



Bellevue School District

Project Charter

District and School Website Migration

Version: DRAFT

INTRODUCTION

The Project Charter is the first of several documents that will be used throughout the duration of the project lifecycle. The purpose of the charter is to outline the reasons for doing the project, describe at a high-level the direction for the project, identify any early constraints, list stakeholders (including team members and end users), their responsibilities, key deliverables, high-level timeline and success criteria.

EXECUTIVE SUMMARY

Communication Department's Vision: To use communication strategies, tools, public information, and storytelling to inspire each and every student and family to learn and thrive as creators of their future world.

Project Vision: To improve the BSD district and school website user experience for students, families, staff, and community partners through the procurement of efficient and equitable website technologies that support district communication and technology strategies.

Background: The history of the bsd405.org website goes back almost 20 years. Key events that inform the development of the district website:

- Department of Education, Office for Civil Rights (OCR) Resolution Agreement (2018)
- Policy 0130 Equity and Accountability (2019)
- Policy 4218 Language Access Plan (2019)
- NSPRA Communications Audit (2021)
- Communications Processes, Procedures, and Technologies Project Proposal was submitted and approved by BSD Executive Leadership (2022)

Objectives: District and school websites affect many different community member groups (Students, families, staff, partners, etc.) with many different needs and perspectives. Our websites do not adequately support these groups. They fall short in user experience, equity, quality control, maintenance, and security. This project plans to adequately support the needs and perspectives of the BSD community by implementing a collection of website platforms and services that address these shortfalls.

Scope: This project charter focuses on the technology related to the website. Website communication processes are addressed in a separate priority, outside this charter ([see Communications Processes, Procedures, and Technologies Project Proposal that was submitted and approved by BSD Executive Leadership in June of 2022](#)).

Project Schedule: The project schedule will be broken up into (3) phases: Pre-Migration (November 2022 - April 2023), Migration (May - July 2023), Post-Migration (August 2023 - July 2030)

Key Dates:

- Project Kick Off: November 18, 2022

- Vendor Selection: January 9 through March 10, 2023
- Completion of Content Migration, Soft Launch, and Testing: June 30 through July 31, 2023
- New Website Official Launch: August 1, 2023
- Final Retirement of Previous Website Content (once retention schedules have been met): July 10, 2030

Budget: The project will be funded from Technology’s capital funds budget. It will be determined after the RFP process.

Success Criteria: Upon completion of this project the district will have:

- A new and improved community focused website that:
 - Strives to provide equitable access to district and school information for each and every member of the BSD community with an emphasis placed on mobile user experience, internal search, ADA compliance, and language access.
 - Efficiently supports district website content managers, owners, and editors.
 - Efficiently supports established BSD communication processes and procedures.
 - Efficiently supports established BSD technology processes and procedures.
 - Uses cost-efficient website technology services that proactively support website hosting, disaster recovery, record retention, research, testing, development, operations, monitoring, and cybersecurity.
- All existing website editors efficiently migrated to the new content management system.
- A suite of website technology training resources and quality control services that will increase BSD website editor, content owner, and content manager productivity.
- A useable, searchable, retrievable and authentic version of the content that was hosted on the previous content management system, prior to migration, for the length of designated retention periods.

COMMUNICATION DEPARTMENT’S VISION

To use communication strategies, tools, public information, and storytelling to inspire each and every student and family to learn and thrive as creators of their future world.

PROJECT VISION

To improve the BSD district and school website user experience for students, families, staff, and community partners through the procurement of efficient and equitable website technologies that support district communication and technology strategies.

BACKGROUND

The history of the bsd405.org website goes back almost 20 years.

- In August 1998 [Procedure 4000P Public Information Program](#) was implemented.
- In March 2003 the first documentable version of the bsd405.org website was implemented ([internet archive](#)). The user experience design and information architecture of the new site was mostly organization focused. Website content was organized into who we are, fast facts, our schools, curriculum, resources, career opportunities, etc. It is not documented how the website was hosted or how the content was managed.
- In August 2005 the second documentable version of the bsd405.org website was implemented ([internet archive](#)). The user experience design and information architecture of the new site was mostly organization focused. Website content was organized into about BSD, schools, departments, staff, students, parents, and administration. It is not documented how the website was hosted or how the content was managed.
- In November 2011 the third documentable version of the bsd405.org website was implemented ([internet archive](#)). The user experience design and information architecture of the new site was mostly organization focused. Website content was organized into schools, academics, curriculum, services, community engagement, news, events, and about BSD. It is not documented how the website was hosted or how the content was managed.
- In December 2012 [Policy 4041 Records Retention](#) was adopted.
- In September 2014 [Procedure 6800.2P Acceptable Use](#) was implemented.
- In August 2015 the Communications and Community Relations Department implemented a new website design for all district and school websites. Along with the design, an open-source Content Management System (CMS), WordPress, was chosen to manage the content for the site. The WordPress installation was hosted on Flywheel, a managed WordPress hosting company.
 - Funds were allocated for design, implementation, and hosting of the new website, but adequate resources and budget were not allocated for user experience research, school and district user support, CMS maintenance, development, quality control, cyber security, and compliance.
 - The user experience design and information architecture of the new site was mostly organization focused. Website content was typically organized into school, department, program, and service namespace hierarchies.
 - It was designated that school and department leadership would act as content owners for their respective website properties. Multiple school level content editors were added to each school website. A handful of district level, departmental content editors were added to the district website.
- In April 2018 the Bellevue School District signed a resolution agreement with the United States Department of Education, Office for Civil Rights (OCR). That agreement stated, *"By July 9, 2018, the district will establish a plan to ensure that all new online content*

and functionality developed, procured, or used after the date of this agreement will be fully accessible to individuals with disabilities. The plan should include any staff training that may be necessary to ensure full implementation with the plan.”

- In July of 2018 the Digital Content Accessibility Overview was created. It established milestones, standards (WCAG 2.0 Level AA), training, and quality control processes that were in alignment with the OCR agreement. Adequate resources and budget were never allocated for the complete implementation of the Digital Content Accessibility Overview at either the district or school level.
- In June of 2019, BSD adopted [Policy 0130 Equity and Accountability](#). Some key commitments that were included in this policy:
 - *“We are working to achieve inclusion in our schools such that all students and families have safe and equitable access, feel a deep sense of belonging, and experience a welcoming classroom and school community where instruction is strengths-based, aligned to or exceeds grade-level and subject standards, and to the maximum extent possible, takes place with all grade-level or subject peers. While this goal extends to all our students, it is especially relevant for students with disabilities and students acquiring English.”*
 - *“The District recognizes that students with disabilities can be marginalized and often separated from their peer community. We also recognize that these students face additional barriers when they come from other marginalized groups, particularly students of color. The District is committed to addressing inequities and biases towards students and families whose voice or access has been marginalized in conjunction with their disabilities, and the District is committed to minimizing situations that separate students from their peers and peer learning environments.”*
- In December of 2019, BSD adopted [Policy 4218 Language Access Plan](#). A key commitment that was included in this policy was, *“The District will provide written translation of vital documents for identified languages, as needed, in alignment with the strategic plan.”*
- In January 2020 the Communications department submitted a report to OCR that documented the content accessibility progress made to date, including a strategy for identifying, correcting, and the ongoing maintenance of inaccessible website content and functionality for individuals with disabilities. Adequate resources and budget were never allocated for the implementation of that strategy at either the district or school level.
- In Fall of 2020 BSD Executive Leadership expressed interest in changing content management systems. The Communications and Community Relations department recommended that the district bring in consultants to work directly with key stakeholder groups (families, board members, leadership, schools, and departments) to

research a community member focused redesign and migration of the district website to a new CMS platform.

- In Winter, 2020 the BSD Board Directors and Executive Leadership commissioned the National School Public Relations Association (NSPRA) to perform a communications audit. The audit report, released in February 2021, presented (7) recommendations with accompanying action steps.
 - Recommendation 6 (Develop a digital communication plan), Action Step 6.1 (Begin plans to upgrade and redesign the BSD website) included these website recommendations:
 - *“The website seems to be more inward focused as a tool for staff and current families. In an increasingly competitive environment, BSD should rethink how the website can be used and reimagine it as a marketing tool to tell the BSD story to new families.”*
 - *“To assist in understanding stakeholders’ experience with the current website, consider also conducting user experience (UX) testing through a contracted service or by coordinating the district’s own website user testing sessions.”*
 - *“Use your answers and the UX feedback to create a request for proposals (RFP) for a website redesign.”*
 - *“WordPress, the current free platform BSD uses for website hosting, appears to have some limitations that may not make it the best fit for meeting BSD’s digital communication goals and objectives. When issuing the RFP, consider inviting five or six vendors to demo their products first and then asking only the top two to three vendors who best meet BSD’s needs to submit a formal proposal.”*
 - o Recommendation 6 (Develop a digital communication plan), Action Step 6.2 recommended that the district website should become *“communications central”* and that its content should be more community focused and follow established user experience best practices.
- In March 2021, and with the help of the Puget Sound Educational Service District (PSESD), steps were taken to begin the process for increasing the capacity of the Communications and Community Relations department.
- In April 2021, further website recommendations were submitted to the interim Communications and Community Relations leadership team by Communications and Community Relations staff. These recommendations included investing in user research, a new content management system, a new website architecture, and a centralized help resource either hosted on the district website or on another platform that integrated closely with the district website.
- In June 2021, a new communications processes, procedures, and technologies project team was formed.

- By February 2022 the capacity of the Communications and Community Relations department had increased from (4) to (7) employees, allowing the department to begin allocating resources to address the recommendations surfaced in the NSPRA audit?
- In March of 2022, the Washington State Legislature passed Engrossed Second Substitute House Bill 1153. An Act relating to language access in public schools; adding a new section to chapter 28A.710 RCW; adding a new section to chapter 272.40 RCW; adding a new chapter to Title 28A RCW; creating new 3 sections; and repealing RCW 28A.155.230.
- In June 2022, a new communications processes, procedures, and technologies project proposal was submitted and approved by BSD Executive Leadership. That proposal included (3) priorities:
 - Priority 1 focuses on major communications processes and procedures. This priority includes the following sub-priorities: 1.1 Crisis communications, 1.2 Communications Department processes and project management structures, 1.3 District internal and external communication processes, 1.4 Digital communications plan, and 1.5 Website (improving existing presence).
 - Priority 2 focuses on updating and procuring new communication systems. This priority includes the following sub-priorities: 2.1 School and District Websites, 2.2 Departmental and Districtwide Intranet, 2.3 Mass Communication Systems, and 2.4 Evaluate, Migrate, Implement, and Train Staff on how to use current systems like School Messenger, Talking Points, MailChimp, Outlook, and Let's Talk.
 - Priority 3 focuses on researching and implementing emerging communication technology integrations and supporting and enhancing active communication technology integrations.
 - Note: This project charter falls under Priority 2.1 Updating and procuring new communication systems for school and district websites.

OBJECTIVES

Why is this project being implemented?

District and school websites affect many different community member groups with many different needs and perspectives. A brief sampling of these groups includes:

- **Students and Families:** New to the district, have been in the district for a few years, have multiple students enrolled in different schools, are transitioning from one school level to another, are preparing for next steps after they leave the district, are no longer enrolled in the district, speak languages other than English, possess varying levels of ability, are experiencing housing insecurity, participate in athletics and activities, and many more.

- **Community Members:** That don't have students in the district but still support the district through Bonds and Levies, rent district facilities, live near school facilities, attend school & district events, share roads with district vehicles, are members of community-based organizations, employee groups, parent & affinity groups, community advisory groups, media, cultural organizations, philanthropic organizations, other K-12 school districts, higher education, civic organizations, elected officials, businesses, corporations, and many more.
- **District Staff:** That are also BSD parents, live inside the district, live outside the district, are educators, instructional support, operations support, athletics & activities support, communicate directly with the community, publish website content for the district, and many more.

District and school websites do not adequately support the needs and perspectives of these groups. Our websites fall short in user experience, equity, quality control, maintenance, and security.

Community Member User Experience

In the [2021 NSPRA communications audit](#), BSD was described by a focus group participant as “a large and complex piece of machinery with no user manual.” Unfortunately, the current and past designs of the district website contribute to this confusion. The website is organization focused. Content is bucketed into a school, department, program, and service website architecture. Feedback from the 2021 NSPRA supports this analysis:

- “The website seems to be more inward focused as a tool for staff and current families.”
- “The district’s website is difficult to navigate with much of the information needed by parents and staff buried or not readily available.”
- “The site was described by many focus group participants as clunky and a dead-end for information that is requested and needed by parents and staff.”

Equity

The 2021 NSPRA Audit pointed out that, “While some schools have a staff member serving as a webmaster, those that do not report that they do not feel supported by the district’s webmaster.” This presents a challenge for the equitable representation of information across all school websites. The Communications & Community Relations department does not have the tools necessary to provide efficient content production support to every school. Currently, communications produced at the district level cannot easily be distributed to school websites. Schools are expected to re-create district content on their own website channels. If a school does not have the resources to do this, district information does not get shared with families. To make matters worse, if schools do have the resources to perform this extra work, it’s challenging for them to keep this information up to date when information changes at the district level.

In December of 2019, the district adopted [Policy 4218 Language Access Plan](#). A key commitment that was included in this policy was, “The District will provide written translation of vital documents for identified languages, as needed, in alignment with the strategic plan.” Currently, the district website relies on machine translation tools for the translation of website content into other languages. This is an important first step, but there are challenges with solely relying on these tools:

- Accuracy: Machine translation is generally lower than human translation accuracy.
- Consistency: The consistency of translation can vary across different languages.
- Context: Machines can’t translate context or interpret puns, metaphors, slogans, or understand idiomatic differences as well as a human.

Currently, the Communications & Community Relations department does not have the tools needed to easily append machine translations with human supplied translations when the situation dictates.

In April 2018 the Bellevue School District signed a resolution agreement with the United States Department of Education, Office for Civil Rights (OCR). That agreement stated, “By July 9, 2018, the district will establish a plan to ensure that all new online content and functionality developed, procured, or used after the date of this agreement will be fully accessible to individuals with disabilities. In June of 2019, BSD adopted [Policy 0130 Equity and Accountability](#). In that policy, the district committed to addressing inequities and biases towards students and families whose voice or access has been marginalized in conjunction with their disabilities. The content on district and school websites does not fully meet the internationally recognized Web Content Accessibility Guidelines (WCAG). Currently, the Communications & Community Relations department does not possess the efficient tools or resources necessary to align district and school website content with WCAG standards.

Quality Control

The 2021 NSPRA Audit pointed out that, “...there are numerous areas (on school and district websites) where the information is not kept up to date” indicating that families and staff could not rely on the website as an accurate source of information. The Communications & Community Relations department plans to address this deficiency. Priority 1 of the June 2022 communications processes, procedures, and technologies project proposal addresses district internal and external communication processes and digital communications planning. However, the department currently does not possess any tools that efficiently support those priorities. Specifically, the department lacks integrated and automated tools usable by content managers, owners, and editors that:

- Assists in the discovery and resolution of machine findable content errors (broken links, spelling errors etc.).

- Supports in the enhancement of community member website user experience (comprehension, search engine optimization, etc.).
- Helps with the implementation and tracking of WCAG compliant content.
- Efficiently tracks the accuracy of machine translated content.

Maintenance and Security

When the district moved its website to the free and open-source WordPress CMS in 2015, a very limited scope of maintenance and cybersecurity support was implemented. The Communications & Community Relations department in partnership with the Technology department to support the:

- Manual updating the WordPress platform and any related Plugins.
- Maintaining of 30-day backups of the website for disaster recovery purposes.
- Troubleshooting of content management system issues as they occur.
- Purchasing of web hosting and Content Delivery Network (CDN) services.
- Management of DNS, Registry, and SSL Certificate Records.

Resources were never allocated for proactive and cost-efficient website related services for research, testing, development, operations, monitoring, and cybersecurity. As a result, the communications and technology departments can only react to website related issues instead of preventing them. The current WordPress installation is up to date, but the theme and some of the major plugins that support the installation will need to be updated or replaced at some point. When that time comes, resources will need to be allocated to address this situation.

What will this project achieve?

The District and School Website Migration Project plans to adequately support the needs and perspectives of the BSD community by implementing a collection of website platforms and services that address current website user experience, equity, quality control, maintenance, and security shortfalls.

These platforms and services will include:

- **A new content management system and related services** that efficiently supports:
 - o Equitable access to website information for each and every member of the BSD community.
 - o BSD content managers, owners and editors.
 - o Established BSD communication processes.
 - o Established BSD technology processes (including record retention).
- **Web design services** that will:
 - o Reimagine the current web design of BSD district and school websites.

- o Strive to provide equitable access to website information for each and every member of the BSD community.
- **Web development services** that will:
 - o Implement a new website design hosted on the new content management system.
 - o Use website development practices that strive to provide equitable access to website information for each and every member of the BSD community.
- **Web content migration services** that will:
 - o If needed, efficiently transfer HTML and static file content from the existing website content architecture to the new community informed architecture.
 - o Update the migrated content to align with the new community informed website design.
 - o Use website production practices that strive to provide equitable access to website information for each and every member of the BSD community.
- **Website editor migration and initial training support services** that will:
 - o Facilitate the efficient migration of website editor accounts to a new or existing content management system.
 - o Allow existing BSD content editors to efficiently learn how to use the features of the new or existing content management system.
 - o Use training practices that strive to provide equitable access to website information for each and every member of the BSD community.
- **A library of continually updated on-demand content management system training resources** that will:
 - o Allows existing and future BSD content editors to efficiently learn how to use the features of the new or existing content management system.
 - o Use training practices that strive to provide equitable access to website information for each and every member of the BSD community.
- **A website content accessibility overlay service (AudioEye, UserWay, etc.)** that will:
 - o Align district website content to WCAG standards.
- **A suite of quality control services (SiteImprove, Monsido, etc.)** that will increase BSD website editor, content owner, and content manager productivity by assisting with the:
 - o Discovery and resolution of machine findable content errors (broken links, spelling errors etc.).
 - o Enhancement of community member website user experience (comprehension, search engine optimization, feedback loops etc.).
 - o Implementation and tracking of WCAG compliant content.
 - o Accuracy of machine translated content.
- **Proactive and cost-efficient website technology services** that will support website hosting, disaster recovery, record retention, research, testing, development, operations, monitoring, and cybersecurity.

- **Record retention services** that will maintain a useable, searchable, retrievable and authentic version of the content that was hosted on the previous content management system for the length of the designated retention periods.

SCOPE

In Scope:

- Content Migration
 - All website content located on the www.bsd405.org domain.
 - Website migration of existing district and school website content to the new CMS. This includes content migration process decision making (Are we moving content over as-is, is there content not being migrated, is content being edited for accuracy, edited for WCAG compliance, etc.)
 - The mitigation of any side effects related to a change in the architecture of migrated website content (SEO, search visibility, internal linking, taxonomy, etc.)
- Web Design Services
 - Stakeholder engagement services for the purpose of informing a new website design.
 - Community focused district and school website design services.
- New Content Management System (CMS)
 - New content management system acquisition (RFP) for the existing district and school websites.
 - Website development services for the purpose of implementing the new community focused website design and architecture.
 - Automated language access tools for website content.
- Website Editor Migration and Training
 - The initial migration of all current website editors and content managers to the new content management system (including any necessary initial training).
 - District Microsoft Active Directory digital integration for the purposes of adding district employees as editors to a new content management system or displaying staff contact and organizational hierarchical information.
 - Continually updated, on-demand content management system training resources that are accessible by website editors and content managers.
- Website Content Accessibility Overlay Services (AudioEye, UserWay, etc.)
- Website Content Quality Control Services (SiteImprove, Monsido, etc.)
 - Website content quality control services that are accessible by website editors, content owners, and content managers.
 - Continually updated, on-demand content quality control service training resources that are accessible by website editors, content owners, and content managers.
- Website Technology Services

- Website technology services that will support website hosting, disaster recovery, record retention, research, testing, development, operations, monitoring, and cybersecurity.
- Post Migration Services
 - Record retention services that will maintain a useable, searchable, retrievable and authentic version of the content that was hosted on the previous content management system for the length of the designated retention periods.

Out of scope:

- Any website content **not** hosted on the www.bsd405.org domain.
- Building and definition of district digital communications processes and procedures (see June 2022, a new communications processes, procedures, and technologies [project proposal](#), Priority 1) including, but not limited to processes and procedures that define web content ownership and editing privileges.
- Identifying, updating, and procurement of district intranet systems (see June 2022, a new communications processes, procedures, and technologies [project proposal](#), Priority 2.2).
- Identifying, updating, and procurement of district mass communication systems (see June 2022, a new communications processes, procedures, and technologies [project proposal](#), Priorities 2.2, 2.3, and 2.4).
- Research, and implementation of emerging digital integrations (see June 2022, a new communications processes, procedures, and technologies [project proposal](#), Priority 3), including, but not limited to mobile device applications and parent/family website portals.
- Supporting, and enhancing active digital integrations other than district Microsoft Active Directory services (see June 2022, a new communications processes, procedures, and technologies [project proposal](#), Priority 3).

ORGANIZATIONAL IMPACT

A more efficient and user-friendly district website platform addresses the Bellevue School District priorities of Organizational Alignment and Culture & Climate.

BSD Staff, Students, and Families will be able to:

- Find/access information easily between schools, departments and district messages
- Find indexed and optimized information easier
- Access to ADA features for compliance
- Access language access features
- Easily use communications tools
- Easily aggregate information for multiple students at multiple schools

- More readily find and engage with content

District and School Website Editors will:

- Have improved on-demand information to help update content across verticals with easy-to-follow instructions and consistent starting points for information
- Be able to index, tag and categorize content to improve the user experience across verticals

District Communications and Technology will:

- Be able to strategize by indexing, tagging and categorizing content, auto-setting information to appear, expire and be removed
- More clearly define managers, owners, contributors, helpers and approvers for processes and procedures
- More easily be able to aggregate information across schools
- Be strategic with district-wide, school-based, and seasonal messages

ASSUMPTIONS

- This project has the full support of the project sponsor, stakeholders, and all departments.
- Executive sponsors, business owners, project team members, subject matter experts, and stakeholders are available for input and/or approvals at appropriate times throughout the project.
- Priority 1 of the new communications processes, procedures, and technologies project proposal (major communications processes and procedures) is developed enough to adequately inform the decision-making process for the selection of new website content management system tools, design services, and any other related services.
- Funding for resources is available.
- Knowledge of existing websites' site maps and content management models must be successfully transferred to the developers prior to the implementation phase.
- Quality assurance testing will be performed prior to going live.
- Any new website content management system tools and related services will meet the district's functional and technical requirements as defined in the RFP.
- The legacy WordPress content management system will be actively supported until the new system is fully implemented and all existing website content is migrated and validated. Note: A useable, searchable, retrievable and authentic version of the content that was hosted on the previous WordPress system will need to be maintained for the length of designated retention periods.

- End users trained on the new content management system and tools will be confident and competent in performing their job function.
- Planning and key milestones will be more fully developed after a vendor has been selected.
- The new content management system will integrate seamlessly with Microsoft Active Directory.

CONSTRAINTS

- We will have limited internal bandwidth to devote to website user experience research, website design, and website migration.
- It is preferable to launch the new design and content management system between July 5 and August 1. Rationale: School and district website editors will be on vacation; Traffic to the website is at its lowest.
- The project schedule is very aggressive.
- School and district website content will be available to the public during the entire content migration and new CMS launch.
- To truly develop a user-centered website, we will have to balance what we think is important for the website with user behaviors and needs, allowing the latter to take precedence over the former when the two come into conflict.

DEPENDENCIES

- We will need project management support from the Technology department.
- We will need technology training support from the Technology department (Kim Reed).
- We will need Microsoft Active Directory support to allocate website editor permissions.
- Leadership must be available to make key decisions.
- Processes and procedures related to priorities 1.2 (Communications Department processes and project management structures), 1.3 (District communication processes), 1.4 (Digital communications plan), and 1.5 (Improving existing website presence) of the [new communications processes, procedures, and technologies project proposal](#). Ideally, these processes and procedures should inform the decision-making process for the selection of new website content management system tools, design services, and related services.
- We need a system and processes to ensure that data is accurately migrated.
- Project timeline is contingent upon vendor's availability.

RISKS

The following risks have been identified. The Business Owner will work with the Project Team to identify risk mitigation strategies to minimize the likelihood of these risks happening. These details will be captured in a Risk Register.

- A new website design or architecture may disrupt how community members access school and district content (navigation, saved links, organic search, etc.)
- A new website architecture may disrupt how existing district technologies access school and district content (SharePoint links, enrollment forms, Let's Talk, etc.)
- BSD network users may encounter district and school web page access errors that non-BSD network users do not encounter.
- Content Owners may not be available during July to assist with any content migration questions.
- School and district website editors come back from vacation the second or third week of August 2023 and may not retain any of the new CMS training received in May of 2023; Website editor bandwidth may be negatively impacted.
- The new content management system, new website design, and any new tools do not adequately support the goals of Priority 1 of the new communications processes, procedures, and technologies project proposal.
- The new website design and architecture does not meet the expectations of newly appointed district leadership (New superintendent in July of 2023).
- The amount of content that needs to be migrated may create schedule challenges for the new CMS launch date.
- The content migrated to the new CMS does not meet [Web Content Accessibility Guidelines \(WCAG\) 2.0 Level AA Compliance](#)
- Additional contracting services may be needed as the implementation plan and key milestones are further developed, post vendor selection.
- Aggressive timeline may impact overall quality of deliverables.
- The absence of dedicated website support staff may lead to insufficient support of website editors.
- Employee turnover may limit available resources.
- The content migration schedule gets delayed, or the launch of the new CMS platform is delayed, creating a situation where content needs to be added to the old CMS and the new CMS to maintain content consistency (until the new CMS is ready to launch).
- The roles and responsibilities of [content migration, new CMS, training, and technology support teams] are not yet fully defined.
- The number of stakeholders involved adds to the degree and complexity of project management required to reach consensus on project steps.

PROJECT SCHEDULE

This is a draft Project Schedule. An updated version will be updated after a vendor(s) has been selected. These details will be captured in the official Project Schedule.

District and School Website Migration Project Charter

Phase/Milestone/Deliverable/Action Item	Team (BSD, Vendor, etc.)	Estimated Start Date	Estimated Finish Date
Pre-Migration (Requirements, Design)			
Ongoing Communications	BSD	10/31/2022	5/5/2023
Finalize and Approve Project Charter (3 weeks) <ul style="list-style-type: none"> • Identify any needed resources (people resources we have, people resources we need, skills, etc.) • Assemble Team (BSD Staff) • Develop Communications Plan • Kick Off Project 	BSD	10/31/2022	11/18/2022
Requirements Research (6 weeks - winter break) <ul style="list-style-type: none"> • Define Requirements • Prioritize requirements (required, preferred, optional) 	BSD	11/28/2022	1/6/2023
<ul style="list-style-type: none"> • Vendor Selection (9 weeks – mid winter break) New CMS, Web Design Services, User Feedback Services (for new design), Web Development Services, Web Content Migration Services, Website Editor Migration Services, Website Editor Initial Training Services, On Demand CMS Training Resources, Website Content Accessibility Overlay Services (AudioEye, UserWay, etc.), Web Content Quality Control Services (SiteImprove, Monsido, etc.), Website Technology Services, Record Retention Services • Write the Request for Proposal (RFP) • Issue the RFP • Evaluate Proposals • Conduct Vendor Demonstrations 	BSD	1/9/2023	3/10/2023

<ul style="list-style-type: none"> • Select Vendor(s) and Sign Contract(s) 			
Revise Plan and Key Milestones (2 weeks)	BSD, Vendor	3/13/2023	3/24/2023
Plan the Implementation (5 weeks - spring break) <ul style="list-style-type: none"> • What content is moving <ul style="list-style-type: none"> o Content inventory (with assistance from vendor) • Are we implementing a new website architecture/design? <ul style="list-style-type: none"> o Get info on packages from vendor, review them o Design website based on current analytics o Solicit consultation of design folks to collect user feedback about new design • How is content being migrated? <ul style="list-style-type: none"> o Are we moving content over as-is, editing for accuracy, editing it for WCAG compliance, etc. • Audit web content editor and owner listings? • Develop Training Plan • Develop User Documentation Plan • Develop Testing Plan • Develop a Redirection Plan (if the website architecture is radically changed) 	BSD	3/27/2023	4/28/2023
Approve the Implementation Plan	BSD	5/1/2023	5/5/2023
Migration (Implementation, Verification)			
Ongoing Communications	BSD	5/5/2023	8/1/2023
Migrate Existing Website Content (about 2 months)	Vendor	5/5/2023	6/30/2023
Migration and Training of Existing Website Editors (about 1 month)	Vendor	5/5/2023	5/31/2023

Quality Assurance Launch of the New Website (Not Publicly Accessible)	Vendor	6/30/2023	6/30/2023
End User Acceptance Testing (UAT) (1.5 weeks)	BSD	7/5/2023	7/14/2023
Soft Launch the New Website (Publicly Accessible) <ul style="list-style-type: none"> Retire previous version of the website (but retain access for record retention purposes) 	Vendor	7/17/2023	7/17/2023
End User Acceptance Testing (UAT) (2 weeks)	BSD	7/17/2023	7/31/2023
Officially Launch the New Website (Publicly Accessible)	Vendor	8/1/2023	8/1/2023
Post-Migration (Maintenance)			
Ongoing Communications	BSD	8/1/2023	-
Address post migration bugs (performance, optimization, etc.)	BSD	8/1/2023	-
Ongoing Training as Needed (Details TBD: CMS Focused, New Features, etc.)	BSD	8/1/2023	-
Resolve any post migration organic SEO issues	BSD	8/1/2023	-
Fully decommission previous WordPress website (full length of designated record retention period)	BSD	7/10/2030	7/10/2030

BUDGET

The project will be funded from Technology’s capital funds budget. It will be determined after the RFP process.

SUCCESS CRITERIA

Upon completion of this project the district will have:

- A new and improved community focused website that:
 - Strives to provide equitable access to district and school information for each and every member of the BSD community with an emphasis placed on mobile user experience, internal search, ADA compliance, and language access.

- o Efficiently supports district website content managers, owners, and editors.
- o Efficiently supports established BSD communication processes and procedures.
- o Efficiently supports established BSD technology processes and procedures.
- o Uses cost-efficient website technology services that proactively support website hosting, disaster recovery, record retention, research, testing, development, operations, monitoring, and cybersecurity.
- A useable, searchable, retrievable and authentic version of the content that was hosted on the previous content management system, prior to migration, for the length of designated retention periods.
- A suite of website quality control services that will increase BSD website editor, content owner, and content manager productivity by assisting with the:
 - o Discovery and resolution of machine findable content errors (broken links, spelling errors etc.).
 - o Enhancement of community member website user experience (comprehension, search engine optimization, feedback loops etc.).
 - o Implementation and tracking of WCAG compliant content.
 - o Accuracy of machine translated content.
- All existing website editors efficiently migrated to the new content management system.
- All existing website editors efficiently trained on how to use the new or existing content management system.
- A library of continually updated on-demand content management system training resources usable by new and existing website editors.
- All existing website content managers, owners, and editors are provided with access to a suite of website quality control services.
- All existing website content managers, owners, and editors initially trained on the use of the suite of website quality control services.
- A library of continually updated on-demand website quality control service training resources for new and existing website content managers, owners, and editors.

ORGANIZATIONAL STRUCTURE

Vendor Project Team

Role	Name	Department	Responsible For
New Content Management System Vendor	TBD	n/a	<ul style="list-style-type: none"> • New CMS, Web Design Services • Web Development Services • Web Content Migration Services • Website Editor Migration Services

District and School Website Migration Project Charter

			<ul style="list-style-type: none"> • Website Editor Initial Training Services • On Demand CMS Training Resources • Website Content Accessibility Overlay Services • Web Content Quality Control Services • Website Technology Services • Record Retention Services
User Feedback Vendor (if different from CMS vendor)	TBD	n/a	<ul style="list-style-type: none"> • Solicit consultation of design folks to collect user feedback

BSD Project Team

Role	Name	Department	Responsible For
Executive Sponsor	Melissa deVita	Financial Services and Operations	<ul style="list-style-type: none"> • Final decision-making authority for spending, resource allocation and change management • Set vision and guides strategic direction
Project Sponsor	Janine Thorn	Communications	<ul style="list-style-type: none"> • Initiate and lead the project from a strategic perspective • Garner Executive-level support • Identify and articulate vision, measurable goals, objectives, success criteria and timeline • Serve as the project evangelist and champion
Project Lead/Business Owner	TBD	Communications	<ul style="list-style-type: none"> • Provide subject matter expertise and accountability • Own the business practice, process, and data • Ensure the needs of the business and stakeholders are represented throughout the lifecycle of the project • Serve as key decision maker

District and School Website Migration Project Charter

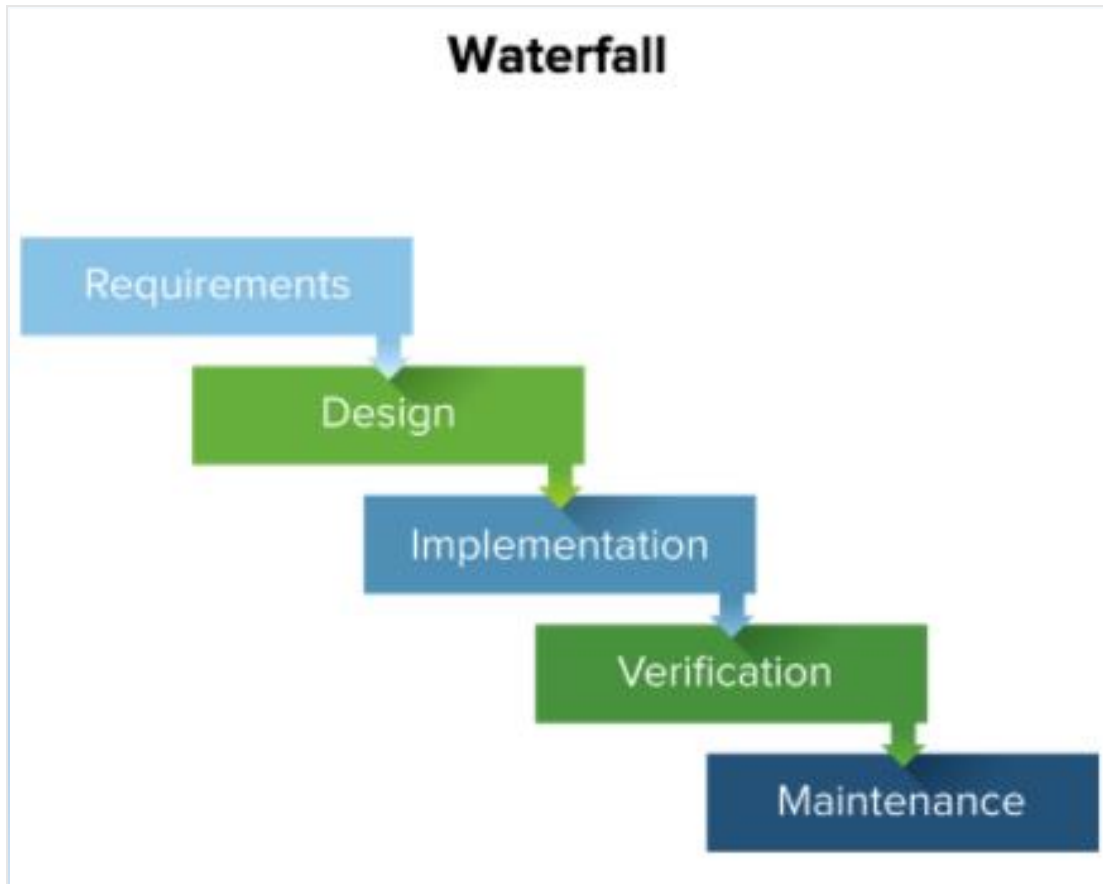
			<ul style="list-style-type: none"> • Write Charter, roadmap, communication plan, budget plan, resource plan, training plan, end user documentation • Define product and project requirements • Approve testing plan
Technology Sponsor	Jason Golec	Technology Services	<ul style="list-style-type: none"> • Technical strategy • Provide expertise on overall technical landscape • Understand how the project will impact the infrastructure and application environment
Technical Lead	Angela Christofferson	Technology Services	<ul style="list-style-type: none"> • Define, coordinate, and oversee the technical tasks and resources for the project • Ensure all technical aspects are addressed and that the project is implemented in a technically sound manner • Write the Test Plan and Technical Support Plan • Create technical documentation
Cybersecurity Officer, Data Governance and Records Retention	James Luke	Technology Services	<ul style="list-style-type: none"> • Ensure cybersecurity standards and record retention laws are met
Project Manager	Bettina Leong	Technology Services	<ul style="list-style-type: none"> • Lead project with eye on process flow and project planning, organization, managing, communicating, and controlling day-to-day work effort • Ensure deliverables are met according to plan, including scope, time, and cost • Create Project Management Plan • Create structure and process for risk management, issue management, decision

District and School Website Migration Project Charter

			<p>management, change requests, project schedule, stakeholder register, project team meeting minutes</p> <ul style="list-style-type: none"> • Monitor and report on project status, issues, and risks • Write lessons learned summary • Write project closure report
Technology Training Specialist	Kim Reed	Technology Services	Review end user documentation materials for formatting and adherence to the Style Guide
Core Project Team	Janine Thorn Chris Sumption Angela Christofferson Bettina Leong TBD	Communications, Technology Services	Any member of the team assigned to do the work identified in the Project Plan and Project Schedule.
Website Content Owners	See District and School Website Content Owner Listing	School and Central Office Staff	Responsible for the accuracy of website content related to their department or school.
Website Content Editors	See District and School Website Editor Listing	School and Central Office Staff	Edit website content after the new website CMS is launched.
Stakeholders	Current, former, and prospective students, families, and staff Community members		
Steering Committee	TBD	TBD	
Change Control Board (CCB)	Janine Thorn Jason Golec Angela Christofferson	Communications, Technology Services	

PROJECT APPROACH

The Project Team will collaborate with the vendor’s implementation team and adopt the vendor’s methodology. The preferred method is to take an iterative approach to define, build and validate. We will use the waterfall method for the pre-migration, migration, and post-migration phases of this project because of its sequential, linear and easy-to-follow steps to achieve intended outcomes.



PROJECT CHANGE REQUEST (PCR)

Although we strive to define objectives and requirements early in the project, there may be instances that arise midstream that will cause us to re-evaluate our scope, objectives and timeline. When this happens, a Project Change Request (PCR) will be submitted to the Change Control Board (CCB) for review. They will review the request and decide how to proceed. A Project Change Request process and log will be created for this project. Vendors may also have a change request process to adhere to.

AUTHORIZATION

Executive Sponsor(s)

Date

Project Sponsor(s)

Date

Technical Sponsor(s)

Date

Business Owner(s)

Date

Project Manager

Date

By signing this Charter...

- The Executive Sponsor knows the project exists and agrees that it should exist. (**authorize** existence)
- The Executive Sponsor knows who the Project Manager is and supports this person's leadership of the project. (**authorize** the project manager)
- The Executive Sponsor has given the Project Manager authority over money, people, and other organizational resources, in order to accomplish the project. (**authority** to apply resources)
- The Executive Sponsor has written an e-mail, written a memo, spoken at a meeting (preferably a meeting with documented minutes) indicating, even implicitly, that the above statements are true.

Once this document is signed by someone with executive authority, the project has been chartered.

APPENDIX

ORGANIZATIONAL STRUCTURE: DETAILS

Executive Sponsor

Highest ranking administrator possible in proportion to the project size and scope. Has ultimate decision-making authority for spending, resource allocation, and change management. Sets the vision and guides strategic direction.

Project Sponsor (“Accountable” in RACI)

Initiates and leads the project from a strategic perspective; garners Executive support if necessary. Identifies and articulates project’s vision, measurable goals, objectives, success criteria and timeline. Serves as the project evangelist and champion.

Project Lead/Business Owner (“Responsible” in RACI)

Provides strategic direction, subject matter expertise and functional ownership and accountability to deliver a successful product/solution/service. Leaders in the organization who “own” the business practices, processes, and data for their area of responsibility. Ensure the needs of their “business” and stakeholders are represented throughout the lifecycle of the project. Key decision makers who are consulted at various stages for input and approval. Business Owners may also be Project Team Members. This person typically writes or creates the charter, product and project requirements, stakeholder register, product roadmap, communication plan, budget plan, resource plan, training and plan and end user documentation. S/he approves the testing plan.

Technology Sponsor

Responsible for the technical strategy and design of the project. He or she provides expertise on the overall technical landscape and understands how the project will impact BSD’s infrastructure and application environment.

Technical Lead

The primary responsibility of the Technical Lead is to define, coordinate and oversee the technical tasks for the project. Ensures that all technical aspects of the project are addressed and that the project is implemented in a technically sound manner. This person typically writes or creates the test plan, coordinates demos, technical presentations, develops operations/support plan and creates technical documentation.

Project Team Members (“Responsible,” “Consulted,” or “Informed” in RACI)

Any member of the team assigned to a specific deliverable in the project. Project Team Members do the work identified in the Project Plan and Schedule.

Project Manager (PM)

Leads the project team to deliver a successful project, with an eye on process flow, project planning and project requirements. The Project Manager (PM) helps the project team focus on planning, organizing, managing, communicating and controlling the day-to-day work effort for the project. The PM ensures that the deliverables are met according to plan, including scope, time and cost. Monitors and reports on project status, issues and risks.

End Users

Person or group of people for whom the project outcome is intended. Could be teachers, students, staff or any combination thereof.

Stakeholders

Individuals who have a vested interest in the project and may be impacted in one way or another. They may be influencers, contributors, end users, or others who need to be informed or consulted throughout the duration of the project.

Steering Committee

Guides the project from a strategic point of view. Many of the project's Business Owners may serve on the Steering Committee. Their role, in this capacity, is to communicate the needs of their business to the group, but also to make decisions according to what is best for the whole. The Steering Committee should strive for inclusion across the District, ensuring voices are heard and concerns are addressed. They should also promote a culture of service by modeling teamwork, active listening, and problem solving.

Change Control Board

A designated group which reviews and approves proposed changes to scope, time or cost. This often includes the Business Owner, Technical Sponsor, Project Sponsor and Project Manager.

PROJECT PHASES

Initiating: authorize the work

Define the problem we are trying to solve, for whom, and why. Obtain authorization to commit organizational resources to do the work.

Planning: plan the work

Determine who, when, and how we will do the work. Gather requirements and define scope. Set priorities – goals, features, work items. Identify deliverables, including milestones and tasks for each program/project. Create timeline and assign responsibilities.

Executing: work the plan

Do the work. Watch for and manage change requests. Quality assurance. Maximize team performance. Hold regular check-ins and hold key decision-making meetings, as needed.

Monitoring & Controlling: control the plan

Control scope, schedule and cost. Manage changes to parameters. Quality control. Monitor and control risks. Work through issues. Communicate project status.

Closing: end the work

Deploy/release the project. Gain final acceptance of project deliverables. Transfer ownership to support or move into maintenance mode. Conduct post-mortem and collate lessons learned. Distribute final project report. Archive project documents.