.00%	$24.96
Scrum Master / Business Analyst	$90.00	4.00%	$86.40
Senior Application Developer / Architect	$150.00	2.00%	$147.00
Senior Application Developer / Architect (Offshore)	$45.00	2.00%	$44.10
Senior UX Researcher	$122.00	2.00%	$119.56
UI Developer Mid-level	$110.00	2.00%	$107.80
UI Developer Mid-level (Offshore)	$25.00	2.00%	$24.50
UI Developer Senior	$130.00	3.50%	$125.45
UI Developer Senior (Offshore)	$30.00	3.50%	$28.95
UX Designer Junior	$75.00	3.00%	$72.75
UX Designer Junior (Offshore)	$28.00	3.00%	$27.16
UX Designer Mid-level	$95.00	3.00%	$92.15
UX Designer Mid-level (Offshore)	$35.00	3.00%	$33.95
UX Designer Senior	$135.00	3.50%	$130.28
UX Designer Senior (Offshore)	$45.00	3.50%	$43.43

1.4   Functional Area 3 – Web Service Integrations

Labor Category	Quoted Rate/Hr.	Discount	Final Rate/Hr.
API Developer	$120.00	2.00%	$117.60
API Developer (Offshore)	$35.00	2.00%	$34.30
Application Developer	$110.00	2.00%	$107.80
Application Developer (Offshore)	$35.00	2.00%	$34.30
DevOps Engineer	$125.00	3.00%	$121.25
DevOps Engineer (Offshore)	$30.00	3.00%	$29.10
Project Manager	$120.00	5.00%	$114.00
QA Tester	$75.00	4.00%	$72.00
QA Tester (Offshore)	$26.00	4.00%	$24.96
Scrum Master / Business Analyst	$90.00	4.00%	$86.40
Senior Application Developer / Architect	$150.00	2.00%	$147.00
Senior Application Developer / Architect (Offshore)	$45.00	2.00%	$44.10

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Written Questions and Answers

Web Development Services
RFP UK-2272-23
Closing Date: 08/18/2022
Today's Date: 08/04/2022

No.	Question		Answer
1	What is the state of existing platforms/ecosystem? What is the technology stack? Any details are appreciated (such as documentation, specifications, diagrams and so on).		See #151
2	What are the product goals for each of the Functional areas? What modules/features are planned to be implemented in addition to already existing within the platforms? Are there detailed requirements for such features?		Requirements for additional features are not yet defined.
3	Taking into account absence of detailed project description: o Do you consider collaborating based on the Time and Material price model according to the Contractor's hourly rate card provided in the Financial proposal? o Are you planning to develop the work scope in an iterative manner, following the Agile practices? o What level of involvement of the University staff into the development processes is expected? Will you assign a person on your side who will be responsible for product vision, roadmap management, features prioritization, resolution of external dependencies and so on (Product Owner / Product Manager)?		1. See #8 2. Yes 3. Yes, as well as potentially internal development staff to assist with integration and deployment

4	When do you plan to start the development according to this RFP?		Projects will be initiated as requested by units at the university.
5	What is the expected volume of the services per year (approximately)? In the total hours spent for the development, planned budget or other metric.		Unknown
6	Clause 6.1 is posing an unknown risk on the contractor. Can the attorney fee liability be removed? Otherwise, can it be capped at $10,000 USD, for example? Can the clause be altered to be mutual so that in the case that the contractor prevails then the University will agree to pay all expenses of such action including attorneys' fees and costs at all stages of litigation?		Attorney Fees are listed in section 6.16. Please see section 3.5 of the RFP for where to place your response to deviations to the terms & conditions.
7	Clause 6.29 is asking for Contract Administration Fee, which is unusual for this kind of contract. Can this clause be removed?		Please see section 3.5 of the RFP for where to place your response to deviations to the terms & conditions.
8	Clause 7.1 does not provide enough detail to properly make a fixed price offer as designated in clause 8 asks. Additionally, the RFP request to provide estimated hours for example websites; however, it is not clear what's the scope for that. Can more details be given? Is the fixed price offer intended to be an hourly rate or a full package fixed price?		Please see Section 8.0: "fixed price" means the cost the Offeror provides for the services offered. This can be hourly rates or rates based on projects.
9	What are the current pain points of the digital properties? Are there specific areas you are looking to improve upon with a new vendor?		Generally, limited content models, lack of drag-and-drop layout building experience, and too much reliance on custom sub-theming to execute presentational requirements.
10	What are the "specific university web development guidelines" mentioned on page 7, Section 2.2?		Please see section 6.27 of the RFP.
11	What are the anticipated projects coming in the next 12 months for the three web properties mentioned?		Redevelopment of uky.edu/academics Migration of uknow.uky.edu
12	How frequently do you anticipate web requests?		See #5

13	Do you have a historical reference to the number of requests during the past 12 months in an itemized format?		See #5
14	How quickly do you need these projects completed from the time of ask, generally?		2 to 9 months
15	How many people are visiting the websites on average?		This varies significantly among properties. Uky.edu records ~ 1.2M views a month.
16	How many people are visiting the websites during a peak time like a broadcasted event?		See #15
17	Will UKY host the websites internally, or do we need to recommend a new hosting provider?		UK web hosting is on-prem.
18	Can you please provide more details regarding the scope of work? Specifically, what services are you wanting the selected vendor to complete? For example: o Do you want the vendor to build a new website? o Do you want the vendor to rebuild an existing website? If so, which one(s)?		This RFP is to provide the University with multiple contracts with awarded contractors to provide Web Development Services as indicated within the RFP. At any given time, University departments may need various web services to which they can chose from one of the contracted vendors to provide those services. University departments will contact the awarded contractors for quotes, SOW, etc. when there is a need for services.
19	If yes to one of the above two questions, will the vendor be doing the design work or is the university providing the design files?		Departments and awarded contractor will work together on a SOW for the required work.
20	Are you looking to just have the vendor support an existing website or websites and if so which one(s)?		No
21	If you are looking for support only, how much support are you looking for? Would our team work with your internal web services team or would we be leading the maintenance of these websites?		Vendor support contracts would be at the discretion of individual units, but would generally be needed in the case of highly customized projects not aligned with institutionally supported products
22	Will you be posting any of the questions that were asked by other prospective bidders?		Yes, all questions are compiled within this document.
23	Answers to these questions will be very helpful to us and evaluating the scope of		No.

	work. Once we receive the answers to these questions, will you allow for another round of questions, so we can ask more specific questions about the scope?		
24	Our assumption is the "three existing university web platforms" are currently in Drupal. If so: ○ What versions of Drupal do they use? ○ What are some of the most heavily used plug-ins the sites rely on? ○ What are the major integrations that the sites use?		1. Drupal 9 2. The platforms use a varied of contributed modules, generally within the Drupal Security Advisory policy. 3. LDAP
25	You mention that you're looking for vendors to contribute to the platform codebase directly or develop individual websites that depend on the platform. For the latter, are you open to CMSs or web languages other than Drupal?		No
26	What is the deployment process for pushing changes to the UK web platform, and what toolsets do you use? Are the processes/tools uniform across the three existing platforms, or do they vary?		Changes are deployed via Gitlab CI.
27	Some optional services we could provide are content strategy, usability testing, accessibility audits and improvements, optimization audits and improvements, and design system creation. Are these appropriate to include in the optional services section?		Yes.
28	The brand guidelines appear to be behind a login wall. Can you please provide them?		These will be made available to contracted vendors.
29	Do you have documentation summarizing the University web development guidelines that you can share?		Development guidelines are in process.
30	In Criteria 4 — Evidence of Successful Performance and Implementation		Correct

	Schedule, you ask us to include a minimum of three client references. Our assumption is that we should include a minimum of three references in total, not three references per project sample. Is that correct?		
31	Once awarded, how will projects be identified and communicated to awardees? When projects are identified, what do you expect the selection process will entail, i.e., will awardees communicate directly with departments or something else?		See question #18.
32	With no project specifics given under this RFP, can you please provide more information about your expectations for the financial offer?		For the services listed in the RFP, the Offeror is to provide a cost to provide them to the University.
33	The evaluation criteria for the financial proposal indicates, "The Financial Summary Form shall contain the complete financial offer made to the University using the format contained in Section 8.0." In turn, the instructions for the financial proposal in 8.0 merely indicate, "Offerors are to provide a fixed price for the services offered." In the same section, it is furthermore indicated that bidders should take steps, such as completing and attaching Section 7.1 and 7.2 to provide support for the firm fixed price bid." Please answer EACH of the following. a. There is no actionable or precisely quotable scope enclosed with the RFP. We therefore assume that the requirement for "firm fixed pricing" should rather be understood as submission of "firm fixed hourly rates." Please confirm this is correct, or otherwise provide a well-defined project scope that would allow for bidder estimation and apples-to-apples total project pricing comparison.		A. That is correct. This RFP is for any project at the University that will be needed. Please provide a cost for the services. B. No, we are not asking for pricing on past projects. Section 7.1 lists Functional Areas the University expects to receive pricing on for each of these services. These prices should be included in Section 8.1 of the RFP. The same with Optional Services in 7.2 and 8.2. C. No. D. See section 5.0 of the RFP. As already described in the RFP, this RFP is for various projects as they are needed. Provide your pricing, in your response however you want to submit it. Evaluation is done by the University.

	b. We are curious about the references to Section 7.1 and 7.2. These are SOW sections, and the only price information contained therein would, perhaps, be the total costing for other past projects. Could these section references possibly have been erroneous? In what way would costing for past projects reflect upon the pricing for the University's project? How would such past pricing be indicative of the accuracy and validity of current offers? c. Did the University intend to release a pricing form with the RFP? Was a form inadvertently omitted? d. Please explain how pricing evaluation will proceed. We believe it will be very hard to accomplish a fair, apples-to-apples comparison of offers, because there is not a well-defined scope of work to quote for this project, nor any standardized list of positions for which bidders should provide rates. On what reasonable basis would financial proposals therefore be evaluated?		
34	The instructions for Functional Area 2 seem to indicate, "Offerors shall provide one or more examples of developing websites using a UK web platform, or a similar resource for another large institution." Please answer EACH of the following: a. It is interesting that these instructions specifically include a mention of past UK web platform experience. Would a preference potentially be given to this sort of experience? b. If an offeror does not have UK platform experience, the instructions seem to indicate that the offeror should submit experience for a "similar resource for		a. Yes b. A similar resource would include development for a large educational institution or government agency comprised of many properties utilizing common set of web development resources (e.g. a WCM distribution/platform/or library).

	another large institution." We are looking for some additional guidance as to what this means. What would be deemed "similar"? Are there specific characteristics that a "similar" project should have? Would the work have to be with another public education institution, or would Drupal experience with a large government agency (large agency website) be sufficient?		
35	Regarding the award process for this contract, please answer EACH of the following: a. If known, approximately how many awards should be anticipated as a result of the RFP? b. Will awards be made to all reasonable and responsible offerors, or does UK presently intend to shortlist down to a relatively small number of preferred vendors (ex. perhaps 2-5 vendors)?		a. Multiple. b. Unknown currently.
36	Regarding future competition at the task order level, please answer EACH of the following: a. We assume there would be a separate proposal process for each task order. What would the associated proposals typically need to include? Is UK expecting any sort of format/process standardization to make the process more efficient from both sides? Or would the process and format for each task order rather be distinctive and independent. b. What evaluation criteria would be applied at the task order level? What factors would be considered? c. Experience and past performance are being assessed as a part of this bid, at		a. The current process for individual projects requires the submission of a Personal Service Contract to UK Purchasing. b. Evaluation criteria are currently at the discretion of the funding unit. Factors considered are typically demonstration of similar previous work. c. See A

	the master contract level. Would past performance be re-evaluated at the task order level?		
37	Is this the first time that UK is competing a contract like this? Or is there a similar contract already in place? If a similar contract has been in place, please respond to EACH of the following: a. What is the contract number for the established contract? b. When was the contract competed? c. At the master contract level, how many bidders originally received awards under the contract? d. How many task orders were competed over the lifecycle of the contract? e. What was the value range (low-high) of the competed task orders? f. What was the typical value range of the competed task orders? (remove outliers, approximation would be fine) g. Of the original pool of vendors who received awards at the master contract level, how many ultimately performed work under the contract?		No. The University has solicited for web development project contracts before and does have established contracts. Those contracts are expiring, and new contracts are needed. For specific contract information please request the information through ukopenrecords@uky.edu .
38	Regarding the vendors who have been working on UK's web platform within the past three years, please respond to EACH of the following: a. Please provide a list of the pertinent vendors. b. For each of the vendors listed in response to "a" above, please provide an estimation of the total number of months/years that the vendor has been working on the platform.		See question #37.
39	What amount of funding will be allocated to this contract vehicle? Will there be a cross-cutting, ceiling NTE (not to exceed) value for the entire vehicle?		These contracts are set up for University need, on an as needed basis. There are no current projects. Therefore, funding is

			estimated on an as needed basis per project.
40	Will there be an NTE (not to exceed) ceiling value assigned to each award that results from the present RFP? If so, what will the NTE value be?		See response to #39.
41	Regarding the task orders to be competed under the new contract, please answer EACH of the following: a. Approximately how many task orders are expected to be competed each year? (best guess is fine) b. If known, what would the value be for most typical task orders that would result from the new contract? (an approximate range would be fine)		a. Unknown. b. Unknown.
42	Where will the eventual task orders be announced? Will bidders be provided with courtesy notices via email? Or will bidders be expected to monitor a particular site/url? If applicable, please provide the URL that will need to be monitored.		Contractors will be notified of University need by individual departments upon the need for Web Development based on departmental review of the awarded contracts.
43	For functional area one, how do we provide a fixed price bid? Do you have a defined number of updates required in the web platform, which will help us to define the scope of work and a fixed bid?		See question #8.
44	Are you open to non-US vendors, for example, a Canadian firm, completing this work? Do you have a preference for local vendors?		See evaluation process in section 5.0 of RFP.
45	Do you have an estimated budget range for these services?		No. Budget will vary depending on department and services requested.
46	Are you open to receiving a digital submission?		Please see section 3.6 of the RFP.
47	What version of Drupal is the University currently using?		Drupal 9

48	Since, the complexity of the scope/deliverables is unknown, can we propose hourly rates for the different resources required for the project in addition to the fixed price for example web application?		Yes.
49	Can the work be performed remotely?		Yes
50	Do you have a budget limit that we need to consider?		No
51	Can please specify the anticipated no of resources and their roles to be allocated for this project?		unknown
52	Do you have an estimated project start date and desired go-live date?		No. See question #18
53	Can you please specify the project timeline for the mentioned functional areas 1, 2, and respectively? Also, do you expect all development and integration to happen simultaneously?		1. There is no established timeline. 2. No
54	Does the existing web platform(s) have any additional integrations with other websites or applications?		The web platform currently integrates with LDAP
55	Are there any defined security standards that UK needs to meet (e.g. Content-Security-Policy standards, intensive code-review processes, etc.)?		Not currently
56	Has the University of Kentucky utilized any additional external APIs or data feeds (courses, faculty profiles, events, research publications, etc.) since the initial launch of the website?		No
57	Please itemize any customizations added since the last active development.		unknown
58	Have any major modules been added to the site's functionality since the last active development?		Modules are added as needed, none are 'major' in that none impacted significant site architecture or compatibility.
59	On page 30 "web platforms" are mentioned. What are these existing web		Web platforms refer to Drupal source (e.g. installation profile and themes) used in

	platforms? Will this be in the existing platform (e.g. an existing and in-use Drupal install), or a new install of the platform (e.g. a new Drupal instance)?		many site instances within uky.edu. Development will build on these existing codebases.
60	On page 30 of the RFP "Integrating custom or Drupal community-contributed extensions as needed" is mentioned. Are we correct in assuming UK wants Drupal, or is Drupal only one of the existing "platforms"? Can University of Kentucky please clarify?		UK is consolidated web resource to Drupal. There are currently 3 Drupal codebases used to produce web properties within uky.edu.
61	In Functional Area 2 on page 30 of the RFP a range of languages are referenced. Is there a specific language or tech stack University of Kentucky would prefer the vendor to use? (e.g. LAMP stack, IIS and .NET, etc.)		Technical requirements for custom development are at the discretion of the funding unit.
62	Content strategy does not appear to be mentioned in the Functional Areas. Is this service desired?		This would be considered within Functional Area 1
63	Should services like Content Strategy be included in "Optional Services"?		See #62
64	If so, is content creation in any form expected to be in scope for any of the future projects? (e.g. copywriting, videography, photography). If yes, please specify.		no
65	How large is the CMS user base (i.e. total number of users)?		CMS app users vary per instance, total userbase is approximately 300.
66	How large is the current Drupal installations (total number of pages and files)?		unknown
67	Is design (e.g. User Experience and Visual Design) a desired competency? Web design is not referenced in any of the Functional Areas, yet the "developing individual websites" is referenced as a potential scope on page 7 of the RFP. To this end, are vendors expected to outline their experience with regard to web design in their proposal? Or, rather, are the desired Functional Areas limited to		This would be considered within Functional Area 1.

	backend development, CMS optimization, and integrations?		
68	What is the desired timeline for this project? How does this timeline breakdown across Functional Areas?		This is an ongoing contract.
69	Can the University of Kentucky team please describe if each Functional Area corresponds to a distinct and current project? As it stands, it appears as though offerors are		No, they do not.
70	Regarding the pricing proposal, a variety of instructions are referenced in the RFP. Namely, Section 4.7 states "The Financial Summary Form shall contain the complete financial offer made to the University using the format contained in Section 8.0." Section 8.1 goes on to require offerors to "complete and attach Section 7.1 to provide support for your firm fixed price bid." However there does not appear to be any form in Section 7.1, despite these references. Indeed, Section 7.1 is a full page description of scoped services. Further, no such form appears to be available on purchasing.uky.edu. Can the University of Kentucky team please detail where offerors can find the Financial Summary Form. Else, can specific instructions for formatting our Financial offer be provided?		4.7 Financial Summary Form is in reference to your response in section 8.0 as indicated. There is no actual "form" to complete. Please provide pricing in section 8.0.
71	What is the approximate budget for this project? How does this budget breakdown across Functional Areas?		See question #45.
72	On page 7 it is stated "Each Functional Area of services may have one or more offeror awards. Each offeror must successfully meet the criteria of the proposal and presentation stages. Price Contract(s) and Personal Service Contract(s) will be established from this RFP and will be available to all University of Kentucky departments." To that end, are offerors correct in assuming that this RFP is tasked at identifying a pool of preferred vendors for future UK projects? Or, rather,		Yes, contracts will be awarded for a pool of vendors for future projects.

	is the intention to contract with a vendor to engage in an immediate project?		
73	If this RFP is tasked with identifying a pool of preferred vendors, then should vendors provide an hourly rate? If so, are blended hourly rates acceptable as opposed to hourly rates by role?		See #8.
74	Are finalist presentations expected to be conducted on campus in Kentucky?		No
75	Shall redlines to Terms and Services be included in Section "Criteria 5 - Other Additional Information" in the offeror's proposal?		No. Please see section 3.5 of the RFP.
76	As a private company, we cannot disclose gross sales. However, we can provide a letter from our bank guaranteeing our financial stability — is this acceptable?		Yes.
77	In 7.1 "Functional Area 1, etc." UK states "Offerors shall provide one or more examples of developing websites using a UK web platform, or a similar resource for another large institution." In this context does "web platform" reference Drupal? If not, could the UK web team please specify?		From section 2.2: The University of Kentucky maintains several Drupal CMS implementations (internally referred to as 'web platforms').
78	With regard to Section 4.6 on page 17, is it fair to say that the "expansive description" equates to case studies of example projects that demonstrate competency in the Functional Areas for which offerors are submitting (e.g. in line with the instructions laid out on page 30)?		yes
79	7.1 - Functional Area 1 Provide us technology stack details of the existing website's hosting environment.		CMS application environments are defined
80	7.1 - Functional Area 1 How many pages are present in the current website?		unknown
81	7.1 - Functional Area 1		University staff

	Who has been doing the content changes to the existing system? (in-house resources or 3rd party vendor)		
82	7.1 - Functional Area 1 Does the existing web platform have any integrations with other website or applications?		LDAP
83	7.1 - Functional Area 1 Do you have any preference over the proposed backend technology stack or open to new solutions?		Drupal 9
84	7.1 - Functional Area 1 Who will be providing the content for the website?		Content will be provided by individual web property owners
85	7.1 - Functional Area 1 Please provide a minimum version of browser and the minimum set of browsers for which the website should be optimized.		The current and previous major version of Chrome, Firefox, and Edge.
86	7.1 - Functional Area 1 Is all the content/information public or will the website require a registration and sign-in functionality for certain type of users or viewers to access specific information?		All Drupal-supported auth functionality is required.
87	7.1 - Functional Area 1 Does the proposed website need tools to host/stream Audio and Video?		no
88	7.1 - Functional Area 1 Is any content migration part of scope?		Drupal 7 to 9 migration is a possible project requirement.
89	7.1 - Functional Area 1 Will hosting the solution be part of the scope?		no
90	7.1 - Functional Area 1 Can this development activity be executed from offshore?		Unknown
91	7.1 - Functional Area 2 What are the applications presently in use and the technologies used to build the same?		There are many web applications that vary widely across the University.

92	Is it required that the web apps to be developed are mobile-compatible, or over any other devices?		Custom application requirements are defined per-project
93	7.1 - Functional Area 2 What would be the volume of work expected? How many forms/functionalities are required to be handled on a high level? Be it developing a server-side application or adding modules to existing applications, etc.		See #5
94	7.1 - Functional Area 2 Is there any software/tool currently in use for DBMS development, deployment, and interfacing with other campus services?		no
95	7.1 - Functional Area 2 **"May require DBMS development, deployment, or interaction, use of various protocols to interfaces with other campus services, and/or the development/maintenance of associated software tools. May include items such as reporting and data visualization tools." –** Please specify the associated software tools in use currently. Also, please divulge more information on the reporting/data visualization tools you prefer or in use.		1. Unknown 2. The university currently uses Tableau for data visualization.
96	7.1 - Functional Area 2 What are the expected protocols to be used while interfacing with campus services and reporting/data visualization tools?		unknown
97	7.1 - Functional Area 2 How many other campus services are we expected to interact with? Can you please elaborate the level of interaction required?		unknown
98	7.1 - Functional Area 2 Kindly provide a detailed scope of work for functional area 2.		unknown
99	**7.1 - Functional Area 3**		• Yes • Likely other interfaces would be generalized APIs for providing

	"The deployment, configuration, and/or integration of enterprise data systems with websites or other web interfaces" - Here, does the websites refer to the Drupal-based CMS from your existing websites? Please confirm. - What are the other expected web interfaces?		presentation systems (CMSs, static site builds, etc) with access to enterprise content.
100	**7.1 - Functional Area 3** **"This may include the creation of backend applications that integrate with existing enterprise data services"** Can you please provide a detailed of scope of work on this functional area?		unknown
101	**7.1 - Functional Area 3** **"The deployment, configuration, and/or integration of enterprise data systems with websites or other web interfaces"** – Are these websites hosted over on-premises or on cloud? Any further information on this would help.		Currently on-premises
102	Is it mandatory to have the DBE/SBE/VBE/WBE certification?		No.
103	Can the University provide more details around the three functional areas of scope on page 30? a. The RFP is asking for a fixed price for these services but with the lack of detail, this is impossible to provide an accurate estimate with more information.		RFP Section 7.1 provides the available general descriptions/details of the Functional Areas. a. See #8
104	What are the other two platforms outside of Drupal?		The three platforms are 3 implementations of Drupal 9.
105	If project success could be defined by achieving only one qualitative accomplishment, what would it be? (e.g... new integration, modern design, improved UX, easier to self-manage, etc...)		This is a general pricing contract, not a specific project.
106	What are the main factors you are using to differentiate potential partners?		See RFP section 4.5

107	Has a budget been determined for this project?		See question #45.
108	What is the process to secure project work if you are on the approved vendor list?		See question #18.
109	How many vendors are you looking to have on your approved list?		Unknown until we receive & review the responses.
110	Are your current vendor(s) being invited to submit a proposal?		Anyone can respond to the RFP as it is made public.
111	Do you prefer vendors who have expertise in all (or most) of the Functional Areas, or are you looking for a set of vendors who specialize in one or two of the Functional Areas?		The latter
112	Are you required to issue this RFP every so often? Or is something else driving its release?		Current contracts are expiring.
113	Who are the decision makers to select the vendor(s) (names and titles)?		See section 5.0 of the RFP.
114	How many agencies received this RFP?		See question #110.
115	What are the current web platforms that support Marketing & Brand Strategy, University Research, and UK Healthcare?		These are 3 Drupal 9 implementations.
116	How many instances and what version of Drupal are currently used in the environment and by which group?		UK web platform: Drupal 9 running > 50 instances.
117	Are you able to share the URL's of these sites?		No
118	Who are the defined stakeholder groups (besides Marketing & Brand Strategy, University Research, and UK HealthCare)		General stakeholder groups include College communications staff. Most stakeholder will be project-specific
119	Do you mind providing a list of current modules used in the CMS?		Current composer.json: https://gitlab.com/uky-web/university-web-platform/drupal-8/uky_base/-/blob/2.0.x/composer.json
120	If any of your sites are in Drupal 8 or below, do you plan to migrate any of that		yes

	data or functionality as part of these efforts?		
121	How well are integrations documented, is the subject matter expert still available for questions and guidance?		There is no current integration documentation.
122	What KPI's are available/used for Accessibility of web properties?		N/A
123	What KPI's are available/used for Performance of web properties?		N/A
124	Are your web properties hosted internally or do you use a 3rd party hosting provider?		On-prem
125	Are you willing to consider a 3rd party hosting party?		Not currently
126	Are you looking for someone to support and maintain web properties post go live?		Individual properties with extensive customization beyond the web platform may require ongoing vendor maintenance.
127	If you do need support, what are your expectations related to hours of service?		unknown
128	Do you have defined and documented development standards?		no
129	Do you have a preferred project development approach (waterfall, agile/scrum, hybrid, etc.)?		no
130	Do you have development resources who would be part of the development team, or are you expecting your agency partner to provide all resources?		There is an internal development team; they may work as part of the dev team, or may rely on the vendor (depending on capacity and priority)
131	Do you have any defined security and compliance standards that we must adhere to?		See #55
132	What is your current forms solution for data collection?		Dupal Webform; Qualtrics; Salesforce
133	Are these web properties currently available in additional languages?		no

134	Are you seeking optimizations to these web properties by leveraging automation/workflows?		unknown
135	What do you currently use/have access to for data visualization need?		Tableau
136	How will projects get identified and prioritized? a. Will an individual or group of individuals on the UK side be responsible for project prioritization or will this be between the agency and the requesting body? b. Are there tools in place to help facilitate the submission and prioritization of development requests?		See question #18.
137	Aside from development services, will UK provide supplemental resources needed to execute any specific project or will the need agency provide these services (Creative, UX, Search, Analytics, etc)		UK will not necessarily have the capacity to provide these supplemental resources.
138	The RFP makes reference to specific university web development guidelines. Is this something that could be provided for review?		See Section 6.27 of the RFP.
139	What does UK use for their primary hosting environment?		On-prem VSphere.
140	Is there a standard dev ops/project management/QA approach at UK or does it depend on the team/project?		The latter, but these are desired.
141	Aside from PII requirements dictated by the KRS, What is UK's position on ADA, CCPA and similar compliance regulations? a. Is there a specific WCAG level web experiences should be QA'd against?		1. University web policy is WCAG2.0AA, that will likely be updated to WCAG2.1AA during this contract. 2. The university currently does not have a cookie consent policy for

	b. Will cookie consent policies need to be implemented and enforced across both internal and external web properties? c. Are there any other regulatory bodies we should be aware of?		web materials. 3. In specific cases, there are certain statutory content publication requirements, as well as content publication related to accrediting bodies. These requirements will generally be the responsibility of the internal content owner.
142	When working with web platforms, specifically custom web applications built by UK, will internal tech resources be available to answer questions about architecture and integrations?		yes
143	Are college specific sites managed as a single Multisite Drupal instance or as separate instances of drupal? a. What version/s of Drupal are currently in production? b. Does UK have a list of approved Dupal modules or are they reviewed on a case by case basis? c. Is there a single approved Drupal theme that all colleges share or could a college have its own theme? i. If single, are they centrally managed or could different colleges be on different versions of the same theme?		1. Separate instances 2. 9 3. Case-by-case, with priority on modules already included in the base installation profile 4. There is a base theme, and boilerplate subtheme. Colleges may 'extend' the UK web platform with custom code including theming, provided they resource the maintenance of the code.
144	What is the current system architecture? a. Is it a single instance, or running in multiple scaling containers?		Multiple Drupal instances share several on-prem VMs.
145	DevOps: a. What is the current development workflow?		1. Development is managed in sprints, with work kept on a sprint branch 2. For platform products (install profile, theme) tagging; for individual Drupal sites, mergin into

	i. As features are merged into the main branch - how are releases managed? Tagging? b. What CI / CD tools / processes are in place?		an environment branch 3. All code is kept in Gitlab
146	How is documentation typically handled / managed? a. Is documentation regularly updated and version controlled?		Documentation is minimally maintained, and is decoupled from the codebase
147	Since the work will extend the existing platform - How will our team work with the internal IT / Tech team? a. Is there a preferred way in which you currently work with external partners?		For platform backlog, your team would work in sprints with the internal team. Individual websites project workflow is currently determined per project needs (timeline/staff etc)
148	Can you confirm how many agencies are participating in the RFP process?		No.
149	Please let us know if this is a single award RFP inclusive of 3 functional areas? Would we able to submit proposals for individual functional areas?		See Section 2.1. Yes.
150	Please let us know if you have a detailed scope and requirements document that can provide us more direction so we can provide a firm estimate. We need additional information on the scope items for functional areas 1, 2, and 3? Please let us know if there is anything you can provide.		See question #8 and #18.
151	What information about the UK Web Platform can be shared prior to awarding contracts?		The UK Web Platform is a Drupal 9 installation profile, base theme, and related component library. It uses Paragraphs and Entity Construction Kit for component-based pagebuilding. It provides several basic content types (Paragraph page, Event, Person, News).

152	Does the UK Web Platform built using Drupal utilize modern frontend technologies such as React or Angular for any of its components?		UK Web Platform uses Drupal frontend rendering (twig). It does not use a separate frontend framework.
153	Are each of the three platforms based on Drupal? Are they hierarchical in nature?		1. Yes 2. ?
154	How is the UK Web Platform architected to support maximum reusability across its three platforms?		The three platforms do not reuse functionality among them.
155	Is explicit experience with the UK Web Platform a requirement?		Yes
156	It is assumed that the UK Web Platform has matured over time, what role toolsets have been put in place as part of the ecosystem to support DevOps activities such as Continuous Integration and Deployment?		The codebase is managed on gitlab.com
157	What role do vendors usually have in actively contributing to the UK Web Platform through site-specific implementation and rollouts?		Regular code review of project-specific vendor work by the internal web development team will guide adopting features into upstream web platform packages, and allow project-specific code to factor out these customizations. With this contract, vendors may be engaged for direct sprint development on the platform without an implementation project.
158	Does the UK Web Platform and supporting teams allow for effective deviations on a site-specific basis where needed? Is there a Governing process put in place for ensuring that the supporting teams of the UK Web Platform are able to support sites once launched or manage the deviations accordingly?		1. Yes 2. Units deviating ('extending' in UK terms) are responsible for technical management of additional code, either through in-unit tech staff or vendor support.

159	What is the hosting environment and architecture for the applications (websites) built using the UK Web Platform?		See #168
160	Is there a dedicated engineering/development team for managing the product development of the UK Web Platform? What does the platform lifecycle and release management look like, and how often are new releases created of the platform?		1. Yes 2. Patch releases follow Drupal security releases; feature release frequency varies on internal team availability.
161	Was there an architectural decision made with the UK Web Platform to use Drupal's contributed module Paragraphs instead of Layout Builder? If so, can the reasoning be shared? (referring to: https://gitlab.com/uky-web/university-web-platform/drupal-8/uky_base/-/tree/2.0.x/modules/custom)		At the time of development, Layout Builder usability was not satisfactory.
162	Can the UK Web Platform team provide a reasoning behind the decision to utilize the Drupal contributed module Features in their architecture? (referring to https://gitlab.com/uky-web/university-web-platform/drupal-8/uky_base/-/tree/2.0.x/modules/custom and the various features.yml files).		No. Configuration organization within the base installation profile will be refactored.
163	It looks like you're currently running Drupal 9 for the main site. Do you have any documentation that will be available to the vendor on the specific code bases that you are looking for help with once you choose one?		no
164	Are there any custom modules that are currently being used, if so how are they being maintained?		There are custom modules and themes maintained by a central internal web development team,
165	Do you have a list of current integrations that will need to be supported across the various sites you mention? Examples		Current integrations include LDAP and Salesforce.

	include SSO, martek/webform integration, Ellucian Banner ERP, APIs, etc.		
166	Are you leveraging configuration management, config split, and other methods to move database configurations between environments, or features in the older Drupal 7 sites?		All drupal instances on the UK platform manage configuration storage via Drupal 9 config management APIs, in git (1 repo per site instance). We do not currently use config split.
167	Are any of the sites leveraging a singular code base and multiple databases (Drupal multisite) or are they each individual Drupal applications with their own unique code bases and databases?		No, the University Drupal platform uses individual instances with dependencies managed through Composer.
168	It looks like some of the colleges are on their own subdomains, ex: https://students.ca.uky.edu running Drupal 7. These appear to be different Drupal applications. Do you have a total count of how many additional sites there are?		No. There are > ~300 Drupal instances under *.uky.edu.
167	Is part of this scope to replatform/upgrade/migrate the Drupal 7 sites to Drupal 9?		Migration from Drupal 7 is potentially within the scope of this pricing contract.
168	How are the sites currently hosted? Are you on a managed platform (Acuqia/Pantheon) on a private cloud (AWS/Azure), or on prem? As part of this do you have a dev/test/prod setup for Drupal?		Development uses ephemeral cloud environments (e.g. Gitpod). Staging and Prod are on-prem VMs. Deployment across environments is accomplished via Gitlab CI.
169	In 7.1 you mention a number of stakeholder interviews and discovery, is there a current backlog of items you're looking to use to enhance the current site that you can share? If so, is there another vendor or internal team managing the site currently? Would the vendor be working in conjunction with them, or will they inherit the application(s)?		1. The backlog is not currently available 2. There is an internal team managing the codebase. 3. Vendor would be working in conjunction with the internal team.
170	In integrations you mention solr, but the site currently appears to be using Google search. Is the goal to replace this with solr?		SOLR is given as a potential index solution with established integration to Drupal; there are no specific plans to implement SOLR for site search.

171	Are you looking to leverage the current theme look and feel for the sites, or is part of this scope a redesign? If the goal is to keep the current theme, are you using a responsive framework (i.e. Bootstrap) and components (drupal paragraphs) to maintain look and feel as well as content?		1. The current theme will be further developed. 2. The UK web platform does utilize drupal paragraphs.
172	In functional area 2 a number of different server side languages are mentioned, is the goal for this piece to develop using one of these languages and have it display into the appropriate website? Or are you looking to integrate into other systems outside of the website, like internal applications?		See #179
173	Do we need submit separately for each functional area mentioned in the RFP or all should come in one RFP?		You can submit the functional areas in one RFP response. It does not need to be separate.

174	What web properties are included in the scope of work?
	
	• Can you describe the scope/scale of each named property?
	  o Functional requirements
	  o Volume of content
	  o Integrations
	• Are there specific properties targeted for the first year of partnership?
			1. Unknown
			2. Yes: uky.edu/academics

175	Are there specific functional requirements that have been identified that you're looking for active development of? • Ie. Do you have more details on "Defining or extending web platform base content models." (What base content models? How do you anticipate these models being extended? etc.)		1. Additional requirements and feature requests have been collected but not prioritized 2. Existing base content models include, news, people, and events. These will be extended as required by specific implementation or through alignment with enterprise content models of the same domain entities.
176	What, specifically, should be included in the fixed price bid for functional areas 1, 2, and 3?		See #8

177	Are there specific priorities that support the success of your Sustainability Strategic Plan?		no
178	Improvement to campus & community engagement is highlighted as a priority. What technology has UofK utilized to do this work?		unknown
179	You've listed ASP.NET, C, Java, Perl, PHP, Python, Ruby which is a wide range of languages and frameworks. Can you give more visibility to what languages UK is currently using and what systems you anticipate being in scope for this type of development?		The University's web platform is written in PHP (Drupal 9; Symfony). The requirements of other standalone applications are determined by individual units, centers, research labs, etc. and vary widely.
180	How will you be assessing pricing against your requirements detailed in your RFP?		See Section 5.0.
181	Who would we work with internally on this/these projects?		See question #18.
182	Are there internal Drupal Developers that have the ability to do maintenance? o Should training and capacity building should be added to response.		1. Yes 2. No
183	Who built your existing uky.edu website (and any other major properties)? • Are they still working with the University? • What is the nature of your current relationship with them? • Are they expected to respond to this opportunity?		1. NewCity (Blacksburg VA) 2. Yes 3. They are a regular vendor on university web projects 4. Unknown

Request for Proposal
UK-2272-23
Proposal Due Date – 08/11/2022

Web Development Services

REQUEST FOR PROPOSAL (RFP)

ATTENTION: This is not an order. Read all instructions, terms and conditions carefully.

PROPOSAL NO.:	**UK-2272-23**	**RETURN ORIGINAL COPY OF PROPOSAL TO:**
Issue Date:	**07/11/2022**	**UNIVERSITY OF KENTUCKY**
Title:	**Web Development Services**	**PURCHASING DIVISION**
Purchasing Officer:	**Joyce French**	**411 S LIMESTONE**
		ROOM 322 PETERSON SERVICE BLDG.
Phone:	**859-257-9104**	**LEXINGTON, KY 40506-0005**

IMPORTANT: PROPOSALS MUST BE RECEIVED BY: 08/11/2022 @ 3 P.M. LEXINGTON, KY TIME.

NOTICE OF REQUIREMENTS

1. The University's General Terms and Conditions and Instructions to Bidders, viewable at www.uky.edu/Purchasing/terms.htm, apply to this RFP. When the RFP includes construction services, the University's General Conditions for Construction and Instructions to Bidders, viewable at www.uky.edu/Purchasing/ccphome.htm, apply to the RFP.
2. Contracts resulting from this RFP must be governed by and in accordance with the laws of the Commonwealth of Kentucky.
3. Any agreement or collusion among offerors or prospective offerors, which restrains, tends to restrain, or is reasonably calculated to restrain competition by agreement to bid at a fixed price or to refrain from offering, or otherwise, is prohibited.
4. Any person who violates any provisions of KRS 45A.325 shall be guilty of a felony and shall be punished by a fine of not less than five thousand dollars nor more than ten thousand dollars, or be imprisoned not less than one year nor more than five years, or both such fine and imprisonment. Any firm, corporation, or association who violates any of the provisions of KRS 45A.325 shall, upon conviction, be fined not less than ten thousand dollars or more than twenty thousand dollars.

AUTHENTICATION OF BID AND STATEMENT OF NON-COLLUSION AND NON-CONFLICT OF INTEREST

I hereby swear (or affirm) under the penalty for false swearing as provided by KRS 523.040:

1. That I am the offeror (if the offeror is an individual), a partner, (if the offeror is a partnership), or an officer or employee of the bidding corporation having authority to sign on its behalf (if the offeror is a corporation);
2. That the attached proposal has been arrived at by the offeror independently and has been submitted without collusion with, and without any agreement, understanding or planned common course of action with, any other Contractor of materials, supplies, equipment or services described in the RFP, designed to limit independent bidding or competition;
3. That the contents of the proposal have not been communicated by the offeror or its employees or agents to any person not an employee or agent of the offeror or its surety on any bond furnished with the proposal and will not be communicated to any such person prior to the official closing of the RFP:
4. That the offeror is legally entitled to enter into contracts with the University of Kentucky and is not in violation of any prohibited conflict of interest, including, but not limited to, those prohibited by the provisions of KRS 45A.330 to .340, and164.390;
5. That the offeror, and its affiliates, are duly registered with the Kentucky Department of Revenue to collect and remit the sale and use tax imposed by Chapter 139 to the extent required by Kentucky law and will remain registered for the duration of any contract award;
6. That I have fully informed myself regarding the accuracy of the statement made above.

SWORN STATEMENT OF COMPLIANCE WITH CAMPAIGN FINANCE LAWS

In accordance with KRS45A.110 (2), the undersigned hereby swears under penalty of perjury that he/she has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky and that the award of a contract to a bidder will not violate any provision of the campaign finance laws of the Commonwealth of Kentucky.

CONTRACTOR REPORT OF PRIOR VIOLATIONS OF KRS CHAPTERS 136, 139, 141, 337, 338, 341 & 342

The contractor by signing and submitting a proposal agrees as required by 45A.485 to submit final determinations of any violations of the provisions of KRS Chapters 136, 139, 141, 337, 338, 341 and 342 that have occurred in the previous five (5) years prior to the award of a contract and agrees to remain in continuous compliance with the provisions of the statutes during the duration of any contract that may be established. Final determinations of violations of these statutes must be provided to the University by the successful contractor prior to the award of a contract.

CERTIFICATION OF NON-SEGREGATED FACILITIES

The contractor, by submitting a proposal, certifies that he/she is in compliance with the Code of Federal Regulations, No. 41 CFR 60-1.8(b) that prohibits the maintaining of segregated facilities.

SIGNATURE REQUIRED: This proposal cannot be considered valid unless signed and dated by an authorized agent of the offeror. Type or print the signatory's name, title, address, phone number and fax number in the spaces provided. Offers signed by an agent are to be accompanied by evidence of his/her authority unless such evidence has been previously furnished to the issuing office.

DELIVERY TIME:	**NAME OF COMPANY:**	**DUNS #**
PROPOSAL FIRM THROUGH:	**ADDRESS:**	**Phone/Fax:**
PAYMENT TERMS:	**CITY, STATE & ZIP CODE:**	**E-MAIL:**
SHIPPING TERMS: F. O. B. DESTINATION PREPAID AND ALLOWED	**TYPED OR PRINTED NAME:**	**WEB ADDRESS:**
FEDERAL EMPLOYER ID NO.:	**SIGNATURE:**	**DATE:**

Table of Contents

1.0   DEFINITIONS

The term "addenda" means written or graphic instructions issued by the University of Kentucky prior to the receipt of proposals that modify or interpret the RFP documents by additions, deletions, clarifications and/or corrections.

The term "competitive negotiations" means the method authorized in the Kentucky Revised Statutes, Chapter 45A.085.

The terms "offer" or "proposal" mean the offeror's/offerors' response to this RFP.

The term "offeror" means the entity or contractor group submitting the proposal.

The term "contractor" means the entity receiving a contract award.

The term "purchasing agency" means the University of Kentucky, Purchasing Division, Room 322 Peterson Service Building, Lexington, KY 40506-0005.

The term "purchasing official" means the University of Kentucky's appointed contracting representative.

The term "responsible offeror" means a person, company or corporation that has the capability in all respects to perform fully the contract requirements and the integrity and reliability that will assure good faith performance. In determining whether an offeror is responsible, the University may evaluate various factors including (but not limited to): financial resources; experience; organization; technical qualifications; available resources; record of performance; integrity; judgment; ability to perform successfully under the terms and conditions of the contract; adversarial relationship between the offeror and the University that is so serious and compelling that it may negatively impact the work performed under this RFP; or any other cause determined to be so serious and compelling as to affect the responsibility of the offeror.

The term "solicitation" means RFP.

The term "University" means University of Kentucky.

2.0   GENERAL OVERVIEW

2.1   Intent and Scope

This Request for Proposal (RFP) is being issued by the University of Kentucky to obtain proposals from qualified, experienced, financially sound, and responsible firms. The University is seeking to contract with qualified firms to provide web development services that are consistent with the graphics and web standards listed in section 6.27 of this RFP. The selected Contractors shall provide technical services and resources for one or more of the Functional Areas defined in section 4.6.

It is the intent of the University to award multiple contracts to offerors who can perform one or more of the Functional Areas specified in Section 4.6 below, whose offer conforms to the conditions and requirements of the RFP and is determined to be the most advantageous to the University. All contract offers will be based upon the criteria to be considered in the evaluation process as described in section 5.0 below.

Each Functional Area of services may have one or more offeror awards. Each offeror must successfully meet the criteria of the proposal and presentation stages. Price Contract(s) and Personal Service Contract(s) will be established from this RFP and will be available to all University of Kentucky departments. The contractors may be awarded single and/or multiple projects which will become University of Kentucky Purchase Orders for specific Web Services.

2.2   Background Information

The University of Kentucky maintains several Drupal CMS implementations (internally referred to as 'web platforms'). Contracted vendors will extend the functionality of these platforms, either contributing to the platform codebase directly, or developing individual websites that depend on the UK web platform. Development, code management, and deployment of this work will follow specific university web development guidelines.

Contracted vendors developing custom web applications will confer with central University IT or college-specific IT departments regarding web architecture and requirements to ensure what they are developing is compatible with the colleges', departments', and/or University's web environment.

2.3   University Information

Since his arrival, President Eli Capilouto has set forth an ambitious agenda to extend and enhance our role as Kentucky's land-grant and flagship research university. By focusing on infrastructure growth and improvement; creating opportunities for innovative teaching, learning, and academic excellence; fostering a robust research and creative scholarship enterprise; providing life-saving subspecialty care; empowering communities through service and outreach; and encouraging a transparent and shared dialogue about institutional priorities; the University of Kentucky will ensure a new century of promise for the people we impact.

Founded in 1865 as a land-grant institution adjacent to downtown Lexington, UK is nestled in the scenic heart of the beautiful Bluegrass Region of Kentucky. From its early beginnings, with only 190 students and 10 professors, UK's campus now covers more than 918 acres and is home to more than 30,000 students and approximately 14,500 employees, including more than 2,300 full-time faculty. UK is one of a small number of universities in the United States that has programs in agriculture, engineering, a full complement of health colleges including medicine and pharmacy, law

and fine arts on a single campus, leading to groundbreaking discoveries and unique interdisciplinary collaboration. The state's flagship university consists of 17 academic and professional colleges where students can choose from more than 200 majors and degree programs at the undergraduate and graduate levels. The colleges are Agriculture, Food and Environment; Arts and Sciences; Business and Economics; Communication and Information; Dentistry; Design; Education; Engineering; Fine Arts; Graduate School; Health Sciences; Law; Medicine; Nursing; Pharmacy; Public Health; and Social Work. These colleges are supported by a modern research library system.

Research at the University of Kentucky is a dynamic enterprise encompassing both traditional scholarship and emerging technologies, and UK's research faculty, staff and students are establishing UK as one of the nation's most prolific public research universities. UK's research enterprise attracted $285 million in research grants and contracts from out-of-state sources, which generated a $580 million impact on the Kentucky economy. Included in this portfolio is $153 million in federal awards from the National Institutes of Health, non-NIH grants from the Department Health and Human Services, the National Science Foundation, Department of Energy, Department of Agriculture and NASA, among others. The National Science Foundation ranks UK's research enterprise 44th among public institutions.

With more than 50 research centers and institutes, UK researchers are discovering new knowledge, providing a rich training ground for current students and the next generation of researchers, and advancing the economic growth of the Commonwealth of Kentucky. Several centers excel in the services offered to the public. The Gluck Equine Research Center is one of only three facilities of its kind in the world, conducting research in equine diseases.

The Center for Applied Energy Research is pursuing groundbreaking discovery across the energy disciplines. CAER staff are pioneering new ways to sustainably utilize Kentucky natural resources through carbon-capture algae technology, biomass/coal to liquid products and the opening of UK's first LEED-certified research lab to support the development of Kentucky's growing alternative energy industry. Among the brightest examples of UK's investment in transformative research is the Markey Cancer Center. As a center of excellence and distinction at UK, Markey's robust research and clinical enterprise is the cornerstone of our commitment to Kentucky – fundamental to our success in uplifting lives through our endeavors and improving the general health and welfare of our state – burdened by the nation's highest rate of cancer deaths per 100,000 people. In 2013, Markey earned the prestigious National Cancer Institute-designation (NCI) – one of 68 nationally and the only one in Kentucky.

The University of Kentucky was awarded a $20 million Clinical Translational Sciences Award (CTSA) from the National Institutes of Health (NIH). As one of only 60 institutions with this research distinction, UK was awarded the CTSA for its potential in moving research and discovery in the lab into practical field and community applications. The CTSA and NCI are part of a trifecta of federal research grants that includes an Alzheimer's Disease Center. UK is one of only 22 universities in the country to hold all three premier grants from NIH.

Established in 1957, the medical center at UK is one of the nation's finest academic medical centers and includes the University's clinical enterprise, UK HealthCare. The 569-bed UK Albert B. Chandler Hospital and Kentucky Children's Hospital, along with 256 beds at UK Good Samaritan Hospital, are supported by a growing faculty and staff providing the most advanced subspecialty care for the most critically injured and ill patients throughout the Commonwealth and beyond. Over the last several years, the number of patients served by the medical enterprise has increased from roughly 19,000 discharges to more than 36,000 discharges in 2014.

UK Chandler Hospital includes the only Level 1 Trauma Center for both adult and pediatric patients in Central and Eastern Kentucky. In addition, UK HealthCare recently opened one of the country's largest robotic hybrid operating rooms and the first of its kind in the region. While our new patient care pavilion is the leading healthcare facility for advanced medical procedures in the region, our talented physicians consult with and travel to our network of affiliate hospitals so Kentucky citizens can receive the best health care available close to their home and never need to leave the Bluegrass for complex subspecialty care.

UK's agenda remains committed to accelerating the University's movement toward academic excellence in all areas and gain worldwide recognition for its outstanding academic programs, its commitment to students, its investment in pioneering research and discovery, its success in building a diverse community and its engagement with the larger society. It is all part of the University's fulfillment of our promise to Kentucky to position our state as a leader in American prosperity.

SUSTAINABILITY
Sustainability is an institution-wide priority for the University of Kentucky. We strive to ensure that all activities are ecologically sound, socially just, and economically viable, and that they will continue to be so for future generations. This commitment also prioritizes the integration of these principles in curricula, research, athletics, health care, creative works, and outreach. This principled approach to operational practices and intellectual pursuits is intended to prepare students and empower the campus community to support sustainable development in the Commonwealth and beyond. The UK Sustainability Strategic Plan guides these efforts (https://www.uky.edu/sustainability/sustainability-strategic-plan).

2.4   Supplier Diversity and Procurement

The University of Kentucky is committed to serve as an advocate for diverse businesses in their efforts to conduct business. Diverse Business Enterprises (DBE) consist of minority, women, disabled, veteran and disabled veteran owned business firms that are at least fifty-one percent owned and operated by an individual(s) of the aforementioned categories. Also included in this category are disabled business enterprises and non-profit work centers for the blind and severely disabled.

The University is committed to increasing the amount of goods and services acquired from businesses owned and controlled by diverse persons to 10% of all procurement expenditures. The University expects its suppliers to support and assist in this effort.

Among the University's goals for DBE participation in procurement are:

- To ensure the absence of barriers that reduce the participation of diverse suppliers
- Educate vendors on "how to" do business with the University
- Support diverse vendors seeking to do business with the University in the areas of goods, services, construction, and other areas of procurement
- Encourage participation of qualified diverse vendors by directing them to agencies that can benefit from their product or service
- Provide resources for diverse vendors
- Sponsor events to assist diverse vendors in becoming active, responsible, and responsive participants in the University's purchasing opportunities

For additional information regarding how diverse suppliers may participate in this Request for Proposal, submit any questions to the Purchasing Officer as indicated in Section 3.2 by the Deadline for Written Questions date.

3.0   PROPOSAL REQUIREMENTS

3.1   Key Event Dates

Release of RFP	07/11/2022
Deadline for Written Questions	3 p.m. Eastern Time on 07/20/2022
RFP Proposals Due	3 p.m. Eastern Time on 08/11/2022
Offeror Presentations*	08/22/2022
Contract Award*	08/29/2022

*Note: These are projected dates, and the timeline may fall outside of these dates.

3.2   Offeror Communication

To ensure that RFP documentation and subsequent information (modifications, clarifications, addenda, Written Questions and Answers, etc.) are directed to the appropriate persons within the offeror's firm, each offeror who intends to participate in this RFP is to provide the following information to the purchasing officer. Prompt, thorough compliance is in the best interest of the offeror. Failure to comply may result in incomplete or delayed communication of addenda or other vital information. Contact information is the responsibility of the offeror. Without the prompt information, any communication shortfall shall reside with the offeror.

- Name of primary contact
- Mailing address of primary contact
- Telephone number of primary contact
- Fax number of primary contact
- E-mail address of primary contact
- Additional contact persons with same information provided as primary contact

This information shall be transmitted via fax or e-mail to:

Ms. Joyce French
Purchasing Division
University of Kentucky
322 Peterson Service Building
Lexington, KY 40506-0005
Phone: (859) 257-9104
Fax: (859) 257-1951
E-mail: Joyce.French@uky.edu

All communication with the University regarding this RFP shall only be directed to the purchasing officer listed above.

3.3   Offeror Presentations

All offerors whose proposals are judged acceptable for award may be required to make a presentation to the evaluation committee.

3.4   Preparation of Offers

The offeror is expected to follow all specifications, terms, conditions and instructions in this RFP.

The offeror will furnish all information required by this solicitation.

Proposals should be prepared simply and economically, providing a description of the offeror's capabilities to satisfy the requirements of the solicitation. Emphasis should be on completeness and clarity of content. All documentation submitted with the proposal should be bound in the single volume except as otherwise specified.

An electronic version of the RFP, in .PDF format only, is available through the University of Kentucky Purchasing Division website at: https://purchasing.uky.edu/bid-and-proposal-opportunities.

3.5   Proposed Deviations from the RFP

The stated requirements appearing elsewhere in this RFP shall become a part of the terms and conditions of any resulting contract. Any deviations therefrom must be specifically defined in accordance with the transmittal letter, Section 4.3 (d). If accepted by the University, the deviations shall become part of the contract, but such deviations must not be in conflict with the basic nature of this RFP.

Note: Offerors shall not submit their standard terms and conditions as exceptions to the University's General Terms and Conditions. Each exception to the University's General Terms and Conditions shall be individually addressed.

3.6   Proposal Submission and Deadline

Offeror must provide the following materials prior to 3 p.m. (Lexington, KY time) on the date specified in Section 3.1 and addressed to the purchasing officer listed in Section 3.2:

- **Technical Proposal:** One (1) copy on an electronic storage device (USB) (1 copy per storage device) each <u>clearly marked</u> with the proposal number and name, firm name and what is included (Technical Proposal) and two (2) printed copies in a single package, separate from the Financial Proposal.

- **Financial Proposal:** One (1) copy on an electronic storage device (USB) (1 copy per storage device) each <u>clearly marked</u> with the proposal number and name, firm name and what is included (Financial Proposal) and two (2) printed copies in a single package, separate from the Technical Proposal.

Note: Proposals received after the closing date and time will not be considered. In addition, proposals received via fax or e-mail are not acceptable.

The University of Kentucky accepts deliveries of RFPs Monday through Friday from 8 a.m. to 5 p.m. Lexington, KY time. However, RFPs must be received by 3 p.m. Lexington, KY time on the date specified on the RFP in order to be considered.

Proposals shall be enclosed in sealed envelopes to the above referenced address and shall show on the face of the envelope: the closing time and date specified, the solicitation number and the

name and address of the offeror. The technical proposal shall be submitted in a sealed envelope and the financial proposal shall be submitted in a sealed envelope under separate cover. Both sealed envelopes shall have identical information on the cover, with the addition that one will state "Technical Information," and the other, "Financial Proposal."

Note: In accordance with the Kentucky Revised Statute 45A.085, there will be no public opening.

3.7   Modification or Withdrawal of Offer

An offer and/or modification of offer received at the office designated in the solicitation after the exact hour and date specified for receipt will not be considered.

An offer may be modified or withdrawn by written notice before the exact hour and date specified for receipt of offers. An offer also may be withdrawn in person by an offeror or an authorized representative, provided the identity of the person is made known and the person signs a receipt for the offer, but only if the withdrawal is made prior to the exact hour and date set for receipt of offers.

3.8   Acceptance or Rejection and Award of Proposal

The University reserves the right to accept or reject any or all proposals (or parts of proposals), to waive any informalities or technicalities, to clarify any ambiguities in proposals and (unless otherwise specified) to accept any item in the proposal. In case of error in extension or prices or other errors in calculation, the unit price shall govern. Further, the University reserves the right to make a single award, split awards, multiple awards or no award, whichever is in the best interest of the University.

3.9   Rejection

Grounds for the rejection of proposals include (but shall not be limited to):

- Failure of a proposal to conform to the essential requirements of the RFP.

- Imposition of conditions that would significantly modify the terms and conditions of the solicitation or limit the offeror's liability to the University on the contract awarded on the basis of such solicitation.

- Failure of the offeror to sign the University RFP. This includes the Authentication of Proposal and Statement of Non-Collusion and Non-Conflict of Interest statements.

- Receipt of proposal after the closing date and time specified in the RFP.

3.10   Addenda

Any addenda or instructions issued by the purchasing agency prior to the time for receiving proposals shall become a part of this RFP. Such addenda shall be acknowledged in the proposal. No instructions or changes shall be binding unless documented by a proper and duly issued addendum.

3.11   Disclosure of Offeror's Response

The RFP specifies the format, required information and general content of proposals submitted in response to this RFP. The purchasing agency will not disclose any portions of the proposals prior to contract award to anyone outside the Purchasing Division, the University's administrative staff, representatives of the state or federal government (if required) and the members of the committee evaluating the proposals. After a contract is awarded in whole or in part, the University shall have the right to duplicate, use or disclose all proposal data submitted by offerors in response to this RFP as a matter of public record.

Any submitted proposal shall remain valid six (6) months after the proposal due date.

The University shall have the right to use all system ideas, or adaptations of those ideas, contained in any proposal received in response to this RFP. Selection or rejection of the proposal will not affect this right.

3.12   Restrictions on Communications with University Staff

From the issue date of this RFP until a contractor is selected and a contract award is made, offerors are not allowed to communicate about the subject of the RFP with any University administrator, faculty, staff or members of the board of trustees except: the purchasing office representative, any University purchasing official representing the University administration, others authorized in writing by the purchasing office and University representatives during offeror presentations. If violation of this provision occurs, the University reserves the right to reject the offeror's proposal.

3.13   Cost of Preparing Proposal

Costs for developing the proposals and any subsequent activities prior to contract award are solely the responsibility of the offerors. The University will provide no reimbursement for such costs.

3.14   Disposition of Proposals

All proposals become the property of the University. The successful proposal will be incorporated into the resulting contract by reference.

3.15   Alternate Proposals

Offerors may submit alternate proposals. If more than one proposal is submitted, all must be complete (separate) and comply with the instructions set forth within this document. Each proposal will be evaluated on its own merits.

3.16   Questions

All questions should be submitted by either fax or e-mail to the purchasing officer listed in Section 3.2 no later than the date listed in Section 3.1.

3.17   Section Titles in the RFP

Section titles used herein are for the purpose of facilitating ease of reference only and shall not be construed to infer the construction of contractual language.

3.18 **No Contingent Fees**

No person or selling agency shall be employed or retained or given anything of monetary value to solicit or secure this contract, except bona fide employees of the offeror or bona fide established commercial or selling agencies maintained by the offeror for the purpose of securing business. For breach or violation of this provision, the University shall have the right to reject the proposal, annul the contract without liability, or, at its discretion, deduct from the contract price or otherwise recover the full amount of such commission, percentage, brokerage or contingent fee or other benefit.

3.19 **Proposal Addenda and Rules for Withdrawal**

Prior to the date specified for receipt of offers, a submitted proposal may be withdrawn by submitting a written request for its withdrawal to the University purchasing office, signed by the offeror. Unless requested by the University, the University will not accept revisions or alterations to proposals after the proposal due date.

3.20 **Requirement To Perform Vendor Onboarding and Registration**

As a condition of award, and for any renewals performed during the life of the contract, successful Contractor agrees to register their company with PaymentWorks, Inc., the University's vendor onboarding application. Registration information will be provided by the Purchasing Division as part of the award process. During the vendor registration process, successful Contractor agrees to provide any applicable information pertaining to diversity demographics for their company. Further, should any company or diversity information change during the life of the contract, successful Contractor agrees to update this information in PaymentWorks as applicable.

4.0   PROPOSAL FORMAT AND CONTENT

4.1   <u>Proposal Information and Criteria</u>

The following list specifies the items to be addressed in the proposal. Offerors should read it carefully and address it completely and in the order listed to facilitate the University's review of the proposal.

Proposals shall be organized into the sections identified below. The content of each section is detailed in the following pages. It is strongly suggested that offerors use the same numbers for the following content that are used in the RFP.

- Signed Authentication of Proposal and Statement of Non-Collusion and Non-Conflict of Interest Form
- Transmittal Letter
- Executive Summary and Proposal Overview
- Criteria 1 - Offeror Qualifications
- Criteria 2 - Services Defined
- Criteria 3 - Financial Proposal
- Criteria 4 - Evidence of Successful Performance and Implementation Schedule
- Criteria 5 - Other Additional Information

4.2   <u>Signed Authentication of Proposal and Statements of Non-Collusion and Non-Conflict of Interest Form</u>

The Offeror will sign and return the proposal cover sheet and print or type their name, firm, address, telephone number and date. The person signing the offer must initial erasures or other changes. An offer signed by an agent is to be accompanied by evidence of their authority unless such evidence has been previously furnished to the purchasing agency. The signer shall further certify that the proposal is made without collusion with any other person, persons, company or parties submitting a proposal; that it is in all respects fair and in good faith without collusion or fraud; and that the signer is authorized to bind the principal offeror.

4.3   <u>Transmittal Letter</u>

The Transmittal Letter accompanying the RFP shall be in the form of a standard business letter and shall be signed by an individual authorized to legally bind the offeror. It shall include:

- A statement referencing all addenda and written questions, the answers and any clarifications to this RFP issued by the University and received by the offeror (If no addenda have been received, a statement to that effect should be included.).

- A statement that the offeror's proposal shall remain valid for six (6) months after the closing date of the receipt of the proposals.

- A statement that the offeror will accept financial responsibility for all travel expenses incurred for oral presentations (if required) and candidate interviews.

- A statement that summarizes any deviations or exceptions to the RFP requirements and includes a detailed justification for the deviation or exception.

• A statement that identifies the confidential information as described in Section 6.23.

4.4   <u>**Executive Summary and Proposal Overview**</u>

The Executive Summary and Proposal Overview shall condense and highlight the contents of the technical proposal in such a way as to provide the evaluation committee with a broad understanding of the entire proposal.

As part of the Executive Summary and Proposal Overview, Offeror shall submit with their response a summarized profile describing the demographic nature of their company or organization:

1. When was your organization established and/or incorporated?

2. Indicate whether your organization is classified as local, regional, national, or international.

3. Describe the size of your company in terms of number of employees, gross sales, etc.

4. Is your company certified as small business, minority-owned, women-owned, veteran-owned, disabled-owned, or similar classification?

5. Include other demographic information that you feel may be applicable to the Request for Proposal submission.

6. Offeror shall describe in detail their company's commitment to diversity, equity, and inclusion. Information shall be provided as to the number of diverse individuals that the vendor employees as well as a description of vendors efforts to do business with Diverse Business Enterprises as they conduct their own business. In additional, please indicate the diversity nature of your company as well as ownership race/ethnicity.

Check One Only	Diverse Business Description (If Diverse Business, determine the classification that is the best description)	Internal Code
	Minority Owned (only)	10
	Veteran Owned and Small Business	100
	Minority and Woman and Small Business	110
	Minority and Woman and Veteran-Owned Business	120
	Minority and Veteran and Small Business	130
	Woman and Veteran and Small Business	140
	Minority and Woman and Veteran-Owned Small Business	150
	Woman Owned (only)	20
	Small Business (only)	30
	Veteran Owned (only)	40
	Minority and Woman Owned	50
	Minority and Small Business	60
	Minority and Veteran-Owned	70
	Woman Owned and Small Business	80
	Woman and Veteran-Owned	90
	Diversity not indicated	999

Race/Ethnicity	Check One
Asian	
Black/African American	
Hispanic or Latino	
Native American	
Native Hawaiian/Pacific Islander	
White	
Other	

4.5   Criteria 1 - Offeror Qualifications

The purpose of the Offeror Qualifications section is to determine the ability of the offeror to respond to this RFP. Offerors must describe and offer evidence of their ability to meet each of the qualifications listed below.

Our supply chains and business partnerships are an important aspect of this work. In your proposal, please (A) provide your company's mission and vision relative to sustainability, and (B) how your company, through services, products, and partnerships, will help the University of Kentucky advance specific elements of the Sustainability Strategic Plan.

The offeror shall provide in the proposal information about the stability and skills within the organization. The following items shall be included:

1.   A brief narrative describing the history of your firm and technical road-map for the next 6 to 18 months.

2.   Identify the number of employees in your firm.

3.   An explanation of what certifications the company has been awarded that applies to each Functional Area.

4.   Provide multiple samples of previous work for each of the Functional Areas the offeror seeks to provide.

5.   List all previous projects completed for the University of Kentucky and its affiliates and subsidiaries.

4.6   Criteria 2 – Services Defined

The offeror can choose to submit a proposal that responds to one or more of the Functional Areas listed below. The services required by the University for each of these Functional Areas are described section 7.1. Services to be provided should be completely listed and defined. An expansive description shall be provided to each of the Functional Area services that the offeror is submitting a proposal.

The offeror shall have staff with related experience in the Functional Areas for which they are submitting.

- Functional Area 1 – University Web Platform Development
- Functional Area 2 – Custom Web Application Development
- Functional Area 3 – Web Service Integrations

4.7   Criteria 3 – Financial Proposal

The Financial Summary Form shall contain the complete financial offer made to the University using the format contained in Section 8.0. All financial information must be submitted in a sealed envelope under separate cover.

4.8   Criteria 4 – Evidence of Successful Performance and Implementation Schedule

The offeror should show previous experience of successfully performing within each of the Functional Areas for which they are submitting, as described in section 7.1 below. Include a description of the project, deadlines successfully met, staff that performed on that project and client references (minimum of three). The client references shall include name, telephone number and address. The offeror must grant permission to the University to contact the references.

4.9   Criteria 5 – Other Additional Information

Please provide any additional information that the offeror feels should be considered when evaluating their proposal.

The offeror may present any creative approaches that might be appropriate. The offeror may also provide supporting documentation that would be pertinent to this RFP.

Offeror shall describe in detail their company's commitment to diversity, equity and inclusion. Information shall be provided as to the number of diverse individuals that the vendor employees as well as a description of vendors efforts to do business with Diverse Business Enterprises as they conduct their own business.

5.0   EVALUATION CRITERIA PROCESS

A committee of University officials appointed by the Chief Procurement Officer will evaluate proposals and make a recommendation to the Chief Procurement Officer. The evaluation will be based upon the information provided in the proposal, additional information requested by the University for clarification, information obtained from references and independent sources and oral presentations (if requested).

The evaluation of responsive proposals shall then be completed by an evaluation team, which will determine the ranking of proposals. Proposals will be evaluated strictly in accordance with the requirements set forth in this solicitation, including any addenda that are issued. The University will award the contract to the responsible offeror whose proposal is determined to be the most advantageous to the University, taking into consideration the evaluation factors set forth in this RFP.

The evaluation of proposals will include consideration of responses to the list of criteria in Section 4.0. Offerors must specifically address all criteria in their response. Any deviations or exceptions to the specifications or requirements must be described and justified in a transmittal letter. Failure to list such exceptions or deviations in the transmittal letter may be considered sufficient reason to reject the proposal.

The relative importance of the criteria is defined below:

Primary Criteria

- Offeror Qualifications
- Services Defined
- Financial Proposal
- Evidence of Successful Performance and Implementation

Secondary Criteria

- Other Additional Services

The University will evaluate proposals as submitted and may not notify offerors of deficiencies in their responses.

Proposals must contain responses to each of the criteria, listed in Section 4 even if the offeror's response cannot satisfy those criteria. A proposal may be rejected if it is conditional or incomplete in the judgment of the University.

6.0   SPECIAL CONDITIONS

6.1   Contract Term

The contract resulting from this RFP shall be effective until June 30, 2024 and is renewable for up to three (3) additional two-year renewal periods. Renewal shall be contingent upon the University's satisfaction with the services performed. A Personal Service Contract will be completed with the Notice of Award of Price Contract.

6.2   Effective Date

The effective date of the contract shall be the date upon which the parties execute it and all appropriate approvals, including that of the Commonwealth of Kentucky Government Contracts Review Committee, have been received.

6.3   Competitive Negotiation

It is the intent of the RFP to enter into competitive negotiation as authorized by KRS 45A.085.

The University will review all proposals properly submitted. However, the University reserves the right to request necessary modifications, reject all proposals, reject any proposal that does not meet mandatory requirement(s) or cancel this RFP, according to the best interests of the University.

Offeror(s) selected to participate in negotiations may be given an opportunity to submit a Best and Final Offer to the purchasing agency. All information-received prior to the cut-off time will be considered part of the offeror's Best and Final Offer.

The University also reserves the right to waive minor technicalities or irregularities in proposals providing such action is in the best interest of the University. Such waiver shall in no way modify the RFP requirements or excuse the offeror from full compliance with the RFP specifications and other contract requirements if the offeror is awarded the contract.

6.4   Appearance Before Committee

Any, all or no offerors may be requested to appear before the evaluation committee to explain their proposal and/or to respond to questions from the committee concerning the proposal. Offerors are prohibited from electronically recording these meetings. The committee reserves the right to request additional information.

6.5   Additions, Deletions or Contract Changes

The University reserves the right to add, delete, or change related items or services to the contract established from this RFP. No modification or change of any provision in the resulting contract shall be made unless such modification is mutually agreed to in writing by the contractor and the Chief Procurement Officer and incorporated as a written modification to the contract. Memoranda of understanding and correspondence shall not be interpreted as a modification to the contract.

6.6   Contractor Cooperation in Related Efforts

The University reserves the right to undertake or award other contracts for additional or related work to other entities. The contractor shall fully cooperate with such other contractors and

University employees and carefully fit its work to such additional work. The contractor shall not commit or permit any act which will interfere with the performance of work by any other contractor or by University employees. This clause shall be included in the contracts of all contractors with whom this contractor will be required to cooperate. The University shall equitably enforce this clause to all contractors to prevent the imposition of unreasonable burdens on any contractor.

6.7   Entire Agreement

The RFP shall be incorporated into any resulting contract. The resulting contract, including the RFP and those portions of the offeror's response accepted by the University, shall be the entire agreement between the parties.

6.8   Governing Law

The contractor shall conform to and observe all laws, ordinances, rules and regulations of the United States of America, Commonwealth of Kentucky and all other local governments, public authorities, boards or offices relating to the property or the improvements upon same (or the use thereof) and will not permit the same to be used for any illegal or immoral purposes, business or occupation. The resulting contract shall be governed by Kentucky law and any claim relating to this contract shall only be brought in the Franklin Circuit Court in accordance with KRS 45A.245.

6.9   Kentucky's Personal Information Security and Breach Investigation Procedures and Practices Act

To the extent Company receives Personal Information as defined by and in accordance with Kentucky's Personal Information Security and Breach Investigation Procedures and Practices Act, KRS 61.931, 61.932 and 61.933 (the "Act"), Company shall secure and protect the Personal Information by, without limitation: (i) complying with all requirements applicable to non-affiliated third parties set forth in the Act; (ii) utilizing security and breach investigation procedures that are appropriate to the nature of the Personal Information disclosed, at least as stringent as University's and reasonably designed to protect the Personal Information from unauthorized access, use, modification, disclosure, manipulation, or destruction; (iii) notifying University of a security breach relating to Personal Information in the possession of Company or its agents or subcontractors within seventy-two (72) hours of discovery of an actual or suspected breach unless the exception set forth in KRS 61.932(2)(b)2 applies and Company abides by the requirements set forth in that exception; (iv) cooperating with University in complying with the response, mitigation, correction, investigation, and notification requirements of the Act , (v) paying all costs of notification, investigation and mitigation in the event of a security breach of Personal Information suffered by Company; and (vi) at University's discretion and direction, handling all administrative functions associated with notification, investigation and mitigation.

6.10   Termination for Convenience

The University of Kentucky, Purchasing Division, reserves the right to terminate the resulting contract without cause with a thirty (30) day written notice. Upon receipt by the contractor of a "notice of termination," the contractor shall discontinue all services with respect to the applicable contract. The cost of any agreed upon services provided by the contractor will be calculated at the agreed upon rate prior to a "notice of termination" and a fixed fee contract will be pro-rated (as appropriate).

6.11   Termination for Non-Performance

Default

The University may terminate the resulting contract for non-performance, as determined by the University, for such causes as:

- Failing to provide satisfactory quality of service, including, failure to maintain adequate personnel, whether arising from labor disputes, or otherwise any substantial change in ownership or proprietorship of the Contractor, which in the opinion of the University is not in its best interest, or failure to comply with the terms of this contract;

- Failing to keep or perform, within the time period set forth herein, or violation of, any of the covenants, conditions, provisions or agreements herein contained;

- Adjudicating as a voluntarily bankrupt, making a transfer in fraud of its creditors, filing a petition under any section from time to time, or under any similar law or statute of the United States or any state thereof, or if an order for relief shall be entered against the Contractor in any proceeding filed by or against contractor thereunder. In the event of any such involuntary bankruptcy proceeding being instituted against the Contractor, the fact of such an involuntary petition being filed shall not be considered an event of default until sixty (60) days after filing of said petition in order that Contractor might during that sixty (60) day period have the opportunity to seek dismissal of the involuntary petition or otherwise cure said potential default; or

- Making a general assignment for the benefit of its creditors, or taking the benefit of any insolvency act, or if a permanent receiver or trustee in bankruptcy shall be appointed for the Contractor.

Demand for Assurances

In the event the University has reason to believe Contractor will be unable to perform under the Contract, it may make a demand for reasonable assurances that Contractor will be able to timely perform all obligations under the Contract. If Contractor is unable to provide such adequate assurances, then such failure shall be an event of default and grounds for termination of the Contract.

Notification

The University will provide ten (10) calendar days written notice of default. Unless arrangements are made to correct the non-performance issues to the University's satisfaction within ten (10) calendar days, the University may terminate the contract by giving forty-five (45) days notice, by registered or certified mail, of its intent to cancel this contract.

6.12   Funding Out

The University may terminate this contract if funds are not appropriated or are not otherwise available for the purpose of making payments without incurring any obligation for payment after the date of termination, regardless of the terms of the contract. The University shall provide the contractor thirty (30) calendar days' written notice of termination under this provision.

6.13   Prime Contractor Responsibility

Any contracts that may result from the RFP shall specify that the contractor(s) is/are solely responsible for fulfillment of the contract with the University.

6.14   Assignment and Subcontracting

The Contractor(s) may not assign or delegate its rights and obligations under any contract in whole or in part without the prior written consent of the University. Any attempted assignment or subcontracting shall be void.

6.15   Permits, Licenses, Taxes

The contractor shall procure all necessary permits and licenses and abide by all applicable laws, regulations and ordinances of all federal, state and local governments in which work under this contract is performed.

The contractor must furnish certification of authority to conduct business in the Commonwealth of Kentucky as a condition of contract award. Such registration is obtained from the Secretary of State, who will also provide the certification thereof. However, the contractor need not be registered as a prerequisite for responding to the RFP.

The contractor shall pay any sales, use, personal property and other tax arising out of this contract and the transaction contemplated hereby. Any other taxes levied upon this contract, the transaction or the equipment or services delivered pursuant hereto shall be the responsibility of the contractor.

The contractor will be required to accept liability for payment of all payroll taxes or deductions required by local and federal law including (but not limited to) old age pension, social security or annuities.

6.16   Attorneys' Fees

In the event that either party deems it necessary to take legal action to enforce any provision of the contract and in the event that the University prevails, the contractor agrees to pay all expenses of such action including attorneys' fees and costs at all stages of litigation.

6.17   Royalties, Patents, Copyrights and Trademarks

The Contractor shall pay all applicable royalties and license fees. If a particular process, products or device is specified in the contract documents and it is known to be subject to patent rights or copyrights, the existence of such rights shall be disclosed in the contract documents and the Contractor is responsible for payment of all associated royalties. To the fullest extent permitted by law the Contractor shall indemnify, hold the University harmless, and defend all suits, claims, losses, damages or liability resulting from any infringement of patent, copyright, and trademark rights resulting from the incorporation in the Work or device specified in the Contract Documents.

Unless provided otherwise in the contract, the Contractor shall not use the University's name nor any of its trademarks or copyrights, although it may state that it has a Contract with the University.

6.18   Indemnification

The contractor shall indemnify, hold and save harmless the University, its affiliates and subsidiaries and their officers, agents and employees from losses, claims, suits, actions, expenses, damages, costs (including court costs and attorneys' fees of the University's attorneys), all liability of any nature or kind arising out of or relating to the Contractor's response to this RFP or its performance or failure to perform under the contract awarded from this RFP. This clause shall survive termination for as long as necessary to protect the University.

6.19   Insurance

The successful Contractor shall procure and maintain, at its expense, the following minimum insurance coverages insuring all services, work activities and contractual obligations undertaken in this contract. These insurance policies must be with insurers acceptable to the University.

COVERAGES	LIMITS
Workers' Compensation	Statutory Requirements (Kentucky)
Employer's Liability	$500,000/$500,000/$500,000
Commercial General Liability including operations/completed operations, products and contractual liability (including defense and investigation costs), and this contract	$1,000,000 each occurrence (BI & PD combined) $2,000,000 Products and Completed Operations Aggregate
Business Automobile Liability covering owned, leased, or non-owned autos	$1,000,000 each occurrence (BI & PD combined)

The successful contractor agrees to furnish Certificates of Insurance for the above described coverages and limits to the University of Kentucky, Purchasing Division. The University, its trustees and employees must be added as additional insured on the Commercial General Liability policy with regard to the scope of this solicitation. Any deductibles or self-insured retention in the above-described policies must be paid and are the sole responsibility of the contractor. Coverage is to be primary and non-contributory with other coverage (if any) purchased by the University. All of these required policies must include a Waiver of Subrogation (except Workers' Compensation) in favor of the University, its trustees and employees.

6.20   Method of Award

It is the intent of the University to award a contract to the qualified offeror whose offer, conforming to the conditions and requirements of the RFP, is determined to be the most advantageous to the University, cost and other factors considered.

Notwithstanding the above, this RFP does not commit the University to award a contract from this solicitation. The University reserves the right to reject any or all offers and to waive formalities and minor irregularities in the proposal received.

6.21   Reciprocal Preference

In accordance with KRS 45A.494, a resident offeror of the Commonwealth of Kentucky shall be given a preference against a nonresident offeror. In evaluating proposals, the University will apply a reciprocal preference against an offeror submitting a proposal from a state that grants residency preference equal to the preference given by the state of the nonresident offeror. Residency and non-residency shall be defined in accordance with KRS 45A.494(2) and 45A.494(3), respectively.

Any offeror claiming Kentucky residency status shall submit with its proposal a notarized affidavit affirming that it meets the criteria as set forth in the above reference statute.

6.22   Reports and Auditing

Contractor shall provide a quarterly report to the University of all product(s) and/or service(s) based on an Excel template provided by the Purchasing Division. The template will require basic line item order information to include, but not limited to: purchase transaction date, purchase order number, product/catalog number, description, UOM, price each, extended price, invoice number, etc. The Excel reporting template is available upon request from the Purchasing Division and is subject to change. The Excel template provided by the Purchasing Division is the only reporting format that may be used; Contractor-submitted reports based on internal reporting or templates will not be accepted. The reporting date structure shall follow the below outline and begin with the quarter in which the contract is executed. The date of the purchase order (or other transaction type that may be used with the Contractor (e.g., procurement card)) shall determine the quarter in which the transaction is to be reported.

In addition to the aforementioned quarterly reporting of goods and services, contractors are also required to report summary dollar amounts of goods and services sold to the University via the resulting contract and originating from diversity Tier 2 or subcontractors affiliated with company. Quarterly reports for Tier 2 diverse suppliers/subcontractors must accompany the standard quarterly report requirement. Due to the broad array of diversity reporting utilized, the University does not require specific classifications of diverse purchases; the successful contractor may report Tier 2 purchase amounts as produced by their information systems and with sub-classifications as they are available. If the successful contractor does not have any Tier 2 reporting for diverse suppliers to accompany their quarterly report submissions, they must indicate this when submitting their standard quarterly reports.

FY Quarter 1 report for purchases dated July 1 through September 30	Quarterly report due October 20
FY Quarter 2 report for purchases dated October 1 through December 31	Quarterly report due January 20
FY Quarter 3 report for purchases dated January 1 through March 31	Quarterly report due April 20
FY Quarter 4 report for purchases dated April 1 through June 30	Quarterly report due July 20

Report headers shall also be completed with the Contractor's name, contract number, and reporting period.

Reports can be submitted via email to UKPurchasing@uky.edu based by the deadline(s) listed herein.

The University, or its duly authorized representatives, shall also have access to any books, documents, papers, records or other evidence which are directly pertinent to this contract for the purpose of financial audit or program review.

In the event that successful Contractor(s) does not meet the reporting requirements based on the terms and conditions herein, the contract is subject to cancellation or termination.

6.23   Confidentiality

The University recognizes an offeror's possible interest in preserving selected information and data included in the proposal; however, the University must treat such information and data as required by the Kentucky Open Records Act, KRS 61.870, et seq.

Information areas which normally might be considered proprietary, and therefore confidential, shall be limited to individual personnel data, customer references, formulae and company financial audits which, if disclosed, would permit an unfair advantage to competitors. If a proposal contains information in these areas and the offeror declares them to be proprietary in nature and not available for public disclosure, the offeror shall declare in the Transmittal Letter the inclusion of proprietary information and shall noticeably label as confidential or proprietary each sheet containing such information. Proposals containing information declared by the offeror to be proprietary or confidential, either wholly or in part, outside the areas listed above may be deemed non-responsive and may be rejected.

The University's General Counsel shall review each offeror's information claimed to be confidential and, in consultation with the offeror (if needed), make a final determination as to whether or not the confidential or proprietary nature of the information or data complies with the Kentucky Open Records Act.

6.24   Conflict of Interest

This Request for Proposal and resulting Contract are subject to provisions of the Kentucky Revised Statutes regarding conflict of interest and the University of Kentucky's Ethical Principles and Code of Conduct (www.uky.edu/Legal/ethicscode.htm). When submitting and signing a proposal, an offeror is certifying that no actual, apparent or potential conflict of interest exists between the interests of the University and the interests of the offeror. A conflict of interest (whether contractual, financial, organizational or otherwise) exists when any individual, contractor or subcontractor has a direct or indirect interest because of a financial or pecuniary interest, gift or other activities or relationships with other persons (including business, familial or household relationships) and is thus unable to render or is impeded from rendering impartial assistance or advice, has impaired objectivity in performing the proposed work or has an unfair competitive advantage.

Questions concerning this section or interpretation of this section should be directed to the University purchasing officer identified in this RFP.

6.25   Personal Service Contract Policies

Pursuant to the Kentucky Model Procurement Code (Code), the Government Contract Review Committee (GCRC) of the Kentucky General Assembly may establish policies that govern personal service contracts. Under the Code, a personal service contract is an agreement whereby an individual, firm, partnership or corporation is to perform certain services requiring professional skill or professional judgment for a specified period of time at an agreed upon price.

A. Professional Service Rate Schedules:

The GCRC has established rate schedules for certain professional services and may impact any contract established under the Code. These rate schedules are located on the GCRC website at the following link: https://apps.legislature.ky.gov/moreinfo/contracts/homepage.html. Access/click the dropdown menu within the web page for the rates information.

B. Invoicing of Personal Service Contracts:

The Kentucky Model Procurement Code was recently amended to establish conditions for invoicing for fees for personal service contracts. It states, "No payment shall be made on any personal service contract unless the individual, firm, partnership, or corporation awarded the personal service contract submits its invoice on a form established by the committee." The Government Contract Review Committee has adopted a personal service contract invoice form that must be submitted as a condition of payment. A copy of the form is located on the GCRC website at: https://apps.legislature.ky.gov/moreinfo/contracts/PSC%20INVOICE%20FORM.pdf.

6.26   Copyright Ownership and Title to Designs and Copy

The contractor and University intend this RFP to result in a contract for services, and both consider the products and results of the services to be rendered by the contractor hereunder to be a work made for hire. The contractor acknowledges and agrees that the work and all rights therein, including (without limitation) copyright, belongs to and shall be the sole and exclusive property of the University. For any work that is not considered a work made for hire under applicable law, title and copyright ownership shall be assigned to the University.

Title to all dies, type, cuts, artwork, negatives, positives, color separations, progressive proofs, plates, copy and any other requirement not stated herein required for completion of the finished product for use in connection with any University job shall be the property of and owned by the University. Such items shall be returned to the appropriate department upon completion and/or delivery of work unless otherwise authorized by the University. In the event that time of return is not specified, the contractor shall return all such items to the appropriate University department within one week of delivery.

6.27   University Brand Standards

The contractor must adhere to all University of Kentucky Brand Standards. University Brand Standards are maintained by the University Public Relations Office (UKPR) and can be viewed at http://www.uky.edu/prmarketing/brand-standards. Non-adherence to the standards can have a penalty up to and including contract cancellation. Only the UKPR Director or designee can approve exceptions to the University standards.

Graphics standards for the UK HealthCare areas are governed by UK HealthCare Clinical Enterprise Graphic Standards, found at: https://ukhealthcare.uky.edu/staff/brand-strategy.

Contractor warrants that its products or services provided hereunder will be in compliance with all applicable Federal disabilities laws and regulations, including without limitation the accessibility requirements of Section 255 of the Federal Telecommunications Act of 1996 (47 U.S.C. § 255) and Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d), and its implementing regulations set forth at Title 36, Code of Federal Regulations, Part 1194. For purposes of clarity, updated regulations under Section 508 standards now incorporate WCAG 2.0, and for purposes of this agreement WCAG 2.0 Level AA compliance is expressly included. Contractor agrees to promptly respond to, resolve and remediate any complaint regarding accessibility of products or services in a timely manner and provide an updated version to University at no cost. If deficiencies are identified, University reserves the right to request from Contractor, a timeline by which accessibility standards will be incorporated into the products or services provided by Contractor and

shall provide such a timeline within a commercially reasonable duration of time. Failure to comply with these requirements shall constitute a material breach of this Agreement and shall be grounds for termination of this Agreement.

Where any customized web services are provided, Contractor represents that it has reviewed the University's Web Policy and all products or services will comply with its published standards.

Contractor will provide University with a current Voluntary Product Accessibility Template (VPAT) for any deliverable(s). If none is available, Vendor will provide sufficient information to reasonably assure the University that the products or services are fully compliant with current requirements.

6.28   Printing Statutes

The purchase of printing services for all state agencies is governed by Chapter 57 of the Kentucky Revised Statutes. Specifically, all printing must be awarded to the lowest responsive bidder and approved by the Governor of Kentucky. In compliance with these statutes, all printing must be provided by a contract established by the Purchasing Division.

6.29   Requirement for Contract Administration Fee

As a condition of award, successful Contractor(s) shall provide a contract administration fee to the University for all goods and/or services provided under the resultant contract. The fee shall be on a quarterly basis and shall be equivalent to 2% of the aggregate net value of goods/services sold to the University, exclusive of freight charges.

The fee shall be reported and paid within 30 calendar days of the end of conventional calendar quarters ending March 31, June 30, September 30, and December 31 of each year. The fee applies to orders which have been successfully delivered/installed and invoiced in the previous quarter. Fees shall be paid in the form of a check made payable to the University of Kentucky and shall be delivered to the Purchasing Division, Room 322 Peterson Service Building, 411 S. Limestone, Lexington, Kentucky 40506-0005. Each fee payment must be accompanied by a statement indicating the referenced University price contract to which it applies and indicate the aggregate value of goods/services provided and invoiced during the quarter, the fee percentage applied, and the net amount of the quarterly payment. If any errors are found in the report or calculations as determined by University, the successful Contractor shall correct immediately upon notification.

The successful Contractor(s) may extend the pricing, terms, and/or conditions of this contract to other universities, state agencies, and public and private institutions, with prior approval of the University of Kentucky. The successful Contractor(s) will pay the University of Kentucky a contract administration fee of two (2) % of goods/services provided and invoiced during the quarter. The fee shall be reported and paid within 30 calendar days of the end of conventional calendar quarters ending March 31, June 30, September 30, and December 31 of each year. The fees shall be in the form of a check made payable to the University of Kentucky and shall be delivered to the Purchasing Division, Room 322 Peterson Service Building, 411 S. Limestone, Lexington, Kentucky 40506-0005.

The successful Contractor must notify the Contracting Officer when the resultant contract is utilized by other universities, state agencies, and public and private institutions in Kentucky.

In the event that successful Contractor(s) does not provide the quarterly payment based on the terms and conditions herein, the contract is subject to cancellation or termination.

6.30   **Payment Terms**

The University adheres to a strategic approach regarding payables management based on risk minimization, processing costs, and industry best practices. As such, suppliers and individuals doing business with the University will be paid based on the following protocol:

1. The University utilizes Payment Plus (e-payables) as its primary default form of payment. By enrolling in Payment Plus, suppliers can receive payments immediately (all invoices will be paid immediately upon confirmation of goods receipt and invoice). The process is electronic and the supplier receives real-time payment notices. Additional information regarding Payment Plus (and enrollment form) can be found at: https://www.uky.edu/ufs/payment-plus-supplier-enrollment-form.

2. Payments by check. Payment terms for check payments are Net-30.

3. Individuals receiving payments from the University that require ACH direct payments will only be processed under special circumstances as approved by the Controller's office. Payment terms for ACH are Net-40.

7.0   SCOPE OF SERVICES

7.1   Detailed Services Defined

Functional Area 1 - University Web Platform Development

Utilize one of the three existing university web platforms (those supported by Marketing & Brand Strategy, University Research, or UK HealthCare) to enable the structuring, authoring, and presentation of university web communications.

This includes:
- Documentation and management of development requirements through stakeholder interviews and other discovery processes.
- Defining or extending web platform base content models.
- Defining and developing presentational components in patterns consistent with UK web platforms and University Brand.
- Integrating custom or Drupal community-contributed extensions as needed.

Offerors shall provide one or more examples of developing websites using a UK web platform, or a similar resource for another large institution. Offerors shall provide one or more examples of websites and an approximate cost in the number of hours required to develop the example web sites. Offerors shall list all languages and development environments for which they have experience.

Functional Area 2 – Web Application Development

Server-side scripting in various languages (e.g., ASP.NET, C, Java, Perl, PHP, Python, Ruby, etc.).

Includes development and/or implementation of server-side applications, or modules for existing applications. May require DBMS development, deployment, or interaction, use of various protocols to interfaces with other campus services, and/or the development/maintenance of associated software tools. May include items such as reporting and data visualization tools.

Offerors shall provide one or more examples of web applications, specific interface protocols and an approximate cost in the number of hours required to develop the example web application(s). Offerors shall list all languages and development environments for which they have experience.

Functional Area 3 – Web Service Integrations

The deployment, configuration, and/or integration of enterprise data systems with websites or other web interfaces. This may include the creation of backend applications that integrate with existing enterprise data services, such as Salesforce CRM, Slate CRM, SAP/HANA, ADFS, SOLR, or solutions that integrate backend services with web communications properties.

Offerors shall provide one or more examples of a web service integration project, and an approximate cost in the number of hours required to develop the example web application(s). Offerors shall list all languages and development environments for which they have experience.

7.2   Optional Services

Offeror may provide any optional services that the Offeror wants the University to consider.

8.0   FINANCIAL OFFER SUMMARY

Offerors are to provide a fixed price for the services offered.

8.1   <u>Mandatory Services (Section 7.1)</u>

Please complete and attach Section 7.1 to provide support for your firm fixed price bid.

8.2   <u>Optional Services (Section 7.2)</u>

Offerors must provide a bid on the optional services detailed in Section 7.2. The University shall, at its sole discretion, make the determination as to whether the optional service will be undertaken.

Please submit your bid on optional services by completing Section 7.2.

8.3   <u>Alternate Pricing</u>

In addition to the above financial offer, the offeror may submit alternative financial proposals, however the information requested above must be supplied and will be used for proposal evaluation purposes.

Additional Financial Commitment

In addition to the financial offers, please propose a financial commitment to assist the University. Options may include a signing bonus, scholarships, internships, commitment to hire University Graduates or a (%) percentage rebate.

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University of Kentucky
Web Development Services
RFP No: UK-2272-23

Technical Proposal

Submitted by: Beacon Systems
POC: Ritu Singh, Contracts/HR Manager
9900 W. Sample Road, Suite 204
Coral Springs, FL 33065
E-mail: contracts@BeaconGov.com
Phone: (703) 468-1602
Fax: (703) 468-1694
www.BeaconGov.com

Submitted to: University of Kentucky
Ms. Joyce French, Purchasing Division
322 Peterson Service Building
Lexington, KY 40506-0005
Phone: (859) 257-9104
Fax: (859) 257-1951
E-mail: Joyce.French@uky.edu

Table of Contents

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Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

1. Signed Authentication of Proposal and Statements of Non-Collusion and Non-Conflict of Interest Form

UNIVERSITY OF KENTUCKY
Purchasing Division

REQUEST FOR PROPOSAL (RFP)

ATTENTION: This is not an order. Read all instructions, terms and conditions carefully.

PROPOSAL NO.:	UK-2272-23	RETURN ORIGINAL COPY OF PROPOSAL TO:
Issue Date:	07/11/2022	UNIVERSITY OF KENTUCKY
Title:	Web Development Services	PURCHASING DIVISION
Purchasing Officer:	Joyce French	411 S LIMESTONE
		ROOM 322 PETERSON SERVICE BLDG.
Phone:	859-257-9104	LEXINGTON, KY 40506-0005

IMPORTANT: PROPOSALS MUST BE RECEIVED BY: 08/11/2022 @ 3 P.M. LEXINGTON, KY TIME.

NOTICE OF REQUIREMENTS

1. The University's General Terms and Conditions and Instructions to Bidders, viewable at www.uky.edu/Purchasing/terms.htm, apply to this RFP. When the RFP includes construction services, the University's General Conditions for Construction and Instructions to Bidders, viewable at www.uky.edu/Purchasing/ccphome.htm, apply to the RFP.
2. Contracts resulting from this RFP must be governed by and in accordance with the laws of the Commonwealth of Kentucky.
3. Any agreement or collusion among offerors or prospective offerors, which restrains, tends to restrain, or is reasonably calculated to restrain competition by agreement to bid at a fixed price or to refrain from offering, or otherwise, is prohibited.
4. Any person who violates any provisions of KRS 45A.325 shall be guilty of a felony and shall be punished by a fine of not less than five thousand dollars nor more than ten thousand dollars, or be imprisoned not less than one year nor more than five years, or both such fine and imprisonment. Any firm, corporation, or association who violates any of the provisions of KRS 45A.325 shall, upon conviction, be fined not less than ten thousand dollars or more than twenty thousand dollars.

AUTHENTICATION OF BID AND STATEMENT OF NON-COLLUSION AND NON-CONFLICT OF INTEREST

I hereby swear (or affirm) under the penalty for false swearing as provided by KRS 523.040:
1. That I am the offeror (if the offeror is an individual), a partner, (if the offeror is a partnership), or an officer or employee of the bidding corporation having authority to sign on its behalf (if the offeror is a corporation);
2. That the attached proposal has been arrived at by the offeror independently and has been submitted without collusion with, and without any agreement, understanding or planned common course of action with, any other Contractor of materials, supplies, equipment or services described in the RFP, designed to limit independent bidding or competition;
3. That the contents of the proposal have not been communicated by the offeror or its employees or agents to any person not an employee or agent of the offeror or its surety on any bond furnished with the proposal and will not be communicated to any such person prior to the official closing of the RFP;
4. That the offeror is legally entitled to enter into contracts with the University of Kentucky and is not in violation of any prohibited conflict of interest, including, but not limited to, those prohibited by the provisions of KRS 45A.330 to .340, and164.390;
5. That the offeror, and its affiliates, are duly registered with the Kentucky Department of Revenue to collect and remit the sale and use tax imposed by Chapter 139 to the extent required by Kentucky law and will remain registered for the duration of any contract award;
6. That I have fully informed myself regarding the accuracy of the statement made above.

SWORN STATEMENT OF COMPLIANCE WITH CAMPAIGN FINANCE LAWS

In accordance with KRS45A.110 (2), the undersigned hereby swears under penalty of perjury that he/she has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky and that the award of a contract to a bidder will not violate any provision of the campaign finance laws of the Commonwealth of Kentucky.

CONTRACTOR REPORT OF PRIOR VIOLATIONS OF KRS CHAPTERS 136, 139, 141, 337, 338, 341 & 342

The contractor by signing and submitting a proposal agrees as required by 45A.485 to submit final determinations of any violations of the provisions of KRS Chapters 136, 139, 141, 337, 338, 341 and 342 that have occurred in the previous five (5) years prior to the award of a contract and agrees to remain in continuous compliance with the provisions of the statutes during the duration of any contract that may be established. Final determinations of violations of these statutes must be provided to the University by the successful contractor prior to the award of a contract.

CERTIFICATION OF NON-SEGREGATED FACILITIES

The contractor, by submitting a proposal, certifies that he/she is in compliance with the Code of Federal Regulations, No. 41 CFR 60-1.8(b) that prohibits the maintaining of segregated facilities.

SIGNATURE REQUIRED: This proposal cannot be considered valid unless signed and dated by an authorized agent of the offeror. Type or print the signatory's name, title, address, phone number and fax number in the spaces provided. Offers signed by an agent are to be accompanied by evidence of his/her authority unless such evidence has been previously furnished to the issuing office.

DELIVERY TIME:	NAME OF COMPANY: Beacon Systems, Inc.	DUNS # 60-759-7064
PROPOSAL FIRM THROUGH:	ADDRESS: 9900 W. Sample Road, Suite 204	Phone/Fax: (703) 468-1602
PAYMENT TERMS: Net 30 Days	CITY, STATE & ZIP CODE: Coral Springs, FL 33065	E-MAIL: mreddi@beacongov.com
SHIPPING TERMS: F. O. B. DESTINATION PREPAID AND ALLOWED	TYPED OR PRINTED NAME: Marada M Reddi	WEB ADDRESS: https://www.beacongov.com/
FEDERAL EMPLOYER ID NO.: 20-3600514	SIGNATURE: *Madhu Reddi*	DATE: 08/16/2022

Revised 9-11-2020

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2. Transmittal Letter

08.15.2022

Ms Joyce French, Purchasing Officer
University of Kentucky
322 Peterson Service Building
Lexington, KY 40506-0005
Phone: (859) 257-9104
E-mail: Joyce.French@uky.edu

Subject: Response to RFP from University of Kentucky (University) to provide a Web Development Services

Dear Ms French,

Beacon Systems Inc., (BeaconGov) is pleased to submit this proposal to the **University of Kentucky (University)** for **Web Development Services.** Founded in 2005, BeaconGov has a demonstrated history of providing high-quality information technology services in the commercial, Federal, State, and local sectors. BeaconGov is a wholly owned subsidiary of Radiant Digital, a Woman-Owned Small Business based in Vienna, VA. Radiant is successfully assessed as CMMI Level 3 V2.0 and has ISO 9001:2015 / 27001-2013 / 20000-2018 certifications.

As a company, we take pride in delivering thoughtful technology solutions. We leverage the collective industry, technical, and management experience of our staff and integrate modern, flexible, and adaptive delivery methods to provide significant value for our clients. Our team has provided similar Drupal website development and enhancement, web application development, systems integration, maintenance, and staffing support services for diverse institutions, Federal agencies, and state governments such as The University of Texas Health Science Center, Children's Hospital of Philadelphia, MD Anderson Cancer Center, National Institutes of Health, Rutgers, Florida Department of Health, and the United States Department of Agriculture. In the commercial sector, our clients include Fortune 500 companies, such as Verizon, Navy Federal Credit Union, and Web.com to name a few. Our combination of commercial and Federal experience gives us a valuable perspective of industry trends, emerging technologies, and best practices, processes, and methodologies.

We fully understand and acknowledge all the terms and conditions mentioned in this RFP with no exceptions. We acknowledge the receipt and review of all addenda, and the Q&A released by the University and proposal are valid for six (6) months from the RFP closing date. Team BeaconGov appreciates the opportunity to submit our response for consideration. Should you have any questions, please do not hesitate to contact me at **(703) 468-1602.**

- This BeaconGov proposal is valid for 180 days after the closing date of receipt of proposals.
- BeaconGov affirms that it accepts financial responsibility for all travel expenses incurred for oral presentations and candidate interviews.
- BeaconGov does not take any deviations or exceptions to the RFP requirements.
- BeaconGov understands the confidentiality requirements stated in section 6.23 and will abide by Kentucky Open Records Act, KRS 61.870.

Company Details

Legal Name	Beacon Systems, Inc.
CCR Registration:	Active
FEN Number:	20-3600514
DUNS Number:	60-759-7064
Cage Code No:	484V6
Primary Contact Name	Ritu Singh, Contracts/HR Manager contracts@BeaconGov.com
Secondary Contact Name	Marada M Reddi, Managing Principal mreddi@BeaconGov.com
Address	9900 W. Sample Road, Suite 204, Coral Springs, FL 33065 Telephone # (703) 468-1602; Fax # (703) 468-1694 www.BeaconGov.com
Geographic Coverage (including affiliates)	US offices in Tampa, Dallas, Houston, Vienna, Rockville, and San Diego. International presence in Canada, Singapore and India.
Size	220+ Consultants
Certifications Relevant to Task Areas	Assessed as CMMI Level 3 V2.0 and has ISO 9001:2015 / 27001-2013 / 20000-2018 certifications for Software Development.

Sincerely,

Madhu Reddi

Marada Reddi
Managing Principal
BeaconGov

3. Executive Summary and Proposal Overview

3.1. Introduction

BeaconGov provides state-of-the-art IT services to Federal, state, and local government agencies and their prime vendors, as well as to Fortune 500 and Mid-Level companies in the private sector. We deliver technology solutions, driven by proven methodologies, to help our customers navigate the journey to the digital enterprise. Our team has over 20 years of experience working on projects of similar scope, size, and complexity. In addition to our broad IT capabilities, we are highly fluent in Drupal. We have developed hundreds of web applications, websites, and mobile apps, leveraging Drupal as a publishing platform, a social space, an integration point for data and services, or a headless backend for native and cross-platform mobile apps. Our Digital Experience practice has extensive experience applying user-centred design frameworks to deliver a delightful, high-impact experience. Our team has worked with diverse stakeholder groups, including large client teams, community advisory groups, and cohorts of representative end-users. Our methods consider the best practices across a variety of fields such as content strategy, visual design, usability, information architecture, and interaction design to create immersive, seamless web experiences that consistently support our customer's mission.

- **Discovery:** We evaluate the opportunity through stakeholder meetings, field studies, and evaluating existing UX and user personas.
- **Definition:** We perform an ethnographic analysis of user behaviours and digital trends. This typically involves activities such as card sorting, information architecture diagrams, and detailed task flows.
- **Design:** We represent user goals and research outcomes through wireframes, mock-ups, and interactive prototypes.
- **Development:** We utilize robust Agile processes to promote radical transparency and iterative time-boxed delivery as we develop or configure the software. This approach also integrates user feedback fluidly throughout the process, ensuring we can respond to changing priorities and new insights gleaned from users.
- **Testing:** We establish KPIs, test designs both internally and externally, and iterate to renovate the design. Our entire approach is an iterative process that incorporates validated learning from users.

In addition, we have in-house learning and development expertise to support development and transformation initiatives. We work closely with our customers to facilitate knowledge transfer and preserve important organizational knowledge assets such as content, business rules, and workflows.

3.2. Demographic Profile

When was your organization established and/or incorporated?

- BeaconGov was established and incorporated in the year 2005.

Indicate whether your organization is classified as local, regional, national, or international.

- BeaconGov is classified as an international organization that has offices in USA,

Canada, India and Singapore.

Describe the size of your company in terms of the number of employees, gross sales, etc.

- BeaconGov is a wholly owned subsidiary of Radiant Digital. Our annual revenue run rate is $25M+ and we employ over 220 consultants.

Is your company certified as a small business, minority-owned, women-owned, veteran-owned, disabled-owned, or similar classification?

- WOSB, MBE and DBE.

Include other demographic information that you feel may apply to the Request for Proposal submission.

- We have offices in Florida, Maryland, Virginia, and Texas, and we have contracts in 30 states across the US.

Offerors shall describe in detail their company's commitment to diversity, equity, and inclusion. Information shall be provided as to the number of diverse individuals that the vendor employees as well as a description of vendors' efforts to do business with Diverse Business Enterprises as they conduct their own business. In addition, please indicate the diverse nature of your company as well as ownership race/ethnicity.

- We are a WOSB and a Minority Business Enterprise; as such we are very sensitive to diversity in the workplace. More than 50 per cent of our workforce is diverse, and we are focused on creating opportunities for underrepresented minorities in STEM fields. For example, we are partnered with Bowie State University, a predominantly minority university, and we provide grants, mentorship, and internships to BSU students.

4. Criteria 1 - Offeror Qualifications

4.1. Overview of Qualifications

BeaconGov has robust experience in full lifecycle software development, IT systems modernization, data science, engineering and analytics, and systems integration. Our team has provided similar Drupal website development and enhancement, web application development, systems integration, maintenance, and staffing support services for diverse institutions, Federal agencies, and state governments such as The University of Texas Health Science Center, Children's Hospital of Philadelphia, Rutgers, MD Anderson Cancer Center, National Institutes of Health, Florida Department of Health, and the United States Department of Agriculture. In the commercial sector, our clients include Fortune 500 companies, such as Verizon, Navy Federal Credit Union, and Web.com to name a few.

BeaconGov is fully capable of delivering all requirements outlined in the RFP. Our proposed staff will begin work immediately upon award of the contract, ensuring immediate and maximum productivity throughout the project. We place utmost emphasis on staff development and retention, enabling us to provide continuity, predictability and domain expertise to our clients. We reduce costs through continuous integration, continuous deployment, and constant iterative improvement. Our emphasis on rigorous screening, ongoing skills training and methodical knowledge management ensures that we recruit and retain top talent.

BeaconGov has a dedicated talent acquisition practice, which differentiates us from our competition. A large team of our highly qualified, technical sourcing specialists enables us to seamlessly staff our projects with quality resources. BeaconGov will partner with "The University of Kentucky" to bring the best value in providing the requested services.

4.2. Our vision relative to sustainability

Our goals and vision are to continue delivering meaningful and measurable technology solutions to help our customers navigate and succeed in their digital transformation journey. Our outcome-focused digital transformation approach is comprised of IT transformation, application transformation and workforce transformation. Our outcomes are enabled and guided by a strong focus on customer experience, rigorous program management, proactive change management, and methodical implementation of agile methodologies.

Our Vision is to continue to be a trusted partner with transparency, quality, and on-schedule service delivery utilizing emerging technologies such as Drupal CMS, UI, UX, Data Science, RPA, AR/VR, AI, and ML in our projects and strive to become a leading technologically advanced organization to our clients. Implementing advanced technologies brings about improvements in the organization's operational efficiencies and provides growth opportunities.

We implement bleeding-edge technologies at DOL, CFPB, Verizon, and NFCU and march towards sustainable practices to become a green and paperless company.

4.3. How BeaconGov will help UK achieve Sustainability

We understand from the University of Kentucky's Sustainability Strategic Plan has six components which are listed below:

- **Socio Economical:** Job Creation, Skills Enhancement, Local Economic Impacts,

Social Investments, Business Ethics, Security

- **Social Progress:** Diversity, Human Rights, Community Outreach, Indigenous Communities, Labour relations
- **Socio-Environmental:** Safety and Health, Environmental regulations, Global Climate change, Access to potable water, Crisis management, Environmental justice
- **Economic Growth:** Innovation, Capital Efficiency, Risk Management, Margin Improvement, Growth Enhancement, Total Shareholder return
- **Eco-Efficiency:** Resource Efficiency, Product Stewardship, Life Cycle Management, Products and Services
- **Environmental Stewardship:** Clean Air, Water and Land, Emissions reductions, Zero Waste, Releases and Spills, Biodiversity

The components that are relevant to our line of business are discussed below:

Socio-Economical - Skills Enhancement. BeaconGov's Individual Development Program, incorporates Skillsoft eLearning, which provides career progression tools to benchmark and develop skills, continuing professional development tools, access to industry experts and the latest thought leadership, online publications, and toolkits and the latest best practice content.

Training and Talent Upkeep Activities. Our team has an established organizational training process defined as part of our management approach for resource training, skills development, and certifications. Skills development ensures that our resources have not only the skills to perform current tasks at a highly efficient level but are also prepared to perform new and enhanced skills based on technological advances. Our training approach identifies relevant certifications that when achieved, not only demonstrate that the individual has obtained knowledge in that discipline but also achieved a level of proficiency. The focus is to ensure our resources have the training and skills required to perform day-to-day operations and planning to ensure we maintain a highly skilled workforce to support the ever-changing IT environment. While we can control who we hire in the open market, we also understand that winning a contract means hiring incumbents to ensure a seamless transition and knowledge transfer.

We conduct quarterly reviews to track progress and provide feedback, performance-based bonuses, compensation revisions, and promotions as appropriate.

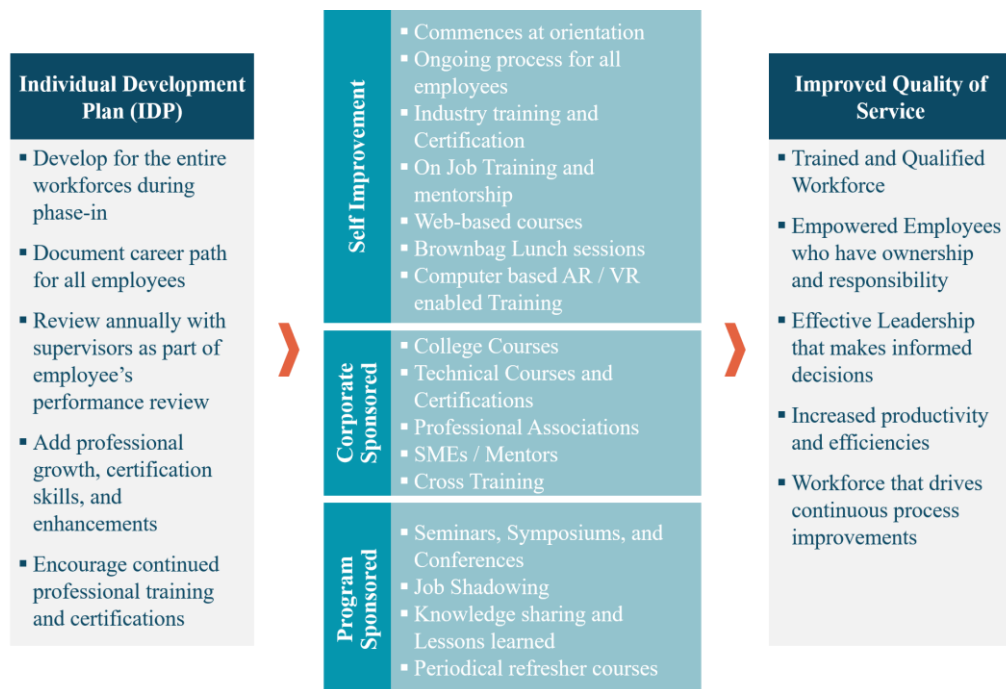We consciously allocate a substantial annual training and talent management

Figure 1: Professional Development

Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this proposal.

budget at both the corporate and program levels.

Social Progress – Diversity. BeaconGov views diversity as the wellspring of innovation. One of our important management strategies is to promote diversity management, and we have been carrying out initiatives by using diverse talent and innovating how we work, as two wheels of a cart, to build an organization that creates high value. We will continuously implement a wide range of programs to further promote diversity by, for example, holding training sessions to raise awareness among various layers of employees, including executives, personnel in managerial positions and female workers as well as by adapting initiatives more widely for minority or individuals with disabilities.

4.4.   Major Initiatives

- Career development training for female candidates for leadership positions and their supervisors
- Training held outside the Company for female candidates for leadership positions
- Forum in which senior management offers their views on diversity
- Transmission of messages from senior management via the in-house website Lectures by outside experts
- Training for managers on overseeing the development of female employees
- Formulation of development plans and monitoring activities for promoting women into management positions
- Introduction of profiles and career descriptions of diverse women in management positions

Socio-Environmental - **Global Climate Change**. As a government contractor, BeaconGov is bound by the Paper Reduction Act 44 USC §3501 et seq. (1980). We comply with the Paper Reduction Act at our Federal Government work. Being an environmentally responsible organization, we also implemented similar measures at various locations within BeaconGov.

Economic Growth—Innovation, Margin Improvement, Growth Enhancement. BeaconGov is a privately held company and we do not have shareholders. Our Vision is to continue to be a trusted partner with transparency, quality, and on-schedule service delivery utilizing emerging technologies such as Drupal CMS, UI, UX, Data Science, RPA, AR/VR, AI, and ML in our projects and strive to become a leading technologically advanced organization to our clients. Implementing advanced and innovative technologies brings about improvements in the organization's operational efficiencies and provides growth opportunities. Automation leads to margin improvement and provides growth opportunities.

4.5.   Examples of our Work

BeaconGov is uniquely qualified for the proposed work; we have demonstrable experience providing innovative software services and solutions to higher education, not-for-profit, and community-oriented clients. For example, BeaconGov has produced large-scale interactive, multi-channel, software-driven communication and intervention programs that have been disseminated in schools, healthcare institutions, advocacy organizations, juvenile justice centres, and other community settings. Complex projects of this nature require the negotiation of varied (and often conflicting) stakeholder priorities, continual advocacy for the end-user, coordination of diverse resources (e.g., scientific, technical, and creative), effective budget management, and a high degree of problem-solving and creativity.

4.5.1. Functional Area 1

Overview of University-Specific and Drupal Experience

We have provided design, development, maintenance and support for Drupal-based experiences at the University of Minnesota, University of Texas Health Science Center, Children's Hospital of Philadelphia (CHOP), Center for Injury Research and Prevention (CIRP), Center for Child Injury Prevention Studies (CChIPS), National Institutes of Health, MD Anderson Cancer Center, Verizon, and others.

Included below are several case studies that illustrate our experience designing and developing CMS-based websites working with colleges and non-profit organizations.

Client	Relevant Experience
University of Minnesota	We have delivered multiple research-oriented, Drupal-based web development projects, including Thrive with Me (a social online intervention for HIV risk reduction), TechStep (an intervention for trans AYAs with HIV), and YouThrive (an intervention for adolescents and young adults with HIV).
	Technologies used include **Drupal 8, Qualtrics, Twilio, HTML, CSS, JavaScript,** and others.
	URL: unavailable (closed randomized controlled trial)
Children's Hospital of Philadelphia (CHOP)	We delivered multiple web and software development projects, including the recent development of three Drupal research center websites: The Center for Injury Research and Prevention (CIRP), Center for Violence Prevention Research (CVP) and the Center for Child Injury Prevention Studies (CChIPS). The project involved the migration of content and features from multiple legacy content systems (Drupal 7, Joomla), totaling over 5000 unique pages. Our technical approach implemented advanced interactive features such as cross-site content syndication, integration with external CHOP databases, integration with NIH PubMed, gate-based editorial workflows, multi-site SOLR search, and more.
	Technologies used include **Drupal 8/9, Public APIs, Qualtrics, Twilio, HTML, CSS, JavaScript,** and others.
	URL: https://injury.research.chop.edu
University of Texas Health Science Center (UT Health)	Our team provided multi-year development and user support for a large school-based intervention program. Our team provided software and web development services, including the management of a Drupal implementation that delivered curriculum-based programs to students in some of the largest districts in the United States (e.g., Baltimore County, Los Angeles County, Harris County).
	Technologies used include **Drupal 7/8, HTML, CSS, JavaScript,** and others.
	URL: unavailable (closed randomized controlled trial)
John Fontaine Jr. Charity BrainAbouts	BrainAbouts is an online risk-reduction program delivered in middle and high schools. Originally developed as a paper-based program, our team digitized BrainAbouts and created a robust, flexible Drupal site that allows program administrators to tailor the intervention to a specific school (e.g., topic priority, schedule) and deliver program material over the course of a semester or year.

Client	Relevant Experience
	URL: https://brainaboutsx9klcnyze8.devcloud.acquia-sites.com/user/login
Rutgers CINJ	Multiple projects including web and mobile development to support programs for cancer survivors (both adults and AYAs). Most recently we delivered a comprehensive program for adolescent and young adult survivors of childhood cancer. This Drupal-based intervention incorporated survivorship planning, expert content, stories from other survivors, and a novel mentor-survivor coaching component.
	Technologies used include **Drupal 7/8, HTML, CSS, JavaScript,** and others.
	URL: unavailable (closed randomized controlled trial)

4.5.2. Functional Area 2

Overview of Web Application Development experience in commercial/enterprise and higher education.

For over two decades, we have provided web application development services to our clients. Our company has designed, developed and maintained web applications for Fortune 50 companies, Federal and State agencies, universities, research hospitals and others. Included below are several case studies that illustrate our experience.

Client	Relevant Experience
Verizon Communications Dynamic Network Manager	Verizon's primary objective of this project was to modernize, unify and streamline a web-based network management tool for enterprise customers who use Virtual Network Services (VNS), Private IP, Public IP, Secure Cloud Interconnect, Ethernet, and other products. The product included management functions for both physical and virtual network services, ranging from basic bandwidth management to service upgrades, visualization, network testing and policy definition and management.
	This project featured significant user experience innovation, including a user interface for a policy management abstraction layer that supports unified intent-based management of policies for large enterprise networks.
	This project subsumed a legacy application, Dynamic Network Manager, replaced a prototype Virtual Network Services portal and included new features for dynamic policy management.
	Technologies used included **Angular, Node, Java, HTML5, CSS, numerous open source libraries, extensive internal system integration via proprietary APIs.**
	Case Study: https://inform.tmforum.org/research-and-analysis/case-studies/verizon-gives-enterprises-self-service-over-network-technologies/
Web.com Globenetix	"Globenetix" is a framework for Web.com's Enterprise and CMS3 customers. Using this framework, we build Domain-based and Location Based content management dynamic sites. We also build PPC landing pages and Single Page Applications to help developers to manage websites with ease and comfort in terms of the Design and Development of various types of pages in the Administration Section.

Client	Relevant Experience
	Customers (Site administrators from the Client side) manage their content easily and flexibly with the Help of Site-admin Section. We create and enhance various websites for web.com clients and also migrate CMS3 websites to this platform. All these sites have robust SEO implementation featuring keywords, default and customized canonical links, descriptions, meta tags, titles and Google Analytics, captcha and Facebook event tracking.
	Technologies used included **Java, PHP, WordPress, HTML5, CSS, numerous open source libraries, extensive internal system integration via proprietary APIs.**
Rutgers CINJ	Multiple projects including web and mobile development to support programs for cancer survivors (both adults and AYAs). Most recently we delivered a comprehensive program for adolescent and young adult survivors of childhood cancer. This web-based intervention incorporated survivorship planning, expert content, stories from other survivors, and a novel mentor-survivor coaching component.
	Technologies used include **PHP, React, Ionic HTML, CSS, JavaScript,** and others.
	URL: unavailable (closed randomized controlled trial)

4.5.3. Functional Area 3

Overview of System Integration experience

BeaconGov has provided web application integration services to our clients. Our company has designed, developed and maintained integrations for Fortune 50 companies, Federal and State agencies, universities, research hospitals and others. Included below are several case studies that illustrate our experience:

Client	Relevant Experience
University of Minnesota	As described above, Thrive with Me is a social online intervention for HIV risk reduction across multiple populations.
	The Thrive With Me family of programs featured extensive integration with Qualtrics to provide content tailoring features. The site pulled survey data from Qualtrics, and provided variable-level tailoring features to site authors. For example, site authors can select a given variable of interest from a survey instrument delivered to users, a corresponding variable threshold, and define rules that highlight specific content based on the variable.
	In addition, Thrive With Me integrated with the Twilio API to provide two-way SMS features to promote engagement with the intervention.
	URL: unavailable (closed randomized controlled trial)
UNC Chapel Hill POEMS project	We have delivered multiple web and software development projects, including the recent development of three Drupal research center websites: The Center for Injury Research and Prevention (CIRP), Center for Violence Prevention Research (CVP) and the Center for Child Injury Prevention Studies (CChIPS). The project involved the migration of content and features from multiple legacy content

Client	Relevant Experience
	systems (Drupal 7, Joomla), totaling over 5000 unique pages. Our technical approach implemented advanced interactive features such as cross-site content syndication, integration with external CHOP databases, integration with NIH PubMed, gate-based editorial workflows, multi-site SOLR search, and more.
	URL: unavailable (closed randomized controlled trial)

5. Criteria 2 – Services Defined

Introduction

BeaconGov has provided design, development, maintenance and support for open source and custom content management systems, web-based data visualization applications and websites at the University of Minnesota, University of Texas Health Science Center, Children's Hospital of Philadelphia (CHOP), Center for Injury Research and Prevention (CIRP), Center for Child Injury Prevention Studies (CChIPS), National Institutes of Health, MD Anderson Cancer Center, Verizon, and others.

Common Project Management Approach across Functional Areas

BeaconGov understands that the UK requires a mature, repeatable project management process to manage and control tasks that are central to successful delivery. To meet these objectives, BeaconGov will leverage its expertise in integrated Agile delivery, enterprise systems development, testing, independent verification and validation, systems integration, and IT operations & management. Our team brings broad experience in adapting Agile to projects of similar size and scope and we will apply this experience to ensure success on each project.

Our approach ensures that systems and the applications we build are continuously evaluated through stakeholder demos at the end of short iterative development cycles and frequent milestone reviews and demonstrations. In the same way, quality, risk, and transition activities will be continuously monitored, developed, updated, and evaluated so that management, organizational, and technical activities are seamlessly integrated. Important elements of our approach are as follows:

- Customer, Product Owner, and Technical Leads must be in continuous communication. The pace of communication is built into all work items.
- All team members must feel responsible for the success and must participate in a collective approach to problem-solving.
- Product development is structured so that customer feedback can occur often.
- Business analysts and stakeholders are involved from the beginning of every feature development.
- Ensure that security, training, and documentation are continuously evaluated.
- Collect metrics to help determine bottlenecks, improve processes, and measure effectiveness.

Agile Project Delivery

Team BeaconGov adapts Agile processes with a Human Centered Design (HCD) emphasis that harnesses all stakeholder perspectives, embraces change, and reduces risk. Our method emphasizes the delivery of continuous work products and incorporates continuous feedback. To actualize this commitment and to provide value across multiple dimensions of each

project, we tailor our Agile framework to each client engagement, ensuring that our delivery model provides maximum transparency, accountability, and business value to our customers. We also employ modern software development practices such as Test-Driven Development (TDD), Continuous Integration/Continuous Deployment (CI/CD), and DevSecOps in the Software Development Life Cycle (SDLC).

BeaconGov will use Scrum-based Agile methods to regularly plan and incrementally deliver work. BeaconGov will ensure that every feature, enhancement, and defect that is produced is captured in a Jira work item ticket. This produces the UK with a detailed view of what BeaconGov has done, is doing, and will do at any moment, and provides metrics to gauge progress and assess risks. All project work will be decomposed into sprints, typically 2 weeks in length, based on a schedule that is convenient for UK stakeholders.

At the start of each Sprint, BeaconGov will review the tickets (features, enhancements, and defects) to be completed during the Sprint with the UK designated stakeholder(s) for approval. New and updated functionality will be demonstrated and reviewed with the UK stakeholders after each Sprint. During this process, we gather feedback and continuously refine our approach. We seek to maximize our performance across 10 key metrics, working to ensure that we deliver the best value to our customers, and the key metrics are:
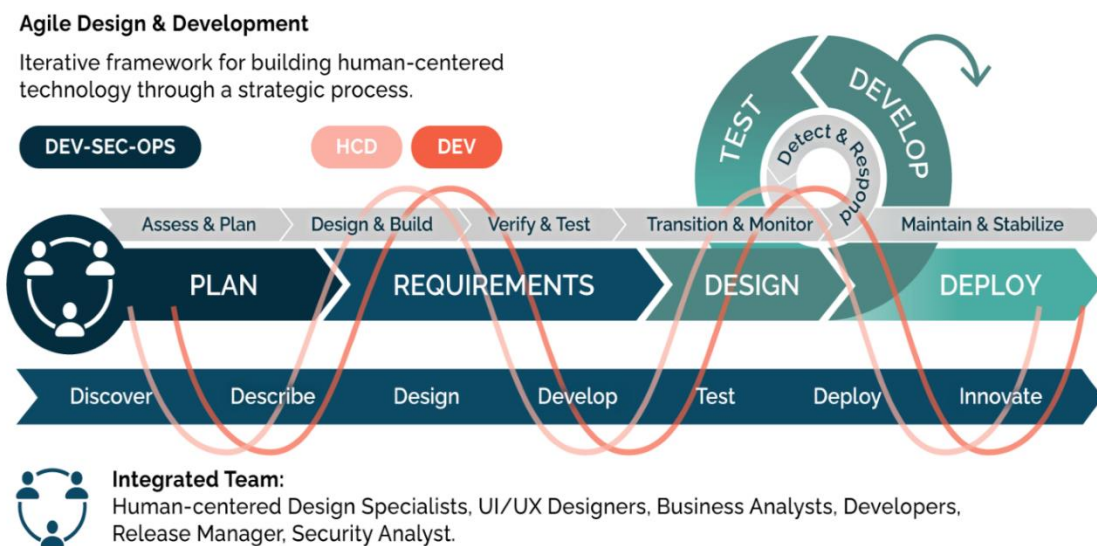

Figure 2: Agile Framework with HCD and DevSecOps

- Timeliness
- Quality
- User Satisfaction
- Business Value
- Product Scope (Features, Functions)

- Project Visibility
- Productivity
- Predictability
- Continuous Process Improvement
- Cost of Delivery

We use a "Definition of Ready" in our efforts – a User Story must meet the definition of being ready to be approved for Sprint Planning. We use the INVEST principle along with environment-specific items to double our velocity, by keeping improperly sized, unclear, poorly written, and not testable stories out of the sprint. The INVEST principle states that user stories must be Independent, Negotiable, Valuable, Estimable, Small, and Testable.

BeaconGov will use DevOps automation tools to automate the deployment of the Drupal web platforms framework and initial content. These latest tools and utilities improve "time-to-market" delivery of products, optimize staff allocation, increase quality, and reduce schedule delays and costs. After the extension of web platforms, UK stakeholders will be able to update web platform content directly, and approved updates will be automatically prepared and deployed to production without the need for any IT support.

Scope Management

Requirements and Scope Management are an integrated part of our process. We will develop project requirements database(s) in Jira, our overall application lifecycle management tool. User stories and test cases will be developed that are linked to these requirements. Product Backlogs will be developed, estimated, and in concert with the UK, prioritized. After several sprints, a burndown velocity against a given backlog will be determined so that overall progress against schedule and per cent complete against requirements can be estimated. This methodology also provides a 'baseline' against which new requirements can be evaluated in terms of their impact on schedule and cost (i.e., work). Any proposed changes that significantly impact scope will need to be formally accompanied by the scope change documentation along with the level of effort and approved by UK COR.

BeaconGov project leadership will be in regular communication with the UK-designated project lead. The BeaconGov project lead will discuss and agree with the UK-designated project lead on a schedule for regular program management reviews (generally monthly) where key project metrics, risks, issues, and events will be presented and discussed.

5.1.   Functional Area 1: Drupal Content/ Platform Support

Our Understanding of the University of Kentucky's requirements

We understand that the University of Kentucky (UK) has the following key goals:

- Utilize any of the existing university web platforms to enable the structuring, authoring, and presentation of university web communications.
- Extend the functionality of existing Drupal CMS implementations also known as platforms, either contributing to the platform codebase directly or developing individual websites that depend on the UK web platform.
- Conduct stakeholder interviews and other discovery processes and document the web architecture and development requirements
- Ensure that the development of custom web applications is compatible with the colleges', departments', and/or University's web environment.
- Develop, manage code and deploy as per specific university web development guidelines.
- Integrating custom or Drupal community-contributed extensions as needed.

Each Drupal project will be organized into iterative activities: assessment and analysis, content strategy and information architecture, UX/UI design, CMS Configuration and development, QA and user training. These activities may overlap significantly during the project; for instance, information design and CMS configuration will happen in close parallel, as outputs from these design-oriented efforts will inform other activities.

5.1.1. Assessment, Analysis and Planning

Our Understanding

BeaconGov understands that to extend the functionality of any of the existing Drupal CMS implementations/web platforms in the UK, it is important to first understand the requirements, constraints, business drivers, and how well the current system serves the needs (or fails to serve the needs) of the stakeholders. BeaconGov will develop a comprehensive understanding of the current UK web platforms and environment, business drivers and rules, criteria for success, and other factors that may impact the project. This project phase must accomplish the following objectives:

- Analysis, assessment, and inventory of current web platform assets, including existing HTML pages, stylesheets, scripts, files, server configuration, and related management tools and web applications
- Understand and document the UK web environment, web development guidelines
- Understand and document how the existing functionality of the web platforms can be extended
- Document the web architecture and development requirements
- Understand the existing content models across the various web platforms
- Development of content strategy
- Analysis of both current and planned host environments
- Conducting formative and summative research with large client teams, community advisory groups, and cohorts of representative end-users.
- Translating our understanding of project goals, business requirements, user needs, and interface design concepts into interactive wireframes for evaluation by users.
- Designing creative user interfaces that enable increased productivity and improved user satisfaction.
- Applying empirical measurement strategies to measure our effectiveness and ensure continuous improvement.
- And, ensuring that our solutions are accessible and usable for all types of users.

Proposed Solution

To address the requirements and objectives of the UK, BeaconGov will conduct a study of the UK's existing web platforms, websites, and the associated content and plan the next steps. We will leverage the expertise of our in-house team comprising core resources specialized in integrated Agile software delivery, CMS web development, testing, and deployment.

- Conducting analysis, assessment, and inventory of current web platform assets, including existing HTML pages, stylesheets, scripts, files, attachments, directory structures, server configuration, and related management tools and also the associated web applications.
- Conducting review and analysis of both current and planned environments
- Planning for system deployment
- Executing environment setup, configuration, and deployment
- Configuration of Drupal solution
- Conducting verification and testing, including usability testing
- Preparing and delivering training to UK staff

Requirements Definition. We plan to establish the baseline requirements in collaboration with UK stakeholders, including representatives from across all required organizational

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teams. UK will have the option to leverage requirements from existing UK web platforms. We will also conduct remote workshop sessions with stakeholders to elicit, understand and elaborate on the various functional and non-functional requirements, system design goals, program features, processes and rules, and external and internal constraints that may impact the system design for the UK web platforms.

Program features and functions derived from the current artefacts, the workshop session(s) and other stakeholder input are captured in the form of user stories or concise statements that describe functionality from a user perspective, with accompanying test criteria and associated documentation. User stories are then consolidated into larger work units called epics, which describe a broader program feature or function. The program requirements (stories and epics) are organized into a product backlog that encompasses all epics and user stories. During later development phases, the product backlog is continually updated, refined, clarified, and prioritized according to stakeholder input, relevant project constraints, and other factors.

Consistent with our agile software development approach, detailed requirements are progressively elaborated and documented (approach directly supports the Human Cantered Design (HCD) process) within the required timelines and shared with UK representatives for review and feedback. We expect that UK project leadership will provide feedback regarding program requirements within a reasonable, agreed-upon timeframe. After incorporating the necessary changes requested by the Client team, BeaconGov baselines the functional and non-functional requirements for the UK web platform. BeaconGov understands that UK stakeholders' time is valuable, and we will leverage our extensive experience to make the requirements gathering process quick and efficient.

Much of the design of the user-facing web platforms will be driven by our interactive wireframe and mock-up process. However, there are a significant number of additional system requirements. For example workflows, approvals, web platform structure, identification of personas, etc. require a more traditional requirements gathering methodology. BeaconGov will gather, define and refine project requirements via (1) semi-structured interviews and workshop sessions with key staff and stakeholder groups identified by the UK project leads; (2) heuristic evaluation of the current UK website content and feature set (including available documentation); (3) review of any UI/UX research artifacts collected by the UK to date and other relevant comparison web platforms; and (4) detailed analysis of the current UK web platforms, file structure, folders, and integration points.

Interviews: We anticipate that the interview process will involve interaction with all the concerned stakeholders as recommended and approved by the UK. Our team has abundant experience in conducting formative research, ranging from focus groups to individual structured and semi-structured interviews, ideation sessions, and web-based concept testing (e.g., A/B design testing). We understand that the time of agency stakeholders is limited and that these sessions will be structured to elicit information efficiently. We will work with the UK PM to first understand the organization's goals and constraints, where the critical focus should be, and where we will have the flexibility to use our experience to propose solutions that are likely to be accepted. The goal of these sessions will be to elicit the following:

- Content modelling, content strategy and business rules
- Content publishing roles and responsibilities
- Editorial rules and workflows
- Content ownership requirements
- Content ownership change processes

Throughout this discovery process, BeaconGov will focus on understanding the content model(s) across the existing web platforms besides the identification of the regular rhythms

of content management with the existing system. We will seek to identify sections that are updated frequently, and more likely to change, and understand the typical cycle of change.

Heuristic evaluation: BeaconGov will conduct an expert analysis of the current UK website. The goal of this process is to identify what's working (and not working) in the current site, so that positives can be carried forward and negatives can be eliminated the during information and UI design phases. In this way, we can ensure that current value is not lost during the redesign effort. This evaluation will encompass visual and information design considerations (e.g., subjective appeal, content discoverability) as well as technical evaluation to inform migration planning.

Research review: Any available research regarding the UK website (e.g., user surveys, analytics) will be reviewed, with an emphasis on identifying themes and actionable information within the research findings that may improve end-user experience.

The result of the **assessment, analysis and planning** effort will be the development and documentation of a site strategy that describes: (1) end-user and organizational stakeholder needs; (2) functional requirements to address identified needs (including, potentially, follow-on project phases); and (3) specific goals to be achieved in the current project, as well as associated strategies to achieve those goals. The website strategy document will identify architectural and technology considerations such as tools or services required to achieve functionalities, internal and external technical dependencies, and "known unknowns" that require clarification. The document will also broadly articulate the end-user stories or the features that the site must support from an end-user and administrative user perspective, thereby describing at a high level the scope of the project. Finally, the strategy document will describe the process by which successful completion of a given feature will be measured (Scrum refers to this as the "definition of done"). The document will provide a high-level overview of the scope that will be broken down at a detailed level into individual work items that we will track in Jira. Each work item will include a set of acceptance criteria (proposed by BeaconGov and reviewed/approved by the UK during sprint planning) that clearly and unambiguously define when a given feature, defect, or enhancement is complete.

Work product from assessment, analysis and planning
Documentation of content models and website strategy, background information to inform subsequent Information Design, User Interface Design, and Planning, and initial backlog of User Stories.

5.1.2.   Content Strategy and Information Architecture

Our understanding
As part of planning for any site design, update or migration, the UK may require updates to the overall site structure to increase information discoverability, support administrative and end-user needs, and promote improved maintainability over time. Upon completion of the analysis phase, Team BeaconGov will engage in a comprehensive information design effort that includes content strategy and site information architecture.

Proposed Solution
Content Strategy. BeaconGov will develop a strategy for producing content that meets UK user needs, adapts to multiple purposes, and unifies the presentation delivery of information without being tied to the business unit or other organizational entities. Content strategy is an integral part of any website strategy. Our proposed website development effort will include both content-oriented and people-oriented content strategy elements.

As described above, during the planning phase of the project, we will conduct a series of stakeholder interviews. These interviews will provide insight into content needs/goals (e.g., intended audiences, messaging, sources of content) and content structure requirements (e.g., priorities, formats). This will help us answer key questions such as "who should be producing content within the organization," "what content can be produced by the organization," "how can content be presented in a unified, consistent way across the organization," and "where should the content reside," among others.

Our UX and copywriting teams work together to create a content strategy for the redesigned site. We need to understand your users and the content you want to publish to come up with the best solution for your website. Automated tools can help kick-start the content audit, collecting page titles and descriptions as well as quantitative data like page views, bounce rate, reading age, last modified date, etc. We recommend reviewing your existing content, identifying the core content and working to improve this, while archiving stale content and respecting your URI persistence policy. Our content strategy work includes:

- Identifying core content (Text, video, graphics, Photos etc.)
- Content audit (what's on your site now)
- Information Architecture (what should be on your site)
- Content modelling (how we model your content in a CMS) Multilingual content
- Content migration
- Advice and training on writing for the web
- SEO Review

Information Architecture. Content strategy will directly inform the information architecture and site development phases of the project. Working closely with the UK, Team BeaconGov will develop a series of **wireframes** (non-functioning models of the proposed organization scheme and functional controls, developed in a rapid, iterative fashion), which will serve as a blueprint for the website migration project. The purpose of the wireframe is to quickly model the site's informational structure, interface, and feature set, and then modify that model based on client and user feedback before site development begins. The wireframe will be considered complete when all project stakeholders are comfortable with the approaches described. These wireframes will be created using Axure or Balsamiq software.

Additional artifacts to be produced during the information architecture phase will include organizational structures and schemes (e.g., content nomenclature or taxonomy), and functional definition of content types (e.g., style conventions, field names) within the Drupal system. The information architecture and site development phases of the project will support the people-oriented components of the strategy by ensuring that:

- Site architecture supports the content strategy such that content consumers (both internal and external) can locate and access high-value content efficiently, in the right format, at the right time
- Administrative site functionality will support the strategy by ensuring that content contributors have the tools and documentation they need to execute the strategy, without requiring ongoing support from IT
- Site publishing workflows will support organizational governance rules consistent with the content strategy

Work product from information architecture and content strategy
updates to website strategy document to include content strategy, wireframes, updates and refinements to User Stories.

5.1.3. User Experience and User Interface Design

Our Understanding
The UK may require an update to the site user interfaces that will: (1) increase the subjective appeal of the site with a contemporary style and enticing design; (2) scale and adapt to a variety of screen sizes, from smartphones to tablets to desktop computers; (3) incorporate UK branding assets; and (4) improve information discoverability and overall site usability.

Proposed Solution
UX Design. Our Digital Experience team is adept at working directly with diverse stakeholder groups to co-design and co-develop web and mobile software products. This includes:

- Conducting formative and summative research with large client teams, community advisory groups, and cohorts of representative end-users.
- Translating our understanding of project goals, business requirements, user needs, and interface design concepts into interactive wireframes for evaluation by users.
- Designing creative user interfaces that enable increased productivity and improved user satisfaction.
- Applying empirical measurement strategies to measure our effectiveness and ensure continuous improvement.
- And, ensuring that our solutions are accessible and usable for all types of users.

As described above, we will craft the user experience in collaboration with all stakeholders, working to elicit, understand and elaborate the various functional and non-functional requirements, system design goals, program features, processes and rules, and external and internal constraints that may impact the user experience.

The BeaconGov UX team will work with the stakeholders to define the user interface through an iterative 'wireframe' or rapid prototyping process. Wireframes are descriptive representations of user interface screens and interaction workflows, often rendered in primitive greyscale shapes. Wireframing allows the project team to quickly model overarching app structure, interface conventions, and interactive patterns to gather Client stakeholder feedback and iterate as necessary. The UX team will collect impressions and feedback through one-on-one review sessions conducted via screen-share and teleconference. The team will refine the app wireframes based on stakeholder feedback, iterating as necessary to prepare for detailed UX design and later development. With input from stakeholders, the team will converge on a set of wireframes that will support all the desired features and provide a foundation for future growth. Common industry-accepted rapid prototyping tools (e.g., Figma, Sketch, Invision) will be utilized throughout this process to accommodate change quickly throughout the design process.

UI Design. Upon completion and signoff on the wireframes, the UX team will design "high fidelity" app screens that implement a consistent and cohesive visual design style, based on the UK brand, across the app. These designs will be reviewed iteratively with stakeholders until all parties are satisfied that the user experience design is on target and ready for development.

The design team will produce graphical user interface design treatments for key device screens (e.g., smartphones, tablets, and desktops) to establish a common visual identity that incorporates UK corporate branding, style, and voice. Screen designs will be presented as high-fidelity mock-ups or as an interactive prototype using industry-standard software (again, tools such as Figma, Sketch or other), for various screen sizes. As part of this effort, several distinct design mock-ups may be presented. Based on selection and feedback from UK stakeholders, one or more mock-ups would be refined iteratively for review and feedback to arrive at a final general template for the new site. In our experience, this process generally requires at least 3 to 5 iterations of successive refinement.

Typically, we design responsiveness. This approach ensures that the users can view the content no matter what the screen size is, as well as futureproofing for newly released devices. BeaconGov will theme new sites in such a way that content breaks down and reorients dynamically dependent on desktop, tablet, and mobile browsers. The responsive theme will include three break points (layouts of content) targeted at the desktop, tablet, and mobile browsers. We also take into consideration fluid grids which use columns that scale and resize content. A fluid grid layout can use breakpoints to determine if the design needs to change dramatically.

Design is an ongoing activity, and development will proceed in parallel to other activities to ensure that back-end features such as approval and workflow are in place when needed. After each design is approved, the work required to implement the design is broken down into tickets that are captured in our Jira work-item tracking tool.

Work product from UI design
Updates to the website strategy document, and finalized interface design styles. End-to-end wireframes for all key site/system features.

5.1.4. CMS Configuration and Development

Our understanding
Before migration execution, the CMS system must be configured, and all migration-dependent development tasks must be completed.

Proposed Solution
Drupal Configuration and Development: Based on assessment, information design, UI design, and migration planning activities, Team BeaconGov will have developed a comprehensive understanding of CMS configuration and development requirements. These will be captured in the form of User Stories or System Requirements organized in a project backlog. Utilizing the above-described Agile processes, the team will execute a series of sprints to complete CMS configuration and Development. This process will proceed, at least partially, in parallel to content migration.

Team BeaconGov will leverage, to the greatest extent possible, well-supported open-source Drupal user-contributed ("contrib") modules in preference to custom development to provide the desired functionality, thereby speeding development. Where appropriate, custom modules and theme functions will be written. All custom module code will adhere to Drupal coding standards and follow best practices for security, reusability, and the "Drupal Way."

A suite of test cases will be written for each custom module, and tests will be run with each module release or patch update. Module code will be managed in a version control repository (Git) and will be available to LC staff for review at any time.

CMS configuration will encompass:

- Implementation and testing of required Drupal vocabularies, entities, entity types, fields, relationships, and views
- Implementation of additional custom modules and features as defined in the assessment and information design phases and captured in User Stories.

Theme Design: In addition to system configuration and development, the selected and refined design will be converted to a Drupal theme. From an implementation perspective, we propose to start with a base responsive theme framework from the Drupal community (e.g., Omega, Foundation, Bootstrap or Zen) that provides foundational scaffolding, structure, and scripts. This approach will permit us to efficiently implement the selected theme design while taking advantage of the compatibility and maintenance benefits afforded by community-maintained code. A well-designed Drupal theme, particularly one based on a strong boilerplate, offers significant flexibility for site maintainers. Theme customization options will be documented for inclusion in UK staff training.

Work product from CMS configuration and development: configured Drupal system and complete code that implements all user stories, content containers, and workflows and supports all content management requirements.

5.1.5. QA and Testing

Our Understanding
The UK requires error-free web platforms, that comply with all relevant standards and regulations, are compatible with all target browsers, contain no broken links, and function as stakeholders intend.

Proposed Solution
BeaconGov will conduct thorough QA and testing throughout each phase of the project. The team will establish baseline browser compatibility standards and validation targets. The HTML development team will validate all code through W3C validation checkers and verify that all site elements are presented correctly in all target Web browsers and platforms.

The application team will ensure that all site functions are implemented as agreed and that all functions pass unit tests. BeaconGov will perform many types of automated testing including link testing, integration testing, conversion testing, and security testing.
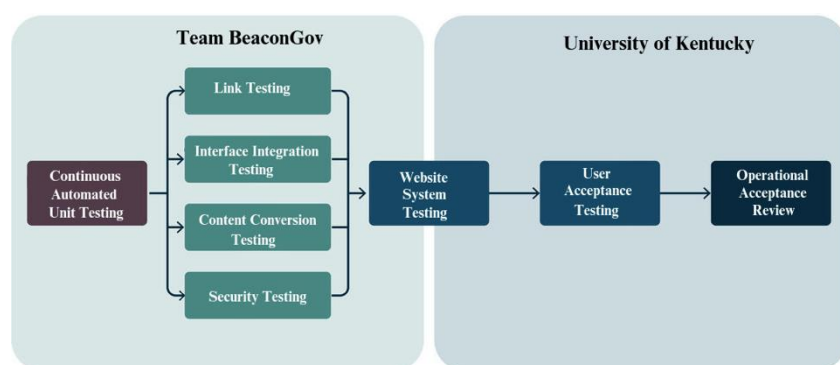

Figure 3:Comprehensive Automated Testing Ensures Consistently High Quality

BeaconGov will develop several automated tests that automatically catch broken links, errors with a form submission, and formatting errors. The tests will be combined into an automated smoke test that runs continuously and catches errors well before they can cause an issue in production. Although

this type of testing is vitally important during development, it is equally important during regular production, since users will be regularly updating content without any support from IT. When a user makes a content update, a similar type of automated validation will be performed, and the content update is not accepted if there is badly formatted content or any broken links. In the case of a validation error, the user performing the content update will see a friendly error message informing them of the error and providing advice on how to fix the error. Incorporating automated testing into every aspect of UK website development and maintenance will reduce risks and increases confidence in the ability of users to update the website content without fear of breakage.

Usability Testing. Newly developed or migrated sites will be evaluated by a representative set of end users, as designated by the UK. The testing protocol will involve the completion of several typical site tasks (e.g., critical paths). A trained usability evaluator will conduct simplified "think-aloud" user tests; following a brief training on thinking aloud (working on an unrelated problem), users will access the staging website. Users will be asked to describe what they are doing and why, while a trained observer notes problems but doesn't intervene unless progress is curtailed. Participants will complete a usability and feature rating survey after completing the test. To supplement the facilitator's observations, this post-test survey will include items that measure ease of use, acceptability, understandability, credibility, and appeal using 'yes/no,' Likert scale-based (a commonly used scale for research that employs questionnaires), and open-ended response formats. Based on the results of this independent usability testing, a backlog of issues will be developed and prioritized for follow-on maintenance phases. UK input will drive the prioritization of critical issues.

Acceptance Testing. BeaconGov views testing as an integrated and integral part of the site migration process and various levels of testing (including end-user testing) will occur throughout the migration phase of the project. However, we will support a formal User Acceptance Testing (UAT) process before system deployment. The purpose of this is twofold. The first is to have representative users of the website perform typical tasks to assess usability, and functionality, and to help ensure that we together have built the right website. The second is to provide acceptance criteria for the overall website deliverable.

The first step in UAT is to define and recruit representative user roles. Once these have been defined, we will work with the UK to recruit a set of testers for each role. We will then provide instructions and goals for the testers as well as a form through which they can provide feedback. The feedback will be analyzed and prioritized with the UK COR and any corrective actions or improvements will be entered as tickets and prioritized in the Product backlog with critical items addressed before deployment.

Accessibility Testing. Section 508 compliance specifies that electronic and information technology (EIT) must be made accessible to people with disabilities. BeaconGov brings comprehensive knowledge and expertise of Section 508 standards and W3C Web Content Accessibility Guidelines (WCAG). We will support the UK by providing Section 508 expertise and verifying that the UK website developed under this contract is Section 508 compliant. Our methodology will utilize automated technical validation via state-of-the-art diagnostic and validation testing techniques and tools combined with human oversight. We will conduct Section 508 testing using tools such as AccVerify, CommonLook, WAT, Bobby, Object Inspector, or others. Our compliance assessment and audit will be comprehensive and well documented. We will evaluate, test, and recommend strategies for implementing accessibility standards. Our staff will also evaluate the functional usability of the website for those with special needs.

Our section 508 test plan will consist of the following components: (1) identify project information and components to be assessed; (2) describe the testing strategies to be employed

and scope; and (3) enumerate the recommended accessibility requirements for the test. Upon execution of the test plan, BeaconGov will deliver an accessibility report; a compilation of the data from the complete testing process presented in a summary format. This will provide a detailed description of the deficiencies of the website as it relates to our testing criteria, possible solutions, and proposed remediation strategies. For example, the accessibility report for a given page or feature will include the following data set: severity (e.g., Critical Deficiencies - must remediate to comply with standards, Important Deficiencies - not a standards violation, but should be remediated to enhance accessibility to users of popular assistive technology), issue details, date, page ID, element ID (tag/attribute), number of instances, line numbers, and grade. We will document remediation and usability recommendations to address the deficiencies identified from the assessment. Site developers will remediate identified accessibility issues until all key site features and pages pass the appropriate tests.

Cross-browser Compatibility Testing. BeaconGov will ensure that the UK's website complies with the functionality, appearance, navigation, and performance needs by testing the website across all the platforms. Our compatibility test process validates for interoperability of applications/ software systems on different platforms. In addition, our testing also ensures the appropriate and similar functioning of a web application across all heterogeneous browsers. We will conduct compatibility testing (Manual & Automation) across various versions of operating systems (OSs) and browsers, combinations of OSs and browsers, multiple display resolutions, tablets, and mobile devices to ensure your site always stays compatible, and plan time for additional testing whenever you make significant updates to your site. We will check the website for features that don't work correctly, or behave differently, on different browsers:

- HTML tags not supported by some browsers
- CSS features not supported by some browsers
- Image formats not supported by all browsers (e.g., some transparent PNGs don't display correctly on old versions of Internet Explorer)

Work product from QA and Testing: Acceptance for the overall deliverables for Function Area 1.

5.1.6. Search Engine Optimization (SEO)

Our Understanding
Figure 4 demonstrates the methodology we employ to grow awareness and generate traffic for web assets. It shows the close relationship between SEO and SEM to achieve business goals.

Proposed Solution
BeaconGov will implement SEO strategies for tracking searches via key sites including Google, Bing, Yahoo, and others. We will also improve the searchability of web content. We highly recommend Google Webmaster Tools (Analytics/ PageSpeed Insights) as a good internal search engine alternative for UK's Google Search Appliance. Given the ease of implementation, cross-device compatibility/mobile optimization, and cost advantages. Upon determination, a search engine replacement plan will be provided. The focus will also be given to indexing UK sites quickly and easily and providing visitors with a good experience of using the sites and encouraging repeat visits/high web traffic to content.

Work Product
Search Engine Optimization (SEO) and Search Engine Marketing (SEM) strategy is liquid, constantly changing, and requires constant monitoring and management. SEO techniques are continually being modified due to changes in major search engines. Our team stays on top of the latest trends and techniques and guides our web development

Figure 4: Integrated SEO/SEM Process

teams in the ongoing development of content and structure required to optimize search engine ranking.

5.1.7. Maintenance and Operations

We assist our clients with troubleshooting and providing ongoing maintenance services, including system maintenance and updates (e.g., Drupal core and contributed module updates), template maintenance (e.g., resolving browser rendering issues that arise post-deployment), user support (e.g., resolving user access difficulties, maintain security and access for website, workflow and Drupal, maintain permission groups, maintain existing and create new access accounts), and content management (e.g., auditing site for stale links and content formatting problems). Team BeaconGov ensures that all normal requests for website content postings will be completed within agreed SLAs from request during normal hours of operation. Time-sensitive requests for website content are completed within agreed SLAs from request.

Team BeaconGov provides ongoing website support, maintenance, and hosting infrastructure services for a number of our current commercial clients. Examples of our ongoing support and maintenance experience include:

- For Children's Hospital of Philadelphia, Team BeaconGov hosts and maintains AfterTheInjury.org, an information clearinghouse for parents and medical providers serving children who have undergone traumatic injuries. Team BeaconGov handles issue tickets, and regular Drupal upgrades, and provides analytics reports on an ongoing basis.
- For San Diego State University, Team BeaconGov hosts Thrive With Me, YouThrive and TechStep—intervention websites for individuals living with HIV. We provide ongoing Drupal updates, end-user trouble ticket support, and reporting for a series of ongoing randomized controlled trials that are testing these interventions.
- For the University of Texas Health Science Center, Team BeaconGov provided maintenance and end-user support for It's Your Game, a curriculum-based program

disseminated in 3 of the largest school districts in the country. Our services included ongoing Drupal module updates, end-user trouble ticket support for teachers implementing the program, and ongoing content and feature enhancements during the three-year program dissemination.

5.1.8. Summary of Technology Capabilities

Technologies and Frameworks

- BeaconGov has developed in Drupal 6, 7, 8, and 9, utilizing all major contrib modules and has done extensive custom module development
- PHP 5, 7, 8
- JavaScript
- MySQL, MariaDB, Postgres, MS SQL
- Kubernetes, Docker
- Acquia Platform
- Numerous front-end frameworks and boilerplates, including React, Angular, Ionic, Bootstrap, Material, Ant Design
- Modern UX practices, including token-based approaches that integrate with development workflows

5.2. Functional Area 2: Custom Web Application Development

For over two decades, BeaconGov has provided web application development services to our clients. Our company has designed, developed and maintained web applications for Fortune 50 companies, Federal and State agencies, universities, research hospitals and others. Included below are several case studies that illustrate our experience

Our Custom Web Application Development Process mirrors, in many ways, the processes outlined in section 5.1. BeaconGov will establish the Web Application Development requirements through remote workshops and other suitable methods, in collaboration with UK stakeholders and will follow the Agile + HCD approach outlined in section 5 "**Agile Project Delivery**".

Several key differences must be highlighted; custom web applications require:

- More involved requirements gathering and user experience design, often involving domain or business process knowledge
- A more considered architectural approach than CMS projects
- Rigorous database design
- Robust environment, configuration and release management
- Portability and maintainability of custom applications

5.2.1. Adapting Requirements Gathering and User Experience Design Processes

Building on formative and summative research, BeaconGov will design and develop working prototypes. Prototype features will be elaborated iteratively in collaboration with UK, working from process sketches and greyscale wireframes of key program features through high fidelity mock-ups and a working prototype developed in an open-source application development framework.

5.2.2. Web Application Architecture

Based on our understanding of Client program goals, requirements, concepts, interfaces and integration points, the BeaconGov software development team will draft a Web App architecture that defines underlying technologies, frameworks, system composition and components, properties, and relationships between components and external interfaces. Input is critical for this process. Team BeaconGov will collaborate with all the stakeholders in the specification and architecture definition process. These system requirements specifications and software architecture documents serve as a baseline for subsequent design iteration and programming activities.

The system design will describe the goals, drivers, constraints, critical issues and design choices of the system; these factors will be further elaborated with user stories, workflows, object models, and data models. The system architecture artifacts will include: 1) the logical architecture with architectural layers, interfaces, processes, and functions; 2) the physical architecture with major system components, responsibilities, and relationships between them; and 3) major technology selections. While the system architecture will be based on input from stakeholders at the start of the project, BeaconGov assumes the following design characteristics:

- The system will be designed according to modern web architectural patterns.
- The object-oriented design will be employed throughout the project.
- Communication between discrete subsystems will be implemented as micro-services (discrete Application Programming Interfaces (APIs) that minimize dependencies between subsystems), promoting architectural flexibility.
- All application subsystems will utilize appropriate information security practices to support deployment in sensitive environments. This includes multifactor authentication access control schemes, encryption in transit and at rest, data integrity verification, pro-active threat monitoring, auditing, and physical facility security, and monitoring.

5.2.3. Web Application Database Design

BeaconGov routinely provides services to administer, maintain, and control the relational databases, and data warehouse including the database, operating systems, and tools. We identify database requirements by interviewing customers; analyzing applications, programming, and operations; evaluating existing systems and designing proposed systems.

We recommend solutions by defining database physical structure and functional capabilities, database security, data back-up, and recovery specifications. We also install revised or new systems by proposing specifications; recommending optimum access techniques; coordinating installation requirements. We maintain database performance by calculating optimum values for database parameters; implementing new releases, and upgrades; completing maintenance requirements; evaluating computer operating systems and hardware products.

BeaconGov implements a human-centred agile design and development approach that features frequent stakeholder review and iterative design and feature development. Within this agile framework, our team implements DevOps Continuous Integration/Continuous Deployment (CI/CD) built on a completely integrated toolset encompassing design, development, test, release, and operations. These are then integrated into a DevSecOps environment which is tailored for specific software lifecycles and includes code quality, test

automation, and options for automated deployment through the use of CI/CD. BeaconGov has developed Test Driven Development (TDD) automation frameworks with a set of libraries for the test creation, execution, and management along with auto-logging of the defects helping accelerate the test harness setup and reducing the overall testing time. Built on Selenium 2.0, BeaconGov's test automation framework integrates with the existing DevSecOps pipeline using Jenkins for running daily scheduled jobs to execute tests on the CI/CD pipeline with multiple automated checks for inspection and feedback in testing, staging and production environments.

Once the development approach is finalized, we will complete the design and development of the required applications as per the agreed schedule. We will plan the effort and timelines for sprint hardening, and UAT respectively. This will be an incremental approach where we will be able to release the developed components in phases. As we plan to develop the new applications as loosely coupled components/modules, we shall roll out components in a prioritized manner as and when they are ready and integrated with other components and external systems.

5.2.4. Technologies and Frameworks

- BeaconGov's Web application development involved the following technologies:
- PHP 5, 7, 8, HTML5, CSS, Java, JavaScript
- MySQL, MariaDB, Postgres, MS SQL
- Numerous front-end frameworks and boilerplates, including React, Angular, Ionic, Bootstrap, Material, Ant Design
- Modern UX practices, including token-based approaches that integrate with development workflows
- Numerous open source libraries, extensive internal system integration via proprietary APIs.

5.2.5. Environment, Configuration and Release Management

BeaconGov works with client infrastructure teams to identify required resources for Dev, Test, Staging, and Production environments and design logically separated environments to support the complete systems lifecycle development. We implement a DevOps environment (supported by a variety of tools for streamlining and automating application lifecycle management) that allows for continuous testing, integration and deployment to QA, Staging, and Production Environments.

We strictly maintain all configurations under strict CM (Configuration Management) control. This enables us, for example, to try out new features in a branch while leaving the main line of development alone. These "feature branches" can be merged back into the main code base later when they have been approved, or simply abandoned with no ill effects. This level of CM enables us to develop at a fast pace while minimizing the risk of regressions and maintaining complete control over what happens where and when.

Release Management. We implement DevSecOps and CI/CD processes to allow frequent builds and releases. In this phase, we focus on coordinating different test & production environments to deploy a product in the least disruptive manner. To perform a secure release, we create a proactive and predictable environment for application changes to take place and to move projects from development to production environments. Making that process seamless is our primary objective. A key part of releasing an application is coordination. We send out release notes or change logs to clients and end users to notify and educate them

about the latest features offered by the recent release. Depending on team sizes & depth of complexity, management of releases is handled by either a specialized team or with the help of an existing project team.

Our release lifecycle consists of planning, testing, tracking, release, deployment, communication, and risk management. Below are the activities we perform as part of the release management

- Plan the release of project deliverables and release life cycle.
- Communicate the project-related tasks such as plans, timelines, requirements, etc. between different teams.
- Coordinate the release schedule and resources required depending upon the third-party applications, defect backlogs, planned releases, and infrastructure updates.
- Identify the risks that can delay the release and manage them, such that the scope scheduled, and quality of the release are not affected.
- Track the progress and find issues, if any. Always work to improve the process of release.
- Make sure that the release is planned, according to the requirements and budget.
- Schedule the release readiness reviews before deployment and milestone reviews after each release.
- Create plans for the implementation and deployment as per the release schedule.
- Plan and give weekly updates on the release activities
- Make sure the allocation of Release Engineers to every release.
- Communicate with release managers from the UK IT department.
- Lead the Go-Live activities to deploy the software successfully.
- Team up with relevant development teams responsible for building the automation tools used to develop and deploy the software.
- Schedule the Scrum meetings to discuss the release schedules with the team and find roadblocks, if any.
- Maintain documentation related to procedures on build and release, various notifications lists, and dependencies.

Configuration management. At project inception, we will set up an appropriate electronic knowledge management system (using tools such as Gitlab or Confluence). We will populate the system with the project management documentation and development artifacts described above and manage/administer the use of the system. We will also set up and manage a software planning/issue tracking system (Jira) that will also be accessible to UK management. A mailing list will be created and maintained if desired by the UK to communicate significant events and changes.

Portable Infrastructure. We utilize Kubernetes, also known as K8s, an open-source system to automate deployment, scaling, and management of containerized applications. Kubernetes is flexible grows to deliver applications consistently and easily no matter how complex the need is. We utilize Kubernetes to progressively roll out changes to the applications or its configuration, while monitoring application health to ensure all the instances are not killed at the same time. This allows to rollback changes if some unforeseen event occurs.

Kubernetes restarts containers that fail, replaces and reschedules containers when nodes die, kills containers that don't respond to the user-defined health check, and doesn't advertise them to clients until they are ready to serve.

Kubernetes manage the batch and Continuous Integration (CI) workloads, replacing containers that fail, if desired.

5.2.6. Deployment

Before the official deployment of the newly designed application, we run the application in a controlled production-like environment. The goal is to simulate a real-world scenario to test the capacity and capability of the modernized application (if necessary, in comparison with an old one we are replacing. We will make sure that both systems are operational during the transition, and that all the data and transactions are carried forward to the new systems with minimal or no downtime. We plan to perform the following activities in this phase:

- Run both the old and the new system in parallel.
- Monitor the pilot results.
- Based on the analysis of the system behavior and data, decide whether to pursue further changes and enhancements.

When found satisfactory, retire the old system, and convert to the new UK system. BeaconGov recognizes that the UK values collaborative performance monitoring, evaluation, and reporting processes. We gather metrics related to effectiveness and performance, which impact the realization of business outcomes. Metrics are performance-based, actionable data collected at critical points and used to drive efficiency, performance, quality, and value. BeaconGov measures key indicators to ensure mission assurance and contractual compliance. Key indicators include defining quantifiable performance metrics, verifiable monitoring, and reporting, and meeting service level metrics. We collaborate with our federal and state clients to keep their IT systems running smoothly by managing change, monitoring performance, and supporting users. Our highly trained IT professionals can easily shift between innovative technology and legacy systems.

5.2.7. Maintenance and Operations

Our understanding

Team BeaconGov is prepared to provide expert ongoing operational support for the deployed system. We have experience working with both government and commercial providers that have a critical reliance on their web applications and where outages and an inability to respond to loads cannot be tolerated. We are sensitive to the fact that serving dynamic content will stress performance compared to static content and we will present a combined software/hardware architecture that provides a variety of options for scaling if needed.

Operations, operational monitoring, and system recovery are an integrated part of our DevOps process. We will work with the UK to derive a set of operational service level targets and configure our operational environment and processes to meet those targets.

Proposed Solution

After the initial web application deployment, Team BeaconGov expects to continue to work with the UK to identify and implement new value-added capabilities, system integrations, and migrations from legacy platforms to the new Drupal-based platform over the lifetime of the UK contract. Therefore, Team BeaconGov will continue to enhance the DevOps automation platform so that these additional frameworks and capabilities can be packaged, validated, deployed, and (if necessary) automatically rolled back on demand.

To manage incoming support requests, we utilize our ticketing system for issue resolution tracking, escalation procedures, and regular status reporting. Incoming tickets will be categorized according to to issue type (e.g., content change, user account issue, browser compatibility issue, feature request, etc.) and triaged according to severity. In addition, Team BeaconGov connects IT tickets to the Dev team's backlog. This enables the team to get to the

root cause of the problems before they escalate, and close the feedback loop between customers, service teams, and developer teams. All feature requests will be approved by the COR before development begins. Our normal practice is to categorize and prioritize defects as follows:

Priority 1 (Critical)
- Failure of critical functionality with no workaround
- Data loss or corruption
- Security concerns with end-user visibility

Priority 2 (High)
- Impaired critical functionality with a workaround
- Failure of non-critical functionality with no workaround
- Security concern with no end-user visibility

Priority 3 (Medium)
- Impaired non-critical functionality with the workaround
- Low occurrence issue with workaround

Priority 4 (Low)
- Rare/non-repeatable event
- Low impact feature failure
- Minor user interface or spelling errors

Suggestions for enhancements will not be captured as defects and will not be subject to the same service level agreement.

All bugs are triaged and categorized immediately. Priority 1 (P1) and Priority 2 (P2) bugs will always be fixed as per agreed SLAs, and in the event, fixes cannot be completed within two days, we will notify the COR. We will work with the COR to prioritize additional items such as Priority 3 (P3) bugs, Priority 4 (P4) bugs, enhancements, and/or new features for incorporation into the product backlog.

Site level upgrades will be handled proactively and prioritized accordingly. Drupal core supports notification of available software updates, and this notification stream indicates severity (e.g., "feature update" vs. "security update"). When security updates become available, the maintenance team will immediately test the updates in a staging environment and prepare them for production release. Upon resolution of any issues introduced by the update, the team will immediately release the update. Feature or content updates will be queued for review/approval by the client before making any changes, along with feature/content requests.

Team BeaconGov has developed several automated tests that automatically catch broken links, errors with the form submission, and formatting errors. The tests are combined into an automated smoke test that runs continuously and catches errors well before they can cause an issue in production. Although this type of testing is vitally important during development, it is equally important during regular production, since for Drupal websites, users will be regularly updating content without any support from IT. When a user makes a content update, a similar type of automated validation will be performed, and the content update is not accepted if there are any broken links or badly formatted content. In the case of a validation error, the user performing the content update will see a friendly error message informing them of the error and providing advice on how to fix the error. Incorporating automated testing into every aspect of the client's website development and maintenance will reduce risks and increases confidence in the ability of users to update the website content without fear of breakage.

5.3. Functional Area 3: Integration

BeaconGov will establish the Integration requirements through remote workshops and other suitable methods, in collaboration with UK stakeholders and will follow the Agile + HCD approach outlined in section 5 "**Agile Project Delivery**".

5.3.1. Application Integration

Our understanding

Application Integration enables the sharing of processes and business data among a wide range of applications in an organization seamlessly connecting a variety of on-premise and cloud enterprise applications to transform and orchestrate the data required for business workflows.

Proposed Solution

We achieve Application integrations with point-to-point integration, utilizing an open-source approach and application's APIs or Web Services based on the specific needs of the UK. We ensure that application integration promotes automation, avoids data silos and redundancies, and offers real-time data visibility.

When new data is added to an application that is integrated with other applications, the data is automatically distributed throughout the connected applications. This reduces human error, and the need for manual intervention, and ensures consistency across applications. By connecting applications that contain valuable data and integrating them across departments and locations, we achieve data continuity and seamless knowledge transfer.

5.3.2. Technologies and Frameworks

- BeaconGov's custom application integration involved the following technologies:
- Integrated with the Twilio API to provide two-way SMS features to promote engagement
- Numerous open source libraries, extensive internal system integration via proprietary APIs.

5.4. Quality Assurance

The goal of our Quality Management Program is to monitor, assess and ensure accurate and timely delivery of high-quality management and technical contract deliverables (CDRLs) accompanied by helpful recommendations for resolving any identified issues and undocumented requirements. Our QC processes and procedures are compliant with the ISO 9001:2000 standards. Our Quality Policy Manual will be tailored and refined to align with the UK policies and standards. The Quality Procedures will be applied to program management, planning and scheduling, and all facets of system administration and information security support. Our project manager will be responsible for specific QA/QC-related duties including the establishment of Quality Policy and associated metrics, coordinating quality assessments with both UK and BeaconGov team line management, and collection of quality metrics.

We intend to integrate quality reviews into our Agile development process. An initial cut of the quality metrics is given in the Quality Assessment and Performance Plan provided with the Request for Proposal. At the beginning of each development sprint, we will report on plans for development items specific to that development period and report on progress against those at the end of each sprint. This will enable a more or less continuous Quality

evaluation. As deficiencies are noted correction of these will be added as work items to the next sprint or scheduled in consultation with the government based on agreed-upon priorities. This approach will enable deficiencies to be spotted and corrected early in the program and continuously, avoiding a 'big bang' evaluation after system delivery.

The BeaconGov Project Manager will contact the UK PM upon notification of a risk-related occurrence that cannot be immediately resolved or that impacts the project scope. For these occurrences, the issue will then be dealt with through a formal meeting with the concerned UK stakeholders.

5.5. Staffing

We have a dedicated staff augmentation practice which enables us to meet staffing challenges for this contract. Our recruitment team can rapidly map each resource with customer requirements and beyond. Our senior technical staff and highly experienced recruiters use our large databases of active candidates looking for new engagements. This will allow us to identify and recruit external candidates quickly for the UK project should the need arise.
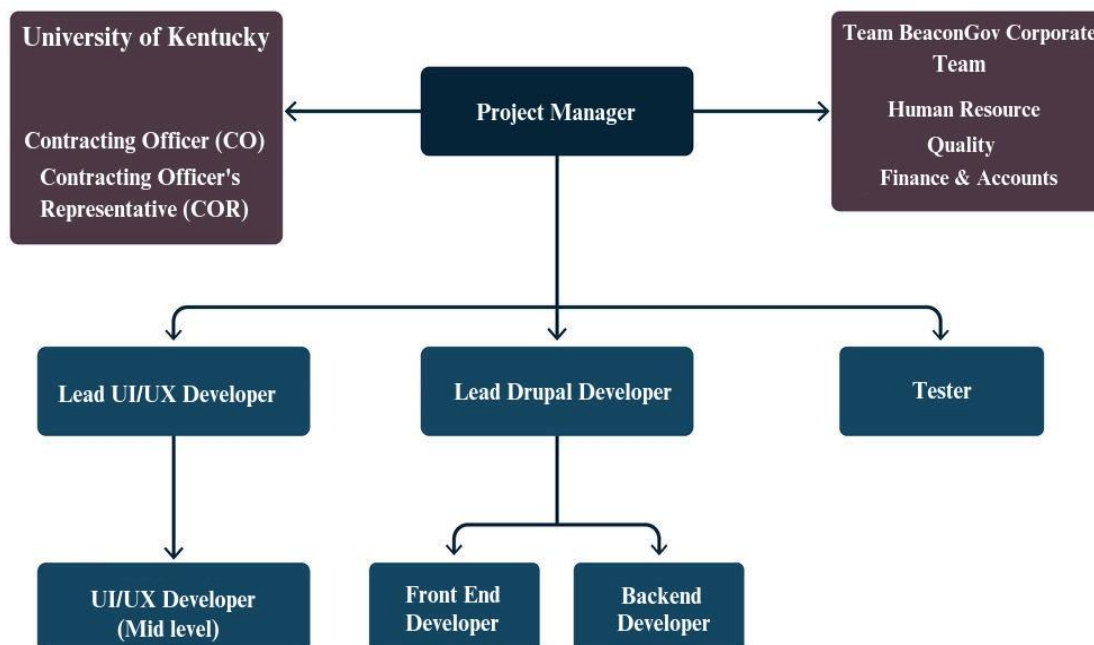
Figure 5: BeaconGov Org Chart with the Line of Authority

Labour Categories	Proposed Staff	Relevant Skill Set
Project Manager	**Wilbert Dawkins**	• Mr Dawkins is a Senior Executive with over 25 years of experience as a management consultant, successfully providing services to private and public sector clients. • In his experience at two leading consulting firms (Booz Allen and Deloitte Consulting), he supported several strategic planning engagements (e.g., FEMA, HUD). • He is currently providing oversight on a USMC strategic planning and implementation effort and serves as account lead for current CFPB engagement.

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Labour Categories	Proposed Staff	Relevant Skill Set
		• He is experienced in creating and applying business transformation and technology-driven strategies across the enterprise to enable orders of magnitude improvements in performance, delivery capability, operations, and cost optimization for his clients.
Lead Drupal Developer	**David Williams**	• Multimedia Software Development Professional with a unique engineering-based system thinking perspective. • Exceptional problem-solving skills, streamlining processes and products for ease of re-use. Reputation for producing a high-quality product on time and under budget. Engaging leader, providing resources and coordination to get the job done. • Excellent client communication and technical support skills. Unique entrepreneurial spirit, contributing to building a business beyond the traditional IT scope
Lead UX Developer	**Lam Huynh**	• Accomplished design leader with 20+ years of experience inspiring, building, and leading teams. Focused on aligning customer needs and business strategies through User Experience (UX) design and research. Resourceful and creative problem solver, driven by a passion to lead and mentor designers. Proven ability to balance business goals, customer intent, and design integrity to craft effective user experiences • Specialities include Creative Direction, User Experience, Design Leadership, Design Strategy, Design Thinking, Enterprise Transformation, Interaction Design, Product Design, Human Centered Design, Digital Strategy, Information Architecture, User Research, Cross-Functional Team Leadership, Facilitation, and Team Building.
Tester	**Tuan Duc Do**	• 10+ years' experience in hardware and software testing, Automation and API Testing, planning, designing, development, and executing comprehensive software quality assurance practices, with cross-platform systems administration expertise, project management skills, with strong presentation and organizational skills.

6.   UK Responsibilities

We will bring a mature and experienced team with the right experience to work with UK stakeholders on their initiatives. Collaboration is critical to the success of IT projects. Our proposal assumes that the UK will contribute the following to these projects:

UK will provide necessary Access to the Data Center and Compute Resources for

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designated UK stakeholders:
- Compute resources sufficient to configure development, QA, Staging, and Production environments will be made available by the data centre service provider. As most of the development will be performed by development staff that is either offsite or in another geography, we also will need access to the data centre resources via VPN (or similar secure access such as SSH)

Access to existing site/application assets:
- We will require access to the relevant repository(s) for the existing site and/or application assets, as well as any documentation

Access to current development resources for application integration:
- We propose to work together with existing UK IT team(s) or other stakeholders on application integration.

Access to UK content providers and editors:
- We will need access to staff that will be involved in website modification both for requirements elucidation and for training

Acceptance Testers:
- We will work with the UK to provide users with acceptance testing. These should be representative of all user types, both internal and external

UK attendance to critical milestone reviews and demonstrations:
- We are assuming that sprint reviews will primarily be performed by the UK project manager, but that a wider range of staff will attend milestone reviews

UK attendance for regular sprint planning and sprint reviews:
- We are assuming that the UK project manager will be the primary UK stakeholder attending the sprint planning and sprint review meetings. UK will implement a secure method of information disposal for personal information once it is no longer legitimately necessary to retain it.

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7.   Criteria 3 - Financial Proposal

The Financial Proposal Form is attached as a separate file:
Financial Proposal_UK-2272-23_BeaconGov

7.   Criteria 3 - Financial Proposal

8. Criteria 4 - Evidence of Successful Performance and Implementation Schedule

Reference # 1

Project/Contract Name	CIRP Websites Redesign and Redevelopment
Client	The Center for Injury Research and Prevention (CIRP) at Children's Hospital of Philadelphia (CHOP)
Client Technical Project Manager	Suzanne Hill Program Director hillsu@email.chop.edu 215-590-3118
URL's	CIRP: https://injury.research.chop.edu CVP: https://violence.chop.edu CChIPS: https://cchips.research.chop.edu

Reference # 2

Project/Contract Name	Thrive With Me (TWM)
Client	University of Minnesota
Client Technical Project Manager	Keith J. Horvath, PhD 619-594-3346 khorvath@sdsu.edu
URL	https://techstep.me (mobile friendly site)

Reference # 3

Project/Contract Name	Me & You tech
Client	University of Texas Health Science Center
Client Technical Project Manager	UTHealth ross.shegog@uth.tmc.edu 713.500.9677
URL	N/A

9. Criteria 5 – Other Additional Information

Please provide any additional information that the offeror feels should be considered when evaluating their proposal.

Drupal Migration Planning:

Our understanding

UK requires the new site to integrate with all of the applications that are integrated with the current website. The cutover to the new website must be done carefully with no loss of functionality or downtime. The new site must be configured on both the primary and backup servers, to provide failover. A phased approach must be used so that elements of the site can come online in parallel with the existing site as early as possible to permit

additional testing. Careful planning is required to ensure that stakeholders are aware and trained timely in order to be able to use the new system as it comes online. During the cutover process, careful coordination must be done so that all content updates made to the existing system are fully migrated over to the new one, and content authors and editors know in advance which system they should use and when changes will be made.

Proposed Solution

Throughout the discovery and design phases of the project, Team BeaconGov will work with UK designed stakeholders to identify the most critical features that must exist in the new website, in order to determine the shortest possible schedule for initial cutover. Because of all work is performed in a series of repeating two-week sprints and deployments are automated, the schedule for cutover can be modified by UK as needed without undue impacts to development productivity.

During migration planning, Team BeaconGov will work with UK to ensure that all necessary hardware and software infrastructure is in place to ensure a timely deployment. We will prepare an infrastructure assessment and gap analysis, and review with UK stakeholders whether additional investments in the infrastructure are warranted, based on expected page hits and system load, frequency of updates, and ongoing improvements and development.

Team BeaconGov will work backwards from the cutover date to ensure a smooth and seamless transition to the new site for all stakeholders with minimal risk. Planning for cutover starts on day one, as Team BeaconGov will prepare and execute a communication outreach plan as part of the overall project plan to generate interest and awareness, help identify beta testers, and gather additional requirements and feedback.

Over and above the regular Scrum sprint planning and review, Team BeaconGov will provide regular communications on an ongoing basis to stakeholders in the form of bulletins and emails to UK-specified mailing lists. Team BeaconGov will coordinate training so that content authors and editors know what system they need to use and how to use it in advance of any changes. As elements of the new system are brought online, Team BeaconGov will plan and execute a strategy of synchronizing the content that is based on the frequency with which the content is updated. When re-platforming the UK website, content will be synchronized approximately monthly from the existing site to the new site for several months while the new site is being finalized. Team BeaconGov's automation-centric approach can support a wide variety of synchronization methods up to near-real time.

Our phased approach to migration is characterized as follows:

- **Begin migration early.** We will begin migrating content to the new system immediately.
- **Train staff mid-project.** As soon as the basic Drupal-based website framework is in place, training will begin. This will enable maximum flexibility for content authors and provide valuable feedback.
- **Content Shifts to Drupal.** Even before full cutover, most or all new content will be created in Drupal and then exported to the static site as needed while migration and testing is being completed. This enables us to test the most important CMS related features of the Drupal website well in advance of final cutover.
- **Launch.** At launch, all content is perfectly synced between the old and new sites. Production cutover and validation will be straightforward.

Team BeaconGov will leverage our DevOps knowledge for the benefit of UK to lower risk and improve speed and efficiency while producing a highly engaging and user-friendly website. For example, after a given new UK feature has been fully tested and verified, Team BeaconGov can adjust certain system parameters to make the new feature only available to a small subset of the user population, before it is made available to everyone. This DevOps technology is called "feature toggles" and it helps reduce cycle times by getting valuable new capabilities into production more quickly while limiting risk. While there may not be a need for feature toggles immediately, it is a Team BeaconGov capability that UK can exercise when and if needed at any time during the period of performance.

During migration planning, Team BeaconGov will develop and evaluate automated scripts to discover and import static content from the static site. Migration planning will directly inform CMS configuration tasks; dictating the entities, fields, vocabularies, and entity relationships that will be deployed to serve as endpoints for migrated content.

Migration planning will also include:
- Mapping of information design goals to legacy content attributes
- Definition of all Drupal vocabularies
- Definition of all Drupal entities and entity types
- Definition of Drupal fields to be associated with each entity/entity type
- Definition of metadata schemas
- Mapping of legacy content attributes to relevant Drupal entity or field
- Mapping dynamic content streams to the relevant Drupal functional implementation
- Definition of URL migration and redirection scheme

Drupal Configuration and Development
This activity is carried out as described in section 5.1.4.

Migration Execution

Our understanding
UK wishes to minimize downtime and content freeze requirements during site migration. Upon completion of migration, the deployed Drupal site will incorporate all required content from the legacy site and all desired features and functionality. The migration must be executed in a manner that yields minimal, if any, disruption to normal business processes.

Proposed Solution

The migration script will clean, reformat, apply naming conventions, fix encodings, identify broken links, and import the page content into Drupal within the updated site structure. Team BeaconGov will leverage the built-in Drupal Migrate module to perform the bulk of the work, creating a custom script that calls the Migrate API and validates every step as it is performed. Based on experience, we expect the script to be able to automate up to 95% of the migration, with the rest to be performed manually (mostly special cases). The resulting site will be consistent, and each page will be validated to be standards compliant HTML5.

In addition to migrating content to the new website, we will migrate the process of maintaining that content to the new Drupal CMS. Even before full cutover, we will

incrementally cut over content maintenance so that content—once migrated to Drupal—can be maintained in Drupal without having to resort to older non-Drupal methods. The Drupal CMS will update both the new site and the old site (for the selected content) during this interim "phase in" period.

At least four weeks prior to final cutover, Team BeaconGov will deploy the new site as a pilot (alongside the old site) so that UK designated stakeholders can perform user acceptance testing on a system that is as production-like as possible. Team BeaconGov will prepare web-based training materials early in the development cycle, so that UK can distribute it using the existing web infrastructure to prepare users in advance. The actual cutover will be 100% automated with scripts for both rollout and rollback, so that in the unlikely event that a deployment needs to be reversed, the previous version of the website can be automatically replaced with minimal disruption. Depending on whether existing or new hardware will be used, deployments can be done as simply as changing some network settings (i.e., DNS settings and/or URL forwarding/redirects).

Migration verification and testing

Our Understanding

 UK requires a deployed next-generation website that is error free, complies with all relevant standards and regulations, compatible with all target browsers, contains no broken links, and functions as stakeholders intend.

Proposed Solution

QA/Testing. Team BeaconGov will conduct thorough QA and testing throughout each phase of the project. The team will establish baseline browser compatibility standards and validation targets. The HTML development team will validate all code through W3C validation checkers and verify that all site elements are presented correctly in all target Web browsers and platforms. The application team will ensure that all site functions are implemented as agreed, and that all functions pass unit tests.

Team BeaconGov will perform many types of testing automatically including link testing, integration testing, conversion testing, and security testing as illustrated in figure 3 and as per the various testing processes as described in section 5.1.5.

The offeror may present any creative approaches that might be appropriate. The offeror may also provide supporting documentation that would be pertinent to this RFP.

Offeror shall describe in detail their company's commitment to diversity, equity and inclusion. Information shall be provided as to the number of diverse individuals that the vendor employees as well as a description of vendors efforts to do business with Diverse Business Enterprises as they conduct their own business.

Equal Opportunity and Diversity: We are committed to equal opportunity in employment and to fostering diversity in our workforce. Our hiring policies and practices require that there be no discrimination because of race, colour, religion, age, gender, sexual orientation, gender identity, national origin, disability, veteran status, and other factors that may be covered by local law. We recognize that diversity in our workforce is a valuable asset, and we strive to provide an inclusive work environment in which different ideas, perspectives, and beliefs are respected. Violations of BeaconGov's equal opportunity Policies may result in discipline, up to and including termination or release.

BeaconGov recognizes the strategic value of allowing groups of employees with common interests to formalize their professional relationships by creating a BeaconGov Resource Group (BRG). BRGs are voluntary, Company-endorsed employee groups dedicated to fostering a diverse and inclusive work environment within the context of the company's mission, values, business practices and objectives. A BRG typically forms around a specific dimension of diversity such as ethnicity, sexual orientation, disabilities, etc. BRGs are also sometimes called affinity groups or network groups. Currently, the groups for which a BRG has been established include the following constituencies:
- Women
- Hispanics/Latinos
- Black or African descent
- Asian and Pacific Islander
- People with Disabilities
- Military Veterans
- Working Families
- Multiple Generations
- Lesbian, Gay, Bisexual and Transgender

BeaconGov's approach includes Diversity, Equity, and Inclusion
Recruitment, Selection & Promotion: BeaconGov recognizes the value of recruiting, selecting and promoting employees with different backgrounds, knowledge and experience. Our recruitment and selection processes identify candidates with the most suitable knowledge, skills, experience and personal values and as an equal opportunity employer, the recruitment processes are designed to promote equality. Testing, independent evaluations and behavioural interviewing are used to promote equitable and unbiased selection and promotion decisions.

Remuneration: Our role grading and remuneration review processes actively consider equity in both grading and remuneration, and we will continue to develop strategies and initiatives to resolve any identified gaps.

Career development and performance: Employees are encouraged to develop and progress their careers through opportunities that build capability, and all employees are supported to participate in career development conversations. Available opportunities for promotion and transfer are advertised to all employees to enable them to apply for roles and develop their career paths. We encourage and reward excellence and performance is measured based on agreed goals to promote equity and remove bias.

Talent and succession planning: Talent and succession planning are core practices within the organization and an annual process identifies high-performing and high-potential individuals across BeaconGov. Talented individuals are identified based on their performance and potential and divisional reviews ensure that talent and succession decisions are equitable, consistent and aligned to diversity and equal opportunity principles across BeaconGov. The talent and succession process is used to identify candidates for leadership development programs and gender diversity is a key consideration during candidate selection.

Equal opportunity training All employees are required to attend Equal Employment Opportunity (EEO) training followed by a refresher session every two years to embed our EEO, Discrimination, Harassment and Bullying Policy. Each Manager is also required to attend Unconscious Bias training. This training raises awareness and encourages behaviour that supports a work environment free from discrimination and harassment.

Flexibility: Our Flexibility Policy provides an equitable framework that enables employees to apply for flexible work arrangements, particularly employees with parenting, family, career, cultural and religious commitments. To ensure flexibility is implemented equitably, all managers are encouraged to support team members who require flexible working arrangements.

Gender diversity: Gender equality at all levels of the organization is a key component of our Diversity and Inclusion Strategy. Increasing the representation of women at senior levels of management will remain one of our strategic priorities on an ongoing basis.

We are a WOSB and a Minority Business Enterprise - as such we are very sensitive to diversity in the workplace. More than 50 per cent of our workforce is diverse and focused to create opportunities for minorities. Our company provides grants and collaborates with Bowie State University, a predominantly minority university, to promote science & technology.

BeaconGov views diversity as the wellspring of innovation. One of our important management strategies is to promote diversity management, and we have been carrying out initiatives by using diverse talent and innovating how we work, as two wheels of a cart, to build an organization that creates high value. In light of our adoption of the government's law to promote women in the workplace, we reviewed our voluntary action plan and set new objectives. We will continuously implement a wide range of programs to further promote diversity by, for example, holding training sessions to raise awareness among various layers of employees, including executives, personnel in managerial positions and female workers as well as by adapting initiatives more widely for minority or individuals with disabilities.

Major Initiatives
- Career development training for female candidates for leadership positions and their supervisors
- Training held outside the Company for female candidates for leadership positions
- Forum in which senior management offers their views on diversity

- Transmission of messages from senior management via the in-house website Lectures by outside experts
- Training for managers on overseeing the development of female employees
- Formulation of development plans and monitoring activities for promoting women into management positions
- Introduction of profiles and career descriptions of diverse women in management positions

Employee consultation: Employees participated in annual surveys, focus groups and forums to gain insight into potential barriers to diversity and issues and opportunities for further action.

Managing diversity in the workplace presents a set of unique challenges for any HR professional. At BeaconGov, these challenges were mitigated by making a concerted effort to encourage a more heterogeneous environment through promoting a culture of tolerance, open communication and creating conflict management strategies to address issues that may arise.

Our leadership understands the employee background and their behaviour and beliefs can affect their decision-making within a diverse environment.
A few areas we focus on incorporating as part of our management are:
- Prioritize Communication
- Treat Each Employee as An Individual
- Encourage Employees to Work in Diverse Groups
- Base Standards on Objective Criteria
- Be Open-Minded
- Hiring

We achieve this by the following policies and procedures:
- Documentation Of Policies and Procedures
- Zero-Tolerance Policy
- Sensitivity Training
- Stay Abreast of Diversity Laws

We have a 4-point Affirmative Action Plan targeting underutilized protective group
   a) **Recruitment Efforts:** BeaconGov makes a special attempt to locate and attract members of underutilized groups, for example, we advertise job openings in sources that best reach these individuals, such as women's colleges and minority professional organizations
   b) **One for one hiring:** BeaconGov Increases minority representation by hiring one minority for each non- minority hiring.
   c) **Extra Consideration in Hiring:** BeaconGov uses this approach to give hiring preference to members of underutilized groups. If "all else is equal", a member of such a group will be given preference in hiring. For example: whenever a man and woman have equal qualifications, we give preference to the woman.
   d) **Minority Positions:** We follow the practice of hiring members from underutilized groups when filling a particular position vacated by the same group.

Diverse Suppliers, Vendors, and Subcontractors

Team BeaconGov understands that diversity participation is not only a moral imperative but also a practical economic necessity. Keeping this in mind, BeaconGov is active in teaming with diverse businesses and encourages their participation in opportunities. As part of our Diversity initiative, we team with qualified diverse suppliers to develop strategies that strengthen their capabilities and further enhance our ability to support our client's objectives. We support our diverse partners by providing them knowledge, know-how as well as access to our proprietary award-winning patented platform, enabling them to mature their business model. It is the policy of BeaconGov to ensure diversity in BeaconGov's contracts. It is also our policy to:

- Ensure nondiscrimination at the time of award of all BeaconGov's contracts and subcontracts.
- Create a level playing field by which diverse enterprises can perform in BeaconGov's contracts.
- Ensure that the BeaconGov Diversity Program is narrowly tailored as per applicable law and current legal standards.
- Help remove procurement and contracting barriers, which impede diverse participation in BeaconGov's contracts.
- Monitor and enforce compliance to all policies established according to the program requirements.
- Assist in the development of diversity to increase their ability to compete successfully in the marketplace and
- Ensure BeaconGov's employees take all necessary and reasonable steps to comply with these policy objectives.

University of Kentucky
Web Development Services
RFP No: UK-2272-23

Financial Proposal

Submitted by: Beacon Systems
POC: Ritu Singh, Contracts/HR Manager
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Submitted to: University of Kentucky
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Criteria 3 - Financial Proposal

Functional Area 1 - University Web Platform Development

Labor Category	Proposed Rate/Hour
Project Manager	$ 120.00
UX Designer Senior	$ 135.00
UX Designer Mid-level	$ 95.00
UX Designer Junior	$ 75.00
UI/Theme Developer Senior	$ 120.00
UI/Theme Developer Mid-level	$ 100.00
UI/Theme Developer Junior	$ 80.00
Drupal Developer Senior	$ 130.00
Drupal Developer Mid-Level	$ 105.00
Accessibility Specialist	$ 85.00
QA Tester	$ 75.00
Scrum Master / Business Analyst	$ 90.00

Functional Area 2 –Web Application Development

Labor Category	Proposed Rate/Hour
Project Manager	$ 120.00
UX Designer Senior	$ 135.00
UX Designer Mid-level	$ 95.00
UX Designer Junior	$ 75.00
UI Developer Senior	$ 130.00
UI Developer Mid-level	$ 110.00
Senior Application Developer / Architect	$ 150.00
Application Developer	$ 110.00
Accessibility Specialist	$ 85.00
QA Tester	$ 75.00
Scrum Master / Business Analyst	$ 90.00
DevOps Engineer	$ 125.00

Functional Area 3 – Web Service Integrations

Labor Category	Proposed Rate/Hour
Project Manager	$ 120.00
Senior Application Developer / Architect	$ 150.00
API Developer	$ 120.00
QA Tester	$ 75.00
Scrum Master / Business Analyst	$ 90.00
DevOps Engineer	$ 125.00

The above rates are valid for any activities under Optional services

Financial Commitment

BeaconGov proposed are discounted by 10-15% from our commercial and Federal & State government rate card.

UK-2272-23 Beacon Systems, Inc. PCT w-BAFO

Final Audit Report   2023-02-24

Created:	2023-02-24
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