

durable

Transforming w3.org

Part 1 of 2:
Project plan and approach

Response to the
W3C Website
redesign RFP

13 DECEMBER 2019

Why Durable?

Our leadership team is hands-on (and always will be)

because it guarantees top-quality work for our clients.

- It enables us to make informed decisions.
- If there are problems, they get fixed quickly.
- It's one of the reasons we punch way above our weight.

We invest in long-term relationships

because the best work comes from really knowing our clients.

- We're committed to their successful outcomes.
- Open and candid communication is fostered by trust earned over time.
- Our longest client relationships are Ford Foundation (13 years) and Project Management Institute (8 years).

We know how to work internationally

because working across cultures and geographies is in our DNA.

- Financially, we operate as one and our offices collaborate on all client business every day.
- We're sympathetic to the needs of international clients and their audiences.
- We can support clients 14+ hours per day.

We build things to be accessible by default

because everyone benefits from an inclusive approach.

- Since 2017, all of our work is designed and built to meet the WCAG Level AA standard or higher.
- We evangelize the importance of accessibility and how to achieve it.
- Our QA testing processes include automated and manual accessibility checks.

Who we are

Durable is an international digital agency founded in 2007 focused on digital transformation across web, email, CRM and analytics platforms. We have offices in New York, Washington DC, and London.

We are a growing team of strategists, architects, artists, and engineers who solve enterprise-level digital transformation challenges with strategic thinking and craftsmanship. We help our clients align marketing and technical strategies to bring clarity to complex challenges. We can also help with the change management required to successfully implement new strategies across organizations.

Our ultimate goal is to be long-term trusted advisors to our clients. Earning that trust starts with understanding our clients' business strategy, culture, technologies, and operational realities. Above all, we strive to consistently deliver value with everything we do.



Our core competencies

Successful digital projects are the result of a healthy dialogue between experts in strategy, design and technology—our core competencies.

To effectively serve our clients from a holistic perspective, we must keep each of these competencies strong and in balance. They encompass eleven practice areas which support our clients' digital transformations.



DIGITAL STRATEGY



TECHNICAL STRATEGY



CHANGE MANAGEMENT



RESEARCH



CONTENT STRATEGY



USER EXPERIENCE DESIGN



ENGINEERING AND DEVELOPMENT



QUALITY ASSURANCE



TRAINING



PROJECT MANAGEMENT



SUPPORT

Project plan

Project plan

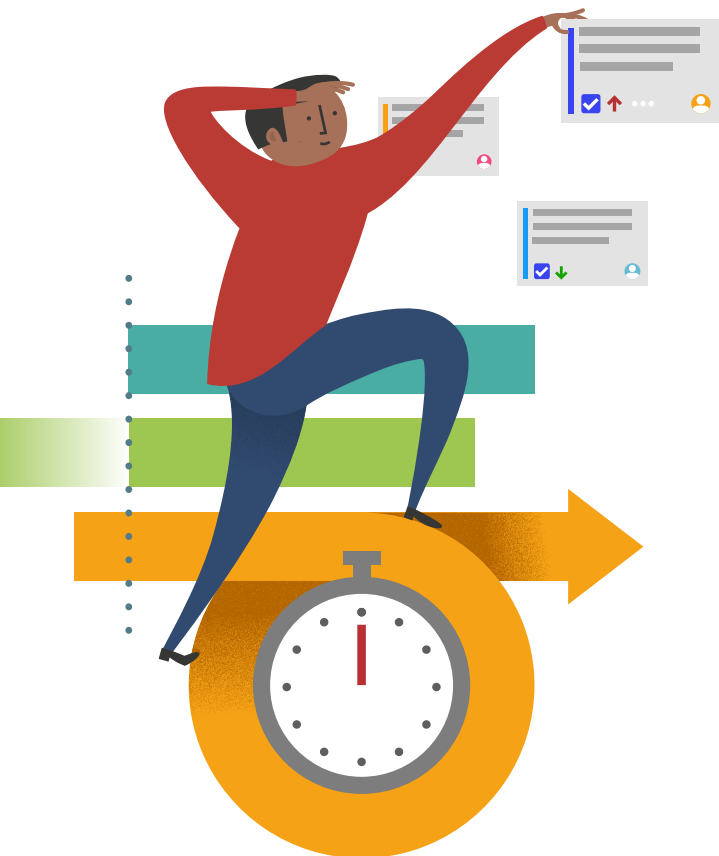
Seven work areas are described in detail in the following pages:

- **Discovery**
- **Content strategy**
- **User experience**
- **Visual design**
- **Technical specification**
- **Development**
- **Project management**

This project plan describes one of many possible ways to approach this project. It's based on what we have done for other clients coupled with our current—and relatively limited—understanding of W3C and its long-term digital goals. We expect that the scope of work, budgets, and time scales will be refined to better meet W3C's needs.

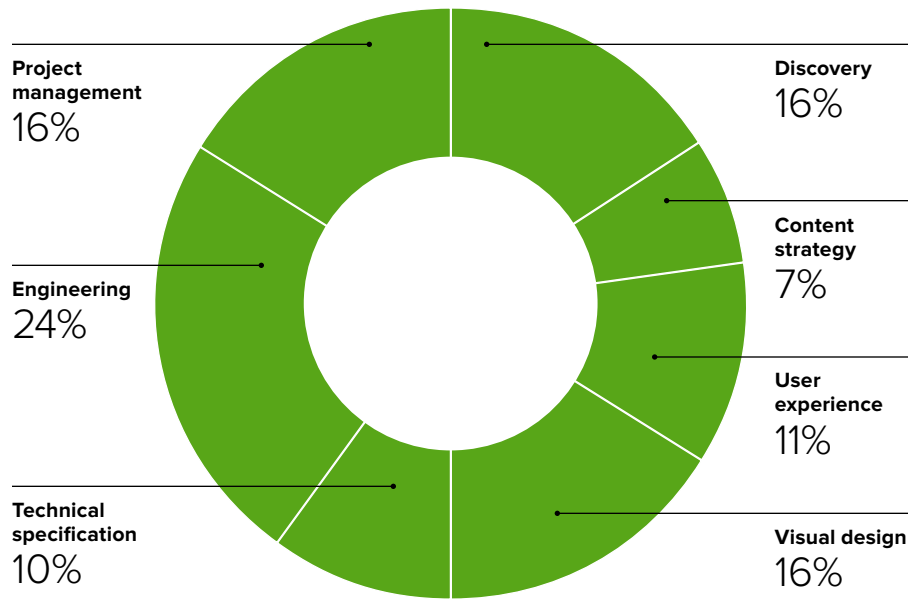
In response to W3C's desire for testing throughout the process, we have included quantitative and qualitative primary research at each step in the design process. To reduce costs, we have imagined these studies as relatively modest and informal. However, we are happy to take a more formal approach and/or include additional studies if needed.

Please note that although this project plan uses a Waterfall project management approach, where possible work will be done in parallel to align with W3C's milestones including a Beta site launch in August 2020. Durable is open to discussing a more Agile approach if W3C is interested.

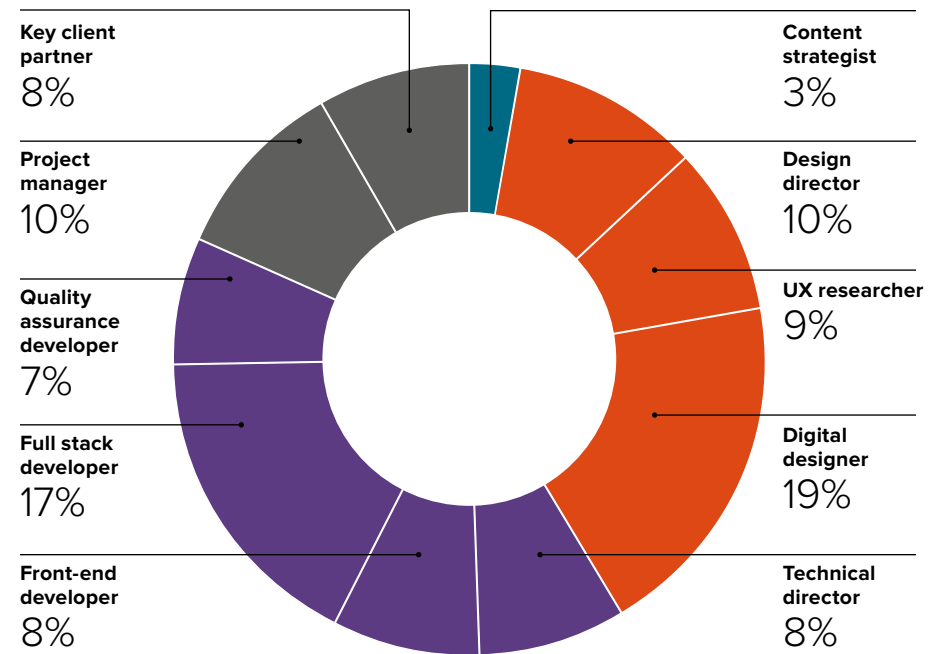


Budget and time allocations

Budget allocation by work area



Time allocation by role



Discovery

Understanding W3C's goals and the needs of users.

STAKEHOLDER WORKSHOP

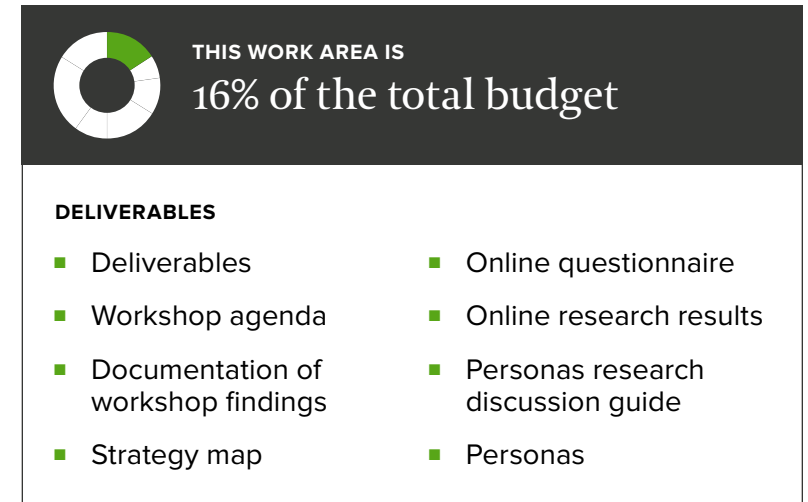
Durable will conduct a workshop with key stakeholders to understand topics such as business strategy, brand, audiences, content strategy, and CMS considerations. This allows us to understand the project in the broadest possible strategic context and establish a project roadmap.

ONLINE QUANTITATIVE STUDY

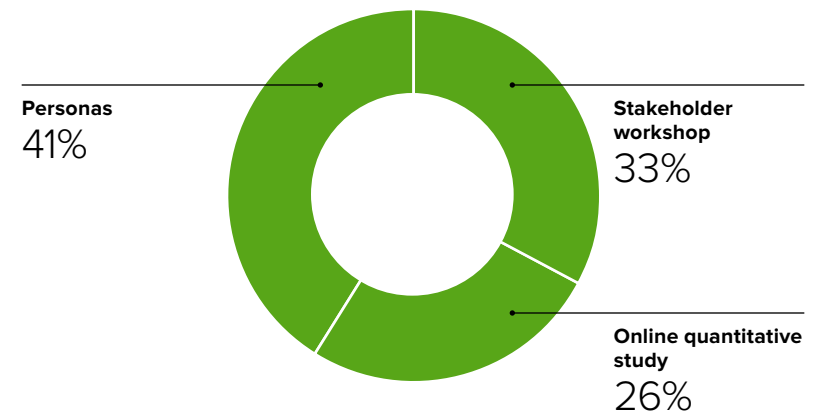
An online questionnaire will be fielded on the W3C website. This study will build on the 2013 study and have two primary objectives: (1) to establish a baseline of users' attitudes and perceptions towards the current website so that a future study can be fielded to measure improvements and (2) to recruit participants for further qualitative research.

PERSONAS

Personas are profiles of typical users: why they use the site, their goals, attitudes, frustrations, etc. They guide content strategy and design and help build empathy for users. Durable will develop personas based on one-on-one interviews with individuals recruited from the online survey and other participants identified by W3C.



Budget allocation by task



Content strategy

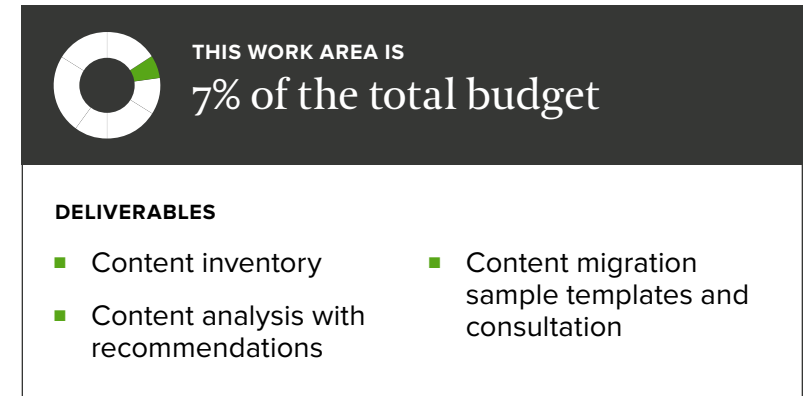
The true foundation of any website redesign.

CONTENT INVENTORY AND AUDIT

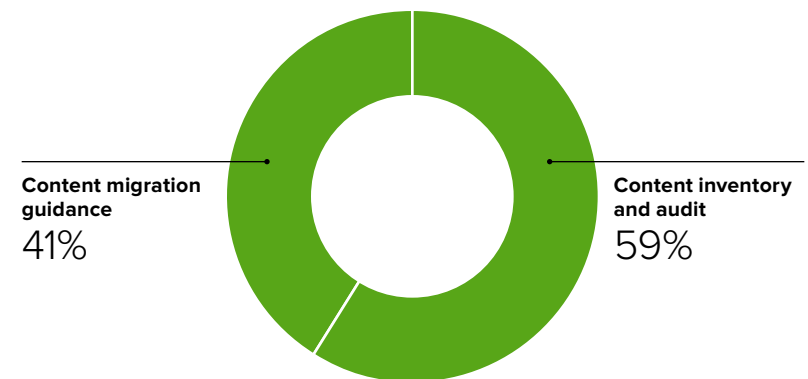
Automated tools can help kick-start the content audit, collecting page titles and descriptions as well as quantitative data like page views, bounce rate, reading age, last modified date, etc. However, the quality and relevance of content can only be evaluated by people familiar with the organization's goals, audiences, and preferred writing style. Our analysis will identify perceived gaps and opportunities, with a focus on SEO, but we will rely on W3C for final decisions on content changes, additions, and deletions.

CONTENT MIGRATION GUIDANCE

Content migration—moving content from the old website to the new website—is almost always a manual process. Since a website redesign usually involves a fresh look at content, migration will include a mix of unchanged, revised, and new content. Typically images need to be reconsidered based on the new page designs. Based on the guidance that W3C will handle all aspects of content migration, we will provide W3C with the basic tools and knowledge needed to manage the work.



Budget allocation by task



User experience

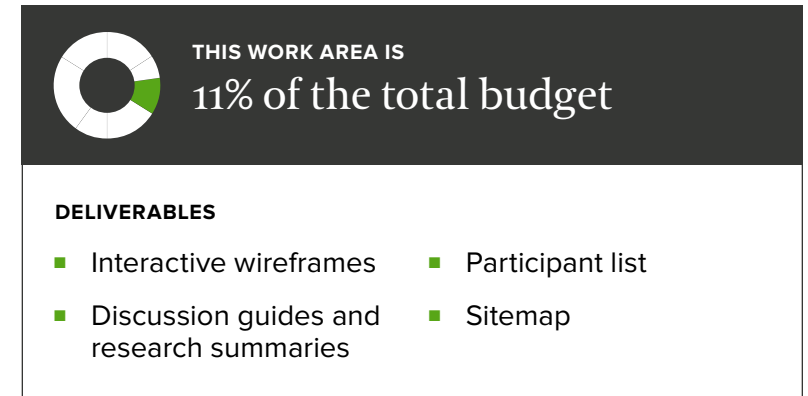
Designing and testing an engaging, easy-to-navigate experience.

WIREFRAMES AND SITEMAP

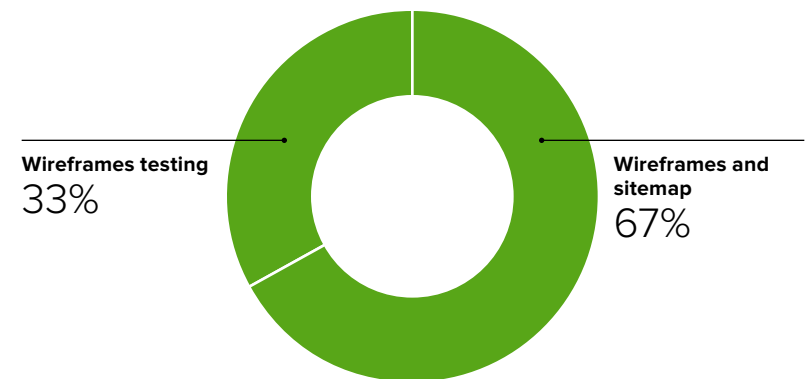
Durable's approach to wireframing is iterative, shaped by ongoing collaboration. Interactive wireframes make it easy to collect feedback along the way from stakeholders and research participants anywhere in the world. The wireframes are also annotated with component and template references to simplify the content migration process. We create the final sitemap document once wireframes are fully approved for accuracy and completeness.

WIREFRAMES TESTING

Durable will test the wireframes during one-on-one interviews among individuals recruited from the online survey and other participants identified by W3C. The primary objective of this research will be to verify that navigational labels are clear and that the website structure is logical and intuitive for users.



Budget allocation by task



Visual design

A beautiful, accessible interface makes the site a joy to use.

ESTABLISHING THE DESIGN DIRECTION

To establish the overall look and feel of the design system, we consider different approaches for typography, color, photography, icons/graphics, and interface elements such as buttons and forms. Each proposed direction will be presented as style tiles and also applied to comps of the homepage and a selection of other key pages.

VISUAL DESIGN TESTING

Durable will work with W3C to design a study that best meets W3C's objectives. Online tools can test design preferences relatively quickly and inexpensively, while one-on-one interviews are better for in depth usability testing and discussion about the design.

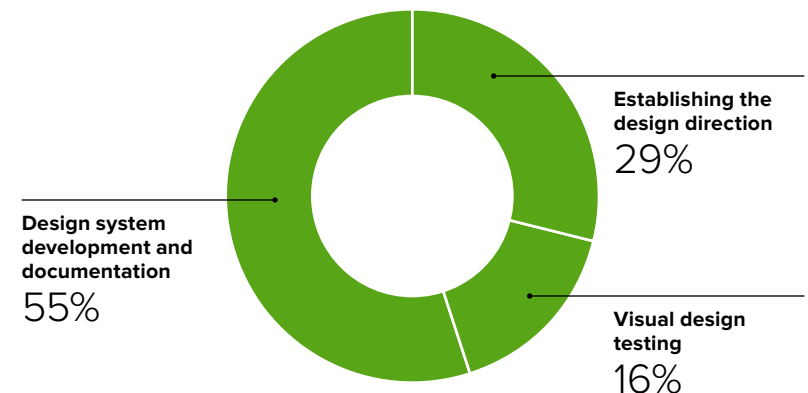
DESIGN SYSTEM DEVELOPMENT AND DOCUMENTATION

The agreed direction is further elaborated through HTML/CSS prototypes to ensure the design is accessible and effective across a range of devices. When complete, the prototypes form the basis of an online style guide that fully documents the design system. The style guide is a valuable reference for developers and content editors, and also guides future design work.

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Budget allocation by task



Technical specification

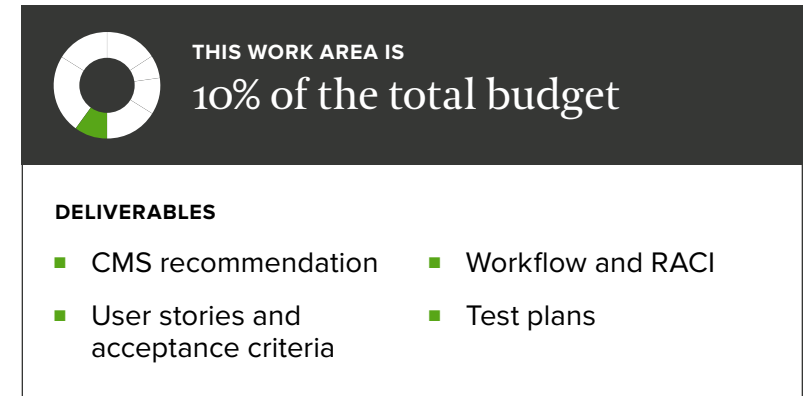
Bridging the gap between functional requirements and the development effort.

USER STORIES AND ACCEPTANCE CRITERIA

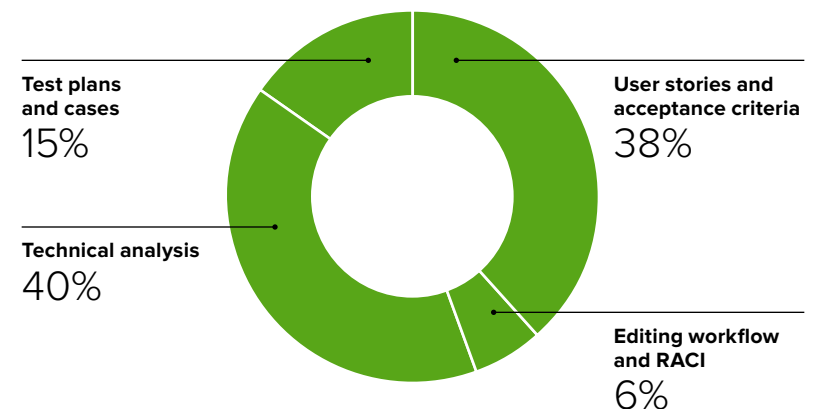
User stories describe the required features from an end-user perspective using plain language. They are written using the format, “As a _____, I want to _____ so that I can _____.” User stories are also written to describe the content editing requirements. This covers general usage patterns of the CMS, the process of creating different types of pages, etc. For each user and content editor story, the acceptance criteria describe more detailed information about the behavior and configuration required. For example, a user story might specify a contact form as a requirement, but the acceptance criteria would describe the configuration options and possible validation messages for mandatory fields.

EDITING WORKFLOW AND RACI

A flow chart will be prepared to document the workflow associated with publishing content to the website. The workflow will be mapped to a RACI matrix (“RACI” stands for “Responsible,” “Accountable,” “Consulted” and “Informed”) for each role or individual involved in the



Budget allocation by task



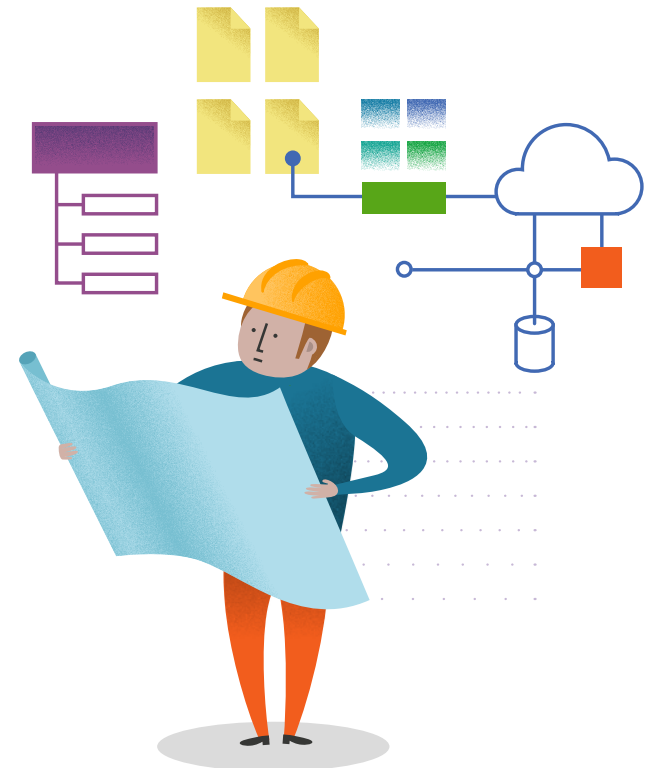
process. The workflow and RACI have a number of uses including internal governance documentation, a reference during content editor training, and documentation for any formal workflow implementation on the website.

TECHNICAL ANALYSIS

This task takes the stories and acceptance criteria and determines how each of the requirements should be built. This information is used by developers to guide their work and to ensure consistency. As part of this effort Durable will work with the staff at W3C to determine the best CMS solution.

TEST PLANS AND CASES

During the development of a project, a quality assurance developer will verify that each of the requirements and acceptance criteria have been fulfilled. The test case definitions describe when to perform manual and/or automated tests, and may consider additional test requirements such as user journey tests.



Engineering

Best-practice engineering reduces risk and increases quality.

FRONT-END BUILD

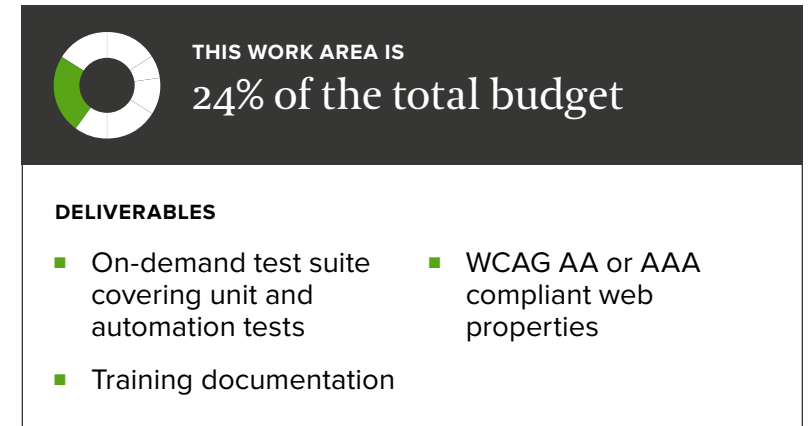
The front-end team supports the design team as they create in-browser prototypes. Once the design prototypes are approved, the front-end effort continues with much more robust testing for accessibility, performance, and cross-browser compatibility. This build is then incorporated into the continuous integration and delivery system.

BACK-END BUILD

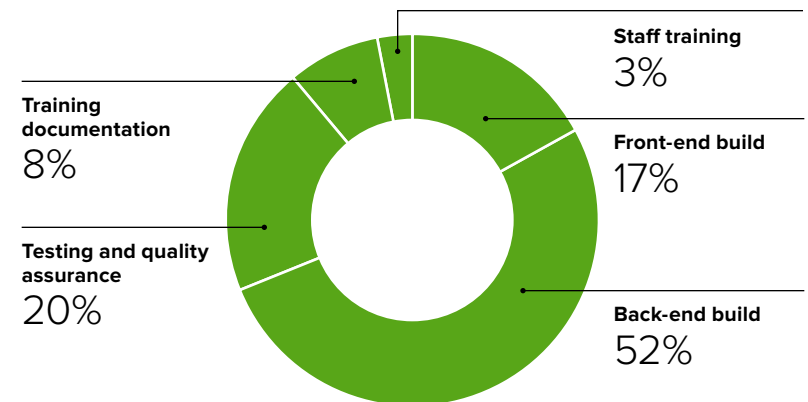
The back-end incorporates the setup and configuration of the CMS and the custom code that is required to support the requirements defined in the technical specification. This work also involves the integration of the front-end build into the CMS.

TESTING AND QUALITY ASSURANCE

As the software is developed, the test plans and cases from the technical specification are used to ensure that the acceptance criteria are being



Budget allocation by task



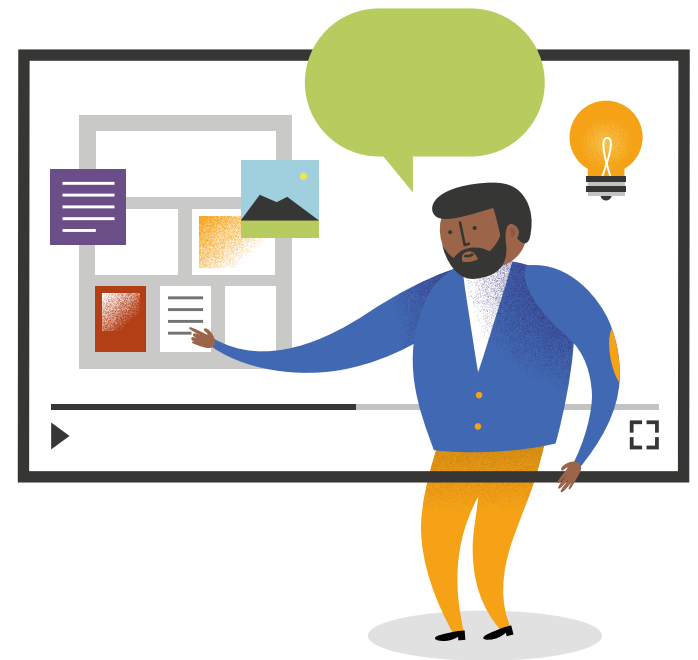
met. This could take the form of manual testing, automated cross-browser testing and load testing.

TRAINING DOCUMENTATION

As the development work approaches completion, the wealth of documentation that will have built up will need to be reduced down and consolidated into two sets of documents, one to support developers and the other to support content editors. These documents are used as a basis for training.

STAFF TRAINING

Our approach to training is intended to help content editors and other stakeholders broadly conceptualize how a system works. Componentized design, for example, offers so many options to content editors, traditional step-by-step instructions can be of limited value in many instances. We advocate for a train-the-trainer approach. We embrace all forms of training—one-on-one training, webinars, classroom training, and video—whatever is most cost-effective and meets the needs of W3C.



Project management

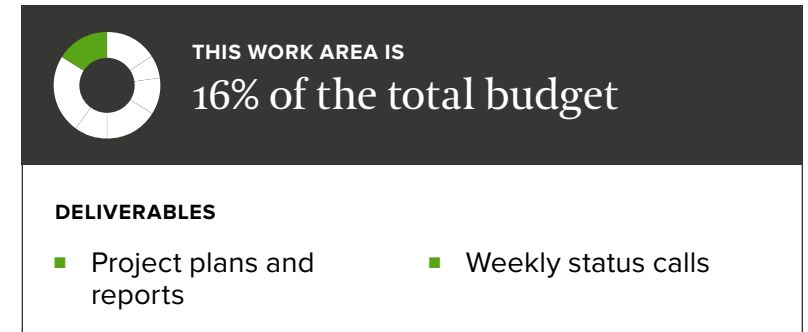
Project management is the engine that makes Agile development run.

PROJECT MANAGEMENT AND OVERSIGHT AND REPORTING

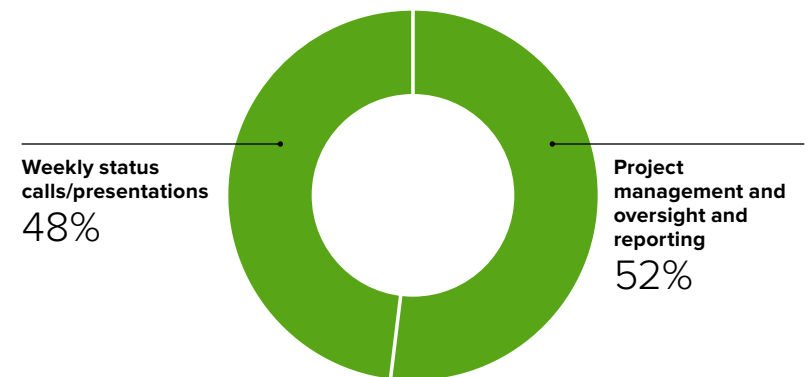
Both project management and client services are involved with the project for the full duration. Project management focuses on the day-to-day management of the project, coordinating the activities of team members across all work areas. Client services is responsible for the big picture, focusing primarily on the needs of key project stakeholders.

WEEKLY STATUS CALLS/PRESENTATIONS

A weekly status call will be conducted by all senior members of the Durable project team. This call will also be used for presentations of key deliverables.



Budget allocation by task



Project stakeholders, roles and responsibilities

We have extensive experience working with mixed teams comprised of client, Durable and third-party resources. Effective collaboration is the key to a successful project, which begins with a shared understanding of roles and responsibilities.

STAKEHOLDERS

We understand that there are three primary stakeholder groups at W3C:

- Oversight team
- W3C Systems team
- W3C Web design task-force

ROLES

- Durable will be engaged as W3C's full-service digital agency
- W3C will be the product owner and contribute technical and project management resources as well as accessibility-related expertise.

RESPONSIBILITIES

This RACI Matrix describes our understanding of the responsibilities of project participants. The “W3C Web” column includes the project oversight team as well as accessibility experts from W3C or Tetralogical. The responsibilities noted in this matrix pertain to the redesign project only.

New roles and responsibilities may emerge as the project progresses.

R RESPONSIBLE

People who perform the work.

A ACCOUNTABLE

People who are who are accountable for the end result.

C CONSULTED

People who must be consulted before a decision is made.

I INFORMED

People who must be “kept in the loop” after a decision is made or a task is completed.

| WORK AREA | TASK OR DELIVERABLE | DURABLE | W3C WEB | W3C SYSTEMS |
|--------------------------------|--|---------|---------|-------------|
| Discovery | Assembling workshop participants | C | R A | C |
| | Making quantitative study available on w3.org | C | I | R A |
| | Recruiting participants for persona-related research | R A | R | I |
| | All other work area tasks and deliverables | R A | C | I |
| Content strategy | Content migration and legacy content | C | C | R A |
| | All other work area tasks and deliverables | R A | C | C |
| User experience | All work area tasks and deliverables | R A | C | C |
| | Recruiting participants for wireframe testing | C | R A | I |
| | Accessibility-expert analysis | A | R | I |
| Visual design | Recruiting participants for comp testing | C | R A | I |
| | All other work area tasks and deliverables | R A | C | I |
| Technical specification | All work area tasks and deliverables | R A | I | C |
| Development | Back-end integrations | I | I | R A |
| | Accessibility-expert analysis | A | R | C |
| | User acceptance testing | R A | R | R |
| | Front-end development | R A | I | C |
| | CMS build | R A | I | C |
| | Training documentation | R A | C | C |
| | Staff training | R A | C | C |
| Project management | Project management and reporting | R A | I | I |
| | Weekly status calls | R A | A | A |
| | All other work area tasks and deliverables | I | R | C |

Key assumptions

Key assumptions are in accordance with the RACI matrix on page 22.

VISUAL DESIGN

- There will be up to three rounds of presentations to establish the overall visual direction.

RESEARCH

- W3C will assist with recruiting participants for qualitative research.
- This budget assumes W3C will recruit disabled users for research and testing. Durable is also happy to engage a third party to assist with this research, but this cost has not been included in the current budget.

CONTENT EDITOR TRAINING

- A train-the-trainer approach will be used.
- W3C in-house developers will be the primary support for content editors.

CONTENT STRATEGY AND MIGRATION

- Content migration will be executed by W3C with guidance from Durable.

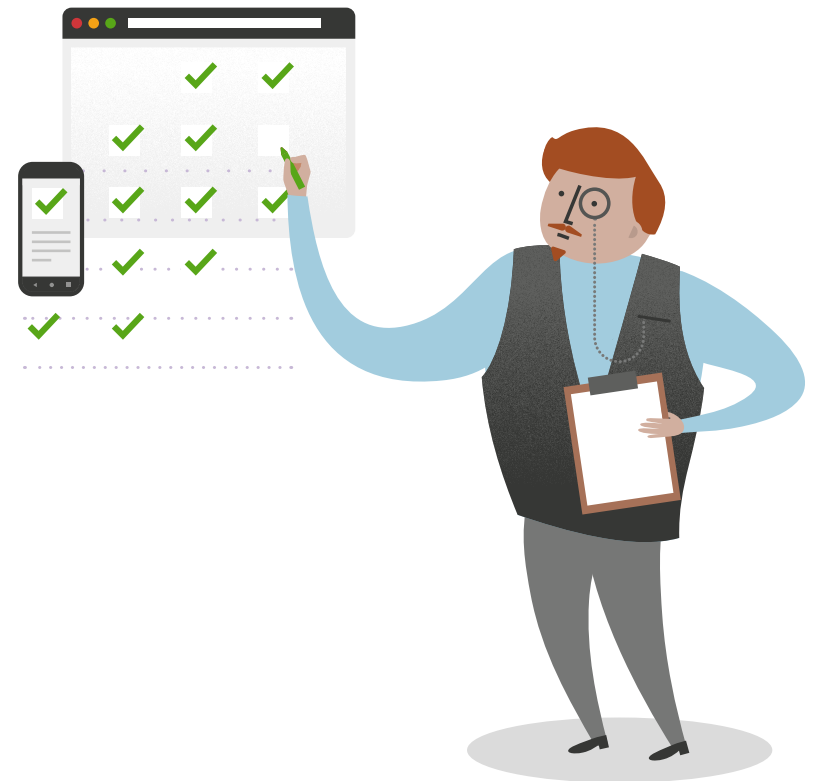
PROJECT MANAGEMENT

- Durable will provide a Statement of Work for each phase.

- Durable will participate in a weekly production status call with W3C and other project collaborators.

BILLING

- Durable will bill W3C each month on a time and materials basis subject to a budget cap for work completed during the following month.
- W3C will reimburse Durable for all out of pocket expenses include applicable travel expenses and respondent participation fees.
- Durable will not incur any reimbursable expenses without prior written approval from W3C.
- All Durable invoices will be paid within 10 business days via electronic funds transfer.



Case study



CASE STUDY

Ford Foundation

Durable helped Ford Foundation become the standard of excellence for how large philanthropies articulate their mission in digital channels—and achieve WCAG AA compliance.

Under the new leadership of Darren Walker, the Ford Foundation sharpened its focus on global inequality. A reimagined content strategy was required to communicate this strategic shift and related changes to the foundation’s program areas, while also advancing the foundation’s long-term goals for transparency and thought leadership.

In addition to signaling a strategic evolution, it was essential to reflect the cultural shift taking place at the foundation. Walker’s vision for the Ford Foundation rejected the bureaucratic approach common in the philanthropic world, pushing the foundation to flourish as a vibrant, nimble organization. To convey this sense of dynamism, the information architecture and UX were reevaluated in a complete redesign of the site.

Shortly after launch, a qualitative research study confirmed we met the critical goals for the website:

“...really cool for Ford, not what you would expect.”

“...visually friendly, it paints a picture and then gives you the narration you need in order to navigate.”

“The way it feels really open says something good culturally.”

Durable's solution

STRATEGY AND USER EXPERIENCE

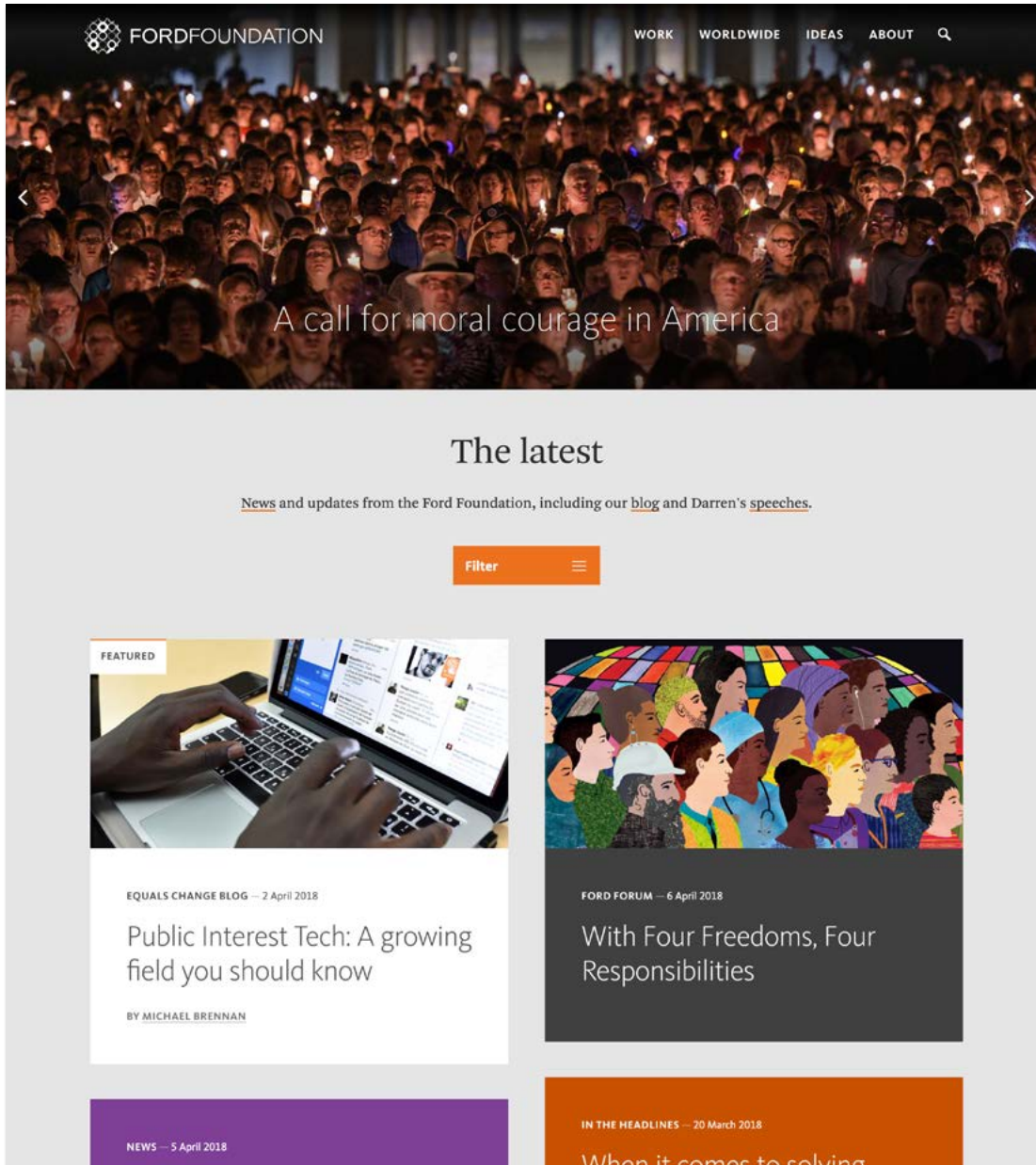
- Completely re-imagined approach to content strategy that better demonstrates the foundation's leadership, vision and vibrancy
- Redesigned user interface which better conveys the Ford Foundation brand
- Extensive use of information graphics to convey complex data
- Multilingual content across five languages in relevant sections

TECHNOLOGY

- A best-practice, componentized Umbraco solution
- Integrations with Workday, MailChimp and Ford Foundation's grants management system
- A best-practice, scalable Azure implementation

OPERATIONS

- A fully Agile operating model that enables quick responses to new and changing priorities
- Integrated development teams, with Durable managing Ford Foundation development resources
- Shared Jira for project management and issue reporting, and Confluence for technical requirements documentation

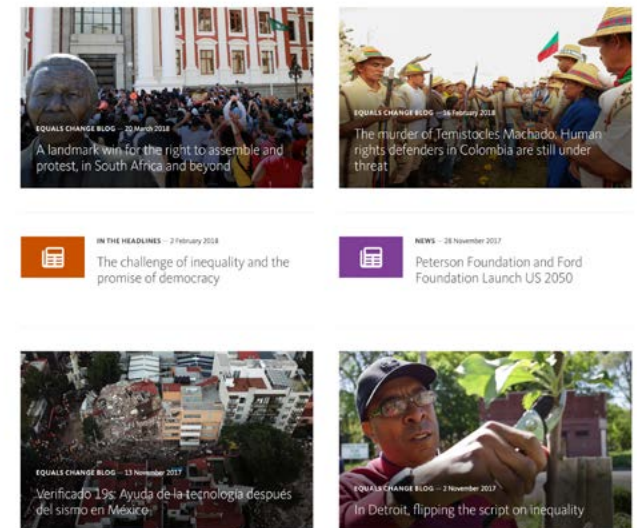


ENERGETIC AND TIMELY

The home screen was reimagined to demonstrate that Ford is a vibrant, innovative organization and highlight the foundation's most recent activities.

Filterable cards represent a wide range of content, from tweets and press releases to blog posts and events. Similar cards use the same taxonomy to feature relevant content throughout the site.

More from Civic Engagement and Government



CASE STUDY: FORD FOUNDATION

FORD FOUNDATION WORK WORLDWIDE IDEAS PEOPLE

OUR GRANTS | GRANTS DATABASE

Search All Grants

Search grants database

UNITED STATES \$37,599,870

1750 grants to 1293 grantees totaling \$636,425,075

| GRANTEE | YEAR | AMOUNT | REGION | ISSUE AREAS AND GRANTMAKING STRATEGIES | TOPICS | BUILD GRANT |
|---|------|-------------|------------------------------|--|---|-------------|
| New York City Center, Inc. | 2016 | \$200,000 | United States | No Issue Affiliation | Arts, Culture and Media | 4B |
| The Greater Washington Educational Telecommunications Association, Inc. | 2016 | \$750,000 | Middle East and North Africa | Creativity and Free Expression Social Justice Storytelling | Arts, Culture and Media; Democratic and Accountable Government | |
| Institute of Peruvian Studies | 2016 | \$930,000 | Andean Region | Inclusive Economies | Economic Justice | 4B |
| Fundación Capital | 2016 | \$2,570,000 | Mexico and Central America | Gender, Ethnic, and Racial Justice Rights of Women and Girls, Freedom and Dignity | Sexuality, Reproductive Health, and Rights | |

Americas Society

For research, convenings and publications on combating corruption, women and minorities' political representation and the role of prior consultation in protecting water resources in Latin America

| BENEFITING LOCATION | BENEFITING POPULATION | FUNDING BY GRANTMAKING STRATEGY |
|---------------------|-----------------------|--|
| | Indigenous | 33% Engaging Government 34% Expanding Participation 33% Natural Resources and Climate Change |

FORD FOUNDATION WORK WORLDWIDE IDEAS PEOPLE

OUR GRANTS | GRANTS DATABASE

Grant making by Issue Area in 2016

1091 grants to 893 grantees totaling \$471,884,618

Civic Engagement and Government
Contributed \$67,134,366 to 173 grants

Creativity and Free Expression
Contributed \$54,051,692 to 153 grants

21st Century Arts Infrastructure \$19,497,250

Social Justice Storytelling \$34,553,042

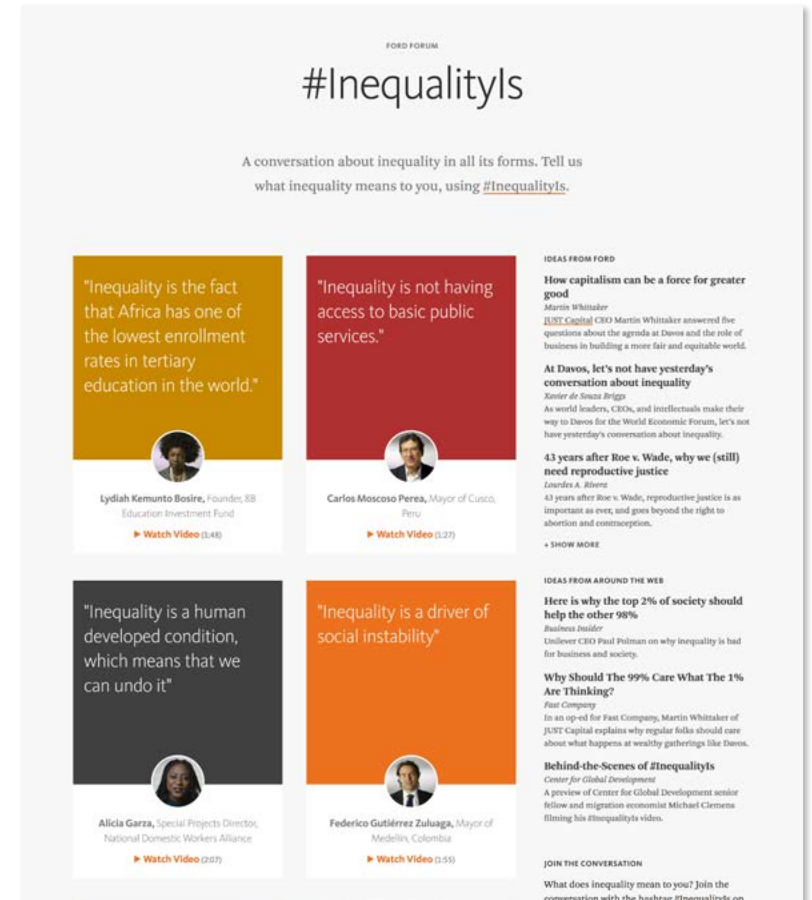
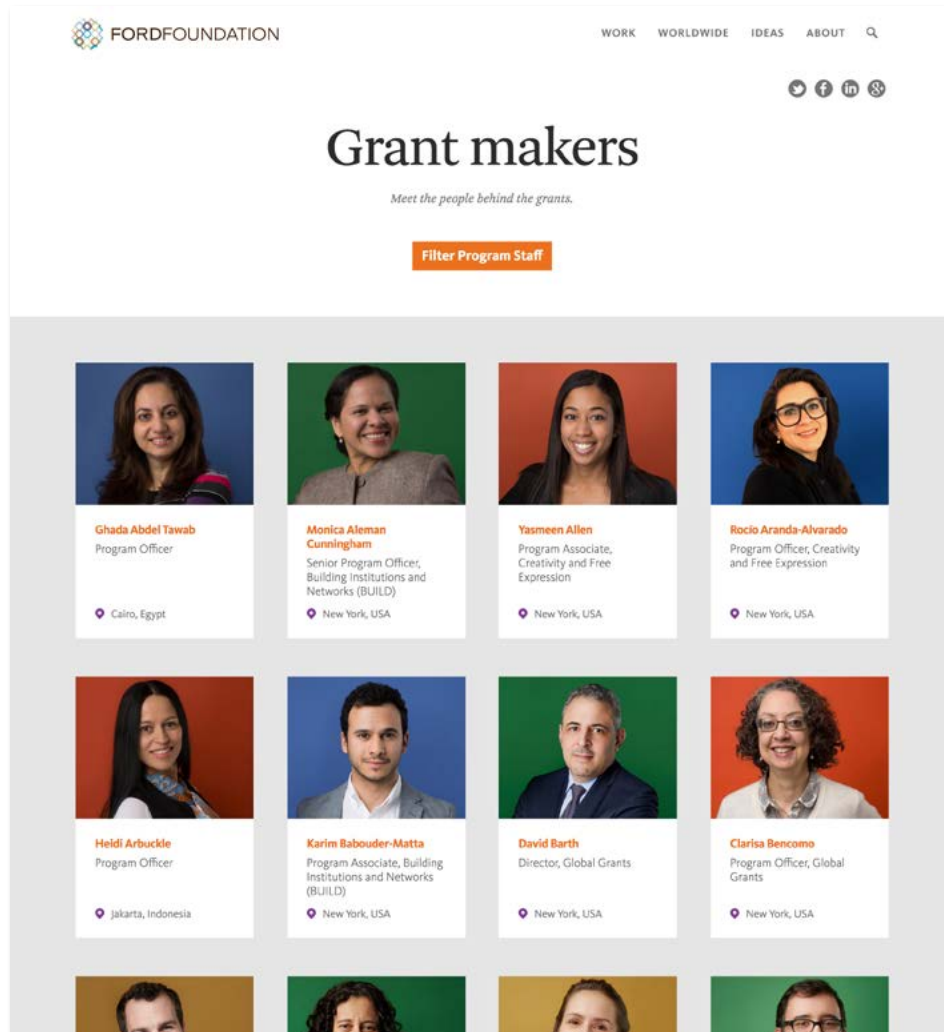
TRANSPARENT

Map- and chart-based infographics are an essential aspect of the UX to help visitors visualize and understand the foundation's grantmaking strategies.

In the grants database, an alternative "standard taxonomy" was introduced to accommodate grantmaking paradigms going back ten years.

PEOPLE FOCUSED

The new site brings the grantmaking staff into the foreground, unlike typical foundation websites. Grantmakers can be filtered by title, region and program area.



OPEN DIALOGUE

Presented as a conversation about inequality in all its forms, the #InequalityIs section highlights the foundation's sharpened focus on global inequality.

Videos are presented from people of all walks of life—celebrities, blue-collar workers, CEOs, academics, etc.—each discussing what inequality means to them.



5 March - 11 May 2019
 Mon - Sat, 11:00 am - 6:00 pm

Ford Foundation Gallery
 320 E 43rd St, New York, NY 10017
[Visitor info](#)

Curated by [Jaishri Abichandani](#) and
[Natasha Becker](#)

EXHIBITING ARTISTS

- [Hannah Brontë](#)
- [Dineo Seshee Bopape](#)
- [Margarita Cabrera](#)
- [Mahwish Chishty](#)
- [David Antonio Cruz](#)
- [Tiffany Chung](#)
- [Nona Faustine](#)
- [Guillermo Galindo](#)

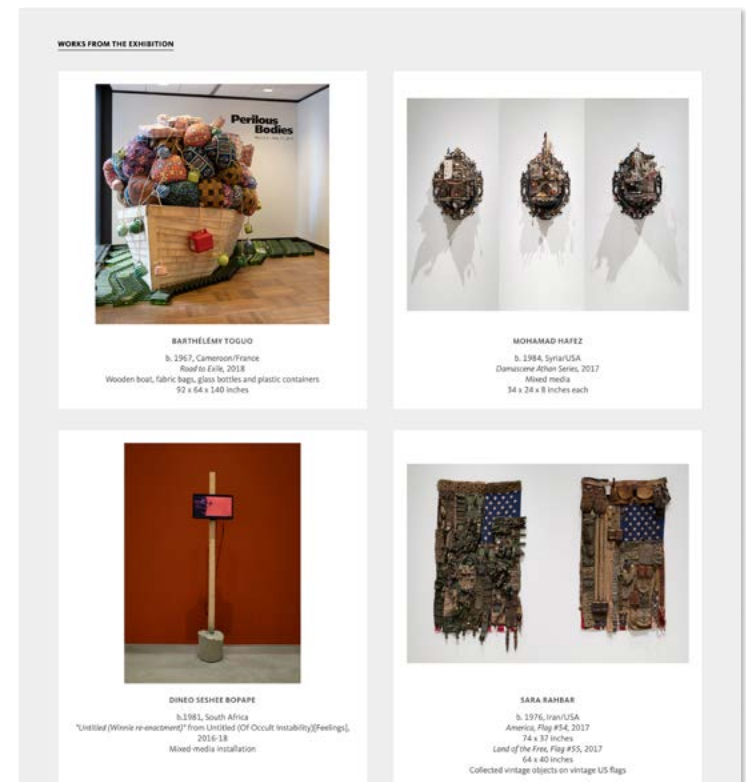
The trilogy of exhibitions in the gallery's inaugural year offer varied interpretations on the theme of *Utopian Imagination*. The exhibitions bring together a diverse group of international artists who draw on craft, activism, data visualization, and agitprop to point the way to a more just future.

Perilous Bodies, the first exhibition in the series, includes photography, sculpture, video, installation, and performance by artists using their own cultural traditions to address oppression. Exploring societal violence fueled by xenophobia, racism, class, and gender inequality, these artworks make powerful statements about ideas and realities we are quick to turn away from: black bodies, refugee camps, the detritus of borderlands, broken earth. Through these works, the artists seek to transform a world in peril into one we all want to live in.

Image: Otobong Nkanga, *The Weight of Scars*, 2015

A SHOWCASE FOR EXPRESSION

The Ford Foundation launched an art gallery in the spring of 2019. Durable created a new section of the site to support the gallery, which extended the Ford Foundation visual system to provide a minimalist showcase for the artworks presented while still strongly connected to the foundation's brand.



Leadership team

Peter Gassiraro

Managing Partner

Peter leads Durable's Client Services and Strategy practices and also runs the New York office. His background includes marketing research, advertising, and television.



Having served in many digital roles including Information Architect, Project Manager, Business Analyst, Engagement Director and Key Client Partner, Peter has strong opinions about what it takes for a digital agency to be a long-term trusted adviser to its clients. What's most important is a strategic perspective stemming from a deep understanding of a client's business, coupled with an agency work ethic that emphasizes collaboration and craftsmanship in a supportive environment.

Peter attended New York University (Marketing) and is a WPP Maestro graduate.

Peter has worked on large digital projects for PMI, Ford Foundation, Rockefeller Foundation, Lexmark, iBuilding, HP, American Express, IBM, Nabisco, the NAACP, and many others.

Angela Wolak

Partner, Design Director

Angela is the head of Durable's UX practice and also runs the Washington DC office. She is passionate about user-centered design and accessibility.



Angela embraces a collaborative approach, knowing that creating a truly delightful user experience requires the combined efforts of the entire team, from research through to QA. Day-to-day, she ensures that the design systems Durable creates are beautiful, easy to maintain and flexible enough to adapt to future needs—a philosophy instilled early in her career designing complex branding programs.

Angela received her BFA in graphic design from Western Michigan University and has taken courses at the University of Art and Design in Basel, Switzerland and General Assembly.

Angela has worked with PMI, Ford Foundation, Prosperity Capital Management, Bank of America, Merrill Lynch, Vodafone, HP, American Express and BBVA.

Angela presented a talk, “Demystifying accessibility: Why you need to create an inclusive experience and how to get started” last month at Sitecore Symposium, a major industry event. The presentation addressed the benefits of achieving web accessibility for digital decision makers at large organizations.

Shane Marsden

Partner, Technical Director

Shane leads all of Durable's technical practice areas and runs the London office.



Shane has served in a variety of technical roles from developer to solution architect, systems analyst to consultant. He has built and managed projects ranging from large, distributed back-end systems, to desktop, web and smartphone applications. At Durable he leads all engineering work, spanning solution architecture, technical analysis, infrastructure and QA.

Shane feels that a great technical team is built through collaboration and an environment that encourages mentoring and learning.

He is a certified Sitecore XP 9 (WMD) developer and an Umbraco Certified Expert. He studied Electrical and Electronic Engineering (BSc) at the University of Exeter (UK).

Shane has worked with PMI, Ford Foundation, Prosperity Capital Management, LVMH, ExecutiveChannel, KPMG, Reuters, GlaxoSmithKline, Sony, ITV and Marriott among many others.

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