



**BOYS & GIRLS CLUBS  
OF AMERICA**

Request for Proposal  
Boys & Girls Clubs of America  
National Headquarters

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Introduction to Computer Programming

Application Deadline  
August 28, 2009



Boys & Girls Clubs of America  
Request for Proposal - Curriculum Development  
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**REQUEST FOR PROPOSAL  
CURRICULUM DEVELOPMENT  
INTRODUCTION TO COMPUTER PROGRAMMING**

**SUMMARY:** The National Headquarters of Boys & Girls Clubs of America (BGCA) requests applications to develop an effective, age-appropriate high quality curriculum. This notice identifies the objectives for the curriculum, the eligibility criteria for projects and applicants, and invites proposals for consideration.

For this project, BGCA is seeking an individual or firm that can develop a project-based, age-appropriate curriculum according to the specifications included in this document. Demonstrated experience and expertise in youth technology curriculum development is required. Knowledge and skills in program implementation and knowledge of youth development principles is essential. Knowledge of Boys & Girls Clubs programming and the national Boys & Girls Clubs Movement and its mission, core philosophy and goals is helpful, but not required.

**PROPOSAL DEADLINE:**

Applicants are invited to submit a full proposal to [crondeau@bgca.org](mailto:crondeau@bgca.org) by 12 noon Eastern Daylight SavingsTime, August 28, 2009. If attachments exceed 5 MB, please make a PDF of the document and email the PDF instead.

**FOR FURTHER INFORMATION:** Applicants and other interested parties are encouraged to direct questions to:

Cindy Rondeau, Director MIRACLES, Project Manager, BGCA National Headquarters, email: [crondeau@bgca.org](mailto:crondeau@bgca.org), phone (404) 487-5624, fax (404) 487-5786.



**BOYS & GIRLS CLUBS  
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## **GENERAL INFORMATION**

### **A. BACKGROUND**

Beginning in 2008, BGCA and The Todd Wagner Foundation began working in partnership to develop, review, produce and distribute several new national technology curricula for the Club Tech program. The Club Tech team is a part of BGCA's Program & Youth Development Services Department, and is responsible for working on and setting technology programming priorities. In this capacity, the team develops and disseminates Requests for Proposals (RFPs) for various technology initiatives. The team then selects proposals for funding through a peer review process. Once a project is underway, the team manages the development process, provides technical assistance and organizes peer and youth reviews, for quality standards, of the final products. Additionally, Program & Youth Development Services is responsible to oversee the publication, design, and distribution of the completed curriculum.

This project gives the more than 1 million youth across the country and on military bases (overseas), who participate in Boys & Girls Clubs Technology Programs, the opportunity to further enhance their technology skills and job readiness through the use of more advanced learning tools. The Introduction to Computer Programming curriculum further enhances the educational offerings of local Boys & Clubs and provides youth with exposure to the 21<sup>st</sup> century learning opportunities needed to succeed in today's job market.

Review by professional staff is built into this development process, including the budget. The contractor selected will work with BGCA and local Boys & Girls Clubs throughout the development of the curriculum. Local Club Professionals, identified by BGCA, will work with the contractor at various checkpoints to ensure development is timely, on point and of high quality, including field tests and a pilot evaluation. When the curriculum is ready for final submission, BGCA staff will conduct a final, streamlined quality review. Curriculum is accepted "conditionally" until BGCA signs off that all requirements of the contract have been fulfilled.

**B. OVERALL GOALS AND CURRICULUM SUMMARY**

- Introduce computer programming to youth ages 10-15;
- Consist of at least, but not limited to six lessons which introduce the principles of computer programming;
- Each lesson will contain at least, but not limited to, two extension activities per lesson;
- The course will include an original series of six interactive or video modules at least but not limited to four minutes in length, You-Tube style format, which reinforce the concepts of lessons presented. See appendices for video specifics;
- Involve members in decision making, critical thinking, and assessment;
- Facilitate members' focus on understanding and analyzing the necessary components of programming;
- Develop debugging skills so that members view bugs as mistakes that can be corrected in a process instead of as proof of failure;
- Practice strategies with members that they may use to breakdown larger problems into workable, solvable components;
- Promote team-building and collaboration;
- Where appropriate to the curriculum, emphasize ethical use of technology and the safe use of the Internet.

**C. BGCA DEFINITION OF CURRICULUM**

For the purposes of this RFP, curriculum is defined as products (both print and electronic) for use in a local Boys & Girls Club that facilitate planned learning. The emphasis is on fun, actively engaged, project-based lessons a staff member may use to facilitate group learning. Materials should be easy to implement with limited preparation time and modest resources. A Facilitator's guide for the staff member to support learning outcomes must be included. Additionally, this request requires the design and development of the web presence which will house the curriculum and related video. Curriculum will be available via the web on the BGCA resource website for teens, [myclubmylife.com](http://myclubmylife.com) (reference appendices for example). Final content must also be developed and packaged so as to be replicable via CD-ROM and include download auto-launch capability to local users. All final program material will be delivered to Boys & Girls Clubs via the Web. All materials become the exclusive property of BGCA.

**D. STRUCTURE**

The entire curriculum should provide at least, but not limited to, six total hours of educational experiences, not including the Introduction to Scratch Programming (already written) or the two optional extension activities per lesson. Each of the six lessons should last approximately 45-60

minutes. Presentation of lessons will generally take place in a local Boys & Girls Club setting with youth ages 10-15. Lessons are guided by a staff member and presented in small to medium-sized groups.

## **E. SPECIFIC CONTENT REQUIREMENTS**

Note: When possible any guidance, references or examples of development tools should reference the latest versions of Microsoft products such as C# , Visual Basic, etc...

### **Introduction to Computer Programming Elements**

- Variables /Constants

#### **Types (of data)**

- Numbers (e.g. Integers & Real Numbers)
- Strings (e.g. "cat" & "800-111-123four")
- Boolean (e.g. TRUE & FALSE)

#### **Flow Control - This includes:**

- If/Then/Else (branching)
- Case statements (branching)
- For/Next (loops)
- Repeat While (loops)
- Repeat Until (loops)

### **b) Programming Language**

- This curriculum must incorporate a previously developed section from the BGCA companion program "GAME TECH" entitled **Introduction to Scratch Programming**. For more information about this programming language visit [http://info.scratch.mit.edu/About\\_Scratch](http://info.scratch.mit.edu/About_Scratch)

### **c) Key Components for Facilitators Guide**

- Materials list
- Detailed project instructions
- Step-by-step activity sheets and youth project instructions
- Brief summary of corresponding youth content
- Expected outcomes of the session
- Supplementary material (sample files)
- List of related Web sites
- Offline, staff-led extension activities
- Reproducible certificates of completion for participants

## F. **BGCA EXPECTATIONS OF CURRICULUM CHARACTERISTICS**

The following characteristics reflect the expectations of BGCA with regards to curriculum developed and are included as a resource for applicants in writing proposals.

- Engage members in relevant, fun and timely learning experiences that increase awareness of the subject matter.
- Encourage members to take personal responsibility for their actions and engage in community level problem-solving strategies that develop positive outcomes.
- Focus on developing skills and abilities in members and provide opportunity for them to apply these to real-life situations.
- Introduce members to experts in computer programming or related fields who can provide career information and exploration opportunities.
- Provide sufficient support materials and information for Club staff to facilitate the curriculum with youth. This includes print, video and online technology.
- Average 45 minutes per lesson for group curriculum and 45 minutes per optional extension activity.
- Require minimal preparation time for the staff member. Approximately 10-15 minutes per lesson is appropriate.
- Require no-cost or low-cost materials or resources to implement most of the curriculum.
- Include evaluation materials that Club Staff can use to measure the intended outcomes of the curriculum.
- It is expected that the curriculum could be completed in eight weeks -- though individual Club programs may vary.

## G. **BGCA QUALITY STANDARDS CONTENT REVIEW**

- Subject matter is research-based.
- Content is current.
- Content is accurate.
- Presentation of content, including scope and sequence, is developmentally appropriate for the target audience and designed to support multiple learning styles.
- Curriculum includes guidance for members to explore career options.
- Safety issues are addressed — especially Internet safety considerations.

**H. POSITIVE YOUTH DEVELOPMENT OUTCOMES**

- Objectives are clearly stated for each lesson and optional extension activity.
- Lessons provide for inquiry-based learning.
- Curriculum design demonstrates efforts to reach multiple learning modalities.
- The curriculum offers a variety of ways in which to promote and enhance the development of members by instilling a sense of competence, usefulness, belonging and influence.

**I. PRODUCT DESIGN QUALITY STANDARDS**

- Initial design comps must be submitted to Creative Services for review before beginning production.
- Meets BGCA graphic design standards for print and non-print media. Please reference the following for questions: <http://marketing.bgca.org/>.
- Meet BGCA editorial guidelines (reference materials provided with award).
- Meet the BGCA web development standards.
- All uses of graphics, video, photographs, illustrations, or other media assets will be released to BGCA and granted copyrights.

**J. INCLUSIVITY/DIVERSITY QUALITY STANDARDS**

- The curriculum is inclusive and relevant — materials appear to be inclusive and relevant to multiple groups based on race, ethnicity, gender, class and other differences.
- The curriculum reflects fairness and respect to others similarities and differences.
- The curriculum encourages thinking and learning about the subject matter from multiple and diverse perspectives in a safe and caring learning environment.

**K. EVALUATION/PILOT TEST QUALITY STANDARDS**

- Quality design conducted during curriculum development
- Quality evaluation tools
- Appropriate and sufficient sampling approach
- Feasibility: Procedures are practical and cost effective
- Qualitative and/or quantitative analyses described appropriately and accurately (replicable)

**L. MINIMUM REPORTING STANDARDS**

The report clearly describes the pilot test

- Setting;
- Sample;



- Procedures, including curriculum implementation and pilot study methods;
- Findings and revisions implemented as a result of the pilot testing.

**M. ASSESSMENT**

- The assessment was complete and fair in its examination and documentation of the strengths and weaknesses of the curriculum.
- Incorporation of feedback from the pilot.
- The report clearly and accurately describes how the pilot test findings were used to improve the curriculum.
- Outcome Evaluation Standards.
- Evaluation to be implemented *during conditional acceptance*.
- Evidence of impact – clearly and accurately describes how the curriculum achieved the learning objectives.

**N. PRODUCTS/DELIVERABLES**

The curriculum developed must include a guide for staff members to facilitate group learning including:

- Professional editorial services are required.
- All files and associated materials must be submitted electronically.
- All related Guide files, both draft and final copies must be submitted electronically in unformatted straight text (MSWord) unless otherwise agreed upon in writing by BGCA and the contractor. This is in addition to the formatted final copy of the files. This may include, but is not limited to, the following:
  - Materials list
  - Detailed project instructions
  - Step-by-step activity sheets and youth project instructions
  - Brief summary of corresponding youth content
  - Expected outcomes of the session
  - Supplementary material (sample files)
  - List of related web sites
  - Reproducible certificates of completion for participants
- Offline, staff-led extension activities (sample files for youth experiment and fix).
- six interactive or video modules each 2-4 minutes in length, not including standardized introductions or closures, YouTube style, which reinforce key concepts of the curriculum and meet ALL BGCA standards (appendices).

- A web page, designed to include the facilitator's guide and video resources that enhance and expand the curriculum. This must meet ALL standards; Editorial, Marketing, Web Development and myclubmylife.com Content Development Standards (to include code review at designated times) per BGCA policy. (see appendices)

**O. EXPECTED OUTCOMES OF CURRICULUM**

- Internet security and parental permission are top priorities.
- Facilitate feelings of belonging, support and membership among members.
- Accommodate and show respect for diverse learning styles, cultural preferences, multiple perspectives and contexts.
- Encourage members recording of observations, ideas, and reflections to promote the experiential model, information and media literacy, and demonstration of member mastery.
- Encourage member creativity, innovation and performance.
- Facilitate effective online communication and interaction.
- Promote interaction and collaboration.

**P. BUDGET INFORMATION**

- Applicants must submit a budget form and budget narrative that corresponds with the scope of the proposal.

**Q. TIMELINE AND PROCESS**

- Full proposals are due by noon, August 28, 2009. Assume notification by September 18, 2009.
- Proposals will be considered by BGCA professionals representing areas such as: youth development, curriculum, content, technology, diversity, volunteerism, and graphic design.
- Proposals must meet minimum technical requirements and all proposals submitted will be reviewed for adherence to technical specifications and design compatibility.

FOR FURTHER INFORMATION: Applicants and other interested parties are encouraged to direct questions to:

Cindy Rondeau, Director MIRACLES, Project Manager, BGCA National Headquarters/E-mail: [crondeau@bgca.org](mailto:crondeau@bgca.org), (404) 487-5624 fax (404) 487-5786.



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SECTION R: APPENDICES

- a. Project Timeline
- b. BGCA Web Development Application Standards
- c. Myclubmylife.com Content Development Guidelines
- d. Terms and Conditions
- e. Format for Proposal Submissions

**PROJECTED TIMELINE**  
Introduction to Computer Programming

Aug. 7, 2009	1. Request for proposals sent to potential contractors
Aug. 28, 2009	2. Proposals due from potential contractors
Sept. 18, 2009	3. Contract curriculum developer chosen
Oct. 2, 2009	4. Contract finalized
Oct. 2-29, 2009	5. Contractor conducts research, including interviews with BGCA and Club staff 6. Collects data 7. Writes full outline of program, activities, projects and 6 video or interactive modules. BGCA provides contractor with sample video or interactive module format/style.
Oct. 30, 2009	8. Contractor presents BGCA with full outline of program including: a. A summary of all written content including facilitator guide for each session b. Corresponding outlines for 6 videos or interactive modules. (see appendices format info)
Nov. 2-6, 2009	9. BGCA reviews submissions and develops feedback.
Nov. 9, 2009	10. BGCA provides contractor with feedback on all submissions.
Nov. 9 – Dec. 17, 2009	11. Contractor begins to write first full version of program including facilitator's guide with detailed, step-by-step instructions for each session. 12. Contractor begins production of initial introductory video or interactive module. (see appendices format info)
Dec. 18, 2009	13. Contractor submits to BGCA first full version of program; All content text submitted for review in unformatted MS Word; 14. Contractor submits to BGCA initial video or interactive module for content check. (see appendices format info)
Dec. 21, 2009 – Jan. 15, 2010	15. BGCA reviews submissions and develops feedback.
Jan. 18, 2010	16. BGCA provides contractor with feedback on all submissions, both written and interactive.
Jan. 18, 2010 – Feb. 12, 2010	17. Contractor revises facilitator's guides and other written content incorporating BGCA feedback. 18. Contractor revises video or interactive module, incorporating BGCA feedback.

Feb. 13, 2010	<p>19. Contractor resubmits revisions of facilitator's guides and other written content incorporating feedback to BGCA</p> <p>20. Contractor resubmits revisions of initial video or interactive module incorporating approved logos to BGAC Creative Services and Project Manager for approval.</p>
Feb. 15 -19, 2010	<p>21. Initial video or interactive module undergoes initial code review by BGCA</p> <p>22. BGCA reviews submissions for approval to move forward and develop written materials for field test.</p>
Feb. 22, 2010	<p>23. Production of videos or interactive modules 2-6 begin after initial interactive or video submission passes initial code review.</p> <p>24. BGCA notifies contractor of submission review results</p>
Feb. 22 – Mar. 5, 2010	25. Contractor completes development of field test version and submits to BGCA for review.
Mar. 8 – 12, 2010	26. BGCA reviews field test materials for distribution to Clubs.
Mar. 15, 2010	<p>27. Field-test versions of the program (no video or interactive modules) posted for field-test sites.</p> <p>a. Facilitator instructions as PDFs with materials for field test</p>
Mar. 15-19, 2010	<p>28. STAFF Field-Test 1: Staff pilot site introduction and training via webinar and phone conference. Contractor to facilitate calls with BGCA providing conference call/ webinar set up.</p> <p>a. Held in same week ( 1<sup>st</sup> week)</p> <p>i. Introduction Day 1</p> <p>1. 2 sessions: AM/PM 1 hour each (repeat)</p> <p>ii. Technology Prep for Lessons</p> <p>1. 2 sessions: AM/PM 1 hour each (repeat)</p> <p>29. Contractor provides written summary of information discussed in calls in MS WORD to BGCA</p> <p>30. Contractor submits to BGCA initial design of webpage to house facilitators guide and video or interactive lessons for approval.</p>
Mar. 22 – 26, 2010	<p>31. STAFF Field-Test 2: Staff pilot site introduction and training via webinar and phone conference. Contractor to facilitate calls with BGCA providing conference call/ webinar set up.</p> <p>a. Held in same week ( 2<sup>nd</sup> week)</p> <p>i. Curriculum Preview Lessons 1-2 Day 1</p>

	<ul style="list-style-type: none"> <li>1. 2 sessions: AM/PM 1 hour each (repeat)</li> <li>ii. Curriculum Preview Lessons 3-4 Day 2 <ul style="list-style-type: none"> <li>1. 2 sessions: AM/PM</li> <li>2. 1 hour each (repeat)</li> </ul> </li> <li>32. Contractor provides written summary of information discussed in calls in MS WORD to BGCA.</li> <li>33. BGCA provides feedback/approval for initial design of webpage.</li> </ul>
Mar. 29 – Apr. 2, 2010	34. Clubs ready for field-test with youth
Apr. 2, 2010	<ul style="list-style-type: none"> <li>35. Production of videos or interactive modules 2-4 concludes.</li> <li>36. Contractor submits video or interactive modules 2-4 for mid-code review.</li> </ul>
Apr. 5 – 9, 2010	37. Field Test Clubs: Week 1: Lessons 1 & 2 CLUB field-test for sites: Clubs reporting results directly to contractor and BGCA via BGCA online communities.
Apr. 9, 2010	<ul style="list-style-type: none"> <li>38. BGCA notifies contractor of code review results.</li> <li>39. Production of interactive/video modules 5-6 begins.</li> </ul>
Apr. 12-15, 2010	<ul style="list-style-type: none"> <li>40. Field Test Clubs: Week 2: Lessons 3 &amp; 4 CLUB field-test for sites: Clubs reporting results of testing directly to contractor and Project Manger during this time.</li> <li>41. Production of videos or interactive modules 5-6 continues.</li> </ul>
Apr. 16, 2010	<ul style="list-style-type: none"> <li>42. Week 1 and 2 conference call feedback with Clubs and Contractor takes place. Contractor to facilitate calls with BGCA providing conference call set up. <ul style="list-style-type: none"> <li>a. Held in same week <ul style="list-style-type: none"> <li>1. 1 Day/2 sessions: AM/PM 1 hour each (repeat)</li> </ul> </li> </ul> </li> </ul>
Apr. 19 -23, 2010	<ul style="list-style-type: none"> <li>43. Field Test Clubs: Week 3: Lessons 5 &amp; 6</li> <li>44. CLUB field-test for sites: Clubs reporting results directly to contractor and BGCA via BGCA online communities.</li> <li>45. Field testing of lessons concludes</li> <li>46. Production of videos or interactive modules 5-6 concludes.</li> <li>47. Video/interactive lessons posted to BGCA online communities for Staff review following week.</li> </ul>

Apr. 26-30, 2010	<p>48. Field Test Clubs: Week 4: Interactive/Video Club review of interactive/video lessons: Clubs reporting results directly to contractor and BGCA via BGCA online communities.</p> <p>49. Contractor submits webpage for mid review.</p>
May 5, 2010	<p>50. Week 3 and 4 conference call feedback with Clubs and Contractor takes place. Contractor to facilitate calls with BGCA providing conference call set up.</p> <p style="padding-left: 40px;">a. Held in same week</p> <p style="padding-left: 80px;">1. 1 Day/2 sessions: AM/PM 1 hour each (repeat)</p> <p>51. Immediately after each call, Contractor provides written summary of information discussed in calls in MS WORD to BGCA Project Manager for dissemination to Local Clubs.</p>
May 10, 2010	<p>52. BGCA and contractor review final field-test site feedback for written and interactive content and agree on suggested revisions.</p> <p>53. BGCA provides feedback/approval for mid review web page.</p>
May 17, 2010	<p>54. Final program with all feedback from field-test sites incorporated, due to BGCA for review: Deliverables: CD-ROM, unformatted Word version of facilitator's guide.</p> <p>55. Contractor to perform all final editing according to BGCA style.</p> <p>56. Contractor submits to BGCA for approval samples style format/layout of facilitators guide.</p>
May, 20, 2010	<p>57. BGCA selects final style for facilitators guide.</p>
May 18 – 21, 2010	<p>58. BGCA reviews text submissions</p> <p>59. Contractor submits design of webpage which houses facilitators guide and video or interactive modules to BGCA for review.</p>
May 24-28, 2010	<p>60. BGCA reviews submission for design, functionality and code review and makes recommendations to contractor for changes or approves.</p> <p>61. BGCA final reviews of video or interactive modules 5-6 .Production of videos/interactive modules complete.</p> <p>62. Contractor begins layouts/format of facilitator guide and supporting materials incorporating changes from BGCA.</p>
Jun. 7, 2010	<p>63. Contractor submits final layout of facilitators guide and video or interactive content for approval.</p>
Jun. 18, 2010	<p>64. BGCA submits final feedback, including edits in text to contractor.</p> <p>65. BGCA submits all final video or interactive modules with feedback to contractor.</p>

Jun. 21-29, 2010	66. Contractor makes any changes as necessary to final version of program, placed in webpage and fully functional with video or interactive modules with BGCA feedback incorporated
Jun. 30, 2010	67. Contractor submits final version of program, placed in webpage and fully functional with video or interactive modules with BGCA feedback incorporated. 68. Contractor submits all files to BGCA.
Jul. 6 – 8, 2010	69. BGCA conducts overall final review.
Jul. 9, 2010	70. BGCA MCML team receives product for posting.
Jul. 16	71. BGCA posts program on MyClubMyLife(BGCA Web site for youth)
Jul. 19, 2010	72. Program is announced on bgca.net and thru e-blast.





**BOYS & GIRLS CLUBS  
OF AMERICA**

## **Web Application Development Standards**

**Version: 6.4**

Thursday, November 13, 2008

### **Boys & Girls Clubs of America**

National Headquarters

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James Hilton: 404-487-5925

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### CONFIDENTIALITY NOTICE

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## DOCUMENT CHANGE HISTORY

Date	Author	Version	Change Reference
September 08, 2003	Kris Cargile	1	Draft created
October 21, 2002	Kris Cargile	2	Added this section. Updated to reflect new BGCA style guidelines.
November, 06 2003	Kris Cargile	3	Style changes to cover page and confidentiality notice.
January 29, 2004	Kris Cargile	4	Minor content revisions.
September 21, 2006	Mark Ellingson	5	Draft created
October 4, 2006	Mark Ellingson	5	Made minor edits.
July 31, 2007	James Hilton	6	Updated links, minor changes, Framework specification change to 2.0, and all items that relate to the 2.0 framework and Visual Studio 2005.
August 30, 2007	Lew Miller	6.1	Minor header and footer revisions
January 31, 2008	James Hilton	6.2	Added three items to the development guidelines
May 8, 2008	James Hilton	6.3	Added items to the "Current Systems and Supported Technologies" section and removed NUnit reference from the "General Development Requirements".
November 13, 2008	James Hilton	6.4	Updated 5.1.4 Client Configuration

## 1.0 INTRODUCTION

The purpose of this document is to ensure that software developers, both internal and external, are aware of and able to meet the requirements for website and web application development established by Boys & Girls Clubs of America's (BGCA) Information Technology department (IT).

These standards align with several missions of IT:

- Ensure a consistent and positive experience for software end-users.
- Create an environment of tightly integrated, high-performance, scaleable, and extensible software and hardware systems.
- Facilitate rapid development and support response by using a consistent, standards-based life-cycle.
- Ensure quality by using proven, industry standard best practices.

To aid developers in complying with these guidelines, sample code and extended detail is referenced throughout this document. In addition several boilerplate code templates, scripts, software components, and documentation templates are available to developers. These are linked throughout the document where relevant.

Please direct any questions or comments regarding this document to any of the following people:

Mark Ellingson: 404-487-5835

James Hilton: 404-487-5925

Dan Casner: 404-487-5810

## 2.0 INTENDED AUDIENCE

This document is intended for use by software developers – both internal and external – who are developing web software for BGCA. Project managers, support professionals, and other technical persons may also find this information useful when designing, recommending, or supporting such systems.

## 3.0 SCOPE

The requirements in this document apply to all websites or web applications developed for installation on BGCA systems. This includes all Internet, intranet, extranet, or other public- or private-facing applications. Applications hosted on external systems may or may not be bound by these standards – in these cases applicability will be judged individually by IT.

Because of the progressive nature of computer technology, evolving industry standards, and continued refinement of best-practices, this a constantly evolving document. Every effort will be made to reflect changes to BGCA requirements and/or standards in this document as (or before) they occur. However, as this may not always be feasible, it is the responsibility of the developer to validate the timeliness of this information.

Consequently, it is recommended that you obtain the most recent version of this document before beginning or bidding on any new project.

## 4.0 THE BGCA DEVELOPMENT LIFECYCLE

BGCA's development lifecycle is based largely on the Microsoft Solutions Framework (MSF) methodology. For more information on the MSF methodology, visit the Microsoft Solutions Framework Website at <http://www.microsoft.com/msf/>.

## 5.0 THE BGCA SYSTEMS ENVIRONMENT

### 5.1 Current Systems and Supported Technologies

If a specific language or technology is *not* listed below, assume that it is not supported by BGCA until you are able to confirm otherwise with IT.

#### 5.1.1 Minimum Configuration for All Web Servers

The following is the minimum configuration for all BGCA web servers. If your application will be hosted on an isolated machine(s), its configuration may differ slightly:

- ASP.Net
- .Net Framework v1.1.4322
- .Net Framework v2.0.50727
- .Net Framework v3.0 SP1
- .Net Framework v3.5
- ASP 3.0
- COM+
- IIS 5.0
- MSMQ
- Microsoft Windows 2003 Server
- ODBC
- SMTP
- VB6 SP5
- VBScript 5.5
- ASP.NET 2.0 AJAX Extensions v1.0.61025
- MSEL 2.0
- MSEL 3.x

Additionally, the following COM automation servers are available on all web servers:

- ActiveX Data Objects (ADO) v2.7
- ASP intrinsic objects
- BGCARegistry v1.0
- Collaboration Data Objects (CDONTS)
- MSXML 4 SP2
- Windows Management Interface (WMI, on a limited basis).

Please note that remote debugging is not enabled on *any* BGCA production web server.

### 5.1.2 Youthnet Servers

The current configuration of Youthnet is also generally the same as above, with the following exceptions (please note that this configuration is *highly* susceptible to change):

- BGCAMacSniffer v1.0 (ActiveX control – pushed to client)
- BGCAMacValidator v1.0 (not available for automation)
- Microsoft Front Page Server Extensions 2002
- Microsoft Content Management Server 2002 SP1A

Please note that Youthnet servers exist on their own domain, and are accessible only via a secure VPN connection.

### 5.1.3 Data Environment

BGCA's enterprise data architecture currently consists of the following:

- Microsoft SQL Server 2000 SP3,
- Microsoft Windows 2003 Server
- SQL Reporting Services

See the Data Access Requirements below for more information on BGCA's database configuration and availability.

### 5.1.4 Client Configuration

The extent of browser compatibility that your application must implement will depend largely on the audience that you must target, and will be specified in the project's requirement document. For example, public facing websites may need to target older browsers or exclude functionality specific to a vendor's browser implementation.

That said, all websites developed for BGCA *must* be accessible and fully-functional to BGCA staff. Specific specifications of the current BGCA browsing environment are as follows:

- Microsoft Internet Explorer 6.0 (IBM-PC and Apple Macintosh),
- Netscape Navigator 7.0 (IBM-PC and Apple Macintosh),
- FireFox 3.0,
- Maximum screen resolution of 1024px X 768px,
- 32 bit maximum color depth,
- Cookies are enabled,
- JavaScript is enabled,
- Applications must successfully execute under medium security settings.

Additionally, the following plug-ins are installed on every BGCA client machine:

- Adobe Acrobat Reader v7.0,
- Macromedia Flash v6.0,
- Seagate Crystal Reports Viewer v9.0,
- Windows Media Player v10.0.

BGCA users do not have administrative rights on their machines. This means that they are not able to install software, including plug-ins. Don't assume that a user will be able to download and install a newer version of any plug-in software listed above – IT will not upgrade software to remedy incompatibilities introduced by your application.

Please note that these specifications are *highly* susceptible to change; check with IT before beginning any development project. Likewise, this is only an overview of the typical BGCA browsing environment; the remainder of this document covers specific development requirements, best practices, etc.

## 5.2 Current Network Architecture

BGCA maintains a data center at its National Headquarters in Atlanta, GA. A majority of BGCA-owned websites are hosted at this location. Architecture varies widely from application to application; IT will provide architectural details relevant to your project before you begin development.

## 5.3 Application Deployment

No applications may be deployed into a production environment by a contract developer (unless this is the specific nature of the contract). Additionally, code that has not been formally tested in a staging or development environment, passed a formal user acceptance review, and passed IT QA review will not be deployed into a production environment. NO EXCEPTIONS will be made to this policy.

## 5.4 System Access for Outside Developers

Generally, FTP and/or remote access to BGCA systems is not provided to outside developers; however, this policy may vary depending on your specific project. In-building access to some systems for the purposes of testing, user-acceptance, code reviews, product certification, etc. will be granted on an as-needed basis.

Because this policy implies that outside developers maintain their own build environment for BGCA content, BGCA asks that privacy of this content be maintained by:

- not exposing development content to the Internet community at large, whether intentional or unintentional, and,
- protecting development content that is stored on an Internet facing server from indexing by implementing strong security measures and/or a robots.txt file.

Milestone deliverables can be delivered by uploading the files into our SourceGear server or delivered via email (an IBM-PC formatted CD-ROM is acceptable if email delivery is not feasible). Two soft-copies of the final project deliverables must be provided to IT on an IBM-PC formatted CD-ROM before final payment will be released (please see the project's requirements document for specific deliverables.)



## 6.0 STYLE AND BRANDING GUIDELINES

Style and branding guidelines are maintained and enforced by BGCA's Marketing department. In addition, brand-compliant stylesheets may be available for incorporation into you application. Please visit <http://marketing.bgca.org> for more information.

## 7.0 STANDARDS CONFORMANCE

BGCA makes every effort to maintain conformance to the following, industry accepted standards. All custom-developed web software must conform to – at a minimum – the following standards:

- [W3C HTML 4.01 Specification](#),
- [W3C CSS2 Specification](#) (if stylesheets are used),
- JavaScript 1.1 (if client-side scripting is used),
- [W3C XML 1.1 Specification](#) (if XML is used).
- [XHTML™ 1.0: The Extensible HyperText Markup Language](#)

Optionally, you may also be asked to maintain compliance with the following standards for accessibility:

- [W3C WCAG 1.0 Specification](#).

## 8.0 GENERAL DEVELOPMENT REQUIREMENTS

In addition to stylistic content requirements imposed by BGCA's Marketing Department guidelines, all websites developed for BGCA must also adhere to the following general guidelines:

1. The use of code generation tools, such as CodeSmith and .netTiers, are not permitted without express written permission.
2. The project type for web development, excluding Web Services, must be a Web Application and not a Web Site in order to keep access to the designer file (.designer) for each page.
3. All pages must reference – at a minimum – the [W3C HTML 4.01 DTD](#). Use of the [W3C XHTML 1.0 Transitional DTD](#) is preferred. If you are using the XHTML DTD, the document must be valid (for more information on developing valid documents using XHTML, see the [W3C XHTML 1.0 Specification](#).)
4. In general, you can safely follow the standards maintained by Microsoft in the [Design Guidelines for Class Library Developers](#) section of the [.NET Framework General Reference](#). In the event of a conflict with the guidelines this document, follow the guidelines outlined here.

5. Prefixed private fields with the underscore character. For example:  
`int _someValue`
6. Create proxy types that represent a shallow copy of large business objects when those objects are instantiated frequently and cannot be cached, or when those objects are list-bound.
7. Use the `using` construct to garbage collect resource intensive objects.
8. Use meaningful variable names. DO NOT ABBREVIATE!
9. Use Pascal case for constants. For example, `MyConstant`.
10. Variables are camel cased. For example, `myVar1`, `dbCn`.
11. Function names must be in Pascal case. For example, `MyFunction()` or `FormatOutput()`.
12. Do not omit the private scope declaration.
13. Use tab indents, not spaces.
14. One class one file excluding sub classes and partial classes.
15. Class files must be stored in directories to match the namespace.
16. Opening curly brace must appear on the line following a construct in all cases, including classes and methods.
17. Use curly braces even when a statement is only one line.
18. The Boys & Girls Clubs of America-sanctioned GPL header must appear at the top of every source file. See [Appendix B: Prolog Template](#) below for more details.
19. Namespaces must always start with `BGCA`.
20. Do not use the `try` construct to make logic decisions.
21. Avoid magic numbers – use a constant or enumeration instead.
22. *Always* document your source-code (i.e. by using comments.). See [Documentation Requirements](#) below for more details.
23. Use a meaningful and descriptive filenames.
24. Filenames must Pascal case. For example: `Default.aspx`,  
`OrderDetails.cs`.
25. Use lowercase for file extensions.

26. Target users on up-level browsers connected via 56Kbps dial-up. Compatibility must be verified for up-level versions of Microsoft Internet Explorer, Netscape Navigator; and optionally, Microsoft Pocket Internet Explorer (WinCE), Opera, and Apple Safari (as determined by the project's requirements.) See the Client Configuration section of this document for compatibility requirements specific to BGCA users.
  27. All pages must include a meaningful title within the `<title>` HTML tag, include meaningful `meta` keywords, and include a reference to the character set used in the document (UTF-8 *highly* preferred).
  28. Use externally linked CSS, XSL or XSLT stylesheets. Never include style definitions inline or in the document's `head` section. Do not use deprecated HTML tags such as `<font>` or `<center>` (see the W3C HTML 4.01 Specification for information about deprecated HTML tags.)
  29. All websites must include a reference to the appropriate BGCA Privacy and/or Terms of Use Statement, must include appropriate copyright information, and must include appropriate content owner's contact information. This information will be provided to you by IT or by the business owner of the website.  
  
Additionally, each page must indicate the date that the document was last modified in the page footer (use the format MM/DD/YYYY).
- If you are working on an existing website, this information may already be available via an include file or external script. Check with the business owner or IT for availability.
30. Never access or link to network resources using UNC paths, server names, etc., or use any other code that might compromise security.
  31. Spell check all copy that will be displayed to the end-user.
  32. The use of client- or server-side image maps is strongly discouraged.
  33. If possible, avoid including culture-specific text in images. In some cases, it may be necessary to create localized versions of images (as determined by the project's requirements document.)
  34. The use of ActiveX controls is generally discouraged due to narrow browser compatibility, however, exceptions may be made on a project-by-project basis. Some BGCA websites make use of client-side ActiveX controls – if you are working on one of these sites, specific information regarding these controls and their use will be detailed in the project's requirements document.
  35. Large Flash applications must span multiple files. See item #2 above.
  36. Meaningful descriptions for all images must be included in the `img` tag's `alt` attribute. This allows users with disabilities to more easily navigate the site, and

- is a requirement under the W3C WCAG Guidelines referenced in the [Standards Conformance](#) section above.
37. The use of “Under Construction” or “Coming Soon” links is not permitted. If the target content doesn’t exist, don’t link to it.
  38. Do not locally host shared resources (e.g. globally available stylesheets, scripts, headers, footers, etc.)
  39. Contract developers may not display personal or employer information on any BGCA web page (e.g. “Page Created by XYZ Corp.”) Developer contact information, however, must be included in the prolog section of the source-code.
  40. Websites must be immune to cross-site scripting attacks. This includes data submitted via form POST, GET, etc. For more information, see [How To: Prevent Cross-Site Scripting in ASP.NET](#) .
  41. Java applets, beans, scriptlets, and servlets, are not permitted.
  42. You may be required to sign executables (e.g. ActiveX controls, DLLs, EXEs, etc.) that you create for distribution using a code signing certificate issued by a recognized root authority. Contact IT for more information regarding this policy.
  43. HTML frames are not permitted.
  44. The use of deprecated objects is not permitted.
  45. All code must build with no errors or warnings.
  46. All new applications that require database access require an application specific domain account.

## 9.0 CLIENT -SIDE SCRIPTING REQUIREMENTS

Most BGCA websites target a technically diverse, international audience. Consequently, care must be given to developing client-side scripts that are compatible with the widest range of web browsers and display devices.

1. All pages must externally link client-side scripts. Do not include client-side script inline or in the document’s <head> section.
2. JavaScript v1.1 is the preferred client-side scripting language.
3. Always include a type attribute in script declarations. For example:

```
<script language="JavaScript" type="text/JavaScript"  
src="MyScript.js"></script>
```

4. Implement basic script error-handling in JavaScript using `try-catch-finally` blocks. This prevents errors from being thrown to the browser, and allows the developer to take alternate action, if warranted.
5. Always protect inline script (i.e. calls to an externally-linked function) from non-compatible browsers using HTML and script comments. For example:

```
<script language="JavaScript" type="text/JavaScript">
  <!--

      try
      {
          // useful comments here
          MyFunction();
      }
      catch
      {
          // some error handling
      }

  //-->
</script>
```

6. Avoid using JavaScript as the target of an `href`, as this breaks compatibility with accessibility standards (e.g. WCAG). Instead, use DOM events and event handlers to execute client-side scripts where possible.
7. Explicitly declare all variables.
8. Client-side VBScript is not widely supported and is therefore not permitted. There are very limited exceptions to this requirement (e.g. HTAs, some CMS development). Such an exception will be defined in the requirements document for the project – check with IT if there is any uncertainty.

## 9.1 AJAX Libraries

BGCA implements the following AJAX libraries in Web Applications:

- Microsoft AJAX
- jQuery

Use of these JavaScript libraries must follow JavaScript coding standards outlined above. Both AJAX libraries mentioned above are abstraction API's for the JavaScript programming language. Choosing which library to work with depends on the nature of the Web Application project.

The Microsoft AJAX library is developed and supported by Microsoft. The jQuery AJAX library, <http://www.jquery.com>, is an open source JavaScript library supported by the development community.

#### **Note**

*As of this writing, Microsoft plans to bundle jQuery and the ASP.Net 3.5 Model View Controller framework.*

Both jQuery and the Microsoft AJAX libraries are capable of using ASP.Net AJAX Web Services. Only ASP.Net AJAX Web Services are permitted in BGCA Web Applications. ASP.Net Web Services allow for JavaScript Object Notation (JSON) representations of data to be transferred to and from Web clients via AJAX calls.

The two AJAX libraries should be used exclusive of each other. Both have similar syntax and possibly identically named functions that could lead to conflict. The selection of which library to use is dependent on the nature of the project.

The Microsoft AJAX library is designed to wire up client controls on the server side. jQuery provides a robust API to manipulate rendered HTML as well as make out of band HTTP requests (AJAX) for data.

## **10.0 Web DEVELOPMENT REQUIREMENTS**

All server-side script must be authored in ASP.NET, using C# on the .Net 2.0 framework. Other server-side technologies – Java, PHP, Perl, etc. – are not permitted.

Development of ASP.NET applications must align with industry best practices:

1. Do not use in-line ASP.NET script. All application code must be in a code-behind or code-beside file.
2. Do not use in-process ASP.NET session state. Instead, use POST, GET, cookies, or a SQL database.
3. The use of ASP.NET application variables is strongly discouraged. If you must use application variables, do not use them to store complex data types.
4. Always implement error handling in every ASPX code page. Errors raised must be logged by the logging concern and trapped by the Exception Handling Application Block. ASPX pages must fail gracefully, and not display error messages containing sensitive information to the end user.
5. Do not use include files. Instead, use ASP.NET user controls.
6. Do not create web controls that span single HTML or XHTML elements. All ASPX, ASCX, or HTML pages must be valid in their own right.
7. Do not encode scripts, HTML, JavaScript, etc.

8. Never pass HttpContext into an external assembly. Likewise, do not reference System.Web from within such a component (the obvious exception here is a control library).
9. All data submitted by a HTML form must be validated prior to submission to a database, addition to a message queue, sending via email, etc.

## 11.0 DATA ACCESS REQUIREMENTS

Abstraction of an application's data layer from presentation and business logic is best practice, and is required for Boys & Girls Clubs of America web application development. This architecture allows the team to design a solution that operates independently of the underlying data store.

To facilitate this requirement, Boys & Girls Clubs of America uses the MSEL Data Access Application Block (DAAB) as its data provider. For more information on the Enterprise Library, visit [MSDN](#).

Releases of Microsoft Enterprise Library Application Blocks employed prior to June 2005, may expose security and memory leaks. It is recommended that all developers and vendors using MSEL application blocks use the latest release of MSEL, which can be found [here](#) .

## 11.1 LINQ to SQL

LINQ to SQL allows you to generate object classes that represent your application data. You can use the LINQ programming language to write in-line queries to read and write data. The LINQ generated objects provide the ability to create, read, update, and delete data (CRUD). You can write in-line LINQ queries to read data and use the generated methods for performing CRUD operations.

In BGCA application development the use of in-line LINQ queries and auto-generated CRUD methods are forbidden. When you generate LINQ classes using the Object Relational Designer in Visual Studio 2008 or with an automated method such as SQL Metal, a class is generated for each database object (tables, views, stored procedures, user defined functions etc.).

CRUD functionality for table entities must be overridden with a stored procedure that adheres to BGCA database development standards. Specifying CRUD functionality with a stored procedure allows greater flexibility in maintenance and allows explicit control of database operations.

It is permissible to use wrapper classes for user defined functions (UDFs) and stored procedures. The methods for these database objects allow for simple and direct execution of functional database objects.

## 11.1 RDBMS

Microsoft SQL Server is the target development platform.

Always observe the following requirements when accessing an RDBMS from an application:

1. Database access must be handled via the MSEL.
2. Database connection strings will be stored in the MSEL DAAB configuration file, and must be encrypted.
3. Under no circumstances must SQL strings be built dynamically or embedded. Implement SQL statements as stored procedures, views, triggers, etc.
4. Always validate variable data that will be passed to a stored procedure or appended to a SQL statement.
5. Any database operation that modifies data (inserts, updates, deletes, etc.) must be transactional.
6. Use IDataReader whenever possible. Avoid the use of DataSets.
7. Always script any additions or modifications to the database schema or seed data, and check the scripts into the appropriate section (organized by platform) in



source control. SQL scripts must contain the same prolog and license information as any other source file.

8. Always enforce referential integrity between database entities.
9. Do not send email from an RDBMS.

## 11.2 XML

If your application will consume or produce XML markup or documents, observe the following requirements:

1. All XML must be well-formed.
2. It is recommended that you provide an XSD schema for any custom XML lexicon. Any XML document referencing an XML schema must be valid.
3. Do not use XML to persist data that changes frequently.
4. If your application will render XML at the top-tier, implement an externally linked XML data island and style accordingly using an external XSL style-sheet or XSLT transform.

## 12.0 DOCUMENTATION REQUIREMENTS

BGCA requires several pieces of documentation for all custom-developed websites and web applications. These documents aid BGCA in ongoing application maintenance, QA, training end-users, etc. The extent to which you will have to develop documentation depends largely on the scope and nature of the software that you are developing. Please direct any questions or concerns regarding documentation requirements to IT.

### 12.1 General Documentation Requirements for Websites

At a minimum, all websites must include the documentation listed below. While not required, a copy of the original requirements specification may also prove useful to other developers, engineers, etc., and must also be included with your distribution when possible.

#### 12.1.1 Source-code Commenting

All source code – including markup, scripts, styles, compiled code, etc. – must be commented such that an unfamiliar, experienced developer can debug or modify the application with minimal research effort.

You **MUST** fully document all compiled code (i.e. class files) using XmlDoc comments. Boys & Girls Clubs of America uses NDoc to generate API documentation that will be made available online.

#### 12.1.2 Implementation Instructions

Implementation instructions must be provided for any website that will be hosted internally at BGCA. This documentation must be detailed enough that an engineer unfamiliar with the application can install and deploy it without the assistance of the developer.

A readme file is sufficient for a simple, static. All other applications must provide comprehensive documentation. For example, include detailed instructions for:

- File deployment
- .Net Assembly reference instructions
- COM+ installation (If applicable and is discouraged)
- Registry settings (If applicable and is discouraged)
- Database connection settings
- Database permissions
- Special IIS configurations.

### 12.1.3 Error Reference

Unless your application is completely static, you must provide a comprehensive error reference that BGCA support personnel can use for debugging. This document must include the number and description for all errors that your application might raise. Additionally, include possible causes and suggested workarounds for any custom errors or known issues in your application.

### 12.1.4 End-User Manual

Applications must include a user manual written for the target audience of the application. Regardless of the technical ability of this group, this document must focus only on the use of the application in a daily business context; avoid in-depth technical detail, if possible.

As a general rule, a qualified user unfamiliar with the application must be able to use the software at an intermediate level with the assistance of the end-user documentation (ideally, applications will be intuitive enough that written documentation is not required by a qualified end-user.)

## **12.2 .Net Assembly Documentation**

The following types of documentation are required for any .Net assembly used in addition to the Web Project:

1. MUST fully document all compiled code (i.e. class files) using XmlDoc comments. Boys & Girls Clubs of America uses NDoc to generate API documentation that will be made available online.
2. Documentation of any custom exceptions handled in your application. At a minimum, you must provide detail on exception messages, source, and possible causes.

## **12.3 Database Documentation**

If your application requires its own database, you must provide documentation that details its architecture and any related security requirements. At a minimum, this documentation must include:

1. A (UML) ERD containing all entities, their attributes, attribute data types, all entity relationships, and definitions for each. If your database will access external data sources, this must also be reflected in your documentation. Microsoft Visio v10 is the preferred format.
2. Documentation of custom stored procedures, including their purpose, parameters, return types, and any related security requirements. Likewise, documentation for any custom triggers must also be provided.
3. A general description of any DTS packages, their dependencies, and any special security requirements.

4. Documentation of any SQL Agent scheduling requirements, including purpose, dependencies, and any special security needs.

## **APPENDIX A – BGCA SUPPORTED DATA SOURCES**

Currently, BGCA permits application-level access to the following data sources:

Microsoft SQL Server 2000

Programmatic access to the following data sources is permitted via LDAP on a project-by-project basis (contact IT for more information):

- Microsoft Exchange Server v7.0,
- Microsoft Windows Active Directory,
- Microsoft Windows WinNT provider (SAM).

(Note that data from these sources may become available via syndication at some time in the future.)

Microsoft Excel 2000 and Word 2000 are available for automation on a limited number of servers. Check with IT for specific availability to your application.

## APPENDIX B – Prolog Template

```
/******  
*      Project:          BGCA: <project name>  
*      Filename:        SomeFilename  
*      Author:          Your Name <youremail@yourdomain>  
*      Date Created:    File Create Date  
*****  
*      Change History:  
*****/
```

## Myclubmylife.com Content Development Standards

All content produced outside of the myclubmylife.com web designers and developers and content team should follow the guidelines set below.

### **Standard Presentation:**

Externally developed content will be embedded into the *MCML Special Features Template* by the myclubmylife.com web designer. The template allows content to be placed within the myclubmylife.com branding and navigation elements to ensure a consistent user experience. Please visit the following links to see examples of this template. The music player and Curriculum piece below are Flash objects in an html page which is then brought into the template via a Sharepoint page viewer webpart.

Embedded Flash Music Player

[http://www.myclubmylife.com/Culture/Pages/MCML\\_Music\\_Player.aspx](http://www.myclubmylife.com/Culture/Pages/MCML_Music_Player.aspx)

Embedded Computer Training Curriculum

[http://www.myclubmylife.com/Arts\\_Tech/Pages/Learn\\_and\\_Practice\\_Basic\\_Computer\\_Skills.aspx](http://www.myclubmylife.com/Arts_Tech/Pages/Learn_and_Practice_Basic_Computer_Skills.aspx)

### **Size:**

All materials, including HTML, Flash, Scratch, Javascript or other components must be no wider than 914 pixels total, to fit within the template content wrapper.

Rows, columns, content boxes and other layout components and elements should be laid out neatly and effectively within the 914 pixel wide screen real estate.

There is no height limit for embedded content

### **Support Files:**

No inline script or styles. All CSS and Javascript must link to external files.

Declare all CSS classes and do not use simple selectors or inheritance.

All classes, styles, variables and functions must begin with a consistent and unique identifier to eliminate the possibility of conflict with current and future code and script.

All video must be Flash video (.flv) with appropriate control mechanisms (play, stop, sound, etc.) videos must play without significant skipping or stuttering on a standard 1.5 megabit broadband connection.

### **File Structure:**

The main file(s) must be in a root level folder and single folder within within the root should hold all other support files including all images, Javascript and CSS, etc.

### **Nomenclature:**

Please take care to create unique names and attach an abbreviated identifier to ALL names to clarify the related items.

## TERMS & CONDITIONS

### EVALUATION

We may immediately deem non-responsive and disqualify any Contractor who:

- Fails to submit a proposal that complies with all the form and substance this RFP requires.
- Fails to validate the ability and capacity to meet the requirements this RFP specifies, including the technical competencies and resources it demands

Typically, we evaluate proposals using the following criteria:

- Demonstrates organization experience, competence, methodology and resources to perform specified work under the BGCA direction (25%)
- Seeks reasonable and competitive compensation requirement for work or services (25%)
- Demonstrates ability to meet project schedule under imposed and unforeseen constraints (25%)
- Demonstrates management expertise to oversee work in progress, work effectively with BGCA management, and accommodate ongoing change (25%)

In addition to those specific merits of a Contractor's proposal, we may also weigh:

- Past performance, financial stability, and employment practices
- Experience and credentials of the individuals the proposal commits (especially those we consider essential to competitive evaluation)
- Other factors that may become known before or during negotiation

We may require Contractors to make additional presentations that clarify, validate, or expand proposal information.



## **NEGOTIATION**

After reviewing and clarifying all proposals, we will begin negotiating with the contactor we most prefer. When we reach tentative agreement with a Contractor, we issue a detailed contract for appropriate review before final signing.

Should negotiation and contract review fail to achieve a mutually acceptable agreement, we may opt to negotiate -- in order of preference -- with other potentially acceptable contractors.

If we find no Contractor viable or no Contractor position acceptable, we void and withdraw this request.

## **CANCELLATION**

We may cancel this request at any time we deem doing so is in the best interest of the Boys & Girls Clubs of America.

## **GENERAL CONTRACT TERMS**

### ***Length, Cost Ceiling, and Compensation***

Our contract binds the awarded Contractor (and all parties the Contractor represents) to the performance, terms, and conditions it specifies.

We determine contract length, cost ceiling, and compensation milestones during specific negotiation with individual contractors.

We agree to compensate only work satisfactorily completed under contract terms and conditions.

We expect reasonable flexibility from the Contractor as work progresses to accommodate discovery of unanticipated circumstances and needs.

### ***Contractor and Sub-Contractor Relationship to BGCA***

The Boys & Girls Clubs of America regards all awarded Contractors as independent entities not in fact -- and not entitled to perform or represent themselves in any form or capacity as -- agents or employees of Boys & Girls Clubs of America.

Contractors will clearly identify any Sub-Contractors they use and be wholly and separately responsible for their conduct, performance, and compensation.

## **TERMINATION**

We may terminate any contract resulting from this request at our discretion and convenience by reasonable written notice.

We may terminate any such contract immediately by written notice when the Contractor or any of its representatives:

- Fails to satisfy contract terms and conditions
- Presents for any reason any other jeopardy to the Boys & Girls Clubs of America we deem similarly unacceptable

## **FORMAT FOR PROPOSAL SUBMISSION**

Submit your proposal in the following format (no exceptions).

### **A. EXECUTIVE SUMMARY**

- a. Briefly summarize:
  - i. Major work tasks and deliverables of the iterative process you recommend.
  - ii. Web development skills you will provide.
  - iii. Your resource and compensation requirements.

### **B. ORGANIZATION**

- a. Contractor and all Sub-Contractors
  - i. List each by current and all former legal corporate identities
- b. Principal Contractor Liaison to BGCA
  - i. Name
  - ii. Address
  - iii. Telephone Number
  - iv. Cell Phone Number
  - v. E-mail
  - vi. Fax Number

*This individual will represent all Contractor team members and all Sub-Contractors. BGCA does not deal directly with Sub-Contractors.*

### **C. CONTRACTOR (AND SUB-CONTRACTOR) PREVIOUS EXPERIENCE**

- a. For at least three similar projects Contractor has done and each Sub-Contractor has done, list:
  - i. Project Name
  - ii. Client (organization) Name
  - iii. Location
  - iv. Project Purpose
  - v. Work Performed
  - vi. Timetable
  - vii. Principal Client Contact:

- viii. Name
- ix. Title
- x. Telephone Number

*Also list similar information for current successor if original contact is no longer with the client organization.*

#### **D. CLIENT REACTION**

- a. Summarize Principal Client Contact post-completion observations of conduct and work performed.

#### **E. KEY PERSONNEL**

- a. For each proposed developer, list:
  - i. Name
  - ii. Project Responsibility
  - iii. Qualifications
- b. Describe in detail the development approach you recommend and can support (see paragraph 1, REQUIREMENTS):
  - i. Proposed Work Tasks / Deliverables
  - ii. Proposed Work Methods
  - iii. Resources Contractor Provides
  - iv. Project Resource Requirements from Boys & Girls Clubs of America

#### **F. PROPOSED COST**

- a. Detail Contractor/Subcontractor cost estimates by Proposed Work Task. List separately:
  - i. Consultation fees/hourly rate(s)
  - ii. Travel and incidental expenses
  - iii. Other costs related to your service

*Although you should project all costs directly associated with your service, we typically pay non-fee expenses to third parties (e.g., travel agency, hotel, postmaster, office supplier, printers, etc.).*

*We also typically use our own vendors, but may also elect to reimburse you for expressly approved items documented with receipts.*

## **G. FINANCIAL STATUS**

- a. Certify whether Contractor, any Sub-Contractor, or any entity in any way presently or previously associated with either has ever petitioned for bankruptcy or pursued any similar means of relief from creditors. If so, specify the circumstances and consequences in full detail.
- b. Certify whether any client has ever terminated Contractor or Sub-Contractor agreements for unsatisfactory work, unsatisfactory work progress, or unsatisfactory conduct. If so, fully explain the circumstances.
- c. Provide proof of financial strength and stability