

| ATTACHMENT D: BIDDER RESPONSE FORM   |   |                                 |
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| This form is broken into Seven sections: Section 1. Administrative Response; Section 2. EO 18-03 Response; Section 3. Washington Small Business; Section 4. Certified Washington Veteran-owned Business; Section 5. Management Response; Section 6. Technical Response; and Section 7. Quotation/Cost Proposal. Bidders must respond to all questions in the order and in the expandable space provided. If a question requires Bidder to submit additional documents, please attach them to this document and label them clearly as part of your response to this Attachment D. |   |                                 |
| 1  | <b>BIDDER INFORMATION (ADMINISTRATIVE RESPONSE)</b>   | <b>MAXIMUM<br/>TOTAL POINTS</b> |
|  | Bidder's response to the questions in this Section 1, combined with the information provided in Bidder's Submittal Letter and Certifications and Assurances, comprise Bidder's Administrative Response to this Solicitation. While the Administrative Response is not given a number score, the information provided as part of Bidder's Administrative Response may cause the Bid to be disqualified and may be considered in evaluating Bidder's qualifications and experience.             |                                 |
| a  | Please indicate whether you employ or contract with current or former state employees. If the answer is yes, provide the following information with respect to each individual: 1. name of employee or contractor; 2. the individual's employment history with the State of Washington; 3. a description of the Individual's involvement with the response to this Solicitation; and 4. the Individual's proposed role in providing the services under this any Contract that may be awarded. | NOT SCORED                      |
|  | ANSWER: No  |                                 |
| b  | Please list the names and contact information of three individuals you agree may serve as Bidder references and may freely provide information to DSHS regarding the reference's experience and impressions of Bidder. In providing these names, Bidder represents that it shall hold both DSHS and the organizations and individuals providing a reference harmless from and against any and all liability for seeking and providing such reference.   | NOT SCORED                      |
|  | ANSWER:<br><br>Be sure to check out our reviews and references on Clutch.co - <a href="https://clutch.co/profile/freelock">https://clutch.co/profile/freelock</a> . Here are some references:<br><br>Client: Peninsula College<br>Contact: Emma Janssen, Web Manager<br>Telephone Number: 360-417-6503<br>E-Mail Address: <a href="mailto:ejanssen@pencol.edu">ejanssen@pencol.edu</a><br>Website: <a href="https://www.pencol.edu/">https://www.pencol.edu/</a>                              |                                 |

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|   | <p>We've had a relationship with this client for over 6 years. We've assisted in new design development, along with providing continuous site maintenance and security, have completed a Drupal 7 -&gt; 8 upgrade on their Athletics site, and are in current discussions for upgrading their main site.</p> <p>Client: Culture Foundry<br/>                 Contact: Hans Bjordahl, CEO, Founder<br/>                 Telephone number: 206-321-9739<br/>                 Email: hans@culturefoundry.com<br/>                 We have been working with Culture Foundry, another agency, for about 6 years as a vendor and partner on many projects. Hans can speak to our expertise and professionalism.</p> <p>Client: Better Care Network<br/>                 Contact: Margot Cornelius, Knowledge and Communication Specialist<br/>                 Telephone number: 201-396-0014<br/>                 Email: sarah.johnson@bettercarenetwork.org<br/>                 Website: https://bettercarenetwork.org<br/>                 Margot is our new contact at Better Care Network, and has been involved in one way several of the projects we've done for them.</p> |            |
| c | <p>Please indicate whether your Response contains any variations from the requirements of the Solicitation Document. If the answer is yes, list each variation with specificity and include the pertinent page numbers containing the variation.</p>  | NOT SCORED |
|   | ANSWER: No  |            |
| d | <p>Please indicate whether you are requesting that DSHS consider any exceptions and/or revisions to the sample contract language found in Attachment A. If so, state the page of Attachment A on which the text you request to change is found, and state the specific changes you are requesting. DSHS shall be under no obligation to agree to any requested changes, and will not consider changes to contract language or negotiate any new language not identified in response to this question.</p>   | NOT SCORED |
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|   | <p>Page 10-11, section 30 - Ownership/Rights in Data (b) Custom Services. This section does not specify terms around the Drupal license, which is the Gnu Public License (GPL). All custom code built on Drupal is required to carry the GPL, or else you can't use Drupal itself.</p> <p>We generally retain the license/IP rights for code created for clients, so we may re-use with other clients, submit back to the Drupal community, and make public as appropriate.</p> <p>This does not restrict DSHS's use of the code in any way, you have all the same rights as you do with the rest of the code, we just retain the right to submit fixes back upstream, which lowers the ongoing maintenance costs as well as increases the value of Drupal itself.</p> <p>We fully agree to completing any visible/branding/text changes specific to the WA Cares site as "work made for hire", but if we cannot reuse the code elsewhere, we have to charge a much higher rate.</p> |            |
| e | <p>If Bidder considers any information that is submitted as part of its Response to be proprietary, please identify the numbered pages of Bidder's Response containing such information and place the word "Proprietary" in the lower right hand corner of each of these identified pages.</p> <p>ANSWER: None.</p>  | NOT SCORED |
| f | <p>Please indicate whether you have had a contract terminated for cause or default within the past five (5) years. If so, please provide the terminating party's name, address and telephone number and provide a summary describing the alleged deficiencies in Bidder's performance, whether and how these alleged deficiencies were remedied and any other information pertinent to Bidder's position on the matter. "Termination for Cause" refers to any notice to Bidder to stop performance due to Bidder's asserted nonperformance or poor performance and the issue was either (a) not litigated; (b) litigated with a resulting determination in favor of the other party; or (c) is the subject of pending litigation.</p> <p>ANSWER: No</p>  | NOT SCORED |
| g | <p>Please identify any prior contracts Bidder has entered into with the State of Washington within the past ten (10) years and identify the dates and nature of the contract and primary agency contact for each.</p> <p>ANSWER:</p> <p>We have not worked directly with any state agencies. We have worked with several groups at the University of Washington, and several community colleges in Washington State.</p>   | NOT SCORED |
| h | <p>Please indicate whether Bidder has been the subject of a lawsuit or administrative proceeding alleging a failure to comply with laws relating to the types of services Bidder proposes to provide pursuant to this Competitive Solicitation. If the answer is yes, please list the nature of the allegations, docket number, disposition and date (if applicable) and Bidder's</p>  | NOT SCORED |

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|          | explanation of how it has changed its practices or operations relative to any alleged deficiencies since that proceeding was filed.   |                                 |
|          | ANSWER: No.   |                                 |
| i        | Please describe your proposed plans for the use of Subcontractors in performing this contract, listing each Subcontractor, its proposed role and the estimated percentage of the Contract that will be performed by each Subcontractor. Please indicate whether each subcontractor self-identifies or is certified as a small business, a minority-owned business, a woman-owned business, a disadvantaged business enterprise, or a veteran-owned business. If the answer is yes, please identify the type of organization(s) and provide details of any certifications. Note that all Subcontractors must be approved by DSHS.  | NOT SCORED                      |
|          | ANSWER:<br>We currently have one subcontractor we expect to convert to a regular employee before the start of the contract.<br><br>We routinely use Campus Point, an Employment Agency, to provide subcontractors as needed, and usually convert contractors to direct employees at the end of a trial period.  |                                 |
| J        | Please describe any programs, policies or activities of your organization that support human health and environmental sustainability in your business practices. If a program, policy or activity is specifically applicable to this Contract, please indicate so.  | NOT SCORED                      |
|          | ANSWER:<br><br>We are a fully remote team.  |                                 |
| <b>2</b> | <b>BIDDER EO 18-03 CERTIFICATION</b>  | <b>MAXIMUM<br/>TOTAL POINTS</b> |
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| EO       | [Required Question] Are your employees required to sign, as a condition of employment, a mandatory individual arbitration clause and/or a class or collective action waiver?<br><br><b>Please Note:</b> Points for this question will be awarded to bidders who respond that they do not require these clauses and waivers. If you certify here that your employees are NOT required to sign these clauses and waivers as a condition of employment, and you are the successful bidder, a term will be added to your contract certifying this response and requiring notification to DSHS if you later require your employees to agree to these clauses or waivers during the term of the contract. | <b>5</b>                        |
|          | ANSWER: No.   |                                 |
| <b>3</b> | <b>BIDDER CERTIFICATION – WASHINGTON SMALL BUSINESS</b>   | <b>MAXIMUM</b>                  |

|          |   | TOTAL POINTS         |
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| EO       | <p>[Required Question] Are you a Washington Small Business as defined under <b>RCW 39.26.010</b>?</p> <p>According to <b>Chapter 39.26.010 RCW</b>, to qualify as a Washington Small Business, Bidder must meet three (3) requirements:</p> <ul style="list-style-type: none"> <li>a. <i>Location.</i> Bidder’s principal office/place of business must be located in and identified as being in the State of Washington. A principal office or principal place of business is a firm’s headquarters where business decisions are made and the location for the firm’s books and records as well as the firm’s senior management personnel.</li> <li>b. <i>Size.</i> Bidder must be owned and operated independently from all other businesses and have either: (a) fifty (50) or fewer employees; or (b) gross revenue of less than seven million dollars (\$7,000,000) annually as reported on Bidder’s federal income tax return or its return filed with the Washington State Department of Revenue over the previous three consecutive years.</li> <li>c. <i>WEBS Certification.</i> Bidder must have certified its Washington Small Business status in Washington’s Electronic Business Solution (<a href="#">WEBS</a>).</li> </ul> | 5                    |
|          | <p>ANSWER: Yes.</p> <p>Location: Seattle, WA - 80% of our employees, 20% in rural King County.</p> <p>Size: currently less than 10 employees</p> <p>WEBS Certification: We have certified this in the past in WEBS, will ensure it is up to date.</p>   |                      |
| <b>4</b> | <b>BIDDER CERTIFICATION – CERTIFIED WASHINGTON VETERAN-OWNED BUSINESS</b>   | MAXIMUM TOTAL POINTS |
| EO       | <p>[Required Question] Are you a Certified Washington Veteran-Owned Business as defined under <b>RCW 43.60A.190</b>?</p> <p>According to <b>Chapter 43.60A.190 RCW</b>, to qualify as a Certified Washington Veteran-Owned Business, Bidder must meet Four (4) requirements:</p> <ul style="list-style-type: none"> <li>a. <i>51% Ownership.</i> Bidder must be at least fifty-one percent (51%) owned and controlled by:                             <ul style="list-style-type: none"> <li>1. A veteran is defined as every person who at the time he or she seeks certification has received a discharge with an honorable characterization or received a discharge for medical reasons with an honorable record, where applicable, and who has served in at least one of the capacities listed in RCW 41.04.007;</li> </ul> </li> </ul>   | 5                    |

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|             | <p>2. A person who is in receipt of disability compensation or pension from the Department of Veteran’s Affairs; or</p> <p>3. An active or reserve member in any branch of the armed forces of the United States, including the national guard, coast guard, and armed forces reserves.</p> <p>b. Washington Incorporation/Location. Bidder must be <u>either</u> an entity that is incorporated in the state of Washington as a Washington domestic corporation <u>or, if not incorporated,</u> an entity whose principal place of business is located within the State of Washington.</p> <p>c. WEBS Certification. Bidder must have certified its Veteran-Owned business status in Washington’s Electronic Business Solution (<a href="#">WEBS</a>).</p> <p>d. WDVA Certification. Bidder must have provided certification documentation to the Washington Department of Veterans’ Affairs (WDVA) and be certified by WDVA and listed as such on WDVA’s website (<a href="#">WDVA – Veteran-Owned Businesses</a>).</p> |  |
| ANSWER: No. |   |  |

| 5 | BIDDER QUALIFICATIONS AND EXPERIENCE (MANAGEMENT RESPONSE)  | MAXIMUM TOTAL POINTS |
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| A | <p>Please describe the experience, skills, and qualifications your organization possesses that are relevant to an evaluation of your ability to perform the Contract that is the subject of this Solicitation. Descriptions of relevant experience should include the content management systems and programming languages used for the project.</p> <p>If you will use a subcontractor for any part of the Contract, include the above information for your subcontractor(s) and detail:</p> <ul style="list-style-type: none"> <li>• Your organization's roles and responsibilities and those of your subcontractor(s)</li> <li>• Whether you have a written commitment from each subcontractor to work on this Contract if awarded to you</li> <li>• Your organization's past experience working with this subcontractor</li> </ul>  | 20                   |
|   | <p>ANSWER:</p> <p>We are a leading Drupal agency in Washington State. We have worked primarily with Drupal for over 15 years, dating back to Drupal 5. We have built over a hundred Drupal sites in versions 6, 7, 8, 9, and 10.</p> <p>More importantly, our main focus is on ongoing maintenance and support. We currently maintain over 50 sites, with a rigorous automated deployment process, visual regression testing, an emergency hotfix process for critical security updates, and a routine monthly maintenance process that ensures your site is safely backed up,</p> <p>We have partnered with several other agencies over the years to provide maintenance services and support for their clients, in addition to our own. We have also been brought in to solve tough problems others were unable to solve, including:</p> <ul style="list-style-type: none"> <li>– Database query performance issues, indexing</li> <li>– Code profiling, making pages load much faster</li> <li>– Mysterious errors, whitescreens</li> <li>– Cleaning up after a security breach, doing forensics to identify how an attacker gained access</li> <li>– Sorting through complex workflows to identify where data goes missing</li> </ul> <p>In short, for every site we've built, we've worked on 4 - 5 other sites we did not build, fixing issues, upgrading them to newer versions, helping organizations make use of their investment. We're around for the long haul, not just handing off a site once it's done.</p> |                      |

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| <p>We are about to launch a new program, we’re calling our “Vision Plan”. The focus is on website effectiveness — all the various things that contribute to a website working well, for whatever your website goals might be. Each month we cover a particular topic, bring in outside experts to shed light on that topic, and develop specific products of value to our clients. Some examples we have in development right now:</p> <ul style="list-style-type: none"><li>– Analytics cleanup — Make a clean dashboard with the analytics you care about at your fingertips</li><li>– Privacy checkup — Update your privacy policy and provide the appropriate disclosures for the apps running on your site</li><li>– Passkeys — Securely log into your site without a password</li><li>– AI Toolkit — use ChatGPT to summarize content, moderate comments, evaluate tone, and more</li><li>– Schema.org — Make your site part of the Semantic Web, using the new industry standard schemas, to improve your presentation and relevance on search engines, or data aggregators</li><li>– Accessible theme features — add user-selectable widgets for changing the text size without zooming, dark mode/high contrast color schemes</li></ul> <p>Our core competence is that we are highly technical coders. We have a strong reputation for being able to solve any Drupal-related issue. We are also strong in security principles, data recovery and risk management, and being able to translate to non-technical people. And we keep a “big picture” perspective, with your goals and priorities in mind when we recommend an appropriate solution.</p> <p>For much of the other work, we bring in partners or subcontractors depending on the need — these are areas we have some familiarity but generally outsource or partner/refer if there’s a high need:</p> <ul style="list-style-type: none"><li>– Design</li><li>– SEO</li><li>– Copy writing</li><li>– Photography</li><li>– Usability assessments</li></ul> <p>Our core technical competencies include:</p> <ul style="list-style-type: none"><li>– Drupal development (front, back, site building, devops)</li><li>– PHP</li><li>– Javascript – Node.js, Vue.js, Vanilla, Vite</li><li>– CSS – Bootstrap, Tailwind, UnoCSS, CSS grid</li></ul> |  |
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|   | <ul style="list-style-type: none"> <li>– Linux server administration, Docker</li> <li>– Database administration (MySQL, MariaDB, Postgres, Aurora)</li> <li>– Configuration Management (SaltStack, Ansible)</li> <li>– CI/CD (Concourse, Jenkins)</li> <li>– System integration, APIs (JSONAPI, GraphQL, Webhooks, JSON/XML REST, SOAP)</li> <li>– Matrix, Element Chat, Chat Bots</li> </ul> <p>We also use/support the following, with advanced if not expert capability:</p> <ul style="list-style-type: none"> <li>– WordPress, Joomla, NextCloud, Django</li> <li>– Prometheus, Grafana, UptimeKuma</li> <li>– Matrix chat bridges</li> <li>– React, Svelte, Webkit</li> </ul> |    |
| B | <p>For each Key Personnel who will be performing work on the Contract, please identify their list of responsibilities in reference to this contract and describe their relevant skills and experience, including their level of expertise working with specific content management systems and programming languages. If awarded a Contract, Bidder shall not make changes to such Key Personnel during the term of the Contract except as requested or approved by DSHS.</p>   | 10 |
|   | <p>ANSWER:</p> <p>John Locke – President, Tech Lead<br/>         Over 25 years of web development experience<br/>         Full Stack development, problem-solving, mentoring, unblocking</p> <p>Don Dill – Client Services<br/>         Project Management, Communications</p> <p>Andrew Morton<br/>         10 years of Drupal experience, back end development, advanced site building</p> <p>Aaron Ferris<br/>         Front end developer, site builder, 5 years of Drupal experience</p> <p>Yohanes Demmsie<br/>         Front end developer, 2 years of Drupal experience</p>   |    |

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| C | Please describe your organization’s experience (or the experience of any above-identified subcontractors) designing, developing, coding, and testing user-facing features on websites built in Drupal using flexible pages and content modules.  | 20 |
|   | <p>ANSWER:</p> <p>We routinely work with clients to determine the best authoring experience based on the needs of the site, and their experience and preferences.</p> <p>If the site has a lot of structured data, adding Schema.org might be extremely useful — defining a set of individual fields associated with a particular type of content. These can then be presented in a standard way using Layout Builder, with alternate views of the content to appear on other pages (teasers, related cards, slides in a carousel, etc).</p> <p>We do tend to lean towards Layout Builder these days because of its prominence in Drupal core, and a lot of community work is happening right now to improve the editorial experience there. However, we’ve used and supported many other authoring/layout experiences as well:</p> <ul style="list-style-type: none"> <li>– Paragraphs — custom “sections” you can arrange in any order, with different types supporting different layouts. Tabs, accordions, multi-page articles work well with this.</li> <li>– Gutenberg - the WordPress layout builder — this does work within Drupal quite nicely, and it’s useful for free-form pages with unusual layouts. Internally, we use Drupal for creating proposals, because of its handy reusable content feature. However, if you have structured content, Gutenberg is a poor choice — it stuffs everything into a single field, interfering with search, views of content, and most of the reasons you would pick Drupal in the first place.</li> <li>– Panels — this is the predecessor to Layout Builder, and we still have sites using it. There is no reason to choose this now.</li> <li>– Custom templates — we have many sites that have custom code to provide specific presentations of content. Authors/editors have little or no control over the presentation with these — it requires a developer to make changes.</li> <li>– Blocks, Context, Display Suite, Field Groups — these are other modules we’ve used/supported, related to making content appear in a particular way or with particular related content.</li> <li>– Entity Embed — this is sort of like using Gutenberg, it allows you to embed some content in another page</li> </ul> <p>There are two new modules/approaches we’re checking out or starting to use:</p> |    |

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|   | <ul style="list-style-type: none"> <li>– Layout Paragraphs, Mercury Editor — this module improves the editing experience drastically for a site using Paragraphs, making it much easier to see and manage the structure of pages. Authors are finding it much easier to use than Layout Builder, at least for the time being.</li> <li>– Single Directory Components — Introduced in Drupal 10.1, this is the latest way to get rich, interactive displays into Drupal in a way that can be easily reused. And with some contrib modules, you can load your regular content straight into these custom components, making it easy to have a “progressively enhanced” site.</li> </ul> <p>We are particularly excited by how the user experience continues to evolve and improve, and we stay on the cutting edge of where Drupal is now with a firm idea of what’s coming next, to help your team make the best decisions going forward.</p>  |    |
| D | <p>Please describe your organization’s experience (or the experience of any above-identified subcontractors) performing server-side maintenance, including website back-ups, security scans and updates, managing updates to website software, and making recommendations for technical search engine optimization (SEO) improvements.</p>  | 15 |
|   | <p>ANSWER:</p> <p>We currently actively maintain about 50 servers and around 70 websites.</p> <p>We have a server maintenance plan to maintain each host server (not necessary if you continue to use Pantheon). We deploy Docker for most of the software that supports the site — Nginx, PHP-FPM, MariaDB are the main ones.</p> <p>We update our Docker images after a known security release, and generally every 6 - 8 weeks if no security update. Our config management system deploys these images to all our servers within a day. We apply updates on the hosts once or twice a month, primarily using Salt, and typically reboot the servers once or twice a quarter to activate security updates.</p> <p>For websites, our “Protection Plan” includes applying critical security updates within a business day, less critical security releases within a week, and all updates on an approximately monthly basis. Our automated deployment process runs “Behavior Driven Design” (behat) tests on each development push, and visual regression testing on each stage release. We manually review the test results before approving any release to production, and schedule production releases based on a policy you can specify. On each production release, we check for configuration changes, do a full database backup, deploy the code, run database updates, and import the configuration. The next night we take another full database snapshot, so we have full backups of the site from immediately before and soon after every release.</p> <p>Otherwise we work with you to ensure there are at least two entirely different vendors/locations performing routine</p> |    |

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|   | <p>daily backups.</p> <p>We continuously monitor sites for availability and speed. Every night we do a code integrity check (not available on Pantheon) and check for configuration changes.</p> <p>SEO and other security scans are not part of our core “protection” plan, so we are adding these as a monthly task.</p>  |    |
| E | <p>Please describe your organization’s experience (or the experience of any above-identified subcontractors) maintaining and making design and functionality changes to websites that were built by another vendor.</p>   | 10 |
|   | <p>ANSWER:</p> <p>80% of the sites we maintain were built by other vendors. We routinely take sites other people built, and do an in-depth assessment to provide you with recommendations for anything we think might need attention. There’s always some improvements we can recommend — on the best sites, these are things that weren’t available when the site was originally developed (or simply out of scope/not prioritized).</p> <p>We’ve seen some really great sites, and we’ve also seen very horrible sites. The good ones we can pick up and support immediately. Some of the worst ones have taken 20 - 50 hours of work to stabilize to the point we could provide decent support.</p> <p>In 2022 we took over a Drupal site that was horribly overbuilt. The original vendor had built a “headless” front end in React, with a Drupal 8 site on the back end. They had an AWS Lambda “middleware” section between the two. The site was brittle, horribly slow, and nearly impossible to change — and severely out of date, with many security vulnerabilities. And the AWS middleware could not even be re-deployed, because the framework would not run on any of AWS’s currently supported versions of Node.js.</p> <p>We implemented the AWS Lambda interface inside Drupal itself, and ripped out the middleware, making the React front end connect directly to Drupal. Initially this was slower for some pages, so we added a caching layer (again inside Drupal, using Drupal core APIs) and after doing this we cut most page load times to 1/3 what they were with the middleware (1 second instead of 3 seconds).</p> <p>This site had a ton of custom code, and quite a bit of that needed updating to get from Drupal 8 to Drupal 9. We are basing our bid on the Drupal 9 - 10 upgrade on this “worst case” scenario.</p> |    |

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|   | <p>All this said, one of the huge benefits of Drupal is how well it can accommodate change. There is not much functionally difference between Drupal 8, 9, and 10 — we just need to clean up stuff that’s been deprecated, and there’s a bunch of new things available.</p> <p>There’s always a way to move from the old functionality to the latest and greatest. Sometimes this means configuring the new features and just leave the old content alone — but often we migrate all your old content into the new system.</p>  |    |
| F | <p>Please describe your organization’s experience (or the experience of any above-identified subcontractors) implementing web translation tools such as Drupal Translation Management Tool and Google Cloud Translations to enable automatic translations throughout all pages of a website. Include a description of any experience your organization has with implementing translation tools for languages that read right-to-left, such as Arabic or Persian.</p>  | 15 |
|   | <p>ANSWER:</p> <p>While we don’t currently have any multi-lingual sites (aside from several using the on-demand Google Translate functionality), we have done a fair amount of work with multi-lingual sites. Mostly in Drupal 7, but enough in Drupal 8+ to be familiar with the improvements.</p> <p>For several years we maintained World Vision’s Korean and Chinese websites. This was a standalone Drupal 7 site with those 3 languages (traditional and modern Chinese, Korean). We assisted with making sure new functionality ported from their main site was translatable.</p> <p>The other big one we maintained was a site for Georgetown University of Qatar - <a href="http://www.qatar.georgetown.edu">www.qatar.georgetown.edu</a> . This site had English and Arabic, so we did a lot of work on the RTL presentation there, in addition to hooking up single-sign-on, and lot of content consolidation.</p> <p>Those are the two we had the most hands-on experience with (both orgs have moved away from Drupal, unfortunately), but we’ve also consulted for several other Drupal sites setting up their translation management systems.</p> <p>We have deployed the GTranslate widget on numerous sites, and we have used the tmgmt (translation management) for manually-translated sites. We have not put those together, but I do not expect any particular challenge doing that!</p> |    |

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| G | Please describe your organization’s experience (or the experience of any above-identified subcontractors) working with user experience design vendors for websites you have built or maintained.   | 5 |
|   | <p>ANSWER:</p> <p>One of our main partners is Culture Foundry, which provides excellent user experience design. We have 4 different design refresh projects with them going right now — at least 2 of them should be released in time for your evaluation.</p> <p>We have worked with them on over a dozen sites, some with multiple projects. Better Care Network (BCN) is a great example of this. We started working with BCN when they had a Drupal 7 site. We upgraded them to Drupal 8, and then have done a series of projects with them. For these projects, we brought in Culture Foundry for UX and design:</p> <ul style="list-style-type: none"> <li>– “Country Care Snapshots” – provide a per-country data display of stats. Example:<br/> <a href="https://bettercarenetwork.org/regions-countries/africa/eastern-africa/rwanda">https://bettercarenetwork.org/regions-countries/africa/eastern-africa/rwanda</a> – drill down in “explore data” for a section to see historical data - <a href="https://bettercarenetwork.org/compare/formal-alt-care/rwanda">https://bettercarenetwork.org/compare/formal-alt-care/rwanda</a> , and from there can compare to other countries</li> <li>– “Puzzle” project – provide a visual interactive navigation experience for their complex data - <a href="https://bettercarenetwork.org/practitioner-library">https://bettercarenetwork.org/practitioner-library</a> – Culture Foundry designed the UX, Freelock implemented “progressive enhancement” headless Vue.JS app, all content is easily editable by BCN staff</li> <li>– “Phases of transition” – a different custom navigation project, more of a roadmap theme - <a href="https://bettercarenetwork.org/phases-of-transitioning">https://bettercarenetwork.org/phases-of-transitioning</a></li> <li>– After all these mini-UX projects, BCN had Culture Foundry provide a fresh home-page design, along with improvements to the organization and practitioner pages.</li> </ul> |   |
| H | Please describe your organization’s experience (or the experience of any above-identified subcontractors) upgrading websites from Drupal 9 to Drupal 10, or any previous versions of Drupal.   | 5 |
|   | <p>ANSWER:</p> <p>We upgaded 12 sites from Drupal 9 to Drupal 10 in December 2023 alone. We’re down to our last 6 Drupal 9 sites, most of them have been awaiting a fix for using Block Classes in Layout Builder. Last week we created an upgrade script ( <a href="https://www.drupal.org/project/layout_builder_component_attributes/issues/3395068">https://www.drupal.org/project/layout_builder_component_attributes/issues/3395068</a> ) to move that data to a different module so we can finally get the last batch upgraded, which we expect to have done by the end of January.</p> <p>We’ve upgraded dozens of sites from Drupal 8 to Drupal 9, and now to Drupal 10, most of them with a few hours to handle custom code changes — we cover the core and contrib module updates as part of routine maintenance.</p>   |   |

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|   | <p>Most of our big projects these days are Drupal 7 to 8/9/10 migrations — this is a full rebuild, not a simple upgrade, and generally substantially more costly than building a new site (however, we think preserving your content and getting to the latest version is well worth the cost!)</p> <p>We have done several hundred Drupal major version upgrades over the years — going all the way back to Drupal 5.</p> <p>Drupal 5 to 6 was easy. 6 to 7 was really hard — and 7 to 8 was even harder — which I think is the single biggest reason Drupal lost so much market share to WordPress — people felt burnt by two expensive upgrades in a row.</p> <p>Since Drupal 8, upgrades have been much, much simpler. Today it will likely take two steps to get you to Drupal 10 — first, to disable/replace everything that is no longer supported, and once that is out to production and working fine, the actual upgrade along with any necessary code fixes to custom modules and theme.</p>   |   |
| I | <p>Please describe your organization’s experience (or the experience of any above-identified subcontractors) adding automated application functionality into a Drupal website.</p>  | 5 |
|   | <p>ANSWER:</p> <p>People come to us because of our back-end competence, and ability to do integrations. Most of our work is not that hard — we do tons of tweaks to interfaces, support calls to help clients get their content looking right, handling one-off requests. But integrating other systems is right in our wheelhouse!</p> <p>Lately most of our automation/integration work has been on an e-commerce site for a wholesale/distributors site (you can’t order from here without an account!) - <a href="https://www.downtoearthdistributors.com/">https://www.downtoearthdistributors.com/</a> This company uses an ERP system from Sage Systems. We upgraded their site from a heavily customized/non-standard Drupal 7 site, first to Drupal 8, and now all the way to 10. All along their products have come from their back-office system.</p> <p>When we started, they had a custom script that would run on a Windows workstation, export a CSV, and copy it to the web server where another script would load the data through some convoluted tables and eventually into Drupal.</p> <p>We greatly simplified this process with the move to Drupal 8. We put in a VPN and a read-only database connection, and configured Drupal’s core migration system to read their product and customer databases straight out of the ERP’s</p> |   |

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|  | <p>database. We now run this process every 15 minutes, and it only imports items that have been changed in the ERP system.</p> <p>A year ago we added stock levels and product weights to the sync. A few months ago we changed where the stock level came from to a source that was more reliable, and last month we hooked up some rules to automatically make the product available or not based on whether it was actually in stock, excluding the lines they manufacture.</p> <p>We're about to add order submission — automatically post completed orders to the ERP system through its API.</p> <p>We have written several payment gateway plugins for Drupal Commerce (and before that, Ubercart in Drupal 6), along with a tax plugin for Washington State - <a href="https://www.drupal.org/project/commerce_tax_wa">https://www.drupal.org/project/commerce_tax_wa</a> . (This is an example of why we like to have copyright ownership over code — we can make it available for others to use, which seems like an excellent use of public funds...)</p> <p>On another front, there's a whole new module and ecosystem for Drupal that makes automating things much nicer — ECA. This provides a graphical interface for hooking up business rules. We have written a bunch of plugins for ECA already, providing functionality that can be easily wired together. See <a href="https://www.drupal.org/project/bpmn_io">https://www.drupal.org/project/bpmn_io</a> for a glimpse at what this looks like.</p> <p>On <a href="https://www.queencity.org/">https://www.queencity.org/</a> (another site we've upgraded multiple times, this one from Drupal 5 to 7 to 9/10), we used ECA to build several systems — the most complex being a moorage notification system. When a slip comes available, the moorage chairperson creates a “moorage offering” for the slip. The system automatically generates a “response” for each person on the waitlist for that slip, and sends them an email notification. The member comes back to the site and accepts or declines the offering, and at the end of the waiting period, the chairperson can mark the “winner”, which sends the result to the entire list. We built this entire system with ECA, and no custom code other than a plugin to send the rich-text email (which has since been released in the easy email module).</p> <p>We also automated the steps of their application process, which involves several steps and a committee approval/voting process.</p> |  |
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| <b>6</b> | <b>BIDDER'S SOLUTION AND PROPOSED APPROACH (TECHNICAL RESPONSE)</b> | <b>MAXIMUM TOTAL POINTS</b> |
|----------|---|-----------------------------|



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| A | Please describe your project management method and approach. For example, how would you ensure that all aspects of your services in carrying out the project, including the quality and features of the strategies and materials you develop, are satisfactory to DSHS?   | 10 |
|   | <p>ANSWER:</p> <p>Most places talk about agile development compared to Waterfall. I think the key point of Agile is, lots of releases. So within a cycle it's a traditional "waterfall" approach.</p> <p>We divide our work into a "request queue" and "planned work". Both systems use our project management system for client communications — an agile tool called Taiga. We use different "sprints" for the different kinds of work.</p> <p>For the request queue, you create an issue, and we triage/prioritize it with you and the rest of our workload. It gets evaluated, assessed, and scoped by the PM at the outset, identifying what the expected outcome should be. If it cannot be done immediately, it's put on our work queue where a developer will pick it up, do the work on a dev copy of the site, and send back to the PM for review. After the PM tests/validates it works as expected, they pass over to you for approval. Once approved, we merge it into our main development branch for release on a schedule coordinated with you.</p> <p>For "planned" work, these are bigger things that follow a mini-waterfall process:</p> <ol style="list-style-type: none"> <li>1. Meet and define the objectives, brainstorm approaches, identify preliminary budget, and select the direction.</li> <li>2. Do any exploratory work, prototyping, validation of the budget.</li> <li>3. If there are any issues, get back to the client to discuss.</li> <li>4. If all looks good, proceed to implement.</li> <li>5. After the dev is done with the initial implementation, PM tests. Repeat 2 - 5 until working as expected.</li> <li>6. After the new work is functional, enter the polish phase — if there are information architecture changes, this is often a good time to deploy and keep hidden from the public, giving the client time to make the necessary content changes.</li> <li>7. Polish phase is generally a second sprint focused on look, feel, user experience. So at this point we often change to a front-end developer to make it all look/work great across screen sizes, but the same basic process applies.</li> </ol> <p>For the most part, we work in a very collaborative way. When we're in an active project, we typically have weekly zoom calls with the client to go over what's done, what's next, and what questions/clarifications we need. We also solicit feedback, and ask for what other thoughts or concerns the client may have.</p> |    |

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| B | Please describe your process for quality assurance reviews of new features and code changes to ensure your deliverables meet contractual standards and immediately correct any deficiencies. How would you work with DSHS staff to verify your quality assurance activity, findings, and actions?  | 15 |
|   | <p>ANSWER:</p> <p>We have two automated test systems we use with every release. The first one, “behat” tests, can test the functionality of a new feature, stepping through forms/buttons/clicks and checking that it gets the expected result. Anything mission-critical we would add a behat test for, and this will then tell us if it breaks at any point in the future.</p> <p>Visual Regression Tests takes a list of URLs and snaps a shot of the stage and the live environment, highlighting every pixel that is different. We test 4 different screen widths, and typically 15 - 30 pages. This catches slight position changes, along with all sorts of content/picture changes — but it often alerts us to pages that are showing errors, or unexpected changes to a header, footer, or other widget.</p> <p>The main thing, though, is communication. The PM role validates that the functionality you asked for works as expected, and will work with you to make sure it’s right.</p> |    |
| C | Please describe your process for client communication. How would you ensure DSHS staff are kept up to date on the status of your work and any new developments that could impact project timelines?  | 10 |
|   | <p>ANSWER:</p> <p>We expect to have a scheduled meeting with your team. If there’s active work going on, this will likely be 20 - 60 minutes weekly. If it’s a quieter period, we still recommend meeting at least monthly.</p> <p>Ahead of meetings, the PM will provide an update of work completed, work still open, and the status of each item.</p>   |    |
| D | Describe the structure and methodology you will use to ensure any user-facing website features you develop or modify are accessible for all users, including compliance with the standards provided in the Web Content Accessibility Guidelines (WCAG) 2.2.  | 10 |
|   | <p>ANSWER:</p> <p>We use a variety of tools to validate accessibility, including Wave, Polypane browser, and Monsido. We can run a scan when desired to identify issues, and review those findings with you to prioritize and plan the work. A lot of Accessibility</p>  |    |

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|  | <p>issues have to do with content — text, images, labels, titles, etc. If there’s an area that keeps coming up, we can provide guidance in the interface as needed to steer authors towards more “correct” patterns.</p> <p>There is a new OpenAI module in Drupal that we might be able to employ here — getting it to scan for accessibility issues in text.</p> <p>For code-related changes, we’re most often doing things like adding pause buttons to videos or sliders, getting the proper nesting order of headers (particularly for sidebar blocks, etc).</p> <p>We have been working on a dark theme, high contrast theme, and text size adjustments that we’ve started building into new themes, primarily to better support these accessibility issues.</p> |  |
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| 7 | BIDDER’S PROPOSED PRICING (QUOTATION OR COST RESPONSE)  | MAXIMUM TOTAL POINTS |
|---|---|----------------------|
| A | <p>Please identify all allocated costs, together with the total charges Bidder is willing to accept in consideration of the full performance of the Contract. Fees shall include Washington State sales tax, if applicable, and all expenses. Please submit a high level budget breakdown for each area of activity in Attachment A – Sample Contract, Exhibit A – Statement of Work (kick off and transition, routine maintenance and support, support for design and functionality changes, Drupal 10 transition, translation tool, email form integration, chat tool integration, provider intake form, and project management and coordination.) Bidders may also propose a schedule of payments for successfully completing deliverables and performing the tasks necessary to accomplish the milestones identified in the timeline provided in the Statement of Work. <b>Bids for this work may not exceed \$350,000.</b></p> | 20                   |
|   | <p>ANSWER:</p> <ol style="list-style-type: none"> <li>1. Kickoff and transition: \$5,000</li> <li>2. Routine Maintenance, site + server- March 2024 – Jun 2025 - \$349/month x 16 months = \$5,584</li> <li>3. Support for Design and Functionality Changes - 20 hour/month retainer x 15 months - \$48,000</li> <li>4. Drupal 10 upgrade - \$15,000</li> <li>5. Translation tool - \$12,000</li> </ol>   |                      |

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| <p>6. Chat Tool integration - \$12,000<br/>7. Provider Intake Form - \$15,000<br/>8. Project Management/Coordination - +15% = \$16,887</p> <p>Total for identified work: \$129,471</p> <p>We have put high bids on these, and after validation of each project, may well be able to complete the work for less. This does leave a lot of room in your budget for more improvements/enhancements!</p> |  |
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**Prepared by:**

John Locke  
Freelock LLC  
PO Box 9625  
Seattle, WA 98119  
206-577-0550x20  
[computing@freelock.com](mailto:computing@freelock.com)

Re: Response Submission for DSHS Competitive Solicitation #2323-840 - WA Cares Fund Website Development Services

Dear Sir or Madam:

1. Enclosed please find the Response of Freelock LLC (Bidder) with respect to the above Competitive Solicitation. This Response includes this Letter (Attachment B) as well as Attachments C (Bidder Certifications), D (Bidder Response Form), and E (Contractor Inclusion Plan), as set forth in the Solicitation Document. In addition to these completed Attachments, the response includes the following additional materials (if any): (None)
2. I am authorized to submit this Response on behalf of Bidder, to make representations on behalf of Bidder and to commit Bidder contractually.
3. I have read the Solicitation Document and Sample Contract. In submitting this Response, Bidder accepts all terms and conditions stated in the Solicitation Document, including those set forth in the following amendments which Bidder has downloaded (please complete, indicating if no amendments were issued):

Amendment Number(s) Date(s) Issued

Attachment 1                      12/28/2023

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No Amendments were issued with respect to this RFP

4. Bidder represents that it meets all minimum qualifications set forth in this DSHS Competitive Solicitation and is capable, willing and able to perform the services described in the DSHS Competitive Solicitation within the time frames set forth for performance.
5. By my signature below, I certify that all statements and information provided in Bidder's Response are true and complete.

**Sincerely,**

A handwritten signature in black ink that reads 'John M. Locke'.

John Locke

## **Attachment C**

### **Bidder Certifications and Assurances**

*Bidder must sign and include the full text of this Attachment C with the Response. Altering or conditioning your certification of this Attachment C may result in your bid being disqualified.*

Under the penalties of perjury of the State of Washington, Bidder makes the following certifications and assurances as a required element of its Response to this Competitive Solicitation. Bidder affirms the truthfulness of these facts and acknowledges its current and continued compliance with these certifications and assurances as part of its Response and any resulting contract that may be awarded by DSHS.

1. Bidder declares that all answers and statements made in Bidder's Response are true and correct.
2. Bidder certifies that its Response is a firm offer for a period of 180 days following receipt by DSHS, and it may be accepted by DSHS without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 180-day period. In the case of a protest, the Bidder's Response will remain valid for 210 days or until the protest is resolved, whichever is later.
3. Bidder has not been assisted by any current or former DSHS employee whose duties relate (or did relate) to this Solicitation and who assisted in other than his or her official, public capacity. If there are any exceptions to these assurances or if Bidder has been assisted, Bidder will identify on a separate page attached to this document each individual by: (a) name, (b) current address and telephone number, (c) current or former position with DSHS, (d) dates of employment with DSHS, and (e) detailed description of the assistance provided by that individual.
4. Bidder certifies that Bidder is not currently bankrupt or a party to bankruptcy proceedings and has not made an assignment for benefit of creditors and authorizes DSHS to conduct a financial assessment of Bidder in DSHS' sole discretion.
5. Bidder acknowledges that DSHS will not reimburse Bidder for any costs incurred in the preparation of Bidder's Response. All Responses shall be the property of DSHS. Bidder claims no proprietary right to the ideas, writings, items or samples submitted as part of its Response.
6. Bidder acknowledges that any contract award will incorporate terms set forth in the Sample Contract(s), including its attachments and exhibits, as set forth as Attachment A to the Solicitation Document, or may, at DSHS' option be negotiated further. DSHS may elect to incorporate all or any part of Bidder's Response into the Contract.
7. Bidder certifies that it has made no attempt, nor will make any attempt, to induce any other person or firm to submit, or not submit, a Response for the purpose of restricting competition and that the prices and/or cost data contained in Bidder's Response: (a) have been determined independently, without consultation, communication or agreement with others for the purpose of restricting competition or influencing bid selection, and (b) have not been and will not be knowingly disclosed by the Bidder, directly

or indirectly, to any other Bidder or competitor before contract award, except to the extent that Bidder has joined with other individuals or organizations for the purpose of preparing and submitting a joint Response or unless otherwise required by law.

8. Bidder acknowledges that if it is awarded a contract containing Business Associate requirements under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), or any other Data Security requirements, that Bidder will incorporate the terms of such Business Associate or Data Security requirements into all related subcontracts.

9. Bidder acknowledges that if awarded a contract with DSHS, Bidder is required to comply with all applicable state and federal civil rights and other laws. Failure to comply may result in contract termination. Bidder agrees to submit additional information about its nondiscrimination policies, at any time, if requested by DSHS.

10. Bidder certifies that Bidder has not, within the three-year period immediately preceding the date of release of this competitive solicitation, been determined by a final and binding citation and notice of assessment issued by the Department of Labor and Industries or through a civil judgment to have willfully violated state minimum wage laws (RCW 49.38.082; Chapters 49.46 RCW, 49.48 RCW, or 49.52 RCW).

11. Bidder certifies that it has a current Business License and agrees that it will promptly secure and provide a copy of its Washington State Business License, unless Bidder is exempted from being required to have one, if Bidder is awarded a contract.

12. Bidder authorizes DSHS to conduct a background check of Bidder or Bidder's employees if DSHS considers such action necessary or advisable.

13. Bidder has not been convicted nor entered a plea of *nolo contendere* with respect to a criminal offense, nor has Bidder been debarred or otherwise restricted from participating in any public contracts.

14. Bidder certifies that Bidder has not willfully violated Washington state's wage payment laws within the last three years.

15. Bidder certifies that Bidder is not presently an agency of the Russian government, an entity which is Russian-state owned to any extent, or an entity sanctioned by the United States government in response to Russia's invasion of Ukraine.

16. Bidder acknowledges its obligation to notify DSHS of any changes in the certifications and assurances above.

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

Bidder's Signature: John M. Hoke

Title: President

Organization Name: FreeLock, LLC

Date: 1/9/2024

Place Signed (City, State): Seattle, WA



**Attachment E  
Contractor Inclusion Plan**

**Instructions**

DSHS requires that bidder submit this inclusion plan template as part of their proposal. Once submitted, the Inclusion Plan template becomes part of the contract if awarded to the bidder. The Bidder shall also include an anticipated list of small and diverse subcontractors or vendors who may provide services on the project. Responses should reflect the Bidder's sincere efforts to include diverse small businesses. Businesses listed in the plan must be certified by OMWBE or DVA, or registered in WEBS as a small business. If a company is not certified or registered but may be eligible for certification, the Bidder should encourage the company to become certified.

Inclusion goals are aspirational. No preference is given for inclusion plans or goals in the evaluation of bids. While no minimum level of OMWBE certified, Veteran Owned, or Washington Small Business participation will be required as a condition for receiving an award, the plan must include the actions the contractor will take to increase subcontracting opportunities for those business types.

**DIVERSE BUSINESS INCLUSION PLAN**

1. Do you anticipate using, or is your firm, a Washington State Certified Minority Business?  
YES   NO
  
2. Do you anticipate using, or is your firm, a Washington State Certified Women's Business?  
YES   NO
  
3. Do you anticipate using, or is your firm, a Washington State Certified Veteran Business?  
YES   NO
  
4. Do you anticipate using, or is your firm, a Washington State Small Business?  
YES   NO
  
5. If you answered No to all the questions above, please explain:  

We are a Washington State Small Business.
  
6. A description of your firm's planned efforts at outreach to the small and diverse business community:

7. A list of projects (5 max.) with diverse business participation in the last five (5) years:

| Subcontractor | Project | Year | Percentage |
|---------------|---------|------|------------|
|               |         |      |            |
|               |         |      |            |
|               |         |      |            |
|               |         |      |            |
|               |         |      |            |

8. A description of how firm considers small business in the development of bid packages.

We generally don't develop bid packages. We are responding to this one because you are asking for exactly the service we have spent a lot of time developing, and we think you won't find a better vendor anywhere for what you are looking for!

9. Describe the actions you will take to increase subcontracting opportunities for those business types.

As we develop our "vision plan" we will look for diversity in the companies and vendors we invite to participate!

10. Please indicate the number of people in your Diversity Inclusion team.

5 (our whole company) – We do have minorities on our team

If you answered Yes to any of questions one through four, please complete questions eleven through thirteen.

11. Please list the approximate percentage of work to be accomplished by each group in this contract:

- 11.1 Minority 25%
- 11.2 Women 20%
- 11.3 Veteran 0%
- 11.4 Small Business 100%

12. Please identify the person in your organization to manage/ lead your Diverse Inclusion Plan responsibility.

12.1 Name: Don Dill

12.2 Phone: 206-577-0540

12.3 E-Mail: don@freelock.com

13. Please identify the list of potential diverse subcontractors

13.1 -----

13.2 -----

13.3 -----

I hereby certify, under penalty of perjury under the laws of the State of Washington, that the certifications herein are true and correct and that I am authorized to make these certifications on behalf of the firm listed herein.

Bidder's Signature: John M Locken  
Title: President  
Organization Name: Free lock LLC  
Date: 1/9/2024  
Place Signed (City, State): Seattle, WA