REQUEST FOR PROPOSAL

**City of Indio
Website Redesign & Hosting**

Deadline: May 21, 2021

Contents

1. Background

Incorporated in 1930, the City of Indio operates under a Council - Manager form of government with a workforce of approximately 250 full-time and part-time employees combined. Boasting a population of approximately 90,000 residents, it is the largest city in Coachella Valley. Indio is a full-service city, with its own Police department, municipal water agency, and an extensive public park system, and is known as the City of Festivals for the multitude of music and community festivals and programs held in the City throughout the year.

The City of Indio Information Technology Department (ITD) supports all City departments across five locations connected by licensed microwave radios. In addition to the network, software, server, and desktop support, the ITD includes a Geospatial Information Systems (GIS) division. The ITD is staffed by eight (8) full time positions: a GIS Coordinator, three (3) Information Technology Technicians, an Information Business Analyst, a Network Administrator, a Data and Systems Manager, and a Director of Information Technology.

Currently, the City utilizes Civica CMS and web hosting which was originally implemented in 2016 and is scheduled for end of support as of 12/31/2021. The City's website houses two (2) sub-sites, one for the Indio Police Department and the other for the Indio Water Authority.

2. Scope of Project

The City of Indio is seeking proposals from qualified firms to provide professional/technical website design, development, implementation, and hosting and support capabilities services for the City's new website project. The required services and performance conditions are described in the Scope of Work (or Services), attached as Exhibit B.

3. Key Dates

Following are the key dates for this RFP and its award:

RFP Release Date	April 21, 2021
Deadline to Submit Questions	May 7, 2021
Responses to Questions	May 12, 2021
RFP Close	May 21, 2021
Evaluation*	May 25, 2021
Council Award of Contract*	June 5, 2021

*Anticipated Dates

4. Pre-proposal Conference and Certifications

4.1 Pre-proposal Conference

An optional virtual pre-proposal conference will be held Monday, May 11, 2021, at 10:00 a.m. The meeting link is:

https://us02web.zoom.us/j/83701351368?pwd=Q2FabVF3TVZrYm1UWVkwN2lPRnZSUT09

All prospective Proposers are strongly encouraged to attend virtually.

4.2 List of Interested Proposers

The full content of the RFP is available through the City website at www.indio.org within the following department page: https://www.indio.org/business/request_for_proposals_(rfps).htm If addendums are necessary, they will be posted on the website. All Proposers interested in proposing on this RFP are encouraged to sign-up on the "List of Interested Proposers" for the project. This list will be used to email any project updates, addendums, changes or responses to written inquires and will be distributed to all interested contractors. To be added to the list please email Ian Cozens at icozens@indio.org or call (760) 391-4100.

4.3 Pre-Qualifications

Any proposal that does not meet the criteria below may be disqualified and excluded from further consideration by the City in its sole discretion. The City reserves the right to confirm, verify or otherwise substantiate the information provided, including requesting additional documentation regarding how the company meets the minimum eligibility criteria listed below.

a. Demonstrated track record with cities and other local government agencies with the execution of website redesign, design, development and hosting for a minimum of five (5) years;
b. Experience with at least one project witha city serving a population greater than 40,000; and
c. Experieince with at least one project with a public agency (including a city) serving a population of 100,000 or more.

4.4 Questions

All questions regarding this RFP shall be submitted by email to Ian Cozens at icozens@indio.org. The date and time when questions must be submitted are shown above under the section entitled "Key Dates" of this RFP. Questions and answers will be emailed and posted by the date and time set forth in this RFP on the https://www.indio.org/business/request_for_proposals_(rfps).htm website..

5. Proposal Format

Briefly describe the services you are prepared to provide to meet the needs of the City to redesign, develop and host a new City website. Proposal is to be organized into the following Sections:

Section	Title
1	Letter of Transmittal
2	Executive Overview
3	Company Background
4	Related Experience
5	Project Personnel
6	Customer References
7	Work Plan
8	Schedule
9	Compensation

Section 1   Letter of Transmittal
Provide a letter of transmittal introducing your company and your proposal. The letter shall indicate that the submitted proposal will be valid for a period of 90 calendar days from the proposal deadline. If applicable, Proposer shall acknowledge receipt of any addendum to the RFP. The letter should be signed by an individual who can bind the respondent contractually.

Section 2   Executive Summary
Response should include an Executive Overview/Summary of the proposed service describing the approach, methodology, firm capabilities, City's responsibilities, overall schedule and cost. Include a discussion demonstrating the Proposer has the resources (financial, equipment, labor and capacity) available to provide services identified in this RFP.

Section 3   Company Background
Provide a brief history of the company, the current corporate environment, the core business philosophy and any other pertinent historical information about your company. Include a discussion of the Proposer firm's capacity and resources. If subcontractors will be utilized, include similar information for that firm.

Additionally, this section shall include a listing of any lawsuit or litigation and the result of that action resulting form (a) any public project undertaken by the Proposer or by its subcontractor(s) where litigation is still pending or has occurred within the last five years or (b) any type of project where claims or settlements were paid by the consultant or its insurers within the last five years.

Section 4   **Experience & Customer References**
Provide a description of Proposer's qualifications and previous experience on similar projects with other public municipalities performed in the last five years. This section shall contain the information demonstrating the Proposer meets the minimum qualifications criteria set forth in this RFP. Provide a list of 3 – 5 customer references your firm has provided similar services for. At least three of those references should be for the project that demonstrate compliance with the minimum pre-qualifications criteria. Please provide a description of similar projects, including the following:

- Customer Name
- Project Name
- Customer Project Manager name, title, phone number and email address
- Project Description
- Services and deliverables provided
- Project Duration, and if project was completed on schedule and budget
- Project Cost

Section 5   **Project Staffing**
Provide a description of proposed project staffing, including a project organizational chart for project personnel. Key project team members shall be identified by name, qualifications, title and specific responsibilities on the project; they will be an important factor considered by the review committee. Changes in key personnel may be cause for rejection of the proposal. Provide resumes of the proposed project team describing relevant education, experience, credentials, and training certifications. Indicate where staff will be located and percentage of time they will be in Indio, assuming the COVID-19 pandemic subsides and businesses are fully open.

Section 6   **Work Plan**
Provide a description of your general project approach and specific proposed Scope of Work, detailing the services and deliverables you are proposing. This section of the proposal shall establish that the Proposer understands the City's objectives and work requirements and Proposer's ability to satisfy those objectives and requirements. Address how your proposed workplan addresses our requirements, including all project phases, tasks, subtasks, deliverables and assumptions. Where applicable, indicate where City staff will be required to carry out City tasks.

The Proposer may also suggest technical or procedural innovations that have been used successfully on other engagements and which may provide the City with better service delivery. In this Section discuss any ideas, innovative approaches, or specific new concepts included in the Proposal that would provide benefit to the City.

Section 7   **Project Schedule**
Provide a proposed project schedule, MS Project Schedule or similar, detailing the phases, tasks, subtasks, deliverables, duration of all project tasks/subtasks, start and end dates for all activities in a Gant chart format, illustrating the overall project execution. The project schedule should also indicate activities that will be carried out by City staff.

Section 8   Proposal Costs
This section shall include the proposed costs to provide the desired services. Include any other cost information, plus a not-to-exceed amount, that would be contained in a potential agreement with the City.   Consultant shall provide the following information:

- Project Costs: by phase, task and subtasks, total Professional Service Costs
- Other Direct Costs: reimbursable expenses
- Software Costs: one time and ongoing (as applicable to your solution)
- Hosting Costs

The cost proposal section will also provide:

- Billing rates for proposed project staff
- Subcontractor billing rates

The hourly rates may be used for pricing the cost of additional services beyond those outlined in the Scope of Work.

PLEASE NOTE: Vendors shall submit their Cost Proposal in Exhibit C, Cost Proposal, as indicated in the spreadsheet.

The City of Indio does not pay for services before it receives them. Therefore, do not propose contract terms that call for upfront payments or deposits.

Section 9   Proposal Exceptions
This section shall discuss any exceptions or requested changes that Proposer has to the City's RFP conditions, requirements and/or sample contract. If there are no exceptions noted, it is assumed the Proposer will accept all conditions and requirements identified in the Exhibit A "Professional Services Agreement Sample." Items not excepted will not be open to later negotiation.

6.   Contract Terms

The Agreement for Professional Services form is attached to this RFP as Exhibit A. Proposer's submission of a proposal indicates compliance with its terms, unless the proposal indicates that compliance is not possible. The proposal must indicate any exceptions and/or proposed revisions to the City of Indio contract terms. Proposers are advised that if such exceptions are found by the City to be unacceptable to the City, the proposal may be rejected on that basis. The City reserves the right to make any revisions to the proposed Professional Services Agreement.

7.   Additional Information

Respondent(s) may provide additional information that is relevant to this proposal for consideration. Additional information must be limited to 10 (ten) pages or less.

8.   Insurance and Indemnification Requirements

Indemnification and insurance requirements, including the required insurance documentation, are set forth in Exhibit A Section 12. Upon award of the contract, insurance documentation in a form acceptable to the City Attorney or City Risk Manager must be submitted no later than 10 business days after the agreement is approved by the City Council, and prior to the City of Indio's execution of the Agreement.

9.   Submittal

Submittals shall comply with all conditions, requirements and specifications contained herein, with any departure rendering the proposal non-responsive and may serve as grounds for rejection of the proposal at the City's sole discretion. The submittal shall contain the name of this RFP and Proposers shall provide two (2) copies of the of the proposal (one bound hardcopy and one electronic copy). The electronic copy must be insearchable Adobe PDF format and submitted on a flash drive or disc by the same date and time.

All proposal submittals shall be mailed or delivered and received by the City no later than May 21, 2021 at 5:00 p.m. addressed as follows:

Website Redesign RFP Response
Attn: City Clerk
City of Indio
100 Civic Center Mall
Indio, CA 92201

For delivery purposes, the City Clerk's phone number for the City is (760) 391-4006. Late proposals will not be accepted.

10.   General Administrative Information

Each Proposer understands and agrees that the City, its departments, its officers, employees or agents are not responsible for:

- Any costs incurred by a Proposer in the preparation, delivery or presentation of a proposal;
- Any costs incurred by a Proposer in meeting the criteria as a result of making or submitting a proposal or subsequently in entering into a formal agreement with the City; and
- Any errors, inaccuracies or misstatements related to the information or data supplied to any contractor by the City. The use of such information or data provided by the City, its officers, employees or agents is intended to be used at the sole discretion and risk of the Proposer in the preparation of a proposal pursuant to this Request for Proposals only.
- The selected Proposer shall comply with any and all Federal and State laws applicable to the services. The City reserves the right to accept, reject, modify or cancel in whole or in part, this RFP. The City reserves the right to accept or reject any or all proposals, negotiate modifications to proposals that it deems acceptable, to request and consider additional information from any proposer, and to waive irregularities and technical defects in the proposal process, all in its sole discretion. The City has no obligation, express or implied, to make an award to any Proposer as a result of having responded to this request.

The City may reject proposals from Proposers who cannot satisfactorily provide the experience and qualifications required by this RFP and/or provides the scope of services required herein. The City reserves the right to seek new proposals when it determines that it is in the best interest to do so.

11.   Proposal Opening

Proposals will be opened and evaluated by the evaluation team after the submittal date has closed.

12.   Selection Process

All proposals timely received shall be reviewed to verify that the proposal meets the minimum requirements and qualifications. Proposals that have not complied with requirements, do not meet minimum content and quality standards, or take unacceptable exceptions to the professional services agreement, may be eliminated from further consideration at the discretion of the City. Proposals will be reviewed and evaluated by an evaluation committee accordingly to the criteria set forth below.

The City will be the sole and exclusive judge of quality and compliance with proposal specifications in any of the matters pertaining to this RFP. The City reserves the right to award the contract(s) in any manner it deems to be in the best interest of the City and make the selection based on its sole discretion, notwithstanding the criteria set forth herein, including negotiating with one or more of the Proposers for the same services.

	Criteria	Evaluation Percent
1	Approach and understanding of requirements	30%
2	Qualifications and experience	30%
3	Ability to meet proposed schedule	25%
4	Cost	15%

The top two or three proposers may be requested to attend a final interview with the City's selection committee.

13.   Award of Contract

Based on the outcome of the City's evaluation of proposals, a recommendation will be submitted to the City Council for consideration of award. An award of a contract occurs when the contract is approved by the Indio City Council. Selection of a respondent with whom the City enters into contract negotiations with or a recommendation of an award by the evaluation committee or any other party, does not constitute an award of a contract. The contract shall be in accordance with the attached Agreement. Failure of the successful Proposer to accept these obligations in a contractual agreement shall result in cancellation of award.

14. Use of Vendor Proposal and Accompanying Material

Proposals and any material submitted to the City in response to this RFP shall become the property of the City of Indio and will not be returned to the Proposer. The proposals submitted may be reviewed and/or evaluated by persons internal or external to the City at the discretion of the City.

Proposals received by the City are public records subject to disclosure pursuant to the California Public Records Act (Government Code Section 6250 et seq.) and will be made available upon request after conclusion of the negotiation process and determination of which Proposer will be recommended to the City Council.

Exhibit A

Professional Services Agreement Sample
This section holds a sample Professional Services Agreement (PSA)

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT is made and entered into on this   day of   , 2021, by and between the City of Indio, a California municipal Corporation ("City") and ("Consultant").

RECITALS

A.   City desires to obtain services that may be reasonably described as follows:

B.   Consultant represents that it is qualified by virtue of experience, training, education and expertise to provide these services and is able to perform the Scope of Work.

NOW, THEREFORE, in consideration of the mutual promises contained herein, the parties agree as follows:

Section 1.   Consultant's Scope of Work. Consultant shall perform the Scope of Work described in Exhibit A in a manner satisfactory to City and consistent with that level of care and skill ordinarily exercised by members of the profession currently practicing in the same locality under similar conditions ("Scope or Work" or services).

Section 2.   Term of Agreement. This Agreement shall commence on and shall terminate on   , unless sooner terminated by the City.

Section 3.   Time of Performance. Consultant shall commence its services under this Agreement upon receipt of a written notice to proceed from City in the manner described in Exhibit A. Consultant shall complete the services in conformance with the timeline set forth in Exhibit B.

Section 4.   Compensation.

(a)   City agrees to compensate Consultant, and Consultant agrees to accept in full satisfaction for the services required by this Agreement,   , as more particularly described in Exhibit B ("Consideration"). Said Consideration shall constitute reimbursement of Contactor's fee for the services as well as the actual cost of any staff time, other direct or indirect costs or fees, including the work of employees, consultants and subcontractors, equipment, materials, and supplies necessary to provide the service (including all labor, materials, delivery, tax, assembly, and installation, as applicable). In no event shall Consultant be paid more than $ _____ (which includes expenses and additional services (if any) during the term of this Agreement.

(b)   Unless expressly provided for in Exhibit B, Consultant shall not be entitled to reimbursement for any expenses. Any expenses incurred by Consultant which are not expressly authorized by this Agreement will not be reimbursed by City.

(c)   City may request additional services under this Agreement. All such work, however, must be authorized in writing by the City's prior to commencement.

Consultant shall perform such services, and City shall pay for such additional services in accordance with fee schedule set forth in Exhibit B, or as otherwise agreed upon by the parties. Any work incurred by Consultant which is not expressly authorized by this Agreement will not be reimbursed by City.

Section 5.   Method of Payment. City shall pay Consultant in accord with the schedule of compensation attached hereto, if any, and/or per monthly invoices submitted by Consultant in a form approved by City's Finance Director ("Invoices"). City shall review, approve and pay such undisputed amounts on said Invoices within a reasonable time after City's receipt of same.

Section 6.   Independent Consultant. The parties agree, understand and acknowledge that Consultant is not an employee of the City, but is solely an independent Consultant. Consultant expressly acknowledges and agrees that City has no obligation to pay or withhold state or federal taxes or to provide workers' compensation or unemployment insurance or other employee benefits and that any person employed by Consultant shall not be in any way an employee of the City. As such, Consultant shall have the sole legal responsibility to remit all federal and state income and social security taxes and to provide for his/her own workers compensation and unemployment insurance and that of his/her employees or subcontractors. Neither City nor any of its agents shall have control over the conduct of Consultant or any of Consultant's employees, except as otherwise provided herein. Consultant shall not, at any time, or in any manner, represent that it or any of its agents or employees are in any manner agents or employees of City.

Section 7.   Assignment. This Agreement shall not be assigned in whole or in part, by Consultant without the prior written approval of City. Any attempt by Consultant to so assign this Agreement or any rights, duties or obligations arising hereunder shall be void and of no effect.

Section 8.   Responsible Principal(s)

(a)   Consultant's responsible principal,   , shall be principally responsible for Consultant's obligations under this Agreement and shall serve as principal liaison between City and Consultant. Designation of another Responsible Principal by Consultant shall not be made without prior written consent of City.

(b)   City's Responsible Principal shall be   who shall administer the terms of the Agreement on behalf of City.

Section 9.   Personnel. Consultant represents that it has, or shall secure at its own expense, all personnel required to perform Consultant's Scope of Work under this Agreement. All personnel engaged in the work shall be qualified to perform such Scope of Work.

Section 10.   Permits and Licenses. Consultant shall obtain and maintain during the Agreement term all necessary licenses, permits and certificates required by law for the provision of services under this Agreement, including a business license.

Section 11.   Interests of Consultant. Consultant affirms that it presently has no interest and shall not have any interest, direct or indirect, which would conflict in any manner with the performance of the Scope of Work contemplated by this Agreement. No person having any such interest shall be employed by or be associated with Consultant.

Section 12.   Insurance.

(a)   Consultant shall at all times during the term of this Agreement carry, maintain, and keep in full force and effect, insurance as follows:

(1)   A policy or policies of Comprehensive General Liability Insurance, with minimum limits of Two Million Dollars ($2,000,000) for each occurrence, combined single limit, against any personal injury, death, loss or damage resulting from the wrongful or negligent acts by Consultant.

(2)   A policy or policies of Comprehensive Vehicle Liability Insurance covering personal injury and property damage, with minimum limits of One Million Dollars ($1,000,000) per occurrence combined single limit, covering any vehicle utilized by Consultant in performing the Scope of Work required by this Agreement.

(3)   Workers' compensation insurance as required by the State of California.

(4)   If this box is checked, a policy or policies of Professional Liability Insurance (errors and omissions) with minimum limits of Two Million Dollars ($2,000,000) per claim and in the aggregate. Any deductibles or self-insured retentions attached to such policy or policies must be declared to and be approved by City. Further, Consultant agrees to maintain in full force and effect such insurance for one year after performance of work under this Agreement is completed.

(b)   Consultant shall require each of its sub-contractors (if any) to maintain insurance coverage which meets all of the requirements of this Agreement.

(c)   The City's Risk Manager may, in writing, amend and/or waive the insurance provisions set forth in paragraph (a) herein. In such case, the Consultant shall comply with the insurance provisions required by the City's Risk Manager.

(d)   The policy or polices required by this Agreement shall be issued by an insurer admitted in the State of California and with a rating of at least a B+; VII in the latest edition of Best's Insurance Guide or by an insurer acceptable to the City's Risk Manager.

(e)   Consultant agrees that if it does not keep the aforesaid insurance in full force and effect City may either immediately terminate this Agreement or, if insurance is available at a reasonable cost, City may take out the necessary insurance and pay, at Consultant's expense, the premium thereon.

(f)   At all times during the term of this Agreement, Consultant shall maintain on file with the City Clerk a certificate or certificates of insurance on the form approved by the City's Risk Manager, showing that the aforesaid policies are in effect in the required amounts. Consultant shall, prior to commencement of work under this Agreement, file with the City Clerk such certificate or certificates. The general liability insurance and vehicle insurance shall contain an endorsement

naming the City as an additional insured. All of the policies required under this Agreement shall contain an endorsement providing that the policies cannot be canceled or reduced except on thirty (30) days prior written notice to City, and specifically stating that the coverage contained in the policies affords insurance pursuant to the terms and conditions as set forth in this Agreement.

(g)   The insurance provided by Consultant shall be primary to any coverage available to City. The policies of insurance required by this Agreement shall include provisions for waiver of subrogation.

(h)   Any deductibles or self-insured retentions must be declared to and approved by City. At the option of City, Consultant shall either reduce or eliminate the deductibles or self-insured retentions with respect to City, or Consultant shall procure a bond guaranteeing payment of losses and expenses.

Section 13.   Indemnification. In connection with any and all claims, demands, damages, liabilities, losses, costs or expenses, including attorneys' fees and costs of defense (collectively, "Claims" hereinafter), Consultant shall defend, hold harmless and indemnify the City, and its elected officials, officers, employees, servants, designated volunteers, and those City agents serving as independent Consultants in the role of City officials (collectively, "Indemnitees"), Indemnitees with respect to any and all Claims, including but not limited to, Claims relating to death or injury to any person and injury to any property, which arise out of, pertain to, or relate to the acts or omissions of Consultant or any of its officers, employees, subcontractors, or agents in connection with the performance of this Agreement, including without limitation the payment of all consequential damages, attorneys' fees, and other related costs and expenses. With respect such Claims, Consultant shall defend City, with counsel of City's choice, at Consultant's own cost, expense, and risk and shall pay and satisfy any judgment, award, or decree that may be rendered against City. Consultant shall reimburse City for any and all legal expenses and costs actually incurred by each of them in connection therewith or in enforcing the indemnity herein provided. Consultant's obligation to indemnify shall not be restricted to insurance proceeds, if any, received by Consultant or City. All duties of Consultant under this Section shall survive termination of this Agreement.

Section 14.   Termination.

(a)   City shall have the right to terminate this Agreement for any reason or for no reason upon fifteen calendar days' written notice to Consultant. Consultant agrees to cease all work under this Agreement on or before the effective date of such notice.

(b)   In the event of termination or cancellation of this Agreement by City, due to no fault or failure of performance by Consultant, Consultant shall be paid based on the percentage of work satisfactorily performed at the time of termination. In no event shall Consultant be entitled to receive more than the amount that would be paid to Consultant for the full performance of the services required by this Agreement. Consultant shall have no other claim against City by reason of such termination, including any claim for compensation. Upon termination, Consultant shall provide to City any and all Documents, whether in draft or final form, prepared by Consultant as

of the date of termination. Consultant may not terminate this Agreement except for City's non-payment upon an Invoice within sixty (60) days of City's receipt thereof.

Section 15.   City's Responsibility. City shall provide Consultant with all pertinent data, documents, and other requested information as is available for the proper performance of Consultant's Scope of Work.

Section 16.   Information and Documents.   All documents, data, studies, surveys, drawings, maps, models, photographs, presentations, records and reports prepared for City in connection with this Agreement ("Documents") shall become the property of City, and City may use all or any portion of the work submitted by Consultant pursuant to this Agreement as City deems appropriate. Consultant may, however, make and retain such copies of said Documents, as Consultant may desire.

Section 17.   Changes in the Scope of Work. City shall have the right to order, in writing, changes in the scope of work or the services to be performed. Any changes in the scope of work requested by Consultant must be made in writing and approved by both parties.

Section 18.   Notice. Any notices, bills, invoices, etc. required by this Agreement shall be deemed received on (a) the day of delivery if delivered by hand during the receiving party's regular business hours or by facsimile before or during the receiving party's regular business hours; or (b) on the second business day following deposit in the United States mail, postage prepaid to the addresses set forth below, or to such other addresses as the parties may, from time to time, designate in writing pursuant to this section.

If to City:

City Manager
100 Civic Center Mall
P.O. Drawer 1788
Indio, California 92201
Fax: 760.342.6597

If to Consultant:

_____
_____
_____
_____
_____

Section 19.   Attorney's Fees. In the event that either party commences any legal action or proceeding to enforce or interpret the provisions of this Agreement, the prevailing party in such action shall be entitled to reasonable attorney's fees, costs and necessary disbursements, in addition to such other relief as may be sought and awarded.

Section 20.   Entire Agreement.   This Agreement represents the entire integrated agreement between City and Consultant, and supersedes all prior negotiations, representations or agreements, either written or oral. This Agreement may be amended only by a written instrument signed by both City and Consultant.

Section 21.   Governing Law. The interpretation and implementation of this Agreement shall be governed by the domestic law of the State of California.

Section 22.   City Not Obligated to Third Parties. City shall not be obligated or liable under this Agreement to any party other than Consultant.

Section 23.   Exhibits; Precedence. All documents referenced as exhibits in this Agreement are hereby incorporated in this Agreement. In the event of any material discrepancy between the express provisions of this Agreement and the provisions of any document incorporated herein by reference, the provisions of this Agreement shall prevail.

Section 24.   Equal Employment Opportunity. In connection with its performance under this Agreement, Consultant shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, marital status, ancestry or national origin. Consultant shall ensure that applicants are employed, and that employees are treated during their employment, without regard to their race, religion, color, sex, age, marital status, ancestry or national origin. Such actions shall include, but not be limited to, the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.

Section 25.   Prevailing Wage and Payroll Records. [Check if Applicable]
Notice is hereby given that in accord with California Labor Code Section 1720, et seq., and 1770, et seq., as well as California Code of Regulations, Title 8, Section 16000, et seq., ("Prevailing Wage Laws"), Consultant is required to pay not less than the general prevailing rate of per diem wages for work of a similar character in the locality in which Consultant's Services pursuant to this Agreement are performed, and not less than the general prevailing rate of per diem wages for holiday and overtime work. In that regard, the Director of the Department of Industrial Relations of the State of California is required to and has determined such general prevailing rates of per diem wages. Copies of the State prevailing wage rates and the latest revisions thereto are available on the Internet at www.dir.ca.gov.

(a)   Covenant to Comply. Consultant covenants that it shall fully comply with all applicable federal and state labor laws (including, without limitation, if applicable, the Prevailing Wage Laws). For purposes of this Section 25(a) only, the term "subcontractors" shall not include suppliers, manufacturers, or distributors. Consultant further covenants that it shall take all practicable steps to ensure that its subcontractors comply with Prevailing Wage Laws if applicable to work performed by subcontractors. References to "Covered Services" hereinafter shall designate such Services as are subject to Prevailing Wage Laws.

(b)   Payroll Records. Consultant and all subcontractors performing Covered Services shall keep an accurate payroll record, showing the name, address, social security number, job classification, straight time and overtime hours worked each day and week, and the actual per diem wages paid to each journeyperson, apprentice, or other employee. All payroll records shall be certified as being true and correct by Consultant or the subcontractors performing Covered Services keeping such records; and the payroll records shall be available for inspection at all reasonable hours at Consultant's principal office.

Section 26.   Non-Appropriation of Funds. Payments to be made to Consultant by City for services performed within the current fiscal year are within the current fiscal budget and within an available, unexhausted fund. In the event that City does not appropriate sufficient funds for

payment of Consultant's services beyond the current fiscal year, this Agreement shall cover payment for Consultant's services only to the conclusion of the last fiscal year in which City appropriates sufficient funds and shall automatically terminate at the conclusion of such fiscal year.

Section 27.   Severability. Invalidation of any provision contained herein or the application thereof to any person or entity by judgment or court order shall in no way affect any of the other covenants, conditions, restrictions, or provisions hereof, or the application thereof to any other person or entity, and the same shall remain in full force and effect.

EXECUTED this   day of   2021, at Indio, California.

CITY OF INDIO

_____

Mark Scott
City Manager

ATTEST: CONSULTANT

_____   _____
CYNTHIA HERNANDEZ   Name
City Clerk   Title

APPROVED AS TO FORM;

_____
ROXANNE DIAZ City Attorney

EXHIBIT B

SCOPE OF WORK

1. INTRODUCTION

The City of Indio Office of the City Manager seeks the services of a highly-qualified vendor with expert professional/technical website design, development, implementation, hosting and support capabilities.

The vision for the City of Indio website is to serve as a platform for tourist, business and civic engagement providing high quality online services and enhanced information sharing to bring our community together and increase civic participation.

The goals of the City of Indio Website Redesign project are to:

- Satisfy the requirement for public outreach, community engagement and social media;
- Redesign the City website to make it easier for the community to easily and intuitively locate desired information and services;
- Augment and enhance the way the City does business with its constituents by enhancing service delivery through cost-effective and convenient digital services accessible anywhere at any time;
- Enhance greater transparency and citizen relations, while protecting the privacy of citizen information; and,
- Engage the Indio community and facilitate citizen feedback.

In March of 2021, a website assessment report was delivered to the City by ThirdWave Corp. The website assessment includes:

1. Website analytics analysis
2. Website benchmarking
3. Staff focus group reports
4. Staff and Community survey results

The full Website Assessment Report is attached as Exhibit D.

An output of the website assessment performed by the City's IT Department. The requirements were developed in cooperation with website users and stakeholders. The Website Functional/Non-functional Requirements are attached as Exhibit E.

1. Scope of Work

The selected vendor shall provide the following:

1. Professional website design, development and implementation services
2. Website content management software and content migration
3. Website hosting
4. Test plan and support
5. Training
6. Ongoing technical support

The following tasks provide a framework describing the work that is expected to be done and the deliverables that are to be provided. The Vendor may organize their work plan to use any appropriate system development methodology to arrive at the final product(s) as long as all deliverables are accounted for.

Task 1   Project Management

1.1   Ongoing Project Management
         This will include project management activities and ensure the full compliance with the contract scope of work, terms and conditions, ongoing project coordination, weekly status meetings, weekly updated project schedule, monthly status reports and project meetings as appropriate.

1.2   Project Meetings
         Coordinate, prepare and actively participate in meetings related to tasks. Prepare and distribute agendas and minutes for the meetings. Anticipate weekly ½ hour status meetings, in addition to whatever meetings are necessary to the completion of tasks. This task will also include creating and maintaining an issue log for each phase/task of the project.

1.3   Monthly Status Reports
         This task will entail providing written monthly progress reports to the City's Project Manager outlining the status of the project. Monthly Status Reports will include the following information:
         •   Scope, cost and schedule status
         •   Description of progress made during the reporting period
         •   Deliverables completed and delivered during the reporting period
         •   Outstanding issues and recommendations for resolution (if any)
         •   Updated MS Project Schedule

Task 2   Website Design and Development

2.1   Requirement Analysis

2.1.1   This will include a detailed analysis of functional requirements, technical requirements and a review of the City's branding strategy.

2.2   Website Design

2.2.1   The Vendor shall assist the City in establishing new branding guidelines, which reflect contemporary design principles and comply with ADA standards.

2.2.2   The vendor must create at least 3 design concepts for the City to review. The City does not desire a cookie cutter visual design solution, but rather a website design capturing the City's unique characteristics and community makeup.

2.2.3   The Vendor should anticipate multiple rounds of meetings to review designs, wireframes and working protypes with City staff.

2.3   Website Implementation (Website & WCMS)

2.3.1   The vendor shall build the website according to the approved design.

2.3.2   The City will release a Beta version for 2 – 3 weeks for final testing before Go Live.

2.4   Hosted Website

2.4.1   Once the new website has been installed, testing phase has been completed, and training has been completed, and the new hosted website is determined to be fully functional, the website will go live. The vendor will provide access to support staff for thirty days after the go-live to ensure any issues that arise after go-live can be addressed and resolved expeditiously.

Task 3   Website Testing

3.1   Testing Plan: The Vendor shall develop a user acceptance test plan documenting the test procedures, test inputs, and expected results that are needed to verify the functional requirements and confirm that all features and functions of the new City website are fully functional.

3.2   UAT & System Testing: Testing will consist of hosting system, website and content management testing, in addition to end user acceptance testing.

3.3   Beta Version: The City will release a Beta version for 4-6 weeks for final testing before go-live.

Task 4	Training

Training will consist of three activities:

4.1 Training Plan: The Vendor shall produce a Training Plan to include specific training activities, identify training resources, and a training schedule. It will be structured to provide initial training to staff designated by the City.

4.2 System and End User Documentation: The vendor will create a City of Indio training documentation including System Administrator and Super Producer role-based training.

4.3 System Administration and End User Training: The Vendor will provide role-based Website Administration and Super Producer training, encompassing all of the training necessary to operate, maintain, and support all facets of the new City Website. The Vendor shall deliver all training materials used in the training to the City when all planned training is completed.

Task 5	Website Content Management Software

5.1 Website Content Management Software Licensing - The vendor will provide a Web Content Management software solution as part of the total solution.

5.2 Website Content Management Software Implementation - The vendor will implement the Web Content Management solution that complies with ADA requirements.

5.3 Website Content Migration – The vendor will perform web content migration from the old city website to the new.

5.4 Website Content Management Software Maintenance - The vendor will include Web Content Management software maintenance as part of the overall website solution.

Task 6	Website Hosting

6.1 Website Hosting Environment and Services - The vendor will include a robust and highly secured website hosting environment. The hosting environment must comply with the vendor information security assessment (VISA) Exhibit G, and the Software As A Service Security and Privacy Terms and Conditions (SaaS) Exhibit H.

6.2 Hosting Practices - The vendor will provide detailed descriptions for each of the following hosting components:

6.2.1 Security environment, systems, policies and practices.

6.2.2 Disaster Recovery environment, systems, policies and practices.

Task 7   Ongoing Technical Support

7.1   Website Support Services - The vendor will provide detailed descriptions for each of the following support services:

7.1.1   Website Support package.

7.1.2   Website Service Level Agreement and Cost.

7.1.3   Ongoing Website Upgrades and Patches.

7.1.4   Sunsetted Platforms. The City requires the proposed platform must be supported for at least 6 years, or the proposed system shall be upgraded to the new supported platform at no additional cost to the City.

2. Deliverables

The following provides a list of Professional Services task deliverables.

	Professional Services Tasks	Deliverable	
1	**Project Management**	1.1	Ongoing Project Management
		1.2	Project Meetings
		1.3	Project Schedule
2	**Website Design and Development**	2.1	Requirement Analysis
		2.2	Website Design
		2.3	Website Implementation
		2.4	Hosted Website
3	**Testing**	3.1	Testing Plan
		3.2	UAT and System testing
		3.3	Beta Version
4	**Training**	4.1	Training Plan
		4.2	System and End User Documentation
		4.3	System Administration and End User Training
5	**Website Content Management Software**	5.1	Website Content Management Software Licensing
		5.2	Website Content Management Software Implementation
		5.3	Website Content Migration
		5.4	Website Content Management Software Maintenance
6	**Website Hosting**	6.1	Website Hosting Environment and Services
		6.2	Hosting Practices
7	**Ongoing Technical Support**	7.1	Website Technical Support Services

Exhibit C: Cost Proposal

The following provides the format for submitting your cost proposal, which must coincide with the Scope of Work & Deliverables in your Proposal. Proposals that omit cost data may be deemed unresponsive and be omitted from further consideration in the evaluation process.

Fill out the following cost data and include this as part of your Proposal Changing the structure of this worksheet is discouraged. If you choose to make changes you must ensure the final calculations are accurate.

I.	Costs Proposal Summary		** Add rows if necessary

1.0	**Website Design, Development & Training**	$ -	
2.0	**Web Content Management Software**	$ -	
3.0	**Website Hosting**	$ -	
4.0	**Ongoing Technical Support**	$ -	
5.0	**Other (Not identified in the RFP)**	$ -	
5.1		$ -	
5.2		$ -	
			$ -

II.	Web Content Management Software		** Add rows as necessary

** Denotes that the vendor will insert cost information in the manner identified in their proposal.

1.0	**Website Design, Development & Training**		
1.1	Project Management	$ -	
1.2	System Analysis	$ -	
1.4	Website Development	$ -	
1.5	Testing	$ -	
1.6	Website Implementation	$ -	
1.7	Training	$ -	
1.8	Hosted Website Go-Live	$ -	
			$ -

2.0	**Web Content Management Software**		
2.1	Software Cost (One Time)	$ -	
2.2	Software Maintenance (Ongoing)	$ -	
2.3	3rd Party Software (Itemized below)**	$ -	
			$ -

3.0	**Website Hosting**		
3.1	Website Hosting - Set Up	$ -	
3.2	On Going Hosting Costs	$ -	
		$ -	
			$ -

4.0	**Ongoing Technical Support**		
4.1	Vendor enter task(a) here as required	$ -	
4.2		$ -	
		$ -	
			$ -

	TOTAL PROJECT COST	$ -

5.0	**Optional 3rd Party Software**	
5.1		$ -
5.2		$ -
5.3		$ -

III.	Detailed Payment Schedule

Please provide a **detailed payment schedule** for your proposed products and services below.. The format must reflect the format of the Cost Summary provided above. The numbering of the payment schedule must be based on and be consistent with, **project phases, tasks/subtask and deliverables, clearly indicating how deliverables will be invoiced.** (The payment schedule must be aligned with the Scope of Work and the accompanying MS Project Schedule for the proposed project.)

(Insert here)

IV. Hourly Billing Rates

Please provide a list of your proposed project team, starting with the Project Manager. Include the name and titles of project team members and the hourly billing rate for each person. Include the name of staff for Sub-consultants, if applicable.

Consultant Name	Title & Role	Prime / Sub Firm	Hourly Rates
			$ -
			$ -
			$ -
			$ -
			$ -
			$ -
			$ -

END OF SPREADSHEET

Website Redesign Assessment
Deliverable 3.2: Final Website Redesign Report

Prepared for the City of Indio
March 24, 2021

WEB DESIGN & DEVELOPMENT

33 YEARS

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ThirdWave

ThirdWave Corporation
Information Systems Intelligently Applied
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Los Angeles, CA 90025
www.ThirdWaveCorp.com
310.904.7565

March 24, 2021

Ian Cozens
CGCIO
Director of IT
City of Indio
100 Civic Center Mall
Indio, California 92201

Subject: **City of Indio Website Needs Assessment: Final Report**
Reference: ThirdWave Corporation Proposal Response

Dear Ian,

ThirdWave Corporation is pleased to transmit the Final Report for the project.

The information in this document will be leveraged to inform the final task, the Request for Proposal Requirements.

Sincerely,

Roy Hernandez
Founder | President | CEO
rhernandez@thirdwavecorp.com

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YEARS
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1987

Contents

Cover Letter

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Section 1
Executive Summary

1.1   Vision

Government's primary purpose is to serve and meet the needs of its citizens. Technology advancements, especially in the area of the Web, have changed the way government can operate and it has expanded information and service delivery methods. With these advancements in mind, this plan focuses on the strategic adjustments that the City of Indio (City) can make to transform its website into a citizen engagement portal.

These adjustments are significant as they offer the opportunity to significantly transform the City's service delivery model by shifting from authoring relatively low value informational content to providing high-value online services. The strategic website adjustments that this plan identifies are Visual Identity, Navigation, Content Management, Application Development, Web Governance, and Sustainability.

" The vision for the City of Indio website will be to serve as a platform for tourist and civic engagement providing high quality online services and enhanced information sharing to bring our community together and increase civic participation. *"*

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1.2   Goals

The use of the Internet by the public, and the practice commonly referred to as E-Government (or Digital Government), have matured substantially in the last twenty years. E-Government, which for the purposes of this document includes Smart Cities and Internet of Things, now offers many opportunities to expand online service delivery to a public that is well versed in using online services and Internet tools, i.e., tablets, smart phones, mobile apps, etc. Covid-19 has only accelerated this phenomenon.

The website needs assessment in this document focuses on taking advantage of those opportunities to provide a more useful and engaging online presence, which requires awareness of current needs while having a well-defined Website/E-Government vision for the future.

The goals of the City of Indio Website Redesign project are to:

- Satisfy the requirement for public outreach, community engagement and social media;
- Redesign the City website to make it easier for the community to easily and intuitively locate desired information and services;
- Augment and enhance the way the City does business with its constituents by enhancing service delivery through cost-effective and convenient digital services accessible anywhere at any time;
- Enhance greater transparency and citizen relations, while protecting the privacy of citizen information;
- Engage the Indio community and facilitate citizen feedback in languages that meet the needs of the community (i.e., English and Spanish); and
- Enhance staff user experience and efficiency by implementing a user-friendly Content Management System.

The goals listed above will be accomplished via the following roadmap and phases. The first two steps are addressed at a high level in this document.

Figure 1.2.1: Strategic E-Government Roadmap

Strategic Plan	**Implementation Roadmap**	**Build**	**Promote**
• Vision • Technology • Operations • Management	• Website design • Navigation • Content organization • Technical requirements • Web content management • Web apps & services • Technical standards • Sustainability staff • Web governance	• Website design • Website development & testing • Web content management system (WCMS) • E-Government app development, testing, implementation • Enterprise Content Management integration (as applicable) • Staff training on WCMS	• Online notification campaign • Search indexing • Search Engine Optimization • Social media marketing • Website refresh every 3 to 5 years

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1.3   Key Elements of a New Website

The over-arching objective of this project is to produce a technical specification that allows the City to realize the following key elements with respect to its website:

- Implement a state-of-the-art website reflecting contemporary visual design principles;
- Provide ongoing cloud-based hosting;
- Implement a robust and easy to use website content management system; and,
- Use the information gathered in this phase of the project to inform a Request for Proposal document.

This document articulates sound and commonly accepted visual and graphic design principles and best practices, including:

- Website design
- Navigation
- Content organization
- Technical requirements
- Web content management
- Technical standards
- Sustainability staff
- Web governance

Section 2
Website Findings

2.1   Website Analytics

This document contains the outcome of a review and analysis of the City's website statistics using Google Analytics, a leading and highly effective website analytics/statistical application. It entailed carrying out an assessment and evaluation of the following web metrics:

- Website usage
- User paths and patterns
- Most frequently accessed content
- Devices accessing the City's website
- Experience mapping
- Other areas related to website utilization

A broad set of Google Analytics were run on the City's Website for four months from March 1, 2020 to June 30, 2020. Significant findings are provided below.

Website analytics enabled the project to identify what is working and not working from a visitor's point of view. It provided insight into design and performance parameters that should be addressed and included in the future website design.

The following Google Analytic Data is provided as a baseline of where the City's website is as of this writing, its user community, utilization levels, and commonly used technologies. This information should be reviewed by the website redesign consultant to get an insight into the City's website platform and its use. The objective should be to design for the Indio user community and enhance the existing utilization levels of the City website.

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2.1.1   Demographics

The City's website demographics revealed the following:

- Women have a slightly higher utilization rate than men, 52.13% to 47.7%

- The primary age demographic using the City's website is 25-34. Users can be grouped into three utilization subgroups:
  - **High:** 35 to 54-year-olds, 35.03%
  - **Medium:** 18 to 34-year-olds, 32.76%
  - **Low:** 55 and 65+ year-olds, 32.21%
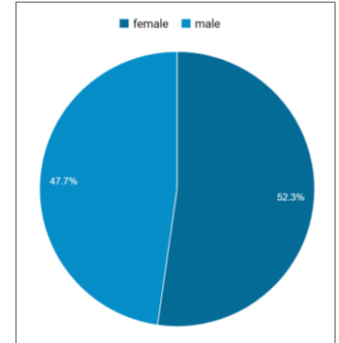
The City may want to include content and services on the redesigned website to increase the utilization size of all groups, if the City feels that these are important demographics to provide information and/or services to. (Paradoxically, the online community survey was responded to most by the Low group identified in this figure, 55+.)
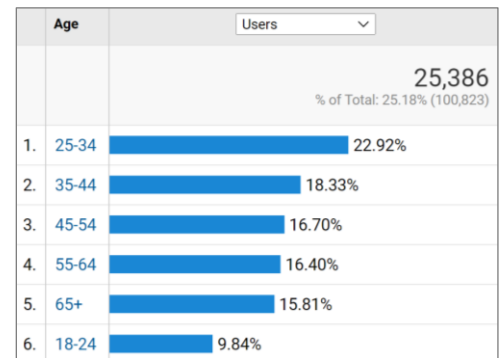
2.1.2   Website Utilization

The following statistics provide a snapshot of how the City's website is currently being used by the public, measured over a four-month period.

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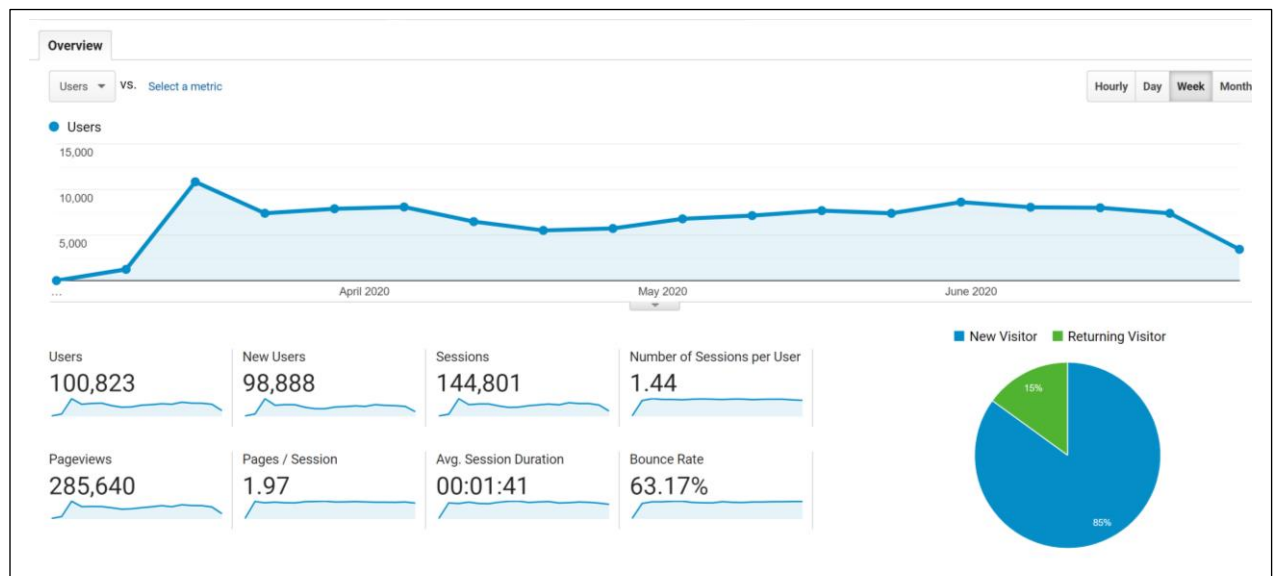
All of the foregoing areas have room for enhancement. A goal of the redesigned website should be to improve all of these metrics.

Active Real Time User findings

Real-time users are the people who are on the City's website now. The active user metric is used in the context of the 'Active users' report in Google Analytics. It refers to the number of users who visited your website within the last 1 to 30 days in the selected time period.

Significant active user findings over four months:

- 1 Day Active Users: 1,336 – users who had a least one session within the last day of the active date range

- 7 Day Active Users: 7,412 – users who had a least one session within a 7-day period, including the last day of the active date range

- 14 Days Active Users: 14,743 – users who had a least one session within a 14-day period, including the last day of the date range

- 28 Days Active Users: 28,956 – users who had a least one session within a 30-day period, including the last day of the date range

Based on ThirdWave's previous experience, the number of active users per day is very good for a city the size of Indio. The redesigned website should present a design that is attractive and engaging, with content that provides citizen centric information, and online services, all of which will further traffic in the areas listed above. This baseline metric (like all others in this document) should be reviewed sometime after the new redesigned website goes live.

2.1.3   User Paths and Patterns

Significant website visitor engagement findings:

- The majority of City website sessions, the period time a user is actively engaged with the website, stay for a short time, **0 - 10** seconds (67.55%). This may be an indicator of the website's inability to captivate visitors and retain them with interesting information and valuable online services.

- The second group of visitor engagement, 8.22% of City website users, spends 1 - 3 minutes.

- The third group of visitor engagement, 7.85% of City website users, spends 3 - 10 minutes.

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While there is no specific metric for how long a user of the City website should remain on the site, which is determined by the information and/or services they are seeking and how fast they can locate either, a zero to ten second session may indicate a dissatisfied user or a user moving on to another page. The longer the average session duration is, the more value the website is providing the community.

2.1.4   Most Frequently Accessed Content

The figure below provides a list of the top 10 most visited website pages and the how frequently each of them was accessed by the community/staff in a four-month period.

Figure 2.1.4.1: Frequently Accessed Content

Page	Pageviews
1. /	30,435
2. /your_government/water/default.htm	27,207
3. /your_government/preparedness_prog/covid_19.htm	25,371
4. /your_government/hr/emp_oppo.htm	8,137
5. /your_government/police/default.htm	7,994
6. /your_government/city_clerk/agendas.htm	7,582
7. /your_government/water/iwa/pay_your_bill.htm	4,715
8. /your_government/default.htm	4,492
9. /your_government/finance/licenses_n_permits/rentals.htm	4,484
10. /your_government/police/online/default.htm	4,026

2.1.5   Devices Accessing the City Website

Resolution findings over four months include the following:

- The leading screen resolution used to access the City website is 414x896, which reflects the use of mobile devices, primarily iPhones.
- Most PCs/laptops use a commonly used screen resolution, 768x1024.

The redesigned website should use the data above as the assumed screen resolutions. The figure below illustrates the browser findings over four months:

Figure 2.1.5.1: Frequently Accessed Content

Browser	Users	% Users
1. Safari	35,200	35.38%
2. Chrome	33,239	33.41%
3. Internet Explorer	19,196	19.29%
4. Edge	3,708	3.73%
5. Safari (in-app)	3,049	3.06%
6. Firefox	1,705	1.71%

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Operating System findings over four months:

- Top Operating Systems: Windows followed by iOS, Android, and Macintosh.
- Windows: 41.99%
- iOS: 32.79%
- Android: 13.84%
- Macintosh: 10.13%

Device category content acquisition findings over four months:

- Desktop: 52,614   53.12%
- Mobile: 43,814   44.24%
- Tablet: 2,615   2.64%

Visitors to the City's website primarily use desktop computers, which have generally been superseded by laptop and mobile devices by the public. (It is safe to say that this will change in the future as more and more people use mobile devices.) The second most used devices are mobile devices, i.e., smart phones.

2.1.6   Experience Mapping

2.1.6.1   Pageviews

A pageview is defined as a view of a page on the website that is being tracked by the Google Analytics tracking code. If a user clicks reload after reaching the page, this is counted as an additional pageview. If a user navigates to a different page and then returns to the original page, a second pageview is recorded as well. The figure below illustrates the pageview findings over four months:

Figure 2.1.6.1: Pageviews

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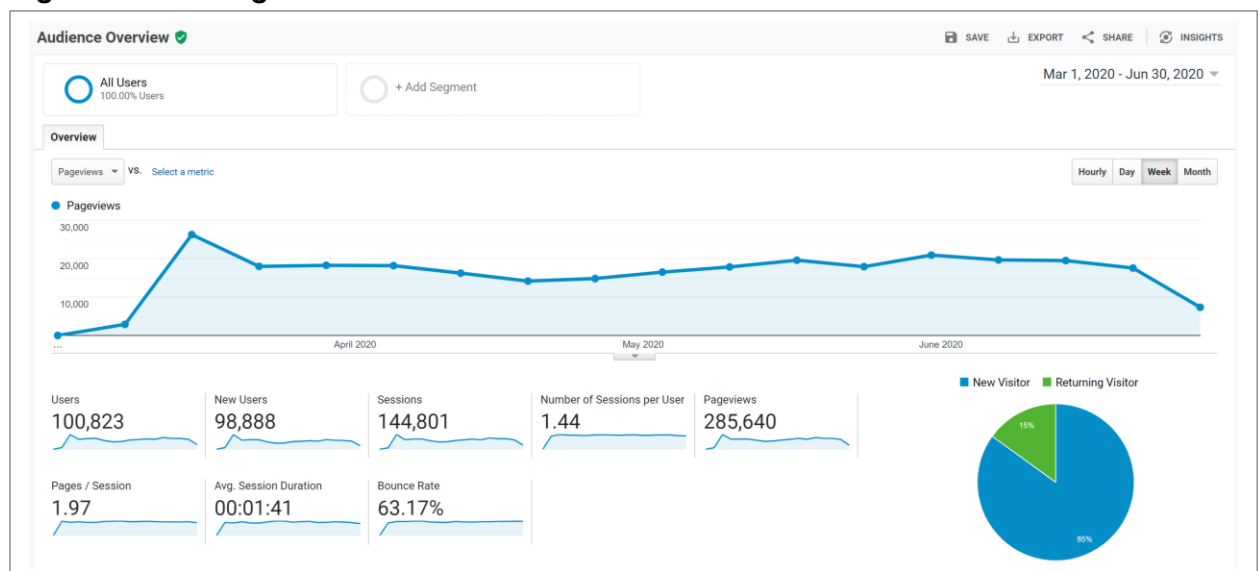
The spike on the left-hand side of the graph indicates when the state of California stay at home order was implemented. Evidently, it appears that the level of site visits after that date remained consistent.

2.1.6.2   Landing Pages

A landing page is defined as the web page where people end up after they click your advertisement. The URL of this page is usually the same as your advertised and final URL.

The figure below illustrates the pageview findings over four months:

Figure 2.1.6.2: Landing Pages

	Page	Pageviews	% Pageviews
1.	/your_government/water/default.htm	18,210	12.58%
2.	/your_government/preparedness_prog/covid_19.htm	16,149	11.15%
3.	/your_government/police/default.htm	5,007	3.46%
4.	/your_government/hr/emp_oppo.htm	3,669	2.53%
5.	/your_government/water/iwa/customer/pay_view_bills.htm	2,994	2.07%
6.	/your_government/finance/licenses_n_permits/rentals.htm	2,880	1.99%
7.	/your_government/water/iwa/pay_your_bill.htm	2,565	1.77%
8.	/news/	2,519	1.74%
9.	/your_government/city_clerk/agendas.htm	1,892	1.31%

Landing page findings over four months include:

- The most common page landing is the Indio Water Authority page. Indio Water has over 23,769 pageviews per month on its various web properties. These include the main Indio Water Authority page, the Indio Water Pay/View Bills Instructions and Pay Your Bill page.

2.1.6.3   Social User Flow

The Google Analytics User Flow report is a graphical representation of the paths users take through your site, from the source, through the various pages, and where along their paths they exited the website. The User Flow report compares volumes of traffic from different sources, examine traffic patterns through a website, and helps troubleshoot the efficacy of a website.

Significant social referral traffic findings include the following:

- Facebook is the leader by far.
- Twitter is the second significant referral channel.

The redesigned website should focus on features and functions that incorporate this traffic, as well as attempt to grow other social media avenues for increased user traffic to the City's website.

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2.1.7   Site Speed

The Site Speed report shows how quickly users can see and interact with content. It can identify areas that need improvement, and then track the extent of those improvements.

Figure 2.1.7.1: Site Speed Overview
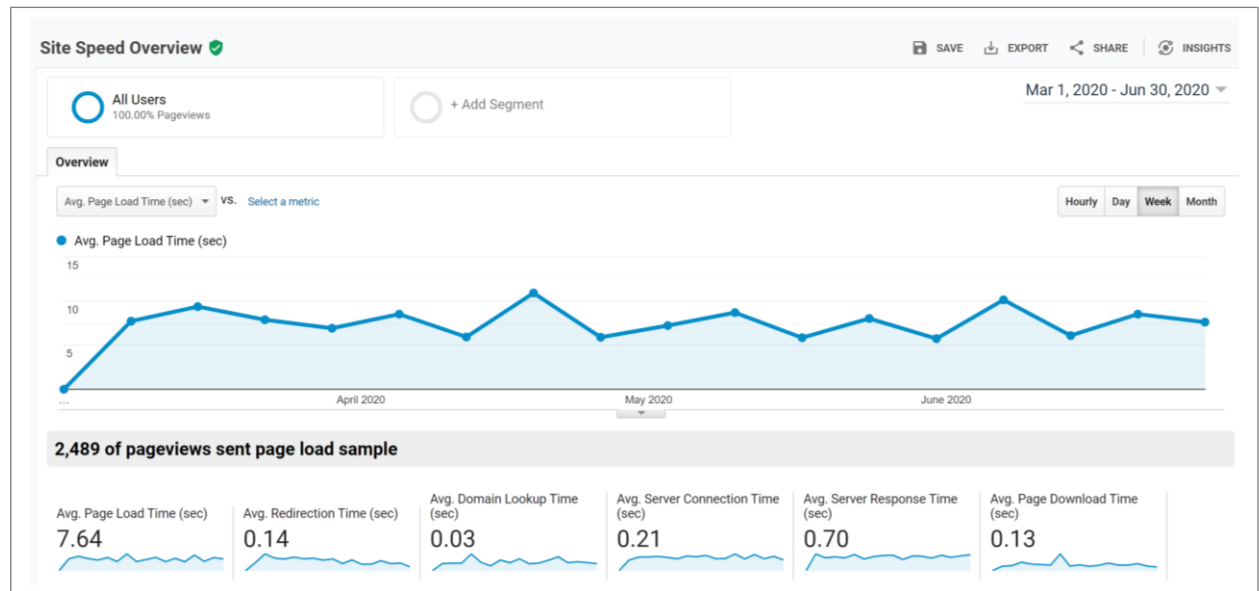
Site speed findings over four months include the following:

- The average page load time on the City website is almost eight seconds (7.64), which is too long to ensure an acceptable citizen experience. An acceptable response time would be sub-second to a couple of seconds, depending on the content and/or application being accessed.

- Other types of response times, e.g., redirection, domain lookup, server connection, and server response, are within an acceptable range.

- Browser average page load times in seconds:
    - Firefox   4.55
    - Samsung Internet   5.27
    - Mozilla Compatible Agent   6.12
    - Safari   6.66
    - Chrome   6.89

Human/machine interface research has found that people can make decisions about a web page's visual appeal after being exposed to it for less than a second. (In eye tracking studies, most fixations tracked last little more than 0.1 second, which is the reason to emphasize clarity in content usability.) Studies show that end users form basic visual impressions very quickly. The redesigned website should be developed with a focus on providing the most agreeable user experience possible – as fast as possible.

The City website redesign should make the user experience "instantaneous," creating the illusion of direct manipulation. A sub-second response time is required to make users feel like the website is keeping up with their commands.

2.2   Website Benchmarking

2.2.1   Benchmarking Objective

This task entailed researching state-of-the-practice trends in government websites design and development. This document identifies best practices as it pertains to the following website design practices:

- Design and development
- Ease of use
- Interactivity
- Use of technology
- Content
- Hosting
- Maintenance
- Innovation
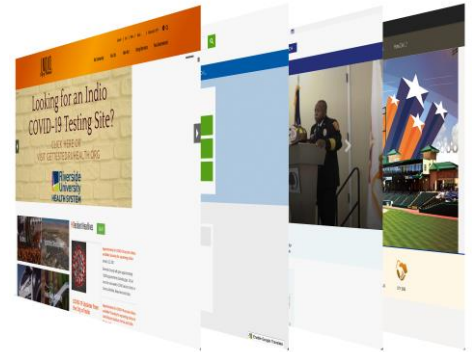
This document provides a visual benchmark comparison of the City's website design against three others:

- City of Beaverton, OR
- City of Columbia, MO
- City of Sugar Land, TX

This task entailed benchmarking state-of-the-practice government websites for a city approximately the same size as the City, a state, and a city in another country. All of these websites have varying degrees of website sophistication, dynamic content, and E-Government online service delivery solutions. Columbia, MO and Sugar Land, TX websites were picked from the Government Technology Digital Cities Survey 2020 and Beaverton, OR was picked by the City.

2.2.2   Benchmarking Government Websites

Before addressing the benchmarked websites, ThirdWave would like to share what (in our experience) provides an example of one of the best government websites in the US. The City of San Diego's website/service portal is an excellent example of user friendly, intuitive and efficient navigation. Recognized by the Center for Digital Government 2016 Best of the Webs, this is how the website describes the City's journey towards that achievement:

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"The City's redesigned web portal, Sandiego.gov, was completed following an unprecedented public outreach effort that included nearly 6,000 San Diego residents from across the city taking part in surveys, focus groups and workshops. The new site was designed with San Diegans in mind. Users are able to quickly find the right page in just a few clicks or taps. The most popular City services and information can be easily found at the top of the homepage.

In an effort to minimize search times, the site also features a "Get it Done" section to help users complete tasks faster, such as reporting a pothole, paying a water bill, finding a nearby park, checking the status of permits or applying for a business license."

The figure at the right provides a snapshot of the 'Get it Done' interface, where selecting the first choice provides the next set of choices, narrowing down the services desired by the public.
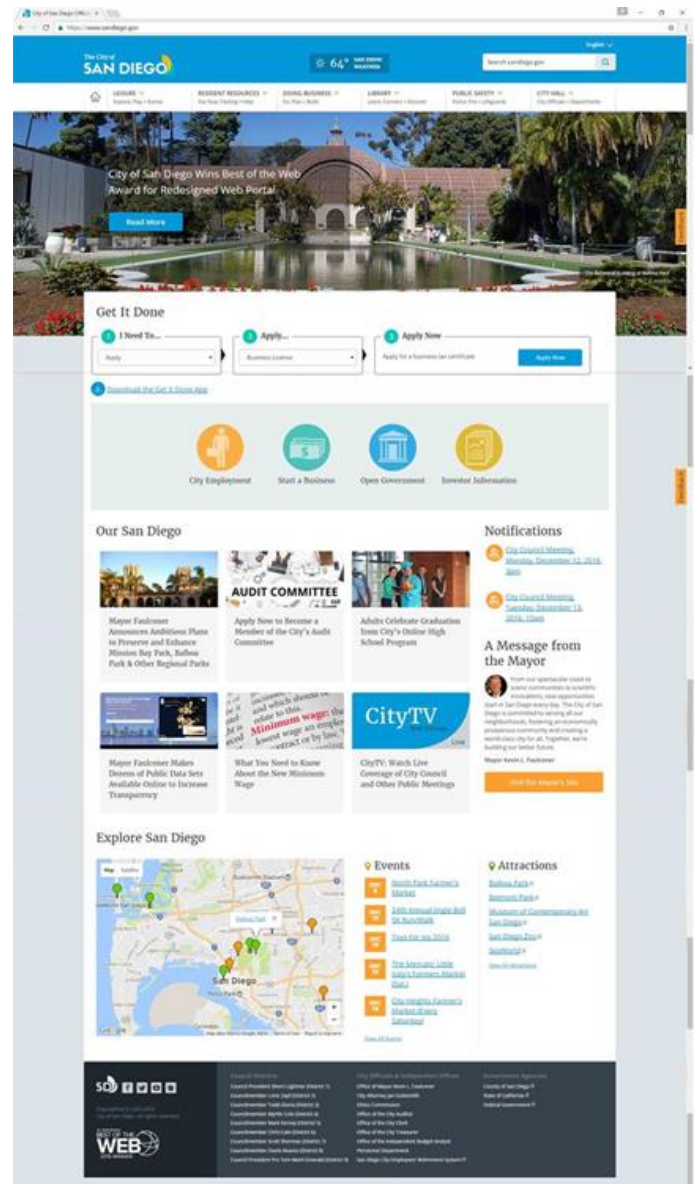
The screen shots on the following pages provide graphic examples of the websites that were examined alongside the City of Indio.

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Figure 2.2.2.1: Home Pages

City of Beaverton
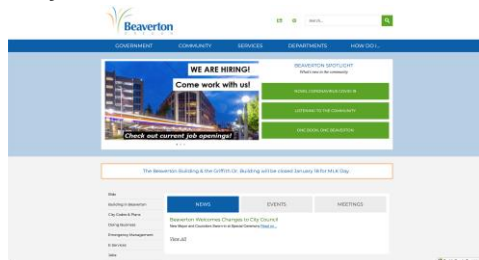
City of Columbia

City of Sugarland

City of Indio

Visual design: The website partially uses minimalist design principles. The homepage does not use a grid layout, has repeated content, lacks white space and a clear hierarchy.

Navigation: The site navigation is not intuitive. The use of multiple menus on the homepage is confusing. There is no clear hierarchy.

Headings, Titles & Labels: The homepage uses consistent font styles, sizes and colors, but these elements are not effectively used as graphical elements. The color of the header and font are both dark.

Use of Text: The home page uses consistent fonts and colors within its text but uses a mix of fonts and colors in their image slideshow.

Use of Color, Graphics/Images: The existing color scheme is very warm and slightly dark (orange, red, yellow, and green). Some images implement other colors making the homepage look busy. Some images on the homepage are dark and hard to see.

Other Websites

Visual design: The Beaverton website is the only benchmarked website that utilizes minimalist design principles presenting a contemporary design approach. The homepage employs a clear graphical layout and visual design.

Navigation: Although each is somewhat different, the site navigation on all three sites is obvious and intuitive; informational organization is indicated with a clear hierarchy. All websites provide scrolling to additional web information, but none provide a Site Map, but rather provide access to key service delivery links.

Headings, Titles & Labels: The Homepages use consistent font styles, sizes and colors.

Use of Text: Text on all of the Homepages is used sparingly.

Use of Color, Graphics/Images: Color and images are used effectively to help visitors understand what does and does not go together. Website photographs are not captivating, except Sugarland.

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Figure 2.2.2.2: Second Level Pages

City of Beaverton

City of Columbia

City of Sugarland

City of Indio

Visual design: The City website provides secondary navigation menus on the left-hand side of the screen. Some secondary menu items are on dark images, making the site look dim. The image at the top of the site is dark and gloomy, not particularly pleasing. Some secondary pages have photographs and videos, which adds visual interest.

Headings, Titles & Labels: Most of the titles on these pages use consistent font styles, sizes, and colors.

Use of Text: Text on these pages is dark on white backgrounds. The text used in the body of content is small.
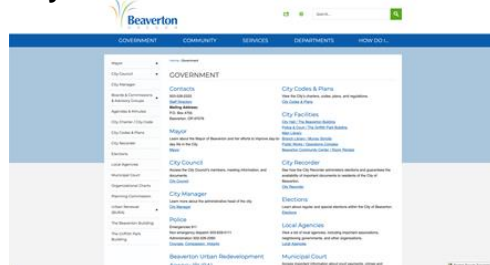
Other Websites

Visual design: The Beaverton and Sugar Land websites utilize typical, easy to read secondary navigation menus, however, the Columbia site introduces multiple menus with distinct font styes.

The Sugar Land website second level pages employ photographs backgrounds creating visually interesting pages, with clearly organized graphical elements that are easy to read and navigate. The Beaverton website does not use photographs but is still clean and easy to navigate.

The Columbia sites employs left, middle and right menus reminiscent of websites from the 1990 and 2000s.

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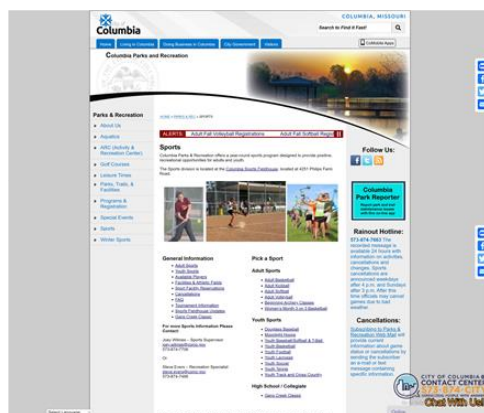
The figure below illustrates the categories of design parameters addressed by each of the websites assessed. The categories depict the visual design assessed and reflects a visual comparison across all benchmarked websites.

Figure 2.2.2.3: Website Design Comparison

LEGEND	City of Indio	City of Beaverton	City of Columbia	City of Sugar Land
🟦 Very Good				
🟩 Good				
🟧 Needs Improvement				
🟥 Poor / Lacks Feature				
Visual Design Assessment				
1 Design				
1.1 Minimalist Design (White Space)	🟧	🟩	🟦	🟩
1.2 User Requirements				
Our Government (Departments)	🟩	🟦	🟦	🟩
Business	🟩	🟦	🟦	🟩
Community	🟩	🟦	🟦	🟩
Visitors/Things to Do	🟩	🟦	🟦	🟩
Online Services	🟧	🟩	🟧	🟦
Make a Payment	🟧	🟦	🟧	🟩
1.4 Navigation	🟩	🟩	🟦	🟩
1.5 Ease of Use	🟧	🟦	🟩	🟩
1.6 Accessibility	🟧	🟦	🟩	🟩
1.7 Home Page	🟧	🟩	🟩	🟦
1.8 Secondary Pages	🟩	🟩	🟦	🟩
1.9 Use of Heading, Titles and Labels	🟩	🟩	🟦	🟧
1.10 Use of Text and Fonts	🟧	🟩	🟩	🟧
1.11 Use of Color, Graphics/Images and Video	🟧	🟦	🟦	🟧
2 Content	🟩	🟦	🟩	🟩
3 Interactivity	🟧	🟦	🟧	🟩
4 Search	🟦	🟦	🟦	🟩
Summarized Scores	28	47	43	35

2.3   Staff Focus Groups

A focus group was held with city staff and management on March 2, 2021. The objective was to obtain direct input on various issues related to the City's forthcoming redesigned website.

The focus group explored a number of areas for improvement in the existing website:

- Web Branding & Visual Design
- Website Organization & Navigation
- Website Functionality:
- Web Content Management
- City Intranet

The data gathered from staff informed this document and ultimately, the Website Redesign Request for Proposal document.

2.4   Web Branding & Visual Design

2.4.1   Website Navigation & Design

Findings
- PD staff noted the PD tab has the same look and feel as the rest of the Indio Website, and is not sure whether this is a characteristic the new website should have. Other agencies they have looked at have a different look to their PD site. Water staff echoed this same input.
- Water staff noted that sometimes end users will be on the Water website, click on something and end up on the City website.
- Indio Senior Center staff noted getting to the Indio Senior Center webpage is difficult.
- Staff noted that the City website has too many lists.
- City staff do not know how to post events on the City website.

The forgoing result in the following:
- Citizen frustration
- Calls from the public
- Staff time, which is time that could be used to do something else
- Senior Center receives more calls because these staff are always available

Solutions
- Utilize better iconography on the redesigned City website, e.g., the PD, Water, Senior Center, and Teen Center webpages.
- Provide one City website, with easy navigation to all City services.
- Provide a custom Google search integrated with the Website.

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Benefits
- Improved navigation and ease of use.
- Enhanced customer services.

2.4.2 Website Design

Findings

The City of Indio tries to bill itself as a vibrant place, but the City website is not vibrant, not fresh, and is old. The design does not represent how the City sells itself. From a design perspective, when you do not have good design, you do not have good interaction. The public can get a negative perception of the City.

Solutions
- Focus what you are trying to get out to the public. Some websites load up a lot of information. Determine what needs to be on the website that is valuable.
- Provide clear guidelines and design standards.
- Home Page should be the barest of pages, a "compass" that takes you to information.
- Pick technologies commonly used in the industry.
- Have program branding dovetail with the City branding.
- Distinguish between information and web services.
- Americans with Disabilities Act (ADA):
  - Accommodate ADA compliance into the new website design
  - Provide ALT text for images
  - PDF (Portable File Format) documents should be processed to Optical Character Recognition (OCR) documents
  - Have to reevaluate the City style guide for ADA compliance
  - Provide training on ADA standards

Benefits
- Solve perception issues.
- The public quickly draws conclusions on the type of City you are.

2.5   Website Organization & Navigation

2.5.1 Website Navigation

Findings
- The slider on the home page is so large that it takes away from other information.
- Navigation buttons are so large they take up a major part of the page.
- The current website is not mobile friendly.
- There is no consistency across the website.
- The current platform is very finicky.
- Templates cannot be enforced with the current system.

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The foregoing results in:
- The website looks sloppy.
- Not everyone has the same degree of training on posting to the website.
- Some people enjoy the slider, while others look at it as a waste of space.
- City staff can get lost when posting information.

Solutions
- Adopt click to menus, for mobile friendliness.
- Make better use of prime real estate on the homepage.
- Adopt a consistent visual design across the website.
- Adopt a software solution that allows templates and workflows for processes; run through a gatekeeper.
- Employ a color scheme that is soft and easy on the eyes.
- Provide the ability to view the site in Spanish.
- Support Responsive Design for mobile devices.

Benefits
- The new website would provide a clean and crisp website.
- The website real estate would be well used.
- Website users will be able to navigate to various pages quickly.
- Could use space on the pages with images that capture the essence of the City.

2.6   Website Functionality: E-Gov Applications & Social Media

2.6.1   Website Functionality

Findings
The City will be launching a citizen portal in the near future, for instance business license, general billing, online permitting, Socrata (an open check book application) and Capital Project Explore will be rolled out in Tyler Munis.

Solutions
- As these new web applications are deployed and come online, the City's redesigned website will need to maintain a clean and crisp design.
- The redesigned website should be an access point for the public to do anything needed without coming through the door. (There may be trade off on person-to-person customer service.)
- The redesigned website should be aligned to where the public is today in the use on web-based technologies, and how society and municipalities are moving toward with the use of online solutions.
- Adopt a City policy that any new application that provides access to the public should be tied to the City website and accessible through a public portal.
- The new website design should accommodate future online service delivery applications.
- Provide the ability to embed content into/from social media.
- Provide one place for online apps

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- Provide flexible/searchable databases for various City needs, with the ability to make changes and add functionality to the database to not depend on the vendor.
- Identify the most used phone numbers, have them cross populated, with clickable links.

Benefits
- Streamline government processing.
- Enhanced customer services.
- Staff time savings.

2.7   Web Content Management

2.7.1   Web Content Management Tool

Findings
The City currently uses Civica. It uses an open-source platform for WYSYWIG editing. The current application has numerous weaknesses including: buggy software, staff having to do certain options 3 or 4 times, time consuming table editing (e.g., building it out, and nuances to get it to perform functionally, stripping/putting it back in, and inserting photos straight in/file bank). Modules are inconsistent. This results in:
- Staff time.
- Pages do not look consistent, e.g., tables, spacing. There is nothing staff can do to change this.
- The prompts are not intuitive.
- The preview function is not a real guide as to how things will turn out.

Solutions
- Provide seamless previews and HTML 5 conceptualizations.
- Provide up to date coding tools.
- Provide intuitive prompts.
- User friendly and easy to use WYSIWYG tools.
- Evergreen technology included as part of the contract, updated regularly, without having to pay for it.
- Seamlessly allow for the submittal of documents in Spanish as well as English. (60% of walk-in traffic is Spanish speaking.) Provide English/Spanish content.
- When City posts documents, provide an "e-reader" format, versus PDFs. Provide better presentation. (Similar to when you read a magazine in an iPad, e.g., Page turning format.
- Provide periodic training on content management.

Benefits
- Precise previewing without triple checking the work.
- Increased efficiencies for power user staff managing content.
- Better browser compatibility and functionality across all browsers.

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2.7.2 Web Content Management/Governance Model

Findings

The City currently employs a decentralized web content management/governance approach with each department responsible for their content management. This is challenging as some departments are small and lack the necessary resources and technical knowledge to consistently update web content. The current web governance model results in the following:

- Can lead to quality control issues.
- Continuing to ask individual departments to maintain their website pages is a recipe for disaster.
- Departments do not have the resources to maintain the website.

Solutions

- Implement a new, contemporary Web Content Management System (CMS) platform.
- Adopt a centralized website content management model, with a Web Master assigned the responsibility to support the website design, content management, and ongoing informants.
- IT will have responsibility for the technical infrastructure supporting the City Website, and as back up on the content management software.
- Web Master knowledge, skills and abilities, role and responsibilities:
  - Excellent writing/editing/communications background
  - Technical understanding of web technologies
  - Graphic Design skills
  - Act as the contact with web developer/software vendors related to web enabled applications
- The Web Master will be City staff or dedicated contracted resource.
- The Web Master shall work with the Director of Communications.
- The preferred approach would be for the Web Master to be City staff.

Benefits

- Improved uniformity.
- Layout uniformity.
- Accountability.
- Efficient for all departments.
- Improved work products.
- Sustained quality of the website.
- Professionally written messaging and communication.
- Realize the value of the investment, by having a resource leverage the investment over the 5-year (+) life of the redesigned website.

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2.8   City Intranet

2.8.1   Intranet

Findings
The City Intranet is very outdated. It can only be accessed from within the City network. Decentralized content posting is currently the updating model. HR and HR staff are prominent users. Supervisor level staff at Indio PD are the most prominent users of the Intranet. The organization of the Intranet is by tabs and hyperlinks. This results in the following:
- Content does not get updated.
- The organization of the Intranet is scrambled.
- Outdated forms.

Solutions
- Provide remote access to the Intranet.
- Have the webmaster update the Intranet.
- Provide timestamps for certain content.
- Provide employee forms and HR documents on the Intranet.
- Organize the Intranet better.

Note:
The introduction of the Tyler Munis portal will provide a number of employee documents and forms, but this will not replace the need for the Intranet.

Benefits
- Make maintaining the Intranet easier.
- Increased staff efficiencies.
- Staff time savings.
- Easier to find documents.

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2.9   Stakeholder Outreach

A key component of the Website Needs Assessment was stakeholder outreach, gathering input from as many persons as possible, including City staff and the Indio Community members. To this end, two surveys were developed and posted on the City's website.

2.9.1   Online Staff Survey

The City staff survey was posted on the City's Intranet. Staff input was collected on the following:
- Existing website utilization
- Importance of online services
- Search and navigation
- Layout and site map
- Tools use to access the City Website
- Suggestions to consider for a future website
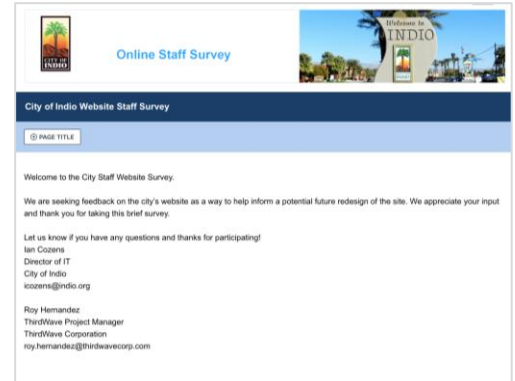
The City staff survey was posted from January 7, 2021 until February 1, 2021. The survey was taken by 47 (forty-seven) staff members.

Staff Feedback

The following data identifies the current strengths, weaknesses, and levels of usability on the City's website, which will provide background data for identifying requirements and opportunities for improvement. Moreover, the information provided by City staff will assist in articulating performance parameters for the new website. **(Note: In various questions, the survey asked respondents to "check all that apply," therefore the numbers and percentages do not always add to 100%.)**

1.   What sections of the website do you use most?
This was an open-ended question to City staff. Therefore, staff provided one or more responses to the question. The responses are presented in a word cloud, indicating the most common responses in larger text.

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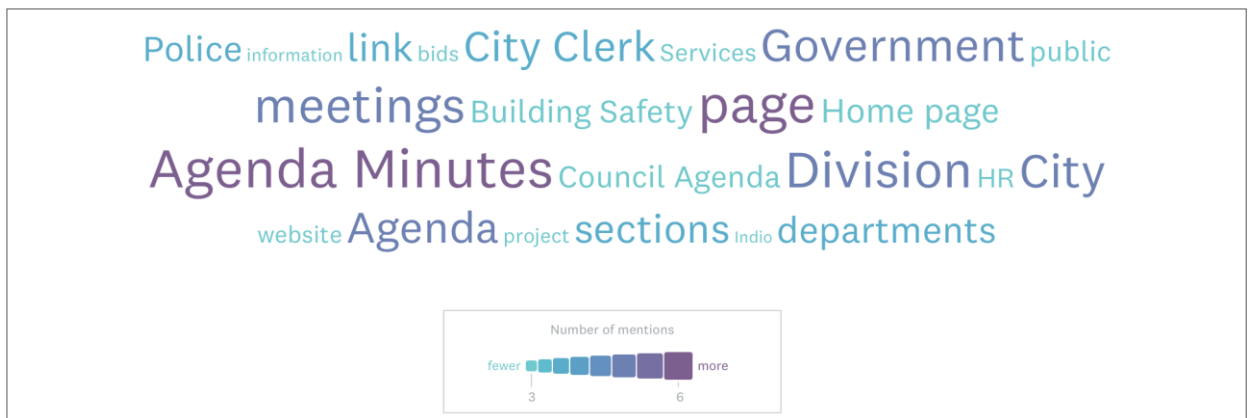
2. How often do you use the City's website?

| Answer Choices	Responses	No.
Regularly	57.45%	27
Often	27.66%	13
Rarely	14.89%	7
First time visitor	0.00%	0
Total		**47**

Finding:
Fifty-seven percent (57.45%) of City staff noted they use the City website regularly, daily or several times per week. This is a very good utilization level. When coupled with those who responded "Often" (27.66%), the total regular use is 85.11%.
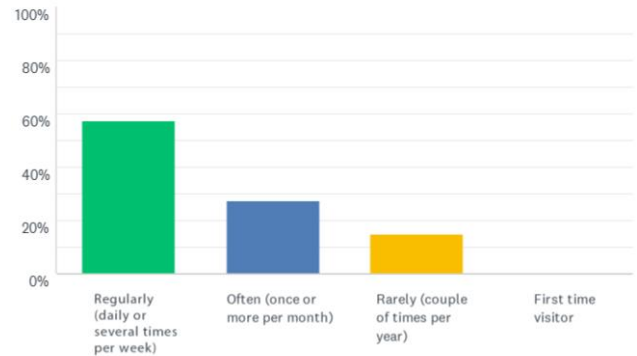
3. How important is it for the City website to provide online customer services, i.e., online payments, E- commerce?

Answer Choices	Response	No.
Very Important	85.11%	40
Important	10.64%	5
Somewhat important	4.26%	2
Not important at all	0.00%	0
Total		**47**

Finding:
The majority of City staff believe providing online customers services on the City's website, is "Very Important" (85.11%). When coupled with "Important" (10.64%) the total is 95.75%. This response is in line with current trends in the government space and the current expectations of the public. This statistic emphasizes the need for the redesigned website to provide online customer services.
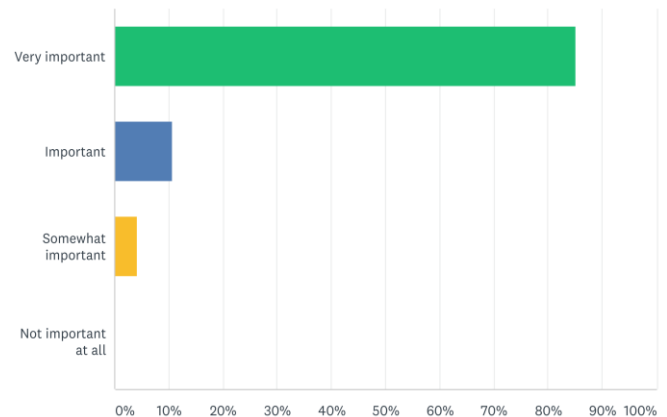
4. How easy is it to find information on the city's website using the search function?

Answer Choices	Responses	No.
Easy to find	15.91%	7
Fair	72.73%	32
Difficult to find	11.36%	5
Did not find	0.00%	0
Total		**44**

Finding:
The majority of City staff responded that finding information on the City website is Fair (72.73%). The search function in the new redesigned website should be user friendly for everyone to use.

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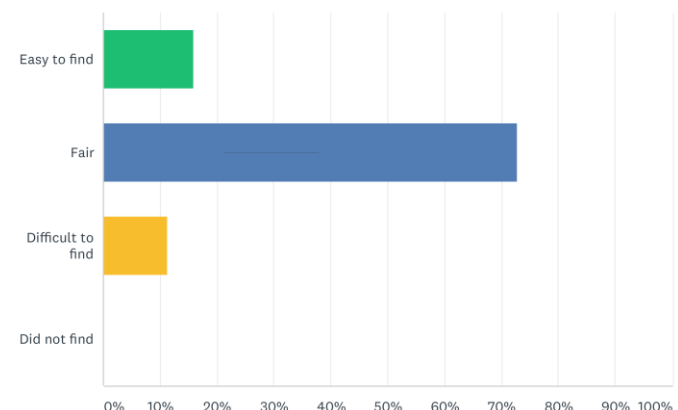
5. How easy is it to find information on the City's website using the navigation menus?

Answer Choices	Responses	No.
Easy to find	14.89%	7
Fair	72.34%	34
Difficult to find	12.77%	6
Did not find	0.00%	0
	Total	**47**

Finding:
The majority of City staff responded that finding information on the City website via navigation menus is Fair (72.34%). The navigation in the new redesigned website should be user friendly for everyone to use.
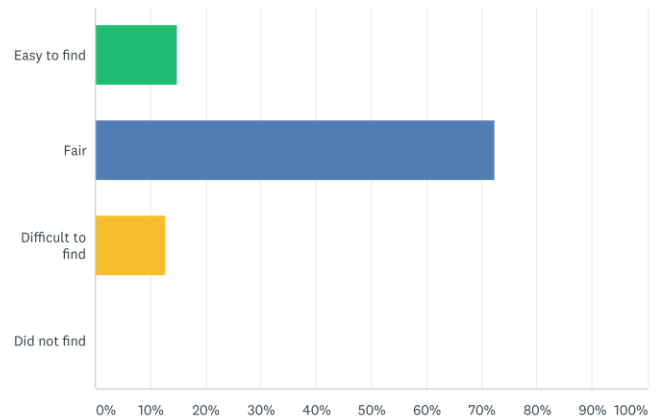
6. How would you rate the City's website overall?

Answer Choices	Responses	No.
Excellent	6.38%	3
Good	57.45%	27
Fair	27.66%	13
Poor	8.51%	4
	Total	**47**

Finding:
Over half of City staff (57.45%) rated the overall City's website to be Good. The second highest rating was 27.66%. The redesigned website should emphasize on providing an exceptional overall design and functionality of the redesigned website.
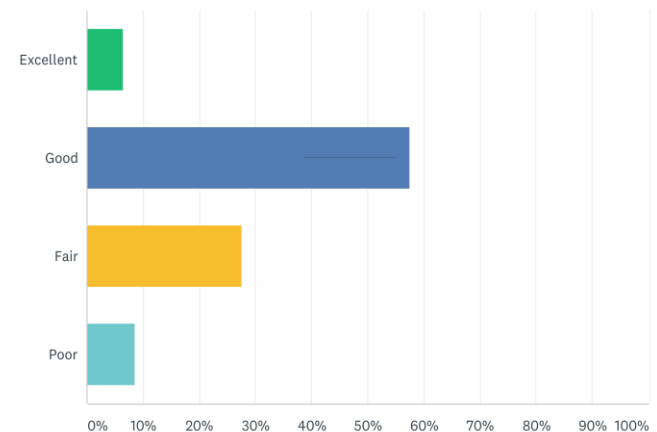
7. Where do you find information about most city services, events, projects, etc.?

Answer Choices	Responses	No.
City Website	47.83%	22
City Email	21.74%	10
Facebook	21.74%	10
Twitter	0.00%	0
Nextdoor	0.00%	0
At Community Events	0.00%	0
Local Media	2.17%	1
Google or other search engine	2.17%	1
Word of Mouth	0.00%	0
Other (please specify)	4.35%	2
	Total	**46**

Finding:
Almost half of staff said they found most information regarding city services, events, projects, etc. through the City Website.
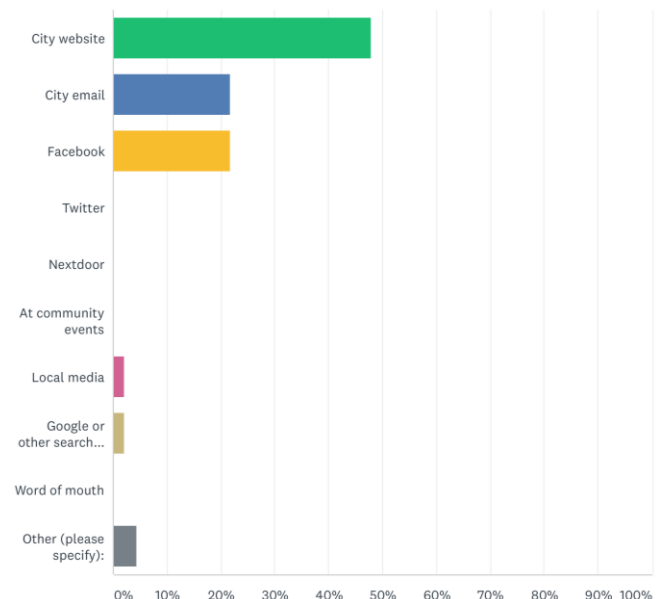
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8. I use the following to access the City site (Please check all that apply):

Answer Choices	Responses	No.
Desktop	85.11%	40
Laptop	55.32%	26
Tablet	21.28%	10
Mobile Phone	53.19%	25
	Total	**47**
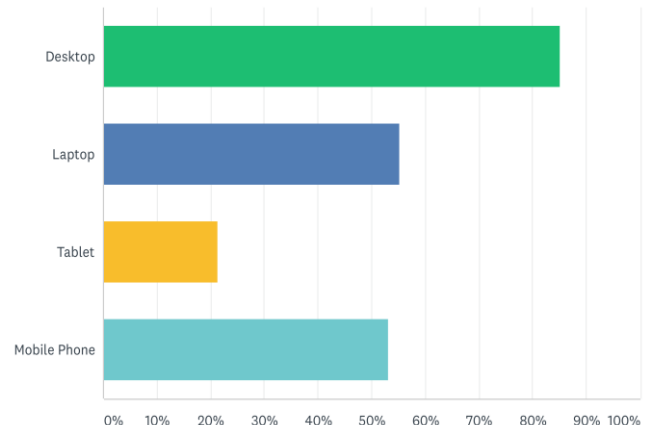
Finding:
The vast majority of City staff access the City's website using desktop computers (85.11%). The next most commonly used devices are laptops (55.32%) and mobile phones (53.19%). This underscores the importance of the new website employing Responsive Design, so the new website automatically adjusts to whichever device is used by staff (or community members).

9. Do you have any suggestions for redesigning the City website?

This was an open-ended question to City staff. Therefore, staff provided one or more responses to the question.

10. Which department are you in?

| Answer Choices	Responses	No.
City Manager	6.38%	3
City Clerk	0.00%	0
Community Services	2.13%	1
Community Development	21.28%	10
Housing & Neighborhood Prog.	0.00%	0
Economic Development	0.00%	0
Finance	2.13%	1
Fire Department	0.00%	0
Human Resources	0.00%	0
Disaster Preparedness Prog.	2.13%	1
Public Works	14.89%	7
Information Technology	4.26%	2
Indio Water Authority	17.02%	8
Indio PD	29.79%	14
	Total	**47**
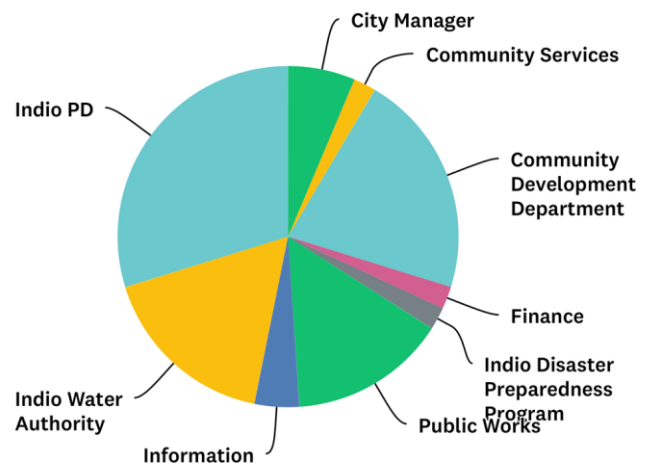
Finding:
Most of the City staff who took the survey are a part of Indio PD, followed by the Community Development Department.

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2.9.2   Online Community Survey

The Community Survey was posted on the City's
Website. Stakeholder input was collected on the
following:

- Visits to the City's Website
- Feedback on Online Services
- Ability to find information and City services
- Website navigation
- Overall rating of the website
- Access method to the City website
- Demographics
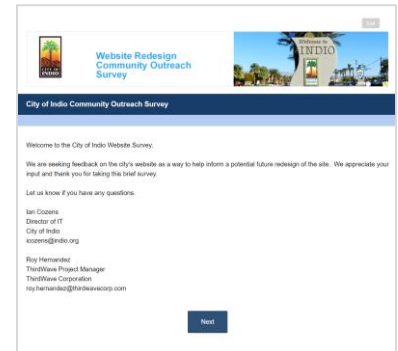
The City Online Community survey was posted from January 8, 2021 until February 1, 2021. The
survey was taken by 43 (forty-three) constituents.

The following data identifies the current strengths, weaknesses, and levels of usability on the
City's website, which will provide background data for identifying requirements and opportunities
for improvement. Moreover, the information provided by members of the Indio community will
assist in articulating performance parameters for the new website.

1.   How often to do you visit the City's website?

Answer Choices	Responses	No.
Regularly (daily/many times/wk)	6.98%	3
Often (once or more/month)	39.53%	17
Rarely (couple of times/year)	32.50%	14
First time visitor	20.93%	9
Total		**43**

Finding:
Most of the community uses the City website
"Often" and "Rarely". There is room to add value
to the information and online services provided on
the City website to draw community members to
the website.

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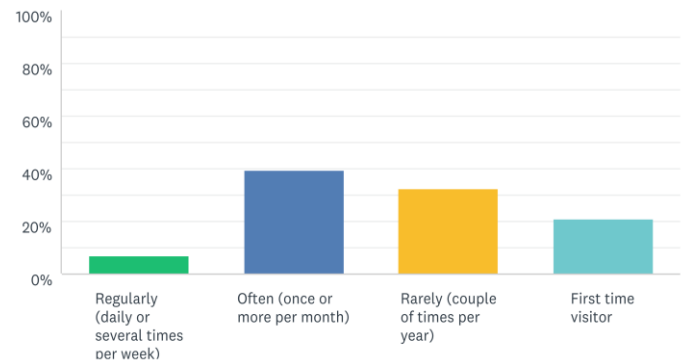
2. *What are the main reasons for visiting the City website? (Select as many choices that apply.)*

Answer Choices	Responses	No.
General info on services/prog.	58.14%	25
Latest news and press releases	48.84%	21
Council/Comm. agendas/meet.	27.91%	12
Documents and Forms	18.60%	8
Contact a City Department	11.63%	5
Permits	9.30%	4
Online Services	9.30%	1
Payments	2.33%	4
Other (please specify):	27.91%	12
Total		**47**

Finding:
The primary reason for the public to visit the City website are to access "General information on City services or programs" (58.14%) followed by "Latest news and press releases" (48.84%). Notable reasons for visiting the website, and the lowest percentages, include Permits, Online Services, and Payments. The deployment of online services present opportunities for increasing 'traffic' to the website and value to the community.
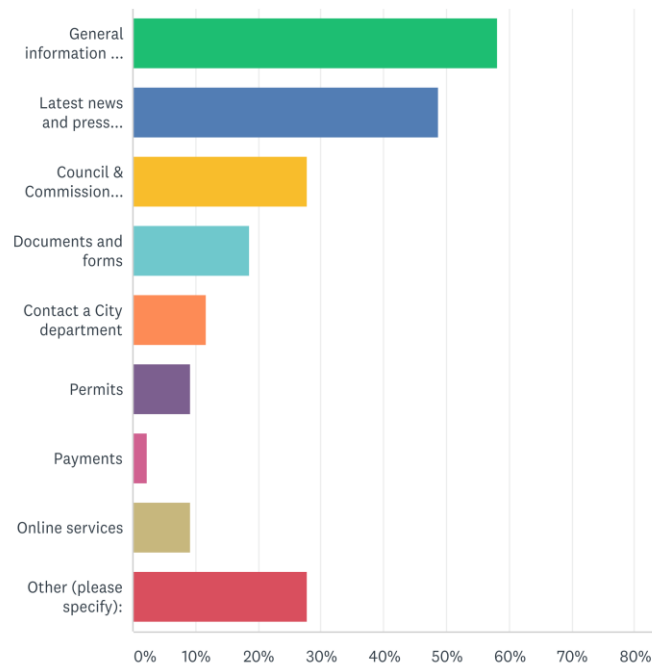
3. How important is it for the City website to provide online customer services, i.e., online payments, E- commerce?

Answer Choices	Responses	No.
Very Important	54.76%	23
Important	23.81%	10
Somewhat Important	11.90%	5
Not Important at all	9.25%	14
Total		**42**

Finding:
The majority of community responses believe providing online customers services on the City's website is "Very Important" (54.76%), followed by "Important" (23.81%), a combined total of 78.57%. This is line with current trends in the government space. (This statistic is also aligned with the Staff Survey, which also rated this as very important.)

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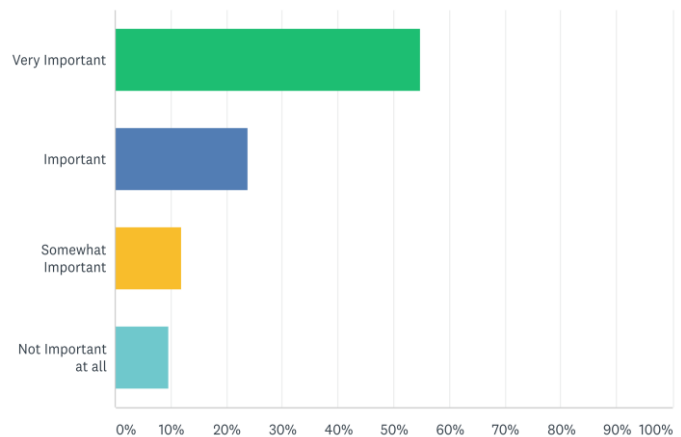
4. How easy it is to find information on the City's website using the search function?

Answer Choices	Response	No.
Easy to find	23.08%	9
Fair	53.85%	21
Difficult to find	12.83%	5
Did not find	10.26%	4
Total		**39**

Finding:
Most of the community rated finding information on the City website via the search function as "Fair" (53.85%). The rating of "Easy to find" was approximately half of that rating (23.08%). The search function in the new redesigned website should be user friendly for the community to use.
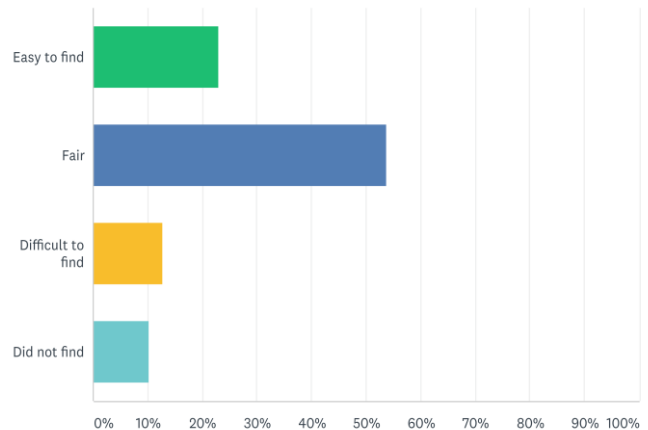
5. How easy is it to find information on the City's website using the navigation menus?

Answer Choices	Responses	No.
Easy to find	33.33%	13
Fair	46.15%	18
Difficult to find	10.26%	4
Did not find	10.26%	4
Total		**39**

Finding:
The majority of the community rated finding information on the City website via the navigation menus as "Fair" (46.15%). The rating of "Easy to find" was selected 33.33% of the time. This statistic implies room for improvement in enhancing the navigation in the new redesigned website.
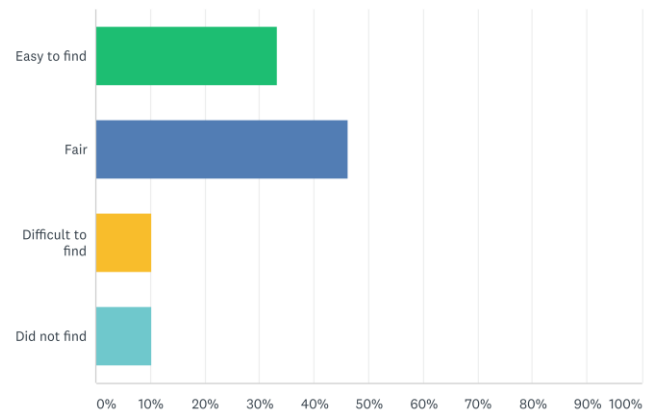
6. How would you rate the city's website overall?

Answer Choices	Responses	No.
Excellent	21.05%	8
Good	36.84%	14
Fair	34.21%	13
Poor	7.89%	3
Total		**244**

Finding:
Community members primarily responded to this question by rating the overall website almost equally as "Good" and "Fair", with scores of 36.84% and 34.21%, respectively. An objective of the redesigned website should be to produce a website that the community considers "Excellent."
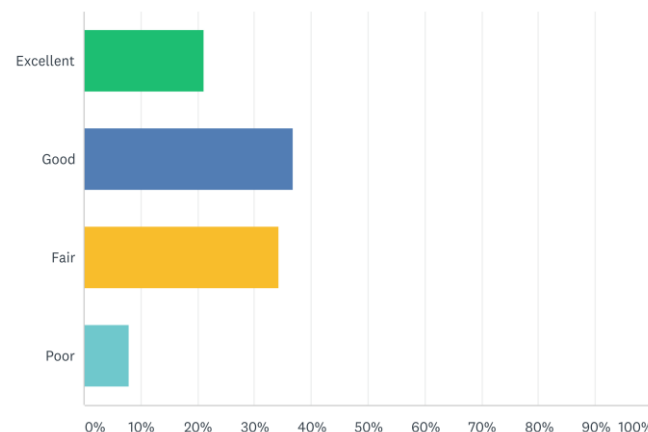
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7. Where do you find information about most city services, events, projects, etc.?

Answer Choices	Responses	No.
City Website	23.81%	10
Facebook	16.67%	7
Twitter	4.76%	2
Instagram	2.38%	1
Nextdoor	16.67%	7
Local media	14.29%	6
Indio Live Newsletter	11.90%	5
Word of mouth	7.14%	3
At community events	2.38%	1
Google or another search engine	0.00%	0
Total		**42**

Finding:
Community members get their information about the City primarily from three sources: the City Website (23.81%), Facebook (16.67%) and Nextdoor (16.67%). The difference between the City website and Facebook/Nextdoor is only 7.14%. With a redesigned website, this number should grow with regards to the City website.
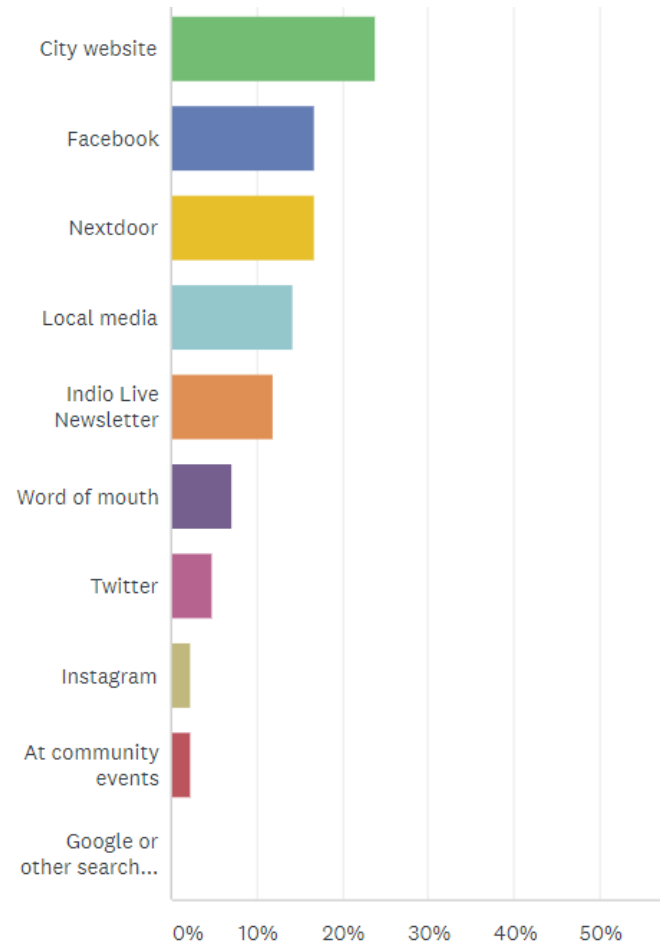
8. I use the following to access the City site. (Please check all that apply.)

Answer Choices	Responses	No.
Desktop	29.27%	12
Laptop	48.78%	20
Tablet	31.71%	13
Smartphone	48.78%	20
Total		**41**

Finding:
The vast majority of community members access the City's website using laptops (48.78%) and smartphones (48.78%). This underscores the importance of the new website employing Responsive Design so the new website automatically adjusts to whatever device is used by staff (or community members).

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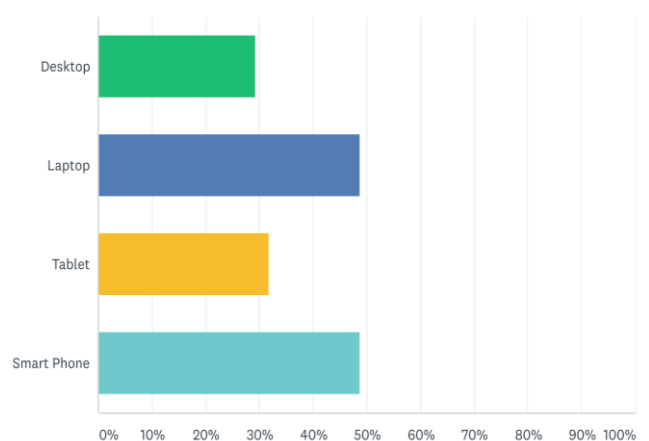
Section 3
Technical Recommendations

3.1   Design/Website Navigation

An attractive website layout captures the attention of visitors and provides a compelling reason to stay or return to explore its content or utilize its online services.

An effective website design gets visitors (internal or public) to the desired information or services in a few clicks (2 or 3) with no knowledge of the organizational structure, polices or practices of a City. It fosters an expeditious, frustration-free, fruitful customer experience.

A compelling website layout requires sound visual design such as consistent header, logo, easy navigation across web pages, good contrast between text and background, a well-balanced use of elements, and a good balance between text, images and white space on web pages.

Technical issues must also be accounted for and synthesized to produce a cohesive website design that provides an exceptional user experience. These include browser compatibility, screen resolution, and mobile device compatibility.

" Outstanding website design is what results from the mindful application of sound visual design principles after a rigorous definition of service delivery, functional, and technical requirements. "

Roy Hernandez, ThirdWave Corp

The following pages address several best practices recommendations related to the design of an effective and compelling new City website.

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D 1   Minimalist Website Design

Minimalist web design websites have become increasingly popular due to the variety of websites that use this visual design philosophy. We recommend the new website design adhere to the following visual design practices.

D 1.1   Implement minimalist design concepts
- Utilize less, or only crucial, content.
- Make generous use of white space.
- Utilize grid layouts.
- Use repeated content.

Apple designs are well known, and recognized as outstanding, for their minimalist design solutions, as personified by this website.

D 1.2   Adopt a simple visual design solution
Reduce the website design to essential elements:
- Visuals.
- Focus.
- Space.
- Typography.

D 1.3   Produce a vivid visual design solution
- Employ visual hierarchy, including different line weights and sizes.
- Adopt a less is more concept, utilizing only elements that are essential to the design
- Use negative space to increase the likelihood the eye will be drawn to the visual/content.
- Employ photography that is large and vivid, consider the use of sliders, as appropriate.

D 2   Website Navigation

We recommend the new website design provide maximum access to website content with the fewest clicks and incorporate the following in the design:

- Navigation that is intuitive and easy to use.
- Consistent site header/logo location throughout.
- Allow users to find/access information effectively and efficiently, especially e-services/Smart City apps, ensuring that they are the easiest to find.
- Limit the number of pages in the website to relative, timely, and strategic pages, maintaining only those pages that are absolutely necessary.
- Clearly and consistently label main navigation links.
- Provide site maps and effective feedback on the user's location within the site.
- Provide navigational options; do not direct users to pages with no navigational options.
- Do not create web pages that disable the browser's Back button.
- Provide feedback on user location, including information where they are within the website, i.e., 'breadcrumbs'.

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- Keep navigation-only pages short, containing no more than one screen-full of information.
- Use 'Glosses,' short phrases of information that popup when a user places his or her mouse pointer close to a link, to assist navigation and help users select correct links.
- Use graphics, specifically icons and photo images to assist navigation.

D 3   Headings, Titles and Labels

We recommend the new website design employ the effective design of headings, titles, and labels, including the following:

- Employ well-designed headings to facilitate scanning and reading written material.
- Ensure that each page has a unique and descriptive page title.
- Use clear category labels, including links clearly reflecting the information and items contained within the category.
- Provide descriptive page titles, employing descriptive, unique, concise, and meaningfully different titles on each web page.
- Highlight critical data; visually distinguishing (i.e., highlighting) important page items that require user attention.

D 4   Use of Text and Fonts

We recommend the new website design employ the effective design and use of text and font, including the following best practices:
- Use familiar fonts that are ADA compliant in size; use consistent fonts, font sizes, and font colors, and provide the ability to change fonts and font size.
- Use black text on plain, high-contrast backgrounds; when compared to reading light text on a dark background, (people read black text on a white background up to 32% faster).
- Use background colors to help users understand the grouping of related information.
- Use mixed-case for prose text, use lower-case fonts and appropriate capitalization to ensure the fastest possible reading speed.
- Ensure visual consistency of website elements within and between web pages.

D 5   Use of Color, Graphics, Images, Icons and Video

We recommend the new website design employ the effective use of color, graphics, images and video (where appropriate) to help website visitors understand what does and does not go together. The following list includes commonly accepted best practices.

- Color coding will be used so the website users rapidly scan and quickly perceive patterns and relationships among items.
- Graphics will be used to supplement main navigation links. The website design should use simple background images and omit images that slow downloads. Website images should be carefully selected to convey the intended message to end-users. Use thumbnail images to preview larger images.
- Use color scheme that ensures content can be quickly and easily understood.

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- Use video, animation, and audio only when they help to convey information, or are supportive of the website's message.
- Use photographs of people engaged in activities represented in the web pages.
- Provide captions for each audio and video file used.

3.2   Website Content

The content for the City's website will be determined by each department. Therefore, the website design should take all departments into account. The City and departments should provide content that is engaging, relevant, and appropriate to the audience. An effective and user-friendly Web Content Management application must be included in the final proposed website redesign.

C 1   Home Page

A website home page is different from all other website pages – it provides the opportunity to create a positive first impression to those who visit the website. It should employ captivating and updated imagery to entice user to interact with site. Imagery should be properly/efficiently placed on the homepage to maximize user retention. We recommend the new website design employ effective design employing the following commonly accepted best practices:

- Primary Menu Options; clearly communicate the website's purpose and show all major options available on the site, for example: (This list will be confirmed with the City during the website content definition phase.)
    - Services/Online Services
    - App Store
    - Our Government
    - Our Community
    - Doing Business
    - Things to Do
    - I Want To
    - Community News
    - Community Calendar; can be populated by community groups, clubs, etc.
    - Contact Us
- Secondary Menus:
    - Social Media
    - Report a Concern
    - Maps & GIS
    - Careers
- Visitors should not be required to click down to a second or third level pages to discover the full breadth of options on a website.
- Most of the homepage should be visible "above the fold".
- Provide access to the homepage from all web pages; typically, from the logo.
- Prose text should be limited on the homepage.

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- Employ moderate/generous use of white space and a minimalist visual design solution.

C 2   Secondary Pages

We recommend the new website design employ the following commonly accepted best practices.

- Secondary pages should not be visually cluttered.
- Information or online services should be clearly available. Important items should be placed consistently, allowing end-users to learn the Graphic User Interface (GUI) pattern of the website, improving task performance.
- Secondary page designs will reflect a visual hierarchy illustrating the level of importance.
- Items will be aligned on a page, either vertically or horizontally including text blocks, rows, columns, checkboxes, radio buttons, data entry fields, etc. Consistent alignments will be used across all web pages.
- Employ moderate/generous use of white space.

C 3   Website Accessibility & American with Disabilities Act Requirements

We recommend the new website design meet compliance standards for persons with disabilities. Significant accessibility issues to be incorporated in the website design include:

- Ensure all community members, including end-users who have difficulty seeing, hearing, and making precise movements, can use the website.
- Facilitate the use of common assistive technologies (which includes assistive, adaptive, and rehabilitative devices for people with disabilities).
- Provide text equivalents for non-text elements.
- Provide appropriate keyboard triggers for mobile/tablets (numeric, email, general).
- Ensure that scripts allow accessibility.
- Provide frame titles.
- Enable users to skip repetitive navigation links.
- Ensure that plug-ins and applets meet the requirements for accessibility.
- Synchronize all multimedia elements.
- Provide ability to restrict non-compliance revisions from end users.
- Comply with accessibility standards: Section 508 Federal Accessibility Standards and Section 508 of the Rehabilitation Act.
- Comply with the latest WC3 Guidelines.

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3.3   Functionality

The Website Needs Assessment project identified a number of additional features that will foster more functionality and online service requirements for the redesigned City website. The following pages describe key features and functions that will be designed for, and incorporated into, the new website.

F 1   Search

Each page of a website should allow users to conduct a search. We recommend the new website design employ the following commonly accepted best practices:

- End-users should be able to assume that both upper and lowercase letters will be considered as equivalent when searching.
- The site's search capability should be designed to respond to terms typically entered by users.
- Users should be notified when multiple search capabilities exist.
- User search results should provide the precise information being sought, and in a format that matches the user's expectations.
- Design search engines to search the entire website.
- Provide a search option on each page of a content-rich website.

F 2   E-Government/E-Commerce

Websites that offer online services require a method for website visitors to interact with web apps. We recommend the new website design, including web-enabled applications, employ the following commonly accepted best practices:

- Incorporate chat bots.
- Use a single data entry method; design data entry transactions so that users can stay with one entry method as long as possible to eliminate duplicate data entry.
- Prioritize pushbuttons, use location, and highlighting to prioritize pushbuttons.
- Place cursor in the first data entry field. Automatically place a blinking cursor at the beginning of the first data entry field when a data entry form is displayed on a page.
- Adopt more E-Commerce functionality where applicable and practical.
- Adopt one universal online payment method and make it very easy to use.
- Continue to provide the following online services, ad place a focus on developing new online service delivery applications.
- Continue employing social media and adopt additional uses of it in the redesigned website.
- Adopt standard content guidelines for all City departments.
- Adopt standard graphic layout for third-party apps to be embedded.
- Support online applications and web forms, such as parking permits, citizen's academy, etc.

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3.4   Web Standards

The website redesign will comply with a commonly accepted technical specification including commonly accepted best practices:

WS 1 Responsive Design

The existing City website does not support mobile devices nor does it utilize responsive design development techniques.

Adopt responsive design practices allowing the City's website to be fully functional on various screen sizes and mobile devices. Responsive website design should be adopted as a standard approach to web design including the following:

- Support mobile devices.
- Adopt responsive design.

WS 2 Design/Develop for Common, Leading Browsers

- The website should be designed, developed, and tested for the most common browsers, including the following in the order identified in the Google Analytics analysis:
  - Safari
  - Google Chrome
  - Internet Explorer
  - Microsoft Edge
  - Safari (in-app)
  - Mozilla Firefox
- Design for the typical connection speed of most users.
- Design for commonly used screen resolutions, for instance, 1024 x 768 pixels. The website design should attempt to accommodate 95% of all users. All testing of the City website should be done using the most common screen resolutions.

3.5   Web Content Management Tools

The Website Focus Group identified a number of issues and limitations of the current Web Content Management software used at the City - Civica. Shortcomings include, but are not limited to: difficulties in customization, formatting content, previewing content, uploading content, problems with laying out and revising text, images, and fonts.

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CM 1   Replace the Civica Web Content Management System

CM 1.1   Design Functionality
Implement a new Web content managements system providing the following web design capabilities:
- Able to build out different and multiple taxonomies to store and index content.
- Ability to develop branding/themes.
- Consistent design elements across sites (including personalized brand components).
- Effective mobile templates are available and easily customizable.
- Formatting content is straight-forward and painless.
- Provides features to allow scaling for large organizations or an expansive web presence.
- Provides site templates that are attractive.
- Webpage visual appearance can be easily customized.
- Accommodates various user communities.
- Access pre-built and custom reports and dashboards.
- Allows users to drag and drop items and content onto web pages.
- Build customized landing pages and lead capture forms.

CM 1.2   Content Management Functionality
- Provide City staff a user-friendly ability to upload their own documents/content.
- Provide a set number of approved templates, with color combinations approved by the City. Provide various visual design choices for departments while maintaining a consistent website look and feel.
- Compatible with the calendaring system.
- Keep track of incrementally changing versions of the same content.
- Able to search your content based on keyword, metadata, tags, etc.
- Content Authoring.
- Content Queue.
- Content Repository.
- Content can be intuitively managed, edited, tagged, approved, and stored.
- Schedule content to be published at a certain time and in a certain order.
- Internal Search.
- Rich Text Editor.
- SEO.
- User friendly versioning.
- Automated email responses.
- Drafting and publishing content is intuitive and non-technical.
- Dynamic Content.
- Manages content such as blogs, marketing tools, newsletters, etc.

CM 1.3   Programming Functionality
- Application Programming Interface (API Integration). Enable integration of data, logic, objects, etc. with other software applications.
- Available gadgets and modules easily incorporated onto the page.

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- Dashboards: pre-built and customizable.
- Reports: Customizable and Ad-Hoc Reports.
- Analytics.
- Enterprise scalability.
- Flexible navigation structures.
- Pagination, page headers and titles, meta tags and URL structure all contribute well to site SEO.
- Plug-ins/Widgets/Apps.
- Provides e-commerce capabilities.
- Automates a process that requires a series of steps. approval routing process between authors and editors.
- Create targeted lists, schedule and manage bulk email sending.
- Create tasks automatically and provide real-time alerts over email, RSS or mobile device.
- CRM Lead Integration.
- Data Quality Management: deduplication, cleansing, and appending marketing databases.
- HTML Input.
- Online Behavior Tracking.
- Search Tracking and Optimization.
- Compatible with major browsers.
- Adopt a file structure for how items are saved in the file bank.
- Provide a feature to check for broken links.
- Use the same streamlined document structure for both website and Intranet.
- Provide electronic and/or automatic email notifications.

CM 1.4   System Functionality
- User, role, and access Management.
- Allow administrators to create role or password-based permissions to ensure users see only what they should see.
- Allows administrators to create templates that enable users to quickly generate dynamic documents in various formats based on the data stored in the application.
- Grant access to select data, features, objects, etc. based on the users, user role, groups, etc.
- System allows the storage and management of rich media files.
- Ability to input, modify and extract data from the application in bulk through a structured file.
- Track performance of keywords and links in major search engines. Measure search rankings and performance.
- Site Analytics.
- Data Import & Export Tools.
- Explore using links to a document management system (with a designed taxonomy). Provide a file repository with search capabilities or works with an Enterprise Content Management System that is intuitive and easy to use.
- Compatible with Microsoft Office tools.
- Support Mobile Devices.

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3.6   Innovation

Innovation in government websites is an ongoing process whose definition varies on who you ask. In ThirdWave's more than 25 years of experience with E-Government, innovation is defined in ThirdWave's *E-Government Maturity Model©* (defined in 1995) where transformational change is fostered by websites that move from information and interactive models to those providing Interactive online services, and more recently, Smart City and Internet solutions leveraging sensor technology, Large Data and the integration of backend databases.

Highlights of key web/digital innovation trends encompass:

- Integrated websites
- Anticipatory websites
- Personalized electronic services

ThirdWave believes that government websites have an exciting role to play as the access method to highly interactive and intelligent applications, using new and exciting models, including:

- Fully integrated Mobile/Data/Cloud Platform delivered in a Software-as-a-Service Model (SaaS).
- Web apps built with interoperability and mobility in mind, allowing for tight integration with existing and legacy business applications that provide cities with the opportunity to deliver leading-edge solutions while protecting (and leveraging) existing investments.
- Platforms that provide real-time access to relevant City information accessible in multiple mediums and form factors, including mobile devices, kiosks, and social media.
- Virtual Reality apps supporting new and emerging Mobile Pointing and Visual Search technologies, including Big Data and analytics, to give cities a 360-degree view of vital information – all in real-time.

Referencing the foregoing, the new City redesigned website should provide an architecture (including backend database capabilities and Web Services) to foster and support future web innovation providing the following features and functions:

- Interactive websites offering online services via electronic forms/online data collection techniques, using smart forms for data driven applications.
- Integrated websites offering online services and E-Commerce functionality, integrated with financial systems.
- Anticipatory websites that are smart enough to recognize user patterns and preferences; and provide personalized online services.
- Integrated Mobile/Data/Cloud-based websites offering Software-as-a-Service models, integrated with legacy systems, providing access to real-time data, leveraging emerging technologies such as Big Data and Virtual Reality.
- Smart City applications: Information/communications technology to enhance livability, workability, and sustainability. Data collected, fused, and communicated to users via wireless networks, from all data points.

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- Internet of Things Applications: Employing sensors/actuators and other computing devices embedded in everyday objects connected by networks to computing systems to enhance livability, workability, and sustainability.

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Section 4
Operational Recommendations

4.1   Website Hosting

Websites and web applications are good candidates for hosting in a cloud environment, which offer flexibility, scalability, and a pay-as-you-go cost structure.

There are a variety of approaches to hosting websites and applications that can be considered. The approach described below relates to hosting web applications, under the assumption that maximizing a government website includes online service delivery and E-Commerce/Smart City apps.

The following pages address several best practices recommendations related to website hosting.

WH 1 Hosting Environment

We recommend the new website design assume, and be developed, to be hosted in a highly reliable system and facility that meets and/or exceeds the requirements identified in the following pages.

The figure below provides a high-level conceptual systems architecture for the website hosting environment.

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Figure 4.1.1: Conceptual Website Hosting Environment
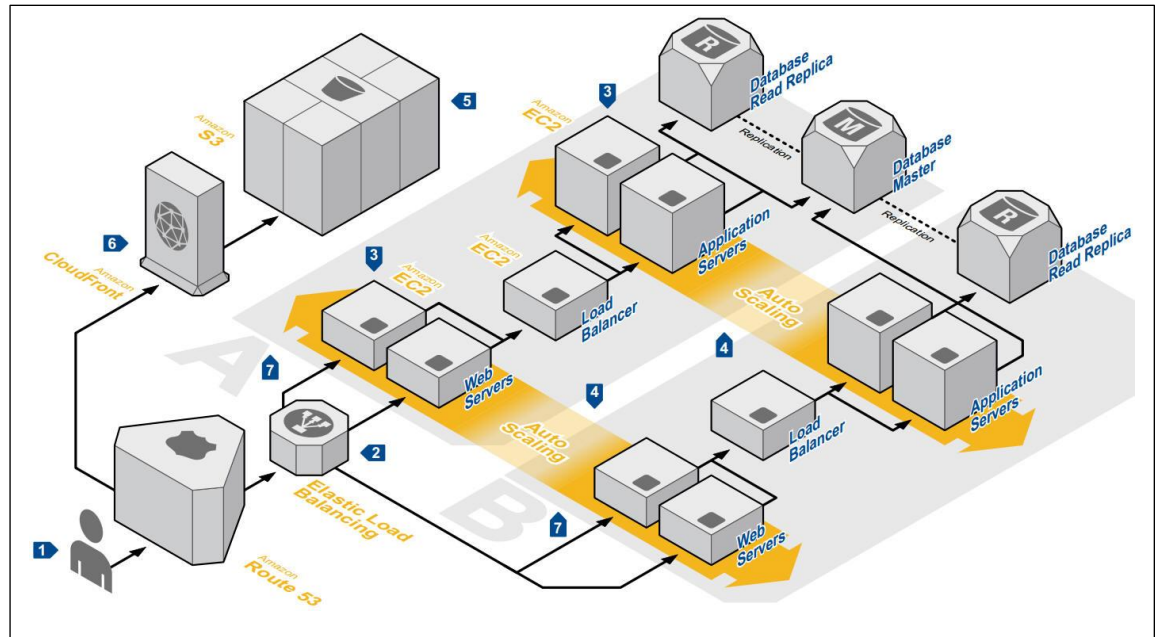
- **Load Balancing:** A load balancer will act as a reverse proxy and distribute network or application traffic across several servers. Load balancers will increase capacity (concurrent users) and reliability of applications, and optimize resource use, maximize throughput, minimize response time, and avoid overload of any single resource. Load balancing may involve dedicated software or hardware, such as a managed multilayer switch or a Domain Name System (DNS) server process. Users will access web applications reliably and quickly, regardless of physical location. Administrators will direct traffic based on several scenarios including user geography and available capacity.

- **High Availability:** Incoming HTTP, as well as other configured protocols, will be handled by either shared or dedicated load balancers.

- **Scalable**: Cloud auto-scale policies will be used by administrators to pre-configure automatic expansion to ensure peak performance during high usage, while minimizing cost during low usage. This includes horizontal auto-scaling (additional servers) and vertical auto-scaling (additional CPU/RAM). In addition, modern operating systems will allow hot-add for CPU/RAM, if required.

- **Distributed Data:** The ability to scale the application database, distributed query support, and integrated caching to allow applications to perform at optimized speeds. Cluster members will be added or removed without an impact to data availability. Web app databases should be implemented to tolerate and recover from node failures.

- **Automated Hosting Environment:** Use of advanced management features such as scheduled tasks, monitoring, and alerting on servers. These cloud management capabilities will provide administrators the ability to streamline multiple aspects of a server.

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- **Website Hosting:** Find a reputable and proven web hosting partner to host the website. Compare vendor disk storage, bandwidth limits, security, traffic analysis tools and email hosting options. Consider shared versus dedicated hosting options, and obtain detailed cost proposals with accompanying technical specifications

- **Website Performance/Response Times:** The web hosting partner will provide an environment that provides fast response times, i.e., sub-second response time or as mutually agreed to once the City website redesign and has been completed.

WH 2 Website Maintenance

Website maintenance is as important as the redesigned website. Several issues must be taken into consideration, such as:

- Content maintenance
- Staffing considerations
- Technical considerations
- Ongoing periodic website refreshes

The following website maintenance practices will be carried out employing the following, commonly accepted, best practices:

- *City Webmaster:* Maintaining content: content and graphics need to change on a regular basis to sustain use and traffic. To avoid a stale and unused website, content should be maintained and be current.

- *Technical considerations:* Security patches and software upgrades should be current, and backup procedures for remote files and databases should be put in place. Third-party software integration should be verified. The website should also be tested on all major browsers.

- *Website Refreshes:* Maintaining an inviting and captivating website will require ongoing work; the website redesign will not be a one-and-done effort. Resources will need to be committed to refresh the website every 3 to 5 years.

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Section 5
Management
Recommendations

5.1   Website Management Model

Website management issues are not related to technology; they relate to the manner in which the City will leverage web technologies. Website management recommendations relate to policies, practices and processes – and the required staff resources, that will be employed to effectively deploy and support the new website.

The City currently uses an informal and decentralized model for web content posting and development. According to staff, the current operating model is not working well as smaller departments lack the staff and technical expertise to support their departmental website.

M 1   Executive Vision

Vision
The City website will contribute to civic life, foster engagement, and act as a platform that allows constituents the ability to contribute to the Indio community. The new website will build a meaningful community connection, provide services of the highest value and convenience for community members, businesses and visitors.

Design & Branding
- The branding will reflect the City's slogan: "The City of Festivals" providing vibrant, contemporary branding.
- The new website will be oriented to the City's numerous festivals and provide a customer centric experience to tourists, as well as the community.

Content
- The language on the website should be welcoming and comforting.
- The website should foster Civics, not just services, incorporating the role of the citizen. Use the site to amplify the relationship with the community, steer people into more than a customer relationship, build in functionality that rewards civic participation and make customer functions easy and seamless will be key.

M 2   Website Governance

The following website governance process, policies, and practices are recommended:
- Develop and adopt standard website governance processes.
- Department subject matter experts will author and edit the content for technical accuracy.
- Department content will be provided to the City Web Master who will review and edit for grammar, syntax and general writing best practices.
- The City Web Master will post content and make graphic changes to the website.
- When appropriate, the City Web Master will work with the Web Hosting Vendor to coordinate the design and development of web-enabled applications and/or integration with related applications.
- IT staff will address internal technical issues related to the website and website hosting.
- Website Content Management software training will be provided to staff who may be engaged in web content management, beyond the City Web Master.

M 3   Staff Knowledge, Skills & Abilities

The project revealed a lack of training, documentation, and consistency related to the web and web content management software. ThirdWave recommends the following role-based training be provided, as appropriate, to City staff:
- IT staff: integration with other systems (Active Directory, other apps, etc.) and as a back up to the Web Master.

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- Web Master: the new CMS, how the system works, policies for the type of content, branding, and how long information should be posted.

M 4   Website Sustainability

The following web sustainability resources, roles and responsibilities are recommended. ThirdWave recommends that clearly defined roles and responsibilities for all City staff involved with the City's website be adopted*:*

M 4.1 City Department Staff
- Provide subject matter content.
- Identify new software or web applications that will need to be integrated to the City website.

M 4.2 Web Master
- Under the direction of the Director of Communication, assume responsibility of the design, content, and operation of the City website.
- Provide Website Content Management Software training including content, systems administrations, and interface to the Website Vendor.
- Act as the website liaison to all departments.
- Receive, review, and edit content from department staff and post on the City's website.
- Provide graphic design services for the website and City departments.
- Act as the primary contact for the website design/hosting vendor.
- Provide input and suggested improvements to ongoing enhancements of the City's website.

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Exhibit E: Website Fuctional & Technical Requirements

Vendor Name:

LEGEND:

Please fill out the columns at the right with the most apporpriate answer per the following instrcutions. **Place a "1" for ach of your answers.**

Provided:

Yes	This design/desired feature or functionality will **be** provided by the vendor or website	
No	This design/desired feature or functionality will **not be** provided by the vendor or website	**Note:**
O	This software feature shall be provided 'Out of the Box'	Fields that are grayed out do not need to
C	This software feature will be provided via 'Configuration'	be filled out.
P	This software feature can be provided via 'Programming'	

PLEASE DO NOT ADD ROWS, OR MODIFY, THIS SPREADSHEET.

		Functionality Provided				
1	Website Design	Yes	No	O	C	P

The redesigned website will reflect an attractive website layout that captures the attention of visitors and provides a compelling reason to stay or return to explore its content or utilize its online services. The redesigned website design will get visitors (internal or public) to the desired information or services in as few clicks with no knowledge of the organizational structure, polices or practices of a City. It will foster an expeditious, frustration-free, and fruitful customer experience.

1.1	Minimalist Website Design	Yes	No	O	C	P	Comments
	Website layout will reflect sound visual design principles.						
	Consistent headers, logos, easy navigation across web pages						
	Good contrast between text and background,						
	A well-balanced use of visual elements, text, images and white space on web pages.						
1.1.1	Implement minimalist design concepts						
	Utilize less, or only crucial, content.						
	Make generous use of white space.						
	Utilize grid layouts.						
	Use repeated visual and graphic elements.						
1.1.2	Adopt a simple visual design solution						
	The website design will provide essential elements: visuals, heirarchical, typograpohy						
1.1.3	Provide a vivid visual design solution						
	Employ visual hierarchy, including different line weights and sizes.						
	Adopt a less is more concept, utilizing only elements that are essential to the design.						
	Use negative space where the eye will be drawn to the desired visual or content.						
	Employ photography that is large and vivid, consider the use of sliders, as appropriate.						
		0	0	0	0	0	

1.2	Website Navigation	Yes	No	O	C	P	Comments
	Provide one City website, with easy navigation to all City services.						
	Provide access to website content with the fewest clicks.						
	Adopt click to menus, for mobile friendliness.						
	Provide intuitive easy to use navigation.						
	Consistent site header/logo location throughout.						
	Allow users to find/access information/services effectively and efficiently.						
	Limit the number of pages in the website to relative, timely, and strategic pages						
	Clearly and consistently label main navigation links.						
	Provide site maps and effective feedback on the user's location within the site.						
	Navigational options; do not direct users to pages with no navigational options.						

			Yes	No	O	C	P	Comments
	Do not create web pages that disable the browser's Back button.							
	Provide feedback on user location, i.e., 'breadcrumbs'.							
	Keep navigation-only pages short, containing no more than one screen-full of infor.							
	Use 'Glosses,' that popup when a mouse pointer is placed close to a link							
	Use graphics, specifically icons and photo images to assist navigation.							
			0	0	0	0	0	
1.3	**Headings, Titles and Labels**		**Yes**	**No**	**O**	**C**	**P**	**Comments**
	Employ the effective design of headings, titles, and labels.							
	Employ well-designed headings to facilitate scanning and reading written material.							
	Ensure that each page has a unique and descriptive page title.							
	Use clear category labels, including links reflecting information and items contained.							
	Provide descriptive page titles, employing unique, concise, meaningfully titles.							
	Highlight critical data; visually distinguishing important page items require user attention.							
			0	0	0	0	0	
1.4	**Use of Text and Fonts**		**Yes**	**No**	**O**	**C**	**P**	**Comments**
	The new website design will employ the effective design and use of text and font							
	Use familiar fonts that are ADA compliant in size.							
	Use consistent fonts, font sizes, and font colors.							
	Use black text on plain, high-contrast backgrounds.							
	Use background colors to help users understand the grouping of related information.							
	Use mixed-case for prose text.							
	Use lower-case fonts and capitalization to ensure the fastest possible reading speed.							
	Ensure visual consistency of website elements within and between web pages.							
			0	0	0	0	0	
1.5	**Use of Color, Graphics, Images, Icons and Video**		**Yes**	**No**	**O**	**C**	**P**	**Comments**
	Employ the effective use of color, graphics, images and video.							
	Employ a color scheme that is soft and easy on the eyes.							
	Use iconography on the redesigned, e.g., PD, Water, Senior Center, Teen Center webpages.							
	Color coding will be used so users can rapidly perceive relationships among items.							
	Graphics will be used to supplement main navigation links.							
	Website images willbe carefully selected to convey the intended message.							
	Thumbnail images will be used to preview larger images.							
	Use simple background images and omit images that slow downloads.							
	Use color scheme that ensures content can be quickly and easily understood.							
	Use video, animation, and audio only when they help convey the website's message.							
	Use photographs of people engaged in activities represented in the web pages.							
	Provide captions for each audio and video file used.							
			0	0	0	0	0	
2	**Website Functionality**		**Yes**	**No**	**O**	**C**	**P**	
	The Website Needs Assessment project identified a number of additional features that will foster more functionality and on-line service requirements for the redesigned City website. The following describe key features and functions that will be designed for, and incorporated into, the new website.							
2.1	**Search**		**Yes**	**No**	**O**	**C**	**P**	**Comments**
	Provide a custom Google search integrated with the Website.							
	Each page of a website should allow users to conduct a search.							
	Both upper and lowercase letters will be considered as equivalent when searching.							
	The site's search should be designed to respond to terms typically entered by users.							
	Search on most used phone numbers, have them cross populated, with clickable links.							
	Users should be notified when multiple search capabilities exist.							
	Search results should provide precise information being sought.							
	The search engine will search the entire website.							
			0	0	0	0	0	
2.2	**E-Government/E-Commerce**		**Yes**	**No**	**O**	**C**	**P**	**Comments**
	The website will offer online services, including E-Commerce, in one place.							
	Accommodate future online service delivery applications.							
	The website will incorporate chat bots.							
	Use a single data entry method to eliminate duplicate data entry.							

	Yes	No	O	C	P	Comments
Prioritize pushbuttons, use location, and highlighting to prioritize pushbuttons.						
Place cursor in the first data entry field.						
Automatically place a blinking cursor at the first data entry field on data entry forms.						
Adopt one universal online payment method and make it very easy to use.						
Allow for the development and deployment of new online service delivery applications.						
Employ social media and adopt additional uses of it in the redesigned website.						
Adopt standard content guidelines for all City departments.						
Adopt standard graphic layout for third-party apps to be embedded.						
Support online applications and web forms, such as parking permits.						
	0	0	0	0	0	

2.3	Web Standards	Yes	No	O	C	P	Comments
	The website redesign will comply with a commonly accepted technical specification including commonly accepted best practices shown below.						
2.3.1	**Responsive Design**						
	Adopt responsive design so webste works on various screen sizes/mobile devices.						
	Provide the option of using "e-readsrs" versus PDFs						
2.3.2	**Design/Develop for Common, Leading Browsers**						
	The website will be designed, developed, and tested for the most common browsers:						
	Safari						
	Google Chrome						
	Internet Explorer						
	Mozilla Firefox						
	Safari (in-app)						
	Mozilla Firefox						
	Design for the typical connection speed of most users.						
	Design for commonly used screen resolutions, i.e., 768 x 1024 pixels, and higher.						
	The website design should accommodate 95% of all users.						
	City website will be tested using the most common screen resolutions.						
2.3.3	**Home Page**						
	The website homepage will provide a positive first impression.						
	Primary Menu: clearly communicate the website's purpose, show all major options.						
	Services/Online Services						
	City App Store (if applicable)						
	Our Government						
	Our Community						
	Doing Business						
	Things to Do						
	I Want To						
	Community News						
	Community Calendar: the ability to be populated by the community						
	Contact Us						
	Secondary Menus:						
	Social Media						
	Report a Concern						
	Maps & GIS						
	Careers						
	Visitors should not be required to click down to a second or third level pages to discover the full breadth of options on a website.						
	Most of the homepage should be visible "above the fold."						
	Provide access to the homepage from all web pages; typically, from the logo.						
	Prose text should be limited on the homepage.						
	Employ moderate/generous use of white space and a minimalist visual design solution.						
2.3.4	**Secondary Pages**						
	Secondary pages should not be visually cluttered.						
	Information or online services should be clearly available.						
	Important items should be placed consistently, allowing end-users to learn the GUI.						
	Secondary page designs will reflect a visual hierarchy illustrating the level of importance.						

		Yes	No	O	C	P	
	Items will be aligned on a page, vertically or horizontally: text blocks, rows, columns, checkboxes, radio buttons, data entry fields, etc.						
	Consistent alignments will be used across all web pages.						
	Employ moderate/generous use of white space.						
2.3.5	**Website Accessibility & American with Disabilities Act Requirements**						
	The new website design will meet compliance standards for persons with disabilities.						
	Facilitate the use of common assistive, adaptive, and rehabilitative technologies..						
	Provide text equivalents for non-text elements.						
	PDF documents hould be process to OCR documents						
	Provide appropriate keyboard triggers for mobile/tablets (numeric, email, general).						
	Ensure that scripts allow accessibility.						
	Provide frame titles.						
	Enable users to skip repetitive navigation links.						
	Ensure that plug-ins and applets meet the requirements for accessibility.						
	Synchronize all multimedia elements.						
	Provide ability to restrict non-compliance revisions from end users.						
	Comply with accessibility standards: Section 508 Federal Accessibility Standards						
	Comply with accessibility standards: Section 508 of the Rehabilitation Act.						
	Comply with the latest WC3 Guidelines related to website design and accessibility.						
		0	0	0	0	0	

3	**Programming**	Yes	No	O	C	P	

3.1	**Programming Functionality**	Yes	No	O	C	P	Comments
	API Integration. Enable integration of data, logic, objects with other software.						
	Available gadgets and modules easily incorporated onto the page.						
	Dashboards: pre-built and customizable.						
	Reports: Customizable and Ad-Hoc Reports.						
	Provide analytics.						
	Enterprise scalability.						
	Pagination, page headers, titles, meta tags, URL structure all contribute to site SEO.						
	Plug-ins/Widgets/Apps.						
	Process automation facilitating steps and approval routing authors and editors.						
	Create targeted lists, schedule and manage bulk email sending.						
	Create tasks automatically, provide real-time alerts over email, RSS or mobile device.						
	Data Quality Management: deduplication, cleansing, and appending of databases.						
	HTML Input.						
	Online Behavior Tracking.						
	Search Tracking and Optimization.						
	Adopt a file structure for how items are saved in the file bank.						
	Provide a feature to check for broken links.						
	Use the same streamlined document structure for both website and Intranet.						
	Provide electronic and/or automatic email notifications.						
		0	0	0	0	0	

3.2	**Innovation**	Yes	No	O	C	P	Comments
	Provide an architecture to foster and support future web innovation						
	Offer online services via electronic forms/online data collection techniques, using smart forms for data driven applications.						
	Offer online services and E-Commerce functionality, integrated with financial systems.						
	Anticipatory website smart enough to recognize user patterns and preferences; and provide personalized online services.						
	A Mobile/Data/Cloud-based website offering Software-as-a-Service, integrated with legacy systems, providing access to real-time data, leveraging emerging technologies such as Big Data and Virtual Reality.						
	Smart City applications: Information/communications technology to enhance livability, workability, and sustainability, with data collected, fused, and communicated to users via wireless networks, from all data points.						
	Internet of Things Applications: Employing sensors/actuators and other computing devices embedded in everyday objects connected by networks to computing systems to enhance livability, workability, and sustainability.						

		0	0	0	0	0	
4	**System Administration**	Yes	No	O	C	P	

4.1	**System Administration Functionality**	Yes	No	O	C	P	Comments
	Provide user, role, and access management.						
	Allow administrators to create role or password-based permissions						
	Permissions should ensure users see only what they should see.						
	Support a centralized website content management model, with a Web Master assigned the responsibility to support the website design, content management, and ongoing informants.						
	Allows administrators to create templates that enable users to quickly generate dynamic documents in various formats based on the data stored in the application.						
	Grant access to select data, features, objects, based on the users, user role, groups.						
	Allows the storage and management of rich media files.						
	Input, modify and extract data from the application in bulk through a structured file.						
	Track performance of keywords and links in major search engines.						
	Provide ability to measure search rankings and performance.						
	Provide site analytics.						
	Provide data import and export tools.						
	Explore using links to a document management system (with a designed taxonomy).						
	Provide compatibility with Microsoft Office tools.						
	Supports Mobile Devices.						

		0	0	0	0	0	
5	**Website Hosting**	Yes	No	O	C	P	

5.1	**Hosting**	Yes	No	O	C	P	Comments
	Provide a hosted website supporting web-enabled applications in a highly reliable system and facility meeting/exceeding the requirements identified below.						
	Load Balancing						
	Act as reverse proxy, distribute network or application traffic across several servers.						
	High Availability						
	HTTP, other configured protocols, will be handled by shared/dedicated load balancers.						
	Scalable						
	Cloud auto-scale policies will be used to pre-configure automatic expansion.						
	Horizontal auto-scaling (additional servers), vertical auto-scaling (additional CPU/RAM).						
	Allow hot-add for CPU/RAM, if required						
	Distributed Data:						
	Scale the application database, distributed query support, and integrated caching.						
	Cluster members will be added/removed without an impact to data availability.						
	Web app databases will be implemented to tolerate and recover from node failures						
	Automated Hosting Environment						
	Advanced management features, e.g., scheduled tasks, monitoring, alerting on servers.						
	Provide cloud management to streamline multiple aspects of a server						
	Proven Website Hosting						
	Proven web hosting partner with:						
	Appropriate vendor disk storage						
	Bandwidth limits						
	Security						
	Traffic analysis tools						
	Email hosting options.						
	Offer shared versus dedicated hosting options						
	Website Performance/Response Times						
	Offer web hosting environment with fast response times, i.e., sub-second						

		0	0	0	0	0	
6	**Website Content Management Management System**	Yes	No	O	C	P	

The Website Focus Group identified a number of issues and limitations of the current Web Content Management software used at the City - Civica. Shortcomings include, but are not limited to: difficulties in customization, formatting content, previewing content, uploading content, problems with laying out and revising text, images, and fonts.

6.1	Content Authoring	Yes	No	O	C	P	Comments
	Implement new, easy to use Web Content Management tool.						
	Evergreen technology as part of contract, updated regularly, at no additional cost..						
	Able to build out different and multiple taxonomies to store and index content.						
	Ability to develop branding/themes.						
	Able to search content based on keyword, metadata, tags, etc.						
	Add Captions, Title Text, Alt Text						
	Add Text Dynamically to Images						
	Provide the ability to view the site in Spanish.						
	Advertising Management						
	Affiliate Tracking						
	Analytics App						
	Article management						
	Asset Management						
	Audio Collections						
	Banners						
	Blog App						
	Bookmarks						
	Build customized landing pages and lead capture forms.						
	Calendar Module						
	Categories						
	Chat						
	Classifieds						
	Click-to-enlarge						
	Clipboard						
	Compatible with the calendaring system.						
	Compositing						
	Conditional Syndication						
	Content Approval						
	Content can be intuitively managed, edited, tagged, approved, and stored.						
	Content Queue.						
	Cover Pages						
	Cropping						
	Custom Image Frames/Borders						
	Designs						
	Drafting and publishing content is intuitive and non-technical.						
	Drag & Drop image						
	Dynamic Content.						
	Dynamic Images						
	Easy Content Authoring						
	Easy to use Themes / Skins						
	Editing Features						
	Effective mobile templates, easily customizable.						
	Enforce Size and Placement						
	Formatting content is straight-forward and painless.						
	Frontend editing						
	Galleries						
	Graphs and Charts						
	Image Manager						
	Job Postings						
	Keep track of incrementally changing versions of the same content.						
	Manages content such as blogs, marketing tools, newsletters, etc.						
	Messaging						
	Multiple Page Types						
	News/blog module						
	Note App						
	Orchestrate Customer Experiences Across Channels						
	Own Your Data						

	Yes	No	O	C	P	Comments
Page Placement						
Per-page configuration						
Personalization of Content and Pages						
Personalize Web Experiences						
Photo Gallery						
Polls						
Powerful Templates						
Preview Content						
Produce consistent design elements across sites (and personalized brand components)						
Provide approved templates, with color combinations approved by the City, with various visual design choices for departments while maintaining a consistent website look and feel.						
Provide City staff a user-friendly ability to upload their own documents/content.						
Provides access to pre-built custom reports and dashboards.						
Provide scaling for large organizations or an expansive web presence.						
Publish with Ease						
Publishing Tools						
Recycler						
Redirect						
Resizing						
Responsive Design						
Responsive Editing Interface						
Responsive Image Rendering						
Responsive Preview, tser friendly and easy to use WYSIWYG tools						
Provide seamless previews and HTML 5 conceptualizations.						
Schedule content to be published at a certain time and in a certain order.						
Show / Hide Content						
Simultaneous Editing Warning						
Styled Through CSS						
Syndicated Content (RSS)						
Tags						
Template Engine						
Template extensions						
Test / Quiz						
TypoScript Language						
Undo / History						
Upload Drag & Drop						
URL Rewriting						
User Contributed Content						
User friendly versioning.						
User Homepages						
User-friendly Templating Engine						
Webpage visual appearance can be easily customized.						
WYSIWYG editor						
	0	0	0	0	0	

6.2	Collaboration	Yes	No	O	C	P	Comments
	Accommodates various user communities.						
	Build a Community						
	Discussion / Forum						
	Helpful forum						
	Multiple Contributors						
		0	0	0	0	0	

6.3	Content Repository	Yes	No	O	C	P	Comments
	Build out different and multiple taxonomies to store and index content.						
	Contact Management						
	Content as a Service						
	Content Ownership and Our Business						
	Content Repository.						
	Content Reuse						

	Yes	No	O	C	P	Comments
Content Staging						
Content Versioning						
Contribute						
File Manager						
Manages content such as blogs, marketing tools, newsletters, etc.						
	0	0	0	0	0	

6.4	Administration / Security	Yes	No	O	C	P	Comments
	Automatic Core Updater						
	Deploy and Manage Mulitple Websites						
	Deploy Quickly and Reliably						
	Distribution Management						
	Support Multiple Domains						
	Easy Installation and Upgrades						
	Email Alerts						
	Email Campaigns						
	Email To Discussion Board						
	Extend with Plugins						
	Extensible User Profiles						
	FAQ Management						
	File Distribution						
	Flexible System						
	Form Management						
	Frontend User Login						
	Frontend User Registration						
	Full Standards Compliance						
	G Suite Integration						
	Granular access rights for assets						
	Help Desk / Bug Reporting						
	Highly Scalable						
	Improved website performance						
	Increase Delievery Velocity and Quality						
	Infinitely Extensible						
	Install from web						
	Installer UI						
	IP Address Lock						
	Keeping your website running smoothly						
	Link Management						
	Lock to domain						
	Login History						
	Manage Users / Groups						
	Media Management						
	Menu Management						
	Metadata Insertion						
	Multiple Domains						
	Multi-Site Deployment						
	Online Administration						
	Open source software						
	Password Security						
	Pluggable Authentication						
	Powerful Permission System						
	Powerful Site Structure						
	Security and Compliance						
	Site Control						
	Site Map						
	Spam Prevention						
	Support						
	Upgrade / Install Extensions						
	User Data Collection						
	User Management ACL						

User Privileges						
User Registration						
Visitor Tracking System						
Web Statistics						
Web-based Style / Template Management						
Web-based Translation Management						
Easy to customise						
Switch User						
Task Center						
	0	0	0	0	0	

6.5	Applications	Yes	No	O	C	P	Comments
	E-Commerce Integration						
	Multimedia Integration						
	Developer Platform						
	Integrate and Deliver Content-Rich Commerce Experiences						
	Integrated Digital Applications						
	Web Services Front End						
	Direct Mailer						
	Tools for Business, with No Limitations						
	Subscriptions						
		0	0	0	0	0	

6.6	Systems	Yes	No	O	C	P	Comments
	Advanced Caching						
	Audit Trail						
	Automated email responses.						
	Cache Management						
	CGI-mode Support						
	Cloud						
	Commenting System						
	Compare Editors						
	Configuration Presets						
	Connected Services						
	CSRF (Cross-Site Request Forgery) Tokens						
	CSS Framework						
	Custom Extension						
	Custom Fields						
	Custom Site Search Engine						
	Database Reports						
	Digital Asset Management						
	Document Management						
	Easy to extend						
	Expert care to silence performance and reliability distractions						
	Extended documentation						
	File Type Conversion						
	Importing and Exporting						
	Integrated Help System						
	Interface Localization						
	Internal Email						
	Internal Search						
	Mobile Friendly						
	Multilingual						
	Page Caching						
	Portfolio App						
	Reliable Service Architecture						
	Rich Text Editor (RTE)						
	RSS feed						
	Sandbox						
	Search Engine Optimization						
	Server Side Caching						

	Silence infrastructure distractions					
	SSL / HTTPS					
	Static Content Export					
	Strong Stack Foundation					
	Sub Sites / Roots					
	Wiki					
	Workflow Engine					
		0	0	0	0	0

Summary of Scores

1	Website Design	Yes	No	O	C	P
1.1	Minimalist Website Design	0	0	0	0	0
1.2	Website Navigation	0	0	0	0	0
1.3	Headings, Titles and Labels	0	0	0	0	0
1.4	Use of Text and Fonts	0	0	0	0	0
1.5	Use of Color, Graphics, Images, Icons and Video	0	0	0	0	0
		0	**0**	**0**	**0**	**0**

2	Website Functionality	Yes	No	O	C	P
2.1	Search	0	0	0	0	0
2.2	E-Government/E-Commerce	0	0	0	0	0
2.3	Web Standards	0	0	0	0	0
		0	**0**	**0**	**0**	**0**

3	Programming	Yes	No	O	C	P
3.1	Programming Functionality	0	0	0	0	0
3.2	Innovation	0	0	0	0	0
		0	**0**	**0**	**0**	**0**

4	System Administration	Yes	No	O	C	P
4.1	System Administration Functionality	0	0	0	0	0
		0	**0**	**0**	**0**	**0**

5	Website Hosting	Yes	No	O	C	P
5.1	Hosting	0	0	0	0	0
		0	**0**	**0**	**0**	**0**

6	Website Content Management Management System	Yes	No	O	C	P
6.1	Content Authoring	0	0	0	0	0
6.2	Collaboration	0	0	0	0	0
6.3	Content Repository	0	0	0	0	0
6.4	Administration / Security	0	0	0	0	0
6.5	Applications	0	0	0	0	0
6.6	Systems	0	0	0	0	0
		0	**0**	**0**	**0**	**0**

	TOTAL SCORES	**0**	**0**	**0**	**0**	**0**

Exhibit F: Vendor Information Security Assessment (VISA) Questionnaire

Purpose: This Vendor Information Security Assessment (VISA) Questionnaire requests information concerning a Cloud Service Provider (the Vendor), which intends to provide to the City of Indio (the City) any or all of the following services: Software as a Service (SaaS); Platform as a Service (PaaS); and Infrastructure as a Service (IaaS).

Instructions:

1. SaaS, PaaS and IaaS are each a 'cloud' servicing model, in which software and database applications, computer network infrastructure and/or computer hardware/software platforms is/are hosted by the Vendor and made available to customers interconnected in a network, typically the Internet.

2. This Questionnaire is for the sole use of the intended Vendor and may contain confidential information of individuals and businesses collected, stored, and used by the City. Any unauthorized collection, storage, use, review or distribution may be prohibited by California and/or Federal laws. If you are not the intended recipient of this Questionnaire, please contact the sender by e-mail and destroy all copies of the Questionnaire.

3. The Vendor shall provide answers to the questions or information to the requests provided below.

4. In the event that the Vendor determines that it cannot meet the City's security and or privacy requirements, the Vendor may submit a request for an exception to the City's requirements and propose alternative countermeasures to address the risks addressed in this Questionnaire. The City's Information Technology Manager (IT Manager) may approve or reject the exception request, depending on the risks associated with the exception request.

5. A security exception request shall be submitted if you cannot comply with these policy/requirements

6. Upon receipt of the Vendor's response, the IT Manager will conduct a security risk assessment, using the following scoring methodology:

   A = Meets completely.
   B = Partially meets. The Vendor may be required to provide additional requested information.
   C = Doesn't meet. The Vendor may be required to provide missing/additional detail.

Vendor Information:

Vendor Organization Name	
Address	
Information Security Contact Person Name	
Email	
Phone	
Date this Questionnaire Completed	

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

1.0 BUSINESS PROCESS AND DATA EXCHANGE REQUIREMENTS

#	Question	Response from the Vendor	Score	Additional Information / Clarification Required from the Vendor
1.1	Please provide a description of the Vendor's business process that will be offered to the City, as this relates to the proposed requirements of the City's RFP or other business requirements			
1.2	Has the Vendor adopted and implemented information security and privacy policies that are documented and conform to ISO 27001/2 – Information Security Management Systems (ISMS) Standards or NIST 800-53 (National Institute of Standards – NIST Special Publication (SP) 800-53 Revision 4, Security and Privacy Controls for Federal Information Systems and Organizations)			
1.3	What data exchange will occur between the City and the Vendor? What data will be stored at the Vendor's or other third party's data storage location? (Provide data attributes with examples of the data to be stored) *Example: Payment Card Information, Social Security Number, Driving License number Patrons Name, Address, Telephone etc.), which are examples of personal information, the privacy of which are protected by California constitutional and statutory law.*			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

1.4	In the event that the Vendor is required to store Private Information (PI), Personally Identifiable Information (PII), and Sensitive Information (SI) about individuals / organizations with the service provider's business systems, how does the Vendor maintain the confidentiality of the information in accordance with applicable federal, state and local data and information privacy laws, rules and regulations? *[(The City of Indio (the "City") strives to promote and sustain a superior quality of life for persons in Indio. In promoting the quality of life of these persons, it is the policy of the City, consistent with the provisions of the California Public* *Records Act, California Government Code §§ 6250 – 6270, to take appropriate measures to safeguard the security and privacy of the personal (including, without limitation, financial) information of persons, collected in the ordinary course and scope of conducting the City's business as a local government agency. These measures are generally observed by federal, state and local authorities and reflected in federal and California laws, the City's rules and regulations, and industry best practices, including, without limitation, the provisions of California Civil Code §§ 1798.3(a),* *1798.24, 1798.79.8(b), 1798.80(e), 1798.81.5, 1798.82(e), 1798.83(e)(7), and 1798.92(c)].*			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

1.5	What mechanism and/or what types of tool(s) will be used to exchange data between the City and The Vendor? *Example: (VPN, Data Link, Frame Relay, HTTP, HTTPS, FTP, FTPS, etc.)*			
1.6	What types of data storage (work in progress storage and backup storage) are present or will be required at the Vendor's site? *Example: (PCI Credit Card Info, SSN, DLN, Patrons Name, Address, telephone etc.)*			
1.7	Is e-mail integration required between the City and the Vendor? *Example: The provision of services may require the City to provide the Vendor with an e-mail account on the City's e–mail server.*			
1.8	Has the Vendor ever been subjected to either an electronic or physical security breach? Please describe the event(s) and the steps taken to mitigate the breach(es). What damages or exposure resulted? Are records of breaches and issues maintained and will these records be available for inspection by the City?			
1.9	Does the Vendor maintain formal security policies and procedures to comply with applicable statutory or industry practice requirements/standards? Are records maintained to demonstrate compliance or certification? Does the Vendor allow client audit of these records? Note: Please submit supporting documentation.			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

2.0	What are the internet and the browser security configurations for the cloud application? What security standards and requirements does the Vendor maintain to ensure application security at the user interface? A set of detailed documentation should be provided to support the compliance.			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

2.0   APPLICATION/SOLUTION CONFIGURATION

#	Question	Response from The Vendor	Score	Additional Information / Clarification Required from the Vendor
2.1	What is the name of the application(s) that the Vendor will be hosting in order to provide services to the City? (List all)			
2.2	What functionality will be provided to the City's employees or the City's customers or other recipient of City services through the application?			
2.3	Will the Vendor use a subcontractor and/or a third-party service provider? (List all). If yes, then what data privacy and information security agreements are in place between the Vendor and any subcontractor / third party to ensure appropriate and accountable treatment of information? Note the City requires that the Vendor and each subcontractor and/or third party formally acknowledge that will comply with the City's Information Privacy Policy and SaaS Security and Privacy Terms and Conditions			
2.4	What is the Vendor's application(s) hosting hardware and software platform? Provide a description, including security patches or security applications in use. Example: Windows or Unix Operating System (OS) and other detail.			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

2.5	How does the Vendor's application and database architecture to manage or promote segregation of the City's data (related to its function as a local government agency) from the data of individuals providing services to or receiving services from the City?			
2.6	Describe the Vendor's server and network infrastructure. Please provide server and network infrastructure deployment topology, including data flow architecture, including but not limited to security management applications, firewalls, etc.			
2.7	Please provide a detail proposed solution that will be developed as a part of the Vendor's implementation to support this project. For example, detailed solution architecture, secured data flow to support business processes, etc.			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

3.0   DATA PROTECTION

#	Question	Response from The Vendor	Score	Additional Information / Clarification Required from the Vendor
3.1	What will be the medium of data exchange between the City and Vendor?			
3.2 .	How will the data be kept secure during the data exchange process? Example: VPN, Data Link, Frame Relay, HTTP, HTTPS, FTP, FTPS, etc.			
3.3	How will the City's data be kept physically and logically secure at the Vendor's preferred storage location? Example: Locked storage, Digitally, Encrypted etc.			
3.4	What application-level protections are in place to prevent the Vendor's or a subcontractor/third party's staff member from viewing unauthorized confidential information? For example, encryption, masking, etc.			
3.5	What controls does the Vendor exercise over the qualification and performance of its team? Of their subcontractor/third party's team(s)? For example, criminal background verification prior to employment, providing security training after employment and managing Role Based Access Control (RBAC) during employment and network and application access termination upon employment termination.			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

4.0   DATA BACK-UP

#	Question	Response from the Vendor	Score	COPA's Security Assessment
4.1	What Vendor's method(s) are used to keep data secured during the data backup process?			
4.2 .	Is the Vendor's encryption technology used to encrypt whole or selective data?			
4.3	What types of storage media will the Vendor use for data backup purposes? For example, Tape, Hard Disk Drive or any other devices.			
4.4	Are the Vendor's backup storage devices encrypted? If 'yes,' please provide encryption specification, with type of encryption algorithm and detail process of encryption handling. If 'no,' provide a detailed description (with processes, tools and technology) to keep data secured during the back-up process.			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

5.0   DATA RETENTION

#	Question	Response from the Vendor	Score	Additional Information / Clarification Required from the Vendor
5.1	What is the Vendor's standard data retention period of the backed-up data? The data retention process shall comply with the City's data 7 (seven) years data retention policy. Note: In the event that the Vendor cannot comply with this requirement then the City's IT Manager shall approval from the City's data retention schedule/policy owner.			
5.2	Are the data backup storage media at the Vendor's location or other third-party location?			
5.3	If the Vendor's backup storage devices are stored with another company, please provide: a. Company Name: b. Address: c. Contact person detail (Phone and Email): d. What contractual commitments are in place to guarantee security compliance from these vendors			
5.5	What is the media transfer process, i.e., The lock box process used to send tapes off-site?			
5.6	Who has access to the data storage media lockbox(es)? Provide Name and Role.			
5.7	Who on the Vendor's staff or subcontractor/third party's staff is/are authorized to access backup data storage media? Provide Name and Role.			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

5.8	What is the backup data storage media receipt and release authorization process(es)? Please submit a soft copy of the process.			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

6.0   ACCOUNT PROVISIONING AND DE-PROVISIONING

The Vendor must receive formal pre-authorization from the City's Information Manager prior to provisioning and de-provisioning of application access account.

#	Question	Response from The Vendor	Score	Additional Information / Clarification Required from the Vendor
6.1	What is the account provisioning/removal process? Example: how are users accounts created and managed			
6.2 .	What is the account deprovisioning/removal process? Example: how are users accounts created and managed?)			
6.3	How will the City's employees gain access to required application(s)?			
6.4	Does the application(s) have the capability to restrict access only from the City's WAN (Wide Area Network)?			

Exhibit F: **Vendor Information Security Assessment (VISA) Questionnaire**

7.0   PASSWORD MANAGEMENT

#	Question	Response from the Vendor	Score	Additional Information / Clarification Required from the Vendor
7.1	What will be the policy and/or procedures for the logging, authentication, authorization and password management scheme? Please provide a soft copy of the process.			
7.2 .	Where will the login and password credentials be stored?			
7.3	Are the password credentials stored with encryption? If 'yes,' please provide encryption scheme detail.			

Exhibit G: Software as a Service Security and Privacy Terms & Conditions

This Exhibit shall be made a part of the City of Indio's Professional Services Agreement or any other contract entered into by and between the City of Indio (the "City") and (the "Consultant") for the provision of Software as a Service to the City (the "Agreement").

In order to assure the privacy and security of the personal information of the City's customers and people who do business with the City, including, without limitation, vendors, utility customers, library patrons and other individuals and businesses, who are required to share such information with the City, as a condition of receiving services from the City or selling goods and services to the City, including, without limitation, the Software as a Service services provider (the "Consultant") and its subcontractors, if any, including, without limitation, any Information Technology ("IT") infrastructure services provider, shall design, install, provide, and maintain a secure IT environment, described below, while it renders and performs the Services and furnishes goods, if any, described in the Statement of Work, Exhibit B, to the extent any scope of work implicates the confidentiality and privacy of the personal information of the City's customers. The Consultant shall fulfill the data and information security requirements (the "Requirements") set forth in Part A below.

A "secure IT environment" includes: (a) the IT infrastructure, by which the Services are provided to the City, including connection to the City's IT systems; (b) the Consultant's operations and maintenance processes needed to support the environment, including disaster recovery and business continuity planning; and (c) the IT infrastructure performance monitoring services to ensure a secure and reliable environment and service availability to the City.   "IT infrastructure" refers to the integrated framework, including, without limitation, data centers, computers, and database management devices, upon which digital networks operate.

In the event that, after the Effective Date, the Consultant reasonably determines that it cannot fulfill the Requirements, the Consultant shall promptly inform the City of its determination and submit, in writing, one or more alternate countermeasure options to the Requirements (the "Alternate Requirements" as set forth in Part B), which may be accepted or rejected in the reasonable satisfaction of the City's IT Manager (ITM).

Part A.   Requirements:

The Consultant shall at all times during the term of any contract between the City and the Consultant:

(a)   Appoint or designate an employee, preferably an executive officer, as the security liaison to the City with respect to the Services to be performed under this Agreement.

(b)   Provide a full and complete response to the City's Vendor Information Security Assessment (VISA) Questionnaire (the "Questionnaire") to the ITM, and also report any major non-conformance to the Requirements, as and when requested. The response shall include a detailed implementation plan of required countermeasures, which the City requires the Consultant to adopt as countermeasures in the performance of the Services. In addition, as of the annual anniversary date of this Agreement the Consultant shall report to the City, in writing, any major changes to the IT infrastructure.

(c)   Have adopted and implemented information security and privacy policies that are documented, are accessible to the City and conform to ISO 27001/2 – Information Security Management Systems (ISMS) Standards. See the following:
http://www.iso.org/iso/home/store/catalogue_tc/catalogue_detail.htm?csnumber=42103
http://www.iso.org/iso/iso_catalogue/catalogue_tc/catalogue_detail.htm?csnumber=50297

Exhibit G: Software as a Service Security and Privacy Terms & Conditions

(d)   Conduct routine data and information security compliance training of its personnel that is appropriate to their role.

(e)   Develop and maintain detailed documentation of the IT infrastructure, including software versions and patch levels.

(f)   Develop an independently verifiable process, consistent with industry standards, for performing professional and criminal background checks of its employees that (1) would permit verification of employees' personal identity and employment status, and (2) would enable the immediate denial of access to the City's confidential data and information by any of its employees who no longer would require access to that information or who are terminated.

(g)   Provide a list of IT infrastructure components in order to verify whether the Consultant has met or has failed to meet any objective terms and conditions.

(h)   Implement access accountability (identification and authentication) architecture and support role-base access control ("RBAC") and segregation of duties ("SoD") mechanisms for all personnel, systems and software used to provide the Services. "RBAC" refers to a computer systems security approach to restricting access only to authorized users. "SoD" is an approach that would require more than one individual to complete a security task in order to promote the detection and prevention of fraud and errors.

(i)   Assist the City in undertaking annually an assessment to assure that: (1) all elements of the Services' environment design and deployment are known to the City, and (2) it has implemented measures in accordance with industry best practices applicable to secure coding and secure IT architecture.

(j)   Provide and maintain secure intersystem communication paths that would ensure the confidentiality, integrity and availability of the City's information.

(k)   Deploy and maintain IT system upgrades, patches and configurations conforming to current patch and/or release levels by not later than one (1) week after its date of release. Emergency security patches must be installed within 24 hours after its date of release.

(l)   Provide for the timely detection of, response to, and the reporting of security incidents, including on-going incident monitoring with logging.

(m)   Notify the City within one (1) hour of detecting a security incident that results in the unauthorized access to or the misuse of the City's confidential data and information.

(n)   Inform the City that any third-party service provider(s) meet(s) all of the Requirements.

(o)   Perform security self-audits on a regular basis and not less frequently than on a quarterly basis, and provide the required summary reports of those self-audits to the ITM on the annual anniversary date or any other date agreed to by the Parties.

(p)   Accommodate, as practicable, and upon reasonable prior notice by the City, the City's performance of random site security audits at the Consultant's site(s), including the site(s) of a third-party service provider(s), as applicable. The scope of these audits will extend to the Consultant's and its third-party service provider(s)' awareness of security policies and practices, systems configurations, access authentication and authorization, and incident detection and response.

Exhibit G: Software as a Service Security and Privacy Terms & Conditions

(q)   Cooperate with the City to ensure that to the extent required by applicable laws, rules and regulations, the Confidential Information will be accessible only by the Consultant and any authorized third-party service provider's personnel.

(r)   Perform regular, reliable secured backups of all data needed to maximize availability of the Services.

(s)   Maintain records relating to the Services for a period of three (3) years after the expiration or earlier termination of this Agreement and in a mutually agreeable storage medium. Within thirty (30) days after the effective date of expiration or earlier termination of this Agreement, all of those records relating to the performance of the Services shall be provided to the ITM.

(t)   Maintain the Confidential Information in accordance with applicable federal, state and local data and information privacy laws, rules and regulations.

(u)   Encrypt the Confidential Information before delivering the same by electronic mail to the City and or any authorized recipient.

(v)   Unless otherwise addressed in the Agreement, shall not hold the City liable for any direct, indirect or punitive damages whatsoever including, without limitation, damages for loss of use, data or profits, arising out of or in any way connected with the City's IT environment, including, without limitation, IT infrastructure communications.

Part B. Alternate Requirements: