

STATE OF NEW YORK

JUDICIARY

REQUEST FOR PROPOSALS

(This is not an order)
**PROPOSAL MUST BE MADE ON THIS SHEET
 OR AS OTHERWISE SPECIFIED**

RFP Number: RFP # OCA-133	Website Redesign Services
Opening Date: 8/31/2023 Time: 3:00 PM Issue Date: 6/22/2023	

NYS OFFICE OF COURT ADMINISTRATION

Office of Grants and Contracts

2500 Pond View, Suite 104

Castleton-on-Hudson, NY 12033

Direct Inquiries to: Jessica St. Hilaire

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All prices to be net and inclusive of all services specified
 herein unless otherwise specified.

OFFICE OF GENERAL SERVICES "GENERAL SPECIFICATIONS" (APRIL 2016) ARE FULLY INCORPORATED HEREIN.

Agency's Specification of item(s) Required (include quantities) <u>UCS ATTACHMENT I, III, and IV ATTACHED & INCORPORATED HEREIN.</u>	Bidder's Quotation and Specific Description of Item Offered <u>ALL BID RESPONSES <u>MUST</u> BE ENTERED ON THE ENCLOSED BID RESPONSE FORM UNLESS SPECIFIED OTHERWISE HEREIN.</u>
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NOTICE TO BIDDERS

Pursuant to the Rules and Regulations of the Chief Administrator for the Courts, sealed bids for furnishing the item(s) in this Request for Proposals (RFP) will be received at the above address. When submitting a bid, you must:

1. Complete this form in its entirety using ink, typewriter, or computer and return with all other documents.
2. Explain any deviations or qualifications if your bid deviates from the specifications. If necessary, attach a separate sheet setting forth such explanations.

3. Sign the bid. The bid must be completed in the name of the bidder (corporate or other) and must be fully and properly executed by an authorized person.

4. INDICATE THE BID NUMBER, THE BID OPENING DATE AND TIME ON THE ENVELOPE CONTAINING THE SEALED BID.

5. Mail the bid to the above agency address in sufficient time for it to be received before the specified bid opening. **LATE BIDS WILL BE REJECTED.**

BIDDER HEREBY CERTIFIES THAT THE ABOVE QUOTED (OR OTHERWISE NOTED) PRICES ARE APPLICABLE TO ALL CUSTOMERS FOR COMPARABLE QUANTITIES, QUALITY, STYLES OR SERVICES.

BIDS MUST BE SIGNED

Bidder's Firm Name:		Employer's Federal Identification Number:	
		NYS Vendor ID Number:	
Address Street	City	State	Zip
Bidder's Signature		Official Title	
Printed or Typed Copy of Signature		Area Code/ Telephone Number E-mail:	

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DOCUMENT ENCLOSURE CHECKLIST (2 pages)

- ☐ Exhibit A – Pricing Sheet: Exhibit A must be completed, fully executed, and included in bidder's proposal. *Failure to do so may disqualify bidder's response.*

The following forms must be fully executed and included in bidder's proposal.
Failure to do so may disqualify bidder's response:

- ☐ UCS Request for Proposal Form (UCS RFB.001.Cover.(Rev.4.22)) and complete bid response with original signature
- ☐ Attachment I - Standard Request for Bid Clauses & Forms
- ☐ p.3 – Non-Collusive Bidding Certificate
 - ☐ p.4 – Acknowledgment of Individual or Corporation
 - ☐ p.5 – Bidder's Certification of Work (Printing)
 - ☐ p.6 – Bidder's Certification of Recycled Products
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- ☐ Attachment II - Not Applicable
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- ☐ Questionnaire filed online via the New York State Office of the State Comptroller ("OSC") VendRep System and certified within 6 months of the bid opening due date, or
 - ☐ Paper questionnaire
- ☐ Attachment IV - Procurement Lobbying forms
- ☐ Disclosure of Prior Non-Responsibility Determination (UCS 420)
 - ☐ Affirmation of Understanding and Agreement (UCS 421)
- ☐ Certificates of NYS Workers' Compensation and NYS Disability Benefits Insurance, or Certificate of Attestation of Exemption.
Please see paragraph "Insurance Requirements" for a list of accepted forms.
- ☐ Copies of bidder's certificate(s) of insurance or other adequate proof evidencing the insurance coverages required by the bid specifications.
- ☐ Three (3) complete photocopies of original bid response
- ☐ Signed Document Enclosure Checklist
- ☐ Proprietary information in separate folder from bid response, if applicable

In addition, bidder shall provide:

- ☐ Firm Offer to the Unified Court System and Conflict of Interest Disclosure (see Exhibit B)
- ☐ Resolution or equivalent authorization of the bidder organization (see Exhibit B – Firm Offer Letter)

Continued on next page

- ☐ Contractor Certification to Meeting Minimum Qualifications and Mandatory Requirements set forth in Exhibit C
- ☐ Narrative Responses indicating how the Bidder's proposal satisfies the technical components set forth in Exhibit D
- ☐ List of references

IMPORTANT:

1. All documents requiring an original signature must bear the BLUE INK signature of the same authorized individual. Signatory notarization must be that of the person whose signature is affixed to all required documents.
2. Exhibit A – Pricing Sheet and the other forms listed above must all have the SAME COMPANY NAME AND TAX ID NUMBER in order for a purchase order or contract to be approved by the OSC.
3. **Do not alter this solicitation in any manner. Any changes, deletions, or additions (including the addition of supplemental terms and conditions) to this RFP or to any exhibits or appendices to this RFP, including Exhibit A – Pricing Sheet, may result in the rejection of the bid as non-responsive.**
4. Please note that the terms and conditions of this RFP will form the basis of the contract with the Awarded Contractor (defined below).

5. Bidder Contact Information

Bidder's Primary Contact for Bid Matters:

Name:		
Street:		
City:	State:	Zip:
Telephone Number:	Email:	

6. Verification:

Authorized representative of Bidder must complete and sign below to verify submission of all documents required per the Document Enclosure Checklist:	
COMPANY NAME:	
AUTHORIZED OFFICER'S NAME AND TITLE:	
SIGNATURE:	DATE:

I. OVERVIEW

1.1 Purpose and Scope

The New York State Unified Court System (“UCS”), Office of Court Administration (“OCA”) is soliciting sealed proposals to modernize, improve, and redesign the UCS internet and intranet websites.

The goals of this procurement are to improve the websites’ usability, meet accessibility compliance standards, strengthen the “brand” identity of UCS, and re-envision UCS’s online interactions to enhance digital services through visual and interaction design. The selected vendor will enhance UCS’s Web properties to improve access to justice, support unrepresented litigants, and provide models for outstanding online user experience that can be leveraged and shared across the UCS enterprise. The selected vendor will also leverage and synthesize prior research on both UCS’ current web management ecosystem and user experience research to design and deliver a Drupal-based web content management framework to support UCS web properties.

Consistent with recommendations in a report (attached as Exhibit J) from the National Center for State Courts (“NCSC”), UCS is seeking the assistance of an experienced, qualified, and responsible vendor to: (i) reorient the sites so that they are organized according to the most frequently performed user tasks; (ii) augment the sites with useful tools commonly found on the websites of comparable state court systems; and (iii) reform the sites to promote design consistency for a more seamless user experience.

Throughout this RFP, “Project” shall refer to the work to be performed or delivered by the selected bidder, including, but not limited to, the following services: onboarding, project management, information architecture, content scrubbing, training, graphical design and branding, and testing. “Web Solution” shall refer to the new UCS internet and intranet websites to be developed and delivered by the selected bidder.

Please note that a significant amount of due diligence has already been conducted by UCS staff and the NCSC regarding this Project. While UCS will certainly look to the awarded vendor’s expertise in *all areas* of this Project, **the selected vendor will not be starting the discovery process from the beginning.** Aside from the NCSC Report (Exhibit J), there are several other in-progress documents that will help guide the redesign, including a content audit of both UCS’ public and private sites, an outline for structured content, including content types, fields, and taxonomies, and a new governance plan with basic workflows.

More specifically, and as discussed in greater detail in the business and technical specifications below, the selected vendor will: (i) develop a strategic approach to architecting, designing, and delivering a multi-site management and content production platform built upon the Drupal 10 framework; (ii) reconfigure the information architecture for the UCS websites; (iii) scrub and migrate UCS content to Drupal 10 and facilitate the development of new content in Drupal 10; (iv) deliver project management and quality assurance services to ensure that the overhaul of the UCS websites is completed on time and on budget; (v) review existing content standards and develop new standards as needed; (vi) train UCS staff to maintain and develop content for the redesigned

internet and intranet websites; (vii) employ principles of usability engineering and conduct user testing to optimize the UCS websites; and (viii) furnish technical support after completion of the website redesign and migration of UCS data on an as-needed and cost-efficient basis.

The Web Solution must include the following features: (i) integrated search and search engine optimization; (ii) support for content in languages other than English; (iii) enhanced navigability for users with disabilities and, at a minimum, compliance with Americans with Disabilities Act (ADA) requirements; (iv) enforcement of governance policies; and (v) miscellaneous additional features, including, but not limited to, a breadcrumbs module, CMS-generated site map, implementation of Hotjar, and integration with extracted datasets from various database systems.

**** See ARTICLE V (SCOPE OF WORK), below, for detailed specifications. ****

1.2 Key Bid Dates*

EVENT	DATE
RFP Issue Date	June 22, 2023
RFP Question Due Date	July 11, 2023
Pre-Bid Conference Date	July 27, 2023
Proposal Submission Deadline Date	August 31, 2023 at 3:00 PM EDT
Selection of Finalists	Week of September 11, 2023
Oral Presentations and/or Product Demonstrations by Finalists	Week of September 25, 2023
Best and Final Offers Deadline from Finalists	October 5, 2023
Estimated Contract Start Date	November 2023

***OCA reserves the right to modify any Key Bid Date as it may deem appropriate.**

II. MINIMUM QUALIFICATIONS AND MANDATORY REQUIREMENTS

Bidders are advised that UCS intends to ensure that it only enters into a contract with a responsive, responsible, qualified, and reliable entity to perform the work defined in this RFP. UCS considers the following qualifications, sufficiency, capacity, and experience to be prerequisite in order to be considered a qualified bidder for purposes of this RFP.

Using the form set forth in Exhibit C, bidders must certify that they meet the minimum qualifications set forth below and that their proposed solution satisfies the mandatory requirements set forth below.

Minimum Qualifications:

- The bidder has at least five (5) years' experience redesigning internet and intranet websites in Drupal that are comparable in scope to the UCS websites.

Mandatory Requirements

1. The Web Solution must be built upon the Drupal 10 framework.
2. All UCS data must remain in the United States, and select data must remain at locations to be designated by UCS. Furthermore, all personnel supplied by the bidder must be located in the United States when working on the Project.
3. Personnel assigned by the bidder to develop the Web Solution in Drupal must currently possess Drupal 9 or Drupal 10 Developer and Front-End certifications.

III. AWARD

3.1 Term of Award

A single estimated quantity term contract (“Contract”) will be awarded to the successful bidder (“Awarded Contractor”) for an Initial Term of three (3) years (“Initial Term”). The Contract is expected to commence on or about November 1, 2023. OCA reserves the right to renew such Contract for two (2) additional one (1) year periods (each, a “Renewal Term”) upon the same terms and conditions excluding pricing.

OCA further reserves the right to extend the Contract for a period not to exceed six (6) months (“Extension Term”), upon written notification to Awarded Contractor prior to the expiration date of the Initial Term or a Renewal Term, on the same terms and conditions including pricing, as the preceding Term; provided, the maximum term of the awarded contract will be five (5) years. The Contract, renewals and extension thereof are subject to the approval of the NYS Attorney General and OSC.

3.2 Method of Award

The Awarded Contractor must:

- (1) Meet the minimum qualifications outlined in Article II above;
- (2) Be a Responsible Bidder as determined in accordance with the criteria set forth below the heading “Responsible Bidder” in Article VIII (General Bid Requirements);
- (3) Receive a Technical Criteria Score in excess of the Minimum Technical Criteria Score as determined by the selection criteria and scoring methodology set forth herein; and
- (4) Receive the highest Final Composite (Technical Criteria Score + Cost Point Score) Score as determined herein among all Responsible Bidders that
 - (i) Meet the minimum qualifications outlined in Article II above; and
 - (ii) Attain a Technical Criteria Score in excess of the Minimum Technical Criteria Score.

Proposals will be reviewed and rated by an evaluation committee made up of qualified UCS staff. The Technical Criteria Scores of each committee member will be averaged to determine a preliminary Technical Criteria Score. UCS may deem one or more of the bidders with the top preliminary scores as preliminary finalists and ask that they provide a product demonstration or oral presentation. Any such demonstration or presentation will be conducted in accordance with Section 3.3 hereof. Final Technical Criteria Scores, determined pursuant to Section 3.3, will be combined with Cost Point Scores as described herein to arrive at a preliminary Composite Score. UCS may then either recommend a bidder for award as indicated in that section, in which case the preliminary Composite Score will be deemed that bidder's Final Composite Score, or request best and final offers (BAFOs) as described in Section 3.4. If BAFOs are requested, a final Cost Point Score for each finalist bidder will be determined in accordance with Section 3.2.2. Final Technical Criteria Scores will then be combined with final Cost Point Scores to determine a Final Composite Score among Finalist Bidders (hereinafter defined).

In the event of a tie Composite Score, the applicant with the higher Cost Point Score will prevail. When price and other factors are found to be substantially equivalent, UCS will select the winning bidder in its sole discretion.

Proposals will be scored as follows:

Technical Criteria	Maximum Points
<i>Organizational experience and capacity</i>	201
<i>Business and Technical Specifications</i>	381
Maximum Technical Criteria Point Score	582
Cost	
<i>Cost for delivering all Business and Technical Specifications other than post-project technical support</i>	175
<i>Cost for delivering post-project technical support</i>	25
Maximum Cost Point Score	200
Maximum Total Point Score	782

3.2.1 Scoring for Technical Criteria

Criteria for organizational capacity and technical proficiency are contained in Exhibit D hereto.

As explained in Section 6.2.2, below, and Exhibit D, bidders must submit a narrative response addressing how the bidder and/or its proposed solution satisfies each desired attribute or needed feature ("Component"). Components in Exhibit D appearing in cells highlighted yellow pertain to a minimum qualification or mandatory requirement set forth in Article II.

Components are grouped in categories (see Section 6.2.2, below, for a list of categories). Responses to Components in the "Cost" category are not scored as Technical Criteria.

For each response to Components in all categories other than "Cost," evaluators will rate the response and assign 0, 1, 2, or 3 points using the following scoring rubric:

Scoring Rubric	
Points	Criteria
3	The response thoroughly describes how the solution: (i) will deliver the Component; (ii) is feasible; and (iii) is highly likely to result in the successful implementation of the solution.
2	The response adequately describes how the solution: (i) will deliver the Component; (ii) is feasible; and (iii) is likely to result in the successful implementation of the solution.
1	The response describes how the solution is feasible but minimally or inadequately describes how the solution will deliver the Component and is unlikely to result in the successful implementation of the solution.
0	The solution either is not feasible or does not describe how the solution will deliver the Component.

Each Component in categories other than “Cost” also has a relative weight of 1, 2, 3, or 4 as indicated by the number of stars corresponding to that Component in Exhibit D.

For each such Component, evaluators will multiply the points assigned per the scoring rubric above by the relative weight assigned for that Component to arrive at a weighted score. Within each category, the weighted scores for each Component are added together to arrive at a Category Score. The Technical Criteria score is the sum of all Category Scores. The maximum available Technical Criteria score is 582 points.

Note: A minimum Technical Criteria Score of 350 points (average of all evaluators) is required for an award to be made.

3.2.2 Scoring for Cost

Proposals will be scored for cost based on information supplied in bidder’s Exhibit A – Pricing Sheet. As shown in the table above, Cost Points Scores will be awarded in two categories. The first category comprises the projected costs, which will be billed on a fixed-price basis, for delivering the following services: onboarding; project management; information architecture; content scrubbing; codifying content development standards; training; graphical and branding; and testing. The second category encompasses the rate(s) for post-project technical support costs, which will be billed on a time and materials basis.

3.2.2.1 Costs for Services Delivered During the Project (Billed on a Fixed-Price Basis)

The proposal with the lowest Combined Annual Cost as shown in Table One on the bidder’s Exhibit A – Pricing Sheet will be awarded one hundred seventy-five (175) cost points (the maximum available for the category titled “Costs Billed on a Fixed-Price Basis”). These costs include costs for one-time onboarding services, the costs for website redesign services (i.e., project management, information architecture, content scrubbing, establishing content development standards, training, graphical and branding, and testing), and costs for any recommended license(s).

Each proposal with a greater Combined Annual Cost will be awarded cost points in that category according to the following formula:

$$\text{Lowest cost proposal} \div \text{Higher cost proposal} \times 175$$

For example: Assuming the lowest Combined Annual Cost proposed is \$100 and the next lowest Combined Annual Cost proposed is \$125, the proposal with the \$100 Combined Annual Cost would be awarded 175 points, and the proposal with the \$125 Combined Annual Cost would be awarded 140 points based on the following computation:

$$100 \div 125 = (.8) \times 175 = 140$$

The result of this equation will be rounded up or down to the nearest whole integer.

3.2.2.2 Rates for Post-Project Technical Support Costs (Billed on a Time and Materials Basis)

If a bidder does not supply hourly rates for costs billed on a time and materials basis in Table Two of Exhibit A – Pricing Sheet (“Table Two”) and if that bidder’s narrative response indicates that costs for all services listed in Table Two are included in the annual costs set forth in Table One of Exhibit A – Pricing Sheet, then the proposal will be awarded twenty-five (25) cost points for the category titled “Rates for costs billed on a time and materials basis.” Alternatively, if bidder does not supply hourly rates for costs billed on a time and materials basis in Table Two and if that bidder’s narrative response indicates that bidder does not offer any of the services listed in Table Two (whether on a time and materials basis or as part of bidder’s annualized costs), then the proposal will be awarded zero (0) cost points for the category titled “Rates for costs billed on a time and materials basis.” Otherwise, the proposal will be awarded cost points as follows:

If the Total average hourly rate shown in Table Two falls within this range...	Then the proposal will be awarded this many cost points for the category titled “Rates for costs billed on a time and materials basis”
\$0.00 - \$100.00	25
\$100.01 - \$150.00	20
\$150.01 - \$200.00	15
\$200.01 - \$250.00	10
\$250.01 - \$300.00	5
More than \$300.00	0

3.3 Oral Presentations and Product Demonstrations

UCS reserves the right after rating and ranking the Responsible Bidders’ proposals based on preliminary technical scores to invite one or more of the highest-scoring bidders to deliver presentations and/or demonstrate their proposed product(s)/service(s) (“Presentation”) to UCS personnel. The UCS evaluation committee may revise technical scores based on the information and clarifications provided during the Presentation. Revised technical scores will be averaged among evaluators to develop a revised technical score. UCS may, in its sole discretion, require the selected bidders to deliver any such Presentation in person or remotely. At least seven (7) calendar days prior to the scheduled Presentation, UCS will notify each invited bidder’s primary

contact for bid matters (as indicated in the bidder's Document Enclosure Checklist) of the date, time, location, and method of delivering the bidder's Presentation, and UCS will furnish such invited bidders with the criteria UCS will employ to evaluate each bidder's Presentation.

3.4 Best and Final Offers (BAFO)

UCS may request BAFOs from the bidders that are susceptible to award based off their respective preliminary final scores ("Finalist Bidders"). If negotiations or subsequent offers are solicited, Finalist Bidders shall provide BAFO(s) in response. Failure to deliver a BAFO when requested may disqualify the non-responsive Finalist Bidder from further consideration. UCS will evaluate BAFO(s), oral presentations, and product demonstrations as part of the Finalist Bidders' respective offers to determine the final rankings.

IV. PRICING

4.1 Pricing

All pricing submitted pursuant to this solicitation shall be net f.o.b. destination unless otherwise expressly specified herein.

Other than the pricing submitted on Exhibit A – Pricing Sheet, there shall be no other charge, cost, reimbursement, or expense of any kind payable by UCS in connection with or arising from Awarded Contractor's performance of the services set forth herein. Awarded Contractor shall be solely responsible for all costs and expenses incurred in connection with the performance of such services.

Pricing shall be submitted only on, and in the format prescribed by, Exhibit A – Pricing Sheet. Bidder must provide pricing as requested in Exhibit A – Pricing Sheet.

Pricing will remain unchanged during the Initial Term.

Exhibit A – Pricing Sheet includes two tables. Table One seeks annual costs from bidders for annualized costs, which are costs not billed on a time and materials basis. Such costs include one-time onboarding costs, website redesign costs (that is, project management services, information architecture services, content scrubbing services, services to establish content development standards, training services, graphical design and branding services, and testing services), and costs for any recommended licenses. Note that if the proposal includes costs for recommended licenses, a description of each proposed license should be included in the narrative response to Exhibit D (Technical Proposal Components and Weighting). Bidders must include a proposed payment schedule where indicated in Exhibit A. Table Two seeks hourly rates for services to be delivered on a time and materials basis (that is, post-project technical support). UCS reserves the right to negotiate and/or incorporate into the contract resulting from this RFP those costs and rates set forth in the Awarded Contractor's Exhibit A – Pricing Sheet.

4.2 Price Adjustments

Pricing shall be subject to increase as of the commencement date of each Renewal Term by the percentage equal to the lesser of: (i) the increase, if any, in the US City Average Index for all urban

consumers for the category of all items before seasonal adjustments (“CPI”) as of sixty (60) days prior to the commencement date of each such Renewal Term, over the CPI monthly index from the prior year, or (ii) five percent (5%). Pricing shall thereafter remain unchanged for the balance of each such term, and shall further remain unchanged during an Extension Term.

4.3 Payment

Awarded Contractor shall send true and accurate invoices (see Section 5.4, below).

Payment for costs billed on a fixed-price basis (not billed on a time and materials basis) shall be made in amounts and at times set forth in the contract resulting from this RFP. The Contractor must submit a proposed fixed-price payment schedule based on deliverables as part of its Pricing Sheet (see Exhibit A). The proposed payment schedule must provide that payments are withheld until completed deliverables are accepted by UCS and include a payment retention holdback of ten percent (10%). Any proposed payment schedule is subject to negotiation with UCS.

Payment for costs billed on a time and materials basis shall be made monthly in arrears and shall be made upon submission by Awarded Contractor and approval by UCS of invoices satisfactory to UCS and OSC.

V. SCOPE OF WORK

5.1 Current State

Through its approximately 16,500 judicial and nonjudicial personnel statewide, UCS strives to deliver equal justice under the law and to achieve the just, fair, and timely resolution of all matters that come before its courts.

UCS maintains an external-facing (internet) website (www.nycourts.gov), which receives approximately one million (1,000,000) visitors monthly. This website comprises targeted webpages for judges, attorneys, and litigants. UCS also maintains an intranet website for approximately 16,500 judges and nonjudicial personnel, which will be demonstrated to vendors during the pre-bid conference. Together, these sites feature:

- **Public Drupal Docs:** 3,500 web pages & 2,600 PDFs
- **Public Legacy Docs:** 22,000 static HTML & 405,000 PDFs
- **Private Legacy Docs:** 4,700 static HTML & 58,000 PDFs

In preparation for the work to be delivered under the contract resulting from this RFP, UCS commissioned a report (attached as Exhibit J) from the NCSC to recommend changes to the UCS internet and intranet sites to improve users’ experience navigating those sites and locating needed information as quickly and seamlessly as possible. In addition, UCS is finalizing a governance plan (see Exhibit H), which will be furnished to the selected bidder upon execution of the contract resulting from this RFP. Accordingly, by the anticipated contract start date (as set forth in Section 3.1, above), UCS will have completed much of the work that typically occurs during the

“Discovery” phase of a website redesign project (“UCS Prework”), and the Awarded Contractor will be expected to incorporate the results of this work in contractor’s deliverables.

UCS has selected Drupal 10 as its content management system (“CMS”) platform for the Web Solution. The current internet site is hosted on Acquia.com/Amazon Web Services, and the current intranet site is hosted internally at UCS data centers using Microsoft IIS servers. As explained further on the following page, UCS intends to build the intranet site in Drupal as part of the Project. Bidders should refrain from proposing alternative CMS platforms and/or web hosting solutions.

5.2 Statement of Work

UCS seeks to overhaul the design of its internet and intranet websites. Based on responses UCS received following a Request for Information issued in February 2023, UCS anticipates that the selected bidder will perform the services set forth in Section 5.2.1, below, to deliver a redesigned UCS internet website with the features identified in Section 5.2.2, below, within sixteen (16) months following execution of the contract resulting from this RFP. UCS further anticipates that the redesigned intranet website will be delivered within six (6) months after the redesigned UCS internet website is delivered. Both websites should function similarly, though differences in the appearance of those sites should quickly inform UCS personnel which site they are accessing.

5.2.1 Needed Services

Bidders’ proposals should explain how they will deliver the following services:

5.2.1.1 Onboarding Services

At contract start, the Awarded Contractor will hire and/or assign staff to meet with OCA staff to delineate roles and responsibilities and to refine the proposed project management plan as needed considering any additional information supplied by UCS that clarifies the services needed or the features to be included in the redesigned websites.

The Awarded Contractor will facilitate planning/information sessions to gather information, create a project framework, and create an agencywide approach for a successful strategy to complete the Project’s content scrubbing and migration work. Deliverables should include but not be limited to:

- Kick-Off Meeting
- Comprehensive Scope of Work
- Detailed Project Schedule
- Responsibility Assignment Matrix
- Status Meetings and Reports
- Communications Plan
- Presentations

The Awarded Contractor will be expected to facilitate sessions as needed to define the information architecture for the redesigned websites, including a site map, navigation, search capabilities, and

labeling. The Awarded Contractor will also be expected to establish a mechanism for files to be exchanged electronically.

Proposals must include a description of how the proposed Drupal build environments (development, stage, and production) will operate, especially in the context of building the next version of the UCS internet site. Specifically, the proposal should set forth whether development will be performed locally (e.g., using Lando or DDev), in the same instance as the existing UCS Drupal environment (i.e., Acquia Cloud IDE), in a separate Acquia instance, or in some other configuration. It is anticipated that the new intranet site will be built in the Acquia Government Cloud while UCS maintains the legacy HTML intranet site separately until launch of the new site.

Note: As indicated in Table One of Exhibit A – Pricing Sheet, pricing for onboarding services should be listed separately from the other services constituting bidder's cost for furnishing website redesign services.

5.2.1.2 Project Management Services

The Awarded Contractor will possess and utilize project management experience with large-scale implementation efforts. The Awarded Contractor will also incorporate Agile project management methodologies, which utilize an iterative approach for use in this project, to provide management leadership covering the full range of project management services, including vision and scope documentation creation, project plan development, issue management, risk management, and change management. The Awarded Contractor will be well versed in risk identification and mitigation strategies and will deploy a project management team composed of a qualified and experienced project manager and anyone else deemed necessary to execute the Awarded Contractor's project deliverables to completion. The Awarded Contractor is fully responsible for all subcontracted services, including all subcontractor personnel, and will provide, develop, manage, maintain, and communicate the status of all project management deliverables at each established critical stage of the project as defined in the project plan.

Proposals must include a proposed project plan identifying project scope, schedule, key deliverables, proposed deadlines / due dates, and any necessary resources in order to deliver the project on time and on budget. All activities that need to be done in order to complete the project should have a process, performance, and data review established as part of the plan, which will be used to determine quality controls. The proposed project plan should also include a quality management component that outlines and conveys compliance with established industry quality standards. That quality management portion of the plan should provide details related to how the bidder proposes to comply with established industry quality standards for project deliverables, testing methods, and procedures for quality assurance ("QA") protocols. Additionally, bidders should describe how they will provide one or more qualified individuals to function as QA monitors within the Project.

5.2.1.3 Information Architecture Services

The Awarded Contractor will assess the current UCS websites' environment and tools and design a comprehensive architecture strategy to meet long-term UCS and end-user needs. The ideal

proposal will focus on minimizing customized solutions and maximizing off-the-shelf Drupal Contributed Modules instead.

To the extent the bidder's proposal recommends that the Web Solution include APIs or other software for which there is a licensing cost, the cost for any such license(s) should be listed in the designated row of Table One of Exhibit A – Pricing Sheet, and the bidder should describe such licenses in the narrative response to Exhibit D – Technical Proposal Components and Weighting.

Among the desired information architecture deliverables are the following:

- Facilitate sessions as needed to define the information architecture, including card sorting exercises, a site map, navigation, search capabilities, and labeling.
- Site map.
- A review and analysis of the proposed content structure to confirm all content types, fields, media types, and taxonomies. (Content types may include Administrative Order, Court Guide, Emergency, Glossary, Instructions, Legislation, Location, Mission, Person, Podcast, Policy, Publication, Event, FAQ, Job Posting, Press Release, Rule, News Article, and a Division, Office, or Unit Landing Page). See Exhibit I – Content Types.
- Wireframes.
- A design architecture that will allow for easy accommodation of new pages and features as well as future sub-sites.
- Website pages will contain the appropriate code for search engine optimization, including metatags, page title, and canonical tags.
- Reorganization of content: Top-level internet content must be reorganized away from existing hierarchies based on UCS' divisions and offices and into categories based on task, end users, and/or subject.
 - Task-based content, such as:
 - Determine which courthouse to go to
 - Find the address and contact information for a courthouse
 - Understand the steps involved for a particular case type
 - Find the appropriate forms
 - Learn how to initiate a case
 - Learn how to find information about a case
 - Become aware of the various Help Tools available on the website
 - End-user-based, such as:
 - Unrepresented litigants
 - Legal professionals
 - Judges

- Jurors
- Members of the public
- Subject-based content: See Exhibit G – Information Architecture – Content Organized by Subject

Note: Greater consistency in organization of content between public and private sites and how they function is needed, including uniformity in workflow and governance.

5.2.1.4 Content Scrubbing Services

The Awarded Contractor will be responsible for extracting and scrubbing data from a variety of legacy sources for the purposes of eliminating duplicate records, presenting standardized language, ensuring proper punctuation, and fixing spelling errors. Proposals should set forth data conversion methodologies, data conversion programs, and any third-party data conversion tools needed for the Project.

5.2.1.5 Plan to Develop Content Standards

The Awarded Contractor will prepare and deliver a Standards and Guidelines Manual for internal use as well as for third-party use. The content standards will provide guidance with respect to:

- User Experience
- Design
- Information Architecture
- Content structure: Defining types, fields, taxonomies, tags (categories), and views
- Copywriting (incorporating UCS preferences for tone and style)
- Development
- Search Engine Optimization
- Public Relations and Brand Preservation/Building

The content standards should address the preferred workflow (the process, tools, and resources needed to create and maintain content) and governance strategy to ensure consistency, integrity, and quality of website content.

The Standards and Guidelines manual should include a style guide that documents all components of the visual and interaction design pattern system, improves the ease-of-use-of-site information (i.e., content design), strengthens the “brand” identity of the UCS, and delivers on the mission of the courts to provide equal access to justice for all New Yorkers. The Awarded Contractor will provide all written documentation in a Microsoft Word document that, in coordination with UCS, will be maintained by UCS for future edits or updates, as needed.

5.2.1.6 Training Services

Proposals should explain how the bidder will provide training sessions and documentation customized for the UCS administrators of the Web Solution. Deliverables should include, but not be limited to:

- In-depth training for the staff currently employed by OCA who will maintain the websites after the Project concludes and resources for future OCA employees who will maintain the websites; and
- Developer notes: detailed annotation for any customized code as it relates to Drupal modules or themes, both as comments within the code, and also included in a separate developer's handbook.

5.2.1.7 Graphical Design and Branding Services

The Awarded Contractor will design, test, and deliver a visual and interaction design pattern system (i.e., pattern library, templates, etc.) that embraces all aspects of user experience, such as mobile responsiveness, low- and high-resolution displays, and accessibility, to name a few requirements. Templates for varying content types, such as step-by-step instructions, and FAQs can be built using Drupal Core's Layout Builder or a similar solution.

New Graphical Elements: The Awarded Contractor, in consultation with the UCS web team and graphics personnel, will create all site logos, banners, headers, slides, ads, subject icons, and decorative images. Note that the UCS staff photographer possesses many high-resolution, high-quality images for use on this project and has access to a stock image library; the utilization of such images will likely require image editing to make them web-ready so that they fit within the constructs of the new design theme.

UCS also needs a set of standard images to provide users with a visual shorthand and to break up the text-heavy content on many webpages. Each image must be designed for use in a variety of rendered sizes (e.g., icon, thumbnail, page header, and body graphic). The Awarded Contractor must provide assets as native image files (e.g., Adobe Photoshop™ or Adobe Illustrator™) as well as all CSS code examples. Images will include the following:

- Court/Case Type Images (19)
- County Images (62)
- District Images (13)
- Document Type Images (3): Podcast, PDF, Video
- Content Type Icons (8): Help, Language other than English, Form, Rule, Administrative Order, What's New, Social Media, Emergency Notice

“Proof of concept” designs and presentation to the Project team are expected. UCS expects that development of these “proof of concept” designs will be an iterative process comprising multiple rounds of feedback and refinement. Theme design should incorporate Drupal Blocks and Views to provide a more dynamic user interface and experience.

New Site Themes: UCS requires a variety of custom themes for its internet and intranet sites to differentiate the two sites. Each design—one for the internet site and one for the intranet site—should include major homepage portals as well as a sampling of second tier/inner pages. Each theme should include the following elements:

- Homepage or “Subject-portal” layout with the following options: Global branding and logo, global menu, news articles, promotions/signage, emergency notices, navigation toolkit (includes search, topics A–Z, site map), and room for ad hoc text or video
- Interior page layout with the following options: Global branding and logo, global menu, news articles, promotions/signage, emergency notices, navigation toolkit (includes search, topics A–Z, site map), and room for ad hoc text or video
- Satellite or Sub-site page: This layout allows UCS to provide further customization for a small percentage of sites that require a small degree of individualization or should appear separate from the nycourts.gov enterprise. Such sites include, but are not limited to:
 - Justice for Children (<https://www.nycourts.gov/ip/justiceforchildren/index.shtml>)
 - Lawyer Assistance Programs (<http://www.nylat.org/>)
 - NYJusticeTaskForce.com (<http://www.nyjusticetaskforce.com/>)
 - New York State Commission on Legislative, Judicial, & Executive Compensation (<http://www.nyscommissiononcompensation.org/>)

The Awarded Contractor may leverage existing design patterns and systems, such as the U.S. Federal Web Design System (USWDS) (<https://designsystem.digital.gov/>), but it will need to evaluate and test any final patterns that are proposed. The design pattern system will comprise pattern libraries, templates, and assets.

5.2.1.8 Testing Services

The Awarded Contractor will be responsible for and will conduct the process of planning and documenting its system test approach, such as conference room pilots, user acceptance, performance, and final acceptance testing. After the test plans are developed, the Awarded Contractor will lead the execution of the testing activities. The Awarded Contractor will develop and execute a test plan that at a minimum includes:

- Unit testing
- Integration testing
- Module testing
- User Acceptance Testing (UAT), which should include all test case scenarios/scripts and predecessor/successor events and predecessor/successor batches to be used in pre-production batch testing. It will occur during and after wire-framing, during theme review, and after development is complete (or substantially complete, as agreed to by UCS)

- System testing
- Security role testing
- Other types of testing (for example, workflow testing)
- The UCS shall be the final approval and acceptance authority for the test results prior to being moved into the production environment
- Post go-live verification/acceptance

5.2.1.9 Post-project Technical Support

The proposal should include a copy of any warranty bidder offers for bidder's services and deliverables. The cost for any such warranty must be included in Table One of Exhibit A – Pricing Sheet.

In Table Two of Exhibit A – Pricing Sheet, the bidder should include the costs for delivering technical support on a time-and-materials basis. Such support may include information architecture services (such as the development of additional wireframes), content scrubbing services, revision of content standards guides, training services, additional branding services, and any other support that bidder, based on its prior experience serving clients comparable to UCS, determines might be needed for post-project technical support of the UCS websites. The per-hour cost for such services should be stated based on the title of the staff who will deliver such service and/or the service to be rendered, and rates should be quoted for the twelve (12) month period commencing at the anticipated conclusion of the Project (currently estimated to end on or about June 30, 2025).

5.2.2 Needed Features

The Awarded Contractor's proposal will contain a thorough, thoughtful, and feasible plan to implement the features set forth below in the Web Solution and other work product delivered during the Project. Bidders are encouraged to anticipate needs not set forth in this RFP that will improve the experience of users accessing the UCS websites and to propose solutions that are comprehensive, cost-effective, and sustainable. Bidders are encouraged to draw on their experience redesigning the websites of entities comparable to UCS and to identify and recommend solutions that solved real-world problems those entities encountered before, during, or after their website redesign projects concluded.

The Web Solution will provide:

- (a) Integrated asset management for images and other assets;
- (b) The ability to update certain pieces of data (e.g., the name, address, title, or phone or fax # of a person or courthouse) wherever it might be referenced;
- (c) A mechanism for content management to compare different versions of content and identify changes between versions;

- (d) The ability to view the status of content within the workflow (see image on page 60 for an example of workflow status);
- (e) The ability to utilize Google Analytics, Hotjar, and Read Clearly;
- (f) The ability to display correctly in desktop, mobile, and tablet versions of all major browsers, including, but not limited to, Chrome, Edge, Firefox, and Safari;
- (g) The ability to search content across the system;
- (h) The ability for administrators to define permission-based elements, such as Drupal Blocks;
- (i) Implementation of Breadcrumbs; and
- (j) Integration of UCS internal PeopleSoft HR Directory (via data downloads) with the new intranet site so that users have access to an up-to-date directory of court employees along with their titles and contact information.

5.2.2.1 Accessibility

The Web Solution should feature enhanced navigability for users with disabilities and, at a minimum, comply with ADA/508 standards. Bidders should confirm in their proposals that the Web Solution will conform to the guidelines for accessibility as set forth in Web Content Accessibility Guidelines (WCAG) 2.1 (minimum Level A conformance), or more recent version, and describe how this compliance will be verified.

5.2.2.2 Support for Content in Languages other than English

UCS is committed to ensuring that its public-facing website is accessible to users with limited proficiency in English. To that end, the Web Solution must enable UCS to post content authored in languages other than English and for such content to be displayed properly. The Web Solution must also integrate with APIs that enable users to translate content into their preferred language. Please note: UCS is not soliciting translation services as part of this procurement; consequently, bidders should not include in their proposals the cost of translating content into languages other than English.

5.2.2.3 Device and Browser Support

The Web Solution will support presenting public-facing content on mobile devices via a responsive web design.

5.2.2.4 Integrated Search Engine Optimization (SEO)

The Web Solution will maximize SEO through strategic mark-up language and content. It will also support SEO-friendly page titles, descriptions, and other metadata. The Web Solution will support the option to exclude selected pages from indexing as well as sharing/integrating content with social media channels.

5.2.2.5 Search Capabilities: Enterprise and Targeted Collections

The Web Solution will provide a robust site search function that allows public users to search for specific content across the site. The Web Solution will: (i) provide content personalization capabilities (i.e., serve content based on users' choice (filters)); (ii) support automatic indexing of new and updated content; and (iii) support presenting faceted/contextual search results across the system based on taxonomies.

5.2.2.6 Publishing

The Web Solution will support: (i) the ability to target several publication sites; (ii) publishing a single page, a group of pages, or a whole website; and (iii) scheduling when a page, assets, or a component in a page should be published and/or unpublished.

5.2.2.7 Technical Capabilities

The Web Solution must support:

- (a) Management of Information Architecture (IA);
- (b) Template-driven webpage generation, including the ability to create a variety of page layouts;
- (c) The addition of pattern libraries (UI collections) for common use when building pages and/or content;
- (d) Creating pre-defined taxonomies (tags and tag categories, referred to as terms and vocabularies) and associating those tags to the content;
- (e) Printer-friendly view(s) of content;
- (f) Retrieval of content related to specific tags;
- (g) Multi-domain implementations (that is, multiple websites within the same installation/infrastructure);
- (h) Integrations with third-party applications using middleware and/or web services;
- (i) The ability to embed technologies, such as chatbots or other artificial intelligence (AI)-related add-ons in the future; and
- (j) Pushing or pulling content updates to other sites/channels via web APIs.

Additionally, the Web Solution must separate content from presentation format to allow administrators headless access to the repositories for content management. It must also provide the ability to develop custom features (SDK, API, Libraries) in the future. All content must be transferred securely via Hypertext Transfer Protocol Secure (HTTPS).

5.2.2.8 Workflow

The Web Solution must support multistep content approval for workflows, including configuration of notifications (review/approval/publishing) at each stage of the workflow, and it must allow administrators to define workflow roles and workflows.

Specifically, the Web Solution must support integration with our Active Directory credentials with Drupal Login Access, creation of a customized Work Request form (possibly in Jira™, which is the current UCS Help Desk ticketing system) to initiate the Drupal Workflow, and protocols to require unique username and password credentials for certain “Members-Only” pages or content collections.

5.3 Required Staffing

Key Personnel: The Awarded Contractor must provide a single point of contact for contract management (Contract Manager) activities and a single point of contact for service management (Service Manager). These points of contact may be the same individual. The contact(s) must be able to respond to routine requests for assistance not more than two business days from initial request and must be available by phone or email during normal business hours (Monday – Friday, 9:00 AM – 5:00 PM Eastern Time).

Contract Manager: The contract manager will be responsible for the following activities:

- Managing all onboarding and offboarding activities of the Project
- Communication and scheduling of onboarding and offboarding activities
- Assist with migration of bidder’s service at the end of contract
- Contract issue resolution as needed and requested by UCS

Service Manager: The service manager will be responsible for ensuring the delivery of services and features described in Sections 5.2.1 and 5.2.2, respectively and above.

5.4 Invoicing

- a. Awarded Contractor shall submit true and accurate invoices to a point of contact to be designated by UCS in the contract resulting from this RFP.
- b. Each invoice shall include:
 - Vendor name
 - UCS as the invoiced entity;
 - The assigned contract number;
 - Description of goods or services requesting payment for (may be in narrative or code values format);
 - Quantity of goods, property, or services delivered or rendered; and

- Amount requested.

VI. BID RESPONSE DOCUMENTS

6.1 General Requirements

All documentation must be submitted on prescribed forms, without alteration. To facilitate photocopying, do not permanently bind documents.

Bidders must submit every document listed in sections 6.2 and 6.3, below. Failure to provide all documents in the manner required – including the number of requested copies - may result in disqualification of a bid response. Any changes, deletions, or additions (including the addition of supplemental terms and conditions) to this RFP or to any exhibits or appendices to this RFP, including Exhibit A – Pricing Sheet, may result in the rejection of the bid as non-responsive.

6.2 Required Proposal Documents

6.2.1 Exhibit A – Pricing Sheet

Exhibit A – Pricing Sheet must be completed, fully executed, and included in bidder's proposal. Failure to do so may disqualify bidder's response.

6.2.2 Responses to Exhibit D – Technical Proposal Components and Weighting

Bidders must submit, with their bid response, a narrative which demonstrates how the bidder and/or its proposed Web Solution and other work to be completed during the Project satisfy the desired attributes and needed features (collectively, "Components") described in Article V and set forth in Exhibit D – Technical Proposal Components and Weighting. The narrative should include a description of the bidder's capability to produce and deliver similar services required on an as-needed basis.

The submitted narrative must address each and every Component set forth in Exhibit D. Each response must indicate which Component(s) the response addresses.

Components are grouped in the following categories:

Organizational Capacity – Capabilities
Organizational Capacity – Staffing
Organizational Capacity – References
Business and Technical Specifications – Onboarding
Business and Technical Specifications – Project Management
Business and Technical Specifications – Information Architecture
Business and Technical Specifications – Content Scrubbing
Business and Technical Specifications – Content Standards Development
Business and Technical Specifications – Training
Business and Technical Specifications – Graphical Design and Branding
Business and Technical Specifications – Testing
Business and Technical Specifications – Incorporation of Needed Features
Business and Technical Specifications – Post-Project Technical Support
Cost

The narrative should not exceed 40 pages. The following documents are not included in this page limit and should be supplied after the narrative responses to the other components in Exhibit D:

- Copies of Bidder’s or its employees’ industry certifications supplied in response to Component # B6;
- References supplied in response to Component # C1;
- A sample status report supplied in response to Component # E5;
- A sample style guide or excerpt thereof supplied in response to Component # H1;
- The Bidder’s proposed warranty supplied in response to Component # M1;
- A description of any license(s) supplied in response to Component # N1, the cost of which is set forth in Table One of Exhibit A – Pricing Sheet; and
- A description of any “Other Services” supplied in response to Component # N2, the cost of which is set forth in Table Two of Exhibit A – Pricing Sheet.

6.2.3 Bidder Contact Information

Bidder shall designate, where specified in the Document Enclosure Checklist, a person as primary contact for all questions OCA may have regarding bidder’s bid response.

6.2.4 Firm Offer and Conflict of Interest Disclosure

Bidder shall submit a letter on bidder’s letterhead confirming that any proposal submitted in response to this RFP is a binding offer to UCS and that such proposal meets or exceeds all terms, conditions, and requirements set forth in this RFP. Such letter shall conform to the template set forth in Exhibit B – Firm Offer to Unified Court System and Conflict of Interest Disclosure.

In addition to submitting the above-referenced letter, bidder shall include a resolution or equivalent authorization from bidder’s Board of Directors, managing member, general partner, or equivalent governing office or body authorizing the officer or employee signing such letter to submit the bidder’s proposal and confirming that such officer or employee possesses the requisite authority and legal capacity to act on behalf of the bidder and execute a contract with UCS.

6.2.5 References

Each bidder must submit three (3) references, other than UCS, for whom the bidder has provided similar services at any time during the past three (3) years. Such references must include the company/agency name, its complete address, a description of the services provided, the budget for the client's engagement, the start and end dates of the client's engagement, and the name, title, telephone number and email address for a primary contact and an alternate contact. The bidder must supply such information using the template in Exhibit F. Note: bidders will not be penalized if a primary contact or alternate contact declines to respond to a request for references.

6.3 NYS Bid Forms

6.3.1 Attachment I - Standard Request for Bid Clauses & Forms and Attachment IV- Procurement Lobbying Law required forms

In addition to such other specifications and criteria as are presented herein, the NYS Unified Court System Attachment I - Standard Request for Bid Clauses & Forms, and Attachment IV - Disclosure of Prior Non-Responsibility Determination (UCS 420) and Affirmation of Understanding and Agreement (UCS 421) pursuant to the Procurement Lobbying Act, which must be downloaded or printed from the UCS Contract & Procurement website under "Addenda" for the appropriate solicitation, are incorporated and made a part of this solicitation.

6.3.2 Attachment III - Vendor Responsibility Questionnaire

The UCS is required to conduct a review of a prospective vendor to provide reasonable assurances that the vendor is responsible. The required Vendor Responsibility Questionnaire is designed to provide information to assist UCS in assessing a vendor's responsibility prior to entering into a contract with the vendor. Vendor responsibility is determined by a review of each prospective Vendor's legal authority to do business in New York State, business integrity, financial and organizational resources, and performance history (including references).

The UCS recommends that vendors file the required Vendor Responsibility Questionnaire online via the New York State VendRep System. However, vendors may choose to complete a paper questionnaire and submit it with their proposal.

Online Questionnaire: To enroll in and use the New York State VendRep System, see the VendRep System Instructions available at <http://www.osc.state.ny.us/state-vendors/vendrep/vendrep-system> or go directly to the VendRep System online at <https://onlineservices.osc.state.ny.us/Enrollment/login?1>. Vendors must provide their New York State Vendor Identification Number when enrolling (see paragraph headed 'New York State Vendor File Registration' for instructions on obtaining a Vendor Identification Number). For VendRep System assistance, contact the OSC's Help Desk at 866-370-4672 or 518-408-4672 or by email at ITServiceDesk@osc.state.ny.us.

Bidders who file the Vendor Responsibility Questionnaire online via the OSC VendRep System are requested to checkmark the appropriate box on the Document Enclosure Checklist. Please note that online submissions must be certified and dated/updated not more than six (6) months prior to the bid opening date (the Proposal Submission Deadline Date) of this RFP. Bidders' authorized

signature of the RFP form will serve as confirmation that bidders have knowingly filed their questionnaire online if the paper questionnaire is not included with the bidder's submission.

Paper Questionnaire: Vendors opting to complete and submit a paper questionnaire can obtain the appropriate questionnaire from the VendRep website www.osc.state.ny.us/vendrep/forms_vendor.htm or may contact the UCS or OSC's Help Desk for a copy of the paper form.

6.3.3 New York State Vendor File Registration

Prior to being awarded a contract pursuant to this solicitation, the bidder(s) must be registered in the New York State Vendor File (Vendor File) administered by the OSC. This is a central registry for all vendors who do business with New York State agencies and the registration must be initiated by a State agency. Following the initial registration, a unique New York State ten-digit vendor identification number (Vendor ID) will be assigned to vendors for usage on all future transactions with New York State. Additionally, the Vendor File enables vendors to use the Vendor Self-Service application to manage certain vendor information in one central location for all transactions related to the State of New York.

If the bidder is already registered in the Vendor File, the vendor must enter the vendor's ten-digit Vendor ID on the first page of this bid document.

If the bidder is not currently registered in the Vendor File, upon award of a contract the Bidder must complete the OSC Substitute W-9 Form (<https://www.osc.state.ny.us/sites/default/files/vendors/2017-11/vendor-form-ac3237s-fe.pdf>) and submit the form to UCS. **The UCS will initiate the vendor registration process** for the vendor. Once the process is initiated, vendor will receive an e-mail identifying their unique ten-digit Vendor ID and instructions on how to enroll in the online Vendor Self-Service application. For more information on the Vendor File please visit the following website: https://esupplier.sfs.ny.gov/psc/fscm/SUPPLIER/ERP/c/NUI_FRAMEWORK.PT_LANDINGPAGE.GBL?&.

6.3.4 Electronic Payments

Vendors not currently receiving electronic payments, and who wish to do so, should enroll in ePayment – New York State's electronic payment program for vendors. To do so, vendors need to log onto the Vendor Self-Service Portal and enter their bank account information. ePayments will ensure you are receiving payments faster and in a more secure manner. If you need assistance in accessing the Vendor Self-Service Portal, please contact the SFS Helpdesk at helpdesk@sfs.ny.gov or 1-877-737-4185.

6.3.5 Proof of Insurance

Bidder must provide together with its bid response all documentation required pursuant to the "Insurance Requirements" set forth in Exhibit E – Contract Terms and Requirements.

6.4 Additional Bid Documents

6.4.1 Financial Stability

Upon request by UCS, bidder shall provide its audited financial statements prepared in accordance with GAAP-Generally Accepted Accounting Principles for the past three (3) consecutive years and a copy of its last three (3) annual reports.

VII. BID SUBMISSION PROCEDURES

7.1 Submission of Paper Bid Proposals by Mail

Bids/Proposals must be clearly addressed and submitted to:

**NYS OCA Office of Grants and Contracts
2500 Pond View, Suite 104
Castleton-on-Hudson, NY 12033
ATTN: Jessica St. Hilaire**

All envelopes/cartons must also be labeled with the following information on two sides:

“Deliver immediately to Jessica St. Hilaire”
“Sealed bid - Do not open”
“RFP # OCA - 133 due August 31, 2023 at 3:00 PM EDT”

Failure to seal and mark the bid/proposal as prescribed may result in non-delivery and/or rejection of the bid/proposal. Please note that bids/proposals must be received by the above-named OCA-designated person by August 31, 2023 at 3:00 PM Eastern Daylight Time (“EDT”) (the “Proposal Submission Deadline Date”) at the latest or bids will be declared late bids and they will be disqualified. It is recommended that bidders allow several extra days for shipping in order to meet the deadline.

7.2 Submission of Electronic (email) Bid Proposals

In addition to the Bid Submission Procedures contained in Section 7.1, above, bidders may submit bid proposals electronically to: UCS-Bid-Submissions@nycourts.gov. The email subject line must state: “Bid Proposal – RFP # OCA - 133” and, per subsection (b) below, indicate the email sequence number, as appropriate.

Bid proposals submitted electronically must meet all requirements set forth in the RFP for proposals submitted by mail, including, but not limited to, delivery on or before the Proposal Submission Deadline Date and completion of required acknowledgments.

Additionally, electronically submitted bid proposals must conform to the following requirements:

- (a) All bid proposal documents must be in “PDF” searchable format.

- (b) The size limitation for individual emails is 25MB (megabytes) per email (including message plus attachments). If documents cannot be grouped within one .zip file and/or one email so as to conform to the 25MB size limitation, bidders may transmit bid proposals in multiple emails, in which case, each email must be labeled “Email X of X” (e.g., “Email 1 of 3”).
- (c) Notwithstanding the number of emails submitted, all bid proposal emails must be submitted on the same date.

UCS will not accept bid proposals submitted electronically that require UCS personnel to download files, including the bid proposal, from a cloud storage service, such as Dropbox, Google Drive, Microsoft OneDrive, etc.

Bidders who submit a bid proposal electronically will receive a reply email confirming the date and time of receipt of their submission. Bidders are advised to notify JStHila@nycourts.gov if they have not received an email response within one (1) business day after submission of their bid proposal.

7.3 Amendment of Proposals

Bidders may only amend submitted proposals prior to the Proposal Submission Deadline Date. Amended proposals must be submitted in packaging or email which clearly indicates “Amended Proposal for RFP # OCA - 133.” Amended proposals must be signed by an individual who is duly authorized to amend the bidder’s original proposal. Amended proposals should be submitted in the same manner as original proposals described herein. Amended proposals received by UCS after the Submission Deadline Date and time will be rejected as “late.”

7.4 Withdrawal of Proposal

A proposal may be withdrawn in writing at any time prior to the Proposal Submission Deadline Date. A bidder may also submit a request to withdraw its proposal after the Proposal Submissions Deadline Date in writing explaining the reason for the withdrawal, which will be subject to approval by UCS in its sole discretion in accordance with applicable law. If multiple proposals are submitted by the same bidder, the bidder must clearly indicate to which proposal the withdrawal (or request to withdraw) applies.

7.5 Bidder Confidential/Proprietary Information

If applicable, bidders should specifically identify those portions of the proposal deemed to contain confidential or proprietary information or trade secrets, and must provide justification why such material, upon request, should not be disclosed to parties other than UCS. Bidders are advised that any material deemed confidential by bidder may still be subject to disclosure in connection with any governmental or judicial proceeding or inquiry or as may be required by applicable law, including but not limited to Article 6 of the New York Public Officers Law (Freedom of Information Law). Such confidential/proprietary information must be in a separate folder from the non-confidential sections of the proposal.

7.6 No-Bids

Bidders deciding not to answer this solicitation are requested to send a no-bid letter to OCA, Attn: Jessica St. Hilaire, Assistant Court Analyst, Office of Grants and Contracts, 2500 Pond View, Castleton-on-Hudson, NY 12033. The envelope shall be clearly marked in the lower left corner as follows: RFP # OCA - 133. No-bid letters may be sent by email to JStHila@nycourts.gov. Please indicate in "Subject" field: RFP # OCA - 133 – No-Bid.

7.7 Questions

Any and all questions bidders may have in connection with this solicitation are to be directed by email only to:

Jessica St. Hilaire, Assistant Court Analyst
JStHila@nycourts.gov

Please indicate in "Subject" field: "RFP # OCA - 133 – Question(s)."

The deadline to submit questions is July 11, 2023. A written response to all submitted questions in the form of a Questions & Answers (Q&A) sheet will be posted on the UCS website at www.nycourts.gov/admin/bids under RFP # OCA - 133.

IMPORTANT: All questions regarding this solicitation must be in writing by email and directed solely to the attention of the above designated person. Contact by any prospective bidder, or any representative thereof, with any other personnel of the UCS in connection with this RFP may violate the Procurement Lobbying Act of 2005 (see Attachment IV), will jeopardize the respective bidder's standing, and may cause rejection of its proposal.

7.8 Pre-Bid Conference

A pre-bid conference will be held virtually on the Microsoft Teams platform on July 27, 2023. Examples of UCS Intranet webpages will be shown. While this conference is not mandatory, bidders are strongly encouraged to attend to benefit most directly and immediately from any issues or clarifications presented. Bidders must notify Jessica St. Hilaire at JStHila@nycourts.gov of their planned attendance. A link to the pre-bid conference will be sent to Bidders by email several days prior to the pre-bid conference. The pre-bid conference will be recorded, and a link to the recording will be furnished upon request until the Proposal Submission Deadline Date.

VIII. BID TERMS AND CONDITIONS

Online RFP Package: Disclaimer

Bidders accessing any UCS/OCA solicitations and related documents from the UCS website www.nycourts.gov/admin/bids under "Current Solicitations" shall remain solely and wholly responsible for reviewing the respective solicitation and bid documents on the internet regularly, up to the scheduled date and time of the Proposal Submission Deadline Date, to ensure their

knowledge of any amendments, addenda, modifications or other information affecting the solicitation or bid documents in question.

Binding Nature of Bid/Proposal on Bidders

All bids/proposals shall remain binding on bidders for a minimum period of 270 days from the Proposal Submission Deadline Date or until a contract awarded under this RFP is approved by OSC and executed by UCS, unless a bidder receives approval to withdraw its bid/proposal in accordance with Section 7.4 above.

Estimated Quantities

Any quantities specified in this solicitation constitute estimates only, and accordingly, no commitment or guarantee to reach any specified volume of business is made or implied.

Awarded Contractor must accept all requests for services placed by UCS during the term of an awarded contract.

UCS's Reserved Rights to Reject Bids/Proposals, Set Aside Awards, and Withdraw the RFP

UCS reserves the right to reject any or all proposals or bids submitted in response to this solicitation. In addition, UCS may reject any bids/proposals from any bidder:

- i. Who is in arrears to the State of New York upon any debt or performance of any contract;
- ii. Who has previously defaulted on any contractual obligations (as contracting party, surety or otherwise) or on any obligation to the State of New York;
- iii. Who has been declared not responsible or disqualified by any agency of the State of New York;
- iv. Who has any proceeding pending against it relating to the responsibility or qualification of the bidder to receive public contracts;
- v. Whose proposal is incomplete or otherwise non-responsive in any material respect;
- vi. Who is found to be non-responsible based on any of the criteria specified in the section headed "Responsible Bidder";
- vii. Whose facilities and/or resources are, in the opinion of OCA, inadequate or too remote from the UCS locations to render services in a timely manner in accordance with all requirements of this solicitation;
- viii. Who does not provide references in accordance with the bid specifications, or whose references report significant failure to comply with specifications;
- ix. Who is otherwise, in the opinion of OCA, unable to meet specifications; or
- x. Whose conduct or proposal fails to conform to the requirements of the RFP.

UCS further reserves the right to set aside a bid award to a successful bidder if it is unsuccessful in negotiating a satisfactory contract within a time frame acceptable to the UCS, in which event UCS may then invite the bidder with the next highest evaluation score to enter into negotiations for purposes of executing a contract.

UCS reserves the right to withdraw the RFP at any time, in UCS's sole discretion.

Responsible Bidder

A bidder's responsibility is determined in accordance with, but not limited to, references, past performance history, financial stability, the bidder's responses to Attachment III-Vendor Responsibility Questionnaire, as well as any other criteria necessary and reasonable to establish the bidder's responsibility.

Clarification/Correction of Bids/Proposals

In addition to any rights articulated elsewhere in this solicitation, UCS reserves the right to require clarification at any time during the procurement process and/or require correction of arithmetic or other apparent errors for the purpose of assuring a full and complete understanding of a bidder's proposal and/or to determine a bidder's compliance with the requirements of this solicitation. This clarifying information, if required in writing by UCS, must be submitted by the bidder, in accordance with formats as prescribed by UCS at the time said information is requested and, if received by the due date set forth in UCS's request for clarification, shall be included as a formal part of the bidder's proposal. Clarifying information, if any, whether provided orally, visually or in writing will be considered in the evaluation process. Failure to provide required information by its associated due date may result in rejection of the bidder's proposal. UCS may also use proposal information obtained through site visits, management interviews, and UCS's investigation of a bidder's qualifications, experience, ability, or financial standing in the course of evaluation or selection under the RFP. Nothing in the foregoing shall mean or imply that it is obligatory upon UCS to seek or allow clarifications or corrections as provided for herein.

Minor Bid Irregularities

Provided the same will not materially benefit or disadvantage any particular bidder or substantially alter the requirements of this bid, UCS may: (i) waive technicalities; (ii) waive minor irregularities, omissions or incompleteness in the bid or a bid response; (iii) waive any bid requirements that are unmet by all bidders; (iv) consider any and/or all alternatives and/or enhancements suggested by the successful bidder; or (v) make an award under the bid in whole or in part and negotiate contract terms and conditions with the successful bidder to meet UCS requirements consistent with such award.

Unified Court System Self-Insurance

UCS, a New York State governmental entity, is self-retained for risk of loss and liability.

Inspection of Bidder's/Awarded Contractor's Facilities

The UCS/OCA reserves the right to inspect bidder's proposed facilities, as part of the bid evaluation. Subsequent to award, Awarded Contractor's facilities shall be made available for periodic inspection. In all instances, advance notification will be communicated by appropriate court personnel.

Access to Court Facilities

Awarded Contractor must comply with all applicable location rules, policies, guidelines and procedures in order to be granted access to court facilities. Where applicable to the performance of work under an awarded contract, bidders shall be wholly responsible for familiarity with the physical layout and access to the courts and buildings in question, including but not limited to, roadways, overhangs, parking, security, elevators, required access permits or insurance certificates. No special accommodations can or will be made by court staff with respect to security measures, access, or parking.

Subcontracting

Subcontracting and any other transfer of any duties or obligations to be performed hereunder will be permitted only with the prior written consent of UCS to the proposed subcontractors. In the event that bidder proposes to use one or more subcontractors, the specific subcontractors and the services proposed to be performed by such subcontractors, must be listed in bidder's proposal. If a bidder that proposes to use one or more subcontractors is awarded the contract, the award will constitute the prior written approval of UCS to the subcontractors named in the bidder's proposal.

The Awarded Contractor will be the prime contractor and will be responsible for all services required by this RFP. The UCS will communicate only with Awarded Contractor and the Awarded Contractor shall remain wholly liable for the performance by and payment to any such subcontractors, their employees, agents, consultants, or representatives. UCS may require subcontractors to provide evidence of insurance or submit to a background check, as applicable, prior to UCS approval.

Implied Requirements

Products and services that are not specifically requested in this solicitation, but which are necessary to provide the functional capabilities proposed by the bidder, shall be included in the offer except as specified herein.

Silence of the Specifications

The apparent silence of the specifications contained as part of this package as to any detail or to the apparent omission of a detailed description concerning any point, shall be regarded as meaning that only the best commercial practices are to prevail. All interpretations of these specifications shall be made on the basis of this statement.

IX. CONTRACT TERMS AND REQUIREMENTS

The RFP, the Bidder's proposal, and the contract that results from this RFP are subject to and incorporate the terms and conditions as stated in Appendix A – Standard Clauses for UCS Contracts (as set forth in Attachment I to this RFP) and Exhibit E – Contract Terms and Requirements.

The successful bidder shall be required to comply with the provisions referenced in this Article, as well as such other provisions contained in the contract that results from this RFP, in form and content satisfactory to UCS in its sole discretion.

EXHIBIT A – PRICING SHEET

Do not alter this Pricing Sheet in any manner other than supplying information in the highlighted fields. Any other changes, deletions, or additions to the Pricing Sheet may result in rejection of the bid response.

Table One: Annualized Costs

Category	Annual Costs			Total
	Year 1	Year 2	Year 3	Year 1 + Year 2 + Year 3
One-time onboarding costs				
Website redesign service costs*				
License costs**				
Total costs from all categories				
Combined Annual Cost				

* Website redesign service costs include services for project management, information architecture, content scrubbing, development of content standards, training, graphical design and branding, and testing. The cost of any additional services, including the cost for any warranty of bidder’s services or deliverables, should be identified and explained in the narrative response to Exhibit D – Technical Proposal Components and Weighting. Note that the inclusion of a proposed warranty will not count toward the page limit for responses to Exhibit D – Technical Proposal Components and Weighting.

** License costs include costs for any licenses associated with the bidder’s proposed solution and should be detailed on a separate page in the narrative response to Exhibit D – Technical Proposal Components and Weighting. Note that the inclusion of such a description will not count toward the page limit for responses to Exhibit D – Technical Proposal Components and Weighting.

Please describe a proposed fixed-price payment schedule for each Category listed above based on deliverables. The proposed payment schedule must provide that payments are withheld until completed deliverables are accepted by UCS and include a payment retention holdback of ten percent (10%). Any proposed payment schedule is subject to negotiation with UCS. Use additional sheets if necessary.

Continued on next page

EXHIBIT A – PRICING SHEET

Do not alter this Pricing Sheet in any manner other than supplying information in the highlighted fields. Any other changes, deletions, or additions to the Pricing Sheet may result in rejection of the bid response.

Table Two: Rates for Services Billed on a Time and Materials Basis

In the table below, supply the hourly rate bidder will charge UCS for each category of service for post-project technical support depending on whether UCS receives up to twenty (20) hours of services per month or whether UCS receives more than twenty (20) hours of services per month.

Category (Column A)	Hourly Rate for UP TO 20 hours of services per month in the FIRST year after Project completion (B)	Hourly rate for MORE THAN 20 hours of services per month in the FIRST year after Project completion (C)	Hourly Rate for UP TO 20 hours of services per month in the SECOND year after Project completion (D)	Hourly rate for MORE THAN 20 hours of services per month in the SECOND year after Project completion (E)	Average Hourly Rate (Sum of rates in Columns B–E divided by 4) (F)
Additional onboarding					
Additional information architecture services					
Additional content scrubbing services					
Additional training services					
Additional graphical design and branding services					
Other services*					
Total rates from all categories					
Total average hourly rate (Add all the amounts in Column F and divide by the number of rows in Column F containing an amount greater than zero)					

* For “other services” costs, include a narrative explanation in the narrative response to Exhibit D – Technical Proposal Components and Weighting. Note that the inclusion of a description of such other services will not count toward the page limit for responses to Exhibit D – Technical Proposal Components and Weighting.

In the space below, provide the name of the company submitting the proposal, the name and title of the authorized officer submitting the proposal, and that authorized officer’s signature and the date of that signature.

Company Name:	
Authorized Officer’s Name and Title:	
Signature:	Date:

**EXHIBIT B – FIRM OFFER TO UNIFIED COURT SYSTEM AND
CONFLICT OF INTEREST DISCLOSURE**

TO BE COMPLETED ON OFFEROR'S LETTERHEAD

Date

Jessica St. Hilaire
Assistant Court Analyst
NYS OCA Office of Grants and Contracts
2500 Pond View, Suite 104
Castleton-on-Hudson, NY 12033

Dear Ms. St. Hilaire:

Re: RFP # OCA - 133

Firm Offer to the New York State Unified Court System and Conflict of Interest Disclosure

[INSERT OFFEROR NAME] hereby submits this firm and binding offer to the New York State Unified Court System in response to Request for Proposals (RFP) # OCA - 133. The Bid Proposal hereby submitted meets or exceeds all terms, conditions, and requirements set forth in the above-referenced RFP. This formal offer will remain firm and non-revocable for a minimum period of 270 days from the date proposals are due to be received by UCS, or until a Contract is approved by the NYS Comptroller and executed by UCS, unless Offeror withdraws its offer only as may be specifically authorized in the above-referenced RFP.

[INSERT OFFEROR NAME]'s complete offer is set forth in one original and three photocopies of separately bound assembled volumes or electronically via email.

[INSERT OFFEROR NAME] hereby affirms that the solution proposed by the Offeror in the Bid Proposal meets or exceeds the service level requirements set forth in the above-referenced RFP, including referenced attachments.

[INSERT OFFEROR NAME] hereby affirms that, at the time of bid submission, Offeror knows of no factors existing at time of bid submission or which are anticipated to arise during the procurement or Contract term, which would constitute a potential conflict of interest in successfully meeting the contractual obligations set forth in the above-referenced RFP and the Bid Proposal hereby submitted, including, but not limited to:

1. No potential for conflict of interest on the part of the Offeror or any Subcontractor due to prior, current, or proposed contracts, engagements, or affiliations; and
2. No potential conflicts in the sequence or timing of the proposed award under this procurement relative to the timeframe for service delivery, or personnel or financial resource commitments of Offeror or proposed subcontractors to other projects.

To comply with the Vendor Responsibility requirements outlined in Section 6.3.2 of the above-referenced RFP, [INSERT OFFEROR NAME] hereby affirms (enter an “X” in the appropriate box):

- ☐ An online Vendor Responsibility Questionnaire has been updated or created within the last six (6) months from when proposals are due under the above-referenced RFP at the website of the Office of the Comptroller: <https://onlineservices.osc.state.ny.us/Enrollment/login?1>
- ☐ A hard copy Vendor Responsibility Questionnaire is included with this proposal and is dated within the last six (6) months from when proposals are due under the above-referenced RFP.
- ☐ A Vendor Responsibility Questionnaire is not required due to an exempt status. Exemptions include governmental agencies, public authorities, public colleges and universities, public benefit corporations, and Indian Nations.

By signing, the undersigned individual affirms and represents that he or she has the legal authority and capacity to sign and make this offer on behalf of, and has signed using that authority to legally bind [INSERT OFFEROR NAME] to the offer, and possesses the legal capacity to act on behalf of Offeror to execute a Contract with the New York State Unified Court System. The aforementioned legal authority and capacity of the undersigned individual is affirmed by the enclosed Resolution of the Corporate Board of Directors of [INSERT OFFEROR NAME].

**EXHIBIT C – CONTRACTOR CERTIFICATION TO MEETING MINIMUM
QUALIFICATIONS AND MANDATORY REQUIREMENTS**

**Use this form to address Minimum Bidder Qualifications and Mandatory Requirements
(Pass/Fail)**

BIDDER'S NAME: _____

Minimum Qualifications	
Qualification # 1: The bidder has at least five (5) years' experience redesigning internet and intranet websites in Drupal that are comparable in scope to the UCS websites.	
The Bidder certifies that it has at least five (5) years' experience redesigning internet and intranet websites in Drupal that are comparable in scope to the UCS websites.	<input type="checkbox"/> YES <input type="checkbox"/> NO*
Mandatory Requirements	
Mandatory Requirement # 1: The Web Solution must be built upon the Drupal 10 framework.	
The Bidder certifies that the Web Solution will be built upon the Drupal 10 framework.	<input type="checkbox"/> YES <input type="checkbox"/> NO*
Mandatory Requirement # 2: All UCS data must remain in the United States, and select data must remain at locations to be designated by UCS. Furthermore, all personnel supplied by the bidder must be located in the United States when working on the Project.	
The Bidder certifies that: (i) all UCS data will remain in the United States; (ii) select data will remain at locations to be designated by UCS; and (iii) all personnel supplied by the Bidder will be located in the United States when working on the Project.	<input type="checkbox"/> YES <input type="checkbox"/> NO*
Mandatory Requirement # 3: Personnel assigned by the bidder to develop the Web Solution in Drupal must currently possess Drupal 9 or Drupal 10 Developer and Front-End certifications.	
The Bidder certifies that it will only assign personnel to develop the Web Solution in Drupal who currently possess Drupal 9 or Drupal 10 Developer and Front-End certifications.	<input type="checkbox"/> YES <input type="checkbox"/> NO*

*** A "NO" response to any of the minimum qualification(s) or mandatory requirement(s) will result in Bidder disqualification.**

**EXHIBIT C – CONTRACTOR CERTIFICATION TO MEETING MINIMUM
QUALIFICATIONS AND MANDATORY REQUIREMENTS**

CERTIFICATION

By signing this form, you certify your express authority to sign on behalf of the Bidder and that all information provided is complete, true, and accurate.

Date: _____

Legal Business Name of Bidder: _____

Doing Business As (d/b/a) (if appropriate): _____

Signature: _____

Print Name: _____

EXHIBIT D – TECHNICAL PROPOSAL COMPONENTS AND WEIGHTING

As indicated in Article VI, bidders must submit a narrative response addressing how the bidder and/or its proposed solution satisfies the desired attribute or needed feature (“Component”) set forth in Table Three of this Exhibit.

Each response must indicate the Component number to which it responds.

Each response will be assigned a rating score of 0, 1, 2 or 3 points according to rubric set forth in Table One:

Table One: Scoring Rubric	
Points	Criteria
3	The response thoroughly describes how the solution: (i) will deliver the Component; (ii) is feasible; and (iii) is highly likely to result in the successful implementation of the Web Solution.
2	The response adequately describes how the solution: (i) will deliver the Component; (ii) is feasible; and (iii) is likely to result in the successful implementation of the Web Solution.
1	The response minimally or inadequately describes how the solution will deliver the Component and is unlikely to result in the successful implementation of the Web Solution.
0	The solution either is not feasible or does not describe how the solution will deliver the Component.

As shown in Table Three, below, each Component is assigned a weighting factor of 1, 2, 3 or 4 indicated by a corresponding number of stars. Evaluators will multiply the assigned rating score by the weighting factor to determine how many overall points each response receives. For example, a response that receives three (3) rating points for a component with a weighting factor of ★★★★★ will be assigned twelve (12) overall points. The sum of assigned overall points will constitute the bidder’s technical proposal score.

Components are grouped according to the following categories:

Table Two: Component Categories	
If the Component # begins with the letter...	...then the desired attribute or needed feature pertains to
A	Organizational Capacity – Capabilities
B	Organizational Capacity – Staffing
C	Organizational Capacity – References
D	Business and Technical Specifications – Onboarding
E	Business and Technical Specifications – Project Management
F	Business and Technical Specifications – Information Architecture
G	Business and Technical Specifications – Content Scrubbing
H	Business and Technical Specifications – Content Standards Development
I	Business and Technical Specifications – Training
J	Business and Technical Specifications – Graphical Design and Branding
K	Business and Technical Specifications – Testing
L	Business and Technical Specifications – Post-Project Technical Support
M	Business and Technical Specifications – Incorporation of Needed Features
N	Cost

Note: Components appearing in cells highlighted in yellow in Table Three pertain to a minimum qualification or mandatory requirement set forth in Article II of the RFP. Also, responses to Components in Category N (Cost) are not weighted and scored as part of the Technical Proposal Components and Weighting; rather, they supply additional context to information that is evaluated as part of Exhibit A – Pricing Sheet.

Table Three: Components

Component #	Desired Attribute or Needed Feature (Component)	Weighting Factor															
A1	Bidder has at least five (5) years' experience redesigning internet and intranet websites in Drupal that are comparable in scope to the UCS websites.	★★★★															
A2	Describe Bidder's experience delivering project management services for customers to ensure that projects are completed within scope, on time, and on budget.	★★★★															
A3	Describe Bidder's experience providing information architecture services in connection with a procured website redesign.	★★★★															
A4	Describe Bidder's experience performing content scrubbing for customers to ensure that content from old websites is refreshed and migrated successfully to redesigned websites. Such experience should include eliminating duplicate records, correcting misspellings, fixing errors in names and addresses, ensuring consistent descriptions, and ensuring proper punctuation between various data sets.	★★															
A5	Describe Bidder's experience developing content standards for customers collaboratively.	★★★															
A6	Describe Bidder's experience training customers' staff to maintain and create content for redesigned websites.	★★★															
A7	Describe Bidder's experience delivering graphical design and branding services as part of a website redesign project.	★★★★															
A8	Describe Bidder's experience developing and executing plans to test customers' redesigned websites, including user testing as well as technical systems testing.	★★★															
A9	Describe how long Bidder has been in business.	★★★															
A10	Describe how long Bidder has offered website redesign services.	★★★															
A11	Identify any subcontractor(s) to whom Bidder subcontracts its website redesign work, and describe Bidder's business relationship with each such subcontractor. Preference will be given to proposals from bidders that will not rely on subcontractors.	★★★★															
A12	Identify any customers comparable to UCS for which Bidder has designed or redesigned the customer's website within the past five (5) years. For each such customer: (i) include the URL of the finished website; (ii) describe the scope of work, including whether the website was built using Drupal; (iii) describe Bidder's role in that project; (iv) state whether the project was completed on time and on budget; and (v) if the project was not completed on time or on budget, identify any factors that contributed to the delay or extra cost.	★★★★															
A13	Indicate whether Bidder has been a party to any litigation or arbitration proceeding within the past five (5) years. If Bidder has been such a party: (i) indicate for each dispute whether Bidder was the plaintiff/claimant or defendant; (ii) disclose the amount of the claim(s); and (iii) indicate whether the proceeding is pending or, if resolved, how the matter was resolved. Indicate whether there are any unsatisfied judgments filed against Bidder.	★★															
B1	Describe how Bidder will ensure that personnel assigned to develop the internet and intranet websites (the "Web Solution") in Drupal currently possess Drupal 9 or Drupal 10 Developer and Front End Certifications.	★★★★															
B2	Indicate how Bidder will deliver project management services. Specify whether the assigned employee(s) or subcontractor(s) hold certification as Project Management Professional(s) (PMPs) or other comparable certification(s).	★★★															
B3	Identify key staff to be assigned to Bidder's proposed team for the website redesign project ("Project"). Include resumes for current employees to be assigned to the Project team. For positions not yet filled, include detailed job descriptions, including minimum qualifications. Specify any work to be done by subcontractors.	★★★★															
B4	Indicate how long on average Bidder's current employees have been employed with Bidder.	★★★															
B5	<p>Complete and include in the narrative response the table below. Supply the information in the cells highlighted in blue. Bidders may include an optional narrative statement discussing any trends or events:</p> <table border="1"> <thead> <tr> <th></th><th>As of July 1, 2021</th><th>Current</th></tr> </thead> <tbody> <tr> <td>Number of Bidder's employees</td><td></td><td></td></tr> <tr> <td>Percentage of employees on payroll for less than one (1) year</td><td></td><td></td></tr> <tr> <td>Percentage of employees on payroll for less than three (3) years</td><td></td><td></td></tr> <tr> <td>Percentage of employees on payroll for less than five (5) years</td><td></td><td></td></tr> </tbody> </table>		As of July 1, 2021	Current	Number of Bidder's employees			Percentage of employees on payroll for less than one (1) year			Percentage of employees on payroll for less than three (3) years			Percentage of employees on payroll for less than five (5) years			★★★
	As of July 1, 2021	Current															
Number of Bidder's employees																	
Percentage of employees on payroll for less than one (1) year																	
Percentage of employees on payroll for less than three (3) years																	
Percentage of employees on payroll for less than five (5) years																	

Table Three: Components		
Component #	Desired Attribute or Needed Feature (Component)	Weighting Factor
B6	Indicate any industry certifications held by employees to be assigned to the Project, and include supporting documentation. (Note: Supporting documentation will not count toward the page limit for the response to Exhibit D.)	★★★
C1	Consistent with Section 6.2.5 of the RFP, include at least three (3) references from entities other than UCS for which Bidder provided website redesign services at any time during the past three (3) years. Preference will be given for favorable references from governmental entities comparable to UCS.	★★★★★
D1	Include a timeline proposing when Bidder will hire and/or assign staff promptly to work on the Project after UCS executes a contract with Bidder.	★★★★★
D2	Include a timeline proposing when Bidder will convene a kick-off meeting after UCS executes a contract with Bidder.	★★★
D3	Describe how Bidder will facilitate sessions as needed to define the information architecture for the redesigned websites, including a site map and navigation. Include a timeline for completing such activity.	★★★
D4	Propose a mechanism that Bidder will establish to enable UCS and Bidder to exchange files as needed.	★★
D5	Describe any additional activities Bidder proposes that will establish a positive, productive relationship with UCS website personnel.	★★
E1	Recommend an initial schedule and associated Work Breakdown Structure (“WBS”) for the work effort(s) described in the proposal. Include the significant phases, development strategies related to the Drupal build environments (development, stage, and production), activities, tasks, milestones, deliverables, and resource requirements necessary for UCS to evaluate the implementation plan. (Note: The initial schedule and associated WBS will not count toward the page limit for the response to Exhibit D.)	★★★★★
E2	Describe how Bidder will: (i) develop and maintain a responsibility assignment matrix in alignment with Bidder’s proposed project management plan; and (ii) assign one or more qualified individuals to serve as quality assurance monitors.	★★★
E3	Describe Bidder’s change management process for schedule changes and/or additional features.	★★★
E4	Recommend a test methodology that is likely to result in the completion of the Project on time, within budget, and within scope.	★★★
E5	Describe Bidder’s communication process for the team and major stakeholders. Include a sample status report. Describe how frequently Bidder will supply such reports. (Note: the sample report will not count toward the page limit for the response to Exhibit D.)	★★★
E6	Recommend a risk mitigation strategy for approval and adoption by UCS to identify risks that arise during any point in the Project.	★★★
F1	Describe Bidder’s approach to designing a comprehensive architecture strategy for the Web Solution to meet long-term UCS and end-user needs.	★★★★★
F2	Describe how Bidder will supply source code for any custom-developed modules.	★★★★★
F3	Describe how Bidder will review content structure to confirm all content types, fields, media types, and taxonomies.	★★★★★
F4	Describe how Bidder will create wireframes and incorporate suggestions from UCS website personnel regarding the creation of those wireframes.	★★★★★
G1	Describe how Bidder will extract and scrub legacy data . Discuss Bidder’s data conversion methodologies and data conversion programs. Recommend any necessary third-party data conversion tools.	★★★
H1	Describe how Bidder will prepare and deliver a Standards and Guidelines manual for internal UCS use and third-party use. Confirm that such manual will provide guidance regarding user experience, design, information architecture, copywriting, development, SEO, marketing, and public relations and brand preservation/building, and web governance. Includes a sample style guide or excerpt thereof that Bidder created for one of its prior customers. (Note: The sample style guide or excerpt will not count toward the page limit for the response to Exhibit D.)	★★★★★

Table Three: Components

Component #	Desired Attribute or Needed Feature (Component)	Weighting Factor
I1	Describe how Bidder will provide UCS technical personnel with training sessions and documentation tailored to the Web Solution. Such training and documentation should include: (a) In-depth training for staff currently employed by OCA who will maintain the Web Solution after the Project concludes; (b) Written resources, such as admin manuals, for future employees who will maintain the Web Solution; and (c) Developer notes documenting customized code for modules or themes (such notes should be embedded as comments within the code as well as a separate developer's handbook).	★★★★
J1	Describe how Bidder will design, test, and deliver a visual and interaction design pattern system (i.e., pattern library, templates, etc.) that embraces all aspects of user experience, including, but not limited to, mobile responsiveness, low- and high-resolution displays, accessibility, and multilingual design.	★★★★
J2	Describe how Bidder will develop layouts for various content types , such as step-by-step instructions and FAQs.	★★★★
J3	Describe how Bidder will work with the UCS web team and graphics personnel to accomplish the work outlined in Components J1 and J2, above.	★★★
J4	Recommend options to minimize confusion among users about whether they are using the internet or intranet site.	★★★
J5	Explain how the design system for the Web Solution will include assets provided via native image files (Adobe Photoshop™ and/or Adobe Illustrator™) as well as all CSS code examples.	★★★
J6	Describe how Bidder will develop “proof of concept” designs and deliver presentations to the UCS Project team when developing new graphical elements.	★★★
K1	Recommend a plan for user acceptance testing , and explain how the components of that plan will enhance the Web Solution. Describe how the plan will incorporate feedback not only from primary constituents for the UCS websites, including attorneys, judges, unrepresented litigants, nonjudicial personnel, and court-adjacent professionals, but also from UCS court divisions, offices, units, and court-related agencies.	★★★★
K2	Describe Bidder's plans for module testing, integration testing, system testing, and permissions testing.	★★★★
L1	Explain how the Web Solution will incorporate the features set forth in Section 5.2.2 of the RFP , including integrated asset management for images and other assets; a mechanism for Drupal editors to compare and identify changes between versions of content nodes, and the abilities to view the status of content within the workflow (see screenshot from Exhibit H, page 60).	★★★★
L2	Recommend a comprehensive plan to ensure that the Web Solution will feature enhanced navigability for users with disabilities . Discuss how Bidder will ensure that the Web Solution meets standards for accessibility set forth in, among other sources, Section 508 of the Rehabilitation Act of 1973 and Web Content Accessibility Guidelines (WCAG) 2.1 A or greater requirements. Explain how this compliance will be verified.	★★★★
L3	Describe how the Web Solution will provide content personalization capabilities based on users' information (filtered views).	★★★★
L4	Explain how the Web Solution will (i) support multistep content approval for workflows, including configuration of notifications at each stage of the workflow; and (ii) allow administrators to define workflow roles and workflows.	★★★★
L5	Confirm that the Web Solution will display correctly in desktop, mobile, and tablet versions of all major browsers, including, but not limited to, Chrome, Edge, Firefox, and Safari.	★★★★
L6	Describe how the Web Solution will enable UCS to post content authored in languages other than English and for such content to be displayed properly. Explain whether the Web Solution will be compatible with APIs that enable users to translate content into their preferred language.	★★★
L7	Recommend options to provide enhanced security , such as password protection, for members-only content and integration with existing UCS Active Directory credentials.	★★★
L8	Describe how the Web Solution will incorporate Google Analytics and Hotjar. Recommend additional tools to gather information about user engagement with the Web Solution.	★★

Table Three: Components		
Component #	Desired Attribute or Needed Feature (Component)	Weighting Factor
L9	Describe how the proposed Web Solution will enable users to retrieve meaningful, related content based on search engine optimization (SEO) tactics, such as metadata, page titles, and high-value/keyword embedded content, including content embedded in PDFs.	★★★★
L10	Describe how the search capabilities of the Web Solution will include: (i) the ability to perform an enterprise-wide search, as well as give administrators the ability to create smaller, mini-collections for separate searches, such as a search of Court Forms or Court Rules; and (ii) the ability for UCS to exclude certain content from search results based on, among other things, user preferences (filters).	★★★★
L11	Describe how Bidder will ensure that the internet and intranet sites will use and share the same standards, workflows, and governance.	★★★
M1	Supply a copy of Bidder's proposed warranty, if any, for services delivered pursuant to this procurement. (Note: the proposed warranty will not count toward the page limit for the response to Exhibit D.)	★★
N1	If the Bidder's proposal includes costs for any license(s) as shown in Table One of Exhibit A – Pricing Sheet, describe such licenses on a separate page. Indicate how such cost was calculated. (Note: the response to this Component will not count toward the page limit for the response to Exhibit D.)	Not weighted
N2	If the Bidder's proposal includes costs for "Other Services" as shown in Table Two of Exhibit A – Pricing Sheet, describe such service(s) on a separate page. Indicate how the cost for such service(s) was calculated. (Note: the response to this Component will not count toward the page limit for the response to Exhibit D.)	Not weighted

End of Exhibit D

EXHIBIT E – CONTRACT TERMS AND REQUIREMENTS

As discussed in Article IX of the RFP, the terms and conditions set forth below, along with those set forth in Appendix A – Standard Clauses for UCS Contracts (see Attachment I), are binding on and incorporated in the RFP, the Bidder’s proposal, and the contract that results from the RFP. UCS reserves the right to negotiate and incorporate additional terms and conditions in the contract that results from the RFP.

Background Checks / Onboarding

All Contractor employees, subcontractors, or agents (collectively, “Contractor Staff”), prior to the commencement of any services, including off-site services, shall comply with all UCS onboarding and security clearance requirements, including any necessary training, for access to UCS data or UCS facilities. Contractor agrees that Contractor Staff performing services under this Contract or who will have access to UCS data shall be required to undergo at least the same security clearances as those required of UCS employees. Unless otherwise approved by UCS in its sole discretion, each prospective or current Contractor Staff designated to work on this Contract with UCS shall submit identifying information to UCS and be fingerprinted. UCS will arrange for the scheduling of fingerprinting. Such fingerprints shall be submitted to the NYS Division of Criminal Justice Services for state criminal history check and, where authorized, the Federal Bureau of Investigation (“FBI”) for a national criminal history check. All expenses, including travel, lodging, and fingerprinting of Contractor Staff, associated with the onboarding and security clearance process are the responsibility of the Contractor and are not reimbursable.

UCS shall make all suitability determinations on Contractor Staff. For purposes hereof, a “suitability determination” is a determination that there are reasonable grounds to believe that an individual will likely be able to perform the Contract requirements without undue risk to the interests of UCS. Failure of a security clearance or non-compliance with this provision will disqualify any Contractor Staff from performing any Services on the Contract. If any Contractor Staff are removed from providing Services under the resulting Contract, they may be subject to all onboarding and security clearance requirements if they are returned to performing Services under the Contract.

Compliance with Laws

Contractor must comply with all applicable federal, state, and local laws, rules, and regulations, including, but not limited to, fire, health and safety codes, prior to and during the provision of all services under the contract resulting from this RFP (“Contract”).

Confidentiality and Data Security

Contractor acknowledges that any and all information, records, files, documents, or reports contained in any media format provided to the Contractor by UCS, including information about UCS systems, or which may be otherwise encountered by Contractor shall be considered extremely confidential and shall be handled accordingly at all times (hereinafter “UCS Confidential Information”). Secondary disclosure of the UCS Confidential Information may only be made to Contractor’s employees, officers, directors, agents, volunteers, auditors, representatives, or other third-party contractors who have a reasonable need to know such UCS Confidential Information for purposes of carrying out Contractor’s obligations under the Contract. Neither the Contractor nor any of its employees, officers, directors, agents, volunteers, auditors, representatives, or other third-party contractors shall at any time be permitted to utilize UCS Confidential Information for any purpose outside the scope of the Contract without the express prior written authorization of UCS. Any breach of this confidentiality provision by the Contractor or by any of its employees, officers, directors, agents, volunteers, auditors, representatives, or other third-party contractors may result in the immediate termination of the Contract by UCS and may subject the Contractor to further penalties.

In addition to the requirements contained herein, Contractor shall use, and require its employees, officers, directors, agents, volunteers, auditors, representatives, or other third-party contractors to use, at least the same degree of care to secure and protect UCS Confidential Information that it exercises to secure and protect its own similar confidential information.

Contractor is prohibited from maintaining UCS Confidential Information provided to or generated by Contractor in a mobile or portable device. Remote access to the UCS Confidential Information is prohibited unless such access complies with New York State Information Technology Standard No. NYS-S14-010 as issued by the New York State Office of Information Technology Services¹ or other similar protocols as approved by UCS and distributed to the Contractor in its sole discretion. In addition, Contractor shall comply with the data security and confidentiality requirements of other government agencies that supply data to UCS. Further, Contractor shall provide notice of any actual or potential security breach involving the UCS Confidential Information to UCS within 24 hours of discovering such actual or potential breach, and shall also comply with any notification requirements under applicable law, including, but not limited to, the New York State Information Security Breach and Notification Act.

Data Ownership, Migration, Accessibility, Location, Storage, Transport, Protection, and Destruction

Data Ownership: All UCS data is owned exclusively by UCS and will remain the property of UCS. Contractor is permitted to use data solely for the purposes set forth in the RFP and the Contract, and for no other purpose. At no time shall Contractor access, use, or disclose any UCS Confidential Information (including personal, financial, health, or criminal history record information or other sensitive criminal justice information) for any other purpose. The Contractor is strictly prohibited from releasing or using data or information for any purposes other than those purposes specifically authorized by UCS. Contractor agrees that UCS data shall not be distributed, used, repurposed, transmitted, exchanged, or shared across other applications, environments, or business units of the Contractor or otherwise passed to other contractors, agents, subcontractors, or any other interested parties, except as expressly and specifically agreed to in writing by UCS.

Migration: Contractor's services performed under the Contract will ensure easy migration of UCS's data, including UCS's Confidential Information, by providing its solution in a manner designed to do so. This may include Contractor keeping UCS data separate from processes of the software itself and maintaining that information in a format that allows UCS to easily transfer it to an alternative application platform. Contractor will make its Application Programming Interfaces (APIs) available to UCS.

Data Storage, Access and Location: Contractor must ensure that all UCS data related to this Contract is stored within the continental United States (CONUS), in a controlled access environment to ensure data security and integrity. All access to UCS data, physical or virtual, must be conducted within CONUS and have adequate security systems in place to protect against the unauthorized access to the facilities and data stored therein. Contractor shall not send or permit to be sent to any location outside of the CONUS, any UCS data related to the Contract. Contractor will provide UCS with a list of the physical locations where UCS data is stored at any given time and will update that list if the physical location changes. Access into and within the facilities must be restricted through an access control system that requires positive identification as well as maintains a log of all accesses (e.g., date and time of the event, type of event, user identity, component of the information system, outcome of the event). Contractor shall have a formal procedure in place for granting computer system access to the data and to track access. Access for projects outside of those approved by UCS are prohibited.

Data Protection and Transmission: Contractor shall use appropriate means to preserve and protect UCS data. This includes, but is not limited to, use of stable storage media, regular data backups and archiving, password protection of volumes, and data encryption. All UCS data in transit and at rest will be encrypted. At a

¹ Available for download: <https://its.ny.gov/system/files/documents/2023/05/nys-s14-010-remote-access.pdf>

minimum, cryptographic modules used for data transmission between UCS and Contractor must be validated to FIPS 140-2 or 140-3 for the protection of sensitive information (<http://csrc.nist.gov/groups/STM/cmvp/index.html>).

Data Return and Destruction: At the expiration or termination of the Contract, at UCS's option, Contractor must provide UCS with a copy of UCS data, including metadata and attachments, in a mutually agreed upon, commercially standard format and give UCS continued access to UCS data for no less than ninety (90) days beyond the expiration or termination of the Contract. Thereafter, except for data required to be maintained by law or the Contract, Contractor shall destroy UCS data from its systems and wipe all its data storage devices to eliminate any and all UCS data from Contractor's systems. The sanitization process must be in compliance with New York State Security Policy NYS-S13-003 (https://its.ny.gov/system/files/documents/2022/10/nys-s13-003_sanitization_secure_disposal_standard.pdf), and, where required, sanitization and disposal standards published by the Federal Bureau of Investigation's Criminal Justice Information Services (CJIS). If immediate purging of all data storage components is not possible, Contractor will certify that any data remaining in any storage component will be safeguarded to prevent unauthorized disclosures. Contractor must then certify to UCS, in writing, that it has complied with the provisions of this paragraph. UCS may withhold payment to Contractor if UCS data is not released to UCS in accordance with the preceding sections.

If the requirements set forth in the RFP and/or Contract are not the same as the policies of the NYS Office of Information Technology Services (ITS), then the more restrictive requirement applies.

Contractor shall be strictly prohibited from using UCS data in any fashion other than that defined herein or authorized in writing by UCS.

Contractor must, in accordance with applicable law and the instructions of UCS, maintain such data for the time period required by applicable law, exercise due care for the protection of data, and maintain appropriate data integrity safeguards against the deletion or alteration of such data. In the event that any data is lost or destroyed because of any act or omission of Contractor or any non-compliance with the obligations of the Contract, then Contractor shall, at its own expense, use its best efforts in accordance with industry standards to reconstruct such data as soon as feasible. In such event, Contractor shall reimburse UCS for any costs incurred by UCS in correcting, recreating, restoring, or reprocessing such data or in providing assistance therewith.

Contractor agrees that any and all UCS data will be stored, processed, and maintained solely on designated target devices, and that no UCS data at any time will be processed on or transferred to any portable computing device or any portable storage medium, unless that device or storage medium is a necessary and approved component of the authorized business processes covered in the Contract or any addendum thereof, or Contractor's designated backup and recovery processes, and is encrypted in accordance with all current Federal and State statutes, regulations, and requirements.

Indemnity

Contractor shall indemnify, defend and hold harmless UCS and the State of New York, its officers and employees from and against any and all claims, causes of action, damages, costs, liabilities and expenses of any kind (including reasonable attorney's fees and the cost of legal defense) which UCS may incur by reason of: (i) Contractor's breach of any term, provision, covenant, representation or warranty contained in the Contract; (ii) any act, omission, negligence or intentional misconduct of Contractor or its employees, subcontractors, agents, volunteers or of other persons under its direction and control; (iii) Contractor's performance or failure to perform under the contract; and (iv) enforcement by UCS of the awarded contract or any provisions thereof. UCS will notify Contractor of any claim, action, or demand for which indemnity is required in the reasonable opinion of UCS and will cooperate reasonably with Contractor at Contractor's expense. Any law firm Contractor chooses to defend UCS must be experienced in defending similar claims and

will be subject to UCS approval, which will not be unreasonably withheld. Contractor may not settle any lawsuit or matter relating to the culpability or liability of UCS without the prior written consent of UCS. UCS reserves the right to participate in any defense of a claim and/or to be represented by counsel of its own choosing at its own expense.

Contractor shall also defend, indemnify, and hold UCS harmless from and against any and all damages, expenses (including reasonable attorneys' fees), claims, judgments, liabilities and costs in any action for infringement of a patent, copyright, trademark, trade secret or other proprietary right arising out of the Contract.

Independent Contractor Status

It is expressly understood and agreed that Contractor's status shall be that of an independent provider of services and that no officer, employee, servant, agent, volunteer, or subcontractor of Contractor is an employee of the UCS, OCA or State of New York. Contractor shall be solely responsible for the work, assignment, compensation, benefits and personal conduct and standards of all such persons assigned to the provision of services. Nothing herein shall be construed to impose any liability or duty on the UCS, OCA or State of New York to persons, firms, consultants or corporations employed or engaged by Contractor either directly or indirectly in any capacity whatsoever, nor shall the UCS, OCA or State of New York be liable for any acts, omissions, liabilities, obligations or taxes of any nature including, but not limited to, unemployment and Workers' Compensation insurance of the Contractor or any of its employees or subcontractors.

Insurance Requirements

Contractor shall be required to maintain during the term of the Contract, including any renewal terms, at its own cost and expense:

1. Workers' compensation and disability benefit insurance coverage as required under NYS law. Each vendor must provide with its proposal proof of such workers' compensation and disability benefits insurance coverage or, if it is legally exempt from such coverage, proof of exemption. Contractor must obtain the appropriate Workers Compensation Board forms from its insurance carrier or licensed agent or must follow the procedures set forth by the Workers' Compensation Board for obtaining an exemption from coverage. See Workers' Compensation Board website at <http://www.wcb.ny.gov> under "Forms" for a manual listing required forms and procedures. Any questions regarding workers' compensation coverage requirements or debarments should be directed to:

Workers' Compensation Board
Bureau of Compliance
(518) 462-8882
(866) 298-7830

Only the following forms will be accepted:

Proof of Workers' Compensation Coverage

- **Form C-105.2** - Certificate of Workers' Compensation Insurance issued by private insurance carriers; or
- **Form U-26.3** issued by the State Insurance Fund; or
- **Form SI-12** - Certificate of Workers' Compensation Self-Insurance; or
- **Form GSI-105.2** - Certificate of Participation in Workers' Compensation Group Self-Insurance; or
- **Form CE-200** - Certificate of Attestation of Exemption from NYS Workers' Compensation and/or Disability Benefits Coverage.

Proof of Disability Benefits Coverage

- **Form DB-120.1** - Certificate of Disability Benefits Insurance, or
- **Form DB-120.2** - Certificate of Participation in Disability Benefits Group Self-Insurance; or
- **Form DB-155** - Certificate of Disability Benefits Self-Insurance; or
- **Form CE-200** - Certificate of Attestation of Exemption from NYS Workers' Compensation and/or Disability Benefits Coverage.

On forms that have a space for a certificate holder to be listed, the carrier must enter:

NYS Unified Court System
Office of Court Administration
Office of Grants and Contracts
2500 Pond View, Suite 104
Castleton-on-Hudson, NY 12033

The insurance carrier will notify the certificate holder if a policy is canceled.

Please note: An ACORD Certificate of Insurance is not acceptable proof of NYS workers' compensation or disability benefits insurance coverage.

For additional information regarding worker's compensation and disability benefits requirements, please refer to the New York State Workers' Compensation Board website at: <http://www.wcb.ny.gov> under "Employers/Businesses."

2. Commercial General Liability Insurance (bodily injury and property damage on an occurrence basis), contractual and products/completed operations liability coverage, and auto liability with minimum limits as follows:

Bodily Injury and Property Damage	\$2 million per occurrence, \$2 million aggregate
Personal Injury and Advertising:	\$1 million per occurrence \$2 million aggregate
Contractual and Products/ Completed Operations	\$2 million aggregate
Business, Auto Liability, Combined single limits	\$1 million

The policy shall not contain exclusions for contractual liability, independent contractors, gravity-related injuries, or injuries sustained by employee of an insured or any insured.

3. Professional and Data Breach/Cyber Liability Insurance (Cyber Insurance) at not less than a \$5,000,000 limit providing coverage for damages arising out of wrongful acts, errors, and omissions of Contractor. Cyber Insurance will provide third-party liability coverage and include Data Breach and Privacy Liability Insurance, including coverage for the failure to protect confidential information and failure of the security of the Contractor's computer systems or the UCS's systems due to the actions of the Contractor resulting in unauthorized access of UCS or its data.
4. Technology Errors and Omissions Insurance at not less than a \$5,000,000 limit providing coverage for damages arising under computer related services, including, but not limited to consulting, data processing, programming, etc. The policy shall include coverage for third party fidelity including cyber theft.

5. Please note that if the policy is written on a Claims-Made basis, the Contractor must submit to UCS an endorsement providing proof that the policy provides the option to purchase Tail Coverage providing coverage for no less than one year after work is completed in the event that coverage is canceled or not renewed. This requirement applies to both primary and excess liability policies, as applicable.
6. Insurance Compliance:

All policies shall be written with insurance companies authorized to do business in the State of New York and rated no lower than an A- rating Class VII or better in the most current edition of A.M. Best's Property-Casualty Key Rating Guide. Policies should be endorsed to the New York State Unified Court System as an "additional insured" and "certificate holder." Contractor agrees to waive its right of recovery or subrogation against UCS and all indemnified parties and additional insureds. All policies shall allow waiver of subrogation in favor of UCS and indemnified parties and additional insureds. All policies must be endorsed to provide that in the event of cancellation, non-renewal, or material modification UCS will receive thirty (30) days' prior written notice thereof. Contractor must provide UCS with appropriate certificates of insurance in compliance with these requirements no later than five business days prior to commencement of the Contract. Contractor must furnish complete policies, including all endorsements thereto, to UCS upon request. By requiring insurance, UCS does not represent that certain coverage and limits will necessarily be sufficient to protect Contractor, and such coverage and limits shall not be deemed a limitation on Contractor's liabilities under any indemnity granted to UCS under any resulting agreement. Prior to the commencement of any work by a subcontractor, the Contractor shall require such subcontractor to procure policies of insurance as required herein and maintain the same in force during the terms of any work performed by that subcontractor.

Intellectual Property

If Contractor is required to produce specially commissioned materials pursuant to this Contract (the "Work"), whether in written form, on tape, computer-readable media or other tangible form, Contractor acknowledges and agrees that UCS shall have the option to: (i) retain a royalty-free, nonexclusive and irrevocable right to reproduce, publish, or otherwise use the Work or (ii) be the sole owner of the Work (the Work shall be considered a "work made for hire"), each of the foregoing at no additional cost to UCS.

Notice of Substantial Change in Contractor Status

In addition to complying with the requirements of State Finance Law Section 138 (requiring prior approval of subcontractors and assignments or conveyances), Contractor shall notify UCS of any substantial change in the ownership or financial viability of the Contractor, its affiliates, subsidiaries, divisions, or partners, in writing immediately upon occurrence. "Substantial change" means: (i) sales, acquisitions, mergers, or takeovers of the Contractor, its affiliates, subsidiaries, divisions, or partners that result in a change in the controlling ownership or assets of such entity after the submission of the bid; (ii) entry of an order for relief under Title 11 of the U.S. Code; (iii) the making of a general assignment for the benefit of creditors; (iv) the appointment of a receiver of Contractor's business or property or that of its affiliates, subsidiaries, divisions, or partners; or action by Contractor, its affiliates, subsidiaries, divisions, or partners under any State insolvency or similar law for the purposes of its bankruptcy, reorganization, or liquidation; or (v) court-ordered liquidation of Contractor, its affiliates, subsidiaries, subdivisions, or partners.

Upon UCS's receipt of such notice it shall have thirty (30) business days to review the information. Contractor may not transfer the Contract to or among affiliates, subsidiaries, divisions, or partners, or to any other person or entity, without the express written consent of UCS. In addition to any other remedies available at law or equity,

UCS shall have the right to cancel the Contract, in whole or in part, for cause, if it finds, in its sole judgment, that such substantial change adversely affects the delivery of Services or is otherwise not in the best interests of UCS.

Outstanding Tax Liabilities

Contractor warrants that there are no outstanding tax liabilities against the Contractor in favor of the State of New York, or in the event such liabilities exist, a payment schedule has been arranged for their speedy satisfaction before Contract execution.

Public Information and Freedom of Information Law

UCS agrees that it shall not disclose trade secret or proprietary information, provided by Contractor to UCS under the Contract, to any other person without the prior written approval of Contractor, except in connection with any governmental or judicial proceeding or inquiry or as may be required by applicable law, including but not limited to Article 6 of the New York Public Officers Law (Freedom of Information Law). Contractor must specifically identify in writing trade secret or proprietary information at the time of its submission and must set forth in such writing the reasons for the claimed exemption from disclosure. Acceptance by UCS of such information does not constitute a determination that it constitutes trade secret or proprietary information.

Registration with NYS Department of State

Prior to being awarded a contract and throughout the duration of the resulting Contract, Contractor shall be registered with the NYS Department of State as an entity authorized to conduct business in New York State.

Savings/Force Majeure

A force majeure occurrence is an event or effect that cannot be reasonably anticipated or controlled. Force majeure includes, but is not limited to, acts of nature, acts of war, acts of public enemies, strikes, fires, explosions, actions of the elements, floods, or other similar causes beyond the control of the Contractor or the UCS in the performance of the Contract which non-performance, by exercise of reasonable diligence, cannot be prevented. Contractor shall provide the UCS with written notice of any force majeure occurrence as soon as the delay is known.

Neither the Contractor nor the UCS shall be liable to the other for any delay in or failure of performance under the Contract due to a force majeure occurrence. Any such delay in or failure of performance shall not constitute default or give rise to any liability for damages. The existence of such causes of such delay or failure shall extend the period for performance to such extent as determined by the Contractor and the UCS to be necessary to enable complete performance by the Contractor if reasonable diligence is exercised after the cause of delay or failure has been removed.

Notwithstanding the above, at the discretion of the UCS where the delay or failure will significantly impair the value of the Contract to the State, the UCS may:

- a. Accept allocated performance or deliveries from the Contractor. The Contractor, however, hereby agrees to grant preferential treatment to UCS with respect to the product subjected to allocation; and/or
- b. Purchase from other sources (without recourse to and by the Contractor for the costs and expenses thereof) to replace all or part of the products which are the subject of the delay, which purchases may be deducted from the Contract quantities without penalty or liability to the State; or
- c. Terminate the Contract or the portion thereof which is subject to delays, and thereby discharge any unexecuted portion of the Contract or the relative part thereof.

In addition, the UCS reserves the right, in its sole discretion, to make an equitable adjustment in the Contract terms and/or pricing should extreme and unforeseen volatility in the marketplace affect pricing or the availability

of supply. “Extreme and unforeseen volatility in the marketplace” is defined as market circumstances which meet the following criteria: (i) the volatility is due to causes outside the control of Contractor; (ii) the volatility affects the marketplace or industry, not just the particular Contract source of supply; (iii) the effect on pricing or availability of supply is substantial; and (iv) the volatility so affects Contractor’s performance that continued performance of the Contract would result in a substantial loss.

Subcontractors

UCS will contract directly with the Awarded Contractor as the prime contractor. The prime contractor is the sole contractor with regard to the provisions of the solicitation and the contract resulting from the RFP. No subcontract entered into by the Contractor shall relieve the Contractor of any liabilities or obligations in this RFP or the resultant Contract. The Contractor agrees not to subcontract any of its services, unless as indicated in its proposal, without the prior written approval of the UCS. Approval shall not be unreasonably withheld upon receipt of written request to subcontract. The Contractor may arrange for a portion/s of its responsibilities under this Contract to be subcontracted to qualified, responsible subcontractors, subject to approval of the UCS. If the Contractor determines to subcontract a portion of the services, the subcontractors must be clearly identified and the nature and extent of its involvement in and/or proposed performance under this Contract must be fully explained by the Contractor to the UCS.

The Contractor retains ultimate responsibility for all services performed under the Contract.

All subcontracts shall be in writing and shall contain provisions, which are functionally identical to, and consistent with, the provisions of this Contract, including, but not limited to, the body of this Contract, Appendix A – Standard Clauses for UCS Contracts, and the RFP, including additional contract terms outlined therein. Unless waived in writing by the UCS, all subcontracts between the Contractor and subcontractors shall expressly name UCS as the sole intended third party beneficiary of such subcontract. The UCS reserves the right to review and approve or reject any subcontract, as well as any amendment to said subcontract(s), and this right shall not make the UCS or the State a party to any subcontract or create any right, claim, or interest in the subcontractor or proposed subcontractor against the UCS. If total compensation to a subcontractor exceeds \$100,000, the subcontractor must submit and certify a Vendor Responsibility Questionnaire.

The UCS reserves the right, at any time during the term of the Contract, to verify that the written subcontract between the Contractor and subcontractors is in compliance with all of the provisions of this Section and any subcontract provisions contained in this Contract. Subcontractors may be required to submit to a background check in accordance with the RFP or Ccontract.

The Contractor shall give the UCS immediate notice in writing of the initiation of any legal action or suit which relates in any way to a subcontract with a subcontractor or which may affect the performance of the Contractor’s duties under the Contract. Any subcontract shall not relieve the Contractor in any way of any responsibility, duty and/or obligation of the Contract.

Suspension of Work

UCS reserves the right to suspend any and all activities under this Contract, at any time should funding become unavailable. In the event of such suspension, the Contractor will be given a formal written notice outlining the particulars of such suspension, and will be paid for services performed prior to suspension in accordance with the Contract. Any such suspension will not be deemed to extend the term of the Contract beyond the expiration date

of the term, including any renewal or extension term. Nothing in this paragraph shall diminish UCS's right to terminate the Contract as provided therein.

Termination

A. FOR CONVENIENCE

By written notice, the Contract may be terminated at any time by UCS for convenience upon thirty (30) days' written notice without penalty or other early termination charges due. Such termination of the Contract shall not affect any project or purchase order that has been issued under the Contract prior to the date of such termination. If the Contract is terminated pursuant to this paragraph, UCS shall remain liable for all accrued but unpaid charges incurred through the date of termination.

B. FOR BUDGET MODIFICATION

1. Notwithstanding any other provision contained in this RFP, if the UCS Budget ("Budget") is modified (a "Budget Modification", defined in subsection 2 below) for any State fiscal year included in the term of the Contract, in whole or in part (including any renewal or extension term), such that UCS determines, in its sole discretion, that it is necessary to reduce, eliminate or otherwise modify the budget allocation covering payment thereunder, UCS shall have the option to terminate the Contract upon not less than thirty (30) days' notice to Contractor, without liability for costs, expenses or damages as a result thereof.
2. For purposes of this subsection, Budget Modification shall mean and include, with respect to the Budget or any appropriation contained therein:
 - i. any reduction, elimination or restriction upon access thereto as provided by law; or
 - ii. any restriction placed on UCS spending authority, including any restriction imposed by UCS upon itself in response to a request of the Executive or Legislative Branch of government.
3. Termination hereunder shall be further governed by the termination provisions contained in the Contract, as applicable.

C. FOR CAUSE

For a material breach that remains uncured for more than thirty (30) days from the date of written notice to the Contractor, the Contract may be terminated by UCS at Contractor's expense where Contractor become unable or incapable of performing, or meeting any requirements or qualifications set forth in the Contract, or for non-performance, or upon a determination that Contractor is non-responsible or for any other reason stated in this section with the exception of termination for convenience. Such termination shall be upon written notice to the Contractor. In such event, UCS may complete the contractual requirements in any matter it may deem advisable and pursue available legal or equitable remedies for breach. Early termination of the Contract for cause may result in, among other consequences, all remedies available to UCS and New York State, the Contractor both being declared non-responsible by the UCS/OCA, pursuant to the UCS and Office of the State Comptroller's guidelines on vendor responsibility and in the Awarded Contractor's removal from the UCS/OCA's bidders list for future solicitations.

No failure by UCS to insist upon the strict performance of any covenant, term, or condition of this Contract, or to exercise any right or remedy consequent upon a breach thereof, and no acceptance of full or partial performance during the continuance of any such breach, shall constitute a waiver of any such breach or such covenant, term, or condition. No covenant, term, or condition of this Contract to be

performed or complied with by Contractor, and no breach thereof, shall be waived, altered, or modified except by a written instrument executed by UCS. No waiver of any breach shall affect or alter this Contract but each and every covenant, term, and condition of this Contract shall continue in full force and effect with respect to any other then existing or subsequent breach thereof.

D. FOR FINDINGS RELATED TO VENDOR RESPONSIBILITY

UCS may, in its sole discretion, terminate the Contract immediately if it finds at any time during the term of the Contract that the Contractor is non-responsible or that any information provided in the Vendor Responsibility Questionnaire submitted with Contractor's bid was materially false or incomplete, or if the Contractor fails to timely or truthfully comply with UCS's request to update its Vendor Responsibility Questionnaire.

E. FOR SUSPENSION OR DELISTING OF CONTRACTOR'S SECURITIES

If the Contractor's securities are suspended or delisted by the New York Stock Exchange, the American Stock Exchange, or the NASDAQ, as applicable, if the Contractor ceases conducting business in the normal course, becomes insolvent, makes a general assignment for the benefit of creditors, suffers or permits the appointment of a receiver for its business or assets or avails itself of or becomes subject to any proceeding under the Federal Bankruptcy Act or any statute of any state relating to insolvency or the protection of rights of creditors, UCS may, in its sole discretion, terminate the Contract immediately or exercise such other remedies as shall be available under the Contract, at law, or in equity.

Warranties and Guarantees

Contract Deliverables: Contractor warrants and represents that the Services required by the RFP and the Contract shall be performed or provided in accordance with all the terms and conditions, covenants, statements, and representations contained in the Contract. Contractor's failure to meet pre-defined service levels may result in a credit or chargeback in an amount pre-determined by the parties.

Personnel Warranty: Contractor warrants and represents that all personnel performing Services under this Contract are qualified to provide Services and eligible for employment in the United States and shall remain so throughout the terms of the Contract. Contractor shall provide such proof of compliance as is required by UCS.

Product Performance: Contractor hereby warrants and represents that products acquired by UCS under this Contract conform to the manufacturer's specifications, performance standards, and documentation and that the documentation fully describes the proper procedure for using the products.

Title and Ownership: Contractor warrants and represents that it has (i) full ownership, clear title free from all liens or (ii) the right to transfer or deliver specified license rights to any product acquired by UCS under this Agreement. Contractor shall be solely liable for any costs of acquisition associated therewith. Contractor shall indemnify UCS and hold UCS harmless from any damages and liabilities, including reasonable attorneys' fees and costs, arising from any breach of Contractor's warranties as set forth herein.

Workmanship Warranty: Contractor warrants and represents that all services and deliverables shall meet the completion criteria set forth in the Contract, and that services will be provided in a professional and workmanlike manner in accordance with the highest applicable industry standards. Contractor further warrants and represents that all products, components or parts specified and furnished by and through Contractor, whether specified and furnished individually or as a system, shall be free from defects in material and workmanship and will conform to all requirements in the Contract for the manufacturer's

standard commercial warranty period, if applicable, or for a minimum of one year from the date of acceptance, whichever is longer.

EXHIBIT F – REFERENCES

Bidders must use this form to furnish the references required in Section 6.2.5 of the RFP.

BIDDER'S NAME: _____

REFERENCE # 1				
Name of the Client Firm:				
Client Firm's Mailing Address:				
URL for Client Firm's Website:				
Briefly describe the type and scope of services of the engagement (include # of sites, devices, and users)				
Engagement Budget:				
Engagement Term:	Start Date: (Month/Year)		End Date: (Month/Year)	
Was a subcontractor used? If so, describe subcontractor's role				
Client Contact Name and Title:				
Phone Number:		Email:		
Alternate Client Contact Name and Title:				
Phone Number:		Email:		

REFERENCE # 2				
Name of the Client Firm:				
Client Firm's Mailing Address:				
URL for Client Firm's Website:				
Briefly describe the type and scope of services of the engagement (include # of sites, devices, and users)				
Engagement Budget:				
Engagement Term:	Start Date: (Month/Year)		End Date: (Month/Year)	
Was a subcontractor used? If so, describe subcontractor's role				
Client Contact Name and Title:				
Phone Number:		Email:		
Alternate Client Contact Name and Title:				
Phone Number:		Email:		

EXHIBIT F – REFERENCES (continued)

REFERENCE # 3				
Name of the Client Firm:				
Client Firm's Mailing Address:				
URL for Client Firm's Website:				
Briefly describe the type and scope of services of the engagement (include # of sites, devices, and users)				
Engagement Budget:				
Engagement Term:	Start Date: (Month/Year)		End Date: (Month/Year)	
Was a subcontractor used? If so, describe subcontractor's role				
Client Contact Name and Title:				
Phone Number:		Email:		
Alternate Client Contact Name and Title:				
Phone Number:		Email:		

EXHIBIT G – INFORMATION ARCHITECTURE – CONTENT ORGANIZED BY SUBJECT

1. Access to Justice
2. Office of Justice Initiatives; Office of Diversity and Inclusion; Statewide ADA Coordinator's Office; Permanent Commission on Access to Justice: New York State Courts Access to Justice Program; Franklin H. Williams Judicial Commission; Language Access & Court Interpreters; Law Libraries; and CourtHelp
3. Administration of the Courts
4. Alternative Dispute Resolution
5. Appeals
6. Attorneys
7. Civil (includes Housing, Small Claims, Divorce, Foreclosure)
8. Contact Us (Discrimination, Bias, Misconduct Complaints)
9. Court Locator
10. Criminal (includes Problem-Solving Courts, Domestic Violence)
11. E-Courts / Online Services (Criminal History Searches, e-Filing, e-Track, Decisions, Pay Online)
12. Family (Attorney for the Child, Children's Centers, Court Appointed Special Advocates, Child Welfare Court Improvement Project, Parent Education)
13. Forms
14. Guardianship (Guardianship Assistance Network, Guardianship and Fiduciary Services, Office of Justice Initiatives/Project Guardianship)
15. Help (Search, Topics A–Z, Site Map, Help Centers, Ask a Law Librarian, Legal Basics)
16. Jobs
17. Judges
18. Jurors
19. Law (Combination of Rules, Administrative Orders, Legislation)
20. Press and Public Affairs (Publications, Court Research / Data and Statistics, Social Media)
21. Surrogate's / Probate

EXHIBIT H – Narrative Description of Workflow and Governance

v.6

Part 1: Overview

ROLES: A person can have more than one role in the workflow. The assignment of roles should be done on a case-by-case instance, based on the preferences of the appropriate executive-level leadership, such as District Executive, Chief Clerk, AJ, or OCA Director. The titles used in the roles mentioned below are for demonstration purposes only.

We expect that in many instances the roles will be as follows:

Content Origin:	Content Creator:	Local Coordinator:	Local Drupal Editor:	Final Review:
NYC Court	Content Expert	Assigned by the Chief Clerk	Local Tech or Office Staff	Chief Clerk or Deputy or designated staff member
Court outside of NY City	Content Expert	Assigned by the District Exec.	Local Tech or Office Staff	District Exec. or Deputy or designated staff member
Office of Court Administration (OCA)	Content Expert	Assigned by the OCA Director	Local Tech or Office Staff	OCA Director or designated staff member

Note that the roles of Plain Language Review (Trial Court Support), and Publishing (OCA Webteam), are not listed in the table above because those roles will always be performed by the same staff, regardless of content type.

1. **CONTENT PRE-APPROVAL:** The content creator must have their work approved (preferably in writing, such as an e-mail), by their supervisor prior to submitting the Work Request Form. This ensures that management has reviewed and “greenlighted” the project at hand.
2. **WORK REQUEST FORM:** This online form is used to start the workflow process. (See below for a mock-up of the **Work Request Form**). Once this Workflow system is implemented, NO work will be conducted without the submission of this form.
 - a. **Who can submit this form?** We recommend that anyone with access to the court system’s network, which would include most UCS staff, use this form. This will allow us to receive work requests from a much larger pool of users (particularly valuable when it comes to quality assurance), rather than limiting us to a set number of stakeholders.
 - b. **Required Form Fields:** The user will not be able to submit the form unless the following fields are completed:
 - i. User Contact Info. – Name, Email Address, Phone, and Court or Office Unit.
 - ii. Project Authorization: This should be an email from their supervisor (attached as a PDF document). In lieu of a written authorization, the requestor may provide the name and contact information of their supervisor. However, it should be clearly explained that **NOT providing written authorization will only slow down the time it takes to complete the project.** In instances where no written authorization is provided, Trial Court Support will not begin work until they have spoken with the supervisor.
 - iii. Type of Work Needed: The User must include the appropriate web page address (URLs), attach available source files in either PDF, Word, or within the body of the form, and designate at least one of the following types of work: Update an existing web

page; Add new web page(s) to a site; Create a new website; Update the name, address, phone number, or fax associated with a courthouse or individual; or Publish an Emergency Notice.

iv. Due Date

c. **Form Logic:**

- i. The form checks to make sure that any PDFs are ADA compliant, and that PDF file names conform to best practices.
- ii. The form will use a combination of URL rules and checkboxes to determine the content type, and to route it to the appropriate entity. A Tier 2 whitelist will allow us to designate certain web pages as Tier 2 content. If the content is not on the Tier 2 Whitelist, logic automatically designates the content as Tier 1, priority content.

d. **Definition of Content Tiers:**

All content will require a Tier designation during the Content Auditing process.

- i. **TIER 1: High priority content.** Substantive, legal & procedural information. This content requires Plain Language Review by the Office of Trial Court Support (TCS). What follows is only a partial list.
 1. FAQs
 2. Local & statewide ADA information
 3. Forms - some particular to certain judges/courts. Some refer to statewide forms including those on CourtHelp.
 4. Local protocols for e-filing
 5. Local information for jurors
 6. Information on court services and procedures (e.g., a foreclosure auction plan)
 7. CourtHelp topics
- ii. **TIER 2: Medium priority content.** Typically, a lower-level page within the website hierarchy, and one that is much less frequently used, visited, or where plain language review is not appropriate or necessary. While this content does not include a formal Plain Language Review, the person filling out the Work Form can always request a Plain Language Review. (Again, this is a partial list).
 1. Directions to court
 2. Part Rules
 3. Newsletters
 4. Intranet "News" Articles
 5. Holiday & Term Calendars
- iii. **TIER 3: Data** - This content is limited to small, specific changes to the following types of data only: the name, address, phone number, fax, of either a person or court; foreclosure lists; and calendar terms. This also includes changes to the Trial Court Database (Court Locator).
- iv. **TIER 4: Unforeseen Content or Circumstances** – While this workflow variation is not currently earmarked for any of our content, it provides us with another option (and

contingency plan), for special entities such as Appellate Courts, Court of Appeals, or Law Reporter Content.

- v. **TIER 5: Emergency Content** that requires publishing immediately, as within the next 10-30 minutes or at a specific time on the present day.

1. Court Closings
2. Administrative Orders
3. Press Releases
4. Policy Directives
5. Event Notices
6. Videos/Podcasts
7. Signed Judicial Decisions
8. Reports: Legislative, Annual, & Committee
9. Rule changes

3. The current proposed workflow will generate increased staff needs, particularly in the Office of Trial Court Support for plain language review. In order for content to be reviewed in an expeditious manner and for fresh content to be posted in a timely manner, additional staff members will be needed to conduct plain language review of web content. Much of what is posted on the web currently is not adequately reviewed and may need extensive revisions. Limiting the current staffing for plain language review to one person in the Office of Trial Court Support will create backlogs in the website workflow process.

We also propose that all staff responsible for web content receive training that includes plain language and writing for the web on an annual basis. This training may also want to be added to the new employee onboarding/training process.

Part 2: NARRATIVES: Example 1

New York County, Supreme Court – Civil – Substantive change

(Tier 1 Material)

Note: The colored circles below correspond to different stages on the **Workflow Map**, below.

A1

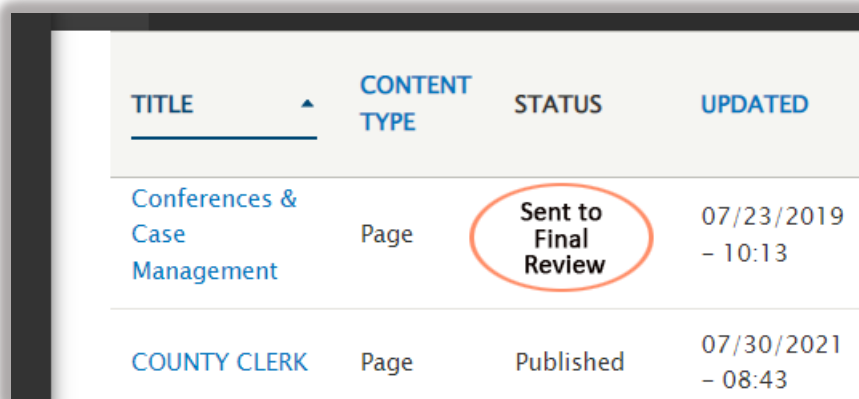
The **Senior Management Analyst**, shows proposed changes to the “[Conferences & Case Management](#)” web page to their supervisor, the Chief Clerk. The supervisor sends an email approving the changes.

A2

The **Senior Management Analyst** fills out and submits the **Work Request Form**. (They will attach the approval from their supervisor to the web request form.) The form recognizes that the page in question is a Tier 1 page, and notifies the **Trial Court Support Office** (TCS), via email.

A3 TCS receives the email, which includes all pertinent data from the form, including any document attachments. If TCS feels the proposed content is fine as is, they will indicate via a checkbox that content has been “**reviewed for plain language & approved,**” - bypassing any consultation with the content creators. However, if TCS recommends changes, they will work offline with any of the appropriate parties involved in content creation until a consensus has been reached and the content approved. TCS then goes back into the **Work Request Form** and: 1.) Attaches the finalized version of the content, 2.) Deletes any previous attachments, and 3.) Indicates via checkbox that content has been “**reviewed for plain language and approved.**” Form logic will then email the contents of the Work Request Form to the **Local Drupal Editor** assigned to that content.

A4 The **Local Drupal Editors** both receive an email with the contents of the Work Request Form. Since one editor is out sick, the other makes the changes in Drupal. In addition to making content changes, the Local Drupal Editor can modify search terms & meta tags, either based on the work request form or based on their own common sense. Once the Local Drupal Editor finishes making changes, they will indicate in Drupal that the edited page is “**Ready for Final Review.**” The Page (Nodes) View in Drupal will now list the page as “Sent to Final Review:”

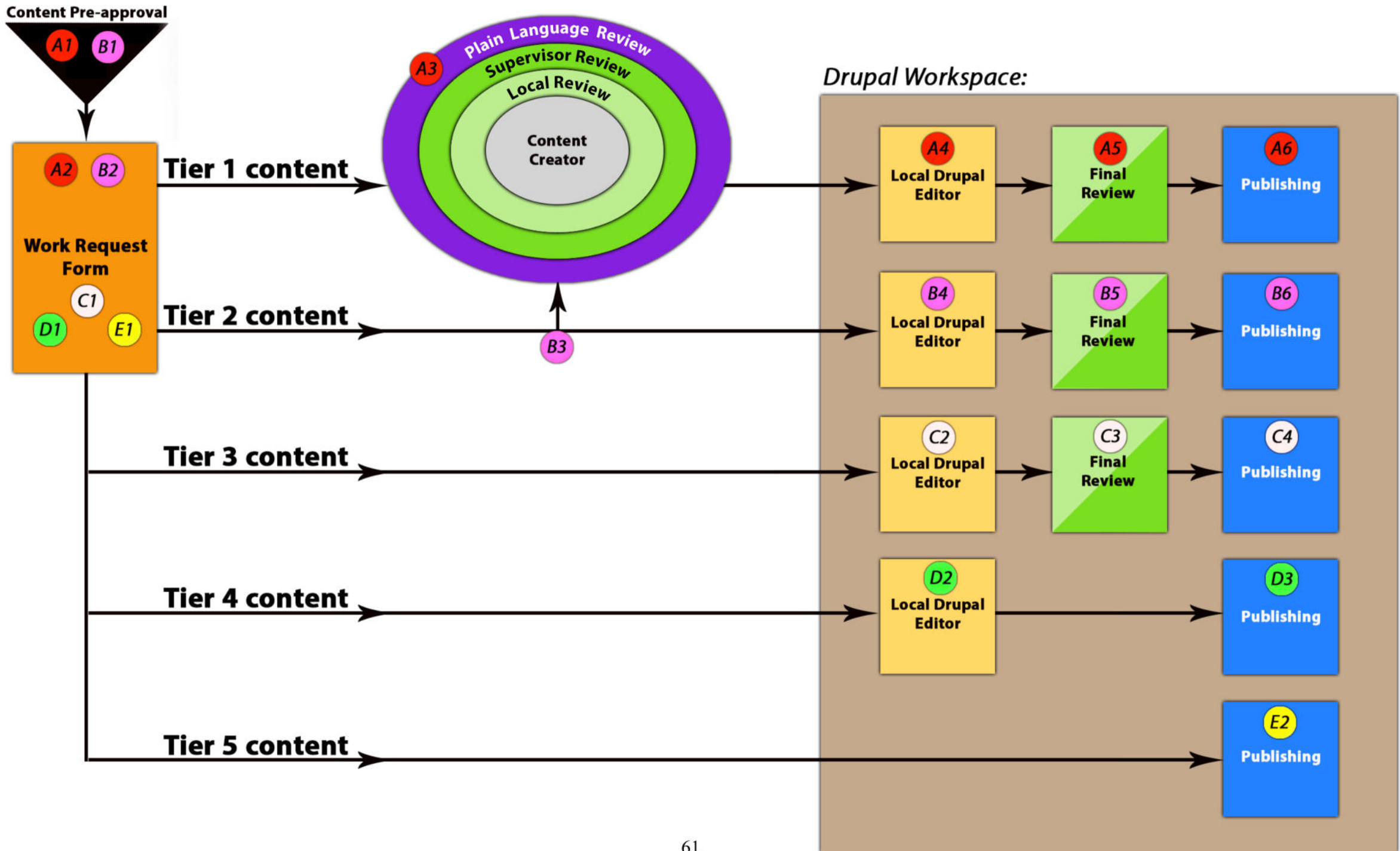


TITLE	CONTENT TYPE	STATUS	UPDATED
Conferences & Case Management	Page	Sent to Final Review	07/23/2019 - 10:13
COUNTY CLERK	Page	Published	07/30/2021 - 08:43

A5 A link to the Draft web page will be emailed to the Final Reviewers, in this instance: the **Chief Clerk** and **1st Deputy**. One of them will review the page in Drupal and either: 1. Send it back to the Local Drupal Editor to make additional changes, or 2.) select the “**Ready for Publishing**” button. The Page (Nodes) View in Drupal will now list the page as “Ready for Publishing.”

A6 A link to the draft page in Drupal is emailed to the **OCA Web Team (OCAWT)**. The OCAWT will review the page to ensure all standards and guidelines have been met, make any necessary minor adjustments, and then PUBLISH. A link to the LIVE page will be emailed to all parties involved (Local Drupal Editor, Local Coordinator, original content provider if different from Local Coordinator, & Final Reviewer). The Page (Nodes) View in Drupal will now list the page as “Published.”

WORKFLOW MAP



Part 2: NARRATIVES: Example 2

Suffolk County Supreme Court – change without plain language review

(Tier 2 Material)

B1

A staff member in the Chief Clerk's office shows proposed changes to the "Directions" web page to their supervisor, the Chief Clerk of Supreme Court. The Chief Clerk gives his approval in an e-mail.

B2

The staff member fills out and submits the **Work Request Form**. The form recognizes that the page and content in question is Tier 2 content. They will attach the approval e-mail from the supervisor. Even though the content is not automatically earmarked for Plain Language Review, the staff member can request such a review by choosing a specific check box. **B3** In this instance, the box is left un-checked, so the request goes directly to the Local Drupal Editors, via email.

B4

One of the Local Drupal Editors reviews the approved content and the specifications in the web work request form and begins to make the changes in Drupal. In addition to making content changes, they can modify search terms & meta tags, either based on the work request form or based on their own common sense. Once they finish making changes, they will indicate in Drupal that the edited page is "**Ready for Final Review.**" The Page (Nodes) View in Drupal will now list the page as "Sent to Final Review:"

B5

A link to the draft page in Drupal is emailed to the District Executive's office for final review. The District Executive or one of their designated staff members will review the changes and either: 1. Send the page back to the Local Drupal Editor to make additional changes, or 2. Select the "**Ready for Publishing**" button. The Page (Nodes) View in Drupal will now list the page as "Ready for Publishing."

B6

A link to the draft page in Drupal is emailed to the **OCA Web Team (OCAWT)**. The OCAWT will review the page to ensure all standards and guidelines have been met, make any necessary minor adjustments, and then PUBLISH. A link to the LIVE page will be emailed to all parties involved (Local Drupal Editor, Local Coordinator, original content provider if different from Local Coordinator, & Final Reviewer). The Page (Nodes) View in Drupal will now list the page as "Published."

Part 2: NARRATIVES: Example 3

Alternative Dispute Resolution – change without plain language review

(Tier 3 Material – Simple Data)

C1 Local court staff has been asked to change the name of the NY County ADR Coordinator (the previous coordinator has retired). So, they fill out and submit the **Work Request Form**. The form recognizes that the page in question is Tier 3 content. The request goes directly to the Local Drupal Editor, (the Regional ADR Coordinator for the 1st JD), via email.

C2 The Regional ADR Coordinator reviews the approved content and the specifications in the web work request form and makes the changes in Drupal. In addition to making content changes, they can modify search terms & meta tags, either based on the work request form or based on their own common sense. Once they finish making changes, they will indicate in Drupal that the edited page is “**Ready for Final Review.**” The Page (Nodes) View in Drupal will now list the page as “Sent to Final Review:”

C3 A link to the draft page in Drupal is emailed to the Statewide ADR coordinator and a member of their staff, for final review. One of them will review the changes and either: 1. Send the page back to the Local Drupal Editor to make additional changes, or 2. Select the “**Ready for Publishing**” button. The Page (Nodes) View in Drupal will now list the page as “Ready for Publishing.”

C4 A link to the draft page in Drupal is emailed to the **OCA Web Team (OCAWT)**. The OCAWT will review the page to ensure all standards and guidelines have been met, make any necessary minor adjustments, and then PUBLISH. A link to the LIVE page will be emailed to all parties involved (Local Drupal Editor, Local Coordinator, original content provider if different from Local Coordinator, & Final Reviewer). The Page (Nodes) View in Drupal will now list the page as “Published.”

Part 2: NARRATIVES: Example 4

Office of Public Information – expedited web publishing (Tier 5 Material)

E1 The Deputy Director of Public Information, fills out and submits the **Work Request Form**. The form recognizes that the content in question is Tier 5 and needs to be posted immediately. The request goes directly to the OCA Web Team via email.

E2 **OCA Web Team (OCAWT)** inputs the changes into Drupal. The OCAWT will review the page to ensure all standards and guidelines have been met, make any necessary minor adjustments, and then PUBLISH. A link to the LIVE page will be emailed to all parties involved. The Page (Nodes) View in Drupal will now list the page as “Published.”

Part 3: Web Governance Board (WGB)

We recommend the establishment of a permanent **Website Governance Board (WGB)**.

Several Federal entities including the [Veteran's Association](#), and the [Department of Health and Human Services](#) currently use Web Governance Boards.

The purpose of the WGB would be three-fold: 1.) To monitor the ongoing effectiveness of our web governance policies, 2.) Revise those policies as necessary, and 3.) Provide arbitration in instances where a conflict with web standards remains unresolved.

The WGB would be made up of an equal number of content and technology owners so that both constituencies are equally represented, along with the OCA Chief of Administration, whose vote would serve as the tiebreaker, if needed. The WGB will issue recommendations based on majority votes, though the group will strive for consensus among all members when possible.

WGB membership might look something like this:

- OCA Chief of Administration
 - Content Representatives:
 - Upstate Court
 - NYC Court
 - Office of Public Information
 - Technology Representatives:
 - DoTCR
 - Trial Court Support
 - OCA Webteam

The board would meet once a year to examine the status and effectiveness of the existing web governance program. In addition, the WGB would meet on an as-needed basis whenever unresolved conflicts remained regarding web standards. As mentioned in the National Center for State Courts recent report:

One of the challenges of running a distributed website operation like nycourts.gov is something known as 'Shadow IT': Stakeholders bypassing the proscribed and approved IT process because of a lack of knowledge or a willful desire to circumvent the rules. This can be anything from using non-work email addresses, all the way up to launching an independent website at an un-approved URL to fill a specific court/region/need.

Thankfully, most 'Shadow IT' initiatives are resolved by the OCA Webteam once such parties are presented with the practical reasoning for web standards and shown how they will benefit from such standards. However, in rare instances, (history indicates this to occur about once a year), individuals may attempt to bypass such governance by going directly to top-ranking management, or even the Chief Administrative Judge, to press the matter at hand. In the past, such instances were detrimental to our overall web effectiveness.

By presenting the Chief Administrative Judge with a WGB report on the matter, the board will ensure that the Chief Administrative Judge is aware of both sides of the issue and the ramifications of each choice.

WORK REQUEST FORM for Public & Private Websites

CONTACT INFO.		Notes & Rules:
<div>Your Name: <input type="text"/></div> <div>Email Address: <input type="text"/></div> <div>Phone #: <input type="text"/> - <input type="text"/> - <input type="text"/></div> <div>Court or Office Unit: <input type="text"/></div>		All fields are mandatory
TYPE OF WORK:		Notes & Rules:
<div>I need to:</div> <div>A: <input type="radio"/> Update existing web page(s) and/or add new web page(s) to a site. Include the full URL (webpage address) for each page: <input type="text"/></div> <div>B: <input type="radio"/> Create a brand-new website. Tell us about this new site: <input type="text"/></div> <div>C: <input type="radio"/> Update ONLY the name, address, phone #, fax # for a person or courthouse. The new data: <input type="text"/> Replaces the old data: <input type="text"/></div> <div>D: <input type="radio"/> Delete content ONLY. Include the full URL (webpage address) for each page: <input type="text"/></div> <div>E: <input type="radio"/> Urgent update: my content needs to be published immediately. Include the full URL (webpage address) for each page: <input type="text"/></div>		<div>The user must select one, & only one of the five options.</div> <div>The full URL hyperlink should go to a webpage that explains what an absolute URL is, and how to paste them into the form.</div> <div>Program logic validates that URLs are: 1.) Not relative links, and 2.) That they are properly formed. If a link is not in the proper format, a pop-up window directs the user back to the full URL webpage. Program logic also compares all URLs provided against a whitelist to determine if the content is Tier1 or 2. If content includes both Tier1 and Tier2, the request is routed into the Tier1 workflow.</div> <div>Option B's get routed to: pyow@nycourts.gov</div> <div>Option C's are classified as Tier3 content, and Option D's are classified as Tier4 content.</div> <div>Option E's are classified as Tier5 content.</div> <div>When Option E is selected, "Urgent" is also automatically checked under the Deadline for Job Completion.</div>
INCLUDE YOUR CONTENT:		Notes & Rules:
<div>What format is your content in?</div> <div><input type="checkbox"/> Drupal Webpage <input type="checkbox"/> Word Doc <input type="checkbox"/> PDF (Are your PDFs ADA compliant)?</div> <div>Upload your documents, by dragging them into this box: <input type="text"/></div> <div>It's mandatory that your content is attached to this form! If your content is not ready, but you want to make the Webteam aware of an upcoming project, contact Phillip Yow.</div> <div>Project Authorization: If you chose Option A or B above, you must attach an email (in PDF format), from your supervisor that confirms that the project has been approved by management. Drag your PDF into this box: <input type="text"/></div>		<div>The ADA compliant hyperlink should go to a webpage that explains how to make ADA compliant PDFs.</div> <div>The documents hyperlink should go to a webpage that explains proper file naming conventions.</div> <div>Program logic prevents users from uploading any files that include blank spaces or any of the following characters in their filenames: \ / : * ? " < > ~ # % & + { } -</div> <div>Rule: When Option A or B is checked above, it's mandatory that the user either attached a PDF for Project Authorization, or fill-out all three Supervisor</div>

<p>In lieu of written authorization, provide the contact info. for your supervisor. Note that no work will begin until we confirm management approval.</p> <p>Name of your supervisor: <input type="text"/></p> <p>Supervisor's email: <input type="text"/></p> <p>Supervisor's phone: <input type="text"/> - <input type="text"/> - <input type="text"/></p> <p>Detailed Instructions: Does your request include changes to your menu, content, layout, or other complex changes? If so, please include those details here:</p> <div><div></div></div> <p>Meta Tags: To make it easier for search engines such as Google to find your content, would you like to add additional keywords to the existing meta tags? If so, include those keywords here:</p> <div><div></div></div>	<p>contact fields.</p> <p>The meta tags hyperlink should go to a webpage that explains what they are.</p>
WILL YOU NEED SPECIAL SERVICES?	Notes & Rules:
<p>Please check all boxes that apply:</p> <div><div><input type="checkbox"/> I would like my content reviewed for plain language.</div><div><input type="checkbox"/> I will need photos and/or graphics created.</div><div><input type="checkbox"/> I have audio or video that will need to be included.</div><div><input type="checkbox"/> I would like my content translated into another language:</div><div><div></div></div></div>	<p>Depending on the box chosen, the appropriate unit, such as Trial Court Support, Graphics, Office of Court Innovation, or Language Access will be included in the work request.</p> <p>The audio or video hyperlink should go to a webpage that explains the appropriate specifications for multi-media, including formats, close-captioning, and transcripts.</p>
DEADLINE FOR JOB COMPLETION:	Notes & Rules:
<p>When should this work be completed? Choose one:</p> <div><div><input type="radio"/> Standard: 2-3 days</div><div><input type="radio"/> Specific day/time: <div><div>dd-mm-yyyy</div><div><div></div></div><div></div><div>:</div><div><div>00</div><div><div>AM</div><div>PM</div></div></div></div></div><div><input type="radio"/> Rush: 24 hours or less.</div><div><input type="radio"/> Urgent: within the next hour.</div></div>	
<div><div>Submit Form</div></div>	

Exhibit I - Content Types

CONTENT TYPE	DESCRIPTION	DATA FIELDS
Administrative Orders	Changes or additions to Court Rules	AO Number, County, Date of Order, Description (Body), Judge, Judicial Department, Judicial District, Part Number, Section Number, Topic
Accessibility, Courthouse (ADA)	Describes available accommodations as per a particular courthouse	County, Courthouse Address, Contacts for Accommodation Requests, Elevators, Restrooms, Parking, ADA Entrance: Text & Photo
Court Fees		Service, Fee, Overview
Courthouse	Guide to a particular Courthouse	ADDRESS: (Main & Satellite), HOURS, CONTACT: Phone, Fax & Email, COUNTY CLERK INFO., WHAT'S NEW, WELCOME MESSAGE, EXECUTIVE STAFF: Administrative Judge or District Executive, Chief Clerk, etc. DIRECTIONS, SERVICES: Children Centers, Public Access Law Library, ADA Accessibility, Virtual Court Appearances, Community Court Access Program, VCAN
Decision	Judgement in a Court Case	Case Number, County, Date, Decision Text (Body), Judicial Department, Judicial District, Petitioner, Presiding Judge, Respondent, Topic
Document	Generic PDF (Portable Doc Format)	Description (Body)
Emergency Notice	Changes in Court Operations, IT Outage, etc.	Body, County, Date, Arraignment Info, Judicial Department, Judicial District, Title, Topic,
Event	Training Sessions, Award Ceremonies, Conferences, Convocations, Hearings, Seminars, Symposiums, etc.	Agenda (Body), Co-Sponsor, County, End Date, Judicial Department, Judicial District, Resources, Speakers, Sponsors, Start Date, Title, Topic, Type of Event
FAQ - Frequently Asked Questions		Answer, County, Judicial Department, Judicial District, Question, Topic
Foreclosures, Local		Legal Service Providers, Auction Calendar,
Form		County, File Format, Form Type, Judicial Department, Judicial District, Jurisdiction, Summary (Body), Title, Topic, URL
Glossary Term		Author/Source, County, Definition, Department, District, Reference, Term, Topic
Instructions	Describes steps to complete some sort of process, such as how to fill out a form, app, or exam.	Body, Purpose of Instructions
Job Posting	Describes a particular job opening	Job Listing, County, Judicial Department, Judicial District, Summary (Body), Title, Topics
Judicial District	Landing Page for 1 of 13	Court Locator,
Legislation	A law, either proposed or established by NY State Senate, NY Legislature & the Governor.	Bill Number, Chapter, County, Date Enacted, Date Proposed, Judicial Department, Judicial District, Section, Summary, Topic
Location	Physical Address of an Office, Unit or Court	Address (Body), Email, Fax, Location Name, Phone Number
Members List	List of people who belong to a particular organization, unit, committee, etc.	Name, Title, Position
Mission	Mission Statement	Body, County, Judicial Department, Judicial District, Title, Topic
News	News Article or What's New	Additional Links, Body, Contact, County, Date, Headline, Judicial Department, Judicial District, Location, Topic
OCA Division, Office or Unit	Content found on a unit or Court's "home" page	Image, Page Sections, Page Title, Contact Info: Address, Staff, Phone, Fax, Email. Overview
Person	A specific individual with the Court System	Affiliations, Bio, County, Department, District, Email, Fax, First Name, Image, Last Name, Phone, Position, Prefix, Suffix, Topic
Podcast	Audio	Body, County, Date Published, Effective Date, Image, Judicial Department, Judicial District, Policy File, Policy Link, Title, Topic, Version Number
Policy	As defined by a Court or OCA	Body, County, Date Published, Effective Date, Image, Judicial Department, Judicial District, Policy File, Policy Link, Title, Topic, Version Number
Press Release		Title, Date, Subject, Body, Topics
Publication	Appendices, Bulletins, Handbooks, Guides, Manuals, Newsletters & Reports	Appendices, Body, County Department, District, File, Language, Publication Date, Publication File Type, Publisher Email, Publisher Name, Publisher Phone, Related Links, Title, Topic, Transcript, Version
Resources	List of third party links related to a specific subject	Site title, Site URL, Site description, Topic
Rule	Rules of the Chief Judge, the Chief Admin Judge, the Trial Courts, and the Joint Appellate Rules governing attorneys	Amendments, Body, County, Historical Note, Judicial Department, Judicial District, Part Number, Part Title, Rule Type, Section Number, Section Title, Topic

August 2022



Recommendations
and Planning Blueprint for the
NY UCS
Website
Redesign

Presented to the New York State Unified Court System
Presented by the National Center for State Courts

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I. Executive Summary

Between April and October of 2022, the New York State Unified Court System engaged the National Center for State Courts to perform a “Discovery” review of both the court system’s public-facing website, **nycourts.gov**, and the NY UCS intranet site.

Typically, *discovery* is the term of art used to describe the first phase of the website redesign process, and this effort was particularly focused on turning what could be learned from the sites’ audience behavior and experiences into a **user-driven plan** which could guide the subsequent redesign of both sites.

It has been almost a decade since nycourts.gov last redesigned, and the needs and expectations of its Web audience have changed. To find any perceived functional gaps and blocks to user success, we:

- analyzed all available site analytics;
- deployed tools that captured aggregate (anonymous) user behavior on the public site;
- interviewed approximately 50 internal court constituents from across the system as well as attorneys and legal aid providers;
- Gathered and analyzed online survey results from approximately 200 website visitors about their experiences on three separate occasions, geared to different respondent types.
- As a large audience segment, input from the legal community was extremely valuable, but special effort also was made to hear from the public, and unrepresented litigants.

NY UCS should be proud that many respondents, in surveys and interviews, expressed satisfaction with the access they have to court information via the websites. As the “power users” of nycourt.gov, visitors from the legal community proved themselves remarkably adept at performing a large number of tasks during a single visit to the website.

But others told us they struggle, for these reasons:

Tasks. The sites currently don't make the solutions to users’ most frequently performed tasks readily findable. Our analyses showed repeatedly that finding case information, the correct forms (*DIY* and others), the right process to follow (and the right court for pursuing action) and accurate contact information are top user tasks. But the information needed to fulfill those searches may not be prominent depending on where and how a visitor enters the sites.

Tools. The right tools offer the best solutions for speedy visitor success, and nycourts.gov already has a few: the Court Locator and Forms Search are already highly used, and attorneys offered positive feedback (and some suggestions for improvement) for applications like e-Filing, e-Track and e-Document Delivery. However, a new implementation of search everywhere it is deployed --site-wide, or for narrowing specific collections of content to surface just what is relevant and accurate – must be a priority for this redesign.

Consistency. Users told us a uniform and consistent design for the sites and the many different courts represented therein is needed – meaning not just a standard navigation scheme, but also a consistent visual language, engaging the user through interactive icons and graphics rather than only linked text. As with tools, NY UCS already has a good start on this, through the common design elements within many sections provided by the modules in their existing Drupal-based framework. But like tools, design consistency – and the ease it provides users in understanding where they are and what they’re doing – needs to expand and improve.

Part III of this report offers more detail about the main findings above, as well as recommendations for near-term improvements that could be made to the functionality that already exists, even before newer solutions are developed.

Governance. As the NY UCS team is already well aware, even the best site re-launches, in months and years ahead, will stumble without a robust governance process that defines roles, responsibilities, relationships, rules and review in an ongoing cycle. Many court Web teams manage mountains of complexity with a small number of staff, and New York is no exception. The results of this Discovery phase of work provide guidance on how NY UCS can build on the knowledge base and skills already in-house, to ensure that necessary future changes to these sites are maintained, giving visitors easier and better access to all the court system can offer them.

Part IV of this report details the decision-making required to create a workable and flexible Web governance plan, as well as the steps for writing a comprehensive Request for Proposals (in which vendor respondents will rely on governance details to understand and accurately scope the project.)

Recommendations guiding New York’s longer-term next-steps and priorities over at least the next six months, leading to new designs and functionalities beyond the interim improvements to the current sites suggested in Part III, are included there.

II. Evaluation Overview

The following outlines all existing features and elements of the NY UCS websites reviewed by a National Center for State Courts team between April and September, 2022.

A. Site topology (scans)

1. Public-facing site (nycourts.gov) - legacy pages, Drupal CMS
2. Intranet
3. Applications: Out-of-scope, but crucial, web services like NYCEF, eCourts, EDDS, eTrack, Juror.gov
4. PDFs

B. Site structure

1. Hosting and Tech stack
2. Public-facing site
 - a. Taxonomy / navigation
 - b. Design and Templates
 - c. Publishing
3. Intranet
 - a. Taxonomy / navigation
 - b. Design and Templates
 - c. Publishing

C. Audience

1. Analytics (Google Analytics and Webtrends reports)
 - a. Public-facing site
 - b. Intranet (not available)
2. Interviews and surveys
 - a. Public-facing site (nycourts.gov)
 - i. Eight group interviews (remote) of court staff, UCS staff, judges and external stakeholders in the legal community, May-August 2022.
 - ii. Online user survey, August 4-11 (still open)
 - b. Intranet
 - i. Eight group interviews (remote) of court staff, UCS staff, judges and external stakeholders in the legal community, May-August 2022.

D. State court peers

Interviews with Web leadership / managers of:

1. NJcourts.gov
2. PACourts.gov and ujsportal.paccourts.us
3. newsroom.courts.ca.gov

III. Analysis and Recommendations

Three main findings emerged from the initial evaluation and discovery phases of this effort, dictating what the site redesign will have to accomplish:

First, the overall orientation of the sites must pivot from its existing organization based on the administrative structure of NY UCS (divisions, programs) to instead focus on the most frequently performed user tasks, learned from analytics and what site users told us.

Public Website

It is true that the current site organizes the most-common user tasks specific to particular groups (self-represented litigants, judges, attorneys) under those headings, and site users who use that navigation have praised it. However, the roughly 50 percent of users who start at the home page are presented with more than a dozen text labels to read through, and many of those have between two and nine “children” subitems. The other roughly 50 percent of site users will land on any nycourts.gov interior landing page via a Google search and, in most cases, encounter an even longer, scrolling list of information and possible options.

There are no graphics of note to break up this text list, and no dropdown menus or icons to engage users and direct user pathfinding.

NCSC recommends reworking this “menu/list” approach on all levels of the NY public site and intranet in favor of task-driven options.

Example: Self-represented litigants who are starting a case. We know that NYLawHelp cites the following as the top needs for which it directs its LiveChat users to nycourts.org:

- What is the process I have to follow?
- Which forms are the right forms?
- Which court is the right court?
- Which phone numbers and email addresses are the ones I need?

The first two of these questions have complex answers; the latter two are basic, but the current Court Locator can’t address the nuances in its present form. And CourtHelp, though marvelously comprehensive, has a presumptive knowledge of how the court system works that NY UCS must reorient to give users the necessary information to define their goal, and navigate them to the correct solution/resolution as quickly as possible.

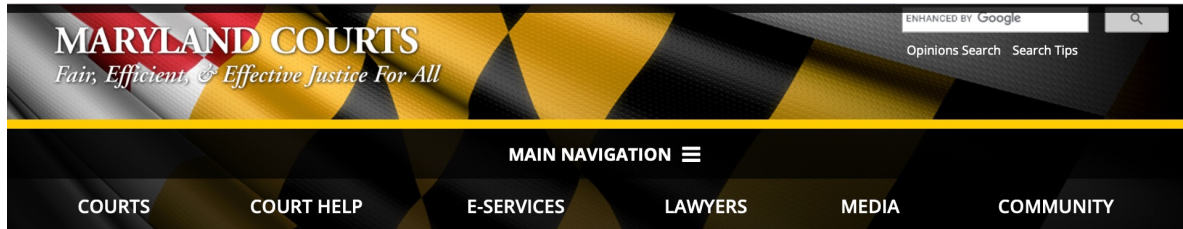
Example: Legal community with a case before the court. Analytics on the attorney-focused pages on nycourts.gov, and the results of our Web survey, indicate these tasks are most commonly executed by that audience:

- Filing a case via NYCEF
- Finding a court
- Finding a form
- Registering and updating registration

Though the NYCEF application is out of scope for the redesign, an overhaul of the forms search and forms-related pages should be a top priority, as both staff and legal professionals interviewed and surveyed had much to say about their difficulties locating forms

Good models exist on other state court websites:



Maryland's topmost [forms landing page](#) is organized for those who already know the form they need, and for those who need help finding the correct form.



Court Forms

What do I need to know about court forms?

Maryland's courts have hundreds of forms available. These court forms allow you to file and respond to court cases. Use the links below to find forms and to get help completing your forms.

<p>Court Forms Search</p> <p>Already know the forms you need?</p> <p>The Maryland Judiciary offers three ways to search for court forms. Go directly to a specific forms index.</p> <p>All Maryland Court Forms >> (a searchable index of all court forms)</p> <p>District Court Forms >> (civil, expungement, landlord/tenant, protective orders, etc.)</p> <p>Juvenile & Family Law Forms >> (child custody, child support, divorce, guardianship, etc.)</p>	<p>Court Forms Tools</p> <p>Need help finding the right forms?</p> <div data-bbox="626 1350 927 1392">  <p>Use the Court Forms Finder to help identify, select and print forms.</p> </div> <p>This tool guides you through a series of questions to help identify which forms you need.</p> <div data-bbox="626 1524 927 1587">  <p>Maryland Court Help GUIDE & FILE easy court forms</p> </div> <p>This free program uses your interview answers to complete court forms by guiding you through a series of simple questions.</p>	<p>Other Information</p> <p>Need help with other court forms?</p> <p>Land Records Information</p> <p>Statewide Uniform Subpoena For registered users on the AIS portal. Self-represented litigants MUST obtain the paper form from the appropriate court. Attorneys can still obtain the paper form from the appropriate court.</p> <p>Foreign Subpoena Written Undertaking for foreign subpoena form- required pursuant to Rules 2-422.1 and 2.510.1</p> <p>Waiver of filing fees</p>
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The New Jersey [forms page](#) clearly explains in its introduction that the form the user needs to find depend upon who are they are: attorneys, or self-help/self-represented litigants. New York's forms follow that model, but the two forms links currently on the home page don't explain the difference between DIY and not-DIY, perhaps sending users in the wrong direction initially.

New Jersey Courts
Independence • Integrity • Fairness • Quality Service

SELF-HELP CENTER **ATTORNEYS** **PAY MUNICIPAL CASE** **JURORS** **COURTS**

Legal Practice Forms

The New Jersey Judiciary prepared these materials for attorneys practicing law in New Jersey. The forms are intended to be used by attorneys, but self-represented litigants can use them. Forms made for attorneys do not include instructions. **If you are not an attorney, you should visit the NJ Courts Self-Help Center.** The Self Help Center offers general information about representing yourself in court, what the court can and cannot do for you, contact information, brochures, forms and instructions. If you have a problem accessing a form, please check our [forms help page](#). If you continue to have problems please contact the forms mailbox at forms.mailbox@njcourts.gov.

Using Attorney Forms

- Forms and Brochures
- Directories
- Legal Resources
- Rules of Court
- Court Fees

Administrative Forms

- Attorney Regulation (OAE, DRB)
- Board on Attorney Certification (BAC)
- Continuing Legal Education (CLE)
- American Disability Act (ADA) Forms
- Equal Employment Opportunity (EEO) Forms
- eCourts - Deleting Files or Correcting Data

Appeals

- Appellate Court Forms
- Build-a-Brief
- Megan's Law
- Supreme Court Forms
- Transcripts
- Records Requests

Family Division

- Divorce or Dissolution - FD/FM Dockets
- Mediation of Economic Aspects of Family
- Law Cases
- CIC Forms
- CIC Grants
- Family Attorney Forms
- Juvenile Plea Forms

Civil Division

- Superior Court Directories
- Chancery Division, General Equity and Probate Part
- Guardianship of Incapacitated Adults
- Law Division, Civil Part
- Arbitration
- Mediation
- Special Civil Part (DC)
- Landlord / Tenant
- Small Claims

Superior Court Clerk's Office

- Foreclosure Forms & Information
- Foreclosure Mediation

Criminal Division

- Plea Forms
- Criminal Justice Reform (CJR)
- Recovery Court
- Extreme Risk Protective Orders (ERPOs)
- Pretrial Intervention
- Other Forms

Probation Services

- Child Support Brochures
- Intensive Supervision Program
- Warrant to Satisfy Judgment - Child Support
- Intergovernmental Child Support Forms (UIFSA)

Mission Statement

We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.

Essential Links

- Home
- Accessibility
- Fair Treatment
- For Judges
- Staff Logins
- Interpreting Services
- Contact Us
- Privacy Policy

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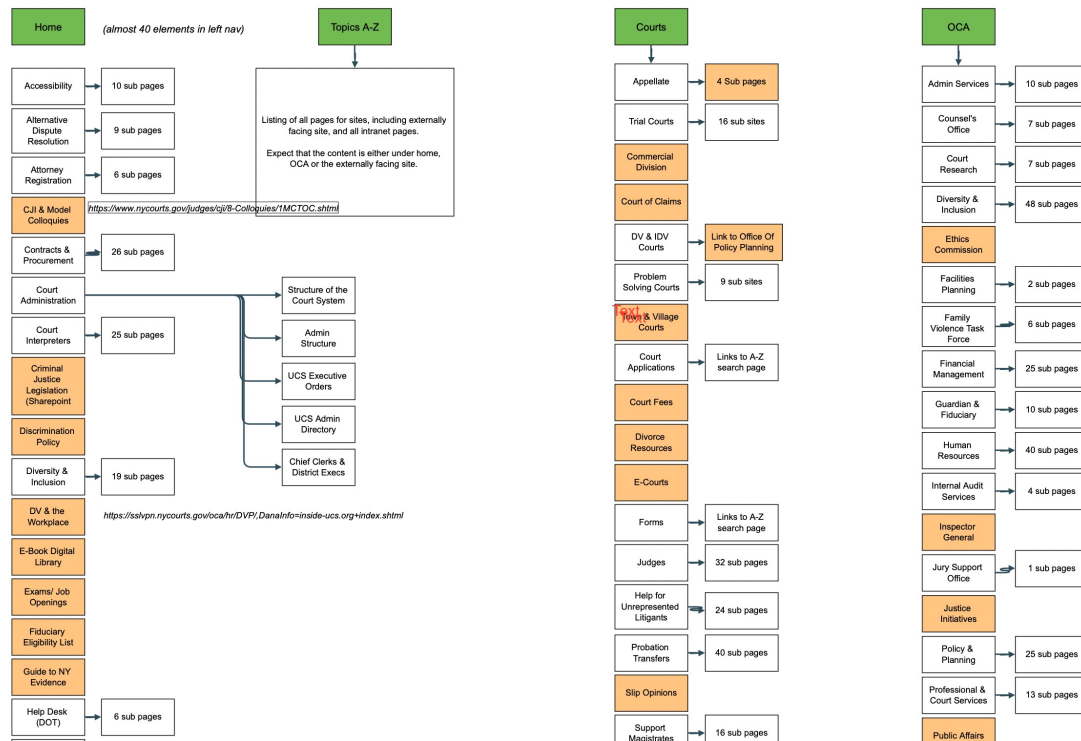
Intranet

Like the public-facing site, the NY UCS intranet must be redesigned to facilitate user tasks, meaning: Judicial and staff tasks. Though staff told us in interviews that they've taught themselves how to find what they need on the existing internal site, its nearly 40-item [main navigation menu](#) would easily overwhelm newer users.

Suggested steps for improvement:

- Google Tag Manager must be added to intranet pages and their traffic analyzed over at least a three-month period to determine what is used heavily, and what is seldom used. Rarely used content should be removed or relocated to static repositories, with corresponding new instructions for access. The content migration phase of the future redesign effort will be more expensive, and more cumbersome if outdated and low-traffic content is retained unnecessarily.

Intranet Main Navigation



- Before any design changes are initiated, the unchecked growth of the left-nav elements must cease, and their numbers reduced by 60 to 70 percent, through a reorganization of the topics into larger main “nested” categories. (Nycourts.gov does this with some success.)
- On an employee-task-oriented intranet home page, content could be divided between:
 - Tasks and resources common to *all* staff
 - The most often performed tasks and resources unique to divisional / program staff, based on analytics
 - The Topics A-Z listing, which doesn’t consistently represent the newer nav additions, should be replaced with a dynamically rendered site map that updates automatically when the site’s content taxonomy changes.

The Courts section should solely contain *non-public* information (since this is the intranet.) Of course, court staff frequently need the same information that is available to the public – and should be directed to nycourts.gov to find it. The business reasons for any duplicate posting of content manually to both sites should be reviewed, documented and included as an automated publishing need in the future Redesign RFP.

“A website can be like an attic that never fills up. Space is not the problem. Attention is.”

-- Gerry McGovern, developer of Top Tasks, a framework that helps design IA and measure the ability of people to complete top tasks.

The second main finding to emerge from the initial evaluation and discovery phases of this effort, dictating what the site redesign will have to accomplish, is:

Both the public-facing nycourts.gov and the intranet must remedy **the large gap in the availability of useful tools** seen in comparison with other state court websites.

The most crucial of these tools is **search**, applied to different “buckets” of content.

Site search

Research has shown that while older users are most comfortable relying on site navigation to find their way, younger users turn immediately to site search, entering keywords of their own devising. Good websites serve both demographics by doing both well.

Nycourts.gov and the intranet are currently running the basic implementation of Google’s free search.

We recommend that the NY UCS development team immediately investigate Google Custom Search, also free, [here](#) and [here](#), which would improve the design of the search box and results pages. See one example of styled GCS [here](#).

The only dependency for this improvement is staff time; it could roll out before any other part of the formal redesign effort.

Sitemap

As mentioned earlier in part A, the redesigns of both sites should replace the manually curated Topics A-Z with a CMS-generated dynamic site map. A link to it could be included with or near the sites’ search boxes, and in their footers.

Court Locator

Our heatmap study indicated this tool, located on the top left of the current homepage (and on relevant interior pages in different configurations) is highly used. While it offers great speed to the informed user who understands what type of court they need, providing address, phone and website information in only a few clicks, it lacks any explanation for users who don’t know which court in their locality handles their case type. Additionally, if the court in their results lists a website, often the page they are taken to also lacks any explanation that might confirm they’ve navigated to the right place.

We recommend NY UCS first consider revising the Court Type dropdown to narrow its selections to only the court types existing in the county chosen, resulting in far fewer “Your search options did not match any courts” error messages. Secondly, as we work to standardize the information presented on the individual court pages, an explanation of what type of cases the court hears, in plain language, should prominently display for the page visitor.

Directories

Effective forms and rules/part search tools is the single best solution for helping site users successfully complete the tasks discussed above in section A -- and our survey respondents also requested more updated and easily accessible directories of court employees. Some responses:

“It should not be an all-day affair to find the part clerk, or any clerk or court attorney.”

“More (and more up to date/accurate) info about the status of the courts. Are they open? Are they closed? Are cases being heard in person? Can I go to the record room and get copies of documents?”

Standardizing this information on court landing pages involves both a design challenge within templates as well as a cultural challenge for your court contributors, requiring the updating of specific content as soon as changes arise. In some CMSes, reminders or flags can be set to assist – but editors must still follow through.

Example:

New Jersey Courts
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SELF-HELP CENTER ATTORNEYS PAY MUNICIPAL CASE JURORS COURTS
PUBLIC/MEDIA

Somerset / Hunterdon / Warren Vicinage

Assignment Judge: Kevin M. Shanahan
Trial Court Administrator: Adriana M. Calderon

Click here to sign up to receive text alerts about court closings and delays.

Somerset County Courthouse
20 North Bridge St.
Somerville, NJ 08876-1262
908-332-7700
Hours: Monday-Friday 8:30 a.m. to 4:30 p.m.
Click here for driving directions
Court Services During COVID

Hunterdon County Courthouse
65 Park Avenue
Flemington, NJ 08822
908-824-9750
Hours: Monday-Friday 8:30 a.m. to 4:30 p.m.
Click here for driving directions
Court Services During COVID

Warren County Courthouse
413 Second St.
P.O. Box 900
Belvidere, NJ 07823
908-750-8100
Hours: Monday-Friday 8:30 a.m. to 4:30 p.m.
Click here for driving directions
Court Services During COVID

Vicinage Directories >
Represent Yourself in Court
Job Opportunities
EEO
Be a Volunteer
Take Our Survey

For Jurors >
Court Offices/Divisions >
Customer Service >
ADA Accommodations >
Need an Interpreter? >
Announcements >

Mission Statement
We are an independent branch of government constitutionally entrusted with the fair and just resolution of disputes in order to preserve the rule of law and to protect the rights and liberties guaranteed by the Constitution and laws of the United States and this State.

Essential Links
> Home > For Judges > Contact Us
> Accessibility > Staff Logins > Privacy Policy
> Fair Treatment > Interpreting Services

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The New Jersey court website offers a visible, standard approach to Covid-related procedural changes at each courthouse, by using a consistent blue “[Court services during Covid](#)” button for each court that spawns a pop-up window giving contacts and hours listings as well as information on any procedural changes.

Restructuring the ways users can search different collections of sites content and prioritizing those search tools as the most prominent features on both the intranet and nycourts.gov, will increase user success and satisfaction.

It could also (hopefully) render extinct the observation we heard many times from both internal and external site visitors:

“If you find it, you may never find it again.”

The third and final main finding to emerge from the initial evaluation and discovery phases of this effort, dictating what the site redesign will have to accomplish, is:

Users struggle on both New York’s public-facing site and its intranet because the sites **lack design consistency.**

This finding is not news to NY UCS; the initial report in 2000 from the Online Courts Working Group of the Commission to Reimagine the Future of New York's Courts reported that stakeholders found the public-facing site to be “disjointed” and hard to navigate. Our more recent survey respondents, independently of one another, named the problem: **Consistency**.

“[7JD site](#) is barebones, while [downstate sites](#) are organized, have forms, links to relevant useful info on the first page. Consistency please.”

“Many of the sub-pages are confusing as they are not in any way uniform in their layout or the information they provide. More consistency.”

“The website design for each of the Appellate Divisions and Court of Appeals should all be uniform. As of now they all have different interfaces.”

The reason nycourts.gov users feel this way is because secondary and tertiary-level pages lack a consistent information architecture, and though they have a few design elements in common (court logo or image, left navigation rail) those shared elements aren’t enough to help the user sense and understand a consistent visual language.

The value of such visual consistency is that, like any good customer service, it improves the experience without demanding effort from the consumer; in fact, it’s so intuitive as to feel invisible.

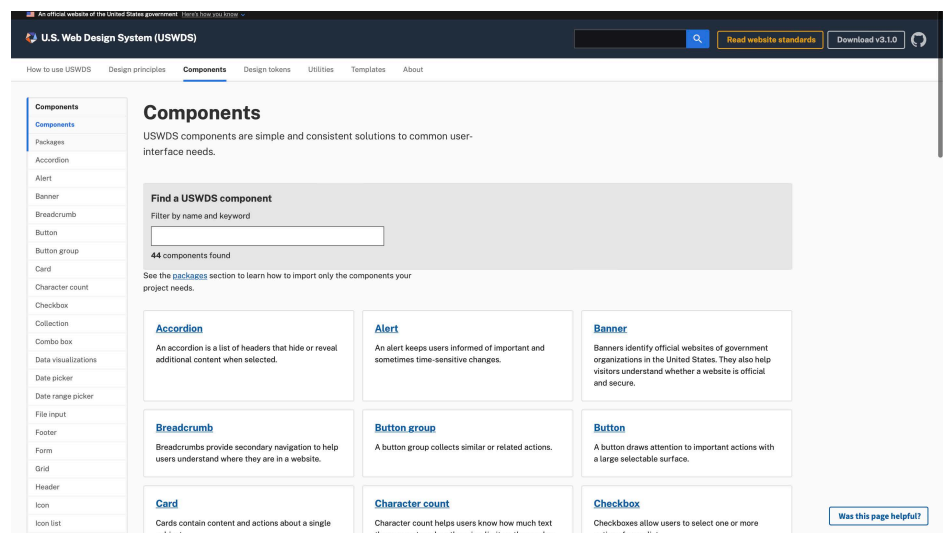
We recommend NY UCS create with its future developer partners an online, all-element style guide and design asset library, defining:

- i. buttons and hover states
- ii. content types
- ii. colors
- iii. typography and character styles
- iv. micro-animations (as needed)

“A user interface is like a joke. If you have to explain it, it's not that good.”
-- Martin LeBlanc, founder and CEO of Iconfinder

and all other desired page components, resulting in a sitewide standard look & feel for the public-facing site and the intranet.

Whether this library is created custom, in-house, or downloaded from a third party, such as the [U.S. Federal Web Design System \(USWDS\)](#), this internal, living digital guide will assist in Web- team training and sitewide governance throughout the life of the sites.



Additionally, post-launch feedback from internal stakeholders, and comments from external users gathered via a short-term comment form on the [First Appellate Division page](#), could help make the argument for a redesign of the [Second](#), [Third](#) and [Fourth](#) Appellate Division websites in a later phase, ensuring as much consistency as possible for their content and audiences.

Navigation versus content in the future design

Using consistent, visual page components in the central content areas of web pages, both intranet and public-facing, to direct users to the information and tools that can help them complete their tasks will be an important step forward; however, it won't address a key feature of the current sites that needs to change:

Many pages currently devote their center real estate to a multi-column display of text links labels that function as navigation, forcing users to click through to another page based on too-minimal information provided by a label.

Many of nycourts.gov's current pages effectively have no information on them; they serve solely as an index to other pages. This likely evolved for two reasons:

- An interest in consolidation and brevity supported by a deep understanding of the court system **(that most users don't have)**
- A dearth of staff trained to write for the Web, with available time to craft plain-language explanations that provide context to the user about their options.

All of these currently high-traffic secondary-level landing pages should have task/tool-based narrative content in their center rails, but instead offer lists of links:

- [Forms](#) (This page has only two elements in its left navigation – while most of the center content is essentially, more navigation)
- [CourtHelp](#)
- [The Courts](#)
- [The Law](#)

“[Users come to your website because] they have questions they think you can answer. Content answers questions.”
-- Jay Baer, customer experience & marketing advisor

Currently, only the [Legal Community](#) and [Juror](#) pages place news of note and task-driven content at the center of the pages.

As an example, consider [The Courts](#) section front / main landing page. What information does it offer the visitor?

1. It tells them the names of all the courts in the system, organized according to how the system divides and defines them.
2. It shows them that every court's name is hyperlinked, indicating that each has its own page, website, or some other information (the links indicate “there is more,” but the user has no way of knowing whether the “more” is what they're looking for.)

Does the content on this page help the user? Even the legal community is unlikely to have business with *every* court in the system.

The center-page real estate of much of nycourts.org adopts this “here’s everything we have, linked” approach, which should instead be dictated by the information architecture made visible in the site’s top horizontal navigation, left-rail navigation on interior pages, and site map.



Currently, the intranet’s home page offers a mix of news, notices and highlights in its center content area, while the former public-facing home page during the Covid era offered news, highlights and the Chief’s latest video in the center rail.

The recently reinstated pre-Covid home page design places such content across the top in a banner-like format which some interview participants told us they had skipped over and never noticed. The top global horizontal navigation visible on second-level pages is not seen here, presumably because the same main headings in the center content rail repeat those navigation buttons.



However, we recommend that NY UCS let navs do the work of navigation, and content rails provide a mix of information, news, context and tools. Since consistent global navigation is a usability best practice, we recommend:

- the top horizontal nav bar become truly global, through its addition to the nycourts.gov home page
- Chief DiFiore’s video, latest Coronavirus updates, and court news (Law Day, Excellence Initiative, State of the Judiciary address, etc.) should move to the center content area of the page in a modular structure responsively designed to display on all screen sizes.
- Only the most timely and must-know news items of relevance to the largest web audiences should command the top of the center content rail -- the Court Locator, forms search, and case-related applications belong, as much as possible, above the scroll.
- On secondary, tertiary and lower pages, horizontal “breadcrumb” navigation beneath the page banner but above the page title can be a great assistant to users as they surf up and down a single topic hierarchy.

The recommendations above, arrived at through the discovery process, constitute pre-planning for much of future website. In terms of priority, we recommend:

- Google Custom / Programmable search engine: Investigate all its capabilities, applied to not just the site search field but also the most-used content types, like forms and directory-style information. Whether the goal chosen is small, like improving the current display of search results, or larger, like reconfiguring results by facet in a tabbed display (forms, pdfs), the payoff for your users in improved findability will be immediate.
- Unpack the currently dense main landing pages so that only the most-common tasks and most-used tools (based on our user research) have prominence and breathing room in the center content rail of the pages. This will entail reconfiguring left navigation and creating more tertiary pages.
- Fully developing no. 2 will require descriptive, instructive writing of a kind that is largely absent from the current site. NY UCS could contract for that help, involve its Plain Language experts, or leave it to the current Web team and subject-matter experts who know the content best, but whoever does the writing must inform and instruct in complete sentences, rather than label and link.
- Reconceptualize the Forms Search, perhaps offering two (statewide and locality specific) as long as the user is given some instruction on the logic (if possible!) governing why one case process would have a statewide form while another would not.
- Reconceptualize the Court Locator, if possible, to provide descriptions that answer the “what court do I need” question as well as providing addresses, phone numbers and web page links.

Two common threats to successful website redesigns are the beliefs that

- nothing can be changed until everything is planned, and
- nothing can be launched until all changes are ready.

It's quite possible that NY UCS will need to acquire additional budget and staffing to accomplish most of what has been described. It's also feasible, as we've tried to note throughout, that some of the recommended improvements likely could be started and even implemented in the very near now.

However, if NY UCS would prefer to include all of recommendations in a future redesign Request for Proposals, we'll next describe what that would look like.

IV. Redesign Blueprint

A. Governance Plan

Website governance defines how the NY Courts will structure staff, technical systems, policies, and procedures to maintain and manage the NY UCS website. This information is critical to your prospective vendor so that they can clearly understand their part in the project and any ongoing support or maintenance efforts. Per the Federal Web Managers Council, Governance addresses the 5 R's: Roles, Responsibilities, Relationships, Rules and Review.

As with any large undertaking this will exist in two states: How it is right now, and how it will be once the new site launches. We therefore recommend that NY UCS establish a preliminary website governance plan for the current site (reflecting the current state of resources) and begin to lay out where the court hopes to go, identifying staffing needs for developers, writers, content loaders, project managers/strategists or any other necessary roles.

Distributed roles (Taking place around the state)

- **Content creation:** Subject matter experts associated with specific counties and courts around the state. As part of content creation users will need to load their content into the website, and trigger the workflow by submitting it.
- **Content Review:** Must be a different person than the content creator; but can be another creator, SME, or other affiliated person. Review is not only of the words/content, but also that it has been correctly deployed within the site structure.
- **Content Publisher:** Can be either of the participants, once the content review is complete and approved.

Centralized roles

- **Training:** This role is a person well versed in the content and site capabilities, and they will facilitate training of users throughout the state/court system on content creation, content loading and the workflow for publishing live. This role may be filled by a vendor, with recordings of training sessions, user manuals/guides, and other assets to allow users to self-train post launch.
- **Quality Control/Content Leader:** This role would also be reviewing and validating content that has been published live by all of the distributed content managers, identifying issues and sending them to the appropriate party for remediation and if needed, retraining.
- **IT/Development:** Traditionally IT roles reflect areas of specialization, including developers for the front end (Design, Accessibility, Responsiveness and making sure things work), the Back-end (Coding within the CMS system, creating views, content types and other elements within Drupal), and finally, application developers who are creating custom court-specific apps, often outside of the content management system.

The governance plan philosophy will also need to be determined: As it relates to content management we typically see ‘Centralized’ and ‘Distributed’ as the primary approaches to this.

Centralized means that one core team is receiving content, changes and direction, and implementing these on behalf of the court, including steps for review/validation and publishing.

Alternatively, the courts could embrace a distributed model which empowers content owners to manage and control their own content within their own part of the site. It is important to note that this is limited to managing content: They must adhere to a standard information architecture structure, existing functionality and designs so as to ensure that the site is consistent for all users, on all site regions.

Given the size of the NY UCS website, and our conversations, we believe that your best approach will be a blend: Distributed content management with centralized support, leadership, training and development/infrastructure resources.

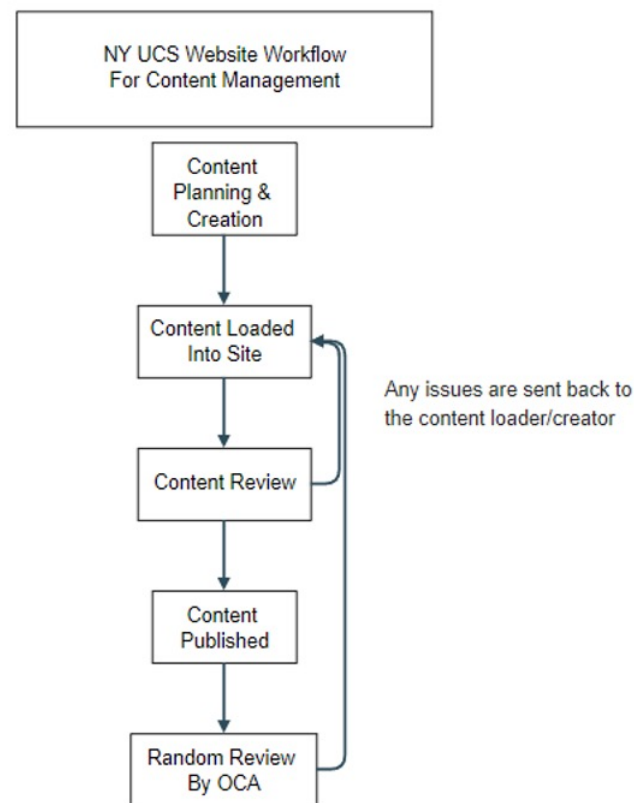
Workflow

The website workflow will be a collection of processes that cover every step of both creating and maintaining the new website. While the workflow with your chosen vendor can vary, the NY Courts will want to establish a baseline goal for the new website workflow that takes into account user roles, resources, and mandated court processes.

For example: It is very common for content managers and publishers to be separate roles, ensuring that at least two people view and review content before it goes live. Similarly, the development team will typically have two or more levels, allowing for oversight, review and testing of all code before it goes live.

All workflows typically include three standard phases:

- Planning: Identifying the objective of the effort, as well as any audiences specific to the goal.
- Implementation: This is where the design and development happens, as well as content creation.
- Test and Launch: Validation of the content, ensuring it meets required standards and functionality, as well as accomplishing the desired goal before going live.



Workflow Timing

Organizations that manage systems like the NY UCS website will traditionally set up a development sprint calendar (with sprints often being two weeks long) with the end of each sprint being an opportunity for new features to be posted live. This ensures that enough time is available to ensure that everything works.

Content changes would typically be outside of the development sprint timeframe, allowing content updates to occur as needed.

For a website as large as New York's, the steps that comprise workflow may be configured for multiple groups or teams of developers, writers, approvers and content loaders, and the workflow steps can be defined differently between groups, depending on their needs, a unique content type, or specific governance rules.

Distributed Users, Centralized Governance: A Compliance Challenge

One of the challenges of running a distributed website operation like nycourts.gov is something known as 'Shadow IT': Stakeholders bypassing the proscribed and approved IT process because of a lack of knowledge or a willful desire to circumvent the rules. This can be anything from using non-work email addresses, all the way up to launching an independent website at an un-approved URL to fill a specific court/region/need.

While it can be difficult to completely prevent this type of behavior, ensuring clear communication regarding the reason the NY UCS process exists is the best way to minimize Shadow IT problems. Here is rationale typically used:

1. **Distributed.** The new website will empower regionally disparate stakeholders to have instant gratification as it relates to their content on the site: Adding new pages, links or content without needing centralized help or approval. The sooner that court/region gives their users access and trains them, the sooner they will have access to a robust, professionally managed system and be in control of their content.
2. **Secure.** As a government website it is critical that constituents and members of the legal community trust the content and files they find on the NY UCS website. This trust comes from the fact that the main website has a .gov domain, and it is the official NY Courts website: managed and run by the courts, with enhanced IT security. Allowing any Shadow IT or non-sanctioned websites or online products would compromise this security and jeopardize the trust that is given to the court website, as well as contravening internal NY UCS Court rules on the handling of court information.
3. **Consistent.** The new NY UCS website will deliver a consistent user experience through its design, navigation and functionality. This will make the website easier to use, both as an information source and as a collection of court-related tools. This consistency contributes to a positive user experience and generates trust. Non-sanctioned sites will not be consistent with the NY UCS website vision and would introduce confusion and possibly other issues for end users.
4. **Accessible.** In compliance with Federal and State law, the new NY UCS website will utilize third-party and manual tools to ensure that the site is Accessible at all times. This includes color contrast, proper tagging of images and visual assets, and ensuring that the proper structure is in place to enable persons with disabilities full access to all of the site's content and capabilities.

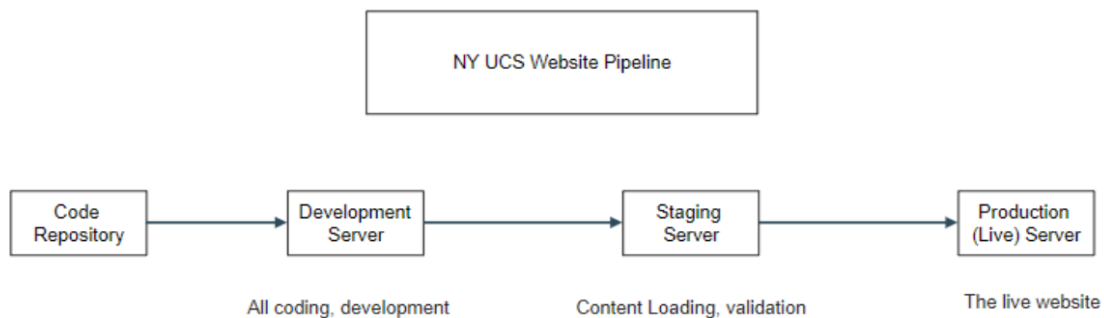
5. **Iterative improvements / feedback loop.** Finally, this process is an iterative one, with opportunities for distributed teams to contribute to setting the course of the new site. If those teams feel they are hampered or held back by site functionality, navigation or any other element, they should be encouraged to submit their ideas and suggestions to the central governance team via email or through recurring meetings.

Website Pipeline/Topology

The use of Drupal exclusively will greatly improve the consistency of the site while reducing the amount of work it takes to achieve your goals. With Drupal (and all CMS systems of this size) we recommend the creation of a website pipeline, which allows for internal copies of the site on separate servers, where content loaders and developers can do their work and validate it, before pushing the changes live.

Typically we have multiple servers in a pipeline, as outlined below:

1. **Production:** This is the live site, and in general nobody should be coding or making content changes to that site directly.
2. **Staging:** This is not available to the public, and is where content is loaded and new functionality is tested and validated. Updates to the live site are pushed from staging.
3. **Dev:** This is a copy of the site that is reserved for the development team where new capabilities and functionalities are created.



In addition to the above servers, we also highly recommend the use of a code repository: This will ensure that your team have access to all of your vendor and internal code in one central storage location for all of your development efforts. The most common systems include Git (<https://git-scm.com/>) or Subversion/SVN (<https://subversion.apache.org/>).

User Roles

The court will want to identify the roles of its web team, based on the staff available and capabilities. These generally include:

- **Content creator:** Access to the site is not needed, or could be any of the roles below.
- **Content editor/reviewer:** Can add, edit or modify content; create or delete pages.
- **Content publisher:** Everything the editor can do, plus the ability to Publish or push live the editor/reviewer changes. This ensures that at least two sets of eyes review each page before going live.
- **Development:** Everything editor can do, plus access to CSS, functionality/JS and other code related components.
- **Sr Development:** Everything a publisher can do, plus access to CSS, functionality/JS and other code related components.
- **IT/Admin:** Access to all site systems, including users.

In addition to the above, large websites like the NY Court site often also have roles defined based on regions or specific pages of the site specific to that contributor. Given that the current site is based on counties/courts, we would recommend maintaining that base structure so that it is familiar, both to power users and new user alike.

Other roles that should be filled either internally or through a vendor:

- **Website planning and strategy:** Creation of a site Information Architecture, scoping all functionality, conducting surveys, tests and facilitation of all meetings, as well as helping to define and implement Key Performance Indicators (KPIs) and ongoing tracking. An outside facilitator can be a useful resource, especially when dealing with internal politics.
- **Website design:** Definition of the site look and feel, followed by the creation of the base design files which will be converted into code. This can include creating content assets, but generally is focused on templated elements of the site that will be reusable as content blocks, types etc.
- **Enhanced development:** Inclusion of resources with database, js, and Drupal development skills that you do not have (nor plan to have) in-house.
- **Content writer/reviewer:** Making sure that your content is as consistent and easy to consume as the rest of your website is critical. Training writer/reviewers to know and apply base standards for writing, perhaps developed with the help of the newly hired Plain Language expert, should be a requirement of the Workflow process.

Tracking and Reporting

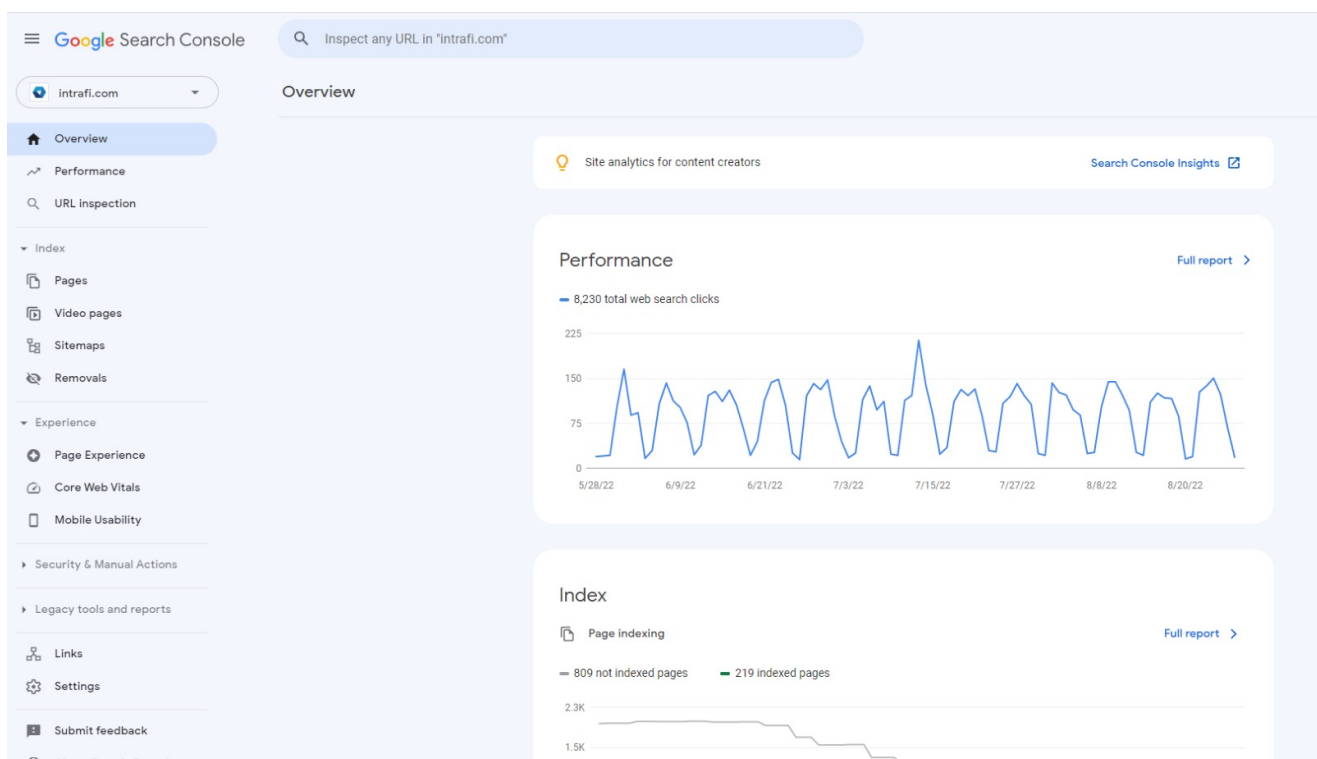
There are two levels of tracking and reporting that we recommend putting in place.

1. **Compliance tracking:** As a government entity, it is critical that your site be Accessible, and that any broken links or other site issues be identified and rectified as soon as possible. Using a third-party scanning service is always recommended, and our understanding is that NY UCS is currently using Monsido. Another option, as shared by the New Jersey Courts, is Site Improve.

We recommend that the reports be timed so that there is a regular cadence to reviewing the report, identifying fixes (as needed) and then engaging the workflow to address those issues.

2. Reporting and Outcomes Tracking: The NY UCS website is a living entity that changes regularly; and will evolve over time with new content, capabilities and goals. We recommend the implementation of three tools to facilitate ongoing tracking and reporting, most of which are in place, but could be expanded:

- **Google Tag Manager:** This system allows non-coders to identify and deploy custom KPI events to your site. This can include visitor engagement like file downloads, visiting specific pages, filling in forms or even calling a phone number. Google tag manager removes the burden from IT having to manually code tracking for the site, and allows the planner/strategist to implement the majority of tags.
- **Google Analytics:** Track the volume of visitors, where they are located, the devices they use to access the site, the content they consume once on the site. Google analytics is a powerful tool that collects what your users are doing on your site, allowing your team to test different page types, see outcomes of user engagement and quantify how well the site is doing to meet its visitors' needs.
- **Google Search Console:** With so many users originating at Google, managing how the site is presented to visitors is important, and could help users better find what they are seeking.
 - Search Console tools and reports help you measure your site's Search traffic and performance, fix issues, and make your site shine in Google Search results.



Sample Google Search Console showing volume of search and allowing you to manage what shows up on Google.

While it is not critical to do so, we recommend that your analytics be reviewed at least quarterly, to identify any trends, weaknesses or opportunities presented in the data.

Please note that Google Analytics 3 is being sunset in June 2023, so it is highly recommended that your provider set up and deploy a fully functioning GA4 instance, as well.

Note: GA3 (the old version) was a fully fledged data suite out of the box. GA4 is much more a box of tools that require customized elements, reports and views in order to get anything out of it.

We highly recommend that a vendor assist with the setup, creation of key reports, and some basic user training on how GA4 works.

Ongoing Support

The NY UCS team has demonstrated a clear understanding of what it takes to manage and run a large website; the use of a content management system like Drupal will continue reduce the level of effort to maintain the site moving forward, but that does not mean that the site will not require ongoing maintenance. The most common types include:

- **Drupal Updates:** To be reviewed and identified as urgent or not, core updates to the system will improve its security, add additional capabilities and make the site more stable.
- **Module Updates:** Some of the functionality for the new website will be facilitated by modules that bring enhanced capabilities to the site. These modules are provided by the community or third-party providers, and will have regular updates which can impact other modules, and the site core.
- **Server Updates:** The underlying hosting of your site will also require regular maintenance and updates; to the core code bases and systems. With a hosting provider like Acquia, you can know that your server is always up to date, or you can be directly involved in the server management, as well.

In addition to the development updates and support that should be planned for, the NY UCS team will want to staff or acquire external support for other roles, as well. Possible options include:

- Design support
- Analytics support
- Translation support

B. Project Plan Requirements *(for RFP)*

Writing an RFP is a complicated and precise process that may require that you follow and adhere to established procurement rules, which we understand will in large part be facilitated by the [NY UCS Grants and Contract Unit](#).

Below we explore the different sections of your RFP and what content would be provided to prospective vendors to get the best possible proposals and quotes.

While we understand that there are two implementations (Website and Intranet) we believe that they can fundamentally share the same technology and capabilities, but for different audiences and with different levels of security/access. As a result, and for consistencies' sake, we believe that the RFP for each could either be combined or derivative of one another.

We strongly recommend that the two sites share the same stack/CMS, infrastructure and underlying technology to ensure that your IT team are fully able to manage the systems, while achieving economies of scale. As a result, the NY UCS approach/process for planning the Intranet could be the same, as well.

RFP Blueprint

1. Legally required rules, processes and laws that proposals must comply with.
2. Project timeline: When are questions due, outline of the process and key dates.
3. NY UCS point of contact and rules of contact.
4. Submission requirements: This is typically a guiding piece of content that seeks to standardize (as best as possible) vendor responses to make it easier to compare one submission to another. While many RFPs include a submission outline, this can include a page count limit, formatting instructions, whether the submission is on paper (and shipped in) or a digital submission (and how that will work).
 - a. Submission requirements often includes rules, statements related to incurred costs not being remunerated, etc.
 - b. Submission requirements can also include mandated forms (Conflict of interest), Certificates of business insurance, Acknowledgement of Addenda, or other state specific requirements.
5. Cost proposal: Rules on the format/structure of the cost/pricing component of the proposal, as well as any terms for pricing (Valid for 120 days for example). This is also typically a state procurement requirement.
6. Criteria for/and evaluation of proposals: Often a state requirement, the criteria for evaluation of proposals can provide context and guidance to submitters over what weight has been assigned to certain parts of the submission. This is often a points-based system.
7. Place of work, in-person or remote meetings, and any other rules relating to the performance of the project.
 - a. This will define who submits, for example: Does it need to be a U.S. based company? A company that does business in NY? That can be present for minimal in- person meetings, or all meetings will be in person?
 - b. Any rules relating to compensation for travel, if it is allowed (and compensated).

8. Award or Rejection of proposal rules: Some RFPs provide information on situations which would result in a proposal being dismissed. For example:
 - a. Failure to submit on time
 - b. Failure to provide required information or follow the mandated format
 - c. Failure to respond to a request for clarifications
 - d. Collusion among firms
 - e. Lack of financial stability of a firm
 - f. Etc. These are often mandated by procurement.
9. Background: Who NY UCS are, the scale and scope of the current site, the audiences it serves and the role it plays within the NY UCS.
 - a. Include Staff structure, internal versus external resources.
 - b. Include current infrastructure, hosting and website topology.
10. Goals: What is the objective of the RFP, what does success look like?
 - a. Details on project timeline and launch date
 - b. Specific applications or capabilities that should be a part of the new website launch. This can also be framed as user journeys.
 - c. Details related to standards including responsiveness, Accessibility, and any Key Performance Indicators the court would like to track relating to its website.
 - d. Definition of vendor role, whether they will be involved in hosting, content creation or other efforts (or not).
11. **Planning:** Different vendors will have different approaches to completing planning, so the NY UCS will want prospective vendors to share their approach to facilitating this critical part of the project. Standard planning components are listed below, with notes relating to who might complete that part.
 - a. Audiences: Who uses the site, for what and how? This is often provided to the vendors in the RFP, and we believe that the NY UCS understands its users and can share a topline of its understanding here.
 - b. Navigation: The most used part of the site, this also is the framework for being able to consistently find the right pages and content.
 - xi. Navigation planning often starts with the existing sitemap which is then evolved to a new, more streamlined approach.
 - xii. Be sure to plan for the navigation to evolve and grow over time. Shortsighted, rigid navigations can create long term issues if they do not allow for and anticipate changes.
 - c. Content Strategy: Systems like Drupal are powered by different content types which can be enhanced with workflows, automation and other functional characteristics.
 - xi. This is an example of New Jersey's content type library:
 - i. Press releases
 - ii. Rules of the court
 - iii. Admin directives
 - iv. Contacts (position and geo based)
 - v. Advisory committee cases
 - vi. Carousel items

- vii. Court opinions (Supreme, Appellate, Trial and Tax)
- viii. FAQ's
- ix. Jury Reporting Messaging
- x. Emergency alerts
- xi. Multicounty litigation
- xii. Newsletters
- xiii. Events
- xiv. Biographies of judges
- xv. During planning you will want to identify each of the content types for the new site, including the imbued capabilities and processing associated with each, which can result in automated workflows.
- e. Functionality: Identify the key functional elements of the site, including forms, tools, appliances (like search) and resources that will be applied to the new site.
 - xi. This often includes direction on which CMS system you are requiring.
 - xii. Vendors will greatly benefit from a list of third-party integrations that would be included as part of the project.
 - xiii. Identify dynamic content like News, that may be court specific and roll-up to aggregation points like a news page or regional home page.
 - xiv. Creation of new tools: Identify broadly the new tools the site should include. Vendors will be able to propose either custom development or the adaptation of existing tools, modules and plugins that can accomplish those goals.
 - xv. Site governance implementation: Often integrated with external systems like Active Directory, understanding how site governance will be managed (either in the CMS or outside of it) is a critical functionality.
 - xvi. Any other capabilities like calendars, dynamic news, alert blocks, event pages, document archives/filter tools, etc. that are expected as part of the new site.



Heatmap showing how users gravitate towards tools and filters.

- f. Site Security: Building the website using best practices to mitigate threats is a standard expectation; however enhanced security including site monitoring by your host, or third-party tools like CloudFlare can be used as well. This may be executed by IT or the vendor, but given that so much of security is tied to your hosting account/provider, we expect that NY UCS IT would be heavily involved in this.

As part of your security we do highly recommend that you take regular site backups.

- f. Content Migration: One of the largest hidden costs of a new website can be content migration, especially when you have the volume of content that NY UCS has. Based on our understanding of the current site the majority of your content is now in Drupal, which greatly simplifies the content migration process but would still require a significant amount of time to build out existing, as well as new pages. NY UCS should identify its preferred approach, which may be based on staff/internal resource availability.

- v. This could be an internal effort; using existing pages of content and assigning the content to the appropriate blocks, style and content types.
 - vi. This can be an external effort, where outside vendors deploy the content on a page-by-page basis, verifying formatting, structure and that everything appears correct.

- g. Soft Launch: For a website of this size and complexity we recommend planning for a soft launch, where the new site is made live for internal (and potentially external) stakeholders. This is an opportunity to have users ‘beta test’ the site, as well as to verify and validate all functionality and tracking while the current site is still available.

We have also seen clients preserve the old site as well: This can allow for a progressive rollout of the new site (linking back to the old site for content or elements that have not yet been deployed).

- h. Site Launch and Post Launch support: While the process of making a site live is straightforward, especially if you have a soft launch, it is recommended that your vendor be on hand to provide support in the event that there are any complications.

It is also common to have a period of acceptance of 30/60/90 days, so that any bugs or issues identified post launch are addressed as part of the contract and not site maintenance.

Submitter information:

Every RFP for a project will require the submitter to share information about their company (History, locations), staff (including resumes or bios of the core team to work on the project), and other points. RFPs often ask for proof of capability, in the form of similar sites or systems built, and often require a minimum amount of client references, as well as permission to contact those clients.

Next Steps

Now that NY UCS's Discovery work is done, the usual and logical next step will be contracting with the technical and design partners who will review these Discovery results, and begin:

- identifying best-practice changes in the system topology necessary to move nycourts.gov and the intranet entirely to Drupal
- collaborating with each other and NY UCS on wireframes of the site's future navigation, pages, individual page elements and new tools.

Wireframes are very simple, often black-and-white digital sketches of Web elements, which can be created by any number of softwares made for this purpose, and can be animated to demonstrate functionality, pageflows and more. It's important to include both developers (in this case, Drupal developers) and designers/User Experience (UX) experts in the wireframing process, **so that the ideas that are sketched can be confirmed as buildable** before the wireframes reach final approved.

The writing of the NY UCS Request for Proposals as outlined in the above Blueprint can take up to six months. That timeframe should be built into any redesign plan so that partners could be engaged and ready to assist by mid-2023.

To that end, NYUCS should prioritize defining / agreeing on the RFP **Goals** as described on pg. 25, and creating the **Plan** (under 11. Planning, a-h.)

Appendices

Discovery process documentation

Surveys

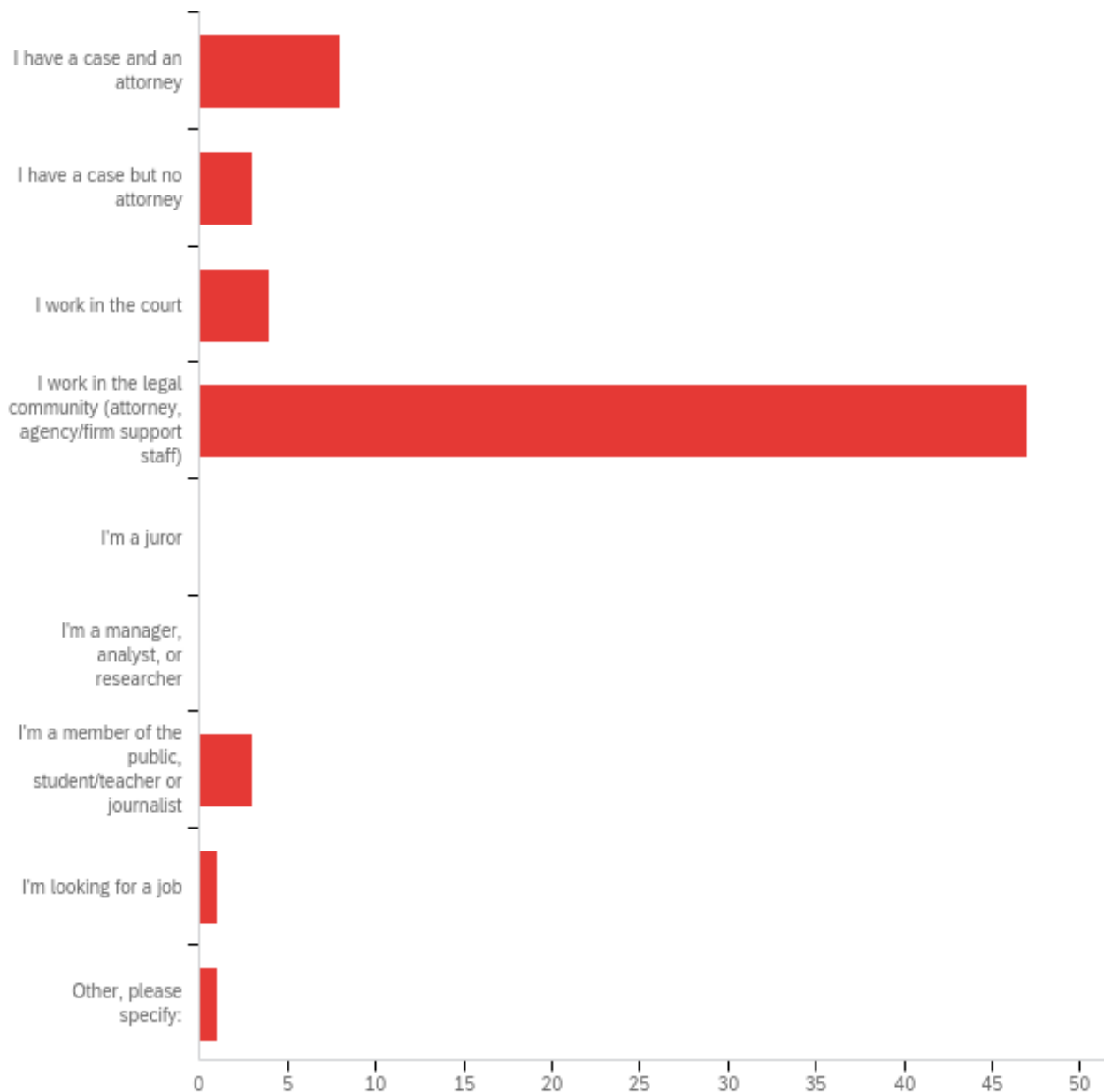
NY UCS Qualtrix Survey Report - Public



NYcourts.gov Website User Survey

August 11th 2022, 1:18 pm EDT

Q1 - 1. What group best identifies you?



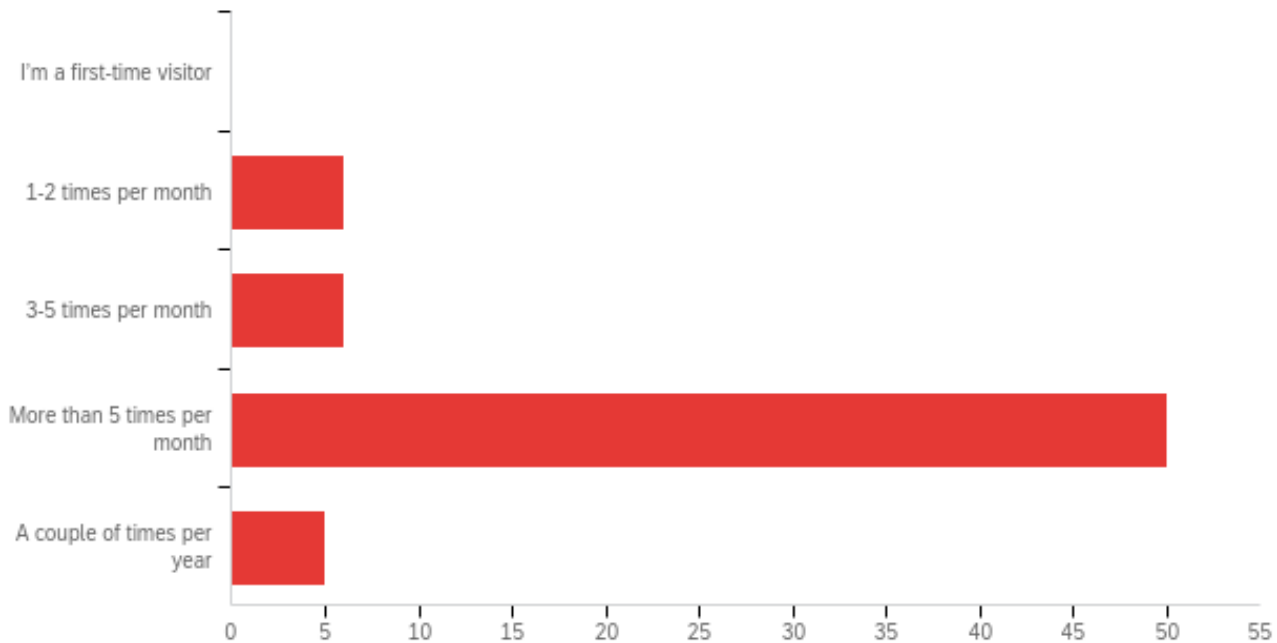
#	Answer	%	Count
1	I have a case and an attorney	11.94%	8
2	I have a case but no attorney	4.48%	3
3	I work in the court	5.97%	4
4	I work in the legal community (attorney, agency/firm support staff)	70.15%	47
5	I'm a juror	0.00%	0
6	I'm a manager, analyst, or researcher	0.00%	0
7	I'm a member of the public, student/teacher or journalist	4.48%	3
8	I'm looking for a job	1.49%	1
9	Other, please specify:	1.49%	1
	Total	100%	67

Q2_9_TEXT - Other, please specify:

Other, please specify: - Text

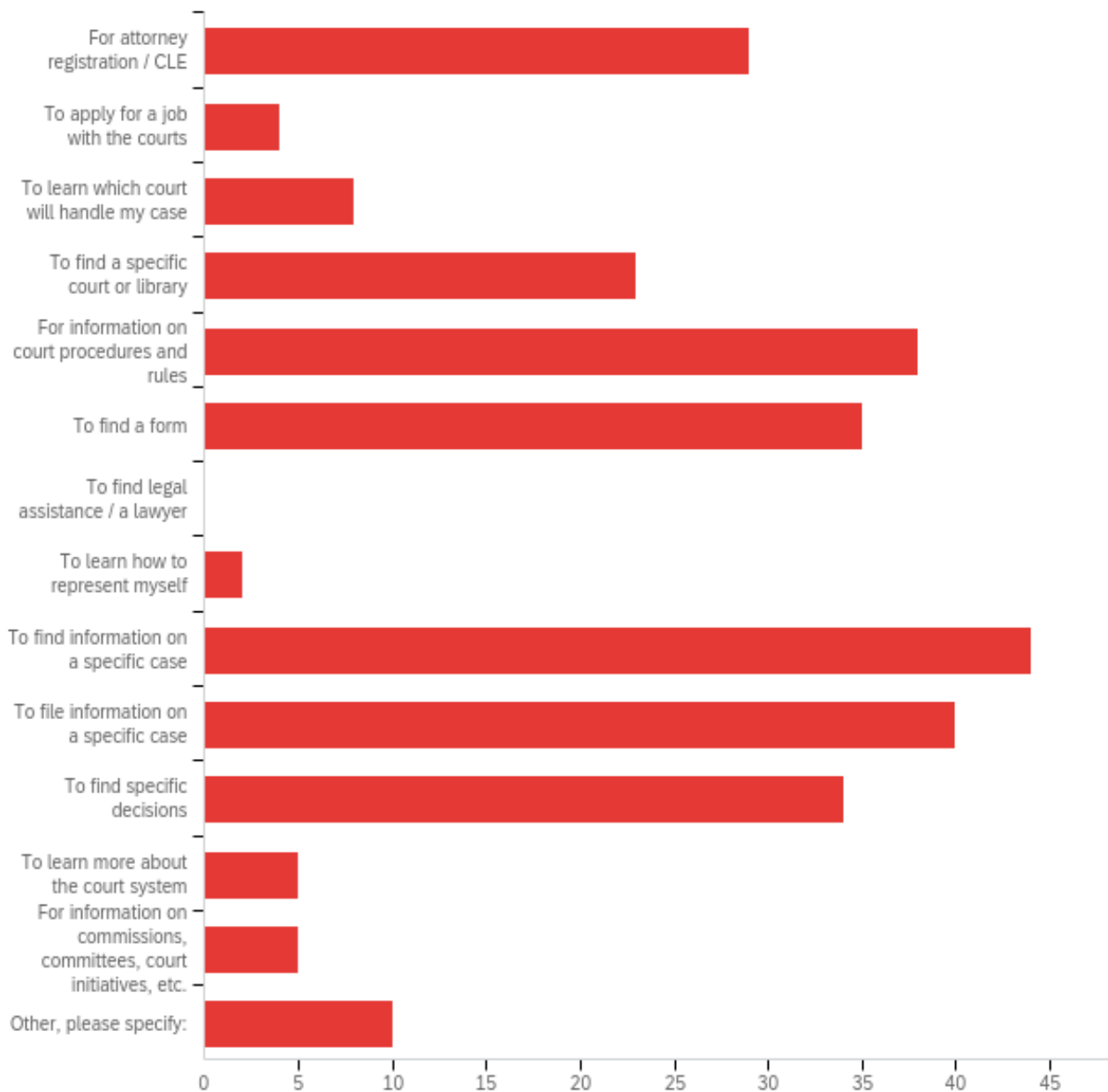
Retired court employee

Q2 - 2. How often do you visit NYCourts.gov?



#	Answer	%	Count
1	I'm a first-time visitor	0.00%	0
2	1-2 times per month	8.96%	6
3	3-5 times per month	8.96%	6
4	More than 5 times per month	74.63%	50
5	A couple of times per year	7.46%	5
	Total	100%	67

Q3 - 3. Why did you come to NYCourts.gov? Please select all that apply.



#	Answer	%	Count
1	For attorney registration / CLE	10.47%	29
2	To apply for a job with the courts	1.44%	4
3	To learn which court will handle my case	2.89%	8
4	To find a specific court or library	8.30%	23
5	For information on court procedures and rules	13.72%	38
6	To find a form	12.64%	35
7	To find legal assistance / a lawyer	0.00%	0
8	To learn how to represent myself	0.72%	2
9	To find information on a specific case	15.88%	44
10	To file information on a specific case	14.44%	40
11	To find specific decisions	12.27%	34
12	To learn more about the court system	1.81%	5
13	For information on commissions, committees, court initiatives, etc.	1.81%	5
14	Other, please specify:	3.61%	10
	Total	100%	277

Q4_14_TEXT - Other, please specify:

Other, please specify: - Text

Track e-courts and file via NYSCEF

to efile documents

e-file cases, look up court date and print documents from nyscef.

Court Officers claimed I could renew OCA Secure Pass on the website, seems I cannot

To make an inquiry of hr

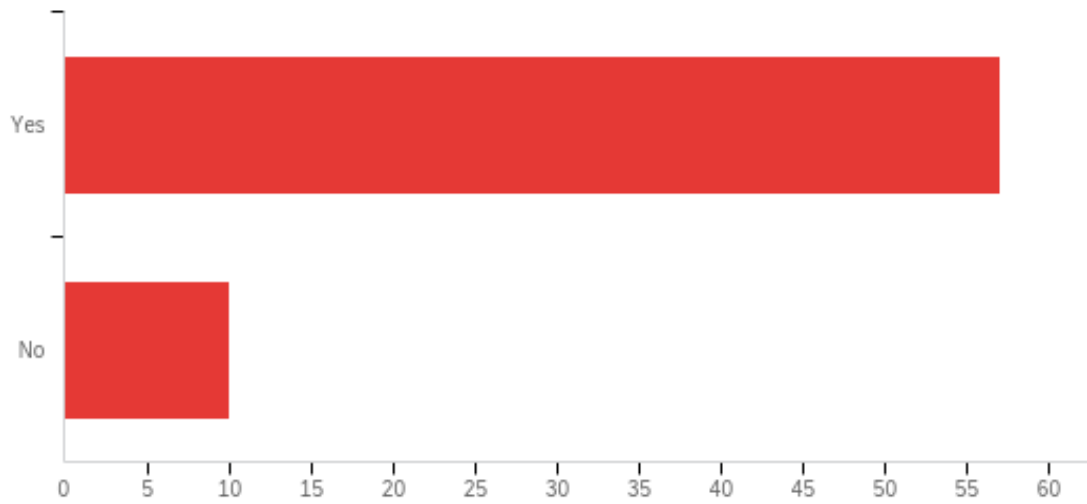
Follow appellate court decisions; OCA administrative information;

To request library materials

to see the latest opinions

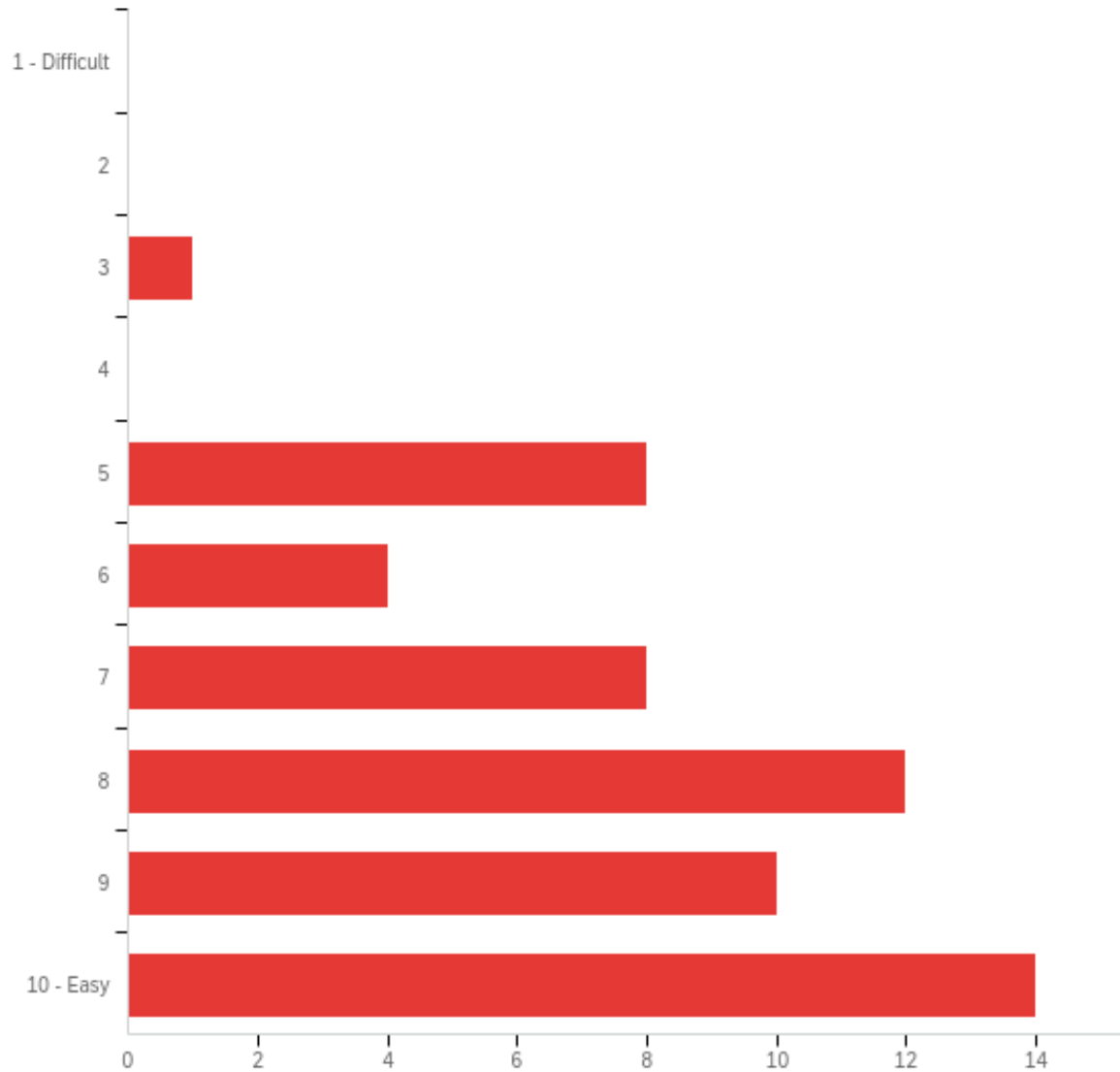
Seeking information for the Attorneys I work for.

Q4 - 4. Did you find what you needed / complete your task?



#	Answer	%	Count
1	Yes	85.07%	57
2	No	14.93%	10
	Total	100%	67

Q4a - On a scale of 1-10, with 1 being difficult and 10 being easy, was it easy or hard to find what you needed?



#	Answer	%	Count
1	1 - Difficult	0.00%	0
2	2	0.00%	0
3	3	1.75%	1
4	4	0.00%	0
5	5	14.04%	8
6	6	7.02%	4

7	7	14.04%	8
8	8	21.05%	12
9	9	17.54%	10
10	10 - Easy	24.56%	14
	Total	100%	57

Q4b - What were you trying to find/do, and what made you abandon your search?

Forms

The purpose for visiting website was to inquire on procedure of requesting settlement conference regarding equitable distribution of marital assets in divorce proceeding and locate forms necessary for submission of domestic relations order to secure share of pension benefits from ex spouse.

I find what I need when I am pulling down things for my specific case. But a lot of the time, I am looking for forms or samples and often cannot find them. Plus, sometimes there are forms for certain counties but not for others. Also, it is difficult to find sample motions.

Court information / locator / directory

In the past, when trying to research how to qualify/train for Part 36 appointments, it's hard to discern whether the external information that the court website refers to is updated. Other times when trying to research a judge, I don't know which information is the most updated as there is the general judicial directory and some courts have their own directories/lists.

Specific judge's part rules

I would like to more easily find the court calendars for Civil Court and all the phone numbers for the different parts and the virtual court links.

E-filing

It's too general a question. I use the site dozens of time during the week. One example of "did not find" is that not all of the information I want is listed in eCourts; WHERE will the case be heard is an essential piece of info, another is WHY are attys who are no longer on the case still listed there?

Attorney search and registration

Why NYLJ posted that attorneys have to re-register by Sept 2. Left message with #, no one called back.

Search

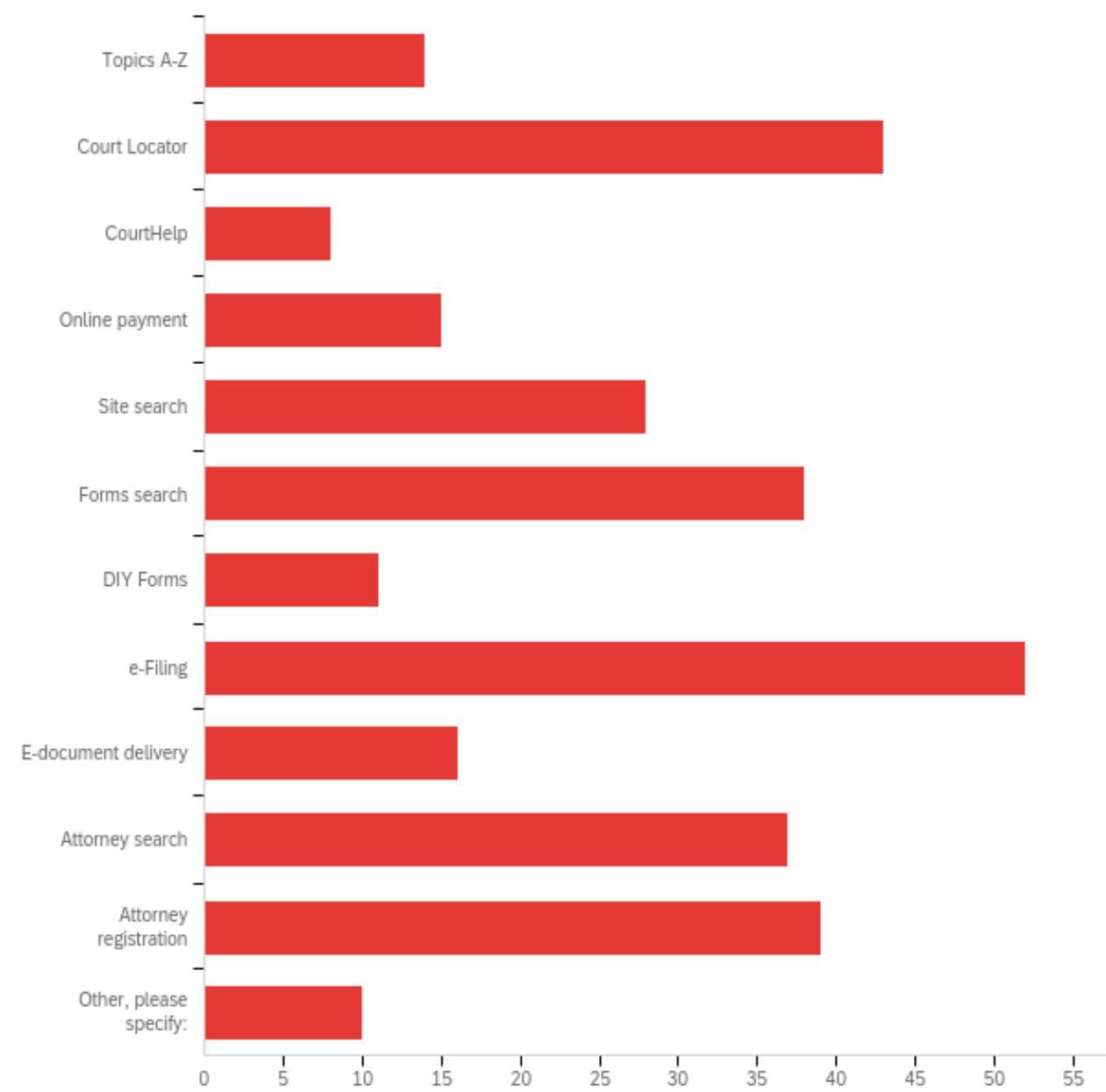
Often links to forms or documents that turn up in a search engine search are broken and I get a 404 message.

Other

Court Officers said I could renew my OCA Secure Pass via the site but that seems inaccurate.

Did not find opportunities for Senior Court Analysts, I exceed the qualifications but appears there isn't much hiring down for outsiders. Nonetheless, I was navigating for postings in westchester county.

Q5 - 5. What tools do you use on NYCourts.gov? Please select all that apply.



#	Answer	%	Count
1	Topics A-Z	4.50%	14
2	Court Locator	13.83%	43
3	CourtHelp	2.57%	8
4	Online payment	4.82%	15
5	Site search	9.00%	28
6	Forms search	12.22%	38
7	DIY Forms	3.54%	11
8	e-Filing	16.72%	52
9	E-document delivery	5.14%	16
10	Attorney search	11.90%	37
11	Attorney registration	12.54%	39
12	Other, please specify:	3.22%	10
	Total	100%	311

Q8_12_TEXT - Other, please specify:

Other, please specify: - Text

eTrack, eCourts

e-track

eCourts

Decisions

fiduciary online

Guardianship materials

Google search

Directory of judges

Other sites including the Style Manual

Case follow-up

Q6 - 6. What other tools or features do you wish NYCourts.gov had?

Forms

The ability to download templates of documents located using form search feature.

More forms.

It would be helpful if the search was somehow streamlined. When you search for forms, many competing things come up.

Would like it to be easier to locate forms.

User friendly interface, forms available statewide (why do some jurisdictions have forms and others not?); ~~why are some websites better than others around the state?~~

More forms. ~~PJI civil - More trial court decisions. Have the ability to see the judges rules on one list instead of having to go to each judge's website/name.~~

E-filing

It might be helpful to have a more direct way of seeing docs filed through the e-filing system.

I wish the docketing/calendaring would be put on the NYSCEF docket as a docket entry instead of having to go to two different places to get case information.

Something like the old UCMS where I can access all cases regarding my client by name, do adequate conflict checks, etc.

I wish once the efile is done we have access to email or to speak to the court clerk. Clerks review the efiled documents and send requests piecemeal rather than after a thorough review of the file. I am not sure if that is for your consideration or the various Surrogate Courts to address.

Easier filing, easier interface with docket

I wish I could e file for City Court.

Easier way to get a case on the reminder list, even before note of issue id filed. There should be a direct link to the reminder list from the document list in the efile window.

What documents have been filed in non-Supreme Court civil cases.

Upgrade the court system for electronic filing of all courts. Give classes for those who are in need of assistance.

Case information

Search by defendant or client name.

More information on cases prior to an RJJ being filed. As of now, if an RJJ has not been filed in a specific case, the case will not come up in an index number search in e-courts. It makes it somewhat difficult to find information sometimes

Better calendar searches in WebCivil Supreme. As it is set up now, there are numerous options for court parts making it hard to actually get a calendar for all appearances in a part in a day. For example, in New York County, there are at least 6 different options to choose to get a calendar for part 52 (part 52, 52M, 52RCP, etc.)

E-track is very difficult to search and maintain my cases. I have to manually search through my cases to find as the search function does not work.

future court appearances would be nice. Put elaw out of business.

Decisions

I wish that all trial court-level decisions could be made available, not just those that are selected for publication in the reporters.

Trial court decisions

~~More forms. PJ civil~~ More trial court decisions. ~~Have the ability to see the judges rules on one list instead of having to go to each judge's website/name.~~

Rules & Parts

NJCourts.gov has a feature when you go to "Attorneys" then "Rules of Court" at the bottom right of the screen, you can easily navigate the Court Rules that you need to refer to in litigating New Jersey cases. It would be nice if NYCourts.gov had a feature like that.

~~More forms. PJ civil~~ ~~More trial court decisions.~~ Have the ability to see the judges rules on one list instead of having to go to each judge's website/name.

List of Parts in the trial courts and links to any rules specific to that Part. Link to Motion Support for assistance.

Individual Judge's Rules

Easy access to a judge's written individual practices - often times I find judges in NY Supreme have practice rules but they are not written or available anywhere.

The Court rules and IAS part Rules easier to find and review

Court information / locator / directory

More (and more up-to-date/accurate) info about the status of the courts. Are they open? Are they closed? Are cases being heard in person? Can I go to the record room and get copies of documents?

User friendly interface, ~~forms available statewide (why do some jurisdictions have forms and others not?)~~; why are some websites better than others around the state?

More user friendly so we can just type in the court instead of having to scroll through multiple screens to get list outside of NYC

Updated Judge information: regarding court staff, office staff, emails and telephone numbers

employee lists

better directory on who to contact for what

Court/Judge Images for use in messaging to members. An alert system that automatically sends updates on ALL Court notices, events, and changes. AN easier way to access the transcript of messages from the Chief Judge, once you all made the change to the newer format with the Chief Judge's message on the top left hand corner there wasn't an intuitive way to access the transcript. I now know where it is however I was puzzled at first.

More easily accessible directories for all court personnel, supreme and civil especially now when the courts, if they embrace technology like every other profession, has more virtual options.

Search

Search filter, Content tags

Search tool more extensive.

Accessibility

I do wish NYS CEF worked better with mobile devices.

I wish the site were easier to read for those who are visually impaired. For example, gray lettering may be fashionable, but black lettering is easier for this visually impaired person to read.

Other

Video how to or explanations

Legal research tools for other states

Access to more help topics.

Inquire on status of jobs. We do not get told if we were selected or not. You only apply and never receive rejections or accepted. Lack of communication with potential employees.

Q7 - 7. How could we change the site to make it easier for you?

Design and structure

7JD site is barebones while downstate sites are organized, have forms, links to relevant useful info on the first page. Consistency please.

Many of the sub-pages are confusing as they are not in any way uniform in their layout or the information they provide. More consistency

Fix broken links; include information re: courts, i.e., courtrooms/parts; centralize/streamline information re: judges (at least indicate when the information was last updated).

Task & subject based content rather than institutional hierarchy

Less hoops to have to go through to get to the actual page you needed

Look at the NJ Courts website. Its not perfect but it is much easier to navigate. And searching for forms and samples is much easier.

Split it into two sites: a public site and an attys-only site; allow attorneys more access and info about their cases. just offer more access

Less cluttered first page. Better search features

Probably make it easier to navigate the website by list the various courts as a sidebar menu.

Make navigation clearer and make visuals easier to read for those who are visually impaired.

More help topics.

Rules (and Parts)

I would like the Court rules to be more accessible. I usually have to Google the specific court (e.g. Commercial Division) to find the Uniform Rules.

Maybe better search features to locate Court Rules, the Judge's Rules or Part Rules that may apply and specific forms like compliance conference orders and other forms that the court requires.

each court has a different name under which to find the part rules and it would be great if there was 1 place to locate them or 1 name associated with that search for all the courts

Contacting individual Parts for info on cases

Make a tab for directories with phone numbers of all different court attorneys, their emails, and their parts, in supreme and civil. It should not be an all day affair to find the part clerk. or any clerk or court attorney.

Search

Streamlining the search process

Better search feature. Better interface with list of search results

E-courts / e-filing

Etrack and efiling should be fully integrated as one system instead of two

Provide procedure for specific case types

One of the issues I have with the site was that, while there are multiple ways to find cases, case info, etc., the info retrieved is not always the same.

Upgrade NYSCEF to allow more efficient document uploading. For example, allowing more than 5 documents to be uploaded at a time and making the reminder to include exhibit letters/numbers more user friendly. As it is now, the system is fine for a few documents, but when uploading a motion with numerous exhibits it can be quite time consuming and cumbersome.

Does not list as an option in consent to e- file technical non parties such as a referee or court evaluator or court examiner or even a guardian

Judge's preferences and emails in site; Court of Claims in e-law;

A specific link to direct a user to the EDDS system when something needs to be sent in that format.

Search function for e-track case maintenance. Better mobile version.

I efile mostly in Surrogate Court and sometimes it is actually difficult to "get in" at the very outset because SURROGATE COURT is not clearly marked

The appellate courts e-filing are difficult to use.

Decisions

Provide easier access to Court decisions — all of which are public records

The decisions could be uploaded quicker.

Jobs

Make a way to be able to apply online and not have to mail in your resumes just to be rejected or not given any information. It saves paper and time for all.

No changes needed

It's pretty easy

fine the way it is

It's good as is.

It's very easy....I use it multiple times every day.

It works well.

In my opinion the site is not difficult and is user friendly

I feel that the site is easy at this time

OK for me

It's already easy.

I have no difficulty using it

Nothing to change for me.

It's as easy as can be now

make it a happier green

Q8 - 8. Is there anything else you'd like to tell us about the current site?

I'm actually quite computer literate but this site always challenges me. I cannot find anything without searching 8 layers deep. It is not intuitive. The links do not lead to what you would expect. A frustrating search may lead you down a rabbit hole and still come up empty. **If you find it you may never find it again.**

The site is good but to call the system uniform is laughable. Every court and judge has their own rules that change upon a whim and there is no notification of this change.

Many of the challenges are because of our court structure which is so complex

A little awkward considering today's tech.

The site should reflect recent technology and upgrades to its IT platform. The courts are way behind.

There are so many links and subpages that the current site could use some decluttering.

It's just difficult to find things.

Difficult to use. Not intuitive

The site was a bit difficult to navigate. I went in circles for some until I discovered how to access certain files.

The site is pretty comprehensive. The only real issue is that navigating through the site can be cumbersome

Information should be written for persons with limited legal background to understand.

Kindly look at the Con Edison website as an example of a site which is easy for this visually impaired person to navigate and read.

It is not very easy to find all court information.

The site is user friendly, more Judge information would be helpful.

Return the trial court decisions to the Decisions menu

Thank you for e-filing and EDDS....it got us all through the pandemic!

Would eliminate EDDS and only have e-filing.

It's a good site. The only issue I can think of is that cases remain on my case list on the site even after they are closed. This causes the case list to be longer than it needs to be. It would be helpful if there were a way to remove a case from my case list on e-filing.

Thank you for making specific case information accessible and easy to refer to. I like the way it lists out appearance dates for the case in eTrack.

I struggle quite a bit with the e filing for Surrogate's Court. It is different than Supreme Court. I cannot review e filed documents for Surrogate's Court as I can with Supreme. For counties without online access to Surrogate's, this is a nuisance.

The functionality of the Surrogate's Court forms needs to be improved. They are not completely PDF fillable

I had a unique question that required me to contact hr. I took a chance calling the daj's office for information. They were able to assist me.

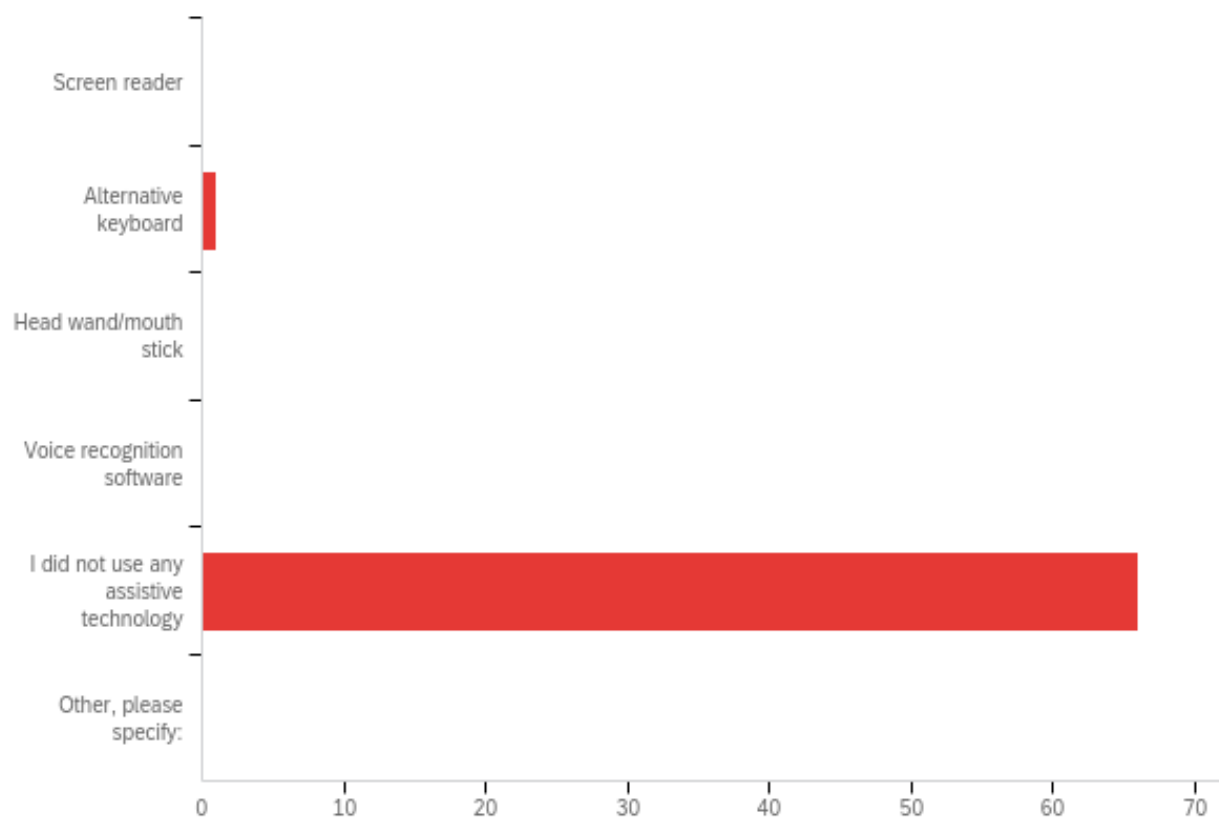
Sometimes the picture captchas appear too much.

Much easier than other sites

It's very helpful in many ways.

The current site is good right now.

Q9 - 9. Do you use any assistive technologies? Please select all that apply.



#	Answer	%	Count
1	Screen reader	0.00%	0
2	Alternative keyboard	1.49%	1
3	Head wand/mouth stick	0.00%	0
4	Voice recognition software	0.00%	0
5	I did not use any assistive technology	98.51%	66
6	Other, please specify:	0.00%	0
	Total	100%	67

Q12_6_TEXT - Other, please specify:

Other, please specify: - Text

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Surveys

Pages serving the Hotjar popup, round 1

Survey questions:

We're trying to improve our website. Please answer this two-question survey about your visit today.

1. You are:

A member of the public

A legal professional

2. Can we contact you for feedback on your visit to the site?

If yes: Great! Please provide your name and email address, and you'll receive an invitation to an online survey soon. Your contact information will not be used for any other purpose.

If no: OK! Thanks very much for your time today.

Pages serving the Hotjar popup, round 1

Home: <https://www.nycourts.gov/>

Courts: <https://www.nycourts.gov/courts/index.shtml>

Attys: <http://ww2.nycourts.gov/attorneys>

Attorney registration: <http://ww2.nycourts.gov/attorneys/registration/index.shtml>

Judges: <https://www.nycourts.gov/judges/>

Careers: <http://ww2.nycourts.gov/careers/index.shtml>

CourtHelp: <https://www.nycourts.gov/courthelp/>

Divorce: <http://ww2.nycourts.gov/divorce/index.shtml>

Forms: <https://www.nycourts.gov/forms/index.shtml>

DIY Forms: <https://nycourts.gov/courthelp/diy/index.shtml>

Family court: <https://www.nycourts.gov/courthelp/Family/index.shtml>

Access to justice: <http://ww2.nycourts.gov/ip/nya2j/index.shtml>

Trial Courts Rules <https://ww2.nycourts.gov/rules/trialcourts/index.shtml>

Criminal History Record search <http://ww2.nycourts.gov/apps/chrs/index.shtml>

Criminal Courts landing page <https://ww2.nycourts.gov/courts/nyc/criminal/index.shtml>

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Surveys

Pages serving the Hotjar popup, round 2

Survey questions:

Please answer three quick questions if you're a first-time visitor to this site and *not* a member of the legal community. (OK / No thanks)

1. What were you looking for on the site? (open text)
2. Did you find what you needed? (Yes/No)
3. What other information would you like to see on this page? (open text)

Pages serving the Hotjar popup, round 2

Home: <https://www.nycourts.gov/>

Courts: <https://www.nycourts.gov/courts/index.shtml>

Careers: <http://ww2.nycourts.gov/careers/index.shtml>

CourtHelp: <https://www.nycourts.gov/courthelp/>

Divorce: <http://ww2.nycourts.gov/divorce/index.shtml>

Forms: <https://www.nycourts.gov/forms/index.shtml>

DIY Forms: <https://nycourts.gov/courthelp/diy/index.shtml>

Family court: <https://www.nycourts.gov/courthelp/Family/index.shtml>

Access to justice: <http://ww2.nycourts.gov/ip/nya2j/index.shtml>

Trial Courts Rules <https://ww2.nycourts.gov/rules/trialcourts/index.shtml>

NY City family court <http://ww2.nycourts.gov/COURTS/nyc/family/index.shtml>

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Hotjar rd 1 results v3.0



NY UCS HotJar Results (round 1)

Background

- ★ As part of the discovery process we surveyed 1000 current users of the NY UCS website using a tool called HotJar.
- ★ Four questions were asked to identify potential participants of a longer survey. Users self-identified their audience segment from options provided, and confirmed if we could contact them later.
- ★ The survey appeared on specific pages identified by the team.
- ★ Users were recorded as they went through the website, allowing our team to view users in process.
- ★ We also collected numerous heatmaps, showing the concentration of activity on multiple pages of the NY UCS website.

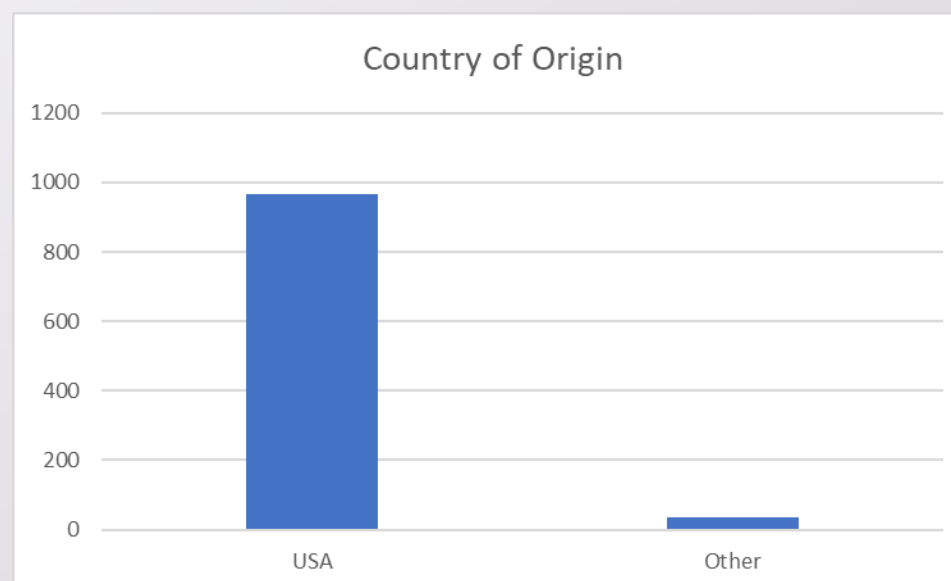
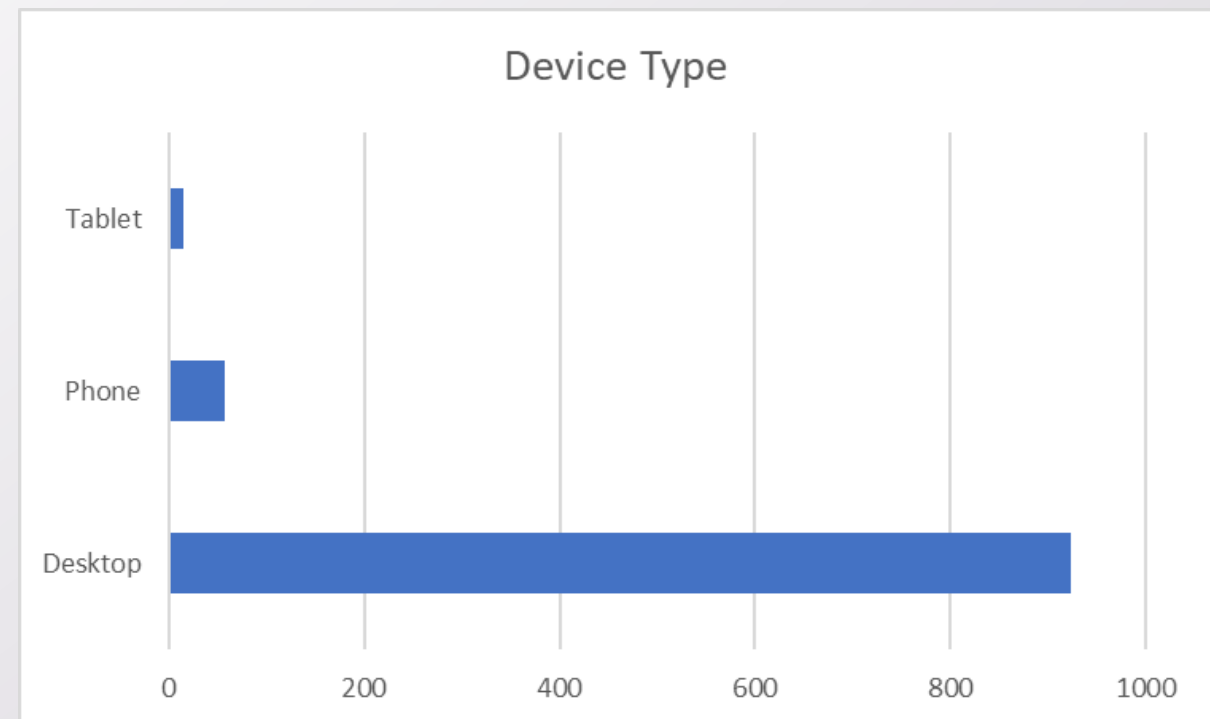
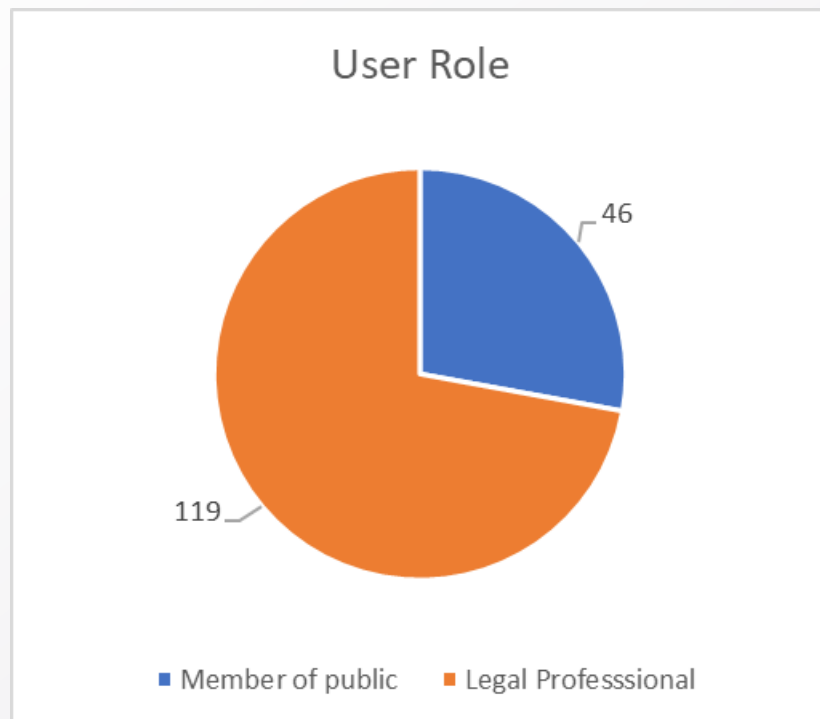


Results

- ★ 119 email addresses collected for Legal Professionals.
- ★ 46 emails collected for Members of the Public.
- ★ These visitors were then invited to a longer survey managed through Qualtrics.



User Stats



Notes

Some visitors made notes:

“

- Looking for transcript
- Bar registration
- The website is useful in locating the courts and information on the courts and documents needed for efilng.
- Sorry, I [have] six trials I am working on at the moment. Thanks to the new and innovative court scheduling paradigm.
- having difficulty logging in so I can search documents that have been filed
- Why can I only search active cases on WebCrims? It would be helpful to also be able to search disposed cases if not sealed
- Need help with visitation rights for husband who is in a group home.
- Pro se help is what I am looking for.
- There is no listing for Public Safety.

”



Popup survey displayed on:

- ★ <https://www.nycourts.gov/>
- ★ <https://ww2.nycourts.gov/courts/nyc/criminal/index.shtml>
- ★ <http://ww2.nycourts.gov/apps/chrs/index.shtml>
- ★ <https://ww2.nycourts.gov/rules/trialcourts/index.shtml>
- ★ <http://ww2.nycourts.gov/ip/nya2j/index.shtml>
- ★ <https://nycourts.gov/courthelp/diy/index.shtml>
- ★ <https://www.nycourts.gov/courthelp/>
- ★ <http://ww2.nycourts.gov/attorneys/registration/index.shtml>
- ★ <https://www.nycourts.gov/home.shtml>



Popup survey displayed on:

(continued)

- ★ <https://www.nycourts.gov/courts/index.shtml>
- ★ <http://ww2.nycourts.gov/careers/index.shtml>
- ★ <http://ww2.nycourts.gov/attorneys>
- ★ <https://www.nycourts.gov/judges/>
- ★ <http://ww2.nycourts.gov/divorce/index.shtml>
- ★ <https://www.nycourts.gov/courthelp/Family/index.shtml>
- ★ <https://www.nycourts.gov/forms/index.shtml>



Heat Maps

- ★ Heat maps allow us to see the clickable elements that users engaged with on a page. This in turn allows us to identify the most used or sought-after pieces of content.
- ★ Red areas have the highest or hottest concentration, while blue/green areas are less used.
- ★ The system tracks clicks of clickable elements as well as non-clickable ones: this can provide insight on what people are focused on (users clicking on content, rather than links).





★ Users gravitate to tools like the Court Locator, rather than use the links on the page.



★ Audience-specific pages like Court Help prioritize content for specific stakeholder groups. Here we see a validation of that content hierarchy on the Court Help page.

The screenshot shows the 'COURT Help' page on NY Courts.gov. The page is designed to assist users without lawyers. It features a top navigation bar with 'NYCOURTS.GOV' and 'NEW YORK STATE UNIFIED COURT SYSTEM'. The main header includes the 'COURT Help' logo and the tagline 'Find the Help You Need to Represent Yourself in NY Courts'. A welcome message states: 'Welcome! CourtHelp can help you when you don't have a lawyer.' Below this, a red-bordered box contains a commitment to accurate information and a link to 'Public Access Law Library or Court Help Center'. The page is organized into several columns of links categorized by legal topics: 'Going to Court', 'Problems With Money', 'Name Change and/or Sex Designation Change', 'When Someone Dies', 'Criminal', 'Families & Children', 'Safety & Violence', 'Homes & Evictions', 'Guardianship', 'Small Claims', and 'After the Case is Over'. On the right side, there are additional resources including 'SEARCH COURTHelp', 'AMERICANS with DISABILITIES', 'ASK A LAW LIBRARIAN', a 'COURT LOCATOR' with dropdown menus for county and court type, and a 'Quick Links' section with links to various legal resources. A 'Disclaimer' at the bottom states that the website provides legal information but not legal advice.

NYCOURTS.GOV NEW YORK STATE UNIFIED COURT SYSTEM

COURT Help Find the Help You Need to Represent Yourself in NY Courts

Welcome! CourtHelp can help you when you don't have a lawyer.

We are committed to providing you with the most accurate information. CourtHelp is constantly being updated to reflect changes in the law.

For more information about the law, contact your local [Public Access Law Library](#) or [Court Help Center](#).

Going to Court
Getting Help
Court Forms & Fees
Court System Basics
Court Case Basics

Problems With Money
When You Owe Money
When Someone Owes You Money
Mandatory Arbitration

Name Change and/or Sex Designation Change
Name Change Basics
Marriage & Divorce
Forms
More

When Someone Dies
Small Estate
Probate
Administration

Criminal
Case Basics
Criminal Records & Sealing
Crime Victims
Sentencing
Collateral Consequences
Getting Rights Back
New Cannabis (Marihuana) Law

Families & Children
Support
Custody
Divorce
More

Safety & Violence
Domestic Violence
Extreme Risk Protection Orders
Child Sex Abuse Cases

Homes & Evictions
Evictions outside NYC
Evictions in NYC
Foreclosure
More

Guardianship
Child
Intellectually or Developmentally Disabled Adult
Incapacitated Person

Small Claims
NYC, Nassau & Suffolk
Outside NYC, Nassau & Suffolk

After the Case is Over
Appeals
Trial de Novo
Collecting a Judgment

SEARCH COURTHelp

AMERICANS with DISABILITIES

LEGAL RESEARCH QUESTION? ASK A LAW LIBRARIAN

COURT LOCATOR
Choose County
and/or
Choose Court Type
Find the Court

Quick Links:
[Legal Glossary](#)
[DIY Forms](#)
[Ask a Law Librarian](#)
[Topics A to Z](#)
[Help Centers](#)
[Find a Lawyer](#)
[LawHelp](#)
[eFiling](#)
[Contact Us](#)

Disclaimer
This website gives legal information, not legal advice. You can only get legal advice from a lawyer.

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Web page updated: July *, ***** | Copyright | Privacy Policy | Accessibility | Contact Us

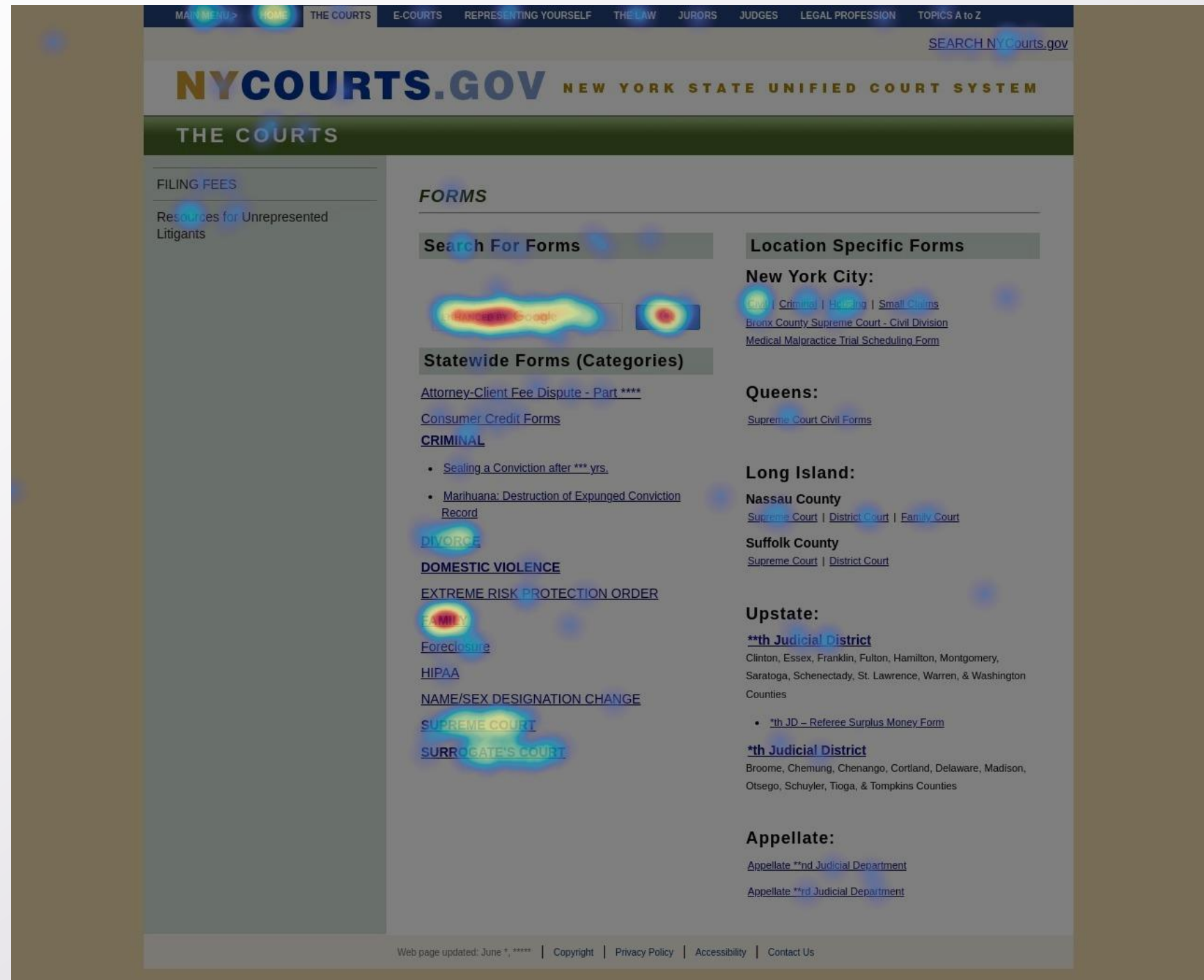
★ The home page can help the Court understand its visitors' priority for content, which can inform the new navigation and other planning efforts.



★ Similarly, the Court home page shows that visitors are focused on E-Courts, as well as the Court Locator and Forms - three recurring priorities we heard about in interviews.



★ Forms is a critical content type that users need help with: Tools for searching and sorting are appreciated.



We can generate more heatmaps, so please let us know if there are any other pages of interest.



User Videos

- ★ Hotjar anonymously recorded over 10K website users, allowing our team to see how users engage and interact with the site.

Conclusions include:

- ★ Many users search on Google and jump into the page they need rather than starting on the home page and using the site navigation.
- ★ Users are drawn to Tools that enhance their ability to accomplish their goals on the website.
- ★ Most users give the appearance of being legal professionals, based on the content they seek and the speed with which they engage the site.



Sample User Videos

A sample of highly engaged user videos:

- ★ <https://insights.hotjar.com/r?site=2983965&recording=13608663779&token=842f3bca37bec42e9aefa67b21130eaf>
- ★ <https://insights.hotjar.com/r?site=2983965&recording=15217840643&token=a808ea8430dd03c7693317f32161b389>
- ★ <https://insights.hotjar.com/r?site=2983965&recording=14853084968&token=fa1a34da508e2d0d3777cda971a3d00f>
- ★ <https://insights.hotjar.com/r?site=2983965&recording=14787652196&token=174ce6334af43acaec8162518e2a394d>
- ★ <https://insights.hotjar.com/r?site=2983965&recording=14600020195&token=b2e49c7681c0be1fd9b7c13374a29a04>
- ★ <https://insights.hotjar.com/r?site=2983965&recording=14529806457&token=b72af03e9e7e655419b29e1aee1a3445>





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Suggested Interviewees

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Group Interview Questions template

Group #1

- 1.) What do you like about your public and/or private web pages? What don't you like or feel can be improved? What information or services should your web section be providing that it isn't now?
- 2.) Who is your section of nycourts.org primarily targeted to?
- 3.) Do you hear from your web users and, if so, what do they tell you about their online experience?
- 4.) 80% of low-income individuals cannot afford legal assistance, and 40-60% of the legal needs of the middle class go unmet.¹ Do you feel your content already is in a plain language format, to facilitate understanding for unrepresented individuals, or could that be improved?²
- 5.) Is there any demand for your content, or any part of it, to be made available in a foreign language? If so, which language(s)?

¹ National Center for State Courts

² "Additionally, much of the website is in "legalese," decreasing accessibility to the lay user." - Taken from page 7 of the Reimagining the Future of the NY Courts Report.

- 6.) The report by the Commission to Reimagine the Future of NY Courts (Nov. 9, 2020) states that our website should be redesigned to become a **centralized court portal**, consolidating various “eCourts” systems, and **standardizing the websites of individual courts**.
- a. Do you think it’s important that your web pages look and function in the same manner as other UCS pages?³
 - b. Currently our web content is decentralized, (by court). Do you think it would be more effective presented in a centralized manner (by subject for example)?⁴
- 7.) We are also interested in what you think about the following three web pages. How often, if ever, do you use these pages?
- a. [Current Covid Home Page](#)
 - b. [Legacy \(White\) Home Page](#)
 - c. [Inside-UCS Home Page](#)

³ “The different town and local courts, city courts, county courts, and other courts, each have unique webpages under UCS. These should be standardized, so that users familiar with one court’s website will have no difficulty operating a sibling court’s website.” Taken from the report, P.9

⁴ Content Silos: “Recognizing the disjointed and decentralized nature of the court system, we recommend that the UCS website be redesigned and centralized to make it easier to navigate for all users—litigants, attorneys, and the courts.” Taken from the report, P.1 PY Content silos: for example Guardian Fiduciary content might be spread out across localities, as well as state-wide sites. From the users’ standpoint, they are looking for information, who “owns” that content is not as important to them...

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Link to interview recordings: www.ncsc.org/nyrecordings

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Analytics review and summary

Quick Analytics Review, NYCourts.gov

4.4.2022

The following document is a 1 year baseline of the US Courts Analytics Data, from April 1, 2021 – March 31 2022. We welcome any questions.

Note: The only goal currently setup in analytics is for email clicks. There are a range of custom events, including: Outbound Links, Downloads, Mails, Email, and Zendesk Web Widget. Demographics and interests have not been turned on.

Note 2: We are seeing **that some of the sub sites have different analytics trackers**, so this is a representative sample of the main site analytics, but it is not comprehensive.

1. The site had over 4.9 million total users and 10.195 million sessions, with visits from every country in the world. The average user visited 2.05 times, spent 2:45 time on site and consumed 2.18 pages per visit, with a bounce rate of 41.03%.
2. 96.61% of devices used by visitors were setup with English as the primary language.
 - a. Second place was Chinese with 1.71%, followed by Japanese with 0.1%, and Spanish with 0.09% and French with 0.08%.
More english-leaning than expected.
3. The United States Represents 93% of all site traffic, with traffic from NY State representing 64.5% of this.
 - a. Secondary states include NJ with 4.2%, CA with 3.8%, FL with 2.9%, Washington with 2.3%, TX with 2.3%, PA with 2.0%, Wyoming with 1.85%. There were visits from every state in the union.
 - b. It is worth noting that while visits from NY were near the top of the engagement scale, visitors from Florida, for example, consumed more pages and spent longer time on site.
4. Desktop users represent 51.9% of all traffic, and average 2.34 pages per visit and 3:06 time on site and a 33.7% bounce rate.
 - a. Mobile users represent 46.6% of users with 1.86 pages per visit and 2:05 time on site, and a bounce rate of 55%.
 - b. Tablet is 1.57% and shares similar engagement as desktop, but a bounce rate of 40%.

Desktop users only just over half -- design for mobile. Would have expected higher desktop due to office users.

5. Exploring further by looking at channel and device type, we see that:

Channel	Sessions	% Total	Bounce	Pgs Per Session	Desktop	Mobile	Tablet
Organic	7.272 M	65%	39.4%	2.17	64.24%	34.65%	1.11%
Direct	2.412 M	32%	48.6%	2.07	60.73%	37.61%	1.66%
Referral	478 K	1.9%	27%	2.68	94.28%	5.24%	0.48%
Social	22K	0.37%	47.3%	1.79	12.9%	84.9%	2.25%

Does Social seem low?

6. New visitors are less engaged than repeat visitors:

- New visitors: 47.5% bounce rate, 2.12 pages per session and 2:20 time on site.
- Repeat visitors: 35.2% bounce rate, 2.23 pages per session and 3:09 time on site.
- This suggests that there is a power user group of visitors who know the site.

7. Looking at Landing pages, interestingly, the home page is not in the top 10. Note that this is where visitors start their engagement with the site, indicating what their motivation in coming to the site might be:

- The efilng page has the most arrival traffic, with 4.52% or 460,480
- Attorney Registration is second with 2.82% or 287,728
- The Attorney overview page with 2.81% or 286,230
- Job Posting statewide careers 1.94% or 197,821
- Careers COT 2020 1.48% or 150,157
- Trialcourts Rules with 1.41% or 143,695
- Family Courts landing page 1.29%
- Criminal Courts landing page 1.13%
- Careers landing page 1.12% or 114,224.
- Criminal History Record Search with 1.12% or 114,179

Audience Groups

Attorneys:

- Overwhelmingly on desktop, looking at the Attorneys page, visits to this page were 93% desktop and 7% mobile.

Judges:

- Looking at a sample Judges page, we see that 94.3% of visits are from desktop, with 5.3% on mobile and 0.4% on tablet.

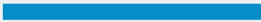
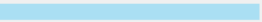


























- Similar to members of public (below) many judge specific pages appear to be on sites that have different analytics trackers than the main site.

Members of Public:

- Difficult to determine, this page which is very focused on general audience visitors, for example, does not appear to be in the same Analytics instance: <https://www.nycourts.gov/courthelp/>

Job Seekers:

- The site had a total of 2.574 M pageviews on careers related pages. Clearly this is a significant audience group in its own right. There appear to be many career sub sites, associated with each court, etc.

Count of Sessions ?	Sessions ?	Pageviews ?
1	4,847,857 	10,281,805 
2	1,166,331 	2,564,626 
3	520,443 	1,175,742 
4	310,786 	706,888 
5	215,373 	490,344 
6	163,475 	374,236 
7	131,475 	300,344 
8	110,308 	251,105 
9-14	444,179 	1,007,888 
15-25	458,841 	1,031,339 
26-50	559,397 	1,244,916 
51-100	536,905 	1,172,023 
101-200	409,059 	879,814 
201+	321,153 	717,612 

Above we see that there is a curve forming based on visit frequency: A majority of visitors come to the site 1-2 times, but when we get to 9-14 times, we see an increase in visitation, made up of power users: either lawyers or people within the judicial system.

Appendices

Discovery process documentation

System/Site Topology

NY Courts Structure Scan

Appendices

Discovery process documentation

System/Site Topology

NYCourts Site Structure Organization

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System/Site Topology

NY Courts_all

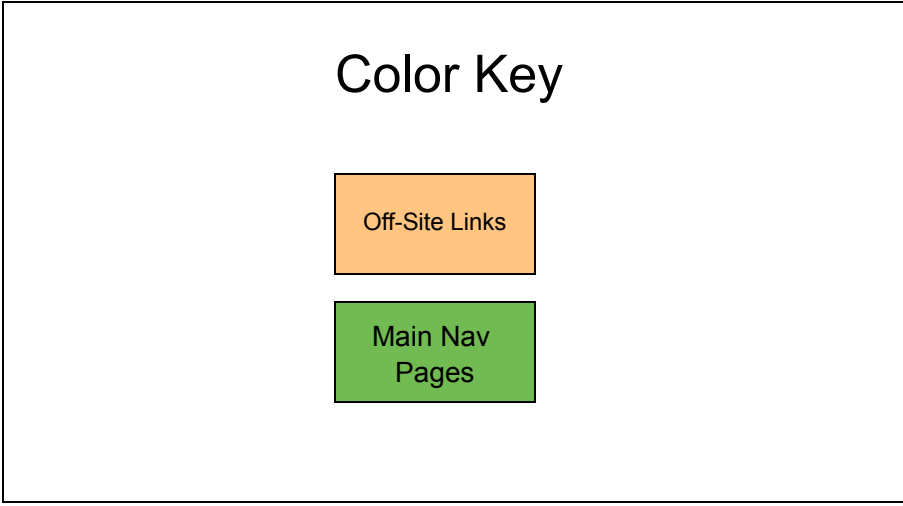
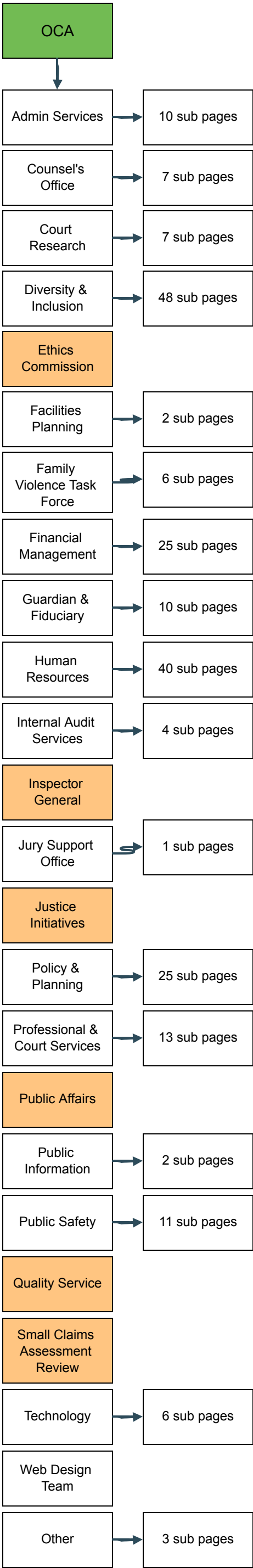
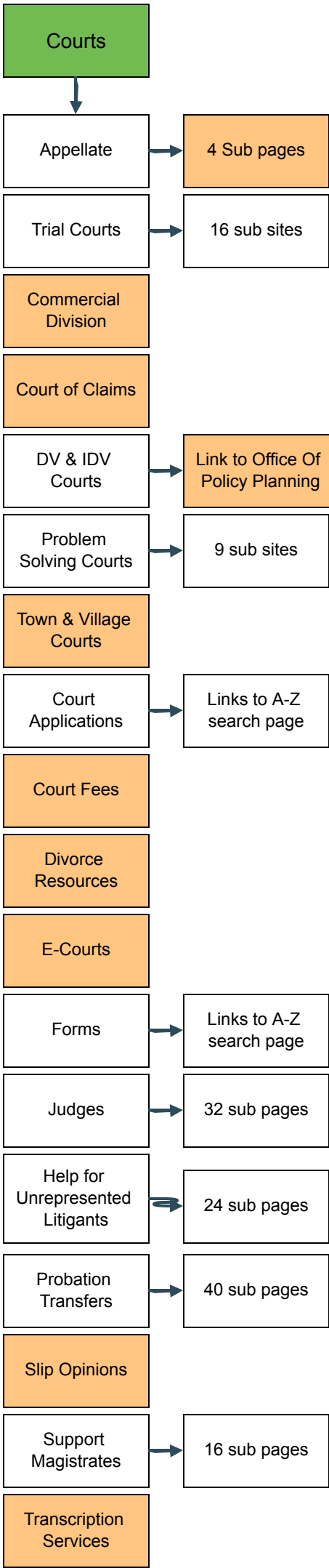
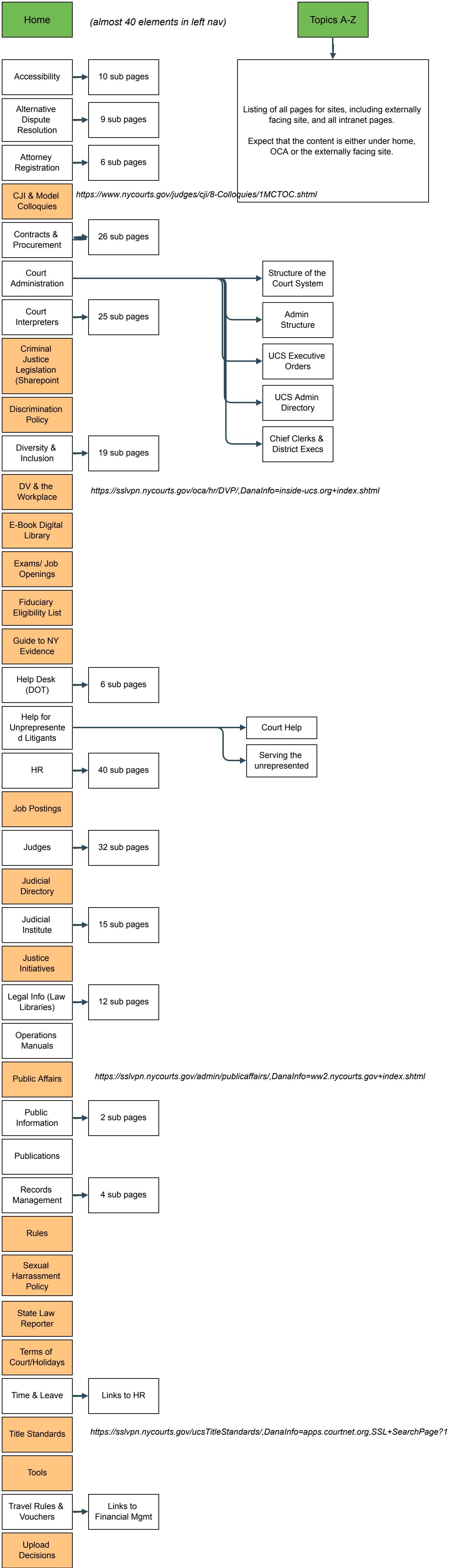
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System/Site Topology

NY Courts Intranet-schematic

Intranet Main Navigation

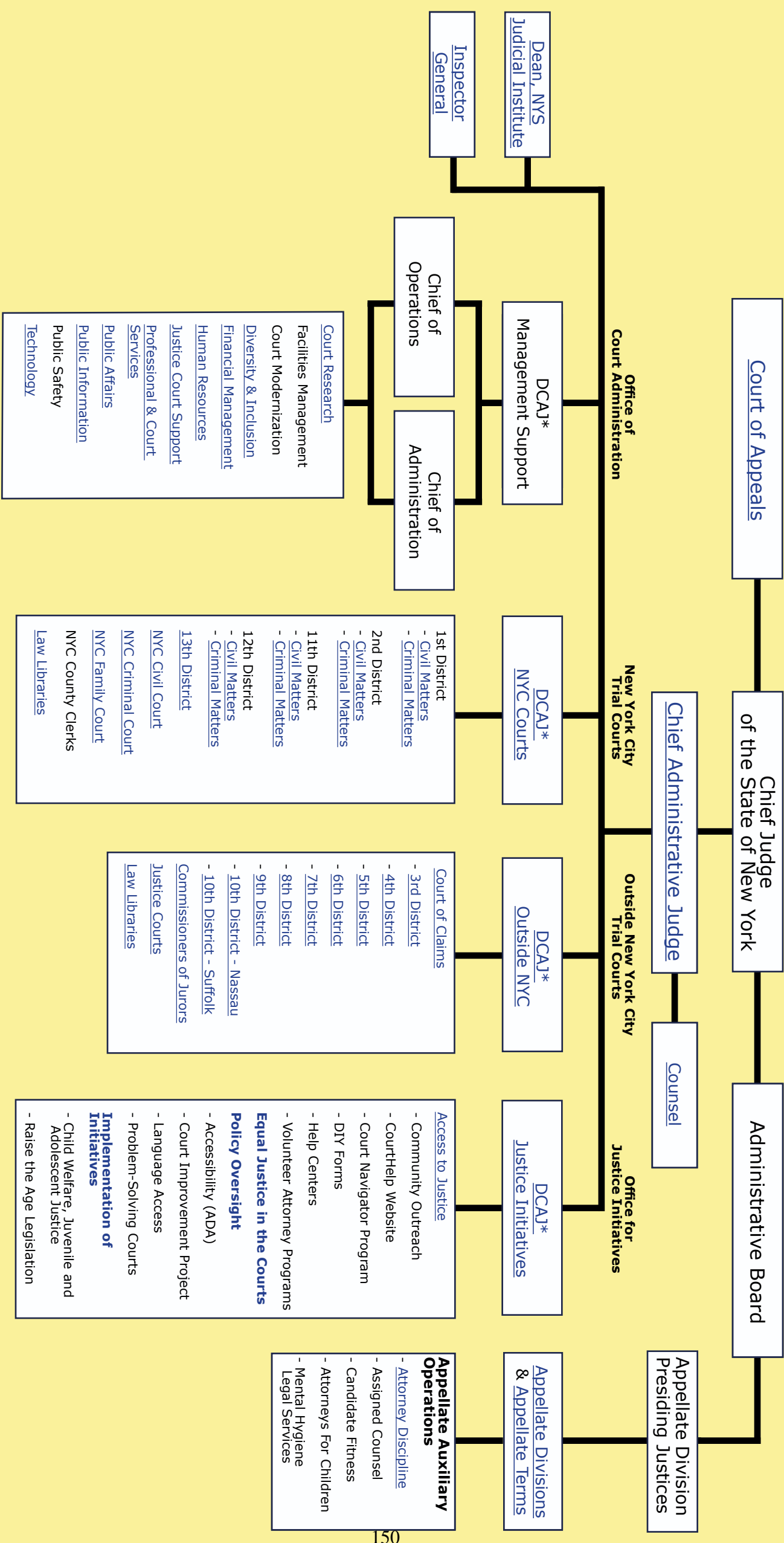


Appendices

Discovery process documentation

NY UCS Web Content Providers Administrative structure

ADMINISTRATIVE STRUCTURE OF THE NEW YORK STATE UNIFIED COURT SYSTEM



*DCAJ - Deputy Chief Administrative Judge

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Discovery process documentation

Web Content Providers

OCA Web Sites and Publishers

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