

W3C Website Redesign

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Submitted by:



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Submitted To:



Coralie Mercier
Head of W3C Marketing & Communications
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Platinum Partner





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COVER LETTER

To,

Coralie Mercier
Head of W3C Marketing & Communications
E-mail: public-website-redesign@w3.org

Subject: Smart IMS response to W3C Website redesign - RFP

Smart Information Management Systems, Inc. (Smart IMS) is pleased to respond to W3C Website redesign - RFP issued by World Wide Web Consortium (W3C).

Our Federal tax ID: 223337602

Smart IMS is a Minority and Women owned business, CMMI ML3 appraised, ISO 9001:2015 and ISO 27000:2013 certified small business with over 19 years of experience in providing website redesign to numerous agencies. Smart IMS was incorporated in 1994 in Plainsboro, New Jersey. Since inception we are focused to providing website redesign to State, County and Local Agencies. With D&B Open rating score of 70, we have been successfully serving customer with high level of customer satisfaction.

Smart IMS understand the business need of W3C to redesign the website. Hence, Smart IMS proposes a solution that meets the W3C current business need.

The attached Smart IMS's response addresses all requirements identified in this RFI.

Should you have any questions regarding this proposal, please feel free to contact me.

Sincerely,

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1. EXECUTIVE SUMMARY

Smart IMS understands W3C is looking to incrementally redesign its Website and revise the information architecture, to show the world who we are and what we offer, to improve the organization and usability of the website for key audiences, communicate the W3C brand more effectively, and motivate people to participate in the organization.

- The website is well-designed but
 - Is hard to navigate
 - Is out-dated in look and not consistently responsive
 - Has too much content that is unsorted
 - Lacks a cohesive look
- 75% of people judge a business by its website (source)
- W3C plans to launch as its own Legal Entity in 2021

Smart IMS has been helping enterprises succeed in redesigning their large and complex websites. Thanks to our web development expertise, we enable clients to lessen the common and often disastrous risks of content migration. Our services cover the full cycle of website redesign to help you:

- Create a new, modern and responsive design;
- Attract mobile visitors to the website;
- Improve content personalization to increase visitor engagement;
- Create new functionality that would support your current business needs;
- Gather multiple websites under one roof with the help of a single CMS;
- Fix user interface bugs and low performance issues.

Smart IMS will fulfill the business needs of redesigning the W3C website and the following objectives by using current WordPress content management system.

- Solidify brand authority, consistent design, uniform appearance
- Create an engaging and easy to navigate experience
- Increase engagement (Members to join) and funding (crowdsourcing) (Join/Donate buttons)
- Ability to re-use redesign (to expand to other phases); enable us to evolve the style guide to cater for new needs & usages; likewise empowers us to make the information architecture evolve based on new themes, priorities
- Optimize (layout, tooling) to make content that meets user needs (content design)
- Optimize presentation, then archive redundant/stale content (inventory of the current content / URL Mapping and 301 Redirects)
- Simpler and robust editing/maintenance (we expect the markup style to be as simple/minimal as possible, and easy to understand and update over time)
- Create a long-lasting partnership with a web design agency to continue to work with us as our needs and organization evolve

Being a reputed WordPress development company, we offer high quality services and solutions that clients need to attain their business goals. We have an in-depth knowledge of PHP, CMS and WordPress theming and so our developers have the proficiency to build solutions that are completely customized as per W3C needs.



All our websites are designed keeping in mind the best in class and latest features that will keep our customers ahead of their competition. Not only this, our proposed WordPress CMS solutions will help W3C to promote their services through manageable websites thereby increasing W3C efficiency, functionality and usability.

Key Differentiators:

Smart IMS is specialized in WordPress CMS and its development that will make our company a perfect partner for any business's Joomla project. We are dedicated to our work to deliver the complete range of Joomla development services.

- We have highly professional and experienced Joomla team, having the core knowledge of advanced technologies and tools
- Plan and Implement unique ideas for each project to meet our client's requirement
- We can also develop custom plugins in your site to add specific features
- The client satisfaction is our main goal and we provide on time delivery assurance



2. PAST PERFORMANCE

2.1 DOW JONES

Smart IMS has redesign the website of Dow Jones's website - <https://www.wsj.com/>, and also provided ongoing maintenance, QA and support. In addition, provided additional services on a professional services basis.

We have also provided Dow Jones's with a Cloud migration transformation assessment and recommendations and participated in their program development and implementation.

2.2 EVERYDAY HEALTH

Smart IMS has provided few of the services like Project Management, Web and Mobile Application Services, Support and Quality check and Quality Assurance. There was a business need to assist them on managing and execution of few projects, technology and service improvement and enhancements. They requested for ServiceNow maintenance services. Few of the applications were built on PHP, WordPress projects; Provide Integration Services. Complete build and automation was provided.

Smart IMS has developed and built automation solutions for everydayhealth.com. As a part of it Smart IMS team, built Web Application automation scripts using Selenium Web driver, maintain automation scripts ensuring application stability at all times., develop and deliver all functional requirements as per client requirements. automated all tests and maintain the scripts, performed Functional, Integration, Test plan creation and execution, Regression, User acceptance, Release Management and Project management used Java, Selenium, SVN, Jenkins, Oracle, SQL Server, Rational Tools, HP ALM and Jira.

Additionally, Smart IMS lead the complete transition of the application services domain of EH's LA Sites, which are delivered through multiple channels, including desktop, mobile web, mobile phone and tablet applications, as well as video and social media. Smart IMS has built a transition team who completed the discovery and investigation phase and built new processes with all our key stakeholders. Our key stakeholders then brought all the application services under Smart IMS support and Smart IMS continue to provide first and second level application support for these sites today.

Our project team has redesigned and developed the following Everyday websites:

<https://www.everydayhealth.com/columns/>

<https://www.whattoexpect.com/>

<https://www.medpagetoday.com/>

Redesign and developed Everyday Health Assessment:

<https://assessment.everydayhealth.com/asthma-management-plan/>

2.3 CENTER FOR UN REFORM EDUCATION (CURE)

Smart IMS has redesigned the website of Center for UN Reform Education (CURE) - https://centerforunreform.org/home_page/front-page/

Our project team has redesigned and developed the following features:

- End user specific
 - Arrange and view Topics, Books, Events and publications
 - Provide Search feature
 - Data migration
 - Testing after migration and fixing the issues
 - Design the templates
 - Download books
- Admin specific pages
 - Portal content management.
 - Manage different categories like books, events and publications.
 - Listing of publications, books, and events
- General
 - Responsive design to support on devices along with desktop's/laptop's using browser.
 - Content management system to manage the site content
 - Performance of the portal as per the industry standards.
 - Audit trial

3. TECHNICAL CAPABILITIES

3.1 WEB APPLICATION DEVELOPMENT

Smart IMS, with its highly qualified and skilled Application development team serves its clients with valuable Web Application Development services and solutions. The web application development and custom programming services include everything from a simple content management system enabled site to the most complex web based social development networking development services, e-commerce portals and internet applications.

Smart IMS web application development service offerings include:



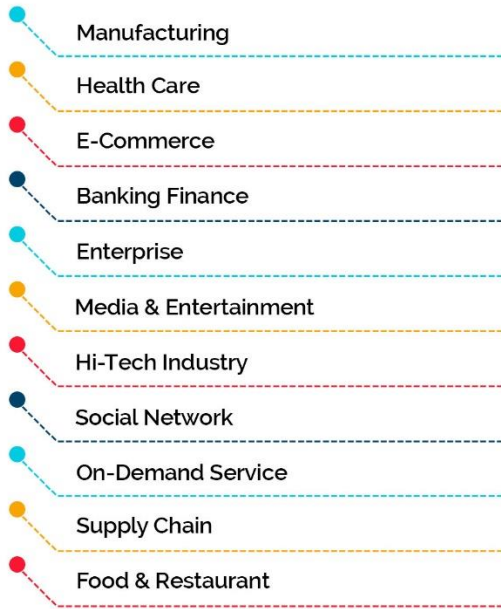
At Smart IMS, we develop custom websites, web applications and software on a wide range of technology platforms such as .Net, Java, PHP, Joomla, Drupal, WordPress etc. The web applications developed by the technology team at Smart IMS ensures that they are flexible, scalable, cross-browser compatible and targeted to multiple platforms.

3.2 MOBILE APPLICATION DEVELOPMENT

Mobile technologies have unleashed solutions to further help businesses, unlock immense value and untether businesses from their fixed location. Organizations are at the cusp of realizing the immense potential and capabilities of mobility. However, there are severe challenges faced by companies in uncapping the opportunities offered by mobile devices.

Smart IMS builds mobile applications for every industry, every platform and every user. It promises to deliver cutting-edge mobile app development services in every industry. While the focus is on the development needs, it will help you develop a mobile strategy that will unleash your business idea from conceptualization to a well-groomed app on Google Play and Apple's App Store.

Smart IMS mobile apps span a range of industries including:



At Smart IMS, we've worked with infinite possibilities in mobile application development. What sets us apart is the end-to-end mobility solutions that we create for a unique mobile experience across multiple OS versions, devices and platforms.

3.3 DEPLOYMENT STRATEGIES

Be it web or mobile application development, Smart IMS adheres to the best deployment practices carried out as per the industry standards. The Build and Release expertise at Smart IMS ensures that the deployment is handled as per the application requirement and client's needs. The focus is to successfully deploy applications without any downtime.

Smart IMS follows industry best deployment approaches such as:

Web Applications	Mobile Applications
1) Four Tier Deployment Model	1) Native
2) Team Foundation Server (.Net applications)	2) Xamarin
3) Amazon Web Services (applications migrating to Cloud)	3) Hybrid (native code with HTML and JavaScript)
4) Azure (applications migrating to Cloud)	4) Web (HTML5 and JavaScript)
	5) Mobile Enterprise Application Platform (MEAP) as middleware

3.4 APPLICATION MIGRATION

Smart IMS's application migration services streamline legacy systems to –

- Enhance Flexibility
- Improve Usability
- Mitigate Risk
- Minimize disruption
- Lower maintenance costs

Smart IMS enables clients to take advantage of modern and digital platforms and architectures by keeping their short and long-term needs, cost and ROI in mind. Smart IMS understands the intricacies involved in migrating legacy applications to new platforms. The expert team works with clients to come up with a practical phased approach that encompasses not just system rollouts but also complete change management, including hiring new talents and training existing staff.

3.5 UNIQUE GLOBAL DISTRIBUTED DELIVERY MODEL

Smart IMS specializes in front office technologies and custom application development, with a focus on web and mobile platforms. Smart IMS employs a unique Global Distributed Delivery model to provide full application development lifecycle services, including architecture, design, development, integration, customization and support. We carry a vast experience in delivering robust, scalable, high-quality, easy to maintain solutions in different technology platforms such as Open-source solutions, Microsoft Technologies, Java/J2EE and mobile applications.

Smart IMS global delivery model has been refined through years of experience while working with the globally, distributed, multi-disciplinary teams. The project and program management professionals come with years of distributed delivery experience and are adept at developing and customizing a methodology that best suits the specific client's context and requirements.

The Smart IMS Global distributed delivery model allows its customers a low cost, high quality, nominal risk development. We work with clients using a variety of different models – Our sizable offshore development team can assist in the development/enhancement of your products either on a turnkey basis or by augmenting your development team by way of Full Time Equivalents.

3.6 WHY SMART IMS?

Smart IMS focuses on helping clients meet their business goals using innovative yet cost-effective technology solutions. Using our Global Distributed Delivery Model, we provide full application development lifecycle services, including architecture, design, development, integration, customization and support.

We are experienced in delivering high quality, scalable, easy to maintain solutions in different technology platforms – Microsoft Technologies, Java/J2EE, Open-source solutions – WordPress and Mobile applications. Smart IMS works with product companies as their trusted technology partner to help bring their product vision to reality. This enables our clients to focus all their resources on building a viable business model.

Smart IMS serves Fortune 1000 as well as emerging organizations across industries and geographies to transform their business from traditional model to cloud and digital. Our values



and culture is focused to deliver quality, scalability, predictability in execution and an enhanced customer experience.

4. PROJECT SCOPE

4.1 IN – SCOPE

The following activities will be considered under scope for redesigning the W3C website:

- Develop Responsive design
- Web Accessibility Initiative (WAI) compliance design
 - HTML5, WCAG 2.1, ideally Level AAA (level AA as a minimum).
 - Consistently responsive: mobile first, then desktop design
 - Modern best practices and simple, maintainable markup and CSS
 - Device-independence, reusability
- Provide the Structured Menu that help the W3C end users to navigate the website easily:
- Redesign the landing page / Home page
- Redesign the following main menu of W3C existing website
 - Standards
 - Participate
 - Membership
 - About W3C
- Designing and Integration of Style sheets and templates (assuming around 30+)
- Redesign Content Pages (assuming around 500+) with different templates
- Redesign all the pages under link <https://www.w3.org/Consortium/>*
- Redesign W3C Blog
- Redesign Vertical industries landing pages
- Redesign Public Work Groups homepages (ala IETF data tracker)
- Redesign /TR homepage (only the frame)
- Provide Multi Factor Authentication
- Redesign Account pages
 - MyAccount
 - My Requests
- Provide Multilingual site, language negotiation (e.g., Accept-Language header in combination with page links to alternate languages, and 'sticky' content negotiation techniques)
- Integration of Web analytics
- Security
 - Verifying the identity of an individual or other entity on the network before allowing that person or entity access to data.
 - Application-authorization: Users will be accessing the application based on their privileges where they can access the data. That will be based on role based access control. (RBAC)

4.2 OUT OF SCOPE

- Mobile Application development
- Redesign of URL which is not part of <https://www.w3.org/> domain
- Hosting set up



4.3 DELIVERABLES

- Business requirement document
- Web UI template and mockups
- Updated Style Guide Documents
- Test plan
- Performance test report
- UAT report
- System Training
- Source code of website application

5. PROPOSED SOLUTION

Smart IMS is recommending W3C to utilize the existing WordPress Content Management System (CMS) due to stringent project timeline mentioned in the RFP by W3C.

Smart IMS will redesign the W3C website in such a way that it will have intuitive interface and easy to use. Our proposed solution will meet the objectives and goals of W3C by providing the following features:

- Responsive Design: Provide a responsive design which will ensure that W33 website runs seamlessly on different devices, without having to put in extra effort for developing separate websites to run on them.
- Develop a highly targeted lead capture strategy
- Develop a well-structured blogging platform to allow users to easily post their articles
 - Develop a Comment module to allow website visitors to leave their comments on the blog articles to encourage an engagement and the conversation
- Integrate social media sharing facilities to allow web visitors to share articles with their friends and colleagues on platforms such as Facebook, Twitter and LinkedIn.
- Enhance the home page by including the recent or upcoming or key activities / offers to make the website attractive and user friendly for the end users.
- Instead of playing videos on third party web page, we propose to keep the videos on the same page and maintain the consistency in the layout.
- We will build a website in such a way that W3C can add as many as languages.
- Easy removal of any feature from the website which W3C might not need in future. Also, W3C can personalize the templates as per their need.
- Rewrite website content, utilizing latest SEO strategies and techniques
- Search engines: We will utilize the latest SEO strategies and techniques to increase the W3C website referrals. The code behind WordPress is very clean and simple, making it easy for search engines to read and index a site's content. In addition, each page, post, and image can have its own meta tag keywords, description, and title, and be optimized for specific keywords, allowing for very precise search engine optimization. We will also use tags to further enhance your search engine optimization efforts.

5.1 TECHNICAL ARCHITECTURE

The following is the high level technical architecture to redesign the W3C website:

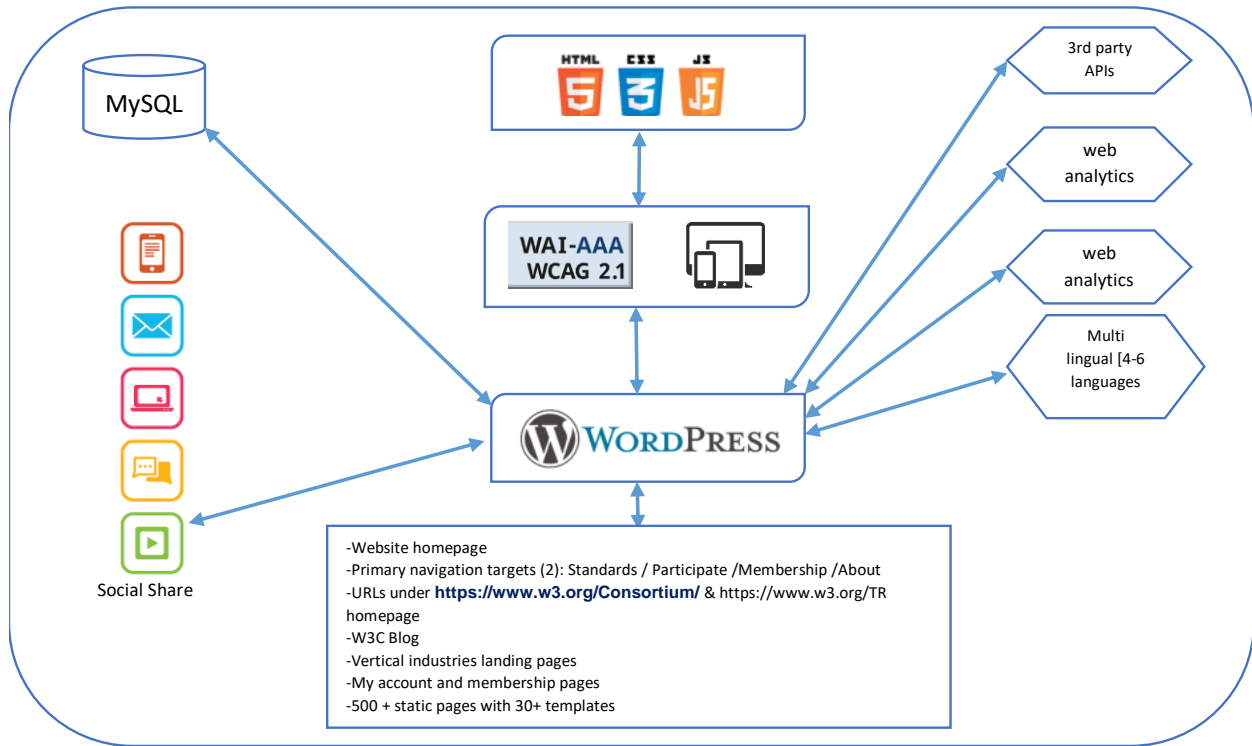


Figure 1: Technical Architecture

5.2 PROJECT IMPLEMENTATION APPROACH

Our proposed offshore project team will follow a Hybrid model – combination of Agile and Waterfall. This approach helps in providing several interim deliverables, and facilitates rapid and flexible response to any change in functional requirements and project needs as the project progresses.

The following image provides a quick snapshot of our delivery approach.

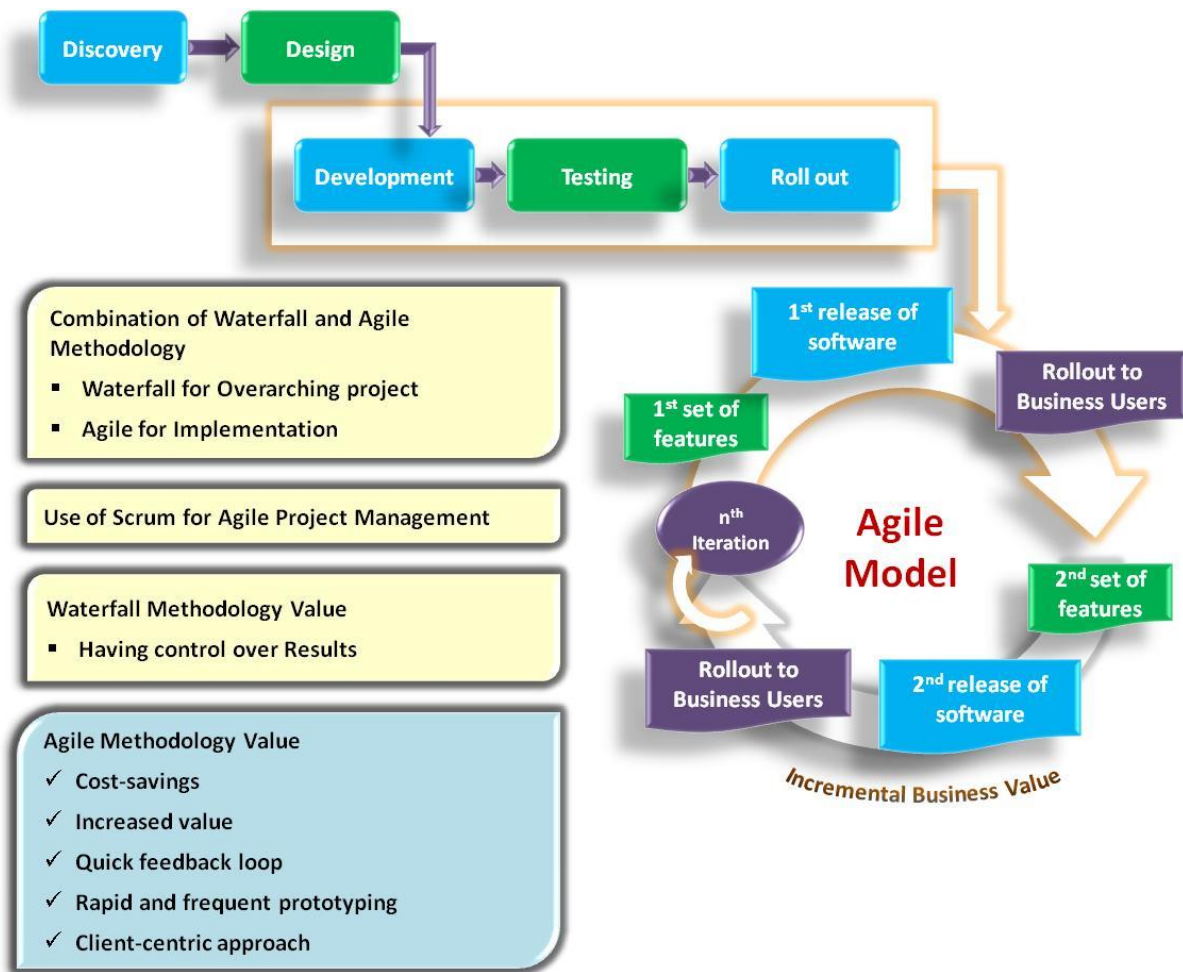


Figure 2: Project Implementation Methodology

5.2.1 REQUIREMENTS GATHERING

During this phase, Smart IMS resources are deployed on the project and a project plan is prepared. Requirement gathering workshops are carried out and the user requirements for the project are finalized during this phase.

Our proposed Business Analyst will perform the analysis of existing W3C website. BA will perform the following activities and prepare the required documents - Business Requirement document & Functional Requirement document

- Perform feedback survey
- Analysis of all W3C URLs and sitemap
- Identify the different layouts, template and pages

At the end of this phase, our understanding of the requirements and detailed functionalities will be documented for W3C review and approval.

5.2.2 DESIGN

The Design phase is kicked-off with the build of a proof of concept based on the requirements gathered during the Requirement Gathering phase. The solution architecture is developed. The user interface design and detailed design of the W3C website is completed and documented. We will use Waterfall approach, both to ensure best accuracy and scalable refined solution model.

Our proposed UX developer will design the mockups using the mobile first approach to provide the W3C need of developing a responsive website and share with the W3C project team for the approval. Once the mockups are approved, UI developer will slice them to the HTML.

5.2.3 DEVELOPMENT

The Build phase involves converting the design specifications from the Design phase into a tangible solution. The built solution is tested from a functionality, usability and security standpoint to perform as per the design specifications and user requirements. All functionalities will be tested at unit level. We will maintain the appropriate code versioning to ensure easier tracking of changes to source code and for future reference.

Our developers will develop the items specified in the Section 5.1 – Scope of Work using WordPress CMS.

5.2.4 DATA MIGRATION

Smart IMS will use the Big Bang Migration strategy to ensure it is done in small time slot with accuracy

- Knowing the data — Before migration, W3C source data needs to undergo a complete audit. Unexpected issues will surface if we ignore this step.
- Cleanup — Once our team identify any issues with W3C source data and will resolve them manually.
- Maintenance and protection — Data undergoes degradation after a period of time, making it unreliable. This means there must be controls in place to maintain data quality.
- Governance — Tracking and reporting on data quality is important because it enables a better understanding of data integrity. The processes and tools used to produce this information will be highly usable and automate functions where possible.

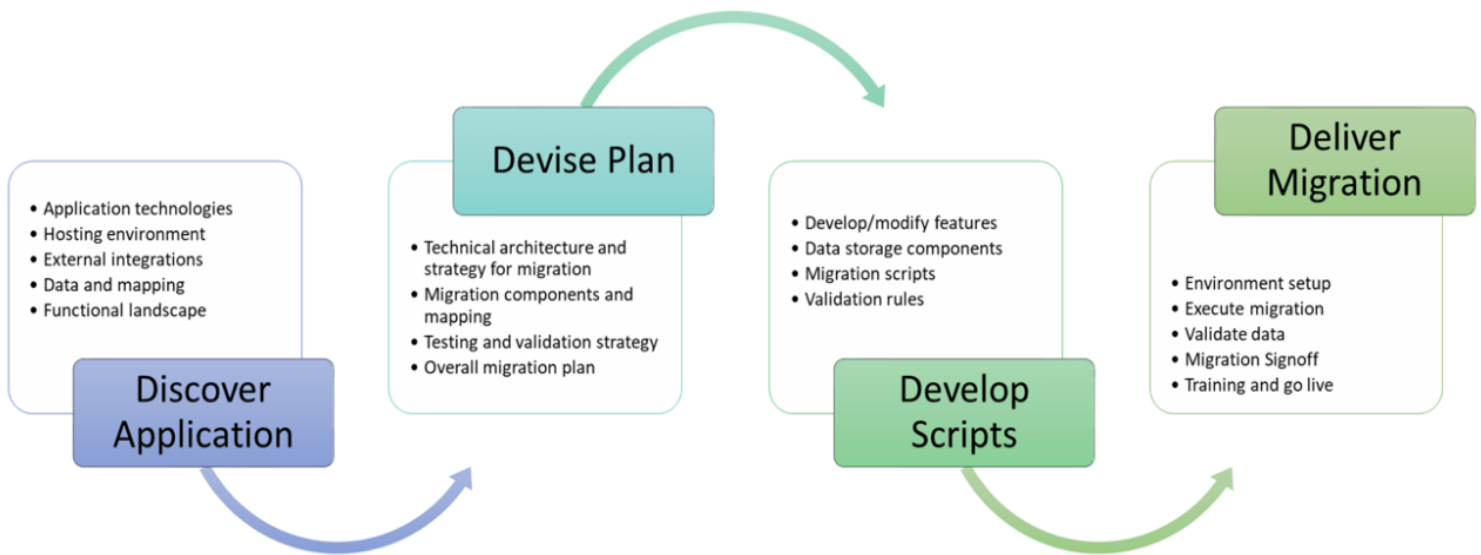


Figure 3: Smart IMS Data Migration strategy

5.2.5 TESTING

Smart IMS will assign manual, performance and security testers to create Test cases and Test plans. Test cases will be designed by the team for each iteration and integrate them with subsequent iterations for integration testing. Execute test plan and test (at functional and system level) and evaluate the end to end process, confirming solution operates as desired.

Our testing team will perform the user acceptance testing (UAT) and we expect W3C to validate the solution. Smart IMS will provide test scripts to help W3C. Perform an end-to-end testing of the solution. We will also provide the required support to capture and implement the user feedback in an expedited manner.

5.2.6 GO LIVE AND TRAINING

Smart IMS will perform the final testing and deploy new W3C website on W3C production for the review and approval process.

Training is an integral part of this phase. Smart IMS will follow the 'Train the Trainer' model where our team will train the W3C power users who in turn will be expected to train the rest of W3C users.

5.2.7 WARRANTY PERIOD

Smart IMS will provide two (2) weeks of warranty support once the complete new website application is moved to production. During this period, our team will fix any issues as and when needed. This team will also monitor and log any issues during the warranty period. The team will be managed by the Project Manager, who will report the status on issues to W3C on weekly basis

5.3 TECHNOLOGY STACK

The following technologies will be used for W3C website redesign:

Development	Technologies
Front End	HTML 5, CSS 3, JavaScript, jQuery
Middle layer	PHP7, WordPress
Database	MySQL
Server	Apache

6. PROJECT TEAM

The Project Manager (PM), Solution Architect and Business Analyst (BA) will participate in meetings with the W3C stakeholders during requirements gathering phase, UAT and roll out. PM and BA will work closely with the business users and helps the offshore development team, operating from our Hyderabad, India office, to translate the business requirements into technical specifications and provide creative and innovative solutions.

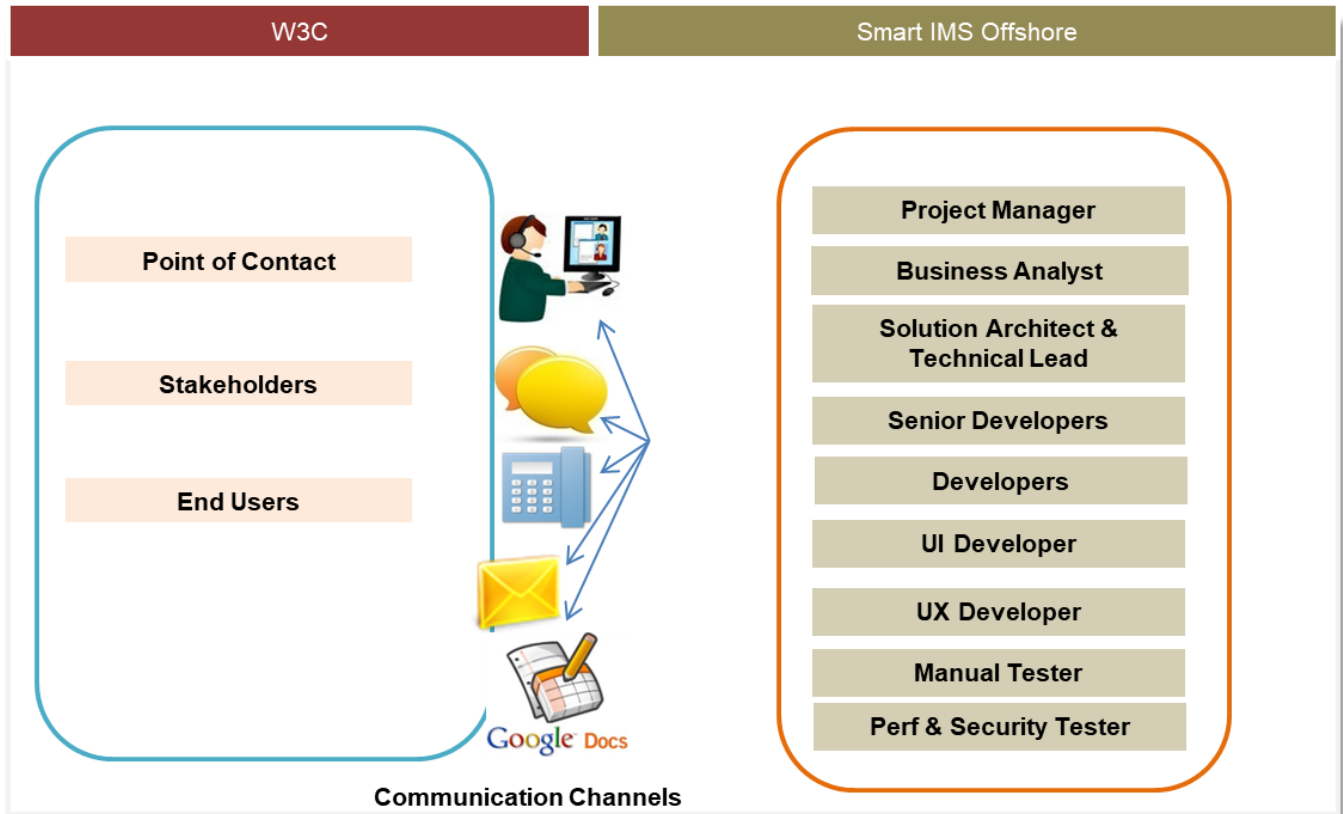


Figure 4: Smart IMS proposed engagement model and team to execute this project

6.1 ROLES AND RESPONSIBILITIES

The following table summarizes the Smart IMS proposed project team. Our team will provide robust services in success of W3C website redesign.

Roles	Responsibilities
Project Manager	<ul style="list-style-type: none"> • Provides security spreadsheet to obtain access to W3C servers • Develops and/or reviews estimates and estimating assumptions for the project schedule, effort, and cost using established estimating models, best practices, and past experience • Measures and monitors progress at clearly defined points in the process to ensure that the project is delivered on time, within budget, and it meets or exceeds expectations • Participates in quality management reviews

Roles	Responsibilities
	<ul style="list-style-type: none"> Revises and maintains the project plan, including the configuration management, risk management, project measurement, and quality management plans
Business Analyst	<ul style="list-style-type: none"> Assisting with the business case Planning and monitoring Eliciting requirements Requirements organization Translating and simplifying requirements Requirements management and communication Requirements analysis
Solution Architect & Technical Lead	<ul style="list-style-type: none"> Provide technical direction to all teams. Contribute to and lead the definition, evolution and adherence to platform and Website/mobile architecture in line with W3C business goals Translate business needs into system solutions making maximum use of available tools while ensuring longer term supportability of the architecture Evaluate possible solutions and designs to establish best approach in terms of W3C outcome, architecture and cost. Including prototyping, technical spikes and proofs of concept Research, recommend and implement tools as needed with the goal of continually increasing our development productivity. Proactively bringing issues and problems to the attention of the team; generating, proposing and implementing innovative solutions to solve them.
UI/UX Developer	<ul style="list-style-type: none"> Gather and evaluate user requirements in collaboration with product managers and engineers Illustrate design ideas using storyboards, process flows and sitemaps Design graphic user interface elements, like menus, tabs and widgets Build page navigation buttons and search fields Develop UI mockups and prototypes that clearly illustrate how sites function and look like Create original graphic designs (e.g. images, sketches and tables) Prepare and present rough drafts to internal teams and key stakeholders Identify and troubleshoot UX problems (e.g. responsiveness)
Developer	<ul style="list-style-type: none"> Design and implement new features and functionality Establish and guide the W3C website architecture Ensuring high-performance and availability, and managing all technical aspects of the CMS Helping formulate an effective, responsive design and turning it into a working theme and plugin. Drafting Use Cases, participating in KT sessions and updating design documents, development of source code, performing unit and integration testing.

Roles	Responsibilities
Manual Tester	<ul style="list-style-type: none"> • Review and analyze system specifications • Collaborate with developers to develop effective strategies and test plans • Execute test cases (manual) and analyze results • Evaluate product code according to specifications • Create logs to document testing phases and defects • Report bugs and errors to development teams • Help troubleshoot issues • Conduct post-release/ post-implementation testing • Work with cross-functional teams to ensure quality throughout the software development lifecycle
Performance & Security Tester	<ul style="list-style-type: none"> • Implement, test and operate advanced techniques in compliance with technical reference architecture • Perform on-going security testing and code review to improve software security • Troubleshoot all issues that arise • Provide engineering designs for new software solutions to help minimize security vulnerabilities • Contribute to all levels in the software architecture • Maintain technical documentation • Consult with team members regarding secured coding practices • Develop familiarity with newest tools and best practices • Conduct website performance testing to ensure system reliability, capacity and scalability. Work with testing team to develop performance test plans and cases. Analyze test results and coordinate with development teams for bug fixes.



7. PROJECT MANAGEMENT APPROACH

Smart IMS will provide professional project management support for to W3C. This includes, but is not limited to, developing and managing project plan(s) and timelines; coordinating project governance; providing reporting; providing support to the W3C project team as requested; supporting internal change control activities; developing an internal, stakeholder communication plan; and soliciting and managing the prospective systems development and integration vendor (Integrator).

Our proposed project management is based on agile solution delivery principles and incorporates CMMI-DEV, ITIL, ISO 9001:2015 and ISO 27001:2013 practices to provide consistent delivery. Our methodology to managing projects involves principles and processes that are based on CMMi conformant standards and the Project Management Body of Knowledge (PMBOK) of the Project Management Institute (PMI).

The development approach, key milestones, and reviews are presented in Figure below. The Project Plan is tailored to deliver governance processes for cost control and change management. Within the PMI based PMP, we will incorporate agile project management strategies and methodologies to realize cost efficiencies and cost savings providing maximum return of investment to W3C.

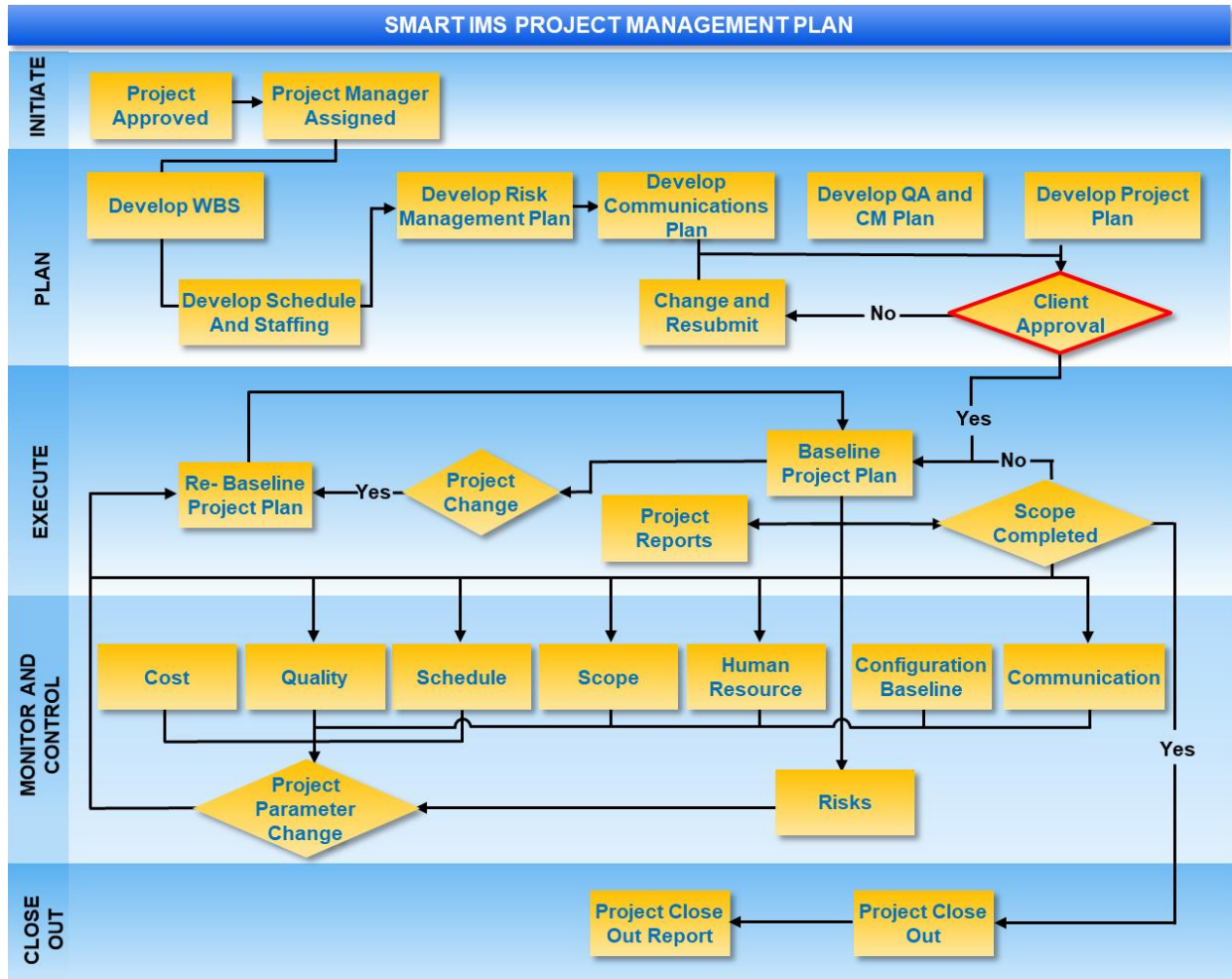


Figure 5: Smart IMS Project Management Process

7.1 RISK MANAGEMENT

Smart IMS manages issues and problems with the program using its risk management model. This process will allow the Smart IMS team to develop the initial risk management plan. Additionally, the risk management plan will be re-examined on a periodic basis through monthly program meetings and quarterly program reviews. The primary activities associated with the Risk Management Plan are detailed below:

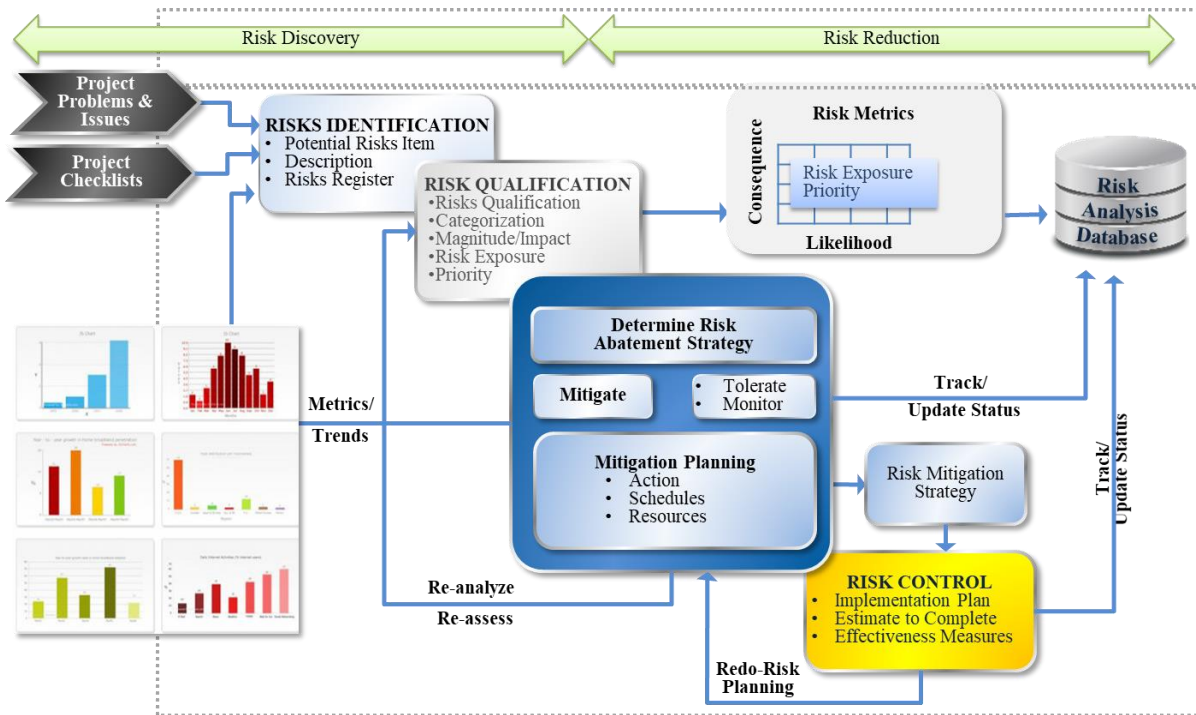


Figure 6: Smart IMS Risk Management Strategy

- Risk Identification:** Smart IMS will constantly identify risks throughout the different phases of the project. Smart IMS has created a risk identification checklist for comprehensive risk identification in its programs. The various sources for identification of risks include: the risk checklist, assumptions, Smart IMS risk repository, program and project performance, stakeholder analysis results, and technical environment analysis results.
- Risk Analysis (Qualitative and Quantitative Analysis):** We will analyze all identified risks and assess their qualitative and quantitative impact on the project deliverables. The qualitative analysis will result in the ratings of high, medium, and low for every identified risk. Each risk with high and medium impact on the deliverables will be quantitatively analyzed to calculate probability of occurrence and then placed into different categories such as program, development environment, or contractual risk based on our risk checklist. Each risk will be assigned an impact rating and priority. The risk exposure will be calculated based on deliverable impact, risk priority, and probability of occurrence of a risk.
- Risk Response Planning:** The responses for risks will be planned by the Smart IMS. The risk responses will include risk mitigation and risk contingency plans. We will identify the risk owners, who are responsible for monitoring the risk exposure during the project lifecycle. We will also identify a risk abatement strategy for risk planning. Based on this strategy, we will either mitigate the risk according to the risk management plan or tolerate the risk.
- Risk Tracking and Controlling:** We will track and control the identified risks by constantly reviewing the risk impact and probability of occurrence. The risk owner will be responsible for tracking the risk and initiating a risk review during project team meetings. Based on the inputs from the risk owner, the Smart IMS will verify the risk exposure. If the risk exposure exceeds the threshold limit, Smart IMS will initiate the mitigation plan. After successful mitigation of the risk, the risk will be posted to the risk analysis database on the dashboard.

7.2 QUALITY ASSURANCE

Smart IMS provides mature and defined management practices (Figure) to ensure mission and program continuity. Our quality management process addresses the client’s concerns in the areas of customer satisfaction, cost, future maintainability, and extent of future consolidation. Our quality assurance (QA) management practices include Quality Management System (QMS)-driven, continuous, planned improvements through self-inspection and review of policies to ensure the flexibility and adaptability necessary to provide a state-of-the-art capability to the W3C. The QMS contains CMMIDEV, ISO 9001:2015 and ISO 27001:2013 compliant processes supported by best practices and lessons learned gathered from Smart IMS’s contract portfolio. Using QMS, we will apply project management best practices to ensure quality control. We will work as a full partner with the W3C management and end users by continually assessing staff performance and deliverable quality to ensure achievement of all the W3C desired outcomes.

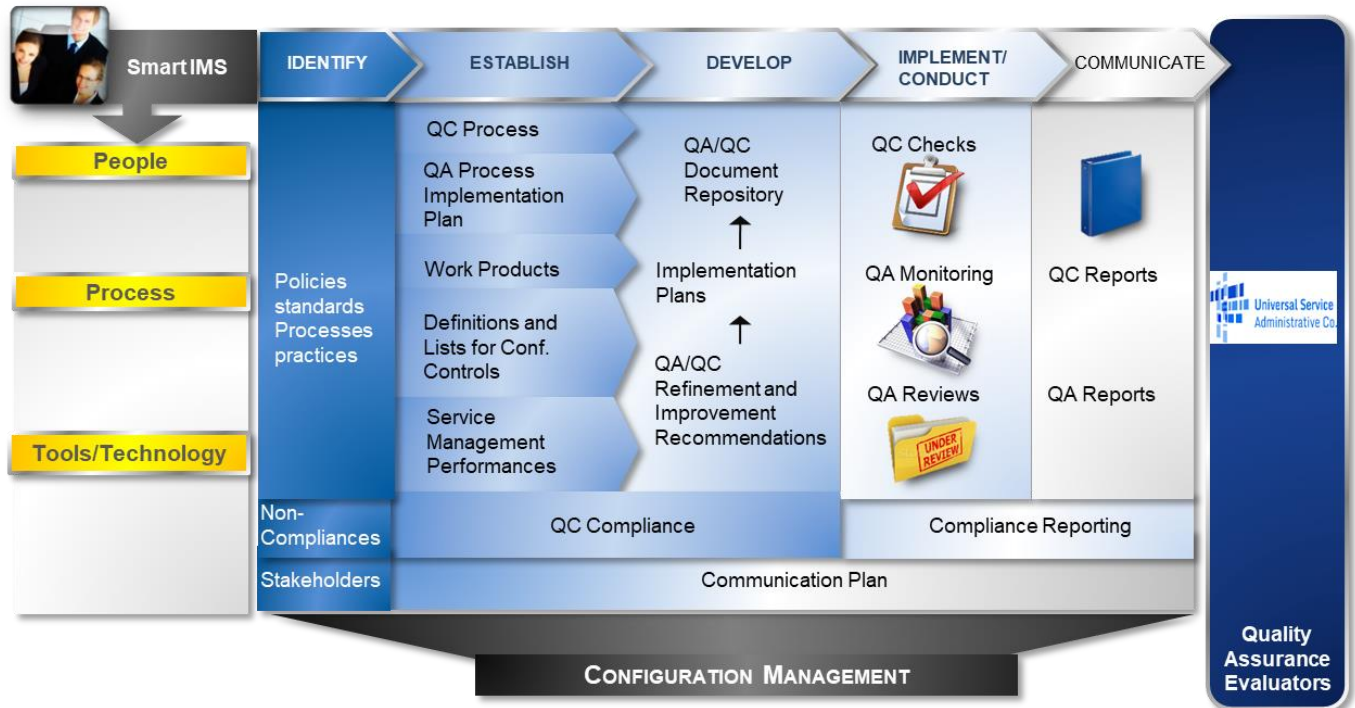


Figure 7: Smart IMS QA/QC approach

Quality Control (QC) Approach	Benefits to W3C
<ul style="list-style-type: none"> Apply QA lessons learned through more than 10 years managing complex and global programs. 	<ul style="list-style-type: none"> W3C needs are matched with the right mix of QA management tools, technical expertise, and skill sets.
<ul style="list-style-type: none"> Apply the team's domain knowledge and understanding of the customer missions, environments, QA standards, and cultures. 	<ul style="list-style-type: none"> Responsiveness to unanticipated, changing QA program performance requirements or staffing needs
<ul style="list-style-type: none"> Assign project manager with superior experience in customer performance and operational QA task requirements. Establish an accountable and empowered single point of contact (SPOC) and direct lines of authority. 	<ul style="list-style-type: none"> Managers and staff anticipate QA needs and respond rapidly to customer mission requirements. Transition of quality performers maintains continuity and management of program risks. Reduces program risk from QA
<ul style="list-style-type: none"> Create measurements for monitoring and reporting QA performance. Develop performance standards and service levels (acceptable quality levels [AQL]/service level agreements [SLA]) jointly to meet the customer needs. Monitor performance and achievements against mutually agreed to QA standards. Recognize achievements through QA performance measures across the team. 	<ul style="list-style-type: none"> Ensures QA performance levels and customer satisfaction. Facilitates QA performance improvements. Fulfills QA contract goals. Maintains high morale and retention among all project staff.
<ul style="list-style-type: none"> Leverage mature, documented, corporate-wide ISO 9001:2015 and ISO 27001:2013, ITIL V.3, and CMMI Level 3- rated policies and procedures 	<ul style="list-style-type: none"> Consistent high-quality services delivered based on repeatable corporate and site standards. Quality requirements are seamlessly integrated with partners to provide a cohesive, well-functioning team. Responsiveness to changing requirements, as well as continuous improvement of processes and program performance.
<ul style="list-style-type: none"> Manage all guidance, issues, assignments, and tasks through Smart IMS, who will serve as SPOCs for all employees, subcontractors, and company resources 	<ul style="list-style-type: none"> Provides a single voice to the customer for all quality and performance issues.
<ul style="list-style-type: none"> Promote continuous improvement in the areas of: Change Management and Content Management Communication and report-sharing accessibility and efficiencies 	<ul style="list-style-type: none"> Clear and complete customer insight into mission and service provider performance. Accurate status and visibility into all problem resolutions and technical assistance.

7.3 COMMUNICATION PLAN

Open, collaborative communications and frequent reviews and audits are the essential components of Smart IMS communications approach as presented in the below figure, to ensure the W3C success. Smart IMS will use a multi-channel approach to project team and W3C communications to proactively prevent, identify, mitigate, report, escalate and resolve problems. Our approach includes the development of a comprehensive communications plan to keep all parties informed of project status and issues. As part of our approach, the Project Manager holds weekly meetings with W3C counterparts to discuss work accomplished, planned work, risks and issues, and staffing including planned staff absences.

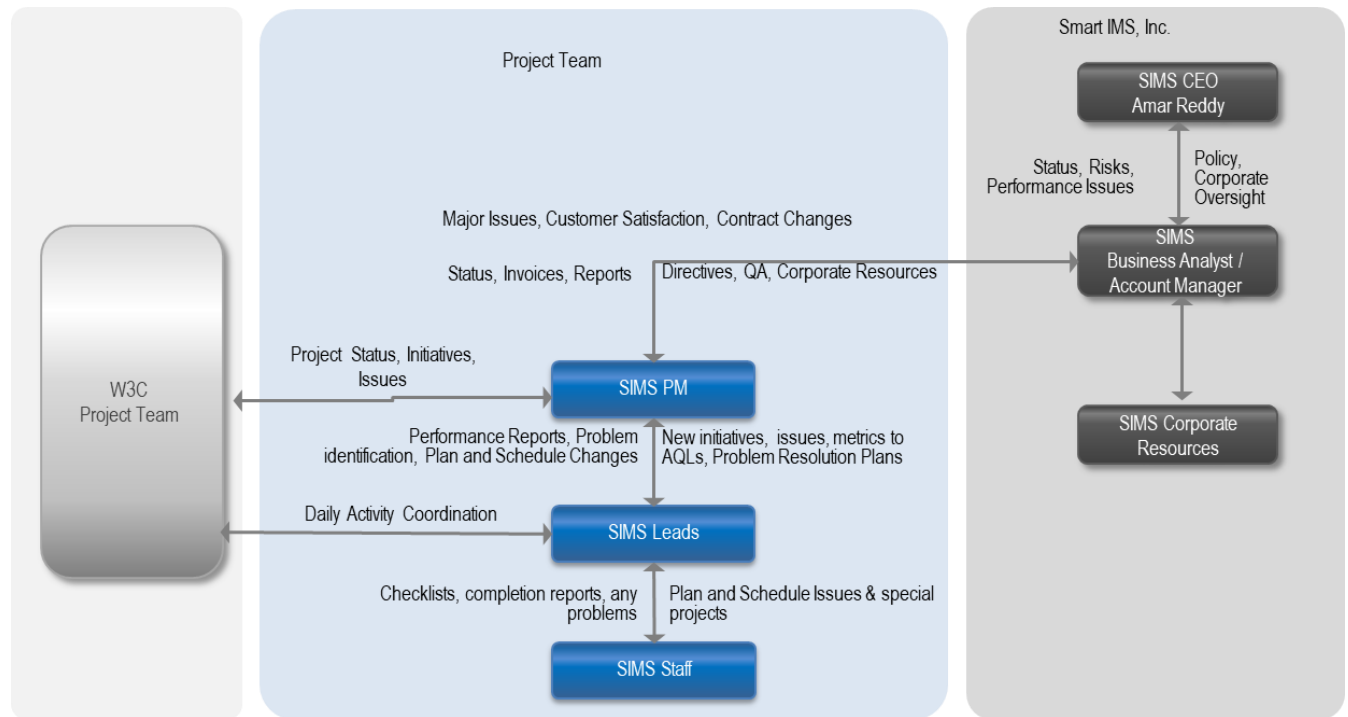


Figure 8: Smart IMS Communication plan

7.4 CHANGE MANAGEMENT

Smart IMS will perform change management activities, including developing and executing a communications strategy to ensure effective management of scope and changes to requirements.

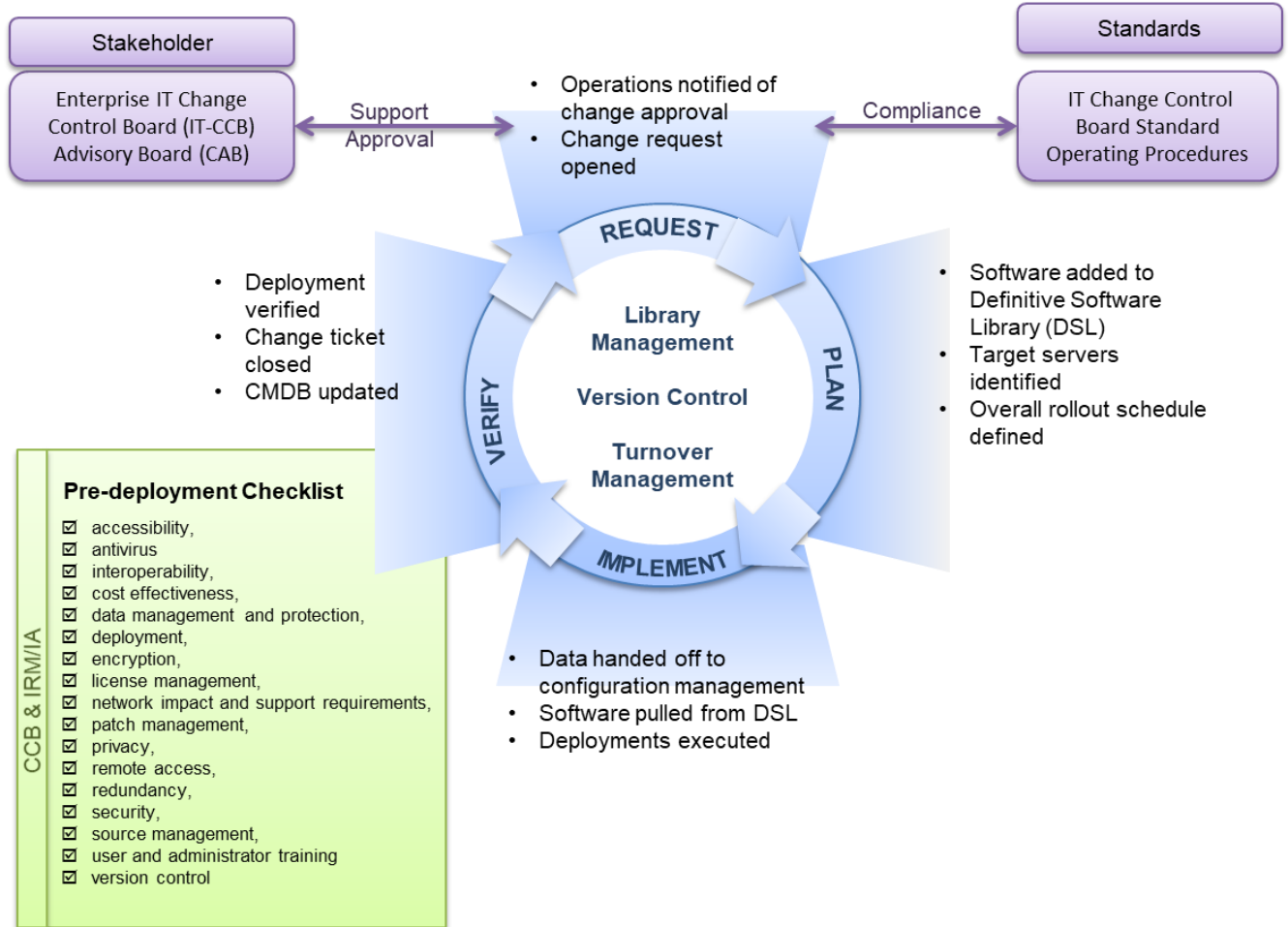


Figure 9: Smart IMS Change Management Services

7.5 GOVERNANCE

Smart IMS program governance supports will help W3C in managing risks, stakeholders' benefits, resources, and quality across the program life cycle. Furthermore, our support ensures decision-making and delivery management activities are focused on achieving program goals in a consistent manner, addressing appropriate risks, and fulfilling stakeholder requirements.

The concept of governance has multiple dimensions: people, roles, structures, and policies. Through our governance support, Smart IMS ensures to provide an appropriate organizational structure, the policies and procedures necessary to support program delivery through formal program reviews. This is facilitated by regular and phase-gate-based monitoring of deliverables, performance, risks, and issues by the client program board. We identify how the program affect stakeholders and then develop a communication strategy to engage the affected stakeholders, manage their expectations and manage acceptance of the objectives of the program. We implement a common knowledge repository of process knowledge, best practices, lessons learned and other project documentation for efficient decision making and risk mitigation.



7.6 REPORTING

A detailed status report is maintained for the project. This report is updated and shared with the customer point of contact on a weekly basis. The report includes status on project progress, issues, pending deliverables, and goals for the next reporting period, and so forth.

8. ASSUMPTIONS

The proposed solution is based on few assumptions. If circumstances affect these assumptions, we will immediately contact W3C Point of Contact to discuss any possible impact on the project.

- Any new requirement other than those listed in the scope will be treated as “future enhancements”, and estimated separately.
- W3C Point of Contact will be available throughout the project, as needed, and will ensure that all decisions required will be made quickly to avoid project delays
- All the phases will be implemented offshore
- The hosting environment for Alpha, Beta and Production will be provided by W3C
- The staging and production environment will be provided by W3C
- All the licenses for the development and testing will be provided by W3C
- W3C is expected to perform the UAT and provide feedback in ‘1’ week.
- Smart IMS will implement W3C feedback that are in scope in ‘1’ week and submit for final review and approval.
- Any changes to the User Acceptance Testing (UAT) timeline will have an overall impact on the ‘Go-Live’ schedule and the project pricing.
- Upon completion of the testing, implementation of feedback and the customer approval we will ‘Go Live’ with the production launch.
- Once the project is formally approved we will submit a detailed project plan with the important milestones clearly highlighted for W3C review and approval.
- Assets information like videos, images & initial style guides will be provided by the W3C
- All APIs will be provided by the W3C
- All third-party plugins will be provided by W3C
- Hardware and Infrastructure for Development, Testing & Production environments host the new website will be provided by W3C
- All licenses, if required, will be provided by W3C



9. SMART IMS OVERVIEW

Smart IMS, is based out of Plainsboro - New Jersey and is a 200+ employee strong organization working with Fortune 1000 clients. Smart IMS also has satellite Offices in, Kentucky, Kansas and Ontario – Canada with a remote monitoring/management and development center in Hyderabad – India. Smart IMS has the resources & funding to grow rapidly.

- Established in 1994
- CMMI Level 3 Certified
- Smart IMS is a GSA – Schedule 70 company.
- Smart IMS is a certified Minority business registered with the New York City.
- Smart IMS is recognized as one of the fastest growing privately held companies in US by INC Magazine (INC 500|5000).
- Smart IMS is a Minority and Women owned business based out of NJ - Plainsboro.
- Smart IMS is recognized as top 6 technology consultants by NJ Biz magazine in NJ

Smart IMS Fast Facts

- A Certified partner to industry leaders including companies such as: Cisco, Microsoft, HPE, Oracle and AT&T.
- Prime vendor for the State of New Jersey, the City of Philadelphia, New York City, the State of Delaware, the State of Wisconsin (in partnership with DXC) and the Commonwealth of PA (in partnership with AT&T).
- A certified partner for Microsoft (Certified Gold Partner), HP (now DXC), Amazon, ConnectWise and Cisco.
- Our consultants are certified by Industry bodies in their respective technologies, such as - PMP, and Microsoft Azure Cloud Certifications.
- Smart IMS has a 24x7 GEO Redundant NOC & Technology Engineering & Solution Center, located in Plainsboro, NJ

Global Presence:

Smart IMS is experienced at working with global enterprises. We have successfully completed application and Infrastructure development projects across the globe. Our team has working experience in 8 different countries and regions including United States, Dubai, Canada, India, Singapore, UK, Australia and North Africa.

Our Presence across the globe:

- Offices: Dubai, NJ, NY, Riyadh, Singapore, London, Hyderabad (India)
- 24x7 GEO Redundant NOC & Engineering Solutions Center: Plainsboro, NJ and Hyderabad, India.
- Technology Solution Center: Manhattan, NY
- Presence: Across US and India, Dubai, London, Sydney, Singapore and Malaysia.

9.1 SMART IMS ORGANIZATIONAL CHART

Smart IMS is led by our Management Team with strategic input from our Board of Advisors, and efficient operations support from the Administrative, Finance and Human Resources Teams. Our client centric services organization is comprised of our Client Services, Business Development and Service Delivery teams, which work collaboratively to provide and successfully execute the services and solutions which make up our core technology offerings.

The Organization Chart below demonstrates a high-level view of how Smart IMS is organized. There is no larger business entity shown because Smart IMS Inc. is the parent company and primary business entity.

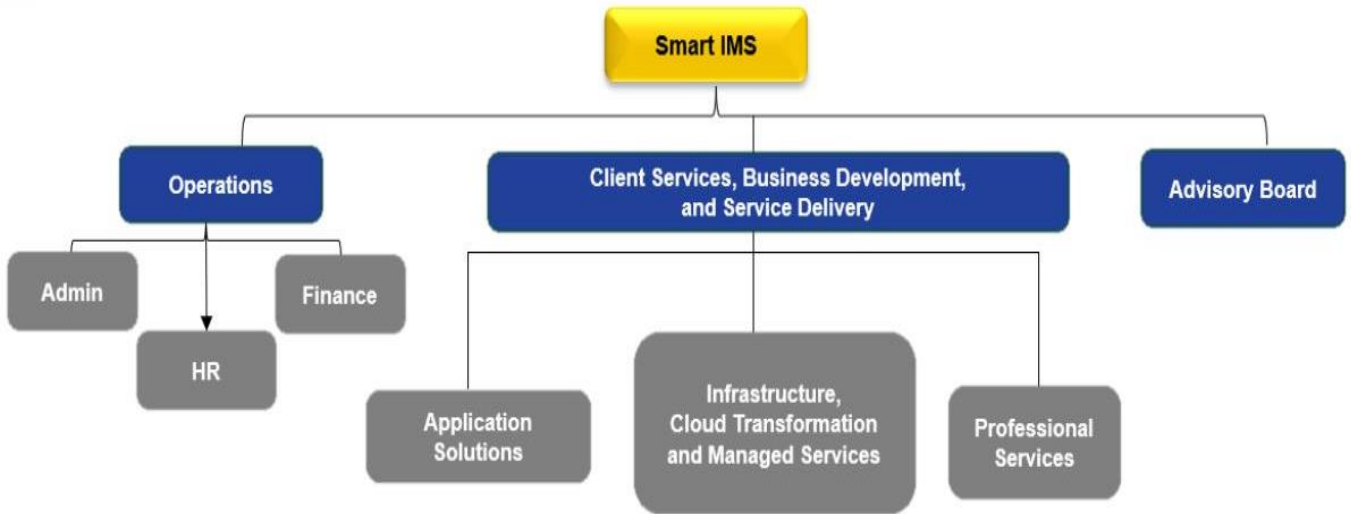


Figure 10: Smart IMS Organizational Structure

9.2 SMART IMS OPERATIONS OVERVIEW

Smart IMS (Smart Information Management Systems, Inc.) was established in 1994, and is Minority & Women Owned certified. We're based out of Plainsboro, New Jersey. We provide a variety of IT solutions and services to our clients, in both the public and private sectors, located primarily within the Pennsylvania, New Jersey and New York areas.

Our operations are focused on supporting our clients and associates to provide high-value services and solutions across our core service offering areas.

Our core service offering areas are focused on three primary areas including:

- Application Development and Management Solutions
- Infrastructure, Communications, Cloud Transformation and Managed Services
- Professional Services - Staff Augmentation Consulting

Enterprise Application Management Service	Managed Services	Cloud Transformation	Professional Services
<ul style="list-style-type: none"> Enterprise Application Management Custom Software Development Application Management & Maintenance DB Administration & Management Independent Dedicated QA/QC DevOPS & Microservices Business Consulting Process Optimization and Reengineering and Automation Internet of Things & Blockchain Applications 	<ul style="list-style-type: none"> 24x7 Monitoring & Management of any and all network devices and applications Help Desk Support Server, VM Ware Management etc., SBC /PBX / SIP Management & Implementation Server upgrades and Virtualization 	<ul style="list-style-type: none"> Cloud Transformation Design & Migration <ul style="list-style-type: none"> App services Strategic Consulting & Program Management SDN/NFV Transformation – Provisioning & Management Skype for Business - Office365 + Voice + video Hosted Voice, Video & Collaboration Unified Communications Integration Big Data & Analytics Internet Of Things (IoT) 	<ul style="list-style-type: none"> Application Development/Application Integration/QA/QC Infrastructure Engineering (Voice, Contact Centers, Systems, Video – Trading Floors) Cloud Transformation, Integration & Migrations

Figure 11: Smart IMS Operations – Core Service Offerings

APPLICATION DEVELOPMENT AND MANAGEMENT SOLUTIONS

Smart IMS hosts state of the art application development centers and offers customized business solutions across various platforms. Our application teams consist of senior architects, business analysts, senior software engineers, administrators and QA teams.

Our state-of-the-art center of excellence is engaged in developing and delivering Cloud and IoT (Internet of Things) solutions to our clients who are committed to providing the ultimate Customer Experience (CX).

In addition to application development we also provide clients with on-call application support (for Smart IMS and/or client developed custom applications as well as commercial-off-the-shelf applications), database administration, requirements definition, systems design and end-to-end quality assurance services. Our application solution services also include consulting on assessments, audits, compliance, business process re-engineering, RFP/RFI development, vendor evaluations, licensing and transformation planning.

The following image depicts Smart IMS application development services:

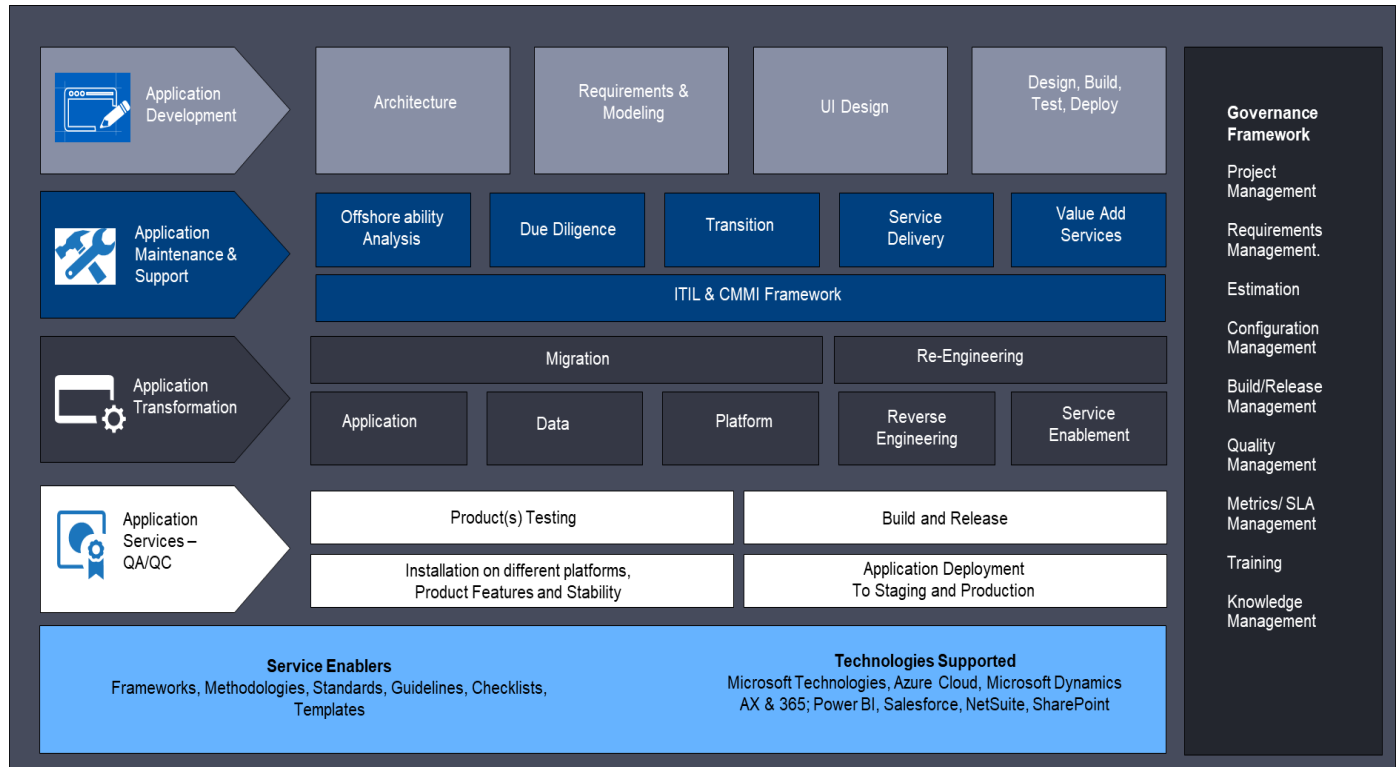


Figure 12: Smart IMS Application Development and Management Services

INFRASTRUCTURE, COMMUNICATIONS, CLOUD SOLUTIONS & MANAGED SERVICES

Smart IMS offers complete end-to-end infrastructure management services which include day to day IT infrastructure and Unified Communications operations and end-to-end Cloud Solutions; delivering project-specific consulting, design and implementation services.

As a certified partner to industry leaders including companies like: Cisco, Microsoft, HPE, Oracle and AT&T, our Support and Development teams have extensive experience in design, architecture and management of the latest technologies/frameworks and allied technologies including integration to open source tools/applications.

Smart IMS has a proven track record providing ‘best-in-class’ services to, and partnering with, vendors across the technology spectrum. This enables us to provide our customers with feature-rich solutions that are scalable, highly available, vendor neutral, and easier (i.e., less costly) to manage.

We provide end to end 24x7 proactive and reactive management support to our clients for their global offices, datacenters and users. Our support offerings utilize a combination of our own proprietary – class leading - tools (e.g., Avatar and ConnectWise) along with third-party products (e.g., Service Now, Nagios) in support of Systems, Applications and Databases from our global support centers.

The following image depicts Smart IMS Infrastructure, Communications, Cloud Solutions & Managed Services:

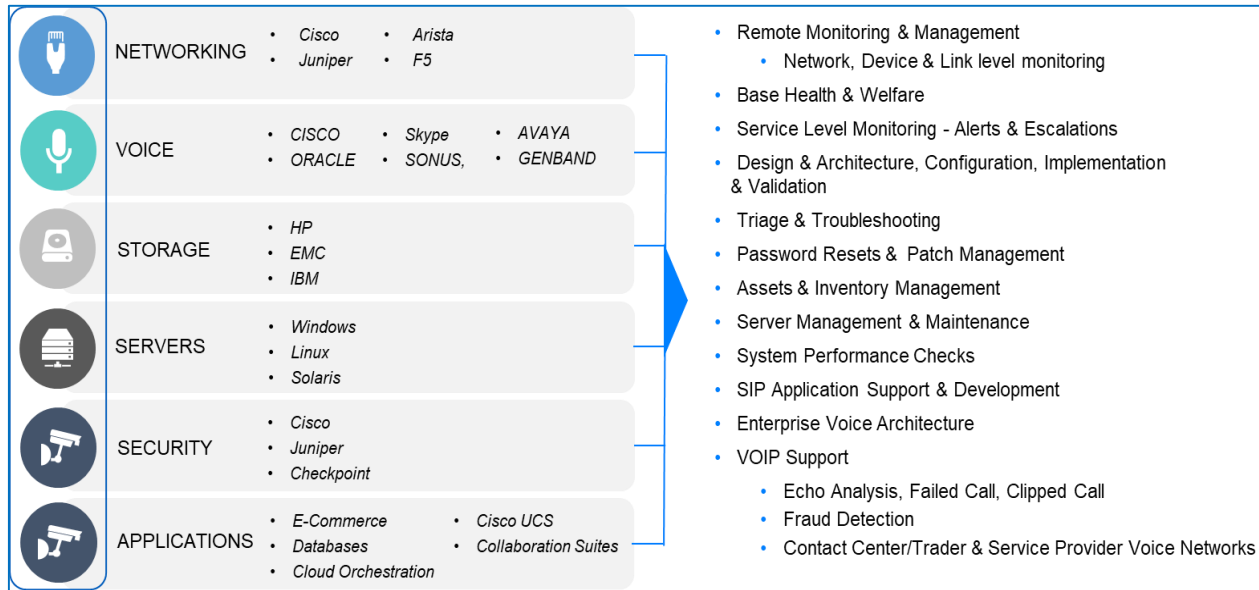


Figure 13: Smart IMS Infrastructure, Communications, Cloud Solutions & Managed Services

The following image depicts Smart IMS Data Analytics, IoT & Cloud Ecosystem, which span across both our Infrastructure, Communications, Cloud Solutions and Managed Services offerings as well as our Application Development and Maintenance Services:

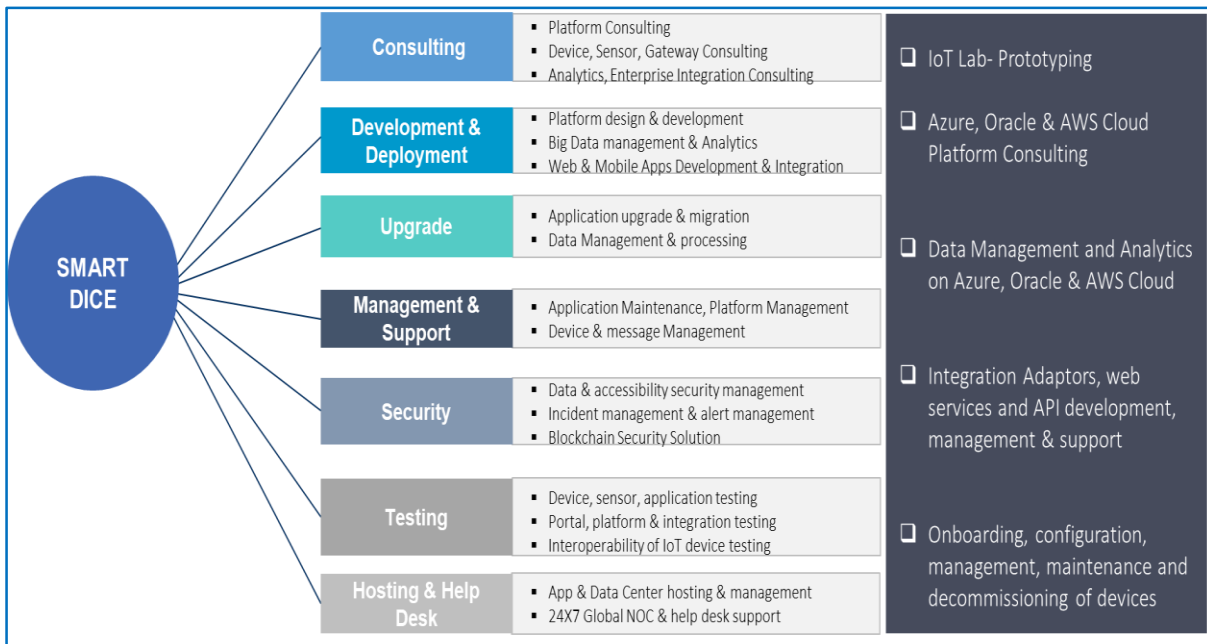


Figure 14: Smart IMS Data Analytics, IoT & Cloud Ecosystem

PROFESSIONAL SERVICES - STAFF AUGMENTATION CONSULTING

Smart IMS's professional services teams provide on demand consulting to Fortune 1000, City, State and Federal governments across multiple technologies, platforms and domains.

Our teams provide consulting services across a broad spectrum of technology and planning needs, including but not limited to: design, engineering, architecture, program/project

management, business analysis & requirements definition, quality assurance, database administration, disaster recovery & continuity planning, cybersecurity, cloud solutions and on-call support services.

Some of our current clients include the Cities of New York and Philadelphia (including Departments such as: Police, Water, OIT, Health Services, Revenue, and School District), and other local clients such as the States of NJ, NY, PA and Delaware, Bank of America, Dow Jones and the University of the Sciences.

We have provided a detailed breakdown of our Professional Services - Staff Augmentation Consulting in the Subsection that follows, as part of our overall Technical Qualifications (Subsection 2), specific to the City's expectations of the IT Staff Augmentation Services, resulting from this RFP.

The following image depicts Smart IMS's Professional Services and Staff Augmentation Consulting:



Figure 15: Smart IMS professional services

9.3 TECHNOLOGICAL ALLIANCES

At Smart IMS, we constantly strive to provide our customers with sustainable solutions that can give them a competitive advantage. We partner with leading technology providers to create business value and increase efficiency and productivity.

We work with our partners to help boost their revenue and geographic reach and to enhance their product and service offerings to our customers. Smart IMS has strategic alliances with major technology players including:



As a Microsoft Gold Certified Partner, Smart IMS offers a full suite of IT services based on the Microsoft platform. Our trained and experienced associates around the world are focused on delivering the highest quality Microsoft-based solutions.

	<p>The Smart IMS-Microsoft partnership enables us to offer IT services ranging from Consulting Services, Packaged Software Implementation, Custom Application Development & Maintenance, to IT infrastructure services and outsourcing services, all on the Microsoft platform. Our partnership gives us access to early product releases and Microsoft training; direct access to Microsoft software, consulting services, and resources; and the ability to develop, migrate, and integrate Microsoft- based software products and solutions. The Smart IMS-Microsoft partnership enables us to offer IT services ranging from Consulting Services, Packaged Software Implementation, Custom Application Development & Maintenance, to IT infrastructure services and outsourcing services, all on the Microsoft platform. Our partnership gives us access to early product releases and Microsoft training; direct access to Microsoft software, consulting services, and resources; and the ability to develop, migrate, and integrate Microsoft- based software products and solutions.</p>
	<p>Smart IMS is a certified CISCO partner. Smart IMS leverages Cisco technologies to provide seamless integration of Cisco products for its customers. Our partnership with Cisco has enabled us to provide end-to-end solutions with a single point of contact. The combined strength and commitment from both Smart IMS and Cisco helps us to bring innovative solutions to address our customers' unique requirements.</p>
	<p>The Smart IMS-VMware alliance helps provide tightly integrated virtualization solutions with exceptional performance, reliability and systems management.</p> <p>We work very closely with VMWare to provide the best storage solutions for VMWare® environments. With this partnership, Smart IMS is better positioned to help our clients leverage virtualization and other innovative technologies to be more agile, responsive, and profitable.</p> <p>VMware is a market leader with offerings related to hybrid cloud, software defined data center, and end user computing. Smart IMS adds the assessments, advisory and planning services, and managed services options that allow our joint clients to get what they need to succeed.</p>
	<p>HP offers a complete range of technology products and services from digital photography to digital entertainment, home computing, and home printing. Smart IMS has been an HP partner for the past 10 years.</p>

	<p>Intel is one of the world’s largest and highest valued semiconductor chip makers, based on revenue. Intel designs and builds the essential technologies that serve as the foundation for the world’s computing devices. The strategic alliance between Smart IMS and Intel stretches back for decades. Our close collaboration with helps us to innovate with the latest technologies, helping developers deliver first-in-market solutions.</p>
	<p>Genband and Sonus have merged together and rebranded as a new company, Ribbon Communications. Ribbon Communications is a global leader in real-time communications, network transformation and unified communications for service providers, enterprises and system integrators. Their major area of focus is on security and real-time communication tools.</p>
	<p>Nectar is committed to delivering market-leading software solutions that empower its partners and customers to dramatically improve visibility, management and service delivery across global and enterprise converged Voice-over-IP (VoIP), SIP and MPLS networks.</p>
	<p>Oracle is the #1 provider of business software, with a broad portfolio of solutions for companies of all sizes. As an Oracle Gold Certified Partner, Smart IMS offers a full suite of IT services based on the Oracle platform. Our trained and experienced associates around the world are focused on delivering the highest quality Oracle-based solutions.</p>
	<p>LogicMonitor is industry recognized SaaS-based, fully automated tool which easily fits to Service Provider’s existing IT environment very seamlessly. We use LogicMonitor to satisfy the core network monitoring requirements. It has proven agile at monitoring across platforms.</p>