UNIVERSITY OF KENTUCKY
Purchasing Division

# NOTICE OF AWARD OF PRICE CONTRACT

**NewCity**
**PO Box 989**
**Blacksburg, VA 24060**

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| **REPRESENTATIVE:** | **Carolyn Carusos** | **CELL:** | **843-412-4221** |
| **FED. EMPLOYER ID NO.:** | **54-1785936** | **PHONE:** | **540-552-1320** |
| **EMAIL:** | **carolyn@insidenewcity.com** | | |

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| **PRICE CONTRACT NO.:** | **UK-2272-23B** | **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 NewCity (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. Written Questions & Answers dated 08/04/2022.
C. University of Kentucky Request for Proposal UK-2272-23.
D. NewCity Technical and Financial response to UK-2272-23 dated 08/17/2022.

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.

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| 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**

## FUNCTIONAL AREA 1 – UNIVERSITY WEB PLATFORM DEVELOPMENT

| Services & Deliverables* (for fixed scope projects) | Blended Hourly Rate |
|---|---|
| Discovery, Assessment & Planning | $175 |
| Audience Research & Site Strategy | $175 |
| Content Strategy, Design, & Buildout | $175 |
| Website Launch Prep & Support | $175 |
| Post Launch Support | $175 |

*Includes time for project management, meetings, and presentations.

| NewCity Hourly Rates by Experience Level (for ad hoc requests) | Hourly Rate |
|---|---|
| Mid Level | $165 |
| Senior Level | $180 |
| Director Level | $200 |

## FUNCTIONAL AREA 2 – WEB APPLICATION DEVELOPMENT

| Services & Deliverables* (for fixed scope projects) | Blended Hourly Rate |
|---|---|
| Discovery | $175 |
| Planning & Prototyping | $175 |
| Design | $175 |
| Development - Web | $175 |
| Development - App | $175 |
| Testing | $175 |

*Includes time for project management, meetings, and presentations.

| NewCity Hourly Rates by Experience Level (for ad hoc requests) | Hourly Rate |
|---|---|
| Mid Level | $165 |
| Senior Level | $180 |
| Director Level | $200 |

## FUNCTIONAL AREA 3 – WEB SERVICES INTEGRATIONS

| Services & Deliverables (for fixed scope projects) | Blended Hourly Rate |
|---|---|
| Third Party Integrations or Services | $175 |

*Includes time for project management, meetings, and presentations.

| NewCity Hourly Rates by Experience Level (for ad hoc requests) | Hourly Rate |
|---|---|
| Mid Level | $165 |
| Senior Level | $180 |
| Director Level | $200 |

## OPTIONAL SERVICES

| Services & Deliverables | Average Hourly Rate |
|---|---|
| Additional Audience Research | $175 |
| Additional Stakeholder Engagement, Workshops, & Group Exercises | $175 |
| Website Content Development, Copywriting, and Editing | $175 |
| Additional Technical Discovery | $175 |
| Personas & Experience Maps/Design | $175 |
| Content Training Workshops | $175 |
| Marketing Audit/Review | $175 |
| Brand Strategy, Brand Identity, and Messaging Guidelines | $175 |

| Services & Deliverables | Average Hourly Rate |
|---|---|
| Additional Website Functionality | $175 |
| Metrics Model & Google Data Studio Setup | $175 |
| Performance Optimization | $175 |
| Analytics Analysis | $175 |
| Usability and Perception Testing | $175 |
| Data Visualization | $175 |
| Content Migration | $175 |
| Targeted On Page SEO Strategy | $175 |
| Enrollment Strategy | $175 |
| Ongoing Maintenance & Support | $175 |

**OFFICIAL APPROVAL**
**UNIVERSITY OF KENTUCKY**

Joyce French
Joyce French (Mar 3, 2023 05:04 EST)

Joyce French, Category Specialist / 859-257-9104

Barry Swanson (Mar 3, 2023 06:38 EST) Mar 3, 2023

CPO or Designee Date

NE
NE

**OFFICIAL SIGNATURE**

Matt Simmons
Matt Simmons (Mar 2, 2023 14:42 EST) Mar 2, 2023

Signature Date

Matt Simmons VP of Business Development and Client Strategy

Typed or Printed Name, Title

UNIVERSITY OF KENTUCKY
Purchasing Division

# 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 |
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| 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:<br>○ 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?<br>○ Are you planning to develop the work scope in an iterative manner, following the Agile practices?<br>○ 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<br>2. Yes<br>3. Yes, as well as potentially internal development staff to assist with integration and deployment |

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| 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<br>Migration of uknow.uky.edu |
| 12 | How frequently do you anticipate web requests? | | See #5 |

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| 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:<br>o Do you want the vendor to build a new website?<br>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. |

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| | 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:<br><br>○ What versions of Drupal do they use?<br>○ What are some of the most heavily used plug-ins the sites rely on?<br>○ What are the major integrations that the sites use? | | 1. Drupal 9<br>2. The platforms use a varied of contributed modules, generally within the Drupal Security Advisory policy.<br>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 |

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| | 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.<br><br>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.<br><br>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.<br><br>C. No.<br><br>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. |

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| | 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?<br><br>c. Did the University intend to release a pricing form with the RFP? Was a form inadvertently omitted?<br><br>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:<br><br>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?<br><br>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<br>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). |

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| | 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:<br><br>a. If known, approximately how many awards should be anticipated as a result of the RFP?<br><br>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.<br>b. Unknown currently. |
| 36 | Regarding future competition at the task order level, please answer EACH of the following:<br><br>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.<br><br>b. What evaluation criteria would be applied at the task order level? What factors would be considered?<br><br>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.<br><br>b. Evaluation criteria are currently at the discretion of the funding unit. Factors considered are typically demonstration of similar previous work.<br><br>c. See A |

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| | 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:<br><br>a. What is the contract number for the established contract?<br>b. When was the contract competed?<br>c. At the master contract level, how many bidders originally received awards under the contract?<br>d. How many task orders were competed over the lifecycle of the contract?<br>e. What was the value range (low-high) of the competed task orders?<br>f. What was the typical value range of the competed task orders? (remove outliers, approximation would be fine)<br>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.<br><br>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:<br><br>a. Please provide a list of the pertinent vendors.<br>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 |

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| | | | 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:<br><br>a. Approximately how many task orders are expected to be competed each year? (best guess is fine)<br>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.<br>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 |

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| 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.<br>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 |

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| | 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. |

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| | 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.<br>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. |

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| | 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<br>Provide us technology stack details of the existing website's hosting environment. | | CMS application environments are defined |
| 80 | 7.1 - Functional Area 1<br>How many pages are present in the current website? | | unknown |
| 81 | 7.1 - Functional Area 1 | | University staff |

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| | Who has been doing the content changes to the existing system? (in-house resources or 3rd party vendor) | | |
| 82 | 7.1 - Functional Area 1<br>Does the existing web platform have any integrations with other website or applications? | | LDAP |
| 83 | 7.1 - Functional Area 1<br>Do you have any preference over the proposed backend technology stack or open to new solutions? | | Drupal 9 |
| 84 | 7.1 - Functional Area 1<br>Who will be providing the content for the website? | | Content will be provided by individual web property owners |
| 85 | 7.1 - Functional Area 1<br>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<br>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<br>Does the proposed website need tools to host/stream Audio and Video? | | no |
| 88 | 7.1 - Functional Area 1<br>Is any content migration part of scope? | | Drupal 7 to 9 migration is a possible project requirement. |
| 89 | 7.1 - Functional Area 1<br>Will hosting the solution be part of the scope? | | no |
| 90 | 7.1 - Functional Area 1<br>Can this development activity be executed from offshore? | | Unknown |
| 91 | 7.1 - Functional Area 2<br>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. |

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| 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<br>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<br>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<br>**"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." –**<br>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<br>2. The university currently uses Tableau for data visualization. |
| 96 | 7.1 - Functional Area 2<br>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<br>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<br>Kindly provide a detailed scope of work for functional area 2. | | unknown |
| 99 | **7.1 - Functional Area 3** | | • Yes<br>• Likely other interfaces would be generalized APIs for providing |

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| | **"The deployment, configuration, and/or integration of enterprise data systems with websites or other web interfaces"**<br>- Here, does the websites refer to the Drupal-based CMS from your existing websites? Please confirm.<br>- 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**<br>**"This may include the creation of backend applications that integrate with existing enterprise data services"**<br>Can you please provide a detailed of scope of work on this functional area? | | unknown |
| 101 | **7.1 - Functional Area 3**<br>**"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?<br>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.<br>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 |

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| 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 |

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| | 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 |

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| 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?<br><br>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?<br><br>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?<br><br>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.<br><br>2. The university currently does not have a cookie consent policy for |

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| | b. Will cookie consent policies need to be implemented and enforced across both internal and external web properties?<br><br>c. Are there any other regulatory bodies we should be aware of? | | web materials.<br><br>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?<br><br>a. What version/s of Drupal are currently in production?<br><br>b. Does UK have a list of approved Dupal modules or are they reviewed on a case by case basis?<br><br>c. Is there a single approved Drupal theme that all colleges share or could a college have its own theme?<br><br>i. If single, are they centrally managed or could different colleges be on different versions of the same theme? | | 1. Separate instances<br>2. 9<br>3. Case-by-case, with priority on modules already included in the base installation profile<br>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?<br><br>a. Is it a single instance, or running in multiple scaling containers? | | Multiple Drupal instances share several on-prem VMs. |
| 145 | DevOps:<br><br>a. What is the current development workflow? | | 1. Development is managed in sprints, with work kept on a sprint branch<br><br>2. For platform products (install profile, theme) tagging; for individual Drupal sites, mergin into |

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| | i. As features are merged into the main branch - how are releases managed? Tagging?<br>b. What CI / CD tools / processes are in place? | | an environment branch<br>3. All code is kept in Gitlab |
| 146 | How is documentation typically handled / managed?<br>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?<br>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.<br>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.<br>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). |

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| 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<br>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.<br><br>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<br>2. Units deviating (‘extending’ in UK terms) are responsible for technical management of additional code, either through in-unit tech staff or vendor support. |

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| 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<br>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. |

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| | 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<br>2. There is an internal team managing the codebase.<br>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. |

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| 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.<br>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?<br><br>• Can you describe the scope/scale of each named property?<br>    ○ Functional requirements<br>    ○ Volume of content<br>    ○ Integrations<br>• Are there specific properties targeted for the first year of partnership? | | 1. Unknown<br>2. Yes: uky.edu/academics |
| 175 | Are there specific functional requirements that have been identified that you're looking for active development of?<br><br>• 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<br>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 |

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| 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?<br><br>○ Should training and capacity building should be added to response. | | 1. Yes<br>2. No |
| 183 | Who built your existing uky.edu website (and any other major properties)?<br><br>• Are they still working with the University?<br>• What is the nature of your current relationship with them?<br>• Are they expected to respond to this opportunity? | | 1. NewCity (Blacksburg VA)<br>2. Yes<br>3. They are a regular vendor on university web projects<br>4. Unknown |

UNIVERSITY OF KENTUCKY

Purchasing Division

Request for Proposal

UK-2272-23

Proposal Due Date – 08/11/2022

Web Development Services

# UNIVERSITY OF KENTUCKY
# Purchasing Division

## REQUEST FOR PROPOSAL (RFP)

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

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| **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 clearly marked 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 clearly marked 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 Proposal Information and Criteria

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

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 Transmittal Letter

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 Executive Summary and Proposal Overview

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 Mandatory Services (Section 7.1)

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

### 8.2 Optional Services (Section 7.2)

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 Alternate Pricing

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
# 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: NewCity | DUNS # 04-640-2868 |
| PROPOSAL FIRM THROUGH: NewCity | ADDRESS: PO Box 989 | Phone/Fax: 540-552-1320 |
| PAYMENT TERMS: Net 30 | CITY, STATE & ZIP CODE: Blacksburg, VA 24060 | E-MAIL: carolyn@insidenewcity.com |
| SHIPPING TERMS: F. O. B. DESTINATION PREPAID AND ALLOWED | TYPED OR PRINTED NAME: Carolyn Carrsos | WEB ADDRESS: insidenewcity.com |
| FEDERAL EMPLOYER ID NO.: 54-1785936 | SIGNATURE: | DATE: 8/17/2022 |

## ...ity of Kentucky

### ...lopment Services

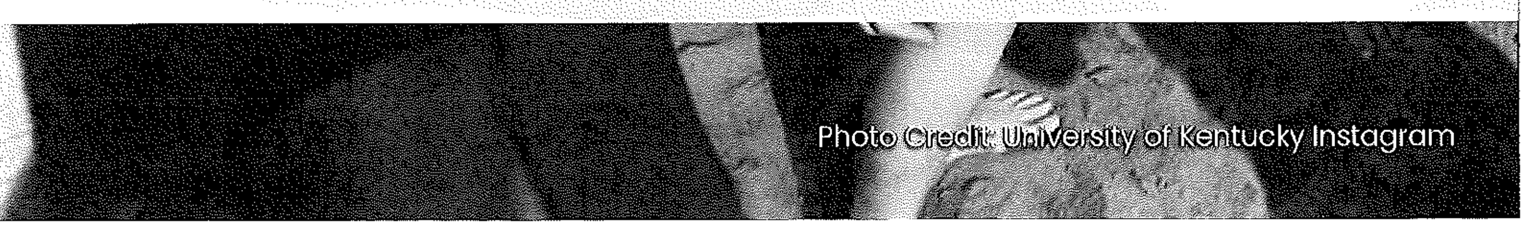

Photo Credit: University of Kentucky Instagram

# 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.

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| | | |
|---|---|---|
| **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

NEWCITY

August 18, 2022

Dear University of Kentucky Team,

Thank you for considering a partnership with NewCity to provide web development services. This is the type of work we specialize in and we would love to continue our partnership with the University of Kentucky (UK).

Per the RFP requirements, we are including the following statements:

- NewCity received two (2) addendums which included the answers to written questions.
- NewCity's proposal shall remain valid for six (6) months after the closing date of the receipt of the proposals.
- NewCity accepts financial responsibility for all travel expenses incurred for oral presentations (if required) and candidate interviews.
- NewCity does not have any deviations or exceptions to UK's RFP UK-2272-23 requirements.
- With regards to Section 6.23 Confidentiality, NewCity declares there is no proprietary or confidential information contained within our proposal.

Our core expertise is in higher education. Over the years we've designed, developed, and helped maintain many large, mission critical websites in the space. Our work spans university, college, department, center, and program level sites. We've had the pleasure of working with a wide variety of institutions including:

- Large public powerhouses (University of Kentucky, Texas A&M, Oklahoma State University, Rutgers University, Arizona State University, University of North Carolina)
- Top ranked private universities (Cornell University, Emory University, Tufts University)
- Elite liberal arts colleges (Pomona College and Davidson College)

Our clients bring complex challenges and requirements to the table and demand a high level of domain knowledge on our part – and we love it.

We believe in long term vision and long term relationships. As technology changes and the University of Kentucky continues to grow and evolve, a partnership with the team at NewCity will help your online strategy grow with it.

If you have any questions about this proposal, please do not hesitate to contact me. We would love the opportunity to continue working with the University!

Sincerely,

Carolyn Carusos

Carolyn Carusos
Senior Business Development & Client Strategist
cell: (843) 412-4221 | email: carolyn@insidenewcity.com

# Executive Summary and Proposal Overview

## Profile Summary

- ✓ NewCity is a nationally recognized, 23 person digital agency with over 27 years experience crafting strategy, evolving brands, and developing digital platforms for higher ed, health, research institutes, and nonprofits. We bring human-centered design together with web technology to solve critical challenges for every organization we serve.
- ✓ NewCity was founded in 1995 not long after the emergence of the web itself.
- ✓ NewCity is a privately held S Corporation registered in Virginia.
- ✓ We are certified as a small business (only); UK's internal code = 30.

## Diversity, Equity & Inclusion

We treasure the differences and unique perspectives each of us brings to NewCity. We are committed to our continuous growth in diversity and inclusion – it makes us stronger in every way. Embracing that diversity makes us richer as people, and as a company. Differences in experiences and how we think only enhance our culture and our ability to do creative work.

NewCity welcomes, fosters, and celebrates the diversity of its "new city" and seeks to provide and nurture an environment that is truly inclusive. The ways that we identify, where we're from, who we love, what we believe, and our physical and mental capacities shape the way we interact with the world. One of our core company values is that we value each other; we value all that makes NewCitizens their full selves, and see it as our duty and privilege to create a work environment where people feel respected and supported in those things that make us different and those that bring us together.

We seek applications from everyone and from all backgrounds. As an equal opportunity employer, we offer the same consideration to all qualified applicants regardless of race, color, religion, sex, national origin, disability status, marital status, protected veteran status, or any other characteristic protected by law.

Additional DEI information:

- ✓ NewCity employees four (4) *diverse individuals. *(*based on language used in UK's RFP)*
- ✓ NewCity does not anticipate outsourcing or subcontracting work to outside vendors. The staff needed to work on UK projects are all in-house.
- ✓ David Poteet is the majority owner. David's wife, Tish Poteet, and our Director of Technology, Phil Pelanne, are minority shareholders. The race/ethnicity of NewCity's ownership is white.

## Proposal Overview

As an approved website vendor and having worked with the University of Kentucky, we appreciate this opportunity to continue our partnership. Our history of working with UK has given our team years of experience working within University Brand Standards, coding, accessibility, web, and editorial standards.

Our proposal outlines our completed projects for UK, including our recent collaboration with the UK Libraries team to completely transform their website. In support of UK Libraries' goals, we created a new web presence that presents a unified experience across the UK library system which highlighting the various resources and services available online and offline.

NewCity has decades of experience and a robust process for each Functional Area described in your RFP.

We've led university web platform development projects for other many institutions, such as Oklahoma State University (OSU), who needed more than just a website redesign. Their team wanted to build digital tools and strategies that could unite the entire university and support it into the future as its needs change and grow. NewCity helped their talented and forward-thinking university team break down silos to better serve the entire institution. We've been successful with projects like OSU because we forge a single team with our clients, collaborating closely throughout the process so we win together.

> ***"I browsed through the new library website. In one word, Fantastic!! Starting with the home page, every link I visited was uncluttered, logically arranged, easy to comprehend, and easy to navigate. Kudos to you and the design team!"***
>
> Dr. Ram Pakath, member of Senate Library Committee and professor at the the C. M. Gatton College of Business & Economics, University of Kentucky, speaking to the design and development for the recently launched UK Libraries website.

A recent example of our team's web application development experience is the Gainsboro History Project. Our team collaborated with The Roanoke Higher Education Center, a long-time NewCity client, to create a mobile-friendly web app to tell the story of Gainsboro from its origins as Roanoke's first neighborhood to the era of Civil Rights and desegregation. To provide an instantaneous app-like experience, we built the Gainsboro History website using WordPress as a headless CMS, with a React front end.

Our talented team of web developers has extensive experience deploying, configuring, and integrating data systems with websites. An example shared within this proposal is our recent partnership with National Emerging Special Pathogens Training and Education (NETEC). Their website blends 5 different sources of information into one: 3 Omeka indexes, 1 WordPress site, and a Canvas courseware catalog.

# Criteria 1 - Offeror Qualifications

## NEWCITY'S MISSION

**empower organizations**
We want to partner in your success by providing the technology and coaching you need to become a confident digital leader.

**achieve their goals**
We help you look at your organization from the outside in and challenge you to build something that will support your users and your mission.

**We empower organizations to achieve their goals through a human-centered approach to digital media.**

**human-centered approach**
We empathize with your users, advocate for your team members, and help you find ways to put real people's needs first.

**digital media**
We provide tools and skills you can use to engage your audiences in an increasingly digital world.

## NEWCITY'S HISTORY

Our president, David Poteet, founded NewCity in 1995 not long after the emergence of the web itself. We have focused on digital from the beginning and remain on the leading edge of institutional web strategy, design and development.

Our name comes from the idea that the internet is like a new city – it opens avenues for engagement, community and commerce beyond the geographic bounds we used to know. It suggests a city in a constant state of reinvention.

We embrace that flux, diving into new ways that people engage with one another and shaping valuable experiences for our clients and their audiences. Over the years our team has morphed and grown to take advantage of new disciplines and technology. Our approach is always improving and evolving. Every day, we are a *new*, NewCity.

Looking ahead to the next 6 to 18 months, our technical road map includes the following actions:

- Preparing for and deploying Drupal 10 for our Drupal 9 clients
- Expanding our headless CMS work – connecting dynamic front ends to Drupal, Wordpress, and other CMS-driven web services

- Expanding Wordpress Gutenberg block component implementations and full page editing offerings
- Implementing GA4 for existing clients
- Expanding our offerings around commercial CRM integration
- Keeping up to date on the development of WCAG 3 as it heads towards a potential adoption in 2023

**OUR CULTURE**

We ask big questions, dream big dreams, but at the end of the day we build things that work. Our culture is can-do, roll-up-your-sleeves, I've got your back and you've got mine. Our core value of always being a student fosters a low-ego environment where we're always eager to learn and share.

We invite you into this culture when you partner with us. NewCity is not the agency you hire when you want to hand a job over the fence for someone else to work on, or when you're looking for the all-knowing expert to tell you what to do. We're the people you bring in when you want to think and build together.

**OUR TEAM**

NewCity, a 23 person human-centered design firm, is uniquely suited to partner with UK. Institutional web strategy, design, and execution require a wide variety of skill sets to be successful. Our core project team for engagements like this typically consist of 5 to 8 in-house specialists from different fields and backgrounds. From conception to completion we work closely with our client teams to build a shared vision for success and ensure a fruitful partnership and end result.

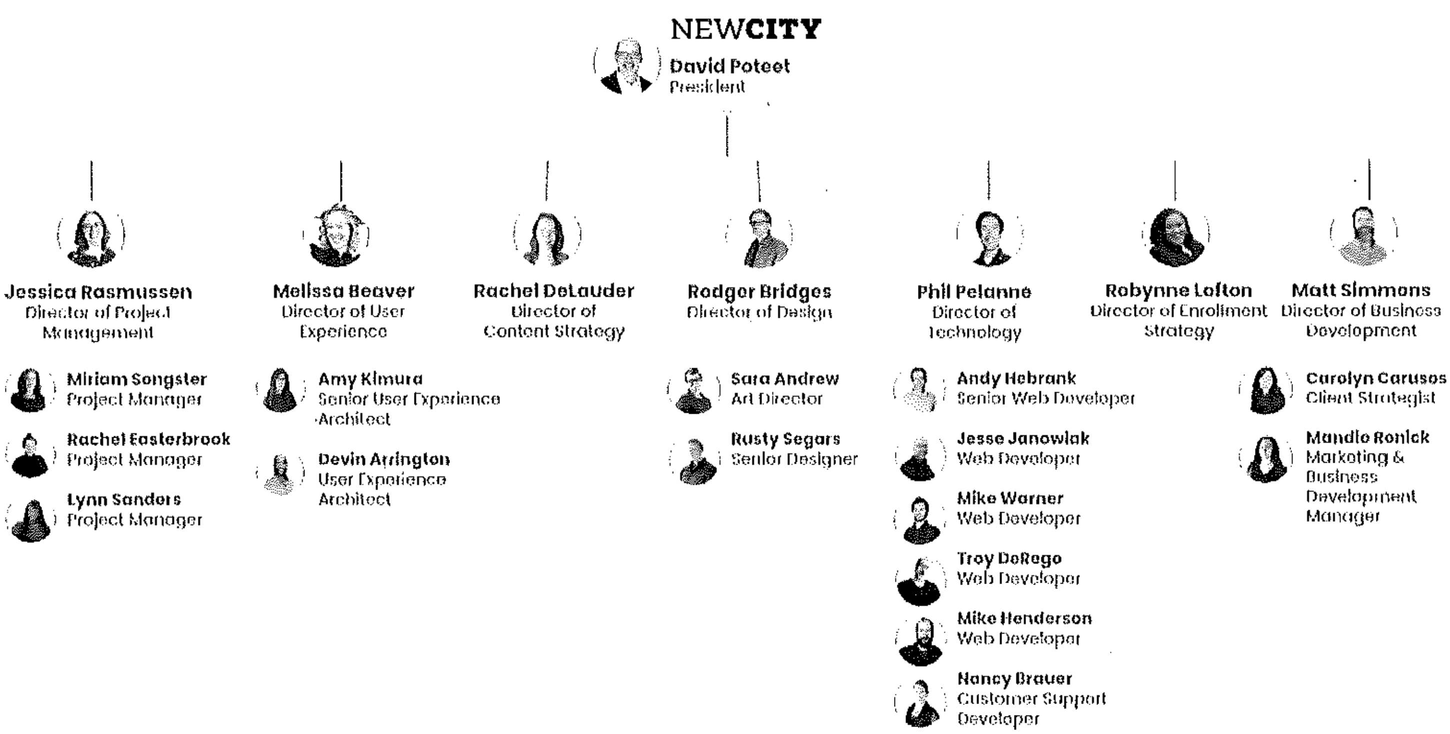
The NewCity team possesses a rare combination of expertise in:

- Digital Strategy & Consulting
- Brand Identity & Messaging Development
- Consensus Building
- Discovery & Research
- Visual & Interactive Design
- Usability & Perception Testing
- Analytics & Data Analysis
- Conversion Strategy
- Enterprise Level Site Architecture
- Navigation Strategy
- Content Strategy & SEO
- Design Systems & Component Libraries

- Front-end Web Development
- Responsive & Mobile Design/Development
- Web Governance
- Database Modeling & Development
- CMS Evaluation & Planning (Proprietary & Open Source)
- Open Source CMS Implementation (Drupal & WordPress)
- Proprietary CMSes (Modern Campus Omni CMS, Cascade CMS, and Terminal Four)
- Web applications, Custom Development & Systems Integration
- Hosting Evaluation, Setup & Maintenance
- Launch Prep & Execution
- Performance Optimization
- Ongoing Website Support & Improvements
- Training
- WCAG 2.1 Level AA Compliance
- Project Management
- Enrollment Strategy

## ORGANIZATIONAL STRUCTURE

NewCity is organized into teams by discipline, and each project team incorporates one or more people from each discipline. Read about our team here: http://www.insidenewcity.com/team.



## CERTIFICATIONS

Members of our development team have completed the Advanced Google Analytics Certification.

## ENGAGEMENTS CURRENTLY UNDERWAY

### Higher Education

- California Institute of the Arts, REDCAT (Drupal)
- Cardinal Education (WordPress)
- D'Youville College (Drupal)
- Georgia Tech Institute Diversity, Equity, and Inclusion (Drupal)
- La Salle University (WordPress)
- Roanoke College (TBD)
- Rutgers University - School of Engineering (Drupal)
- Rutgers University - School of Public Health (Drupal)
- Texas A&M University AgriLife (WordPress)
- University of Kentucky Housing (Drupal)
- University of Tennessee, Knoxville (WordPress)
- UVA School of Education and Human Development Center for Advanced Study of Teaching and Learning (WordPress)
- West Valley Mission Community College District (Modern Campus)
- West Virginia University Extension (Custom)

### Health & Research

- Emory University Peace for Moms (Cascade)
- National Emerging Special Pathogens Training and Education Center (WordPress)
- National Special Pathogen System of Care (WordPress)
- UCLA Health + Los Angeles County Emergency Medical Services Agency (TBD)
- UCLA Broad Stem Cell Research Center (Drupal)
- Winship Cancer Institute at Emory University (Cascade)

## SAMPLES OF WORK

*These projects demonstrate our related experience in the following Functional Areas:*

Functional Area 1 – University Web Platform Development

# Oklahoma State University

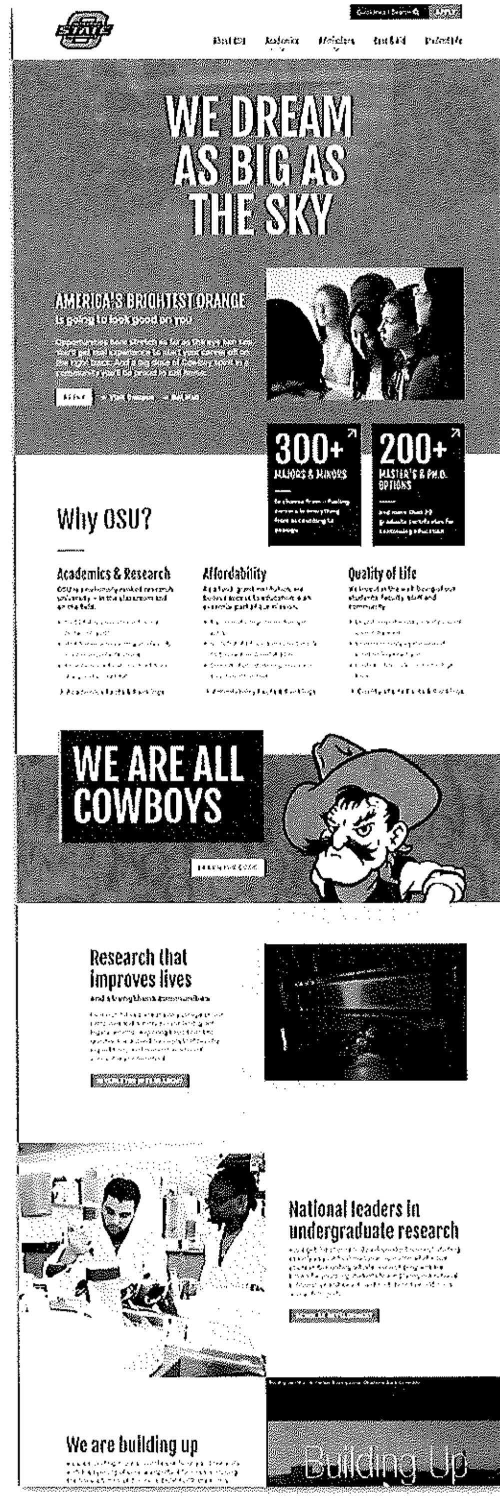
https://go.okstate.edu/

Oklahoma State University (OSU) is a powerhouse public institution deeply rooted in its land grant legacy. It has a rich history in research, business, engineering, and agriculture. From large urban centers to small agricultural communities, it plays an integral role in the overall health and financial well being of the state of Oklahoma.

After a nationwide search, OSU chose to partner with NewCity for a complete overhaul and redesign of its top-level pages. Our collective teams saw this project as an opportunity to bring together disparate university entities into a completely new design system that not only conveyed a bold and renewed sense of identity at the top level pages, but could also be extended throughout the school's entire online ecosystem beyond this initial engagement.

Since our initial project with OSU began, we've expanded the work to include a redesign of all of the College level websites, the Department of Housing and Residential Life website, and the massive Division of Agriculture and Natural Resources web presence. These additional sites are using the design system and component library developed during our initial engagement and are currently in development and have not launched yet.

OSU knew their target audiences, brand, and institutional goals were suffering because of an outdated, ineffective, and difficult to manage web presence. Their online environment was disjointed and confusing for users. With no consistent design, brand identity, or global navigation – colleges, schools, departments, and other units were distanced from each other. They were all talking about the same university, but it didn't seem as if they were actually part of the same, unified institution.



We started the project with an in depth discovery and research process which allowed our teams to forge a shared knowledge base and set strategic goals and priorities for the project. We conducted multiple days of onsite planning workshops with key stakeholder groups (students, faculty, staff, leadership, etc) and coupled the information we learned in person with intercept and email surveys, comparative usability testing, competitive analysis, and a review of their current websites through Google Analytics and other tools. Our combined teams reviewed massive amounts of content in order to get a sense of the size and proportions of their various websites. This helped us boil down essential user pathways (that would later influence the navigation menus and overarching information architecture) as well as clearly defining conversion paths for their admissions process.

Our strategy for OSU was captured in this Project Strategy Blueprint, which provides a one-page document we can return to throughout the project to keep everyone focused.

Project Strategy Blueprint
**Oklahoma State University**

**Core Identity**
*What are our core values, key differentiators, and brand traits?*
- America's Brightest Orange is our visual identity, but also a way of life. It stands for our pride in our work building a brighter future for all.
- We research and teach in order to serve... our students, state, nation, and world.
- We value access and affordability over exclusivity.
- We cultivate leaders who live by the Cowboy Code.
- We call Stillwater home, and invite others to do the same.
- We are a team, breaking down barriers to build something better together.

**Challenges**
*What problems are we trying to solve? What obstacles must we overcome?*
- Large, distributed web presence that mirrors siloed departments
- Varied audience needs and goals
- Accessible use of OSU orange
- Competing with OU and other 4-years while also "selling" the 4-year degree over a 2-year community college
- Having the data and framework to make strategic decisions for web requests

**Aspirations**
*What are the ideal desired outcomes? What do we want to achieve?*
- Present a seamless user experience
- Effectively address varied audiences, but prioritize recruitment
- Authentically articulate and strategically grow the OSU brand
- Create a robust and scalable information architecture
- Reduce/consolidate content to focus on priority areas and simplify maintenance and management
- Encourage adoption of design system & OmniUpdate across campus (consistency)
- Make better use of distributed content and storytelling
- Identify, track, and use goals/metrics for continuous improvement

**Our Audience**
*Who are we trying to reach? What do they want to do? What do they care about?*
- Prospective students — 1: Undergrad (new freshmen*, transfer*, non-trad), 2: International*, 3: Graduate — *and their parents
- Current students, faculty/staff
- Ideal students are service-minded, ready to get involved, and up for a challenge.

**Focus Areas**
*What is the scope of the strategy? What will we focus on for the most impact?*
- Global navigation strategy
- Pathway to academic programs + strategy for standardizing and managing content
- Homepage (design + messaging)
- Section pages that answer key prospective student questions and reinforce brand
- Admissions conversion funnel optimization + tracking
- International admissions content

[illegible]

Adapted from the UX Strategy Blueprint developed by James Kalbach
https://experiencinginformation.wordpress.com/2011/08/12/ux-strategy-blueprint/

NEWCITY

**Success Metrics** Details »
*What specific impact do we want to make through this project? What metrics will we use to gauge success?*
- Improve overall rating on comparative user test
- Increase website satisfaction from users outside of Stillwater
- Provide enough info for testers to confidently answer "good fit for OSU" question
- Have the new design system be adopted by owners of federated sites
- Increase conversion rates for international admission pages / international sources
- Implement tracking of: page "value" in conversion funnel, % of sessions that include search, search efficiency/accuracy, social and digital campaigns
- Reduce searches for prospective student content
- Improve load time and accessibility of templates

To better support their institutional goals, we recommended the creation of an in-depth metrics model for OSU. They didn't previously have guiding principles for using any of the data they were collecting, so we helped them build an effective measurement plan that allowed them to translate their strategic objectives into quantifiable goals.

| Objective | Goal | Measure in GA? | What to measure | What needs to exist | Notes | Already in GA? |
|---|---|---|---|---|---|---|
| Grow the OSU Brand | Increase conversions for admissions | Yes | application submissions for US-based users | standard reporting (Audience > Geo > Location > Goal 1 Conversion Rate) | On Slate since mid-July 2017, /apply/status?submitted=1, avg 2300 submissions per month, deadlines Nov 1 (biggest), Feb 1st | Goal 1 since 1/18/18 |
| | Increase conversions for international admissions | Yes | application submissions for non US-based users | | | |
| | Increase conversions from international sources | Yes | application submissions for international students | custom dimension at registration for user buckets (orange gtm) | this can be used to either fire an event on application submission that exposes the user dimension or to filter reports for goal conversions already in place; find out if they want to know more info in GA about user buckets | Maybe new goal set if we go the event route to expose the user dimension (more reliable, can report over 3 months at a time) |
| | Increase conversions from social media | Yes | application submission goal conversions / rate | Standard reporting (Acqusition > Channels > Goal 1 Conversion Rate) | Create reports for all 4 goals | Goal 1 since 1/18/18 |
| | Increase conversions from paid advertising? | Yes | | | | |
| | Monitor conversions from non-paid sources (organic, direct, referral) | Yes | | | Create reports for all 4 goals | |
| | Improve landing page conversions | Yes | application submission goal conversions / rate | Standard reporting (Acqusition > Landing Page > Goal 1 Conversions) | Create reports for all 4 goals | |
| Provide a seamless, higher quality user experience | Improve user testing ratings | No | post-launch user testing | | | |
| | Increase user engagement outside Stillwater | Yes | engagement metrics, events, goal conversions for non-Stillwater users | standard reporting (Geo > Location > filter to exclude Stillwater > metrics) | Better to use the Off Campus view (no sampling) | |
| | Design system adopted across departments | No | post-launch design adoption across departments | | | |
| | Improve pre-funnel page efficiency | Yes | page value | value added to goal conversions | need to do a bit of testing in a test property to see the effects of different values on each goal | |
| | Improve page load times | Yes | avg page load time per OS | standard reporting | | |
| | Improve accessibility | No | accessibility score | 3rd party tool | | |
| | Reduce searches for prospective student content | Yes | site search reduction in key terms | | standard reports available on UA-9840906-1 | |

*Part of the metrics model created for Oklahoma State University.*


Working within the new navigation structure, we then built in places for OSU to feature prominent calls to action (CTAs) and show its personality and what it means to be a student there. We used the design system to create bold patterns the OSU team could use to route people via on-page content as opposed to crowding templates with navigation links. We also enabled them to show off their differentiators with large facts and numerals, bold headline text, and, of course, lots of orange (America's Brightest Orange).

But we couldn't just focus on the project in front of us. Throughout this engagement we had to keep in mind that this system would eventually stretch to all corners of OSU's digital platform, so longevity and maintenance were key. An example of this was our addition of on-site content training workshops and pattern library training into the scope of work, instilling confidence in the team to carry the site forward after launch.

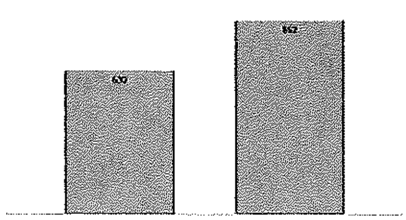
In January 2019 we launched the homepage and other sections of the site focused on prospective students' key user paths such as:

- About
- Academic programs
- Scholarships and financial aid
- Undergraduate admissions
- Student life

The goal was to eventually bring other departments and units into the new design system. As mentioned, we're currently working with all of the Colleges within OSU, OSU's Division of Agricultural Science and Natural Resources, and the Department of Housing and Residential Life to transform their web presences as well. These projects are leveraging all of the design patterns and tools we already built for central marketing and undergraduate admissions. This allows us to use funds at the unit level to focus on their audiences and content, rather than writing a lot of new code or designing all new components from the ground up.

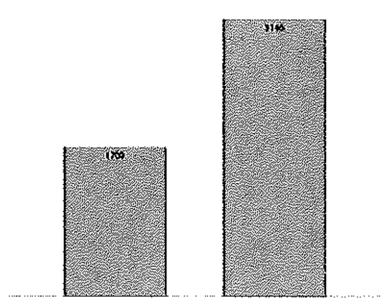
## Results

**"Request More Info" Requests**
(January 20 - February 26)



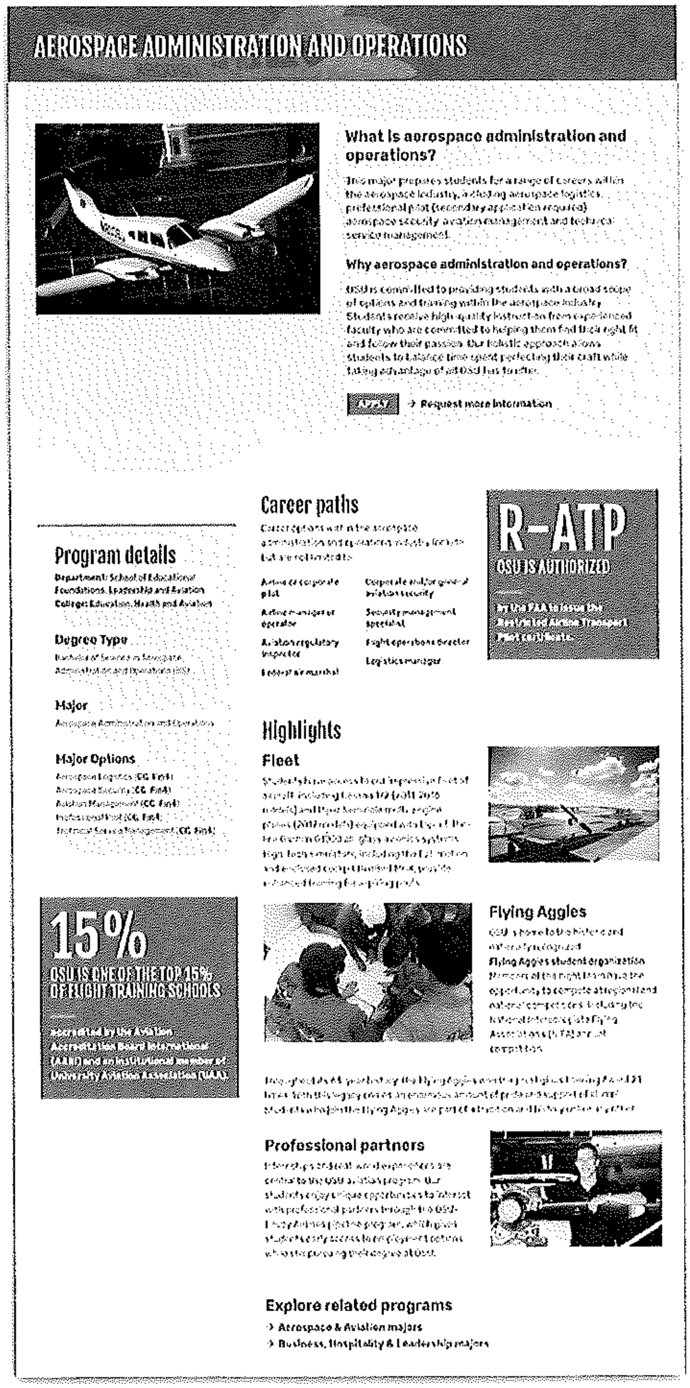
↑35%

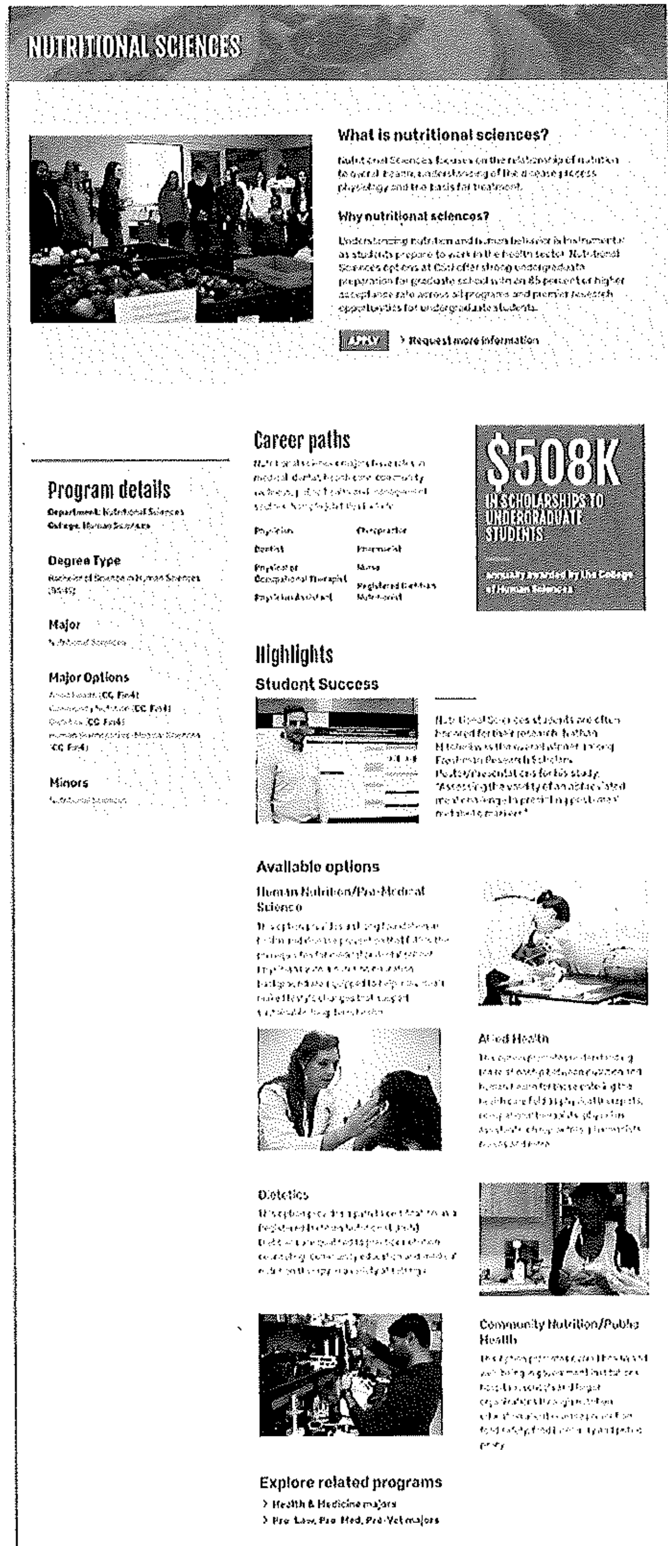
**Applications Submitted**



↑85%

A big focus of this project was to completely redesign OSU's academic program pages to appeal to prospective and existing students alike. The Admissions department was an integral part of this process.



Functional Area 2 – Custom Web Application Development

# The Gainsboro History Project

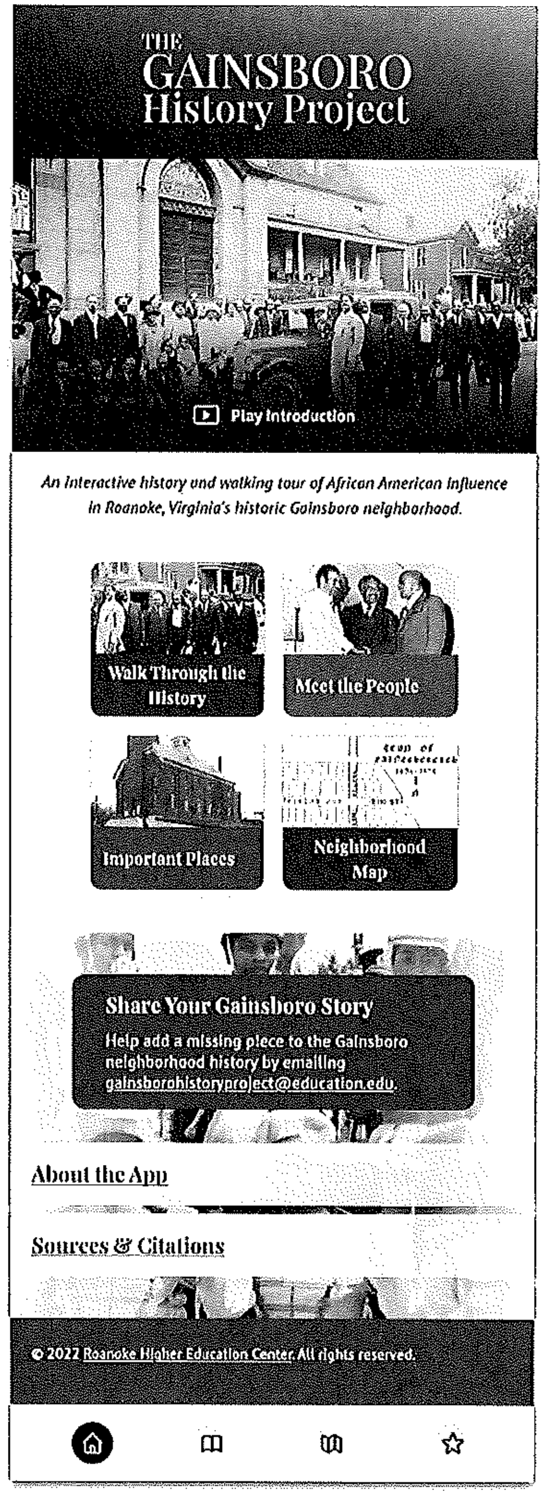
https://gainsborohistoryproject.org/

The Roanoke Higher Education Center, a long-time NewCity client, is located within the Gainsboro neighborhood of Roanoke, Virginia. In 2022 RHEC created a plaza and walkway engraved with seven themes telling the story of Gainsboro from its origins as Roanoke's first neighborhood to the era of Civil Rights and desegregation. RHEC selected NewCity to create a mobile-friendly web app that lets people go deeper into each of these seven themes.

We worked closely with historians and community members to plan the  experience and organization of the content. Part of the challenge was simplifying and presenting the content in a way that invites deeper exploration without overwhelming people. Through the design we sought to capture the vibrant life of Gainsboro, which in spite of urban renewal continues as a community rich in character and pride.

In addition to exploring the seven historic themes, website visitors can learn about notable people like pioneering educator Lucy Addison, civil rights lawyer Oliver Hill, or the Tuskegee Airmen who grew up in Gainsboro. They can discover important places and tour the neighborhood using an interactive map.

To provide a more instantaneous app-like experience, we built the website using WordPress as a headless CMS, with a React front end.



Functional Area 3 – Web Service Integrations

# National Emerging Special Pathogens Training and Education

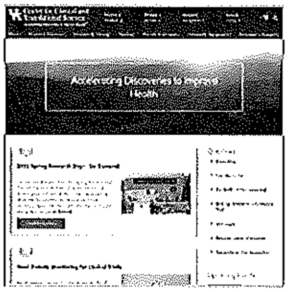
https://netec.org/

NETEC works to increase the capability of the U.S. healthcare system to manage special pathogens, like COVID-19. NETEC's talented internal team partnered with NewCity to transform their growing website to better serve both its external audiences and internal administrators.

NETEC's new WordPress website is responsive and flexible. Built in Gutenberg, their design system allows content contributors to create standards-compliant content in an easy-to-use editorial interface. User-oriented navigation helps users understand their offerings, and optimized content improves findability. Keys to project success included user behavior data analysis, user testing, stakeholder interviews, and SEO keyword research.

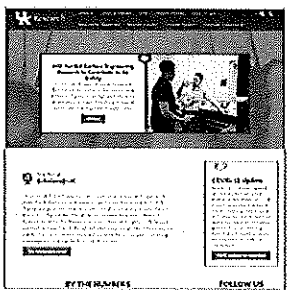
NETEC's platform is consolidating data from Canvas Courseware, Wordpress, and multiple Omeka collection web services into a unified Algolia search, and then makes this unified data available to website users via a client-side search engine implementation.

## PROJECTS COMPLETED FOR THE UNIVERSITY OF KENTUCKY



### University of Kentucky Center for Clinical and Translational Science

NewCity worked with UK CCTS to create a human-centered digital experience for researchers, administrators, and the general public. The new website provides valuable resources focused on helping key audiences find funding, understand how to start and manage clinical research, sign up to participate in clinical trials and demonstrates the impact research has on health disparities in at risk populations. URL: ccts.uky.edu

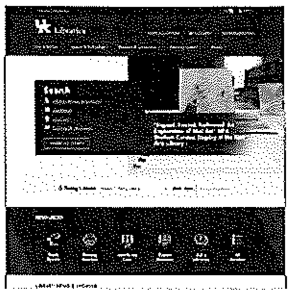


### University of Kentucky Research

For 150 years, UK has pursued interdisciplinary research and creative efforts that address challenges and disparities of Kentucky citizens to enrich their lives. Programs and services support UK faculty, staff, and students in grant development and submission, compliance and regulatory affairs, development of intellectual property and in highlighting their research achievements. This includes oversight and guidance of 10 multidisciplinary research centers and 11 service core facilities. NewCity helped create a digital presence that helps fulfill these important strategic priorities.
URL: research.uky.edu

### University of Kentucky College of Pharmacy

The University of Kentucky College of Pharmacy is committed to creating knowledge and developing pharmacy practitioners and research scholars. With a focus on promoting their PharmD and PHD programs NewCity partnered with the College of Pharmacy to restructure their web presence and bring the University of Kentucky brand to life in an authentic and user friendly experience.
URL: pharmacy.uky.edu



**University of Kentucky Libraries**

UK Libraries supports the university's land grant mission to improve people's lives through education, research, service, and healthcare by democratizing access to: a vast collection of information resources that advance knowledge; professional experts who can help locate, organize, share, and preserve information, research data, and creative work; and spaces, technology, and tools that foster innovation and collaboration. New City partnered with UK Libraries to collaborate on a total website transformation.
URL: libraries.uky.edu

**University of Kentucky Component Library & Drupal Theme (Limestone Version 1)**

NewCity developed the core component library and Drupal theme for use across campus.

**University of Kentucky Housing**

This project is currently in progress. A refreshed website is expected to launch next month (September 2022).

# Criteria 2 - Services Defined

## FUNCTIONAL AREA 1 – UNIVERSITY WEB PLATFORM DEVELOPMENT

Every NewCity project takes a customized approach. At the beginning of an engagement, an approved Statement of Work (SOW) will serve as a framework for the budgeted hours, costs, and general outline of the work, milestones, and deliverables that will be a part of an engagement.

The first phase of work in a NewCity redesign project is always Discovery & Planning. After this initial phase, we work closely with your team to develop a more detailed project roadmap for the remainder of the project that aligns with your desired outcomes — balanced by your team's resources, and the project timeline and budget. Including Discovery, the project and SOW will typically be organized into five interrelated phases:

I. Discovery & Planning
II. Audience Research & Strategy
III. Content Strategy, Design, and Development
IV. Content Buildout
V. Website Launch Prep & Support

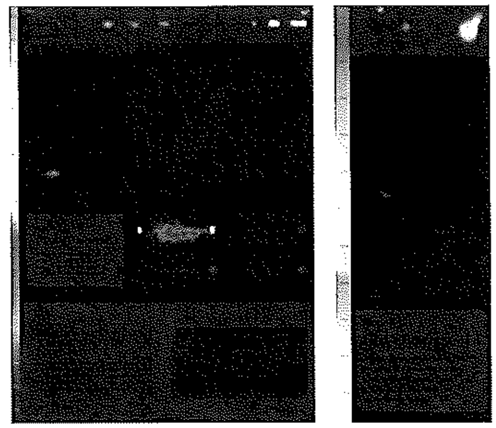
The remainder of this section of this section is intended to provide a project plan outlining how work might take shape, along with examples of deliverables we've produced for other similar projects.

*Brand Messaging Strategy Workshop with the Winship Cancer Institute*

# Phase I: Discovery & Planning

Steps & tools:

- Form a joint team
- Internal stakeholder engagement
- Discuss strategic goals
- Brand & design discovery
- Marketing strategy discovery
- Review existing website
- Content discovery
- Technical discovery
- Governance discovery
- Competitor/peer analysis
- Analytics setup review
- Install HotJar (if approved by IT)
- Review security requirements
- Discovery report/presentation



*We use heat and scroll maps to determine how users navigate websites in both desktop and mobile environments so that we can optimize the navigation for various screen sizes. This example is from Emory University School of Medicine's home page.*

## Stakeholder Interviews

Following initial conversations and a project kickoff meeting, we'll interview a diverse group of internal stakeholders to get their view of the landscape, learn what they think makes their organization unique, and discuss the project goals, opportunities, and challenges from their perspective. These interviews will also help us define the approach we'll take to audience research and testing for the remainder of the project. Findings from these interviews will be shared with the core project team.

## Baseline Analytics Review

While Google Analytics can give us a broad range of information if configured properly, data from additional tools can provide a more complete picture of user behavior with heat maps, scroll maps and other data visualizations. Analysis of this data will give us a better understanding of what aspects of the current site are working well and which should be rethought.

## Technical Discovery

We will discuss ways to collaborate on development, and development approaches and tools that might be used during the engagement. Working together, we will review the technical aspects of the project including hosting, content management system (CMS) requirements, custom functionality, and third party integrations.

### Discovery Workshops

We may facilitate a series of discovery workshops, during which we:

- Meet with institutional leadership
- Present baseline analysis and review what we've learned so far
- Align project goals to strategic institutional goals
- Explore how successful outcomes will be measured
- Conduct workshops with stakeholder and target audience groups
- Take tours and learn about the student experience, campus, academics, facilities, research, and people that make the UK community unique (if an onsite is possible)

### Competitor / Peer Review

We often review websites of institutions identified as peers or competitors, evaluating the strength of their key messages, content strategy, use of social media and other communication channels. We can also conduct comparative usability tests with these sites which participants visit each of two or three sites with a specific goal in mind, and then identify the one they prefer in three or four categories. This also provides a benchmark against which we can test new design concepts.

# Phase II: Audience Research & Site Strategy

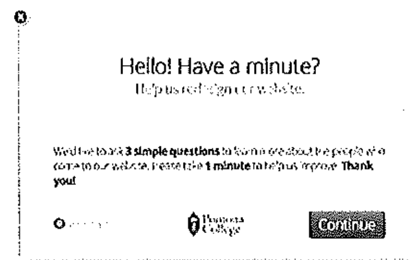
## Understanding Target Audiences

Audience research helps us create empathy for our target audiences and a better understanding of their goals. This allows us to make informed decisions about design, functionality, and conversion strategies. We also want to look more broadly at their experiences. How does your digital strategy work in the context of your other engagement efforts?

We want to uncover the things that make target audiences unique. We use this information to prioritize content and uncover gaps between the content we do have and what we'll need to achieve our goals. We use qualitative and quantitative research methods suited to the goals of a project which may include:

- Intercept Surveys
- One-On-One Interviews
- Unmoderated Usability Testing
- Search Trend Analysis
- Personas
- Experience Mapping
- Testing Site Architecture (Treejack testing)

Below are descriptions and examples of some of these methods.




**What did you come to the website to find or to do?**

| | |
|---|---|
| Just Browsing (updates, news, general info) | 25.0% |
| Unspecified info on college search | 14% |
| Information related to admissions | 14% |
| Information related to visiting campus | 7% |
| Information related to an academic Program or Major | 5.7% |

## Intercept Surveys

A user intercept survey can give us quantitative data about top information goals on the website. Participants self-identify their audience type. They then answer one or two open-ended questions around the goal of their visit to the site. We can offer the survey to a random sample of site visitors.

## One-on-One Interviews

When we conduct interviews as part of our audience research, we use a structured interview process, working our way conversationally through several topics and digging deeper where appropriate.

We record and transcribe each interview to prepare for the data analysis process. During subsequent phases of the project we will consolidate all of our research findings and develop a set of strategy deliverables that we will present to your team.

We can conduct one-on-one interviews with audience members from a pool that you select for us, or from a panel supplied by one of our market research partners.

Alternately we can ask select respondents to the intercept survey if they have time for a longer one-on-one paid interview. This will enable us to identify people in our target audiences and take a deeper look at their goals and behaviors while the experience is fresh.

### Unmoderated Usability Testing

The baseline data analysis and intercept surveys give us an idea of what people want most when they come to your current website. But this data doesn't tell us the whole story about what people are really trying to accomplish or what they *would* do if you offered different content and features.

To get a better view of that, we turn to "think-aloud" user testing on your website and sites from your peers.

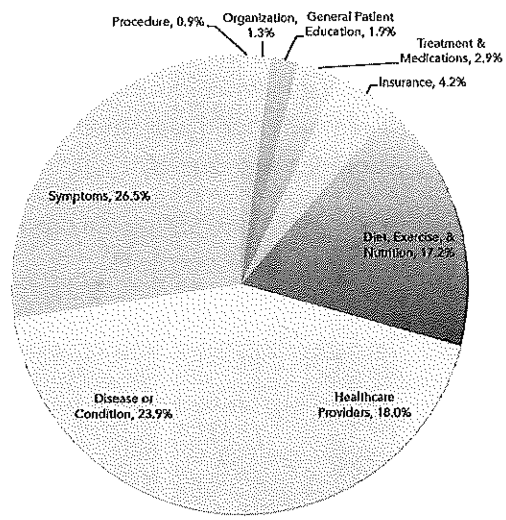
- We recruit a pool of participants from your geographic and demographic targets.
- Each participant is given a scenario and asked to try to accomplish key tasks. We start some of them from Google, others from your home page, or from another site.
- Participants spend about 15 minutes doing the tasks, during which they talk out loud about what they are thinking, questions they have, their impressions of the sites. All screen interaction and audio is recorded.
- After the test, they answer a series of written questions.
- Our research team then analyzes each test to pull out significant findings. While all of the tests are available to you, we typically mark clips from the videos to share in our research presentation.

- Search Trend Analysis

We can learn a tremendous amount about your target audiences and their motivations and goals by studying the what, when and where of how people search for things related to what UK offers. This analysis will give us specific insights that guide our marketing, site architecture, content, and SEO strategy.

We'll look at searches that are specific to UK. We start by exploring relevant keywords to get an idea of the categories people are searching for and where opportunities exist for us to answer their questions with relevant content.

We then use keyword research tools to get actual numbers of searches for related words and phrases within your target geographic markets. This usually results in thousands of keyword combinations. To make sense of this, we look for patterns in the searches. As we identify patterns, we code the specific searches into broader categories.



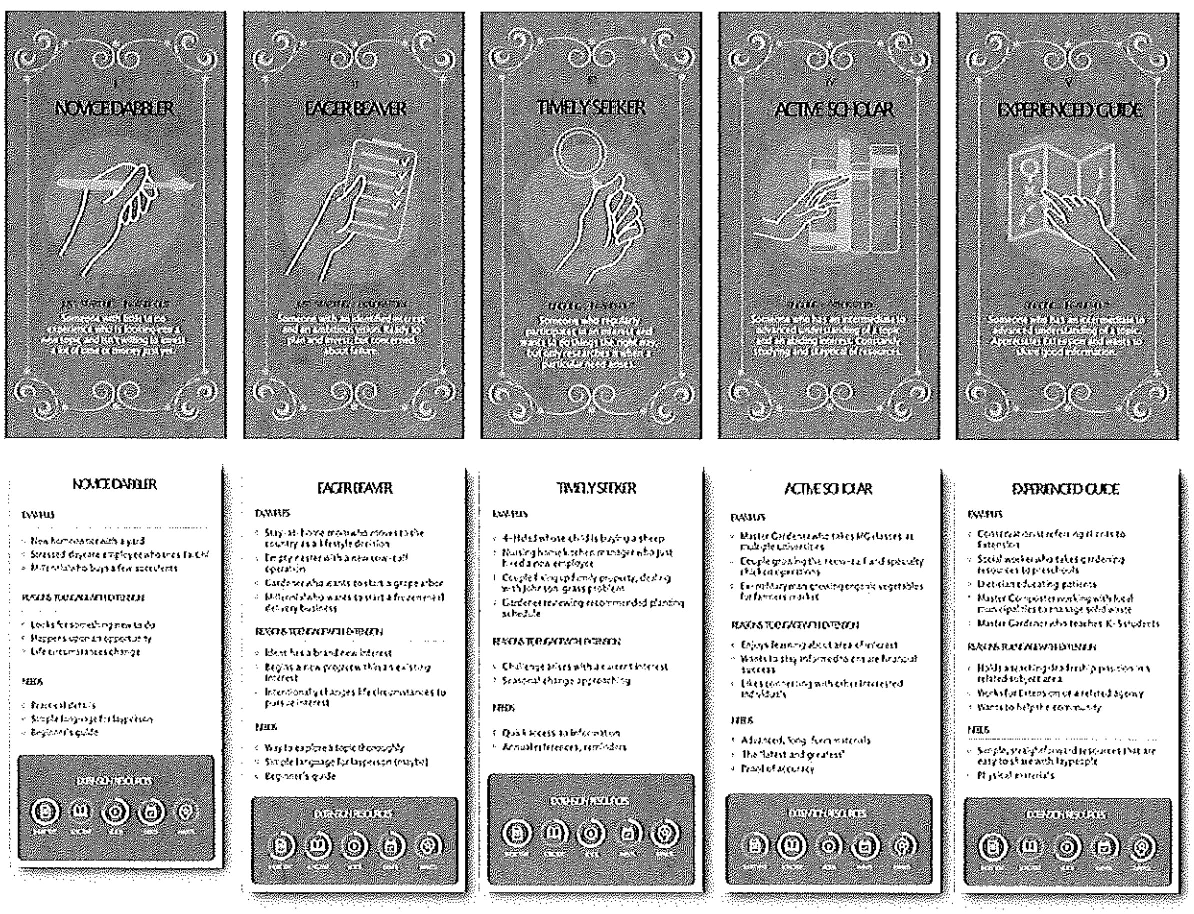

For example, this graph shows the broad categories of health-related searches in South Texas. This insight informed our content strategy for UTHSCSA. Their lack of content focused on symptoms or diseases was hindering their goal of patient recruitment.

## Personas

Personas are composite archetypes based on behavioral data gathered during our research.They represent the behaviors and goals of users that visit your website; they should not represent the demographic breakdowns of your audience segments. Instead, we want to identify groups of behavioral patterns that describe a particular set of scenarios. We want to know what are their goals; what is motivating them. We use these to develop content and functionality that aligns with they already want to do—creating natural intersections with their day-to-day lives.

Audience goals and organizational goals should align, but it's important to avoid conflating the two. We could approach the design from an institutional perspective, focusing on what we have to offer our markets, but instead, we'll need to turn that on its head and take a user-first approach. Thinking user-first instead focuses us on how users might interact with various aspects of UK as a means to help them accomplish their own goals—across all mediums from in-person to digital. It's a subtle difference but crucial.

Shown below are personas created for Oklahoma State University's Division of Agricultural Sciences and Natural Resources.



## Project Strategy Blueprint

Using the results from our qualitative and quantitative research methods, we summarize the information into a one-page strategy blueprint which we revisit throughout the project as a means to keep everyone focused.

Pictured below is the strategy blueprint we developed for the University of Kentucky Research, which includes their Center for Clinical and Translational Science.

Project Strategy Blueprint
**UK Research Website Redesign**

**Challenges**

*Problems we are trying to solve*

- Communicating breadth, quality, & relevance of research
- Creating clear navigation paths around resources for researchers
- Helping faculty feel that their research efforts are better supported
- Encouraging multidisciplinary collaboration

*Potential Obstacles*

- Communicating what people can expect from new website
- Promoting events (robust calendaring system out of scope for this project)
- Overloading the homepage
- Adopting new templates in all units

**Aspirations**

*What are the ideal desired outcomes? What do you want to achieve?*

- Be helpful and useful to faculty and grant writers
- Encourage faculty to talk to people outside their discipline
- Enable users to identify strengths and growth areas by consuming content on site site
- Make updates easy, allowing you to keep the site fresh & up-to-date

**Focus Areas**

*What is the scope of the strategy? What will you focus on for the most impact?*

- Resources for researchers - clear navigation paths
- Delivery of media-rich stories

**Guiding Principles**

*What specific mantras will guide organization, content, & design decisions?*

- Be helpful, clear
- Tell accessible stories; (accessible to all levels of consumer - from a Kentucky citizen up to a PI)
- Be more intentional; (freeing up time for you to have greater impact with your activities)

**Activities**

*What types of activities help solve the problems? What capabilities achieve your aspirations?*

- Card Sort
- Ongoing user testing with researchers
- Surveying researchers at regular intervals to identify new issues and refine navigation paths as processes and concerns change.
- Placing stories in more channels (beyond the research site)

**Measurements**

*What types of measurements will you employ? What metrics will be used to gauge success?*

- Improved navigation; (identify relevant metrics as site is planned out)
- Increased number/type of stories
- Increased satisfaction among researchers
- Increased event attendance
- Increased proposals - especially multidisciplinary proposals
- Increased funding

Based on 'UK Strategy Blueprint' developed by [illegible]
[illegible]

NEWCITY

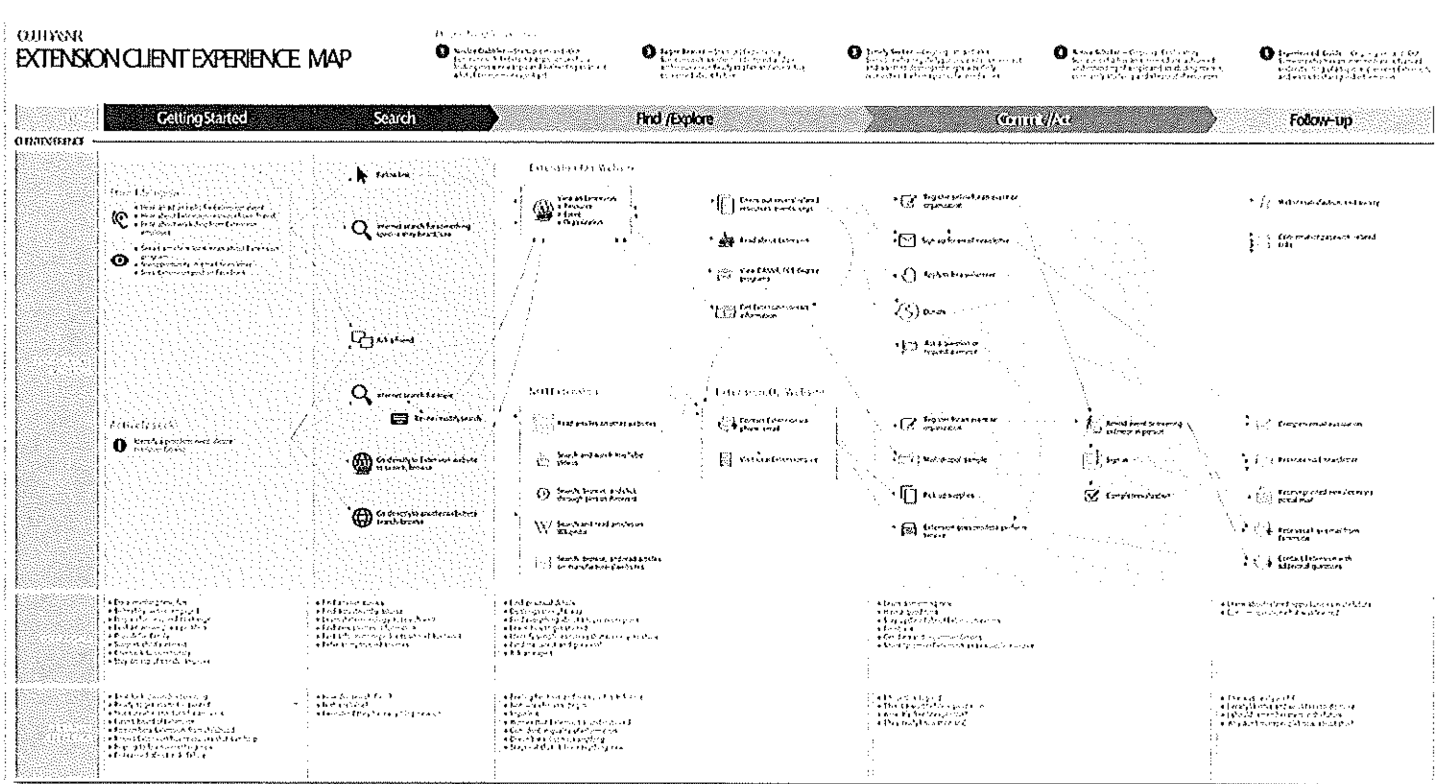
## Experience Mapping

We use a variety of tools for analyzing our research and forming insights into a meaningful strategy. The exact methods we use for your project will change depending on what we learn in the discovery process. One we often use is an experience map. An experience map depicts the possible journeys each audience has or should have with UK both on the website and through other channels. It also serves as a powerful tool to communicate our vision to other stakeholders. An experience map includes:

- Diagrams of the interactions people have with the website at each stage of the experience
- Highlights of user thoughts, motivations and feelings at each stage
- Opportunities to improve the experience at each stage
- A broader understanding of the online communications picture across contexts and devices

It's also important to understand how people enter the site and what happens with the journey from there. When we create an experience map we analyze top entrance paths from search engines and outside sites, so that we can plan for journeys that begin at these deeper pages.

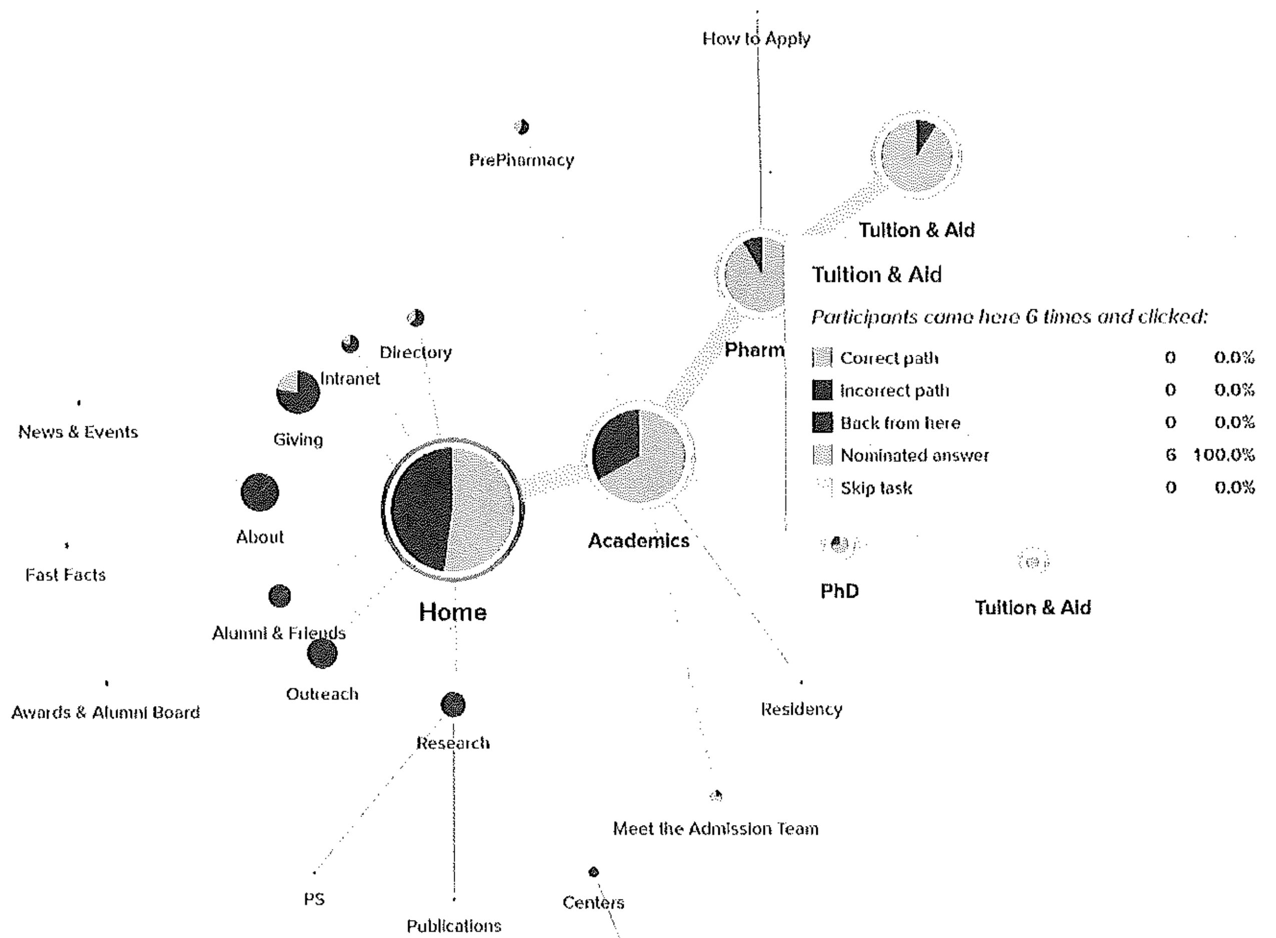
Shown below is an excerpt of an experience map NewCity developed for Oklahoma State University's Division of Agricultural Sciences and Natural Resources.



## Testing Site Architecture

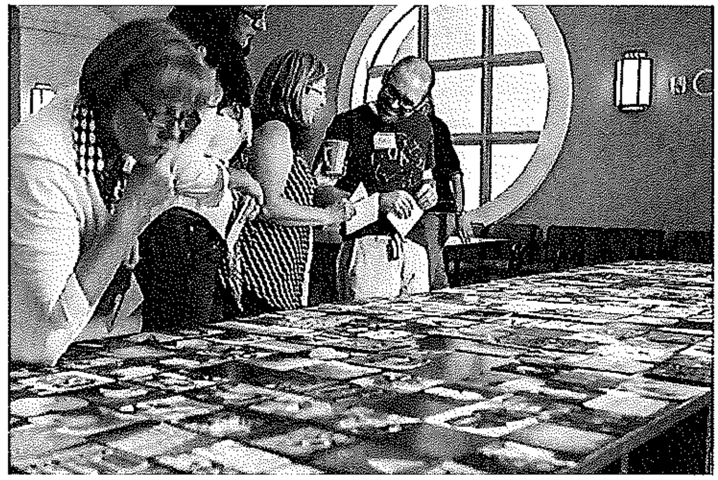
Before conducting full usability tests, we sometimes use online tools such as TreeJack to test proposed navigation. We may perform these tests on an existing website or after developing a prototype for a new information architecture.

Shown below is an example of Treejack testing conducted during our work with University of Kentucky's College of Pharmacy.



# Phase III: Content Strategy, Design & Buildout

## Visual Identity & Design Exploration



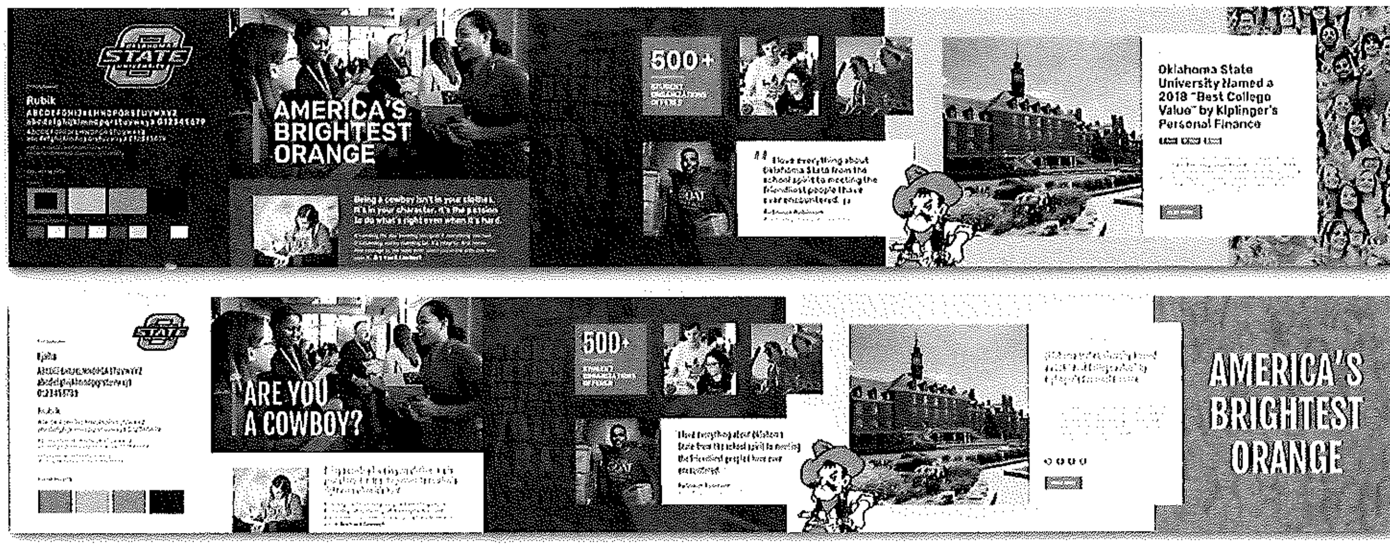
*Brand discovery workshop at Pomona College*

During the discovery process, our designers work alongside your team to develop an understanding of your authentic brand – the ideas, stories, and values that attract your target audiences and make you unique.

We usually start with mood boards or interior page mockups to get a sense of "Is this moving in the right direction?" We often begin design exploration before we've created wireframes for the home page and key landing pages. Our goal is to establish an overall look and feel for the site before we tackle the home page, which can involve competing priorities. As our plans for these unique pages take shape, we create mockups for those specific pages.

On the next few pages we share an example of design exploration from our work with Oklahoma State University.

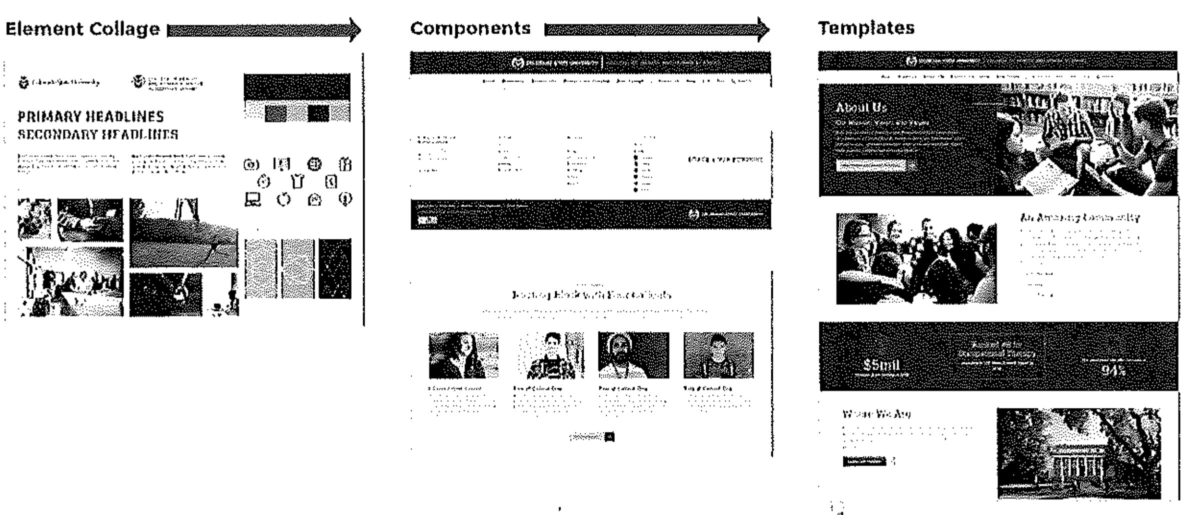
*Exploring Look & Feel for Oklahoma State University*




## Moving from Exploration to Templates

We apply the approved look and feel to create commonly used layout components. These components become part of the pattern library or design system that we'll use to design and prototype specific templates.

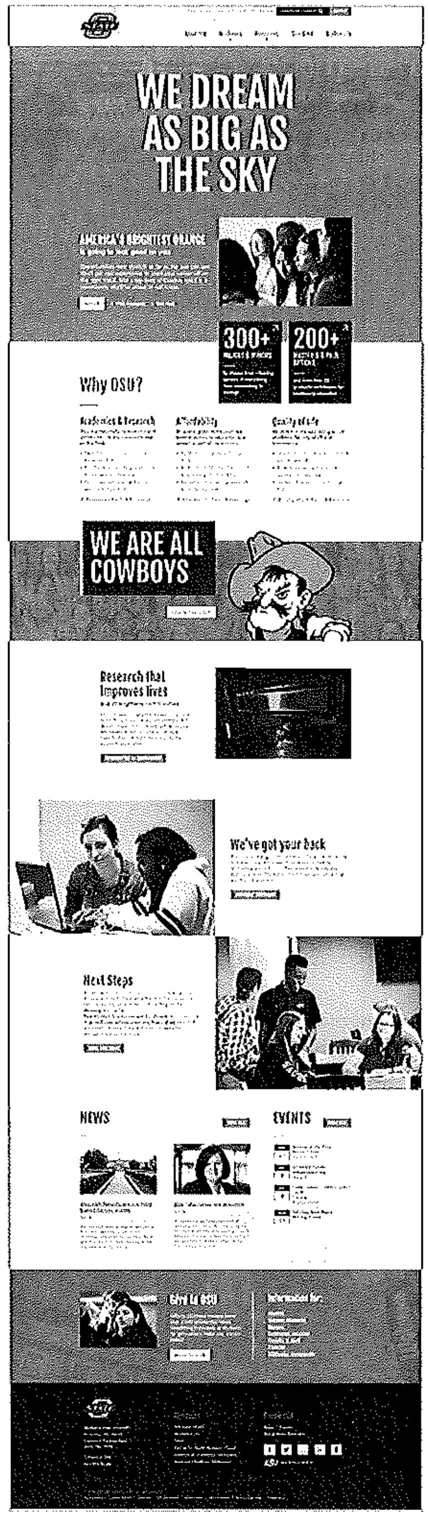
For high profile pages like the home page we usually create 2-3 mockups and refine one 2-3 times to reach a version that goes into production. It's important to remember though that if our later experiments and tests suggest changes to these pages we will change them as budget allows. The following pages show design exploration efforts for recent or ongoing NewCity projects. These exploratory efforts eventually lead to the design system and page templates for the referenced websites.



# Oklahoma State University

https://go.okstate.edu/

[page layout]



## Building with a Design System and Component Library

Balancing consistency and flexibility is one of the hardest challenges any institutional brand faces. As you know, this can be especially difficult in the higher ed space which sometimes has internal teams that are stretched too thin, siloed departments, unclear governance models, and a wide variety of audiences and priorities.

Our goal is to create, test, and refine a unified design system based on UK's brand standards – coupled with our own exploration, discovery, and research efforts. Providing the building blocks, component library, and rules of use to effectively engage your target audiences and tell UK's story will be a critical part of making this website redesign a success. This comprehensive design system will allow you to consistently deliver an engaging experience to a wide variety of audiences.

| | | | | |
|---|---|---|---|---|
| **Building Blocks** | Color Palettes | Typography | Graphics, etc. | |
| **Component Library** | Units | Patterns | Layouts | Pages |
| **Rules of Use** | Design | Implementation Guidelines | Editorial Guidelines | |

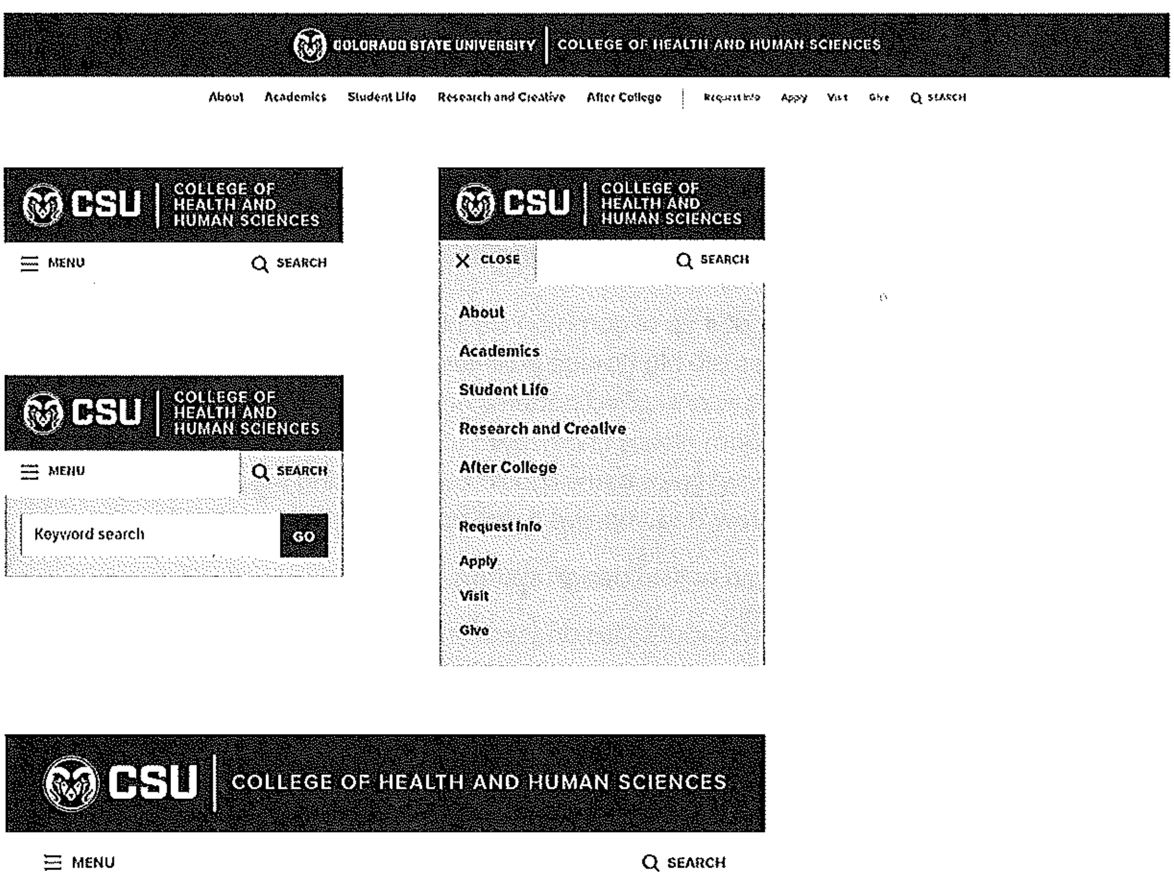
All websites, regardless of size, are made up of common elements. Some pieces are small (think buttons or headers) and some pieces are big (image galleries, faculty and staff listings, or news feeds). In a design system, these pieces are called patterns or components. A good design system combines tested standards with custom pieces engineered to fit together. The design system also shows guidelines and examples of how the patterns should be used. Using this system, you'll have the resources available to sustain, grow, and improve a rich and engaging website over time.

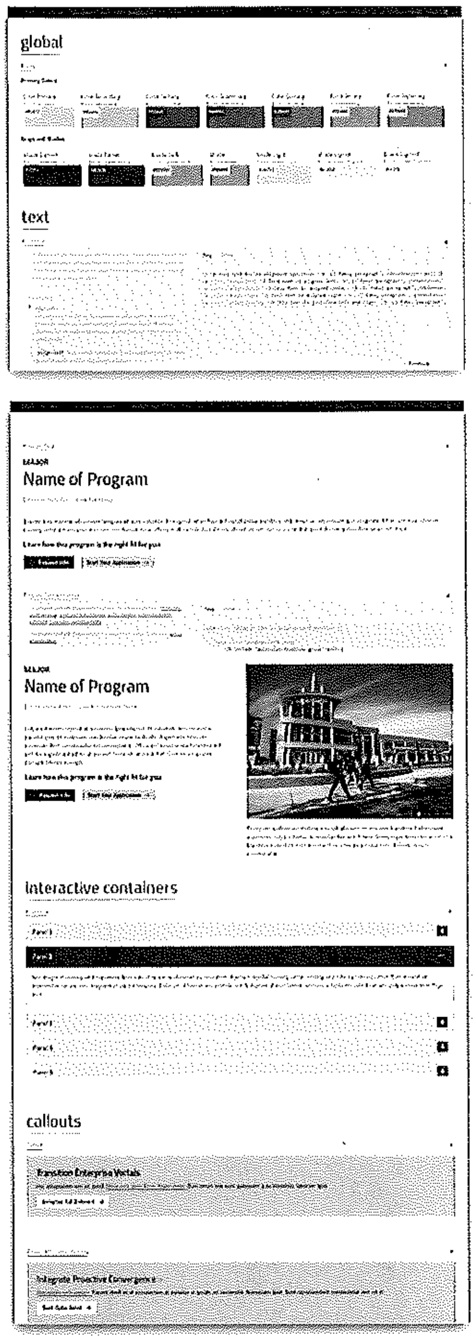
Advantages of developing and using a unified design system:

- **Consistency:** Having a defined set of styles and readymade components that adhere to those styles ensures consistency across your site. This applies not only to brand consistency across departments, colleges, etc., but also to a consistent, predictable user interface.
- **Flexibility:** A design system is flexible, and not just within itself. Design systems aren't bound to one CMS, so no matter which one(s) you're using across your organization, the user has a unified experience.

- **Shared Vocabulary:** Within your team you might call the same item four different things, but a design system creates a shared vocabulary. This vocabulary then enables everyone involved with the project to be on the same page.
- **Maintenance:** Due to the way a design system constantly borrows from itself, you'll end up with less code to maintain. This also allows you to isolate bugs and problems more easily.
- **Prototype:** Simplified, modular code means your team is able to build faster prototypes. While building and testing the system is a big initial investment, once the system is established the acceleration is exponential and new templates roll out fast.
- **Accessibility:** Solid, reusable code can help you address accessibility concerns. Building patterns with accessibility in mind from the beginning means you don't have to wonder if tiny, buried pieces of your site are accessible or not.
- **Planning:** It allows you to systematize defined, modular building blocks. With that organization in place, it's much easier to know what you can build and how you're going to build it.

**Examples of component design and functionality exploration for CSU CHHS:**






*Elements of the component library we created in Pattern Lab for Wichita State University.*


*Examples of pages created from the component library developed for our project with Wichita State University. https://*

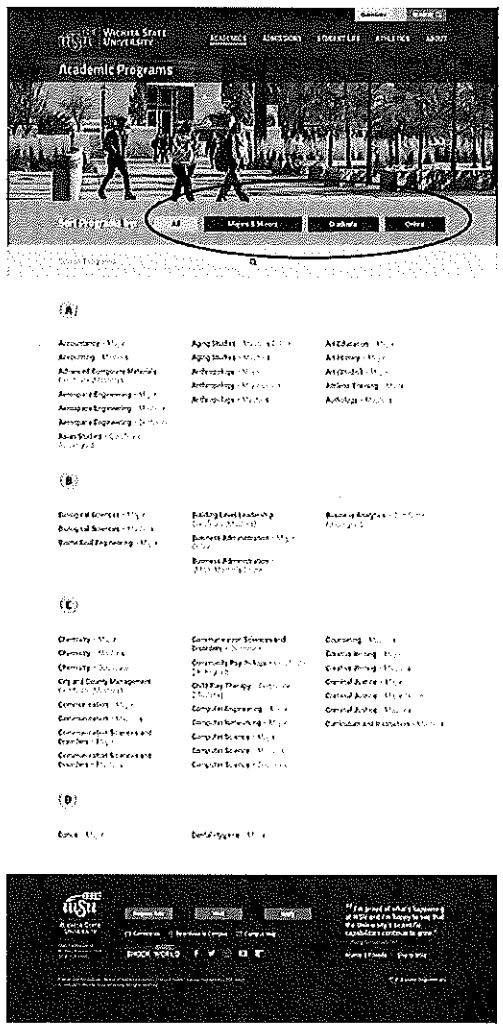
*Examples of a call to action strategy with flexible button options from the WSU component library and how they are used consistently across the site.*

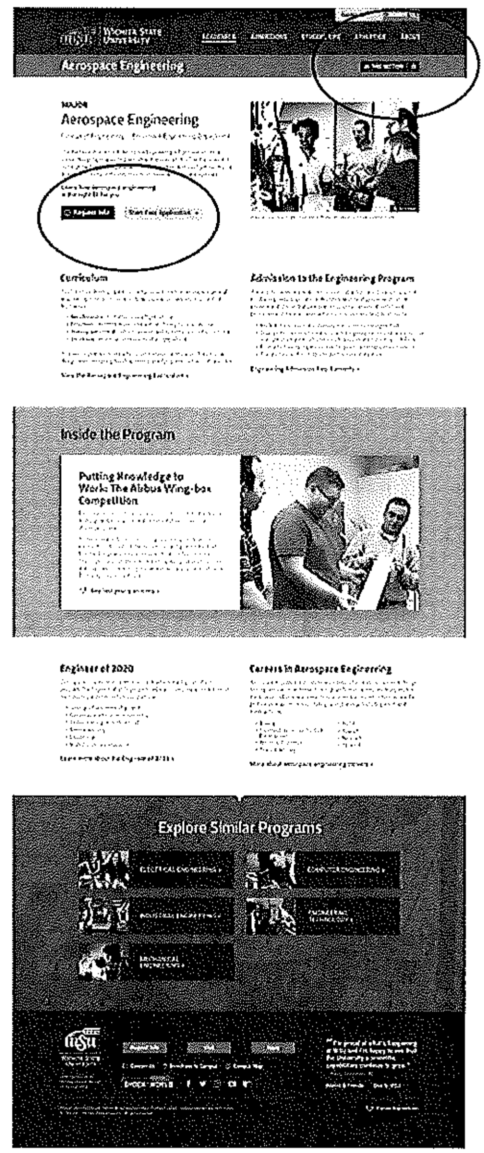
**Button Collection**

Minus Qui Explicabo → | Dolores Incidunt Aliquid → | Dolorem Quia Neque → | Blanditiis Repellat Ad →

**Button Collection Accent First**

Aut Voluptatem Id → | Adipisci Modi Nihil → | Corrupti Adipisci Fuga → | Modi Natus Vitae →

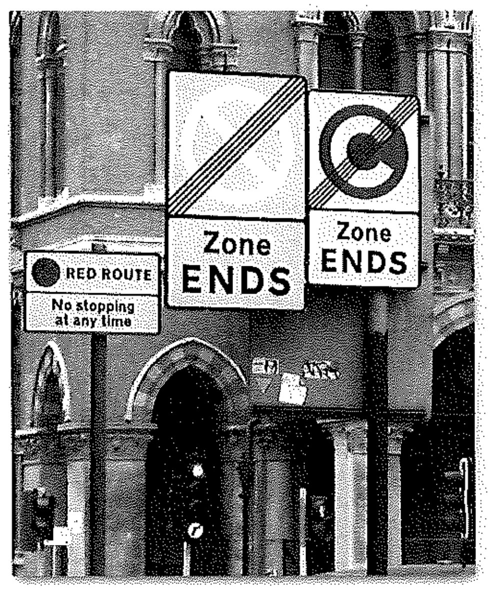



### Technology Foundation

Based on the technical discovery process, audience research, and foundational elements of the design system – the NewCity development team will work with the UK team to begin setting up the development environment and pattern library repository, so that early prototyping, training, and testing is possible. Both the design system and interactive functionality will continue to grow and evolve as the website takes shape in the next phase of the project.

### Prioritizing User Journeys with Red Routes




One concept that guides our approach to user experience, design and content strategy is the idea of red routes. We borrowed this concept from London's traffic planners. They realized that 5% of the roads in London carry up to 30% of the city's traffic. By focusing relentlessly on keeping these routes free of obstructions, they are able to alleviate a great deal of congestion in the city.

Websites have red routes too. These are the pathways to the top goals that each of your audiences have. For example, the red routes for a prospective undergraduate student might include:

1. Find relevant degree program information, then answer my basic questions about it:
    - What's this major really about?
    - What will I study?
    - What are the faculty like?
    - Can I get in?
    - How will this fit in with the rest of my life?
    - Where have students from this program gone on to study, do a post doc, or work?
    - What do other students think about the program?
2. Figure out how much it costs, and how I can pay for it
3. Understand the application process

Too often websites, like cities, clutter up these red routes with confusing signage, unnecessary content or promotion of unrelated info. We've seen many websites where the most important next step for the user was just a link in a paragraph — as easy to miss as an alleyway or side street.

## Conversion Strategy

Closely related to the concept of website red routes is the thoughtful planning and design work that goes into conversion strategies. Conversion strategy refers the approach for identifying, encouraging and increasing the actions you want users to take on your website. Conversions aren't just things like completing a form, submitting an application or buying a product. In many cases, just finding valuable information (degrees offered, tuition and fees, cost of living, dining services, campus life) serves as a measurable and valuable "soft" conversion. Every conversion is part of a journey, and the more you understand and can evaluate people's ability to move along the journey, the better equipped you'll be to improve your outcome.

Consider the journey of a prospective student on a higher education site. His or her journey might involve several visits to the website before completing a typical "hard" conversion step like requesting more information or applying for admission. The following are just a few of the website behaviors that signal increasing engagement with an institution:

- Spending time with the degree program and supporting pages
- Looking at faculty bios related to a degree program
- Looking at tuition and fees
- Looking at campus photos or videos
- Looking at pictures of residence halls
- Viewing any student life pages, student clubs
- Looking at location of the institution, particularly what the surrounding community is like and driving distance to major cities in the region
- Looking at information about campus visiting days, tours

Ultimately, we do want our target audiences to take the important steps that are considered hard conversions. That's where "call to action" (CTA) strategies, forms design, and third party integrations come into play. We want to create a conversion path that provides our target audiences with a good user experience while also allowing the UK team to engage with them and help move them forward through the next steps of the conversion path.

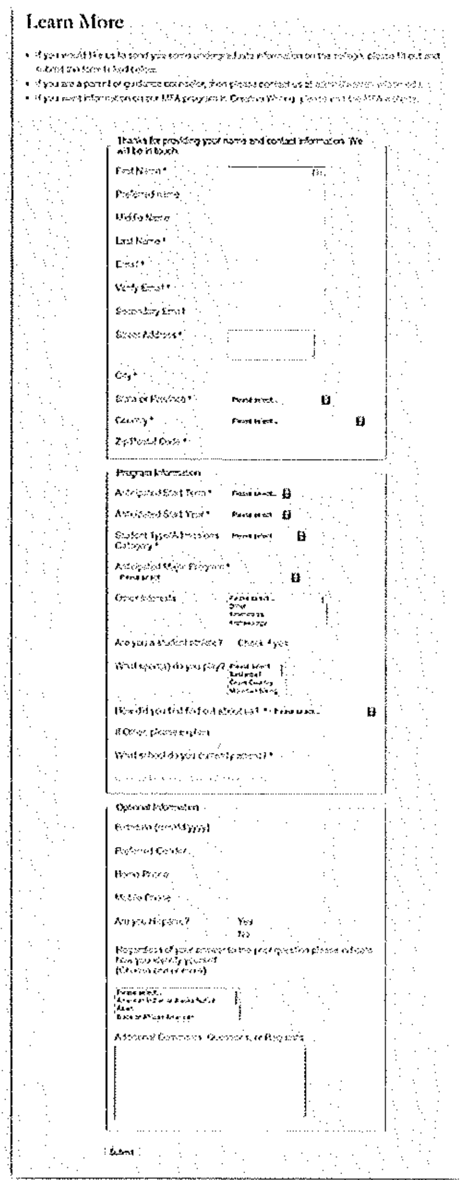
If we can see what's happening with these intermediate steps in the journey, then you can:

- Get a more realistic sense of how many people are on the journey who have not yet clearly identified themselves by completing a form, calling, or emailing.
- Model and forecast future conversions based on historical trends.
- See where you're losing people.
- Prioritize places where we can test improvements in the experience.

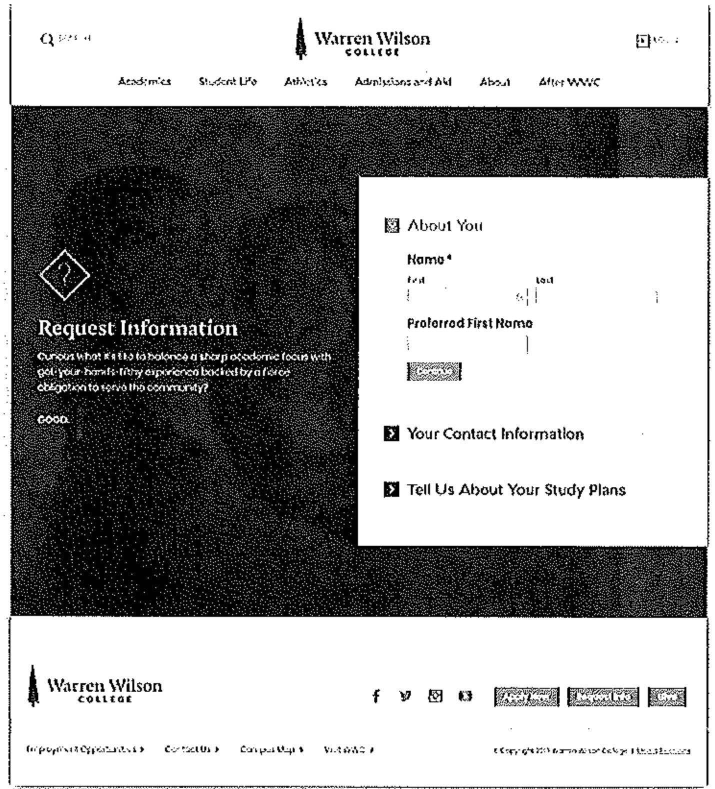
Creating a conversion strategy involves defining the discrete steps or patterns of behavior that we expect our audiences to take as they become more engaged, moving toward one or multiple possible conversions.

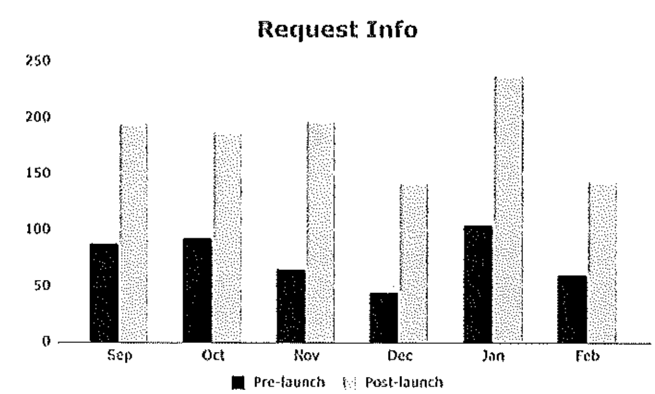
The user experience architect, content strategist, analytics specialist will work with you through the discovery and planning phases to define your conversion strategy and identify the limitations and constraints of your current environment.

*Warren Wilson's request for information form **before** redesign.*



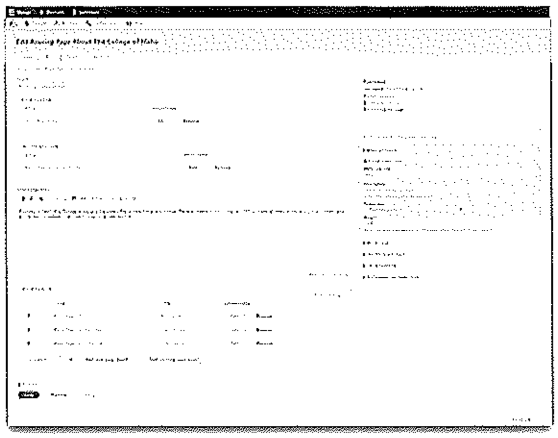

*Warren Wilson's request for information form **after** redesign.*




*142% Increase in Requests for Information*

## Wireframes & Prototypes




As important user journeys and conversion strategies are identified we will start wireframing or prototyping specific pages, or groups of related pages. An example might be – a news feature promo and link, individual news story page, and a news listing page with filtering functionality by author, topic, or date.

The first wireframes and prototypes will be used to continue building out the common design elements that will serve as your component library within the design system. As we move forward with more complex and unique pages we will pull from the component library and create new design components and functionality as appropriate. These new components will be incorporated into the overall design system for reuse on subsequent pages if needed.

*In this example, a wireframe page layout for the College of Idaho within Drupal, the configuration of the "About" page is shown in the CMS and on the front end. All layout elements can be selected and rearranged within the CMS. A page like this can then be turned into a starter template for other pages.*

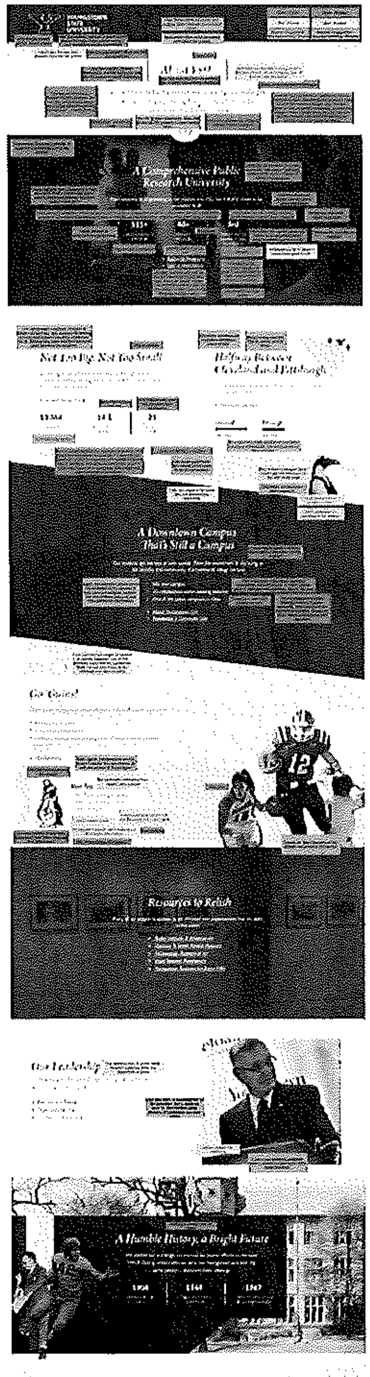
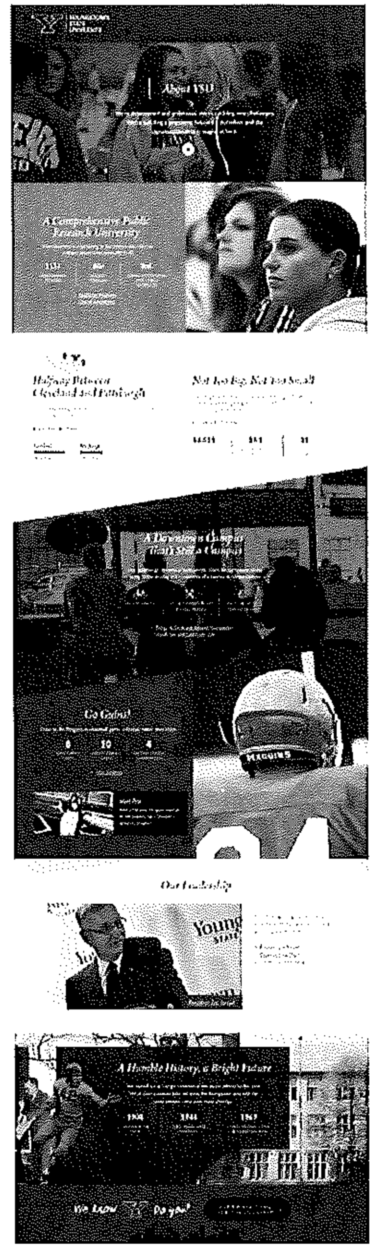
## Testing Design Concepts

We use a variety of methods for testing design concepts with your target audiences. This is an example of a design test we ran for Youngstown State University.

For the test, we designed a mockup of YSU's About page, and used VerifyApp to enable participants to view YSU's About page alongside a competitor. Test participants could add their comments directly on the mockup.

On the following page you can see the evolution of our design for the About YSU page, based on design tests. We tested it against the About page for Kent State University. The first version did pretty well, but it didn't score better than Kent State, YSU's top competitor. We used the comments from the test to make several changes including:

- Remove "real" penguin cutout
- Reconsider treatment of "Meet Pete" section
- Minimize "Resources to Relish" — pair with "Downtown Campus"
- Tweak "Leadership" statement
- Add caption to President Jim Tressel's picture (maybe change picture)
- Find more inviting photography and include more people/faces
- Create a place for video
- Use color photo for "Downtown Campus"

| *Original design mockup* | *Test comments (green = good, yellow = bad)* | *Revised design, beats Kent State by wide margin* |
|---|---|---|
|  |  |  |

## Content Strategy

A content strategy helps you tame the wilderness of overgrown ROT (redundant, outdated, or trivial content) and build a site you can manage effectively. It forces you to examine reasons for publishing (or not publishing) and helps you make decisions to keep the site well managed. And it helps you evaluate the site from your audience's perspective, so you can write content that helps them accomplish what they came to do, according to what we found in the audience research.

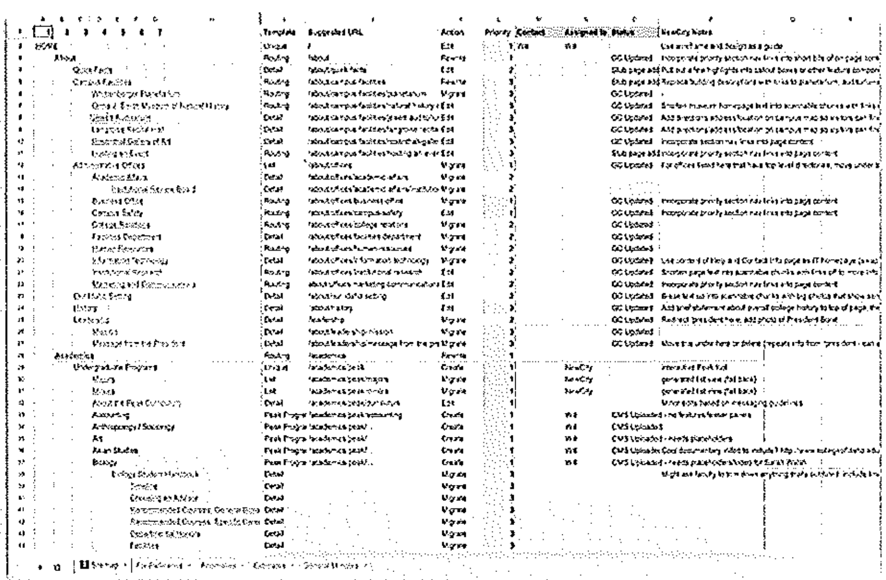
It's not all about the user, though. An effective website should carefully balance user needs with your institutional goals. The content strategy is a way to make the website work for you. It gives you an opportunity to think about who UK is as an organization, and how to best communicate that to the world – to see your website as a tool and valuable resource, not just a repository for information.

## Creating a Content Work Plan

One of the most important tools for managing this process is the content work plan. We use the content work plan to evaluate important aspects of your existing content and identify opportunities, gaps, and buried treasure.

To develop a content work plan we follow these steps:

1. Match pages or sections in the new site map to existing pages where possible.
2. Identify what content is needed to help audiences accomplish their goals or to support strategic conversion goals.
3. Identify "buried treasure" content that could be brought to the foreground.
4. Determine how to handle pages or sections that don't have an obvious home in the new site map.
5. Provide high-level notes about the content to be edited or created.
6. Advise the UK team on planning and prioritizing the content work for launch

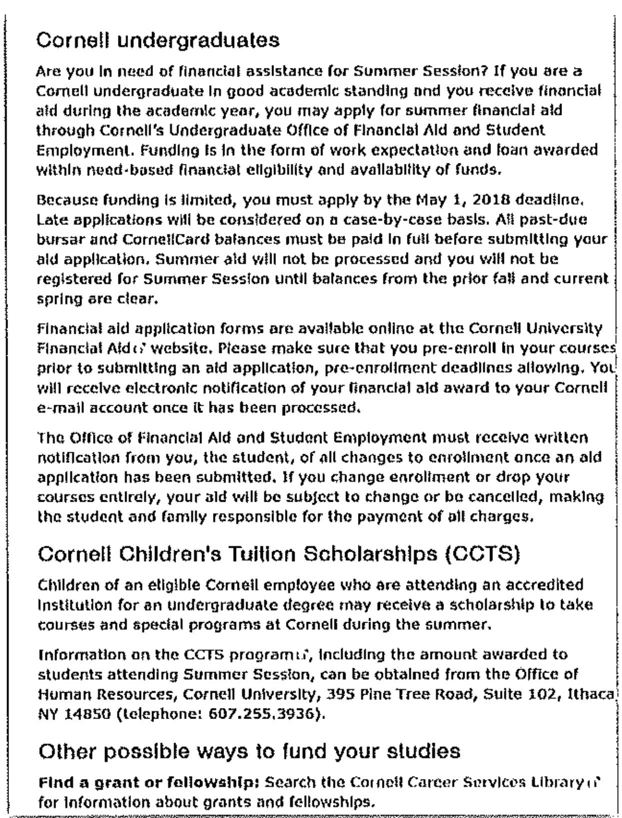


*Example of content work plan for the College of Idaho*

| Action | Pages | Hours per page | Est. hours |
|---|---|---|---|
| Migrate | 128 | 0.5 | 64 |
| Edit | 37 | 1 | 37 |
| Rewrite | 5 | 4 | 20 |
| Create | 64 | 10 | 640 |
| Total | | | 761 |

We will work with you to evaluate key existing pages by asking questions such as:

- Does it address questions that each audience has when coming to this page?
- Does it advance your institutional goals in a persuasive manner?
- Is information communicated clearly and succinctly?
- Does it support key brand messages where appropriate?
- Does it back up messages with supporting facts or stories?
- Does it follow best practices for web writing and visual formatting?
- Can it be found via major search engines?
- Is it suitable for mobile?
- Is it clear what the user can/should do next?



### Cornell undergraduates

Are you in need of financial assistance for Summer Session? If you are a Cornell undergraduate in good academic standing and you receive financial aid during the academic year, you may apply for summer financial aid through Cornell's Undergraduate Office of Financial Aid and Student Employment. Funding is in the form of work expectation and loan awarded within need-based financial eligibility and availability of funds.

Because funding is limited, you must apply by the May 1, 2018 deadline. Late applications will be considered on a case-by-case basis. All past-due bursar and CornellCard balances must be paid in full before submitting your aid application. Summer aid will not be processed and you will not be registered for Summer Session until balances from the prior fall and current spring are clear.

Financial aid application forms are available online at the Cornell University Financial Aid website. Please make sure that you pre-enroll in your courses prior to submitting an aid application, pre-enrollment deadlines allowing. You will receive electronic notification of your financial aid award to your Cornell e-mail account once it has been processed.

The Office of Financial Aid and Student Employment must receive written notification from you, the student, of all changes to enrollment once an aid application has been submitted. If you change enrollment or drop your courses entirely, your aid will be subject to change or be cancelled, making the student and family responsible for the payment of all charges.

### Cornell Children's Tuition Scholarships (CCTS)

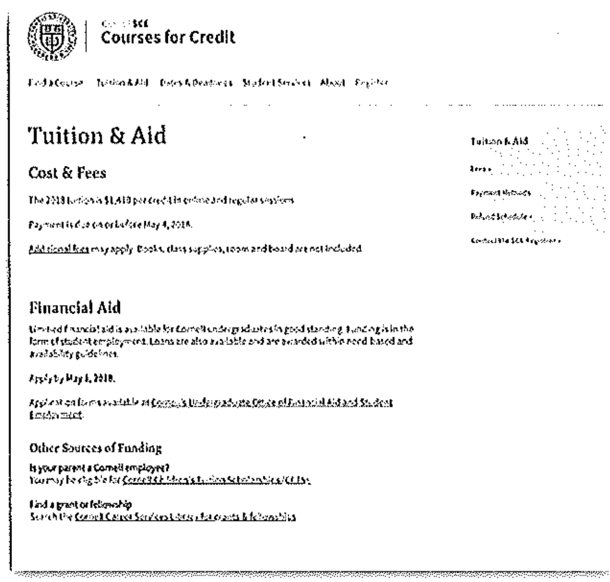
Children of an eligible Cornell employee who are attending an accredited institution for an undergraduate degree may receive a scholarship to take courses and special programs at Cornell during the summer.

Information on the CCTS program, including the amount awarded to students attending Summer Session, can be obtained from the Office of Human Resources, Cornell University, 395 Pine Tree Road, Suite 102, Ithaca NY 14850 (telephone: 607.255.3936).

### Other possible ways to fund your studies

**Find a grant or fellowship:** Search the Cornell Career Services Library for information about grants and fellowships.

*Starting point for Cornell School of Continuing Education tuition content.*




*Revised option – Everything that's conveyed on the left is also conveyed in this new format.*

Where new content is needed or significant editing is required, we provide recommendations for its style and structure (tailored to your internal resources and budget constraints).

We also help you plan for or create the content that needs to be ready before launch. While highly structured pages like news stories and directory profiles can sometimes be imported into the new site, a lot of high priority content typically needs to be curated and manually moved into the new templates. We'll help automate content migration where appropriate. When automation is not appropriate, we'll help manually populate a number of pages as part of our training and QA process.

### Content Office Hours

We have found it to be most effective if we can provide ongoing content consulting and coaching during the period that our clients are editing and preparing content. To do this we hold weekly content "office hours" at the same time each week, where editors can bring questions or challenges.

### Content Training Workshops

We have several training workshops we can perform on campus (pricing varies):

- Beyond Blah Blah: Creating Great Content for the Web
- Secrets of "Show, Don't Tell"
- Writing Content That Works Everywhere (Even on Mobile)
- Testing Content Effectiveness
- Higher Ed Governance for the Real World

## DEVELOPMENT PHILOSOPHY AND METHODOLOGIES

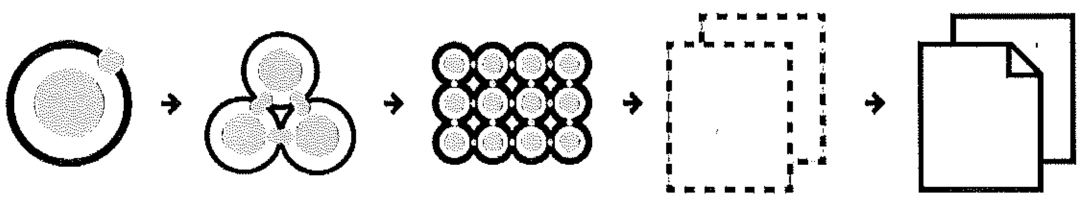
NewCity develops in a flexible, open, and cooperative environment. We use current and emerging software development practices to:

- Improve efficiency
- Enable a team of developers to work together smoothly on the same project
- Ensure that the live or "production" servers are not jeopardized by new code that doesn't work as intended
- Build websites that are both portable and easily set up on staging or production servers

Our development methods focus on building dynamic, standards-compliant sites based on feedback generated by user testing. Our development process is driven by three guiding principles – simplicity, consistency, and reuse. These are core to the concept of **Atomic Design.**

## atomic design

- Atomic design is the methodology by which we create and organize the components that make up your website.
- With this approach, larger and more complex pieces of the page are built out of smaller and simpler pieces.
- These smaller pieces are individually built and tested across browsers and devices, ensuring higher browser and device compatibility, fewer bugs, and more consistency across the site when combined to make larger components



### Simplicity

When planning the development approach for any web application, we will always consider a simple solution first, and then iterate as needed toward a more customized solution. This lends itself well to prototyping, which is a very effective way to quickly validate if a solution will be effective before spending too long customizing it. During development, we use existing and vetted single-purpose solutions, and combine them to solve more complex problems, rather than looking for one solution that can handle everything. This makes it much easier to swap out components later if the need arises.

### Consistency

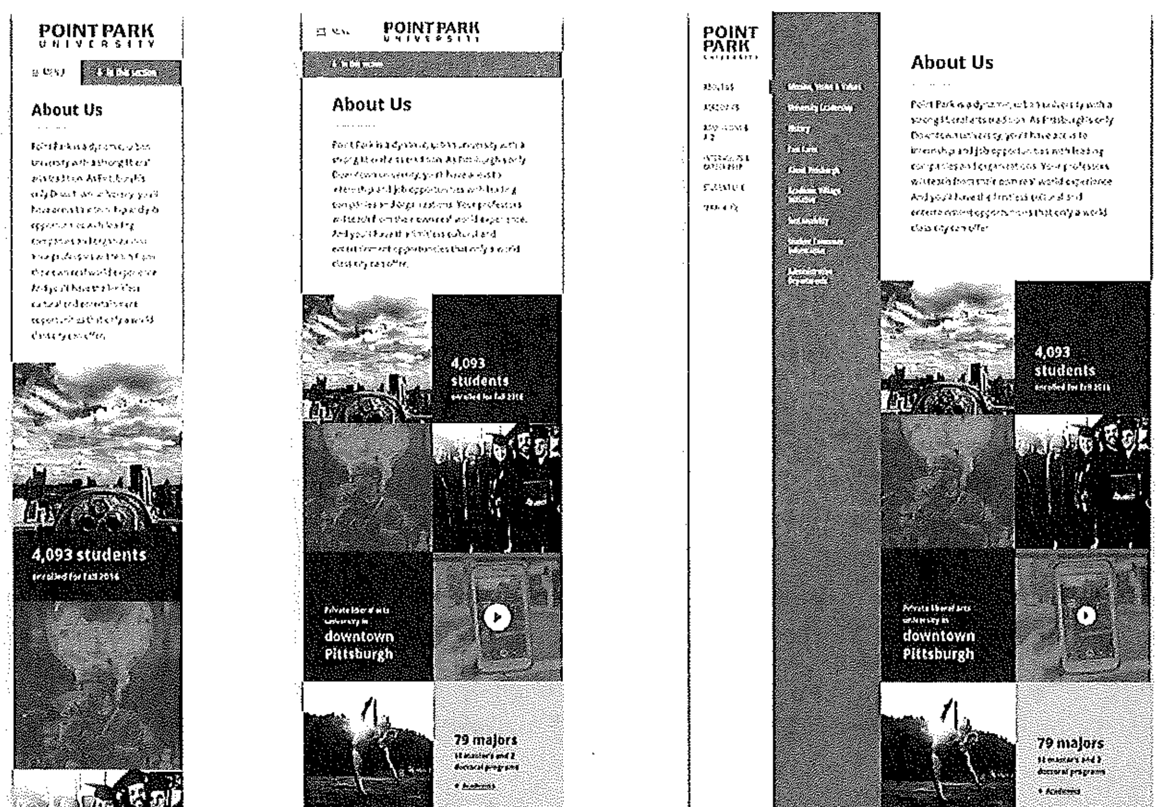
Consistency is crucial when working on a development project that will have multiple developers touching the codebase over life of a website. We rely on automation to handle the repetitive tasks of packaging the website and delivering it to the server. This vastly reduces the chances of human error, and ensures that the end product is built in the same way each time, no matter who is contributing the code. We also use tools such as preprocessors and task runners to ensure that the code that runs your site is structured similarly no matter who is working on it.

### Reuse

Reuse drives many of the development decisions we make. Relying on vetted, industry-standard solutions is an example of this. This frees us up to focus on the issues that are unique to your project while at the same time increasing the quality of the code.

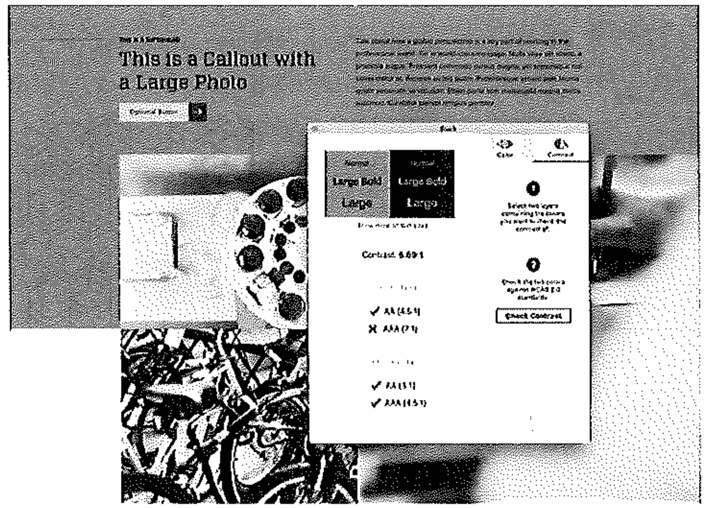
## BUILDING RESPONSIVE TEMPLATES

NewCity designs components and page templates with mobile in mind from the beginning. While your component library is optimized for creating responsive designs, we still have to decide how certain layout elements will respond to changing screen sizes. Every aspect of your site's experience should adapt to your users' needs: responsive layouts, patterns, responsive content, responsive analytics, responsive conversion paths.




*This site for Point Park University adjusts fluidly from mobile, to tablet, to desktop.*

## Accessibility




Almost all of our work is for organizations that require WCAG 2.1 AA compliance. We will ensure that the design system and page templates developed meet your specific requirements for accessibility. To ensure accessibility some of the steps we might take are:

- Establish a solid starting point by using compiled languages for markup (we have been using SASS / SCSS), then we run post-content creation checks, ideally leveraging the CMS to check newly-added content.
- Use HTML5 / UTF-8 Encoding.
- Run HTML/CSS through W3C validators (though we may still use experimental, non-standardized CSS and HTML5 features which may not validate as long as they function well and degrade gracefully across browsers).
- Check code with manual and automated testing tools as we build. These may include Google's pa11y library, the Axe accessibility tool, WebAIM's WAVE tool, and Google's Lighthouse suite.
- Run accessibility scans via full-site external scan tools like Powermapper or by using the WAVE toolbar browser plugin to learn about warnings and errors.
- Add ARIA (Accessible Rich Internet Applications) markup when it makes sense, to describe parts of a page that are interactive and may change due to interaction with the user or other parts of the page.
- Use tools like SiteImprove or Dubbot if our clients already subscribe to their services.
- Look for contrast issues via automatic and manual tools
- Colorblindness testing

## Browser Compatibility

When NewCity is responsible for front end development, we look at your analytics to see what kind of browser support is going to be required. For older browsers, we still send the same information to the browser, but some of the more modern browser enhancements like CSS3 or HTML5 may not be available. We try to use polyfills when possible, but in some cases a rounded corner may render as a square corner, or a transparency will be opaque. There may be workarounds to even that out, and we can work with your team to analyze the cost/benefit of doing the additional work to do so. We can decide together where this sort of graceful degradation is acceptable.

Before we begin production we will need to agree on the web browsers that will be fully supported by the new site. Our standard practice is to support and test for at least the following browsers:

- √ Recent Android tablets and phones
- √ iOS tablets and phones
- √ Win 10 32/64 bit / Firefox, current version
- √ Win 10 32/64 bit / Chrome, current version
- √ Win 10 / Edge, current version.
- √ MacOS / Safari, current version
- √ MacOS / Firefox, current version
- √ MacOS / Chrome, current version

There are many different mobile device platforms in use now and mobile web browsers vary wildly in their sophistication and degree of support for web standards. It is not feasible to develop a site that works the same on all mobile devices in use today. However, the same information can usually be conveyed even if the presentation varies.

## DEVELOPMENT TOOLS

Usually we either work alongside a client's web team during the development process using these tools and methods, or we do all of the initial development and then transition the management of the site to the client's team. There are also some cases where we continue to handle all management and future development of the web infrastructure.

### Developer Local Test Environments

Each developer works on a version of the web server that is stored locally on their own computer as a "virtual machine." We use **Docker** to manage these virtual machines to ensure that they mimic the production server precisely. Otherwise you can get the situation where code works on a developer's computer but not on the server. Docker is also used to manage virtual machines in our continuous integration and deployment pipelines, including for QA and automated testing.

### Version Control

During site implementation, developers work on versions of the site stored locally on their own computers, committing changes to a distributed version control repository called **Git**. Version control helps to ensure that code is added to the project by multiple developers in an efficient manner, and also facilitates rollbacks to previous versions as needed. We use a **Gitlab** as our Git repository provider, but we can support other Git services as well.

### Code Pre-Processors

To achieve higher code quality in less time, we use pre-processors to create HTML, CSS and Javascript code. Developers write in a kind of shorthand which is then converted to valid markup each time the file is saved or the code is deployed to the server. We use **Twig** as part of our pattern library build-outs for HTML, **SASS** for CSS, and **Coffeescript** for JS. This also makes it easier for developers to understand each others' code and ensures a more consistent output across developers.

### Task Runners

We use task runners such as **Grunt** and **Gulp** to automate parts of our development process during the local and continuous integration build processes. These tools automate tasks such as kicking off the aforementioned pre-processors, performing optimizations of assets such as CSS and JS minification and image compression, running high-level quality assurance scans of output, and ensuring that assets make it consistently to their final locations.

### Continuous Integration / Automated Deployment

Depending on the nature of the project, we use git commit hooks, custom deployment scripts, or continuous integration services such as **Gitlab's CI/CD Pipelines** to move code to staging and production servers. By using these tools we are able to automate code deployments to servers based on tags or branches in the code repository, ensuring that the appropriate code gets to the appropriate server in a consistent manner.

### Automated Testing

We conduct automated testing as part of the build process to ensure a solid application throughout the entire development cycle. This can include server- and client-side unit testing , visual regression testing, HTTP status checks, code linting, and end-to-end testing using **NightwatchJS**. Unit testing enables us to test the low-level components of the code that comprise your web applications, and the end-to-end testing lets us test the full functionality using real browsers. Our testing framework will also allow us to use any combination of browser and platform in our scripted tests by manipulating services such as **Crossbrowsertesting** (crossbrowsertesting.com) and **Browserstack** (browserstack.com).

### What does this mean for your team?

If NewCity will be providing ongoing support for front-end or server-side code, and your own in-house developers will be making changes to this code as well, it is helpful if your team adopts these same software engineering practices. If not, it may make it difficult to provide extended ongoing support.

Usually we either work alongside a client's web team during the development process using these tools and methods, or we do all of the initial development and then transition the management of the site to the client's team. There are also some cases where we continue to handle all management and future development of the web infrastructure.

**SEARCH FUNCTIONALITY**

There are several search solutions available, and we've worked with most of them. Algolia is an external service we've used that lets you build your own search engine. It requires some configuration, but enables you to do things like:

- tune the index so hand-selected pages show at the top for certain keywords.
- show the results of multiple sites or sources in one result list. Our client NETEC blends 5 different sources of information into one: 3 omeka indexes, 1 WordPress site, and a Canvas courseware catalog.
- provide facets to further filter and refine your results, similar to what you see on ecommerce sites.
- provide suggestions for related keywords

# Phase IV: Content Buildout

At this stage the majority of the development work is done and the CMS is ready for content production. In some cases we may still be working on custom development for special features that do not affect the site content.

## Content Migration, Placement and Formatting

At this stage NewCity and your team collaborate to bring all of the content into the site, with the division of effort depending on the specifics of the SOW and the content work plan.

Structured content that doesn't require editing can often be imported directly into the CMS with some modest amount of scripting and transformation. If content will be edited significantly for the new website, this usually happens outside the CMS (often with a tool like GatherContent) before placing and formatting the content in the new CMS.

## Content Office Hours

We have found it to be most effective if we can provide ongoing content consulting and coaching during the period that our clients are editing and preparing content. To do this we often hold weekly content "office hours" at the same time each week, where editors can bring questions or challenges.

## Design and Content QA

Once content placement and formatting is substantially complete, we will conduct a QA review to ensure the design system is working as intended, and to identify any problematic content formatting. Responsibility for addressing any issues will depend on roles defined in the SOW.

# Phase V: Prep & Launch

**WEBSITE LAUNCH CONSIDERATIONS**

Once the new site is built out and content has been populated we will enter into the final pre-launch phase. Launching an enterprise level site is no small task, and without proper planning it can turn an otherwise celebratory time into a painful experience. Here are some of the things we've found to be important:

### Final Technical SEO Steps

With technical SEO, the goal is to ensure your website is search engine friendly, meaning search engines are capable of reading your content and exploring your site. Whether we are building a new site or redesigning an existing one, there are a number of essential factors that support an SEO-optimized site. These are always a central focus of our efforts:

- Site structure
- Responsive, mobile friendly design
- Configure Google Analytics, Google Tag Manager, and Google Search Console
- Site speed and performance
- A transition plan from the old site to the new site
  - 301 redirects
  - Submitting an updated XML site map

### Optimizing Speed

In general, speed optimization is split between the back and front ends. 80 - 90% of the time for rendering a page happens on the front end, so that's usually where we focus first. Front-end optimization includes:

- Content distribution networks (CDN)
- Expiration headers
- Gzipping text resources
- Image optimization
- Asset prioritization
- Minification / combination of CSS and JS

On the back end, we implement:

- Fragment caching
- Full page caching
- Object caching
- Query caching
- Database optimization

- Web service stack optimization
- Resource monitoring
- Application of reverse proxies

### 301 Redirects

Likely your new site will have an entirely different URL structure. Your users will be able to find their way around, but Google will be pretty confused without proper redirects and your previous SEO standings will be negatively affected. To help with this, our development team will:

- Set up a list of permanent 301 redirects to move people and search engines from your old URLs to your new URLS
- Use Google Analytics and Webmaster Tools to harvest a list of your most-utilized URLS for the redirects
- Compile a database of these links and assure that each has the appropriate future destination

### DNS Considerations

Think of DNS as the phonebook of the internet. Whatever device you're on uses DNS to match your website with its signature IP address. Every time a website is translated from domain name to IP address, there also comes a recommendation for how long DNS servers should remember the information, otherwise known as a Time-To-Live (TTL).

If your new site will also have a new IP address, we'll reduce your TTL to something very low before launch. By doing this, the world will transition from seeing your old site and new site as quickly and seamlessly as possible.

We will also check with your internal IT services if there are any internal DNS servers that need to be updated or cleared before launch time. If overlooked, you may continue to see your old site inside your network, even if the rest of the world is seeing your beautiful new site.

### Load and Traffic Planning

The absolute last thing you want is for your shiny new site to crash on launch day. We'll ensure that your site architecture is built to withstand the traffic it will (undoubtedly) receive by:

- Looking at your analytics to get a sense of your baseline traffic levels
- Putting your web server behind a load balancer so that, later on, you can add additional servers if needed without changing the IP address
- Consider caching options to reduce the burden on your servers
- Load test various sections of your site to identify weak spots and traffic limits
- Strategize how we can increase capacity when certain traffic thresholds are reached

### Launch Day

There are still a few things to be done to make sure your site is working optimally on after launch day. After the first release, we will:

- Submit an updated XML map to Google to get it acclimated to your site more accurately and rapidly
- Update search result URLS and re-index your site
- Set up Google Analytics alarms to detect large spikes or dips in traffic
- Set up service monitors to watch server load, network usage, etc.

### 30 Day Warranty

NewCity offers a 30 day warranty following launch or delivery of a launch-ready web platform. The warranty terms are described further in our Master Service Agreement.

# Criteria 2 - Services Defined

## FUNCTIONAL AREA 2 – CUSTOM WEB APPLICATION DEVELOPMENT

Similar to our approach with Functional Area 1, our approach to custom web application development takes a customized approach. At the beginning of an engagement, an approved Statement of Work (SOW) will serve as a framework for the budgeted hours, costs, and general outline of the work, milestones, and deliverables that will be a part of this engagement.

The first phase of work in a NewCity custom web application project is always Discovery & Planning. After this initial phase, we will work closely with your team to develop a more detailed project roadmap for the remainder of the project that aligns with your desired outcomes — balanced by your team's resources, and the project timeline and budget. Including Discovery, the project and SOW will typically be organized into five interrelated phases:

I. Discovery & Planning

II. Audience Research & Strategy

III. Content Strategy, Design, and Development

IV. Content Buildout

V. Launch Prep & Support

Please reference the detail provided in Functional Area 1 for descriptions of each of these phases.

### Technical Approach for Custom Web Applications

NewCity prefers a headless CMS model for our custom web applications. We find that this approach allows us to take advantage of newer (and sometimes evolving) frameworks, while still providing a consistent and user-friendly editing platform for content contributors. This also provides us with flexibility to adapt to client needs and technical requirements.

Our preferred approach involves using a front-end javascript-based framework, paired with a stable back-end with an available API (e.g. WordPress), to build these applications.

Platforms we've used in the past include, but are not limited to:

- React
- Redux
- Next.js
- Svelte
- Angular
- WordPress
- Drupal
- REST API

- GraphQL
- PHP
- Symfony

**FUNCTIONAL AREA 3 – WEB SERVICE INTEGRATIONS**

Building websites frequently means integrating sites with any number of external third-party systems. This may take the form of moving data from the CMS out, from an external system in, embedding content from one into the other, or something even more custom.

Typical examples our team encounters:

- CRM systems like Ellucian, Slate, or Salesforce
- Course catalogs
- Calendar systems
- Event feeds / registration
- News feeds
- Omeka (online exhibits)
- Donation systems
- Faculty information systems
- User authentication systems
- External form-building / processing
- Ticketing systems

In all such cases, we approach the problem by trying to understand what the integration needs to be able to accomplish and why. This is followed up by exploration into how we might interface with the external system, usually in the form of an API. Once we have an understanding of how data can flow into or out of the system, we can effectively lay out possible ways it can be integrated into the new CMS-driven website.

Where possible, we try to leverage existing, vetted codebases to facilitate communication between systems. These can take the form of CMS modules, or software development kits provided by the 3rd party system itself.

# Criteria 4 - Evidence of Successful Performance and Implementation Schedule

### FUNCTIONAL AREA 1 – UNIVERSITY WEB PLATFORM DEVELOPMENT

Oklahoma State University

https://go.okstate.edu/

**Timeline:** 2017 - present

**Deadlines Met:** Project was delivered on time.

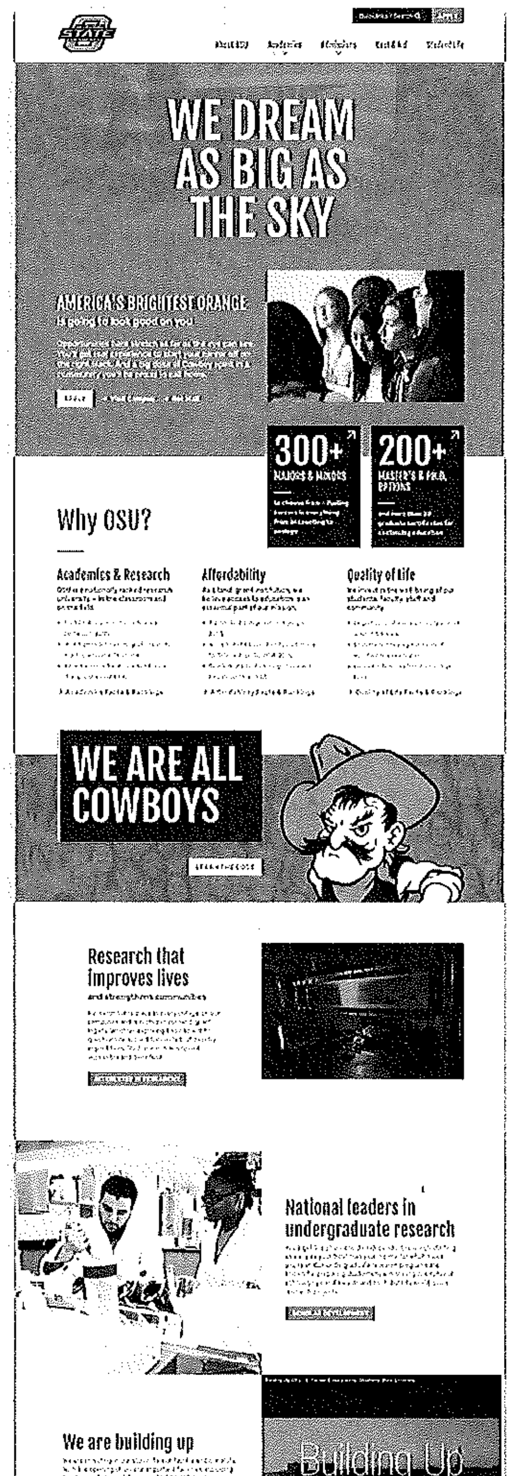
**Project Team:**

- Erin Simmons, Project Manager (former employee)
- Rachel Easterbrook, Program Manager
- Melissa Beaver, Director of User Experience
- Jennie Salamoun, User Experience Architect (former employee)
- Rachel DeLauder, Director of Content Management
- Rodger Bridges, Director of Design
- Phil Pelanne, Director of Technology

**Description:** OSU needed more than just a website redesign. Their team wanted to build digital tools and strategies that could unite the entire university and support it into the future as its needs change and grow. NewCity helped them break down silos to better serve the entire institution by worked closely with OSU's central branding, admissions, and IT teams to create a sustainable design system for their top-level university site.

**Client Reference**

Megan Horton
Director of Branding and Digital Strategy
Oklahoma State University
Stillwater, OK 74075
Office phone: 405.744.9074
Email: megan.horton@okstate.edu



## FUNCTIONAL AREA 2 – CUSTOM WEB APPLICATION DEVELOPMENT

Roanoke Higher Education Center's "Gainsboro History Project" Web Application

https://gainsborohistoryproject.org/

**Timeline:** January 2022 - June 2022

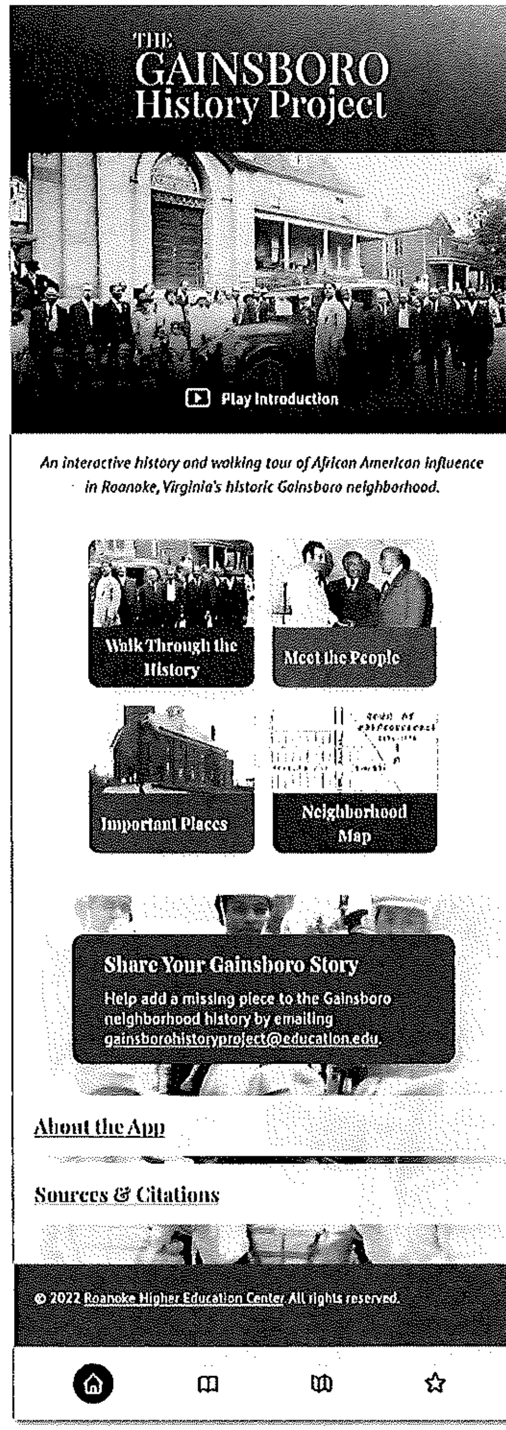
**Deadlines Met:** The project was developed in coordination with a ribbon-cutting ceremony for opening of the physical Gainboro History Project Walkway, located in Roanoke, VA. The ribbon-cutting ceremony took place on June 1, 2022, and the app successfully launched on May 18, 2022.

**Project Team:**

- Jessica Rasmussen, Director of Project Management
- Devin Arrington, User Experience Architect
- David Poteet, President
- Rusty Segars, Senior Designer
- Mike Warner, Lead Front-End Developer
- Mike Henderson, WordPress Developer
- Phil Pelanne, Director of Technology

**Description:** NewCity worked closely with the Roanoke Higher Education Center (RHEC) to plan, design, and build a web-based mobile first experience to help communicate the following project goals:

- Extend the experience offered by the Walkway and various interpretive panels in the area.
- Honor the Gainsboro community by telling its stories well.
- Inspire people through imagining Gainsboro's rich history.
- Encourage people to reflect on the impact of urban renewal on Gainsboro.




### Technical Approach

This project used a Headless CMS approach with the following technologies:

- WordPres
- Next.js front-end
- TypeScript
- Tailwind CSS
- Storybook
- Gitlab (code repository)

**Client Reference**

Carla L. James-Jackson, PhD
Senior Director of Academic & Student Services
Roanoke Higher Education Authority
108 N. Jefferson St, Suite 201-C
Roanoke, VA 24016
Office phone: 540.767.6010
Email: carla.jackson@education.edu

**FUNCTIONAL AREA 3 – WEB SERVICE INTEGRATIONS**

National Emerging Special Pathogens Training and Education

https://netec.org/

**Timeline:** January 2021 - December 2021

**Deadlines Met:** Project was delivered on time.

**Project Team:**

- Miriam Songster, Project Manager
- Melissa Beaver, Director of User Experience
- Sara Andrew, Art Director
- Jesse Janowiak, Developer
- Phil Pelanne, Director of Technology

**Description:** NETEC partnered with NewCity to transform its website to increase awareness of how to prepare for an emerging special pathogen, elevate NETEC's expertise in managing emerging special pathogens, blend contributions from several collaborating health care institutions, and provide an interface for users to search across NETEC's multiple resource sites.


**Technical Approach**

This project has the following integrations:

- WordPress (built in Gutenberg)
- Omeka
- Algolia search

**Client Reference**

Lisa Stone
Senior Marketing Manager
Emory University School of Medicine
100 Woodruff Circle
Atlanta, GA 30322
Phone: 571.235.3265
Email: lisa.stone@emory.edu

# Criteria 5 - Other Additional Information

After launch our services will vary depending on your needs and the sort of agreement we enter into for ongoing maintenance and support.

## MAINTENANCE CONTRACT

We offer an annual maintenance contract for any websites, templates or software we develop. This contract allows us to keep your software upgraded with the latest security patches and versions of components, as well as to maintain the integrity of your data.

The NewCity maintenance contract covers the following services:

- Updates for the core CMS. This is limited to minor versions of the CMS, not major versions (ie, 9.3 to 9.4, not 9.0 to 10.0).
- Prompt installation of latest security patches for any component software (including plugins).
- Regularly occurring maintenance-level (non-security) upgrades for community-contributed CMS plugins.
- Fixes for any software fault or defect which is found in custom code developed by NewCity after the warranty period has expired.
- 24/7 access to our issue ticketing system. This allows you to enter, view, and report on any and all issues related to your system.
- Quick-response availability from 9 a.m. - 6 p.m. ET, Monday through Friday, for issues filed via the issue ticketing system. This does not include requests for new features or revisions to your website.
- After-hours support performed in cases of site-down issues.
- Upgrades that may be required if issues arise from external third-party software updates that are used to access the site. This would cover updates to the major browsers, their CSS / HTML / Javascript rendering engines, and relevant operating systems, which adversely affect the way the site renders.

## SUPPORT AGREEMENT

Beyond essential maintenance, we continue working with many of our clients to evaluate performance and make improvements, or support marketing efforts. These agreements are tailored to your needs of course, and include a discount from our ad hoc support rates.

## Diversity, Equity & Inclusion

We treasure the differences and unique perspectives each of us brings to NewCity. We are committed to our continuous growth in diversity and inclusion – it makes us stronger in every way. Embracing that diversity makes us richer as people, and as a company. Differences in experiences and how we think only enhance our culture and our ability to do creative work.

NewCity welcomes, fosters, and celebrates the diversity of its "new city" and seeks to provide and nurture an environment that is truly inclusive. The ways that we identify, where we're from, who we love, what we believe, and our physical and mental capacities shape the way we interact with the world. One of our core company values is that we value each other; we value all that makes NewCitizens their full selves, and see it as our duty and privilege to create a work environment where people feel respected and supported in those things that make us different and those that bring us together.

We seek applications from everyone and from all backgrounds. As an equal opportunity employer, we offer the same consideration to all qualified applicants regardless of race, color, religion, sex, national origin, disability status, marital status, protected veteran status, or any other characteristic protected by law.

Additional DEI information:

- ✓ NewCity employees four (4) *diverse individuals. *(*based on language used in UK's RFP)*
- ✓ NewCity does not anticipate outsourcing or subcontracting work to outside vendors. The staff needed to work on UK projects are all in-house.

# University of Kentucky

## Web Development Services

RFP UK-2272-23 | Financial Proposal

August 18, 2022

Photo Credit: University of Kentucky Instagram

# 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:** | **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:** |

# Financial Offer Summary

NewCity reserves the opportunity to increase rates up to $10/hour at each additional 2 year contract renewal period.

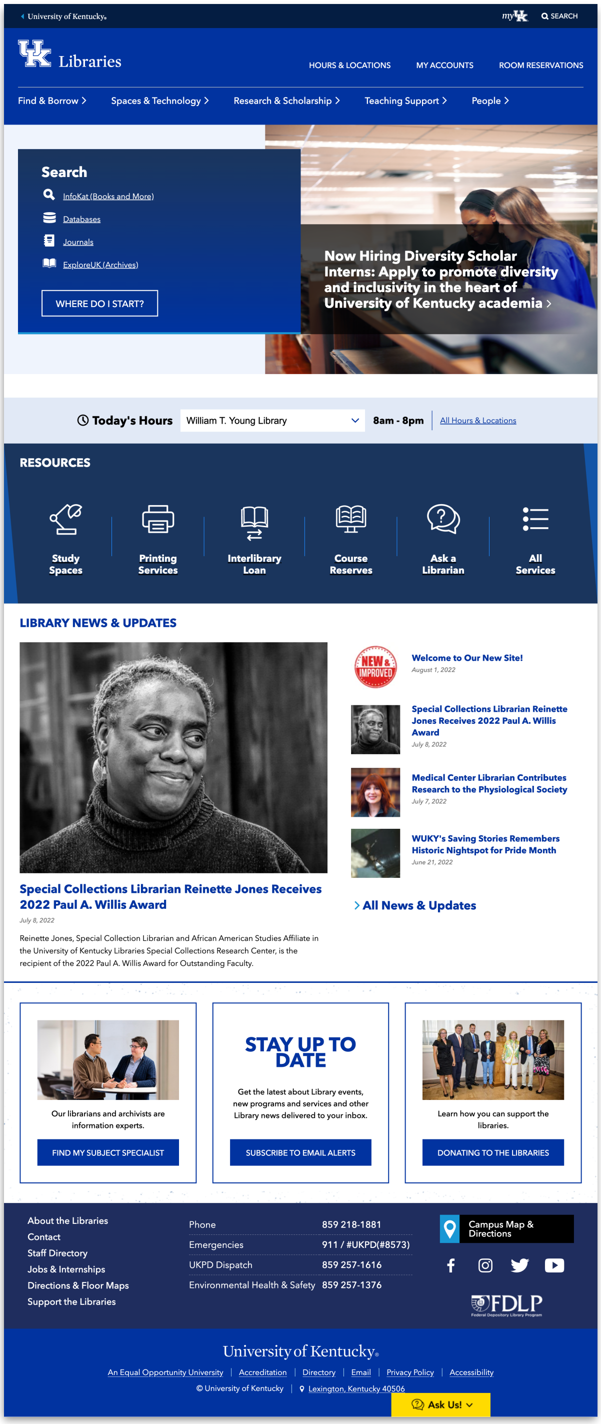
**FUNCTIONAL AREA 1 – UNIVERSITY WEB PLATFORM DEVELOPMENT**

| Services & Deliverables* (for fixed scope projects) | Blended Hourly Rate |
|---|---|
| Discovery, Assessment & Planning | $175 |
| Audience Research & Site Strategy | $175 |
| Content Strategy, Design, & Buildout | $175 |
| Website Launch Prep & Support | $175 |
| Post Launch Support | $175 |

*Includes time for project management, meetings, and presentations.

| NewCity Hourly Rates by Experience Level (for ad hoc requests) | Hourly Rate |
|---|---|
| Mid Level | $165 |
| Senior Level | $180 |
| Director Level | $200 |

| Reimbursable Expenses | Reimbursable |
|---|---|
| Travel expenses (Per University of Kentucky process & rules) | Yes, with prior approval |
| Research Incentives (Per University of Kentucky process & rules) | Yes, with prior approval |
| Software tools & platforms | Yes, with prior approval |




## Example of University Web Platform Development: University of Kentucky Libraries

UK Libraries supports the university's land grant mission to improve people's lives through education, research, service, and healthcare by democratizing access to: a vast collection of information resources that advance knowledge; professional experts who can help locate, organize, share, and preserve information, research data, and creative work; and spaces, technology, and tools that foster innovation and collaboration. New City partnered with UK Libraries to collaborate on a total website transformation using the existing Kentucky web platform and custom components/functionality.

https://libraries.uky.edu

Number of hours to complete project: 1,175

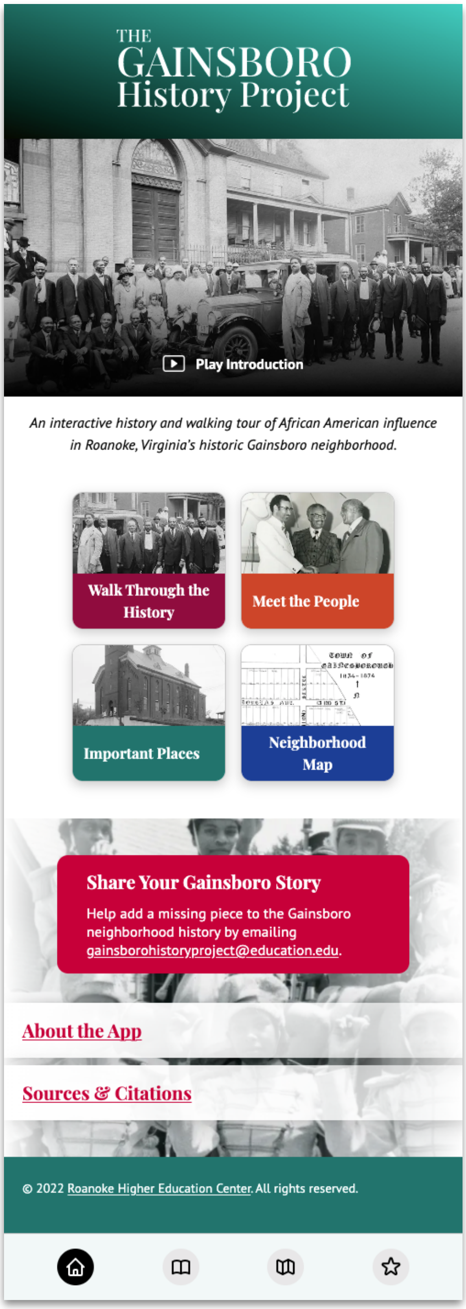
## FUNCTIONAL AREA 2 – WEB APPLICATION DEVELOPMENT

| Services & Deliverables* (for fixed scope projects) | Blended Hourly Rate |
|---|---|
| Discovery | $175 |
| Planning & Prototyping | $175 |
| Design | $175 |
| Development - Web | $175 |
| Development - App | $175 |
| Testing | $175 |

*Includes time for project management, meetings, and presentations.

| NewCity Hourly Rates by Experience Level (for ad hoc requests) | Hourly Rate |
|---|---|
| Mid Level | $165 |
| Senior Level | $180 |
| Director Level | $200 |

| Reimbursable Expenses | Reimbursable |
|---|---|
| Travel expenses (Per University of Kentucky process & rules) | Yes, with prior approval |
| Research Incentives (Per University of Kentucky process & rules) | Yes, with prior approval |
| Software tools & platforms | Yes, with prior approval |




## Example of a Custom Web App: The Gainsboro History Project

The Roanoke Higher Education Center, a long-time NewCity client, is located within the Gainsboro neighborhood of Roanoke, Virginia. In 2022 RHEC created a plaza and walkway engraved with seven themes telling the story of Gainsboro from its origins as Roanoke's first neighborhood to the era of Civil Rights and desegregation. RHEC selected NewCity to create a mobile-friendly web app that lets people go deeper into each of these seven themes.

To provide a more instantaneous app-like experience, we built the website using WordPress as a headless CMS, with a React front end.

https://gainsborohistoryproject.org/

Number of hours to complete project: 470 *(includes time for NewCity to provide content entry services)*

## FUNCTIONAL AREA 3 – WEB SERVICES INTEGRATIONS

| Services & Deliverables (for fixed scope projects) | Blended Hourly Rate |
|---|---|
| Third Party Integrations or Services | $175 |

*Includes time for project management, meetings, and presentations.

| NewCity Hourly Rates by Experience Level (for ad hoc requests) | Hourly Rate |
|---|---|
| Mid Level | $165 |
| Senior Level | $180 |
| Director Level | $200 |

| Reimbursable Expenses | Reimbursable |
|---|---|
| Travel expenses (Per University of Kentucky process & rules) | Yes, with prior approval |
| Research Incentives (Per University of Kentucky process & rules) | Yes, with prior approval |
| Software tools & platforms | Yes, with prior approval |

## OPTIONAL SERVICES

| Services & Deliverables | Average Hourly Rate |
|---|---|
| Additional Audience Research | $175 |
| Additional Stakeholder Engagement, Workshops, & Group Exercises | $175 |
| Website Content Development, Copywriting, and Editing | $175 |
| Additional Technical Discovery | $175 |
| Personas & Experience Maps/Design | $175 |
| Content Training Workshops | $175 |
| Marketing Audit/Review | $175 |
| Brand Strategy, Brand Identity, and Messaging Guidelines | $175 |
| Additional Website Functionality | $175 |
| Metrics Model & Google Data Studio Setup | $175 |
| Performance Optimization | $175 |
| Analytics Analysis | $175 |
| Usability and Perception Testing | $175 |
| Data Visualization | $175 |
| Content Migration | $175 |
| Targeted On Page SEO Strategy | $175 |
| Enrollment Strategy | $175 |
| Ongoing Maintenance & Support | $175 |

# UK-2272-23B New City PCT

Final Audit Report 2023-03-03

| | |
|---|---|
| Created: | 2023-03-02 |
| By: | Joyce French (JHOLMBE@UKY.EDU) |
| Status: | Signed |
| Transaction ID: | CBJCHBCAABAAtMKFEiqvFKLVA1S0YfMOj6JH7guWHKdw |

## "UK-2272-23B New City PCT" History

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2023-03-02 - 7:16:11 PM GMT

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2023-03-02 - 7:41:41 PM GMT- IP address: 66.249.88.62

Signer matt@insidenewcity.com entered name at signing as Matt Simmons
2023-03-02 - 7:42:21 PM GMT- IP address: 68.91.149.181

Document e-signed by Matt Simmons (matt@insidenewcity.com)
Signature Date: 2023-03-02 - 7:42:23 PM GMT - Time Source: server- IP address: 68.91.149.181

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2023-03-03 - 10:04:24 AM GMT- IP address: 97.75.254.179

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Document approved by Naomi Emmons (naomi.emmons@uky.edu)

Approval Date: 2023-03-03 - 10:21:50 AM GMT - Time Source: server- IP address: 192.181.128.183

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Document e-signed by Barry Swanson (barry.swanson@uky.edu)

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Agreement completed.

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