

## **RFQ Q&A Addendum**

### **Request for Qualifications (RFQ): LED Web Accessibility and ADA Compliance Services**

This addendum provides official responses to questions submitted by potential proposers. Responses are based on the RFQ and its associated exhibits. LED's Web Properties Inventory is included for reference. All other terms and conditions of the RFQ remain unchanged.

**Q1.** The RFQ defines "Web Properties" as collectively referring to websites produced and maintained for LED, LED FastStart, Louisiana Entertainment, and Louisiana Innovation. Because the volume of content and the underlying CMS or codebase directly affect the level of effort required to audit and remediate accessibility issues, can LED provide as much existing detail as is currently available for each web property, including:

- Approximate number of pages and/or page templates
- Estimated volume of documents (PDFs, Word, Excel, PowerPoint)
- Presence of multimedia or interactive components
- The CMS, framework, or primary code language used for each property (see details in question 2)

Counts of pages and documents are necessary to determine overall audit coverage, remediation effort, and staffing assumptions.

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q2.** For each of the in-scope web properties (LED, LED FastStart, Louisiana Entertainment, and Louisiana Innovation), can LED identify the primary CMS, framework, or codebase currently in use, including:

- CMS platforms (for example, Drupal, WordPress, custom CMS, headless CMS)
- Front-end frameworks or libraries (if applicable)
- Whether pages are primarily template-driven, component-based, or individually authored?

Different CMSs and code architectures introduce known accessibility constraints and

remediation patterns, which directly affect audit sampling strategies and remediation complexity.

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

LED web properties operate across multiple platforms and vendor-managed systems. Specific CMS platforms and technical details vary by property and will be coordinated with the selected contractor following award.

**Q3.** Are there shared templates, themes, or component libraries used across multiple LED web properties that would allow accessibility findings and remediation to be addressed at a global or pattern level?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

LED web properties operate across multiple platforms and vendor-managed systems. Specific CMS platforms and technical details vary by property and will be coordinated with the selected contractor following award.

**Q4.** If shared components exist, are they:

- Centrally managed and deployable across properties, or
- Duplicated or forked per site or program?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The extent to which components, templates, themes, or libraries are centrally managed versus site-specific varies by web property and will be identified during the assessment phase and coordinated with the selected contractor following award.

**Q5.** Can LED provide a list of known third-party integrations used across the in-scope web properties, such as:

- Payment or transaction portals
- Event registration, meeting scheduling, or agenda management tools

- Forms, surveys, or workflow systems
- Mapping, data visualization, or analytics tools
- Embedded media platforms or streaming services?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q6.** For these third-party systems, what level of control does LED typically have:

- Full remediation and code-level control
- Configuration and content control only
- Limited or no remediation control beyond vendor escalation?

**A.** The level of control LED has over third-party systems varies by platform. In some cases, LED may have full remediation or code-level control; in others, control may be limited to configuration and content changes, or to vendor escalation where remediation authority resides with the third-party provider. Accessibility issues associated with such systems will be addressed to the extent feasible and in coordination with the selected contractor, consistent with system constraints.

**Q7.** Do any of the in-scope web properties include:

- Authenticated or role-based content
- Internal or staff-only portals?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference. In-scope web properties may include authenticated or role-based content.

**Q8.** If any of the web properties include authenticated/role based content or internal/staff only portals, will test credentials or non-production environments be available to support accessibility testing and remediation validation?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across

LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference. Test environments will be available to support testing and validation.

**Q9.** The RFQ includes both accessibility assessment and remediation activities across web content, documents, and multimedia. Can LED clarify whether the selected vendor is expected to perform hands-on remediation directly within the CMS and/or codebase, or whether remediation will primarily be implemented by LED staff with the vendor providing guidance, verification, and oversight?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q10.** If remediation responsibilities are expected to be shared between the vendor and LED staff, can LED clarify:

- Which types of remediation work are expected to be vendor-performed versus LED-performed, and
- Whether this division of responsibility may vary based on CMS, codebase, content type (web pages vs. documents), or specific web property?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q11.** If full remediation of all identified accessibility issues is not feasible within the initial remediation window, does LED expect proposers to define a phased remediation approach, including prioritization rationale aligned with DOJ Title II and PPM 74 requirements?

**A.** If full remediation of all identified accessibility issues is not feasible within the initial remediation window, proposers may define a phased remediation approach that includes a prioritization rationale aligned with applicable accessibility requirements, including DOJ Title II and PPM 74. Final remediation phasing and prioritization will be coordinated with LED following award and informed by assessment findings.

**Q12.** For third-party platforms or integrations used within LED web properties where LED does not have full code-level control, can LED clarify how accessibility issues should be handled, including whether they should be:

- Audited and documented as known limitations,
- Escalated to third-party vendors with remediation recommendations, and/or
- Addressed through alternative access mechanisms or documented exceptions?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference. The selected proposer is expected to partner with any third-party vendors to implement remediation recommendations within the specified timeline outlined with the RFQ.

**Q13.** Are there currently known third-party systems or state-mandated platforms used by LED that are understood to have limited or no remediation flexibility, and if so, should proposers assume these systems remain in scope for audit and reporting but not direct remediation?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be

documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q14.** How does LED expect accessibility issues that cannot be fully remediated due to third-party or technical constraints to be reflected in:

- Weekly or phase-based status reports,
- Accessibility statements published on LED web properties, and
- Required reporting to OSADAC or other oversight entities?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference. Accessibility issues that connect be fully remediated due to third-party or technical constraints should be reflected within the initial assessment for consideration and next steps planning.

**Q15.** Does LED expect the selected vendor to provide guidance on reasonable accommodation or alternative access mechanisms where full remediation is not achievable by the compliance deadline?

**A.** Where full remediation is not achievable by the applicable compliance deadline, the selected contractor may be expected to provide guidance on reasonable accommodations or alternative access mechanisms, consistent with applicable accessibility requirements and in coordination with LED.

**Q16.** The RFQ states that the total amount allocated to the contractor will be determined during contract negotiations and that the contract will reflect a maximum amount payable, with payments based on actual work performed. Can LED provide any budget guidance, funding ranges, or not-to-exceed expectations for this engagement, either on an annual basis or across the full contract term?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q17.** Does LED anticipate the contract operating primarily as:

- A single not-to-exceed professional services contract covering audit, remediation, training, and ongoing support, or

- A phased or task-order–based structure where audit, remediation, training, and maintenance are authorized and funded separately?

**A.** The RFQ does not prescribe a specific contract structure. The final contract structure, including whether services are provided under a single not-to-exceed contract or through phased or task-order–based authorizations, will be determined during contract negotiations.

**Q18.** Given that page counts, document volumes, CMS platforms, and third-party integrations may vary significantly across LED web properties, does LED expect proposers to:

- Include contingency assumptions in pricing to account for unknown scope variables, or
- Price based on known information with the understanding that scope and cost may be adjusted following the initial inventory and risk assessment?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q19.** If significant variances are discovered between estimated and actual scope (for example, substantially higher document volumes or technical constraints), does LED anticipate using:

- Contract amendments,
- Additional task orders, or
- Scope reprioritization to remain within budget constraints?

**A.** If scope details identified during project kickoff materially differ from the assumptions used in the Statement of Qualifications, LED may address such changes through scope reprioritization, contract amendments, task orders, or other mechanisms permitted under the RFQ and applicable procurement requirements. The appropriate approach will be determined based on the nature and impact of the scope changes and coordinated with the selected contractor.

**Q20.** The RFQ includes accessibility training for both technical and non-technical staff as part of the scope. Can LED clarify the anticipated audience(s) for training, such as:

- Content authors and editors
- Developers or technical staff

- Communications, marketing, or program staff
- Leadership or policy stakeholders?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

**Q21.** Does LED have an estimate of the number of staff members expected to participate in training, and whether training is expected to be delivered:

- Agency-wide, or
- Targeted by role, department, or responsibility?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

**Q22.** Can LED clarify its expectations regarding training format, including whether training should be delivered as:

- Live instructor-led sessions (virtual or in-person),
- Recorded or self-paced modules,
- Role-based or CMS-specific training, or
- A combination of formats?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Training may include live instructor-led sessions (virtual or in-person), recorded or self-paced modules, role-based or CMS-specific training, or a combination of formats. Specific formats and delivery methods will be coordinated with LED following award.

**Q23.** Following the initial audit and remediation phases, does LED anticipate that ongoing accessibility compliance will be:

- Fully transitioned to internal LED teams, or
- Maintained through continued vendor support under the contract term?

**A.** Following the initial audit and remediation phases, ongoing accessibility compliance may be transitioned to internal LED teams, maintained through continued vendor support, or supported through a hybrid approach. This will be coordinated with the selected contractor following award.

**Q24.** If a handoff to internal teams is anticipated, does LED expect the vendor to provide:



- Defined workflows and review processes,
- Tooling recommendations for ongoing monitoring and QA, and
- Guidance on staffing roles and responsibilities required to sustain compliance?

**A.** If a handoff to internal teams is anticipated, the selected contractor may be expected to provide recommended workflows and review processes, tooling recommendations for ongoing monitoring and QA, and guidance on staffing roles and responsibilities needed to sustain accessibility compliance. Details will be coordinated following award.

**Q25.** The RFQ describes an evaluation process based on experience, technical expertise, understanding of the project, proposed approach, staff qualifications, and past performance. Can LED clarify whether cost will be weighted during the initial Statement of Qualifications evaluation, or whether cost considerations will primarily be addressed during contract negotiations and any subsequent Best and Final Offer (BAFO) process?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q26.** If scope details confirmed during kickoff materially differ from assumptions used in the Statement of Qualifications, does LED anticipate using:

- Contract amendments,
- Task orders, or
- Scope reprioritization to align effort, budget, and timelines?

**A.** If scope details identified during project kickoff materially differ from the assumptions used in the Statement of Qualifications, LED may address such changes through scope reprioritization, contract amendments, task orders, or other mechanisms permitted under the RFQ and applicable procurement requirements. The appropriate approach will be determined based on the nature and impact of the scope changes and coordinated with the selected contractor.

**Q27.** The RFQ includes remediation of documents (PDF, Word, Excel, PowerPoint) as part of the accessibility scope. To accurately estimate document remediation effort and define sustainable workflows, can LED clarify how documents are created, stored, and published, including whether documents primarily originate from:

- Centrally managed repositories or document management systems,
- CMS uploads by content authors or program staff, and/or
- Third-party systems that generate documents dynamically (for example, reporting tools, application systems, form builders, or transactional platforms)?

**A.** Documents within scope may originate from centrally managed repositories or document management systems, CMS uploads by content authors or program staff, and third-party systems that generate documents dynamically. Specific document workflows and sources will be identified during the assessment phase and coordinated with the selected contractor following award.

**Q28.** If third-party systems are used to generate documents, can LED identify:

- Which systems are currently in use, and
- Whether LED has the ability to modify document templates or outputs for accessibility?

**A.** LED utilizes a combination of internally managed systems and third-party platforms that may generate documents dynamically. At this time, LED does not maintain a comprehensive list of all such systems or a uniform level of control over document templates or outputs across platforms. The ability to modify document templates or outputs for accessibility varies by system and will be identified during the assessment phase and coordinated with the selected contractor following award.

**Q29.** During the audit and remediation period outlined in the RFQ, does LED anticipate ongoing content updates or site changes, including:

- Regular publishing of new pages or documents,
- Updates to existing content or templates, and/or
- Platform or feature changes occurring in parallel with remediation work?

Understanding the expected frequency and volume of content changes is important for determining re-testing, validation effort, and coordination required to prevent accessibility regressions during the remediation window.

**A.** LED anticipates that normal content updates and site changes may continue during the audit and remediation period. The frequency and volume of such changes will be coordinated with the selected contractor to support appropriate re-testing, validation, and mitigation of accessibility regressions during remediation activities.

**Q30.** [Location] To ensure compliance with U.S. data protection standards and mitigate risks associated with offshore outsourcing, will LED require offerors to perform all services within the U.S.?

**A.** Please refer to the RFQ for any requirements regarding the location where services must be performed. Where not explicitly defined, such requirements will be coordinated with the selected contractor following award.  
All services are not required to be performed within the U.S.

**Q31. [Redacted Copy]** Plea Section 1.13 indicates the redacted copy must also be provided on a USB flash drive. Can bidders provide this copy via email?

RFQ Reference: 1.13, p. 12

**A.** Please refer to RFQ Section 1.13 for submission requirements, including delivery method(s) and any requirement to provide a redacted copy on physical media. An electronic redacted copy may be provided in lieu of a USB flash drive as long as the electronic redacted copy is clearly labeled as "REDACTED COPY".

**Q32. [Attachment II]** Is Attachment II required with bidders' proposals, or will the selected contractor complete this form as part of the award process?

RFQ Reference: Attachment II, p. 37

**A.** Please refer to the RFQ and Attachment II for submission requirements. Attachment II is not required as part of the SOQ submission, however, the awarded must complete in order to receive payment(s).

**Q33. [Budget]** Is there an anticipated budget for this contract?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q34. [Current Progress]** What steps, if any, from the Web Accessibility Roadmap in Appendix A have been completed?

RFQ Reference: Exhibit A, Web Accessibility Roadmap

**A.** Please refer to Exhibit A (Web Accessibility Roadmap). Any previous steps within the Web Accessibility Roadmap will not be shared. The Offerors will be expected to execute all deliverables as outlined in the RFQ Part 2: Scope of Work/Services, in alignment with the tentative deliverables summary and key completion dates.

**Q35. [Scope]** Can LED provide a current list of all major web properties within the project scope?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q36.** [Response Format] Please clarify what information should be provided in response to section 1.9.9 Outsourcing of Key Internal Controls.

RFQ Reference: 1.9.9, p. 11

**A.** Please refer to RFQ Section 1.9.9 for the required information regarding Outsourcing of Key Internal Controls. Offerors should address the items requested in that section in their Statement of Qualifications. The RFQ states LED does not outsource internal key controls, therefore no additional information is required.

**Q37.** Does LED have any preferred or currently approved accessibility testing tools that vendors should use for this engagement (e.g., WAVE Tool)?

**A.** The RFQ does not prescribe a single required accessibility testing tool. Offerors may propose the tools and methodologies they will use to support compliance with applicable accessibility standards and the RFQ requirements.

**Q38.** Can you share the complete list of existing websites and web applications that are in scope for this engagement?

**A.** LED manages twenty-two (22) major web properties. The inventory of major web properties provided by LED will inform the assessment scope.  
See the attached Web Properties Inventory for reference.

**Q39.** Are public-facing websites only included, or are internal systems/portals also part of the scope?

**A.** Please refer to the RFQ definition of “Web Properties” and the stated scope. Major public-facing properties are included, and certain secure/self-service portals may also be in scope as identified in the inventory and coordinated following award.

**Q40.** Are mobile applications (if any) included in the accessibility assessment?

**A.** Please refer to the RFQ definition of “Web Properties.” If mobile applications are determined to be in scope under the RFQ, they will be addressed as part of the assessment; details will be coordinated following award.

**Q41.** Are third-party platforms or embedded tools (maps, payment gateways, videos, forms, widgets) in scope?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content

type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q42.** Is social media content expected to be reviewed and remediated for accessibility?

**A.** Please refer to the RFQ definition of "Web Properties" regarding inclusion of social media platforms. Any expectations for review and remediation of social media content will be addressed in accordance with the RFQ and coordinated following award.

**Q43.** What CMS platforms or technologies are currently used across LED web properties?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

LED web properties operate across multiple platforms and vendor-managed systems. Specific CMS platforms and technical details vary by property and will be coordinated with the selected contractor following award.

**Q44.** Are multiple CMS platforms used across different LED websites?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q45.** Are vendors expected to work within existing CMS limitations, or can structural changes be proposed if required for accessibility?

**A.** Vendors are expected to work within existing CMS and system limitations. Where accessibility issues cannot be resolved through configuration or content changes alone, recommendations for structural changes may be proposed and will be evaluated by LED based on feasibility and system constraints.

**Q46.** Is there any custom-built application that requires special handling for accessibility compliance?

**A.** Please refer to the web properties inventory and RFQ scope. Any custom-built applications within scope will be identified during the assessment phase and addressed in accordance with the RFQ.

**Q47.** Are legacy documents (older PDFs and files) required to be remediated or only newly published content?

**A.** Archived and legacy content will be handled in accordance with the exceptions outlined in the DOJ Final Rule and PPM 74. Final determinations regarding archival eligibility and remediation prioritization will be made by LED.

**Q48.** Is there a content age threshold beyond which documents can be archived instead of remediated?

**A.** Archived and legacy content will be handled in accordance with the exceptions outlined in the DOJ Final Rule and PPM 74. Final determinations regarding archival eligibility and remediation prioritization will be made by LED.

**Q49.** Is there an estimated number of pages, documents, or PDFs to be remediated?

**A.** See the attached Web Properties Inventory list for reference.

**Q50.** Can LED provide an approximate content volume to help vendors with size effort and staffing?

**A.** LED does not currently maintain a complete inventory of page counts and document volumes across all web properties. Content volume and remediation workload will be refined during the assessment phase and coordinated following award.

See the attached Web Properties Inventory for reference.

**Q51.** Who will be the primary point of contact from LED for approval and coordination?

**A.** Please refer to the RFQ for the official point(s) of contact for this procurement and for questions during the solicitation period. Following award, the point of contact will be the LED Web Accessibility Coordinator/Contract Monitor.

**Q52.** Will LED assign content owners for each web property during remediation?

**A.** LED may assign content owners for individual web properties or content areas during remediation activities. Specific roles and responsibilities will be coordinated with the selected contractor following award.

**Q53.** Is there a preferred format for accessibility of audit reports and status reports?

**A.** The RFQ does not prescribe a single format; however, deliverables (including audit and status reports) must be provided in an accessible format and align with the RFQ requirements. Specific templates and reporting cadence will be coordinated following award.

**Q54.** Are there any page limits for the Technical Statement of Qualifications and/or the Cost Statement of Qualifications?

**A.** No. There are no page limits for the Technical Statement of Qualifications and/or the Cost Statement of Qualifications.

**Q55.** Is there a maximum email attachment size for the SOQ submission?

**A.** Please refer to the RFQ submission instructions. Offerors are responsible for complying with any email attachment limitations and may submit files in multiple emails if needed, clearly labeled and organized.

**Q56.** Does LED provide or prefer a specific cost template, table, or format for the Cost Statement of Qualifications?

**A.** The RFQ does not prescribe a specific cost template, table, or format for the Cost Statement of Qualifications. Offerors should present cost information in a clear and organized manner consistent with the RFQ requirements and any applicable submission instructions

**Q57.** Should costs be presented as a total not-to-exceed amount only, or a breakdown by labor category, hours, and rates, as referenced in Section 1.9.7?

**A.** The RFQ does not require a single prescribed pricing presentation. Offerors should present cost information in a manner consistent with Section 1.9.7 and the

RFQ requirements, ensuring sufficient detail to support evaluation. Final pricing structure and level of detail will be addressed during contract negotiations.

**Q58.** Is there a minimum availability or utilization expectation (e.g., percentage of time) for proposed staff?

**A.** The RFQ does not specify a minimum availability or utilization percentage for proposed staff. Offerors should propose staffing sufficient to meet the RFQ schedule and deliverables.

**Q59.** Is there an incumbent for this contract? If so, please provide the incumbent name, current contract number, duration, historical level of effort, and value of the contract.

**A.** The RFQ does not identify an incumbent contractor for this engagement. LED will not provide additional incumbent-related details through the solicitation process beyond what is included in the RFQ.

**Q60.** Will the incumbent be eligible to bid on this project?

**A.** The RFQ does not restrict participation based on incumbent status. Any firm meeting the RFQ requirements may submit a Statement of Qualifications in accordance with the solicitation.

**Q61.** Can the work be performed remotely?

**A.** Services may be performed remotely unless otherwise requested by LED. Limited on-site support may be required as needed based on project requirements.

**Q62.** If remote work is allowed, can a part of the work be done from outside the US such as in India?

**A.** Services may be performed remotely unless otherwise requested by LED. Limited on-site support may be required as needed based on project requirements.

**Q63.** If on-site work is required, then are there any minimum on-site presence expectations during the contract term?

**A.** Services may be performed remotely unless otherwise requested by LED. Limited on-site support may be required as needed based on project requirements.

**Q64.** Approximately how many total web properties, applications, and digital assets are expected to be included in the accessibility assessment across LED, LED FastStart, Louisiana Entertainment, and Louisiana Innovation?



**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q65.** Are third-party platforms or externally hosted systems (for example, SaaS tools or embedded services) expected to be included in the accessibility audit and remediation scope?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q66.** Should accessibility remediation apply only to currently active content, or should legacy and archived content also be fully remediated where feasible?

**A.** Accessibility remediation will prioritize currently active content. Legacy or archived content will be handled in accordance with applicable DOJ Final Rule exceptions and PPM 74, including the use of alternative access mechanisms where appropriate. Final prioritization will be determined by LED.

**Q67.** Are vendors expected to remediate accessibility issues directly within LED-managed CMS environments, or provide guidance and validation while LED staff performs remediation?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be

documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q68.** Does LED have preferred accessibility testing tools or platforms currently in use, or should vendors propose the tools and methodologies as part of their approach?

**A.** The RFQ does not prescribe specific accessibility testing tools. Vendors may propose tools and methodologies as part of their approach, provided they support compliance with applicable accessibility standards.

**Q69.** Is manual testing with assistive technologies (such as screen readers and keyboard-only navigation) expected for all major web properties, or on a sampled basis?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference. Manual or automated testing to substantiate compliance with the contract is acceptable.

**Q70.** Will LED provide an existing draft or baseline Web Accessibility Policy to build upon, or should vendors develop the policy entirely from scratch in alignment with PPM 74?

**A.** No. Vendors are expected to develop the policy with intent to support compliance with WCAG 2.2 Level AA, consistent with the U.S. Department of Justice Final Rule. PPM 74 establishes minimum requirements. Deliverables will be evaluated against applicable federal and state accessibility standards.

**Q71.** Are there any additional state-specific accessibility reporting or documentation requirements beyond submissions to OSADAC that vendors should anticipate?

**A.** The RFQ does not identify additional state-specific accessibility reporting or documentation requirements beyond those outlined, including submissions to OSADAC. Any additional reporting requirements will be communicated as applicable and coordinated following award.

**Q72.** Approximately how many LED staff members (technical and non-technical) are expected to participate in accessibility training?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

**Q73.** Does LED have a preferred training delivery approach (virtual, onsite, or blended), or should vendors propose the training model?

**A.** The RFQ does not prescribe a preferred training delivery approach. Vendors may propose virtual, onsite, blended, or hybrid training models, which will be evaluated and coordinated with LED following award.

**Q74.** Should training focus only on initial enablement, or also include materials and guidance for onboarding future staff after project completion?

**A.** Training may include initial enablement as well as materials and guidance to support onboarding of future staff. The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

**Q75.** Is there an expected duration for ongoing accessibility support and maintenance (for example, through April 2026 or for the full contract term), or should vendors propose an appropriate support period?

**A.** The RFQ includes requirements for audit, remediation support, training, and recommendations for ongoing compliance maintenance. The duration and structure of any ongoing support during the contract term will be determined during contract negotiations; offerors may propose an appropriate support approach consistent with the RFQ.

**Q76.** For the ongoing support models described (vendor-led support versus full handoff), does LED anticipate selecting a single model, or potentially using a hybrid approach?

**A.** LED may consider a vendor-led model, full handoff to internal teams, or a hybrid approach. The support model will be coordinated with the selected contractor following award and informed by project needs and recommendations.

**Q77.** Will experience supporting state government agencies or public-sector entities be given additional consideration during evaluation?

**A.** Statements of Qualifications will be evaluated in accordance with the criteria outlined in the RFQ. No additional consideration will be given to any one evaluation

factor within the listed criteria. Cost will be addressed during contract negotiations and any subsequent Best and Final Offer (BAFO) process, if applicable.

**Q78.** Does LED anticipate issuing task orders under this contract for specific remediation efforts, or will work be managed primarily through a single consolidated scope?

**A.** The RFQ does not specify whether work will be managed through task orders or a single consolidated scope. The approach to authorizing and funding remediation efforts will be determined during contract negotiations.

**Q79.** Can the offeror provide the cost information in MS Excel using our specified format?

**A.** Cost information may be provided in Microsoft Excel, provided it is complete, clearly organized, and complies with the RFQ submission requirements.

**Q80.** Does the Agency anticipate establishing a not-to-exceed contract value for this engagement?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q81.** Is there an estimated budget range or internal cost benchmark that proposers should consider when developing their Cost Statement of Qualification?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q82.** Is funding for the full anticipated contract term currently appropriated, or is it subject to annual legislative approval?

**A.** State contracts are subject to the availability of funds and applicable fiscal and legal requirements. Please refer to the RFQ and any contract terms regarding funding and appropriations.

**Q83.** Does the Agency prefer a fixed-price, time-and-materials, milestone-based, or hybrid pricing structure for this engagement?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

Either a fixed-price, time-and-materials, milestone-based, or hybrid pricing structure is acceptable.

**Q84.** Should proposers include fully loaded hourly rates by labor category, or is a summarized cost acceptable?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.  
Either fully loaded hourly rates by labor category or a summarized cost is acceptable.

**Q85.** Are proposers required to submit separate pricing for subcontracted services, if applicable?

**A.** No. The RFQ does not require a specific pricing breakdown for subcontracted services. Offerors should clearly present pricing in a manner consistent with the RFQ requirements and identify subcontracted services as applicable.

**Q86.** Can the Agency provide an estimated number of web properties, pages, documents, or applications expected to be included in the accessibility audit and remediation scope?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q87.** Should proposers assume full remediation of all identified accessibility issues, or only those prioritized as high-risk?

**A.** Accessibility remediation will be prioritized based on risk, impact, and feasibility, consistent with applicable accessibility requirements. The scope and prioritization of remediation activities will be coordinated with the selected contractor following award.

**Q88.** Are archived or legacy digital assets expected to be fully remediated, or handled through alternative accessibility mechanisms?

**A.** Archived and legacy content will be handled in accordance with the exceptions outlined in the DOJ Final Rule and PPM 74. Final determinations regarding archival eligibility and remediation prioritization will be made by LED.

**Q89.** Should proposers assume that all work will be performed remotely, or should potential on-site support be included in pricing?

**A.** Services may be performed primarily remotely. Limited on-site support may be requested by LED as needed. Offerors should clearly state any assumptions related to on-site support in their pricing.

**Q90.** Are travel and incidental expenses expected to be included in the total proposed cost, or itemized separately?

**A.** Travel and incidental expenses may be included in the total proposed cost. Offerors should clearly describe how such costs are addressed in their pricing, consistent with the RFQ requirements.

**Q91.** Will payments be made on a milestone-based, monthly, or deliverable-based schedule?

**A.** Payment terms and invoicing structure will be established during contract negotiations in accordance with applicable procurement requirements.

**Q92.** Will additional services outside the initial scope be handled through task orders, contract amendments, or a new procurement?

**A.** Any additional services outside the initial scope will be handled in accordance with the RFQ and applicable procurement rules, which may include task orders, contract amendments, or other authorized mechanisms.

**Q93.** Should proposers include optional pricing for ongoing maintenance or post-implementation support?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed. Proposer should include their preferred proposal pricing. Either ongoing maintenance or post-implementation support is acceptable and will be considered.

**Q94.** How will pricing be evaluated for reasonableness and realism in relation to technical scores?

**A.** Pricing will not be evaluated as part of the initial Statement of Qualifications review. Proposals will be evaluated based on the technical criteria outlined in the RFQ. Pricing will be addressed during contract negotiations and any subsequent Best and Final Offer (BAFO) process, where it may be reviewed for reasonableness and alignment with the proposed scope of work.

**Q95.** Will pricing be scored independently, or considered in combination with technical merit?

**A.** Pricing will not be evaluated as part of the initial Statement of Qualifications review. Pricing will be addressed during contract negotiations and any subsequent Best and Final Offer (BAFO) process, as applicable.

**Q96.** Does the Agency anticipate conducting Best and Final Offers (BAFO) related to pricing?

**A.** LED reserves the right to conduct a Best and Final Offer (BAFO) process in accordance with the RFQ and applicable procurement requirements.

**Q97.** Will cost proposals be considered public records following contract award?

**A.** Cost proposals will be handled in accordance with applicable public records laws and procurement requirements. Offerors should clearly identify any proprietary or confidential information in their submissions as permitted by law.

**Q98.** Should costs associated with training materials, policy development, reporting, and documentation be included in the base price?

**A.** Offerors should include all costs necessary to perform the services described in the RFQ, including training materials, policy development, reporting, and documentation, in their proposed pricing, unless otherwise stated. The final allocation of costs will be addressed during contract negotiations.

**Q99.** Are there specific compliance reporting or audit requirements that proposers should factor into pricing?

**A.** Compliance reporting and documentation requirements are outlined in the RFQ. Offerors should factor the effort required to meet those requirements into their proposed pricing.

**Q100.** The RFQ requires proposers to describe each team member's on-site availability. Please clarify which roles require physical on-site presence, the business or compliance

justification for this requirement, and whether equivalent remote participation is acceptable for roles that do not require physical access.

**A.** The RFQ does not mandate specific roles to be physically on-site. Services may be performed remotely unless on-site presence is requested by LED for specific project needs. Equivalent remote participation is generally acceptable for roles that do not require physical access.

**Q101.** The scope lists fixed due dates for deliverables such as the assessment (February 13, 2026) and action plan development (February 27, 2026). If contract execution occurs later than anticipated, will these dates shift accordingly, or are they fixed regardless of the start date? Is the project schedule negotiable?

**A.** Tentative deliverable dates are provided in the RFQ. Final timelines will be confirmed following contract award and project kickoff and may be adjusted as appropriate. Content remediation & archived content management date of April 24, 2026 is firm.

**Q102.** The RFQ identifies several evaluation factors (experience, technical expertise, understanding of the project, methodology, staff qualifications, past performance, capacity and compliance with submission requirements). Can you provide the weighting or relative importance of each factor so that proposers can emphasize the appropriate areas in their submissions?

**A.** Statements of Qualifications will be evaluated in accordance with the criteria outlined in the RFQ. No additional consideration will be given to any one evaluation factor within the listed criteria. Cost will be addressed during contract negotiations and any subsequent Best and Final Offer (BAFO) process, if applicable.

**Q103.** The development and maintenance section requires the contractor to provide comprehensive accessibility training covering WCAG/ADA requirements, best practices and testing processes. How many LED staff members are expected to participate, what duration is envisioned for each training session, and does LED prefer the training to be in person, remote or a hybrid approach?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Training may include live instructor-led sessions (virtual or in-person), recorded or self-paced modules, role-based or CMS-specific training, or a combination of formats. Specific formats and delivery methods will be coordinated with LED following award.



**Q104.** The assessment phase calls for a comprehensive inventory and audit of all LED web properties, applications and digital documents. Approximately how many websites, applications and documents will be included in this assessment, or could you provide a range to help accurately prepare the cost?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q105.** The RFQ notes that access to State IT assets may include credentials, equipment or authorization, with details determined by LED IT. Will vendor personnel be provided state issued devices or remote access credentials, and will any security clearances or background checks be required?

**A.** Access to State IT assets, including credentials or equipment, will be determined by LED IT. Any requirements related to access, security clearances, or background checks will be communicated and coordinated following award.

**Q106.** Does LED manage or publish any non-English or multilingual digital content (including websites, documents, multimedia, or applications) that would fall within the scope of this RFQ? If so, please specify the languages involved.

**A.** No, LED does not manage or publish any non-English or multilingual digital content.

**Q107.** If multilingual content is in scope, can LED provide an estimate of the volume of non-English content (e.g., number of pages, documents, media assets, or web properties) by language?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference. No multilingual content is in scope.

**Q108.** Does LED anticipate a not-to-exceed contract structure with task- or phase-based pricing adjustments as scope becomes clearer? Will LED consider refined pricing or scope adjustments following the assessment phase?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q109.** Does LED have a preferred model (continued vendor-led support vs. full internal handoff), or will this be determined based on vendor recommendations during the engagement?

**A.** LED may consider continued vendor-led support, full internal handoff, or a hybrid approach. The preferred model will be coordinated with the selected contractor following award and informed by project needs and recommendations.

**Q110.** Are the Insurance terms negotiable?

**A.** Please refer to the RFQ and applicable contract terms regarding insurance requirements. Any requested exceptions or deviations should be clearly identified in the Statement of Qualifications and will be subject to LED review during negotiations, if applicable.

**Q111.** Can LED provide a full list of websites/URLs under review?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q112.** What are the technology platforms for each site?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. High-level technology information is available through the Major Web Properties Inventory. Detailed platform and CMS information will be coordinated with the selected contractor following award.

**Q113.** What is the budget?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q114.** How many people will need training?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

**Q115.** Who supports the current sites?

**A.** LED's web properties are supported through a combination of internal resources and vendor-managed services depending on the property. Specific support arrangements will be coordinated with the selected contractor following award.

**Q116.** Will the current supporting vendor be involved in remediation efforts?

**A.** The RFQ does not specify whether existing vendors will be involved in remediation activities. Any coordination with current supporting vendors will be determined by LED following contract award.

**Q117.** Does LED currently have monitoring tools (Deque, Siteimprove, WAVE, etc.) in place?

**A.** No. Offerors should propose the tools and processes they will use for monitoring and QA as part of their approach, consistent with the RFQ requirements.

**Q118.** Is there any incumbent for this opportunity?

**A.** No, there is no current incumbent for this opportunity. Please refer to the RFQ for the applicable requirements. Where details are not explicitly defined, they will be coordinated with the selected contractor following award. (See applicable sections throughout the RFQ, including Parts 1–3 and associated Exhibits.)

**Q119.** If there is an incumbent then why you are looking for other companies? Are you not happy with them?

**A.** LED is conducting a competitive procurement for these services in accordance with applicable procurement requirements. Please refer to the RFQ for project background and requirements.

**Q120.** If there is an incumbent then are they bidding for this opportunity?

**A.** LED cannot comment on potential proposers during the solicitation period.

**Q121.** What is the allocated budget for this RFP?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q122.** Expertise in manual and automated accessibility testing tools (e.g., Deque, Siteimprove, Axe, WAVE, etc.). Are you flexible in this mandatory qualifications?

**A.** Offerors must meet all mandatory requirements stated in the RFQ. If qualifications include expertise with manual and automated testing tools, offerors should address those requirements as written in their Statement of Qualifications.

**Q123.** What is the project schedule?

**A.** Tentative deliverable dates are provided in the RFQ. Final timelines will be confirmed following contract award and project kickoff and may be adjusted as appropriate.

**Q124.** What are the current challenges?

**A.** Please refer to the RFQ for the project background and objectives. Additional details will be coordinated with the selected contractor following award.

**Q125.** Can you provide the correct dates of deliverables mentioned in Exhibit A, as it appears the dates may be incorrect?

**A.** Tentative deliverable dates are provided in the RFQ. Final timelines will be confirmed following contract award and project kickoff and may be adjusted as appropriate.

**Q126.** Can we provide a DUNS number or insurance coverage of \$5M instead of copies of the latest financial statements, preferably audited?

**A.** Please refer to the RFQ for the applicable requirements. Where details are not explicitly defined, they will be coordinated with the selected contractor following award.

A DUNS number and current insurance documentation may be submitted in support of the required financial statements; however, they may not be submitted in lieu of financial statements unless there is a lawful or regulatory basis that prevents your firm from providing them; this does not include internal company policy. If such a

circumstance applies, the proposer must clearly explain the reason within its Statement of Qualifications and include any supporting documentation as appropriate.

Upon review, LED reserves the right to accept or reject the submission at its discretion. (See applicable sections throughout the RFQ, including Parts 1–3 and associated Exhibits.)

**Q127.** Are there any third-party platforms integrated with LED's sites that must also be included in the assessment (e.g., maps, video players, CRM tools)?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q128.** What CMS platforms are used for the different web properties (e.g., WordPress, Drupal, custom)?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

LED web properties operate across multiple platforms and vendor-managed systems. Specific CMS platforms and technical details vary by property and will be coordinated with the selected contractor following award.

**Q129.** Will LED provide access to internal technical teams or documentation to facilitate a quicker audit?

**A.** Yes. Access to internal technical teams, documentation, and environments will be coordinated following award to support the assessment and remediation activities, consistent with security and access requirements.

**Q130.** Does LED already have any prior accessibility audits, internal assessments, or current compliance reports available for review?

**A.** No. LED will not provide any prior accessibility audits, internal assessments, or current compliance reports.

**Q131.** What is the evaluation criteria for the proposal?

**A.** Statements of Qualifications will be evaluated in accordance with the criteria outlined in the RFQ. No additional consideration will be given to any one evaluation factor within the listed criteria. Cost will be addressed during contract negotiations and any subsequent Best and Final Offer (BAFO) process, if applicable.

**Q132.** Do you have a preference for the tool(s) used to test your site's accessibility? We see you've listed a few in section 1.8.1.

**A.** The RFQ does not mandate a single tool. Offerors may propose tools and methodologies consistent with the RFQ requirements (including Section 1.8.1) and applicable accessibility standards.

**Q133.** Do you have an idea of how much of the content on your current site will be archived versus kept online? What types of content are you looking to purge?

**A.** Archived and legacy content will be handled in accordance with the exceptions outlined in the DOJ Final Rule and PPM 74. Final determinations regarding archival eligibility and remediation prioritization will be made by LED.

**Q134.** Is the state's timeline in Exhibit A (page 38 of the RFP) still accurate? Is there any concern about the deliverables being completed later than the timeline specifies?

**A.** Tentative deliverable dates are provided in the RFQ section 2.4 Project Requirements. Final timelines will be confirmed following contract award and project kickoff and may be adjusted as appropriate. Content remediation & archived content management date of April 24, 2026 is firm.

**Q135.** Have you identified a Web Accessibility Coordinator on your team? What is that person's expected level of involvement with this project?

**A.** Yes. LED has designated staff responsible for coordinating accessibility efforts across its digital properties. The specific roles, responsibilities, and level of involvement for accessibility coordination during this engagement will be confirmed and coordinated with the selected contractor following award.

**Q136.** Do you expect to need more than one accessibility training session for your team? Approximately how many people will need to attend, and do you prefer in-person or virtual training?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, training needs, and whether sessions are delivered in person, virtually, or through a hybrid approach will be coordinated with LED following award.

**Q137.** Do you have an expected budget range for this project?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q138.** Is there any active litigation, public commitments, active complaints, or similar items which should be aligned to? Please clarify if so.

**A.** LED cannot provide information regarding litigation, complaints, or similar matters through the solicitation process beyond what is included in the RFQ.

**Q139.** What level of accessibility maturity exists today (tools, governance, prior audits, established processes, etc.)? Please clarify, including current known state of accessibility.

**A.** Please refer to the RFQ for current requirements and expectations. The contractor will assess current accessibility maturity as part of the engagement and provide recommendations consistent with the RFQ scope.

**Q140.** Please provide a list of all internally-developed digital assets that are in scope for review (e.g., websites, web applications, mobile applications, etc.). If this is not feasible, please provide a count of assets by type and representative examples.

**A.** LED manages twenty-two (22) major web properties. The inventory of major web properties provided by LED will inform the assessment scope; additional assets may be identified during the assessment phase as applicable under the RFQ.

**Q141.** Please provide a list of all third-party procured digital assets. If this is not feasible, please provide a count of third-party assets and representative examples of each.

**A.** LED does not currently maintain a comprehensive, consolidated list or count of all third-party procured digital assets across its web properties. Third-party assets that are user-facing and part of LED's digital presence will be identified during the

assessment phase. Representative examples and the level of remediation control will be documented and coordinated with the selected contractor following award. See attached Web Properties Inventory for reference.

**Q142.** Please describe which digital assets exist behind authentication, or how much of the digital asset landscape requires authentication.

**A.** Certain digital assets may exist behind authentication (e.g., secure/self-service portals). Access and testing approach, including credentials and environments as appropriate, will be coordinated following award. See attached Web Properties Inventory for reference.

**Q143.** Please provide a count of digital documents by file format (e.g., PDF, Word, Excel), including representative examples of each. Exclude documents likely to be archival, if known.

**A.** See the attached Web Properties Inventory list for reference.

**Q144.** Please describe the current tech stack used by LED for internally-developed digital properties and internal work management systems (e.g., CMS, project management, defect tracking, video conferencing, file sharing, accessibility tools).

**A.** LED utilizes a combination of internally developed and vendor-managed digital systems, including multiple CMS platforms and internal work management tools. Detailed information regarding the current tech stack will be coordinated with the selected contractor following award.

**Q145.** Is non-English content in scope for localization across digital properties or digital documents? Please describe what languages are covered and scope implications.

**A.** No, LED does not manage or publish any non-English or multilingual digital content.

**Q146.** For digital documents, what percentage of PDF documents are scanned or OCR?

**A.** LED does not currently maintain a quantified breakdown of scanned versus text-based (OCR) PDF documents across all in-scope digital assets. The composition of PDF documents will be evaluated during the assessment phase, and findings will be used to inform remediation prioritization and workflow planning in coordination with the selected contractor.

**Q147.** Is multimedia in scope (e.g., video/audio)? If so, please quantify minutes of content by type.



**A.** Multimedia content may be within scope as described in the RFQ. Specific quantities and prioritization will be refined during the assessment phase and coordinated following award.

**Q148.** Is it expected that the vendor, LED, or both will remediate digital properties such as websites and applications? Please describe the preferred approach.

**A.** The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff or external vendors depending on system constraints, access considerations, and specific web properties.

**Q149.** Training: What groups are to be included in training (e.g., content authors, developers, designers, leadership)?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

**Q150.** Training: How many people are there per group, and what is their current skill level?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

**Q151.** Training: What is your preferred format for training (e.g., live remote, in-person, recorded self-paced modules, hands-on workshops)?

**A.** The RFQ does not prescribe a preferred training format. Accessibility training may include live remote or in-person sessions, recorded or self-paced modules, hands-on workshops, or a combination of formats. Specific training approaches will be coordinated following award.

**Q152.** Training: Do you want role-based tracks (e.g., authoring, development remediation, document remediation, testing/QA)?

**A.** Role-based training tracks may be included as part of the accessibility training approach. Specific training content and structure will be coordinated with LED following award.

**Q153.** Training: Do you want a train-the-trainer model so LED can sustain training internally?

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

The RFQ does not mandate a specific training delivery or sustainment model. A train-the-trainer approach may be considered as part of the overall training strategy; however, the use of such a model and the extent of internal sustainment will be coordinated with LED following award.

**Q154.** WCAG Standard Governing Compliance: The RFQ references WCAG 2.2 Level AA and the DOJ Final Rule on Accessibility of Web Information and Services of State and Local Government Entities; however, Exhibit B (PPM 74, revised June 2025) identifies WCAG 2.1 Level AA as the minimum required standard. Please confirm which WCAG version will govern scope, remediation requirements, training, and acceptance of deliverables under this engagement.

**A.** The engagement is intended to support compliance with WCAG 2.2 Level AA, consistent with the U.S. Department of Justice Final Rule. PPM 74 establishes minimum requirements. Deliverables will be evaluated against applicable federal and state accessibility standards.

**Q155.** Definition of “All Major Web Properties”: The RFQ defines web properties broadly to include websites, web applications, mobile applications, and social media platforms. Please clarify whether this scope includes third-party hosted or vendor-managed platforms operated on LED’s behalf, or only web properties directly managed and controlled by LED.

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q156.** Inclusion of Third-Party SaaS and Licensed Platforms: Please clarify whether accessibility assessment and remediation expectations extend to externally licensed systems or SaaS platforms where LED may have limited control over underlying code or architecture.

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff

depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q157.** Document and Media Remediation Volume: The scope includes remediation of documents (PDF, Word, Excel), multimedia, and other digital content, but no estimated volumes are provided. Does LED have an estimated range or inventory count for documents and media expected to be assessed and potentially remediated as part of this engagement?

**A.** LED does not currently have a complete inventory or estimated volume for documents and media subject to remediation. Document and media volumes will be identified during the assessment phase and coordinated with the selected contractor.

**Q158.** Definition of "Hands-On Technical Remediation": The RFQ states that the contractor will provide hands-on technical remediation. Please clarify whether this assumes direct access to LED CMS environments and systems for implementation, or whether remediation may be performed through documented recommendations and handoff to LED staff.

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q159.** Archived Content Expectations: The scope includes archived content management and user request mechanisms. Please clarify whether the contractor is expected to assist in identifying and classifying archived content eligibility under DOJ Final Rule exceptions, or only in implementing technical structures once content decisions are made by LED.

**A.** Archived and legacy content will be handled in accordance with the exceptions outlined in the DOJ Final Rule and PPM 74. Final determinations regarding archival eligibility and remediation prioritization will be made by LED.

**Q160.** Accessibility Training Scope and Format: The RFQ requires training for both technical and non-technical staff but does not specify format or scale. Please clarify expectations regarding the number of training sessions, approximate audience size, and preferred delivery format (virtual, in-person, or hybrid).

**A.** The selected contractor will provide accessibility training for both technical and non-technical staff, as described in the RFQ. Specific audience size, format, and scheduling will be coordinated with LED following award.

**Q161.** Delivery Model for Services and Training (Remote vs On-Site): Please confirm whether assessment, remediation, and accessibility training services may be delivered remotely, with on-site support provided only if requested by LED.

**A.** Assessment, remediation, and accessibility training services may be delivered remotely. Limited on-site support may be requested by LED as needed.

**Q162.** Ongoing Support and Maintenance Deliverables: Should proposers include optional pricing models for ongoing accessibility support, or will ongoing services be negotiated separately following award?

**A.** RFQ section 2.3 Development and Ongoing Maintenance includes a deliverable for Ongoing Support. Proposers may include optional approaches or recommendations for ongoing support. The scope, structure, and pricing of any ongoing services will be negotiated separately following award, as applicable.

**Q163.** Evaluation Criteria Weighting: Please confirm whether evaluation criteria are weighted equally or if certain criteria will be prioritized in scoring.

**A.** Statements of Qualifications will be evaluated in accordance with the criteria outlined in the RFQ. No additional consideration will be given to any one evaluation factor within the listed criteria. Cost will be addressed during contract negotiations and any subsequent Best and Final Offer (BAFO) process, if applicable.

**Q164.** Scope and Scale Clarification: How many total web properties does LED currently consider “major web properties” for purposes of this RFQ, and does LED have an estimated page count and digital document volume associated with those properties?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

**Q165.** Scope and Scale Clarification: Are third-party platforms, SaaS tools, or vendor-managed systems considered in scope when they are user-facing and branded or presented as LED properties?

**A.** LED web properties operate across multiple platforms and vendor-managed systems. The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints, access considerations, CMS, codebase, content type, and specific web property. Third-party or vendor-hosted platforms that are user-facing and part of LED's digital presence may be included in the accessibility assessment. Where LED does not have full remediation control, findings will be documented and recommendations provided. Details will be coordinated with the selected contractor following award.

**Q166.** Scope and Scale Clarification: What primary CMS platforms and document management systems are currently in use across LED web properties?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

LED web properties operate across multiple platforms and vendor-managed systems. Specific CMS platforms and technical details vary by property and will be coordinated with the selected contractor following award.

**Q167.** Scope and Scale Clarification: For social media platforms, does LED expect active accessibility remediation of existing content, or policy development, training, and forward-looking compliance guidance only?

**A.** For social media platforms, LED does not expect retroactive remediation of existing content. The scope is focused on policy development, training, and forward-looking guidance to support accessible content creation going forward.

**Q168.** Resourcing and Delivery Expectations: What level of internal LED staffing support will be available to support accessibility remediation activities during the project timeline?

**A.** LED staff will provide coordination and support as needed during remediation activities. The level of internal staffing support will be coordinated with the selected contractor following award.

**Q169.** Resourcing and Delivery Expectations: Does LED anticipate the selected vendor having direct access to production systems for remediation, or working through designated LED technical staff for implementation?

**A.** The selected contractor may be granted direct access to certain LED-managed systems where appropriate. In other cases, remediation may be implemented through coordination with designated LED technical staff. Access levels will be determined following award.

**Q170.** Resourcing and Delivery Expectations: Are there anticipated requirements for accelerated remediation efforts, such as evenings or weekends, to meet key compliance milestones?

**A.** The RFQ does not specify requirements for accelerated remediation efforts such as evenings or weekends. Any such needs will be coordinated with the selected contractor based on project requirements and timelines.

**Q171.** Compliance and Acceptance: How will WCAG 2.2 Level AA compliance be validated for acceptance purposes—internal review, third-party validation, or a combination?

**A.** Compliance with WCAG 2.2 Level AA will be validated through review processes aligned with the RFQ requirements. The specific validation approach, which may include internal review and other verification methods as appropriate, will be coordinated with LED following award.

**Q172.** Compliance and Acceptance: Does LED anticipate providing prioritization guidance aligned with the DOJ Final Rule based on the Accessibility Audit findings?

**A.** LED may provide prioritization guidance aligned with applicable accessibility requirements, including the DOJ Final Rule, based on the accessibility audit findings. Prioritization approach will be coordinated following award.

**Q173. Compliance and Acceptance:** Are there any known high-risk digital properties that LED is particularly focused on remediating first?

**A.** No. Currently there are no specific high-risk digital properties for prioritized remediation. Prioritization will be informed by audit findings and coordinated with the selected contractor following award.

**Q174. Ongoing Support Model:** Does LED have a preferred long-term accessibility support model—continued vendor-led support versus full internal ownership following handoff?

**A.** LED may pursue continued vendor-led support, full internal ownership following handoff, or a hybrid approach. The preferred long-term support model will be coordinated following award.

**Q175. Ongoing Support Model:** Should post-April ongoing accessibility support be assumed as part of the initial contract term, or anticipated as a separate phase or task order?

**A.** Post-deadline ongoing accessibility support should not be assumed unless stated in the RFQ. Offerors may propose optional approaches for ongoing support; final scope and structure will be determined during negotiations and/or subsequent authorizations as applicable.

**Q176. Delivery Fee Structure:** Is LED expecting pricing to be proposed as a fixed-fee, not-to-exceed, phased, or hybrid pricing structure?

**A.** The RFQ does not prescribe a specific pricing structure. Pricing may be proposed using a fixed-fee, not-to-exceed, phased, hybrid, or other appropriate structure, provided it aligns with the RFQ requirements. The final pricing structure will be determined during contract negotiations.

**Q177. Can the Government provide clarification regarding the proposed timeline in Exhibit A? Has the current roadmap proceeded on schedule or will the Contractor revise the roadmap upon award?**

**A.** Tentative deliverable dates are provided in the RFQ section 2.4 Project Requirements. Final timelines will be confirmed following contract award and project kickoff and may be adjusted as appropriate. Content remediation & archived content management date of April 24, 2026 is firm.

**Q178.** Please confirm Section 2.4: Project Requirements. Are the proposed deliverable dates flexible throughout the Period of Performance? There is potential overlap between the anticipated award date range and the first project deliverable.

**A.** Final timelines will be confirmed following contract award and project kickoff and may be adjusted as appropriate. Content remediation & archived content management date of April 24, 2026 is firm.

**Q179.** Will this RFQ be utilized as a Small Business Set Aside for any socioeconomic categories (e.g., Veteran-Owned Small Business, Women-Owned Small Business, etc.)?

**A.** Please refer to the RFQ for any applicable set-aside designation. No small business set-aside applies unless explicitly stated in the solicitation.

**Q180.** Existing Accessibility Assessments and Consultant Engagements. Have any LED web properties (including LED, LED FastStart, Louisiana Entertainment, or Louisiana Innovation) already undergone accessibility scans, audits, or reporting activities aligned with PPM 74, WCAG, or the DOJ Final Rule? If so: Have external consultants been engaged? Will prior audit results, reports, or remediation work be made available to the selected awardee(s)? Should the selected contractor coordinate with existing vendors and leverage prior work, or is LED expecting all accessibility assessments to be conducted anew?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

No prior audit results, reports, or remediation work will be made available. The selected contractor is expected to coordinate with existing vendors and conduct new assessments.

**Q181.** Approach if Prior Work Exists. If prior accessibility assessments or remediation efforts exist, does LED prefer validation and continuation of existing findings, or a full re-assessment to establish a new baseline under this contract? Please advise how this preference should inform Offerors' proposed methodology and pricing.

**A.** The selected contractor is expected to provide hands-on technical remediation support. Remediation responsibilities may be shared with LED staff depending on system constraints and access considerations.



Please refer to the RFQ for the applicable requirements. A full re-assessment to establish a new baseline under this contract is preferred.

**Q182.** Estimated Budget Range / Funding Constraints. Is there an estimated budget range, funding cap, or not-to-exceed amount currently contemplated for this engagement (either for the initial year or full contract term)? If not, are there internal planning assumptions Offerors should consider when proposing staffing levels, hours, and pricing?

**A.** The RFQ does not specify a budget amount. The total contract value will be determined during contract negotiations, and the contract will reflect a maximum amount payable, with payments based on actual work performed.

**Q183.** Scope Scale – Web Properties, Applications, and Documents. At this time, does LED have estimated counts or ranges for the number of websites, web applications/portals, and the approximate volume of documents (PDF, Word, Excel, etc.) within scope? If such estimates are not available, should Offerors state assumptions and pricing contingencies based on scalable tiers?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

Offerors should state assumptions and pricing contingencies how they deem appropriate for the scope of work described in the RFQ.

**Q184.** Cost Proposal Structure Given Unknown Scope. Given the absence of defined quantities for web properties and documents, does LED prefer that Offerors propose assumption-based estimates, unit-based or rate-card pricing, not-to-exceed pricing with defined assumptions, or multiple pricing scenarios tied to scope tiers?

**A.** LED currently manages twenty-two (22) major web properties, including public-facing websites, secure self-service portals, and official social media platforms across LED, LED FastStart, Louisiana Innovation, and Louisiana Entertainment. A formal inventory identifying each property and its technical & content managers has been submitted to OSADAC and will inform assessment scope. See attached "Major Web Properties Inventory" for reference.

Offerors should state assumptions and pricing contingencies how they deem appropriate for the scope of work described in the RFQ.

**Q185.** Travel and On-Site Expectations. Does LED anticipate that services will be performed primarily remotely, or should Offerors assume periodic on-site presence in Baton Rouge or other locations? Should anticipated travel be included as a separate line item or embedded within labor rates?

**A.** LED anticipates that services may be performed primarily remotely. Limited on-site support in Baton Rouge or other locations may be requested as needed based on project requirements. Offerors should present any assumptions regarding travel in a clear and transparent manner consistent with the RFQ requirements; the treatment of travel costs will be addressed during contract negotiations.

**Q186.** Desirable Qualifications (Section 1.8.2) – Submission Expectations. Please confirm whether Offerors are expected to submit detailed information addressing Section 1.8.2 (Desirable Qualifications) as part of the initial Statement of Qualifications, or whether this information is optional and intended only as an enhancement if available.

**A.** Please refer to RFQ Section 1.8.2. If included, information addressing Desirable Qualifications should be provided in the Statement of Qualifications as applicable; it is intended to enhance the response.

**Q187.** Multiple Award Considerations. If LED elects to make multiple awards under this RFQ, how would work be allocated among awardees (for example, by web property, by service type, or via task orders)? Should Offerors assume competition for task-level assignments when proposing pricing?

**A.** If LED elects to make multiple awards, the method of allocating work among awardees will be determined by LED in accordance with the RFQ and applicable procurement requirements. Offerors should not assume a specific allocation method unless stated in the RFQ.



## Web Properties Inventory

Louisiana Economic Development manages twenty-two (22) major web properties as follows:

1. Website LED: The website is located at <https://www.opportunitylouisiana.gov/>. This website is the main web property used to communicate information to the public regarding the mission and vision of the agency and the services the agency offers. The managers for this site include:
  - Technical Manager: Phenom (web vendor), Dean Muzina, [dean.muzina@phenom.com](mailto:dean.muzina@phenom.com)
  - Content Manager: Jamie Nakamoto, Senior Director of Talent Attraction, (225) 342-1575, [jamie.nakamoto@la.gov](mailto:jamie.nakamoto@la.gov)
2. Self-Service Portal FastLane: The agency has a licensed self-service portal, which is a password-protected (secure) website at <https://fastlaneng.louisianaeconomicdevelopment.com/>. This portal is used by business incentive and state trade expansion program grant applicants to apply for some of the incentive programs and small business grants available to qualified businesses. The managers for this site include:
  - Technical Manager: Tri-Core Technologies LLC (web vendor), [ldavis@tri-core.net](mailto:ldavis@tri-core.net), (337) 319-6718, [ldavis@tri-core.net](mailto:ldavis@tri-core.net)
  - Content Manager: April Scott, Statewide Program Manager, (225) 342-5521, [april.scott@la.gov](mailto:april.scott@la.gov)
3. Self-Service Portal SmallBiz: The agency has a licensed self-service portal, which is a password-protected (secure) website at <https://smallbiz.louisianaeconomicdevelopment.com/Account/Login>. This portal is used by state small business applicants to apply for small business programs and resources available to qualified businesses. The managers for this site include:
  - Technical Manager: Tri-Core Technologies LLC (web vendor), [ldavis@tri-core.net](mailto:ldavis@tri-core.net), (337) 319-6718, [ldavis@tri-core.net](mailto:ldavis@tri-core.net)
  - Content Manager: April Scott, Statewide Program Manager, (225) 342-5521, [april.scott@la.gov](mailto:april.scott@la.gov)
4. Self-Service Portal SmallBiz Intermediary: The agency has a licensed self-service portal, which is a password-protected (secure) website at <https://smallbizintermediary.ledsmallbiz.com/IntermediaryLogin.aspx>. This portal is used by state small business intermediaries to provide resources for qualified small businesses. The managers for this site include:



- Technical Manager: Tri-Core Technologies LLC (web vendor), [ldavis@tri-core.net](mailto:ldavis@tri-core.net), (337) 319-6718, [ldavis@tri-core.net](mailto:ldavis@tri-core.net)
  - Content Manager: April Scott, Statewide Program Manager, (225) 342-5521, [april.scott@la.gov](mailto:april.scott@la.gov)
5. Self-Service Portal Veterans First: The agency has a licensed self-service portal, which is a password-protected (secure) website at <https://laveteransfirst.org/login>. This portal is used by state small business applicants to apply for qualification as a Veteran-owned and service-connected disabled small business. It allows qualified applicants to gain greater access to purchasing and contracting opportunities at the state level. The managers for this site include:
- Technical Manager: Tri-Core Technologies LLC (web vendor), [ldavis@tri-core.net](mailto:ldavis@tri-core.net), (337) 319-6718, [ldavis@tri-core.net](mailto:ldavis@tri-core.net)
  - Content Manager: April Scott, Statewide Program Manager, (225) 342-5521, [april.scott@la.gov](mailto:april.scott@la.gov)
6. Website Louisiana Opportunity Capital: The website is located at <https://www.louisianassbci.com/>. This website provides Capital access to small businesses across Louisiana, federally funded under five different programs that all roll up to Louisiana Opportunity Capital (SSBCI); Seed Capital, Direct Investment, Collateral Support, Loan Guaranty, and Micro Lending Program. The managers for this site include:
- Technical Manager: LED Innovation Department, Kelly Raney, (225) 342-1940, [kelly.raney@la.gov](mailto:kelly.raney@la.gov)
  - Content Manager: Katie Maxcy, Business Development Officer, (225) 278-9346, [katie.maxcy@la.gov](mailto:katie.maxcy@la.gov)
7. Self-Service Portal Retention & Modernization: The agency has a licensed self-service portal, which is a password-protected (secure) website at <https://www.lednewincentives.com/>. This portal enables pre-qualified manufacturers investing in facility upgrades or modernization in Louisiana to apply for a refundable state tax credit. The managers for this site include:
- Technical Manager: Tri-Core Technologies LLC (web vendor), [ldavis@tri-core.net](mailto:ldavis@tri-core.net), (337) 319-6718, [ldavis@tri-core.net](mailto:ldavis@tri-core.net)
  - Content Manager: Nicolaus James, IT Technical Engineer, (225) 342-5686, [nicolaus.james@la.gov](mailto:nicolaus.james@la.gov)
8. Self-Service Portal LED FastStart: The agency has a licensed self-service portal, which is a password-protected (secure) website at <https://www.lafaststart.org/>. This portal is used by qualified companies in the state to apply for LED FastStart's workforce development programs and solutions. LED FastStart's innovative, customized programs are available to



companies that meet eligibility requirements and are aligned with Louisiana's economic development targets, including Advanced and Traditional Manufacturing, Digital Media, Headquarters and Business Operations, Research and Development, and Warehousing and Distribution. The managers for this site include:

- Technical Manager: Tri-Core Technologies LLC (web vendor), [ldavis@tri-core.net](mailto:ldavis@tri-core.net), (337) 319-6718, [ldavis@tri-core.net](mailto:ldavis@tri-core.net)
- Content Manager: April Scott, Statewide Program Manager, (225) 342-5521, [april.scott@la.gov](mailto:april.scott@la.gov)

9. LinkedIn LED: <https://www.linkedin.com/company/2439738/>. Louisiana Economic Development's LinkedIn page serves as a professional network to connect with industry leaders, entrepreneurs, and stakeholders. It features informative content on economic trends, business incentives, and state initiatives, fostering collaboration and partnerships within the business community.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

10. LinkedIn LA IO: <https://www.linkedin.com/company/LA.IO>. Louisiana Innovation's LinkedIn page connects with professionals and businesses to highlight the state's thriving innovation ecosystem. It shares updates on partnerships, projects, and resources that foster growth in Louisiana's tech, research, and entrepreneurial sectors.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

11. Instagram LED: [https://www.instagram.com/opportunity\\_la/](https://www.instagram.com/opportunity_la/). Louisiana Economic Development's Instagram page provides a visually engaging platform to showcase the state's vibrant business landscape, cultural events, and successful ventures. Through eye-catching photos and stories, the page highlights Louisiana's economic growth and the diverse opportunities available for businesses and residents.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

12. Instagram LA IO: [https://www.instagram.com/louisiana\\_io/](https://www.instagram.com/louisiana_io/). Louisiana Innovation's Instagram page offers a visually engaging look at the people, projects, and ideas driving



innovation in Louisiana. Through captivating photos and stories, it highlights the state's cutting-edge advancements and the innovators behind them, fostering excitement and collaboration.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

13. Facebook LED: <https://www.facebook.com/LouisianaEconomicDevelopment>. The Louisiana Economic Development Facebook page connects with a broad audience by sharing updates, news, and engaging content related to economic initiatives and events across the state. It invites interaction and feedback, promoting community engagement while highlighting Louisiana's business-friendly environment.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

14. YouTube LA IO: <https://www.youtube.com/@LouisianaInnovation>. Louisiana Innovation's YouTube channel showcases the state's groundbreaking advancements in technology, research, and entrepreneurship. It provides in-depth videos, interviews, and success stories, offering insights into how innovation is shaping Louisiana's future across various industries.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

15. YouTube LED: <https://www.youtube.com/@louisianaeconomicdev>. The YouTube channel of Louisiana Economic Development offers in-depth video content showcasing the state's economic development projects, success stories, and interviews with key leaders. It serves as an educational resource, providing insight into Louisiana's business environment and the resources available to support growth and innovation.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

16. X LED: <https://x.com/LEDLouisiana>. Louisiana Economic Development's X page provides real-time updates and announcements on economic development news, industry events, and



state initiatives. Through concise messaging, it engages a dynamic audience, facilitating rapid communication and encouraging conversation around Louisiana's economic growth.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

17. Instagram Louisiana Entertainment: <https://www.instagram.com/louisianaentbiz/>. Louisiana Entertainment's Instagram page offers a visual platform to highlight the beauty, talent, and creativity of Louisiana's entertainment scene. Through stunning images and stories, it celebrates the state's vibrant film industry, events, and the unique locations that make Louisiana a top choice for entertainment production.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

18. Facebook Louisiana Entertainment: <https://www.facebook.com/louisianaentertainment>. Louisiana Entertainment's Facebook page is dedicated to promoting the state's dynamic film, television, and digital media industries. It shares news, updates, and behind-the-scenes content to engage with industry professionals, creatives, and the public while showcasing Louisiana as a premier destination for entertainment production.

- Technical Manager: LED Communications Department, Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)
- Content Manager: Emma Wagner, Communications Director, (225) 342-5678, [emma.wagner@la.gov](mailto:emma.wagner@la.gov)

19. Website Entertainment: The website located at <https://www.louisianaentertainment.gov/> is Louisiana Economic Development's entertainment and film incentives website. The managers for this site include:

- Technical Manager: LED Marketing Department, Erica Wells, Marketing Director, (225) 219-4642, [erica.wells@la.gov](mailto:erica.wells@la.gov)
- Content Manager: Erica Wells, Marketing Director, (225) 219-4642, [erica.wells@la.gov](mailto:erica.wells@la.gov)

20. Website Louisiana Business Hub: The website is located at <https://louisianabizhub.com/>. Louisiana Business Hub is a platform for entrepreneurs and business owners looking for resources to start or grow their business in Louisiana. The managers for this site include:

- Technical Manager: Source Link (web vendor), Solomon Lee, [slee@joinsourcelink.com](mailto:slee@joinsourcelink.com)



- Content Manager: Camille Campbell, Business Development Officer, (225) 342-5534, [camille.campbell@la.gov](mailto:camille.campbell@la.gov)

21. Website Louisiana Innovation: The website located at <https://la.io> is for Louisiana Innovation (a division of Louisiana Economic Development). It is dedicated to fostering high-growth, tech-enabled startups and strengthening the state's innovation economy. It aims to link visionaries with the necessary resources to transform ideas into successful businesses within Louisiana's key industries like energy, logistics, healthcare, and agriculture. The managers for this site include:

- Technical Manager: Monday and Partners (web vendor), Dylan Dibona, [dylan@mondayandpartners.com](mailto:dylan@mondayandpartners.com)
- Content Manager: Monday and Partners (web vendor), Dylan Dibona, [dylan@mondayandpartners.com](mailto:dylan@mondayandpartners.com)

22. Website Source Louisiana: The website located at <https://sourcela.com> is used to connect local businesses to major projects in Louisiana. The managers for this site include:

- Technical Manager: Supplier IO (web vendor) & Michael Bourgeois, AI & Digital Production Director, (225) 219-0392, [michael.bourgeois3@la.gov](mailto:michael.bourgeois3@la.gov)
- Content Manager: Michael Bourgeois, AI & Digital Production Director, (225) 219-0392, [michael.bourgeois3@la.gov](mailto:michael.bourgeois3@la.gov)