Massachusetts Technology Collaborative
(Solicitation No. 2020-GA-04)
Questions and Answers
Thursday, June 25th, 2020

	QUESTION	ANSWER
1.	Do you want the included spreadsheets attached to the email as separate documents? May the costs be included with the main proposal, or should all cost information be separate?	Please provide the separate spreadsheets in addition to your proposal. This will assist us with the evaluation process. It is okay that pricing information is also stated in the proposal document.
2.	Will the team's individual office locations be consider as a crucial evaluation criteria?	Provided that distance or time zones do not impact response time or communication between the team members, office locations are not a high-priority criteria of the selection process.
3.	Would you prefer to have a local (USA based) developer or no such requirement is introduced? Can this work be done complete offshore or onsite/onshore/offshore OR only onsite/onshore? Please specify. Is the support and maintenance required onsite or can be provided remotely/offshore? Can the entire work for MassTech website branding & development activities be performed from offshore?	No restrictions on location. However, priority will be given to firms that highlight how their teams, whether in-house or external consultants, can execute on the required elements; there should be zero impact based upon the team's location or time zone.
4.	Will there be any preference given to vendors headquartered in the State? If so, please explain the extent of the preference, and how it will factor into evaluation. Will there be an advantage or preference given to "local" firms?	We are seeking the most beneficial solution for MassTech. For additional insight, see response to Q3.
5.	What is the budget for this project?	MassTech is not providing a specific dollar range for this project and is looking for the best value based upon services offered. On average our maintenance budget has been about 15-20 hours per month. This includes, but not limited to, fixes, troubleshooting, security updates, deployments, meetings, etc. All development projects will be individually scoped, require estimates, and be issued an authorization to commence work.

6.	Will the department provide the content for the website?	Yes.
7.	Total number of expected website pages to be designed? Is there any plans to consolidate/add pages from the existing websites?	No specifics at this time. It is all dependent on the program needs that arise.
8.	How many other languages the website to be supported besides English?	Zero. The public facing website is only in English. As noted in the RFP, a firm that is familiar with website accessibility for those with disabilities is strongly preferred.
9.	Any suggested CMS system that the department is comfortable? If not are you open to using any Open source or commercial CMS Platforms? Any CMS preferences? Is MassTech open for any other CMS other than Drupal? What is the current Technology stack?	The sites are built on a Drupal 7 CMS, running on php 7.2, Apache 2.4 and Amazon Aurora. We have no interest in moving away from Drupal as our CMS system.
10.	What frameworks are being used for the theme on the site? (examples: jQuery, React, Sass, Less) Do all sites use the same or different themes? If different, how many themes are used? Is there a shared base theme that is inherited across all sites?	The theme is called masstech_base and is a subtheme of the bootstrap module. There are 3 on MassTech, 3 on MeHI, and 1 on the Mass. Broadband site.
11.	Any specific software for calculating traffic analysis and metrics?	Currently, we use Google Analytics. We are open to recommendations and the possibility of purchasing and implementing a different tracking tool.
12.	Is there a requirement for enhancing a mobile app to reflect the new branding and functionality, or any current or anticipated third party site integrations?	No, there is not a requirement to enhance a mobile application. We do not have a mobile app. If that does become an interest of one of our programs, we would like the vendor to have experience in assisting us in an integration of a third party tool. We do wish to continue to maintain mobile responsiveness for all our sites.
13.	What does your marketing and technology roadmap look like for 2020?	There isn't a formal marketing plan in place. Each division/program/project develops their new initiatives and activities throughout the year. We utilize the website as a critical communication tool to promote or support that work.
14.	Will you be looking to adopt new tools, services or assistance in the following year?	Possibly; it is dependent on the needs of the programs.
15.	Compared to this year how much do you think the level of work or effort will increase in 2020-2021?	We anticipate that the amount of support and new development will remain the same amount of work as the year prior; however, the Drupal 7 to 8 migration is expected to be above and beyond current levels of effort.
16.	Can we provide several plan options for your selection?	Yes.

17.	Do we need to provide a copy of the Service Level Agreement? What is the expected uptime SLA?	Not relevant.
18.	What are the sites which provide information aggregation to the Massachusetts properties?	We link to a site Monday.vc from our MassDigitalHealth.org/jobs site that scrubs a list of sites and provides job listings in the digital health sector. Most other content is generated in-house by our teams and is not aggregated.
19.	Are there any ideal websites (based on design and functionalities) which you would like to have your new website built on?	We are not asking for any new websites to be built.
20.	Do you require any hosting? What are the current hosting configurations? Other than the technical team and Mass Tech team, are there any third party vendors currently involved in the website development/maintenance/hosting activities?	No hosting required; we have a hosting vendor already under contract. See section 2.2, second paragraph.
21.	What is the proposed timeline for both development and maintenance? What is the approximate start and end date of the project?	Services will be contracted for Sept. 1st, 2020 through July 7th, 2021.
22.	Migration to Drupal 8 – How many sites/subsites? Drupal 9 has been released on June 3rd, do you want to build your website on Drupal 8 or 9?	Please refer to Attachment C. We would like to migrate all sites and subsites to Drupal 8.
23.	Who are the existing contractors involved in transition activities? Currently which vendor is providing the services identified in the RFP? Can we get a copy of the current "contract" for this vendor?	Isovera Inc. is the current vendor providing web development and maintenance services. A copy of the contract may be requested via an official public records request to MassTech in accordance with M. G. L. Chapter 66, Section 10.
24.	Can the submission timeline be extended?	Amendment 1 was posted on Thurs. June 18th, 2020 in which the deadline for proposal submissions were extended to July 8th, 2020.
25.	Will separate experiences in Drupal and Non-profits be accepted?	Yes, vendors ideally suited for this work will have a strong background in building and maintaining Drupal-based web properties with particular experience in working with non-profit organizations.
26.	In the RFP it states that hosting is provided by Acquia, are there any other Acquia services being leveraged; i.e. content moderation or personalization? Do we have workflow enabled for content moderation in the existing system?	No.
27.	How many users access the sites daily on an average?	Daily average per site is 2-3 users.
28.	Any specific integrations with third party or on premise systems? What are all the third party applications currently integrated with the system? Please list the details on the plugins and components of the existing site.	A contract is held with Monday.vc for a jobs board application on the MassDigitalHealth.org site. Our sign-up forms for newsletters are integrated with Constant Contact. We embed code from Vimeo, YouTube, and Infogram as well.

29.	Are the sites bundled into one codebase and database or separate Drupal installations? If bundled, which Drupal contributed module are being used to facilitate this? For instance, is the Domain Access module being used? How many environments are maintained on the current hosting? Can you elaborate on your current multisite setup? Are there three separate instances of Drupal running with two of those instances acting as Drupal multisites proper or are you using something like domain access?	The system is configured as a Drupal multisite, where all three main properties can share the code base with their respective subsite. The Domain Access module is in use.
30.	How big is the team that supports the website from a content perspective?	Our in-house staff consists of our Communications and IT staff. MassTech's Communications Team has working knowledge of the backend user interfaces for our web properties and manages content and menu structure. There are program team members that provide content and a handful can update databases or make their own content updates. Total of 10 staff, however there will be a single point of contact for the chosen vendor.
31.	What ticketing tool do you use or have experience in?	We use Basecamp to submit requests to our vendor. We are open to using ticketing tools.
32.	What kind of creative services are you looking for as part of these support services? Do you have an in-house team responsible for creative designs, including UI layouts (full mock ups) of pages + templates and provide them for the project build phase or enhancement ticket?	We have an in-house graphic designer that will provide mock-ups. If there is a proposal from the vendor a mock-up will be requested to understand visually what is being proposed.
33.	Is the incumbent expected to bid, or being invited to bid? Who currently provides you with ongoing support services? Would the MTC refer the incumbent to another organization?	The RFP is open to the public for bid; therefore, the current web development vendor is allowed to submit a bid. As the incumbent is currently performing services for MassTech we will not comment on potential future referrals.
34.	What were the main factors for selecting the winning agency in last year's RFP? Are those still the most crucial factors for this year?	The awarded vendor had the overall highest score for these categories: • Pricing • Quality of proposal • Level of confidence/trust based on proposal • Drupal Experience • Customer Service Other factors that were not scored but used in the evaluation: • Experience level of staff • Certifications • References • Project Management/Ticketing Tools

35.	Did the winning agency from 2019 propose any edits to the General Terms and Conditions? If so, which were accepted, and which were denied?	One very minor edit was proposed and accepted, which indicated that in the event of termination for convenience by MassTech, any remaining amounts due for emergency work performed would be payable upon invoice.
36.	I note in the RFP: "New development to be built on our Development (Dev) site for review and approval (avoid any local site steps)" ... and "Perform work within our development site environment and follow our steps for deployment to our production site, rather than a local site for developers (preferred)" Are we understanding the RFP correctly that local development is not possible? This is an uncommon setup. Would you please provide more context around this?	We would prefer that the development builds, security updates, fixes, etc. be performed on our development sites (dev.) for our MassTech review and approval and then deployed to our production rather than being built on a vendors external site, which would add another step in the process; therefore, more billable hours.
37.	Do you have documentation around your primary audience groups that our team could review as context?	No formal documentation. There are various target audiences based our various divisions and programs ranging from tech sector companies and entrepreneurs, community partners (trade associations, government agencies), healthcare organizations, academia, accelerators/incubators, investors, research facilities, municipalities, etc.
38.	Do you have an internal team who manages search engine optimization?	We have 2-3 people that will access Google Analytics from time to time to see a page's performance after a campaign.
39.	Are you interested in using an optimization tool to conduct A/B tests?	Potentially. We are open to a recommendation.
40.	Do you have a backlog of enhancements?	Yes.
41.	In addition to a technical audit, would you be interested in a UX audit to help identify areas of opportunity (content, functionality, design, etc.)?	Not initially. This year the Drupal Migration project will be the most crucial and time consuming project.
42.	Who will be responsible for evaluating responses (people and/or roles)?	The MassTech Director of Communications & Marketing, Senior Communications and Web Manager, IT Administrator, and Division Manager.
43.	Who built your current site, and when was the last refresh?	Primaris performed a design refresh to all our sites in 2018. The original sites were launched in 2011/2012 as part of a cohesive extensive branding and website upgrade.
44.	What is the preferred/target level of accessibility compliance that need to be implemented for this website? What is the level of Accessibility you require for the new website?	MassTech sites need to be 508 compliant.
45.	Is it required to use open source stack or can vendor propose non-open source stack as solution approach?	Yes. Websites will not move away from Drupal.

46.	Is it expected to provide separate costing for post-production support i.e., support & maintenance?	Yes. If your pricing varies from new development builds (flat amount estimate) from an hourly rate for tech support and updates, for example, provide all price structures.
47.	Any specific format to provide cost proposal? Is the project be executed as Time and material or fixed Bid? Can you please explain what information needs to be provided on "Prepaid Fixed Fee Retainer Budget Template_1.xlsx"? Is this excel file expecting us to quote a fixed price for the bid? Which coverage plan is preferred?	The format for the cost proposal is the Budget Template, provided. We provided both pricing structures for flexibility for vendors, you are not required to bid with both T&M and fixed rate. Although we prefer T&M, it is not a weighing factor and ultimately the best overall value will be chosen regardless of structure. See section 4.1 *"MassTech anticipates entering into an agreement based on time and materials costs, but is willing to consider alternative pricing structures provided that it allows for sufficient flexibility in managing the month to month fluctuations in the level of services and provides appropriate supporting document of the costs associated with each project assigned."*
48.	"Vendors ideally suited for this work will have a strong background in building and maintaining Drupal-based web properties with particular experience in working with non-profit organizations" is the Drupal based work in non-profit organizations mandatory?	Not mandatory.
49.	Is it mandatory to have 3 references in Drupal development in specific or Experience in other CMS like WordPress be replaced?	It is preferred that the references are from Drupal development customers since our websites are Drupal-based.
50.	What type of third-party web applications are to be integrated?	Not known at this time. See answer to Q28 for examples of existing integrated tools.
51.	What type of enhancements are you looking for?	Not known at this time.
52.	What are the approximate number of pages static and dynamic?	Approximately -MassTech: 1,000; MBI: 450; MeHI: 5,000.
53.	Can we get a detailed level scope of work expected to design and develop website, e.g., o number of transactional screens o number of view related screens	Yes, upon selection we will provide a scope, mock-up designs, and an authorization document for development projects throughout the contract timeframe.
54.	Do you already have a backlog? If so, how many issues/tickets? % breakdown of enhancements vs bug fixes?	13 items are in our backlog at this time. 46% are fixes and 54% are enhancement requests.
55.	Dedicated team means? 1 FT PM, 3 FT Devs, 1 QA, etc.	Yes, please include which individuals and resumes/bios who will be part of team assigned to this account (project manager, developers, etc.). If you rotate your project teams or use outside contractors/sub-contractors for project work, particularly outside of

		Massachusetts, please clearly note that in your response.
56.	Are the sites using the Features module?	Yes.
57.	Does migration to Drupal 8 include any redesign of the sites or will it be a straight migration? Please let us know if the Drupal 7 to Drupal 8 migration is a parallel activity?	The goal is to do a straight migration, but there are some customization that may have to be redesigned if it doesn't translate well. The Migration will be done in parallel to the everyday project work.
58.	Can we get a list of contributed modules installed on each multi-site? It will affect the estimate if one or several modules are not available for Drupal 8.	MeHI/MassDigitalHealth has the most modules. There are 171 active modules. The breakdown is Core: 31, Custom: 12 (7 of which are mostly feature scaffolding and the other 5 implement explicit custom development), Contributed: 128
59.	Can we get a description of the features of all the custom modules?	This information is not available currently, but can be provided upon selection.
60.	Going forward, are we going to maintain the existing multi-site groups? Or would there be any need to ungroup/regroup them?	We will be maintaining the existing multi-site setup. There's possibility that we build on the multi-sites, but no plans to ungroup them.
61.	Assuming this is indeed a public procurement, why did Massachusetts Technology Collaborative not release this requirement under the established ITS-74 vehicle?	MassTech is a quasi-state agency established under M.G.L. Chapter 40J, and as such publishes its own procurements.
62.	The RFP expressed an interest in design capabilities. Please provide a sense of the anticipated scope of the design need. How many design hours might be requested in a typical month? An estimated range would be fine.	If the vendor has a new recommendation for a design layout for a project/need MassTech identified, otherwise we have a graphic designer on staff. Estimate - 0-5 hours for the entire contract term.
63.	Will Massachusetts Technology Collaborative also have an interest in content support services (writing and editing, strategy consultation, working group facilitation, etc.)? If so, please provide a projected sense of anticipated scope. How many content support hours might be requested in a typical month? An estimated range would be fine.	Not at this time.
64.	During which contract year does Mass Technology Collective expect the Drupal site migration effort to occur? Will it be during the base year, or a subsequent option year? When are you hoping to begin your Drupal 8 project and do you have a deadline for project completion?	During the base year if we are confident in the vendor's performance and the site's stability.
65.	Does Massachusetts Technology Collaborative expect an ongoing contract backlog, with requirements sufficient to continuously and fully occupy the developers assigned to the contract? Or will the need for services under the contract rather fluctuate and be more occasional, sporadic and "as needed?" How	We have maintained at least a minimum of 90 hours per quarter for the last year with new development projects above and beyond that baseline, which are scoped and estimated separately. Yes, needs have fluctuated month to month, mostly due to the new development requests.

	many hours of support, on average, were used per month in the last 12 months?	
66.	Although we certainly realize that proposed turnaround timeframes on assignments will be an important factor in bidder evaluation, it would still be very helpful to have a sense of Massachusetts Technology Collaborative's minimum/baseline tolerances in this regard. In order to gauge this, we would like to know the sorts of turnaround timelines that Massachusetts Technology Collaborative would probably expect for common tasks like the following (please provide a sense of the minimum turnaround timeline expectations for each item; ex. "completion within two weeks"): a. A routine non-critical patch b. A request for a small adjustment/fix to page styling/appearance. c. A request for a minor menu adjustment, or a minor workflow adjustment d. A request for a new content type, with associated new design/styling, and new workflow e. A request to add a new widget with custom business logic and integration. f. A request for a significant new custom application feature, such as implementation of a modern chatbot	For timeline expectations, knowing that request will be prioritized can also fall into a backlog, MassTech would generally like to see: • Routine, minor, and general requests (a. – c.) turned around in a week's time; • A new content type (d.) within 2 weeks (probably requires some QA and tweaks); and • More complex integrations and designs 2-3 weeks (e.-f.). • For critical issues we would expect acknowledgement of request within several hours and identify issue within 24-48 hrs.
67.	Are there any incumbent contractors who are currently accomplishing work on the Mass Technology Collective's Websites? If so: a. Please indicate who the contractors are, and provide some indication of the general scopes of work that each contractor is accomplishing. b. Please provide the relevant contract numbers. c. Please indicate how long each contractor has been working on the assigned scope.	Isovera Inc. is currently providing website development and maintenance services (scope as described in this procurement, Section 2.2) and was contracted on June 3, 2019; therefore, they have been servicing for over a year. Assuming the contract number reference is to a state designated number, MassTech is a quasi-state agency and there are therefore no contract numbers to provide.

68.	Please clarify any expectations pertaining to on-site performance. Will remote performance by the contractor be deemed generally acceptable?	There may be times where in-person meetings are requested, but these web development services can be performed remotely.
69.	Would you be able to provide a dump of the codebase or read-only access for us to perform a brief code evaluation? If not, could you please provide us with a list of the community developed modules your sites use?	Yes.
70.	Roughly how many media items are in each site?	In the Files (images, video, audio, document) there are: • MassTech 3,631 • MeHI 3,858 • MBI 945
71.	Do you anticipate any hostility from the current partner during this transition?	No.
72.	You have suggested a Time & Materials invoicing arrangement and have requested a dedicated team with PM and 2-3 devs (one senior) - Can you help us to understand the expectation from a resourcing standpoint? a. Our assumption is that this nets out as 2.5 to 3.5 FTE allocation or 100-140 hrs. per month. Is that in alignment with Mass Tech's previous experience? b. Additionally, are there any significant ups/downs over a year-long engagement or is it relatively stable? c. What level of support, in hours, does your current partner provide on an average monthly basis? Approximately how many man-hours of developer effort will you require each month? How many hours per month on average are you using for development and maintenance services from your current vendor? Please provide a sense of HISTORIC support service usage during the past two years. How many hours were used? If possible, please provide a breakout by labor types (PM, dev, etc.). Or last year, how many hours (approximate) hours of service was used for the scope identified in the RFP. Please provide a clearer sense of the PROJECTED support service usage for the contract lifecycle. d. If possible, provide a breakout of hours projected by contract period (base year, and each subsequent option year) If possible, please also provide a sense of the monthly averages (typical month), broken out by labor type (PM, dev, etc.)	The request for a dedicated team is for a core group that knows the nuances and process of our sites and the business needs of MassTech instead of assigning any developer on staff available to perform a task. The 2-3 range is for coverage for vacations and outages and a senior for complex technical needs if they arise. For general support and maintenance, we usually have a base of 15-20 hours on average per month. Project Management is ~30 minutes per week for a call with MassTech's Web Manager. Also, a few hours for documentation and reporting.

73.	Is there a partner who is already being considered as a strong consideration responding to this RFP?	No.
74.	Do we need to support the existing technical team from Mass Tech (if any) maintaining these websites? Or all these websites will be handed over to us from the incumbent vendor for further Maintenance, Support, and Enhancements?	Yes. We do not have any Drupal developers on staff at MassTech. The contracted vendor will provide the maintenance, support, and enhancement for all websites. See Section 2.1, paragraphs 3 and 4.
75.	Do we need to provide only the SEO techniques and strategies? Or should we handle the complete Digital Marketing solution?	SEO techniques and strategies are of interest as a service.
76.	Is there any service management tool used to track the issues or we would need to suggest the service management tool suitable for this engagement?	No.
77.	Do any sections of the site require user authentication? And if so, do those sections integrate with other systems or databases?	No.
78.	What browser versions do you want to be supported by the new website?	As many as possible. QA testing is commonly performed on Google Chrome, Internet Explorer, and Firefox.
79.	Please provide an example scenario that you envision using "on call" services ("We are seeking proposals that can provide a flexible and nimble process for reasonable, prioritized, on-call tech support services")	On-Call tech support would be the ability to address and a quick responsiveness to critical fixes in a very short timeframe such as a website being hacked or down (not accessible by a user/visitor) 24/7. Other routine on-call tech support would be fixes to a content views not rendering correctly, error messages, functionality not behaving as expected, and other code based fixes that goes beyond our admin capabilities.
80.	Will a selected vendor be the sole developer maintaining D7 and building a D8 version of the website or if we'll be working alongside Mass Tech's developers?	The selected vendor will plan and develop/build the migration from D7 to D8. MassTech does not have any developers on staff.
81.	In the RFP it says: "Create and maintain a team learning environment for Mass Tech Collaborative staff to enable smooth flow of knowledge transfer between consultant and MassTech staff" By "team learning environment" are you looking for a digital solution (like a knowledge repository) or are you looking for in-person/virtual training sessions?	We are looking for the vendor to be open to and opportunistic in providing education and training to MassTech staff. The knowledge share can take any form to assist the staff in their ability to take on more responsibility as web admins. For instance, each new feature/function built should come with written user instructions.
82.	How many Drupal developers do you currently have on staff?	None.
83.	Can you elaborate on the challenges, dissatisfaction or "pain points" with the current partner? Please give us some examples.	We would like to see an improvement on the deployment process. Instead of building on the vendor's local site, then to our development site, and

		finally to our production site. At each step there is a different result and should be limited to one QA test and fix phase. Estimates to be more reflective of work performed and delivery on time.
84.	What is the expected page load performance metrics?	No.
85.	What is the current traffic of the six sites?	Here are page view stats from Google Analytics on our 7 properties over the last 28 days: Masstech.org: 2894 Innovation.masstech.org: 177 m2i2.masstech.org: 203 broadband.masstech.org: 451 Mamanufacturing.org: 242 mehi.masstech.org: 2352 www.massdigitalhealth.org: 2933
86.	Can we get access to the website's Google Analytics?	The contracted vendor with get access to our Google Analytics.
87.	Will this site https://innovation.masstech.org/ be part of this scope? This is not one of the six websites listed on the RFP.	Yes. Amendment 1 was updated and posted June 18th, 2020 including that site.
88.	Please share the UI/Deployment defects and details of the Drupal code issues. Please send us the list of the existing deployment defects and process issues.	At this time, there are no known deployment defects or process issues. The sites are working as expected.
89.	Please share the list of new features or design change details.	We do not have a list of new features or design changes at this time.
90.	Please give us the details of the current deployment process?	MassTech staff use a deployment module to select a node with a UID to deploy from the dev site to the production site. Any code based deployments will need to be performed by the vendor. There are developer instructions.
91.	Please confirm if we will be using Drupal CLI extensively for page removing/adding using the scripts? Please give us more details on the use of CLI's for admin purpose.	We do not use the CLI, we only use the GUI for page management.
92.	Kindly share how many forms have been created via "webforms" module in your Drupal 7 site(s) - this is because we may need to work on them when migrating the site(s) from Drupal 7 to 8.	The number of webforms are: MeHI – 16 MassTech – 20 MBI - 6
93.	Is there only one app server OR there are multiple app servers? If there are multiple app servers, then are load balancers being used? If you have any preference or prefer an optimal set up	Not relevant. This RFP is not for hosting services. We are not looking to change hosting.

94.	Since multiple developers will be working on same application/code-base, will Github be used as the versioning tool to track source code changes?	The versioning tool choice is up to the bidder.