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Monday, February 16, 2015

St. Charles Parish Public Schools
13855 River Road
Luling, LA 70070

Dear District Evaluation Team,

Thank you for providing Blackboard Inc. the opportunity to participate in St. Charles Parish Public Schools (hereafter, we respectfully use "District") Request for Proposal for Public Information Communication Services. We are proud of our relationship with the District and look forward to expanding this partnership. In this proposal, Blackboard is pleased to offer a **simplified solution for Parental Engagement**.

What's Included:

- ParentLink Mobile App: An app that engages every family, builds relationships and helps share your story.
- Connect Notification Services: Voice, email, SMS, social media, and more allow you to keep you users informed and safe.
- Engage Classroom and School Websites: Custom designed and branded school and district websites for easy online access to important information.

Blackboard understands that the District desires a strong vendor partnership, not just a provider that checks all the boxes. Blackboard not only exceeds the requisite functionality as outlined in the RFP, but also looks forward to building a strong partnership with the District. Partner with us to transform the way you interact with your school community, and create a more effective culture of communication between your schools and the families they serve. We know with Blackboard you will be very happy with your decision long term.

Sincerely,

Jessica Smith

Jessica Smith

Blackboard®

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A Comprehensive Public Information Communication Services Solution

A Proposal for St. Charles Parish Public Schools

Presented to:
St. Charles Parish Public Schools
13855 River Road
Luling, LA 70070

Presented by:
Jessica Smith
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EXECUTIVE SUMMARY

WHO WE ARE

Blackboard Inc. is a global leader in enterprise technology and innovative solutions that improve the experience of millions of students and learners around the world every day. Blackboard's solutions allow thousands of higher education, K-12, professional, corporate, and government organizations to extend teaching and learning online, facilitate campus commerce and security, and communicate more effectively with their communities. At Blackboard, we are transforming our organization and making significant investments both in the LMS and beyond to address emerging trends and to make sure that we can continue to provide our customers with the industry leading, world-class products and services they expect from Blackboard.

Some key Blackboard figures include:

- Largest network of eLearning practice worldwide with more than 19,000 global clients
- Full set of product solutions supporting all aspects of online education
- Most scalable and open solutions
- Continuous development environment and ability to commit significant company investment in research and development, services, and support
- Strong focus on product ease of use and next-generation functionality
- In-depth experience and understanding of client needs and expectations in the eLearning marketplace

WHY BLACKBOARD?

As the District is well aware, **education is rapidly changing**. User expectations and the shift to a more mobile, social and digital construct are challenging the way that education has traditionally been delivered, measured and valued. As a company, Blackboard has been innovating in this space for fifteen years and we are committed to ensuring the District stays ahead of this curve and has the solutions it needs to bring its strategies to life.

ST. CHARLES PARISH PUBLIC SCHOOLS AND BLACKBOARD: A PARTNERSHIP

Blackboard understands that the District desires a strong vendor partnership, not just a provider that checks all the boxes. We look forward to growing a strong partnership with the District and helping meet the District's needs and overall vision through our products and services. From our previous discussions, we recognize that the District is interested in partnering with a company that understands the evolving needs of large K-12 districts while offering a complete solution that is easy to use and can be customized to its unique needs. Unlike any other vendor in

“It was clear to us from the beginning that Blackboard knows K-12 education. We had an immediate connection with their team, as they understood our needs and desire for flexibility. We felt that Blackboard embodied the spirit of K-12.”

— Dr. Angelique Kobler,
Assistant Superintendent of Teaching and
Learning, Lawrence Public Schools

the K-12 space, we have the experience and resources to provide the District with an *all-inclusive* solution that will fulfill its needs. We summarize our offering below and provide further detail throughout the response.

WHAT WE OFFER THE ST. CHARLES PARISH PUBLIC SCHOOLS

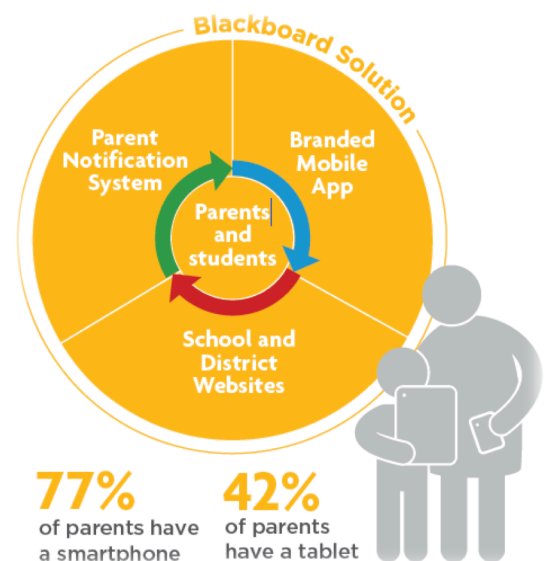


One Solution for All Engagement Needs:

We offer the District an all-inclusive solution to this RFP. Blackboard's Parental Engagement solution includes mass notification tools, district and school websites, and the mobile application. Blackboard's suite of parental engagement and communication tools includes Blackboard Connect™ as its mass notification service, Blackboard Engage™ for website and classroom management needs, and ParentLink Mobile App, a custom mobile app from Blackboard that acts as a central point of communication for the community. We are the only provider to be able to offer K-12 districts all three tools, which allows for better integrations among the products and greater cost savings. We highlight our Parent Engagement tools below:

- *Blackboard Engage- Website and Classroom Management*

Engage provides a comprehensive, K12-specific solution with a proven track record of success, scalability and security. Engage maintains better than 99.9% uptime and receives millions of page views daily. Far larger than any other K-12 web hosting provider, Engage delivers timely and accurate information in dozens of languages to millions of families around the world. Thousands of schools and organizations rely on Engage to provide state-of-the-art websites, increase communication with their constituents, highlight programs, events and activities, and lower operating costs through the reduction of paper, printing and related expenses.



■ *ParentLink Mobile- A Native Mobile App*

A beautifully designed mobile app for your community with the latest news, schedules, and school information personalized for every parent. ParentLink integrates with our school websites and mass notifications for a more streamlined and mobile communication experience. With more than 77 percent of K-12 parents using smartphones today and 80 percent of mobile time spent on apps, going mobile is a must. K-12 Central is more than “just an app.” It’s the first step in your district’s mobile strategy, allowing parents anywhere access to important district information anytime they need it.

■ *Blackboard Connect- Mass Notification Service*

When it's critical to keep your community informed, Blackboard Connect™ delivers. It will help you reach anyone, anytime – increasing your effectiveness for emergency notifications and community outreach. Create and send messages faster than ever, and take more confidence in the relevance of your message. No other mass notification system provider delivers the quality, speed or reliability you get from Blackboard Connect. There's never been an easier way to help keep your community closer, stronger and more secure.

We reference Blackboard’s entire Parent Engagement solution in our response or its separate tools described above where appropriate. As we understand that the District may choose one or more vendors to fulfill this RFP, we would be happy to answer questions regarding the entire suite and our separate tools upon request.

All delivered by the largest and most experienced team in Education.

Blackboard Education Services has 1,500 team members, including educators, technologists, service advisors, and management consultants. We have been in your shoes and served in leadership and operational roles within the academic, administration, and technology functions of institutions of higher education. We stand ready to serve as your trusted partner in delivering Education excellence.

CONCLUSION

We are working to transform the way you interact with your school community and create a more effective culture of communication between your schools and the families they serve. Blackboard has created a robust, world-class learning environment that can connect the entire learning community, transform the learning experience and far exceed the District’s needs and expectations. Blackboard’s solutions for parent engagement will help you put it all together. As detailed in the following proposal, we believe that Blackboard is best suited to provide an all-inclusive solution that meets the requirements as described within the RFP. We look forward to growing our partnership with the District.

Note: Vendor respectfully requests that the Parties negotiate and execute an agreement the terms of which are tailored to the Service, and that such agreement govern the relationship. Vendor’s standard terms are available at <http://www.edline.com/services/overview/tc>.

SCOPE OF SERVICES

Content

Describe in detail all of the content, features and capabilities available through your services for district, school and classroom communication.

1. Website

Necessary Content:

- **District site**

- **School sites**

Comply. Our websites are deployed using a simple, turnkey implementation allowing small schools to use and manage their site with limited resources. For larger districts, our powerful, enterprise-scale platform is also scalable when hundreds of thousands of users must access the system at any given time.

- **School/District news**

Comply. Our uniquely easy WYSIWYG editing tools and inline editing make it extremely easy to post news announcements. Moreover, the Engage makes it possible to easily multi-post documents across multiple groups such as classrooms, departments, clubs and more as well as reuse content from one year to the next. News and announcements may be assigned a start and end date under its visibility controls.

- **Teacher pages**

Comply. Engage enables each teacher to create classroom pages in order to post files, assignments, and calendars.

- **Calendars (district, school, athletic, etc.)**

Comply. Engage includes calendars for every single class, group and committee in your district, as well as district-level and building-level calendars. In addition, every user with a login sees an automated personalized 'combined calendar' that displays events from the district and school calendars as well as from all of the classes, teams, clubs, committees or any group to which they belong. The system allows for sorting and highlighting of various event categories by the user. The categories are customizable. The Combined Calendar can include attachments, such as newsletters, homework assignments and permission slips, as well as online quizzes with automatic grading, homework drop boxes and links to other sites.

- **Homework**

Comply. Teachers can easily post classroom news, lecture notes and activities, distribute homework assignments, administer tests, build field trip slide shows, extend classroom discussions, post topical blogs and multimedia, and more.

- **Maps/Directions**

Comply. The District may include maps and directions.

- **Quick links; handling of other linked items**

Comply. The District may include quick links and linked items.

- **Pictures/slide show**

Comply. Using the folder structures in Engage, schools and other groups can build their own image galleries as well as image slideshows.

- **E-mail capabilities through staff directories**

Comply. Engage includes a staff directory built directly into your individual school sites as a systems page. You may also link to the Directory via custom links. Your administrators, teachers and staff can update their profiles in the directory to include contact information (phone/email), job title, a picture and a mini-biography. They can elect to fill out all or some of this information. While all users have a profile in the Staff Directory, administrators have the ability to “hide” staff profiles you do not want to display.

- **Video module**

Comply. A variety of media files may be uploaded, included MP3, MPEG, MOV and FLV. Videos and audio can be displayed as streaming files or can be linked for the user to download to their desktop. All media file types will appear in school and District-wide site searches. While there is not a strict file size limitation for video and audio uploads, the system does include a time-out mechanism if the user is trying to upload a large file on a slower connection, potentially affecting your bandwidth.

- **Define storage limitations**

There are no limits placed on space for any content types uploaded and stored on your district or school website. Unlimited teacher file storage is included in the core service. This provides personal space for the teacher to store files they might use on their websites and access them from any location. Student file storage is referred to as Student Web Lockers and they are available for an additional fee. They provide students with 1GB of secure, virus-protected storage space on Engage for the ease of accessing their files from home or school without having to provide access to school networks.

- **Define upload limitations**

No limit.

- **Capabilities of video embedding and display channels**

The District may embed video and offer display channels.

- **Capabilities on mobile devices**

Comply. Mobile View will accommodate the growing number of users visiting your website via mobile devices. Engage will be able to detect the mobile browser and deliver the appropriate view.

- **Availability of custom video display system**

We would like to understand more about this requirement.

- **Online newspapers (one for each high school)**

Comply

- **Searchable policy and procedures**

Comply

- **Online forms/surveys**

Comply. Blackboard Engage's Forms and Surveys allows your district and schools to collect information such as facility bookings, room reservation, meeting sign-ups, registration information, job applications, change of address, emergency contact info, permission slips and any other data desired by the school or district. District staff, schools and group leaders can also post surveys to stay in touch with the opinions of your learning community. The ability to feel 'heard' not only provides critical information from the learning community but has a powerful effect on morale throughout your school system. This two way dialogue aligns parents with the schools staff, strengthening that important partnership between the school and home.

Response Management and Item Analysis provide specified users with access to the data collected on the Forms and Surveys as well as statistical analysis. All of this information can be exported out of the Edline LCMS to be used in other systems. Electronic return of data saves time, organizes responses and reduces paper-based costs. With Engage's visibility control, Forms and Surveys can be made public or targeted to any sub-group like parents only, faculty only, technology committee, etc.

- **Searchable bus routes**

Comply

- **Social media integration**

Comply. Our Toolbar includes one-click integration with social media outlets such as Facebook, Twitter and Google Plus. You may utilize the design editing tools to add additional social media buttons onto your homepage.

Necessary Capabilities:

- **Consistent viewing across all major web browsers**

Comply. Engage is tested against current versions of the most popular internet browsers, including Internet Explorer, Firefox-Mozilla, Safari, Chrome and Opera. Support is typically backwards compatible to the previous version. Engage sites are easily viewed on a wide variety of HTML compliant devices.

- **Content management system**

- **Varied user roles for updating**

Comply. Engage's granular permissions offer a wide range of content editor roles. You may elect to assign someone super-user status or perhaps the ability to only edit design or only send emails. The flexibility of these permissions allows you to get more members of the school contributing in content creation while still maintaining the necessary accountability that comes with maintaining the site. By utilizing permission based delegation, administrators can restrict changes from being pushed back up the hierarchy. For example, your high school office could maintain the high school calendar on the high school website without affecting the district website calendar.

- **Multiple users able to edit site(s) – example: two teachers editing the same teacher page**

Comply

- **Permission levels for updating content**

Comply

- **Edit imagery on web banners**

Comply

- **User friendly editing tools with drop and drag capabilities**

Comply. Engage design capabilities are flexible. Site Designer, a WYSIWYG drag and drop editor, gives you ultimate control over your website design, including templates. With it you have complete flexibility to create as many site and page templates as you wish. Engage includes an administrative area, where for example, you can create drafts of templates or motifs for different seasons, so that you can easily implement a new look whenever you need to. Applied changes made in any design motif will reflect in all areas where it is applied.

- **Utilization of current web address**

Comply.

- **Page creation**

Comply

- **Capabilities for drop down menu navigation**

Comply

- **Incorporation of learning management system**

Comply. As the needs of educators continue to expand, the Edline LCMS offers districts and schools the opportunity to extend their classroom websites to take advantage of the advanced functionality of a true Learning Management Solution (LMS). Edline makes it easy for teachers to maintain sites with minimal knowledge of design or technical ability. With Engage, teachers can easily post classroom news, lecture notes and activities, distribute homework assignments, administer tests, build field trip slide shows, extend classroom discussions, post topical blogs and multimedia, and more.

- **Incorporation of district and school branding**

Comply

- **Language translation for content**

Comply. Engage uses Google's Language Translation Tool, the mostly widely-used and accepted website translation tool. It is a statistical machine translation that uses a computer to compare two documents - one in the original language and one translated by a human. It finds patterns and links between the two and uses them to create its own future translations.

- **Search feature for site content**

Comply

- **Rotation of pictures in web banner (random)**

Comply

- **File upload/management**

Comply. Departmental sites –or any group pages- include the ability to create areas where users may upload or build content to share. This might include documents, links, or even media types, forms or surveys. More so, this content can be targeted to entire groups, certain user types or individuals.

-
- **Website analytics for teacher/classroom pages, district pages and individual school pages such as visitor statistics, page views, viewer locations, etc.**

Engage is able to integrate with Google Analytics.

- **Cascading style sheets (CSS) for consistent look among pages**

Comply

- **Mobile solution – multiple mobile operating systems**

Comply. We offer a beautifully designed mobile app for your community with the latest news, schedules, and school information personalized for every parent.

ParentLink integrates with our school websites and mass notifications for a more streamlined and mobile communication experience.

- **App with multiple user accounts and permission levels**

Comply

2. Mass Notification – ability to send messages in multiple languages

Comply. Blackboard Connect sends messages to major groups and sub groups in **11 modalities**, including voice, text and email, providing flexibility and high reliability even in the event of a power outage or a network failure. We can transmit messages via SMS, voice, email, pagers, Facebook, Twitter, RSS, CAP, TTY for the hearing impaired, mobile push, and Singlewire to Cisco phones. Additionally, We offer translation for 83 languages. By utilizing this capability with the Translate or Translate all functionality, users can easily create messages based on language preference settings stored for each recipient. So long as the District has collected and stored the native (i.e. home) language in a database field, the Connect service is able to recognize and extract the native language from a client database field for each contact.

Blackboard Connect has Service Level Agreements (SLAs) with redundant telecommunications providers that allow us to initiate over 3.6 million 60-second voice calls per hour; we also have capacity for at least 3.2 million text messages per hour and at least 1.8 million email messages per hour. These agreements mean Blackboard Connect has committed to the capacity needed to deliver the District's notifications, while still providing capacity for all clients. Blackboard Connect's clients currently use less than 2% of our contracted capacity daily. Blackboard Connect is committed to growing that capacity to keep pace with increasing client demand, as demonstrated by our historical capacity growth pattern.

- **Email capability with ability to include attachments**

Comply. Blackboard Connect has capacity for at least 1.8 million email messages per hour, and the District can include attachments.

- **Texting with multiple user accounts and permission levels**

Comply. We have capacity for at least 3.2 million text messages per hour. Additionally, we offer unlimited sites and sub-sites that will allow notifications to originate from school and district levels. In fact, Connect can set up the default Caller ID and email ID for the District and all of its schools. In addition, Connect allows authorized users to create customize Caller-ID and Email-ID profiles. Once created, each system user can select from the list of pre-created ID profiles for each message, making it easy to schedule multiple messages, each with their own Caller and Email IDs tailored to message content.

In other words, by customizing the Caller and Email IDs, recipients will know which school, department or office is contacting them.

Furthermore, Blackboard recognizes the hierarchy of school structures. As part of the initial set-up and implementation, the Blackboard service works with the District's system administrator(s) to help designate users by type, identify user roles, and identify which database groups those users could access, view, and/or modify based upon their specific areas of responsibility.

Each user is assigned an account profile that is accessed through User ID and Password login, resulting in secure and appropriate data access and oversight by the appropriate user. So that the District may see the granularity offered by our service, we provide the following illustration of our Rights and Roles Table:

	Standard No Template	Attendance Only	Attendance Only (Top)	Auto Imports Only	Auto Imports Only (Top)	Clerk	Clerk (Top)	Data Manager	Data Manager (Top)	Non-Emergen Only
Outreach										
Send an Outreach Message	*									*
Create an Outreach Message	*									*
View Outreach Reports	*			*	*	*	*	*	*	*
Download Outreach Results	*							*	*	*
Attendance										
Send an Attendance Message	*	*	*							*
Create an Attendance Message	*	*	*							*
View Attendance Reports	*	*	*	*	*	*	*	*	*	*
Download Attendance Results	*	*	*					*	*	*

- **Voice calls with multiple user accounts and permission levels**

Comply. Blackboard Connect can initiate over 3.6 million 60-second voice calls per hour. As an example of our capacity, Blackboard Connect reliably delivers more than **1 billion messages per year**. Our service has the capacity to deliver well over 50 billion messages a year—at high speed, with no performance degradation due to load.

- **Analytics showing success rate of message deliveries**

Comply. The service provides online, e-mail, and downloadable reports that provide details on everything from call type to call status. In addition, a reporting dashboard and downloadable reports are available on the reporting tab through the web Interface.

If the District needs additional reports or information, such as Ad-Hoc reports, Blackboard Customer Care will customize any report desired by the District.

Describe the process in which your company evaluates/implements new web-based technologies.

Prior to roll-out, Blackboard puts all new features and enhancements through rigorous testing including Alpha and Beta phase as appropriate prior to rolling out the feature to the client-facing interface. Blackboard Connect uses a combination of automated and manual testing to perform ongoing quality assurance testing of the Connect service. For automated testing, QA personnel utilize Mercury's QuickTest Pro. Manual testing is performed on a case-by-case basis for testing where automation will not suffice. All issues are tracked in an internal bug tracking system and subsequently monitored by not only the individual QA personnel, but also all the Directors involved in the development and release of a feature. Quality Assurance personnel are involved from the beginning of the software development lifecycle and see each feature through from development to final launch and validation. Blackboard employs all of our own QA personnel each of who have undergone and cleared thorough background checks and possess quality assurance backgrounds and expertise.

Example Test and Acceptance Plan

Our high-level outline of our proposed Test and Acceptance Plan is as follows:

- 1.1 Scope & Plan Overview
- 1.2 Testing Approach
- 1.3 Test Schedule (Test ID#, name, description, time and date of execution)
- 1.4 Description of SetUp Procedures
- 1.5 Description of Action Procedure
- 1.6 Description of System Results
- 1.7 Description of Expected Results
- 1.8 Description of Actual Results
- 1.9 Variance Reporting
- 1.10 Resource Requirements for Resolution
- 1.11 Corrective Action
- 1.12 Summary of Results (with Signature/sign-off line)
- 1.13 Conclusion

This Test and Acceptance Plan shall demonstrate services perform as required and that all features and functions operate as specified.

Below is a sample test plan and issues log with tests and documents particular features:

WEB PORTAL FEATURES & FUNCTIONS TESTS

Ref. #	Feature / Function	Status / Test Results	Ver #
1.	Add contact info - Resident	WIP, Testing, Complete	1.0
2.	Edit/Delete contact info – Resident		1.0
3.	Add contact info – Business		1.0
4.	Edit/Delete contact info – Business		2.0
5.	Validate Banner/Logo for web portal		1.0
6.	Validate web portal record		1.0

SEARCH FUNCTIONS TESTS

Ref. #	Feature / Function	Status / Test Results	Ver #
7.	Find record via Street Search	WIP, Testing, Complete	1.0
8.	Find record via Name Search		2.0
9.	Find record via Phone Number Search		1.0
10.	Find record via City Search		1.5
11.	Find record via ZIP Search		1.0

We can customize our testing to best suit the needs of the Board.

ISSUES & RESULTS SUMMARY

Ref. #	Feature / Function	Status / Test Results	Test Ver #	Resp. Owner	Target Comp. Date
2.	Export of base layer map	10/15: Test successful.	1.0	BH	11/12
9.	Find record via Phone Number Search	11/05: Tested and received expected results.	1.0	ML	11/8
10.	Find record via Board Search	11/07: Search for city did not display any matching records. 11/10: Test successful. Results on 11/7 received because city name was misspelled.	1.5	TC	12/01

Design

- **Describe in detail your process for customized design for district, school and classroom webpages.**

We make it incredibly simple for virtually any authorized user to create or update content and design on your Engage websites. Whether you're updating a page, building internal or public-facing content or managing a group of staff or members, we have one intuitive consistent interface. Our WYSIWYG editing feature has an inline interface, allowing users to easily create and edit directly on the webpage, just like writing email. Users will never become overwhelmed by cumbersome administrative "backends" or complex coding requirements. Organization

personnel, staff, and group leaders can quickly and easily post information and lively multimedia without any previous web editing experience.

- Drag and drop editing lets you instantly arrange content layout
- WYSIWYG inline editing lets you edit content and publish instantly without leaving the page
- Start and end dates allow you to manage the timeliness of information
- One consistent menu displays all content options making training even easier
- Intuitive checkbox controls can be used to restrict visibility of any item, section or page to a particular audience, creating intranet functionality where desired
- Powerful archiving lets you reuse a massive library of content created by your school or district you can deploy in seconds—by individual item or whole web page at once
- Multi-posting provides the ability to post content to many groups or pages at once

Unlimited design possibilities

We give you control of your site—whether you’re creating content layouts or updating site design motifs. Unlike other solutions, we don’t lock you into a design that you are unable to refresh or update. With Engage’s user-friendly drag and drop design interface, you have complete control over your web pages so you will never have to rely on vendors or expensive consultants to manage the look and feel of your website.

- Choose from a variety of design options to create a personalized look for your district
- Make as many designs as you like and easily switch designs using intelligent motif ‘overlays’
- Use our simple drag-and-drop interface to control how information is organized, including easy changes to both top and side navigations, and displayed with our new Navigation Editor
- Control who makes design decisions—‘lock down’ your designs or open design rights to other individuals or groups of users

Design QuickStart template

The Engage solution already includes an expansive set of tools that give you control over website design, themes and content. If, however, you want us to jumpstart the design for you for a nominal one-time fee, our Design QuickStart option provides a swift and cost-effective way to implement a professional-looking website that reflects your unique school or district image. Our team of professional designers will incorporate your brand identity (logo, colors, messaging, photography) taking your site to the next level.

Even after choosing from our design motifs, you can still change any facet of your designs at any time.

Custom design options

Our custom design options ensure that you can get the Organizations site you want. By offering multiple options for any budget or design demand, we work with you to make sure your Organizations’ hard-earned brand and reputation are represented and upheld in your website. From your very first communication with one of our talented design representatives, our

personalized process will help you define objectives, understand scope and refine requirements in order to deliver a cost-effective premium website.

Cost

Besides the narrative, supply the costs as indicated on the attached form. Hidden costs will lower your score when the proposals are evaluated. If costs are broken down by modules/services, outline that clearly on the form.

Comply

Your costs should be based upon a 36 month contract.

Comply

The installation/migration costs should include all expenses associated with “turning on” this service.

Comply

Ease of Use

Describe features included in your services that contribute towards its ease of use for all users.

Engage design capabilities are unlimited. Included in Engage’s basic price is a built-in Site Designer, a WYSIWYG drag and drop editor that gives you ultimate control over your website design. With it you have complete flexibility to create as many site and page templates as you wish. Engage includes an administrative area, where for example, you can create drafts of templates or motifs for different seasons, so that you can easily implement a new look whenever you need to. Applied changes made in any design motif will reflect in all areas where it is applied.

Engage’s inline, drag and drop design editor circumvents the need for you to use or know traditional HTML web-coding to change your design. Therefore control of Cascading Style Sheets (CSS) is not required.

Include editing tools available to users.

In addition to what we have just described, we offering the following:

- In the Engage, all content types can utilize start and end dates so that you may manage the timeliness of information delivery.
- Engage’s tools are available via any computer with a browser and internet connection.
- With Engage you can insert images directly into the WYSIWYG editor. Additionally, you may upload an individual image as a content type or upload multiple images at once to build a slideshow. You may add captions to images through the editor. This option creates a mouse-over, pop-up caption.
- Engage automatically generates three viewing options. Standard View will show you the complete content on the pages. List View provides a stripped down view of content that is ideal for those using a slower internet connection such as dial-up. Mobile View will accommodate the growing number of users visiting your website via mobile devices. Engage will be able to detect the mobile browser and deliver the appropriate view. Tablets can support the Standard View, including most editing capabilities.

Support & Qualifications

Provide a detailed description of the management that will be provided in this contract.

To ensure a successful implementation and positive customer experience, an Implementation Specialist from Blackboard Engage will be assigned to oversee the project through completion. The technical support team consists of dozens of highly trained and dedicated technical and customer service staff who are experts in this technology. Toll-free technical support and email support are included as part of the service. Our friendly technicians are exceptionally well trained and receive high marks from our customers

Provide information regarding your company's service assurance. If available, include your service level agreements.

Describe the various resources within your company that will assist in executing this contract.

All members of the team have extensive knowledge and experience in project analysis and implementation with districts of all sizes in all 50 states, encompassing both urban and rural areas in the K-12 market space. Below, we provide detailed bios of key personnel that include education, training, and experience. Should the District desire additional information beyond that which has been included below, detailed resumes can be provided in closed session upon request.

We also offer sample resumes on the following pages for the District's consideration.

DIRECT SUPPORT:

Molly Richardson, Customer Success Director

Client Success Director, Ms. Richardson supervises the Account Manager responsible for the District's overall Blackboard implementation. Ms. Richardson, her Account Manager and her team will regularly audit the team's progress toward each site's goals as well as toward the overall goals of the District.

Ms. Richardson has over four years of experience in client relations and management. Additionally, Ms. Richardson has extensive experience working with education employees across the country to streamline training practices and supports the institutions in creating a sound training rollout schedule. Ms. Richardson also ensures District-specific and audience-specific issues are addressed at each training session.

Jessica Smith, Senior Success Advocate

Client Success Director, Ms. Richardson supervises the Account Manager responsible for the District's overall Blackboard implementation. Ms. Smith, her Account Manager and her team will regularly audit the team's progress toward each site's goals as well as toward the overall goals of the District.

Ms. Smith has over four years of experience in client relations and management. Additionally, Ms. Smith has extensive experience working with education employees across the country to streamline training practices and supports the institutions in creating a sound training rollout

schedule. Ms. Smith also ensures District-specific and audience-specific issues are addressed at each training session.

Examples: project manager, graphic designer, etc.

Provide details of the availability and levels of technical support which should include 24 x 7 x 365 customer support availability.

As for technical support, Blackboard provides unlimited 24/7/365 helpdesk support for all users--not a limited number of named users--through our 24 hour toll-free support line at (866) 435-7684 at no additional cost to the District.

Provide information on your company's project management process, including proficiency in coordinating implementation, resources, and communications.

Blackboard Engage has deployed thousands of schools using its solutions. Engage staff will work with the District technical staff to create a design, setup the website and train the key district personnel on its use. You will be assigned an Implementation Specialist to serve as your point person throughout the implementation process to coordinate deployment and trainings. A weekly status phone call will be scheduled to address challenges and resolve concerns.

Because no physical set up at your site is required using our hosted solution, Engage can be implemented immediately. A brief outline of the sequence of events is listed below. The exact arrangements are customized for each district and we are happy to discuss more details for each step based on your needs.

PROJECT TIMELINE

***Note:** The meetings listed below are approximately .5-1 hour during the week mentioned. For each meeting, your Organization's project manager and/or assigned personnel from your staff appropriate to the task should be present.*

Week 1: Project Kick-Off

Topic: Implementation Overview

Organization Assignments:

1. Watch Understanding the Basics of Engage video
2. Complete Design Worksheet, Submit Design Assets.
3. Activate Accounts.

Blackboard Assignments:

1. Submit design requirements to queue
2. Create Super Users
3. Send Set-Up Letter

Output: Understand Upgrade process and Complete Preliminary Implementation Paperwork.

Week 2: Data Upload

Lesson Topic: Data Upload**Organization Assignments:**

1. Prepare for Data Upload: Watch Data Upload Video, Review resources
2. Complete Data Upload
3. Review Designs and Submit Revisions

Blackboard Assignments:

1. Send design preview links
2. Provide support for the data upload process, as necessary

Output: All data will be uploaded into your website.

Week 3: User Management**Lesson Topic:** User Management**Organization Assignments:**

1. User Management Permissions videos
2. Identify additional district users

Blackboard Assignments:

1. Submit revisions to Design queue
2. Assist with creation of additional district users, as necessary

Output: Set proper user permissions and progress design process.

Week 4: Content and Site Management**Lesson Topic:** Content Migration Preparation and Site Management**Organization Assignments:**

1. Prepare for Content Migration: Assign resources
2. Complete Site Management training

Blackboard Assignments:

1. Send revised designs for approval

Output: Begin site migration process, approve designs.

Week 5: Staff Training and Content Migration, Cont.**Lesson Topic:** Staff Training Tools and Content Migration, Cont.**Organization Assignments:**

1. Watch Adding Content videos
2. Migrate Necessary Content
3. Prepare User Training Plan
4. Approve Designs

Blackboard Assignments:

1. Apply approved designs

Output: Understand how to use Engage and plan migration

Week 6: Member Activation

Lesson Topic: Content Meeting

Organization Assignments:

1. Watch Visibility, Messaging, and *Add-On Modules videos (*if purchased)
2. Complete Design Training
3. Prepare for Parent Activation

Blackboard Assignments:

1. Provide support for content migration and member activation

Output: Content migration progresses, design is complete.

Week 7: Verification/ Prepare for Launch

Lesson Topic: Content Follow Up Q&A

Organization Assignments:

1. Verify Content Migration
2. Add new Organization Content
3. Gather DNS information

Blackboard Assignments:

2. Send instructions for Launch
3. Overall project verification

Output: Site is prepared for launch

Week 8: Go Live!

Lesson Topic: Go Live!

District Assignments: Update DNS Record

Blackboard Assignments: Update site with domain

Output: Launch!

Security/Backup/Business Recovery

Describe the protection that you have in place to ensure that the web pages are secured and only updated by those individuals who have the rights to do so.

We use state-of-the-art security measures and industry best practices. Similar to leading banks and brokerage firms, web traffic is protected with up to 256-bit encryption and Secure Socket Layer (SSL). All private data is encrypted, and all systems are protected by state-of-the-art firewalls, intrusion detection systems, comprehensive real-time threat protection systems and 24x7 monitoring.

Describe the protection you have in place to ensure the security of student and staff information.

Outline your backup processes and redundancy assurance. Provide statistics in regards to up-time.

Engage's cloud is designed for extremely-high-availability. Redundant components at all levels eliminate all single-points-of-failure, and redundant extremely high bandwidth networks ensure reliability. Redundant servers and fail-over systems protect the cloud against multiple server failures, and multiple copies of all data are written simultaneously in real time to prevent data-loss. Archived backups are created nightly, and multiple geographic locations protect against catastrophic events.

Engage maintains better than 99.9% uptime while receiving millions of page views daily. Uptime statistics are based on a three-year average for the Blackboard Engage web hosting solution.

Describe your business recovery plan.

Over the past decade, Blackboard has grown from less than \$100M in annual revenue to greater than \$630M in annual revenue. During this time, the Company has continued to consistently generate positive operating cash flows and has remained profitable as measured and reported to creditors and investors. Blackboard has grown through both acquisition and organic growth. Blackboard estimates 30 million unique users for all Blackboard products and services. Globally, Blackboard is supporting more than 19,000 customers in 100 countries.

Founded in 1997, Blackboard Inc. was a publicly traded company through our acquisition by an investor group led by affiliates of Providence Equity Partners, L.L.C. on October 4, 2011. Based on our capital structure following our acquisition, which includes debt financing, Blackboard incurred significant net losses during 2012 and 2013. However, even as we transition our business to service the education technology needs of the future, we continue to grow with our annual revenue for 2013 increasing to approximately \$630 million from approximately \$600 million in 2012. Further, with over 17 years of experience and nearly 19,000 customers, we remain a financially stable company that generates positive operating cash flow on an annual basis. For 2014, we generated operating income for the six-months ended June 30, 2014 and expect to generate operating income for the full year. Finally, based on our capital structure, Blackboard, as well as our investors and lenders, assess profitability based on non-GAAP EBITDA, which was approximately \$200 million for 2013.

Prior Experience

Provide at least 3 references of projects similar in scope to this project and any other pertinent information on your experience in working with school districts on large scale web hosting projects.

We provide the following references for projects similar in scope.

Company: Brevard County Public Schools Contact: Matt Frey

Address: 2700 Judge Fran Jamieson Way

City, State, Zip: Viera, FL 32940

Telephone: 321-633-1000 E-Mail: frey.matthew@brevardschools.org

Company: Guilford County Schools Contact: Nora Carr

Address: 712 N. Eugene Street

City, State, Zip: Greensboro, NC 27401

Telephone: 336-370-8106 E-Mail: carrn@gcsnc.com

Company: Durham Public Schools Contact: Dan Buhrmeister

Address: 511 Cleveland St.

City, State, Zip: Durham, NC 27702

Telephone: 919-560-9118/ Ext. 21661 E-Mail: daniel.buhrmeister@dpsnc.net

Company: Douglas County Schools Contact: Karen Stroud

Address: 9030 Highway 5

City, State, Zip: Douglasville, GA 30134

Telephone: 770-651-2037 E-Mail: Karen.stroud@douglas.k12.ga.us

Company: Dekalb County Schools Contact: Monika Davis

Address: 2652 Lawrenceville Highway

City, State, Zip: Decatur, GA 30033

Telephone: 678-676-1210 E-Mail: monika.t.davis@fc.dekalb.l12.ga.us

PUBLIC INFORMATION COMMUNICATION SERVICES COSTS FORM

Vendor: Blackboard

Contact Person: Jessica Smith

Applicable Services	Installation or Setup Cost	Monthly/Annual Recurring Cost (36 Month Contract)
Parental Engagement Bundle, including Blackboard Engage, ParentLink Mobile, Connect	\$4500 (Discounted from \$7,500)	Year One: 46,000 (total cost with one-time implementation cost is 50,500) Year Two: \$49,400 Year Three: \$50,920

The costs defined above will be in effect from July 1, 2015 – June 30, 2018.



Signature of Authorized Representative

Tess Frazier

Printed Name