EXHIBIT 2

CLEVELAND PUBLIC LIBRARY

Finance Committee
December 15, 2015

RESOLUTION TO ENTER INTO AN AGREEMENT WITH BLUESPARK, LLC FOR WEBSITE REDESIGN

WHEREAS, On February 19, 2015, the Board of Trustees of the Cleveland Public Library authorized an amendment to the Agreement with Shark & Minnow, Inc., in the amount of $303,670.00 to launch The People's University, the budget for which included a subcontract in the amount of $100,000 for a technology platform which was anticipated, at that time, to be developed as a microsite within the Library's existing cpl.org website; and

WHEREAS, During the development of The People's University initiative, it became apparent that the Library's current website cannot provide the flexibility needed to support this major new offering for library users; and

WHEREAS, Shark & Minnow began seeking a subcontractor that could redesign and develop the cpl.org website to support The People's University platform while maintaining the website's integration with SirsiDynix and other library resources; and

WHEREAS, Shark & Minnow vetted a number of vendors, as described in the attachment to this Resolution, before recommending Bluespark, LLC as the company most qualified to do this work with experience not only with research libraries, but with SirsiDynix as well; and

WHEREAS, Because the Library's website will encompass more than The People's University offerings and will require development beyond the term of Shark & Minnow's engagement with the Library, the Library would like to enter into a direct contract with the vendor and remove the line item for a technology platform from Shark & Minnow's agreement; now therefore be it

RESOLVED, That the Board of Library Trustees authorizes the Executive Director, CEO, or his designee, to enter into an Agreement with Bluespark, LLC, subject to the approval of the Chief Legal Officer, to provide the services as outlined in their proposal in an amount not to exceed $224,080.00 to be charged to General Fund Account 11980055-55540 (Software).

Cleveland Public Library

Website Redesign, Migration and Implementation of The People's University and The Human Library in partnership with shark&minnow

Prepared by the Bluespark, LLC Management Team:

Michael Tucker, Principal

Brant Schlatzer, Technical Director

Rick Cecil, User Experience Director

Rusty Segars, Creative Director

Ashleigh Thevenet, Project Manager

Quinn Dalton, Account Manager

November 24, 2015

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Introduction

Thank you very much for inviting us to provide this proposal.

We've worked with a variety of libraries over the years and are always excited about the opportunity to help a library imagine, design, and build new ways to connect with their community. The People's University is one of the more innovative ways we've seen of engaging a community and we would love to be part of the team that refines, designs, and delivers this experience.

Our proposal reflects our best understanding of the project goals based on the information that you've provided as well as the assumptions our team has made about the project, your needs, and the scope of possible collaboration. We're confident that we can deliver. That said, as we progress through the early stages of the relationship, assumptions will be clarified and requirements refined. Our transparent and collaborative process has been crafted to align your vision with the realities of timeline, budget and scope, and to set clear expectations before development even begins -- giving us (Cleveland Public Library, shark&minnow, and Bluespark) the best chance at delivering a successful project.

Again, we are thrilled at the prospect of delivering The People's University, the Human Library, and the redesign. It's an exciting, innovative set of projects that are directly in our wheelhouse. We look forward to growing a relationship with both organizations as the project and site continue to evolve.

We can't wait to get started!

Current Situation

For the past two years, the Cleveland Public Library (CPL) has been working toward the launch of a major initiative, The People's University (TPU). This program directly supports the Library's mission to create a premiere learning community for those who are newly entering the workforce, pursuing a new career direction, or learning more about world for personal growth.

TPU will also engage members of the community who might support the program financially (most or all courses will be offered at no cost), as well as those who want to serve as a resource in the program, through volunteering in the Human Library, for example.

Project goals include:

- Increase engagement (via TPU participation/CPL overall)
- Increase program awareness
- Increase branch traffic
- Increase the number of library card holders
- Connect patrons to jobs
- Connect patrons to peer-to-peer opportunities
- Connect patrons to resources

CPL engaged shark&minnow to develop the plan for TPU and the Human Library. shark&minnow has developed a Patron Experience Journey Map which incorporates research gathered from internal stakeholders and will also include research from patrons and external stakeholders. The Journey Map includes patron participation paths and a plan for roll out. shark&minnow has also developed user personas and high level wires from the Journey Map.

A site redesign is also planned in conjunction with the launch of TPU. shark&minnow is seeking a partner in this redesign and development of the cpl.org website that will support this major new offering.

Considerations

CPL is in the process of rolling out SirsiDynix's Enterprise product and possibly other Library Services Platform components. This system will function as the library's catalog, and may also provide additional functionality key to the project, such as events management (we will need to learn more about this). Our understanding at this point is that in most cases, we will look to integrate with this system, rather than use out-of-the-box features, in order to provide maximum flexibility in presenting varying combinations of assets.

The current site resides on a WordPress platform, and much of the functionality of the site seems to be provided by multiple, possibly external, third-party systems and databases (from ibibliocommons search to events.cpl.org, etc.). CPL is considering a move to Drupal to achieve a more flexible platform for ongoing development and improved content contribution and management tools. This move will also facilitate integration with SirsiDynix and other library resources and databases in order to ultimately provide a sophisticated and seamless user experience for both end users and administrators.

CPL does not currently have internal IT staff but plans to hire a developer to manage the site once it is launched. Bluespark may assist with sourcing and / or training that person, and possibly also with some site maintenance / support as needed.

CPL staff will manage content with the support of shark&minnow. Bluespark will work in partnership with shark&minnow, collaborating directly with CPL.

The unveiling of TPU and the redesigned website to support it are slated for launch in June, 2016. As we've discussed with shark&minnow, this could prove to be an ambitious deadline given the amount of new functionality to be developed in parallel with a significant redesign and migration. Success will depend heavily on a strong, collaborative working relationship where all parties involved are actively managing toward a Minimum Viable Product (MVP) that can meet or exceed expectations, hit the launch date, and become a basis for continued learning, iteration and improvement.

Bluespark's process, proven over dozens of projects across a wide range of industries, is designed to achieve these aims. Put simply, the process works like this:

Understand → Define → Build

In the following recommendations, we'll walk you through how our process will work within the context of your specific needs.

Frame a platform for the future

As we've noted above, there are several considerations for design and development, and at this stage there are many details that we have yet to fully understand.

During initial discovery sessions, which can take place in person or remotely (or with a combination of some Bluespark team members on site and others participating remotely), we will work with you to gain a deeper understanding of the project requirements and the best ways we can help you achieve your vision within your scope and deadline.

We can't promise outright that we can deliver three very ambitious projects within six months, because our ability to meet this deadline also depends heavily on the resources, responsiveness, and participation you bring to the table. But we will work closely with CPL and shark&minnow to stay focused on our mutually defined MVP in order to realize your vision and plan for future iteration and growth. The most successful projects are iterative in nature, and it's in our DNA to help you manage this process for the best result.

Build with experience

Bluespark and shark&minnow come to this project with a wealth of relevant experience specific to libraries and gleaned from applicable work in other industries.

In the last three years, Bluespark has launched three projects with Indiana University Libraries and seven projects with UCLA Library and the UCLA Digital Library, some examples of which are detailed in the Relevant Experience section of this proposal. We have experience working with a range of libraries -- from managing the myriad stakeholders to juggling the many needs of their audiences. These experiences have allowed us to create and refine a process specifically targeted to building and delivering projects for Libraries.

Realize your vision with a proven process

A great process helps you refine your vision and turn it into reality -- within your budget and timeline. Our three-stage process, refined from years of experience, does just that.

Stage 1: Start from a place of understanding

Great websites start with the right foundation and a solid framework. So we start by learning about you, your mission as an organization, and how that mission manifests in the current project.

We also seek to understand your current and planned capabilities, which is critical when considering the ongoing demands of content creation and overall site maintenance.

Then we explore the problems the current project is attempting to solve and how you envision the project solving those problems.

Underpinning all of these efforts is working together to understand how your audiences engage with your content across all your channels — this is what we call Engagement Strategy. It's a higher level look at your content, channels, and audience, and how they all interact with each other. With shark&minnow's work on content strategy, as well as their user research, personas and high level wires, you have already established a solid foundation for your Engagement Strategy.

We'll work with you and shark&minnow to build on this foundation, including defining Objectives for the current project and establishing a set of Key Results (or the metrics around which we will define success). We believe that putting in place a strategy for ongoing measurement, evaluation, evolution, and client empowerment is the best way to maximize your investment and ensure your project's long-term success.

This first step helps us get clarity on what a wildly successful project looks like and how we can best work with you to make that a reality.

Stage 2: Define the right solution

Once we have the right framing and foundation, we begin to explore solutions through an iterative, collaborative design process encompassing both user experience and creative (visual) considerations. You participate as a designer throughout the process, helping us refine our solutions into a tighter scope until we have arrived at a mutually agreeable definition of project success.

In addition, we have created a methodology for handling input from a large number of stakeholders without allowing the Definition phase to devolve into design-by-committee.

The Definition stage ends culminates in our two-tiered Technical Planning process, which gives you a clear picture of budget and scope before development begins. This allows you to prioritize the features you need with your budget and timeline, as well as to begin planning for future phases.

We know that this level of clarity is especially critical for libraries, given the requirements they often must meet to ensure project funding, which may come from board approval, public funds, grants, etc. -- each of which demand reporting and transparency. Budgets can sometimes take years to secure.

Through our Technical Planning process, we define together a strategy for development and, in successive iterations, the MVP scope while also providing multiple options for how we can deliver to your needs—whether that's prioritizing features, adjusting the scope of requirements, or adjusting the budget. We work with you, up-front, to ensure a timely, on-budget launch.

- *Tier One Technical Planning:* We work collaboratively with you to develop conceptual designs for your site. From that we build a broad estimate that helps us prioritize features and focus on the most important feature-set.
- *Tier Two Technical Planning:* We develop detailed Interaction Specifications and then create a blueprint for development, with estimates accurate to within + / - 10%.

The planning we do together does not set the scope in stone. We know that as the project progresses from concept to code, the understanding of how things work will evolve. As such, our process allows you to shift development priorities if needed. Budget and timeline may have to adjust to handle these changes, but you will know these considerations up front before committing to a change in direction.

We make this clarity possible by providing absolute transparency from start to finish. Through our secure project management software, you will be able to see how every feature is defined and estimated down to the granular, ticket level, as well as our progress once we're ready to build.

Stage 3: Build and deliver the result

The last step is to build and launch the result of all our thought-work.

We use an Agile methodology throughout the Build stage, developing according to the priorities you established during Technical Planning. However, we recognize that priorities can shift -- even during development and Agile allows us to accommodate those shifts in priorities.

After the first few weeks of development, we hold a weekly check-in and demo session where we show you what we've built and how it works. You will be a partner to testing the functionality throughout the process. This approach ensures that you remain actively involved as we move through development, and that we continue to empower you to make key decisions and shape the outcome. As development progresses, we work with you to create a launch plan—either releasing your new site in stages or wrapped into a single deployment.

Launch and Beyond

We value long-term relationships. Many of our clients have worked with us for years, evolving existing projects and launching new ones, as well as supporting and maintaining them. We don't offer cookie-cutter plans; we work with you to define a post-launch support program tailored to your needs, giving you a team deeply familiar with your needs and heavily invested in your success.

Orchestrated Efforts Are the Key to a Successful Project

We propose an initial Discovery Workshop to establish protocols, begin the Understanding process, and to get to know one another.

Key members of our team will attend, either on site or remotely. Our Technical Director, Brant Schlatzer, lives in the Cleveland area and will be a lead on this project.

Subsequent development and project management activity will continue to take place remotely, facilitated by Bluespark's typical communication processes. These processes include regular scrums, tele- video- conferences, and Bluespark's web-based project management systems (Jira/Atlassian workspaces, hipchat, Skype video, git repo, g+ hangouts, etc).

Budget Summary

BUDGET ESTIMATE	
Understand	$13,760.00
Define	$87,520.00
Build	$120,800.00
Project Subtotal	$222,080.00
Expenses (if applicable for travel)	$2000
GRAND TOTAL	$224,080.00

BLUESPARK'S STANDARD RATES		
Hourly Rates	Senior Consultant	$250
	Production/Admin	$160

Assumptions

1. We assume a close collaboration with you. Due to the fast-paced and agile nature of the design process, your participation and contribution will be essential.

2. The total project budget is an inclusive estimate based on what we currently know. We can manage strictly to this budget. Before development begins, we'll work together to develop a precise definition of project requirements (see Bluespark Process), and align our work with both your vision and constraints. We will deliver an outstanding product, but ultimately, budget and timeline will be determined by the services and features delivered according to your priorities and direction.

3. Bluespark requests an initial payment to begin the project and secure our services. We bill twice monthly as hours and expenses are accrued.

4. Other terms, if required, may be negotiated. Tell us what works for you.

5. Additional hardware, software, and travel expenses not specifically mentioned in budget estimates are not included and subject to mutual approval.

Budget Detail

Understand	
Creative	
Assessment	8
Style Tiles	20
User Experience	
Interviews	16
Research review	8
Technical	
Assessment	20
Acct Management	
Project Mgmt	14.0
CONSULTING	$11,520
PRODUCTION	$2,240
Subtotal	$13,760

Define	
Creative	
Page Designs	40
Responsive Design	80
User Experience	
Iterative Design	40
User Requirements	80
Technical	
Technical Plan	80
Acct Management	
Project Mgmt	64.0
CONSULTING	$60,000
PRODUCTION	$23,040
Subtotal	$87,520

Build	
Creative	
Peer Review	16
Themeing	120
User Experience	
Peer Review	16
Technical	
Sprint Planning	16
Agile Sprint 1	160
Agile Sprint 2	160
Agile Sprint 3	160
QA/Testing/Docs	60
Acct Management	
Project Mgmt	140.0
CONSULTING	$12,000
PRODUCTION	$108,800
Subtotal	$120,800

About Bluespark

Address: 301 Fayetteville Street #2412, Raleigh, NC 27601 USA

Drupal.org Profile: drupal.org/node/1155764

Telephone/Fax/Web: +1 919.234.7576 / +1 919.261.1062 / www.bluespark.com

Contact: Michael Tucker, Principal, +1 919.234.7576, mtucker@bluesparklabs.com

Financial and Business Profile

Bluespark is an expert interactive agency. Founded in 2009, we have experienced strong and steady growth. We attribute this to specific interrelated factors; our specialization in open source technology development backed by enterprise-level user experience design, our prominent position in the global open source community, the Bluespark development process, and our dedication to our clients' success.

Vision

Bluespark helps you imagine, design, and build amazing digital experiences that make you and your users happy. The company philosophy is centered on a well-rounded approach, with team members dedicated to user experience, web user interface, mobile UI, software development, and project management. Our team has internationally recognized expertise and we've been fortunate to work with some of the world's most prestigious organizations.

Third Party Validation

https://clutch.co/profile/bluespark

https://clutch.co/developers/drupal/research

Distributed Team

Bluespark is a distributed international company, with staff and registered companies in the USA and Europe. We maintain a virtual office, keeping our overhead and expenses low. We use leading edge web and video conferencing technology to stay in continuous contact with our team and clients. We also utilize a private web-based project management and collaboration system which provides private discussion space, online collaborative writing, milestone tracking, checklists, time scheduling, deadline management, resource management, a file repository, agile sprint planning, testing and QA support. The system is fully integrated with email and sends reminders to keep resources on task, ensuring our team and ours can remain on point for your project.

With 16 full-time employees, we are a tight knit team, and everyone will have awareness of your project. Developers regularly confer on projects they are working on to share ideas and expertise in order to find the most efficient and beneficial solutions for clients.

Principal

Michael Tucker (http://drupal.org/user/280611, member since 2008) is an executive management professional with over 15 years of experience in professional web development. His career began before university graduation with the creation of a content-driven web company. With that company, he realized success and the company was acquired by a national publishing group. He has authored business plans and developed business processes that drive success at entrepreneurial companies. He serves clients as a primary business consultant and business analyst, conducting research and analysis and managing the health and operational efficiency of the relationship and the Bluespark team.

Technical Director

Brant Schlatzer, https://drupal.org/user/635610, member since 2009, is a technical strategist who has been collaborating with clients and building the Web since 1995. He is happiest finding ways to make things work -- whether applications, projects, or teams -- and working on challenging initiatives with engaged clients looking to move the needle. Equally fascinated by technology and clients' business challenges, Brant is comfortable working the transitions from goals and objectives, through design and architecture and on to development and outcomes. He has played a variety of roles (from project management to development to team lead) on equally varied projects, including complex content management system roll-outs and integrations with customer, association, and digital asset management systems.

UX Director

Rick Cecil (https://www.drupal.org/u/mcrick) has 14 years of results-oriented experience envisioning and designing innovative user experience solutions for companies, startups, non-profits, universities, and Fortune 100 companies. He has worked on projects including mobile apps, mobile web, enterprise applications, online learning, web communities, web applications, corporate web sites, intranets, extranets, and news portals. Before joining Bluespark, he managed the User Experience Group at Fry, founded the Interaction Design Association, and the Triangle Usability Professionals Association.

Creative Director

Rusty Segars' (https://www.drupal.org/u/rsegars) design career began in 1990 as a freelance graphic designer for a regional web company. He didn't spend much time there, as his talent launched him quickly to national prominence, where he's designed and art directed for the best, delivering for brands like Showtime, Twentieth Century-Fox, Fox Searchlight, MTV Films, Paramount Pictures, Reprise records and Geffen records. Most recently, his body of work includes design work (art direction, web, mobile, and Flash) for Ralph Lauren, Rugby, Vibe, AOL, Hennessy, and Hollywood.com.

Drupal Developers

Pablo Cerda, https://www.drupal.org/u/citlacom, member since 2008

Pablo López, https://drupal.org/user/282415, member since 2008

Pedro Lozano, http://drupal.org/user/123766, member since 2006

Andrea Poidomani, http://drupal.org/user/783420, member since 2010

Fran Seva, https://www.drupal.org/u/fran-seva, member since 2011

Support Staff

Creatives, Front-end Themers

James Wilson, http://drupal.org/user/220177, member since 2008

Phil Regan, http://drupal.org/user/2209446 Graphic Designer, Themer, Animator

Systems Administrator

Vincenzo De Naro Papa, http://drupal.org/user/419993, member since 2009

Project and Transition Manager

Ashleigh Thevenet https://www.drupal.org/u/ashleigh-thevenet, member since 2012

Account Manager

Quinn Dalton http://www.drupal.org/user/2227452

Our Drupal community contributions:

http://www.bluespark.com/drupalgive

Related Experience and References

We're very excited about this project, especially since we have deep experience with the work you are undertaking. We've gathered some brief examples below to show some key advantages of working with us: our specific experience with research and education organizations, our ability to work as an extension of an in-house team, and our collaborative approach. You'll also notice the long-term relationships we have with clients, which come not just from the quality of our work, but also the transparency of our process and our ability to meet or exceed our commitments. We've included links to our online portfolio for each project.

UCLA Library

Project background: Using our Discovery and Technical Planning processes, Bluespark worked with UCLA Library to identify top priorities in their site redesign. Major UX improvements include better research facilitation, clearer communication of library policies, simpler management of hours across multiple buildings with complex hours, easier access to locations and the amenities available at those locations, and clearer explanation of the types of resources available to students, faculty, and staff.

Bluespark also modernized the look and feel of the site with a flat, non-skeuomorphic design, using brighter and lighter colors consistent with the new UCLA branding, and a fresh new layout that is more intuitive and friendly to students and other users.

Since 2011 we've created three new sites for UCLA Library collections: The Chicano Studies Research Center, The Los Angeles Aqueduct Digital Platform, and the soon-to-be-launched redesign of the The Strachwitz Frontera Collection of Mexican and Mexican American Recordings.

The newest project is the International Digitizing Ephemera Project (DEP), an ongoing initiative to gather and provide access to a wide range of ephemeral material in a variety of languages and scripts. This project integrates with UCLA's Fedora repository and provides users the ability to browse, search, and explore the available resources and metadata via a modern, responsive application.

http://www.bluespark.com/portfolio/ucla-libraries

Relevance to your project: Higher education, libraries, search, many users.

Reference: Stephen Davison, Head, UCLA Digital Library Program (now moved to CalTech)

Email: sdavison@library.caltech.edu

Telephone: (310) 267-5135

Indiana University Libraries

Project Background: The Indiana University Libraries (IUL) site had not been significantly upgraded in ten years. They chose Bluespark to migrate from their legacy CMS onto Drupal as well as conduct a full redesign.

With a large number of stakeholders and users (both on the front end and back end of the site), it was important to identify clear organizational objectives for the new website. Key to the success of the project: migrate to Drupal, improve and simplify search, offer a better and more consistent format for librarians to create Subject sitelets, and manage library hours for all of the branch libraries in the IUL system.

Bluespark conducted user research with external users (undergraduate and graduate students as well as non-library faculty) and internal (library staff, administration and subject librarians) to develop requirements. The site had to provide simplicity for new users as well as a clear, improved design for experienced users who had a comfort level with how the site had worked previously.

Bluespark also worked with IUL to fully customize the Drupal administrative experience for their many different kinds of content producers and editors—from undergraduate and graduate students to faculty to subject librarians, creating clear user roles and making content creation, editing and approval more efficient.

In all, Bluespark has completed three projects with Indiana University Libraries since 2012—the redesign of the flagship Library site, the administrative interface customization, and enhancing search functionality to increase efficiency and ease of use for their wide range of users. Now we continue to support and maintain the site.

http://www.bluespark.com/portfolio/indiana-university-libraries.

Relevance to your project: Higher education, libraries, search, many different kinds of users.

Reference: Courtney Greene McDonald, Head, Digital User Experience Department, Indiana University

Email: crgreene@indiana.edu

Telephone: (812) 855-4217

Los Angeles Aqueduct Digital Platform

Project background: Bluespark dug into thousands of media files—photographs, legal documents, biographies, manuscripts, maps, timelines, and more—to lay the framework for this online, searchable collection focused on information about the Los Angeles Aqueduct. Combining design, user experience, and technical skills, our team defined a minimalist user interface (UI) design that integrates seamlessly with the massive digital catalog, allowing users to easily access and search the collection. The responsive design showcases the historical documents while also capturing the look and feel of the project and the history of the Aqueduct itself.

Bluespark also helped UCLA Library define their priorities in order to make the best use of grant funding for the project. By planning for future enhancements and additions, UCLA was able to focus on their most immediate goals, keep the project on budget and on time (it needed to launch in time for community events marking the centennial of the Aqueduct's start), and strategize for future development.

http://www.bluespark.com/portfolio/los-angeles-aqueduct-digital-platform

Relevance to your project: Higher education, libraries, collections, search, integration, multimedia, responsive design.

Reference: Jasmine Jones, Project Manager, Los Angeles Aqueduct Digital Platform (now at Smith College)

Email: jjones@smith.edu

Telephone: (413) 585-2986

American Astronomical Society (AAS)

Project background: The American Astronomical Society (established 1899) contracted with Bluespark to redesign, develop, and deploy a new Drupal 7 based website designed to promote and enhance interaction with its approximately 7,000 members.

Our UX and creative team worked closely with AAS to document a solid user-centric approach for this national membership-driven site. A major improvement for the site is a content creation workflow that allows AAS members and people from the wider community to submit news, events, letters, and other content of interest to the AAS and its members. Content then goes through an editorial review by AAS staffers, allowing for efficient publication of high-quality, crowd-sourced content.

AAS receives thousands of stunning images each year from around the world, which they wanted to showcase and update easily. They also required integration with the iMIS membership application.

Recently we streamlined their meetings management process, which is the core source of their organizational income. At 2013's Drupalcon in Portland Oregon, the AAS site was awarded the BlueDrop Web Award for the Best Association Website.

Bluespark works with AAS on a ongoing basis to support and evolve the site.

http://www.bluespark.com/portfolio/american-astronomical-society

Relevance to your project: non-profit organization, implementation of a full redesign and integration into a third-party CRM.

Reference: Rick Fienberg, Director of Communications, American Astronomical Society

Email: rick.fienberg@aas.org

Telephone: (202) 328-2010 ext. 116

TripAdvisor

Project Background: TripAdvisor is the world's largest travel site, with more than 260 million unique monthly visitors and over 150 million reviews and opinions covering 3.7 million accommodations, restaurants and attractions. The sites operate in 37 countries worldwide. TripAdvisor also includes TripAdvisor for Business, a dedicated division that provides the tourism industry access to millions of monthly TripAdvisor visitors through the The TripAdvisor Management Center (MC).

MC offers content, tools, and resources to TripAdvisor's customers/owners. Site administrators needed more robust CMS capabilities, a better search mechanism within the site, and top-rate performance in search engines. Working with TripAdvisor's internal creative and development teams, Bluespark developed and deployed the CMS-driven sections of the MC to include the Industry Insights and Library sections and integrated the CMS system with TripAdvisor proprietary data and functions.

Working with TripAdvisor for Business marketing, product, and engineering teams, Bluespark developed TripAdvisor Insights on the Drupal 7 content management framework, migrated existing content from the 7 different language WordPress sites into a single instance, leveraging the new technology stack to provide a vastly improved platform including:

- Reliable, scalable Drupal infrastructure that integrates into the wider TripAdvisor infrastructure.
- Integrated language negotiation for seamless deployment across 28 languages, including streamlined automated language translations process for articles via an API between Drupal and TripAdvisor's localization vendor.
- Faceted and keyword-based search that is language aware for organizing content by category and tag.
- An easy to use, powerful and flexible page layout engine that adapts to content needs and is customizable directly by content creators through a graphical interface.
- An option to create highly customized and branded PDF material on the fly, allowing content creators to write content once and use across a variety of platforms, including print distribution.

The platform was launched in August 2013 and it successfully serves as the central hub for a range of marketing efforts within the TripAdvisor for Business division.

Relevance to your project: Search and multilingual capability and the fact that we work as an extension of TripAdvisor's team, often collaborating on solutions with their marketing, UX, and technical resources, and not infrequently building from wireframes, designs, and initial specifications provided by their in-house personnel. Large-scale Drupal CMS.

http://www.bluespark.com/portfolio/tripadvisor

Reference: Bernie Bernstein, VP of Engineering, TripAdvisor for Business

bbernstein@tripadvisor.com

Telephone: 617-670-6649

Why you'll love working with Bluespark

Great Relationships

INDIANA UNIVERSITY

"Our previous site was ten years old by the time we chose Bluespark for its migration and redesign, so we had years of ideas about what we wanted out of the new site. Bluespark helped us prioritize our ideas and added excellent ones of their own."

Courtney Greene McDonald

Indiana University Library

Inspired Work

STANFORD
UNIVERSITY

"We had a good number of pain points when we came to Bluespark. They backed up their recommendations with a comprehensive audit. We are already seeing the benefits."

Teresa Ortega

Stanford University History Education Group

Happy Stakeholders

AMERICAN ASTRONOMICAL SOCIETY
ADVOCATES FOR SCIENCE SINCE 1899

"I wish you could have seen the smile on Faye Peterson's (our Membership Director) face a few minutes ago!"

Rick Fienberg

American Astronomical Society

Successful Projects

THE HENRY AND ROSE PEARLMAN FOUNDATION

“It has everything we envisioned—executed so elegantly that many of the features work better than originally conceived. Many thanks! I can't tell you how exciting it feels to be sharing the collection this way.”

Dan Edelman

Henry & Rose Pearlman Foundation

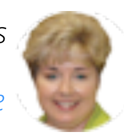
Honest Assessments

Northland Pioneer College

“When we first met with Bluespark early in the fall of 2013, we discussed our plans to move our Drupal 6 main site to Drupal 7. Bluespark encouraged us to wait for Drupal 8. We decided to hold off on our RFP and engaged Bluespark for a monthly maintenance contract to address a number problems with our main site. For example, in a small standalone project, Bluespark greatly improved our moderation functionality. We are now in a better position for migration to D8 when the timing is right.”

Ann Hess

Director of Marketing, Northland Pioneer College



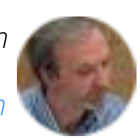
Long-term Partners

UCLA Library

"We’ve been working with Bluespark for 3 years over 6 projects, including the redesign of our main Library site. We keep coming back to Bluespark: they are able to work in an integrated fashion with our local programming teams; their design and implementation processes are efficient and cost effective; and the end results are impactful. They are great communicators and ready to share information. In short, great all-round partners.”

Stephen Davison

Head, UCLA Digital Library Program



We want to work with you

Your website is a critical part of your organization. If done right, your website can be the employee that never sleeps or the concierge that directs people to the right service or a shopping assistant that suggests the perfect product. And we want to help you build this amazing experience that surprises and delights not only your users, but also your staff and co-workers.

We don’t bid on every project. We look for projects and teams that will excite and challenge us--and that present opportunities for us to grow as experienced professionals. We think this project, you, your team are a great fit for Bluespark and we see opportunity for a long, happy relationship.

We look forward to working with you.

Michael Tucker

CEO, Bluespark

Appendix A — Technical Planning

From the Bluespark website: http://www.bluespark.com/blog/how-changing-our-estimation-process-took-our-project-endgame-wtf-ftw

How Changing our Estimation Process Took our Project Endgame from WTF? to FTW!

by Ashleigh Thevenet, Project Manager, Bluespark

Recently I had the pleasure of presenting a session at Midcamp Chicago entitled "How Changing our Estimation Process Took our Project Endgame from WTF? to FTW!". Perhaps you weren't able to attend Midcamp, or maybe you were in attendance but decided to go to a different session (why would you do that?!), whatever the reason, here's what you missed:

Wouldn't it be nice if the majority of clients didn't need to worry about the overall project budget and would just let your team work their development magic and build whatever they need? It would be great, but it certainly isn't realistic.

The reality is that most clients are working with a budget for their project and therefore you are too. This often translates to fixed bid projects that are awarded after an RFP process brings in proposals from a variety of potential vendors. When you receive an RFP, it frequently includes a laundry list of features that the client would like to have within the allotted budget. So, you review the objectives in the RFP, you meet with the client to discuss and ask any questions you may have, and then convene internally to develop a game plan as to how you will tackle the project. You write up your recommendations in your proposal and of course, you include a budget. But at this point, what is the budget really besides a total and complete wild guess? It is a beautiful budget, and you've worked very hard at putting it together for your potential client, but this early in the project it is based entirely on assumptions.

What the client wants to see here is that you can meet their stated objectives within their defined budget, so they're looking at the grand total and not always at the budget details. So this means that the estimate needs to be updated as your project evolves.

We didn't always revise the estimate as a project evolved, and we learned the hard way that not doing so gives clients unrealistic expectations of what they will be getting within their fixed budget. The problem is that there is a rather chasmic difference between a bullet list of features in an RFP and complete specifications with interaction requirements and wireframes. The same feature listed quickly in an RFP can require anywhere from 10-100 hours to build, depending on how it is spec'd out. When the client writes their RFP and when you prepare your initial budget, the actual specifications for the features are unknown. The actual scope of the features only becomes clear once you have conducted a discovery process and put together wireframes and interaction requirements. We realized that in order to better manage client expectations and project budget on fixed bids, we needed to do two things:

- Integrate two new steps in our process in the form of estimate revisions at the end of the discovery and design phase as project milestones.
- Be transparent with our clients, telling them early and often that their budget will only cover so many features and it is their responsibility to prioritize and determine which features should be part of the Minimal Viable Product (or the basic, necessary features your client needs to launch their site).

Our redefined Technical Planning process involves several steps:

Kick off Meeting

It's important to begin managing client expectations early on. These meetings are typically pretty informal discussions where we ask the client to describe their objectives in their own words. We then review our process, the different project milestones, the budget review and make sure the client is aware that decisions made in terms of prioritization in the discovery phase will effect where their budget is spent when it comes time to build.

UX Sketches

After the kick off meeting, our UX designer meets with the client to get a handle on their priorities and vision for the site. After this meeting, he works to develop some preliminary sketches and we present these to the client. The sketches are then refined based on client feedback in a rapid iterative design process. We try to iterate quickly on the sketches and get multiple rounds of feedback until we come to a point where the client is satisfied with what we've put on paper. With approved sketches in hand, we are ready for our next milestone.

Early Technical Planning

Our Early Tech Planning meetings typically involve the tech lead, UX designer and PM. The UX designer reviews the sketches with the tech lead and the PM adds tickets to our project management system that cover the big pieces of work to be done. The Tech lead determines a rough estimate for each ticket, at this point the features aren't defined enough to truly decide how any specific feature will built. The end goal is to determine an overall budget with a 40% accuracy rate. The idea here is to see where we stand in terms of development hours. We want to identify any key bits of functionality or features that may be taking a disproportionate amount of budget and see if that aligns with client priorities. If not, we still have time to modify the sketches and upcoming wires accordingly and we haven't lost any dev time building the features so there is no harm done.

Wireframes

After our Early Tech Planning client review, we continue refining the UX sketches with the client until we come to a point where we have complete and approved wireframes and interaction requirements. This is really the key to being able to complete the next step in our process - the Final Tech Planning.

Final Technical Planning

The Final Tech Planning is a complete review of the wires and interaction requirements in which we determine the information architecture, take implementation notes and estimate all the features with the goal of achieving a 10% accuracy rate. We plan several meetings over the course of a week, each meeting is about 2 hours. The total number of meetings needed depends on the project complexity. We include the tech lead, two developers, a themer, the UX designer and the PM.

We start with the list of issues that we added in our Early Tech Planning, we select a site section and the UX designer reviews the wireframes and interaction requirements with the team. We do not share the previous estimates with the dev team. Lots of discussion ensues as the developers decide upon how they will build what they see in the wires. These decisions are written down in the form of implementation notes to be added to the individual tickets after the meetings. As the developers define the best way to build what's in front of them, they come to a point where they are ready to estimate the work at hand. Each developer gives their number and we generally take the high end of average and this estimate is added to the ticket by the PM.

At the end of these long, often intense meetings, we tally up the estimates and see where we stand. The PM then prepares a full feature list and hours breakdown that we present to the client. If the total estimate is above the available budget, we also prepare our recommendations of features that could potentially be de-scoped without sacrificing the project integrity.

There are several options that can come out of a situation in which the Final Tech Planning estimate is higher than the available hours:

We de-scope certain features/issues and save them for a later project phase: sometimes when confronted with budget restrictions a client will accept to wait to build certain features until they have further funding.

Perhaps the client has an internal dev team that can take on some of the dev work and collaborate with our team: in this situation the development work becomes a co-build. We determine which team will work on which issues and have weekly dev scrums to follow progress. This allows the client to get more functionality without having to pay for additional development hours from our team.

Perhaps there is additional budget to cover the hours: if the client doesn't have an internal team to take on some of the work and they can not push any of the features back to a later phase of work, then perhaps they can find additional funding within their organization to cover the projected overage.

So, we share our recommendations of features that can potentially be de-scoped and give them other options of how the potential budget overage can be dealt with, this allows them to make the final decision. The project scope and budget is in their hands. The client then considers their options and feature list and comes back to us with a game plan.

From Building to Wrapping the Project

Once the client has approved the feature list and everyone is in agreement as to the final scope, you can begin building. This part of the project should go quite smoothly since you have done so much tech planning work already. The dev team has everything they need to get started in the tickets, and the tech lead and PM can easily plan sprints since the estimates and dependencies are all laid out. As you wrap the project you should see that an overall estimate accuracy - +/-10% holds true.

With this process and the integrated client expectation readjustments, you should have a happy client who got what they wanted, within their budget and was informed throughout the process. You have consulted with your client multiple times throughout the project, getting them to decide where they want their budget to be spent. In our experience, clients truly appreciate this empowerment, and this transparency. It makes them active project members, and partners in achieving project success.

Ashleigh Thevenet - Before joining Bluespark, Ashleigh managed the e-commerce division of a luxury jeweler, worked in the advertising industry, and attended the prestigious American University of Paris. After 14 years in Paris, she currently lives—and cooks—in Chicago.

Appendix B — Designing for Library Locations

From the Bluespark website: http://www.bluespark.com/blog/10-challenges-you-face-when-designing-library-locations

10 Challenges You Face when Designing for Library Locations

by Rick Cecil, User Experience Director, Bluespark

Designing a website for an organization with multiple locations is challenging. Especially when those locations have their own needs, goals, and identities. Libraries, in all shapes and sizes, face many challenges when building or redesigning their website. They need to build something that students and patrons can use for research as well as something that actually helps people interact with the library's various locations. This becomes especially difficult when the library is spread across several buildings and departments — and the people that work at the different libraries often have very different ideas about how their library should be represented on the Web.

Building a great library website is an ambitious project with the ultimate goal of serving the students, faculty, staff, and community.

On the surface, building a library website might feel like just another web project, but when you dig into it, you see there are many, many unique challenges stemming from the unique relationship the library has with it's virtual and physical spaces. In this article, I explore 10 of those challenges and some possible solutions. Like any web project, though, every situation is unique. I prefer to focus on guidelines and considerations rather than describe actual solutions.

CHALLENGE #1 - WHO IS OUR PRIMARY AUDIENCE AND WHAT IS THEIR CONTEXT OF USE?

What's interesting about Universities—and Libraries fall victim to this, too—there are plenty of audiences to go around and each of their needs must be met for the website to be considered a success. Unfortunately, having too many audiences is like having too many cooks—you end up with something bland that no one likes.

Once you know who your primary audience is, you can explore their Contexts of Use. Contexts of Use are the place, time, and situation in which they will be using the website.

When will they need help finding a location?

What in the space are they looking for? (A building? Equipment? Something else?)

Where are they when they need to find that location?

Sidenote: When we talk about audiences, we also often talk about their goals. Multiple audiences might have similar goals. (How many audiences for a University Library have "Conduct independent research" as a primary goal?) Contexts of Use, though, differentiate these goals across the audiences. A student who needs to conduct independent research at the library website will approach it differently than a faculty member.

So why are contexts of use important? Well, they reveal things like why people are searching for a location (meeting a group, or maybe they need a copy machine, or maybe they want a quiet place to study) and allow you to design experiences for those contexts.

CHALLENGE #2 - ARE WE A LIBRARY? OR DO WE HAVE LIBRARIES?

University Libraries are spread all over campus. There's almost always "The Library" — the one building that everyone thinks about when you tell them to meet you at "The Library" but that is probably just one location of many.

Not to mention the many affiliated libraries—the independent collections managed by departments—the literature collection tucked away in the basement of the Humanities building. How are these related to the library and does your audience understand that relationship? Often this is a question much bigger than a website design project—venturing into your overall strategy, but the answer (and its trickle down effects) can hinder or help your audience accomplish its goals.

And all that leads to the question: Are you a University Library—or are you the University Libraries? It's an identity question that affects your brand, the representation of that brand online, and the freedom you give the individual libraries.

CHALLENGE #3 - LIBRARIES ARE NOT BUILDINGS

Repeat after me: Libraries are not buildings. For some of your libraries, this is painfully obvious. A special collection might be tucked into the corner of a building—be considered its own department, have its own hours and staff. That library is located within a building.

For other libraries, though, it's less obvious. For example, at the UCLA Library, the Powell Library is located in the Powell Library building, but so are several special collections. You see the confusion? In the physical world, libraries have a special connection to the information they hold—that is the only place you can access that information. It goes without saying that, in the virtual world, these boundaries no longer exist. But because our understanding of physicality (that, and the trend of naming a building after its current use) lead to a tendency to conflate the actual library with the building that houses it.

Where it becomes painfully obvious is when a library is spread across multiple buildings—something that can often happen in space-starved Universities. (And let's be honest, no matter how large the University, there is always a need for more space.)

There are several key instances when confusing the building with the library will actually create project over-runs. Buildings need to be managed separately from the libraries. The buildings, like the libraries themselves, may have unique names and will definitely have physical locations.

Even more challenging, though, is that this misunderstanding can also lead to poor decision-making about how to structure content. Just like the books and journals of a library live within the physical walls of building, some library staff might think their content should live within the virtual walls of their particularly library's sitelet. This is where having well-defined persona with prioritized goals and contexts of use become critical to the success of the project. You can use these to explore whether people are first finding a specific library before beginning their search OR are they expecting to search for relevant research from a centralized research section OR something else entirely. (And, of course, stir in a healthy dose of usability testing to verify your hypothesis.)

CHALLENGE #4 - FINDING THE RIGHT LOCATION

Here's a fun one.

How do you know people are getting the right location?

It's easy when you have a library called The Humanities Library and people are searching for the Humanities Library. But what happens when you have The John Doe Library of the Humanities and people refer to it as the Hum. Or some people call it the Hum and others call it the Humanities Library. It can get confusing real quick if you don't have an option to add nicknames to your libraries (add nicknames to your buildings while you're at it, too).

CHALLENGE #5- WHEN THE LIBRARY DOESN'T MATTER, BUT THE LOCATION DOES...

Finding a location is pretty easy when people are searching for a specific location—whether that be a library or a building. But there are plenty of contexts in which a user needs something that is location-agnostic.

Maybe they need a copier or a printer or a computer. Most libraries will have copiers spread all over campus—and some with different pricing. Keeping track of all the amenities that each location offers can be no easy task, but can go a long way to helping your audience actually get what they need from the library.

Tip: Think beyond equipment and things like wifi. Do some libraries offer study rooms? Or some places might offer a group study area where you don't need to keep your voice down. These are all important amenities that people will be looking for. Taking note of the questions your students are asking about your locations will give you insight into the types of amenities you should be offering and how you should be categorizing your various locations.

CHALLENGE # 6 - IS IT OPEN?

One of the biggest challenges seems like it would be the simplest. Students (and all of your audiences, really) need to know one of two things: 1) Is it open now? 2) Will it be open when I need it?

Of course, answering these questions is tricky. You've got your normal hours, your holiday hours, your end-of-the-semester hours, your summer hours—so many special circumstances, how do manage them all, much less present them to the user in an easy to read format? There's really no simple answer other than to keep it as simple as possible and to conduct usability testing on sketches and prototypes with real users.

One of the useful, yet tricky, things we did with UCLA was to add "Open Now" as a search facet, so that all results returned only buildings that were open now—particularly useful for the students that needed a late night copy machine (context of use!) as well as including an "Open Now" indicator right in the location pages' navigation bar.

CHALLENGE #7 - DESTINATIONS WITHIN A LOCATION

"Is it open?" is not always an easy question to answer. Often, you will have destinations within a location that have separate hours than the main location. While the library will be open, the computer room might not be.

The solution we implemented for UCLA Library was to allow each location to have Destinations with their own descriptions, contact information, and hours. A future iteration of this should also include walking directions from various entrances—assuming that those entrances are clearly designated.

CHALLENGE #8 - WHAT'S GOING ON AT THE LIBRARY?

Libraries host some great events that need to be listed on the website. There are, though, two challenges you face with events.

The first part of this challenge comes from conflating the building and the library as illustrated by this story:

Once upon a time, there was a librarian that worked at the Library of Biological Sciences. She took it upon herself to organize a lecture series from visiting scientists. The first event's popularity took her by surprise; she had reserved the largest room in her library's space, but it was still standing room only. So, for the second event, she opted to host the event at the Humanities Library who had a space twice the size of her largest space.

Challenge part 1: If the Library of Biological Sciences is hosting an event at the Humanities Library space, does the event display on the Library of Biological Sciences sitelet?

Challenge part 2: The Library of Biological Sciences is hosting an event at the Humanities Library space, should that event display on the Humanities Library sitelet?

And the answer (drumroll, please): it's complicated. Ideally, it displays in both areas. Both libraries have an interest in promoting the event (and it should be the same content—not two different entries), though they have different reasons for doing so. The Library of Biological Sciences wants to promote an event they have spent a lot of time and resources organizing while the Humanities Library wants to let people know what's going on in their space.

The real answer: It should be up to the sitelet moderators to determine what events they promote. They should have strong guidelines generated from Engagement and Content strategies, but the final decision comes from the autonomy you give the libraries themselves. (More on that to come.)

In the above challenge, the Library of Biological Sciences is hosting an event related to Biology in the Humanities Library space. It's pretty clear cut as to why the two might want to promote the event. But what if the Humanities Library were to invite the author of a crime thriller that paid exquisite attention to the forensic details of the case—something that many people from the Library of Biological Sciences might be interested in? Should the event display on the Library of Biological Sciences sitelet?

The answer is not a simple one. Probably, yes, it should. Again, though, it should be up to the sitelet moderator who would be following Engagement and Content strategies.

CHALLENGE #9 - BALANCING AUTONOMY AND CONTROL

How unique are your locations? From the space they contain to the style of signage and posters used throughout the library. Maybe some of the smaller libraries don't have a unique brand while the larger ones do. Or, perhaps, your library system has a style guide that all of your staff rigorously apply in everything they create.

Ideally you find a nice balance between command-and-control and complete anarchy. You want each location to feel part of the same family without taking away the things that make them feel unique. There are several ways to do this, including allowing each location to:

- control the type of content they include on their homepage.
- customize some of the visual styles on their page -- perhaps background image and other areas that can affect the basic feel of the site.
- control the layout of their homepage.

You want to give your staff enough autonomy that they can ensure their library sitelet best represents the unique branding and style they have crafted in their space.

CHALLENGE #10 - CONSISTENCY BETWEEN THE VIRTUAL AND THE PHYSICAL

On the flip side of giving your staff autonomy, we have the need to give your audiences a consistent experience across locations and on the website. At its simplest, this means that you display the same information in the same way across sites. An event should look the same across all sites.

It goes deeper than this, though, even into the branding and labeling across your entire Library system, which is really a much larger project than the website redesign. But if you think about it (and I know librarians have!), a key part of finding your way through the physical location is the signage. As much as possible, you should create consistency between the signage in your spaces -- meaning that all libraries are consistent in the labeling and iconography.

Designing location search becomes so much easier when all libraries refer to the place with all the computers as the same thing. Keep labels the same across the different locations. If you call it a "Computer Lab" at one location, resist the urge to call it the "Computer carrels" at another location. (This might mean some overall discussions within the libraries—nothing like a joint project to surface all the inconsistencies that might be confusing your audience.)

Controlled Vocabularies are your friend—both in labels and in iconography. Further, this consistency also helps your audience understand what's available at a location (as presented on the location pages and search results) and even navigate to those destinations within the space.

Take the UCLA Library as an example. The UCLA Library used some custom made icons to designate various destinations in their libraries, creating consistency across the various locations, the main website, and the location sitelets. Once we started creating the Destinations for each location, we realized that not all Destinations had iconography, so our creative director spent some time expanding on their visual vocabulary. It was critical that everything used on the website feel like it could also be dropped onto library signage without appearing out of place.

Here you can see some of their signage and how iconography plays an important role in conveying what's available at the destination

Both the locations and destinations on the website use these same icons to communicate the available amenities.

Sidenote: Consistency can be useful when it's helpful. But it can also get in the way of communicating important differences—whether those differences come from the brand or facility. Divergence can be a good thing. You just need to ensure that the divergence is meaningful and useful for your audience. Perhaps there is a difference in a Computer Lab (a place where students can use computers) and Computer Carrels (a place designed for laptop use -- no computers provided). However, subtle differences may not be important to people and calling attention to them may only serve to confuse them more.

BONUS CHALLENGE - WHO OWNS WHAT

One last, very important aspect of any web project: who is responsible for editing and maintaining the content on the website. Even if you have a copywriter or two, you are still faced with the gargantuan task of maintaining a mountain of information. (And sadly, this is no exaggeration.) No matter your process for editing and creating content, you need to identify the owner of each content and what their responsibilities entail. (Are they editing the content as needed? Are they filing change requests to the copywriter?)

IN CONCLUSION…

Reconciling the needs of these varied and diverse stakeholders, libraries, locations, and library users can be a daunting task. Hopefully, if you take the time to address the challenges in this series your end result will meet the needs of the most important audience—as well as many of the needs of your secondary and tertiary audiences. With such a large network of stakeholders and users, you won't please everyone, but with good user research and usability testing, you'll get a lot closer to that goal, and you'll have a firm foundation for the choices you make.

Rick Cecil - UX Director - Since 1999, Rick Cecil has been designing positive user experiences for universities, non-profits, fortune 500 companies, and startups — companies like Scripps Interactive, T-Mobile, AT&T, Motricity, UCLA, Duke University, Fortunoff, La-Z-Boy, and Oxford University Press.

CLEVELAND PUBLIC LIBRARY *WEB DEVELOPMENT VENDOR SEARCH*

PURPOSE
To source a web development team to build the new cpl.org site, incorporating new functionality and platform to support efforts associated with The People's University.

APPROACH
shark&minnow began the process in April by meeting with the CPL and CleveNet teams to gain an understanding of the content and functional requirements needed for the new site. In the discovery sessions it was explained that the new catalog system (SirsiDynix's Enterprise system) was built in Drupal (a coding language). shark&minnow began discussions with many local/regional vendors to discern if it was necessary to focus on Drupal specialized vendors or the site could be built well by using a combination of Drupal and other languages. This discovery was necessary to determine which *types* of firm we could include in the vetting process.

Based on these conversations, it was determined that we should focus on Drupal specialized firms (this would allow for the most streamlined integration of Enterprise). We put together an initial vendor list based off of research into the most well-regarded Drupal firms. We then narrowed down to those who came highly recommended and had strong experience and expertise in the education field. We spoke with Substrate, a local Drupal firm, who was unable to handle the scope of the project, but did recommend Bluespark, a firm on our initial list, as being one of the best firms in the Drupal community for this type of website build. After further research and several discussions, it was apparent that Bluespark has the right experience, team, and process to build the new cpl.org site.

VENDORS APPROACHED

- Coffee and Code: Local software consultants that came recommended for working on complex projects. Did not have Drupal expertise.
- DXY Solutions: Local digital agency that focuses on large web builds. Did not have Drupal expertise.
- Substrate: Local company led by the head of the Drupal community in Northeast Ohio. Did not have the capacity to manage such a large project.
- Aquia: Boston-based company that was involved in the development of several government Drupal-based sites. Has shifted their focus to platform/hosting only, do not participate in the actual build any longer.
- Lullabot: Drupal focused development firm that was listed in top Drupal development reviews. They did not have much experience in the education space, only open to hourly rate quotes, very high end pricing.

OUR RECOMMENDATION: BLUESPARK

- Substantial experience with libraries, universities, and organizations in the education field
- In-depth experience on building learning platforms
- User experience and agile framework
- Good process for quoting the work and staying within budget
- Good process for managing stakeholder feedback and showing progress at various stages of the project