

2.12.16

Attn: Christy Edwards

The City of Asheville, North Carolina

70 Court Plaza

Asheville, NC 28802

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Greetings Team Asheville,

Thank you for the opportunity to submit our proposal to reimagine the web presence of The City of Asheville. As a team, we can deliver the whole package from research and planning through to creative development and production. We bring (in my humble opinion) a unique blend of strategic smarts, award-winning design, spot-on marketing skills and high-end technical ability to the table. We also pride ourselves on our ability to bring smart solutions to market quickly and affordably.

As you'll read in our proposal, the sites and systems we build go above and beyond what one typically expects from a website. Since launching the firm in 1989, we've successfully completed projects for many counties, municipalities, local governments, and membership-based associations. In 2011, we introduced a software platform targeted to this very audience. Fully customizable on the front and back-ends, OrgCentral combines a best-of-breed Content Management System with a full suite of web-based tools designed to handle the 'business-end' of running a City—all from one centralized database. OrgCentral really is unlike anything else out there in the government space and I guarantee you that a demo will be well worth your time. By leveraging OrgCentral's extensive code base, we can deliver a LOT of added value to the City.

Attached, you will find more background information on JesseJames Creative and our proposal for the new site. In addition to addressing the specific requirements outlined in the RFP, we've also taken the liberty of including thoughts on some additional features and functionality (front and back-end) that we think might make sense for Asheville.

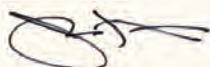
In addition to our client work, members of our team actively participate as board members and volunteers for many civic associations and related groups including 3CMA, SAMPO, NY New Visions and Community Board 5. All of that experience has given us a deep understanding of the management, communications and service challenges (and opportunities) you face as an organization—especially in an age where everyone is being asked to do more with less.

In looking over your existing site, we already have many thoughts percolating on how to streamline the site's information architecture, add some much needed local visual appeal and most importantly, make it all the more usable for City staff, residents and visitors alike. The fact that we are a communications agency and not just web geeks, means we'll be able to contribute a lot on things like content, copy and messaging and storytelling.

On a personal note, I love your city. My wife and I are huge Arts and Crafts fans and have been to the Grove Park Inn. One of my team members and his wife spent 4th of July weekend down there last year and are still talking about it. You live and work in a spectacular part of the country and we'd love another excuse to visit!

That's it for now. I hope you like our proposal and that we'll have the opportunity to speak soon. Please do not hesitate to call if you have questions, would like to see a demo of one of our systems or would simply like to brainstorm some ideas.

Regards,



James Tormey  
VP/Creative Director  
212.675.7424

WEBSITE REDESIGN  
SERVICES

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# THE CITY OF ASHEVILLE, NC



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# EXECUTIVE SUMMARY

## Introduction

The City of Asheville is planning a redesign of its existing website, [www.ashevollenc.gov](http://www.ashevollenc.gov). The redesigned website should improve the City's ability to provide the community with an intuitive, functional, user-friendly and attractive website. The City is looking for a distinctive website that exemplifies the character and uniqueness of Asheville.

The last major redesign of the City's website took place in 2010. Since that time, much has changed in the level of expectation of services provided by local government as well as the technology available to support online services.

The site currently operates on the DNN platform with administrators in the Information Technology Department and Communication and Public Engagement Division and content editors in each of the City's departments.

The redesigned site must be accessible to persons of all abilities and designed to be responsive when viewed on mobile devices.

The website will reflect the links between city services and subordinate sites, particularly geographic information systems, external database searches, online utility payments, citizen reporting tools, citizen engagement tools, activity registrations, and social networking sites.

The City will consider options for both a traditional premises-based solution housed on city maintained servers and cloud based solutions which meet the required specifications.

## Scope of Work

The RFP must address the following key project goals:

- The website must have a new look and feel that incorporates modern best practices in user interface and user experience design. The home page must integrate with the Asheville City Source blog which features our news and events. City Source blog is a Wordpress site.
- The website must address accessibility issues.
- The design of the website must be responsive on mobile devices.
- Proposal should include content migration to the new site.
- Capable of general World Wide Web Consortium (W3) standards compliance
- Web-based CMS user login through integration with the City's existing active directory authentication.
- Multiple CMS user roles
- WYSIWYG content editor
- Content staging and restoration through histories or undo
- Content approval and user audit trails

## EXECUTIVE SUMMARY (CONTINUED)

- User selectable templates or skins which can be freely modified
- Intelligent search
- Content style wizards
- Document management system with access rights by user roles
- Sub-site multi-site development
- Friendly URLs and/or URL aliasing
- Site maps
- Cross browser compatibility, specifically compatibility with Chrome, Firefox, and Internet Explorer
- Support for Google Analytics
- Comprehensive documentation
- Technical support, security patches, and product updates available from the software developer
- Valid software license naming the City of Asheville as the license holder.
- The platform, templates, themes and/or skins code base must be reasonably extensible by the City of Asheville and/or other vendors.

The City will consider professionally developed content management system software to be installed on the City's in-house servers or a similarly configurable solution hosted in a cloud environment. Upon installation of software, City staff will be provided system administrator access for the installed software and have root level access to the hosting server through either virtual private network, file transfer protocol or local network connection.

### **Overarching site design requirements are**

- Responsive layouts for mobile devices.
- Accessibility to users of all abilities, including those with visual, hearing, or physical impairments.
- Design of the website should support the branding efforts of the City and reflect the diverse make up and vision of the residents and businesses of the community.
- Functional and easy to use calendar feature.
- Provision of configurable site navigation menus on each page which provide quick access to all the key pages of the site.
- Incorporate easy to use search utility displaying descriptive information on all content in the search results.
- Ensuring site design is cross browser compatible.
- Provide integration with existing government web applications currently in use and provide for easy integration with future government applications.
- Integration with content from city social media sites such as Twitter, Facebook, YouTube and Instagram.
- Optimized templates, themes or skins for page load speed.

## EXECUTIVE SUMMARY (CONTINUED)

The vendor will provide full and complete training on the use of the CMS.

Any content management system solution proposed must utilize customizable design templates, themes or site skins which may be modified without requiring assistance from any particular vendor.

A master homepage template and interior templates must provide flexibility to support the use of custom banner images and section menus as may be required by various sections of the website. All templates, themes or skins should be developed with the standard CMS toolset or readily available plug-in modules licensed for use on multiple domains by the City.

In addition to initial design, vendor should propose estimated costs to transfer content from the existing City of Asheville website at [www.ashevillenc.gov](http://www.ashevillenc.gov) to the newly developed site, with a cost per page option for per-page transfer.

The City of Asheville prefers a solution which allows for ongoing programming, design, or development services beyond the scope of this project. Proposals specifying custom development code, proprietary programming outside of the CMS toolset, or that require additional vendor services for standard maintenance, upgrades and security will not be considered. If a cloud hosting environment is proposed, a service level agreement for hosting will be established between the City of Asheville and the hosting provider. Such vendors should include standard SLA terms and conditions in their response. Vendors proposing any solution which restricts the ability to configure and maintain the system beyond the initial installation period will be excluded from consideration.

## FIRM PROFILE: JESSEJAMES CREATIVE, INC.

Established in 1989, JesseJames Creative is a full-service, multi-disciplinary marketing communications firm based in New York City. Since 1997, the majority of our business has been in helping our clients leverage the interactive space to do more business, communicate more transparently with constituents and streamline their internal and external business processes. In the past five years we have been almost exclusively focused on the government, municipality and association space and have developed a unique approach and significant software platform targeted specifically to the needs of this audience.

After many successful years in business, we offer our clients a unique mix of traditional marketing smarts, highly original design skills and stress-tested high-end technical abilities. Having this mix of skills and experience all under one roof generally results in a highly cohesive end product.

From pure marketing websites to data-driven and highly dynamic intranets to portals to extranets to business process-driven web applications, if it can be done in a browser, chances are we've built it. The firm's full suite of services related to website and web application development include: interactive strategy, business process consulting, on- and offline marketing strategy, user interface design, copywriting and content development, information architecture, usability testing, web application design, database design and administration, front-and back-end programming and Search Engine Optimization.

### **What Makes Us Different**

- We're small enough to be nimble but experienced enough to think BIG.
- We have intentionally maintained a flat organizational structure so that we don't bog down our clients (or ourselves) in meaningless rhetoric and extra paperwork.
- We are creative thinkers in every area: Marketing and branding, promotion, interface design as well as project management and technology.
- We live and breathe customer experience.
- We build relationships with our clients and their customers.

### **What Makes Us Tick**

- Implement processes geared toward achieving goals—not toward creating more processes.
- Deliver a real ROI on our clients' investments.
- Make principles and senior team constituents available throughout the project life cycle.
- See the bigger picture, strategy-wise, without losing sight of the details.
- Strategize and build with an eye toward scalability—create solutions that can grow with our clients' businesses.
- Encourage creativity and cross-pollination of ideas between marketing, design and technical teams.
- Be flexible and responsive.
- Be agnostic toward media and technology: Employ the best tools for the job based on merit.
- Bill fairly: We expect to be fairly compensated for our work, in a timely fashion. In turn, we sweat blood for our clients.

## THE TEAM

We are pleased to present a diverse and experienced team to work with you on the design of the City's new website and supporting systems. Collectively, we have the experience to not only design and build the tools you want, but guide the many strategic decisions that go into making sure the solutions we provide (from both the marketing and technology perspectives) serve the long-term goals of The City of Asheville.

Truly multi-disciplinary, our team of professionals includes experts in branding, communications, information architecture, user experience, project management and of course, technology. We bring (in our humble opinion), a unique blend of strategic smarts, award-winning design skills and high-end technical ability to the table.

Key team members who will be involved in this project are listed below. Additional design, project management, technical and support personnel will be assigned as we get under way.

### **Jim Tormey: Primary Contact and Co-Creative Director**

Jim Tormey co-founded JesseJames Creative in 1989. Prior to launching the firm, Jim had 10 years experience as a design consultant. Jim brings a wide range of experience to JesseJames including work for CBS Records, Chase Bank and the Meredith Corporation. An expert in user experience and information architecture, Jim makes sure that every site or application we build is as intuitive and simple to use, as it is powerful. Jim has been active in various community efforts including the NY New Visions cultural sub-committee and his local Community Board. Jim sits on the Board of the Entrepreneurs' Organization in NY as Communications Chair.

### **Jesse Warren: Co-Creative Director**

Jesse Warren co-founded JesseJames Creative. Prior to that, she spent 10 years in the advertising business at a variety of top New York agencies. As a senior copywriter, Jesse created successful print and television campaigns for clients such as McDonald's, Clairol, HBO Video, American Movie Classics and Chase Bank. An expert copywriter and editor, Jesse is responsible for developing the words, content and overall messaging that powers our projects—everything from marketing copy to online help to user manuals.

### **Amy Schick: Senior Art Director**

With nearly a decade of visual design experience for some of the largest corporations in the world, including AT&T, Citibank, BMG Music and the Public Broadcasting Corporation, Amy is responsible for creating web user-interfaces that effortlessly blend branding, messaging and functionality. At JJC, she has applied her considerable talents to web-based projects of virtually every description.

### **Dawood Sangamesh: Technical Lead**

Dawood is the technical lead at JJC and oversees our exceptionally strong programming team. With a career spanning nearly a decade in the Information Technology industry, Dawood has been a driving force in the successful outcome of dozens of complex projects in virtually every programming language, including our own OrgCentral platform. A self-described "LAMP Ninja," Dawood is the rare technologist who is as comfortable envisioning the strategic business and user interface aspects of a project as he is doing the actual programming that brings it all together.



## THE TEAM (CONTINUED)

### **Lon Taylor: Director of Usability**

Lon Taylor is Principal of First Insights, a Chicago-based boutique usability testing and market research firm. Mr. Taylor and the JJC team have worked on many projects over the years for clients as diverse as American Airlines, Citibank and AT&T. Lon developed his expertise in online strategy and Internet research during his four years at BlueMarble/Novo, an Internet professional services firm that is part of the Publicis Group. While there, Lon helped build the firm's research department from scratch, managing quantitative and qualitative research projects that included usability testing, competitive analysis, online focus groups, heuristic analysis and online surveys for clients such as Procter & Gamble, Orbitz.com, Nabisco, Hewlett Packard and Cadillac.

### **A Note About Local Sourcing**

Everyone on our team recognizes what Jonathan Tisch, CEO of Lowes Hotels, calls 'The Power of We' — the art of creating lasting success through creative partnerships. That said, we are very open to bringing in some local talent to assist with project management, content creation and propagation, photography, etc.

We play very well in the sandbox with others and have done this type of thing before with great success. Between family and professional relationships, we already have a great network of talent in North Carolina. Should conversations proceed beyond this point, we'd love to bring your office into that discussion and determine the "NC-NY Dream Team" that will best serve the project. We also plan to reach out to local minority- and women-owned businesses that we might be able to recruit to play support roles on the project.

### **Additional Firm Details**

- We are a Women owned, NY State Corporation.
- Our principle place of business is New York City's Flatiron District.
- Our EIN is: 13-356-5631
- We have 14 employees, four of which (including our co-founder) are women.
- Our Mailing address is 131 W. 24th St. NYC 10011
- The primary contact for this project will be:

James Tormey VP/Co Creative Director

phone: 212.675.7424 / 917.921.3648

email: jtormey@jjcreative.com

## WHY JJC AND THE CITY OF ASHEVILLE?

JesseJames Creative has significant experience conceptualizing, redesigning and building exactly the kind of websites, databases and supporting Content and Business Management Systems that Asheville is considering. As a truly multi-disciplinary firm, our expertise includes research and strategy... branding and interface design...programming and application development.

Our clients of late include municipalities and cities, state and local government agencies, membership associations and non-profit organizations. Our approach is unique in that it merges marketing and communications strategy with Content Management and Business Management tools and delivers it all in a single, highly integrated system. (All web-based of course).

We are members of 3CMA, The New York State Association of Municipal Purchasing Officials and supporters of the National Non-Profit Congress.

### **Technical Chops and Value**

From large scale, content-rich intranets to content and advertising-driven media sites, to custom CMS systems, if it can be done in a browser, chances are we've done it.

From the perspective of Asheville, our experience, knowledge base and software library is substantial. And that means we can deliver a lot of bang for the buck. Whether we work with OrgCentral, our own LAMP-based platform (which we are recommending for this project), or a framework like Drupal, our approach is really a blend of our existing code bases and true bespoke or custom software. This is a best-of-both-worlds approach that gives your organization the ability to get exactly what it needs in a single, elegant and highly integrated solution.

### **Content Capabilities You Won't Find With the Average Web Development Firm**

Content is something near and dear to our hearts here at JJC. As a communications agency it is where we made our bones and continue to make a difference for every one of our clients today. We know that if every section of the site is not written with purpose and clarity...with a keen sense of the "why" and with real benefit for the reader and a clear sense of what do we want the reader to do next—register for something, tell a colleague, volunteer...make a payment—you might as well not bother. The most beautiful design cannot overcome bad communication.

When it comes to content, we can be as involved as you want us to be. Certainly overall content auditing and suggestions on what should stay, what should go and what should go in a different place are all part of our scope. Generally, post wireframes, we will write one or two of everything as an overall style guide and then, during training, we will work with your departments not only on how to use the CMS but how to write compelling content, create engaging layouts and present their stories in the best possible light.

Our training sessions (and the information architecture period leading up to them) really equate to a hands-on, mini media training course and everyone comes out a stronger communicator. We feel that is the best scenario as ultimately each dept knows their content and their mission better than we ever would. However we can also do a lot more. We've worked on many projects where we have generated nearly 100% of the content ourselves and we are comfortable in that role as well.

Regardless of how much content we actually end up creating, we're not just going to design the site, build the CMS, show you how it works and walk away. Quite the opposite—we'll stay on and work alongside your team to make sure things are perfect.

## WHY JJC (CONTINUED)

### **A Future-Proof Perspective**

We've worked with enough organizations over the years to know that no two are alike and that no group ever stops evolving. With that in mind, our future-looking process and coding approach ensures that new features and functionality can always be added over time and cost effectively as your needs evolve.

### **A Connection to Your Subject Matter**

In addition to our "day jobs" building websites and supporting systems for communities like yours, the members of our team are also involved in many community/local government organizations. This perspective, coupled with our experience as marketers and software developers, gives us a unique understanding of the opportunities (and challenges) that today's cities face.

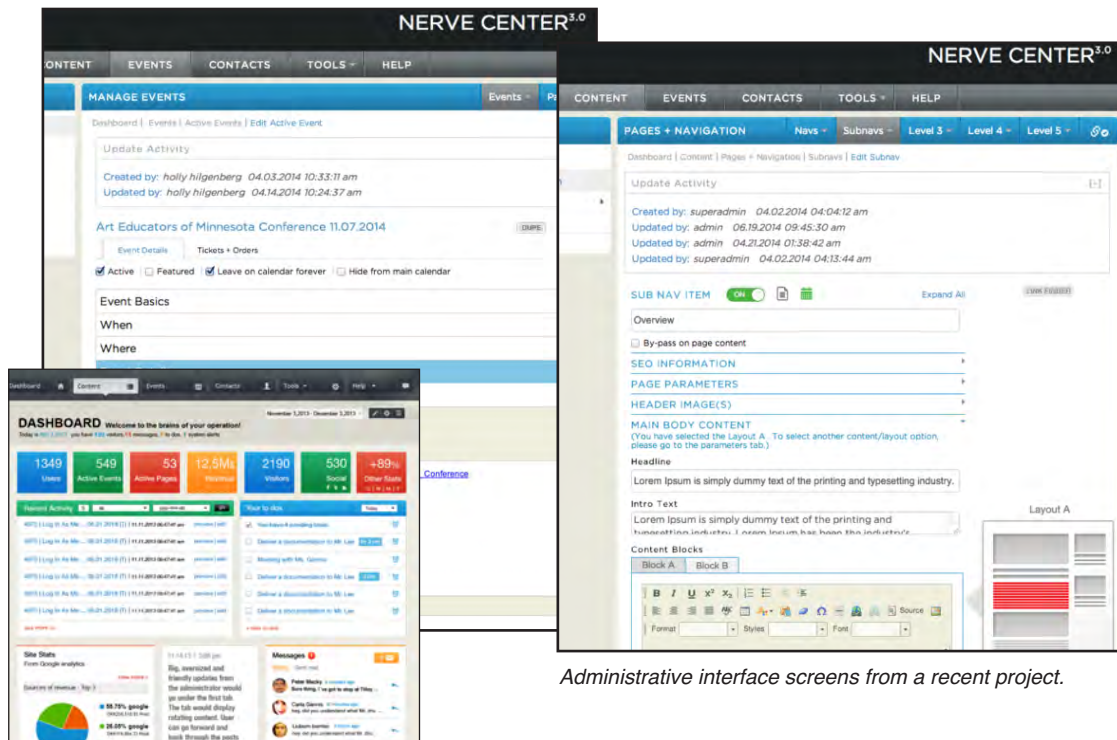
### **Let's Jump In**

What follows is an introduction to our approach to marketing and database-driven website design projects as well as some insight into the specific approach we would take with the new Asheville website and CMS. Please view the following ideas and recommendations as a springboard to a larger discussion and what we trust will be a productive and iterative collaboration between your team and ours.

# A UNIQUE APPROACH TO CONTENT MANAGEMENT

Our experience specifying and building Content Management Systems is especially strong. Every site we build has a carefully crafted web-based Content Management System and WYSIWYG administrative areas on the back-end to allow input and changes to the content of the site by non-technical staff. We take as much care on the user interface of our admin systems as we do on the front-ends of the sites we build. Intuitive, simple and uncluttered are terms our clients have used to describe our systems. In addition to extensive experience with WordPress, Joomla, Drupal and almost every other open source and enterprise CMS out there, we have built what we feel is a best-of-breed, CMS/Business Management platform that we have employed for many municipalities, local and state organizations, non-profits and associations. That platform is called OrgCentral.

Software aside, it's worth noting that our Content Management philosophy also expands beyond the classic definition of content (that which appears on the website). In many cases, we also identify opportunities to create and integrate functionality designed to better facilitate and streamline business processes within a municipality. Many of the modules built into OrgCentral can easily replace costly, standalone (and disconnected) third-party systems. For the City of Asheville, these functions may include, but are not limited to CRM, Email Communications, Job Listings, Event Management and Registration, Surveys, Committee Collaboration, Document Management, Community Engagement, Social Media and Online Payments.



Administrative interface screens from a recent project.

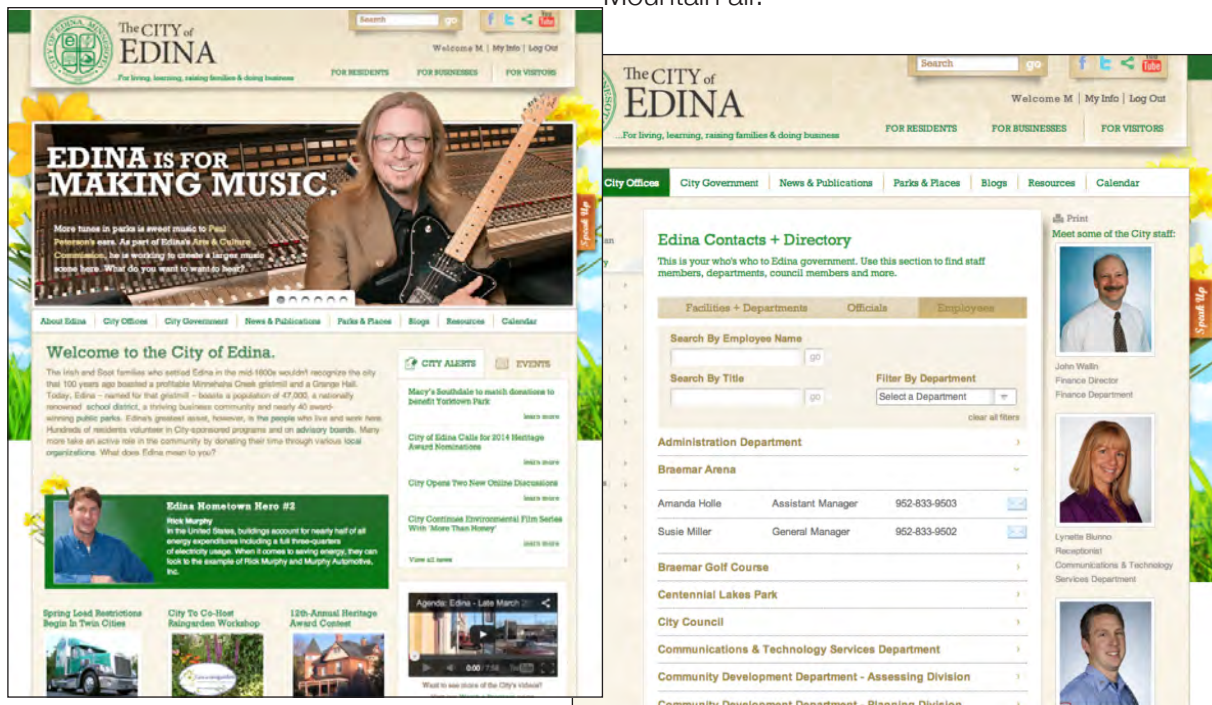
# WHY ORGCENTRAL IS UNLIKE ANYTHING YOU'VE SEEN SO FAR

Built on the open-source LAMP stack, the proven OrgCentral platform combines a best-of-breed, extremely user-friendly Content Management System with a full suite of web-based tools designed to handle the business-end of running your organization. It combines Content Management, CRM and Business Management in one highly integrated package.

And while OrgCentral has massive functionality “out of the box”, it will never box you in. We have carefully architected the system in a way that allows us to easily customize any existing component to work exactly the way you do. If there is something you need that we have not thought of yet, we can always add it into the system. Chances are your next great idea might also be of interest to another one of our clients. If that is the case, the cost of new feature development may be shared by multiple clients in the OrgCentral ecosystem, making it a win-win for everyone involved.

Last but not least, there are zero visual restrictions when you work with us. In other words, your site can look like whatever you want it to. Words like template, cookie cutter and one-size-fits-all are simply not in our vocabulary. Our n-Tier architecture, makes your site future proof. Five years down the road, when it's time for a visual refresh, we can easily change the front-end design without having to disrupt the systems that make it all run.

OrgCentral is five years old, fully battle tested and in use by dozens of organizations. It is written on the open-source LAMP software stack and as such, is free of all black box mumbo jumbo and other proprietary nonsense. We can say with confidence that the level of power, integration, usability, customizability and value OrgCentral provides is simply not available anywhere else. On the usability front, OrgCentral blows platforms that everyone thinks are simple to use out of the water. In our system, content is always where you'd expect to find it and things just work. Best of all, they work the way humans expect them to work—not how a software engineer thinks they should. Compared to what you may be used with DNN (and most every other system out there), we know you will find OrgCentral to be a breath of very fresh Mountain air.



12 Front-end interface screens from a recent project.

## WHY ‘OFF-THE-SHELF’ SOFTWARE DOESN’T STAY THAT WAY FOR LONG

We have been at this a long time and, with the exception of small, really simple sites, we have yet to see an “Off-the-Shelf” CMS that is actually “Off the Shelf.” Platforms like Drupal and WordPress are just that—platforms. They are tools that provide a lot of flexibility as such; there are many ways for a developer to get from point A to point B.

As soon as you start customizing them, you end up with what is essentially custom code anyway. No two DNN, WordPress or Drupal programmers will ever agree on how to implement certain features and functionality. So if you compare the same project with the same feature set, built by two different teams, you will get two very different solutions. Even something as central as the admin control panel can vary wildly from one build to the next. Add in contributed modules from programmers in twenty different countries and those issues are all magnified.

While OrgCentral—the solution we are proposing for this project—is bespoke code, it is built upon the same open-source LAMP stack as other systems and adheres to standard object-oriented programming practices. This means that should we ever part ways with Asheville, you will have a beautifully designed and engineered code base that any advanced PHP developer will be able to work with. Because we have architected the system from ground zero, there is an extraordinary level of integration between the various modules. From the data model to how content interacts, to its reporting functionality, everything in OrgCentral is seamlessly and tightly integrated—something that is nearly impossible to achieve with contributed modules, plug-ins, widgets and snippets from 100 different sources.

It also means we can customize things to work the way you do and not force your team into uncomfortable or inefficient workflows. The same goes for new modules and functionality. If you can dream it up, we can built it and built it seamlessly into the platform. We also have a unique community approach to upgrades. This means that if you come up with a new idea that we feel would be of value to the rest of our client community, we will allow those who want that feature to essentially “Crowd Source” its development, thus getting you significant new functionality for literally a fraction of what it would have cost to go it alone.

Power and flexibility aside, OrgCentral is a remarkably intuitive and easy-to-use system. The interface and principles are consistent as you move from module to module so that if you know how to do one thing, you pretty much know how to do it all. The proof of all this is in the training. When we do projects on other platforms, training times, even with the most technically savvy of client teams, is usually double or triple what we see with OrgCentral.

All CMS systems are not created equal and OrgCentral is resounding proof of that. We understand that all of this sounds great in theory and looks good on paper. We look forward to the opportunity to actually show you how it all works in a live demo. We can promise you it will be time well spent. And we can promise you that it’ll make your current CMS look really, really bad.

# A FEW UNSOLICITED OBSERVATIONS ON THE CURRENT SITE

We spent a lot of time on your current website and saw many areas where improvements could be made. Since you put out this RFP, we know you are aware of the opportunities. That said, there are a few specific areas we wanted to address.

## **Branding and Dynamic Content**

We know Asheville is a great place and we feel the home page needs to better communicate (in words and pictures) all facets of what the City is about and the things it offers. We have major experience rebranding cities, counties and other municipalities and look forward to bringing that expertise to the table as we collaborate with you on this project. To that end, we propose a much more dynamic mix of content (both text-based and visually-driven). Local highlights, rotating statistics, project updates, “Did you know?” and of course great photography. This amalgamation of features will transform the home page into a moving billboard of all things Asheville.

Furthermore, we will introduce some visual hierarchy to the home page. On your current home page, everything is more or less the same weight and we’re not sure about what’s the most important on the page. Among other tactics, we would consider some more graphical treatments of things and a better general delineation of space, so that people really know where we want them to look first. Lastly we would love to see more imagery on the site to assist with the story telling. You live in a very photogenic place—let’s capture and use some of that personality.

## **Don’t Just Tell Me, Show Me**

We would like to take a much more modular approach to page design in order to deliver the main content as well as lots of visuals and easy-to-digest highlights, important stats, a testimonial from an area resident, an excerpt from a press release and of course, a strong call-to-action. Via the Content Management System’s built-in taxonomy and tagging system, you would have many other ways to easily relate content and thereby enhance whatever part of Asheville’s story you happen to be communicating.

## **Search**

We noticed that the search function on the current site isn’t as clear and concise as it could be. There is no clear order to the search results and neither a great design. The search result descriptions are also not very informative, especially for the calendar items and Word documents that turned up in our searches. As you will see later in our proposal, we have a lot of ideas regarding search. We’ll make it more powerful, more visible and more intuitive.

## **A Preponderance of PDFs**

In exploring the current site we saw many things that gave us pause. There were a lot of pdfs on the website. Not sure if this is due to layout constraints or the usability of your current CMS, but it is our feeling that pdfs should be used sparingly as they are challenging to site visitors with certain browsers and often ignored by the search engines.

## OBSERVATIONS ON THE CURRENT SITE (CONTINUED)

### Missed Opportunities

We saw a lot of great content presented in not-so-great ways. For instance, we love your Open Government initiative and took a careful look at the results from the National Citizen Survey 2015. Rather than presenting this data on a table in a PDF document with a non-intuitive title like “Geographic Crosstabs”, we think it would be much more compelling to offer site visitors interactive charts and graphs which can tell the story visually.

While we’re on the topic of data, we came across the SimpliCity site and we’re really excited about how much city data is available to area residents and other site visitors. However, we don’t think that there’s enough information on what SimpliCity is and how to use its resources. The tutorial video is great but we’re not sure that site visitors will want to spend two minutes watching it if they’re just browsing the site for some quick info. We’re also not clear on how SimpliCity is different from the Open Data Portal on the Open Government page.

We also found a lot of great content completely buried deep in the website that we would love to see brought forward. Case in point, the awesome work you are doing around sustainability that we only found out about when we happened to poke around the Departments section. In the new design, we will work hard to give content like this a more featured position on the site.

Another example of buried content is your Tree Commission, which is currently listed under Boards and Commissions. We’d love to see stuff like this cross-referenced in the Sustainability section, which would give your site visitors more opportunity to get the big picture of Asheville’s sustainability programs all in one place. Our point here is that the organization of content on your site doesn’t need to be determined by the City’s org chart if there’s a more logical way to do it.

Also related to trees, have you considered going after your Tree City USA certification? We know from some other clients that the Arbor Day Foundation Commission has a great program for that and that honor would be a natural for Asheville and would go nicely with your Bee City status.

### Calendar

We didn’t see a calendar on your home page and could only find it by searching directly for it in the search bar. We also didn’t think that the event details were very descriptive for calendar entries—apart from the event name, time and location there’s really not much there to indicate what an event is. We’ll talk more later about what we envision for the calendar, but for now suffice it to say that we think it’s important to have a visible, descriptive and user-friendly calendar for the site.

### Will the real Asheville Please Stand up

We noticed that there are a lot of Asheville sites floating around out there: the gov site, then exploreasheville, romanticeasheville, theashvillechamber, asheville.com and I’m sure we missed a few. We were wondering if it would make sense to consider a portal-style site design that can do more than one job. The site we recently designed and built for Addison Texas actually does the former job of three sites.

### Accessibility

In our tests, the current site scored fairly low for accessibility as well as natural SEO. Things like weak page titles, dirty urls, non W3C compliant code and missing meta tags are all hurting your accessibility rating. We can help.



# GENERAL PROJECT APPROACH

The new site will be the online home of The City of Asheville and will represent a complete reimagining of the site's user interface and functional capabilities.

That being said, we see this as much more than a website. The new system will play important promotional and informational roles but also serve as a business platform capable of streamlining and centralizing many of your team's key day-to-day activities. More importantly, it will become a platform for collaboration and idea exchange between The City and its various constituents.

## **Facilitated Discussions**

We have a very specific process for discovery that has served us well on many projects. Generally we like to begin by putting together an online questionnaire (with your input of course) and distributing it to a broad cross section of stakeholders ahead of the actual kickoff meeting. We prefer that this questionnaire be completed independently by each team member (this, in our opinion, is key to getting pure, unbiased feedback). Once the initial information gathering is complete, we will compile the results and use them to guide a series of highly focused workshop- style group discussions. We scribe the outcomes of these sessions and use those learnings as the basis for our strategic recommendations and the iterations that will follow.

## **Content Audit**

One of the first stages of our information architecture process is conducting a full audit of your current site's content and putting it all on a fresh Mind Map document. From there we will go through and create a new version of the site's organization, eliminating redundancies, putting like content together, and making suggestions on labels, general navigation structure and key wayfinding devices.

Then, in an interactive session with your team, we'll work together to review our findings and recommendations, add ideas we may have missed and identify which content will be coming along to the new site, what has to be put out to the curb, what needs to be rethought from the ground up and what new content we'll need to support content pages that may not have even existed before. That initial meeting is always entertaining in that inevitably our audit will turn up a thing or two that no one on your team will recognize or remember how it even got there.

## **Branding, Copy and Tone**

According to international "place" branding authority Simon Anholt: "Unless you've lived in a particular place or have a good reason to know a lot about it, the chances are that you think about it in terms of a handful of qualities or attributes, a promise, some kind of story." That simple brand narrative can have a major impact on your decision to visit a place, to buy its products or services, to do business there or even to relocate there.

Getting to the essence of The City's mission and personality, visually as well as in words, will be a key part of this project. In our humble opinion, your current home page is about as generic as they come and does very little to convey the very tangible sense of place one gets when driving into Asheville. The heavy use of links on most of your pages is also not doing you any favors. All in all, we'd love to see a much more visual approach to the site. Besides scenery, we're sure there are other ways to depict your local color and inject a bit more of that sense of place into the site—for example, how about showcasing some of your residents, staff officials and businesses online? Check out how we did just that for The City of Edina, MN: <http://goo.gl/DL8j1Q>

## GENERAL PROJECT APPROACH (CONTINUED)

During the creative exploration part of the project, our significant branding expertise will be brought to bear on the design of the site as well as its overall messaging, tone and manner. While The City will be responsible for providing all basic copy points for the website, we have included some time for content strategy and creation, copy editing, wordsmithing and general input on messaging. (We have writers on staff and always take a holistic view of things as we work on a project). While the new site will certainly have its own unique look and feel, we'll make sure that everything is closely aligned with your new branding initiative. Helping cities reimagine themselves online as they roll out new branding has become a specialty of ours, as evidenced by work we've done recently with Edina MN, Dunwoody, GA and most recently Addison, Texas. The fact that we are much more than a web design firm (and can really think in big picture marketing terms as well as techy ones) makes us a very valuable partner to have on the team as we all collaborate on this project.

### **Content and Navigation**

From a navigational perspective, the new site will be very intuitive with content clearly grouped by category/type. With an eye toward bringing more information front and center for visitors, select content from interior pages and sections will always be “boiled up” to the top layers of the site to encourage exploration. The home page, for example, would have multiple dynamic ‘feature’ slots in which Asheville can tout important news, alerts, upcoming events, etc.

During the planning and information architecture phase of the project, JJC will work closely with your team to define needs and provide recommendations on how to organize the deep levels of information the site must convey into easy-to-find, easy-to-use content “buckets.”

We will also work with you to make sure every item in your nav is absolutely clear, intuitive and worded in plain English—not “governmentese.” (Since we have writers in house, we can bring a lot to the table on this front.) Liberal cross referencing of related information will ensure that visitors always get to see the bigger picture. From a site visitor perspective, our philosophy is to anticipate what users may be interested in and hand it to them rather than making them dig for it.

We will design and code a broad range of editorial layout options into the CMS, making it easy to select and populate the appropriate layout for any type of content. Our dynamic Form Builder Module will handle things like applications and permits, including those that may require payment.

### **Content Organization**

With regards to content, we would seek to relate content to other content to give site visitors the bigger picture without making them work so hard. We would also like to see more of a call to action on your content. It's great that you are providing me with all of these resources and links—now let's end each section with a clear path to action like...10 things to do when visiting Asheville...Discover how to get a commercial license for your business...See how a new construction project will affect your commute...Pay a bill online etc. The CMS we are proposing would allow you to create associations like this without ever having to double-enter content. Similarly, our Sidebar Management System will allow you to present all manner of related content in a subtle yet direct way. This system is powerful, intuitive and very unique in the CMS world and will make it very easy to boil up a lot of the interesting content we found buried deep within certain sections of the existing site.

### **Wayfinding Options**

Much like a good highway signage system, a website's nav schema can be the difference between a great user experience and getting stuck on the side of the digital road. In our experience, providing site visitors with multiple, intuitive paths to a site's rich content is a key strategy.

## GENERAL PROJECT APPROACH (CONTINUED)

In addition to a classic, sectioned organization, we always like to expand those pathways. We also like the idea of quick access lists like “Quick Links,” “Related Content” and “How Do I?” The new navigational schema we imagine for Asheville will allow you to crosslink all kinds of content without having to put the same nav items in multiple places.

We are also very conscious in our designs of keeping folks oriented—not only where they are, but how they got there. Breadcrumbs and persistent subnavs with clear on-states are two of our favorite ways to keep people from getting lost.

We also like the idea of a mega-menu that lets site visitors see what you have to offer in one place. The problem with many mega menus is they can be rather one dimensional in terms of taxonomy.

Also, they often simply repeat the same opaque links that have no meaning to the average visitor and rely on people knowing what will be behind each of those links. We did some user testing recently and learned, among other things, that most citizens have no clue as to the difference between certain departments. Planning is one of these ambiguous departments whose role is not always easy to articulate. We have the expertise across the board to help make all of this crystal clear to everyone. After all, when push comes to shove, site visitors just want quick answers and relevant information—they are not really interested in seeing—as one of our clients puts it—“The Government Sausage Making” that goes on behind the scenes.

All of that said, we imagine a mega-menu that would let people explore The City through a much more dynamic and faceted lens. This interface would allow folks to look at and discover things in different ways right in a single window: By action (how do I)...By location (where can I) by audience (who am I)...or even by time frame (what's happening this week). Using the time frame example, we could pull up an array of things from different areas of the site—register for the Band-Aid Race, come to a Board meeting, see what volunteer opportunities are available, etc.

Implementation and design details aside, Asheville offers a LOT to its various audiences and we think it can all be presented in a much more fluid and impactful way. The big idea here is to present people with a lot of relevant information, ideas and inspiration while not assuming that site visitors know (or care) what section of the website (or City) handles what. Further to that end, we'll also work with you on language, navigational labels, marketing and instructional copy and tool tips to ensure that the site speaks everyone's language and is not hardwired to The City's org chart. Think of it as the site's full-time concierge staff. Or a really friendly and knowledgeable traffic cop.

### **Engineered Serendipity**

Jane Jacobs, the urbanist writer and activist, often spoke of the unique nature of Cities, Towns and Counties and how they facilitate serendipitous discoveries of things that a person may not otherwise find in their personal orbit. For example, a person who strictly limits himself to Italian food is walking down a street and comes across a macrobiotic vegetarian restaurant. Up until now, this person hasn't visited any restaurants out of his personal world, but now he figures, he'll give it a try. He enjoys his meal and has ‘accidentally’ discovered a new world.

We will endeavor to facilitate these kind of serendipitous discoveries with The City of Asheville website. While the exact details of how to encourage these accidental discoveries will be dependent on the nature of the final list of resources, we have experience making this work.

Back in 2001 (in the wake of 9/11), we worked on a project that promoted downtown New York City as a cultural destination. By finding connections between downtown NYC cultural resources, we were able to ‘turn on’ users to things they had no idea existed. Often these users were directed to the site from a

## GENERAL PROJECT APPROACH (CONTINUED)

Google search directly to a link deep within the site—maybe to a page about a particular building. We will apply the same thinking as we work with you to reimagine your site and design a user experience that seamlessly delivers what people want while also encouraging and rewarding curiosity and exploration.

### **Under New Management**

Site management will occur via a ground breaking database-driven Content Management System that will enable non-technical staff to easily update existing content as well as add new content of all kinds to the site. Full control over the site's navigation is also provided in the CMS.

We are exceptionally proud of how intelligent and intuitive our system is. So get ready to say Goodbye to DNN and the multiple software systems you may be using now and say Hello to working exponentially smarter and more efficiently. Since OrgCentral centralizes all of your data in one place, your right hand will always know what your left hand is doing.

In addition to managing site content, the administrative section will also integrate tools designed to streamline and centralize key “back-of-house” business functions including many of the things you may be going to third parties for today.

Our goal is to empower your team to do everything they need to do in one place. Every effort will be made to future-proof the site by including the building blocks and data structure to support the system's inevitable evolution. We are masters at phasing in new features over time as your needs change or as budgets dictate.

### **Time Savings and Efficiency**

We understand (and appreciate) how important it is for you to have a Content Management System that can make your site administrators more efficient and not saddle them with redundant and time-consuming tasks. That concept is equally important to us. As is the idea of a CMS that is actually fun to use vs. many systems that can be like putting your hand on a hot stove.

Our whole philosophy is based on efficiency. To that end, every aspect of the system is connected to every other one. Add an event to a department calendar, click a button and it will appear on the main City calendar as well. Enter a staff member into the CRM module once and then you can show him or her on their department page, on two committee pages, in a sidebar or as the instructor or key contact for an event on your calendar.

Sidebars and related content work off the same single-entry concept. Each sidebar element gets entered into a master pool from which individual pages can draw from. If you have a sidebar promoting organizations and activities, for example, you only have to enter it once and then assign it to as many pages as you like. Unlike systems like WordPress, Joomla or Drupal, with OrgCentral, you can even set the order of your sidebars at the individual page level.

From a usability standpoint, we have spent countless hours making OrgCentral's admin interface not only easy on the eyes, but extremely intuitive and completely user-centric. Other systems—Drupal, Joomla, WordPress and even some of our competitors' proprietary systems—while capable, are far from intuitive to the average site administrator (unless they happen to be wearing a pocket protector).

The more complex the site, the more complex things become to administer. Masking that complexity while still providing best-of-breed power and flexibility is where OrgCentral really shines.

## GENERAL PROJECT APPROACH (CONTINUED)

### Site Photography

We have become experts at securing great photography on a shoestring for our municipal clients. Besides a great network of photographers whom we work with regularly (and thus can be beat up on their fees and coerce into doing highly productive “run and gun” style shoots, we have been successful with such things as recruiting art, photo and film students from local colleges, engaging local photo clubs, organizing and publicizing a “Show Us Your Best Shot of Your City” photography contest and even employing our own talented art directors to do some shooting during discovery.

We are currently working with a major Camera manufacturer to put together a sponsored photo contest (complete with prizes, revenue sharing and free PR) that we hope to be able to roll out as a plug-and-play solution to our clients soon.

The bottom line is this: Having been to Asheville ourselves, we feel strongly that the site needs high-quality images of real Asheville people, at real Asheville places, doing real Asheville things.

# PROJECT MANAGEMENT AND WORK PLAN

**“We have a process here. It’s called doing things.”**

- Herb Kelleher, Founder of Southwest Airlines

When it comes to project plans, Herb’s comment pretty much sums it up for us. We have a process geared toward results—not toward generating paperwork. And we believe in an agile approach not only to coding but to the entire project.

The project deliverables outlined later in this proposal will serve to define the work plan we would implement. In Appendix A, we have provided documentation from other client projects to illustrate how we approach key deliverables such as site maps, wireframes and data models.

It’s about results. As such, as soon as discovery requirements (functional spec, data model, etc.) are complete we begin concurrent tracks of development, all with a master plan on how they will merge further down the line.

## **Resources**

In terms of resources, our team would consist of both firm’s senior partners, a project manager, a lead art director, 1-2 graphic designers, a technical lead and various front-and back-end programming staff. Although they all have their own specialties, everyone on our team speaks each other’s language which allows us to deliver truly elegant, 100% seamless solutions to our clients.

From Asheville’s side, we would like to engage a broad cross section of stakeholders early on. As the project progresses, we like to winnow down the “committee” involved and move to a more streamlined client team capable of providing timely feedback.

## **Project Shifts**

One of the beauties of web projects is their liquidity. That flexibility, when not managed properly, has also been the death of many great projects. We like to strike a balance between tightly spec-ing a project and allowing room for happy accidents (technical term) as we iterate along the way. The key is proper management and open communication. If, for example, we discover a new functionality or integration idea during discovery, that idea will be spec’d and priced. If it’s not in the cards for launch, we can put it in the parking lot for the future. Often, we can at least build in the foundational elements to make future expansion efficient from a time and budgetary perspective. If said feature ends up taking priority, we can explore de-scoping another aspect of the project. In either case, all changes requested or under consideration are always accompanied by a written change order.

## **Proofing/Testing**

It is understood that Asheville will review and approve all design, content and imagery that appear on the site. Pre-launch, all development will be viewable on our development servers. We will be responsible for testing all system functions as well as all browser and cross platform testing. We do so using the use-cases we develop during the information architecture phase.

NOTE: It is our assumption that all content provided will be pre-proofread and pre-approved prior to migration to the new system. We have allocated a block of hours for copy editing and styling as needed. Formal proofreading services can be provided on an hourly basis if needed.

## PROJECT MANAGEMENT AND WORK PLAN (CONTINUED)

### **Quality Assurance**

During development, we work in a team coding environment so a great deal of QA happens organically as the project progresses. We also make every effort to make key Content Management and other administrator tools available to our clients' teams well before the site is live for training and QA purposes.

### **Regular Communication**

If over 20 years of experience has taught us anything, it is the importance of regularly scheduled communication. On projects of this nature, with many stakeholders, this is key. To that end, we will set up a project management website online to centralize all assets, the gathering of comments and feedback, etc.

In addition, we are big believers in doing a set weekly check-in/update call with key stakeholders during the entire project life cycle. During the discovery phase, we can define who needs to play what role in this process.

# TECHNICAL APPROACH/TRAINING + SUPPORT

## Technical Approach to the Website

The new City of Asheville, NC site and its supporting Content Management System will be developed using current Internet standards and will take advantage of standard programming languages and conventions for development. Specifically, the LAMP (Linux, Apache, MySQL and PHP) platform will be used for development. In addition to eliminating software licensing fees, this approach will provide the City of Asheville with a standards-based application allowing for efficient future evolution. We don't have to tell you what it feels like to be wrestling with aging infrastructure all the time. The system we will provide you will be built for the long haul and designed to be very scalable so that your team will not be constrained in terms of future expansion—either of content areas or back-end functionality. The site will adhere to currently accepted web accessibility standards.

## n-Tier Development

The website and its supporting systems will be developed as an n-Tier application. Wherever possible, we separate data storage, business logic and the presentation layer from each other. This approach ensures the long-term viability of the system. For example, if in two years, the look of the site needs to be changed, it can be reskinned visually without having to rebuild the underlying architecture.

## Software and Hardware Requirements

Our LAMP-based solution requires no additional hardware and software investment. Assuming that we host the solution for Asheville, you will have even less to worry about. We utilize Tier One data centers in Toronto, New York, San Antonio and Los Angeles—each on different backbones. Your site will be on a dedicated LINUX server and typically we'll run a fully synced dev server and the production server from one of the data centers. Nightly back-ups of all code, content and databases are done to a third storage location, separate and apart from our main data centers. Exact details on SLAs, data center security policies, data center physical features, etc. will be provided should discussions progress beyond this point.

## Web Browser Compatibility

At launch, the site and supporting CMS will be compatible with the following modern web browsers on both PC and Macintosh platforms:

Microsoft Internet Explorer 9; Firefox 4 + on Windows and Mac; Safari 4 + on Mac; Google Chrome

NOTE: Support for older browsers such as IE 7/8 can be discussed but may have budget impacts.

## Going Mobile

As the use of mobile devices becomes more and more commonplace, consumers simply expect things to look good everywhere. Rather than develop a standalone mobile site, we would recommend creating a single responsive site that can work well on all devices. This model also ensures that you have a single CMS and workflow with which to manage all site content. A full-on mobile app or a dedicated mobile website could certainly be considered in the future, but in our opinion, that might be an unnecessary expense.



# TECHNICAL APPROACH/ TRAINING AND SUPPORT (CONTINUED)

## **Access and Accessibility**

The site will meet ADA requirements and will be built in accordance with current Web Content Accessibility Guidelines. The CMS includes the tools to assist editors in the proper entry of alt tags, meta data, etc. Education on making all content accessible is a particular part of our training sessions.

## **Data/Content Population and Transition Plan**

At the beta stage, the site will be delivered with sample content in all areas prior to system training with your team. In terms of general content, we have allocated 25 hours to legacy content migration and population, which may or may not cover everything that needs to move over. We can discuss content migration further once discovery is under way and we have a better sense of the scope and condition of your legacy data. While we are happy to do it all, what has worked best in the past is us taking the lead in the early phases of migration and then bringing your team in to finish things up as we train them, hands-on and “teach a man to fish” style on the new CMS.

## **Training**

We believe in a train-the-trainers approach and generally begin with a large general session for all stakeholders (approximately two hours in person or via webinar). After that initial session, we will conduct a series of more focused and in-depth trainings to specific system users: End Users, System Administrators, Field Staff, Department heads, IT Staff, etc.

We prefer a classroom type setting for training with a main screen for the instructor and individual workstations for all attendees. As the session progresses, we can have additional JJC or pre-trained Asheville staff in the room to provide specific one-on-one assistance as needed.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS

What follows is an overview of the features we expect to design and build-out for the various areas of the new site. We have carefully reviewed the RFP and plan on incorporating (after some additional discussion of course) every feature on your wish list into the final solution. While much of what you will see in the following pages can be easily done via our CMS system, these are also solid content and implementation ideas we feel strongly about and can be built out in other ways if need be.

## Home Page Manager

With all that the City has to communicate, a highly dynamic home page will be the cornerstone of the site. We also feel there needs to be a much stronger sense of visual hierarchy to separate the really important content from the merely good to know. We feel we are very good at establishing a clear visual hierarchy so that even a highly active page does not become overwhelming to your users. We tend to look at home pages not as 'link farms' but more like mini-apps capable of dynamically "boiling-up" valuable, actionable content right to the page.

Our Home Page Manager module makes it super easy to keep things current. By opening up some more modular, promotional screen real estate on the home page, you'll also make your departments happy and give site visitors more reasons to come back. All of that said, we will explore a range of design and content strategies designed to deliver a rich and constantly updated blend of engaging and useful content right on the home page.

As previously mentioned, we also envision a visual way finding system to help visitors find what they need without having to have intimate knowledge of Asheville's internal org chart.

Our Virtual Webmaster functionality allows the home page to be completely dynamic with little or no human intervention.

- Set it and forget it: Based on admin-controllable settings, the home page can be set to feature and rotate all manner of content—from the evergreen, always-on items to the highly timely. Everything from news to events to downloadable documents to live social media feeds can all be dynamically "boiled up" to the home page to keep things interesting.
- These promotional slots may be text, text and images or "banner ads" (to accommodate things like new services or projects the City is undertaking or looking for input on.)
- Via creative use of layered images and rotating "bins" of images (all under CMS control), it will be easy to apply different promotional themes to the website without any additional programming. For instance, in the weeks leading up to an event, the entire background image on the site could be changed to reflect that event. Other temporary promotional devices like home page pop-ups or page peels could also be explored.
- A video slot may be included on the home page to feature rotating video content.
- Space on the home page may also be established to feature live data feeds (with vetting by Asheville staff) from social media outlets. Special care will be taken in the design of said feeds to ensure that they integrate well with the design of the site and don't look like they were just "stuck on."

## KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

- While some areas of the home page will display general content, we envision making multiple slots on the home page login aware. Pre-login we can display one piece of content (for instance, become a volunteer). Once we know who someone is, we can use that same screen real estate to display content designed to further strengthen that relationship.
- Many of the navigational and content delivery strategies we'll employ on the home page (personalized content, content boil-ups, image rotations, tabbed information carousels, dynamic content feeds, etc.) can also be leveraged elsewhere inside the new site.

### **Dynamic Onscreen Alerts**

The CMS will include a function to allow site administrators to place prominent overlay-style alert boxes on the home page (or site-wide) as needed to call extra attention to emergency notices, time sensitive updates, etc. These alerts may be created on-the-fly or set up and scheduled ahead of time via the CMS.

### **A Note about Images and Animations**

In terms of image management, we go out of our way to make that process easy for site admins who may not have image editing experience. To that end, all key image upload areas in the admin section have clear helper/specification text online and we can even provide integrated scaling and cropping tools to insure that every image you post is prepared correctly for the layout it is intended to go in.

### **Pages + Navigation Manager**

- The new site will include sections and pages in a navigational schema up to four levels deep. Items may be set to appear in the main nav, a mega-menu or in the site's footer area.
- The CMS will provide tools to allow you to alter the mix of pages without having to know any code. Entire sections and pages can be added, deleted, moved or temporarily deactivated at the push of a button.
- From a design point of view, we will create multiple layout templates to give your content creators maximum flexibility and an easy way to keep the site interesting. (Your current layouts—or layout—is very static and does not seem to provide much flexibility in the way that information can be presented. The system we propose would give editors many choices when creating pages. Our CMS has a unique and very cool, code-free, fill-in-the-blanks-style workflow that makes populating even highly complex layouts completely bulletproof. All primary style sheets will be controlled so that the branding of the site stays consistent. Having this broad choice of layouts and ways to display content at their fingertips, should also help make your team less reliant on PDFs.
- Layouts will be smart in their ability to elegantly deal with expected page elements not being available. For example, say that a particular layout includes a primary image, followed by a block of large introductory text, followed by two columns of text and another image. If the main image is not put into the CMS, the page will simply “fold up” and ignore that real estate (vs. leaving a hole on the page). Over time, additional visual templates can be easily created. The nice part about the way our system operates is that it gives editors a LOT of options and control while at the same time making it almost impossible to trash a layout. With OrgCentral, everything will always look great.
- OrgCentral's admin user interface and workflow for creating pages and tapping into the system's various design templates is very unique in the CMS world.

## KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

- SEO-friendly fields (page title, description and keywords) are provided at the page level to help make each page more attractive to the search engines.
- The system allows pages and sections to be designated public (all access) or constituents only.
- The nav system also allows you to create a tab and link it to an external site. We are in the process of adding a control by which admins could enable a pop up complete with a custom message to warn folks that they are leaving the site.
- Automatic breadcrumbs will always let visitors know where they are and how they got there.
- Pages may include a control that visitors may use to set the font size on all pages.
- A built-in WYSIWYG toolbar with pre-coded style sheets provides non-technical users with a means to style site content without breaking Asheville's branding guidelines. This toolbar also allows admins to easily create HTML elements such as bulleted lists, tables, embedded images, web and mail-to links, etc. We can increase or decrease the number of WYSIWYG options in this toolbar as per your wishes. Alternatively, these controls may be disabled to allow your more technical team members to work in source mode.
- A spell checker is built-in.
- All content may be scheduled upfront for publishing or deactivation at a later date. We can discuss additional workflow items around this concept such as email alerts, pushing an item to an individual admin's to do list, etc.
- Admins may pre-set dates for content to automatically publish (and unpublish) to and from the site. Expired content always stays in the CMS for future reference.
- A good amount of reporting and tracking keeps track of who created and last edited what and when. We are in the process of adding a version control system as well, so that admins may, at the push of a button, roll content back to a preview version.
- An RSS Feed may be made available from most page types in the system.
- Most pages and content types may have a printable style sheet attached to them.
- Auto-generated or curated friendly URLs are supported.
- The CMS can facilitate multiple types of approval processes. We have intentionally built a good amount of flexibility into the system with regard to workflow. During discovery, we can discuss the optimal solution for your team.

NOTE: Navigationally, we always strive to get people to what they need in as few clicks as possible.

### **Related Content**

Key content pages will include an optional "Related Content" sidebar. We feel this is an effective way to communicate all available services to site viewers, encourage site exploration and a forge a deeper connection with your audience. The new system will allow you to populate sidebars with links and it will also support content that is more visual or promotional in nature. On a page-by-page basis, these content areas may be populated with various types of information—HTML, images, attached documents, content "boiled up" from other parts of the site and/or third-party-provided JavaScript code designed to pull content from external local or regional sources.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## People/Constituent Management

Acting like a highly intelligent CRM System, an integrated “people” database on the back-end of the system will allow for the centralization of all City contact staff information in one database. Each person may be assigned various demographic tags and associated with an unlimited number of committees, boards, activity types, vendor categories, etc. Depending on your needs, this module can stand on its own or connect to an existing database.

- The system tracks both personal and company profiles via a one-to-many relationship.
- Unlimited demographic or business-type classifications are permitted. New classifications can be added on-the-fly.
- Automated user self registration capabilities, automated password reminder function.
- Admin users may search or filter users via multiple criteria for general reporting or to create custom lists.
- This database connects in real time to every other component in the system—event registration, alert preferences, gated content areas and most notably, the system’s integrated email blaster making one-to-one or group email communications simple.
- Persons or companies entered in the CRM module can be kept out of view for admin use only or displayed on the site in unlimited dynamic directory-style pages. This functionality allows you to create mini-directory pages for staff, committees, even an interactive online business directory with the click of a button. Optionally, you could even allow local businesses to login and update their own profiles, business license details and other information.

## City Directories

Drawing on the CRM components described earlier, the system allows you to create unlimited dynamically built directories based on groups as defined by the member classification system.

With the push of a button, you can create a page to display a master staff directory with robust search and filter capabilities, another to display elected officials and another to display the members of a commission, each complete with photos, bios and whatever level of contact information you specify. you could even use it to make your directory of past city managers a bit more compelling than it is today.

Here are a few examples:

<http://goo.gl/No6sXf>

<http://goo.gl/pXU1Dm>

<http://goo.gl/H2eUa6>

Although the back-end of the system will hold a lot of information about each individual (or company) in the CRM, you can decide how much (or how little) you want to display on any publically or staff-only accessible directory. The CRM module can also act as the engine that can dynamically power everything from searchable, filterable and highly-dynamic local business directories, to shopping guides to an interactive real estate guide for your economic development team—with or without automated map integration.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## **“My Asheville” Dashboards**

Registered users (members of the public and City staff) may be granted access to a “My Asheville” dashboard. This powerful suite of features allows registered users to update their profiles, RSVP to events with one click, access committee workspaces, make payments online, change their passwords and site preferences and more. Additionally, we envision a feature by which site visitors could collect their favorite content and links and save them to a personalized “My Asheville” page for planning purposes, general future reference or to share with colleagues and friends.

## **Login Access and Permissions**

The system may include multiple user-permission levels based on user ‘roles’. Roles can be established for administrators as well as site visitors via a basic User Management System. Typically these can include Administrator, Content Editor, Content Publisher, Member and Non-Member. Individual content may be ‘gated’ by group, subgroup or even individuals. Details on exactly what classes should be created and what each class of user may and may not do (or have access to) will be worked out during the discovery period.

## **Roundtable Blogs (optional feature)**

To further open lines of communication from The City to its various constituents, we love the idea of a classic multi-author blog that would allow City officials and staff to easily contribute articles, updates, thought pieces and more to the site. We felt like you were doing an amazing job with your Asheville City Sourceblog.

We could certainly leave that in WordPress and just skin it to match the new design. Alternatively, you can wave goodbye to WP and use OrgCentral’s powerful blog engine built in so you can manage that type of content exactly the same way you do everything else on the website. Blogs can be designed to look like the site or to be stand-alone—all of that is up to you. You can have unlimited authors (even external users can be given blog authorship privileges) each with their own graphics, categories and content types and more. You can even set individual posts to appear in the blog and in other places on the site with one click. The system basically lets you do everything WordPress can do but without the bad WordPress interface and its now infamous security holes.

## **Calendars and Events**

A powerful city-wide calendar is sorely missing from your home page and as such, we want to deliver a robust Calendaring and Event Management System to be integrated into the new site. Designed with the idea that your calendar is as much as a marketing and business planning tool as it is an information delivery system, our calendars are extremely powerful, infinitely flexible and look really great.

You can add events, categorize them by type, department and/or location and decide to include an RSVP mechanism or not on a per-event basis.

In its simplest form, you could post an event like a Board meeting to the calendar. At the other end of the spectrum could be a more complex event, such as a promotional event for the annual Bike of the Irish. In a case like that, you can even create sub-pages for an event. You could have a sub page that features a quick description, photos and details, another page with parking options, a page to showcase plans and renderings, a photo gallery from past events and the list goes on.

## KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

- Online calendar with ‘at a glance’ and detailed listing views for each event.
- List view and grid view calendar options are both available so site visitors can decide which they prefer. user controllable.
- You can add events, categorize them by type/category, location and department and decide to include an RSVP/registration mechanism (or not) on a per-event basis.
- OrgCentral’s main calendar will display events from all departments and venues. At the same time, department sections and microsites can also elect to have a custom, dynamically built calendar in their areas showing only their events, pulled from the central events database. From a CMS perspective, event data needs only to be input once (and thus managed centrally), but can be displayed in multiple places throughout the site.
- The CMS provides full self-service control over the taxonomic rules you want to use to classify your events. Events may be tagged by any number of event types, departments or location. These tags will then act as filters that visitors can use to find similar events.
- Extensive filtering and searching and ‘suggestion’ capabilities let visitors discover more of what’s going on around your service area without having to work very hard.
- Each event may have its own mini-photo album and even embedded videos.
- Manage every aspect of organizing an event from marketing to budgets to agendas right inside the system’s secure, admin-only event workspaces.
- After an event is over, it will deactivate and leave the site automatically. Every event’s full history however (worksheets, attendance, images, documents, contracts and agreements, revenue, etc.) is retained securely in the system for post-event for the reference of future organizers. This is one of many ways in which OrgCentral acts not only as a CMS but as an ERP tool capable of capturing and a growing storehouse of your institutional knowledge over time.
- Depending on the event, you may elect to have a short listing, a listing plus a detail page or a full, multi-page microsite with speaker pages, printable agendas, travel information and more. All editorial page design styles available in the system at large may be leveraged as you create an event microsite.
- The Google Maps API is built right in, so as soon as you enter a location, a map link is automatically generated and placed on the event page.
- Site visitors can add an event to their own calendar with one click. (The system has support for iCal, Yahoo, Outlook and Google Calendar). They may also opt-in to receive an automated email reminder at set periods before the event.
- Registered users can RSVP online with a few clicks.
- Generate a quick, branded reminder to any RSVP type (YES/NO/NOT REPLIED) about any event at any time, automatically from the system’s integrated email blast tool. There is no need to even pull a list—the Mail Blaster accesses the event attendance database in real time.
- Final attendance lists can be exported in .xls format for further manipulation or mail merges. Guest list information may also be made accessible to partners such as venues.
- Past events may be duplicated via the CMS to expedite the creation of new, similar events.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## Microsites

Sometimes a regular page on the site is not enough, and that's where OrgCentral's Microsite module comes in. This module provides a really innovative tool set for dealing with special content cases that for whatever reason need to break the mold a bit, but not go completely off the reservation. This module provides a host of powerful tools to allow you to manage multiple microsites, each with its own rich content. This way you can give departments, business units and even select project teams a high degree of autonomy and the ability to deliver as much dynamic content as they want—all while preventing them from breaking every branding rule in the book.

Key microsite elements could include an overview, a mini-photo and video gallery, a news/update area, staff listings (pulled dynamically from the CRM database of course), related calendar highlights, testimonials and any number of general editorial content pages. Content like calendar items, photos, videos and news could all be simultaneously published to the microsites and to the main site's data store via a single point in the back end.

Your Fire and Police Department would both be great microsite candidates. Even something like the WNC Nature Center could be brought into the fold. The work we did for Dunwoody's Police Department is very analogous here: <http://bit.ly/1KKjpwk>

Another great Asheville microsite candidate would be your Historic Resources Commission. And as you get your Historic Preservation Master Plan underway, you could spin up another microsite to keep everyone on the same page as all of that thinking comes together. As specific projects break ground, OrgCentral's Project Module (see below) can be used to create a mini sub site for each of them.

A microsite could also be used for a special event. For the City of Addison, TX, a really cool microsite handles one of their biggest events of the year: [www.addisonoktoberfest.com](http://www.addisonoktoberfest.com) and another works hard for their Airport: [www.addisonairport.net](http://www.addisonairport.net)

The microsites we did for Edina's parks and places are also worth noting. Take a look at any of the sections under the parks and places tab on [www.edinamn.gov](http://www.edinamn.gov) for examples of this highly flexible module in action. While you're over there, take a look at how we handled the department sections and the staff directory (all under the City offices tab). While we did not do the design, we did extend Edina's main CMS to handle their home buyer's website ([www.comehome2edina.com](http://www.comehome2edina.com)).

With OrgCentral, the ability to extend the reach of the CMS into other areas of your universe is always on the table. Best of all since the back end is exactly the same, all of your content editors and staff will be instant geniuses, not only about their own corners of the website, but *all* corners of it. (sorry Wix, WordPress and whatever other disparate systems are being used to manage Asheville content today—your days are numbered!

## The Project Zone

Between economic development projects, infrastructure improvements and special projects, we can the City has a lot going on. OrgCentral has a dedicated projects module to make communicating all of that a lot easier. The design is of course customizable, but the idea is to give you one easy to manage place to showcase, categorize and promote all of your projects—from large infrastructure efforts to every day maintenance. OrgCentral's project module gives you a way to include all of the engineering details you need while also putting a face on civic projects people can both understand and get behind. Here is an example of that one in action for The City of Dunwoody: <http://goo.gl/hLw4aq>.



## KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

The project module's built in project archiving function gives you a simple, highly automated way to catalog past successes and all manner of project details and documents details (both public and private) about everything from contractors to budgets to approvals.

### **Community Engagement (Optional Feature)**

We know that every city today is on a mission to increase community engagement. As part of this project, we could look at possibly incorporating this concept into the site.

In our humble opinion, two great options for this are Civic Ideas by Granicus and MindMixer. We are integrating both services with multiple projects right now. In terms of design, both can be nicely integrated with the main website. We can even build-in the ability for staff and citizens to use a single sign-on as they move between the site and the 'Engagement' area. We can dive deeper into this topic when we get the opportunity to speak with your team, but in the meantime, check out how we integrated the Granicus solution for The City of Edina: <http://speakupedina.org/ideas>.

OrgCentral's built in Transparency Module is the perfect complement to all of this. you can see that one in action for the City of Dunwoody: <http://goo.gl/bwt1lu>

### **Facilities Reservations**

Many of our municipal clients are realizing that unused facilities are a great source of income and need a simple way to manage the inventory and booking process. We recently built a highly-dynamic module to handle this for another one of our municipality clients. The system includes a strong taxonomy system, photo galleries, downloadable floor plans, the ability to filter and find spaces based upon their attributes, a comparison engine, calendaring and even an online booking tool. We would be happy to share the specifications of that initiative with you as a jumping off point. If that system is of interest, we can more than likely include this module for the new Asheville website.

### **A Plan For Parks and Places**

Having been to Asheville, we know for a fact that there is a LOT more interesting stuff going on in Asheville than your current site lets on. In the new design, we would look to push things a lot further with regards to promoting what we feel are some of your prime assets.

This can be done with stronger, more interactive layouts, more photography and more details about each park. In short, we envision a 'places template' we can employ for each location that is fun, accessible and gives site visitors a real sense of what each place is about.

We'd also like to give visitors a bit more of the big picture. To that end, one key element we'd consider would be an interactive filtering system you could use to quickly find local happenings with the features you want. In the mood for arts and culture? Check out the Asheville Art Museum or the Thomas Wolfe Memorial. Up for some city history and architecture? Join the Urban Trail Walking Tour or head over to the Biltmore Estate. Want sports and recreation? Food Lion Skatepark is the place to be!

You live in a great city and we could easily bring the recreation side of things to life with interactive maps, downloads, historical trivia and even some video content. Of course it would all be mobile friendly as well. We recently did a cool "Discover Our Parks" site for a client in NY State that encourages site visitors to get out, explore and have fun and then report back on their adventures to win prizes. That same idea could easily be leveraged for Asheville.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## **Here Comes The Neighborhood**

Cities are often defined by the neighborhoods in them and many of our clients are concentrating on encouraging pride, community and communication in their neighborhoods. We liked the Haw Creek profile we saw on your current home page, and have a great way for you to take that idea to a whole new level and include all of your neighborhoods. We can help you with all that. OrgCentral has a rich module designed specifically to help you further your neighborhood engagement efforts. It can even be set up to allow neighborhood leaders to log in and self publish updates, events and more to the site.

One of our Minnesota clients is just getting their baseline content in place on said module and will be rolling it out city-wide shortly. Take a sneak peak here: <http://goo.gl/58yXMu>

## **Social Media (AKA Asheville 2.0)**

These days, most cities' social media policies are evolving. During the project, we will be happy to work with you to hone and implement next steps in that all important part of your communications strategy.

We have experience with the APIs of all the major social media platforms and envision a seamless and very dynamic feed-driven integration between Asheville's presence on those services and the website itself. We noticed you have some integration already with your social media pages and we already have some ideas on how to help streamline that workflow and maybe even make it a two-way street—for instance, by allowing you to put an event on the new website's calendar via the CMS and at the same time, push it out to your social media channels. Additional social bookmarking functionality may also be made available via a customized version of ShareThis which can appear site-wide.

Besides the usual social media suspects, we can also help you work out a strategy for other tools like Pinterest, Vine and Instagram.

Lastly, we have some very unique tools up our sleeves to allow you to create a single social media portal page within the site that can pull information from multiple channels and present it in a very cohesive way. (vs. naively expecting that your site visitors are going to take the time to visit each of your social media pages separately.) Here is how we executed that concept for one of our municipal clients:  
<http://goo.gl/WE0rWV>

As Asheville's social media strategy matures, it may also be worth exploring some of the additional social media monitoring, marketing automation, analytics and BI functionality that a solution like HubSpot can bring to the table.

## **Forms, Permits and Applications**

As appropriate, the new site will offer all necessary forms, permits, etc. as web forms or downloadable pdfs. OrgCentral has a fully dynamic WYSIWYG form builder module built-in that allows site admins to create as many basic forms (with database capture) as they want, set routing rules and embed them anywhere on the website.

In addition to what the Form Builder is capable of doing via the CMS, we have budgeted for the creation of up to six custom forms (ones with more complex or branched logic, phased payments or special output, such as delivering a customized .pdf permit on screen). During discovery we can work with your departments to determine what paper based forms could be converted into online forms and how exactly they would work. (For instance, we happen to have a lot of experience around parking permits having worked with Edina to automate their formerly arduous annual parking permit process for the city. Take a look: <http://goo.gl/CeS38f>)

## KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

To make things easy for site visitors, from an organizational perspective, we usually put all forms and permits in one central place on the site organized by category/task. We then crosslink each individual form back to the department or area it formally belongs to.

NOTE: All registration forms for programs and events are generated dynamically by the Event Module and, as such, there is no limit to how many of those you may create via the CMS.

### **The RFP Zone**

OrgCentral has a special module built-in that allows site admins to easily post RFPs and other contracting opportunities to the website. Each posting may have multiple documents attached to it and may be set to auto-deactivate once its submission deadline has passed. This module even has an optional vendor registration component (with full CRM tie in of course). If you select our 100% future proof solution for the new Asheville City site, a website redesign is one RFP you will not have to put out again for a long, long time.

### **Mail Blaster**

Built right into the system and tapping your constituent list in real time, this unique tool allows you to compose, target and send a branded email (text or HTML) to any individual or group within the system's CRM module. For all communications from Asheville out to your constituents, this system delivers a whole new level of convenience, data centralization (and savings).

- Target messages from real time data in your constituent database. You may send emails to individuals, group(s) or any other member classification in the system.
- The system may be set up in a way that lets site visitors create mini accounts and actively manage their preferences in terms of what topic or topics they wish to receive email or SMS alerts about.
- A built-in header library allows you to easily change the look and feel of your emails.
- The blaster also leverages real time data in the CRM and events module to allow you to, for instance, send a blast to constituents who have replied 'yes' to a specific event—or a gentle reminder to everyone who has not yet RSVP'd without bothering those who have—all without ever having to dig through a database or download and upload a list.
- Graphics or other attachments may be included in emails.
- A separate footer area on each mail blast allows you to tout upcoming events, important reminders, timely action items, etc.

### **Newsletters (Subscriptions and Creation)**

- The home page and perhaps other pages of the site will allow site visitors to sign-up for general updates, your e-newsletter and other City communications streams.
- A page of the site will be created to archive newsletters and invite visitors to subscribe to them.
- While newsletters may be sent via the system's integrated email blaster, the actual creation (coding) of HTML or .pdf formatted newsletters will need to be done in an external program.
- Once coded, all assets may be uploaded to the website and/or delivered via the system's integrated email blast tools or a third-party like MailChimp.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## **Automated Emergency Alert Notifications (Optional Feature)**

In today's world, a flexible, efficient and timely emergency notification system is vital for a site like yours. With a little customization, OrgCentral's built-in email-blaster (as described above) may well fit the bill for emergency alerts as well. If not, we can always integrate a third-party like CodeRed.

## **News/Press Room**

- News may consist of multiple sections i.e., Press Releases, News Releases, Asheville in the News, Residents in the News, Public Notices and Announcements, etc. New sections can be added on-the-fly by site administrators.
- Articles may have photos, attachments and/or external links associated with them (no longer lists of clickable pdf files that you are using now).
- On a per-article basis, you can elect to display the story date or not. This is the perfect way to avoid interesting, (but not super fresh) content from appearing dated.
- Microsites can leverage this module to deliver only news relevant to a particular department, while still working within a centralized admin module.

## **Document and Resource Libraries**

- A robust document library module will allow you to categorize, publish and archive all manner of documents and other resources for public or committee-only access. Sections could include things like Policies, Special Reports, Meeting Minutes and Agendas, Fee Schedules, maps, floorplans, etc.
- Highly usable and elegantly organized by section and sortable by multiple criteria, this powerful module can serve many purposes on the site. Making your documents available here will ensure that someone other than your site admins will actually be able to find them.
- Content in this section could be entered directly into the CMS to appear as HTML and may also be accompanied by uploaded documents. All document types will be supported and the CMS allows for the entry of searchable meta data for each post.
- Resources in this section may also be dynamically referenced from other parts of the website. For instance, while Annual Financial Reports will live in the central document library, they may also be concurrently displayed on an Financial Information page.
- This module can be the basis for a more robust knowledge base application in the future.

## **FAQs**

OrgCentral's robust FAQs module allows you to build and organize deep stores of Questions and Answers and publish them to the website. Unlimited categories may be set-up and individual questions may then be assigned to one or more categories. While the FAQ content will be centralized on the site, administrators may, at their discretion, elect to 'mirror' one or more FAQ sections dynamically within another area of the site as well.

A sidebar could also invite site visitors to submit their questions as well. These submissions will be sent to a cue in the admin section where they can be answered and then published to the appropriate FAQ section with the click-of-a-button.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## **Poll and Survey Builder**

OrgCentral's built-in Poll and Survey Manager allows you to create quick polls or more detailed surveys to present to constituents or staff.

- Create questions, choose from multiple answer types (pull down, check boxes, rating 1-10, text, etc.) for each and publish the poll instantly.
- Send a survey link to constituents via email or make it part of any page on the site.
- The system retains all former polls so they can be easily repurposed later.

## **Jobs**

OrgCentral includes a robust job listing module that does essentially the same thing as vendors like NeoGov, but without those pesky licensing fees. To support the efforts of your HR staff, this module allows site admins to:

- Post job opportunities with highly-detailed information and collect applications.
- Job fields in the CMS are very flexible based on your needs and postings may include attachments and clickable links.
- Jobs can be categorized and/or tagged with keywords for easy search and filtering.
- Posted jobs can be set to auto-expire on a given date.
- Out of the box, applications will be accepted via a form that behind the scenes sends the application materials via email to your HR time. Optionally however, this module can even allow applicants to register and submit applications on line at which point they will stored and archived in the database according to whatever workflow your HR team wishes to define.

## **The City of Asheville: A Living History**

As history buffs (we launched The History Channel for A&E), we love the background stories of America's towns and cities and we have a bunch of ideas on how to bring Asheville's story to life via an interactive timeline. Besides recounting the historic events, people and places that made Asheville what they are today, the timeline we envision would also serve as a look forward...a way to bridge the past with today, all the way from Asheville's beginnings as a Cherokee nation to becoming the happening place that it is today.

Besides still images, stories, interviews and quotes, the timeline could even include video. To see a quick example of what a fully responsive interactive timeline can look like, please visit: <http://goo.gl/TGcTYc>

The above link is just one example of how you might utilize this tool. The cool part about the timeline module in our CMS, is that you can use it to create as many different timelines as you want on the site. Imagine one timeline for general history. Another to show how Asheville's architecture evolved over time and another to bring some key Asheville statistics to life.

## **Search Engine Optimization (SEO)**

Site architecture, page design and the structure of the CMS will all support best practices in SEO. The admin sections for all major content areas will include fields for custom page titles, page descriptions and meta tags including the data needed for accessibility compliance.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## Maps and Mapping (Details TBD)

An engaging mapping system is critical to most public sector websites. For Asheville, it is a must. Maps on the site can be functional, informational or entertaining depending on what we want to communicate. In terms of technology, we are doing a lot of interesting work these days with some of the new generation of mapping technologies like Leaflet, MapBox and CartoDB. In our opinion, we are in the midst of a geo-spatial renaissance and the old way of doing things via expensive, non-intuitive, non-responsive tools like ESRI (or worse yet, with flat pdfs) may be going the way of the Dodo. During discovery, we can discuss the possibilities these new tools can offer The City—either on their own or in concert with your existing systems. (We also have experience with ESRI's new JavaScript tools which—finally—offer some real control over how your maps can be presented.) Lastly we are doing some really interesting things these days with our friends at [www.neotreks.com](http://www.neotreks.com). They have cracked the code on creating really powerful, information rich and mobile-ready recreation and POI maps. Their technology makes a great addition to any site, but especially those with heavy outdoor recreation options. More on this (and a live demo) when we speak.

## Photo Galleries

The new site will include a full featured gallery system. At launch, only site administrators may publish photo galleries, although we could certainly explore the idea of accepting user-contributed content in the future.

OrgCentral's gallery system includes:

- The ability to build multiple photo galleries with unlimited albums in each gallery.
- Categorize albums as you see fit and link them to any content on the site.
- A drag-and-drop upload tool allows for simple batch uploads without the need for FTP or additional software.
- On-the-fly thumbnail creation.
- Visitors have the option to view galleries as a slide show or image-by-image.
- Once photos are uploaded, they can be renamed and captioned in batches and reordered.

## Video Galleries

To accommodate playback of videos on the website, a YouTube-style audio/video gallery with CMS control will be included. Whether it's history, walking tours, testimonials from local businesses or City officials or project showcases, quality video is easier and more affordable than ever to produce these days.

OrgCentral will give you a simple way to catalog and present it all as a moving part of the Asheville story.

- Multiple Video "Channels" can be established and video assets assigned as necessary. For example, workshop sessions, etc.
- Videos in the central gallery may also be displayed on other parts of the site via the system's built-in WYSIWYG tools.
- Videos may be uploaded directly to the CMS or embedded and streamed from third-party sites. In our opinion, the site/YouTube scenario is the best of both worlds in that content is 'played' right on your site while allowing you to leverage YouTube's streaming power and pick up some added social media exposure.

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## **Arts. Culture. Life**

We loved your focus on art—public and otherwise. We happen to have a cool module that could be used to showcase some of your art and stories on the site. Here's how that one is used to support Edina's ongoing public art installation program:<http://goo.gl/ID07dE>

## **Third-Party Applications and Services**

As you well know, no site is an island these days. And while OrgCentral's built-in modules may almost surely streamline and minimize the array of software you rely on today, it will not completely eliminate it. We play very well in the sandbox with others and have a lot of experience integrating disparate solutions in a way that does not make for a disruptive user experience. With regards to other third-party apps, such as the picnic shelter reservation system, we imagine presenting these via web services or an iframe in the new site, so they feel more integrated with the user experience. For any external apps The City may own or license (and that will stay in service,) our team can even provide graphics and direction to those vendors so that those apps can be skinned to complement your new site's branding and design. We can also help skin the section so that it will feature things like your utility bill payment pages without looking like you have landed on another planet every time you click over to a third-party controlled page.

## **E-Government + Online Payments**

OrgCentral has a built-in payment system for event and program registrations. The same system may also be expanded to support online payments for permits, licenses, utility bills and even branded merchandise. During discovery, we can explore exactly what you currently offer travelers in this area and decide on a case-by-case basis whether The City would like to bring payments "in-house" or continue to use whatever systems are already in place. As with most things we work on, the main considerations for us are user experience and the consolidation/centralization of data.

## **Language Support**

Language support can be an important part of any organization's communications strategy. While creating a dual language CMS to allow for hand translation is certainly an option (albeit a costly one), we have found that Google Translate is a perfectly viable and affordable option to provide dynamic multi-language translation site-wide.

## **Contact The City**

In addition to an easy-to-parse phone, email and address directory, each of the sites will include a smart form through which multiple visitor types may contact The City. Form submissions will all be tagged with an overall "topic" or area of interest and can then be routed automatically via email to whomever is responsible for that area. General information, economic development information and visitor guide requests could also be tracked and routed via this page.

All forms may include CMS-controllable online JavaScript-driven helper text. Required fields and client-side error checking specifications will be determined via the information architecture phase of the project. As mentioned earlier, fully dynamic organization-wide and department-level staff directories and contact forms may also be created and published with one click. Take a look at this example: <http://bit.ly/KW69d1>

# KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

## Search

We believe that search should not be a crutch. Effective information architecture and an engaging site flow should make it easy for people to easily find what they want. That said, in consideration of the deep levels of content that the new site will have, full site search will be included. Site-wide search may be implemented using Google's Custom Search Engine tool. (A small annual licensing fee payable to Google will apply). We can also look into making sure that content provided by external vendors can be indexed by your search box and delivered in the search results page we provide right on your site.

A second search strategy that may be worth exploring with regards to search would be to create a full faceted search that takes advantage of elastic search technology to deliver even more relevant results that accurately reflect the site's taxonomy and not just keywords. A search like this gives site visitors a lot more control over the results they get back. Equally important, it will provide your team with a ton of valuable intelligence you can use to improve the site and its user experience over time. More on this option should we have the opportunity to speak. Give us a few days and we can even spin up a faceted search demo using actual content from your current site (You'll never go back to a Google-style keyword search after seeing this one, so beware).

## Site Analytics

Powered by Google Analytics, a robust live site tracking dashboard will show in real time, key stats such as site visits, page views, referrers, last activity on the site, most frequent visitors, average time on site, etc. Intelligence gathered from viewing and analyzing these stats and trends can be leveraged as the site matures over time to better serve its various target audiences. Besides what we get from Google, OrgCentral has it's own powerful dashboard (viewable on log in) that can keep your web team current on everything from revenue to active pages to program and event registration status to who did what and when to what content needs to be updated.

We also have experience with Crazy Egg (a really cool service that provides a deeper level of tracking than Google along with heat maps and extensive visualizations.) During discovery we can work with you to define what kinds of things are important to track and help craft the right mix of tools to get you to the data you need fast. We can also help out on the all important topics of SEO and SEM.



## KEY CONTENT AREAS AND FUNCTIONAL ELEMENTS (CONTINUED)

### **Employee/Staff Intranet/Extranet** (*Pricing / phasing TBD upon arrival at final specification*)

When it comes to providing an Intranet/HR site, we definitely have a great mousetrap for you there. By carefully leveraging the CMS infrastructure we utilize for the website itself, we can deliver a very functional Intranet within a budget just incrementally more than the site itself.

Key features would include full staff directories, a staff-only collaboration zone with message board capability, a full private calendar system, department blogs, a robust searchable and filterable document library and more. The Intranet we envision will leverage data also available to the website, it will support all current departments and may be expanded (via provided self publishing tools) to support new (or reorganized) departments in the future. Of course Active Directory support is provided as well. Our system is API-driven and as such, can seamlessly communicate with all manner of third party systems.

Most importantly it will be highly usable and set up to do exactly what you and your team want it to do. Perhaps best of all, since the Extranet's administrative functionality and workflows are based upon the website's CMS and Management tools, there will be zero learning curve as your end users and administrative users move between the two systems. If you have ever suffered through a SharePoint or other enterprise Intranet rollout, you know that removing the normally steep learning curve from that experience can be priceless (in more ways than one).

Again, in comparison to much more costly systems, our solution is easily extensible and will never suffer from the one-size-fits-all feature bloat seen in other systems. Should discussions progress, we'd be happy to provide a demo for you of an Intranet we just completed for one of our city clients.

# DEFINITION OF DELIVERABLES

## **Discovery, Planning and Strategy**

Full site audit content and usability audit followed by workshop-style ideation sessions with senior and department staff and other key stakeholders including area residents and local businesses. Competitive survey/best practices review. Recommendations regarding implementation of all site features, communication strategies, value-added content areas, user generated content possibilities, content aggregation strategies, personalization, additional online tools, push components, etc.

## **Information Architecture**

A comprehensive site map and wireframe diagrams detailing all content areas (and how they interrelate) as well as the site's overall navigational schema.

## **Functional Specification**

A detailed description of all site functionality and features (front and back-end). Final data model to support content and functionality as well as any required business logic.

## **Design and Art Direction**

Full creative exploration. Two distinct visual directions will be presented for consideration during the initial design exploration. All elements of the design and of the user experience will integrate tightly with whatever new branding direction your marketing firm comes up with.

## **System Build**

All front and back-end programming to enable the interface and feature set as described for the public site and the administrative toolset. Customization and implementation of the CMS system and other administrative applications. QA, testing and delivery to production server.

## **Training**

Up to 20 hours of group system training in person or via webinar is included in this proposal. We are big believers in the "train the trainers approach" and strongly encourage all stakeholders to be present at training sessions. A broader "Welcome to our new site" webinar targeted to your constituents may also be considered as the site launches.

Additional refresher training time (if needed) will be available in blocks of five hours. It is worth noting that the systems we build are highly intuitive and as such, very few of our clients have needed much additional training time.

# DEVELOPMENT COSTS AND TIMELINE

The flat fee, not-to-exceed budget to create and produce the new Asheville websites is prepared based on the components described in this document and the information we have received to date. As you have hopefully noticed, there are very few things not included in our base package, meaning you will have no unpleasant budget-related surprises along the way. Although your stated budget is very lean, we are very motivated to work on this project with you and would really approach it as a labor of love.

What is very important to note here is that our proposed solution is a 'one-and-done' arrangement. After the project is complete, while we'd love to stick around and help out with future initiatives, you will not be on the hook for any vaporous maintenance or licensing fees for the rest of your life. This is something most of our competitors cannot say.

Out of the box, we know our pricing is very competitive. When you compare solutions from a total cost of ownership perspective over multiple years, OrgCentral proves to be even more cost effective.

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<b>Discovery: Planning/Strategy/Information Architecture</b>	<b>\$3,000</b>
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Information gathering, facilitate ideation workshops with key stakeholders (Asheville City staff and residents), content audit, strategic recommendations, competitive/best practices review, detailed site information architecture, functionality/requirements specification, persona-based use case scenarios, etc.

---

<b>Creative Development</b>	<b>\$8,000</b>
-----------------------------	----------------

Creative exploration and development of all aspects of the user interface. Creation of all comps and clickable demos during development. Includes one custom designed microsite template. Estimate assumes that all photography and illustrative assets will be supplied by Asheville. The existing logo will also be supplied by The City.

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<b>Project Management and System Training</b>	<b>\$4,000</b>
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General project management, meeting time, system training (Two days on site).

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<b>Photography/Illustration</b>	<b>TBD</b>
---------------------------------	------------

Should additional photography (stock or commissioned) be necessary, those fees will be estimated and billed separately upon arrival at final creative direction.

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<b>Programming and Development</b>	<b>\$15,000</b>
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Technical Specification, HTML (presentation layer) coding, database development and scripting, Content Management System development, QA, testing, server provisioning, etc. Also includes a 25 hour allowance for content migration/propagation.

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<b>Total:</b>	<b>\$30,000</b>
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## DEVELOPMENT COSTS AND TIMELINE (CONTINUED)

### Fee Schedule

Fees for the project are payable as follows:

- 40% at commencement of project.
- 20% at presentation of site architecture/functional specifications
- 10% at presentation of home page design concepts.
- 10% at presentation of the coded HTML pages.
- 10% at presentation of the alpha site and CMS.
- Balance net 30 after launch.

### Notes

The flat fee proposed is all based on not-to-exceed costs. No additional software licensing fees (server or client side) will come into play. Nor are there any related hardware requirements or expenses. The contract sum shall be modified only in connection with a written and approved change order.

### Site Hosting (optional)

**+/- \$250/Month**

If need be, we can provide hosting with one of the Tier One providers with which we have longstanding relationships and dedicated hardware. Ongoing hosting and server maintenance fees cover hosting on a dedicated server, regular security patching, software updates and nightly data back-ups. We have dedicated servers in facilities in New York, Toronto, San Antonio and Los Angeles. Exact details regarding server environments, data center physical specifications and location, SLAs, redundancy, disaster recovery planning, etc. can be fleshed out should discussions move beyond this point.

### Support

All legitimate bugs and issues will be fixed at no charge for a 90 day period after the sites go live.

Going forward, we are very flexible in terms of the types and levels of support we can provide you post launch. As an overview, our support involves 9am-6pm, M-F phone support and as many remote or on site support hours per month as you think you may need. These hours can be used for any purpose you wish including training, creating new layout templates, planning and building out new features and functionality and providing general support as needed. This work will be billed at a blended agency rate of \$110/hr.

Besides hosting/server maintenance and any optional hourly support or new feature development work you wish to engage us on, there are no additional ongoing licencing or usage fees. That being said, long term support can be as involved or as light as you need it to be. We can work with you on this and are only interested in charging The City for services it actually needs and will benefit from. You will never see a vaporous, one sided licencing or maintenance contract from us. We only want to be paid for work we actually do. We're silly like that.

# DEVELOPMENT COSTS AND TIMELINE

## **Development Timeline**

Based on the information we have, we estimate the overall project timeline to be approximately 20-24 weeks.

We make extensive use of the Basecamp project management system to keep projects and both teams focused and on track. Once the project is underway, we will provide a detailed workplan and timeline outlining milestones as well as roles and dependencies for each aspect of the project. A sample project schedule has been provided as a reference in the Appendix of this proposal.

## **Compliance with the City's Stated Terms and Conditions**

We have reviewed all addendums published in relation to this RFP. We also understand that all of Asheville's standard terms and conditions will apply to this contract as will all applicable federal, state and local laws and regulations. Should discussions move beyond this point, we agree to file all necessary contract-related forms, certifications and other documentation in a timely manner.

## **Financing is Available**

We have a financing partner in place with Tiger Leasing here in New York. Tiger is willing to finance software projects of this nature over 24-36 months at very competitive interest rates. If this is of interest, we would be happy to provide more details and make an introduction.

## **Period for Acceptance of Offer**

We agree to perform all services as outlined in our proposal. This offer will be good for 120 days.

# TOP 10 REASONS WHY ASHEVILLE SHOULD LOOK NORTH TO JESSEJAMES CREATIVE

- :: Anyone can create websites. We design systems that work harder.
- :: We design compelling, custom-branded user interfaces.
- :: We solve problems from the ground up with minimal hand-holding.
- :: We provide flexible, scalable solutions — elegantly and affordable.
- :: We realize that data without usability is pointless.
- :: We have a successful track record with many projects of this nature.
- :: We're not afraid to empower our clients.
- :: Our CMS and Business Management Tools are unlike anything else out there.
- :: We love the state of North Carolina and would welcome another excuse to visit.
- :: We've been told we're fun to work with.

## **Appendix A**

### **Case Studies and Related Experience**










From large scale, content-rich intranets to content-and-advertising-driven-media sites, to custom CMS systems, if it can be done in a browser, chances are we've done it.

What follows are case studies on a few projects we feel have special relevance to what your team is trying to achieve. All have strong elements of personalization, collaboration and event management. They also integrate extensive Content Management and Business Process Administrative Capabilities. And many also show off our passion for making large amounts of data not only presentable but highly engaging.

Client references are provided at the end of this section.

### Corporate Identity + Branding

We have completed strategic branding and identity projects for a wide variety of organizations. Below are a few examples.

*what they do, clockwise from top left:*  
women's accessories | green energy | non-profit foundation  
private jet leasing | bio-based chemicals | medical practice management  
arts association | financial advisory | custom storage solutions  
non-profit mentoring | crowd-sourced farming | fantasy sports events



## Case Study: City of Edina Website and Intranet

### Project Overview:

In 2012, JJC began a relationship with The City of Edina and launched a brand new, fully rebranded web presence and CMS system. We re-created every city department section and designed microsites for their larger facilities, bringing the entire enterprise under a single CMS system.

Cool content pods like Hometown Heroes help tell the city's story, modules like online space reservations and an automated email alert system, free staff up to do other things and a custom blog makes sure every city department has a voice. It all adds up to one of most interactive and content-rich city websites you'll find anywhere. (And also one of the most decorated—the site has won numerous national and regional awards.)

A secure OrgCentral-powered extranet, with LDAP integration helps keep things humming for the city's staff behind the scenes. To this day, the site continues to evolve and we continue to deliver innovative, time- and resource-saving features and functionality for Edina.



### Case Study: City of Cheney, Washington

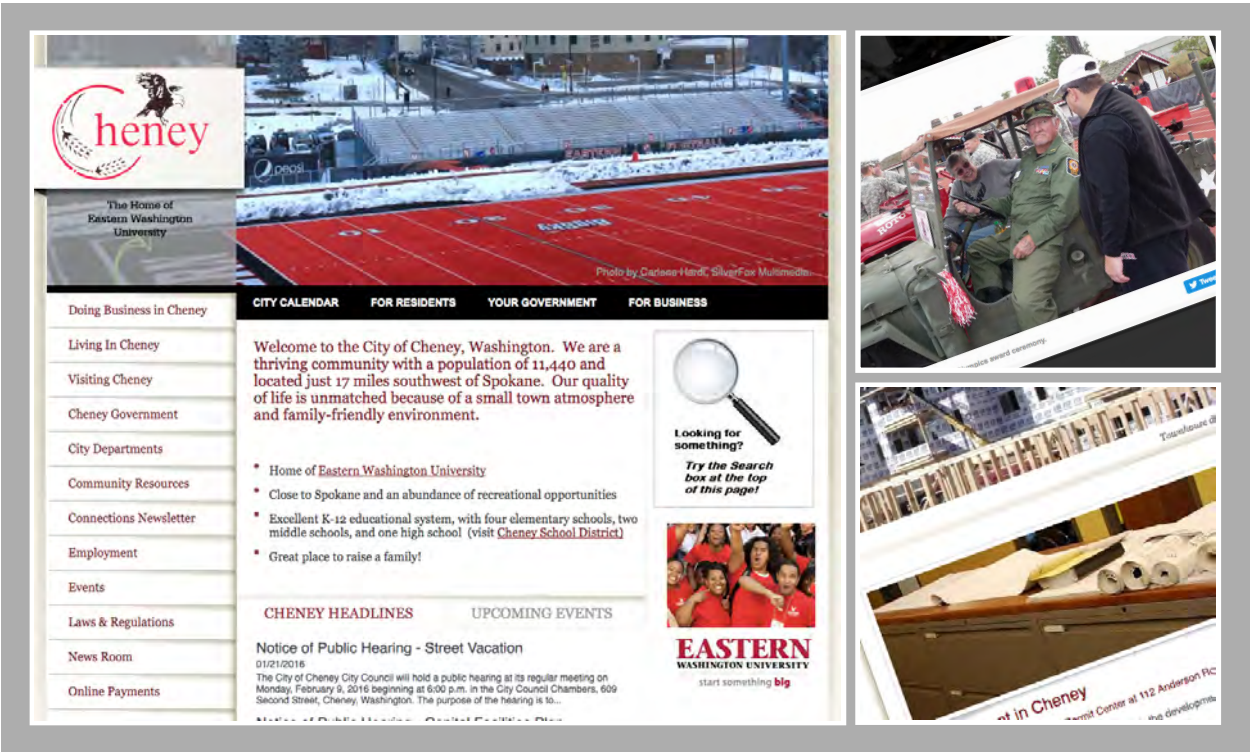
#### Project Overview:

We have created and launched a brand new website for the City of Cheney, WA. Powered by a highly-intuitive CMS, the site organizes every aspect of the City into one easy-to-navigate site.

Residents, businesses and prospective residents can find everything from tax information to documents to a robust online events calendar and program registration system. Online payment functionality is also in the works. Department teams have been empowered to manage their own areas of the site, freeing the City's IT team to deal with other more pressing issues.

A highly dynamic home page boils-up the latest content from the interior sections of the site and provides plenty of space for promotional messaging and important announcements. Behind the scenes, an online database helps to securely archive important documents, meeting minutes and a growing collection of historical photos. Close integration with various area business development groups and community organizations ensures that everyone is always (and we mean that literally) on the same page.

www.cityofcheney.org



## Case Study: City of Dunwoody Website

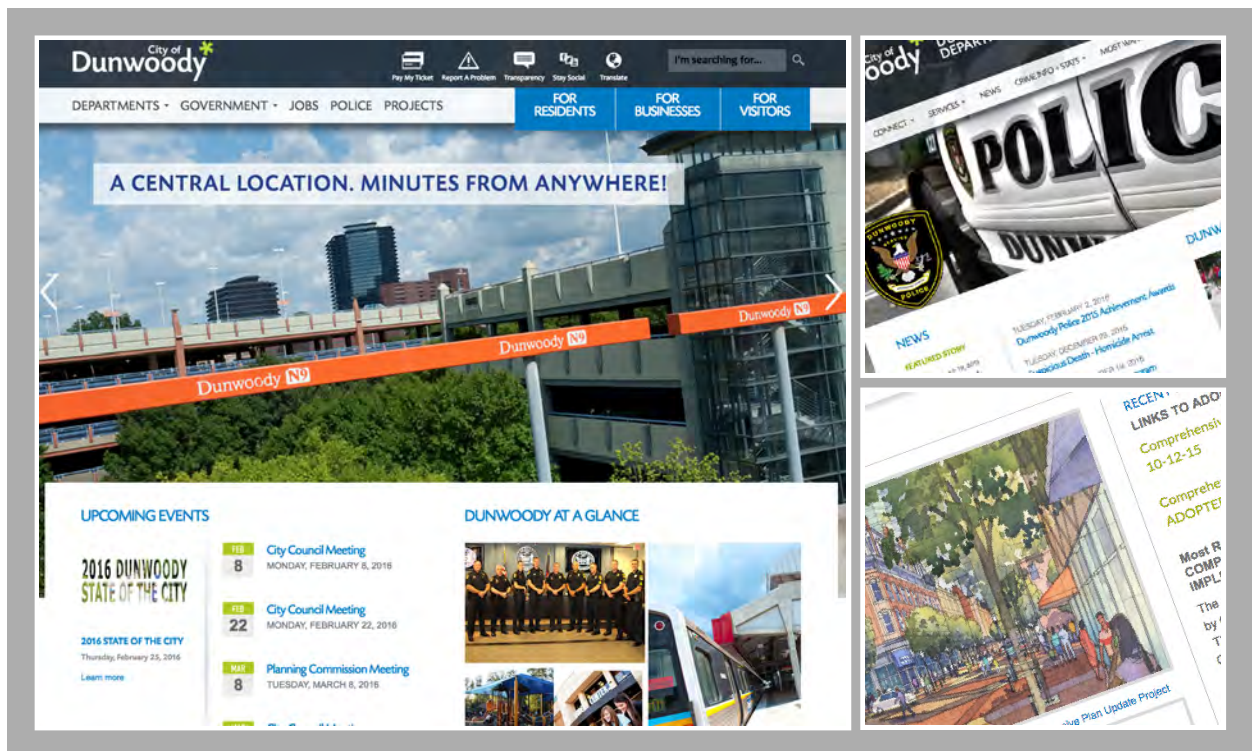
### Project Overview:

When the City of Dunwoody, one of the fastest growing cities in the Atlanta metro area, was doing a rebranding, they looked North to JJC for the interactive portion of the effort. Powered by a highly intuitive CMS, the site we designed and built, organizes every aspect of this dynamic City into one easy-to-navigate site.

Residents, businesses and prospective residents can now find everything from voter information to documents to a robust online events calendar and program registration system. Department teams now self-manage their own corners of the site using a consistent set of tools that makes everyone a web genius without even trying. When the Dunwoody PD decided they wanted a site of their own, we were able to quickly spin up an “arresting” microsite for them using the very same CMS that the rest of the city now depends on.

Along the way, we also able to streamline a number of other operations and save the city some money on external software licences and spare them the nightmare of having to train staff on 19 different pieces of software. Custom OrgCentral modules now handle job recruiting, procurement, document management and much more. We even put together a module to showcase, with 100% transparency, the many capital improvement projects the city has going on and automatically archive them when they are finished.

[www.dunwoodyga.gov](http://www.dunwoodyga.gov)



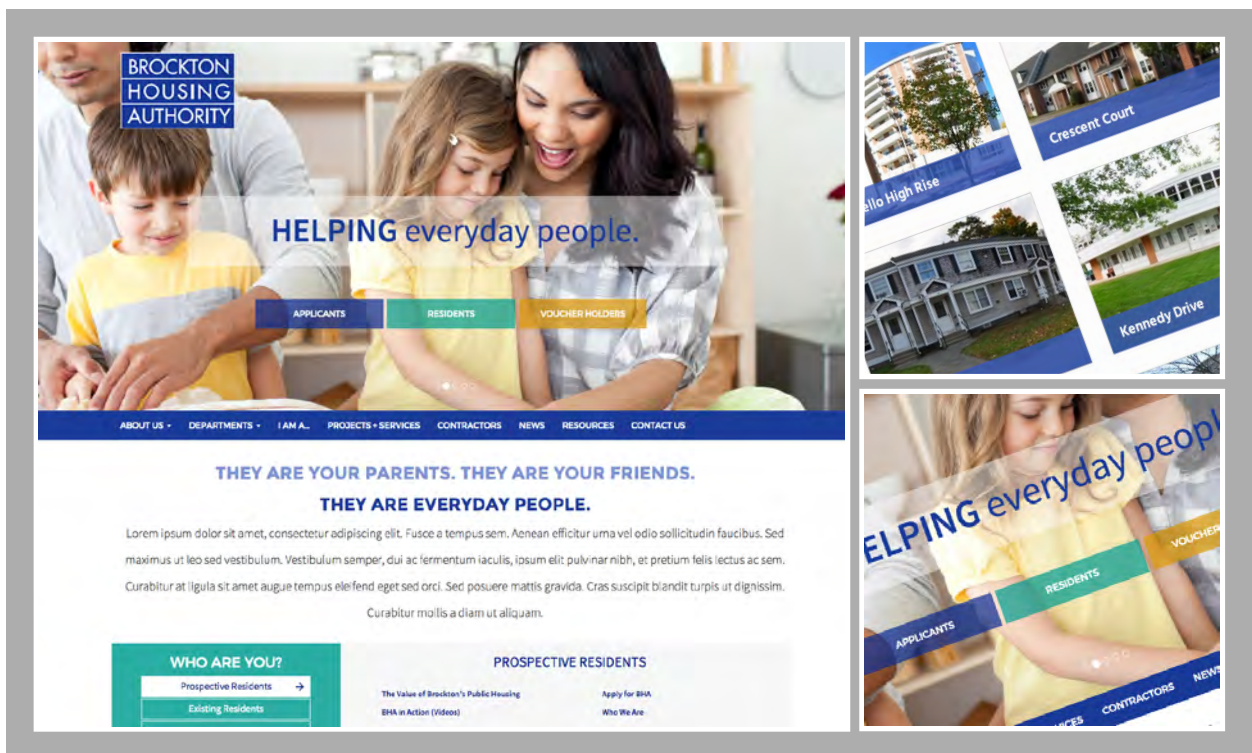
## Case Study: The Brockton Housing Authority

Project Overview:

A winner of NAHRO's National Award of Excellence, The Brockton Housing Authority is one of the most consistently innovative public housing agencies in the US.

We are proud to be helping the BHA reinvent their online presence, update their branding and completely re-think the way they tell their story to every one of their constituencies.

Project in development



## Case Study: Town of Addison Fork & Cork Event Site

### Project Overview:

When, after 20 years, the Town of Addison, TX decided to re-invent its famous Taste Addison spring food festival. JJC, was one of the first invited to the kitchen. Rechristened Addison Fork & Cork, this year's festival is a highly interactive two-day experience designed for foodies by foodies.

JesseJames designed the website and overall look and feel for the festival's online presence and worked with the city to evaluate online and onsite ticketing solutions and integrate our systems with the selected ticketing vendor. (Showclicks) We also skinned the Showclicks microsite to ensure that the festival's branding and user experience were consistent through every touchpoint <http://addisonforkandcork.com>

(Fork & Cork was just the appetizer—we also redesigned the city's main website, their municipal airport site and three other special event microsities.)



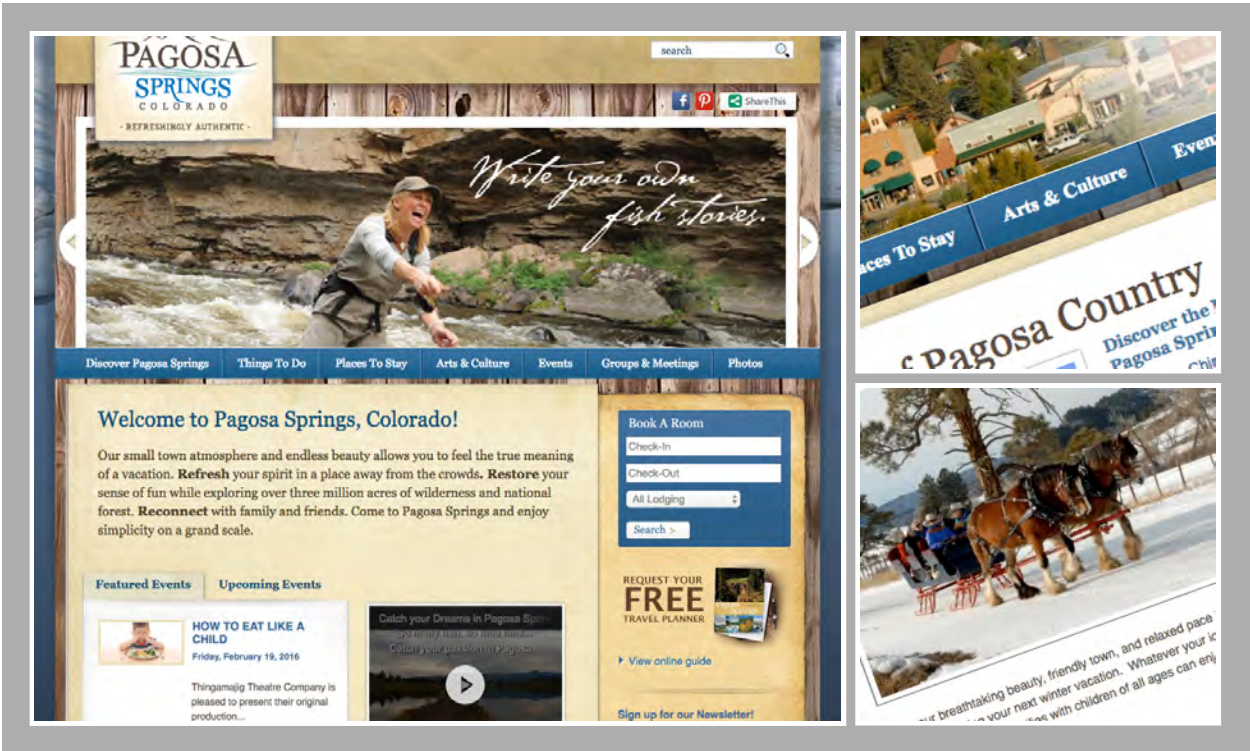
## Case Study: Pagosa Springs

### Project Overview:

Large-scale travel and tourism site for the Town of Pagosa Springs, Colorado. Supported by a very robust Content Management System, this site handles all manner of Town promotions.

Features include searchable business and lodging directories, interactive maps, a traveler itinerary builder, online hotel/motel booking, Chamber of Commerce integration and much more.

www.visitpagosasprings.com



## Case Study: Perpich Center for Arts Education

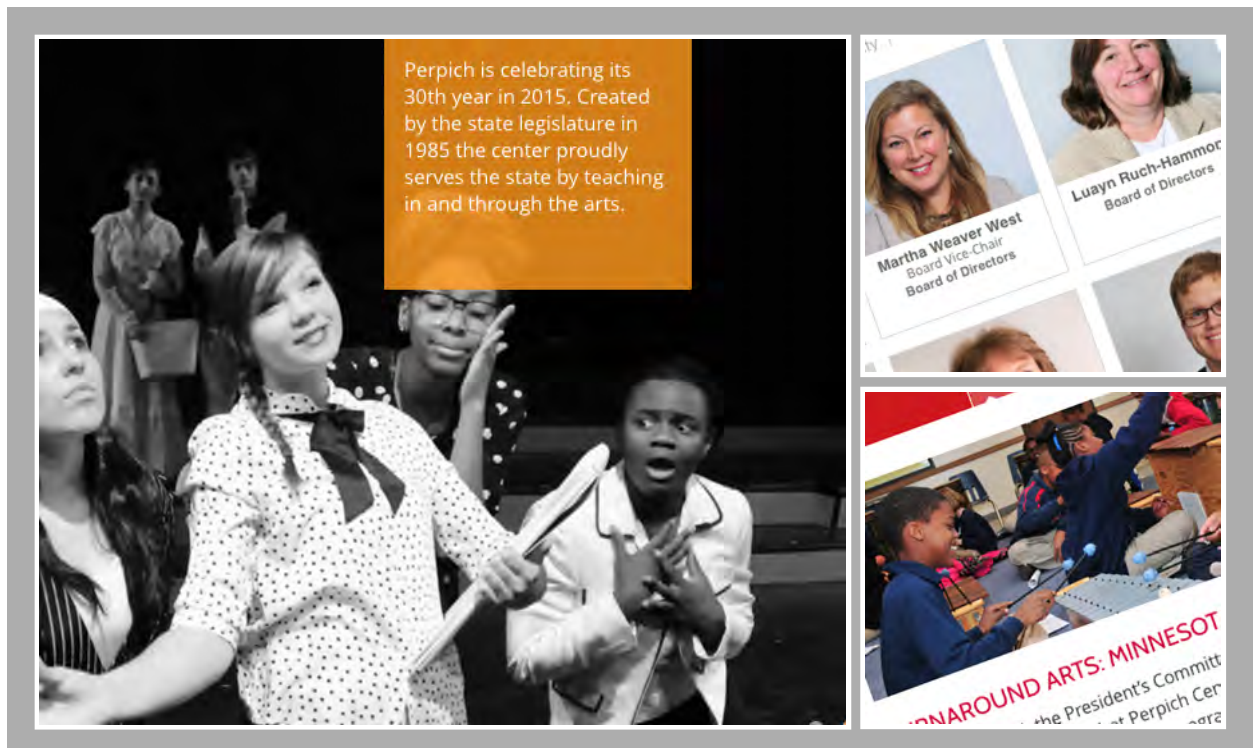
### Project Overview:

One of Minnesota's most renowned and sought after public schools, The Perpich Center Arts High School is a comprehensive, tuition-free public high school offering a rigorous academic program, with intensive coursework focused in the arts. After learning some hard lessons with national education web vendors, when it came time for a site and CMS redesign, the school wanted to break away from the herd and embrace some real branding and some innovative thinking in terms of how to run a school website. That is where JJC came in.

In tandem with the school's re-branding initiative, JJC built out a completely new web presence for the school along with a staff intranet, a full CRM system and a host of other interactive elements including a centralized art gallery, really slick and highly customizable classroom sites, microsites for the school library and professional development departments, a community outreach module and much more.

Our next assignment will be to bring the site of their sister middle school (Crosswinds) under the OrgCentral system so that teams from both schools will all know how to run everything.

<http://perpich.mn.gov>



## Case Study: Her Honor Branding, Website and Extranet

### Project Overview:

Her Honor Mentoring was developed by Nicole Sheindlin and Judith Sheindlin (Judge Judy), as an innovative way to boost self confidence in young women at the workplace and in everyday life. Through a powerful mix of one-on-one mentoring and life skills workshops, Her Honor provides a platform for young women to reach their full potential.

When the founders decided to take the already successful program to the next level, they asked JJC for help. We developed a new brand identity, various print materials and of course the website. Supported by a full Content Management System, the site acts as a meeting hub for HerHonor mentors and Mentees. After login, program participants have access to an interactive mentor/mentee directory, a group calendar with one click RSVP functionality, the ability to publish stories to a private blog and a robust private social network that includes all current mentees and-mentors as well as alumni and special “celebrity” advisors.

Perhaps most importantly, we integrated systems to allow limited staff and volunteers to manage a fast growing organization with a lot of moving parts. Everything from email communication to participation tracking to mentor/mentee matching to online time sheets is built right into the site’s companion extranet. All vital program data is retained into the system year-after-year for reporting, communication and planning purposes.

[www.herhonor.org](http://www.herhonor.org)





## Case Study: CRA/LA “Foodies” Website

### Project Overview:

JJC was recently selected by The Community Redevelopment Agency of the City of Los Angeles (CRA/LA) to envision and bring to life an online experience that will promote the unique world of dining in the South Los Angeles Area. The brand, site and supporting Content Management tools we are cooking up, include a highly dynamic, searchable restaurant database, loaded with information and reviews on each establishment and lots of local color—everything from area information, landmarks and history, photographs, maps, stories and more. User generated (but CRA/LA-curated) content rounds out the menu.

We are responsible for the entire project, from soup to nuts (or in the case of South LA—chicken to waffles) including naming, branding, user interface design, the site’s admin tools and a campaign to promote the initiative post-launch. A private social network is also being built to encourage interaction and collaboration with restaurant owners, other area businesses and government officials.

Site in development. Full design documents available upon request.



## Case Study: NYC DEP Newton Creek Online Training System

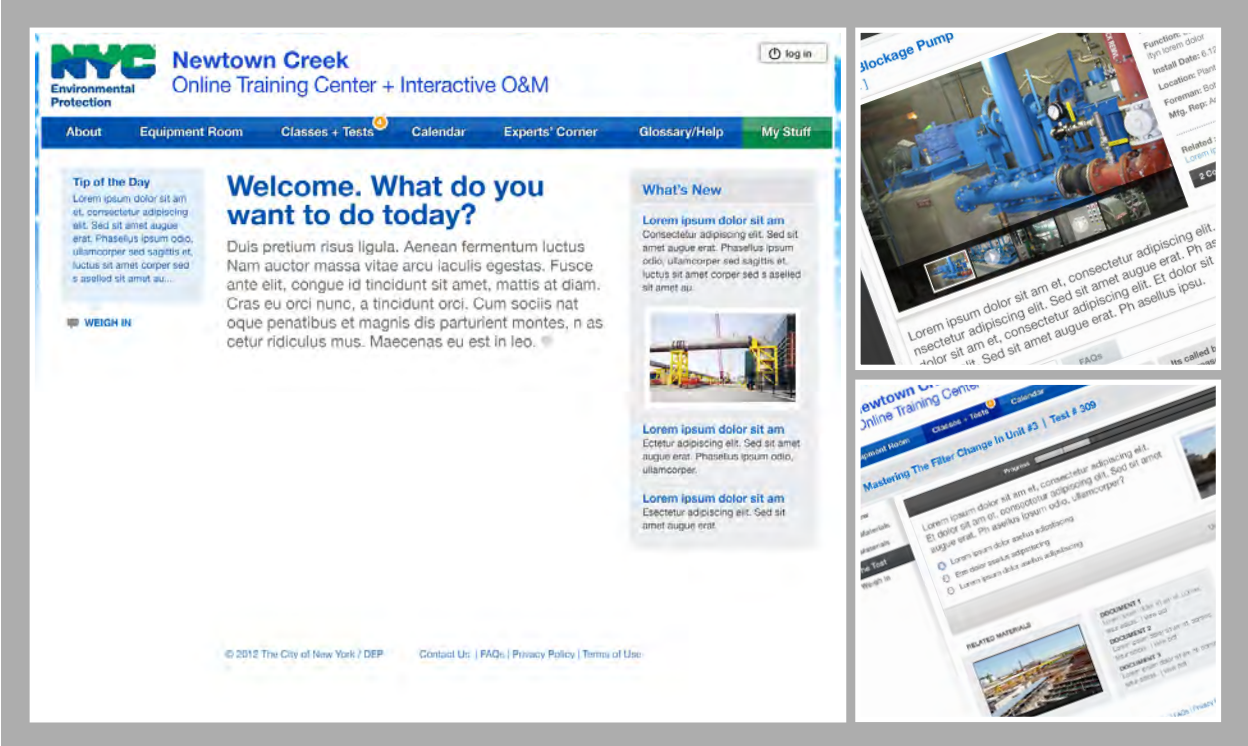
### Project Overview:

The New York City Department of Environmental Protection (DEP) is a City agency that manages and conserves the City’s water supply; distributes more than one billion gallons of clean drinking water each day to nine million New Yorkers. The DEP also collects wastewater through a vast underground network of pipes, regulators and pumping stations; and treats the 1.3 billion gallons of wastewater that New Yorkers produce each day.

The Newtown Creek Filtration Plant is the largest of the 14 wastewater treatment plants in New York City, it serves about one million people and covers an area of about 15,000 acres. The plant has a capacity to treat 310mgd (18% of the City's wastewater) during dry weather.

JJC is currently developing a highly-interactive online training system to be used to create and deliver all manner of training materials to Newtown Creek management and staff. Besides e-learning the system will also coordinate plant maintenance scheduling, have a database of equipment and a robust community area in which personnel can contribute their own knowledge and expertise to the system.

Site in development. Design documents available upon request.



## Case Study: UNICEF Statistics

### Project Overview:

UNICEF is committed to changing the world for children. It strives to protect their rights, improve their health, and nurture their development. UNICEF is committed to changing the world for children. It strives to protect their rights, improve their health, and nurture their development through sound planning and monitoring of policy results.

UNICEF measures the situation of children and women and tracks progress through data collection and analysis. It maintains and updates global databases and promotes dissemination of evidence-based data for planning and advocacy. While this data has been available online for some time, it was not all that usable to the various audiences UNICEF interfaces with—everyone from academics to researchers...government officials to the general public.

JJC worked with UNICEF's multi-country team to design a highly dynamic and information rich statistics portal that will showcase the work UNICEF does in this area and specifically, the vast array of valuable data that UNICEF and its global partners continually gather.

Information-graphic style, at-a-glance data points, as well as detailed, faceted views into each data set are available. In addition, the site includes a number of tools designed to empower site visitors to locate and work with exactly the data they need. Last but not least, a vast resources library brings together years of UNICEF's published stand-alone reports and studies.

The entire system is supported by our OrgCentral Content Management System with hooks into various external data sources and feeds as needed.

[www.data.unicef.org](http://www.data.unicef.org)

The screenshot displays the UNICEF Data portal interface. The top navigation bar includes the UNICEF logo, 'ABOUT US', 'RESOURCES', 'CONTACT', and 'STATISTICS BY TOPIC + COUNTRY'. Below the navigation, there are sections for 'TOP HEADLINES' featuring a photo of a woman and child, and a 'SIGN UP FOR OCCASIONAL UPDATES' form. The main content area is divided into 'STATISTICS BY TOPIC' (Child Mortality, Maternal Health, Child Protection) and a 'Tweets' section. On the right, there are two data visualizations: a line chart showing mortality rates from 1990 to 2015, and a book cover titled 'MEASURING THE DETERMINANTS OF CHILDHOOD VULNERABILITY'.

**Line Chart: Mortality Rates (1990-2015)**

Year	Infant mortality rate	Neonatal mortality rate	Under-five mortality rate
1990	12.7	11.0	19.0
1995	11.0	9.5	15.0
2000	9.5	8.2	13.0
2005	8.2	7.1	11.0
2010	7.1	6.3	10.0
2015	6.3	5.4	9.0

**Book Cover: MEASURING THE DETERMINANTS OF CHILDHOOD VULNERABILITY**

Publication Date: Aug 01, 2011

Despite a decade - increase to have 2012

## References

### **City of Edina, Minnesota**

Website: [www.edinamn.gov](http://www.edinamn.gov) | Private staff Extranet (demo on request) | Various City microsites  
Scope of Work: Branding, Content Development, Website Design, Staff Extranet, CMS, CRM, Custom Business Applications, Hosting (3 years).  
Location: Edina, Minnesota  
Project Start + End Dates: 2012-Ongoing  
Contact: Jennifer Bennerotte, Communications and Technology Services Director  
p: 952.833.3439 | e: [jbennerotte@edinamn.gov](mailto:jbennerotte@edinamn.gov)

### **The Town of Pagosa Springs, Colorado**

Website: [www.visitpagosasprings.com](http://www.visitpagosasprings.com)  
Scope of Work: Branding, Website Design, CMS, CRM, Hosting (4 years)  
Location: Pagosa Springs, Colorado  
Project Start + End Dates: 2011-Ongoing  
Contact: Jennie Green, Director Pagosa Springs Town Tourism Committee  
p: 970.903.9728 | e: [sales@visitpagosasprings.com](mailto:sales@visitpagosasprings.com)

### **City of Cheney, Washington**

Website: [www.cityofcheney.org](http://www.cityofcheney.org)  
Scope of Work: Branding, Website Design, CMS, CRM, Custom Business Applications, Hosting (4 years).  
Location: Cheney, Washington  
Project Start + End Dates: 2011-Ongoing  
Contact: Susan Beeman, Community Development Administrator  
p: 509.498.9240 | e: [sbeeman@cityofcheney.org](mailto:sbeeman@cityofcheney.org)

### **Her Honor Mentoring**

Website: [www.herhonor.org](http://www.herhonor.org)  
Scope of Work: Branding, Content Development, Website Design, CMS, CRM, Intranet, Custom Mentor Match and Tracking Application, Hosting (3 years).  
Location: Larchmont, New York  
Project Start + End Dates: 2012-Ongoing  
Contact: Gerald Stern, Director of Operations  
p: 914.589.1487 | e: [gmstern7@gmail.com](mailto:gmstern7@gmail.com)

### **Franklin County, Pennsylvania**

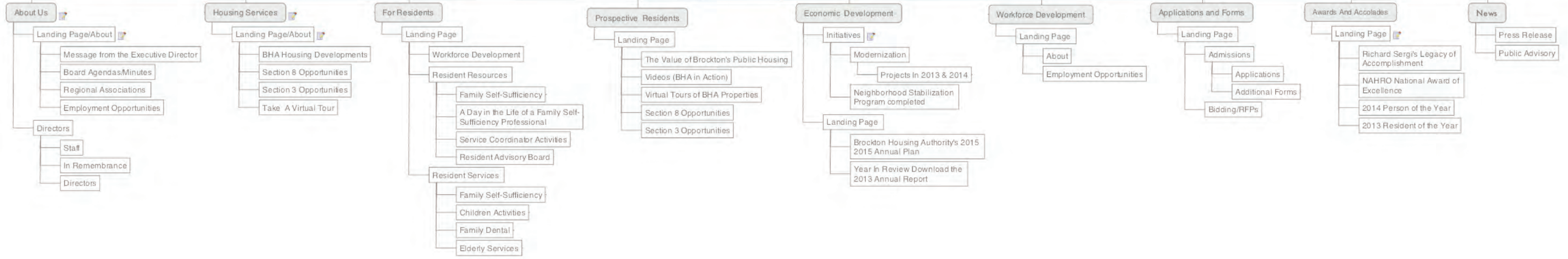
Website: [www.franklincountypa.gov](http://www.franklincountypa.gov)  
Scope of Work: Branding, Website Design, CMS, CRM, Hosting (2 years)  
Location: Franklin County, Pennsylvania  
Project Start + End Dates: 2014-Ongoing  
Contact: Noll Witt, IT Director  
p: 717.261.3149 | e: [ncwilt@franklincountypa.gov](mailto:ncwilt@franklincountypa.gov)

## **Appendix B**

### **Sample Project Deliverables**

For illustration purposes, the following pages contain samples of our work product and process during the project planning, strategy and information architecture phases.

Brockton Housing Authority Landing Page / Main Home Page -Intro Text, Billboards, Promo Boxes, Boil Ups, Social Badges Media (Pinterest, Youtube, Twitter, Rss, Facebook), News Details, Calendar + Events, Contact Us, Etc.



# Albania



Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean commodo ligula eget dolor. Aenean massa. Cum sociis natoque penatibus et magnis dis parturient montes, nascetur ridiculus mus. Donec quam felis, ultricies nec, pellentesque eu, pretium quis, sem. Nulla consequat massa quis enim. Donec pede justo, fringilla vel, aliquet nec, vulputate eget,

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[Download Fact Sheet »](#)

### Scary Facts

**76%**

Cras dapibus. Vivamus elementum semper nisi sociis natoque.

**62%**

Cras dapibus. Vivamus elementum semper nisi nulla consequat massa.

**62%**

Nullam dictum felis eu pede mollis pretium. Aliquam lorem ante.

### Quick Stats About Albania

Cras dapibus. Vivamus elementum semper nisi. Aenean vulputate eleifend tellus. Aenean leo ligula, porttitor eu, consequat vitae.

- In enim justo
- sem quam semper libero
- Maecenas nec odio et ante

### Publications



Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean commodo ligula eget dolor. Aenean massa. Cum sociis natoque



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### Goals & Challenges

#### This is a headline

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### News About Albania

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### Country Profiles

- In enim justo
- sem quam semper libero
- Maecenas nec odio et ante
- Etiam rhoncus
- Maecenas tempus
- Tellus eget condimentum rhoncus
- sem quam semper libero
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- Sem neque sed ipsum

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### Country Statistics

- In enim justo
- sem quam semper libero
- Maecenas nec odio et ante
- Etiam rhoncus
- Maecenas tempus
- Tellus eget condimentum rhoncus
- sem quam semper libero
- Sit amet adipiscing
- Sem neque sed ipsum

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### Related Links

- Sed fringilla mauris sit
- Etiam ultricies nisi vel
- Sem quam semper libero
- In enim justo

### Wildcard Spot

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean commodo ligula eget dolor.

Navigation

Child Survival and Health

Child Nutrition

- Undernutrition
- Low birthweight
- Breastfeeding
- Iodine deficiency
- Vitamin A deficiency

Maternal Health

Newborn care

Water and Sanitation

Education

Child protection

HIV/AIDS

Millennium Development Goals

A World Fit for Children

Countdown to 2015

Statistical Country Profiles

# Child Nutrition



Quick Facts

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- Maecenas nec odio et ante

Choose...

Publications



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Overview Text

What We Know

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News

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Related Links

- Sed fringilla mauris sit
- Etiam ultricies nisi vel
- Sem quam semper libero
- In enim justo

Goals

Goal #1

- Tellus eget condimentum
- sem quam semper libero
- Sit amet adipiscing
- Sem neque sed ipsum
- Tellus eget condimentum
- Sem quam semper libero

Goal #2

- In enim justo
- sem quam semper libero
- Maecenas nec odio et ante
- Etiam rhoncus
- Maecenas tempus
- Sit amet adipiscing
- Sem neque sed ipsum

Wildcard Spot

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Wildcard Spot

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What Unicef is Doing

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## Rotating Photos



### Did you know?

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### Fact of the Day

# 82%

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### About Unicef

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### About This Site

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### Who Are You

- Student
- Journalist
- Policy Maker
- Media Professional
- Unicef Staff
- Other

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## What We Know & How You Can Get It

### By Topic

- In enim justo
- sem quam semper libero
- Maecenas nec odio et ante tincidunt tempus
- Nullam quis ante
- Sed fringilla mauris sit
- Etiam dignissim nisi vel
- Sem

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### By Country

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### By Source

#### MICS / UNICEF

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- In enim justo
- Sem quam semper libero
- Maecenas nec odio et ante

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#### Topic Title

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### What Are You Working On?

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### Wildcard Headline

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MILESTONE SCHEDULE FOR CITY WEBSITE + CMS  
PRESENTED BY JESSEJAMES CREATIVE, INC.

Project Kickoff Call	3.3.14
Agency Presents Initial Site Map	4.05.14
Initial Comments Due on Site Map	4.10.14
Agency Presents Revisions On Above	4.15.14
Agency Presents Wireframes For Key Pages	4.22.14
Comments Due On Wireframes	5.1.14
Agency Presents Revisions On The Above	5.8.14
Agency Presents Initial Home Page Design Concepts	5.15.14
Comments Due on Home Page Designs (and direction selected)	5.21.14
Agency Presents Revisions On The Above	5.28.14
City Begins Reviewing/Editing/Writing Website Content For All Areas Using Wireframes and Site Map as a Guide	6.1.14
City Begins Reviewing/Commissioning Photos	6.10.14
City Conducts Staff Photo Shoot Day(s)	6.15.14
Agency Presents Key Interior Page Designs	7.1.14
Comments Due On Interior Page Designs	7.7.14
Agency Presents Revisions On Above	7.15.14
Agency Presents Common Microsite Design Concept	7.22.14
Comments Due On Microsite Design Concepts	7.28.14
Agency Presents Revisions On The Above	8.10.14
All Third-Party Links, iFrame Info, API Specs, Other Details. Due to Agency	8.5.14
All Retouched Visual Assets Due To Agency on Hard Drive, Categorized and Keyed to its Intended section/page	8.15.14
Final Comments Due On All Design Elements	8.12.14
Agency Begins Coding Presentation Layer (HTML)	8.10.14
All Final Copy Due to Agency (Clickable Links in Site Map to Legacy Site Pages )	

MILESTONE SCHEDULE FOR CITY WEBSITE + CMS  
PRESENTED BY JESSEJAMES CREATIVE, INC.

(All new content to be provided as unstyled, proofed Google doc or plain text)	8.22.14
Agency Provisions Offsite Development Server	8.22.14
Agency Presents Key HTML Coded Pages (No CMS in place yet)	9.8.14
Comments Due On HTML To Agency	9.12.14
Agency Presents Revisions to HTML	9.17.14
Agency Begins CMS Set-Up and Integration	9.25.14
Agency Presents Alpha Site For Review (CMS In Place)	10.1.14
Content Propagation/Editing (On Dev Server)	10.5.-10.14.14
General Mass Staff Training Session #1 (via Webinar)	10.22.14
Department Specific Staff Training Sessions (In-Person)	10.30.14
General QA/Content Tweaks, Testing / etc.	11.1-11.10.14
Content Lockdown While Server Testing is Completed	11.11-11.13
Soft Launch (Friends and Family via Password-Protected dev link)	11.15.14
Final Round of Content Revisions/QA	11.22-11.29.14
Site Live	12.15.14