Exhibit A

City of Asheville, North Carolina

Website Redesign Services

Aha Consulting, Inc.
415 North State Street #138
Lake Oswego, OR 97034
www.ahaconsulting.com

Contact: Brian Gilday
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Letter of Transmittal

February 12, 2016

City of Asheville
70 Court Plaza
Asheville, NC 28802

Dear Website Selection Team:

Thank you for the opportunity to deliver a proposal for your website redesign project. We appreciate the opportunity to share our proposed plan for creating a solution that will enable you to deliver a highly-effective, long-term web solution for City of Asheville residents, businesses, visitors, and staff. This proposal is valid for 90 days.

Sincerely,

Brian Gilday

Aha Consulting, Inc.
415 North State Street
Suite 138
Lake Oswego, OR 97034
Telephone: 503-675-4121
Email: brian.gilday@ahaconsulting.com

Company Profile

Our organization was founded in 2002 as Open Solutions.   In 2008 Open Solutions Partners merged with Fenway Technology Group – rebranding the merged organization as Aha Consulting, Inc. We have zero debt and have achieved profitability each year in business. We have developed a municipal web CMS solution built the Drupal open source CMS that has features and functionality previously available to only the largest of private enterprises. We now bring that experience to local government.   By building our solution using the popular Drupal open source framework, we can leverage the contributions of over 100,000 web developers across the globe to provide an unparalleled municipal web solution at a very compelling price point. We call our solution *Aha Fast Track for Cities.* Aha 'gets' municipalities and we get the web.   We're customer-service focused. **We are the Drupal experts for municipalities.**   We will provide a solid, user friendly solution for the City of Asheville.

Project Team

We have a highly-skilled team with a customer-service focus:

Brian - Project Sponsor / User Experience
Brian is an information technology expert, former U.S. Naval Officer, and former Big 5 consultant with Deloitte Consulting. He holds a BS in Computer Science with distinction from the United States Naval Academy (Annapolis, MD) and an MS in Computer Information Systems from Boston University. Brian has also served as an Associate Professor at MIT and Boston University. Brian has a knack for staying cool under pressure, insulating teams from distraction, and staying focused on achieving the end goal.

Jarrod – Project Lead
Jarrod has a double Bachelor degrees in Mathematics and Business Administration from the University of Oregon. In addition to assisting with acting as the project lead and advanced trainer, Jarrod will participate in various analytical, site configuration, and content migration activities.

Mary Joy – Content Migration and Customer Support Lead
Mary Joy has that unique ability to put technical concepts into easy-to-understand terms with clients such as Dunkin Donuts, Gillette, Fidelity, and Osram Sylvania. A Bentley graduate with a Bachelor of Science in CIS, Mary Joy leads our customer support efforts and content migration.

Paul - Lead Developer and QA Analyst
Paul has been working on software systems for years and a strong member of our team. We will turn to Paul for any custom development work that might be required. In addition, Paul has many years' experience in quality assurance testing, so he will be acting as Aha's lead tester for the engagement.

Drago - Lead Designer
Drago's work speaks for itself. He has the unique ability to capture the essence of your branding and communication requirements and transform them to stunning web designs.

References and Examples of Work

Fruita www.fruita.org **RESPONSIVE**

Project Owner's Representative: Mike Bennett, City Manager, 970-858-3663, mbennett@fruita.rg

Sherwood www.sherwoodoregon.gov **RESPONSIVE**

Project Owner's Rep. : Brad Crawford, IT Director, 503 625-4203, crawfordb@sherwoodoregon.gov

Unalaska Alaska www.ci.unalaska.ak.us **RESPONSIVE**

Project Owner's Rep. : Marjorie Veeder, 907-581-1602, mveeder@ci.unalaska.ak.us

Woodstock Economic Development www.woodstockil.gov/ed **RESPONSIVE**

<u>Project Owner's Rep.:</u> Dan McElmeel, IT Manager, dmcelmeel@woodstockil.gov

Website Features and Deliverables

The below list summarizes the base and optional features and project deliverables that come with our Aha Fast Track CMS solution.

1 – Requirements	**Base** 1-01 Website Analysis 1-02 Requirements/Scope Refinement 1-03 Organization Surveys 1-04 Project Schedule Baseline
2 - Design	**Base** 2-02 Custom City Website Design with Design Workshop (Responsive, Mobile-Friendly) 2-04 Mega Menu
3 - Build	**Base** 3-1 Dynamic Home Page with ability to promote featured articles 3-2 Rotating Banner Images 3-3 Rotating Headline Articles 3-4 Web Page Search 3-5 **Email Subscriptions** 3-6 Social Networking Tool Integration (Facebook, Twitter) 3-7 **Unlimited Online Web Forms, Permits, Applications, Polls, Surveys** 3-8 Emergency Alerts Ticker 3-9 Event Calendar / Upcoming Events 3-10 Sub-calendars for boards, committees, departments 3-11 Meeting agendas and minutes with auto-archiving 3-12 **Online Job Postings** 3-13 **Online Bid/RFP Postings** 3-14 Photo Album Slideshows 3-15 City Projects Directory with interactive map 3-16 City Parks Directory with interactive map 3-17 City Services Directory 3-18 Forms, Permits, Applications, Key Documents Directory

3 - Build	3-19 Google Maps Integration 3-21 Resource/Document Center 3-22 Image Auto-scaling and resizing 3-23 Site Metrics (Google Analytics) 3-24 Content Scheduling (Publish Today, Unpublish Tomorrow) 3-25 Unlimited User logins 3-26 Unlimited Content 3-27 Word-like WYSIWYG Editor 3-28 Web Page Categories - create a page once, have it show up in multiple places 3-29 RSS Feeds - Inbound and Outbound 3-30 Printer Friendly Pages 3-32 Latest News / Press Releases 3-33 Anti-spam controls 3-34 Content Versioning / Audit Trail / Revert to Previous Version 3-35 ADA / Section 508 Compliance 3-36 Email Harvesting Protection 3-37 Broken Link Finder 3-38 Dynamic Sitemap 3-39 Support for Windows, Mac, Linux 3-40 Video 3-41 Client owns rights to all data 3-42 Browser and Mobile Device Compatibility 3-44 Department Micro-sites (sites-within-a-site) 3-45 Organization/Staff Directory **Options** 3-47 Private Staff Only Pages (Intranet) 3-48 Business Directory with Interactive Maps 3-50 Online Bid/Vendor Management System 3-53 Custom Feature Development

4 - Migrate Content	**Base**
	4-01 Content Migration - Standard
	  - Meeting Agendas and Minutes
	    o Up to 5 years of meeting agendas/minutes
	    o You complete an excel template with information regarding each meeting plus corresponding files. Aha assists with this process and will then auto-import that content.
	  - Staff/Organization Directory
	    o You complete an excel template with information regarding each directory listing plus corresponding staff photos (if desired). Aha will then auto-import that content.
	  - Project Pages
	    o You complete an excel template with information regarding each project. Aha will then auto-import that content.
	  - Web Page Content
	    o In addition to the above content, Aha will import up to 500 existing 'simple' web pages

		o Simple web pages include any page that contains text plus up to a total of 5 links, file attachments, or images.
		
		4-02 Content Migration – Additional
		   o We can migrate additional <u>simple</u> web pages on a per-page basis
		   o Simple web pages include any page that contains text plus up to a total of 5 links, file attachments, or images.
		   o For complex pages that do not fit the above criteria, we can provide quotes for each individual page.

	5 - Train	**Base** 5-01 Training - User Manuals and Videos 5-02 Training - Web Teleconference 5-04 Training - Onsite
	6 - Test	**Base** 6-01 Functional Testing, 6-02 Browser Compatibility Testing
	7 - Go Live	**Base** 7-01 Pre Go-Live Checklist 7-02 Website DNS Changes 7-03 Post Go-Live Checklist
	8 - Hosting	**Optional** 8-01 Hosting by Aha (80GB data) 8-02 Maintenance and Customer Support

Project Timeline

Project Schedule and Approach

Every project differs in terms of timeline. The typical project takes from 3 to 5 months from start to finish, but we have completed projects as quickly as 4 weeks to as long as 12 months. The below high-level timeline is an approximation. We will finalize the schedule once we meet with you:

Phase	Month 1		Month 2		Month 3		Month 4	
Analyze and Confirm Requirements	■							
Design		■	■					
Build	■	■	■					
Migrate Content	■	■	■	■	■			
Train			■					
Test			■	■	■			
Go-Live						★		
Hosting and Support						■	■	■

How We Meet Your Specific Requirements

1. 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.
   a. We use the latest techniques in developing a responsive, mobile friendly website design that works across all browsers. We can integrate your City Source blog into the home page design – we recommend that you provide the blog articles as an RSS feed to allow for most flexibility of integrating into the home page.

2. The website must address accessibility issues.
   a. We integrate several features in order to comply with the ADA and Section 508. An example would be the use of alt tags across all images.

3. The design of the website must be responsive on mobile devices.
   a. All of our website designs are responsive.

4. Proposal should include content migration to the new site.
   a. Please see "4 – Migrate Content" on page 4 above. Our fixed bid base price includes migration of up to 500 basic web pages in addition to 5 years of meeting minutes, staff directory listings, project pages, and park pages. We also provide a 'per-page' quote for pages that exceed our base migration.

5. Capable of general World Wide Web Consortium (W3) standards compliance
   a. Our Drupal-based solution is capable of complying with W3C standards.

6. Web-based CMS user login through integration with the City's existing active directory authentication.
   a. We have integrated our solution with Active Directory as well as ADFS for several clients.

7. Multiple CMS user roles
   a. Our role-based solution allows for assigning granular permissions to content authors on a per-department basis. Our solution includes microsites (sites-within-a-site) for each department, board, committee, or commission.

8. WYSIWYG content editor
   a. Our solution provides a WYSIWYG content-editor. It also allows for a 'standard' editor for most staff to restrict access to a set of core features as well as an 'advanced' editor option that allows for complete control of the HTML source.

9. Content staging and restoration through histories or undo
   a. Our solution provides a full history of changes made to a page, including the date/time of the change, the user who made the change, and the ability to 'revert' to a previous version.

10. Content approval and user audit trails
    a. Our solution provides the ability to allow staff to approve/publish content within their specific department OR the ability to configure the site so only those with the 'approver' role can approve/publish content.

11. User selectable templates or skins which can be freely modified

a. You users will have the option to create pages that follow a set of specific templates, or you can provide them the capability if you choose to freely create custom pages to look exactly the way they please.

12. Intelligent search

    a. Our Drupal-based solution provides for a rich search engine. It also provides the capability to have files/documents indexed when paired with an Apache SOLR indexing server. We can provide the indexing service for you or you can configure on your end.

13. Content style wizards

    a. Our solution provides for multiple formatting options based on a template approach, and the styling of major elements (header styles, fonts, etcetera) are globally defined via CSS.

14. Document management system with access rights by user roles

    a. Documents are stored as part of the page creation process, and that process is restricted by role.

15. Sub-site multi-site development

    a. Our solution provides for sub-site multi-site development. We call these 'microsites'. Microsites can inherit the master theme/look or they can be styled to have a completely unique theme.

16. Friendly URLs and/or URL aliasing

    a. Our solution produces friendly URLs using a combination of the page title and the department/microsite. In addition, web admins have the ability to create page redirects for aliasing purposes.

17. Site maps

    a. Sitemaps are generated dynamically – each department/microsite can have their own sub-menu, and all of these menus combine in a master sitemap.

18. Cross browser compatibility, specifically compatibility with Chrome, Firefox, and Internet Explorer

    a. yes

19. Support for Google Analytics

    a. yes

20. Comprehensive documentation

    a. Yes. This includes user guides and video.

21. Technical support, security patches, and product updates available from the software developer

    a. Yes. Security updates are posted by drupal.org. You can have your internal team apply security updates, or we can do this for you as part of our optional support service.

22. Valid software license naming the City of Asheville as the license holder.

    a. Your site will be built using the Drupal open source CMS. Any extra code supplied by Aha will be open source.

23. The platform, templates, themes and/or skins code base must be reasonably extensible by the City of Asheville and/or other vendors.

a. Yes, you can extend the themes, templates, as long as you have a working knowledge of the Drupal CMS as well as HTML, CSS, and PHP.

24. 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.
    a. You have the option to host yourself or hire us as your hosting provider. We have over 100 government clients and host over 95% of these sites. We are happy to work with you based on what best meets your needs. If we do host, we would be able to provide you root access to your website folders/files via FTP, but we would not be able to provide you with root server access.

25. Responsive layouts for mobile devices.
    a. Yes.

26. Accessibility to users of all abilities, including those with visual, hearing, or physical impairments.
    a. The Drupal CMS has built-in features for accessibility.

27. 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.
    a. We would work closely with the Asheville-appointed website advisory team to ensure we come up with an overall design that matches your branding needs.

28. Functional and easy to use calendar feature.
    a. Our solution provides a feature-rich calendar and meeting-management solution that includes a master calendar as well as sub-calendars for each Board, Committee, and Commission.

29. Provision of configurable site navigation menus on each page which provide quick access to all the key pages of the site.
    a. Yes, this is included.

30. Incorporate easy to use search utility displaying descriptive information on all content in the search results.
    a. Yes.

31. Ensuring site design is cross browser compatible.
    a. Yes.

32. Provide integration with existing government web applications currently in use and provide for easy integration with future government applications.
    a. We can provide several initial integration options including simple links, embed codes, iframes, or ingesting of RSS feeds.
    b. Should you desire custom integrations, Drupal is capable of handling integrations with many systems and web services.

33. Integration with content from city social media sites such as Twitter, Facebook, YouTube and Instagram.
    a. yes

34. Optimized templates, themes or skins for page load speed.
    a. We use several caching and aggregation techniques as well as mobile-specific performance optimizations to maximize page load speed.
35. The vendor will provide full and complete training on the use of the CMS.
    a. We will include 3 full days of on-site training in addition to our Video training series and PDF user guides.
36. 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. Yes, you can extend the themes and templates, as long as you have a working knowledge of the Drupal CMS as well as HTML, CSS, and PHP.
37. 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.
    a. Yes, this is included

Analyze and Confirm Requirements

Aha has a proven "design to go-live" methodology to manage projects on time and on budget.

	Deliverables
TASK 1.1 ANALYZE AND CONFIRM REQUIREMENTS	
Website Assessment: Aha will complete an analysis of the current Asheville website to assess the site's navigation structure, features/functions, and quality of content.	• Summary assessment sheet
Organizational Overview Inventory/Survey : Aha will provide an organizational overview document for the City of Asheville to complete as part of this assessment	• Organization Survey
Website Design Workshop: Aha will conduct a design workshop with a City-defined web advisory team. We recommend a team size of no more than 8 members. This design workshop will allow the website advisory team to provide input regarding the overall design of the new website, including the site branding as well as high-level site navigation. This team will act as the initial review team for website design concepts. In addition, this team will act as the final review team for the website before it is approved for go-live.	• Website design specification sheet (graphic design and information/navigation design)

Design and Build

	Deliverables
TASK 2.1 WEBSITE GRAPHIC AND INFORMATION DESIGN	
Design Concept Creation and Approval: Aha will complete home page design concepts for the City Home Page and inner pages. These design concepts will incorporate all of the graphical elements as well as the high-level sitemap. The City will select a winning concept after going through a series of iterative design revision meetings.	• Design concepts – • Finalized design (Photoshop PSD)
TASK 2.2	
Website Setup, Configure, and Customization: Aha will create a fully functional website for Asheville that includes the functional elements described in this proposal. As part of the website setup, Aha will finalize any remaining elements to the approved design and navigation.	• Fully functional beta website with Asheville design • Content migration

Train, Migrate, Test, and Go-Live

	Deliverables
Task 3.1 TRAINING	
Staff Training Aha will provide onsite training to train City staff on how to use the website. In addition, we will conduct additional web teleconference trainings as needed to cover advanced topics.	• Two half-day training sessions of up to 10 users each • User guides • Additional web teleconference training as needed
TASK 3.2 CONTENT MIGRATION AND TESTING	
Content Finalization and Departmental Acceptance Trained City staff will work on finalizing content prior to go-live. They will analyze the pages that Aha has uploaded, create new pages, and make any final page edits before going into acceptance testing. Each department will confirm that their departmental pages are complete from a content standpoint and ready for go-live. Please see section "4-Content Migration" on page 4 for additional details.	• Content creation and migration • Departmental content 'signoff'
Aha Functional Testing Aha will perform a series of tests across multiple browser and operating system versions to confirm site functionality. Test will confirm proper functionality of all features documented in this proposal.	• Completing Testing Checklists
City Acceptance Testing City staff will review the website for. Aha will have completed functional testing and cross-browser compatibility testing as well	• Site acceptance by City
TASK 3.3 FINAL CONVERSION & GO-LIVE	
Go-Live Prior to go-live we will connect the production version of the new website to a temporary DNS name to ensure proper functionality. We will then	• Accepted Final Live Website

> make appropriate 'A' Record DNS entry changes to begin the process of propagating the new production web server IP address. During this time, the goal is zero website down-time.

Hosting (Optional)

Web server: Aha will host the website and ensure adequate bandwidth and performance. The site will reside on an Aha-configured server.

Backup, Disk Space, and Bandwidth: A redundant incremental backup of your website database will be made to our web servers in second time zone. Thus, copies of your website data will reside in two separate geographical time zones. Aha will provide 80 GB of disk storage. We also provide up to 1 Terabyte of data transfer per month.

Guaranteed Uptime: Aha will guarantee web server uptime of 99.9%. In the event this service level is not met within a given month, you will receive a credit for that month's service.

Indexed Document Search / Facets – included if using the built-in CMS search.

Maintenance and Customer Support (Optional)

Free site upgrades: as we update our base Aha features, you receive those upgrades for FREE

24x7 Customer support: We will provide your primary IT contact numbers to reach us 24x7x365 for catastrophic site issues.   We will also be available from Monday to Friday 7AM-5PM Pacific via email and telephone to handle routine questions from staff related to the operation of the website.

Security upgrades: Aha will apply security upgrades to your solution's core and contributed modules as they are published by drupal.org. This ensures that your website stays secure. Aha will perform security upgrades and other web server and website optimizations during off-hours, typically between the hours of 12AM-3AM Pacific Time, if such work requires taking the website off-line. We will provide at least 14 days' notice for any non-emergency maintenance that requires down-time.

Site Monitoring and Site Recovery: Aha will install auto-monitoring software routines that continually monitor website performance and instantly alert us when problems occur.   We will take action as soon as possible and no later than two hours after problems are detected.

Assistance from Client

- The Client will make available to Aha the inventory of existing applications, websites, and content at the start of this effort.
- The Client will assign a single point of contact for Aha to interact with that will be responsible for coordinating the schedules of other project stakeholders

- The Client will review any deliverables requiring formal approval within 5 business days and return all comments/issues to Aha at or before those 5 days have elapsed. Aha will in turn return updated deliverables for final review within 5 business days.
- The Client will assign one person who will act as the "ultimate decision maker" in the case where consensus among the team cannot be reached.
- The Client will provide Aha relevant images, photos, logos, colors, and other branding material to be incorporated into the site.
- The Client must agree to applicable terms of services for Google related services such as Google Analytics and Google Maps in order to access those features

Pricing

Design, Development, and Implementation Phase $23,400

This includes all <u>base</u> features listed above -- custom design, build, 3 days of on-site training, content migration of 500 pages and 5 years' worth of meetings (see page 4 for more details), and testing.

Additional Options

- 4-02 Content Migration – Additional $6 per page.
- 8-01 Hosting (includes indexed document search) $3000 per year
- 8-02 Maintenance and Customer Support $3600 per year
- 3-53 Custom Feature Development   fixed bid quote or $125 per hour