

RFQ ATTACHMENT V – RESPONSE TEMPLATE

Respondents are required to provide responses using the following template

SECTION 1 – FIRM QUALIFICATIONS

1.A - COMPANY PROFILE SUMMARY

INSTRUCTIONS: Provide a quick company overview by filling out the required information on the Response column (B) in the table included below.

A. REQUIRED INFO	B. RESPONSE
1. Year Company was founded	Founding Year: 2013
2. Top 3 Areas of Expertise	Expertise: Drupal Development, Design & Strategy
3. Number of Years delivering Drupal solutions	Years (#): 3
4. Number of Employees	Employees (#):25
5. Number of Active Projects	Projects (#): 7
6. Company Structure – Public or Private	Structure: Private
7. Revenues generated last fiscal year	Revenues (\$): Last Call Media has the financial capacity to provide the described goods and services for the City of San Francisco, and will provide financial statements upon request once contracted.
8. Profitable last fiscal year (yes / no)	Profitable (yes/no): Yes
9. Active Relevant Company Certifications	Certifications: 2 Certified Drupal Grand Masters, 5 Certified ScrumMasters

1.B - COMPANY CORE EXPERTISE

INSTRUCTIONS: Provide below a brief overview of your company and areas of expertise that best demonstrates your ability to support the needs of the Service Area(s) to which you are responding.

Founded in Northampton, Massachusetts, Last Call Media is a full-service digital agency that specializes in building meaningful, engaging digital solutions with Drupal for educational institutions, enterprise companies, and nonprofit organizations around the world. Our production teams have extensive experience in the development and deployment of integrated digital solutions for complex, real-world problems.

Started in 2013, LCM currently employs 25 people. LCM specializes in designing and creating responsive digital experiences for the web and mobile using the Drupal CMS. LCM is a fully staffed digital agency with end-to-end project workflow capabilities.

Last Call Media has been a major supporter and organizer of the Western Massachusetts Drupal community since its inception and are a strong partner for all things Drupal. We led the way to Drupal 8's release with a two year head start by relaunching our own website, lastcallmedia.com, on D8 in the fall of 2013. For reference Drupal 8 was officially released November 19, 2015. Our primary development expertise is in Drupal, and we pride ourselves on our strong commitment to its vibrant open source community. Drupal 8 gave us the perfect opportunity to get in on the ground floor of the new version and give back to this community by providing a real world implementation (and contribute back a lot of code).

Most importantly, Last Call Media built our name by being 'good at the hard stuff' and for maintaining the highest industry standards and practices in Drupal development. Early on we aligned our business practices with the best aspects of the Drupal community, and it pays off for our partners as we build robust online experiences.

1.C - COMPANY DELIVERY METHODOLOGIES

INSTRUCTIONS: Explain below the processes, practices and methodologies that your firm plans to leverage to deliver services to each individual City department that elects to engage with your services.

Embracing the U.S. Digital Services Playbook, Last Call Media strives to organize our project management around the following feedback driven, continuously delivering "Plays":

PLAY 1: Understand what people need
PLAY 2: Address the whole experience, from start to finish
PLAY 3: Make it simple and intuitive
PLAY 4: Build the service using agile and iterative practices
PLAY 7: Bring in experienced teams
PLAY 12: Use data to drive decisions

Last Call Media's agile development process incorporates each of these principles into our work - not just in one area, but embedded in the philosophy of the project from start to

finish. Every step of the way we strive to deliver the simplest solution that achieves project goals. Our teams are recognized experts in their fields with certifications and demonstrable experience crafting strong solutions to complex challenges.

Last Call Media recommends the Agile development methodology, focusing on continuously delivering value through working software at every iteration. We break the project up into a meaningful tasks which are then assembled by priority into sprints. In simple terms, a sprint is a two week development period during which specific predetermined tasks are being addressed and made ready for Client review. We start each sprint with a planning week in which the individual city department and Last Call Media teams will work together to agree upon exactly what work will be accomplished during that upcoming sprint. While LCM determines how much work can realistically be accomplished during the sprint, LCM will rely heavily on the city department to provide feedback on which tasks will be targeted in each sprint.

During each sprint, the LCM team holds daily standup meetings to discuss work in progress and determine solutions to challenges. A Producer at LCM takes any challenges needing the client involvement directly to the client following the morning stand up to resolve it as efficiently as possible. At the end of the sprint, Last Call Media will present its completed work to the city department team so that they can use the criteria established at the sprint planning meeting to evaluate the work and provide feedback for a later iteration.

Typical project staffing,subject to change based on the specific city departments needs, include:

1 Producer - Each project is assigned a Producer, who is ultimately responsible to the client for delivering value. The Producer is an internal extension of the client team, who works with the internal team at LCM and other stakeholders to define and prioritize project activities and tasks to ensure that the final outcome effectively addresses project goals while preserving technical integrity.

1 ScrumMaster - A ScrumMaster is the internal-facing facilitator for Last Call Media's agile development teams. The ScrumMaster facilitates the activities of the development team, so they can focus on delivering working software.

Development Team - Typically a team of two or more developers are dedicated to the project to provide backend and front end development, as necessary to build the work product. Teams are intentionally sized for work efficiency.

2 Strategists - Strategists take inventory of content, examine traffic statistics, and develop user personas as well as user stories to determine how content can best serve user needs and project goals.

2 Designers - Once content strategy has been established, the designers will build wireframes to fit project interactive requirements. After approval, the designers produces final creative for the project.

1.D - KEY DELIVERY PERSONNEL

INSTRUCTIONS: Provide below a brief paragraph describing the key experience of the top 3 key Service delivery (non-executive) personnel that is responsible for delivering services to customers.

Rob Bayliss CHIEF TECHNOLOGY OFFICER & LEAD ARCHITECT

Rob has a strong background in software and web development and specializes in PHP/MySQL driven websites. At the forefront of Drupal 8, Rob led LCM's efforts to launch a Drupal 8 site 2 years before Drupal 8's stable release. He has worked extensively with Wordpress and Joomla before settling on Drupal. In Drupal, he has significant experience architecting complicated sites for LCM's largest enterprise, higher education and nonprofit projects. Rob has been a frequent contributor to the Drupal project, and also regularly presents at Drupal camps and conferences.

Sean Eddings CHIEF OPERATING OFFICER & SENIOR PRODUCER

Sean works closely with clients to establish a project's purpose and deliver vision driven results. A lifelong learner, he enjoys breaking down complex organizational business requirements into simple, sustainable digital solutions. He has helped leading enterprise, higher education institutions and nonprofit organizations understand how to communicate their mission and message by utilizing the forefront of modern technology. He's had the pleasure of working with organizations such as the University of Massachusetts, Haverford College, MIT, Yale University, and Worcester Polytechnic Institute. He is also a regular presenter at technology camps and conferences.

Colin Panetta DIRECTOR OF UX/UI

Colin uses his skills as a detail-oriented and creative thinker to create User Experiences and Interfaces that are intuitive and enjoyable to engage with. He collaborates, drives, and oversees all aspects of the UX/UI process – everything between the project being greenlit and Development – at LCM, including collaborating on Strategy, completing Information Architecture, and guiding Design. This results in comprehensive and organized deliverables that set projects up for a successful Development phase. A longtime team-member at LCM, Colin has completed UX/UI projects in the fields of higher education, nonprofits, eCommerce, and more. Colin has a diverse array of experience he brings to every project, being an experienced comics storyteller, visual designer, and community engagement specialist. Colin has excellent taste in comics, television shows, and movies, and will talk you under the table about them if given the opportunity. He lives in Baltimore with his fiancé and two shih-tzus.

1.E - KEY PROJECT REFERENCES

INSTRUCTIONS: Provide 3 key references and related points of contact from recently completed engagements where your company delivered Drupal solutions – fill out 3 tables below.

REFERENCE # 1	REQUIRED RESPONSE
<i>Customer Company Name</i>	Rainforest Alliance
<i>Drupal solution delivered</i>	Drupal 6 to 7 Migration
<i>Completed on</i>	2013
<i>Project Duration</i>	3 months
<i>Key Benefit Delivered</i>	LCM developed and implemented an upgrade and migration path for the sites 85 modules, including 35 custom modules, to bring the site to a fully functioning Drupal 7 build
<i>Customer Contact Name</i>	Melissa Normann, Senior Web Manager
<i>Customer's Contact phone</i>	(212) 677-1900
<i>Customer's Contact email</i>	mnormann@ra.org
<i>C u s t o m e r C o m p a n y Location</i>	New York, NY

REFERENCE # 2	REQUIRED RESPONSE
<i>Customer Company Name</i>	International Data Group
<i>Drupal solution delivered</i>	Organic Groups subscription based content delivery model driven by Salesforce
<i>Completed on</i>	April 2016
<i>Project Duration</i>	5 Months
<i>Key Benefit Delivered</i>	Design, Strategy and Development for Reimagined Drupal 7 site to best represent their product line
<i>Customer Contact Name</i>	Steve Wills

<i>Customer's Contact phone</i>	508-630-4308
<i>Customer's Contact email</i>	swills@idgcommunications.com
<i>C u s t o m e r C o m p a n y Location</i>	Framingham, Massachusetts

REFERENCE # 3	REQUIRED RESPONSE
<i>Customer Company Name</i>	University of Minnesota College of Biological Sciences
<i>Drupal solution delivered</i>	Website Redesign including UX/UI, Design and Development
<i>Completed on</i>	Summer 2015
<i>Project Duration</i>	5 Months
<i>Key Benefit Delivered</i>	Award Winning Drupal 7 Website
<i>Customer Contact Name</i>	Stephanie Xenos
<i>Customer's Contact phone</i>	(612)-624-8723
<i>Customer's Contact email</i>	sxenos@umn.edu
<i>C u s t o m e r C o m p a n y Location</i>	Saint Paul, Minnesota

SECTION 2 – MINIMUM QUALIFICATIONS

2.A - MINIMUM QUALIFICATIONS FOR ALL SERVICE AREAS

INSTRUCTIONS: Fill out table below by inserting a “Yes” or “No” in every cell adjacent to each Minimum Requirement. In order to be considered for inclusion in the list of qualified firms, a Respondent must respond with a “Yes” to all of the Minimum Requirements.

MINIMUM QUALIFICATIONS FOR ALL SERVICE AREAS WORKSHEET

No.	Requirement	Yes / No
1	Respondent has minimum of 3 years of experience providing Drupal related services.	Yes

No.	Requirement	Yes / No
2	Respondent agrees that the City's Department of Technology in its position to safeguard the City's shared Drupal web content management environment will have to review and approve any agreement between a pre-qualified contractor and a City agency prior to execution.	Yes
3	Respondent will leverage the City's standard electronic payment services as selected by the City's Treasurer and Tax Collector Office rather than promote or offer alternatives for the purpose of building any online payment functionality.	Yes
4	Respondent agrees to comply with the City's security guidelines and agrees solutions will not be deemed acceptable until an audit is completed and any related critical security recommendations are fixed prior to final delivery.	Yes
5	Respondent agrees disclose and include in any agreement entered with a City agency the ongoing support efforts, costs and requirements to properly maintain any custom solutions.	Yes
6	Respondent will execute a best practices service level agreement for highly customized solutions developed to meet the unique needs of specific City agencies.	Yes
7	Respondent will deliver all related user and technical documentation to City agency staff.	Yes
8	Respondent will ensure any solution will comply with the City's accessibility standards (as outlined by Federal Section 508) whenever applicable.	Yes
9	Respondent will test all solutions jointly with the City department staff before they are made available to the public.	Yes

STOP: If you answered "YES" to all of the Minimum Requirements above, please proceed to the next sections and provide responses to the below questions relevant to your proposal in order to complete your submission. If you answered "NO" to any of the Minimum Requirements, please stop; your firm will not be considered for qualification in any of the Service Areas.

2.B - DECLARE INTENT TO BE QUALIFIED FOR ANY SERVICE AREAS

INSTRUCTIONS: For the Service Area or Areas for which your firm is submitting a proposal, each Respondent should indicate in the table below its intent to be a qualified vendor by placing a "Yes" in the "Qualified" column below associated with the related Service Area.

IMPORTANT: Please note that in addition to satisfying the minimum qualifications common to all service areas (see previous section 2.A); Respondents must demonstrate expertise in at least one of the following Service Areas.

Number	Service Area	Qualified (Yes/No)	If Qualified Fill out Section
1	Drupal theme design services	Yes	2.C
2	Drupal custom development services	Yes	2.D
3	Drupal custom hosting and support services (for highly customized solutions)	No	2.E

Respondents seeking to become a qualified vendor in a specific Service Area must also fill out and meet all the minimum qualifications in the following specific section(s) related to the service areas for which they indicated, in the above table, to be a “Qualified” vendor.

2.C - MINIMUM QUALIFICATIONS FOR SERVICE AREA 1

INSTRUCTIONS: Insert a “Yes” or “No” in every cell adjacent to each Minimum Requirement. In order to be considered for inclusion in the list of qualified firms for this Service Area, a Respondent must respond with a “Yes” to all of the Minimum Requirements.

IMPORTANT: Only respondents seeking to become a qualified vendor in **Service Area 1 (Drupal Theme Design services)** must fill and meet all the following minimum qualifications.

No.	Requirement	Yes / No
1	Respondent has minimum of 3 years of experience creating design proposals meant to be specifically deployed on Drupal based solutions.	Yes
2	Respondent has minimum of 3 years of experience delivering theme-based design services and building related theme for Drupal solutions.	Yes
3	Respondent will adhere to the City’s design standards and will use the City’s style guide and patterns library to ensure all City websites use common design elements while leaving City agencies room to promote their unique brands.	Yes
4	Respondent agrees to build themes in compliance with the City’s security guidelines and agrees solutions will not be deemed acceptable until any security recommendations are fixed prior to final delivery.	Yes
5	Respondent has minimum of 3 years of experience creating Drupal theme design solutions leveraging usability best practices.	Yes
6	Respondent has minimum of 3 years of experience creating Drupal theme that comply with the Federal accessibility standards (Section 508).	Yes
7	Respondent has minimum of 3 years of experience creating Drupal theme that are fully responsive to mobile and tablet devices.	Yes

2.D - MINIMUM QUALIFICATIONS FOR SERVICE AREA 2

INSTRUCTIONS: Insert a “Yes” or “No” in every cell adjacent to each Minimum Requirement. In order to be considered for inclusion in the list of qualified firms for this Service Area, a Respondent must respond with a “Yes” to all of the Minimum Requirements.

IMPORTANT: Only respondents seeking to become a qualified vendor in **Service Area 2 (Drupal Custom Development services)** must fill and meet all the following minimum qualifications.

No.	Requirement	Yes / No
1	Respondent has minimum of 3 years of experience delivering custom development services for Drupal based solutions based on clearly documented software development and testing methodologies.	Yes
2	Respondent has minimum of 3 years of experience configuring Drupal software in-built functionality to deliver customized Drupal solutions.	Yes
3	Respondent agrees to use the City’s standard Drupal profile when enhancing City departments’ websites leveraging the City’s standard environment and understands that the City’s Dept. of Technology, to safeguard the City platform, has to review and approve any new solution prior to implementation.	Yes
4	Respondent agrees to build custom code in compliance with the City’s security guidelines and agrees solutions will not be deemed acceptable until any security recommendations are fixed prior to final delivery.	Yes
5	Respondent has minimum of 3 years of experience developing custom Drupal solutions leveraging security and engineering best practices.	Yes
6	Respondent has minimum of 3 years of experience developing any custom Drupal component in compliance with the Federal accessibility standards (Section 508).	Yes
7	Respondent has minimum of 3 years of experience creating Drupal solutions and functionality that is fully responsive to mobile and tablet devices.	Yes
8	Respondent agrees include in any agreement entered with a City department the ongoing support efforts, costs and requirements to properly maintain any custom developed Drupal solutions.	Yes
9	Respondent will deliver all related user and technical documentation to ensure City agency staff can fully use and enhance Drupal custom solution.	Yes

2.E - MINIMUM QUALIFICATIONS FOR SERVICE AREA 3

INSTRUCTIONS: Insert a “Yes” or “No” in every cell adjacent to each Minimum Requirement. In order to be considered for inclusion in the list of qualified firms for this Service Area, a Respondent must respond with a “Yes” to all of the Minimum Requirements.

IMPORTANT: Only respondents seeking to become a qualified vendor in **Service Area 3 (Drupal Custom Hosting and Support services)** must fill and meet all the following minimum qualifications.

No.	Requirement	Yes / No
1	Respondent has minimum of 3 years of experience delivering custom hosting and support services for highly customized Drupal based solutions on a flexible cloud platform able to satisfy the unique requirements of key City agencies.	
2	Respondent has minimum of 3 years of experience delivering custom hosting and support services for Drupal based solutions in a high availability and fully redundant cloud environment.	
3	Respondent has the ability and experience to deliver and support highly scalable solutions that can accommodate the growing needs of highly customized Drupal solutions for key City agencies.	
4	Respondent agrees to provide support services in compliance with the City’s security guidelines and in accordance with industry security best practices.	
5	Respondent has minimum of 3 years of experience providing support on a 24x7x365 basis for custom Drupal cloud solutions according to a pre-defined service level agreement designed to meet specific requirements of a City agency.	
6	Respondent agrees to include in any agreement entered with a City department the ongoing support efforts, costs and requirements to properly support any custom cloud hosted Drupal solutions to meet specific performance and uptime metrics.	
7	Respondent will be able to deliver custom disaster recovery, business continuity, and security (including response to denial of service attacks) services designed to meet a variety of operational and regulatory requirements specific to key City agencies.	

SECTION 3 – SERVICE AREA CAPABILITIES

3.A - DESCRIBE CAPABILITIES FOR SERVICE AREA 1

INSTRUCTIONS: Provide below answers to the following questions demonstrating your firm's technical expertise and capabilities relevant to this Service Area.

IMPORTANT: Only respondents seeking to become a qualified vendor in **Service Area 1 (Drupal Theme Design services)** must complete the following questions describing their relevant core capabilities.

QUESTION 1 - Briefly describe 1 project showing how your firm consistently leverages best UI/UX practices to deliver high quality Drupal themes and design solutions.

The College of Biological Sciences at the University of Minnesota

CBS came to us looking for a redesign overhaul with a hosting platform migration to increase site engagement. They wanted a "modern, clean design" that reflected and communicated their college's mission "to prepare today's students to create the biology of tomorrow." Many of the challenges and stress points we faced are common to the Higher Ed community, and are quite similar to the challenges of city departments within a city enterprise. Colleges and universities have a plethora of content they want and need to be accessible to their site visitors. Visitors range drastically in intent to a college site. They range from prospective students and their parents; current students and their parents; students that are undergraduates or in their graduate studies or alumni; and, of course, faculty and staff. All of these visitor tracks have and require slightly different content. The symptom of this issue is visible in a site's navigation and menu, and manifests itself in multi-tiered drop downs and an overload of links.

Our award winning solution was one in which design and development worked in concert, beginning by keying in on CBS's information architecture from wireframes into development, partnering with the CBS team every step of the way. CBS brought a stunning collection of imagery we knew we needed to highlight on the home page. We utilized the Drupal Panels module to set distinct regions on the home page for CBS imagery that they can swap out on a regular basis to keep the site looking fresh. We brought everything together with a robust full window vertical slideshow and mega menu.

We have a fantastic team here at Last Call Media that loves to push the limits on both design and development. It works because they know each other's tools inside and out to which our work on the College of Biological Sciences can attest. <http://cbs.umn.edu/>

QUESTION 2 - Briefly describe your process and deliverables involved in building themes for Drupal solutions. Focus on how your firm would reconcile the specific design needs of a City agency with a broader set of City enterprise requirements.

Last Call Media strives to be a great partner - not only for our clients, but for any other stakeholders in the project - whether they be other departments with a stake, other vendors such as hosting or design companies, or whatever the case may be. Last Call Media has successfully executed other companies' designs many times, for projects for UMass Amherst, Haverford, Rainforest Alliance, Chicken Soup for the Soul, and more. The presence of our own design and UX/UI team allows us to have on-staff subject matter experts that ease the transition of prototypes to Drupal development. Our creative team has a solid understanding of Drupal templating, meaning designs are created with efficient Drupal development in mind that does not sacrifice creativity. This creates the significantly fewer moments where the development team needs an answer from creative. The creative team's comprehensive documentation for development includes all site assets, providing styles for headers, body, and link text, and other potential content such as tables, tabs, forms, etc.

Our creative team is highly experienced and competent at responding to real-world feedback about the need to modify both designs and the framework that presents them in order to succeed at solving the city department or agency's mission within the overarching City enterprise requirements of the online experience.

After the successful completion of a strategy phase to either develop or validate the business goals and objectives of the project, LCM's design process begins with a thorough discovery of any pre-existing branding and messaging requirements. If not available, LCM recommends an appropriately sized branding exercise to gain alignment from key project stakeholders. The final deliverable is often style tiles to illustrate site aesthetic. At the same time the LCM creative team is breaking down the stated goals and objectives of the site into IA documentation, such as wireframes, to illustrate site structure. The final deliverable of the creative phase is a design prototype and style guide. This deliverable is used not only for stakeholder acceptance, but also the beginning of the technical documentation to support development.

QUESTION 3 - Briefly describe your process for designing and building Drupal themes that are responsive, mobile friendly and still able to satisfy web accessibility requirements (Federal section 508).

We think about the site in terms of a mobile experience from the outset. Beginning this way focuses on communicating the primary message quickly, concisely, and with minimal distraction. In today's markets, with every second of a user's attention being invaluable, mobile browsing tendencies and design patterns have both established themselves well and can increasingly be found in the desktop audience as well.

With our Design done in house, LCM provides not only site development and framework expertise but also a more broad strategy for maximum engagement. Attention is the currency of a successful brand experience. Our design decisions are based on research and process to remove information clutter and distraction, while emphasizing remaining core brand messaging, elements, and information. The result is intentional, effective, and measurable by holding the attention of the site visitor through an experience leading to a mutually desired goal. With brand and content strategy informing the site experience and architecture, an open, clean, responsive and visually driven design of the highest impact is achieved.

Accessibility is a core requirement of all the work we do and LCM follows WCAG2 AA standards. Last Call Media applauds the increasing importance of accessibility issues demonstrated by our client partners, both among those subject to Section 508 regulations, and especially by those pursuing accessibility absent a requirement. Accessibility needs are analyzed at the beginning of the project and functionality is assessed to determine accessibility risks. A general approach we've taken to minimize the risk involved with compliance is to leverage already accessible standardized, documented and proven frameworks, such as Foundation, to implement functionality, rather than trying to develop the same functionality from scratch.

Foundation is a fully-accessible front end framework. We've adopted our basic principles from the widely accepted and trusted Foundation framework, including making sure our documents are structured properly, everything is labeled, not relying on purely visual cues, and everything is usable on a keyboard and mouse. LCM starts projects using the Foundation framework. All of Foundation's components are keyboard accessible and screen reader-friendly. Foundation's JavaScript plugins will automatically add many required attributes to the HTML. For developers, Foundation has thorough documentation that can be referred to learn how to ensure markup is accessible.

For unique engineering problems (for example, in the case of rendering dynamic data visualizations while retaining compliance), Last Call Media includes accessibility testing within task completion parameters. Accessibility is tested at each iteration of the visualization engineering task until resolution. Once the theming phase of development has begun, accessibility testing is performed as development progresses by the developer, automatically and again by QA on a weekly basis.

3.B - DESCRIBE CAPABILITIES FOR SERVICE AREA 2

INSTRUCTIONS: Provide below answers to the following questions demonstrating your firm's technical expertise and capabilities relevant to this Service Area.

IMPORTANT: Only respondents seeking to become a qualified vendor in **Service Area 2 (Drupal Custom Development services)** must fill and meet all the following minimum qualifications.

QUESTION 1 - Briefly describe 1 project showing how your firm consistently leverages software development and testing methodologies and best practices to deliver high quality custom Drupal solutions.

Yale University Press has a massive collection of over 15,000 unique publications they've published over the past 100 years. They wanted functionality that allows users to browse, check inventory and purchase items directly from the Yale University Press Drupal 7 site. After working with another vendor for over three years to get a nightly sync from their Microsoft SQL Server Management Studio database to Drupal sync running, Yale University Press decided to give LCM a shot at taking their project across the finish line. Working with Yale ITS and University Press, LCM successfully implemented a nightly sync that queries the SQL Server for changes made in the last 24-hrs and completes in under 15 minutes every night at midnight. <http://yalebooks.com/>

QUESTION 2 - Briefly describe your process and deliverables involved in building custom Drupal solutions. Focus on how your firm would develop a custom solution that would be reconcile the specific needs of a City agency with a broader set of City enterprise requirements.

To build on the introduction of our process and methodologies in Section 1C we have organized many of the typical activities involved in a complete website creation project in ways that describe our process. We recognize that every project is unique to each city department and agency as Last Call Media loves long-term partnerships and custom solutions.

Each component has specific deliverables that would comprise the backlog for a number of sprints in an agile development process. For clarity of discussion we have organized our approach to typical activities involved in website redesign, but we would not expect the process to be linear, as we plan to search for opportunities to advance project components

simultaneously for maximum efficiency to help the design and development teams to succeed on a stated timeline.

Discovery Measure twice cut once. Internal and client teams kick off the project with a meeting to discuss project details, collect necessary project assets, identify technical risks, and gather project completion milestones. In working with city departments and agencies within city enterprises, primary stakeholders are determined along with any specific requirements to inform strategy and project directives to create an overall custom solution. The final deliverable of this activity is a detailed charter and project plan that outlines project goals and objectives, responsibilities, risk and mitigation strategies, and key dates.

Strategy Our team examines site and user analytics as well as project objectives and goals to determine the best path forward. We leverage all of the information from Discovery, the analytics findings, and our collective experience against the project objectives to produce several design and functionality documents where the future of the site begins to take shape. This work functions to inform the IA, Design, and Development activities of a project. In addition, we think about the site in terms of a mobile experience from the outset. Beginning this way focuses on communicating the primary message quickly, concisely, and with minimal distraction. In today's markets, with every second of a user's attention being invaluable, mobile browsing tendencies and design patterns have both established themselves well and can increasingly be found in the desktop audience as well. During content strategy, user experience and design teams work to create user stories for the site's target audiences which model a user's interaction with the site.

Information Architecture After completing an analysis of existing content and soliciting client feedback, Last Call Media will use the findings to determine and subsequently develop the primary IA deliverable, also affectionately known as the "IA Document". The IA Document describes the way various content types compose major site pages. The IA Document is used to guide the development of wireframes, created to provide an interactive preview of user experience. Wireframes are created with minimal graphical elements for clarity during review, allowing focus on user interaction with site information, and highlighting how strategic content organization contributes to usability. Wireframes, being the final deliverable of this phase, will be provided for three break points: Desktop, Tablet, and Smartphone sizes, with two rounds of revision for as many pages as necessary to articulate the site's structure.

Design Our design decisions are based on research and process to remove information clutter and distraction, while emphasizing remaining core brand messaging, elements, and information. The result is intentional, effective, and measurable by holding the attention of the site visitor through an experience leading to a mutually desired goal. With brand and content strategy informing the site experience and architecture, an open, clean, responsive and visually driven design of the highest impact is achieved. Immediately following the Information Architecture activity, our design team begins creating the overall design aesthetic for the site. Similar to Discovery, our focus is producing designs that continue to articulate a visitor's site interaction. LCM will produce interactive, aesthetically pleasing designs based on the materials produced during Information Architecture. Final placement of user interface elements are subject to change to accommodate overall design integrity. Our design team works closely with the client team to establish an aesthetic that meets the

agency's needs and serves to provide a clean, organized design, that is visually pleasing and effective.

Code Development Our development teams separate the responsibilities of front end development, which focuses on visually implementing user experience, from back end development, which focuses on content organization and management, site structure, and overall functionality. Separating these two elements allows project management to keep client feedback organized and directed towards the appropriate team member. We utilize a version control system (VCS) to deploy code to a continuous integration (CI) environment to check for errors, and then push accepted code to staging workflow. This means that code is closely monitored with revision control tools (such as Git) and deployed multiple times per day, to ensure that all code is up-to-date and as regression-free as possible. Using version control prevents the loss of functionality or repetition of code creation in large teams simultaneously working on the same project. All project code is reviewed by the technical lead before deployment for client review. As code changes are detected in the code repository, the code is pulled into continuous integration testing. Automated testing runs constantly throughout the day, and ensures consistent quality across build cycles while allowing each developer to see how their code integrates with that of other team members. The staging environment is available to the entire project team. This allows features and site development progress to be reviewed throughout the project development cycle(s).

Quality Assurance, Training, Documentation, & Testing LCM will test site functionality and content entry for error, and user permission levels for content maintenance. Load testing will be conducted using third party solutions to simulate production load levels to test for site responsiveness and stability. Client participation is highly encouraged in quality testing. All feedback will be recorded and reported issues will be resolved prior to final project launch. Final approval in the form of project sign-off documents will be required to move the site into final launch preparations. Once all development and internal QA is completed, the city department/agency may then use the staging environment for their own required site testing and quality assurance. Last Call Media will provide comprehensive documentation highlighting common interaction and support of the website — documentation will include entering new content, modifying existing content, support users and permissions, and basic site administration.

Final Migration & Launch Once the final review is complete, Last Call Media will run a final migration from the current production site to the staging site. Coordinating with the client team, the staging site will be cloned to production and the live site with often little to no downtime. Usually, LCM does not anticipate there being any down time required to launch new sites. However, LCM will notify of any potential downtime and will schedule deployment accordingly. Lengthy content freezes of more than a few hours should not be necessary, as the migration will be seamless.

Post Launch Support Last Call Media will be available during and after launch for any items that come up. Upon launch, Last Call Media will provide the city department or agency with its ongoing support and strategy options for a continued long-term engagement.

QUESTION 3 - Briefly describe your process for developing custom Drupal solutions that are responsive, mobile friendly and able to leverage security best practices.

Our development teams separate the responsibilities of front end development, which focuses on visually implementing user experience, from back end development, which focuses on content organization and management, site structure, and overall functionality. Separating these two elements allows project management to keep client feedback organized and directed towards the appropriate team member.

As stated in Section 3A, Question 3: We think about the site in terms of a mobile experience from the outset. Beginning this way focuses on communicating the primary message quickly, concisely, and with minimal distraction. In today's markets, with every second of a user's attention being invaluable, mobile browsing tendencies and design patterns have both established themselves well and can increasingly be found in the desktop audience as well.

We utilize a version control system (VCS) to deploy code to a continuous integration (CI) environment to check for errors, and then push accepted code to staging workflow. This means that code is closely monitored with revision control tools (such as Git) and deployed multiple times per day, to ensure that all code is up-to-date and as regression-free as possible. Using version control prevents the loss of functionality or repetition of code creation in large teams simultaneously working on the same project.

All project code is reviewed by the technical lead before deployment for client review. As code changes are detected in the code repository, the code is pulled into continuous integration testing. Automated testing runs constantly throughout the day, and ensures consistent quality across build cycles while allowing each developer to see how their code integrates with that of other team members. The staging environment is available to the entire project team. This allows features and site development progress to be reviewed throughout the project development cycle(s).

LCM will test site functionality and content entry for error, and user permission levels for content maintenance. Load testing will be conducted using third party solutions to simulate production load levels to test for site responsiveness and stability, as necessary. Client participation and feedback is highly encouraged throughout the project. For a relaunch, LCM recommends final approval in the form of project sign-off documents to move the site into final launch preparations.

3.C - DESCRIBE CAPABILITIES FOR SERVICE AREA 3

INSTRUCTIONS: Provide below answers to the following questions demonstrating your firm's technical expertise and capabilities relevant to this Service Area.

IMPORTANT: Only respondents seeking to become a qualified vendor in **Service Area 3 (Drupal Custom Hosting and Support services)** must fill and meet all the following minimum qualifications.

QUESTION 1 - Briefly describe 1 project showing how your firm consistently delivers custom Drupal hosting solutions leveraging best practices in a high availability and fully redundant cloud environment.

[Insert your response here]

QUESTION 2 - Describe your processes and ability to deliver support on a 24x7x365 basis for custom Drupal cloud solutions according to a pre-defined service level agreement designed to meet specific requirements of selected highly visible City agencies.

[Insert your response here]

QUESTION 3 - Briefly describe your capabilities to deliver custom disaster recovery, business continuity, and security (including response to denial of service attacks) services designed to meet a variety of operational and regulatory requirements specific to key City agencies.

[Insert your response here]