



# **SCHOOL BOARD ACTION REPORT**

**DATE:** June 16, 2020  
**FROM:** Ms. Denise Juneau, Superintendent  
**LEAD STAFF:** Carri Campbell, Chief of Public Affairs [cjcampbell@seattleschools.org](mailto:cjcampbell@seattleschools.org)

**For Introduction:** June 24, 2020  
**For Action:** July 8, 2020

## **1. TITLE**

Approval of contracts for development of the new Seattle Public Schools websites and ongoing website hosting services.

## **2. PURPOSE**

This Board Action Report seeks approval for the Superintendent to execute two contracts generated from vendors and recommended through the RFP032071 process. If approved, contracts would support the configuration of a new website content management system (CMS), website design, and ongoing website hosting services. This project includes content migration from the current proprietary CMS platform and related design and development tasks necessary to publish a new district website, staff website, and school websites. Additionally, this project establishes a new website hosting and operations service.

## **3. RECOMMENDED MOTION**

I move that the School Board authorize the Superintendent to execute contracts with the following vendors under RFP032071:

- Domain7 for a total amount of \$467,495 for website design, content management system (CMS) configuration, content migration, and staff training; and
- Pantheon in the total amount of \$364,082 for ongoing web hosting, development, and security services,

with any minor additions, deletions, and modifications deemed necessary by the Superintendent, and to take any necessary actions to implement the contracts.

## **4. BACKGROUND INFORMATION**

- Background:** The SPS web domains act as the digital hub for district and school educational resources and information. During the 2019 calendar year, the school websites received an average of 58,000 page views each and the district website received more than 20 million page views. Given this visibility, the web domains are the district's flagship communication tool.

**History of SPS CMS Adoption:** In 2010, Seattle Public Schools (SPS) conducted an RFP process that resulted in a contract award to School Fusion (later purchased by

BlackBoard) for a proprietary website CMS to publish all district websites. In August 2014, a lawsuit was filed by a SPS parent, which asserted ADA accessibility impediments on one of the SPS websites for visitors using screen-reader technology. In December 2014, the district received notice of the website CMS contract cancellation from BlackBoard. In March 2015, SharpSchool was awarded an emergency contract to provide a different proprietary website CMS. An RFP process was not a viable option due to time constraints. In June 2015, SharpSchool was acquired by West Corp. and was incorporated into the SchoolMessenger product line—one of the many strategic corporate acquisitions, which include healthcare products, emergency call operations, and conferencing service products.

Because of these corporate acquisitions and lack of shared commitment to ADA accessibility and community engagement, Seattle Public Schools communities have experienced declining service performance and inequitable access to district and school websites.

The determination to engage a request for a new website and hosting service was made for the following reasons:

- Since adoption of the current CMS platform, SchoolMessenger, the Web Services Team, Public Affairs Team, and DoTS TechLine team have received feedback that the CMS is cumbersome to manage for web editors. Seattle Public Schools has a distributed web management structure with over 500 editors keeping school sites, MySPS, and district department sites up to date.
- Since 2018, the district websites have experienced significant service interruptions that took the vendor out of their service level agreement (SLA) guaranteed uptime, often at critical or peak times for the district including during inclement weather. Seattle Public Schools audiences—current and potential students and families, district staff, media, community partners, and the public at-large—depend on district and school websites to quickly, accurately, and reliably present information and resources.
- Web traffic analytics reveal that the current platform does not provide good service for students and families furthest away from educational justice because of slow webpage load times on mobile devices and fewer content updates on school websites whose school communities represent a higher population of students experiencing poverty and/or students of color. Read more in the Equity Analysis section of this report.

It has now been a decade since Seattle Public Schools has actively solicited for a new website CMS. With the new strategic plan, *Seattle Excellence*, and a commitment to better serve and support students and families of color who are furthest away from educational justice, it is the right time to implement new CMS and hosting services that meets our diverse community needs and improves service for all families, students, and staff.

**How this project aligns to the district strategic plan:** SPS websites are directly aligned with two *Seattle Excellence* priorities—providing consistent and predictable operations and ensuring authentic family and community engagement—unapologetically centered on students of color and historically underserved communities.

**Website ADA Accessibility:** Seattle Public Schools is committed to making its webpages and content, such as PDFs, accessible and in compliance with the Americans with Disabilities Act (ADA). Providing access to information and documents, regardless of a website visitor's disability, is not only a legal requirement — it's the right thing to do. Accessibility compliance also supports web readers without physical or cognitive disabilities including readers using small screens (mobile phones) and people with slow internet connections. ADA accessibility is a priority for this project.

**Guiding Principles and Selected Vendors:** This project is guided by the following principles: Seattle Public Schools websites will be most useful to our communities when the sites have a high-degree of service reliability (they rarely go 'down'); the sites make it easy for web readers (families, staff, students, partners, and broad public) to find information no matter what type of device they are using (mobile phones, desktop computers, assistive technology tools); and the backend of the sites are easy for web editors with varying degrees of technical comfort to update.

We have determined that Domain7 and Pantheon exceeded our expectations and they have been selected as our final vendors. Domain7 will configure our new website CMS platform and implement our website redesign including migration of content. Pantheon will provide website hosting and operations services.

Domain7 and Pantheon were selected for the following reasons:

- The vendors provided the required Voluntary Product Accessibility Template (VPAT) and confirmed strategies they will use to ensure Seattle Public Schools websites meet the district ADA requirements.
  - Demonstrated experience and ability to provide a secure and stable site; reliable host product (Pantheon).
  - Setup of WordPress user interface (ease of use for web editors). After engaging extensively with web editors, WordPress, an open source website CMS platform, was the preferred technical solution. Domain7 has broad experience developing websites using WordPress.
  - Easy search functionality through efficient use of meta-data. This will be especially important during the re-design of MySPS and support of teacher-generated content and curricula.
  - Understanding of end user design, community engagement, and demonstrated experience engaging families and students furthest away from educational justice in the design process (e.g. Seattle Public Library, [www.spl.org](http://www.spl.org)).
  - Forward thinking design and mobile first approach.
- b. **Alternatives** The alternative to this motion is to continue our contract with our current CMS vendor, SchoolMessenger. This alternative is not recommended because of current CMS performance including service disruption during critical times, website load time, and feedback from school web editors that the current CMS is challenging to use.
- c. **Research** The district website is our most used communication channel. The CMS platform must be easy for web editors, who are often school secretaries, department

administrative assistants, and parent volunteers, to manage while ensuring web visitors, no matter their ability, home language, or available device, have a positive experience.

**Mobile First Design:** On a monthly basis, 50-60% of our families visit district and school websites on mobile phones. In some cases, this number jumps up to 70% in schools that serve communities the district has historically underserved. Mobile-first design and user experience as well as attention to page and website load times (the speed at which the webpage is visible on a device) even during periods of high traffic, such as weather-related events, was a priority for this project.

**Ease of Use:** The web service team has been conducting an annual web satisfaction and feedback survey since 2016. While the team has seen growth in the percentage of respondents that share they can find what they are looking for on the district website (from approximately 42% to more than 55%), this same question for school websites has remained stable, at about 55% during this same time period.

One potential reason for this finding is the lack of regular web content added to school websites. Regular updates are defined as at least one new post per month. When looking at the 2018-19 and 2019-20 school years, less than 40% of the school websites were updated with news announcements or calendar events on a monthly basis. When examining the web announcement and calendar updates for the 13 Early Literacy Focus Schools, 11 out of 13 lacked regular updates. The new CMS must be easy for web editors with varying degrees of technical skill and other responsibilities to update.

In September through November 2019, the project team gathered CMS platform requirements that were then used to guide the RFP development. These discovery workshops included specific sessions with curriculum managers, school web editors, and central office web editors. The Web Team also held in-person discovery interviews with web editors who manage the school websites at the 13 Early Literacy Focus Schools. These workshops and interviews identified specific technical and publishing requirements needed to help web editors regularly manage website content, including a CMS that offers: effective image, media, and document management, ability to paste content from alternate sources, such as Word documents, without importing additional font sizes and colors, and easy to use backend dashboard for web editors of various levels of technical experience.

Web editors were also engaged and provided feedback during a CMS platform critique and demonstration of the CMS finalists (sandbox environment). Based on the feedback, the Web Team determined that the CMS platform Web Editors preferred is **WordPress** for its ease of use. WordPress was the open source CMS platform required in the Website Content Management System (CMS) Selection and Migration, RFP032071.

Additionally, because this project uses an open-source (not proprietary) CMS, Seattle Public Schools will not be vulnerable to the turmoil and service deterioration due to multiple corporate acquisitions that has been the experience for the last 10 years.

Read more in the Equity Analysis section of this report.

**5. FISCAL IMPACT/REVENUE SOURCE**

Fiscal impact to this action will be Not-To-Exceed amount for 1<sup>st</sup> year cost of \$523,877 (this is a negotiated amount from the original proposal of \$673,100, which represents a total cost-savings of 22.2%), plus Washington State Sales Tax and for a total Not-To-Exceed (NTE) for an **annual cost after 1st year** of \$153,850 plus Washington State Sales Tax over fiscal years 2019-20, 2020-21, and 2021-22. Total cost of contracts is \$831,577. The revenue source for this motion is BTA IV and BEX V.

	<b>Year 1 (2019-20)</b>	<b>Year 2 (2020-21)</b>	<b>Year 3 (2021-22)</b>
Domain7	\$467,495		
Pantheon	\$56,382	\$153,850	\$153,850

Expenditure:  One-time  Annual  Multi-Year  N/A

Revenue:  One-time  Annual  Multi-Year  N/A

We will be applying for E-Rate which may provide federal funding next winter that could recoup partial costs for this project if approved.

**6. COMMUNITY ENGAGEMENT**

With guidance from the District’s Community Engagement tool, this action was determined to merit the following tier of community engagement:

Not applicable

Tier 1: Inform

Tier 2: Consult/Involve

Tier 3: Collaborate

Engagement for this project was completed in two phases. For the first phase of the project, our stakeholders were internal and external including content managers, parent and staff web editors, and department leads – staff or volunteers who as part of their duties update webpages. Feedback and engagement during stage one resulted in selection of WordPress, an open-source CMS.

**Phase 1: Focus Groups, Interviews, Usability Testing for Website CMS Selection**

In order to determine the preferred content management system for our web editors, the web team undertook the following community engagement tasks:

- The project team held a series of workshops and focus groups with 7 curriculum program managers, 8 department web editors, and 4 school web editors representing all grade bands.

- The Web Team conducted in-person interviews with web editors who serve the 13 Early Literacy Focus Schools to gain a deeper understanding of how to better support school staff and the specific needs of the school communities.
- The Web Team, because they are responsible for web editor training and support, provided technical perspective on the CMS selection. They also provided historical knowledge of constraints that web editors encountered when managing SPS websites.
- Between March 2-4, 2020, the Web Team held three (3) platform demonstration workshops and six (6) in-person usability testing sessions with web editors at the 13 Early Literacy Focus Schools, school web editors representing all grade bands, and central office web editors.
- The team received 35 survey responses indicating their preferred CMS, WordPress, out of the finalists.

### **Engagement Findings:**

- The CMS needs to be intuitive and easy for all types of web editors to effectively use. The district depends on a dispersed website management model (rather than a core team of professionally trained web staff who manage all updates). The typical school or central office staff web editor is editing the website in addition to their other regular duties. They are attempting to update their sites while multi-tasking and experience frequent interruptions. They update their pages infrequently and often must relearn editing processes and have varying degrees of technical comfort.
- Built in CMS tools that support web editors with automated auditing for ADA accessibility and mobile-friendly webpages will help ensure Seattle Public Schools publishes web content that is accessible.
- Ease of editing will also increase the frequency of content updates, especially in schools that have irregular activity now (less than one new post per month), including 11 of our 13 Early Literacy Focus Schools.
- The district must prioritize website design and a hosting service strategy that is mobile first—meaning that the website is designed to meet the needs of web readers who are on small screens and scaled up to meet the needs of desktop computers.
- The needs of our community members who use free or public internet access points, which are often slower than commercial internet service providers, must also be prioritized during the design, development, and maintenance phases of this project.

### **Phase 2: Selection of Vendors**

Because RFP032071 was constructed in direct response to phase one engagement findings, including criteria centering families furthest away from educational justice (i.e., mobile first design, page load times, and ease of use) and selection of WordPress, phase two engaged technical experts from multiple central departments including DoTs, SPS Web Team, and the Project Manager. This team selected Domain7 and Pantheon as the final vendors.

**Upcoming Engagement for New Website Design & Navigation:** This BAR addresses selection of the web design firm (Domain7) and web hosting vendor (Pantheon). Our third stage of the project will be user engagement for the ‘look and feel’ and navigation of the district websites. During school web editor engagement, one issue that surfaced was the desire for more template and navigation flexibility in order to respond to the varying needs of different grade bands (i.e. elementary, high school, middle school). The chosen CMS platform, WordPress, will

allow us to customize our sites in response to specific needs. From August 2020 until the website is launched, the Web Team and Domain7 will conduct usability testing with the community, i.e., parents, students, staff, and community partners. User experience research will include: web traffic analysis, navigation studies, wireframe usability testing, mock-up testing, and post-launch analysis. Special attention will be given to ensuring families and students furthest from educational justice are prioritized during engagement and user testing.

## 7. EQUITY ANALYSIS

The project team used qualitative (workshops, focus groups, interviews, usability testing as described in section 6) and quantitative (surveys and analytics) data sources when evaluating equity impacts for the CMS platform selection and the recommended website design firm and hosting service. The data has been used to inform the features, technical requirements, and functionality that will best support the district's website management strategy, which aims to better serve students and families of color who are furthest away from educational justice. On page 7 of the RFP032071, the team specifically emphasized the importance of Seattle Excellence "The District websites are aligned with two of the District Strategic Plan priorities, providing consistent and predictable operations and ensuring authentic family and community engagement. By balancing website CMS experience with technical and content publishing capabilities, the selected website CMS and hosting solution will put Seattle Excellence, a plan to ensure racial and educational justice, into practice." Selecting a new website CMS (WordPress) and contracting a design firm, Domain7, with a proven track record of engaging families and students furthest away from educational justice will advance racial equity and directly supports our commitments outlined in *Seattle Excellence*. In turn, all families will benefit from improved navigation, search functionality, ease of updates, stability of service, and mobile first design.

### Surveys and Analytics

According to the 2018 Technology Access and Adoption Study conducted by the City of Seattle, there has been a significant increase in internet access during the last decade. Internet access includes mobile phone, laptop, tablet, gaming console, etc. Of the survey respondents, 98% of Seattle households have at least one type of internet capable device. While internet access rates have increased, there are still significant differences in access across demographic groups. Education level, income, primary language, and race are all predictors of internet access. For households making less than \$25,000 per year, 21% have no internet access; for households with incomes between \$25,000 to \$50,000, 4% are without access. While many of the survey respondents purchase internet service from a commercial vendor such as Comcast or Century Link, **households that depend on a cellular data plan only or access internet through free/public access are more likely to be in households with incomes lower than \$50,000.**

When the project team reviewed website analytics, it became clear that the SPS schools that serve communities with a larger percentage of households that may depend on cellular data or free/public internet access have a greater chance of experiencing poor website performance, with slow loading speeds, and/or a school website that is not updated monthly with news announcements or calendar events.

**Mobile Phone and Website Load Speeds:** The average percentage of users on mobile phones on all SPS school websites is approximately 55% and the average time to load webpages on

mobile phones is 4.2 seconds (Note: the industry norm is 1-2 seconds). Slow page load times affect all of our families, since school sites are more likely viewed on mobile devices, but these slow load times disproportionately affect Seattle families with students who attend Title 1 schools, the 13 Early Literacy Focus Schools, and or schools that serve larger populations of families who speak a language other than English at home.

### **Comparing school site performance on elementary school websites, December 2019 – January 2020:**

Specific Schools (these are the schools that have the largest share of mobile usage and the longest load time):

- West Seattle ES (Title I; high percentage of ELL families; 13 schools) 61% mobile usage, 7.7 seconds page load time
- Dunlap ES (Title I) 66% mobile usage, 9.6 seconds page load time

Of the 26 Title 1 schools:

- 18 are above the average for mobile phone sessions
- 14 are above average page load times

Of the 11 schools with highest populations of families who speak a language other than English at home:

- 7 are above average for mobile phone sessions
- 7 are above average page load times

Of the 13 Early Literacy Focus schools:

- 9 are above school average for mobile phone sessions
- 7 are above school average page load times

In response to our findings, a mobile-first approach and the speed of page load times were prioritized in the vendor review and selection.

**Domain7 uses mobile-first and responsive design as well as ADA best practices to create products that meet their users' needs.** Domain7's recent website design partnerships with large-scale, civic organizations and public institutions such as Seattle Public Library demonstrate the agency lives its values of creating people-centric digital products through research, design, and technology configuration. Of all the RFP bidders, Domain7 was the only team to articulate how the Seattle Public Schools websites relate to our strategic plan and the importance of targeted universalism. The team offers a specific focus on civic and family engagement and user experience that is crucial to the success of this CMS project. They understand the research and community engagement necessary to ensure that families and students furthest from educational justice are prioritized during the design and development of our websites.

**School Websites and Content Management:** Many of the school websites have low web editor engagement, meaning their school websites are not updated monthly with announcements or events. Of the 105 official SPS school websites, less than 40% have been updated on a monthly basis during the 2019-20 school year. Of the 37 schools that are identified as a Title I, 13 Early Literacy Focus School, and or serve a large population of families who speak a language other

than English at home, 68% of school websites had 0–1 news announcement published in the first half of the 2019-20 school year.

Ease of use for web editors with various levels of technical experience and a clear backend dashboard were priorities in selection of the website design firm, Domain7. By ensuring updates are easier to make, we anticipate school websites, specifically sites supporting families and students furthest from educational justice, will be updated on a more regular basis providing critical information and improving family engagement.

**Platform Stability and Service:** When our websites “go down” everyone is impacted, but families and students furthest from educational justice are impacted to a greater degree. Our websites are the primary way information is shared with families.

**Why Pantheon:** The DoTS network operations, system operations, and security team agreed that Pantheon’s web hosting and operations platform offers incredibly sophisticated and a state-of-the-art infrastructure design that will provide the availability, security, and stability our communities demand of SPS websites. During the selection process, the network operations team reviewed all four finalists and Pantheon demonstrated measurably better performance (faster access and more stable performance) when compared to the other RFP bidders and current website hosting provider, SchoolMessenger.

The final vendor contracts will include terms that ensure accountability to Seattle Excellence and our families and students furthest away from educational justice including these specific deliverables:

- Domain7 (web design and development): Collaborate and engage with students and families furthest away from educational justice (FFEJ) for website design, end user experience research, development, and testing.
- Pantheon (web hosting): Ensure access and optimize websites for students and families furthest away from educational justice.

## **8. STUDENT BENEFIT**

Students will directly benefit from the improved website experience that is at the heart of this project. Students and their families depend on the district and school websites as crucial means of communication, community connection, and access to educational resources.

Clearly aligned with our strategic plan, the Seattle Public Schools websites must provide “consistent and predictable operations” and be developed and refined by “authentic family and community engagement—unapologetically centered on students of color and historically underserved communities.”

The selected website design firm, Domain7 and hosting services provided by Pantheon, will enable the district to publish Seattle Public Schools websites that are accessible for people with disabilities, provide robust language translation capabilities, offer greater flexibility and templates for page and site customization while remaining aligned with district style standards and guidelines, improve search optimization, improve service availability (rarely ‘go down’), and a mobile-first design approach.

Domain7 and Pantheon, vendors presented in this BAR, offer Seattle Public Schools an opportunity to publicly and effectively demonstrate its commitment to better serve Seattle students and families who are furthest away from educational justice.

**9. WHY BOARD ACTION IS NECESSARY**

- Amount of contract initial value or contract amendment exceeds \$250,000 (Policy No. 6220)
- Amount of grant exceeds \$250,000 in a single fiscal year (Policy No. 6114)
- Adopting, amending, or repealing a Board policy
- Formally accepting the completion of a public works project and closing out the contract
- Legal requirement for the School Board to take action on this matter
- Board Policy No. \_\_\_\_\_, [TITLE], provides the Board shall approve this item
- Other: \_\_\_\_\_

**10. POLICY IMPLICATION**

Per Board Policy No. 6220, Procurement, any contract over \$250,000.00 must be brought before the Board for approval.

Per Board Policy No. 0030, Ensuring Educational and Racial Equity, states, *“In order to achieve educational equity for our students, the district shall:*

- A. Equitable Access – The district shall provide every student with equitable access to a high quality curriculum, support, facilities and other educational resources, even when this means differentiating resource allocation.”*

Our current CMS, SchoolMessenger, does not support equitable access to web content, information, and student supports. This is the primary reason we are recommending a new website CMS and requesting design firm and hosting service contracts.

**11. BOARD COMMITTEE RECOMMENDATION**

This motion was discussed at the Audit & Finance Committee meeting on June 8, 2020. The Committee reviewed the motion and recommended for approval.

**12. TIMELINE FOR IMPLEMENTATION**

Upon Board approval of this motion, the two contracts will be executed and Domain7 and SPS Web Team will begin the execution of the internal (or 1<sup>st</sup>) website migration, i.e., MySPS in Autumn 2020. The external website(s) migration, i.e., seattleschools.org and all school websites will be completed in Summer of 2021.

**13. ATTACHMENTS**

- Request for Proposal (RFP) for the Website Content Management System (CMS) Selection and Migration (for reference)
- Vendor Contract (for reference)

## SCOPE OF SERVICES

Domain7 Solutions (U.S.) Inc. (Vendor) shall undertake, at a minimum, the following responsibilities, and any additional responsibilities reasonably necessary to complete this work. The scope of work follows:

**Overall Goal of this Project:** The District websites are aligned with two of the District Strategic Plan priorities, providing consistent and predictable operations and ensuring authentic family and community engagement. By balancing website CMS user experience with technical and content publishing capabilities, the District websites and hosting solution will put Seattle Excellence, a plan to ensure racial and educational justice, into practice.

### **Deliverables of this Project**

- The Vendor will provide user experience discovery, design, development, content migration and implementation in accordance with Attachment 1 Technical and CMS Publishing Requirements and the scope of services outlined in this document.
- The Vendor will provide to Seattle Public Schools a completed Website CMS WordPress platform.
- Collaborate and engage with students and families furthest away from educational justice (FFEJ) for website design, user experience research, development and testing.
- The Vendor will provide mobile-first and responsive design as well as ADA best practices to create products that meet our users' needs.
- The Vendor will assign a Project Manager who will provide project management throughout the duration of this project.
- Custom Training plan (which includes Super-user and Train-the-Trainer sessions) along with custom materials.
- Comprehensive and inclusive development turnover planning in order to empower SPS web team to support the new development.

### **In Scope for Domain7**

- **Phase 1 - Discovery Phase**
  - Requirements Discovery
  - Kickoff and Stakeholder Interviews
  - Technical Discovery
    - ✓ Security Parameters
    - ✓ Environments and Deployment
    - ✓ Access and Permissions
    - ✓ Ecosystem Integrations
  - IA and Content Research
    - ✓ Content Audit
    - ✓ Competitive Analysis
    - ✓ Content Type Assessment
  - Accessibility Audit
  - User Research
  - Requirements Validation and Planning
    - ✓ Functional Requirements Validation
    - ✓ Additional Requirement Identification
  - Research and Recommendations package

- **Phase 2 - Design**
  - Style Tiles
  - Accessible Website Design
  - IA and Content Strategy
    - ✓ Content Audit and Analysis
    - ✓ Content Models and Governance Strategy
  - Wireframes
  - Migration Plan
  - UI Library
  - Development Roadmap and Go-LIVE plan
- **Phase 3 - Development**
  - Environment Set Up
  - CMS and Template Development
  - Migration
  - QA and Testing
    - ✓ Accessibility and UX Testing
  - Training
- **Phase 4 – Go-LIVE and Accessibility and UX Remediation**
- **In Scope for Seattle Public Schools**
  - **Phase 1 - Discovery Phase**
    - Provide to Domain7 any previous user experience interviews, surveys and/or documentation
    - Participate in any requirements discovery
    - Assist in the setup of a Kickoff meeting
    - Facilitate Stakeholder Interviews
    - Ensure the appropriate personnel are available and present to participate in Technical Discovery
      - ✓ Security Parameters
      - ✓ Environments and Deployment
      - ✓ Access and Permissions
      - ✓ Ecosystem Integrations
    - Assist with IA and Content Research
      - ✓ Content Audit
      - ✓ Competitive Analysis
      - ✓ Content Type Assessment
    - Provide assistance and approval of the Vendor’s Accessibility Audit
    - Assist with the identification of participants during User Research and facilitate any meetings associated with this key scope item
    - Provide assistance and sign-off on Requirements Validation and Planning
      - ✓ Functional Requirements Validation
      - ✓ Additional Requirement Identification
    - Approve the Research and Recommendations package
  - **Phase 2 - Design**
    - Provide signoff and approval of Style Tiles provided by Domain7 to ensure they are consistent with our existing brand and UX research
    - Approve IA and Content Strategy
      - ✓ Content Audit and Analysis
      - ✓ Content Models and Governance Strategy
    - Ensure we have an ADA Accessible Design

- Give feedback and approval on proposed Wireframes
- Approve the Migration Plan and Strategy along with any necessary SPS support of this approach
- Approve the UI Library to ensure scalability and usability
- Approve the final Development Roadmap and Go-LIVE plan
  
- **Phase 3 - Development**
  - Assist in the Environment Set Up with both Vendors
  - Assist with CMS and Template Development
  - Assist with Migration
  - Ensure that the appropriate participants are identified and included in QA and Testing
    - ✓ Participate in and provide sign-off of Accessibility and UX Testing
  - Participate in Training
  - Assist with Hosting and Support with Pantheon
  - Integral participation in the Launch Support with Pantheon (Go-LIVE)
  
- **Phase 4 – Go-LIVE and Accessibility and UX Remediation**
  
- **In Scope for both Domain7 and Seattle Public Schools**
  - **Expectations / Key Deliverables**
    - Key personnel will be present at all scheduled meetings and will follow-up on any assigned items in a timely manner
    - Any time off will be reported to the Project Manager(s) to ensure that meetings and deliverables are provided effectively and efficiently
    - A Project Charter and Project Schedule deliverable(s) will be created by the Seattle Public Schools Senior Project Manager and shared between the teams. Any changes to either the charter objectives/goals/scope or project schedule will be reported immediately, and any impact will be planned for with communication to the teams.
    - Weekly reporting of status of the project, what has been accomplished for the week, what will be accomplished the following week along with any risks, issues and the overall health of the project.
    - Project issue and risk log must be maintained by the Project Manager(s) assigned to this project.
    - All project artifacts will be maintained on a designated accessible central repository and will be up to date with the latest version, at all times.
    - All deliverables will be provided in accordance with the project schedule. Any changes to the deliverables as to content and scope will be agreed upon by the project team(s).
    - Any changes in scope to the project that result in additional costs will be agreed upon by the project team(s) in writing and approval granted prior to proceeding with a change or enhancement to the scope.
  
- **Out of Scope**
  - Creation of new brand or style guide. The District has approved branding and style guidelines.
  - Seattle Public Schools utilizes a variety of other software solutions for families and students, i.e., the student information system, the student learning management systems (LMS), and student portal. If your solution provides pre-built/configured elements such as credit card processing, survey tools, or other value-added/enhancing web applications, vendors are encouraged (but not required) to describe, demo, or deploy appropriate elements.

**SPS High Level Project Timeline:**

**PROJECT TIMELINE**

<b>Date (Anticipated)</b>	<b>Project Deliverable</b>
November 2020	Launch of mysps.seattleschools.org.
Summer of 2021	Launch of public sites, i.e., seattleschools.org and school websites.

**Product Accessibility**

Seattle Public School Websites is committed to making its’ technology-related products and services accessible to individuals with disabilities in compliance with applicable law and technical standards. This is in accordance with Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d), as amended, all other regulations promulgated under Title II of the Americans with Disabilities Act, and the accessibility standards of the Web Content Accessibility Guidelines (“WCAG”) 2.0 AA.

All design, development or implementation between Domain7 and Seattle Public Schools must adhere to ADA Accessibility guidelines.

## SCOPE OF SERVICES

Pantheon (Vendor) shall undertake, at a minimum, the following responsibilities, and any additional responsibilities reasonably necessary to complete this work. The scope of work follows:

**Overall Goal of this Project:** The District websites are aligned with two of the District Strategic Plan priorities, providing consistent and predictable operations and ensuring authentic family and community engagement. By balancing website CMS user experience with technical and content publishing capabilities, the District websites and hosting solution will put Seattle Excellence, a plan to ensure racial and educational justice, into practice.

### **Deliverables of this Project**

- The Vendor will provide support to Domain7 and Seattle Public Schools while the team(s) are working through user experience discovery, design, development and implementation in accordance with Attachment 1 Technical and CMS Publishing Requirements and the scope of services outlined in this document.
- The Vendor will provide to Seattle Public Schools a completed hosted and supported Website CMS WordPress platform for all current and future sites.
- Ensure access and optimize websites for students and families furthest away from educational justice (FFEJ) by ensuring that we have a stable, accessible product, our web pages are ‘always on’ with fast website delivery.
- The Vendor will provide web hosting and operations platform that will provide the availability, security, scalability and stability our communities demand of SPS websites.
- The Vendor will support Domain7’s mobile-first and responsive design as well as ADA best practices to create products that meet our users’ needs.
- Customer Success Manager assigned throughout the contract.
- Pantheon dashboard or website performance monitoring.

### **In Scope for Pantheon**

- **Phase 1 - Discovery Phase**
  - Support of Domain7’s Discovery Phase (please see Scope of Services for Domain7)
- **Phase 2 - Design**
  - Support of Domain7’s Design Phase (please see Scope of Services for Domain7)
- **Phase 3 - Development**
  - Support of Domain7’s Development Phase (please see Scope of Services for Domain7)
- **Phase 4 – Ongoing Web Hosting and Support**
- **Overall Scope**
  - **Infrastructure and Security**
    - ✓ Secure Infrastructure built on Container based architecture with the advantage of isolating resources and scalability
    - ✓ Core and Security updates automatically deployed across the entire platform quickly and efficiently with exploits prevented at the edge layer
    - ✓ Distributed Denial of Service (DDoS) Protection and isolating traffic streams through load balancers for each site
    - ✓ Antivirus Protection Prevents Malware Exploits

- ✓ Global CDN with Programmatic Cache Control
- ✓ End-to-End HTTPS over IPv4 and IPv6
- ✓ Manage subdomain redirects such as www.school.seattleschools.org to school.seattleschools.org
- ✓ Automatically issued HTTPS certificates
  
- **Monitoring and Performance**
  - ✓ Monitoring 24/7/365
  - ✓ Maintain uptime at 99.99%
  - ✓ Pro-Active On-Call Alerting
  - ✓ New Relic APM Pro Plan
  - ✓ Managed Scaling
  - ✓ Provide documentation on final placement of resources within public cloud environment. (e.g. AZs, Regions, etc.)
  
- **Development and Multi-Site Environments**
  - ✓ Dev-Test-Live and Multi-Dev Environment(s)
  - ✓ Locked-down Production Environment
  - ✓ Dedicated and Isolated Resources
  - ✓ Custom Upstreams
  - ✓ Quicksilver Speeds Development through Automation
  
- **Permissions and Data Protection**
  - ✓ Role-based Permissions with Change Management
  - ✓ Automated Backups
  - ✓ Two-Factor Authentication
  - ✓ CMS-Optimized File System
  
- **In Scope for Seattle Public Schools**
  - **Phase 1 - Discovery Phase**
    - Support of Domain7's Discovery Phase (please see Scope of Services for Domain7)
    - Facilitation of this Phased work with both Domain7 and Pantheon to ensure that all Phased work is completed timely and effectively
  
  - **Phase 2 - Design**
    - Support of Domain7's Design Phase (please see Scope of Services for Domain7)
    - Facilitation of this Phased work with both Domain7 and Pantheon to ensure that all Phased work is completed timely and effectively
  
  - **Phase 3 - Development**
    - Support of Domain7's Development Phase (please see Scope of Services for Domain7)
    - Facilitation of this Phased work with both Domain7 and Pantheon to ensure that all Phased work is completed timely and effectively
  
  - **Phase 4 – Ongoing Web Hosting and Support**
  
- **In Scope for both Pantheon and Seattle Public Schools**
  - **Expectations / Key Deliverables**
    - Key personnel will be present at all scheduled meetings and will follow-up on any assigned items in a timely manner
    - Any time off will be reported to the Project Manager(s) to ensure that meetings and deliverables are provided effectively and efficiently

- A Project Charter and Project Schedule deliverable(s) will be created by the Seattle Public Schools Senior Project Manager and shared between the teams. Any changes to either the charter objectives/goals/scope or project schedule will be reported immediately, and any impact will be planned for with communication to the teams.
  - Weekly reporting of status of the project, what has been accomplished for the week, what will be accomplished the following week along with any risks, issues and the overall health of the project.
  - Project issue and risk log must be maintained by the Project Manager(s) assigned to this project.
  - All project artifacts will be maintained on a designated accessible central repository and will be up to date with the latest version, at all times.
  - All deliverables will be provided in accordance with the project schedule. Any changes to the deliverables as to content and scope will be agreed upon by the project team(s).
  - Any changes in scope to the project that result in additional costs will be agreed upon by the project team(s) in writing and approval prior to proceeding with a change or enhancement to the scope.
- **Out of Scope**
    - Creation of new brand or style guide. The District has approved branding and style guidelines.
    - Seattle Public Schools utilizes a variety of other software solutions for families and students, i.e., the student information system, the student learning management systems (LMS), and student portal. If your solution provides pre-built/configured elements such as credit card processing, survey tools, or other value-added/enhancing web applications, vendors are encouraged (but not required) to describe, demo, or deploy appropriate elements.

**SPS High Level Project Timeline:**

**PROJECT TIMELINE**

Date (Anticipated)	Project Deliverable
November 2020	Launch of mysps.seattleschools.org.
Summer of 2021	Launch of public sites, i.e., seattleschools.org and school websites.



# Domain7 and Pantheon Submittal

## RFP032071: Website CMS Selection and Migration

Seattle Public Schools is committed to making its online information accessible and usable to all people, regardless of ability or technology. Meeting web accessibility guidelines and standards is an ongoing process that we are consistently working to improve.

While Seattle Public Schools endeavors to only post documents optimized for accessibility, due to the nature and complexity of some documents, an accessible version of the document may not be available. In these limited circumstances, the District will provide equally effective alternate access.

For questions and more information about this document, please contact the following:

Joanne Cobb  
Project Manager, Technology Services  
[jdcobb@seattleschools.org](mailto:jdcobb@seattleschools.org)

Domain7 and Pantheon's submittal to RFP032071. Includes Executive Summary, Company Profile, Project Experience and Past Performance, Project Approach, Product Design Features & Functionality, Team Organization Availability & Capacity, References, Pricing, and Terms & Conditions.

# Website Content Management System

**Prepared For**

Seattle Public Schools  
Nancy Milgate, Contracting Services  
[contractingservices@seattleschools.org](mailto:contractingservices@seattleschools.org)

**Prepared By**

Sarah Butterworth  
Chief Revenue Officer  
[sarah@domain7.com](mailto:sarah@domain7.com)

**REQUEST FOR PROPOSAL NO. RFP032071**

**PROPOSAL CERTIFICATION FORM**

TO: Nancy Milgate, Contracting Services Manager

The undersigned provider hereby certifies as follows:

- 1. I read the Seattle School District's Request for Proposal No. RFP032071 and the following Addenda and to the best of my knowledge I complied with the mandatory requirements stated herein:

Addenda Number	Issue Date
<u>Addendum #1</u>	<u>April 9, 2020</u>
_____	_____
_____	_____

- 2. I had the opportunity to ask questions regarding the Request for Proposal, and that if such questions have been asked, they have been answered by the District.
- 3. That the proposer's response is valid for 90 days.

Dated at Vancouver, BC, this 16th of April 2020.

  
 \_\_\_\_\_  
 (Signature)

Sarah Butterworth  
 \_\_\_\_\_  
 (Print Name)

Domain7 Solutions (U.S.) Inc.  
 \_\_\_\_\_  
 (Company Name)

2A - 33820 South Fraser Way  
 \_\_\_\_\_  
 (Address)

Abbotsford  
 \_\_\_\_\_  
 (City)

British Columbia  
 \_\_\_\_\_  
 (State)

V2S 2C5  
 \_\_\_\_\_  
 (Zip)

Chief Revenue Officer  
 \_\_\_\_\_  
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1-604-854-3349  
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 (Fax Number)

603-618-250  
 \_\_\_\_\_  
 (UBI Number)



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# Executive Summary

Thank you for taking the time to consider our response to join Seattle Public Schools (District) in your website transformation project. As we reviewed the District's requirements, deliverables, and transformational goals, it became abundantly evident that there's a strong, meaningful alignment between the District's intentions and Domain7's way of working.

The current season's reliance on digital means of service and interaction has underscored just how crucial the digital ecosystem of the District is—families, students, and staff all need a means of centralized connection, communication, and representation. As the District enters into a major digital transformation, these principles must be upheld as pillars of the user experience, bolstered by continuously growing capabilities within the internal teams, and consistent guidance and support from trusted partners and leaders.

At Domain7, we've created complex CMS redesigns for world-leading schools and public institutions like Imperial College London, the University of Manitoba, the City of Surrey, and the Seattle Public Library. Our decades of experience designing and developing for public audiences has shaped our approach and recommendations, bringing a host of tried-and-tested methods of prototyping, researching, and designing for complex public stakeholders and diverse audiences. Throughout this proposal, we've incorporated strategies and recommendations drawn from our user research and testing with audiences throughout Washington, with a specific focus on civic and family engagement.

We have also partnered with our trusted WordPress hosting and support provider, Pantheon. Pantheon was founded in 2010 to provide a faster, safer, and easier way for clients to realize their visions on the web. Based in San Francisco, with offices in New York and Minneapolis, Pantheon's support, engineering, and site reliability teams span the globe to provide 24x7 support and up to 99.99% uptime. Pantheon's commitment to delivering unsurpassed educational experiences has been at their core from their early partnership with UC Berkeley to develop the platform in 2010, to now, where they proudly serve every Ivy League school, dozens of community colleges, and a wide range of organizations in the K-12 education sphere.

In the proposal that follows, we've outlined our approach to coming alongside the District to research, design, and collaboratively develop a redesigned [mysps.seattleschools.org](https://mysps.seattleschools.org), a replatformed [seattleschools.org](https://seattleschools.org), and a robust suite of subset templates for the 105 district schools on WordPress. We've included a series of case studies of our work, along with a detailed breakdown of our proposed approach, considerations, and proposed project teams.



# Company Profile

## Domain7 Solutions (U.S.) Inc.

**Headquarters:** 2A - 33820 South Fraser Way  
Abbotsford BC V2S 2C5  
**Contact:** Sarah Butterworth, Chief Revenue Officer  
**Telephone:** 1-778-229-0595  
**Email Address:** [sarah@domain7.com](mailto:sarah@domain7.com)  
**Date of Firm Establishment:** April 23, 1997

## Pantheon

**Headquarters:** 717 California St Floor 2, San Francisco, CA 94108  
**Contact:** Scott Collins, Account Executive  
**Telephone Number:** 1-206-669-2663  
**Email Address:** [scott.collins@pantheon.io](mailto:scott.collins@pantheon.io)  
**Date of Firm Establishment:** August 26, 2010

## Domain7

Domain7 is a people-centric digital services and product agency. We co-design and build purposeful experiences. For twenty-two years, we have partnered with hundreds of organizations to help them become more people-centric through research, design, development, and technology. Our transformation efforts have helped foster breakthrough change at our local level (with partners like the University of British Columbia, Western Washington University, City of Vancouver, Seattle Public Library, and Pacific Blue Cross), and internationally (with partners like Imperial College London, The World Bank, and Microsoft). Today, Domain7 employs a staff of 50+ people, working in disciplines ranging from service design to systems architecture.

We ground our approach in participation, design thinking, and comprehensive problem-solving. The resulting strategies steer our team's work creating integrated, transformational digital experiences and products. Domain7 brings to you a roster of seasoned developers who understand the full tech stack that goes into doing large-scale, public-facing work well, and optimizing platforms for civic organizations and public institutions. Not just the configuration of the CMS and its modules, but the overall user experience, the connected technologies, and the server environment. We're bringing you expert-level technology leaders who can reliably handle the details and are capable of taking public service organizations forward.

We've outlined Domain7's leadership team structure below, and would be glad to expand upon our organization chart to fully outline our production and discipline team structures in continued conversation with Seattle Public Schools, as requested.



<b>Shawn Neumann</b> <i>Founder &amp; CEO</i>		
<b>Ryan Hanawalt</b> <i>Partner, Ventures</i>		
<b>Sarah Butterworth</b> <i>Chief Revenue Officer</i>	<b>Tyler Frans</b> <i>Chief Operating Officer</i>	<b>James Phillips</b> <i>VP, People &amp; Culture</i>
<b>Ceri Rees</b> <i>VP, Partnerships</i>	<b>Jon Faulkner</b> <i>Managing Director, UK</i>	<b>Mark Klassen</b> <i>VP, Delivery</i>

## Pantheon

Pantheon is a website operations platform offering the most reliable hosting and best support for schools and universities worldwide. By uniquely and exclusively providing Drupal and WordPress hosting atop a serverless, container-based platform, Pantheon gives web developers, communications and IT teams the tools, workflows, and automation they need to build and maintain great WordPress and Drupal websites. Pantheon’s mission is to make the web a first-class platform that delivers results. Pantheon powers over 300,000 sites and is trusted by thousands of marketing and development teams around the world. Based in San Francisco, with offices in New York and Minneapolis, Pantheon’s support, engineering, and site reliability teams span the globe to offer 24x7 support and 99.95% uptime. Pantheon has a staff of more than 180 employees organized in the following functional areas to implement and manage Pantheon’s internal controls over security and availability:

- **Management** – Responsible for overall security, ensuring enforcement of controls, approving risk assessment, selection and prioritization of risks to mitigate and provide oversight of the Pantheon control environment. Management’s role is also to ensure that people are appropriately trained and that systems and processes are in place to meet system uptime, system-wide security, and consistent service execution.
- **Engineering** – Responsible for development of applications, system images, and fixes for deployment, second tier response to application issues, and troubleshooting application incidents. Also, responsible for implementing and operating controls to maintain compliance with all relevant security policies and standards for their area of responsibility, initiation of trouble tickets based on operation triggers, second tier response to operation and security incidents, implementation of approved changes, and troubleshooting incidents.
- **Customer Success** – Responsible for fielding customer calls regarding Pantheon customer environments, initiation of trouble tickets based on customer requests, and communicating with



customers regarding any scheduled or unscheduled outages or issues through the customer service representatives.

- **IT** – Responsible for provisioning and de-provisioning access rights for all personnel, user right entitlement changes and reviews, provisioning and maintaining laptop and desktop computers, all local office infrastructure and supporting enterprise application users.
- **Security** – Responsible for performing risk assessments and defining control objectives, monitor performance of security controls, initiation of trouble tickets based on security triggers, first and second tier response to security incidents, and operation of security monitoring, measurement, and testing tools.

An organizational chart showing Pantheon’s structure down to the proposed staff specific to this project is provided below:

Nial Hayes, COO			Darren Wolter, CRO	
<b>Allan Fear</b> <i>Customer Success</i>	<b>Shak Hossain</b> <i>Support</i>	<b>Engineering Team</b>	<b>Ryan Tankoos</b> <i>Sr. Director, Sales</i>	<b>Mike Monan</b> <i>Director of Sales Engineering</i>
<b>Joshua Lieb</b> <i>Customer Success Manager</i>	<b>Support Team Leads and Support Team</b>		<b>Scott Collins</b> <i>Account Executive</i>	<b>Chris Charlton</b> <i>Sales Engineer</i>



# Project Experience and Past Performance

In the pages to follow Domain7 and Pantheon have shared stories of the scope and scale of our work with relevant clients in the education and public service sectors. To protect the privacy and security of information for our clients, we would be glad to provide additional information, including pricing structures, upon completion of a Non-Disclosure Agreement.

## **University of Manitoba**

Digital Breadth for Complex EnvironmentsA

[umanitoba.ca](http://umanitoba.ca)

With over four million page views every month, the University of Manitoba site had been nothing short of a workhorse for years. But, seven years after the last redesign, the University found themselves with a CMS nearing end-of-life, barely meeting modern standards of responsiveness, and caked in years of ad-hoc content that had grown into a self-described “maze.”

Nearing the completion of a large-scale rebranding project that would take their image into new, modernized grounds, the University was faced with the reality of an exciting new aesthetic soon to be obfuscated by the pressing issues of their digital properties.

This was the moment where Domain7 and the University of Manitoba came together with a bold vision: a reimagined digital ecosystem, with all University sites moved to a new, robust, nimble CMS. Not just a new website, but a new vehicle for the revitalized brand, and a digital hub for the both sides of the University, spanning potential students to tenured faculty and internal operations.

### **Bringing Voices Together**

With an extensive vision in the making, we began our engagement with an extended on-site visit to the University—Domain7 engagement strategists, user experience designers, and technical leads flew to Winnipeg for a face-to-face kickoff, and the beginning of what would prove to be a period of deep user engagement.

Throughout the Discovery phase, Domain7 researchers met with over 100 members of the University staff, spanning internal departments, IT leaders, and a host of content editors with ranging needs and workflows. Alongside these sessions with internal stakeholders, we met with more than 50 students and



audience representatives to understand how the current sites were being used, where they succeeded, where they came short, and what roles umanitoba.ca played in key university workflows.

Synthesizing internal and external opinions, walkthroughs, and testing sessions, we determined that the new university site would need to be:

1. The strategic communication tool for the whole University,
2. With a two-fold focus on student experience, and teaching and research, and
3. Purpose-built to grow and evolve dynamically over time.

Working with members of the University's digital leadership, marketing, and operations teams, we recognized that achieving this vision meant that planning and co-creation would be the drivers behind a successful redesign.

### **A Step or a Click Away**

With main offices in Vancouver, Abbotsford, and Winchester, and staff across Manitoba, Ontario, the United Kingdom, and the United States, Domain7 brings a truly distributed team. While our kickoff and research activities found us onsite engaging directly with stakeholders and users, our project communication throughout the design and development blended continued on-site meetings and presentations with cross-team scrums, live-feed presentations, and consistently available messaging.

### **Technical Leadership for Iterative Growth**

Initially, Domain7 was the research and design partner for the University—as we continued to roadmap, research, and define the path forwards, both parties recognized the value of having technical leadership, design vision, and research rigour from both teams working together, in stride. Domain7 and the University shared responsibilities, with the University internal teams leading the creation of first-draft user story workshops on themes including security, accessibility, and the content authoring experience, while Domain7 technical strategists developed a prototype for the University using Drupal 8.

Bringing our efforts together, we refined the user stories and developed an intensive priority ranking for iterative growth—the most important user stories with the greatest effect prioritized for the initial launch, and successive tiers to span ensuing sprints to be built out by both teams.

### **Designing for Inclusivity**

For the University of Manitoba, we established a key pillar of the redesign as being that “the full diversity of the University should be engaged, reflected, and celebrated.” Good design is about more than pleasing aesthetics, good design is the marriage of utility and beauty—of form and function. For umanitoba.ca, this meant that inspiring content and a breathtaking new design needed to be metered with meaningful accessibility and usability considerations. Or, as our Director of Design put it: “WCAG 2.1 AA or bust.”



All of our projects are designed with accessibility in mind, and [umanitoba.ca](http://umanitoba.ca) was no exception. We conceived and built a robust design system in which each component was on brand, code reviewed, and testing for accessibility compliance. This means that not only is the new [umanitoba.ca](http://umanitoba.ca) built from the most robust components available, but that all forthcoming iterations, additional digital properties, and elements of the digital ecosystem can now be built out with accessible, on-brand components.

A core aspect of our redesign lay in recognizing that inclusivity is about more than access, it's also about acknowledgement. A quick visit to the [umanitoba.ca](http://umanitoba.ca) will show you the responsive banner that speaks to the history of the peoples and lands of the University campus, presented to be front-and-centre, while maintaining the individual user journey requirements and site flows in sync.

### Digital Transformation Starts at Home

With the successful launch of the first iteration of [umanitoba.ca](http://umanitoba.ca) now live, the University has taken the first foundational steps in an exciting journey. The University's new site brings together the stunning new design with a revisioned information architecture that speaks to the needs of an incredibly diverse user base, and seamlessly integrates into the University's existing digital ecosystem.

While the rush of activities that come with preparing for a new school year's enrollment and donation campaigns that follow are capturing the internal team's attention, the next iterations will be underway in partnership with Domain7—successive layers of content hierarchies, further embedded design

components, and the ever-growing design system will continue to launch. All the while, Domain7 technical leads continue to be working with the University developers to scale-up their internal capabilities to bring aspects of Drupal development, governance, and authorship in-house, ensuring that this transformation will be sustainable for the long-term.





# Seattle Public Library

A Digital Branch for an Iconic Library

[spl.org](https://spl.org)

The legendary architecture and design that make the Seattle Public Library's central branch a standout cultural landmark also reflects the institution's role as a community cornerstone. SPL patrons care deeply about their iconic library: it's a vibrant place to connect, learn, discover, and create. And Seattle citizens had made their voices heard. They wanted the Library to improve its online services and upgrade the dated website.

Partnering with SPL, it quickly became apparent that we were dealing with more than a “website.” With more visits per year than all 28 branches combined, the online gateway to the Library is truly a digital branch. And yet, the website hadn't been redesigned in over a decade, and it wasn't responsive on mobile devices. It was time for a digital project worthy of the Library's passionate community and legendary design heritage.

We set out with the shared goal of bringing a world-class standard of digital service to the online experience in a process that welcomed the community into the project; it was essential that this project be wholeheartedly transparent and people-centric. This meant embracing community listening in a robust way. In every phase, the SPL and Domain7 teams found ways to invite input from Seattle residents, conducting numerous public surveys, interviews, and focus groups. The SPL team created a detailed public-facing project page that kept patrons updated on the status of the project, shared community feedback, and provided ways for individuals to speak into the site's creation on an ongoing basis. SPL included a “race and social justice initiative” outcome in the project goals, and we ensured that together we reached out to underrepresented communities and individuals to ensure we were hearing from a truly diverse range of voices.

The rich insights we received from patrons informed the design process as we went, creating a more sharply relevant experience at each level of design. The open process avoided any big reveals or surprises, keeping the community informed as to what the site would look and feel like post-launch. The reaction was overwhelmingly warm and engaged, with patrons taking to social media to applaud the participatory process—many characterized the project as an example for community organizations to embrace. Post-launch, the SPL team continues to listen closely to their community as needs change, finding ways to respond meaningfully.

“We make it difficult; it doesn't have to be,” an SPL team member told us early in project discovery. Just like a bricks-and-mortar branch, the digital space needed to provide truly welcoming service while making



it easy to find programs and resources. The original site reflected the complex structure of a robust municipal library with multiple branches: there were many, many layers of navigation, a huge array of pages, and complex steps needed to achieve simple goals such as booking a meeting room. We reassessed each process and navigation task from the viewpoint of the patron, implementing a user-centric design to achieve what SPL called “radical simplification.”

We also needed to consider community and discovery. In a physical branch, Seattle patrons felt connected to their neighbourhood, and often they would discover programs or resources they didn't know they were looking for. As we designed the online experience, we looked for ways to communicate and unleash the transformative power of libraries to help people connect, discover, and grow. Search results were expanded to include a range of discovery across the catalogue and website. Relevant events and recommendations were incorporated in carefully considered ways, and previously-hidden resources and programs were showcased. The new site has demonstrated increased traffic into new areas of the site, with users going beyond simply searching the catalogue to discover the fuller breadth of SPL experiences.

Part of the power of a library lies in its ability to open doors onto new worlds, ideas and opportunities—for anyone. So it was important that the online experience be as truly inclusive and accessible as the Library is offline. We design with what we term an “accessibility-first” mindset, considering the needs of people of different educational levels and abilities.

At each stage, we tested carefully for accessibility and sought input from blind and visually impaired stakeholders, among other groups. We also ensure that the site works on any device a patron may choose. The result is an outstandingly accessible site that provides exceptional service for all.

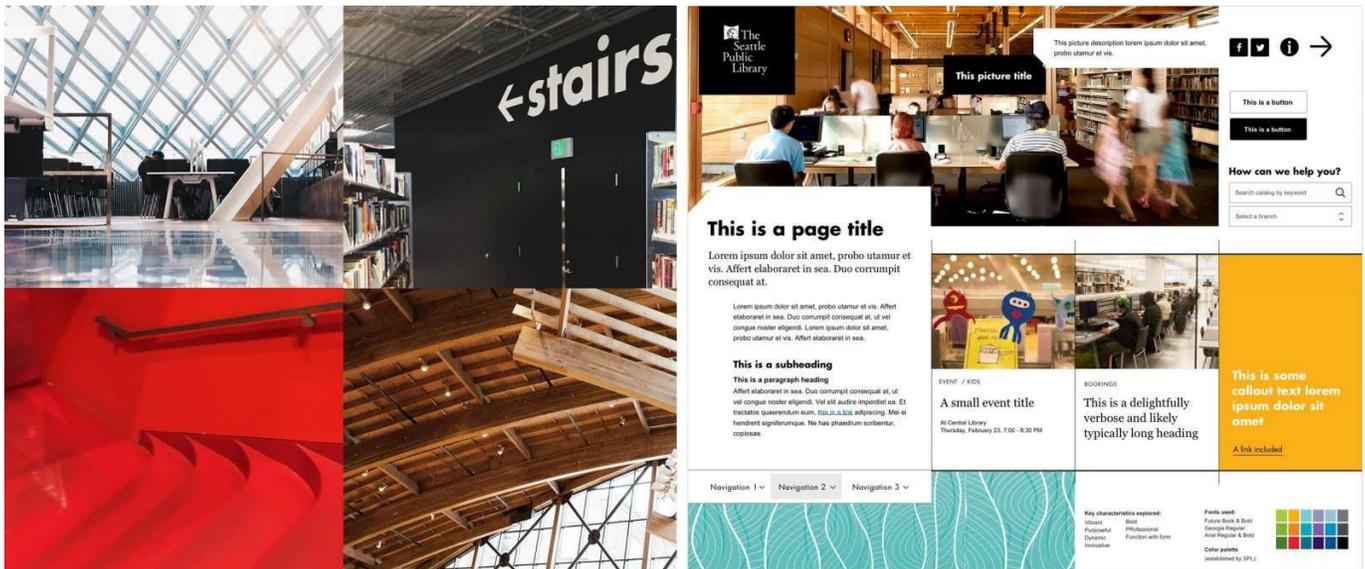
With so much rich information and a diverse and growing community, SPL needed to be able to adjust digitally as needs continued to become known. We reimagined the Library's digital space as more than a static repository of information, planning intentionally for change and iterative improvements. Using responsive UI components to power the entire site created a seamless and flexible bridge between design and development. This approach pays off long after launch, contributing to design integrity and increased agility as the site necessarily flexes over time.

Alongside building for technical and design resilience, we wanted to equip the Library's team to confidently steward their digital property. Building capacity in the Library's internal team set them up for future success and ensured they weren't solely reliant on external agencies after we launched the site. An empowering institution deserves an empowering project. Alongside building for technical and design resilience, we wanted to equip the Library's team to confidently steward their digital property. Building capacity in the Library's internal team set them up for future success, and ensured they weren't solely



reliant on external agencies after we launched the site. An empowering institution deserves an empowering project.

When you step into the Seattle Public Library’s central branch, you’re instantly aware of the attention to design. Legendary architect Rem Koolhaas designed the building and Canadian design great Bruce Mau created the remarkable interior wayfinding and signage. Our design team ran with the abundant inspiration, drawing from typefaces and architectural elements to reflect an authentic online experience that blended with the offline experience. Clean lines, colour blocks, iconic shapes, and a vibrant palette were all employed in a warm, functional design treatment that put people and their needs first.



*Strong architectural lines, bright colours and bold wayfinding were some of the inputs used to guide the visual design. Above are photos taken inside SPL's Central & Beacon Hill Libraries as well as the final Style Tile that we created to set the foundation for the site design.*

The hallmarks of transparency and community engagement that the SPL project established is just the start of an ongoing legacy for the Library. The digital leadership team continues to reach out to patrons and the community to inform their stewardship and development of the site. This team and institution serve as a remarkable example of how community-first, transformative web projects can move libraries squarely into the digital era while maintaining and amplifying what makes them such valued anchors of society: places of gathering, collaboration, learning, discovering, and becoming.



### **Pantheon: [Arizona State University \(asu.edu\)](https://asu.edu)**

Arizona State University's (ASU) central IT web development and hosting team is responsible for managing and supporting 2,000+ sites. In the past, ASU's IT team spent the equivalent of two to three employees on self-hosting and support for thousands of websites on multiple CMSs. After a presidential fire drill, the team decided to move away from self-hosting by standardizing on Drupal. They released a custom distribution for 2,000+ websites and now manage everything on Pantheon.

ASU decided to transition to a custom Drupal distribution on Pantheon. One platform provided a customized start state called Open ASU, that makes it easy for non-developers to build Drupal sites. This turnkey solution was essential for all the non-technical customers who had never used Drupal. Pantheon was also the only solution that could provide basic-level sites with integrated SSL and SSO out of the box, without relying on third-party modules. Finally, Pantheon allowed the team to slowly transition all 1,100 sites away from self-hosting, without requiring them to pay large amounts up front.

### **Pantheon: [Georgetown University \(georgetown.edu\)](https://georgetown.edu)**

Pantheon provides a wide variety of services for Georgetown University, including Elite with Disaster Recovery for a WordPress Multisite Network, Onboarding, Managed Updates and a Customer Success Manager. Georgetown University is one of the world's leading academic and research institutions, offering a unique educational experience that prepares the next generation of global citizens to lead and make a difference in the world. It is ranked as number 24 in U.S News's Best Colleges in American rankings and has an undergrad enrollment of 7,500 students.

### **Pantheon: [Fairfax County Schools \(fcps.edu\)](https://fcps.edu)**

Fairfax County Public Schools (FCPS) is the tenth largest school district in the U.S. and serves nearly 200,000 students. The district needed to completely overhaul the web presence for their home site and nearly 200 satellite sites for individual schools. Digital agency Forum One saw an opportunity to move the district to Drupal 8 and manage satellite sites using custom upstreams. An upstream workflow could provide a default template for each new site, and changes to sites could be easily pushed to the individual satellite sites. Our agency partner chose Pantheon's hosting and development platform for the infrastructure and upstream workflow that could handle the FCPS project. Today, that partner relies on Pantheon to help administer FCPS' main site + 55 (and counting) individual school sites.



# Project Approach

## Discovery Phase

### Requirements Discovery

We begin with exploratory research into the current requirements, environment, and websites. This exploration also serves to effectively onboard the Domain7 team, who will explore the systems, CMS components, and other technical parameters connected to the requirements as outlined in the RFP.

### Kickoff & Stakeholder Interviews

We will facilitate a kickoff session to define the project vision, timeline, and approval cycles. Part of our Kickoff Session will be collaboratively defining objectives and measures of success for the project ahead. We'll also validate together what the end deliverable of this phase of work—our Roadmap—will look like, how it will be collaboratively owned, and how it may be presented to external stakeholders.

Our strategists will hold approximately one day of stakeholder interviews, gathering information for forthcoming research activities, including: current failures and successes of business and service goals, known challenges to the current web publishing workflows, departmental goals for the new digital experience, and identifying key voices for participation in later activities and approval cycles.

### Technical Discovery

Our technical discovery will assess the current state of the District's technical environment, inclusive of the greater digital ecosystem in which the new WordPress sites will be redesigned, with a focus on the shared requirements across the additional subsites, along with technical definitions of:

#### **Security Parameters**

Building from the requirements outlined in the RFP milestones and deliverables, we will explore and outline comprehensive security requirements in partnership with Pantheon.

#### **Access & Permissions**

In support of the forthcoming Information Architecture activities and deliverables, we will assess permission requirements and access levels required by the District.

#### **Environments & Deployment**

We will assess the current and desired application environments, the current cross-team strategies for delivering technical systems.

#### **Ecosystem Integrations**

We will assess integration considerations for WordPress with the other elements of the District's digital ecosystem.

## IA & Content Research



In preparation for the production of an improved information architecture and content strategy for the District, we will carry out an analysis of the current site content and structure of [mysps.seattleschools.org](https://mysps.seattleschools.org), along with specific IA considerations for [seattleschools.org](https://seattleschools.org) and the associated subsites:

**Content Audit**

An analysis of the current site content and structure, alongside any current state site analytics data.

**Competitive Analysis**

Research and presentation of a holistic view of the competitive digital landscape of leading comparable school districts.

**Content Type Assessment**

Assessment of key content types from a taxonomy perspective and a messaging guideline perspective.

**Accessibility Audit**

We will perform an audit of the top pages of the main District digital property through a suite of automated accessibility compliance testing tools. The audit will be performed against WCAG 2.1 AA standards, ensuring that the current successes and failures of the current site’s compliance can be incorporated in service of prioritizing milestones and functionality for forthcoming phases of work.

**User Research**

Our user experience researchers will synthesize unique testing packages for representatives of the District’s key audiences. We will determine the ideal number of participants in collaboration with the District. We will run tests composed of qualitative impression testing, key user task testing, and targeted discussion.

**Requirements Validation & Planning**

We will explore more deeply both the functional and non-functional requirements—working alongside the District’s team to define the internal and external requirements for the site to be built.

**Functional Requirements Validation**

We will work with the District’s internal teams to both validate and more deeply define the existing requirements. This will lead to the creation of initial user stories to support sprint planning.

**Additional Requirement Identification**

Our team will document any additional information that the Discovery process reveals, and will work alongside the District’s team to understand the relative priorities of new items.

**Research & Recommendations**

The key findings and deliverables collected and synthesized throughout the Discovery phase are presented as a package that includes the Solution Pillars and further Opportunities and Recommendations for experience enhancements and project impacts. The information laid out in the Roadmap will set the stage for the impending phases, in which the forthcoming Design and Development



phases will be laid out. We will indicate recommendations on infrastructure requirements, testing strategies, and the remaining phase project plans and schedules.

## Design

### Style Tiles

Style tiles are an effective step in the visual direction setting process as they are an effective method of producing clarity on visual direction. Working with District project stakeholders, our visual designers will provide style tiles that take into account your existing brand and offer a consistent experience across your digital properties, allowing it to be extended throughout the site journey.

### IA & Content Strategy

We will produce a sitemap and content strategy that synthesizes goals, messaging guidelines, and governance standards.

#### Content Audit & Analysis

We will catalogue the current site content, and draw in any gaps identified during our research, based on the traffic and usage data of the current site. We will also outline key page goals for the new site.

#### Content Models & Governance Strategy

High-level guides of key content types for the District's sites, including taxonomy and messaging guidelines. We will include governance recommendations for District editors and authors.

### Wireframes

We will develop wireframes for key pages of the new District sites. The precise number of wireframes to be developed will be determined with the District's team during Discovery. However, we anticipate developing approximately 10 and no more than 15 pages as wireframes, including key pages for the redesigned [mysps.seattleschools.org](https://mysps.seattleschools.org), templates for the district school subsites, and key pages for [seattleschools.org](https://seattleschools.org). Our team will define optimal interface elements, layouts, and navigational cues to support the results of our research.

### Migration Plan

The Migration Plan will outline the content structure used by the current District sites, in order to replicate structures in WordPress, including content types, fields, assets, dynamic content, and taxonomy, among other elements. The Migration Plan will also outline custom development considerations, a theming plan, and the key elements of the new WordPress authoring experience for the District.

### UI Library



The UI Library serves to increase modularity and flexibility of design and also encourages more flexible and modular front-end development. This collection will be built upon and finalized in the Development phase enabling the future of the District's sites to be more strategic, scalable, and nimble day-to-day—allowing our collective team to respond quicker to an ever-changing web environment in the future.

## **Development Roadmap**

To close the Design phase, our project manager, lead developers, and strategists will create a Development Plan, focused on the technical approach and design of the site. This plan will synthesize the results of Discovery phase research with the assets and decisions produced throughout the Design phase, in order to establish the development pathway that will implement the assets and strategies into the robust WordPress CMS for the District.

## **Development Environment Set Up**

We will begin development with a sprint focused on creating the development and staging environments, along with the deployment pipeline. Creating these environments first will allow us to deploy newly developed features to the staging site throughout the development process, leveraging the environment to share features with the District, and to collaboratively test and review work in an iterative manner.

## **CMS & Template Development**

In advance of each sprint, both teams will participate in a Backlog Grooming session—though the features will have been prioritized at the outset of this phase, these sessions provide the District and Domain7 teams added opportunity to intervene based on discoveries, alterations, or innovations that occur throughout development. If necessary, teams can collaboratively agree to groom the feature backlog to alter priority rankings. Accompanying the Backlog Grooming sessions will be a Sprint Planning meeting. In advance of these meetings, the Domain7 team will provide feature-based user stories which will guide the development throughout the sprint.

## **Migration**

Domain7 provides both automated and manual migration services, both of which can be applied to this project with the District. We typically look to our Discovery phase process to best understand what content is best served to be automated in migration, as well as the areas that would benefit from manual migration. We have included 200 hours for migration, accounting for the development of automated migration scripts, and to support District editors and authors in manual migration. We would be glad to host a conversation with the District ahead of selecting a vendor if there are further questions regarding the in-project creation of a detailed migration plan and how we can share, split, or take on different areas of ownership to make the most cost effective migration strategy.



## QA & Testing

Throughout each sprint, ongoing Quality Assurance practices will be conducted by the Domain7 developers based on the identified test cases and user stories guiding each sprint. Upon the close of each sprint, the testing results will be shared along with a Sprint Review Demo to showcase newly developed features. We will perform user testing at key points throughout development to ensure that the UX of the CMS works well for your users at launch.

## Training

We will produce and provide 8-12 training videos for the District team—these videos will provide walkthroughs and step-by-step guidance on key authorship, administration, and workflow elements of the new WordPress CMS. These videos are ideal for self-paced training and learning by the District's staff, and will be useful for both first-time users and refresher-training moving forward. We will spend 2-3 days on-site at the District to conduct focused Administrator / Superuser training that covers the new interface and customized functionality, along with a series of train-the-trainer sessions to empower the District's content authors and editors.

## Hosting & Support

Moving large sites with complex architecture or long-ago implemented customizations typically requires an expert in adapting legacy code to a modern web stack. This is why we at Domain7 have partnered with Pantheon, a team of experts who ensure the migration process goes smoothly and your sites are leveraging all of the platform's value over the long-term.

## Onboarding Management

From the project's kickoff to daily scrums and weekly check ins, Pantheon will be alongside the Domain7 team to support the design of the hosting environments, and as launch day approaches, Pantheon will deep dive into any and all technical details with Domain7 and your internal site administrators and web teams. Pantheon will also help train your team to become platform power users, getting all users up to speed on website performance best practices and teaching them more about the technology that runs Pantheon.

## Optimize Your Sites for Speed and Performance

Your Onboarding Manager and launch team helps make sure every site runs at optimal performance. We will work through a comprehensive launch checklist to identify and fix any issues with performance, configuration, and load testing before you go live.

## Launch Support

Pantheon's onboarding team assists in dozens of site launches every month. Our support team works with all of our users across the globe each day. We know launches, we've seen most edge cases, and we



know how to help you prepare for your launch. Our communication strategy includes pre-launch standups and a dedicated Slack channel. Pantheon and Domain7 will be there for your team, every step of the journey.

## Pantheon's Technical Support

Simply providing technical support doesn't get the job done. Instead, providing a world class platform means we are committed to the success of Seattle Public Schools, and that means solving problems before you even have them. Pantheon's best-in-class infrastructure, tools and workflows make teams more efficient and eliminate hours of maintenance and sysadmin work. District Staff that will be using Pantheon will be involved in the onboarding process to ensure that team members are familiar with and feel confident developing on the platform. Additional trainings that can range from 1-hour to 3-hour sessions are also available to Staff.

Pantheon provides 24/7 emergency support—reach us quickly via chat, ticketing, phone, video conference, or even Slack to connect with an engineer in real time. Additionally, Seattle Public Schools sites will have additional monitoring to alert on any sign of downtime. Any issues that cannot be resolved immediately are turned into a support ticket, and a support manager oversees the completion of the issue. We escalate tickets based on complexity to a senior support engineer, who may pull in others when necessary. Our first response is less than two minutes, on average, and our satisfaction level hovers in the mid 90/100.

## Success Management

Your success isn't an ideal, it's a goal we plan for and attain for thousands of customers. Seattle Public Schools will be assigned a Customer Success Manager (CSM), who serves as a technical resource familiar with your account. This expert will review your goals and set up quarterly reviews with you and your stakeholders to make sure we are aligned. Your CSM will also be there for you as a trusted partner when you need important questions answered from day one, where we begin with an onboarding consultation in which we assess your technical needs and business goals to understand what you need to succeed on Pantheon over the long term.

## Pantheon Training

You need to ensure that your team can build, deploy, and support your site into the future. We will help your team plug into Pantheon's deployment workflow system through training in tools, workflow, and Pantheon best practices.

Our training team understands that we each learn in different ways, so we provide various ways to get our clients up to speed on the platform. Of course, platform essentials are covered during onboarding, and



more intensive training on other topics are available via expert-led workshops. All Pantheon trainings are customized to fit your team's needs, and topics include:

- Development Workflow
- Performance and Scaling
- Automation and Testing

Finally, our internal training team pushes changes to our documentation regularly, always notifying our clients of new training content and relevant updates that your site administrators and web teams can view at your own pace, on your own schedules. Our helpful guides, tutorials, and training materials are respected throughout the tech industry, and we host regular training webinars for developers working with Drupal and WordPress. We make sure our customers are always up to speed on the latest features as well as best practices in the open source CMS and web performance world.



# Product Design, Features, and Functionality

## Infrastructure and Security

### Secure Infrastructure

Pantheon is built on a container-based cloud architecture. Unlike virtual servers or bare metal hardware, containers allow lightweight partitioning of an operating system into isolated spaces where applications can safely run. Our infrastructure isolates resources while making it easy to scale and deploy fixes across the entire infrastructure.

### Fast Core Updates a One-Click Away

Security doesn't stop at the website platform. The sites themselves must also be secure. The most important core updates are automatically deployed to each site's upstream, which makes them safe and easy to apply.

### Staying Ahead of Hackers

Pantheon's unique infrastructural agility allows us to respond to breaking vulnerability announcements with unprecedented speed. We can deploy updates across the entire platform quickly and efficiently, as well as block certain exploits at our edge layer. This means we are often shutting down issues before a single customer is exposed.

### Distributed Denial of Service (DDoS) Protection

Pantheon works with our cloud providers to provide industry-leading management of denial-of-service attacks. By filtering ongoing attacks and isolating traffic streams through Riverbed load balancers for each site and environment, Pantheon provides dedicated resources in times of need and prevents impacts between customers and sites.

### Antivirus Protection Prevents Malware Exploits

Antivirus protection is implemented throughout the platform using ClamAV, further enhancing security and giving you the power to prevent uploaded malware from wreaking havoc on your sites.

### Global CDN with Programmatic Cache Control

All sites on Pantheon are backed by our Global CDN to ensure optimal site performance and superior security. Thanks to an integration with Fastly's edge cloud platform, Pantheon sites are distributed from 70+ points of presence around the world. Global CDN gives you sub-second page loads and global reach for no additional charge.



### **End-to-End HTTPS**

HTTPS protects the security and data integrity for both your website and your visitors' personal information. It is the responsible way to run the web, not to mention an increasingly important factor on SEO rankings. All sites on Pantheon are now automatically issued HTTPS certificates via Let's Encrypt that we automate and manage for you for free, forever—no catch. HTTPS on Pantheon is terminated at the edge, meaning encryption happens as close to your users as possible. Both the bare domain and the www domain will be accessible over HTTPS.

## **Monitoring and Performance**

### **Monitoring 24/7/365**

We run over one million checks every day on Pantheon sites, from basic sites to our largest Elite sites. Our status page shows a transparent, aggregated report of current and historical uptime across all Pantheon sites. And your Customer Success Manager will work with you to discuss your site's uptime and performance.

### **Pro-Active On-Call Alerting**

Pantheon will trigger an on-call alert into our 24x7x365 staffed pager rotation when downtime is detected. We may or may not open a ticket or try to contact the customer, depending on the resolution, but someone from Pantheon will be alerted to address the issue.

### **New Relic APM Pro Provides X-ray Level Insight Into the Health of Your Website**

Your Pantheon environments come with a New Relic APM Pro plan, giving you code-level visibility into your website's performance. Track releases, investigate query performance, and identify areas for improvement with the best-in-class software analytics tool suite.

### **Managed Scaling**

Pantheon will scale your website to more application containers to handle surges in dynamic, transactional, or logged-in traffic. Example: when the ACLU was doing 60 transactions a second, this came in quite handy.

### **Smooth Scaling Ensures Traffic Spikes are Celebrated, Not Reviled**

Traditional servers or VM-based infrastructures require considerable time and expense to be truly scalable. Pantheon uses application containers, each with dedicated RAM and CPU to make scaling automatic, and Elite customers are allocated multiple application containers based on real testing, not on how much you pay. This is why Pantheon sites don't blink at traffic spikes.

### **Pantheon's Edge Layer Handles Billions of Web Requests; Any Single Spike Is a Blip**



Dynamic routing technology balances requests across the platform automatically in real-time. A custom media storage system keeps file content in sync. This model is the only way to handle large loads and ensure uptime without server outages.

## Development and Multi-Site Environments

### Multi-Dev Keeps Your Team Working Productively

Give your team the power of a great workflow. You never pay for development or staging environments on Pantheon. Every site comes with identical pre-configured Dev, Test, and Live environments connected by version control. Use a Continuous Integration workflow and deploy code safely.

### Dev-Test-Live & Multi-Dev for Advanced Feature Branch Workflow

Pantheon offers 13 discrete, isolated environments (dedicated Dev, Test, Live, and 10 Multi-Dev environments) per site, along with the ability to create ad-hoc environments based on git branches. Each environment can be merged to live, downloaded, or deleted via dashboard or command line.

### Locked-down Production Environment

Pantheon's advanced toolset securely moves content from dev to live. Production environment access and permissions are entirely locked down, preventing unauthorized access or malware execution.

### Dedicated and Isolated Resources

Pantheon uses control groups, a kernel-level facility for resource isolation for memory, disk, cpu, and other server resources. This means that process and memory-level isolation are effective for all customer processes, from PHP to MySQL.

### Custom Upstreams

Pantheon uses custom upstreams, allowing organizations to manage multiple sites without the risk of sharing a common codebase and possible single point of failure. Resources are isolated, keeping each site safe from security issues in another. You get standardization and control over your websites without maintaining complex infrastructure.

### Quicksilver Speeds Development through Automation

Modern web technology means using automation efficiently. Pantheon's platform leverages web hooks, which can run custom tasks like chat notifications, database sanitization, deployment logging, and pushing notifications to your project management application. Our team will review your workflow to see how we can offload tedious tasks to robots.

## Permissions and Data Protection

### Role-based Permissions with Change Management



Change Management assigns role-based permissions for users in your organization. These roles determine who can deploy code into production, create sites, and access the organization admin dashboard, and so on. These roles ensure that teams can get their work done without risking security.

### **Automated Backups Mean You are Always Protected**

Each backup, containing all site-related customer data, is shipped to Amazon S3 as a compressed archive. Backups are encrypted during transfer and at-rest with 256-bit Advanced Encryption Standard ciphers, storing private keys and encrypted backup data on separate servers. Users have the ability to test restoration via the dashboard for any site for any manual or scheduled backup. They also have the ability to restore from a backup with a single command.

### **Two-Factor Authentication Keeps Access Secure**

Pantheon supports deployment of two-factor authentication for organizations through use of your SAML IDP. If your organization does not already make use of SAML, Okta and OneLogin are proven solutions that can be easily integrated with Pantheon to get started.

### **Highly Available, CMS-Optimized File System**

Pantheon's distributed file system, Valhalla, is accessed over encrypted channels using client-server authentication. Once mounted, customer account files are protected through standard Linux permission controls. System level logs are isolated from customers on external logging systems while customers' own logs are isolated with strict file permissions.

## **W3C Web Accessibility Initiative AA**

Pantheon follows the WCAG 2.1 AA guidelines. We provide auditing and remediation of non-compliance, and are committed to offering a solution that meets user needs. Our team has a Certified Professional in Web Accessibility (CPWA) on staff and our team members are leaders and contributors in digital accessibility initiatives.

**Attachment 1 Technical and CMS Publishing Requirements RFP032071 Website CMS Selection and Migration**

Req. #	Priority	Criteria	SUPPORTED? (Yes/No/Future Release/ Paid Enhancement)	Comments
<b><u>General/Base Functionality</u></b>				
0	4	These requirements apply to website domains and mobile smartphone applications	Yes	We use mobile-first and responsive design best practices. The CMS configuration and custom themes developed for the District will be developed using responsive design and modern CSS approaches. Content is edited in one CMS, and is made accessible and responsive on desktop, mobile, and tablet devices.
<b><u>Security Requirements</u></b>				
1	4	Ability to control role assignment-based access to application	yes	We expect to leverage WordPress community plugin functionality. Role matrix permissions will enable each site to have roles like "Editor" and "Publisher" which can be configured specific to each site.
2	3	Site can be configured/monitored to prevent direct tampering with content, records or logs	Yes	At the most basic level, this can be accomplished through defined roles and access permissions. Further means of locking content, records, or logs are available, but require further definition before an approach can be recommended.
3	4	Substantial acceptance of terms of Non Disclosure Agreement, as appropriate, attached to RFP	Yes	
4	4	Secure Server and Infrastructure - Performs regular patching and vulnerability scans against application server and underlying infrastructure.	Yes	Pantheon regularly patches critical software across its platform.
5	4	Site redundancy - Application presence exists across more than one than one availability zone and/or region.	Paid Enhancement	The recommended Pantheon Elite plans with Disaster Recovery (99.99%) are multi-zone. Pantheon's Global CDN is distributed.
6	4	Ability to isolate and block student accounts from logging in to staff only website. Preference by <b>group membership</b> , (OU name assignment or username configuration would be a secondary preference)	Yes	We expect to develop an SSO integration into a WordPress instance where staff and students can login to access read-only content. SSO provider must support group role assignment for users to be able to properly authenticate.
<b><u>Reporting Requirements</u></b>				
7	4	Software complies with Federal or local school laws, policies or programs	Yes	Our Discovery process is designed to ensure that any and all Federal or local laws, policies, or programs are defined. The sites will be created in collaboration with and under the oversight of the District, providing a transparent process to develop and launch compliant sites as required.
8	4	FERPA compliant (can mask records, can proxy student IDs, least privilege rights, etc.)	Paid Enhancement	Based on the requirements outlined in this RFP, we are not expecting to host student records as part of the new sites. This can be accomplished, but would require further detail and scope.
9	4	Minimum of 30 days of logs (access and change activity)	Yes	Logs can be synchronized offsite for long-term aggregation.

10	4	Immediate notification of breach to systems, data and/or domain	Yes	Customers will be notified by Pantheon.
<b>Technology Requirements</b>				
11	3	Provide documented API's (Application Programming Interface) for interfaces with external applications, if applicable	Paid Enhancement	We are not expecting to interface with external applications based on the requirements outlined in the RFP. Should the District wish to introduce new integrations, we can provide an additional estimate to account for documentation.
12	4	Support for IPv6 connectivity	Yes	IPv6 connectivity is fully supported on Pantheon.
13	3	Able to export data to flat file, ASCII format, CSV (Comma Separated Values) and/or XML format	Yes	Wordpress data can be exported in XML.
14	4	Application supports HTTPS TLS 1.2 and higher	Yes	Fully supported on Pantheon.
15	4	Has translation capability or ability to work with common translator tools, such as Microsoft or Google	Yes with Paid enhancement	We will continue the use of your current Google translate account. Should unique multilingual consideration for each site be desired, additional estimation and Discovery would be required.
16	4	Single Sign-on for Staff using one of the following: AzureAD (SAML), or LDAP	Yes	SSO can be achieved using SAML protocol.
17	4	Ability to create stand-alone local accounts	Yes	Users can be added and configured to authenticate with SAML or without SAML.
18	3	Rostering for staff utilizing AzureAD, or LDAP	Yes	The sites can display the users in the site, and roles within sites can be managed within that interface.
19	3	Utilizes web browser compatible (with last 3 versions) with current SPS standards and ensure cross-browser, mobile first design and development and OS compatibility	Yes	Our approach to responsive web development ensures that modern browsers will be fully accommodate, and core to our testing and QA
20	4	Site can support a high traffic, high volume usage and load quickly with an average page load time (of all content on desktop or mobile) under 500ms.	Yes	Server response time under 500ms can be achieved. Full page load may vary depending on number of components and images, etc. added to the specific page.
21	3	Resource (Server, SaaS, etc) capacity to serve high-volume traffic loads (potentially	Yes	
<b>Ongoing Maintenance, Service Delivery and Support</b>				
22	4	Performance and Availability - System will support 99.99% uptime for either internal or hosted deployment solutions. Also maintains tools for monitoring/measuring this metric both internally (within the vendors network) and externally (from more than one other point across the public Internet).	Yes	The recommended Pantheon Elite plans with Disaster Recovery added have an 99.99% uptime SLA.
23	4	Performance and Availability - System has a defined storage backup and recovery process (prefer granular) for content and configuration settings.	Yes	We have proposed Pantheon automated backups and one-click restore.
24	4	Performance and Scalability - Front and backend systems are either load balanced and/or can auto scale to meet increased performance needs.	Yes	We have recommended Pantheon Global CDN; Managed Scaling (Elite); for smoother scaling platform-wide.
25	3	Performance and Availability - System provides a defined migration process and corresponding tools for moving content from development, to testing, to production environments.	Yes	The Pantheon Workflow will provide a defined migration process and tools for moving content from development to testing, to production environments.
26	4	Performance and Availability - Network and server topology and design is well-defined for the proposed solution, e.g., multi-homed, Geo Load-balanced, etc.	Yes	Pantheon Global Regions are available.

27	4	System data must remain entirely separated from other hosted clients (not security views, but separate compartmentalized database repository that can be easily decoupled and reestablished in an in-house environment if requested.	Yes	
<b>Administration Requirements</b>				
28	2	Analytics integration and basic analytics/ performance reporting	Yes	Google Analytics will be added to the site. Further discovery would need to be done to determine if a single GA ID/account should be used for all sites, or if a unique GA ID/account for each site separately would best serve the District's needs. Considering the number of school sites, we expect a unique ID would be required for each site.
29	4	Assign admin roles for access level (tiered permissions, users and groups)	Yes	Users within each site can be assigned roles such as "Editor," "Publisher," and "Admin."
30	3	Assign reader permissions to "lock down" specific webpages	Paid Enhancement	Further discovery would be required to understand the complexity of lock down required. We can create password protected pages, as well as complex rules around account creation/authentication or form completion.
31	4	Centrally published resources shared on multiple pages (ex: school attendance area maps)	Yes	MVP: content can be centralized within the context of each site. For example, a site can share content within other pages of the same site.  Additional enhancement: further discovery would be required to identify the content sharing needs. We have accounted for core reusable components across the sites, but any data sharing across multisite instances will likely require further estimation.
32	4	Able to control WYSIWYG Features and tools of CMS (ex: ) backend management and permissions	Yes	The capability of WYSIWYG features will be tailored to meet the sites' needs during development.
33	3	Able to control WYSIWYG Features and tools of CMS (ex: ) backend management and permissions	Yes	The capability of WYSIWYG features will be tailored to meet the sites' needs during development.
34	4	Search engine management (either have a built in robust search function and/or have the ability to utilize outside search tools such as Google or Bing)	Yes	We recommend leveraging Google or Bing for site-search across multiple domains.
<b>Calendar Requirements</b>				
35	2	If subscription exists, backend access for webmasters to manage subscriptions of users. Web readers able to subscribe and unsubscribe.	Yes	Yes, backend access for webmasters to manage subscription of users, and for web readers to subscribe and unsubscribe can be achieved with community plugins.
36	4	Categories, filter and sorting	Yes	Yes, categories, filtering, and sorting can be achieved with community plugins.
37	4	iCal feed to share events with subdomains	Yes	Yes, iCal feeds to share events with subdomains can be achieved with community plugins.
38	4	import calendar and or events to personal calendar	Yes	Yes, calendar imports and event imports to personal calendars can be achieved with community plugins.

<b>Content Authoring Requirements</b>				
39	2	Start and end dates to post and remove content by date	Yes	
40	4	ADA requirements mandatory for all published content, ex: image alt tag, link tooltip	Yes	
41	4	Alerts and emergency banners shared with subdomains	Yes	Achieved through custom development leveraging wordpress API and custom post types.
42	4	Global elements (footers, headers, 404 page) can be managed by district admins CMS can be managed without developer intervention	Yes	Can be achieved through custom fields on the global site that can be fetched by sub-sites through the WordPress API.
43	4	News announcements shared across subdomains and subpages	Yes	We would be able to develop functionality for news announcements from the main site to be displayed/viewed across the subdomains (one to many). Any news aggregation across multiple sites (many to many) would be considered out of scope, or additional scope.
44	4	Page versioning available with side by side comparison (with a non .html option)	Yes	Page versioning is native WordPress functionality. Page revision comparison can be achieved through core and community plugins.
45	4	Taxonomy (label, tag, categories) available to share, organize, search and distribute	Yes	Custom taxonomies can be configured to be shared across data in a site. Using a consistent taxonomy across multiple sites will likely require further planning/development.
46	4	Tab and accordion content areas and other JavaScript or jQuery features (such as adding an ADA widget or external scripts)	Yes	Tab/accordion components are standard in our development of components to be added to WordPress sites. Additional scrips can be added through the WYSIWYG editor, however doing so may create Security vulnerabilities (XSS attacks).
47	4	Templates easy to use	Yes	Custom post types are configured using Advanced Custom Fields Pro to allow for editors to create flexible page layouts, and for adding additional fields required by any template chosen by the editor.
48	4	Published URLs are reader friendly	Yes	
49	4	Ability to create short or friendly URLs and 301 redirects	Yes	Friendly 301 redirects can be created through the WordPress interface, or through Pantheon Advanced CDN addon service.
50	4	WYSIWYG, editor tools, and new pages easy to manage for non-tech editors (attention to UI) copy and paste should not bring in styles from other sources	Yes	Generally we configure the admin editor to strip out formatting on paste by default to ensure that any poor formating does not make its way to a live site.
51	2	Ability to preview pages in responsive sizes (mobile/tablet/desktop view)	Yes	Users can preview pages in web browser. Previewing of pages in mobile/tablet/desktop view is generally done by resizing browser. Community plugins for page previews can be reviewed during Discovery and included if they are determined to add value.
52	2	In the file directory shows active links to any document on that domain	Yes	Functionality is limited to what is provided by core or community plugins. Example: <a href="https://wordpress.org/plugins/find-posts-using-attachment/">https://wordpress.org/plugins/find-posts-using-attachment/</a>
53	4	WYSIWYG tool should have a true to life preview	No	True to life previews are inherently difficult to achieve in the editing interface. We recommend editors leverage the preview functionality to test what the page will look like during the editing process.

<b>Design and Development Requirements</b>				
54	4	Multiple page templates that meet ADA requirements	Yes	
55	2	Mobile app	No	Website will be responsive and accessible from a mobile device through a web browser.
<b>Front-end Usability for Readers Requirements</b>				
56	4	Searchable, attention to SEO, metadata (autogenerated and editor managed), search friendly URLs	Yes	SEO metadata can be configured to automatically populate. using the YOAST SEO plugin.
57	3	Social share for webpages	Yes	
58	3	Printer friendly option	Yes	Website will be possible to print, but generally the printed version will not represent fully how it displays in a web browser.
<b>Forms Requirements</b>				
59	2	Branching logic	Yes	Functionality can be configured, but is limited to what is provided by community plugin: <a href="https://www.gravityforms.com/">https://www.gravityforms.com/</a>
60	4	Customizable forms	Yes	Functionality can be configured, but is limited to what is provided by community plugin: <a href="https://www.gravityforms.com/">https://www.gravityforms.com/</a>
61	4	Form data downloadable	Yes	Functionality can be configured, but is limited to what is provided by community plugin: <a href="https://www.gravityforms.com/">https://www.gravityforms.com/</a>
62	4	Form receipt from customize email address	Yes	Functionality can be configured, but is limited to what is provided by community plugin: <a href="https://www.gravityforms.com/">https://www.gravityforms.com/</a>
63	3	Forms can accept end user upload of documents	Yes	Functionality can be configured, but is limited to what is provided by community plugin: <a href="https://www.gravityforms.com/">https://www.gravityforms.com/</a>
64	4	Forms should store input in a database with security permissions manageable by the editors	Yes	Functionality can be configured, but is limited to what is provided by community plugin: <a href="https://www.gravityforms.com/">https://www.gravityforms.com/</a>
<b>Newsletter Requirements</b>				
65	2	Customizable, ADA accessible newsletter	Yes	SchoolMessenger Communicate will continue to be used for newsletter functionality. Customization will be made to templates in SchoolMessenger Communicate within the capabilities of that system.
66	2	Easy to update, edit, review and send new messages	Yes	Functionality within SchoolMessenger Communicate.
67	2	If subscription exists, backend access for webmasters to manage subscriptions of users. Web readers able to subscribe and unsubscribe	Yes	Functionality within SchoolMessenger Communicate.
<b>Support Requirements</b>				

68	4	24/7 consistent and effective customer support and technical support availability	Yes	We have recommended Pantheon Support, which includes 24x7 Live Chat. Ticketing. Emergency On-call support is also available.
69	4	Effective communications during service issues or platform updates (notifications, status page)	Yes	the recommended support packed includes a Platform Status Page and support/ticket notifications.
70	4	New platform releases well managed and respond to tech requests	Yes	
71	4	Product management contact, not simply support techs to maintain ongoing relationship throughout contract agreement (not simply onboarding)	Yes	Throughout the Discovery, Design, and Development phases, a Product Owner will work with the District. Should the District opt for an ongoing Loop partnership with Domain7, that relationship will continue.
72	4	Vendor is able to provide road map for new features and well as defined approach for service pack upgrades.	Yes	A Technical roadmap will be created and presented as part of the Discovery phase.
73	4	Proactive management of performance & availability of environment and content	Yes	
<b>Web Asset Management Requirements</b>				
73	2	Able to access CSS	Yes	All code repositories will be accessible by designated members of the District. CSS is part of the application code repository.
74	4	Able to restrict with granularity permissions to upload and delete files	Yes	Uploading/deleting of files can be limited to site administrators, or another role.
75	4	File and image management easy to manage (ability to isolate files by user group or permissions)	Yes	Files/images are isolated per site/domain. Additional levels of image organization/filtering can be accomplished through use of community plugins.
76	4	FTP access for web team	Yes	FTP (SFTP) is supported on development & file-store environments. Application is deployed using GIT for version control.
77	4	Images and files easy to upload, preview and link	Yes	Intuitive image file upload is core WordPress functionality.
78	4	Site Map	Yes	Site map achieved through use of community plugin.
79	4	Ability to utilize a database to publish documents and common content and assets with taxonomy (an example would be curriculum)	Yes	Custom Post Types are planned out during technical discovery and implemented during the development phase. Additional ad-hoc content storage/listings can be achieved through community plugins.

Value	Rating	Description
4	Critical	This requirement is critical to the success of the project. The project will not be possible without this requirement.
3	Important	This requirement is high priority, but the project can be implemented at a bare minimum without this requirement.
2	Optional	This is a low priority requirement, or a "nice to have" feature, if time and cost allow it.
1	Future	This requirement is out of scope for this project, and has been included here for a possible future release.

# Pantheon Accessibility Conformance Report

## Revised Section 508 Edition

VPAT® Version 2.3 (Revised) – April 2019

**Name of Product/Version: Pantheon Platform**

**Product Description: Website Operations Platform**

**Report Date: 6/16/2019**

**Contact Information: Scott Collins, [scott.collins@pantheon.io](mailto:scott.collins@pantheon.io)**

**Notes:**

**Evaluation Methods Used:**

**Applicable Standards/Guidelines**

This report covers the degree of conformance for the following accessibility standard/guidelines:

Standard/Guideline	Included In Report
<a href="#">Web Content Accessibility Guidelines 2.0</a>	Level A (Yes) Level AA (Yes) Level AAA (No)
<a href="#">Revised Section 508 standards published January 18, 2017 and corrected January 22, 2018</a>	(Yes)

## Terms

The terms used in the Conformance Level information are defined as follows:

- **Supports:** The functionality of the product has at least one method that meets the criterion without known defects or meets with equivalent facilitation.
- **Partially Supports:** Some functionality of the product does not meet the criterion.
- **Does Not Support:** The majority of product functionality does not meet the criterion.
- **Not Applicable:** The criterion is not relevant to the product.
- **Not Evaluated:** The product has not been evaluated against the criterion. This can be used only in WCAG 2.0 Level AAA.

## WCAG 2.0 Report

Tables 1 and 2 also document conformance with:

- Chapter 5 – 501.1 Scope, 504.2 Content Creation or Editing
- Chapter 6 – 602.3 Electronic Support Documentation

Note: When reporting on conformance with the WCAG 2.0 Success Criteria, they are scoped for full pages, complete processes, and accessibility-supported ways of using technology as documented in the [WCAG 2.0 Conformance Requirements](#).

## Table 1: Success Criteria, Level A

Notes: Pantheon provides the default WordPress and Drupal authoring tools. Users may change or customize the tool for accessibility as necessary.

Criteria	Conformance Level	Remarks and Explanations
<p><b><u>1.1.1 Non-text Content</u></b> (Level A)            Also applies to:            Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports            Electronic Docs: Supports            Software: Supports            Authoring Tool: Not Applicable</p>	<p>All content provided by Pantheon is text based or has textual alternatives.</p>
<p><b><u>1.2.1 Audio-only and Video-only (Prerecorded)</u></b> (Level A)            Also applies to:            Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports            Electronic Docs: Supports            Software: Supports            Authoring Tool: Not Applicable</p>	<p>Pantheon does not provide pre-recorded audio or video only content.</p>
<p><b><u>1.2.2 Captions (Prerecorded)</u></b> (Level A)            Also applies to:            Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports            Electronic Docs: Supports            Software: Supports            Authoring Tool: Not Applicable</p>	<p>Pantheon does not provide pre-recorded audio or video only content.</p>
<p><b><u>1.2.3 Audio Description or Media Alternative (Prerecorded)</u></b> (Level A)            Also applies to:            Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports            Electronic Docs: Supports            Software: Supports            Authoring Tool: Not Applicable</p>	<p>Pantheon does not provide pre-recorded audio or video only content.</p>

<p><b><u>1.3.1 Info and Relationships</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports  Electronic Docs: Supports  Software: Supports  Authoring Tool:Not  Applicable</p>	
<p><b><u>1.3.2 Meaningful Sequence</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports  Electronic Docs: Supports  Software: Supports  Authoring Tool:Not  Applicable</p>	
<p><b><u>1.3.3 Sensory Characteristics</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports  Electronic Docs: Supports  Software: Supports  Authoring Tool:Not  Applicable</p>	<p>The Pantheon Platform does not use sensory characteristics for any part of the product.</p>
<p><b><u>1.4.1 Use of Color</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports  Electronic Docs: Supports  Software: Supports  Authoring Tool:Not  Applicable</p>	
<p><b><u>1.4.2 Audio Control</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports  Electronic Docs: Supports  Software: Supports  Authoring Tool:Not  Applicable</p>	

<p><b><u>2.1.1 Keyboard</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>2.1.2 No Keyboard Trap</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>2.2.1 Timing Adjustable</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>2.2.2 Pause, Stop, Hide</u></b> (Level A)  Also applies to:</p> <ul style="list-style-type: none"> <li>●</li> </ul> Revised Section 508 <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>2.3.1 Three Flashes or Below Threshold</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	

<p><b><u>2.4.1 Bypass Blocks</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software) - Does not apply to non-web software</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs) - Does not apply to non-web docs</li> </ul>	Web: Supports Electronic Docs: Supports Authoring Tool:Not Applicable	
<p><b><u>2.4.2 Page Titled</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>2.4.3 Focus Order</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>2.4.4 Link Purpose (In Context)</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>3.1.1 Language of Page</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Not Applicable Authoring Tool:Not Applicable	Software: The Terminus command line is only provided in English and operates through terminal emulation.

<p><b><u>3.2.1 On Focus</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>3.2.2 On Input</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>3.3.1 Error Identification</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports  Authoring Tool:Not Applicable	
<p><b><u>3.3.2 Labels or Instructions</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>4.1.1 Parsing</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	

<p><b><u>4.1.2 Name, Role, Value</u></b> (Level A)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
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## Table 2: Success Criteria, Level AA

Notes: Pantheon provides the default WordPress and Drupal authoring tools. Users may change or customize the tool for accessibility as necessary.

Criteria	Conformance Level	Remarks and Explanations
<p><b><u>1.2.4 Captions (Live)</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Not Applicable Electronic Docs: Not Applicable Software: Not Applicable Authoring Tool:Not Applicable	Pantheon does not provide Live Audio
<p><b><u>1.2.5 Audio Description (Prerecorded)</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Not Applicable Electronic Docs: Not Applicable Software: Not Applicable Authoring Tool:Not Applicable	Pantheon does not provide synchronized media
<p><b><u>1.4.3 Contrast (Minimum)</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Partially Supports Electronic Docs: Supports Software: Not Applicable Authoring Tool:Not Applicable	Web: Several elements do not meet minimum contrast requirements. This is under active remediation.

<p><b><u>1.4.4 Resize text</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports  Electronic Docs: Supports  Software: Supports</p> <p>Authoring Tool:Not  Applicable</p>	
<p><b><u>1.4.5 Images of Text</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports  Electronic Docs: Supports  Software: Supports  Authoring Tool:Not  Applicable</p>	
<p><b><u>2.4.5 Multiple Ways</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software) - Does not apply to non-web software</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs) - Does not apply to non-web docs</li> </ul>	<p>Web: Supports  Electronic Docs: Supports  Authoring Tool:Not  Applicable</p>	
<p><b><u>2.4.6 Headings and Labels</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Partially Supports  Electronic Docs: Supports  Software: Not Applicable  Authoring Tool:Not  Applicable</p>	
<p><b><u>2.4.7 Focus Visible</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	<p>Web: Supports  Electronic Docs: Does Not Support  Software: Not Applicable  Authoring Tool:Not  Applicable</p>	<p>Pantheon documentation does not currently support a visible keyboard focus indicator. This is under active remediation.</p>

<p><b><u>3.1.2 Language of Parts</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Supports Software: Supports Authoring Tool:Not Applicable	
<p><b><u>3.2.3 Consistent Navigation</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software) - Does not apply to non-web software</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs) - Does not apply to non-web docs</li> </ul>	Web: Supports Electronic Docs: Supports Authoring Tool:Not Applicable	
<p><b><u>3.2.4 Consistent Identification</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software) - Does not apply to non-web software</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs) - Does not apply to non-web docs</li> </ul>	Web: Supports Electronic Docs: Supports Authoring Tool:Not Applicable	
<p><b><u>3.3.3 Error Suggestion</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Not Applicable Software: Not Applicable Authoring Tool:	
<p><b><u>3.3.4 Error Prevention (Legal, Financial, Data)</u></b> (Level AA)  Also applies to:  Revised Section 508</p> <ul style="list-style-type: none"> <li>● 501 (Web)(Software)</li> <li>● 504.2 (Authoring Tool)</li> <li>● 602.3 (Support Docs)</li> </ul>	Web: Supports Electronic Docs: Not Applicable Software: Not Applicable Authoring Tool:Not Applicable	

**Table 3: Success Criteria, Level AAA**

Notes: The Pantheon Platform has not been evaluated against AAA requirements.

Criteria	Conformance Level	Remarks and Explanations
<a href="#">1.2.6 Sign Language (Prerecorded)</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply	Web: Does Not Support	Web:
<a href="#">1.2.7 Extended Audio Description (Prerecorded)</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply	Web: Does Not Support	Web:
<a href="#">1.2.8 Media Alternative (Prerecorded)</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply	Web: Does Not Support	Web:
<a href="#">1.2.9 Audio-only (Live)</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply	Web: Not Applicable	Web: Pantheon does not provide live audio services
<a href="#">1.4.6 Contrast Enhanced</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply	Web: Partially Supports	Web:
<a href="#">1.4.7 Low or No Background Audio</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply	Web: Not Applicable	Web: Pantheon does not provide audio-only content
<a href="#">1.4.8 Visual Presentation</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply	Web: Does Not Support	Web:
<a href="#">1.4.9 Images of Text (No Exception) Control</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply	Web: Supports	Web:

<p><a href="#">2.1.3 Keyboard (No Exception)</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web: Does Not Support	Web:
<p><a href="#">2.2.3 No Timing</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Supports	Web:
<p><a href="#">2.2.4 Interruptions</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Supports	Web:
<p><a href="#">2.2.5 Re-authenticating</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:
<p><a href="#">2.3.2 Three Flashes</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Supports	Web:
<p><a href="#">2.4.8 Location</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:
<p><a href="#">2.4.9 Link Purpose (Link Only)</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:
<p><a href="#">2.4.10 Section Headings</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Supports	Web:
<p><a href="#">3.1.3 Unusual Words</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:
<p><a href="#">3.1.4 Abbreviations</a> (Level AAA) Also applies to: Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:

<p><a href="#"><b>3.1.5 Reading Level</b></a> (Level AAA)  Also applies to:  Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:
<p><a href="#"><b>3.1.6 Pronunciation</b></a> (Level AAA)  Also applies to:  Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:
<p><a href="#"><b>3.2.5 Change on Request</b></a> (Level AAA)  Also applies to:  Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:
<p><a href="#"><b>3.3.5 Help</b></a> (Level AAA)  Also applies to:  Revised Section 508 - Does not apply</p>	Web:Does Not Support	Web:
<p><a href="#"><b>3.3.6 Error Prevention (All)</b></a> (Level AAA)  Also applies to:  Revised Section 508 - Does not apply</p>	Web:Not Evaluated	Web:

# Revised Section 508 Report

Notes:

## Chapter 3: [Functional Performance Criteria \(FPC\)](#)

Notes:

Criteria	Conformance Level	Remarks and Explanations
302.1 Without Vision	Supports	Visually impaired users can use an accessible terminal emulator of their choice.
302.2 With Limited Vision	Supports	Visually impaired users can use an accessible terminal emulator of their choice.
302.3 Without Perception of Color	Supports	Visually impaired users can use an accessible terminal emulator of their choice.
302.4 Without Hearing	Supports	Hearing is not required to use the Pantheon Platform
302.5 With Limited Hearing	Supports	Hearing is not required to use the Pantheon Platform
302.6 Without Speech	Supports	Speech is not required to use the Pantheon Platform
302.7 With Limited Manipulation	Supports	Users with motor impairment can use an accessible terminal emulator of their choice.
302.8 With Limited Reach and Strength	Supports	Users with motor impairment can use an accessible terminal emulator of their choice.

302.9 With Limited Language, Cognitive, and Learning Abilities	Supports	Pantheon documentation is comprehensive and freely available. If assistance is required, users may make requests to <a href="mailto:helpdesk@pantheon.io">helpdesk@pantheon.io</a>
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## Chapter 4: [Hardware](#)

Notes: Pantheon is software only, therefore the Hardware section has been removed as it does not apply.

## Chapter 5: [Software](#)

Notes:

Criteria	Conformance Level	Remarks and Explanations
501.1 Scope - Incorporation of WCAG 2.0 AA	See <a href="#">WCAG 2.0</a> section	See information in WCAG 2.0 section
<b><a href="#">502 Interoperability with Assistive Technology</a></b>	Heading cell - no response required	Heading cell - no response required
502.2.1 User Control of Accessibility Features	Supports	The Pantheon Platform requires the use of a web browser or terminal emulator. No modifications to either are required.
502.2.2 No Disruption of Accessibility Features	Supports	The Pantheon Platform requires the use of a web browser or terminal emulator. No modifications to either are required.
<b><a href="#">502.3 Accessibility Services</a></b>	Heading cell - no response required	Heading cell - no response required
502.3.1 Object Information	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.

502.3.2 Modification of Object Information	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.3 Row, Column, and Headers	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.4 Values	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.5 Modification of Values	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.6 Label Relationships	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.7 Hierarchical Relationships	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.8 Text	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.9 Modification of Text	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.

502.3.10 List of Actions	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.11 Actions on Objects	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.12 Focus Cursor	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.13 Modification of Focus Cursor	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.3.14 Event Notification	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
502.4 Platform Accessibility Features	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
<a href="#"><u>503 Applications</u></a>	Heading cell - no response required	Heading cell - no response required
503.2 User Preferences	Supports	Interaction with the Pantheon Platform is accomplished through accessible web browsers or terminal emulators.
503.3 Alternative User Interfaces	Supports	Pantheon supports the Terminus command line interface as an alternate user interface.

<b>503.4 User Controls for Captions and Audio Description</b>	Heading cell - no response required	Heading cell - no response required
503.4.1 Caption Controls	Not Applicable	Pantheon does not provide any audio features.
503.4.2 Audio Description Controls	Not Applicable	Pantheon does not provide any audio features.
<b><u>504 Authoring Tools</u></b>	Heading cell - no response required	Heading cell - no response required
504.2 Content Creation or Editing (if not authoring tool, enter “not applicable”)	See <a href="#">WCAG 2.0</a> section	See information in WCAG 2.0 section
504.2.1 Preservation of Information Provided for Accessibility in Format Conversion	Not Applicable	Pantheon provides the default WordPress and Drupal authoring tools. Users may change or customize the tool for accessibility as necessary.
504.2.2 PDF Export	Not Applicable	Pantheon provides the default WordPress and Drupal authoring tools. Users may change or customize the tool for accessibility as necessary.
504.3 Prompts	Not Applicable	Pantheon provides the default WordPress and Drupal authoring tools. Users may change or customize the tool for accessibility as necessary.
504.4 Templates	Not Applicable	Pantheon provides the default WordPress and Drupal authoring tools. Users may change or customize the tool for accessibility as necessary.

## Chapter 6: [Support Documentation and Services](#)

Notes:

Criteria	Conformance Level	Remarks and Explanations
<i>601.1 Scope</i>	Heading cell - no response required	Heading cell - no response required
<a href="#">602 Support Documentation</a>	Heading cell - no response required	Heading cell - no response required
602.2 Accessibility and Compatibility Features	Supports	Pantheon provides documentation on our website which is compatible with accessible web browsers.
602.3 Electronic Support Documentation	See <a href="#">WCAG 2.0</a> section	See information in WCAG 2.0 section
602.4 Alternate Formats for Non-Electronic Support Documentation	Not Applicable	Pantheon only support web based documentation.
<a href="#">603 Support Services</a>	Heading cell - no response required	Heading cell - no response required
603.2 Information on Accessibility and Compatibility Features	Supports	Pantheon's documentation clearly outlines ways of interacting with the platform through the use of web browsers, which can be used with other assistive technologies. The platform does not have or require any built-in accessibility features.
603.3 Accommodation of Communication Needs	Supports	Pantheon Support is reachable through telephone, email or web chat. All communication needs are accommodated wherever possible.

## Legal Disclaimer (Company)

Information included is accurate to the best of our knowledge but could contain errors by mistake.



# Team Organization, Availability and Capacity

Domain7 and Pantheon are proud to offer their full capacity to serve Seattle Public Schools. In stating this, the following elements have been considered and evaluated:

- **Team size:** Domain7's growing team of 50+ digital leaders offers a variety of experts that can be called upon for the complex collection of challenges that exist within public service digital strategy, CMS development, and the open-field that is user experience. While the specific nature of each engagement will determine the exact level of demand on the Domain7 roster, our work with Seattle Public Schools will be met with dedicated space and capacity, with our current comparable relationships as guides.
- **Team demand:** We are conscientious about planning, forecasting, and managing our resource usage. We have a custom-designed resource planning tool, as well as by-the-minute time-tracking that helps us see where time is going across the organization day-to-day. This also allows us to look ahead over the coming weeks and months to plan for gaps, surges, and consistency. With this level of foresight, we can ensure that plans and schedules established with Seattle Public Schools are set in stone.
- **Office locations:** With Domain7's main offices in Vancouver (BC) and Abbotsford (BC), and Pantheon's Seattle-based account leadership and company headquarters in nearby San Francisco, California, Domain7 and Pantheon's partnership brings a truly distributed team. While our kickoff and research activities may find us onsite engaging directly with stakeholders and users, our project communication throughout the design and development blended both digitally-facilitated and on-site meetings and presentations with cross-team scrums, live-feed presentations, and consistently available messaging. We are comfortable and flexible with many digital communication tools, including [Basecamp](#), [Slack](#), [Google Meet](#), [Pivotal Tracker](#), [JIRA](#), and more.

## Domain7's Project Team

The Domain7 team consists of 50+ digital leaders across seven key service departments. This section outlines the recommended project team for Seattle Public Schools, including Pantheon account leadership and technical staff. We have included brief overviews of each member of the proposed team for this project, including relevant previous projects which highlights the extensive education and public service organization experience and depth across our team.



Ceri has an extensive background in creative problem-solving and organisational change management in both academic and digital sectors. Ceri's ability to use qualitative and quantitative data to uncover the real reasons why technology works or doesn't work means she is constantly exploring the intersection between designed ideas and their real-life applications. At Domain7, Ceri loves the mix of "art and science" in our work—how we combine hard and soft skills through the balance of the work we do and how we interact with others.

**Previous projects:** Seattle Public Library, Regent College, London School of Hygiene and Tropical Medicine, University of British Columbia, Point Loma Nazarene University, City of Vancouver, University of Manitoba, Imperial College London, Bangor University

**Education:** MA, Theology, University of British Columbia, 2010  
MSc, Biochemistry, University of Oxford, 2003

Liv came to Domain7 from Europe as a dual citizen of Norway and Austria. Before joining our team as a project manager, she lent her excellent organisational skills to the British Embassy in Vienna as Pro-Consul. While there, she received the Consular Directorate's Award for her involvement in an eCommerce development project. Liv has managed numerous projects for education and public service clients and enjoys the challenge of working with large teams and multiple stakeholders.

**Previous projects:** City of Surrey, Point Loma Nazarene University, Regent College, University of British Columbia, University of Redlands, London School of Hygiene and Tropical Medicine, University of Manitoba, National University, Western Washington University, Westmont College

**Education:** MA, Educational Sciences/Medical-Special Educational Sciences, University of Vienna, 2004

Tracey leads Domain7's Visual Design team, and has been working with the company since 1998, giving her a wealth of expertise designing an array of digital properties and products—from ground-up brand development to complex, responsive redesigns. Her visual style is thoughtful and diverse, enabling her to excel at translating existing client brands into compelling web experiences. She is the creative force behind our award-winning site for Regent College and other notable projects for the World Bank, the University of British Columbia, Imperial College London, and the University of Redlands.

**Previous projects:** Seattle Public Library, Bangor University, University of Manitoba, Regent College, University of Redlands, Imperial College London, Point Loma Nazarene University, TransLink

**Education:** BA, Education, English, Simon Fraser University, 1996

An expert information architect, content strategist, and stakeholder facilitator, Zameer is driven by creating simple solutions for complex problems, improving usability and conversion, and harnessing research and analysis into



streamlined information taxonomies. Exploratory and hands-on, Zameer thrives both creating strategies from scratch and overhauling existing architectures with sharp data and analysis. With a dual education in physics and film production, he's adept at seeing challenges through both a scientific and artistic lens.

**Previous projects:** Bangor University, Canfor Corporation, City of Surrey, Best Buy Canada, University of Manitoba

**Education:** Bachelor of Science, Simon Fraser University, 2014

With over 14 years of experience in designing user interfaces and user experiences, Ryan has proven himself an outstanding mind for product development. Having worked with clientele ranging from Budweiser to Sierra Ventures, Ryan has also formally instructed UI/UX Design for the Center for Arts and Technology, along with having undergone private training with top Designers from the Emily Carr University of Art and Design. An experienced product manager, Ryan has worked through various stages of the product development cycle, from UX workshops to user testing and front-end development.

**Previous projects:** University of British Columbia, SAP Analytics Cloud, Seattle Public Library, BC Liquor Distribution Branch (In Progress)

**Education:** BSc Computer Science, University of Northern British Columbia

Andrew is our resident security authority and offers expertise in all aspects of systems administration, data security, application testing, and performance optimization. He is a trusted expert in database management systems, such as PostgreSQL and MySQL, and has planned and deployed reliable custom data solutions for many applications. From business process discovery and software development, to technology stack selection, data modelling, and system architecture: Andrew always make sure that his solutions measurably improve how businesses operate. His favourite moment in any project is when clients say, "Oh, we can do this?" knowing that the software he's built has exceeded their wildest expectations and will set his clients up for long-term success.

**Previous projects:** Rennie, Earls Kitchen + Bar, University of British Columbia, Imperial College London, Westmont College, Bangor University, Newcastle University, Central 1 Credit Union, BC Hydro

Reuben is a trusted expert in planning and implementing custom solutions for complex systems that stand the test of time. From business process discovery and development to technology stack selection and system architecture, he can be depended on to make informed decisions for a client's long-term success. He is a front-end development master with years of experience under his belt and the natural go-to leader for the team. His development experience covers the gamut: PHP, Wordpress, Drupal and Ruby on Rails and he's also Acquia-certified.

**Previous projects:** Westmont College, Seattle Pacific University, Seattle Public Library Point Loma Nazarene University, Imperial College London,



District of North Vancouver, University of Redlands, London School of Hygiene and Tropical Medicine, Bangor University, Western Washington University

**Education:** BBA, Accounting, Trinity Western University, 2010

Having joined Domain7 ten years ago as part of an international acquisition, Lance has worked across a wide series of projects of varying sizes, from e-learning solutions to highly-customised WordPress builds. A solution architect at heart, Lance's analytical mind has served his teammates and Domain7's clients in more ways than we can count. With his background in design and user experience, Lance is a well-rounded developer, and his ability to tackle tasks from multiple angles is an invaluable asset to any client project.

**Previous Projects:** City of Vancouver, District of North Vancouver, London School of Hygiene and Tropical Medicine, Bangor University, University of Manitoba, City of Surrey, Seattle Public Library, Imperial College London

**Education:** Associate of Arts, Graphic Design, Bradley Academy, 2004

## Pantheon's Support and Project Team

The Pantheon platform makes 9 out of 10 support calls unnecessary. Pantheon's infrastructure solves most of what comes to mind when you think of traditional hosting support, so when you do need help, we are able to get straight to the issue. Ranked #1 on G2 Crowd for Managed Hosting Relationship, our customer support is second to none. Pantheon's support team is staffed by WordPress and Drupal developers, not call-center script readers. Our clients get chat support any time from experts who know WordPress and Drupal inside and out. Pantheon offers dedicated teams for customer support, infrastructure management, and security. The support team is staffed by WordPress developers, not call-center script readers. Our clients get chat support any time from experts who know WordPress inside and out.

**Scott Collins, Account Executive:** Scott is well versed in the digital space and is responsible for aligning solution recommendations based on the desired future state outlined. Scott will collaborate with the Pantheon team to ensure a successful onboarding and maintained success on the platform. He has been successfully onboarding clients and providing account management services for the last 5 years, 1 year with Pantheon. He serves on the Enterprise and State & Education projects for Pantheon, which have similar requirements to those of this RFP. Scott is located in Seattle, Washington.

**Chris Charlton, Sales Engineer:** Chris has more than 20 years of web development and CMS experience. He is an accomplished technology writer and has consulted on web and edge architectures for top commercial brands and various nonprofits, including STEM and educational institutions. Chris has served on our solutions engineering team for the past year and has been a friend and advocate of Pantheon since launch. Chris is based in Los Angeles, California



# References

## University of Manitoba

University of Manitoba

66 Chancellors Cir, Winnipeg, MB R3T 2N2

Paul Lacap | Director, Digital Strategy & Engagement

204-480-1064

[Paul.Lacap@umanitoba.ca](mailto:Paul.Lacap@umanitoba.ca)

Domain7 overhauled the [umanitoba.ca](http://umanitoba.ca) platform, with dramatic improvements to accessibility, mobile responsiveness, and the underlying technology, powered by a new Drupal 8 CMS.

## Seattle Public Library

Seattle Public Library

1000 4th Avenue, Seattle, WA, USA, 98104

Helen Tapping | Head of Marketing and Online Services

206-386-1081

[helen.tapping@spl.org](mailto:helen.tapping@spl.org)

Domain7 was engaged to plan and execute a full site redesign while keeping the public well-informed. This included carrying out public surveys, interviews, and focus groups, as well as creating a public-facing project page that kept patrons updated on the status of the redesign.

## Burnsville Eagan Savage Independent School District

Burnsville Eagan Savage Independent School District 191

Administrative Services Center, 100 River Ridge Rd., Burnsville, Minnesota 55337

Aaron Tinklenberg

952-707-2100

[atinklenberg@isd191.org](mailto:atinklenberg@isd191.org)

Pantheon provides Elite-level hosting and support for Burnsville-Eagan-Savage School District. The District serves nearly 10,000 students in grades K-12, and a community of nearly 100,000.



# Pricing

The following assumptions have informed the estimates, timeline, and scope as identified in this proposal. Should any of these assumptions prove to be untrue, there may be impacts to any of the estimates, timeline, or scope in this Statement of Work. In the Pricing Sheet that follows the assumptions, we have quoted at our hourly rate of \$175/USD, and included a 20% discount (resulting in an hourly rate of \$140/USD). This discount reflects the District as an aligned, public service partner to Domain7.

- 1 Assume that sharing links & print options are available for integration on all webpages.
- 2 Assume common header, footer and side navigation presentation and behaviour used across District and all individual school properties is the same. Some specific customizations for schools may be provided (colours, address and image fields, secondary-level IA), but should be outlined in further requirements.
- 3 Assume all translation capabilities all powered by Google Translate.
- 4 Assume any customizations on the base Google Translate integration must be further scoped and defined in future functional requirements.
- 5 Assume any translation of content by the translation integration is best effort for non-Roman characters. Any content identified as needing a true translation should be made available through other means, such as document download or specifically uploaded onto a webpage and indicated as such.
- 6 Assume all search integration will be powered by Google Custom Search.
- 7 Assume no custom search or translation functionality will be provided to individual school sites other than what is already globally available through provided templates and integrations.
- 8 Assume any customizations on the based Google Custom Search integration must be further scoped and defined in future functional requirements. This includes search result display, weighting of specific results and searches related to specific areas or content types.
- 9 Assume that the list of integrations is incomplete and does not account for any integrations that may be present in the backend administration of the system.
- 10 Assume that for any integrations that must be embedded into the District's main site or school specific sites, the integration is limited to a themed login page and a themed error message/page.
- 11 Assume any integration with applications that include login portals are redirections to their application-specific login pages. No specific templates, theming or integrations other than those named in the Integrations section will be provided for these applications.
- 12 Assume that for any integrations embedded into the District's main site or school specific sites, once the user is logged in, they will be redirected to the application which is not hosted on the Wordpress instance.
- 13 Assume that schools are able to define their secondary level IA/pages if content is available, but can redirect their pages to applicable District pages if they are not.
- 14 Assume that the current mobile app solution will continue to be used. There may be a need for integration between the website and the application, but this should be further scoped to understand the functional requirements here.

Vendor Name: \_\_\_\_\_ RFP032071: Website Content Management System (CMS) Selection and Migration Attachment 2, Vendor Pricing Form

<b>Section 1 Annual recurring fees</b>	<b>Year 1 Amount</b>	<b>Year 2 Amount</b>	<b>Year 3 Amount</b>	<b>Comments</b>	
SOFTWARE LICENSING (if applicable)	0	0	0	N/A	
HOSTING (if applicable)	\$134,000.00	\$134,000.00	\$134,000.00	Enterprise pricing with financially guaranteed 99.95% uptime SLA Elite hosting; Multiple application containers, 1 TB SSD storage; Managed scaling; Redis object caching, SOLR search, New Relic Pro application monitoring.  - District Site Hosting www.seattleschools.org (1 standalone WP site: Elite 5M pageviews/month with Disaster Recovery)  - Intranet Hosting (1 standalone WP site: Elite 1M pageviews/month with Disaster Recovery)  - School Sites Hosting (1 standalone WP multisite instance: Elite 1M pageviews/month with Disaster Recovery)	
SUPPORT	\$29,000.00	\$29,000.00	\$29,000.00	Diamond (24x7 chat, ticketing, emergency on-call, Dashboard, GSM, SSO/SAML, Pre-launch Load Tests for all Elite sites, Site network setup, 4hr/Q CAS)	
OTHER EXPENSES	\$18,000.00	\$18,000.00	\$18,000.00	Advanced CDN with WAF/IO	
<b>Total annual recurring fees</b>	<b>\$ 181,000.00</b>	<b>\$ 181,000.00</b>	<b>\$ 181,000.00</b>		
<b>Section 2 One-time fees</b>	<b>Year 1 Amount</b>	<b>Year 2 Amount</b>	<b>Year 3 Amount</b>	<b>Comments</b>	
COSTS FOR MIGRATION OF CURRENT CONTENT FROM ALL SITES	\$478,100.00	\$0.00	\$0.00	This amount accounts for the Discovery, Design, and Development of the WordPress properties for the District, along with a 200 hour block of dedicated migration time. The 200 hour block of migration time will include both the development of automated migration scripts, and to support District editors and authors in manual migration.  Discovery: 555 Hours  Design: 580 Hours  Development + Migration: 2060 Hours  Project Management: 320 Hours	

Vendor Name: \_\_\_\_\_ RFP032071: Website Content Management System (CMS) Selection and Migration Attachment 2, Vendor Pricing Form

COSTS FOR MATERIALS (if applicable)	\$0.00	\$0.00	\$0.00	N/A	
COSTS FOR INITIAL TRAINING OR PROFESSIONAL DEVELOPMENT	\$14,000.00			We will produce and provide 8-12 training videos for the District team—these videos will provide walkthroughs and step-by-step guidance on key authorship, administration, and workflow elements of the new WordPress CMS. These videos are ideal for self-paced training and learning by the District’s staff, and will be useful for both first-time users and refresher-training moving forward. We will spend 2-3 days on-site at the District to conduct focused Administrator /	
COSTS FOR FOLLOW UP SUPPORT	TBD	TBD	TBD	Follow-up support is available at Domain7’s discounted hourly rate of \$140 USD/hour. Alternatively, we would recommend a dedicated Loop Partnership between the District and Domain7. The Loop is Domain7’s partnership methodology, which outlines defined buckets of hours allocated by quarter or by month, from which the District can work with a consistent team of strategists, designers, and developers to iterate and optimize their digital properties. Should it be required, we can provide an estimate for the District.	
OTHER EXPENSES				Travel will be defined in collaboration between the District and Domain7, and will be billed at-cost.	
<b>Total one-time fees</b>	\$ 492,100.00	\$ -	\$ -		
<b>Section 3 Total Fees (annual recurring and one-time fees)</b>	\$ 673,100.00	\$ 181,000.00	\$ 181,000.00		



# Terms and Conditions

In reviewing the Terms and Conditions provided in Attachment 3, we've found the contract forms do not address cloud platforms or software offerings, leading to many needed changes to have the contracts well-represent these technologies. We would like to discuss the approach to overarching contractual agreements and collaboratively determine whether or not we can see changes made to the general Terms and Conditions provided, or if there would be an opportunity to include cloud-based and software terms and conditions in a specific Statement of Work for this project.



April 9, 2020

**ADDENDUM NO. 1 FOR RFP NO. RFP032071: WEBSITE CONTENT MANAGEMENT SYSTEM (WEBSITE CMS) SELECTION AND MIGRATION**

This addendum shall become part of the contract documents and modifies the original bidding documents for RFP No. RFP032071: Website Content Management system (WEBSITE CMS) Selection and Migration. Please acknowledge this addendum in your response. Failure to do so may subject the proposer to disqualification.

**ANSWERS TO QUESTIONS:**

**Question No. 1:** In reviewing the District’s newly-released RFP03271 for Website CMS Selection and Migration, we notice substantial similarities with your previous solicitation, particularly in your Technical and CMS Publishing Requirements. Could you please provide more information on why you prefer WordPress as your content management system? And if an alternate CMS is capable of meeting nearly all of the requirements outlined, would the District consider it?

Answer: Through user testing on WordPress, Drupal and a couple proprietary CMS platforms we found that WordPress was the most intuitive and easiest to edit.

**Question No. 2:** We would also like to request additional information regarding the RFP. We would like to know what the estimated contract value for the project is, and if that is an unknown, what is the allocated budget?

Please help us with retrieving this information as it will help us with pricing down the road.

Answer: Over the last five years, we have averaged \$80,000 per year. Startup costs for the 2015 migration, design, testing was an additional one-time fee that did not exceed \$150,000.

**Question No. 3:** The RFP indicates that the SPS would like the CMS to be based on WordPress. During the previously issued RFP process, security was one of the SPS team’s most pressing concerns yet WordPress doesn’t have as robust security as other CMS platforms. Would SPS consider another open source platform?

Answer: Our network and security teams will be part of the agency selection process and will review all proposer’s security methods and strategies. We will not consider other platforms at this time.

**Question No. 4: Do you allow any exceptions to your terms of service?**

Answer: Please see Section 7.2. Contents of the Proposal,

11. Terms and Conditions.

Include any comments or proposed changes to the District's terms and conditions (Attachment 3 to this RFP). **Please note that the District reserves the right to reject any firm not willing to accept the District's terms and conditions as shown in the standard form of contract.**

**Question No. 5: Are you looking to utilize AWS as your sole provider solution for hosting all the WordPress sites, or are you open to other qualified hosting providers as well?**

Answer: We are open to any provider that meets our technical requirements; many of these are easily met by hosting with one of the major public cloud providers.

**Question No. 6: One of the things mentioned on the call is that you would be able to provide a list of your enterprise services that could potentially benefit from improved integration. Please do share that list -- particularly as it relates to things like 'calendar integration' and potential LMS/curriculum publishing flows, as mentioned in the RFP.**

Answer: These are not currently part of our technical requirements but are some of the applications our staff utilizes: Atlas Report Center, SAP, Articulate, Elucidat, PowerSchool, Schoology, O365, SchoolDude, FrontLine (substitute system), NeoGov, IEPOne, etc.

**Question No. 7: Do you have specific requirements for the Intranet or can you describe your MVP vision for the initial release?**

Answer: Build a more intuitive staff website that meets their needs long term. We are hoping for a dynamic website that responds to audience needs based on taxonomy through categorization and tagging. Specifically, staff currently has a hard time finding specific forms, finding contact information and easy access to resources and systems.

**Question No. 8: Are you able to specify in what format content is exportable from your current platform?**

Answer: We have FTP access for documents which are primarily in .pdf format. We also have MS Word, Excel, and PowerPoint documents. We also have images and media files that we can access with FTP. We will have to research how the .html pages can be extracted prior to the migration process.

**Question No. 9: Is there content or media that you will not want to be migrating to the new platform as is?**

Answer: Yes.

**Question No. 10:** Of the companies invited to present during the Sandbox phase of the last RFP, how many presented WordPress solutions?

Answer: Two.

**Question No. 11:** Are you able to provide clarity on the budget by providing a budget range?

As a company who provided a similar solution to what is being currently requested but was not invited to Sandbox in the last RFP, it would help us determine whether or not our solution is a good fit for SPS.

Answer: Please see the answer to Question No. 2.

**Question No. 12:** A range would also help us scale an approach to match your budget.

Answer: Please see the answer to Question No. 2.

**Question No. 13:** The RFP mentions that you see over 25 million page views annually, is that inclusive of the school sites?

Answer: Last year (January to December 2019) our school websites received an average of 57,700 page views each. Our district website received more than 25 million page views.

**Question No. 14:** Will teachers requiring individual classroom or teacher pages?

Answer: We would like our school websites to include a staff directory that allows staff members to update their image, job title and profile. A full LMS is out of scope for this project.

**Question No. 15:** Can you share a full list of the domains and sub domains included in this project?

Answer: [www.seattleschools.org](http://www.seattleschools.org), [mysps.seattleschools.org](http://mysps.seattleschools.org) and 105 school domains. To find the list of domains, this information can be found on [www.seattleschools.org](http://www.seattleschools.org).

**Question No. 16:** Can you share more details on the staff only website?

- a. Do all staff members have access to the same content or is access role based?
- b. Beyond links to other systems what is available for staff members once logged into the staff site?

Answer: The staff website should be accessible to all staff. There may be need for some permission based staff pages.

Department contact information, business forms and documents, news specific to staff, staff calendars, support, training and quick reference materials,

**Question No. 17:** Can you share metrics related to the current site search (i.e. average monthly queries)?

Answer: Average monthly queries: [www.seattleschools.org](http://www.seattleschools.org) average of 20,000 unique search queries monthly.

**Question No. 18:** The RFP mentions newsletter requirements (requirements 65-67), but on the pre proposal call you mentioned that you will continue using School Messenger Communicates, are you looking for vendors to recommend an email marketing tool?

Answer: We plan to keep SchoolMessenger Communicate specifically for communications (robocall, SMS and email) to families. We are willing to hear about any newsletter solutions.

**Question No. 19:** Are there any internal or third party systems or databases that will be required to integrate with the new website?

Answer: SSL, AD, and iFrame for Tableau, Address Lookup Tool, Waitlist tool, SPSTV schedule, for example.

**Question No. 20:** What are the specific pain points with the current solution?

Answer: Unfortunately, our current system has proven challenging to our web editors due to overly complex editing processes and lack of attention to the backend UI and workflows.

**Question No. 21:** Has a budget or budget range been identified for this project? If so, will that information be shared with vendors?

Answer: Please see the answer to Question No. 2.

**Question No. 22:** Are you looking for the selected vendor to help establish a new site map and overall site structure or will this already be defined?

Answer: The SPS Web Team will be the primary developer for the Information Architecture.

**Question No. 23:** In Section 1.0 and in Section 5.0 in Scope, the following was referenced “Language Translation” There are 2 different approaches we can take, one of which requires us to make a copy of the website in another language, which is preferable for Search Engine Optimization preferences. The other approach would be to install a translating widget on the website that can convert English to any other language, however most of the time, the translations are not always accurate. Can you specify exactly which

languages you would like available on the website, and which approach you'd prefer us to take, or is it up to us?

Answer: We would like all languages currently available. Our top seven languages are: Spanish, Somali, Vietnamese, Chinese, Tagalog, Tigrigna, and Amharic. We will need more information about each approach before making a decision about this.

**Question No. 24:** In Section 4.0 Background, Regarding content contribution (teachers and staff with Website logins), where exactly will they be contributing content? Is it for a blog? Is it for a staff page? A classroom page? Will they be uploading files or homework assignments? Would like further clarification here.

Answer: Teachers currently utilize a LMS to communicate and post materials for their students. Schools usually have one or two staff members or volunteers with editing permissions for the full school websites. We have a staff directory where staff can login and update their image, job title and profile.

**Question No. 25:** In Section 5.1 Project Information, Point 1, the following is stated 'Defining the needs and requirements necessary to bring about a successful change in the existing content management system' and then in parenthesis it states 'completed by SPS'. Does this mean that SPS will be defining these needs? Or would you like the agencies help with this in having a 'Discovery & Recommendation Phase'?

Answer: The SPS Web Team is defining the needs for the CMS and will work with the agency to refine the backend based on our web editor needs.

**Question No. 26:** In Requirement #31, can you elaborate on this section? The examples given need a little more clarification.

Answer: Web content and files shared across websites using taxonomy and tagging. For example, we tag K8 attendance area maps (one file) to display on all K8 school websites.

**Question No. 27:** In Requirement #44, can you provide some further clarification on this ask?

Answer: When looking at page versions we want to see a true to life preview of a page rather than only the .html. We sometimes get public records requests for what appeared on a page on a particular date. We need actual content to fulfill this request.

**Question No. 28:** Requirement #55, are you asking for a Mobile App to be built alongside the website? We were unsure of this reference.

Answer: If you have a mobile app available, we would be open to seeing it, however, we can continue to utilize our current mobile app solution.

**Question No. 29:** Requirements #59, can you elaborate on the term 'Branching Logic' regarding forms? Is this conditional logic?

Answer: Yes, it is conditional logic.

**Question No. 30:** Approximately how many page templates & pages will be needed for the school websites? What does that sitemap look like?

Answer: The SPS Web Team will work with the selected agency to identify the number of templates needed.

**Question No. 31:** Approximately how many page templates & pages will be needed for the district website? What does that sitemap look like?

Answer: Please see the Answer to Question No. 30.

**Question No. 32:** Can you provide a list of Federal, Local School Laws, Policies or Programs you would like us to ensure we follow?

Answer: Please refer to the following:

- Section 504 of the Rehabilitation Act of 1973
- Americans with Disabilities Act (ADA) of 1990
- ADA Amendments Act of 2008

Please refer to the following links on the SPS web site:

[Superintendent Procedure 4070SP](#)

[SPS Strategic Plan: Seattle Excellence](#)

**Question No. 33:** We can support the need for Site redundancy, but would like to clarify that you would like multiple servers in multiple regions or a service such as CloudFlare?

Answer: We're looking for our base CMS and content to be hosted in more than one physical region for redundancy purposes.

**Question No. 34:** On Requirement #20, it's referenced that the organization would like load times to stay at or under 500ms. The industry norm is approximately 800-2000ms, as a result, this will impact hosting costs significantly, would you be willing to accept the industry norm for cost purposes?

Answer: If there is a difference in cost, we would like to see the cost for hosting load times under 500ms and the cost for hosting at industry norm load times.

**END OF ADDENDUM NO. 1**



Nancy Milgate  
Contracting Services Manager

**SERVICES CONTRACT  
GENERAL CONDITIONS (SHORT FORM)**

**ARTICLE 1 - CONTRACTOR'S SERVICES AND RESPONSIBILITIES**

1.1 Services. Contractor shall furnish all personnel, equipment and materials for the performance of all services under this Agreement. Such services, together with all drawings, specifications, materials, information, property, and other items provided or to be provided to District under this Agreement, are sometimes collectively referred to herein as the "Services."

1.2 Manner of Performance. Contractor's Services shall be performed with the degree of care and diligence ordinarily exercised under similar circumstances in the applicable disciplines and as expeditiously as is consistent with such standards of professional skill and care and the orderly progress of the Services. At the time of performance, Contractor shall be properly licensed, equipped, organized and financed to perform the Services.

1.3 District's Representatives. District may designate one or more individuals or firms as its representative for administration of this contract. If a representative is assigned by District, it shall not have authority to assign additional Services or to reduce the Services to be performed by the Contractor under this contract.

1.4 Correction of Noncompliances. Contractor shall, at no cost to District, promptly and satisfactorily correct any Services found to be defective or not in compliance with the requirements of this Agreement or the requirements of any governmental authority, law, regulations or ordinances at time of the delivery and acceptance of the Services.

1.5 Contractor's Personnel. All personnel employed by Contractor engaged in the Services and Services shall be fully qualified and shall be authorized under applicable federal, state, and local law to perform such Services and Services. Contractor shall, if so requested by District, remove from the performance of the Services any person District reasonably deems incompetent. Failure of District to so object shall not relieve Contractor of responsibility for such person. If any personnel are reassigned or replaced by Contractor upon District's request, Contractor shall replace them with personnel approved by District.

1.6 Contractor Employee Background. Pursuant to RCW 28A.400.330, Contractor shall prohibit from providing Services at a public school where there may be contact with children, any employee of Contractor who has pled guilty to or been convicted of any felony crime involving the physical neglect of a child under Chapter 9A.42 RCW, the physical injury or death of a child under Chapter 9A.32 or 9A.36 RCW (except motor vehicle violations under Chapter 46.61 RCW), sexual exploitation of a child under Chapter 9.68A RCW, sexual offenses under Chapter 9A.44 RCW where a minor is the victim, promoting prostitution of a minor under Chapter 9A.88 RCW, the sale or purchase of a minor child under RCW 9A.64.030, or violation of similar laws of another jurisdiction. Vendor shall furnish records to confirm compliance with this section prior to commencing work. Failure to comply with this section shall be grounds for District to immediately terminate the contract.

1.7 Compliance With Laws

1.7.1 General. Contractor shall comply, and be certain that its Services comply, with all applicable laws, ordinances, regulations, resolutions, licenses of record, permits of record, and other requirements applicable to the Services, in effect at the time of performance of the Services and as interpreted by cognizant authorities. Contractor shall furnish such documents as may be required to effect or evidence such compliance. All laws, ordinances, regulations, and resolutions required to be incorporated in agreements of this character are incorporated in this Agreement by this reference.

1.7.2 Nondiscrimination.

A. Applicable state laws concerning prevailing wages, hours, workers' compensation and other conditions of employment are called to the attention of bidders for their compliance. Bidder shall include in the bid any filing fees required to comply with applicable labor laws.

B. During the term of this Agreement, Contractor shall comply with applicable local, state and federal laws prohibiting discrimination with regard to race, creed, color, national origin, sex, sexual orientation, including gender expression or identity, marital status, age or the presence of any sensory, mental or physical handicap.

C. Any contractor who is in violation of these requirements, or an applicable nondiscrimination program shall be barred forthwith from receiving awards of any purchase order from Seattle School District No. 1 or shall be subject

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to other legal action or contract cancellation unless satisfactory showing is made that discriminatory practices have terminated, and that reoccurrence of such acts is unlikely. This includes compliance with Section 503 and 504 of the Vocational Rehabilitation Act of 1973 and Sections 2012 and 2014 of the Vietnam Era Veterans Readjustment Act of 1974.

1.7.3 Warranty of Accessibility. If services include the provision of technology related products, Contractor warrants the following:

A. The system and services provided to the District will comply with all local, state, and federal laws, regulations and relevant regulatory guidelines at the time of delivery, and within the Contract Term. Contractor further agrees that the system and services provided to the District will comply with all laws prohibiting discrimination with regard to race, creed, color, national origin, sex, sexual orientation, marital status, age, or the presence of any sensory, mental, or physical disability. Contractor will furnish such documents and information as may be reasonably requested by the District to evidence Contractor's compliance with the terms of this agreement.

B. Contractor will use reasonable efforts to ensure that, to the extent directly affecting the intended daily use by end users of the system and services provided to the District under this agreement, such system and services will, at a minimum, conform with all applicable laws, including Section 508 of the Rehabilitation Act of 1973 (29 U.S.C. 794d), as amended, all other regulations promulgated under Title II of the Americans with Disabilities Act, and the accessibility standards of the Web Content Accessibility Guidelines ("WCAG") 2.0 AA; provided, however, that Contractor will have no obligations with respect to such compliance to the extent relating to any portion of the system and services provided or developed by third parties or any user-generated content. If Contractor cannot ensure WCAG compliance for a portion of its services, Contractor will detail how it will support the District in providing equally effective alternate access for nonconforming web content and software and unusable equipment, devised, and hardware.

C. Contractor will conduct an accessibility test using an independent third party automated software system or a method otherwise mutually agreeable to the parties, to determine the compliance of the products and services provided to the District under this agreement with all accessibility laws and protocols, including the WCAG, as amended.

1.7.4 Student User Privacy. Contractor agrees to comply with the Student User Privacy in Education Rights Act ("Super Act" - a Washington State law on student privacy) if the provisions of SUPER Act apply to the school services provided by the Contractor to the District. School service means a website, mobile application, or online service that: (a) Is designed and marketed primarily for use in a K-12 school; (b) is used at the direction of teachers or other employees of a K-12 school; and (c) collects, maintains, or uses student personal information. A "school service" does not include a web site, mobile application, or online service that is designed and marketed for use by individuals or entities generally, even if also marked to a United States K-12 school.

1.7.5 Confidential Student Information. Contractor understands and agrees that any educational records received from the District are considered confidential student information protected by federal law, the Family Educational Rights and Privacy Act ("FERPA"), 20 U.S.C. Section 1232g. Contractor further agrees that student educational records received from the District will not be disclosed to any other person, agency, or entity without the prior written consent of the District unless required to make such a disclosure in connection with the performance of its obligations under this Agreement (provided that the party to whom such information is disclosed is subject to confidentiality restrictions) or under an applicable law or court order. Contractor shall not be permitted to sell such information and must seek permission from District before including such information that is identifiable to the school or district. Contractor agrees that any student information obtained through this Agreement is confidential and cannot be disclosed to a third-party unless disclosure is expressly permitted in this section or required by law. Upon termination or expiration of this Agreement for any reason, contractor shall either return or permanently delete and destroy all confidential student information. Contractor will confirm its destruction or return confidential student information in writing at the request of the District. For the avoidance of doubt, this section does not create any obligations for Contractor with respect to information that is not in Contractor's control. The unauthorized or unlawful disclosure of student records by Contractor is just cause for the District to immediately terminate this Agreement.

### **ARTICLE 2 - PAYMENTS TO CONTRACTOR**

The compensation shall be made no more frequently than monthly and if paid on a lump sum basis shall be in proportion to the Services performed. Each of Contractor's invoices shall set forth in a detailed and clear manner a complete description of the Services covered thereby, on a form substantially similar to that customarily used by District and shall be supported by such receipts, documents, and other information as District may reasonably request. The invoice shall include separate listings of Services for particular schools or programs, if requested by the District.

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District shall pay each of Contractor's invoices within thirty (30) days after District's receipt, provided that all required documentation is included and accurate.

**ARTICLE 3 - REIMBURSABLE EXPENSES**

As shown in contract.

**ARTICLE 4 - CONTRACTOR'S ACCOUNTING RECORDS**

The Contractor's records of performance of Services shall at all times be subject to review by and the approval of District, but the making of (or failure or delay in making) such review or approval shall not relieve Contractor of responsibility for performance of the Services in accordance with this Agreement. Records of Reimbursable Expenses shall be kept in accordance with generally accepted accounting principles.

Contractor shall promptly furnish District with such information related to the Services as may be requested by District. Until the expiration of three (3) years after final payment of the compensation payable under this Agreement, Contractor shall provide District access to (and District shall have the right to examine, audit and copy) all of Contractor's books, documents, papers and records which are related to the Services or this Agreement.

**ARTICLE 5 - DISTRICT OWNERSHIP AND USE OF DOCUMENTS**

5.1 District Ownership. All drawings, specifications, materials, information, property and other items obtained or developed in connection with the Services or the cost of which is included in the Reimbursable Expenses (including, but not limited to, documents, designs, drawings, plans, specifications, calculations, maps, sketches, notes, reports, data, estimates, reproductions, renderings, models, mock-ups, completed Services and Services in progress), together with all rights associated with Ownership of such items (such as copyright, patent, trade secret and other proprietary rights), shall become the property of District when so obtained or developed or when such expense is incurred, as the case may be, whether or not delivered to District. Contractor shall deliver such items, together with all materials, information, property and other items furnished by District or the cost of which is included in the Reimbursable Expenses, to District upon request and in any event upon the completion, termination or cancellation of this Agreement. However, Contractor may at its own expense retain copies of any such items for its own records or for use in the furtherance of its professional knowledge. Contractor will provide District with all code, databases, and copyrights for all items developed for the District under this Agreement. Upon closure of the project, Contractor will provide all materials to the District with thirty (30) days. All items from the Contractor's work under this Agreement will be provided in a code structure and manner that permits others to utilize the materials and make changes, modifications, or improvements.

5.2 License. District shall have a permanent, assignable, nonexclusive, royalty-free license and right to use all concepts, methods, processes, products, writings and other items (whether or not copyrightable or patentable) developed or first reduced to practice in the performance of the Services or otherwise whether by Contractor, any of its subcontractors, or any employee(s) of Contractor in connection with this Agreement. District shall hold Contractor or its subcontractors harmless for District's reuse of documents on a project other than this Project.

5.3 Nondisclosure. Contractor shall not, without the prior written consent of District, disclose to third parties any information obtained in connection with the Services unless: (a) the information is known to Contractor prior to obtaining the same directly or indirectly from District or in connection with the Services; (b) the information is in the public domain at the time of disclosure by Contractor; or (c) the information is obtained by Contractor from a third party who did not obtain the same directly or indirectly from District or in connection with the Services. If so requested by District, Contractor shall obtain from its employees, subcontractors and their respective employees nondisclosure agreements in the form and content satisfactory to District. Submission or distribution to meet official regulatory requirements or for other purposes in connection with the activity for which the Services were rendered is not to be construed as publication in derogation of District's or Contractor's rights.

**ARTICLE 6 - RELEASE, INDEMNIFICATION AND HOLD HARMLESS**

6.1 Release and Indemnification. Contractor releases and shall indemnify and hold harmless District, its successors and assigns, and the directors, officers, employees and agents of District and their successors and assigns

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(collectively, the "Indemnitees") from all claims, losses, harm, costs, liabilities, damages and expenses (including, but not limited to, reasonable attorneys' fees) relating to the services arising (whether before or after completion of the Services) out of any act, error or omission of any of the following: Contractor; Contractor's subcontractors or subcontractors; the directors, officers, employees or agents of Contractor or any of its subcontractors or subcontractors; or anyone acting on Contractor's behalf in connection with the Services or this Agreement. However, Contractor shall not be required to so indemnify any of the Indemnitees against liability or damages to the extent caused by or resulting from the negligence of such Indemnitees. The indemnification obligation under this paragraph shall not be affected by any limitation on the amount or type of damages, compensation or benefits payable by or for Contractor or any subcontractor under any worker's compensation act, including Title 51, RCW, any disability benefit acts, or any other employee benefit acts. Contractor and any subcontractor hereby waive, for themselves and their successors, any right to claim such limitation as a defense, set off, or other reduction of rights to indemnification under this paragraph. **Contractor further agrees that this waiver has been mutually negotiated by the parties.**

6.2 Workers' Compensation. Contractor expressly waives any immunity or limitations (e.g., on the type or amount of damages, compensation, benefits or liability payable by Contractor) that might otherwise be afforded under any industrial insurance, workers' compensation, disability benefit or similar law, rule, regulation or order of any governmental authority having jurisdiction (including, but not limited to, the Washington Industrial Act, Title 51 of the Revised Code of Washington). By executing this Agreement, Contractor acknowledges that the foregoing waiver has been mutually negotiated by the parties.

6.3 Patent; Copyright. Contractor releases and shall defend, indemnify and hold harmless the Indemnitees from all claims, losses, harm, costs, liabilities, damages, expenses (including, but not limited to, reasonable attorneys' fees) and royalties arising (whether before or after completion of the Services) out of or in connection with any claim, action, suit or proceeding based upon infringement of any patent, copyright, trade secret or other proprietary right or upon the wrongful use of any confidential or proprietary concept, method, process, product, writing, information or other item and arising out of or in connection with performance of the Services or the use or intended use of any of the Services, excluding content added to or used in conjunction with the Work Product and use of Services by the District or parties other than the Contractor. Further, if any of the Services or any use or intended use of the Services constitutes an infringement of any patent, copyright, trade secret or other proprietary right or the wrongful use of any confidential or proprietary concept, method, process, product, writing, information or other item, Contractor shall at its expense either procure for the Indemnitees the right to use the infringing item, replace the infringing item with a substantially equal but noninfringing item or modify the infringing item so that it becomes noninfringing; provided, however, that this paragraph 6.3 does not apply to any claim, action, suit or proceeding based upon infringement which is related to any materials or equipment designated solely by District for use by the District.

## **ARTICLE 7 – INSURANCE AND BONDS**

### 7.1 General Provisions.

A. Contractor shall, at its sole cost and expense, with respect to Contractor, its subcontractors of any tier, and their employees, officers, representatives and agents, ensure that Contractor and its subcontractors maintain in effect at all times during the performance of the Work coverage or insurance in accordance with the applicable laws relating to workers' compensation and employer's liability insurance (including, but not limited to, the Washington Industrial Insurance Act), regardless of whether such coverage or insurance is mandatory or merely elective under the law. Prior to commencing the Work, Contractor shall furnish to Owner assurance and evidence acceptable to Owner of coverage or insurance with respect to all persons performing the Work in accordance with the applicable laws relating to workers' compensation and employer's liability insurance (including, but not limited to, Certificate(s) of Compliance as issued by the Washington State Department of Labor and Industries).

B. Without limiting the generality of paragraph (a) above, Contractor shall purchase and maintain insurance as set forth below for all its employees, officers, representatives and agents engaged in Work on this Project under this Contract. In case any such Work is subcontracted, Contractor shall require the subcontractor to provide the same insurance coverage for all of the latter's employees, officers, representatives and agents engaged in such Work. In case any class of employees engaged in hazardous work under this Contract and the site of the Project is not protected under the above Washington State Industrial Insurance Act, or "stop-gap" insurance, Contractor shall provide and shall cause each subcontractor to provide compensation insurance and employer's liability insurance with a private insurance company.

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C. Prior to the commencement of performance of the Work, Contractor shall, at its sole cost and expense, secure such liability insurance as will protect Contractor, its employees, officers, representatives and agents, Owner and Owner’s Representative, from and against any and all claims and liabilities arising out of bodily or personal injury (including death) or property damage that may result from Contractor’s operations or performance of Contractor’s obligations under this Contract, whether such performance is by Contractor or any of its Support. All such insurance shall be placed with such insurers and under such forms of policies as may be acceptable to Owner.

7.2 Contractor’s Liability Insurance. Contractor shall, at its own expense, secure and maintain Commercial General Liability Insurance including Products and Completed Operations; Broad Form Property Damage; ~~Stop Gap; Contractual Liability (and Collapse, Explosion and Underground)~~. Without limiting the generality of the foregoing, such insurance shall protect Owner, Owner’s Representatives, Construction Manager, Architect/Engineer and Contractor from the following claims which may arise out of, result from or relate to Contractor’s operation or performance under the Contract:

- A. claims under workers' or workmen’s compensation, disability benefit and other similar employee benefit act;
- B. claims for damages because of bodily injury, occupational sickness or disease, or death of its employees;
- C. claims for damages because of bodily injury, sickness or disease, or death of any person other than its employees;
- D. claims for damages, insured by usual personal and advertising injury liability coverage which are sustained (1) by any person as a result of an offense directly or indirectly related to the employment of such person by Contractor, or (2) by any other person;
- E. claims for damages, other than to work itself, because of injury to or destruction of tangible property, including loss of use resulting therefrom (including, but not limited to, the usual Broad Form Property Damage Liability coverage); and
- F. claims for damages because of bodily injury or death of any person or property damage arising out of the ownership, maintenance or use of any motor vehicle.

All required liability policies shall be written on an “occurrence” and not “claims-made” form. The insurance required by 7.2 shall include contractual liability insurance applicable to Contractor’s indemnification obligations under this Agreement.

All required liability policies shall be specifically endorsed as primary insurance, and not contributory to any other insurance or self-insurance available to Owner.

7.3 Limits of Liability. The liability insurance required herein shall be written for not less than that stated in these Contract Documents; or one million dollars (\$1,000,000), whichever is greater. Except for workers’ compensation, limits shall be project specific and dedicated to work performed under this Contract, unless otherwise agreed to by Owner. The amounts of insurance shall not be less than:

workers’ compensation	statutory
employer’s liability	\$1,000,000 each accident
(stop gap)	\$1,000,000 disease-policy limit
	\$1,000,000 each employee
commercial general liability	(per occurrence/aggregate)
bodily injury and property damage	\$1,000,000/\$2,000,000
personal and advertising injury	\$1,000,000/\$2,000,000
products and completed operations	\$1,000,000/\$2,000,000
fire legal liability	\$100,000
automobile liability (owned, non-owned, leased or hired)	\$1,000,000 per occurrence
umbrella/excess coverage	\$2,000,000 per occurrence
professional liability	\$1,000,000 each occurrence

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7.4 Coverage Period. Contractor or its Subcontractors shall maintain the foregoing insurance and coverages in full force and effect at all times; (a) until all of Contractor's obligations under this Contract have been fully performed, all of the Work has been fully accepted by Owner and all operations of Contractor and its employees, officers, representatives, agents and subcontractors (including, but not limited to, removal of equipment and other property) on or about the site of the Work have been concluded; and (b) in the case of completed operations and products liability insurance, until the expiration of one (1) year after all of Contractor's obligations under this Contract have been fully performed.

7.5 Certificates of Insurance. Prior to the execution of the Contract (or within such further time as Owner may allow in writing), Contractor shall deliver to Owner Certificates of Insurance in a form acceptable to Owner as evidence that policies providing insurance with such provisions, coverages and limits are in full force and effect. Such Certificates shall state specifically the name of this Project and its address, and shall evidence the Owner and Owner's Representatives, if any, as insureds or additional insureds. These certificates shall contain a provision that coverages afforded by the policies will not be canceled until at least 45 days prior written notice has been given to Owner and additional insureds. Contractor shall also furnish Owner with such additional assurance and evidence of such insurance (such as copies of all insurance policies, certified by an authorized representative of the insurer) as Owner may from time to time request. The certificate shall also evidence that the policies are issued as primary insurance and noncontributory to any insurance or self-insurance applicable to Owner.

7.6 Renewal, Termination, Cancellation, Expiration, and Alteration. In the event of any renewal, termination, cancellation, expiration or alteration in any policy of insurance required under this Contract, Contractor shall deliver to Owner a Certificate of Insurance with respect to any such renewal, termination, cancellation, expiration or alteration, as the case may be prior to inception of any such coverage.

7.7 Additional Insureds; Right of Subrogation. Contractor shall ensure that any policies of insurance that Contractor or any of its subcontractors are required to carry, provide or have provided as insurance against loss of or damage to property or bodily harm that may occur in connection with the Work or this Contract shall name Owner and Owner's Representatives as additional insureds. ~~and include a waiver of the insurer's right of subrogation against Owner, the Construction Manager, the Architect/Engineer and Owner's Representative. To the extent permitted by its insurance policies, Contractor hereby waives its rights of subrogation against Owner, the Construction Manager, the Architect/Engineer and Owner's Representative.~~

7.8 No Limitation. The requirements of this Contract as to insurance and acceptability to Owner of insurers and insurance to be maintained by Contractor and its Support are not intended to and shall not in any manner limit or qualify the liabilities and obligations assumed by Contractor under this Contract.

7.9 Owner's Right to Maintain Insurance. If Contractor or any of its subcontractors fails to maintain the insurance coverage as required by this Part 2, Owner may obtain such insurance coverage as is not being maintained, in form and amount substantially the same as set forth above, and Owner may charge to or otherwise recover from Contractor (e.g., by offset against any amounts due or which may become due Contractor under this Contract), the cost of such insurance.

## **ARTICLE 8 – CHANGES**

8.1 Notice. District may at any time, by written notice thereof to Contractor, make changes in the Services to be performed under this Agreement (including, but not limited to, additions to or deletions from any Services, suspension of performance, and changes in the schedule and location of performance). Contractor shall, within ten (10) days after receipt of notice of any change which Contractor believes to be outside the scope of Services, give District written notice of such belief, otherwise the change shall be deemed to be within the scope of Services.

8.2 Adjustment. If any change under paragraph 8.1 causes an increase or decrease in the cost of or the time required for performance of the Services, an equitable adjustment in the compensation and/or schedule under this

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Agreement shall be made to reflect such increase or decrease and this Agreement shall be modified in writing accordingly. Such equitable adjustment shall constitute full compensation to Contractor for such change.

### **ARTICLE 9 - TERMINATION OF THIS AGREEMENT**

#### 9.1 Termination of Agreement by District for Cause.

9.1.1 If Contractor shall fail to fulfill in a timely and proper manner its obligations under this Agreement, or if Contractor shall violate any of the provisions of this Agreement, or if Contractor becomes insolvent or the subject of any proceeding under bankruptcy, insolvency or receivership law or makes an assignment for the benefit of creditors, District shall thereupon have the right to terminate this Agreement by giving written notice of such termination and specifying the effective date thereof as a certain date at least seven (7) days after the notice, during which period Contractor shall have the right to cure the default.

9.1.2 Whether or not this Agreement is so terminated, Contractor shall be liable to District for any damage or loss resulting from such failure or violation by Contractor described in subparagraph 9.1.1, including, but not limited to, costs in addition to those agreed to herein for prosecuting Services to completion and delay damages paid or incurred by District. The rights and remedies of District provided by this paragraph are cumulative with and in addition to any other rights and remedies provided by law or this Agreement.

9.1.3 District shall be liable to Contractor for Contractor's just and equitable compensation for any satisfactory services completed, but in no event, shall this compensation exceed the percentage of total services satisfactorily completed at the time of termination times the total compensation payable under this Agreement. District may withhold payments to Contractor equal to any claim made in writing by District for the purpose of set-off until such time as the exact amount of damages due District from Contractor is determined. In no event shall District be liable for any consequential or incidental damages, including, but not limited to, loss of profit on other projects or of reputation incurred by Contractor as a result of such termination. If District purports to terminate all or a part of this Agreement for cause, and it is determined that insufficient cause existed, such termination shall be deemed to have been a termination for convenience of District pursuant to paragraph 10.2, and the rights of the parties shall be determined accordingly.

9.2 Termination for Convenience by District. District may, at its option, terminate all or a portion of the services not then performed under this Agreement with 30 days notice by so notifying Contractor in writing. In that event, all finished or unfinished documents and other materials as described above shall, at the option of District, become its property upon compensation therefor in accordance with this Agreement, and District shall indemnify and hold harmless Contractor and its agents and employees from any claims arising from District's subsequent use of such documents and other materials, except to the extent Contractor is solely or concurrently negligent. If the Agreement is terminated by District as provided herein, Contractor's compensation for the Services shall be (i) that portion of the compensation for services performed prior to termination and through the conclusion of the 30 day termination period, and (ii) proper compensation for Reimbursable Expenses. District shall not be liable for any consequential or incidental damages, including, but not limited to, loss of profits on other projects or of reputation incurred by Contractor as a result of such termination.

### **ARTICLE 10 – MISCELLANEOUS**

10.1 Time. Time is of the essence with regard to performance of this Agreement.

10.2 Subcontracting. Except for any services to be performed by subcontractors specified in Section 01100, Summary of Work, Contractor shall not (by contract, operation of law or otherwise) delegate or subcontract performance of any Services to any other person or entity without the prior written consent of District.

10.3 Independent Contractor. Contractor shall at all times be an independent contractor and not an agent or representative of District with regard to performance of the Services as authorized by this Agreement. Contractor shall not represent that it is, or hold itself out as, an agent or representative of District.

10.4 Nonwaiver. The failure of either party to insist upon or enforce strict performance by the other party of any of the provisions of this Agreement or to exercise any rights under this Agreement shall not be construed as a waiver or relinquishment to any extent of its rights to assert or rely upon any such provisions or rights in that or any other instance.

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10.5 Assignment. Neither District nor Contractor shall assign, sublet or transfer any interest in this Agreement without the written consent of the other.

10.6 Entire Agreement. This Agreement represents the entire and integrated agreement between District and Contractor and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by written instrument signed by both District and Contractor.

10.7 Applicable Law; Venue. This Agreement shall be interpreted, construed, and enforced in all respects in accordance with the laws of the State of Washington. Venue in any litigation shall be in King County, Washington.

10.8 Debarment. Contractor, by accepting this contract, warrants that it is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions (defined as not being eligible to receive federal funds) by any local, state or federal department or agency. Contractor agrees to be bound by the terms of School Board Policy No. 6973, which provides additional requirements applicable to debarment of contracts from receiving future contracts with SPS.

10.9 Cooperation with District Auditor and State Auditor. Contractor agrees to provide reasonable cooperation with any inquiry by either the district or State Auditor relating to the performance of this contract. The District has the right to audit records of the Contractor relating to payment or performance under this contract, for one year after completion of this contract. Failure to cooperate may be cause for debarment from award of future contracts.