

Information Technology Department

REQUEST FOR PROPOSAL

City Website Modernization and Redesign

SPECIFICATION NO. IT23-0239F

ABOUT THE CITY OF TACOMA



“Tacoma is a beautiful city surrounded by mountains, water, and green space filled with hard-working people committed to helping each other. There is a lot to celebrate about the City of Destiny and it is time the City’s website provide all residents, businesses, and visitors the information they need on how to participate in Tacoma’s creative communities, economic opportunities, and vibrant culture – all at their fingertips.”

-Amy Clancy, Media and Communications Director

Tacoma is a **vibrant and diverse** city located in Pierce County, Washington, United States. That is situated along Washington’s Puget Sound, 32 miles southwest of Seattle, 31 miles northeast of the state capital, Olympia, and 58 miles northwest of Mount Rainier National Park. The City’s population was 219,346 at the time of the 2020 census. Tacoma is the second-largest city in the Puget Sound area and the third-most populous in the state.

Tacoma is known for its **world-renowned glass art**, found at the Museum of Glass, and has an active and creative community of writers, artists, musicians, photographers, filmmakers, passionate entrepreneurs, and business owners.

The City’s nickname is “City of Destiny” because the area was chosen to be the western terminus of the Northern Pacific Railroad in the late 19th century. The decision of the railroad was influenced by Tacoma’s deep-water harbor, Commencement Bay. By connecting the bay with the railroad, Tacoma’s motto became “Where the rails first meet the sails”.

Tacoma has a lot of popular attractions to offer its residents and visitors including

Point Defiance Park, Tacoma Art Museum, LeMay - America’s Car Museum, and Foss Waterway Seaport.



Tacoma is a great place to visit or live with a rich history and culture reflected in its many museums, art galleries, and restaurants. The City is also experiencing unprecedented growth and has a thriving economy with many opportunities for entrepreneurs and business owners. Its miles of local parks, beaches, and bike trails – along with its proximity to Mount Rainier National Park and the Puget Sound - make Tacoma an ideal location for anyone who enjoys outdoor activities

To learn more about the City of Tacoma, visit www.cityoftacoma.org.



**City of Tacoma
Information Technology Department**

**REQUEST FOR PROPOSALS IT23-0239F
City Website Modernization and Redesign**

Submittal Deadline: 11:00 a.m., Pacific Time, Tuesday, November 14, 2023

Submittals must be received by the City's Procurement and Payables Division prior to 11:00 a.m. Pacific Time.

For electronic submittals, the City of Tacoma will designate the time of receipt recorded by our email, sendbid@cityoftacoma.org, as the official time of receipt. This clock will be used as the official time of receipt of all parts of electronic bid submittals. Late submittals will be returned unopened and rejected as non-responsive.

Submittal Delivery: Sealed submittals will be received as follows:

By Email:

sendbid@cityoftacoma.org

Maximum file size: 35 MB. Multiple emails may be sent for each submittal

Bid Opening: Submittals must be received by the City's Procurement and Payables Division prior to 11:00 a.m. Pacific Time. Sealed submittals in response to a RFB will be opened Tuesdays at 11:15 a.m. by a purchasing representative and read aloud during a public bid opening held at the Tacoma Public Utilities Administrative Building North, 3628 S. 35th Street, Tacoma, WA 98409, conference room M-1, located on the main floor. They will also be held virtually Tuesdays at 11:15 a.m. Attend [via this link](#) or call 1 (253) 215 8782.

Submittals in response to an RFP, RFQ or RFI will be recorded as received. As soon as possible, after 1:00 PM, on the day of submittal deadline, preliminary results will be posted to www.TacomaPurchasing.org.

Solicitation Documents: An electronic copy of the complete solicitation documents may be viewed and obtained by accessing the City of Tacoma Purchasing website at www.TacomaPurchasing.org.

- [Register for the Bid Holders List](#) to receive notices of addenda, questions and answers and related updates.
- Click here to see a [list of vendors registered for this solicitation](#).

Pre-Proposal Meeting: A pre-proposal meeting will not be held.

Project Scope: This RFP seeks proposals from vendors to build, deploy and support a new website in the City's existing (WPEngine) environment.

Estimate: \$500,000

Paid Sick Leave: The City of Tacoma requires all employers to provide paid sick leave as set forth in Title 18 of the Tacoma Municipal Code and in accordance with State of Washington law.

Americans with Disabilities Act (ADA Information): The City of Tacoma, in accordance with Section 504 of the Rehabilitation Act (Section 504) and the Americans with Disabilities Act (ADA), commits to nondiscrimination on the basis of disability, in all of its programs and activities. Specification materials can be made available in an alternate format by emailing the contact listed below in the *Additional Information* section.

Title VI Information: “The City of Tacoma” in accordance with provisions of Title VI of the Civil Rights Act of 1964, (78 Stat. 252, 42 U.S.C. sections 2000d to 2000d-4) and the Regulations, hereby notifies all bidders that it will affirmatively ensure that in any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, national origin in consideration of award.

Additional Information: Requests for information regarding the specifications may be obtained by contacting Tina Eide, Senior Buyer by email to teide@cityoftacoma.org.

Protest Policy: City of Tacoma [protest policy](#), located at www.tacomapurchasing.org, specifies procedures for protests submitted prior to and after submittal deadline.

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1. RFP OVERVIEW

1.1 The City of Tacoma Website

The current version of the City of Tacoma's website has been in operation since 2013. It comprises over 12,600 pages, 340 Calendar entries, 360 workspaces and 80 web forms and averages 5.5 million page views per year. Content is authored by over 130 web stewards from across 15 City departments, overseen by the Media and Communications Office (MCO). It serves as the primary platform for engaging with residents, businesses, and visitors, offering information about Tacoma, facilitating government-citizen communication, providing digital services, and promoting transparency. The current city website is a custom .NET CMS that resides on city owned servers internally.

This RFP seeks proposals from vendors to build, deploy and support a new website in the City's existing (WPEngine) environment. The project will include:

1. **CMS Implementation.** The new website should have a modern and accessible web interface that is attractive and engaging to users, that allows content authors to establish customized workflows and permissions, with intuitive version control, collaborative editing capabilities, and unparalleled usability for non-technical users. The new site should be based on responsive page layouts and content that renders sensibly and beautifully for users on any browser or device. A recent professional assessment will guide the redesign of the website.
2. **Content Strategy & Migration.** In addition to the build, the City seeks a qualified vendor to identify the content needs of the new website. The vendor **will not** be responsible for *creating* new content but will identify what content is needed in what sections on the new website. Further, they will review existing content in the old website and assist in migrating *any relevant* content from the old website to the new.
3. **Technical Support.** The vendor will not be required to host the new website but will be required to provide one (1) year of technical support (with a possibility of extension).

The project budget amount is expected not to exceed \$500,000 and the project is anticipated to run from January 2024 – December 2025 (one year to build and one year of technical support).

Proposals submitted and/or the selected Consultant(s) may be used for projects of similar type and scope at the sole discretion of the City for up to one year.

1.2 Eligibility Requirements

It is essential that your proposal thoroughly addresses the business and technical needs and solution requirements identified in the proposal.

Incomplete proposals may be declared non-responsive.

Proposals that are improperly signed, conditional, illegible, obscure, or contain arithmetical errors, erasures, alterations, or irregularities of any kind may be considered invalid.

Should the City of Tacoma identify a real or potential conflict of interest between it and any vendor that has been invited to participate in the RFP, the City of Tacoma will send a written notification of such, and the vendor will be ineligible to submit.

Please note only vendors who can answer “**YES**” to all the following questions are eligible to participate in this RFP. Fill your responses in [Appendix A – Minimum Requirements](#).

1. You have supplied this solution to more than five (5) public organizations within the past 3 years.
2. You have experience working with public organizations serving over 250K residents.
3. You can provide references from other public organizations that have used your services, showcasing their satisfaction with your work.
4. You have been operating as a provider of public websites in WordPress for five (5) years or more.
5. Your team is available to implement the project per the timetable in this RFP.

2. HOW TO RESPOND

2.1 Vendor Submission Instructions

2.1.1 Q&A Submission

Questions should be submitted to Tina Eide via email to teide@cityoftacoma.org.

Subject line to read: [Spec Number IT23-0239F– City of Tacoma Website Modernization – VENDOR NAME](#)

Questions are due by **3 pm** on the date included in the RFP Timeline section.

Questions marked confidential will not be answered or included.

The City reserves the discretion to group similar questions to provide a single answer or not to respond when the requested information is confidential.

The answers are not typically considered an addendum.

The City will not be responsible for unsuccessful submittal of questions.

Written answers to questions will be posted alongside the specifications at www.tacomapurchasing.org

2.1.2 RFP Submission

Provide submittals per the instructions on the Request for Proposals page.

Submittals should be via email to sendbid@cityoftacoma.org.

Subject line to read: [Spec Number IT23-0239F– City of Tacoma Website Modernization – VENDOR NAME](#)

Information that is confidential must be clearly marked and provide an index identifying the affected page number(s) and locations(s) of such identified materials. See Section 1 of the Standard Terms and Conditions – Solicitation 1.06 for Public Disclosure: Proprietary or Confidential Information.

Respondents are to provide complete and detailed responses to all items below. Submittals that are incomplete or conditioned in any way that contain alternatives or items not called for in this RFP, or not in conformity with law, may be rejected as being non-responsive. The City will not accept any submittal containing a substantial deviation from the requirements outlined in this RFP.

Submittals should present information in a straightforward and concise manner, while ensuring complete and detailed descriptions of the respondent's/team's abilities to meet the requirement of this RFP. Emphasis will be on completeness of content.

Requests for clarification or additional information shall be made at the sole discretion of the City. The City’s retention of this right shall in no way diminish a Proposer’s responsibility to submit a submittal that is current, clear, complete, and accurate.

2.2 RFP Timelines

This is a tentative schedule only and may be altered at the sole discretion of the City. Contract may be issued after City Council approval if cost exceeds \$500,000.

Deadline to submit proposal: Nov. 14, 2023

The anticipated schedule of events concerning this RFP is as follows:


Event	Due Date
Publish and issue RFP:	10/26/2023
Pre-Submittal Questions:	11/2/2023
Response to Questions:	11/7/2023
Submittal Due Date:	11/14/2023
Submittal Evaluated:	12/5/2023
Interviews/presentations, on or about:	12/8/2023
Award Recommendation:	1/2/2024
City Council Approval:	1/9/2024

3. RFP Response Structure

3.1 Submittal Checklist

This checklist identifies items to be included with your submittal in the order presented. Any submittal received without these required items may be deemed non-responsive and not be considered for award.

Submittals must be received by the City of Tacoma Purchasing Division by the date and time specified in the Request for Proposal page.

The following items make up your submittal package:	
One (1) electronic copy of your complete proposal package.	
Executive Summary	
<u>Content to be Submitted in Section 6:</u> <ul style="list-style-type: none">• QUALIFICATIONS/EXPERIENCE OF FIRM (including Appendix A)• EXAMPLES OF PROJECTS• CMS CAPABILITIES (Appendix B)• CLIENT REFERENCES• FEES AND CHARGES / METHOD OF BILLING / HOURLY RATES (Appendix C)• QUALIFICATIONS / EXPERIENCE OF KEY PERSONNEL• SUSTAINABILITY• EQUITY IN CONTRACTING• CREDIT CARD ACCEPTANCE• CONTRACT EXCEPTIONS	
Pricing Breakdown in Section 5.2 Pricing	
Signature Page (Appendix D)	
Security Assessment Worksheet (Appendix E)	
After award, the following documents will be executed:	
Services Contract	
Certificate of Insurance and related endorsements	

3.2 Executive Solution Summary

Vendor to provide a short summary and attach a one-to-two-page maximum overview highlighting the strengths of their solution. The overview should include the vendor's ability to perform the services described in the RFP and confirmation that the vendor is willing to perform these services and enter into a contract with the City of Tacoma.

4. BUSINESS AND TECHNICAL NEEDS

4.1 Scope of Project and Deliverables

It is the City's intent to select a vendor based on qualifications and abilities of the firm and key project individuals. Project deliverables include, but are not limited to:

- Detailed project plan and kick-off.
- Analysis and review of assessment findings against current state of website.
- Use website design mockups to solution an information architecture.
- CMS configuration.
- User management.
- Content assessment and migration.
- Implementation on our chosen platform.
- Redirecting existing links and pages.
- Community Engagement and User Acceptance Testing.
- Site Analytics dashboard.
- System administrator and site owner training.
- Go-live support and warranty, and ongoing technical support for 1 year.

4.2 Main Deliverables

The following three subsections provide more details on the above deliverables. The three main deliverables (CMS Implementation, Content Strategy & Migration, and Technical Support) are to be priced separately.

4.2.1 CMS Implementation

- Participate in Project Planning and Management activities. The vendor's Project Manager will work with a city-assigned PM to coordinate resources and come up with a detailed Project Plan based on the proposed Statement of Work and a Project Charter that will be provided.
- Review the findings from the Assessment report and the included wireframes, then analyze the current state of City website to find gaps and propose changes.
- Architect a modern City website CMS solution to implement on the WPEngine platform.
 - Review the findings from the Assessment report.
 - Redesign the City website based on wireframes that were developed as part of the City Portal Assessment project. This will include creating a custom

- WordPress theme, preferably using a bootstrap scaffolding, and identifying any 3rd party plugins needed.
 - Build the CMS solution on our WPEngine instance. Any environments (Dev, QA, Prod) needed on WPEngine will be provided.
 - Configure the WPEngine platform with your CMS solution, including Single Sign-On.
 - Implement role-based permissions or groups for page editing.
 - Implement a role-based publishing approval workflow, enabling the MCO to review departmental content before it gets published to the public.
 - Creation of reusable templates. Some templates recommended in the Assessment report are Services Hub page, Project page, News page, and Council Member page.
- Align to a separate, ongoing Branding initiative being conducted by the MCO. The website redesign vendor will review this branding and provide inputs ensuring that the new website designs are aligned to the new branding.
- Testing
 - Conduct functional testing with the project core team to ensure all features and functionalities are working correctly.
 - Verify that any new content is displaying correctly in the new CMS.
 - Conduct Community Engagement and usability testing for both designs/prototypes and the final site to collect feedback on the site.
 - Conduct key department staff usability testing for both designs/prototypes and the final site to collect feedback on the site.
 - Verify that user accounts and permissions are correctly configured, and that access control is effective.
- Set up website analytics and reporting tools to track user behavior and performance metrics. Such analytics may be built in Google Analytics, or another third-party tool, but an analytics dashboard should show, at a minimum:
 - Top features being accessed by users.
 - Top tasks being performed by users.
 - Top content being downloaded.
 - Time spent by users on each page.
 - Top searched phrases.
- Role-Based Training to ensure City staff know how to work in the new CMS, such as:
 - Training Web Stewards to onboard them in using the CMS solution for content creation, editing and management.
 - Training Site Administrators in use of the CMS solution and WPEngine configuration. This Includes Security best practices for WPEngine.
- Provide initial post go-live support (warranty) for one (1) month, including:
 - Ensuring analytics scripts are running as expected to support our dashboard metric

- Enhancements to templates. Also, create a prioritized list of potential enhancements that the City may embark on **in the future**.
- Issue resolution to address and resolve any critical issues or bugs that users encounter on the live, new CMS.
- Performance monitoring to identify and resolve any performance issues, such as slow page loading times.
- Security assessment report to identify and address any vulnerabilities or security issues. Provide best practices for hardening a site. The city is currently using Solid Central, previously known as iThemes.
- Training needs assessment to identify knowledge gaps and needs for ongoing training and support.

4.2.2 Content Strategy & Migration

Develop a Content Strategy and Migration Plan based on the Assessment findings, the intent is not to migrate most of the content, as the new CMS will have less text and more graphics and multimedia. The Content Strategy will be based on the designs developed in Deliverable 1. This will involve:

- **Identifying Content Roles and Workflows/Publishing rules** needed to support industry standards in publishing content to the new CMS. Begin by evaluating the existing content publishing process to identify any bottlenecks or areas for improvement. Identify new roles and publishing rules as needed. Needed roles may include Administrator, Steward, Owner, Approver and so on. The City will identify respective employees that will fulfill these roles.
- **Auditing Content** on the old website by working with City departments and the project core team to review, analyze and inventory their existing content to determine what should be migrated, archived, or deleted. Currently, there are over 12,000 pages of content. **Most of the content will likely be archived**, as it may not align with the information architecture on the new design. Identify what content should have an 'expiration date' and a process for monitoring.
- **Identifying Content and Templates** needed for the new website working with the project core team and City departments. These include any images/graphics, videos, text, and documents needed in the main pages identified by assessment. The Assessment identified these main landing pages:
 - Homepage
 - Services
 - City Council
 - Newsroom
 - Help and directory
 - Project & Initiatives
 - Department
- **Content Migration involving** extraction and transformation to define relevance of content in the new CMS, and to move this content. Where necessary, content will be converted to format(s) compatible with the new CMS, ensuring that it is optimized and

retains its structure and integrity. Relevant metadata associated with this content will be migrated with the content.

- **Content Validation** to ensure that any new content is displaying correctly in the new CMS.
- **URL Mapping** to ensure all the old links still go somewhere and/or work in the new system. Create a redirect table and/or script that processes old links to redirect users' bookmarks to a location on the new site.
- **Develop a Sustainment Plan** alongside the City's project team, ensuring new content remains fresh and relevant.

4.2.3 Technical Support

Provide technical support to the City for one (1) year:

- Site monitoring and notification of possible issue with site.
- Upgrades to theme plug-ins and security patches, such as PHP version updates.
- Conduct periodic security audits to identify and address potential vulnerabilities and threats.
- Dedicated account representative for customized support and an issue escalation path.
- Responsive customer service support availability 24X7.
- Nightly Backup and disaster recovery support, escalation process with WPEngine.
- Continuously optimize the website for search engines, monitor rankings, and implement SEO best practices.
- Ensuring analytics scripts are running as expected to support our dashboard metric
- Enhancements to templates.
- Provide ongoing role-based training and support to website administrators and content editors, helping them effectively use the CMS and perform routine tasks.

4.3 Exclusions

- Organizational Change Management and Communications. These will be handled separately using City-designated resources.
- Developing any Page Content (text, images, and multimedia) for the website.
- Line of Business Systems Integration.
- Providing a CMS platform as a managed service.
- Providing website hosting.
- ITD service tickets from user's post-implementation, such as content creation, Forms, Surveys, and Polls.

4.4 City Website Requirements

4.4.1 Content Management System Capabilities

Descriptions of the desired features and capabilities are listed in [Appendix B- CMS Capabilities](#). They include the following categories:

- Configurability
- Security
- Editor
- Languages
- Advanced Search Features
- Documents
- Notifications
- Approvals
- Content Archival
- Alerts
- News Release functionality
- Banner options
- Modern user experiences, e.g., chatbots, responsive design
- Integrations
- Analytics/SEO
- Accessibility
- Customer Service

4.5 City Website Assessment Findings

The city recently completed an assessment of CityofTacoma.org, and was provided recommendations on information structure, governance, and features.

Here is a [link to the Assessment Findings](#) from the recent City Portal Assessment, conducted by a third-party vendor. If the link is not accessible, a copy of the Assessment Findings report can be found in [Appendix H – City of Tacoma Assessment Findings](#).

4.6 Wireframes

Along with the findings report the City was provided with wireframes that addressed many of our pain points and wants.

Here is a link to the proposed wireframes for a future redesigned City of Tacoma website. If this link is not accessible, a copy of the wireframes can be found in [Appendix I – City of Tacoma Wireframe Recommendation](#).

<https://www.figma.com/proto/mc3tvN0hzEWHsl3OYQggguA/Wireframes---City-of-Tacoma?type=design&node-id=121-1478&page-id=0%3A1&starting-point-node-id=1%3A16>

5. LEGAL, COMMERCIAL, RISK & FINANCIAL REQUIREMENTS

5.1 Contract Term

The contract will be a **Firm Fixed-Price Contract** for a two-year period with the option to renew the contract three additional one-year terms. The City reserves the right to cancel the contract for any reason, by written notice, as stipulated in the contract.

5.2 Pricing

The City requires the vendor to provide a detailed cost breakdown, outlining the Firm Fixed Price cost of each deliverable. See [Appendix C – Pricing Breakdown](#), as an example of format desired.

1. Each component of the three main deliverables (the CMS implementation, the Content Strategy & Migration, and the Technical Support) should be listed as a separate line item.
2. Pricing for the first two main deliverables and the third should be separated, such that the City may choose to go with a different vendor for the third (Technical Support), if so desired.
3. For deliverables that the vendor is uncertain about (e.g., the Content Strategy & Migration), the vendor may present multiple pricing options based on multiple scenarios.
4. Include information on the pricing of their various support tiers/scenarios and the features included on those tiers to give the City a holistic understanding of the pricing structure.
5. Include a Time and Materials rate card should the City choose to exercise a Time and Materials contract.
6. Include a list classification of roles.

5.3 Pre-Proposal Meeting

No pre-proposal meeting will be held; however, questions and request for clarifications of the specifications may be submitted as stated in the [Q&A Submission](#) section.

5.4 Disclaimer

The City is not liable for any costs incurred by the Respondent for the preparation of materials, or a submittal submitted in response to this RFP, for conducting any presentations to the City, or any other activities related to responding to this RFP, or to any subsequent requirements of the contract negotiation process.

5.5 Interviews / Oral Presentations

An invitation to interview may be extended to Respondents based on SAC review of the written submittals. The SAC reserves the right to adjust scoring based on additional information and/or clarifications provided during interviews. The SAC may determine additional scoring criteria for the interviews following evaluation of written submittals.

The City reserves all rights to begin contract negotiations without conducting interviews.

Respondents must be available to interview virtually on Microsoft Teams within three business days' notice.

If interviews are conducted, the SAC will schedule the interviews with the contact person provided in the SOQs. Additional interview information will be provided at the time of invitation. At this time, it is anticipated that the main objective of the interview will be for the SAC to meet the project

manager and key personnel that will have direct involvement with the project and hear about their relevant experience and expertise. The City does not intend to meet with firm officials unless they are to be directly involved with the project.

Following interviews, submittals will be rescored using the same criteria as in [Section 6 - Evaluation](#).

5.6 Responsiveness

Respondents agree their submittal is valid until a contract(s) has been executed.

All submittals will be reviewed by the City to determine compliance with the requirements and instructions specified in this RFP. The Respondent is specifically notified that failure to comply with any part of this RFP may result in rejection of the submittal as non-responsive. The City reserves the right, in its sole discretion, to waive irregularities deemed immaterial.

The final selection, if any, will be that submittal which, after review of submissions and potential interviews, in the sole judgement of the City, best meets the requirements set forth in this RFP.

5.7 Acceptance / Rejection of Submittals

Respondents are advised that the City reserves the right to cancel award of this Contract at any time before execution of the Contract by both parties if cancellation is deemed to be in the City's best interest. In submitting a Submittal, Respondents agree that the City is not liable for any costs or damages for the cancellation of an award.

The City reserves the right and holds at its discretion the following rights and options:

- To waive any or all informalities
- To award one or more contracts
- To not award a contract
- To issue subsequent solicitation

5.8 Acceptance of Submittal Contents

The Submittal contents of the successful Respondent will become contractual obligations if a contract ensues.

5.9 Contract Obligation

Awardee shall be required to comply with 2 CFR part 25 and obtain a unique entity identifier and/or be registered in the federal System for Award Management as appropriate.

The selected Respondent(s) will be expected to execute a contract with the City. As part of the negotiation process, Respondents may propose amendments to the contract, but the City, at its sole option, will decide whether to open discussion on each proposed amendment and determine the final contract to be used. At a minimum, any contract will incorporate the terms and conditions contained herein.

5.10 Standard Terms and Conditions / General Provisions

City of Tacoma [Standard Terms and Conditions](#) apply.

5.11 Insurance Requirements

Successful proposer will provide proof of and maintain the insurance coverage in the amounts and in the manner specified in the City of Tacoma Insurance Requirements contained in this solicitation. See [Appendix G – Insurance Requirements](#).

5.12 Paid Leave

Effective February 1, 2016, the City of Tacoma requires all employers to provide Paid Leave and Minimum Wage, as set forth in Title 18 of the Tacoma Municipal Code. For more information visit <http://www.cityoftacoma.org/employmentstandards>.

5.13 Partnerships

The City will allow firms to partner in order to respond to this RFP. Respondents may team under a Prime Respondent's submittal in order to provide responses to all sections in a single submission; however, each Respondent's participation must be clearly delineated by section. The Prime Respondent will be considered the responding vendor and the responsible party at contract award. All contract negotiations will be conducted only with the Prime Respondent. All contract payments will be made only to the Prime Respondent. Any agreements between the Prime Respondent and other companies will not be a part of the agreement between the City and the Prime Respondent. The City reserves the right to select more than one Prime Respondent.

5.14 Commitment of Firm Key Personnel

The Respondent agrees that key personnel identified in its submittal or during contract negotiations as committed to this project will, in fact, be the key personnel to perform during the life of this contract. Should key personnel become unavailable for any reason, the selected Respondent shall provide suitable replacement personnel, subject to the approval of the City. Substantial organizational or personnel changes within the agency are expected to be communicated immediately. Failure to do so could result in cancellation of the Contract.

5.15 Award

After the Respondent(s) is selected by the SAC and prior to award, all other Respondents will be notified via email by the Purchasing Division.

Once a finalist (or finalists) has been selected by the Selection Advisory Committee, contract negotiations with that finalist will begin, and if a contract is successfully negotiated, it will, if required, be submitted for final approval by the Public Utility Board and/or City Council.

5.16 Environmentally Preferable Procurement

In accordance with the [City's Sustainable Procurement Policy](#) and [Climate Action Plan](#), it is the policy of the City of Tacoma to encourage the use of products or services that help to minimize the environmental and human health impacts of City Operations. Respondents are encouraged to incorporate environmentally preferable products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials acquisition, products, manufacturing, packaging, distribution reuse, operation, maintenance or disposal of the product or service.

The City of Tacoma encourages the use of sustainability practices and desires any awarded contractor(s) to assist in efforts to address such factors when feasible for:

- Durability, reusability, or refillable.
- Pollutant releases, especially persistent bioaccumulative toxins (PBTs), low volatile organic compounds (VOCs), and air quality and stormwater impacts.
- Toxicity of products used.
- Greenhouse gas emissions, including transportation of products and services, and embodied carbon
- Recycled content.
- Energy and water resource efficiency.

5.17 Proprietary or Confidential Information

The Washington State Public Disclosure Act ([RCW 42.56 et seq.](#)) requires public agencies in Washington to make public records available for inspection and copying unless they fall within the specified exemptions contained in the Act, or are otherwise privileged. Documents submitted under this RFP shall be considered public records and, with limited exceptions, will be made available for inspection and copying by the public.

Information that is confidential or proprietary must be clearly marked. Further, an index must be provided indicating the affected page number(s) and location(s) of all such identified material. Information not included in said index will not be reviewed for confidentiality or as proprietary before release.

5.18 Addendums

In the event it becomes necessary to revise any part of this RFP, an addendum will be posted alongside specifications at www.tacomapurchasing.org. Failure to acknowledge addendum(s) on the required Signature Page may result in a submittal being deemed non-responsive by the City.

5.19 Equity in Contracting

This project has no EIC requirements, however, the City of Tacoma is committed to encouraging firms certified through the [Washington State Office of Minority and Women's Business Enterprise](#) to participate in City contracting opportunities. See **TMC 1.07 Equity in Contracting Policy** at the City's [Equity in Contracting Program website](#).

6. Evaluation

A Selection Advisory Committee (SAC) will review and evaluate submittals. After the evaluation, the SAC may conduct interviews of the most qualified Respondents before final selection.

The relative weight of each scoring criteria is indicated in the table below.

Criteria	Max Points
Qualifications/Experience of Firm	20
Examples of Projects	10
CMS Capabilities	20
Client References	10
Fees and Charges / Method of Billing / Hourly Rates	20
Qualifications / Experience of Key Personnel	10
Sustainability	5
Equity in Contracting	5
Credit Card Acceptance	0
Contract Exceptions	0
Total	100

The SAC may select one or more respondent to provide the services required.

The SAC may use references to clarify information in the submittals and interviews, if conducted, which may affect the rating. The City reserves the right to contact references other than those included in the submittal.

A significant deficiency in any one criterion is grounds for rejection of the submittal as a whole.

6.1 Content to Be Submitted - This section represents 100% of the possible scoring criteria.

6.1.1 Qualifications/Experience of Firm – 20 points

Describe your company's ability to provide the service. Include:

- [Appendix A – Minimum Requirements.](#)
- A short history and description of your firm, including years in business, annual revenues, number of employees, organizational structure, services, areas/regions served, etc.
- Background information of the parent company, if any.
- Presence, if any, in the Puget Sound/Pacific Northwest region.
- Location of the office from which work will be performed.
- Details and background information of all Sub-Contractors that you intend to use for this engagement.

- Name, title, email address, and telephone number of the person authorized to execute a contract on behalf of the Respondent.

6.1.2 Examples of Projects – 10 points

Provide at least three (3) examples from your portfolio similar in scope and complexity to this project's scope of work. Include a brief description of the scope of work performed.

6.1.3 CMS Capabilities – 20 points

A full description of the CMS capabilities that require a response are found in [Appendix B - CMS capabilities](#).

6.1.4 Client References – 10 points

Provide three (3) web CMS-related client references able to verify the firm's overall expertise for this type of work. The references must have worked with the firm within the last year. Provide complete information such as name of company, contact person, address, phone number, and email address. Please provide any additional information that you deem relevant to the Proposal. Also outline what differentiates you from your competitors.

6.1.5 Fees and Charges / Method of Billing / Hourly Rates – 20 points

Provide the method of billing and hourly rates. Refer to [Appendix C – Pricing Breakdown](#) for more information.

For the scoring of this RFP, the City will perform a comprehensive Total Cost of Ownership analysis that involves all direct and indirect costs associated with the project (more details on this in Appendix C).

- The anticipated cost of the project is not-to-exceed \$500,000.

6.1.6 Qualifications / Experience of Key Personnel – 10 points

Please provide a biography of the key team member(s) who will be working on this project. The biography needs to include their experience including length of time working on web CMS development and/or implementation, and length of time with your company. The personnel listed must be committed to this project for the expected term of the agreement.

Attach any reports, charts, schedules, documentation, and other relevant materials that convey the team member's professional expertise related to the project deliverables.

6.1.7 Sustainability – 5 points

Provide information on your company's commitment to the environment. Include your sustainability statement and current practices. For more information, see our [Respondents Guide](#).

A. Does the Respondent have an organizational sustainability plan and/or policy?

☐ Yes ☐ No

Provide additional information if checked "Yes," including whether it is made publicly available (provide link) and how it is communicated to employees.

B. Does the Respondent have:

- | | |
|--|--|
| • Greenhouse gas emission reduction targets? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| • Energy and water conservation targets? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| • Waste reduction targets? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| • Toxics use reduction targets? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| • Pollution reduction targets? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| • Measure progress regularly and publicly? | <input type="checkbox"/> Yes <input type="checkbox"/> No |

C. How will the Respondent, through service delivery and/or their own operations during the contract period:

- Minimize greenhouse gas emissions?
- Minimize polluted stormwater runoff in Tacoma?
- Minimize waste generation?
- Minimize toxic use and/or generation?
- Minimize air pollution in Tacoma?
- Minimize resource extraction?

D. Demonstrate industry leadership across these areas? Is the Respondent an EnviroStars recognized business? Provide any relevant certifications and/or verified results.

6.1.8 Equity in Contracting – 5 points

Is your firm, or the firm you are partnering with, certified with Washington State for any of the below categories. Confirmation of any of the below certifications will result in all points for this category.

- ☐ Combination Business Enterprise (CBE)
- ☐ Disadvantaged Business Enterprise (DBE)
- ☐ Minority Business Enterprise (MBE)
- ☐ Minority/Women Business Enterprise (MWBE)
- ☐ Small Business Enterprise (SBE)
- ☐ Socially and Economically Disadvantaged Business Enterprise (SEDBE)
- ☐ Women Business Enterprise (WBE)

6.1.9 Credit Card Acceptance – 0 points

Provide a statement regarding your ability to meet the City's credit card requirements(below) as well as identifying your reporting capabilities (Level I, II, or III). This information is not a consideration in the evaluation process.

6.1.10 Contract Exceptions – 0 points

Do you take exceptions to any of the City of Tacoma's Standard Terms and Conditions?

APPENDIX A – Minimum Requirements

The table below lists the minimum qualifications for this project.

Minimum Qualification	Yes/ No	Comment (If Any)
Have you supplied this solution to more than 5 public organizations within the past 3 years?		
Do you have experience working with organizations serving over 250K users?		
Can you provide references from other public organizations that have used your services, showcasing their satisfaction with your work?		
Have you been operating as a provider of public websites in WordPress for five (5) years or more?		
Is your team available to implement the project per the timetable in this RFP?		

APPENDIX B - CMS Capabilities

The table below lists the desired CMS capabilities, provide detailed information on how your solution meets each requirement: Please indicate where the capability will not be met by WPEngine out-of-the-box (OOB) and what module/plugin will be used for each such capability.

CMS Capabilities		How Your Solution Meets the capability
Configurability	<p>CMS Administrator can:</p> <ul style="list-style-type: none"> • control page access, • page release, • page restore, • redirect, • create forms, calendars, • custom scripts, and • content archival • create workflows or publishing rules • apply custom CSS, • swap out 3rd party widgets <p>Single Sign On and User Account Management Via Microsoft Entra (Azure AD).</p>	
Security	<p>Vendor has a track record of being security conscious through demonstration of projects they developed that are high risk.</p> <p>Include your responses to each item on Appendix E – Security Assessment Worksheet.</p>	
Editor	<p>Full and modern rich text editor that is easy to use but still can be customized.</p> <p>Easy to copy/paste text and images.</p> <p>Allows import from Word and Excel documents.</p>	
Widgets	<p>Web stewards can add widgets like calendars, media, etc., to their pages.</p>	
Media	<p>Ability to show high quality video, slides, and allow web stewards ability to search for media available on the platform.</p>	
Languages	<p>Ability to provide multiple language translations to the navigation, content, and forms.</p>	
Advanced Search Features	<p>Ability to widen or narrow scope of search to global or by section.</p> <p>Ability for administrators to customize search features, search suggestions, and search results, such as top searches, or using default filters.</p> <p>Ability to filter out stale content. Provide relevant</p>	

	content when there are no results. Administrators can improve the findability of topics.	
Documents	Ability to upload documents, manage storage, and allow file sharing between groups.	
Page update Notifications	Notifications can be opted in by users for page content updates.	
In-Page Alerts	A dismissible alert message that appears on and can be added to any one specific page. Global Alert that can show on all pages.	
Approvals	Sophisticated publishing approval system with approver delegation and ability to create approval workflows or publishing rules.	
Forms	Ability for web stewards to build forms and workflows.	
Stale Content	Alerts for staff when content needs to be updated or is expired.	
Content Archival	Ability to archive full pages and keep revision history.	
Version History	Ability to roll back versions that are not archived.	
News Release functionality	Single-click news release and social media to multiple pages (such as a press release to show on all council members pages), with filtering and sorting for freshness.	
Banner options	Ability to customize banner component for size, speed, and style.	
Modern user experiences, e.g., chatbots,	What is your roadmap for AI integration on the platform? Such as chatbots or virtual agents.	
Responsive Design	The solution should have high usability on phones and tablets.	
Integrations	What other systems does the platform integrate with? The City uses ArcGIS, SmartSheet, Tableau, SeeClickFix, and Microsoft 365.	
Analytics/SEO	Demonstrate ability to track page hits, search terms, indexing status, search queries, crawling errors usage, and stale content. Google Analytics is currently our service. Can your solution incorporate Google Analytics? Can your solution provide a custom dashboard to easily identify: <ul style="list-style-type: none"> • Top features being accessed by users. 	

	<ul style="list-style-type: none"> • Top tasks being performed by users. • Top content being downloaded. • Time spent by users on each page. • Top searched phrases <p>What additional metrics can your solution provide?</p>	
Accessibility	Meet ADA Compliance to WCAG 2.0 or higher, including all content available via keyboard only. Accessibility testing will be performed in-house during development and prior to deployment.	
Customer Service	What are your tiers of customer service? How do you handle escalation requests?	

CMS capabilities will be scored as follows:

Scoring	Configurability (Max 5 Points)	Multimedia Support (Max 5 Points)	Security (Max 5 Points)	User Experience (Max 5 Points)
5 Points	Exceptional configurability allowing extensive customization, meeting all requirements (themes, widgets, approvals, notifications and so on). Requires minimal training.	Outstanding multimedia support and customization capabilities that meet all requirements.	Excellent security features meeting all security requirements.	Excellent user experience, robust analytics, and full compliance with accessibility and multilingual standards.
4 Points	Effective configurability with minor limitations, meeting most requirements.	Effective multimedia support and customization with minor limitations.	Effective security measures with minor security limitations, meeting most security requirements.	Good user experience, effective analytics, and near-full compliance with accessibility standards.
3 Points	Basic customization with some limitations.	Basic multimedia support and customization with some limitations.	Basic security features with some security limitations, meeting some security requirements.	Fair user experience, basic analytics, and some compliance with accessibility standards.
2 Points	Limited configurability with significant limitations, meeting a few requirements. Requires additional training.	Limited multimedia support and customization capabilities.	Limited security measures with significant security limitations, meeting a few security requirements.	Limited user experience, minimal analytics, and limited compliance with accessibility standards.
1 Point	Very basic configurability with significant limitations, meeting minimal requirements.	Very basic multimedia support and customization with significant limitations.	Very basic security features with significant security limitations, meeting minimal security requirements.	Poor user experience, very limited analytics, and non-compliance with accessibility standards.
0 Points	No configurability, failing to meet requirements.	No multimedia support and customization.	No security features, failing to meet security requirements.	No user experience, no analytics, and no accessibility compliance.

APPENDIX C – Pricing Breakdown

Below is the desired format for pricing breakdown.

For Deliverable 3 (Technical Support):

- To provide a better understanding of scalability for future growth, provide pricing of your Technical Support for the following 3 years (beyond Year 1).
- For transparency and to help the City identify the best value for money, provide your various support tiers/options.
- Highlight the option of your support plans that best fits the technical support outlined in [Section 4.2.3 Technical Support](#).

	Recommended Option				
CMS Implementation: Deliverable 1					
Planning & Management	\$				
Analysis	\$				
Design	\$				
Development	\$				
Implementation	\$				
Go-Live, Closeout, Warranty	\$				
Total	\$				
Content Strategy & Development: Deliverable 2					
		Option 1	Option 2	Option 3	...
	Examples w/ % of Content Migrated	100%	50%	20%	
	Another Example w/ # of Pages Migrated	1,000	500	200	
Content Inventory	\$				
Content Migration Plan	\$				
Quality Assurance Report	\$				
URL Redirects/Aliases	\$				
User Acceptance Test Results	\$				
Optimized Content	\$				
Total	\$				
Technical Support: Deliverable 3					
		Option A	Option B	Option C	...
	Example w/ Support Tiers	Gold	Silver	Bronze	...
Year 1	\$	\$	\$	\$	\$
Total Project Cost (3 Deliverables)	\$	\$	\$	\$	\$
Year 2		\$	\$	\$	\$
Year 3		\$	\$	\$	\$
Year 4		\$	\$	\$	\$
Total Cost of Ownership (+3 years)		\$	\$	\$	\$

Proposal pricing will be scored as follows:

Scoring	Cost Competitiveness (Max 5 Points)	Total Cost of Ownership (Max 5 Points)	Value for Money (Max 5 Points)	Scalability for Future Growth (Max 5 Points)
5 Points	Proposal is significantly more cost-competitive than other submitted proposals.	Proposal provides a comprehensive breakdown of all costs, including both money, demonstrating that the higher initial and ongoing costs, with a clear cost is justified by superior features, and manageable long-term total cost quality, and service.	Proposal offers exceptional value for	Proposal demonstrates excellent scalability for accommodating future growth and evolving needs without significant cost implications.
4 Points	Proposal is more cost-competitive, offering substantial savings compared to other submitted proposals.	Proposal includes a detailed cost breakdown and outlines manageable long-term ownership costs.	Proposal provides good value for money, with a balance between cost and quality, offering additional value.	Proposal offers good scalability for future growth, allowing for expansion with reasonable cost adjustments.
3 Points	Proposal's cost competitiveness is on par with than other submitted proposals.	Proposal provides some transparency on costs, but long-term ownership costs are not as clear.	Proposal offers reasonable value for money, aligning with costs and quality expectations.	Proposal provides some scalability, but potential for future growth may be limited without incurring significant costs.
2 Points	Proposal is slightly less cost-competitive but remains competitive.	Some cost elements are transparent, but significant aspects of long-term ownership costs are unclear.	Proposal offers limited value for money, with quality and features not justifying the cost.	Scalability is somewhat lacking, with notable challenges and costs associated with accommodating future growth.
1 Point	Proposal is significantly less cost-competitive, with costs notably higher than other submitted proposals.	Proposal lacks transparency in cost breakdown, and long-term ownership costs are not well-defined.	Proposal lacks value for money, with high costs and insufficient quality and features.	Proposal lacks scalability for future growth, making it difficult and expensive to expand as needed.
0 Points	Proposal is unreasonably expensive and far less competitive than other submitted proposals.	Proposal lacks transparency, with hidden costs and no clarity on long-term ownership costs.	Proposal offers no value for money, with exorbitant costs and poor quality and service.	Proposal is entirely non-scalable, with no consideration for future growth and flexibility.

APPENDIX D – Signature Page

CITY OF TACOMA Information Technology Department

All submittals must be in ink or typewritten, executed by a duly authorized officer or representative of the bidding/proposing entity, and received and time stamped as directed in the Request for Proposal page near the beginning of the specification. If the bidder/proposer is a subsidiary or doing business on behalf of another entity, so state, and provide the firm name under which business is hereby transacted.

SPECIFICATION NO. IT23-0239F City Website Modernization and Redesign

The undersigned bidder/proposer hereby agrees to execute the proposed contract and furnish all materials, labor, tools, equipment and all other facilities and services in accordance with these specifications.

The bidder/proposer agrees, by submitting a bid/proposal under these specifications, that in the event any litigation should arise concerning the submission of bids/proposals or the award of contract under this specification, Request for Proposals the venue of such action or litigation shall be in the Superior Court of the State of Washington, in and for the County of Pierce.

Non-Collusion Declaration

The undersigned bidder/proposer hereby certifies under penalty of perjury that this bid/proposal is genuine and not a sham or collusive bid/proposal, or made in the interests or on behalf of any person or entity not herein named; and that said bidder/proposer has not directly or indirectly induced or solicited any contractor or supplier on the above work to put in a sham bid/proposal or any person or entity to refrain from submitting a bid/proposal; and that said bidder/proposer has not, in any manner, sought by collusion to secure to itself an advantage over any other contractor(s) or person(s).

Bidder/Proposer's Registered Name

Address

City, State, Zip

Authorized Signatory E-Mail Address

E.I.No. / Federal Social Security Number Used on
Quarterly Federal Tax Return, U.S. Treasury Dept.
Form 941

E-Mail Address for Communications

Signature of Person Authorized to Enter Date
into Contracts for Bidder/Proposer

Printed Name and Title

(Area Code) Telephone Number / Fax Number

State Business License Number in WA, also known as
UBI (Unified Business Identifier) Number

State Contractor's License Number
(See Ch. 18.27, R.C.W.)

Addendum acknowledgement #1_____ #2_____ #3_____ #4_____ #5_____

THIS PAGE MUST BE SIGNED AND RETURNED WITH SUBMITTAL.

APPENDIX E - Security Assessment Worksheet.

Supplier Criteria provides a benchmark for supplier's cyber security practices and a supplier's level of adherence to these criteria may identify areas of risk for Bulk Power System products or services. Information regarding a supplier's adherence to these criteria is a data input into an entity's risk analysis for the supplier. Many of the criteria are to ascertain good cyber security measures for an entity and are above and beyond the requirements of NERC Reliability Standards

For additional information, see the **NATF Supplier Cyber Security Assessment Model Overview** and the **Supplier Assessment Model** documents, both of which are available on the NATF web site.

ID #	Risk Area	NATF Cyber Security Supply Chain Criteria for Suppliers Version 1 (NATF Board Approved)	Vendor Response Provide a description on how you meet the objective.
1	Access Control and Mgmt	Supplier establishes and maintains an identity and access management program that ensures sustainable, secure product manufacturing/development	
2	Access Control and Mgmt	Supplier establishes and maintains a program that ensures storage security at supplier's site (e.g., chain of custody)	
3	Access Control and Mgmt	Supplier's personnel vetting process allows supplier to share background check criteria and results with entity for confirmation of process or verification of sampled employees	
4	Access Control and Mgmt	Supplier has a process that requires supplier to have background checks (e.g., personnel risk assessments) conducted for all its employees and contractors. Please provide a list of any exempted employees or contractors due to restrictions by country of employment (e.g., by country) Supplier's process requires supplier to conduct background checks at least every 7 years. If process does not require at least every 7 years, provide frequency that supplier's process requires	
5	Access Control and Mgmt	Supplier requires approval for access based on need for all employees and contractors with access to supplier's assets and facilities	
6	Access Control and Mgmt	Supplier maintains an access list of all individuals with access to supplier's assets, information, and facilities	
7	Access Control and Mgmt	Supplier conducts an annual review of all individuals' access to supplier's assets, information, and facilities If not reviewed annually, provide frequency	
11	Access Control and Mgmt	For access within supplier's system, supplier has internal controls to ensure it revokes access when an individual no longer requires access due to change in employment status or job duties	

12	Access Control and Mgmt	For access within supplier's system, supplier revokes access when an individual no longer requires access due to change in employment status or job duties	
16	Access Control and Mgmt	The supplier implements security controls for the use of devices that access entity's system (e.g., mobile, laptop, non-company devices)	
18	Access Control and Mgmt	Supplier establishes and maintains a process that ensures the security of system-to-system remote access including protection of Data at Rest and Data in Transit	
19	Access Control and Mgmt	Where supplier is connected to other entity's systems, supplier ensures that there is no undisclosed path or bridge into entity's system from other entity's system through the supplier	
21	Governance	Supplier has a business continuity plan	
22	Governance	Supplier has processes to notify entity of any mergers and acquisitions as soon as legally permissible	
23	Governance	Supplier notifies entity whenever production and/or operation of products and services entity has purchased is transferred to another supplier	
24	Governance	Supplier obtains periodic independent third-party assessments or certification audits related to cyber security	
25	Incident Response	Supplier maintains a cyber security incident response plan	
26	Incident Response	Supplier reviews and updates its cyber security incident response plan at least annually If not reviewed annually, provide frequency	
27	Incident Response	Supplier cyber security incident response plan contains clear roles and responsibilities which includes coordination of responses to their customer(s)	
28	Incident Response	Supplier's cyber security incident response plan contains requirements to notify entities that purchased impacted products or services within 24 hours of initiation of the supplier's plan	
29	Incident Response	Supplier's cyber security incident response plan contains steps to identify, contain, eradicate, recover	

30	Incident Response	Supplier cyber security incident response plan includes steps and requirement to perform an after-action review, i.e. lessons learned	
31	Incident Response	Supplier's cybersecurity incident response plan is periodically assessed Provide date of last assessment	
32	Incident Response	Supplier has taken appropriate action in response to assessment(s) of cyber security incident process	
33	Incident Response	Supplier exercises its cyber security incident response plan at least annually If not conducted annually, provide frequency	
34	Incident Response	Supplier has experience initiating its cyber security incident plan Provide the circumstances under which the plan was executed (test and/or actual)	
35	Incident Response	Supplier has demonstrated corrective actions for prior cyber security incident(s)	
36	Incident Response	Supplier has a process to notify entity of any supplier-identified cyber or physical security incidents related to their products or services that could pose risk to the entity In instances where the incident has the potential to affect the entity's data and/or operations, notification is provided to entity within 2 hours of identification. If not within 2 hours, provide number of hours before notification	
37	Incident Response	Supplier has a process to monitor industry threat and information sharing entities (e.g., US-CERT, National Vulnerability Database, CISA-AIS)	
38	Information Protection	Supplier has a documented program to identify, classify, protect, manage, and maintain sensitive information	
39	Information Protection	Supplier's information protection program includes safeguards and notifications regarding release of data to third parties	
40	Information Protection	Supplier's information protection program includes sanitizing media prior to disposal, release, or reuse	
41	Information Protection	Supplier's information protection program addresses all technologies in use (e.g., on-premise, co-located, off-site, or in cloud)	

42	Information Protection	Supplier implements encryption or technologies to restrict access to and obfuscate Data in Transit (e.g., cryptography, public key infrastructure (PKI), fingerprints, cipher hash)	
43	Information Protection	Supplier's information protection program prohibits access to customer data without authorization	
44	Information Protection	Supplier's information protection program includes managing and securing Data at Rest to ensure confidentiality, integrity and availability (e.g., supplier implements encryption or technology to restrict access and obfuscate sensitive data)	
45	Information Protection	Supplier's information protection program includes data loss protection tools and practices to remediate data loss	
46	Information Protection	Supplier's information protection program includes secure destruction of sensitive information	
47	Vulnerability Mgmt	Supplier has a documented program for secure product development, including applying security controls and secure coding techniques, within the system development life cycle	
48	Vulnerability Mgmt	Supplier establishes and maintains a security management program that validates the authenticity and origins of third-party hardware, firmware and software including open-source code software	
49	Vulnerability Mgmt	Supplier establishes and maintains a security program for the product or service being purchased, including implemented processes to verify the integrity and authenticity of the software, patches, and firmware relevant to the product or service being delivered to the entity	
50	Vulnerability Mgmt	Supplier has a process to assess and apply security patches in its environment within a predetermined timeframe Provide number of days to complete assessment and implementation	
51	Vulnerability Mgmt	Supplier configures automated notifications of, and response to, software, patches, and firmware integrity violations	
52	Vulnerability Mgmt	Supplier implements process and controls to ensure system and information integrity	
53	Vulnerability Mgmt	Supplier uses secure central software repository after software, patches and firmware authenticity and integrity have been validated, so that authenticity and integrity checks do not need to be performed before each installation	

54	Vulnerability Mgmt	Supplier establishes and maintains a security program for the supplier's environment, including implemented processes to approve software, patches and firmware prior to installation, as well as to verify the integrity and authenticity of the software, patches and firmware relevant to any technologies or equipment used in the development, manufacturing, testing, assembly and distribution of the product or service	
55	Vulnerability Mgmt	Supplier uses scanning tools and techniques to detect vulnerabilities or malware in its environment and products	
56	Vulnerability Mgmt	Supplier provides a specific list of, and justifications for, required logical ports (which may include limited ranges) and services required for its deliverables (either products or services), if applicable.	
57	Vulnerability Mgmt	Supplier notifies entity of any vulnerabilities in its products or services in a timely manner that does not increase threat vectors (e.g., security patch is available, or vulnerability is publicly known or imminent to be released publicly)	
58	Vulnerability Mgmt	Supplier digitally signs and validates software, patches, and firmware prior to distribution	
60	Vulnerability Mgmt	Supplier uses trusted and controlled distribution for electronic shipment of all products	
61	Information Protection	Supplier hosts our data exclusively in the US. If not, please specify which countries are hosting the data and whether we can have our data hosted exclusively in the US.	

APPENDIX F – Sample Contract

A Sample contract for doing business with the City of Tacoma. See following pages marked Appendix F.

APPENDIX G - Insurance Requirements

This is the City of Tacoma insurance requirements for this project that will need to be fulfilled for the contract. See following pages marked Appendix G.

APPENDIX H – City of Tacoma Website Assessment Findings

The report can be found at this link: [City of Tacoma Research Findings Report](#) . If it is unavailable the report in its entirety is appended as Appendix H – City of Tacoma Website Assessment Findings. See following pages marked Appendix H.

APPENDIX I – City of Tacoma Wireframes

Here is a link to the proposed wireframes for a future redesigned City of Tacoma website. If this link is not accessible, the wireframes in its entirety is appended as Appendix I – City of Tacoma Wireframes. See following pages marked Appendix I.

<https://www.figma.com/proto/mc3tvN0hzEWHsl3OYQgguA/Wireframes---City-of-Tacoma?type=design&node-id=121-1478&page-id=0%3A1&starting-point-node-id=1%3A16>

Appendix F - Sample Contract

Specification No. IT23-0239F

THIS CONTRACT, made and entered into effective as of the ____ day of _____, 20__ (EFFECTIVE DATE) by and between the CITY OF TACOMA, a municipal corporation of the State of Washington (hereinafter referred to as the "CITY"), and **[INSERT legal name of Supplier exactly as it appears in Ariba]**, (hereinafter referred to as "CONTRACTOR");

In consideration of the mutual promises and obligations hereinafter set forth, the Parties hereto agree as follows:

1. Scope of Services/Work

The CONTRACTOR agrees to diligently and completely perform the services and/or deliverables consisting of [INSERT A BRIEF DESCRIPTION OF THE WORK TO BE PERFORMED] as is described in Exhibit XXXXX [A, B, ETC., if needed] attached hereto and incorporated herein.

2. Order of Precedence

To the extent there is any discrepancy or conflict between and/or amongst the terms of this Contract and Exhibit(s) _____, the controlling terms for this Contract will be interpreted in the following order of precedence, with the first listed being the most controlling, and the last listed being the least controlling: Contract, Exhibit ____, Exhibit _____. [INSERT EXHIBIT REFERENCES IN ORDER OF WHICH IS MOST CONTROLLING]

3. Changes to Scope of Work

The CITY shall have the right to make changes within the general scope of services and/or deliverables upon execution in writing of a change order or amendment hereto. If the changes will result in additional work effort by CONTRACTOR, the CITY will agree to reasonably compensate the CONTRACTOR for such additional effort up to the maximum amount specified herein or as otherwise provided by City Code.

4. On Call Contracts

If the services and deliverables performed under this Contract are on an on call or as assigned basis, service and deliverables may be assigned by Task Authorization or Statements of Work, are subject to Section 9, and cannot augment any other work that the CONTRACTOR is doing for the CITY on another Contract. Actual compensation will depend upon the actual purchases made by the City during the life of this Contract and will be paid at the rates set in Exhibit A

5. Term

All services shall be satisfactorily completed on or before [INSERT CONTRACT TERMINATION DATE] and this Contract shall expire on said date unless mutually extended by a written and executed Amendment to this Contract.

6. Renewals

At CITY's sole option, the Term of this Contract may be renewed for additional [INSERT THE RENEWAL PERIOD - 1 YEAR, ETC] periods, not to exceed [INSERT THE MAXIMUM NUMBER OF RENEWAL PERIODS]. CITY will provide written notice of its intent to exercise any renewal options at least 30 days prior to the then existing Term and a written Amendment to this Contract will be mutually executed.

7. Delay

Neither party shall be considered to be in default in the performance of this Contract to the extent such performance is prevented or delayed by any cause which is beyond the reasonable control of the affected party and, in such event, the time for performance shall be extended for a period equal to any time lost as a result thereof. In the event CONTRACTOR is unable to proceed due to a delay solely attributable to CITY, CONTRACTOR shall advise CITY of such delay in writing as soon as is practicable.

8. Compensation

The CITY shall compensate the CONTRACTOR for the services and deliverables performed under this Contract [in accordance with OR on the basis of] [INSERT DESCRIPTION OF COMPENSATION ARRANGEMENTS – REFERENCE EXHIBIT, TIME AND MATERIALS, LUMP SUM ETC.]

9. Not to Exceed Amount

The total price to be paid by CITY for CONTRACTOR'S full and complete performance of the Scope of Work hereunder shall not exceed \$ [INSERT TOTAL AMOUNT OF CONTRACT] plus applicable taxes without a written and executed Amendment to this Contract. Said price shall be the total compensation for CONTRACTOR'S performance hereunder including, but not limited to, all work, deliverables, materials, supplies, equipment, subcontractor's fees, and all reimbursable travel and miscellaneous or incidental expenses to be incurred by CONTRACTOR.

In the event the CONTRACTOR incurs cost in excess of the sum authorized for service under this Contract, the CONTRACTOR shall pay such excess from its own funds, and the CITY shall not be required to pay any part of such excess, and the CONTRACTOR shall have no claim against the CITY on account thereof.

10. Payment

CONTRACTOR shall submit XXXXXXXX {monthly, weekly, annual, Contract milestone, etc.} invoices for services completed and/or deliverables furnished during the invoice period. Upon CITY'S request, CONTRACTOR shall submit necessary and appropriate documentation, as determined by the CITY, for all invoiced services and deliverables.

Payment shall be made through the CITY'S ordinary payment process, and shall be considered timely if made within 30 days of receipt of a properly completed invoice. All payments shall be subject to adjustment for any amounts, upon audit or otherwise, determined to have been improperly invoiced. The CITY may withhold payment to the CONTRACTOR for any services or deliverables not performed as required hereunder until such time as the CONTRACTOR modifies such services or deliverables to the satisfaction of the CITY.

11. Payment Method

The City's preferred method of payment is by ePayables (Payment Plus), followed by credit card (aka procurement card), then Electronic Funds Transfer (EFT) by Automated Clearing House (ACH), then check or other cash equivalent. CONTRACTOR may be required to have the capability of accepting the City's ePayables or credit card methods of payment. The City of Tacoma will not accept price changes or pay additional fees when ePayables (Payment Plus) or credit card is used. The City, in its sole discretion, will determine the method of payment for this Contract.

12. Independent Contractor Status

The services and deliverables shall be furnished by the CONTRACTOR as an independent Contractor, and nothing herein contained shall be construed to create an employer and employee relationship. The CONTRACTOR shall provide at its sole expense all materials, office space, and other necessities to perform its duties under this Contract, unless stated otherwise in this Contract. No payroll or employment taxes of any kind shall be withheld or paid by the CITY with respect to payments to CONTRACTOR. The payroll or employment taxes that are the subject of this paragraph include, but are not limited to, FICA, FUTA, federal income tax, state personal income tax, state disability insurance tax and state unemployment insurance tax. By reason of CONTRACTOR's status as an independent Contractor hereunder, no workers' compensation insurance has been or will be obtained by the CITY on account of CONTRACTOR. CONTRACTOR may be required to provide the CITY proof of payment of these said taxes and benefits. If the CITY is assessed or deemed liable in any manner for those charges or taxes, the CONTRACTOR agrees to hold the CITY harmless from those costs, including attorney's fees.

13. Services Warranty

The CONTRACTOR warrants that all services performed pursuant to this Contract shall be generally suitable for the use to which CITY intends to use said services and deliverables as expressed in the Scope of Work. In the performance of services under this Contract, the CONTRACTOR and its employees further agree to exercise the degree of skill and care required by customarily accepted good practices and procedures followed by professionals or service providers rendering the same or similar type of service. All obligations and services of the CONTRACTOR hereunder shall be performed diligently and completely according to such professional standards.

Unless a higher standard or longer periods of warranty coverage for product deliverables provided under this Contract is provided herein, CONTRACTOR agrees to correct any defect or failure of deliverables supplied under this Contract which occurs

within one year from _____ [FILL IN APPROPRIATE TIME FRAME, E.G. GO LIVE, FIRST USE, ETC]. During said warranty period, all of the costs (including shipping, dismantling and reinstallation) of repairs or corrections is the responsibility of the CONTRACTOR. If CONTRACTOR is not the manufacturer of the item of equipment, CONTRACTOR agrees to be responsible for this warranty and shall not be relieved by a lesser manufacturer's guarantee. This Contract warranty period shall be suspended from the time a significant defect is first documented by the CITY until repair or replacement by CONTRACTOR and acceptance by the CITY. In the event less than ninety (90) days remain on the warranty period (after recalculating), the warranty period shall be extended to allow for at least ninety (90) days from the date of repair or replacement and acceptance by the CITY.

14. Reliance on CITY Provided Data or Information

If the CONTRACTOR intends to rely on information or data supplied by the CITY, other CITY contractors or other generally reputable sources without independent verification, such intent shall be brought to the attention of the CITY.

15. Contract Administration

[INSERT NAME TITLE AND DEPARTMENT OF CONTRACT ADMINISTRATOR] for the CITY shall have primary responsibility for contract administration and approval of services to be performed by the CONTRACTOR, and shall coordinate all communications between the CONTRACTOR and the CITY.

16. Specific Personnel

If before, during, or after the execution of this Contract, CONTRACTOR represents to the CITY that certain personnel would or will be responsible for performing services and deliverables under this Contract, then the CONTRACTOR is obligated to ensure that said personnel perform said Contract services to the maximum extent permitted by law. This Contract provision shall only be waived by written authorization by the CITY, and on a case-by-case basis.

17. Right to Audit

During the Term of this Contract, and for six (6) years thereafter, the CITY shall have the right to inspect and audit during normal business hours all pertinent books and records of the CONTRACTOR and/or any sub-contractor or agent of CONTRACTOR that performed services or furnished deliverables in connection with or related to the Scope of Work hereunder as reasonably needed by CITY to assess performance, compliance and quality assurance under this Contract or in satisfaction of City's public disclosure obligations, as applicable.

CONTRACTOR shall, upon three (3) business days of receipt of written request for such inspection and audit from CITY, provide the CITY with, or permit CITY to make, a copy of any work-related books, accounts, records and documents, in whole or in part, as specified in such request. Said inspection and audit shall occur in Pierce County, Washington or such other reasonable location as the CITY selects. The CITY shall bear the cost of any inspection audit requested hereunder, provided, that if an inspection

audit in accordance with the foregoing provisions discloses overpricing or overcharges (of any nature) by the CONTRACTOR to the CITY in excess of one percent (1%) of the total contract billings, in addition to making adjustments for the overcharges, the reasonable actual cost of the CITY's audit shall be reimbursed to CITY by CONTRACTOR. Any adjustments or payments that must be made as a result of any audit and inspection hereunder shall be made no later than 90 days from presentation of CITY's findings to CONTRACTOR.

CONTRACTOR shall ensure that the foregoing inspection, audit and copying rights of the CITY are a condition of any subcontract, agreement or other arrangement under which any other person or entity is permitted to perform the Scope of Work under this Contract.

18. Records Retention

The CONTRACTOR shall establish and maintain records in accordance with requirements prescribed by the CITY, with respect to all matters related to the performance of this Contract. Except as otherwise authorized by the CITY, the CONTRACTOR shall retain such records for a period of _____ [INSERT THE TIME THE RECORDS SHOULD BE KEPT. MOST COMMON IS 6 YEARS] years after receipt of the final payment under this Contract or termination of this Contract.

If CONTRACTOR retains any City records or data hosted in a Cloud Service. CITY shall have the ability to access its records hosted in a Cloud Service at any time during the Term of this Contract. CITY may export and retrieve its records during the Term of the Contract and, no later than 30 days from the termination of this Contract, CONTRACTOR shall export CITY records to City's custody and control.

19. Notices

Except for routine operational communications, which may be delivered personally or transmitted by electronic mail all notices required hereunder shall be in writing and shall be deemed to have been duly given if delivered personally or mailed first-class mail, postage prepaid, to the parties at the following addresses:

CITY:	CONTRACTOR:
Name:	Name:
Title:	Title:
Address:	Address:
Telephone No.:	Telephone No.:
E-mail:	E-mail:

20. Termination

Except as otherwise provided herein, the CITY may terminate this Contract at any time, with or without cause, by giving ten (10) business days written notice to CONTRACTOR.

In the event of termination, all finished and unfinished work prepared by the CONTRACTOR pursuant to this Contract shall be provided to the CITY. In the event CITY terminates this Contract due to the CITY's own reasons and without cause due to the CONTRACTOR's actions or omissions, the CITY shall pay the CONTRACTOR the amount due for actual work and services necessarily performed under this Contract up to the effective date of termination, not to exceed the total compensation set forth herein. Termination of this Contract by CITY shall not constitute a waiver of any claims or remaining rights the CITY may have against CONTRACTOR relative to performance hereunder.

21. Suspension

The CITY may suspend this Contract, at its sole discretion, upon seven (7) business days' written notice to the CONTRACTOR. Such notice shall indicate the anticipated period of suspension. Any reimbursement for expenses incurred due to the suspension shall be limited to the CONTRACTOR'S reasonable expenses and shall be subject to verification. The CONTRACTOR shall resume performance of services under this Contract without delay when the suspension period ends. Suspension of this Contract by CITY shall not constitute a waiver of any claims or remaining rights the CITY may have against CONTRACTOR relative to performance hereunder.

22. Taxes

Unless stated otherwise in Exhibit A, CONTRACTOR is responsible for the payment of all charges and taxes applicable to the services performed under this Contract, and CONTRACTOR agrees to comply with all applicable laws regarding the reporting of income, maintenance of records, and all other requirements and obligations imposed pursuant to applicable law. If the CITY is assessed, made liable, or responsible in any manner for such charges or taxes, the CONTRACTOR holds CITY harmless from such costs, including attorney's fees.

If CONTRACTOR fails to pay any taxes, assessments, penalties, or fees imposed by any governmental body, including by Tacoma City ordinance, and including by a court of law, CITY will deduct and withhold or pay over to the appropriate governmental body those unpaid amounts upon demand by the governmental body. Any such payments shall be deducted from the CONTRACTOR's total compensation.

23. Licenses and Permits

The CONTRACTOR, at its expense, shall obtain and keep in force any and all necessary licenses and permits. The CONTRACTOR shall obtain a business license as required by Tacoma Municipal Code Subtitle 6B.20 and shall pay business and occupation taxes as required by Tacoma Municipal Code Subtitle 6A.30. If applicable, CONTRACTOR must have a Washington state business license.

24. Indemnification

CONTRACTOR shall indemnify, defend, and hold harmless the CITY, its officials, officers, agents, employees, and volunteers, from any and all claims, demands, damages, lawsuits, liabilities, losses, liens, expenses and costs arising out of the subject

matter of this Contract; provided that this provision shall not apply to the extent that damage or injury results from the sole negligence of the CITY, or its officers, agents, or employees. This indemnification shall extend to and include attorneys' fees and the cost of establishing the right of indemnification hereunder in favor of the CITY. This indemnification shall survive the termination of this Contract.

It is expressly agreed that with respect to design professional services performed by CONTRACTOR herein, CONTRACTOR's duty of indemnification, including the duty and cost to defend, against liability for damages arising out of such services or out of bodily injury to persons or damage to property shall, as provided in RCW 4.24.115 apply only to the extent of CONTRACTOR's negligence.

CONTRACTOR hereby warrants and represents CONTRACTOR is owner of any products, solutions or deliverables provided and licensed under this Contract or otherwise has the right to grant to CITY the licensed rights under this Contract, without violating the rights of any third party worldwide. CONTRACTOR shall, at its expense, defend, indemnify and hold harmless CITY and its employees, officers, directors, contractors, agents and volunteers from any claim or action against CITY which is based on a claim against CITY for infringement of a patent, copyright, trademark, or other propriety right or appropriation of a trade secret.

25. Title 51 Waiver

CONTRACTOR specifically assumes potential liability for actions brought by the CONTRACTOR'S own employees against the CITY and, solely for the purpose of this indemnification and defense, the CONTRACTOR specifically waives any immunity under the state industrial insurance law, Title 51 RCW. THE CONTRACTOR RECOGNIZES THAT THIS WAIVER WAS THE SUBJECT OF MUTUAL NEGOTIATION.

26. Insurance

During the course and performance of the services herein specified, CONTRACTOR will maintain the insurance coverage in the amounts and in the manner specified in the City of Tacoma Insurance Requirements as is applicable to the services and deliverables provided under this Contract. The City of Tacoma Insurance Requirements documents are fully incorporated herein by reference.

Failure by City to identify a deficiency in the insurance documentation provided by Contractor or failure of City to demand verification of coverage or compliance by Contractor with these insurance requirements shall not be construed as a waiver of Contractor's obligation to maintain such insurance.

27. Nondiscrimination

The CONTRACTOR agrees to take all steps necessary to comply with all federal, state, and City laws and policies regarding non-discrimination and equal employment opportunities. The CONTRACTOR shall not discriminate in any employment action because of race, religion, creed, color, national origin or ancestry, sex, gender identity, sexual orientation, age, marital status, familial status, veteran or military status, the

presence of any sensory, mental or physical disability or the use of a trained dog guide or service animal by a disabled person. In the event of non-compliance by the CONTRACTOR with any of the non-discrimination provisions of this Contract, the CITY shall be deemed to have cause to terminate this Contract, in whole or in part.

28. Conflict of Interest

No officer, employee, or agent of the CITY, nor any member of the immediate family of any such officer, employee, or agent as defined by City ordinance, shall have any personal financial interest, direct or indirect, in this Contract, either in fact or in appearance. The CONTRACTOR shall comply with all federal, state, and City conflict of interest laws, statutes, and regulations. The CONTRACTOR represents that the CONTRACTOR presently has no interest and shall not acquire any interest, direct or indirect, in the program to which this Contract pertains which would conflict in any manner or degree with the performance of the CONTRACTOR'S services and obligations hereunder. The CONTRACTOR further covenants that, in performance of this Contract, no person having any such interest shall be employed. The CONTRACTOR also agrees that its violation of the CITY'S Code of Ethics contained in Chapter 1.46 of the Tacoma Municipal Code shall constitute a breach of this Contract subjecting the Contract to termination.

29. City ownership of Work/Rights in Data and Publications

To the extent CONTRACTOR creates any Work subject to the protections of the Copyright Act (Title 17 U.S.C) in its performance of this Contract, CONTRACTOR agrees to the following: The Work has been specially ordered and commissioned by CITY. CONTRACTOR agrees that the Work is a "work made for hire" for copyright purposes, with all copyrights in the Work owned by CITY. To the extent that the Work does not qualify as a work made for hire under applicable law, and to the extent that the Work includes material subject to copyright, CONTRACTOR hereby assigns to CITY, its successors and assigns, all right, title and interest in and to the Work, including but not limited to, all patent, trade secret, and other proprietary rights and all rights, title and interest in and to any inventions and designs embodied in the Work or developed during the course of CONTRACTOR'S creation of the Work. CONTRACTOR shall execute and deliver such instruments and take such other action as may be required and requested by CITY to carry out the assignment made pursuant to this section. Any documents, magnetically or optically encoded media, or other materials created by CONTRACTOR pursuant to this Contract shall be owned by CITY and subject to the terms of this subsection. To the maximum extent permitted by law, CONTRACTOR waives all moral rights in the Work. The rights granted hereby to CITY shall survive the expiration or termination of this Contract. CONTRACTOR shall be solely responsible for obtaining releases for the performance, display, recreation, or use of copyrighted materials.

30. Public Disclosure

This Contract and documents provided to the CITY by CONTRACTOR hereunder are deemed public records subject to disclosure under the Washington State Public Records Act, Chapter 42.56 RCW (Public Records Act). Thus, the CITY may be required, upon request, to disclose this Contract and documents related to it unless an exemption under the Public Records Act or other laws applies. In the event CITY receives a request for

such disclosure, determines in its legal judgment that no applicable exemption to disclosure applies, and CONTRACTOR has complied with the requirements herein to mark all content considered to be confidential or proprietary, CITY agrees to provide CONTRACTOR ten (10) days written notice of impending release. Should legal action thereafter be initiated by CONTRACTOR to enjoin or otherwise prevent such release, all expense of any such litigation shall be borne by CONTRACTOR, including any damages, attorneys fees or costs awarded by reason of having opposed disclosure. CITY shall not be liable for any release where notice was provided and CONTRACTOR took no action to oppose the release of information. Notice of any proposed release of information pursuant to Chapter 42.56 RCW, shall be provided to CONTRACTOR according to the "Notices" provision herein.

31. Confidential or Proprietary Records Must be Marked

If CONTRACTOR provides the CITY with records that CONTRACTOR considers confidential or proprietary, CONTRACTOR must mark all applicable pages of said record(s) as "Confidential" or "Proprietary." If CONTRACTOR fails to so mark record(s), then (1) the CITY, upon request, may release said record(s) without the need to satisfy the notice requirements above; and (2) the CONTRACTOR expressly waives its right to allege any kind of civil action or claim against the CITY pertaining to the release of said record(s).

32. Duty of Confidentiality

CONTRACTOR acknowledges that unauthorized disclosure of information or documentation concerning the Scope of Work hereunder may cause substantial economic loss or harm to the CITY.

Except for disclosure of information and documents to CONTRACTOR's employees, agents, or subcontractors who have a substantial need to know such information in connection with CONTRACTOR's performance of obligations under this Contract, the CONTRACTOR shall not without prior written authorization by the CITY allow the release, dissemination, distribution, sharing, or other publication or disclosure of information or documentation obtained, discovered, shared or produced pursuant to this Contract.

CONTRACTOR shall inform its employees, agents, and subcontractors of the confidentiality obligations under this Contract and instruct them so as to ensure such obligations are met. If so requested by the CITY, the CONTRACTOR further agrees to require all such individuals and entities performing services pursuant to this Contract to execute a Confidentiality and Non-Disclosure Agreement in a form acceptable to CITY.

This Section shall survive for six (6) years after the termination or expiration of this Contract.

CITY is required to provide notice of the Red Flags Rules published by the Federal Trade Commission in Title 16 Code of Federal Regulations, Part 681 ("Rules") to all entities that receive confidential or otherwise protected personal information of CITY's customers. Terms in quotations in this Section refer to defined terms contained in the "Rules." CONTRACTOR is, as to "Covered Accounts" of CITY for which CONTRACTOR

performs activities under the Contract, a "Service Provider." "Service Provider" will perform in accordance with its reasonable policies and procedures designed to detect, prevent, and mitigate the risk of identity theft and will promptly report to CITY any specific "Red Flag" incidents detected as to "Covered Accounts" of CITY and upon request by CITY will respond to or reasonably assist CITY in responding reported "Red Flags." This Section shall survive for six (6) years after the termination or expiration of this Contract.

33. Approval for Release of Information Related to Contract

If requested by CITY, CONTRACTOR shall not release any information or documentation concerning the work under this Contract or any part thereof for marketing, advertising, or other commercial activities or publication including, but not limited to, news releases or professional articles without CITY's prior written approval. CONTRACTOR may submit at any time for review and approval a generic abstract describing the component parts of the completed Scope of Services ("Project Abstract"). After receiving written approval of the Project Abstract from the CITY, the CONTRACTOR may make minor insignificant changes to the Project Abstract and use all or parts of the Project Abstract in proposals.

This Section shall survive for six (6) years after the termination or expiration of this Contract.

34. Dispute Resolution

In the event of a dispute pertaining to this Contract, the parties agree to attempt to negotiate in good faith an acceptable resolution. If a resolution cannot be negotiated, then the parties agree to submit the dispute to voluntary non-binding mediation before pursuing other remedies. This provision does not limit the CITY'S right to terminate authorized by this Contract.

35. Miscellaneous Provisions

Governing Law and Venue

Washington law shall govern the interpretation of this Contract. Pierce County shall be the venue of any mediation, arbitration, or litigation arising out of this Contract.

Assignment

The CONTRACTOR shall not assign, subcontract, delegate, or transfer any obligation, interest or claim to or under this Contract or for any of the compensation due hereunder without the prior written consent of the CITY.

No Third Party Beneficiaries

This Contract shall be for the sole benefit of the parties hereto, and nothing contained herein shall create a contractual relationship with, or create a cause of action in favor of, a third party against either party hereto.

Waiver

A waiver or failure by either party to enforce any provision of this Contract shall not be construed as a continuing waiver of such provisions, nor shall the same constitute a waiver of any other provision of this Contract.

Severability and Survival

If any term, condition or provision of this Contract is declared void or unenforceable or limited in its application or effect, such event shall not affect any other provisions hereof and all other provisions shall remain fully enforceable. The provisions of this Contract, which by their sense and context are reasonably intended to survive the completion, expiration or cancellation of this Contract, shall survive termination of this Contract.

Entire Agreement

This Contract and the attached Exhibits, as modified herein, contain the entire agreement between the parties as to the services to be rendered hereunder. All previous and contemporaneous agreements, representations or promises and conditions relating to the subject matter of this Contract are superseded hereby. The Parties hereto mutually acknowledge, understand and agree that the terms and conditions set forth herein shall control and prevail over any conflicting terms and conditions stated in any attachments hereto.

Modification

No modification or amendment of this Agreement shall be effective unless set forth in a written and executed Amendment to this Contract.

Direct Solicitation and Negotiation

For service contracts valued \$25,000 or less the City signature authorizes waiver of competitive solicitation by "Direct Solicitation and Negotiation" of professional and personal services in accordance with Tacoma Municipal Code 1.06.256 and the Purchasing Policy Manual.

IN WITNESS WHEREOF, the Parties hereto have accepted and executed this Contract, as of the Effective Date stated above, which shall be Effective Date for bonding purposes as applicable. The undersigned Contractor representative, by signature below, represents and warrants they are duly authorized to execute this legally binding Contract for and on behalf of Contractor.

CITY OF TACOMA:
By: _____

CONTRACTOR:
By: _____

(City of Tacoma use only - blank lines are intentional)

Director of Finance: _____

City Attorney (approved as to form): _____

Approved By: _____

Approved By: _____

Approved By: _____

Approved By: _____

Approved By: _____

Approved By: _____

Approved By: _____

Approved By: _____



CITY OF TACOMA

INSURANCE REQUIREMENTS FOR CONTRACTS

This Insurance Requirements shall serve as an attachment and/or exhibit form to the Contract. The Agency entering a Contract with City of Tacoma, whether designated as a Supplier, Contractor, Vendor, Proposer, Bidder, Respondent, Seller, Merchant, Service Provider, or otherwise referred to as "Contractor".

1. GENERAL REQUIREMENTS

The following General Requirements apply to Contractor and to Subcontractor(s) performing services and/or activities pursuant to the terms of this Contract. Contractor acknowledges and agrees to the following insurance requirements:

- 1.1. Contractor shall not begin work under the Contract until the required insurance has been obtained and approved by the City of Tacoma.
- 1.2. Contractor shall keep in force during the entire term of the Contract, at no expense to the City of Tacoma, the insurance coverage and limits of liability listed below and for Thirty (30) calendar days after completion of all work required by the Contract, unless otherwise provided herein.
- 1.3. Liability insurance policies, except for Professional Liability and Workers' Compensation, shall:
 - 1.3.1. Name the City of Tacoma and its officers, elected officials, employees, and agents as **additional insured**
 - 1.3.2. Be considered primary and non-contributory for all claims with any insurance or self-insurance or limits of liability maintained by the City of Tacoma
 - 1.3.3. Contain a "Waiver of Subrogation" clause in favor of City of Tacoma
 - 1.3.4. Include a "Separation of Insureds" clause that applies coverage separately to each insured and additional insured
 - 1.3.5. Name the "City of Tacoma" on certificates of insurance and endorsements and not a specific person or department
 - 1.3.6. Be for both ongoing and completed operations using Insurance Services Office (ISO) form CG 20 10 04 13 and CG 20 37 04 13 or the equivalent
 - 1.3.7. Be satisfied by a single primary limit or by a combination of a primary policy and a separate excess umbrella
- 1.4. A notation of coverage enhancements on the Certificate of Insurance shall not satisfy these requirements below. Verification of coverage shall include:
 - 1.4.1. An ACORD certificate or equivalent
 - 1.4.2. Copies of requested endorsements
- 1.5. Contractor shall provide to City of Tacoma Procurement & Payable Division, prior to the execution of the Contract, Certificate(s) of Insurance and endorsements from the insurer certifying the coverage of all insurance required herein. Contract or Permit number and the City of Tacoma Department must be shown on the Certificate of Insurance.
- 1.6. A renewal Certificate of Insurance shall be provided electronically prior to coverage



CITY OF TACOMA INSURANCE REQUIREMENTS FOR CONTRACTS

expiration via email sent annually to coi@cityoftacoma.org.

- 1.7. Contractor shall send a notice of cancellation or non-renewal of this required insurance within Thirty (30) calendar days to coi@cityoftacoma.org.
- 1.8. "Claims-Made" coverages, except for pollution coverage, shall be maintained for a minimum of three years following the expiration or earlier termination of the Contract. Pollution coverage shall be maintained for six years following the expiration of the Contract. The retroactive date shall be prior to or coincident with the effective date of the Contract.
- 1.9. Each insurance policy must be written by companies licensed or authorized (or issued as surplus line by Washington surplus line broker) in the State of Washington pursuant to RCW 48 with an (A-) VII or higher in the A.M. Best key rating guide.
- 1.10. Contractor shall not allow any insurance to be cancelled, voided, suspended, or reduced in coverage/limits, or lapse during any term of this Contract. Otherwise, it shall constitute a material breach of the Contract.
- 1.11. Contractor shall be responsible for the payment of all premiums, deductibles and self-insured retentions, and shall indemnify and hold the City of Tacoma harmless to the extent such a deductible or self-insured retained limit may apply to the City of Tacoma as an additional insured. Any deductible or self-insured retained limits in excess of Twenty Five Thousand Dollars (\$25,000) must be disclosed and approved by City of Tacoma Risk Manager and shown on the Certificate of Insurance.
- 1.12. City of Tacoma reserves the right to review insurance requirements during any term of the Contract and to require that Contractor make reasonable adjustments when the scope of services changes.
- 1.13. All costs for insurance are included in the initial Contract and no additional payment will be made by City of Tacoma to Contractor.
- 1.14. Insurance coverages specified in this Contract are not intended and will not be interpreted to limit the responsibility or liability of Contractor or Subcontractor(s).
- 1.15. Failure by City of Tacoma to identify a deficiency in the insurance documentation or to verify coverage or compliance by Contractor with these insurance requirements shall not be construed as a waiver of Contractor's obligation to maintain such insurance.
- 1.16. If Contractor is a government agency or self-insured for any of the above insurance requirements, Contractor shall be liable for any self-insured retention or deductible portion of any claim for which insurance is required. A certification of self-insurance shall be attached and incorporated by reference and shall constitute compliance with this Section.

2. SUBCONTRACTORS



CITY OF TACOMA

INSURANCE REQUIREMENTS FOR CONTRACTS

It is Contractor's responsibility to ensure that each subcontractor obtain and maintain adequate liability insurance coverage that applies to the service provided. Contractor shall provide evidence of such insurance upon City of Tacoma's request. Failure of any subcontractor to comply with insurance requirements does not limit Contractor's liability or responsibility.

3. REQUIRED INSURANCE AND LIMITS

The insurance policies shall provide the minimum coverages and limits set forth below. Providing coverage in these stated minimum limits shall not be construed to relieve Contractor from liability in excess of such limits.

3.1 Commercial General Liability Insurance

Contractor shall maintain Commercial General Liability Insurance policy with limits not less than One Million Dollars (\$1,000,000) each occurrence and Two Million Dollars (\$2,000,000) annual aggregate. This policy shall be written on ISO form CG 00 01 04 13 or its equivalent and shall include product liability especially when a Contract is solely for purchasing supplies. It includes Products and Completed Operations for three years following the completion of work related to performing construction services. It shall be endorsed to include: A per project aggregate policy limit (using ISO form CG 25 03 05 09 or equivalent endorsement)

3.2 Workers' Compensation

Contractor shall comply with Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington, as well as any other similar coverage required for this work by applicable federal laws of other states. Contractor must comply with their domicile State Industrial Insurance laws if it is outside the State of Washington.

3.3 Employers' Liability Insurance

Contractor shall maintain Employers' Liability coverage with limits not less than One Million Dollars (\$1,000,000) each employee, One Million Dollars (\$1,000,000) each accident, and One Million Dollars (\$1,000,000) policy limit.

3.4 Professional Liability Insurance or Errors and Omissions

For contracts with professional licensing, design, or engineering services. Contractor and/or its subcontractor shall maintain Professional Liability or Errors and Omissions with limits of One Million Dollars (\$1,000,000) per claim and Two Million Dollars (\$2,000,000) in the aggregate covering acts, errors and omissions arising out of the professional services under this Contract. Contractor shall maintain this coverage for Two Million Dollars (\$2,000,000) if the policy limit includes the payment of claims or defense costs, from the policy limit. If the scope of such design-related professional services includes work related to pollution conditions, the Professional Liability policy shall include Pollution Liability coverage.

3.5 Cyber/Privacy and Security Insurance

Contractor shall maintain Cyber Privacy and Security Insurance with coverage of not less than One Million Dollars (\$1,000,000) per claim and Two Million Dollars (\$2,000,000) general aggregate that includes, but is not limited to, coverage for first party costs and third-party claims. Coverage shall include loss resulting from data security/privacy breach, unauthorized access, denial of service attacks, introduction of virus and malicious code, network security failure, dissemination or destruction of electronic data, business interruptions, privacy law violation, and disclosure of non-public, personal and confidential information, and failure to disclose breaches as required by law or Contract. Coverage shall include notifications and other expenses incurred



CITY OF TACOMA

INSURANCE REQUIREMENTS FOR CONTRACTS

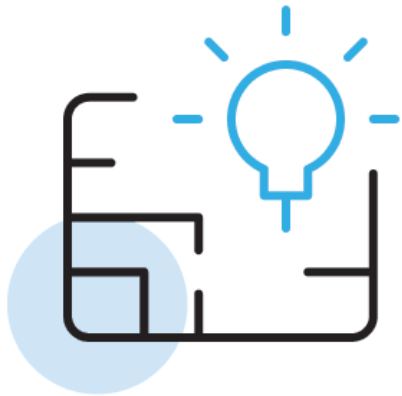
in remedying a privacy breach as well as costs to investigate and restore data. Coverage shall also include communications liability (e.g., infringement of copyrights, title, slogan, trademark, trade name, trade dress, service mark, or service name in the policy holders covered material).

3.6 Media Liability Insurance

Contractor shall maintain Media Liability coverage with limits not less than One Million Dollars (\$1,000,000) each claim and One Million Dollars (\$1,000,000) aggregate. Coverage shall include but not be limited to defamation, disparagement, libel, slander, invasion of privacy, infringement of title, slogan, trademark, trade name, trade dress, service mark or service name, infringement of copyright and plagiarism.

3.7 Other Insurance

Other insurance may be deemed appropriate to cover risks and exposures related to the scope of work or changes to the scope of work required by City of Tacoma. The costs of such necessary and appropriate Insurance coverage shall be borne by Contractor.



Research Findings Report

Client

City of Tacoma

Project

Research Findings
Report

Date

May 25, 2023



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Executive Summary

In September 2022, SiteCrafting began working with the City of Tacoma on their website research efforts. For these efforts, SiteCrafting followed a user-designed process that focused on the needs of residents, businesses, elected officials, and staff members. This report outlines the various research methods SiteCrafting conducted to learn about how the Tacoma community uses the current website, the tasks they complete, and how the website can be improved. Taking the overall findings from the research, this report will provide recommendations on how to proceed on redesigning a user-centered website, an updated information architecture & navigation, and suggested site templates.

We utilized the following research methods:

- Workshops and Focus Groups with:
 - Directors
 - City Council Members
 - MCO/IT Staff
 - Web Stewards
 - Frontline Staff
 - Microsite Owners
- Community Survey to Residents
- On-Site Feedback Collector (Sitka)
- Google Analytics
- Content Page Analytics
- Comparative Analysis with other city sites
- Tree Testing

Here are the **overall findings** from our research:

- There is good information on the current site, but the navigation structure and usability issues make it hard to find.
- Staff have difficulty updating and reviewing content because of a combination of CMS issues, a lack of dedicated staff, complicated processes, and a need for more and improved training.
- Users have difficulty navigating and understanding content not written in plain language.
- The visual design of the current site needs to be updated and staff need options for components and helpful page templates.



- Search and Search Results are not working as expected.
- The current Content Management System (CMS) presents usability issues and is hard to maintain and update.
- The current website is somewhat mobile-friendly but there is room for improvement.

Based on our research and assessment of the City of Tacoma's website, here are our **top recommendations** to improve the website:

- Update Navigation based on services and topics instead of departments and offices
- Update the Visual Design
- Improve Search Results to be more recent and relevant
- Archive or remove old or irrelevant information and content
- Test web designs for both ADA and WCAG compliance and test for usability and accessibility with both automated evaluation tools and real humans.
- Streamline and Clarify Staff Content Update Process
- Train Staff on Content Updates and the update process
- Choose a modern and robust CMS with features or extensibility for staff alerts, flexible components, and tools like reliable link checking, page scores, update dates, and more.
- Designate and hire dedicated staff for website updates and content creation, including a Digital Services Manager for the Media and Communications Office and a Developer for IT with experience in the selected CMS.
- Consider renaming Tacoma 311/SeeClickFix and the request types as it is difficult to understand for residents
- Make SeeClickFix easier to find and link to specific request types from within pages that are relevant to them
- Make it easy for residents to find garbage and recycling information, especially pickup schedules, "What Goes Where?" guidance, and fees and rates for services and recycling centers.
- Make the website more mobile-friendly.
- Write and update content with plain language and simple naming, avoiding government jargon and spelling out acronyms.
- Convert City Codes from PDF documents to searchable, linkable, web content pages.
- Combine events into a modern, easily searchable events calendar for both residents and visitors.
- Enhance TV Tacoma video features and experiences, and experiment with short form (less than one minute) videos for specific topics



- Make it easier to find and follow City Projects, especially road closures and construction
- Make it easier to translate content into multiple languages
- Make it easier to find summary-level data for indicators of progress on projects, efforts, and initiatives.



Municipal Code Recommendation

A consistent theme during workshops and interviews was the lack of usability inherent with the current municipal code site. We recommend building functionality into the site that allows for easy linking and reference of the municipal code. However, those links will be reliant on the municipal code being in non-PDF format. In order to support this change, we recommend that the City of Tacoma move to a solution such as [Municode](#). This solution supports linking, sharing, and publication of the City code.

Stakeholder Workshops

SiteCrafting conducted five workshops with city staff. All workshops took place virtually using either Zoom or Microsoft Teams and Mural - an online whiteboard collaboration tool. Here are the following details and findings from the workshops:

Frustration & Pain Points Workshop (Web Stewards)

SiteCrafting conducted a Frustrations & Pain Points workshop with City of Tacoma Web Stewards. The purpose of this workshop was to understand the common frustrations and pain points experienced by both website editors and website visitors and identify potential solutions to solve these issues. To start, each staff member spent 15 minutes individually writing out all of their frustrations that came to mind. Afterwards, staff members worked collaboratively to group similar frustrations together and labeled a name for each group.

Here is the link to the Mural board for part 1:

<https://app.mural.co/t/sitecrafting2923/m/sitecrafting2923/1666637448204/3cc60fb197c5e1c46614579c9de38c0cd9ca14cd>

Here is the link to the Mural board for part 2:

<https://app.mural.co/t/sitecrafting2923/m/sitecrafting2923/1668107865649/caa401709a7467b3401fad6a834a8eae51067cce>

Here are the **frustrations** experienced by Web Stewards and/or visitors:

- **Accordions:** Difficulty creating accordions.



- **Analytics:** Lack of access to quick and easy analytics
- **Buttons:** It is difficult to create buttons and consistent button/link styles.
- **Calendar:** Lack of a central event calendar.
- **Chat feature:** No chatbot or customer service chat.
- **CMS:** Creating, Editing, and Publishing content; embedding graphics; changing formats, fonts, and layouts; adding call-to-action buttons; non-intuitive editing tools; managing forms; link checking; and gaining access to the CMS.
- **Contact information:** Contact information is out-dated or hard to find.
- **Content:** Waiting for content to be approved; lack of last-updated dates, delays in publishing time-sensitive information; content naming; page template design.
- **Dedicated Staff:** There is a need for dedicated staff who can make or expedite content updates without additional approval and share information and how-to's.
- **Design:** Lack of interactivity; limited or inconsistent branding; outdated and confusing design; "bland" page templates; difficulty navigating on a mobile device.
- **Features:** no timeline functionality for City Projects.
- **Links:** "Don't know if links work until I've published"; "way too many broken links"; "Linking to documents from CMS drive".
- **Mobile:** Website is desktop-focused; the menu doesn't appear on mobile screens unless the user scrolls over.
- **Navigation:** "Too much government language [jargon] for non-staff to find things"; "too many sub-pages"; "it's not clear where to go for information"; "navigation is department based so you have to know what department something is in to find it".
- **Organization:** Page organization needs to be improved.
- **Outdated Information:** Pages are outdated and not maintained.
- **Page Templates:** "Adding pages that match other pages."
- **Process:** "Delays in publishing means wrong info for customers."
- **Search:** Many search results are archived content or old or not related.
- **Tables:** Creating and editing tables.
- **Text Heavy:** Large blocks of text - the pages are bland and narrative heavy."
- **Too much scrolling:** a lot of information in a small space, especially on mobile devices.
- **Training:** "I understand the need for MCO/IT quality control - but if dedicated, trusted staff were properly trained for immediate publishing, it would help their workload"; lack of training for staff about who can publish and how to publish; need for HTML training.
- **UX:** Need for more insight into how helpful different pages are or if helpful information is provided or if commonly visited pages are presented "out front".

Here are some **potential solutions** suggested by Web Stewards to ease these frustrations:



- **Calendar:** Central Event Calendar with Events pages or widgets including for virtual event links.
- **Chat feature:** Live chat with customer service representatives to deliver faster responses and/or a chatbot to help answer questions.
- **CMS:** A “modern” CMS with cloud-based document storage for easier uploading, text formatting solutions and easier ways to create and check links, and HTML “cheat sheets” for simple formatting.
- **Contact information:** Include more phone numbers and make them easier to find.
- **Content:** Prioritize dedicated staff time for content creation/development and updates; include dates (e.g. last updated) on content so it can expire and be marked for updates; require annual assessment of content to ensure everything is updated; “Try to use date to better understand the information we need to put out there and what we don't.”
- **Dedicated Staff:** Dedicated person to manage the site and dedicated staff; “Dedicated staff who don't need approval to go through IT/MCO”; “Teams for web stewards so we can share information and how-to's”; have “dedicated, trusted staff [who are] properly trained for immediate publishing...”.
- **Design:** uniform templates (but find a way to not make content pages bland); a redesigned site with a “modern look.”
- **FAQs:** find and assemble common uses of the site for an “I want to” section or links on the main page; get FAQs from the 411 team / customer service desk.
- **Features:** “Tacoma Today” on the homepage with daily service status and basic information; better URLs and redirects.
- **Language:** Assess how well Google Translate works.
- **Mobile:** Mobile device support.
- **Navigation:** Easier faster navigation organized by service not department; consistency with TPU for ES utility navigation.
- **Organization:** “ES specific - topic organization by customer-type (residential, commercial, multi-family, etc.)”
- **Outdated Information:** Remove old content from the site.
- **Page Templates:** Standard and engaging page templates and buttons for all pages.
- **Process:** “Being able to edit and publish more quickly would be great, however I recognize the need for quality control and editing from MCO.”
- **Search:** Better search function that delivers current and more relevant content.
- **Text Heavy:** “Less text.”
- **Too much scrolling:** “Fewer pages to have to scroll through”



- **Training:** Frequent and practical hands-on staff training with “robust training resources for the tool and reference material for troubleshooting” conducted more often to keep up with staff changes.
- **UX:** “user friendly [design and] layout for smartphones, tables and notebooks.”



Frontline Staff Workshop

SiteCrafting also conducted a workshop with Frontline Staff to find out both their frustrations and frustrations they hear from community members when calling the city.

Here is the link to the Mural board for the Frontline Staff Workshop:

<https://app.mural.co/t/sitecrafting2923/m/sitecrafting2923/1670870515445/d38acf47bbf5fc022daa799bdee82b30fb26f3c1>.

Here are some of the **frustrations experienced by frontline staff**:

CMS

- “Two different web editors (the old & new versions?)”
- “Adding links, uploading files (too many clicks)”
- “Website formatting is hard to use”
- “Web editor - pages 'locked' by other users for unknown reasons”

Content

- “Links to Capital Improvement Projects do not provide any information that's useful to citizens.”
- “Difficult to find relevant information”
- “Content is not up to date on some pages”

Design

- “Looks like a government site - can't we be more creative?”
- “Disconnect between TacomaPermits.org and the City website. Updates are not easily carried over between the two.”
- “Formatting and design varies from page to page”

Navigation

- “Hard to find & navigate. Old items appear as results.”
- “Navigation in the left side pane is not intuitive”
- “Often not intuitive on where to find things, and/or too many clicks to get there”
- “Have to go down rabbit holes (pages) to get to items”
- “Too much information to go through to find what you need”

Outdated info

- “Information is outdated.”
- “There are some general pages on City site that seem related to our work but that we don't have editing control over and they are really out of date”

PDFs

- “Dependence on PDF files (accessibility issues)”



Search

- “TPU site/search is separate”
- “site struggles to search for keywords”
- “Search (quality of results, old items, can't narrow by section/dept)”
- “Unable to narrow down search”

Slow process

- “Lengthy IT ticket/ process to request a new subsite/custom search”
- “Need special permission to immediately update pages, otherwise requires approvals for everything”
- “Every revision has to be approved by MCO, slowing down the speed in which information can be made public”

URLs

- “The URLs for each page are a jumble of numbers. Would like to be able to customize the URL names so that they are easier to share with the public”
- “Tacoma Dart Map link does not work.”
- “Wish we could assign our own, or find shortcut URLs so we don't need to use the really long full URLs”

Other Frustrations

- “Slow (sometimes)”
- “Managing updates to documents”
- “Formatting guidelines/standards for the City are not clear”

Here are the **frustrations from community members** when calling the city, according to frontline staff:

Calendar

- “Lack of a shared 'calendar' - what meetings & events are happening today?”

Chat feature

- “No chat”

CMS

- “Council and CBCs use different platforms (Legistar vs website)”

Content

- “Use of terminology that is not intuitive for customers. They may not know what the department is called that they are trying to get to.”
- “Site is so text heavy - it can feel overwhelming and hard to find info in a sea of text”
- “Too wordy making it hard to find things”
- “Some web content is split out (Legistar, TPU, Permits, PDR site, etc.) and not obvious that it doesn't appear in search / how to get there.”



Design

- “It's kind of ugly...”
- “Type/Font is too small for folks”

Inconsistency

- “Inconsistent level of detail and updated info across depts.”
- “Many of the interactive maps available throughout the website are different.”
Different address search field/style. Would be great if these were more consistent.”
- Inconsistent across dept. sites”
- Consistent display/organization of information for each department (e.g., put org chart in same place w/in department sites)”

Maps

- “People want to see info 'by address' for all sorts of things (do we have a map-based search outside Permits?)”

Navigation

- “Often requires too many clicks to get where they want to go.”
- “I just use google to find the information, I never go to through the links”
- “Too many clicks to get to link you want”
- “Too much information in the drop down menus”
- “Community is unable to find community events”
- “Hard to find where to pay bills and fees”
- “Finding information on the site - search functionality and left bar navigation”
- “It's a lot of links”
- “From the public perspective, it isn't always clear what department to look under for a particular division. For example, I have to know that Risk is under Finance. It's not an intuitive way to find divisions”
- “Hard to find where to watch Council meetings/etc,”
- “They need to know who 'owns' a process to drill down and find it (Govt > Dept > section > topic)”
- “Wording of pages/subpages is not clear to find what they need.”
- “Not easy for the public to find older scanned documents. ie Council documents, plans, etc.”

Outdated info

- “Outdated info, old pages and docs in search results”

PDFs

- “Many complaints about navigating the municipal code since it is only presented in pdf format.”
- “PDF docs have to be downloaded to be filled in”

Search



- “Search function seems useless. It brings up random documents that often aren't relevant”
- “search brings up too many irrelevant results”
- “Can't refine search results by department, date, etc. easily”

URLs

- “Would be helpful to have simplified URLs that are easy for customers to use, reference, and remember.”

UX

- “Not user friendly”
- “Are news articles relevant to the public?”

Other frustrations

- “Same issues as staff”
- “Unaware of / confusion about what entity does what. They may actually need Pierce County, Court, Health Dept, State agency ...”



MCO/IT Frustrations and Solutions Workshop

SiteCrafting facilitated a workshop with the City of Tacoma Media and Communications Office (MCO) and IT Staff to uncover their top frustrations with the current website.

Here is a link to the Mural board for the workshop:

<https://app.mural.co/t/sitecrafting2923/m/sitecrafting2923/1671056865734/9865d84a96bc98489b5cad73e5fe1b3a1fce898a>

Here are the **frustrations** we heard from MCO/IT Staff.

ADA

- “ADA issues”

Calendar

- “The calendar functionality seems outdated and it is hard/impossible to tell where calendar items are originating from and who created the calendar item”

CMS

- “When reviewing web submissions for approval, the system doesn't show me what was changed/edited/added”
- “If there is inactivity when editing a page, the system will just time out without any warning or notification and users lose all of their work if they did not 'save draft' or 'publish'”
- “Back end is on old Telerik UI based development which is hard to keep up to date”
- “There is no auto-save functionality”
- “When adding accordions to a web page, it is hard for web stewards to see the page as a whole since those are set up as separate web parts--I receive complaints about that a lot”
- “Source code is not available, for core changes on the CMS backend”

CSS

- “CSS on WYSIWYG Editor is clunky.”

Internal Process

- “Platform is hosted on Prem, requires in-house Subject Matter Experts (SMEs)”
- “I approved/reviewed more than 2,000 web submissions in 2021 (time consuming)”
- “Web steward structure - currently 150”
- “(Technical) Support is essential to us in IT, and often we [have] difficulties getting the support when we need it.”
- “I've noticed the file size limit decreased--hard on web stewards with larger docs”

Language

- “website needs to be more easily translated into different languages for access”



News releases

- “adding news releases to the site is a lot of extra work if it is also related to our City Council (the system makes to submit the release twice in two different places)”
- “News Releases cannot have more than one person for [the] same articles. Unless you use work around which requires knowing the names in a certain order.”

Search

- “search functionality is poor/can't find pages easily”
- “Search record or logs are not available to review”

Slow process

- “we have to ask IT to switch out internal web banner images which adds extra time to the process”
- “would be nice for stewards to be able to add video to their webpages without going through IT”

Training

- “time consuming doing monthly 90-minute training sessions”
- “Would like to see the IT team more familiar with the style guide since they sometimes review/approve /create new pages”
- “Training materials are limited, and not up-to-date.”

Other frustrations include

- “proprietary data, system, makes hard to modify outside the vendor's assistance or approval (MW Seconds)”
- “There is a "check links" feature in the system to try and find/ID broken links but it says all of our internal links are broken”
- “Backup and restore of contents are dependent on the DBA, or party”
- “Not being able to rename or re-order folders where we save the PDFs is frustrating and makes it hard for some web stewards to find docs or identify where they should be saving their docs”

Some **potential solutions** suggested by MCO/IT Staff include:

ADA

- “Fix structure to follow ADA practices. H1 to H2 to H3.”
- “fully mobile friendly/accessible site”

Analytics

- “create a report for monthly web analytics to get regular [check-ins] on performance”

Chat feature

- “Interactive communication on the website/such as Chat”

CMS

- “Known / common platform such as SharePoint or [WordPress]”



- “tool or widget that identifies what was added/updated/links added to the page”
- “easier way to add/use photos on our web pages”

Dedicated staff

- “Having an FTE to manage website content and navigation.”
- “have less stewards so they are more familiar at making updates”

Design

- “create an interactive, visually attractive website”

Language

- “easily translatable too”

Page templates

- “Standardized templates for departments”
- “Standardized patterns based on type of data/information”
- “templates or rules that auto help switch content to a consistent font (stewards forget to use our strip format manual tool so we have multiple fonts on different page)”

Search

- “Metadata for search (SEO)”

Site organization

- “would like our site be to structured by topic not by department or internal organizations”

Training

- “Dedicated website development resources”
- “video/technical training to relief monthly training coordination and scheduling”

Other ideas for potential solutions include:

- “Page rating for both Admins and content owners”
- “Possibly Look into Single Sign On”



Goal Setting Workshop (Directors)

SiteCrafting conducted a goal setting workshop with directors. The purpose of this workshop was to identify and prioritize the goals for the newly redesigned website from the Directors' perspectives. To start, each director spent 15 minutes individually writing out all their goals for the website that came to mind. Then, staff members worked collaboratively to group similar goals together and label each group. Staff members then voted on the groups that were most important related to the redesigning the website.

This workshop was conducted in two parts. Here are the links to the Mural boards:

- Goal Setting Workshop Part 1:
<https://app.mural.co/t/sitecrafting2923/m/sitecrafting2923/1666636118460/0d34c936f0f18d39bacc07be7ca09c0c448d33a0?sender=839e8027-57d4-41f6-977c-cf0e1076052b>
- Goal Setting Workshop Part 2:
<https://app.mural.co/t/sitecrafting2923/m/sitecrafting2923/1678387032064/bae8ee8d95a677f731bcaa24c5bcb9c715268ce?sender=51419a1f-7271-484b-bcd2-c72e6984639f>

Here are the goals from directors:

- **Access (Easy to Contact with Remote Work):** Make it easier to contact employees who are working remotely
- **ADA Compliance / Accessibility / Usability:** Have a modern and visually appealing website that is easy to navigate on multiple device types with an easy way to update content, and available in a way that is highly accessible and clear regardless of ability or language.
- **Apps and Mobile-Friendly:** The website should be easy to use on mobile devices and link to mobile apps and existing software such as the app for garbage pickup days.
- **Better Connection to TPU:** Link and connect the website seamlessly with TPU.
- **Business:** Links to Business Licensing and tax paying issues
- **Data Access:** Easy to access data and statistics across a variety of categories and departments and offices.
- **Design:** A visually appealing and engaging website design that relies less on large blocks of text and is consistent in branding and link addresses (a.k.a. "Friendly URLs").
- **Doing Business with the City:** Link to contracting opportunities or bid opportunities.



- **Focus on End User:** Easy navigation and intuitive for people with different levels of technology experience and a structure where people can find what they are looking for.
- **Good News and Storytelling:** Tell the story of the City of Tacoma's positive impact.
- **Information Hub:** Helpful content is discoverable, transparent, up-to-date, and organized well.
- **Integrated:** TV Tacoma, social media, and microsites or external sites are connected and integrated.
- **Interactive and Relevant:** Content is updated often and interactive for increased community engagement.
- **Language Access and Culturally Inclusive:** Imagery is inclusive of a wide variety of cultures and text content is easily available in multiple languages.
- **Matches Cultural Context:** "Use transcreation in all we do given our citizen diversity."
- **Mobile Friendly:** The website should be easy to use on mobile devices.
- **Ownership / Content:** Easy to update content for the internet and intranet and a way for decentralized but dedicated staff ensure relevant content that is helpful and well organized as well as monitored for quality.
- **Public Safety:** The website should show arrest and crime data and Internal Affairs closed cases on the website as well as tips for the public to reduce the risk of criminal activity.
- **Search:** An on-site search engine that is intuitive and finds relevant, helpful results.
- **Search Tools:** Accurate search that delivers comprehensive results and good SEO.
- **Service-Oriented Navigation:** Navigation based on services and topics, not department and office structures.
- **Support for Microsites and Events:** Show upcoming events and festivals and more while maintaining the independence of Tacoma Venues and Events pages and other microsites.
- **Uplifting:** The website should reflect positively on Tacoma and its history in an informative way.
- **What's Happening / Current status / Basic Information:** The website should include alerts, snow impacts and weather challenges, service and utility outages or schedule changes as well as opportunities for community engagement in discoverable and easy locations.

After grouping similar goals together, participants were asked to vote for their top three goals that would need to be addressed and implemented in a website redesign. This does not mean that other goals would not be accounted for. These groups of goals received a majority of the votes:



- **Focus on End User** received **15 votes**.
- **Information Hub** received **11 votes**.
- **Interactive and Relevant** received **8 votes**.
- **Language Access and Culturally Inclusive** received **5 votes**.



Focus Groups

Microsite Owners Focus Group

SiteCrafting conducted a focus group with the owners of “microsites” i.e. small websites that exist outside of the main site cityoftacoma.org and created for a specific purpose, usually a campaign or initiative or to communicate a specific type of content. SiteCrafting asked the microsite owners why they created their sites, what challenges they face, and what their needs are for the future.

Microsite Purposes: Why did you build a microsite?

Functionality

One key reason for creating a microsite was to achieve functionality that is not possible on the current City of Tacoma website. Some microsites need to include maps, calendars, unique URLs, designated permissions for content editors, and more.

Design

Equally important for microsite owners is the ability and freedom to control the visual design of their site. Microsite goals often include engaging specific audiences. Creating a specific layout and visual design is key to maximizing user interest and engagement—especially among specific audiences. As a related benefit, having a smaller site does help scope and focus users in that site’s content which is effective for sites with specific audiences or missions. However, it can be difficult to tell that certain microsites are connected to the City of Tacoma since they appear visually different.

Here are some thoughts and quotations from microsite owners about their visual designs, graphics, and user interfaces:

- “We need a unique look and feel and presence we can’t get on the city site... We update the graphics every year... We don’t want our sites to look ‘government-y.’”
- “We have a younger audience that doesn’t interface with the City of Tacoma site.”
- “We have our own image and brand [and] mission and values for our department. Trying to incorporate that branding and the vibe we’re trying to get across doesn’t work on the City of Tacoma site.”
- “We have distinct branding that is different from the City of Tacoma.”
- “We have a lot of graphics and photos.”



- *“We have a business-oriented website [and] need a catchy brand to attract businesses.”*

Content Update and Publish Process

A third reason microsite owners create microsites is to streamline and determine their own content update process. When content needs to change frequently or outside business hours, it can be difficult to get it updated on the current City of Tacoma website within the current process.

Here are some thoughts and quotations from microsite owners about their content process:

- *“Events [can] change and no amount of planning can account for [that]... [The city site] needs to go through an approval process so we’d need someone from the city to be available to review it 24/7.”*
- *“[Our website is] updated up to daily”*
- *“We have to be nimble and make changes on the fly - making changes on the city site doesn’t work. When we [make] changes after business hours, we can do that as events change.”*

Microsite Updates: How often do you update your site? What challenges do you encounter on a regular basis?

Update Frequency

The update frequency for microsites can vary across sites and partially depends on content types and the scale of updates. Some sites are updated daily and some sites are updated monthly. Larger updates are often done monthly or annually.

Challenges

- **Staff:** One of the challenges discussed was internal staff turnover on that microsite’s team, which had decreased content updates at the time.
- **Training:** one microsite owner mentioned a challenge with not being able to figure out how to post a specific kind of content.

What’s going well?

Microsite owners offered the following about what’s working well with their microsite updates:

- **Content Updates**
 - *“We can edit it directly and immediately.”*



- “We just built it [and] it’s functioning pretty great. We had it custom-designed for our needs.”
- Support from IT
 - *“We have [great] support from the IT department... We had a weird thing last week and they fixed it right away. IT just makes it right if I can’t figure out how to post something.”*

Future Support: How can you best be supported with your microsite going forward?

SiteCrafting asked microsite owners what types of support they need or might need for the future that would help them be successful. Some microsite owners mentioned technical needs or functionality while others said more time and support would be helpful:

- **Internal support** to keep the site “updated and fresh”
- **Training** on how to use [the site or content management tools]
- **Capacity** to make new video content
- **Assistance in checking for software updates**, especially on plugins
- **More management from IT** for things like SquareSpace to reduce 3rd party involvement
- **Better mobile device support**, especially for things like GIS maps
- **More text-based web content** to support translation (e.g. meeting agendas are posted as PDF documents which cannot be translated automatically)
- **City of Tacoma-funded SEO support and improvement:** 3 microsite owners said this would be helpful, especially when microsities drive business to Tacoma and elected officials have said they want more people to find the microsities.

Potential Challenges with Microsite Integration

Microsite owners also engaged in conversation on integrating their microsite into the main City of Tacoma website. Potential challenges include:

- **Content Overload:** Microsite owners expressed that the main challenge of moving their microsite to the main city site is that the City of Tacoma site is large and difficult to navigate:
 - *“It’s easy to get lost on the current City of Tacoma site... that’s a lot of the reason we have a separate site - need to keep it contained so people don’t get side-tracked”*
 - *“for Economic development it would be great if it WERE on the City of Tacoma site... what if you’re a company - what’s in it for me - you can’t find that on a city site.”*



- **Flexibility in Content:** Microsite owners also expressed that their microsite, if integrated back into the main city site, would need more flexible content page templates and content types as well as edit permission delegation so they can flexibly and efficiently update content.

City Council Focus Group

SiteCrafting asked City Council Members about their goals and what they had heard about the City of Tacoma site. Here are summaries of their responses for each question:

What are your Goals for the City of Tacoma website?

1. **Improve Navigation and Enhance Findability:** City Council Members stated it is very important that the City of Tacoma website makes it easy to quickly find information, especially for common questions, current projects and city goals or initiatives (i.e. Tacoma 2025), recent updates and news, and common resident issues and complaints.
 - a. Council Members often get questions about the website such as “How do I pay [a bill]?” “When does the trash get picked up?” and “Where do I go?” They also hear questions about city projects and current efforts such as “What is the city doing about homelessness?”. City Council Members want the website to make it easy for users to accomplish goals and find the answers to their questions.
 - b. One council member noted “sometimes there are upcoming initiatives. The results in google will pop up something similar but it’s not the right information or irrelevant” and “new information may not make it to the top” but Council Members want to improve the experience for finding news and recent information and “finding more information on projects”.
2. **Modernize the Design:** Another goal from the City Council is to update the design of the website, both to have a more appealing visual design, and to make the site easier to use and more engaging.
 - a. Visual Design: Multiple Council members agreed that the current website looks outdated (“it looks like the early 2000’s”) and “everything looks the same”.
 - b. Usability: Council members also have a goal of a site that is easier to use. Some said “I wish it were more customer friendly” and “I want the site to be usable.” One council member also has a goal for content updates to be easier, saying “[we] need better usability on the backend.”



“... usability should be on every level from the contractor president to the permit applicant... new and old users should be able to use the site.”

- Council Member Rumbaugh

- c. A More Engaging Site: Council Members were excited about possible ideas and goals related to user engagement and discussed goals for videos, more interactive elements, and more. Here are some quotations from council members:

- i. “I wish my page was more interactive.”
- ii. “I wish I could easily add videos showing people how to do things.”
- iii. “I wish I could put things on my page in a fun looking way.”

3. Ensure Accessibility: Accessibility is a major goal for the Tacoma City Council. This includes not only good visual design practices like ensuring large and readable text and following WCAG guidelines for color contrast, but also testing for screen-reader compatibility. Video captions should also be provided.

4. Improve Search: Search is another common goal for City Council Members. One Council Member in particular is frustrated with current search results, noting “I search for chickens [and] ‘backyard chickens getting started’ brings up a [result from] 2014).” The in-site search is used often and Council Members remain optimistic for what search could be: “I should be able to search ‘Home in Tacoma’ and find information quickly”.

- a. At least one Council Member stated that “*our City Code is not online and searchable*” and it would be helpful if the City Code were easier to navigate and search online.

5. Improve Content and the Process for Updates: For the City Council, improving website content and content updates includes removing and archiving old information, improving new content, and reworking the update process.

- a. Archiving old information: In addition to removing duplicate content, adding a Last Updated Date Created Date to content pages was one idea for finding pages that need to be archived. Archiving or removing old content also reduces clutter and makes it easier to find current information.
- b. Improve New and Current Content: In addition to agreeing that there is too much text on the website, Council Members said “I wish I could point to different things on the site with pictures, buttons, and other things that are



more user-friendly” and “we need to have access points for people to find technical information if they want to”.

- c. Improve Content Update Process: Council Members had the following to say about how content is updated:
 - i. “[My goal is to have] staff trained to update how to update things on the website on their own.”
 - ii. “[I] want it to be easier to update things on the backend” and “updated processes for longevity.”

Other Goals from the City Council include:

- Improving the City Council meetings and agendas and making it easier to find out what happened at meetings.
- Making 311 easier to use and understand
- Making the City Code easily searchable online
- Language and Translation Support
- Making the website goal-oriented
- Improving the experience around News and other “high-traffic” items
- Applying new technologies and customer support pathways, such as chat and leveraging usage data.

What have you heard about the current City of Tacoma website?

City Council Members have heard the following:

- "It's not functional... I can't find anything"
- "It's overwhelming"
- "Redirected to TV Tacoma's site instead of finding agendas and minutes"
- "[It's] hard to search"
- "[the] City Code is hard to access"
- "You shouldn't have to hire someone to do the work for you to find something"
- "It's so frustrating that they just disconnect and simply make a phone call or contact a council member."
- "It feels like a barrier to being able to participate in our government."
- "[users] should be able to do things through chat (anthropologie does this)"
- "It feels like it's cumbersome on purpose"
- "It's not something that is enjoyable to use"
- "It's completely unusable."
- "People trying to find meetings and can't find them"
- "The website is kinda boring. It could be more jazzy, it could be more up-to-date, it could be more up to the times. The website is not very inviting."
- "The current website could be challenging due to visual impairment."



- "People want information in small bites."
- "If I know the right keywords, I'll be directed to where I need to go. If I'm just browsing, there's a lot that can be missed."

What would you like to have on a new City of Tacoma website?

Here are the main ideas discussed by Council Members for what they would like to have on a new website:

- Accessibility
 - "The design should be accessible (ADA)"
- Engaging and Integrated Content
 - "More videos that can help out"
 - "Need a better way to integrate [the] council system. We need a better way to view documents instead of downloading PDFs."
 - "Ways to engage"
 - "Does everything we need to share [need to] be on the website?"
 - "Integration with Social Media"
 - "Maybe create a way of linking back to main council page and showing when council is mentioned on the facebook feed... would like if council member is tagged"
 - "Creating content [for] how youth interact with our site"
 - "I would like to build out my own council website page on the site"
- Easy Ways to Find Information
 - "infographic visualization for numbers"
 - "Easily find the strategic plan and City Goals"
 - "Engagement opportunities are present and available"
 - "I want what you need the most to be right up front"
 - "Quickly and easily find information"
 - "Section for current trends and topics - LNG, Homelessness, Home in Tacoma,"
- Improved Design
 - "Use authentic pictures"
 - "Visually appealing"
 - "Less text-heavy"
 - "The website is inviting you in."
 - "The UI design should be appealing"
- Usability
 - "Universal design - clear communication for non-English language speakers"



- "Really clear search option that is front-facing"
- Customer-Focused
 - "Needs to be more customer-focused"
 - "Opportunities to guide customers through [a process or goal such as] permitting [and] provide people with what they need based on their role (e.g. "I am a resident")."
- Frequent Updates
 - "The site should be iterative"



Google Analytics

Our first approach into understanding user behavior was to look into website analytics. This reveals which pages are most frequently visited, the amount of time spent traversing through content, and even provides a breakdown of what device the website is being accessed on. The information provided by analytics shows us what content is important to users and the actions they are doing. Below is a chart of the top 20 most frequently visited webpages and their unique pageview counts from October 1, 2021 - October 1, 2022. The homepage has been excluded to focus the list on content pages.

Definition: Unique Pageview Count: The number of times a page has been viewed by a unique visitor to the site. This does not include repeat visits.

URL	Page Title	Unique Page Views
/cms/one.aspx?pagelId=14046	Job Hub - CMS	78944
/government/city_departments/environmentalservices/solid_waste/collection_schedule	Collection Schedule	66563
/government/city_departments/police/news_releases	News Releases	56343
/government/city_departments/human_resources/employment_information	Job Hub	48039
/cms/one.aspx?pagelId=83476	Crime Activity Map - CMS	42381
/cms/one.aspx?pagelId=11953	Police - CMS	29519
/cms/one.aspx?objectId=53543	Solid Waste - CMS	29045
/cms/one.aspx?pagelId=53543	Solid Waste - CMS Duplicate	28988
/cms/one.aspx?pagelId=53611	Call-2-Haul - CMS	23574
/government/city_departments/police	Police	20667



/government/city_departments/environmentalservices/solid_waste/recycling	Recycling	18552
/residents/contact_us	Contact Us	18499
/government/city_departments/environmentalservices/solid_waste	Solid Waste	17233
/cms/one.aspx?pagelId=185466	Report A Crime - CMS	15921
/government/city_departments/planning_and_development_services	Planning and Development Services	15843
/government/city_departments/finance/procurement_and_payables_division/purchasing/contracting_opportunities/public_works_and_improvements_solicitations	Public Works and Improvements Solicitations	15681
/government/city_departments/environmentalservices/tagro	TAGRO	15111
/government/city_departments/police/operations_bureau/community_policing_division/sector_1	Sector 1	15023
/government/city_departments/finance/procurement_and_payables_division/purchasing/contracting_opportunities/services_solicitations	Services Solicitations	14503
/government/city_council	City Council	14057

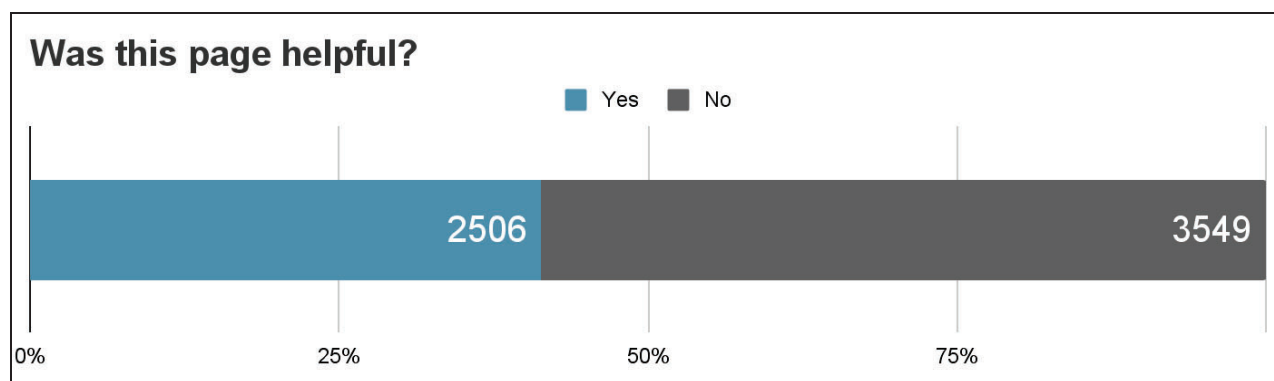


On-Site Feedback Collector

Another method of research was adding an on-site feedback collector onto the City of Tacoma website. The purpose is to capture and understand what information website users need in real-time. We added an in-page feedback collector that asks users “Was this page helpful?” If they click “no” they can optionally provide additional comments in an open text box. Additionally, the collector records what page the user was on when they provide feedback through the collector. This collector was placed on all pages within the City of Tacoma website.

Feedback Collector Overall Findings

The feedback collector was able to source **6,055 responses** as of Tuesday, January 10, 2023.

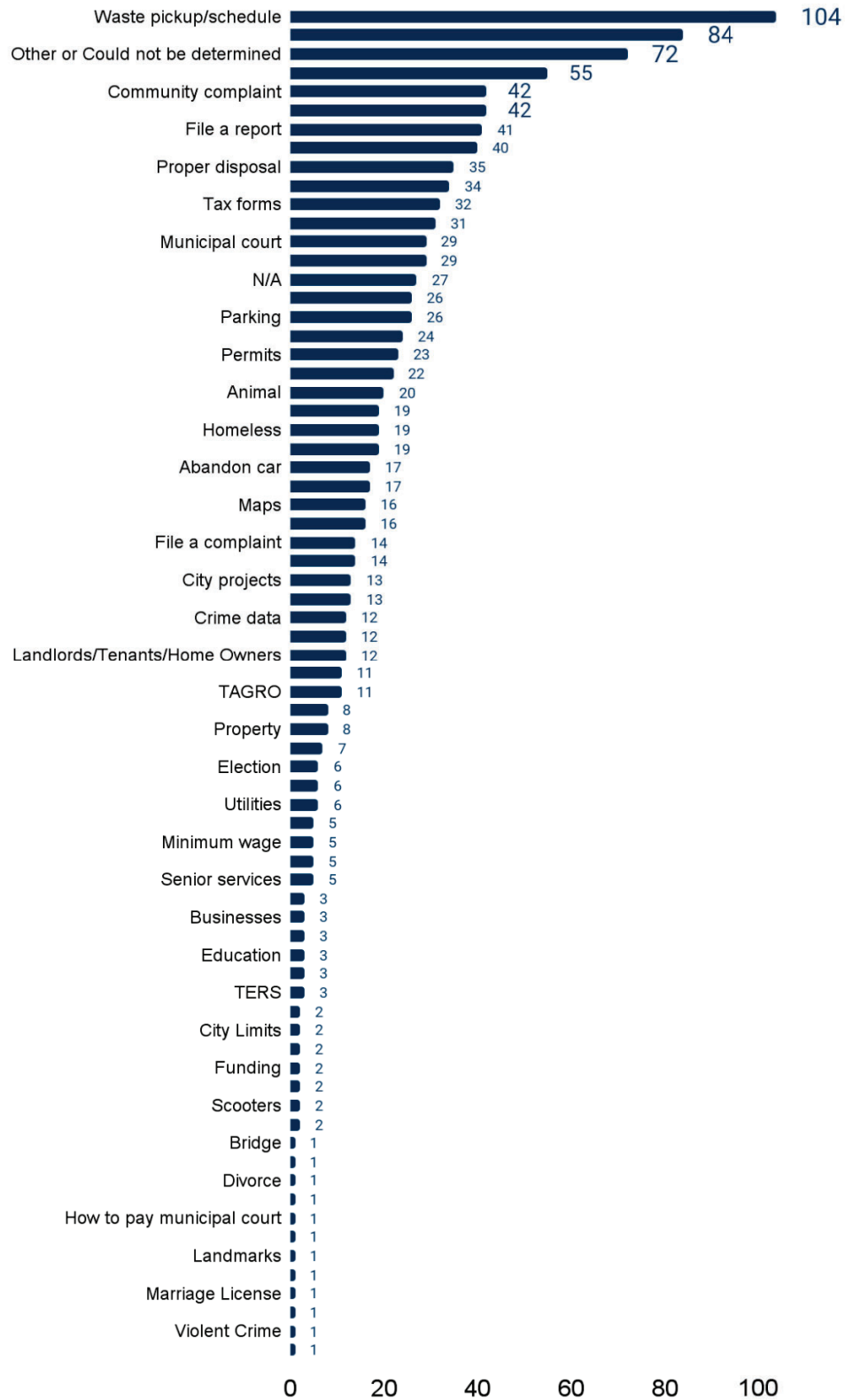


From the feedback collected, we saw that approximately **41%** of website visitors (2506) were able to find what they were looking for, but **59%** of website visitors (3549) said they could not find what they were looking for. After collecting this data, we focused on the “no” responses and the pages where visitors could not find what they needed. In total, we received **1177** text responses. We reviewed each response and categorized them in order to find themes and patterns.

It is important to note that the results from the feedback collector will be partially skewed in favor of “no” responses. Users who can find what they are looking for are less likely to interact with the feedback collector, partially because to find what they need they might not need to scroll all the way to the bottom of the page to find the component.



Feedback Collector Comments - counted by Subject

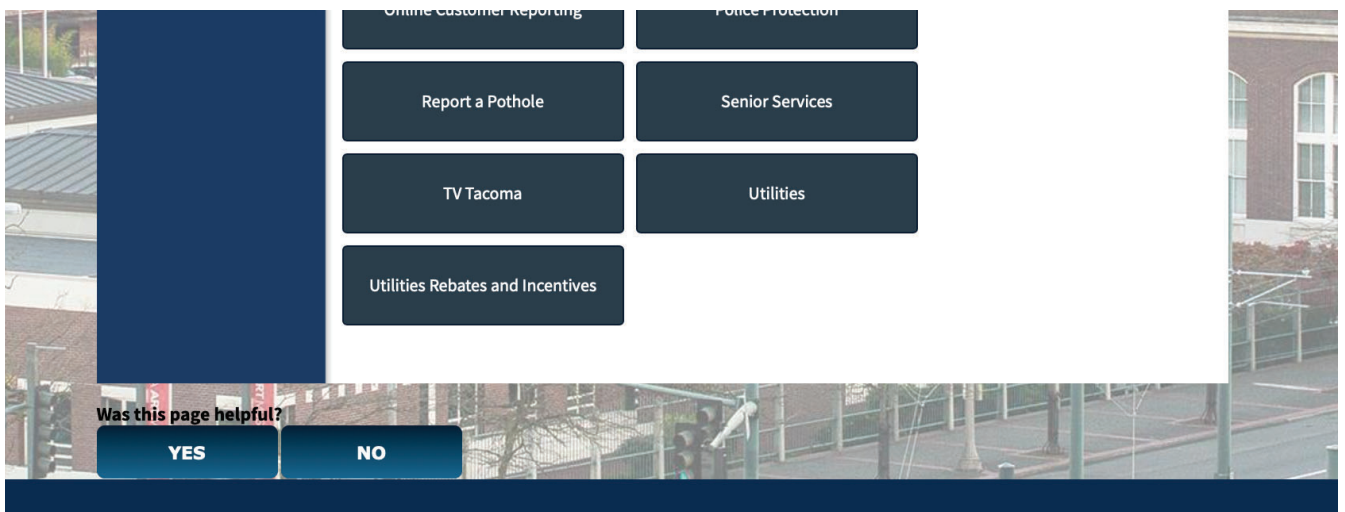




When reviewing on-site feedback collector data and responses, we aim to have a success rate of 70% or higher. This means that the page is overall doing well and website visitors are able to find the information they are seeking. We aim for a success rate of 70% as an industry benchmark from Jeff Sauro, a usability expert whose observation is that *“walk up and use applications typically have success rates of 70%.”*

There are a couple of confounding variables here that impacted the website and decrease the overall success score:

Here is an example of the in-page feedback collector:





Feedback Collector Top 5 Subjects

The following are the top 5 most common subjects of information that users had difficulty finding, some of their responses, and the page success/failure rate.

Waste Pickup Schedule / Garbage

The waste pickup schedule was the top subject for which users had difficulty finding information (104 responses). Here are just a few examples of what they were looking for:

- What is the pickup day?
- Which bins are being picked up?
- When is recycling or yard waste picked up?
- Garbage fees for extra pickups
- Contact information
- Trouble logging in or setting up accounts
- Landfill and dumpster use
- Replacing a damaged or stolen bin
- Changing the size of the bin

Note: We also received 34 responses in the feedback collector about more general garbage and recycling questions related to “What Goes Where?” and other solid waste topics.

Webpage Success Rate

Here are the success rates for pages where we received responses related to Garbage and Waste Pickup Schedules, sorted by success rate. Please note that the page success rate is the overall rate, not specific to this subject:

URL	Success Rate
/inclement_weather	71%
/government/city_departments/environmentalservices/solid_waste/collection_schedule	52%
/government/city_departments/environmentalservices/solid_waste	42%
/cms/one.aspx?portalId=169	41%
/government/city_departments/environmentalservices/solid_waste/food_yard_waste	33%
/government/city_departments/environmentalservices/solid_waste/garbage	33%
/residents	28%



/business	25%
/services	20%
/cms/one.aspx?pagelId=60729	17%
/cms/one.aspx?pagelId=53543	11%
/government/city_departments/environmentalservices/solid_waste/collection_calendar	9%
/cms/one.aspx?objectId=18251	0%
/government/city_departments/environmentalservices	0%

Contact Information

Users had difficulty finding contact information for specific people and offices, including:

- Phone numbers, email addresses, and mailing addresses for specific needs
- Finding out who has a specific role for a project or effort
- How to contact people in specific roles
- Not knowing who to contact for code violations
- Email addresses and phone numbers for City Council Members
- Trying to find a Customer Service phone number
- Who to contact about projects

Webpage Success Rates

Here are the success rates for pages where we received responses related to contact information, sorted by overall success rate.

URL	Success Rate
/government/city_departments/environmentalservices/tagro/tagro_prices_and_hours	95%
/government/city_departments/environmentalservices/solid_waste/collection_schedule	52%
/government/city_departments/community_and_economic_development/community_economic_development_executive_profile	50%
/government/city_departments/environmentalservices/surface_water/flooding	50%
/government/city_departments/finance/tax_and_license/business_license/new_businesses/rental_business_license	50%
/government/city_departments/fire/divisions/emergency_medical_services/t_f_d_cares	50%
/government/city_departments/police/operations_bureau/marine_services_and_dive_unit	50%
/government/city_council	49%
/cms/one.aspx?pagelId=10289	43%



/government/city_council/office_of_mayor_victoria_woodards	42%
/cms/one.aspx?portalId=169	41%
/cms/one.aspx?pageId=27869	40%
/government/city_departments/fire/About/fire_stations	38%
/government/city_departments/police/investigations_bureau	38%
/government/city_departments/environmentalservices/solid_waste/garbage	33%
/government/city_departments/municipal_court	33%
/cms/one.aspx?pageId=11953	29%
/cms/one.aspx?pageId=11713	29%
/government/city_departments	24%
/government/city_departments/neighborhood_and_community_services/homelessness_services	24%
/government/city_departments/environmentalservices/solid_waste/waste_free_253	20%
/government/city_departments/finance/tax_and_license/business_license	20%
/services	20%
/government	19%
/government/city_departments/neighborhood_and_community_services/homelessness_services/encampment_cleanups_and_site_reclamation	17%
/government/city_departments/CityAttorney/HelpfulPhoneNumbers	17%
/government/city_departments/police/operations_bureau/patrol_division	17%
/government/city_departments/finance/tax_and_license/city_taxes/tax_types/business___occupation	14%
/services/birth_and_death_records	13%
/government/city_departments/neighborhood_and_community_services	13%
/residents/contact_us	11%
/government/city_departments/public_works/engineering/capital_projects	8%
/cms/one.aspx?pageId=2255	0%
/cms/one.aspx?pageId=67700	0%
/government/city_departments/environmentalservices/customer_service	0%
/government/city_departments/environmentalservices/environmental_services_executive_profile	0%



/government/city_departments/equity_and_human_rights/rental_housing_code/landlord_resources	0%
/government/city_departments/planning_and_development_services/executive_profile	0%
/government/city_departments/police/administrative_services_bureau	0%
/government/city_departments/police/investigations_bureau/major_crimes	0%
/government/city_departments/public_works/engineering/traffic_engineering/traffic_counts	0%

Business & Occupation (B&O) Tax

Visitors also frequently had trouble finding information on Business and Occupation (B&O) Taxes. Users specifically had difficulty finding the following information:

- B&O Tax Forms
- Printable versions, paper copies, or PDF versions of forms or documents
- Paying B&O Taxes and filing online
- Quarterly Tax Reports not received in the mail
- Tax rates

Webpage Success Rates

Here are the success rates for pages where we received responses related to B&O Taxes, sorted by overall page success rate.

URL	Success Rate
/cms/one.aspx?portalId=169	41%
/government/city_departments/finance/tax_and_license/business_license	20%
/cms/one.aspx?pageId=6130	18%
/government/city_departments/finance/tax_and_license/city_taxes/tax_types/business___occupation	14%
/government/city_departments/finance/tax_and_license/city_taxes/other_tax_information/file_and_pay_tax	11%
/cms/one.aspx?objectId=6130	0%
/government/city_departments/finance/tax_and_license/city_taxes/other_tax_information/before_i_file/tax_classifications_and_rates/business___occupation_tax	0%



Make a Payment

Another common category for feedback was making a payment. Common tasks and information users are looking for include:

- Pay a Parking Ticket or Citation
- Pay a Traffic Fine
- Pay a License Fee
- Details or Fees for Paying with Checks or Credit Cards
- Changing Banking Information
- How to pay a restitution agreement
- Pay a General Business License

Webpage Success Rates

Here are the success rates for pages where we received responses related to making payments, sorted by overall page success rate:

URL	Success Rate
/cms/one.aspx?portalId=169	41%
/government/city_departments/municipal_court/payment_options	38%
/visitors	33%
/business	25%
/government/city_departments/municipal_court/traffic_parking_infractions	23%
/government/city_departments/finance/tax_and_license/business_license	20%
/cms/one.aspx?pageId=12167	4%
/cms/one.aspx?pageId=11976	0%
/government/city_departments/finance/tax_and_license/payment_options	0%

File a Report

Users also had difficulty finding how and where to file a report, from streetlights, to crime, to parking issues. The most frequent report types we received feedback on were:

- Streetlight or Crosswalk Issues
- Crime
- Drug Abuse
- Homeless Camps



- Stolen or Abandoned Vehicles
- Animal Control Issues
- Traffic Collisions

Webpage Success Rates

Here are the success rates for pages where we received responses related to making payments, sorted by overall page success rate:

URL	Success Rate
/cms/one.aspx?pageld=8021	75%
/cms/one.aspx?pageld=185466	56%
/cms/one.aspx?pageld=224055	50%
/cms/one.aspx?portalId=169	41%
/government/city_departments/police/operations_bureau/community_policing_division	32%
/government/city_departments/public_works/parking	25%
/government/city_departments/police	23%
/government/city_departments/police/operations_bureau/community_policing_division/sector_1	21%
/tacoma_first_311	20%
/services	20%
/services/online_services	18%
/government/city_departments/police/report_a_crime	18%
/government/city_departments/neighborhood_and_community_services/homelessness_service s/encampment_cleanups_and_site_reclamation	17%
/government/city_departments/police/operations_bureau/patrol_division	17%
/government/city_departments/police/operations_bureau/patrol_division/traffic_unit	17%
/government/city_departments/public_works/engineering/signal_and_streetlights	0%
/government/city_departments/public_works/street_operations	0%



Feedback Collector : Page Success Results

After reviewing the website's feedback collector responses, we saw that the following 245 pages (about 9% of content pages) had a success rate of 70% or higher:

URL	Success Rate
/cms/One.aspx	100%
/cms/one.aspx?objectId=17030	100%
/cms/one.aspx?objectId=19495	100%
/cms/one.aspx?objectId=9638	100%
/cms/one.aspx?pagelId=146841	100%
/cms/one.aspx?pagelId=148215	100%
/cms/one.aspx?pagelId=168458	100%
/cms/one.aspx?pagelId=17030	100%
/cms/one.aspx?pagelId=17243	100%
/cms/one.aspx?pagelId=178696	100%
/cms/one.aspx?pagelId=179784	100%
/cms/one.aspx?pagelId=192848	100%
/cms/one.aspx?pagelId=193914	100%
/cms/one.aspx?pagelId=194937	100%
/cms/one.aspx?pagelId=196441	100%
/cms/one.aspx?pagelId=208482	100%
/cms/one.aspx?pagelId=216423	100%
/cms/one.aspx?pagelId=217517	100%
/cms/one.aspx?pagelId=226025	100%
/cms/one.aspx?pagelId=23594	100%
/cms/one.aspx?pagelId=23735	100%
/cms/one.aspx?pagelId=26307	100%
/cms/one.aspx?pagelId=33769	100%
/cms/one.aspx?pagelId=54800	100%
/cms/one.aspx?pagelId=5752	100%
/cms/one.aspx?pagelId=64782	100%
/cms/one.aspx?pagelId=66710	100%



/cms/one.aspx?pagelId=75860	100%
/cms/one.aspx?pagelId=79814	100%
/cms/one.aspx?pagelId=89623	100%
/cms/one.aspx?pagelId=9638	100%
/government/city_council_strategic_direction	100%
/government/city_council/city_council_news_releases/a_statement_on_recent_death_in_south_tacoma	100%
/government/city_council/city_council_news_releases/council_adopts_resolution_41104	100%
/government/city_council/city_council_news_releases/deputy_mayor_kristina_walker	100%
/government/city_council/city_council_news_releases/proposed_ordinance_on_september_13	100%
/government/city_council/city_council_news_releases/south_19th_street_and_martin_luther_king_jr_way	100%
/government/city_council/city_council_news_releases/tacoma_to_receive_500_000_in_e_p_a_grants	100%
/government/city_council/council_member_joe_bushnell	100%
/government/city_council/council_member_joe_bushnell/district_5_community_newsletter_archive	100%
/government/city_council/council_member_keith_blocker	100%
/government/city_council/council_member_sarah_rumbaugh	100%
/government/city_departments/City_Managers_Office/deputy_city_manager_executive_profile	100%
/government/city_departments/City_Managers_Office/management_fellowship	100%
/government/city_departments/City_Managers_Office/media_and_communications_office/tv_tacoma	100%
/government/city_departments/City_Managers_Office/office_of_strategy	100%
/government/city_departments/City_Managers_Office/student_government_day	100%
/government/city_departments/City_Managers_Office/transforming_tacoma/city_council_priority_community_safety_/8_cant_wait_campaign	100%
/government/city_departments/CityAttorney/city_attorney_executive_profile	100%
/government/city_departments/CityAttorney/FJC	100%
/government/city_departments/community_and_economic_development	100%
/government/city_departments/community_and_economic_development/administration/EDStrategicPlan	100%
/government/city_departments/community_and_economic_development/economic_development_services/port_of_tacoma	100%
/government/city_departments/community_and_economic_development/economic_development_services/small_business_assistance	100%



/government/city_departments/community_and_economic_development/economic_development_services/small_business_assistance/small_business_loans	100%
/government/city_departments/community_and_economic_development/equity_in_contracting/equity_in_contracting_vendors	100%
/government/city_departments/community_and_economic_development/housing_division?otConsentString=C0002:-1,C0004:-1,C0005:-1	100%
/government/city_departments/community_and_economic_development/housing_division/funding_opportunities_requests_for_proposals	100%
/government/city_departments/community_and_economic_development/housing_division/tax_incentives	100%
/government/city_departments/community_and_economic_development/local_employment_apprenticeship_training_program	100%
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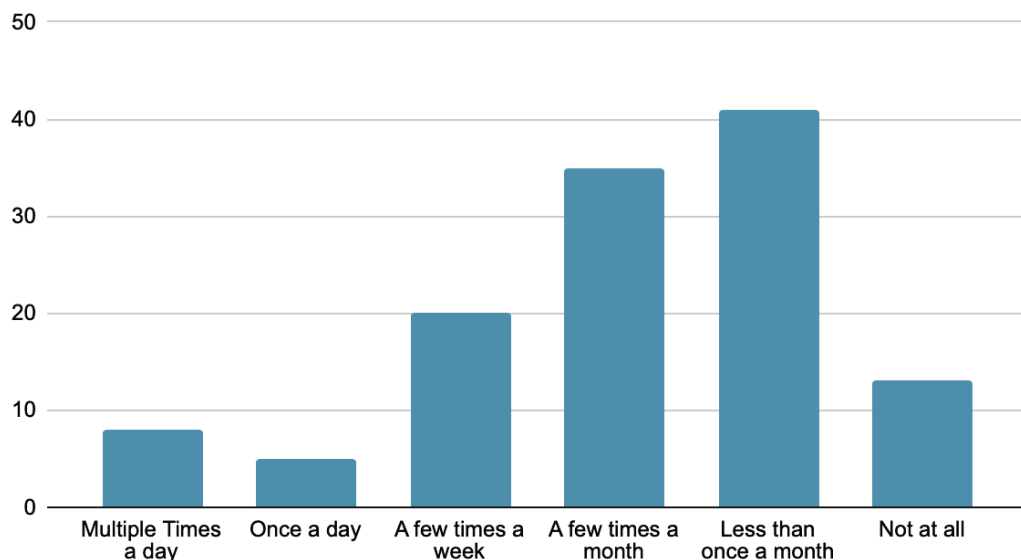
Website Improvements Community Survey

To understand opinions of the current website, we created a feedback survey for Tacoma residents to complete. The survey consisted of 6 questions to understand how often they access the website, common reasons for visiting the website, general impressions, and current satisfaction with it. A total of 123 community members completed this survey.

Question 1: How often do you view or access the City of Tacoma website?

Participants were given a six-point scale from “Multiple times a day” to “not at all.” Of the 122 responses received, 76 responses were “a few times a month” or “less than once a month” and 20 responses were “a few times a week.”

How often do you view or access the City of Tacoma website?



Question 2: What are your most common reasons for visiting the City of Tacoma website?

For the 114 responses for this question, 79 were able to be categorized into actions. Common actions included finding contact information, finding a job, garbage and recycling schedules, finding City Council information, viewing city projects, and paying utility bills.



- **Finding City Council information**, meeting agendas, or contacting council members was mentioned in 15 responses.
 - The most common action was viewing council meetings, agendas, and minutes (7 responses).
- **Finding or applying for a job** was mentioned in 11 responses.
- **Contact information** was mentioned in 8 responses.
- **Garbage and Recycling** was mentioned in 7 responses.
- **View City Services** was mentioned in 4 responses.
- **Finding or bidding on City Projects** was mentioned in 4 responses.
- **Paying a utility bill** was mentioned 3 times.
- **Submitting a report to 311** was mentioned 3 times.

Question 3: How would you rank your general satisfaction with the current City of Tacoma website?

Participants were asked to rate their satisfaction with the current website on a seven point scale from 1 (Very Unsatisfied) to 7 (Very Satisfied). For the **120 responses** received for this question:

- 60 participants (**50%**) were **“unsatisfied”** (satisfaction of 1, 2, or 3)
- Only 26 participants (about **22%**) were **“satisfied”** with the site (meaning they rated satisfaction as 5, 6, or 7).
- The remaining 34 participants (about **28%**) were **“4 - Neither Satisfied nor Dissatisfied”**

Question 4: What do you like about the current City of Tacoma website?

For this question, we saw **85 responses**, of which

- 18 participants (**21%**) responded **“Nothing”** or **“not much”**;
- 13 participants (**15%**) said it's **easy to use** or navigate;
- 12 participants (**14%**) said they like that there is **lots of information** and there are lots of resources; and
- 8 participants (**9%**) said the **information on the site is helpful or comprehensive**.

Question 5: What frustrations, if any, do you encounter with the City of Tacoma's website?

This question received **100 non-empty responses**. (Note: 14 participants said something like “none” or “I don't know” and 23 participants left this question blank.)



Of the 100 non-empty responses, participants' most frequent frustrations can be grouped into the following categories:

- 38 participants **(38%)** mentioned frustration with **navigation and findability**
- 10 Participants **(10%)** mentioned frustration with the **design** of the website
- 7 Participants **(7%)** mentioned frustration with finding **contact information**
- 6 Participants **(6%)** mentioned frustration with a **lack of response** from the City.
- 5 participants **(5%)** mentioned frustration with **broken links**

Question 6: What would you change or add to the City of Tacoma website?

This question received **94 non-empty responses**, of which the most common answers included:

- **Easier Navigation and Improve Findability** - 19 responses (about 20%)
 - Sample response: "Make it easier to find things"
- **Easier to Use** - 6 responses (about 6%)
 - Sample response: "Make it more user-friendly!"
- **Improved Customer Support** - 6 responses (about 6%)
 - Sample responses:
 - "to be able to speak with someone on a call or face to face about housing, food, and even medical"
 - "A general number to direct you to the correct department"
- **Contact Information** - 6 responses (about 6%)
 - Sample responses:
 - "Direct links to email my representative, mayor, managers, etc...without leaving the website"
 - "Single page with department contact numbers and hours"
- **More Recent and More Relevant Content** - 6 responses (about 6%)
 - Sample responses:
 - "Set an "expiration date" for some content or pages so that information doesn't need to be manually removed. Change the page layout options to be more modern. The pages now include too many long blocks of text, and not enough drag and drop layout building abilities."
 - "Make it easier to use, keep it updated."
- **Streamline and Modernize the design** - 5 responses (about 5%)
 - Sample Responses:
 - "Something cleaner and straightforward. Current website is too wordy and created for people who work for the city, not the average Joe."



- “The site feels clunky, and you have to dig through a lot of sub-pages to find what you need at times. Also, making the site look more modern and having a better search function would be ideal.”
- “Everything. Modernize it, organize it, cut out the superfluous pages that just lead to other pages that hide the stuff you want to find.”

Other ideas mentioned include better search, making it easier to report issues, making the website more mobile-friendly and improving the 311 app.

Top Task Analysis

Taking our findings from the workshops, analytics, website feedback collector, and community survey, we generated a list of common tasks that Tacoma residents complete on the website. Once we identified the top tasks, we used this as the foundation for tree testing. The following top tasks are not in any specific order or ranked in any way:

- Find Collection Schedule for Garbage and Recycling
- Find a job
- View crime statistics
- Find permit information
- Find police information
- Find garbage and recycling information (how to dispose/what goes where)
- View City Council information (council initiatives?)
- Submit code compliance issue to 311
- View the City Code
- Report a Crime
- Report Abandoned Vehicle
- Find Animal Licensing information
- Find housing (including landlord/tenant) and homeless shelter information
- View City Council Agenda, Minutes, and Meetings
- View City Projects
- Learn about Tacoma
- View local events calendar



Tree Testing

To measure how findable information is within the current navigation system, we conducted tree testing of different information architectures.

Tree testing is a research method for evaluating the effectiveness of an information architecture, providing data on where users are succeeding and where they are getting lost in a website's hierarchical navigation system. Different from traditional usability testing, tree testing places users out of the context of the website and instead has them interact with a simplified text version of the navigation. This ensures that the navigational structure is being evaluated in isolation, dispelling the effects of aids or hindrances like visual appearance.

The first tree test was conducted using the current information architecture. This served as the baseline when comparing the performance of the other information architecture we tested.

Taking the research we learned from the workshops, analytics, on-site feedback collector, and community survey, we created a potential new information architecture. We evaluated this structure in the second tree test and compared the results to the baseline test.

Participants were recruited via Amazon Mechanical Turk, a recruiting service. For the baseline test, we had 50 participants complete the test. For the Version 1 Navigation tree test, we had 46 participants complete the test.

Participants were given 10 tasks spanning common usages for the City of Tacoma website. All tasks were the same across the tree tests. Tasks were presented in random order, and can be seen below:

1. You are a vendor interested in doing business with the city. You want to know how to obtain licenses. Which topic would you select to get started?
2. You want to report that the street light in front of your house is burned out. Where would you go to report this?
3. Where would you find a map of the city's proposed zoning changes?
4. You would like to build an addition for your mother-in-law to live in e.g. an ADU (accessory dwelling unit). Where would you go to apply for a building permit?
5. Where would you find information on the City Council's goals and priorities?
6. Where would you find information on affordable housing?



7. You come across a construction detour. Where would you find more information on how long the detour will be in place?
8. Your car was broken into overnight. Where would you go to file a police report?
9. Where would you go to find information on residential parking permits?
10. Where would you go to find information about the city's Strategic Plan?

Tree Testing Results

Below are the results from tree testing. The percentages indicate how successful participants were in finding the correct pathway for each task. These percentages contribute to the “Overall Success” of participants ending up at a correct answer. “Directness” indicates participants chose the direct pathway without backtracking during the tree test.

Information Architecture is abbreviated to “IA” in the following table.

Task	Baseline Success Rate	Version 1 IA Success Rate	Baseline vs. Proposed IA
Obtain business license	60%	72%	+12%
Report street light is burned out	10%	14%	+ 4%
Find a Map of Zoning Changes	17%	61%	+44%
Apply for building permit	46%	78%	+32%
Find City Council Goals	84%	92%	+8%
Find affordable housing information	0%	92%	+92%
Find construction detour information	3%	61%	+58%
File a Police Report	80%	97%	+17%
Find information on Residential Parking Permits	73%	56%	-17%



Find City's Strategic Plan	0%	0%	+0%
Overall Success	37%	62%	+25%
Directness	41%	61%	+20%

The City of Tacoma's current information architecture had an overall success of 37% and directness scored at 41%.

Participants had a higher success rate with the first iteration of the proposed IA with an overall success of 62%, a 25% increase compared to the current navigation structure. Directness also increased by 20%.



Top Frustrations and Recommendations

Taking all of our research methods into account, here are the top frustrations with the current website:

- Navigation and Findability
- Design
- Search and Search Results are Not Working as Expected
- The Content Update Process
- CMS Issues
- Tacoma 311 SeeClickFix
- Garbage and Recycling is a subject of Frequently Asked Questions e.g. Schedules, What Goes Where, etc
- There are opportunities to Improve the Mobile-Friendliness of the Website
- Plain Language and Simple Naming are Important for User Comprehension
- Staff who Update Content Want and Need more Training

Navigation and Findability Needs to be Improved

The most common frustration with the current City of Tacoma website is that content and information is too difficult to find. This was mentioned by Residents, Staff, and City Council Members, and demonstrated in objective tree-testing of the current navigation structure (or “information architecture”).

- 38 surveyed residents mentioned navigation or finding information was an issue.
- Web Stewards mentioned navigation issues 12 times.
- Frontline Staff mentioned navigation and findability issues 17 times - including both for themselves and the website visitors they hear from.
- At least 7 City Council Members also brought up Navigation and Findability issues.

In our tree-test of the current information architecture, participants only had a success rate of 37%.

Recommendation: Organize Content by Topics and Services rather than by Departments

We have found in our research that navigation structured around services and topics is easier to navigate, especially for residents. This recommendation was also voiced by



frontline staff, City Council Members, Directors, MCO/IT Staff, and residents. One Frontline Staff member stated *“From [the] public perspective, it isn't always clear what department to look under for a particular division. For example, I have to know that Risk is under Finance. It's not an intuitive way to find divisions.”*

When tree-testing a service-oriented information architecture, we saw the average overall success rate increase by 25% compared to the existing navigation.

A service-oriented navigation instead of department-based organization, especially when using more familiar language, directs users by matching the names and language that website visitors use in their own lives and how they think about different subjects. This guidance follows the usability heuristic “match between system and the real world.” Residents are often unfamiliar with how government departments are organized and which departments or offices may be responsible or accountable for various tasks as well as the meaning of some of the department names.

For more information on this usability heuristic, please refer to the Nielsen Norman Group article [Match Between System and Real World: 2nd Usability Heuristic Explained](#).

By using familiar language and structuring content by topics and services, website visitors are more likely to recognize the items that match what they are looking for. This also helps in the area of “recognition over recall” where it is helpful to users to reduce the amount of information they need to remember—reducing cognitive load—and instead present information and labels from which to choose in a clear and structured way.

For more information on recognition and recall in usability, please refer to the Nielsen Norman Group article [Memory Recognition and Recall in User Interfaces](#).

Design

The current website design has multiple areas for improvement. The website design was mentioned in:

- 10 resident survey responses
- 6 comments from Web Stewards
- 10 frontline staff comments
- Comments from 6 City Council Members

Both website visitors and city staff and City Council members stated that the visual design of the website looks “outdated” in some way or is otherwise “cluttered” or “bland.”



Specifically, web stewards noted that the content page layout margins take up too much room that could be used for content and there are not a lot of ways to “call out content.”

Recommendation for addressing an Outdated Visual Design

SiteCrafting recommends a new visual design that looks more modern and does not clutter pages with too much text content. It’s okay to have longer scrolling pages, but avoid having large blocks of text.

Search and Search Results are Not Working as Expected

The current website search is not working as expected. Common search issues are that search results can be old or archived content, or the results are not relevant. Search as a source of frustration was mentioned in:

- 8 resident survey responses
- 7 Comments from Web Stewards
- 9 Comments from Frontline Staff
- At least 3 different City Council Members

MCO/IT Staff also have frustrations with on-site search, most specifically that search logs are not available to review.

Search Recommendations

- Update the search engine or search algorithms to find the most relevant and current results - this could include using synonyms and proper stemming and adding weight to more recent content when ranking or sorting results.
- Filter out Archived Content
 - Avoid showing users outdated information that is incorrect or no longer useful. This relates to content management where old pages will likely need to be archived or else the search could be set to de-prioritize or hide older or archived results. This is also better in general for users because it means they won’t be referring to outdated information.
- Ask Users for feedback after a search: If possible, ask users “Was this page helpful?” or “Did you find what you were looking for?” after a search and keep track of which pages are most helpful for specific search queries. This information can be used to suggest more relevant content or cross-link between related pages.



The Content Update Process

City Staff, Microsite owners, and at least three City Council Members agree that the content update process presents issues to staff.

For Web Stewards, the top frustration with the content update process is the delay of waiting for content approval. Web Stewards made at least five comments on the delay of waiting for content approval and delayed publishing.

Frontline Staff also said without special permissions, “every revision has to be approved by MCO, slowing down the speed in which information can be made public.”

MCO/IT Staff said the content approval process takes too much time: “I approved/reviewed more than 2,000 web submissions in 2021...” This means an average 40 per week for that single staff member.

Another issue is that it can be difficult to know which pages are outdated or need to be archived and which pages are more helpful.

Recommendations for the Content Update Process

- **Allow trained and trusted staff** to fix and update content and links without waiting for approval.
- **Create clearer guidelines and training** for what kinds of changes need to be approved and which can be updated without additional oversight.
- **Dedicated Staff:** Designate or hire a Digital Services Manager to act as a full-time content creator and approver so staff do not need to wait as long for content updates or approval. This role should also include a training responsibility.
- **Improve Clarity of Feedback:** One Web Steward noted *“If changes are not approved, provide reasons why so we can do better next time.”* We recommend creating a feedback system so comments can be associated with approval decisions. If staff understand why changes or new content is not approved, they will be less likely to request approval on content with similar issues in the future.
- **Require Regular Assessments of Content to make sure Everything is Updated:** One solution proposed by Web Stewards is regularly scheduled content reviews. This could be every year or another regular schedule. In any case, a regularly scheduled and thorough review of content can be a good way to make sure everything is updated.
- **Page Scores and Feedback Tool:** We recommend a feedback tool like “Was this page helpful?” continue running on the City of Tacoma website so content owners



and staff who update pages know which pages are more or less helpful. This can be added as an input for a Page Score, which we recommend for determining which pages most need to be updated.

- A Page Score should take into account how helpful the page is, how often it is viewed, when it was created, how often it is updated, when it was last updated, and whether similar or duplicate pages exist. Pages with lower page scores (meaning older and less helpful pages) can then be identified as candidates to be archived or updated.
- **Editorial Calendar** - We recommend implementing an editorial calendar for content to regulate the approval process.
- **Content Approval Timeframe** - Content authors should be provided with clear guidelines for length of review and timelines required to review content. It can take several hours to review/update a single page of content especially if multiple people are involved. In large organizations, content approval can sometimes take as long as 7 days. Complicating this process is the fact that unexpected events can and do occur which can pull reviewers out of a normal approval process in order to rapidly create and deploy content.
- **Content Creation Access** - There are no set rules on the number of allowable content creators and editors. However, there are limiting factors that increase the time needed for content editing. Content creators require training and more content creators means more content created. Additionally, as a content creator spends time away from the CMS, they are likely to forget how to interact with the software thus necessitating retraining. Finally, depending on the type of content, different levels of review are required. As staff well knows, updates to the City Code must go through legal review before publication. However, most content does not require a review of this magnitude. We recommend limiting the total number of staff with access to create and update content. Additionally, we recommend classifying pages as to the level of review required prior to publication. High traffic pages with sensitive information should be restricted to content editors. Low traffic pages with less sensitive information should be more easily updatable by staff.
- **Content Approval Plugin** - We recommend using a content approval and workflow plugin to assist in creating roles, workflows, and to provide visibility for content creators and editors.

Content Management System (CMS) Issues

The Content Management System as a source of frustration was mentioned in:

- 11 comments from Web Stewards
- 6 Comments from Frontline Staff



- 2 comments from City Council Members
- and 14 Comments from MCO/IT Staff.

Frustrations range from the back-end system itself to staff needs to content limitations and broken or confusing editing tools. Frustrations include:

- **Creating buttons and interactive elements:** Staff find it difficult to create different kinds of buttons or accordions or other interactive elements. For example, one MCO/IT Staff member said “when adding accordions to a web page, it is hard for web stewards to see the page as a whole since those are set up as separate web parts--I receive complaints about that a lot.”
 - A Web Steward said button options are limited and “[I] would love to create buttons that are icons - Right now I insert ‘images’ and use those as ‘buttons’.”
 - Two other staff comments also mentioned “creating buttons” and too much effort needed to create a link - especially a link to the CMS Drive.
 - There also seems to be inconsistency between buttons and links across pages as noted by a Web Steward on behalf of a website visitor they had heard from: “Lots of buttons on some pages and links on others.”
- **Unintuitive Editing Tools:** Six Comments from Web Stewards, Frontline Staff, and MCO/IT Staff mentioned that the content editing tools are confusing or otherwise difficult to use:
 - “Non-intuitive editing tools”
 - “not intuitive to figure out how to make updates/create content outside of updating text.”
 - “Two different web editors (the old & new versions?)”
 - “Website formatting is hard to use”
 - “CSS on WYSIWYG Editor is clunky.”
 - “[When] adding accordions to a web page, it is hard for web stewards to see the page as a whole since those are set up as separate web parts--I receive complaints about that a lot.”
- **Style Limitations:** A few staff comments mentioned frustrations with limited typeface options and line spacing.
 - A potential solution from MCO/IT Staff is “templates or rules that auto help switch content to a consistent font (stewards forget to use our strip format manual tool so we have multiple fonts on different [pages])”
- **Page Edit Locks:** A Frontline Staff member mentioned an apparent bug with edit locks such that pages they are trying to edit are “locked” for editing by others for “unknown reasons.” We recommend more investigation into this.



- **Different Platforms and Editors:** Staff have to deal with multiple systems and content editing tools, which adds context switching and additional cognitive load for staff and website visitors.
 - Frontline Staff: “Two different web editors (the old & new versions?)”
 - Frontline Staff on behalf of visitors: “Council and CBCs use different platforms (Legistar vs website)”
 - Recommendation: Remember to follow the usability heuristic on “Consistency and Standards” and Jakob’s Law: “[Jakob's Law](#) states that people spend most of their time using digital products other than yours. Users’ experiences with those other products set their expectations. Failing to maintain consistency may increase the users' [cognitive load](#) by forcing them to learn something new.”
 - For more information, see the Nielsen/Norman Group article on Maintaining Consistency and Standards: <https://www.nngroup.com/articles/consistency-and-standards/>
- **Performance:** At least one staff member noted that the CMS has slow performance issues.
- **Proprietary Systems and Data:** At least two MCO/IT staff members agree that having a proprietary system “makes it hard to modify outside the vendor’s assistance or approval” and “[the] source code is not available, for core changes on the CMS backend.”
- **Link Checking:** The tool that checks for broken links is not working correctly. One MCO/IT staff member said “There is a ‘check links’ feature in the system to try and find/ID broken links but it says all of our internal links are broken”
- **Backups:** Backups and restores are dependent on the database administrator.
- **Timeouts and lack of Auto-Save Feature:** “If there is inactivity when editing a page, the system will just time out without any warning or notification and users lose all of their work if they did not 'save draft' or 'publish'.”
- **Telerik Software Maintenance:** “Back end is on old Telerik UI based development which is hard to keep up to date”
- **Additional Staff Requirements:** Because the platform is hosted on-prem, additional SMEs in the MCO/IT staff are required.

Ideas for Solutions from Staff and City Council:

From Web Stewards:

- A new, modern, cloud-based CMS that has easy ways to format text, upload documents of larger sizes, a reliable link creation and checking tool, and search and sort documents (e.g. alphabetize forms).



- Consider connecting forms to a SharePoint site so forms updated there are automatically updated online.

From MCO/IT Staff:

- Use a CMS that is or is built on a common and well-known system like WordPress that has a Page Rating System, easier ways to add photos, possible Single Sign-On, and a change tracking tool so content approvers can tell what was added or changed on a page they are reviewing.
- Choose a CMS that follows required and recommended security practices and protocols.

From City Council Members:

- “[We] need a way of archiving content” and “[we] need a better way to integrate the council system. We need a better way to view documents instead of downloading PDFs.”

Recommendations for the CMS from SiteCrafting

- Use one CMS for the City of Tacoma website that is easy to use and either extensible for features like link checking, page scores, and content alerts, or has those features built-in or configurable.
- Use a CMS that makes it easy to create mobile-friendly content.
- Use a CMS that has or could support a feature to alert staff about automatically detected old content that needs to be updated.
- Create flexible components so content creators can add what they need to their pages without being locked into specific patterns.
- Integrate Microsites when possible.
- Include a page score so content owners and admins know which pages are most helpful.

Tacoma 311 - SeeClickFix

Residents, city staff, and City Council all had comments on SeeClickFix. Here are some of the frustrations they mentioned:

- 311 is confusing to Residents. We received 70 comments in our feedback collector from website users who were looking for something related to 311 but could not find what they were looking for.
- From the resident survey, here are the comments we received about 311:
 - “The way 311 is set up. It is clunky, slow and can feel very confusing. A streamline of this page would be great but we really need it to be front and



center. [It] feels like 311 is hidden when it really is the conduit for the residents to communicate with their city.”

- “311 is tedious. The app is horrible”
- “311 is a total joke, waste of time and skews the actual crime numbers”
- “If you report something on 311 it shows your info. Info should be protected ”
- City Council Member Rumbaugh said “How do I get to 311?” is a common question from residents and also said “I have to show people how to get the app and how to use the app.”
- Naming and Findability: one Web Steward noted “People don't seem to see the 311 at the top; or know that's where to go for help - naming”.
 - This indicates there may be an issue where residents do not know what “Tacoma First 311” means.

Recommendations for 311

- To help users find the 311/SeeClickFix page, we recommend connecting multiple Call-To-Action components across the site for 311 using more familiar language. For example, on pages related to cars and parking, add a Call-To-Action (CTA) with messaging and an attached button like “Report Abandoned Vehicle” that links to SeeClickFix.
 - Here’s an example URL to link directly to the Report Abandoned Vehicles request type:
https://seeclickfix.com/web_portal/Mx4UcnjshtJ83uMYFA2D58p5/report/category/39602/location
- Within SeeClickFix, we recommend renaming each of the Request types and Request Categories to use plain language that is familiar to residents.
- The Request types should also be sorted alphabetically by the name of the Request or Report type and not grouped by department.
- Finally, we recommend standardizing naming conventions for 311. There are currently several names that are used including 311, SeeClickFix, and the more recent Tacoma FIRST 311.

Garbage and Recycling

Garbage and Recycling is a common subject for questions from residents. This ranges from pickup schedules, to starting, stopping, or changing service, changing their bin size, and “What Goes Where?”

In addition to a couple of survey responses, the feedback collector system received over one hundred responses about garbage and recycling when users could not find what they



were looking for. This was also mentioned as a common point of frustration by Council Member Hines.

Our feedback responses had 229 responses about garbage and recycling, including:

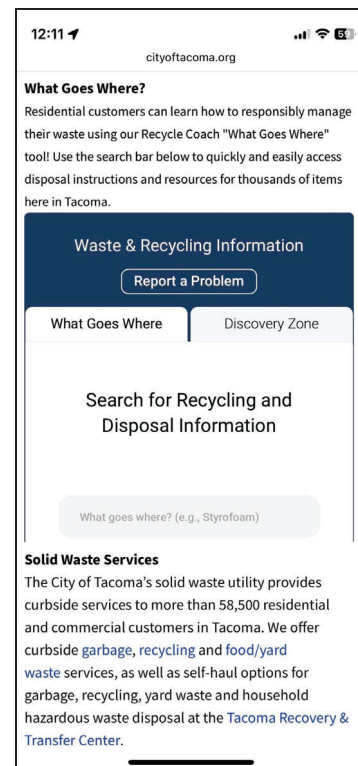
- **104** responses about **pickup schedules** for garbage and recycling.
- **34** responses about **garbage** including wanting a larger bin, asking if they can use their own bin, garbage bins being stolen, landfill questions, and garbage and landfill billing rates
- **24** responses about **missed garbage pickup**
- **35** responses related to **how to dispose of something** or related to “What Goes Where?” and more landfill questions about hours and payments accepted
- **11** responses about **Recycling** and the Recycling center, 7 of which were asking what can be recycled.
- **21** responses asking about **solid waste fees** and cost rates

Recommendations for Garbage and Recycling

- **Clearly post the pickup schedules on the main Garbage and Recycling page.** Make it easy to find the schedules based on different areas or addresses.
- **Improve usability of the What Goes Where tool** by making it easier to find and offering a more integrated tool into the page instead of an embedded frame. This will also help with in-page search indexing so users can search for items and find guidance on disposal of specific items.
- **Create a Garbage and Recycling Hub and Service pages with FAQs**
- **Use simple naming** and call the Service “Garbage and Recycling” instead of “Solid Waste.”
- **Offer more content as web content** instead of PDFs or videos such as the Recycling Center Guide or the Recycling Reset video and PDF whitepaper.

Mobile-Friendliness

We received feedback from Web Stewards, residents, MCO/IT Staff, and two City Council members that noted the current site does not work well on mobile devices—the menu is hard to use and some documents and features do not work well on mobile devices, including scanned documents without digitally produced text, and in-page tools like “What Goes Where?”.





(See screenshot on previous page) The What Goes Where feature does not render well on a smartphone as the frame only takes up a small portion of the screen, forcing users to vertically scroll within the panel and the results are not visible.

Recommendations for a Mobile-Friendly Site

- Use a CMS and content templates that are fully responsive and work well on smaller screens.
- Create full-size pages that fill the viewport for tools such as “What-Goes-Where?” or have a more native tool as part of the page instead of an iframe element.
- Test content on small mobile screens.
- Provide more helpful links to related mobile apps.

Plain Language and Simple Naming

A quotation from a Web Steward best captures the frustration around naming conventions and jargon: “[there is] too much ‘government’ language for outsiders to find things. They have to understand our hierarchy to find things”

This echoes what we heard from three City Council members, and Frontline Staff.

City Council Member comments included:

- “311 is good at that but people don’t know what 311 is and people don’t know it’s there”
- “environmental services is not what it sounds like or what other people call it”

A Frontline Staff member noted on behalf of visitors “[the] wording of pages/subpages is not clear to find what they need.”

Recommendations for Plain Language and Simple Naming

One City Council member recommended “Name things what normal people call them, not the department terms.”

In addition to service names, topic names, and department names, we recommend clarifying and “plain talking” blocks of text and avoiding jargon.

To find resources and learn more about “Plain Talk” at the Washington State Government, refer to the Plain Talk Resources page at

<https://governor.wa.gov/issues/efficient-government/plain-talk/resources>



Staff Training

Staff who update content recognize that they both want and need more training for content updates. This was mentioned by both a City Council Member and city staff including:

- 9 Comments from Web Stewards, including:
 - “would love more detailed instructions from the beginning”
 - “(Not caused by the site itself necessarily but...) Staff who are not trained in website content development requesting content they've created to be posted. ‘Just push the button!’”
 - “Too many web stewards that haven't received proper web content development training”
 - “I only know how to make very bland pages.”
 - “Parts of instruction guide out of date”
- 3 Comments from MCO/IT Staff, including:
 - “[It’s] time consuming doing monthly 90-minute training sessions”
 - “[I] would like to see the IT team more familiar with the style guide since they sometimes review/approve /create new pages”
 - “Training materials are limited, and not up-to-date.”

Recommendations for Staff Training

- **Train Staff:** In addition to dedicated staff, make sure staff who update content are well-trained and can update their sections of the website, as said by a City Council Member: “[it would be] helpful if staff can be trained to update their portion of the website within guardrails and permissions - that would help us on the backend.”
 - Specific kinds of training mentioned by City Staff include:
 - HTML and CSS
 - Which content needs to be submitted for approval.
 - Guidelines on better looking and more engaging content pages
 - **Frequent Training:** Some staff also mentioned needing more frequent training to account for staff changes (when replacements are hired, they need to be trained).
- **Create videos, “cheat sheets,” and other kinds of resources that can be accessed at any time** so MCO/IT Staff do not need to conduct time-consuming monthly training and to make it easier to schedule training: “[it’s] time consuming doing monthly 90-minute training sessions”



- **Update Training Materials more often:** (MCO/IT staff noted that sometimes training materials are outdated).

Microsites

During the course of our research we worked with IT to uncover all of the existing microsites governed by the City of Tacoma. A list was provided by IT and through use of a site crawler even more were discovered. Microsites outside of the CityofTacoma.org website emerged for several reasons:

1. Easier to standup a site outside of the current CMS
2. Provides more flexibility for content and navigation
3. Removes microsite owners from normal content update process

These microsites suffer from a lack of association with the City of Tacoma, consistent branding, and little to no MCO oversight. Additionally, these microsites do not appear in any CityofTacoma.org web searches because they exist outside of the City's search index.

We recommend incorporating as many microsites as possible into the main City of Tacoma website. However, there may be some technical constraints with specific microsites e.g. TacomaPermits.org that require them to stay outside of the CityofTacoma.org CMS. Finally, it should be noted that this change will not be without pushback from microsite owners.

Other Recommendations, Features, and Improvements

Hire Dedicated FTE Staff for Content Updates

Because of the size and scope of the City of Tacoma website, we recommend that the City of Tacoma hire full-time staff for creating, updating, and publishing content for the website. We recommend two staff: one staff member to work on content changes and updates, and one developer with expertise in the content management system who can update and improve the system over time.



Scope of Web Manager Role

The Web Manager will collaborate directly with IT. In other cities, we have seen a direct collaboration with a more technical counterpart in the IT office. The goal is not to silo this position, but to instead work across departments as a partner and guide.

Web Manager Roles & Responsibilities

- Responsible for the content creation and scheduling of posts for the city's website
- Writes engaging and detailed content for the city's website as it relates to citywide programs, events, etc.
- Works with various department to define their webpage's needs and assist with the maintenance of each page.
- Works to ensure that the city's website is up to date with citywide events and that all web content is clear and consistent with other communications channels.
- Identifies communication gaps in web content and makes recommendations
- Ensure the city's branding is upheld on the city's website and across all digital presences
- Designs web banners and creates graphics the city's website and social media channels as needed.
- Assists with the creation of visual content as needed for the city's website and social media.
- Manages and completes multiple communications projects within a given deadline.
- Collaborates with marketing and design teams to plan and develop site content, style and layout.
- Maintain standards for content/graphics. Evaluate usability and utilization of web pages. Oversee content graphics including size and optimization of photos.
- Creates and publishes engaging web content.
- Liaises with content writers to ensure brand consistency.
- Optimizes content according to Search Engine Optimization.
- Uses content management systems to analyze website traffic and users' engagement metrics.
- Configuring and monitoring the City's web analytics and reporting tools and making content recommendations accordingly.
- Manages content distribution to online channels and social media platforms to increase web traffic.
- Tests website accessibility and functionality
- Maintains the city's web calendar



- Stay up-to-date with developments and generate new ideas to draw audience's attention.

Make City Codes Searchable

We recommend creating web content pages for the Municipal Codes instead of PDF documents. Not only would this make the codes easier to find and search, but also make it easier to link directly to and between specific titles, chapters, and sections, along with the related ordinances linked from City Council meetings and News articles.

Create a Contact Information Directory

We recommend having Contact Information easy to find for each office and department and having a directory view.

Create and Use a Department Template

We recommend having a Department page template so each department or office can deliver information in a familiar and consistent format.

Create a Combined Universal Events Calendar

Combine all events into a modern and easy to use Events calendar for events in Tacoma across many different categories and venues. This will be useful for residents, visitors, and staff to engage with everything Tacoma has to offer.

Use a Guide Template

We recommend a Guide Template (see [Guide Page Template](#)). A Guide template will make it easy to collect information, descriptions, FAQs, contact info, commonly used files, and more for various subjects. This is best for collecting related information that does not follow a specific sequence.

Use a How-To Template

We recommend using a [How-To Page Template](#) to provide a “1-2-3” helpful explanation of how to do something. This could be for applying for a permit, filing specific taxes, using a complicated online tool, and more. This is best for collecting information for steps to accomplish a goal that follows a specific sequence.



Offer a Modern Language Chooser and High-Quality Content Translations

As noted by City Council Members, MCO/IT Staff, and Directors, website visitors communicate in a variety of languages and language access is important. It is recommended that the new site include an easy way to switch languages and have high-quality translations wherever possible.

Show All City Projects and their Statuses

We recommend having a page that shows a list (and the status of) City Projects for construction, streets, and other development and repair project efforts, along with a Project Details view for each project. By creating a consistent and familiar layout, it will be easier for users to find out when each project starts or started and is planned to stop, cost information, where the project is located, and more.

Improve Search

We recommend a more accurate on-site search algorithm that delivers more relevant information and more helpful and more recent results. The current search was noted as a frustration by five City Council members, MCO/IT Staff, Residents, and Directors.

Feature “Stats Cards” for Important and Current Summary-Level Data

Include “Stats Cards” on the homepage and other pages where useful so it is easy to find important data and indicators of success for various projects, initiatives, and efforts by the City of Tacoma. This was particularly noted by a City Council Member.

Enhance TV Tacoma Video Features and Social Media Integrations

As recommended by both Directors and two City Council Members, we recommend enhancing the video experience on the City of Tacoma website as well as connecting it with the official City of Tacoma social media outlets. The current trend for video is in shorter “bites” of video (about one minute or less) that are focused on one specific topic. While we do not recommend replacing text content with video, short clips can be a helpful supplement as explanatory pieces of content that cover an overview of its subject or as another way to show specific details of a process. For example, on the Garbage and Recycling pages, there could be a short demonstration video of the top 3 most useful features in the Recycling Coach app.

We recommend working closely with TV Tacoma in sourcing videos for the site. These videos can be hosted on YouTube, a common practice today. Hosting on YouTube will help



with current file size limitations as well as providing opportunities for promotion outside the City of Tacoma site.

Cybersecurity

MCO/IT Staff mentioned cybersecurity concerns. We recommend following modern best practices for web security and requirements from government agencies. We recommend choosing a CMS that follows required and recommended security practices and protocols. We recommend a vendor that can provide regular software updates for plugins and tools.

Domain

We recommend considering moving the City of Tacoma website from a **.org** domain to a **.gov** domain to increase trustworthiness. However, it is worth noting that the move to .gov domain comes with major tradeoffs. All existing email addresses and other materials are based on the CityofTacoma.org address. There will be a significant cost incurred in moving to .gov. Although the .gov domain is limited to officially approved government entities and thus increases rates of trust, there is no indication that the current site is not trusted by users or viewed as unofficial.

Chatbot

With the advent of ChatGPT and other AI-powered chats, there has been considerable technical progress made in regards to chat applications. Additionally, there are also commercial chatbots that are powered by a mix of stock answers and live chat that are available to use with a minimal install process. However, staffing arrangements have to be made for these bots, and a customer service team members will be needed to monitor live conversations. As part of the project, we built a bot powered by ChatGPT and trained it on City of Tacoma content. Although the bot was able to achieve high accuracy with its responses, ChatGPT is still new as a technology and can be unpredictable at times. Our recommendation is to wait for the technology to mature before making a purchasing decision related to an AI Chatbot.



Content Guidelines

Here are some best practices when it comes to writing content:

Focus Topics

- Each page on a website should include a single, focused topic.

Use Proper Length

- Say what needs to be said in the length that it requires.

Simplify

- Go back and read what you wrote, delete unnecessary words.

Use the “Inverted Pyramid” Style

- Put the most important information at the top - this is especially true for mobile.

Make it Skimmable

- Use bullet and number lists, no confusing tables.
- Use headings to break up paragraphs and sentences.
- Use short paragraphs and sentences.
- Don't be afraid of white space; use the negative space. Sufficient space allows the reader to more easily scan the content to find what they're looking for.

Keep it Consistent

- Following formatting guidelines keeps the look and feel of content consistent across pages, creating a better user experience.

Have a Clear Call-To-Action

- If applicable, have a clear call-to-action.

PDF Documents and Video

Using PDFs - When to Use

- When it needs to be printed or used offline.
 - The PDF can still be secondary and content from the PDF can be placed directly on the webpage.
- When the content is too long.



- Some content will never be able to be made webpage friendly and is too long to put directly on the page (e.g. lengthy reports, budget documents, etc).

Using PDFs - When NOT to Use:

- In place of an entire webpage.
 - If the piece was developed as a brochure or offline flier that doesn't mean it's the best online method for communicating information.
 - What to do instead:
 - Extract the important content and create a page, event, or new content section on an existing page and format the content in a web-friendly way.
 - Ask yourself:
 - Does the PDF need to be linked to?
- As a navigation link destination instead of a page.
 - A PDF should only link from text on a page. Never point a navigation menu link to a PDF as a substitute for a webpage.
 - What do do instead:
 - Pull the important content out of the PDF and create a page.

Making PDFs Accessible

- **Make them screen-reader friendly** - Include headings and subheadings, just like in web content.
- **Tag visual elements** - use captions and alt text.

Video

- **Always include a transcript** - Text along with the video increases searchability and usability. Audio isn't appropriate in all situations, so make content available.
- **Do not autoplay video** - Give users the control over when to start playback.

Optimizing for Mobile Guidelines

Based on our research findings across multiple audiences, the current website is not as mobile-friendly as it could be. Here are some best practice and guidelines to optimize for mobile devices:

Images

- Make sure the subject of the images is located in the center of the image.



- Don't use images that are too zoomed in. Images that have space around the subject respond down to smaller sizes without cropping out the essential parts.
- Images should enhance content. Some images can increase page load time and draw focus away from primary page tasks. Be mindful when selecting images.

Formatting

- **Mobile vs. Desktop**
 - Make sure you're viewing the page both on desktop and mobile before publishing.
 - Formatting and layouts change in ways you may not consider if you don't preview on mobile.
 - Modify workflows to incorporate mobile review.
- **Tables**
 - Tables are not mobile-friendly.
 - Reformat content into bulleted lists or create an alternative view that only appears on small screens.
- **Headlines**
 - Longer headlines work better on desktop
 - Try to keep headlines from wrapping to more than 2 (ish) lines

Content Placement

- Understanding how page templates respond affects placement of content elements.

Centralized or Decentralized Website Management

Depending on your organization, one of these content ownership models may work better for you: Centralized or Decentralized Website Management. There is no right or wrong web governance model, but it is important to empower the team and create working documentation that changes based on the needs of your organization. In addition, knowing which model is right for your organization will help create and implement a successful governance plan.

Centralized Website Management

A central, core web team of dedicated web professionals with the skills to produce, edit, and publish content. Typically, this team is responsible for all core web functions.



The pros of centralized website management:

- A wider view of marketing, brand and digital strategy goals.
- More control over published content, which means brand styles, voice and tone are more consistent, content is better quality.

The cons of a centralized model:

- It's hard to have dedicated web roles as your core web team is likely juggling multiple hats.
 - Website content might suffer because your core team is busy with other projects.

Decentralized Website Management

Ownership and maintenance of the content is distributed, usually to the subject matter experts (SMEs). Responsibility for their content is added to their regular day job, and they are trained on how to maintain their content.

The pros of decentralized website management:

- Reduces bottlenecks for central team resources.
- Works better for small web teams with too much content.

The cons of decentralized website management:

- High risk of poorly written content.
 - Not concise, inconsistent.
- SMEs juggle their existing job with content, which becomes second priority.

Recommendation: Decentralized Website Management

We recommend a decentralized website management strategy. We also recommend that this strategy is coupled with the use of several tools to reduce the onus on approvers. Specifically, we recommend the use of SiteImprove for post-publication and PublishPress for pre-publication reviews. PublishPress provides functionality for roles, workflows, and approval processes. Additionally, PublishPress provides the ability for reviewers to add custom requirements prior to publication e.g. tags, taxonomy, checking for broken links, alt-text for images, etc.



Proposed Navigation

Based on our research and tree testing results, we propose the following navigation:

Top Navigation:

- Services
 - (List of Services)
- Government
 - Boards and Commissions
 - Charter Review
 - City Council
 - Codes and Laws
 - Departments - link to list (List of Departments)
 - Elections
 - Mayor
 - Municipal Court
 - Recent Legislation
- Projects & Initiatives
- News
- Events
- Help & Directory
- I want to...
 - Apply
 - Contact
 - File
 - Pay
 - Register
 - Report
 - Request

List of Services - this is the top level only

- 311 SeeClickFix
- Accessibility
- Animals
- Business
- Calendar of Events
- Fire



- Garbage & Recycling
- Housing
- Jobs & Employment
- Library
- Maps & Property Information
- Meetings & Agendas
- Neighborhood Business Districts
- News
- Parking
- Permits
- Police & Safety
- Residents
- TAGRO
- Tax & License
- Transportation and Roads
- Utilities
- Visitors

List of Departments

- Animal Control
- City Attorney
- City Clerk
- City Manager's Office
- Community and Economic Development
- Environmental Services
- Equity and Human Rights
- Finance
- Fire
- Hearing Examiner
- Human Resources
- Information Technology
- Management and Budget
- Media and Communications Office
- Neighborhood and Community Services
- Office of Arts and Cultural Vitality
- Planning and Development Services
- Police
- Public Works



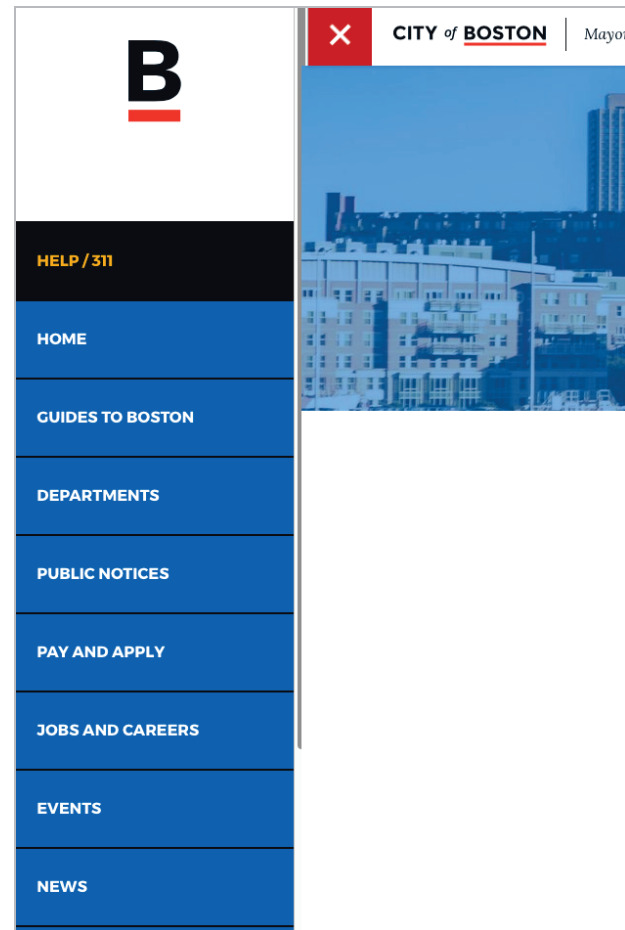
Comparative Analysis

SiteCrafting analyzed websites for other cities including Boston, Austin, and Boulder. Here is what we found on their sites.

Boston

Navigation (left side - slides in and out from the side)

- Help/311
- Home
- Guides to Boston
- Departments
- Public Notices
- Pay and Apply
- Jobs and Careers
- Events
- News
- Places
 - Cemeteries
 - Community Centers
 - Historic Districts
 - Libraries
 - Neighborhoods
 - Parks and Playgrounds
 - Schools
- Government
 - The Mayor's Office
 - City Clerk
 - City Council
 - Elections
 - Boards and Commissions
 - City Government Overview
- Feedback





Home

- opens with today's date and what look like top tasks (7 of them) then common resources
- (ADA curb ramp requests, apply for a city job, building permits and licenses) listed in alphabetical order
- 4 guides: voting in Boston, trash and recycling, renting in Boston, Having a Car in Boston
- 4 latest news stories
- 3 featured videos
- 311 service requests (9 options listed)
- Sign up for email updates
- upcoming events
- about the Mayor
- City Council cards

Footer

Compact footer with list of links, logo, and a special link for 311 requests. The link list contains:

- [PRIVACY POLICY](#)
- [CONTACT US](#)
- [JOBS AND CAREERS](#)
- [ALERTS](#)
- [PUBLIC RECORDS](#)

Guides

Guides have a row of horizontal jump links at the top then links to other specific offices and pages.

Numbered steps for multi-step processes.

Guides feature links to other related Guides.

e.g. **Affordable Housing in Boston** links to

- Low-Income Resources
- Renting in Boston
- Buying and Owning a Home
- Moving

The bottom of the guide has links to related departments.



Departments landing page

Frequently Used Departments (no FAQs) and a list of All Departments

Each department link also shows the phone number to call

Department page

- contact information
- overview text (1 paragraph)
- jump links to different sections

Content Pages

Individual pages for specific programs and services

Common Questions FAQs accordion

How to Apply: list of requirements

Who's Involved section at the bottom to list relevant departments or divisions

Public notices - mostly seem to be for announcing meetings and hearings

each item has a When and Where

Pay and Apply goes to a special page with a list of links to document requests, apply for a permit, paying fines, and more common payments (8 links)

This same page also has an **accordion for categories** of "What do you need help with?" - each section has 6-20 **links written as verbs**

e.g. Apply for Community Preservation Funds, Become a Boston Constable, Serve on a Board or Commission, Testify at a City Council Hearing

Interior pages and landing pages can have a giant hero image with a panel for the page title, subtitle, description, and CTA button (kind of like large Content Image Rows) - some pages have multiple of these like the Career Center

<https://www.boston.gov/career-center>

A lot of pages have **section headings with grids of cards with or without photos** to link to other pages.



Austin

<https://www.austintexas.gov/>

Navigation

The menu is a slim, one-level, horizontal nav bar at the top, but clicking a link opens a large menu with photos and different sections and lists of links grouped by categories, then the links on the right take you to a specific page. The categories also have landing pages.

- Resident
- Business
- Government
- Departments
- Connect
- Search

Global Nav

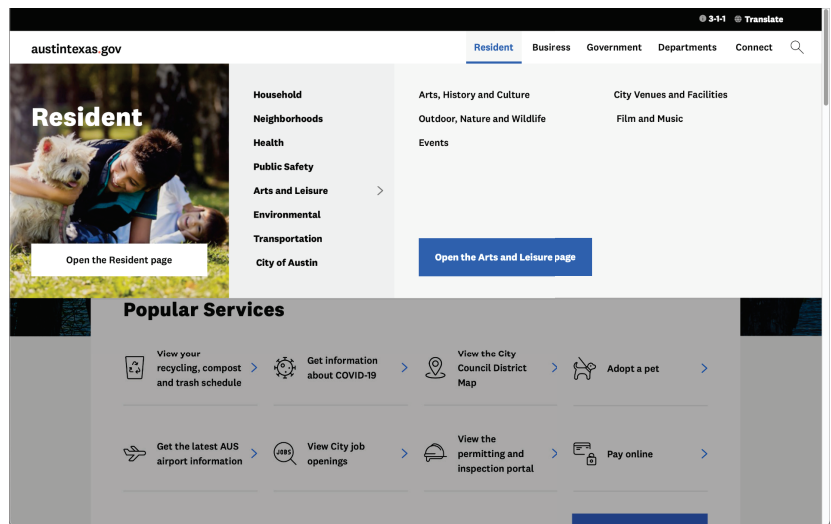
- 3-1-1
- Translate

Home

- **Popular Services** grid with 8 services and a link to All Services.
- **Recent News and ATXN videos** including local news and a live stream for the city's television station
- **Events** area with big cards - no images - for 4 most recent events
- **Connect with your City Government** section related to receiving information and participating, city council meetings, contact info (link only, no contact info on the card)
- **City Transparency** section for public records and viewing open data
- **Austin 3-1-1 section** with common tasks and ways to submit a request including a link to download the mobile app and learn more

Footer

- Includes social media links (Facebook, Twitter, LinkedIn, Instagram, YouTube, and the RSS feed) and links to other parts of the site.





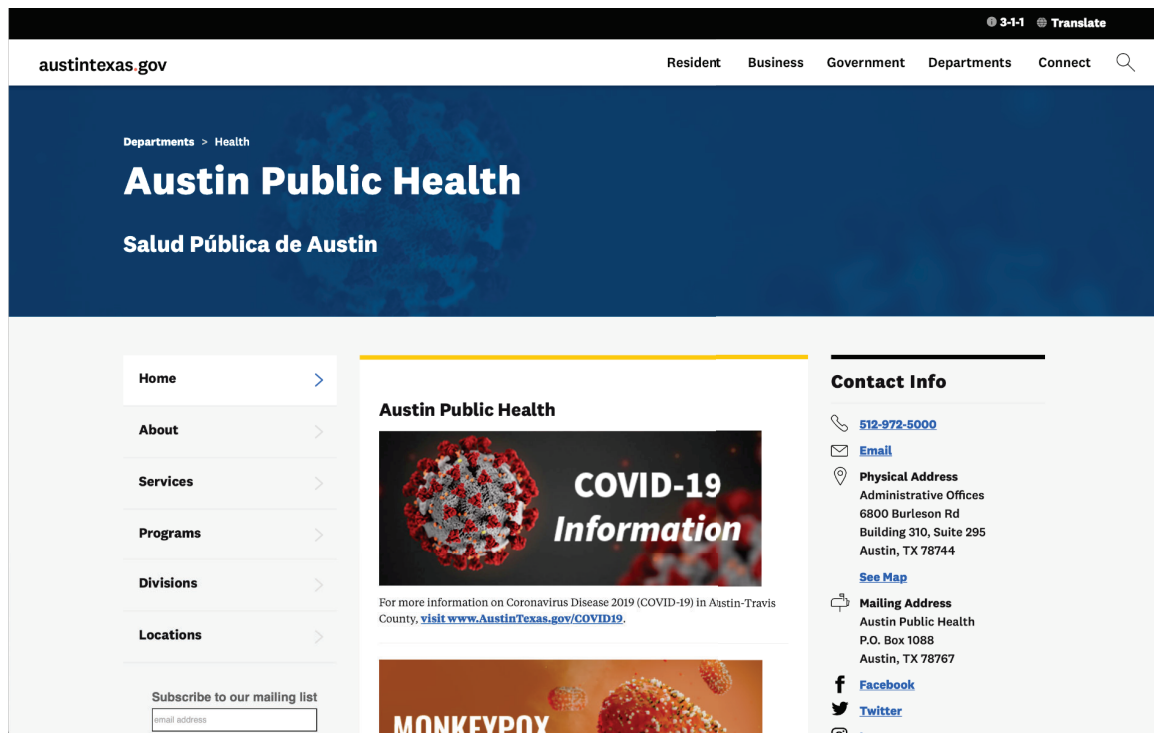
- Includes links to get help or give feedback.

Landing Page*

The landing page is a list of links grouped into categories.

Sub-pages have lists of links and some supporting text content.

Some landing pages have links with image cards for the heading (text is inside the image).



Content Pages

Lowest level content pages have sections of text and accordions for FAQs. Some accordion sections have video embedded as well from YouTube.

3 column layout:

Left: navigation (does not expand or contract in-place)

Some content pages do not have a left side nav menu e.g. Utilities

<https://www.austintexas.gov/business/utilities>

Middle: page content

Right (optional): contact information and social media links

QR codes to scan as alternatives to a link to apply for a service - this seems a bit odd to include a QR code when the matching link is just above.



Boulder

<https://bouldercolorado.gov/>


Homepage

Quick Links

4 Links to Common Tasks and Guides

Featured and Recent News

Multiple Featured News stories and areas of different sizes and visual styles
Featured stories show an image, other stories do not have an image.



Earth-Friendly Ways to Celebrate the Holidays

OCT 24, 2022

CITY COUNCIL

- [Council Homepage](#) >
- [View Meeting Calendar](#) >
- [Participate in Meetings](#) >
- [Watch Meetings](#) >
- [Access Meeting Agendas](#) >
- [Contact City Council](#) >

A 'New to Boulder' Bike Facility for Low-Stress Left Turns

OCTOBER 21, 2022

> See More News

Boulder's Oldest - And Possibly Spookiest - Properties

OCTOBER 20, 2022


Boulder Police Arrest Teen in School Threat

OCTOBER 19, 2022

November 2022 Boulder Election

What you need to know about the upcoming election: key dates, registering to vote, ways to vote, what's on the ballot, and more.

> All You Need to Know About the Election



Dr. Martin Luther King Jr. Day Event Funding

Community groups and organizations are eligible for grants, and applications are open through Nov. 4

2023 Recommended Budget

Spending plan reflects community and council priorities, making key investments in social services, housing, and city employees.

Halloween and Día de los Muertos

You will find events for all ages in our Guide to Halloween and Día de los Muertos community happenings in Boulder.

Guide to Fall in Boulder

Your guide to things to do and places to see during the fall in Boulder, as well as seasonal programs and services offered by the City of Boulder.



City Council

Right-side nav for links to City Council calendar, Participate in Meetings, Watch Meetings, Contact the City Council

Navigation

No dropdowns on the menu items.

- Locations
- Services
- Projects
- Government
- News

Global Nav

- Calendar
- Jobs
- Contact Us
- Search icon - rotates on hover - links to a Search page when clicked
- Select Language
 - Dropdown but looks like a text input

Footer

Links

- Calendar
- Services
- Government
- Locations
- News
- Accessibility
- Privacy Policy (and text about Copyright information)

Contact information

- Address and a link to the **Contact Us** page

Social Media

- YouTube
- Twitter



- Facebook
- Instagram
- LinkedIn
- Nextdoor

Search

Filter for all results or documents.

Contact Us

- Includes a full list of links to Departments, Divisions, and Locations and their phone numbers.
- Related Links
- Office Hours
- **Report an Issue** button

Services Landing Page

Most Used Services Section

Series of Dropdowns

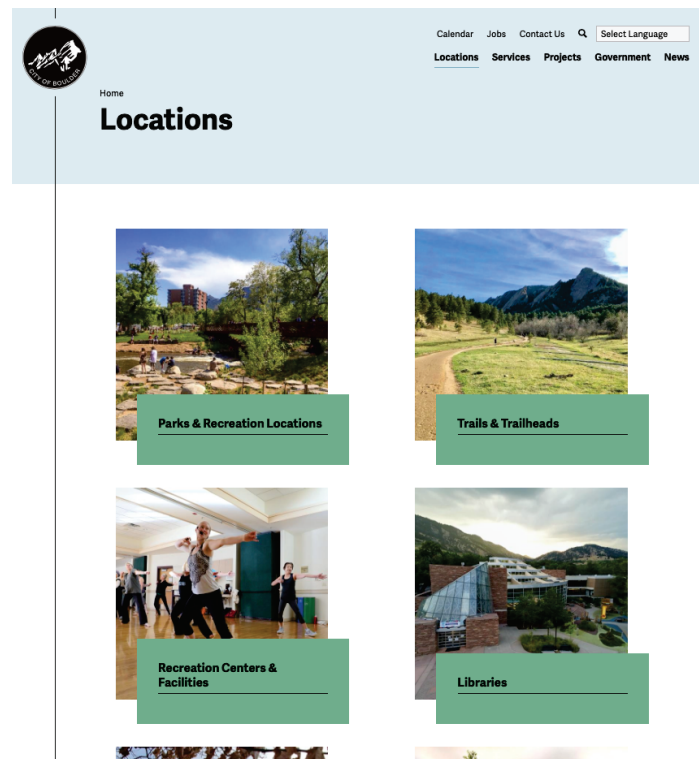
1. **I want to _select-[verb]_**
 - a. Options are Apply, Pay, Report, Sign Up, View.
2. **Verb [select noun for programs/services]**
 - a. Options depend on verb selected
3. **Verb [submit button]**

Example: I want to “pay” “parking ticket.”

- Alphabetical list of all services with pagination
- Some services have sub-links to sections of their pages:
 - For example, **Affordable Housing Investments** also has a link to **How to Apply for Funding**.

Search and Filters for Services

- Category dropdown





- Search by Service Title
- Search by How-To Title

Current Job Openings

Linked from Jobs page

Includes an **iframe** with content from www.governmentjobs.com/careers/cityofboulder

Locations Landing Page

Cards with links to location categories

Parks and Recreation Facilities

Filters

- Search by name
- Type filter: Parks, Parks and Recreation Locations, Recreation Centers & Facilities, Age Well Centers for Older Adults
- Parking: yes/no filter
- Amenities
- Sport Complexes
- ADA Accessibility

Park and Location Cards

Link to the location

Location Page

- Contact Information
- Park Photo
- 3 column layout
 - Left: Amenities List
 - Middle: main content
 - Right: related resources

Projects Landing Page

- Grid of project cards
- Filter with find-as-you-type for project names and filter (dropdown) for the department associated with the project.

Admiral Arleigh A. Burke Park



Contact
NAME
Admiral Arleigh A. Burke Park
PHONE
303-413-7200
ADDRESS
490 Mohawk Drive
Boulder, CO 80303
✉

LOCATION CATEGORY	ADA ACCESSIBILITY
Parks & Recreation Locations	Sidewalks/Paths
Parks	Shade Structures

AMENITIES
RTD Access
Shelter
Open Turf
Multi-use Path
Slacklining
Natural Lands
Nature Play Opportunity

Admiral Arleigh A. Burke Park is a neighborhood park located adjacent to Horizons K-8 featuring Thunderbird Lake, a playground, basketball court, and open turf with berms for unstructured play. The playground and basketball court are available for public use outside of school hours. [Slacklining](#) allowed

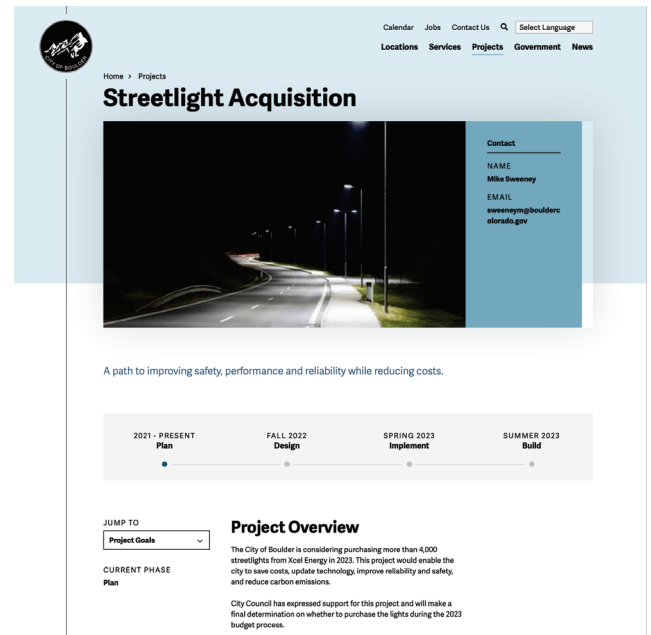
RELATED RESOURCES
Park Regulations and Information >

The City of Boulder reminds residents and open space and parks visitors to exercise caution as sustained high temperatures have increased the risk of potentially harmful algae blooms at city lakes and ponds.



Project Page

- Contact for the project (name and email)
- **Timeline for the project phases and seasons for when those phases will be executed**
- Jump-to link menu on the side of the page
- Project timeline also included in text format with more detailed information on each step near the end of the page
- Embedded YouTube videos related to the project, such as the City Council discussion
- Related Documents such as PDF City Council Memos
- Related Projects links (project cards)



Government Landing Page

- Grid of 4 link cards:
 - City Council
 - City Manager's Office
 - City Departments
 - Boards and Commissions
- Get involved in Local Government - list of links
- About the City - list of links
- Large "banner" link "Learn about Boulder's commitment to community engagement" links to Guide on **Community Engagement**

City Council Page

- Upcoming City Council Meetings
 - Cards for 6 upcoming events
- Image content row to *View Agendas and Materials, Participate in City Council Meetings*
- Council Members



- Link to contact form embedded in iframe - <https://bouldercolorado.gov/contact-city-council-and-staff>
- Contact Information
- Link to FAQs <https://bouldercolorado.gov/boulder-city-council-frequently-asked-questions>

City Manager's Office - Projects

This is a different template than other pages. Some other pages have jump links, but this page links to subpages and uses side navigation.

Departments & Divisions

Grid of links to all departments and divisions with phone and email contact information on each card.

The Contact Us buttons link to a Report an Issue page with a form in an iframe. This is powered by govoutreach.com

Boards and Commissions

The list of boards on the side of the page looks like a side navigation menu but it is just a list of links to individual pages.

This page also includes both embedded and linked videos.

Board or Commission Page

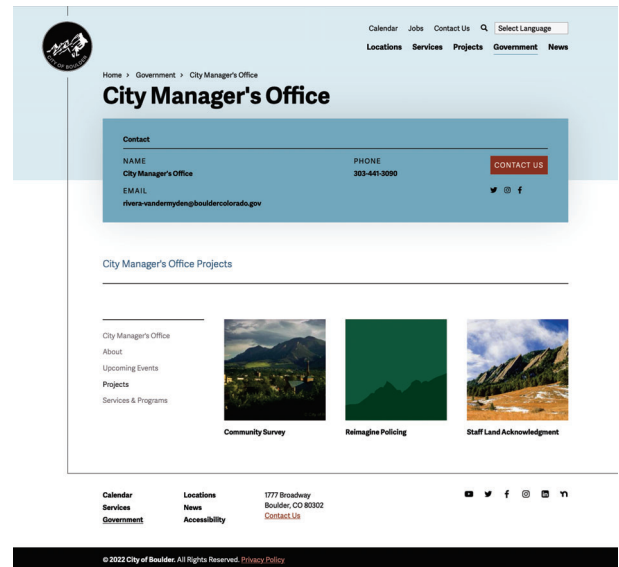
Also includes the Upcoming Events pattern and a 2 column grid of members with name and title and term years.

The **About the Commission** section is at the bottom of the page.

News

<https://bouldercolorado.gov/news>

- 3 featured news stories (one large and two smaller)
- List of 3 most recent stories
 - link to See All News
 - Right side list of 6 other recent news stories

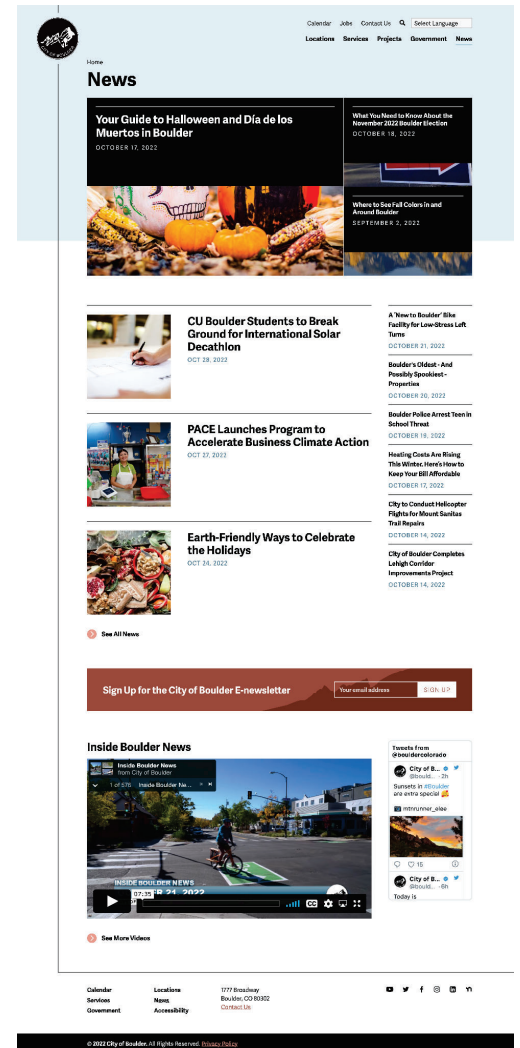




- Newsletter sign up
- Inside Boulder News featured video
 - Link to more videos
- Twitter feed

Events

- Linked from *Calendar* in the “global nav”
- Filters
 - Title search
 - Department dropdown
 - Category dropdown
 - Location type





Content Management System

The choice of the content management system that powers your digital presence is important, as it's a decision you'll be living with for years. The CMS needs to be robust enough to handle your current needs, but also flexible enough to respond to needs ten years from now. After a review of the website features discovered in research, interviews with stakeholders, along with our years of experience guiding clients and helping them grow their online presence, we recommend that the City of Tacoma adopt WordPress as its content management system for the current website redevelopment project. We believe that WordPress is the right choice for your organization, for all the reasons below, as well as our ability to leverage our experience with this platform to deliver a great solution for our community.

Open Source

- The world is moving away from proprietary, closed-off systems in favor of open and connected tools and services.
- Not limited in what you can do with WordPress. Open source means you have complete freedom, flexibility, and customizability when using WordPress.
- WordPress offers an entire ecosystem of developers, designers, and WordPress-specialized agencies.

Ease of Content Management

- Intuitive navigation and use of admin tools, even for novices
- Great editing experience. Easy-to-use editors allow content creators to build within defined layouts or have more flexibility via the use of the Gutenberg editor
- Control over calls to action, Search Engine Optimization (SEO), accessibility, layout, and user experience
- Straightforward publishing/editing process, don't need to have a technical background to understand
- Advanced options available to those that have more technical expertise
- Easy role management and configuration of content publishing workflows

Security

- Most popular CMS also means most popular CMS to attack



- Dedicated security team of 50+ people
- Continual hardening to address and mitigate common security threats, including the Top 10 list identified by The Open Web Application Security Project as common security vulnerabilities
- Best practices for locking down CMS are commonly-known and readily available
- Dedication to backwards compatibility also means that site owners don't need to worry as much about breaking changes every time a new version is released, so there's less reason to not update software
- WordPress is open source, which means that it's also heavily reviewed by others to ensure that security risks are minimized.
- Vulnerabilities can be introduced through themes and plugins, just means that you need to ensure that plugins are trusted, audited, and have backing of a vendor.
- Popular plugins that are trusted by millions of sites are likely going to have a better security posture than something written by an individual

Scalability

- Architected in a manner that allows for easy growth
- Built with common, core web technologies that are proven over many years, and are understood at scale.
- Technologies in use aren't novel, many dev teams already know how to work with these tools at scale, no need to reinvent the wheel.
- Techniques used for database tuning, server optimization, and advanced caching strategies all work well with WordPress
- Many themes and plugins are heavily vetted for performance already

Longevity

- WordPress is here to stay, not going anywhere, especially because it's open source.
- Core team at Automattic is deliberate about actively maintaining and improving WordPress
- Will continue to be a viable and modern framework for years to come, as new features are being developed and architecture is designed for future growth
- Committed to backwards compatibility. Code written to build on top of the CMS will continue to work with each new core release. May need to make minor updates occasionally, but won't require a complete rewrite.
- Dedicated community of developers and users



Popularity

- WordPress is essentially the web standard
- 43% of the web uses WordPress, from personal blogs to large organizations pulling down massive amounts of traffic
- Widely known tool because it's an open source technology. Lots of agencies and developers that have experience with WordPress, which means you're not limited on who you can work with
- Commercial products are going to limit the pool of agencies/developers

Page Templates & Wireframes

As part of our recommendations, our team created page templates and wireframes for a future City of Tacoma website. Wireframes are a set of diagrams that consist of simple lines and shapes representing the skeleton of a website and/or user interface. These wireframes show the core functionality of how the website will work.

Here is a link to the proposed wireframes for a future redesigned City of Tacoma website:
<https://www.figma.com/proto/mc3tvN0hzEWHsl3OYQgguA/Wireframes---City-of-Tacoma?type=design&node-id=1-16&scaling=min-zoom&page-id=0:1&starting-point-node-id=1:16&show-proto-sidebar=1>

Specific Pages

- Home Page
- Services Landing Page
- City Council Page
- Government Landing Page
- Newsroom Page
- Help and Directory Page

Home Page

Section or Area	Structure	Patterns and Components
-----------------	-----------	-------------------------



Hero	<ul style="list-style-type: none">● Large image - Full width of the viewport● Top Tasks: List of links floating overlay on the right side of the image.	
Today In Tacoma (What's Happening)	<ul style="list-style-type: none">● Large heading with current date in the format "Friday, April 14"<ul style="list-style-type: none">○ (coded as "dddd, dd MMMM")● Service Status pattern	Service Status pattern
311 Service Requests	<ul style="list-style-type: none">● Heading "311 Service Requests"● use the Related Links pattern	Related Links pattern
Upcoming Events	Use the Upcoming Events pattern	Upcoming Events pattern
Top Services (Optional)	<ul style="list-style-type: none">● Heading: "City Services"● Row of 4 Icon Card components● Link to All Services	Icon Card component
Latest News	Use the Latest News pattern	Latest News pattern



City Leadership	<ul style="list-style-type: none">• Use the Person Card component for the Mayor<ul style="list-style-type: none">• Badge: "Mayor"• Title: Mayor's name• subheading: Phone Number for the Mayor's office.• Link to the Mayor's page.• Use the People Card for the City Council<ul style="list-style-type: none">• Badge: "City Manager"• Title: City Manager's name• subheading: Phone Number for the City Manager's office.• Link to the City Council page.• Use the Person Card component for the City Manager<ul style="list-style-type: none">• Badge: "City Manager"• Title: City Manager's name• subheading: Phone Number for the City Manager's office.• Link to the City Manager's Office page.	Person Card component People Card component
Video links row	<ul style="list-style-type: none">• Heading "Watch: How the City Works"• A row of 2-4 Video Cards	Video Card component
Guides and How Tos	<ul style="list-style-type: none">• Heading: "Guides for _" e.g. "Guides for Permit Services"<ul style="list-style-type: none">• Row of 2-4 chosen Guides and How-Tos for that subject	Guide Card and How-To Card components
CTA with Image	<ul style="list-style-type: none">• Call to Action with Full-Width Image pattern<ul style="list-style-type: none">• Use this pattern to highlight a department, commission, campaign, initiative, project, service, or topic.	Call to Action with Full-Width Image pattern



Services Landing Page

Section or Area	Structure or Criteria	Patterns and Components
Heading H1	<ul style="list-style-type: none">H1 Heading "Services"	
Top Navigation	<ul style="list-style-type: none">Top Navigation pattern	Top Navigation pattern
Top Services	<ul style="list-style-type: none">H2 Heading "Top Services"List of links to most popular services<ul style="list-style-type: none">use Related Links pattern with 2 links per row	Related Links pattern
All Services	<ul style="list-style-type: none">H2 Heading "All Services"List of links to all services in a grid of three columns - sort alphabetically A-Z	
Services from Partner Agencies (Optional)	<ul style="list-style-type: none">H2 Heading "Services from Partner Agencies"List of links to most popular services<ul style="list-style-type: none">use Related Links pattern	Related Links pattern
Related Links	<ul style="list-style-type: none">H2 heading "Related Links"List of links to most popular services<ul style="list-style-type: none">use Related Links pattern	Related Links pattern
Service Statuses	Service Status pattern	Service Status pattern

City Council Page



Section or Area	Structure or Criteria	Patterns and Components
Heading and Tagline	<ul style="list-style-type: none">• H1 Heading "City Council"• Tagline: text (paragraph body text format) - e.g. "We believe Tacoma can be a city for everyone."	
Top Navigation	<ul style="list-style-type: none">• use the Top Navigation pattern	Top Navigation pattern
Goals	<ul style="list-style-type: none">• Rich Text Editor (RTE)	
Reports	<ul style="list-style-type: none">• H2 heading "Reports"• File Link List component	File Link List component
Council Rules	<ul style="list-style-type: none">• H2 Heading "Council Rules"• File Link List component• RTE as needed for links to other policies	File Link List component
City Council Members	<ul style="list-style-type: none">• H2 Heading "City Council Members"• Rows of Person Card components<ul style="list-style-type: none">• Use the card's title for the Council Member's name• Use the text badge on the image for the person's role such as "Mayor" or "Council Member"• link to the Bio page for that City Council Member• Optional RTE	Person Card components
Council Subcommittees	<ul style="list-style-type: none">• H2 "Council Subcommittees"• RTE• Image Card components for the subcommittees	Image Card components



City Council Meetings	<ul style="list-style-type: none">• H2 Heading "City Council Meetings"• RTE• Table titled "Upcoming Meetings" with the following columns<ul style="list-style-type: none">• Date, formatted as weekday, month name, day of the month, e.g. "Monday, April 17"• Time - formatted as h:mm am/pm e.g. "3:00 pm"<ul style="list-style-type: none">• Meeting Name as a link to that meeting for the agenda and Zoom link if applicable• Link to "Get Past Meeting Agendas, Videos, and Meeting Minutes"	Table component
Get Involved	<ul style="list-style-type: none">• H2 Heading "Get Involved"• RTE "Do you have an issue or idea you would like to share with the City Council? Submit Your Idea or Issue"<ul style="list-style-type: none">• link to form for submitting issue or idea• Optional row of How-To Card or Guide Card components on how to submit an idea	How-To Card component Guide Card component
Resolutions	<ul style="list-style-type: none">• H2 Heading "Resolutions"• Table named "Recent resolutions adopted by the Tacoma City Council:"<ul style="list-style-type: none">• RTE description• Columns:<ul style="list-style-type: none">• "Date" formatted as "April 17, 2023"• "Resolution Number - Title"• link "View all City Council Resolutions"	Table component



Ordinances	<ul style="list-style-type: none">• H2 Heading "Ordinances"• Table named "Recent ordinances adopted by the Tacoma City Council:"<ul style="list-style-type: none">• RTE description• Columns:<ul style="list-style-type: none">• "Date" formatted as "April 17, 2023"• "Ordinance Number - Title"• link "View all City Council Ordinances"	Table component
Expectations and Requirements for City Council Elections	<ul style="list-style-type: none">• Rich Text Editor (RTE)	
Land Acknowledgment	<ul style="list-style-type: none">• Rich Text Editor (RTE)	

Government Landing Page

Section or Area	Structure or Criteria	Patterns and Components
Breadcrumbs	<ul style="list-style-type: none">• Breadcrumbs	Breadcrumbs component
Heading	<ul style="list-style-type: none">• H1 Heading "City Government"	



Card Quadrants: City Council, Departments, Committees, Boards, & Commissions, and Municipal Court	<ul style="list-style-type: none">• Card Quadrants area (Use Card Quadrants Pattern<ul style="list-style-type: none">• City Council<ul style="list-style-type: none">• Heading "City Council"• text description paragraph• link "Learn more about the City Council"• Departments<ul style="list-style-type: none">• Heading "Departments"• List of links to 4-8 selected departments• link to Directory "View All Departments"• Committees, Boards, & Commissions<ul style="list-style-type: none">• RTE with Link "Learn more about Committees"• Municipal Court<ul style="list-style-type: none">• Heading "Municipal Court"• description paragraph• link to Municipal Court page "Learn more about the Municipal Court"	4-Card Quadrants pattern
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Newsroom Page

Section or Area	Structure or Criteria	Patterns and Components
Heading	H1 Heading for page title e.g. "Tacoma Newsroom: Your Source for City News"	



Top Headlines	<ul style="list-style-type: none">• Top Story: Wide Image (10 columns on a 12 column wide grid) with overlay of information for the story<ul style="list-style-type: none">• Headline• Short Excerpt or Summary• "See More" Link to the Story• Highlighted Stories:<ul style="list-style-type: none">• desktop view - row of 2 stories : 5 column-wide large images with information for the story<ul style="list-style-type: none">• Headline• Short Excerpt or Summary• "See More" Link to the Story	
TV Tacoma	<ul style="list-style-type: none">• Left: Video player for highlighted or most recent TV Tacoma video• Right: Grid of six Compact Video Card components links for next videos• Link to "All TV Tacoma videos"	Compact Video Card component
Recent News	<ul style="list-style-type: none">• News feed where each story has<ul style="list-style-type: none">• Headline• optional image• short description• link "Read More"• Link "All Stories"	
Social Media Integrations (Optional)	<p>Desktop</p> <ul style="list-style-type: none">• Left third: vertical Twitter feed of 3 most recent Tweets• Right side two-thirds: 3 wide x 4 tall Grid of most recent images from City of Tacoma Instagram <p>Mobile: Twitter feed above Instagram image grid.</p>	



Help and Directory Page

Section or Area	Structure or Criteria	Patterns and Components or Notes
Heading	H1 Heading for the selected tab name in the navigation.	
Tab Navigation	3 Tabs for navigation: <ul style="list-style-type: none">• Help Center• Contact Us• Directory	
“Help Center” Tab	<ul style="list-style-type: none">• H2 Heading "Common Topics"• list of links to common Topics• H2 "FAQs"• search with Find-As-You-Type to filter FAQs and answers that match the search• FAQs grouped in Accordion components with one topic's FAQs per Accordion	Accordion component
“Contact Us” Tab	<ul style="list-style-type: none">• Tacoma Municipal Building business hours followed by all other departments in an Accordion component for their hours and contact information	Accordion component
“Directory” Tab	<ul style="list-style-type: none">• Frequently Contacted Departments: Rows of 3 links to frequently contacted departments• All Departments and Offices<ul style="list-style-type: none">• Search Input and Search button<ul style="list-style-type: none">■ also includes a "clear" button to show all departments.• Rows of Icon Card components for each Department or office including:	Icon Card component Note: The Directory search uses simple string "contains" matching logic and filters the list of matching departments. Subsequent searches



	<ul style="list-style-type: none">• Department or office name (link to the Department page)• Phone Number	override the previous search
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Project Landing Page

Section or Area	Structure or Criteria	Patterns and Components or Notes
Heading	H1 Heading “City Programs and Projects” Paragraph description	
Filter and View controls	<ul style="list-style-type: none">• Toggle for Grid view (grid of cards) and Map View• Filter by project status (dropdown) for current vs completed vs all projects.	
Project Cards	Rows of Project Card components	Project Card components
Completed Projects and other Initiatives	Heading: “Recently Completed Projects” Rows of Project Card components for recently completed projects Heading: “Other Initiatives” with Related Links pattern	Project Card components Related Links pattern



Reusable Templates

Service Hub Page Template

Layout Option 1

Section or Area	Structure or Criteria	Patterns and Components or Notes
Heading	H1 Heading	
Services	<ul style="list-style-type: none">• TOP LEFT: "I want to" area<ul style="list-style-type: none">• H2 Heading "I want to"• list of action links for the service. Each link should start with a verb.<ul style="list-style-type: none">• e.g "Pay my bill", "Start Service" "Request Meter Installation" and more.• TOP RIGHT: Contact Information with an H2 Heading "Have Questions?"• BOTTOM LEFT: Topics<ul style="list-style-type: none">• H2 Heading labeled "Topics"• List of Links to related Topic hub pages• BOTTOM RIGHT: Guide Card and How-To Card components. <p>Use the Content Card component for the top left, top right, and bottom left areas.</p>	<p>4 Card Quadrants pattern</p> <p>Guide Card component</p> <p>How-To Card component</p> <p>Content Card component</p>
News (optional)	Latest News pattern	Latest News pattern



Layout Option 2

Section or Area	Structure or Criteria	Patterns and Components or Notes
Heading	H1 Heading	
Services	<ul style="list-style-type: none">• TOP LEFT: "I want to" area<ul style="list-style-type: none">• H2 Heading "I want to"• list of action links for the service. Each link should start with a verb.<ul style="list-style-type: none">• e.g "Pay my bill" "Start Service" "Request Meter Installation" and more.• TOP RIGHT: Contact Information<ul style="list-style-type: none">• H2 Heading "Contact Information"• List of links to the Departments related to the services on this page.• BOTTOM LEFT: Related Information<ul style="list-style-type: none">• H2 Heading "Topics"• BOTTOM RIGHT: Image carousel. <p>Use the Content Card component for the top left, top right, and bottom left areas.</p>	Content Card Component
Guides and How-To Cards (Optional)	A row of Guide Card and How-To Card components.	Guide Card component How-To Card component



Department Page Template

Section or Area	Structure or Criteria	Components or Patterns used
Breadcrumbs	Use Breadcrumbs component	Breadcrumbs component
Heading and description	H1 Heading and paragraph description.	
Contact Info	Use the Contact Info pattern to include contact info for that department and any offices within.	Contact Info pattern
In-Page Navigation	Top Navigation pattern	Top Navigation pattern
Programs (Optional)	Rows of Icon Card components that link to program pages.	Icon Card components
Resources	Use the Related Links pattern	Related Links pattern
Department Services	Use the Accordion component where each service gets its own accordion section	Accordion component
File and App Links (optional)	Use the File Link or App Link or File Link List or App Grid components or patterns to link to related mobile apps and files.	File Link component App Link component File Link List pattern App Grid pattern
Other optional	In any order as needed: <ul style="list-style-type: none">● Featured Link pattern● Call to Action pattern	Featured Link pattern



patterns and components	<ul style="list-style-type: none">● Related News pattern● Upcoming Events pattern● Service Status pattern	Call to Action pattern Related News pattern Upcoming Events pattern Service Status pattern
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City Council Member Page Template

Section or Area	Structure or Criteria	Components or Patterns used
Breadcrumbs	Use Breadcrumbs component	Breadcrumbs component
Heading and description	<ul style="list-style-type: none">● H1 Heading Position and Name e.g. "City Council Member Sarah Rumbaugh"● Description excerpt - 1-2 sentences● Top Navigation pattern● Description paragraph	Top Navigation pattern
District Map	<ul style="list-style-type: none">● H2 Heading "District Map"● RTE: description of where the district is.● embedded map or map image for City Council Districts	
Goals and Background	Rich Text Editor (RTE) for goals, background, and other text content	



Other Components and RTEs as needed (Optional)	<p>This is a space for a newsletter signups or other components that might be needed - this could include a link to a Guide to a council member's initiative, a newsletter sign up, Accordions, the Related Links pattern, or other components or patterns, such as:</p> <ul style="list-style-type: none">• Table component• Newsletter Sign Up component• Image Card component• Guide Card component• How-To component• Accordion component• Related Links pattern	Table component Newsletter Signup component Image Card component Guide Card component How-To component Accordion component Related Links pattern
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Project Details Page Template

Section or Area	Structure or Criteria	Components or Patterns used
Breadcrumbs	Breadcrumbs component	Breadcrumbs component
Heading	H1 Heading and paragraph with short description	
Photo and Contact Info	Use the Contact Info pattern on the right for contact information about the project.	Contact Info pattern



Status	Use a stepped progress indicator to show the status of the project on a timeline.	
Project Information	Information about the project - use an RTE	
Newsletter (optional)	Use the Newsletter Signup component for email sign-ups if there is a newsletter about the project	Newsletter Signup component
Related Projects	Rows of Project Card components	Project Card components
Guides and How-To's (Optional)	Rows of Guide Card components and How-To Card components related to the project	Guide Card components How-To Card components

Guide Page Template

Section or Area	Structure or Criteria	Components or Patterns used
Breadcrumbs	Breadcrumbs component	Breadcrumbs component
Title and Description	<ul style="list-style-type: none">• H1 Heading• Text-only RTE for Paragraph description	
Top Navigation	Top Navigation	Top Navigation pattern
Contact Info	Contact Info pattern on the top right of the page across from the Title and Description	Contact Info pattern
How-Tos (Optional)	Rows of How-To Card components	How-To Card Component



Apps (Optional)	Use the Mobile App Link or Mobile App Grid if needed to link to recommended mobile apps.	Mobile App Link or Mobile App Grid pattern
Related Guides (Optional)	Rows of Guide Card components	Guide Card component
Locations (Optional)	Rows of Location Card components	Location Card components

How To Page Template

Section or Area	Structure or Criteria	Components or Patterns used
Breadcrumbs	Use the Breadcrumbs component	Breadcrumbs component
Heading and description	H1 Heading and description	
Contact Info	Right side: Contact Info pattern and optional Content Card component for alerts or notices on the right side.	Contact Info pattern and optional Content Card component
How To steps	Left side: Accordion component <ul style="list-style-type: none">• Use Titles for the scenarios such as "Register as a new business" or "Renew a license"<ul style="list-style-type: none">• Each section in the accordion should have large numbering for the steps 1, 2, 3 with each step having a clear title for what to do and any extra	Accordion component



	notes or images needed to clarify the process.	
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News Post Page Template

Section or Area	Structure or Criteria	Components or Patterns used
Breadcrumbs	Use the Breadcrumbs component	Breadcrumbs component
Heading	H1 Heading Date Published or Edited Author by-line	
Story	RTE with support for photos, videos, quotations, Accordion components for FAQs, Image Card components, Guide Card and How-To Card components and other Related Links and other Components	Image Card, Guide Card, and How-To Card components Accordion component Related Links pattern Other patterns and components as needed.
About the Author (Optional)	Label : About the Author Author Name Description of the Author (Optional) link “More Stories by this Author	
Share	“Share” label and sharing links to Instagram and Twitter and other social networks if needed.	



Related News	Heading "Related News" Use the Related News pattern and set the category to the category of the current post.	Related News pattern
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General Interior (or "Kitchen Sink") Page Template

Note: The Optional sections of Patterns and Components can be rearranged and there can be zero, one, or more of each component or pattern as needed.

Section or Area	Structure or Criteria	Components or Patterns used
Breadcrumbs	Use the Breadcrumbs component	Breadcrumbs component
H1 Heading	H1 Heading and Date Last Updated label	
Contact info (Optional)	Contact Info pattern	Contact Info pattern
Top Navigation (Optional)	Top Navigation pattern	Top Navigation pattern
Row of Image Cards (Optional)	Image Card component	Image Card component
Guides or How-Tos (Optional)	Guide Card and How-To Card components	Guide Card and How-To Card components
Accordions (Optional)	Accordion component	Accordion component
Tables (Optional)	Table component	Table component
Projects (Optional)	Rows of Project Card components	Project Card component



Locations (Optional)	Rows of Location Card components	Location Card component
People (Optional)	Rows of Person Card or People Card components	Person Card component People Card component
Service Status (Optional)	Service Status pattern	Service Status pattern
Mobile Apps (Optional)	Use the Mobile App Link or Mobile App Grid pattern	Mobile App Link pattern Mobile App Grid pattern
Content Cards (Optional)	Use the 2-Card Row or 4-Card Quadrant pattern.	2-Card Row or 4-Card Quadrant pattern

Common Components and Patterns

These are components and Patterns that are used across multiple pages and page templates as listed above. They should be self-contained unless otherwise described. Note that some patterns use rows or lists or collections of specific components.

Alerts

Alerts are good ways to tell users important and time-sensitive information and announcements. We recommend setting a maximum of one global alert for the site and one in-page alert per page.

- Content editors need to be able to assign **start date/time and end date/time** for when the alert starts appearing and stops appearing.



- An Alert can have one of 3 levels of urgency:
 - Immediate (Default)
 - icon: exclamation point in triangle
 - Medium
 - icon: megaphone
 - Low
 - icon: info "i" in filled circle

In-Page Alert

1 maximum per page at a time.

A dismissable alert message that appears on and can be added to any one specific page including (but not limited to) a Services Landing page or a page that uses a General Interior template.

- Structure:
 - Left icon - icon is connected to the urgency of the alert
 - Message - one line
 - Close button (x icon) - click to dismiss the alert



Parking Meters will be operating on Holiday Hours on Monday, May 29th for Memorial Day



Global Alert

1 maximum at a time for the entire site. Appears on Every page on the site - fills the full width of the screen at the top, just below the Header.

- Structure
 - Left icon - icon is connected to the urgency of the alert
 - Heading
 - Message - one line - can include links
 - Close button (x icon) - click to dismiss the alert



Bike like the Mountain is Out

May is Bike Month. Join us and celebrate the many benefits of bicycling for transportation and recreation this May. Find events and activities at cityoftacoma.org/bikemonth.





Cards

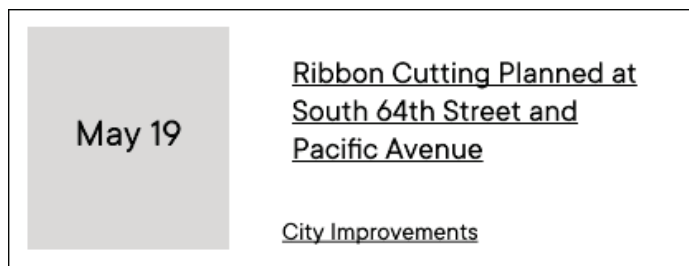
Cards are a good way to group and show information for items of specific types in a visual way. There are multiple types of cards for different kinds of content. Some are more specific than others.

News Card

A card for a link to a news item.

Structure:

- Left third: Date (Month and Day)
- Right two-thirds: Headline.



Event Card

A card with a 3:1 aspect ratio for a link to an event details page on the events calendar.

Structure:

- Left third: Date (Month and Day)
- Right two-thirds: Name of the event.
- The entire card links to the event page.

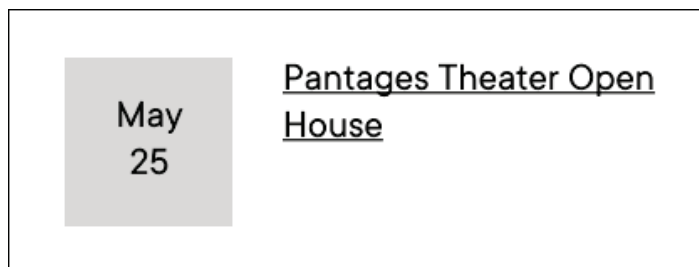


Image Card

A card where the top 60% of the card is an image and the entire card is a clickable link to another page.



Structure:

- Image - top 60%
- Title (left aligned)
- 6:7 aspect ratio (6 wide and 7 tall) where the top 60% of the card is an image.



Video Card

A card that links to a video with a thumbnail, title, and optional subtitle.

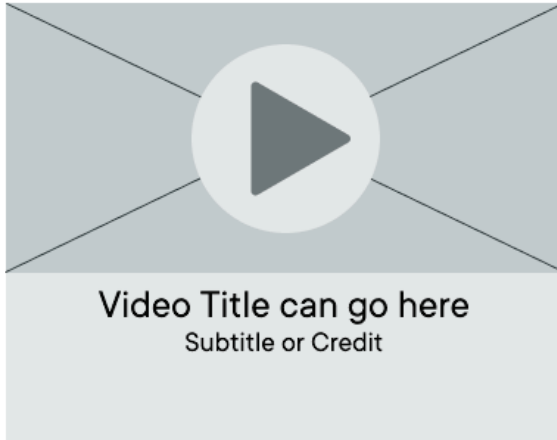
Structure:

- Video thumbnail with centered overlay of a "play" button icon. (top 60% of the card)
- The thumbnail has a wide 16:9 aspect ratio.
- Title
- Subtitle

Other notes:

Render Video Cards to the same height as an **Image Card** component but with a wider aspect ratio (1.06:1) to accommodate the 16:9 thumbnail.

The entire card is a clickable link to the video.



Compact Video Card

A card that links to a video with a thumbnail and Title. (A compact, smaller variant of the Video Card with no Subtitle and a wider aspect ratio.)

Structure:

- Video thumbnail with centered overlay of a "play" button icon.
- top 83% of the card is the thumbnail
- The thumbnail has a wide 16:9 aspect ratio.
- Title
- The entire card is a clickable link to the video.

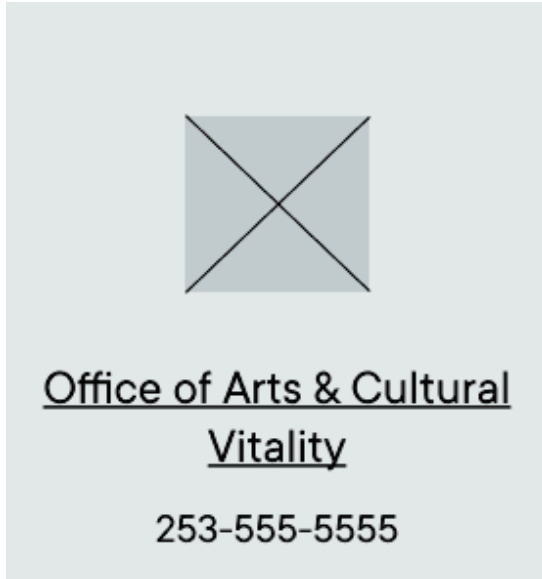


Icon Card

Similar to an **Image Card** but smaller, an Icon Card shows an icon and title. The card links to the page for that item.

Structure:

- Icon - horizontally centered
- Title - center-aligned text
- OPTIONAL centered second row of text (for things like status or phone number)

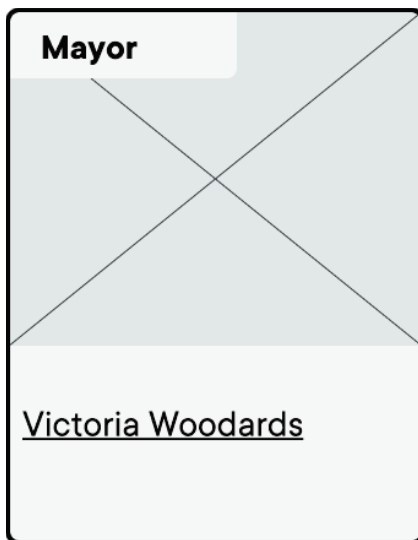


Person Card

A variant of the **Image Card** for a link to a page about a specific person. The card has a 6:7 aspect ratio (6 wide and 7 tall) where the top 60% of the card is an image.

Structure:

- Image - top 60%
- Bold Text Badge over the top left corner of the image for the person's name or title.
- Card Title (left aligned) for person's name.
- (Optional) subheading or very short description text or phone number



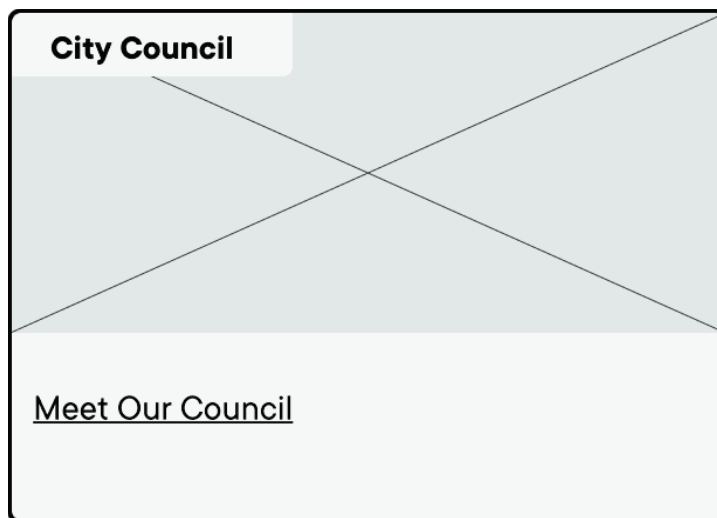


People Card

A variant of the **Image Card** with a wide image for a group photo to be used for a team or group of people. This component has a 12:7 aspect ratio (12 wide and 7 tall) where the top 60% of the card is an image. The entire card is a clickable link.

Structure:

- Image - top 60% of the card.
- Bold Text Badge over the top left corner of the image for the team name or name of the group.
- Title (left aligned)
- (Optional) subheading or very short description text or phone number

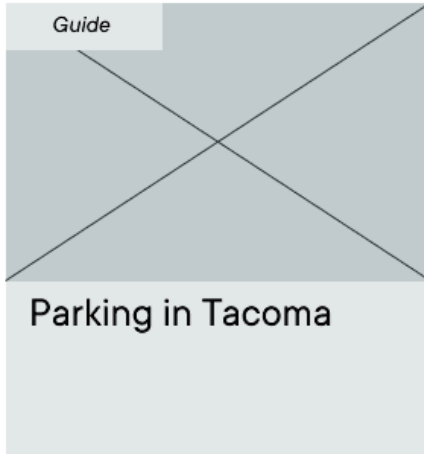


Guide Card

A **Guide Card** component is a variant of an **Image Card** that links to a page using the Guide page template (see the [Guide Page Template](#) section). This card is an **Image Card** with an added label "Guide" over the top left corner of the image.

Structure:

- Image - top 60%
- overlay "Guide" label on top left corner
- Title (left aligned)



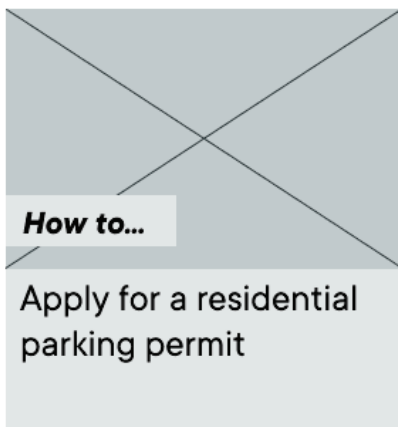
How-To Card

An **Image Card** variant with an added label "How To" over the bottom left corner of the image.

Structure:

- Image - top 60%
- overlay "How To" label on the bottom left corner of the image.
- Title (left aligned)

The How-To Card's title should start with a verb so the title flows from the How To label. A good example title is "Apply for a Parking Permit".

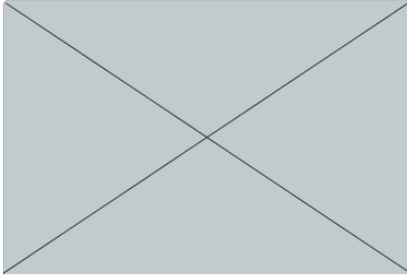


Project Card

A tall **Image Card** that links to a City Project or similar page. This card should have a 4:10 aspect ratio.

Structure:

- Image: top 45% of the card
- Heading: Project Name
- A 1-paragraph description of the project.



Home in Tacoma Project

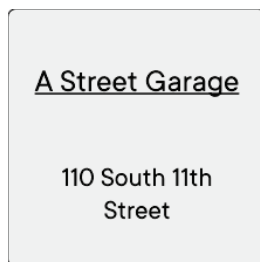
Finding housing that is affordable has become harder, especially for the 40 percent of Tacoma residents who are housing cost burdened and it's getting harder. Housing not only meets our need for shelter—it also connects us with family, friends, community, transportation, employment and more, which matters to our health, wellbeing and prosperity.

Location Card

A square card that shows the name and address of a specific building or other location such as a parking lot.

Structure:

- Heading (centered): Name of the location
- Address line 1 (street address)
- Address line 2 (optional, example suite number or office number)
- Address line 3 (City, State ZIP)



Tables and Content Organization Components

Table

Structure:

- Table Name
- Text paragraph description (optional)
- A table with 2-10 columns depending on the data and the page.



- table heading with column names
- 1 or more rows (no maximum on rows)
- The contents of the table could be text, date, date and time, or a link.
- (Optional) RTE for a link “See more information” to more data or information if the table has too many columns or if there is more information elsewhere.

Resolutions

A resolution is generally a statement from the agency of opinion or intent that concerns a particular matter or issue.

Recent resolutions adopted by the Tacoma City Council:

Date	Resolution Number - Title
April 18, 2023	41176 - A resolution awarding a contract to Ben-Ko-Matic Co. d.b.a. Owen Equipment Co...
April 18, 2023	41177 - A resolution awarding a contract to R.L. Alia Company, in the amount of \$8,836,288.25 ...
April 18, 2023	41178 - A resolution authorizing the execution of an amendment to the interest-free loan ...
April 18, 2023	41179 - A resolution authorizing the execution of a Letter of Agreement with the International ...
April 18, 2023	41180 - A resolution transmitting a ballot measure to the Pierce County Auditor to be placed ...

[View all City Council Resolutions](#)

Accordion

A list of collapsible items for FAQs or specific sections of content. Clicking anywhere in the item will expand its content.

Structure:

- Accordion Name
- Accordion items
 - Name
 - Collapse/Expand button

How much does parking cost?	▼
Where can I go hiking?	▼
How do I get a Parking Permit for a Special Event?	▼
How do I pay a parking citation?	▲

Sit auctor aliquam arcu aliquam orci augue nulla id. Senectus lacus risus in et id etiam. Amet integer pulvinar sed pretium facilisis mi. Feugiat nulla aliquam phasellus in euismod. Nec felis rhoncus laoreet facilisis aliquet feugiat habitasse dolor. Convallis sagittis quam in nibh volutpat gravida turpis curabitur. Scelerisque libero eget a sit pharetra. Dui tortor sed vel sed. Amet velit dictumst sit tempus a aliquet varius volutpat.

How can I get a monthly Parking Permit?	▼
How do I pay a parking citation?	▼



Content Card

A wide card for grouping rich-text content such as a list of links or a title, description, and link to a specific page or hub.

Committees, Boards & Commissions

The City has a number of boards, committees, commissions or advisory groups that make recommendations to City Council or City administrative staff. Some committees are ongoing and established by law. Others are ad hoc, which means they are specific to a project and short-term.

[Learn more about Committees >](#)

Special Links and Interactive Elements

Breadcrumbs

Breadcrumbs show the content path for the page based on the information architecture. This is a horizontal list of links starting at the top level, with each level separated by an arrow ">" and ending with the current page. The current page title should be included at the end but not as a link.

[Government](#) > [Departments](#) > Information Technology

For more information on Breadcrumbs, see the Nielsen Norman Group article on breadcrumbs <https://www.nngroup.com/articles/breadcrumbs/>.

File Link

A special link for viewing or downloading PDFs or other files for things such as forms, reports, or data. This link is a long and wide “card” with the filename, a brief description, and an icon for the filetype. If it is a download link, add an indicator such as an icon and label.

[Strategic Plan 2017-2021.pdf](#)

Here is a description of this document. It includes information on why you should download it.



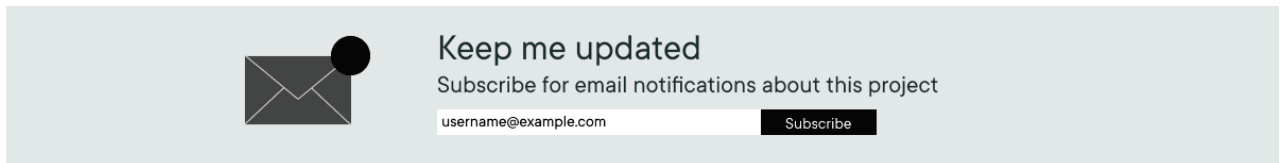


Newsletter Signup

This component is a self-contained newsletter sign-up form for whichever newsletter is most relevant and most connected to the subject of the page it is used on and it should be configurable for different newsletters. When the user clicks on “Subscribe” their email should be validated for format and, if valid, show a success message and send a confirmation email to that address.

Structure:

- Heading: e.g. “Keep me updated”
- Subheading: e.g. “Subscribe for email notifications about this project”
- Email text input
- “Subscribe” button

A mockup of a newsletter signup form. On the left is a dark grey envelope icon with a black circle above it. To the right of the icon, the heading "Keep me updated" is in a bold, dark grey font. Below the heading is the subheading "Subscribe for email notifications about this project" in a smaller, regular dark grey font. Below the subheading is a text input field containing the placeholder text "username@example.com". To the right of the input field is a dark grey button with the word "Subscribe" in white text.

Keep me updated

Subscribe for email notifications about this project

username@example.com

Patterns

The patterns below will help define larger parts of content pages and often assemble components into larger structures.

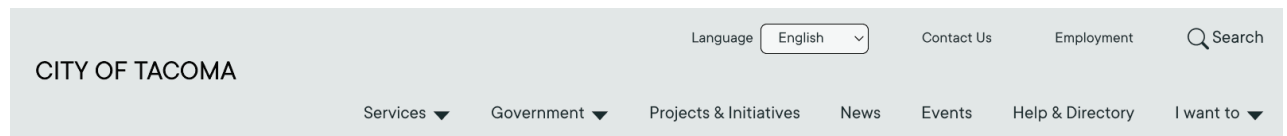
Header

The header has the navigation and appears once at the top of every webpage.

- "Global" Navigation in top right
 - Language chooser
 - Contact Us
 - Employment
 - Search button with magnifying glass icon
- Main Navigation:
 - City of Tacoma brand mark or logo on the left (links back to the homepage)
 - Services
 - Government
 - Projects & Initiatives
 - News
 - Events
 - Help & Directory

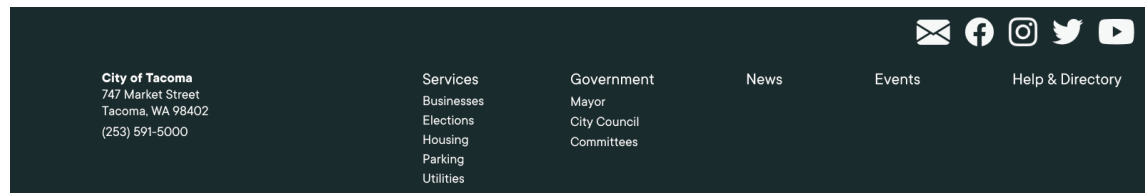


- "I want to" menu for common user actions



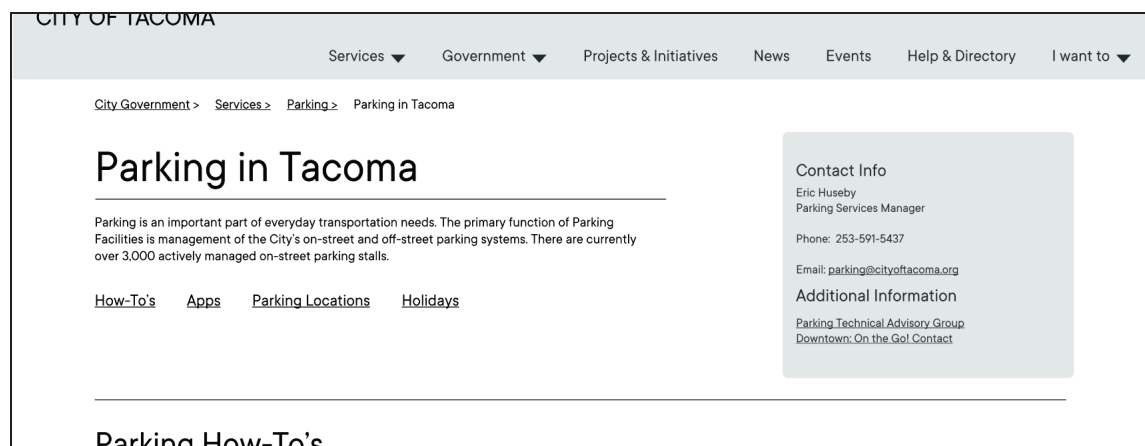
Footer

The footer has extended navigation grouped into columns and appears at the very bottom of every page.



Top Navigation (In-Page Navigation)

A horizontal list of “jump links” for in-page navigation that scroll the user to that section of a longer scrolling page. These links only scroll the user to that section of the page and do not go to other pages or external sites. The list of links can wrap onto multiple lines if it needs to. As the page scrolls, the Top Navigation should follow the user down the page as "sticky" navigation so it stays at the top of the viewport.



Related Links

A grid of related links with a heading (e.g. “Related Links” or “More Information”). This could be one or more rows of 2-4 links. On small screens the links should be one column of links with one link per row.



Related Links

[Departments](#)

[Upcoming Events](#)

[Business Resources](#)

[Directory](#)

[Court Schedule](#)

[Parking Guide](#)


File Link List

A section of two or more **File Link** components. On a large screen, this should be one column of 2 or more File Links with a heading such as “Frequently Requested Forms” or “Commonly Needed Files”.

Commonly Needed Files


[Strategic Plan 2017-2021.pdf](#)

Here is a description of this document. It includes information on why you should download it.




[Community Technology Survey Report](#)

Here is a description of this document. It includes information on why you should download it.



[Strategic Plan Poster](#)

Here is a description of this document. It includes information on why you should download it.



Related News or Latest News

This pattern should be configurable to show news with a specific category or tag so it can be reused across pages, or default to most recent news across all categories.

Structure:

- Heading: “Related News” or “Recent News”
- Rows of 1-3 **News Card** components
- A link to “See More News”

Latest News

March 3

Ribbon Cutting Planned at South 64th Street and Pacific Avenue

City Improvements

March 3

Mayor Calls on Community to Help Provide Temporary Shelters

Category Name Here

March 3

Mayor Calls on Community to Help Provide Temporary Shelters

Category Name Here

[See more News >](#)



Upcoming Events

Structure:

- Heading "Upcoming Events"
- 1 or more Rows of 2-3 Event Cards
- Link "View More Upcoming Events" that links to the full events calendar

Upcoming Events

May 20 Civic Education Professional Development Workshop	May 20 "This Land" with Northwest Sinfonietta	May 20 Hearing Examiner's Hearing
May 23 City Council Meeting	May 25 Pantages Theater Open House	March 3 Community CPR Training

[View More Upcoming Events >](#)

Mobile App Link

This is a special link to a native mobile application for a specific purpose related to the content of a specific webpage. For example, the Recycling Coach app could be linked to from a Garbage and Recycling page. The goal of this pattern is to tell the user that a mobile app exists that can help them with specific tasks, describe the benefits of the app, and provide links to the App Store or Google Play Store where they can get the app.

A good description will clearly and concisely tell the prospective user what they can do with the app and, if applicable, what makes the app different from another solution such as a website if alternatives to the app exist.

Mobile Layout (see screenshot to the side):

- The app's icon and name are centered
- Short (2-3 sentence) description of the app
- Side by side links to the App Store and Google Play Store using the official badges or assets and guidelines from Apple and Google.

Desktop Layout (see screenshot below)

- Left: App Icon
- Middle: App Name and short (2-3 sentence) paragraph description



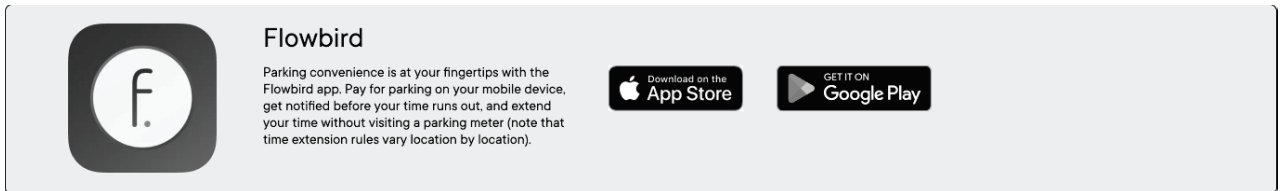
Flowbird

Parking convenience is at your fingertips with the Flowbird app. Pay for parking on your mobile device, get notified before your time runs out, and extend your time without visiting a parking meter (note that time extension rules vary location by location).





- Right:
 - Link to the app on the App Store using official App Store "badge" following guidelines from Apple <https://developer.apple.com/app-store/marketing/guidelines/>.
 - Link to the app on Google Play using the official Google badge and following guidelines from Google: https://play.google.com/intl/en_us/badges/



Mobile App Grid

A collection of **Mobile App Link** patterns in rows of 2-3 apps on a larger screen and a column of **Mobile App Links** on smaller screens (see image to the right).

Note on Desktop Structure (see below): Each third of the row shall contain the information for one app (from top to bottom):

- App Icon - left aligned
- App Name - centered under the icon
- short (2-3 sentence) paragraph description - left aligned



Contact Information

A box for the contact information most relevant to that service, department, office, representative, or announcement to attach to the right side at the top of the page on larger screens. This should be just under the H1 heading on small-screen views.

Structure:

- Heading "Contact Info"





- Groups of contact information with optional subheadings
- Each group can have Phone Numbers, Fax Numbers, Email Addresses, Street Addresses, Mailing Addresses, Office or Business Hours, and relevant notes.

Contact Info

Eric Huseby
Parking Services Manager

Phone: 253-591-5437

Email: parking@cityoftacoma.org

Additional Information

[Parking Technical Advisory Group](#)
[Downtown: On the Go! Contact](#)

Service Status

A row or grid of the status for a set of 1-4 services or utilities or other items. This could also be for office hours and schedules for services like street sweepers, snow plows, garbage and recycling pickup, parking meter holiday schedules and other items.

Structure:

- Heading: "Service Statuses"
- A row of 2-4 items with subheadings and descriptions and optional links to more information.

Service Statuses

City Hall is open.

City Hall is open 8am - 5pm, Monday - Friday.

Trash and Recycling

Trash and recycling pickups are on standard schedules.
[Check schedules.](#)

Street Cleaning

Street sweepers are on standard schedules.
[Check schedules.](#)

Parking Meters

Parking meters are on normal schedules today.

Call To Action

A full width call-to-action that goes to the edges of the viewport. There is a heading, optional description, and a link to a page, file, app, form, or something else.

Structure:

- Heading (Call to Action)
- Short Description - optional
- A button-style link.



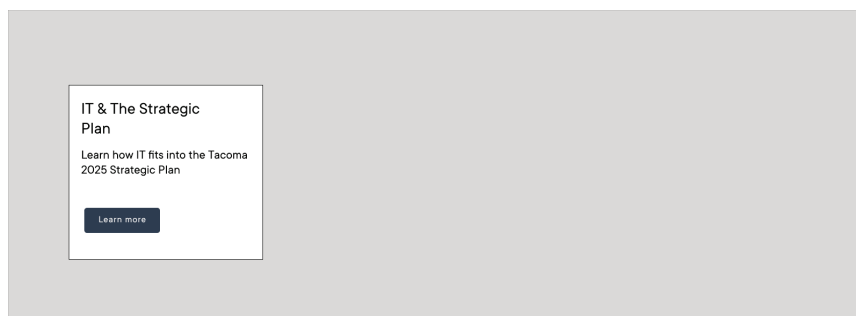
Report Abandoned Vehicle

Do you need to report an abandoned car or other vehicle in your area? Report it using SeeClickFix.

[Report Abandoned Vehicle](#)

Call to Action with Full-Width Image (a.k.a. Featured Link)

A full-width call-to-action or featured link with a background image (larger screens only) and a heading, description, and button-style link or a link to a file.



2-Card Row or 4-Card Quadrants

A set of **Content Card** components in rows of 2 or a grid of 4.

Desktop view: A 1x2 or 2x2 grid of **Content Card** components (see Content Card in Components above) with spacing between the cards.

Mobile view: A vertical stack of **Content Card** components (one column, 2 or 4 rows). Order of the cards vertically on mobile should be from the desktop view reading left to right across the first row, then left to right across the second row.

City Council

Tacoma City Council and the Mayor are elected by the voters in Tacoma to serve four-year terms. The Mayor leads the City Council meetings and serves as an ambassador for the City.

[Learn more about the City Council >](#)

Departments

- [Police](#)
- [Fire and Rescue](#)
- [Utilities](#)
- [Community Development](#)
- [City Manager's Office](#)
- [Economic Development](#)

[View all Departments >](#)

Committees, Boards & Commissions

The City has a number of boards, committees, commissions or advisory groups that make recommendations to City Council or City administrative staff. Some committees are ongoing and established by law. Others are ad hoc, which means they are specific to a project and short-term.

[Learn more about Committees >](#)

Municipal Court

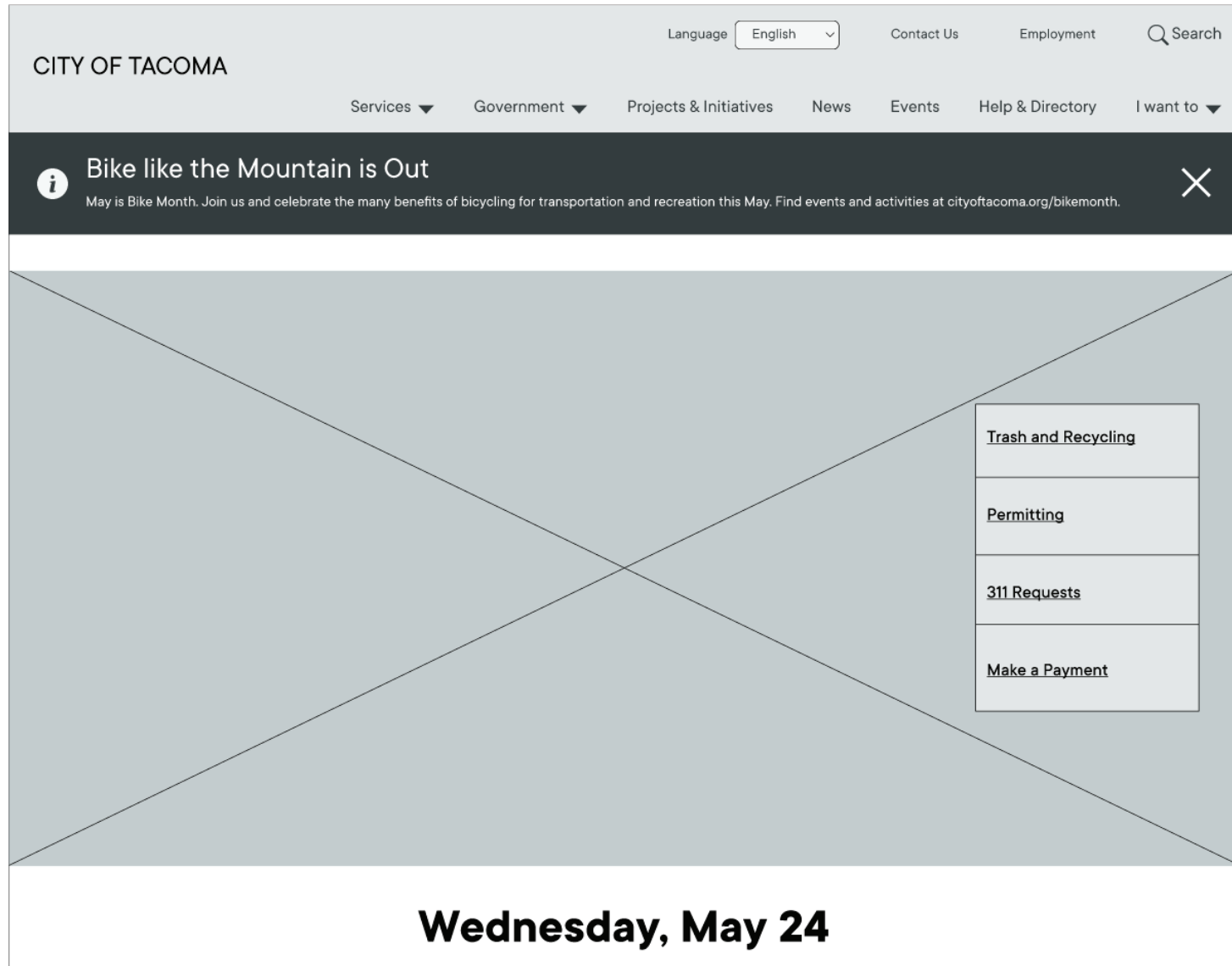
The Municipal Court is the judicial branch of the City government.

The Municipal Court provides a local forum for the resolution of minor traffic violations, parking citations and city ordinance infractions issued within the city limits of Tacoma.

[Learn more about the Municipal Court >](#)

Appendix I - City of Tacoma Modernization and Redesign Wireframes – Spec Number: IT23-0239F

Monday, August 28, 2023 12:41 PM



City Hall is open.

City Hall is open 8am - 5pm, Monday - Friday.

Trash and Recycling

Trash and recycling pickups are on standard schedules.
[Check schedules.](#)

Street Cleaning

Street sweepers are on standard schedules.
[Check schedules.](#)

Parking Meters

Parking meters are on normal schedules today.

311 Service Requests

Streetlight outage

Pothole or road issue

Encampment cleanup

Illegal dumping

Graffiti

Abandoned vehicle

Sidewalk issue

Animal issue

[VIEW ALL SERVICES](#)

Upcoming Events

May
20

[Civic Education
Professional
Development Workshop](#)

May
20

["This Land" with
Northwest Sinfonietta](#)

May
20

[Hearing Examiner's
Hearing](#)

May
23

[City Council Meeting](#)

May
25

[Pantages Theater Open
House](#)

March
3

[Community CPR Training](#)

[View More Upcoming Events >](#)

Featured Resources



[Apply for a job](#)



[Housing assistance](#)



[Recycling guide](#)



[At Home in Tacoma](#)

Latest News

May 19

Ribbon Cutting Planned at South 64th Street and Pacific Avenue

City Improvements

March 3

Mayor Calls on Community to Help Provide Temporary Shelters

Category Name Here

March 3

Mayor Calls on Community to Help Provide Temporary Shelters

Category Name Here

[See more News >](#)

City of Destiny Data

Violent Crime is down

↓

21%

compared to the previous 12 months

[READ MORE](#)

High School Graduation is Up

↑

90.2%

EnviroNews

840,060

pounds

of litter and debris cleaned up in 2022

[READ MORE](#)

City Leadership

Mayor



[Victoria Woodards](#)

City Council



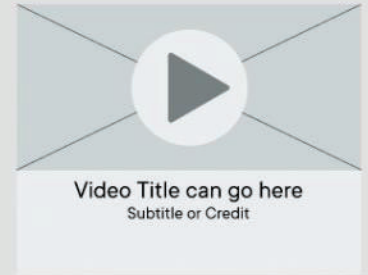
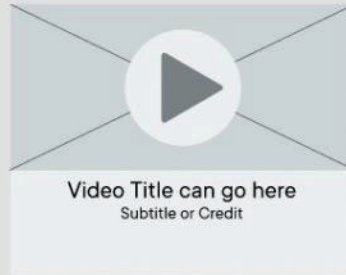
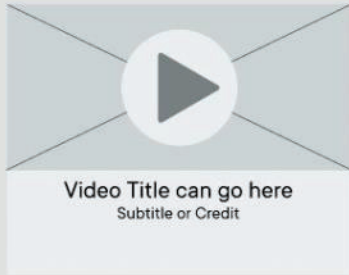
[Meet Our Council](#)

City Manager

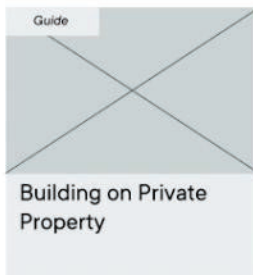


[Elizabeth Pauli](#)
Phone

Watch: How the city works



Guides and How-To's



Commission on Disabilities

The commission on disabilities description text.

[Learn more](#)



City of Tacoma
747 Market Street
Tacoma, WA 98402
(253) 591-5000

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City Council

Monday, August 28, 2023 12:47 PM

CITY OF TACOMA

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I want to

City Council

We believe Tacoma can be a city for everyone.

[Goals and Reports](#) [City Council Rules](#) [City Council Members](#) [Subcommittees](#)
[City Council Meetings](#) [Get Involved](#) [Resolutions and Ordinances](#) [Elections](#)

City Council Goals

- Accessible and Effective City Government
- Environment and Climate
- Safety, Health, Accountability and Justice
- Shared Prosperity
- Transportation and Infrastructure
- Housing

Contact

Phone: (253) 591-5100

Tacoma Municipal Building Council Chambers
747 Market Street, 1st floor
Tacoma, WA 98402

Meetings

Council Meetings
Tuesday 5PM

Study Sessions
Tuesdays 12PM

Reports



2021-2023 Biennial Report (PDF)



2019-2021 Biennial Report (PDF)

Council Rules



City Council Rules (PDF)

Council Policy on Discretionary Funding/Sponsorship of Community Programs, Services and Events

The [Council Policy on Discretionary Funding/Sponsorship of Community Programs, Services and Events](#) provides clear standards and direction for the funding of non-profit and other organizations or individuals serving the community. [Resolution 3037](#) adopted the policy and [Resolution 3295](#) updated the policy.

Learn more about [Event Sponsorship](#) and how to apply.

City Council Members



[Victoria Woodards](#)

Mayor



[John Hines](#)

Council Member - Position 1



[Sarah Rumbaugh](#)

Council Member - Position 2



[Keith Blocker](#)

Council Member - Position 3

Mayor



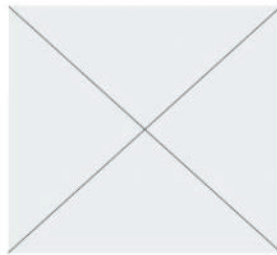
Catherine Ushka

Council Member - Position 4



Joe Bushnell

Council Member - Position 5



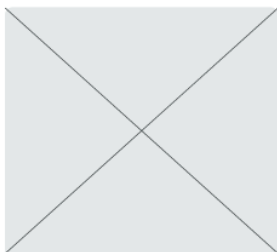
Kiara Daniels

Council Member - Position 6



Olgy Diaz

Council Member - Position 7



Kristina Walker

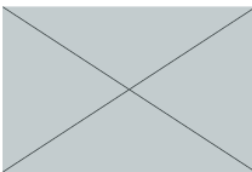
Council Member - Position 8

Are you trying to request a City Council Member to attend or speak at an event?
Fill out the **Speaking Engagement / Event Request Form**

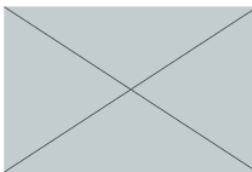
Council Subcommittees

Council subcommittees provide preliminary policy guidance to staff on complex issues related to Council goals.

[Learn more about Subcommittees and their structure and role.](#)



Community Building
Subcommittee



Stewardship
Subcommittee

City Council Meetings

The Council meets on Tuesdays at 5pm.

City Council Meetings are held at the Tacoma Municipal Building on the First Floor at 747 Market Street, Tacoma, WA 98402.

The public will be able to join in person or virtually.

Meetings are broadcast [live on the City's website](#) and on cable on COTV Channel 11 beginning at 6 p.m.

Watch this page for meeting information.

Upcoming Meetings

Tuesday, April 25	5:00 pm	City Council Meeting - Get the Agenda
-------------------	---------	---

Tuesday, May 2	5:00 pm	City Council Meeting
----------------	---------	----------------------

Tuesday, May 9	5:00 pm	City Council Meeting
----------------	---------	----------------------

Tuesday, May 16	5:00 pm	City Council Meeting
-----------------	---------	----------------------

Tuesday, May 2	5:00 pm	City Council Meeting
Tuesday, May 9	5:00 pm	City Council Meeting
Tuesday, May 16	5:00 pm	City Council Meeting
Tuesday, May 23	5:00 pm	City Council Meeting

[Get Past Meeting Agendas, Videos, and Meeting Minutes](#)

Get Involved

Do you have an issue or idea you would like to share with the City Council? [Submit Your Idea or Issue](#)



Resolutions

A resolution is generally a statement from the agency of opinion or intent that concerns a particular matter or issue.

Recent resolutions adopted by the Tacoma City Council:

Date	Resolution Number - Title
April 18, 2023	41176 - A resolution awarding a contract to Ben-Ko-Matic Co. d.b.a. Owen Equipment Co. ...
April 18, 2023	41177 - A resolution awarding a contract to R.L. Alia Company, in the amount of \$8,836,288.25 ...
April 18, 2023	41178 - A resolution authorizing the execution of an amendment to the interest-free loan ...
April 18, 2023	41179 - A resolution authorizing the execution of a Letter of Agreement with the International ...
April 18, 2023	41180 - A resolution transmitting a ballot measure to the Pierce County Auditor to be placed ...

[View all City Council Resolutions](#)

Ordinances

An ordinance is a local law which prescribes, regulates, or prohibits conduct or establishes a set of rules.

Recent ordinances adopted by the City Council

Date	Ordinance Number - Title
Feb 14, 2023	28870 - AN ORDINANCE AMENDING CHAPTER 1.12 OF THE MUNICIPAL CODE, RELATING TO THE COMPENSATION...
Feb 14, 2023	28871 - AN ORDINANCE AMENDING CHAPTER 1.12 OF THE MUNICIPAL CODE, RELATING TO THE COMPENSATION...
Feb 7, 2023	28799 - AN ORDINANCE AMENDING, RENAMING, AND RENUMBERING CHAPTER 9.16 OF THE MUNICIPAL CODE...
Feb 7, 2023	28863 - AN ORDINANCE VACATING TWO PORTIONS OF EAST "N" STREET ON OPPOSITE SIDES IN THE SAME BLOCK...
Jan 24, 2023	28868 - AN ORDINANCE AMENDING CHAPTER 1.12 OF THE MUNICIPAL CODE, RELATING TO THE COMPENSATION...

[View all City Council Ordinances](#)

Expectations and Requirements for City Council Elections

The City Clerk is the election official for the City and can answer inquiries relating to running for municipal elections or the referendum and initiative process. Please contact the City Clerk at (253) 591-5361 for assistance with elections.

The City Charter provides that citizens seeking to run for City Council must be qualified electors and City residents for two years immediately preceding the time of filing. In addition, if a citizen is running for a district position, he or she must be a resident in the district for one year immediately preceding the time of filing.

Land Acknowledgement

Tacoma is located on Indigenous lands of the Puyallup People, who cared for their ancestral lands before the Medicine Creek Treaty of 1854 removed native peoples to clear way for colonial settlement. It is important to this Commission as settlers here, aspiring to care for immigrants and refugees in this place and to call it home, that we acknowledge and send gratitude to the Puyallup Tribe of Indians who continue to be leaders for justice in our community today.

[Learn more about our Land Acknowledgement.](#)



City of Tacoma
747 Market Street
Tacoma, WA 98402
(253) 591-5000

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Departments

Monday, August 28, 2023

12:51 PM

CITY OF TACOMA

Language

English



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Employment



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Government ▼

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I want to ▼

[Government](#) > [Departments](#) > Information Technology

Information Technology

Providing technology leadership and solutions to business units and residents in support of effective City and utility operations, robust community engagement, and a thriving local economy.

[Programs](#)

[Resources](#)

[Technology Infrastructure
Program](#)

Contact Us

Phone Number: (253) 382-2600

Fax: (253) 382-2654

Address

Tacoma Municipal Building
North 733 Market Street
Fifth Floor
Tacoma, WA 98402

The City's Information Technology department provides resilient Information Technology (IT) infrastructure for City operations, provides business applications for management of information, and supports City departments and utility divisions in digital initiatives for residents and customers.

Latest News

May 19

[Ribbon Cutting Planned at
South 64th Street and
Pacific Avenue](#)

[City Improvements](#)

March 3

[Mayor Calls on Community
to Help Provide Temporary
Shelters](#)

[Category Name Here](#)

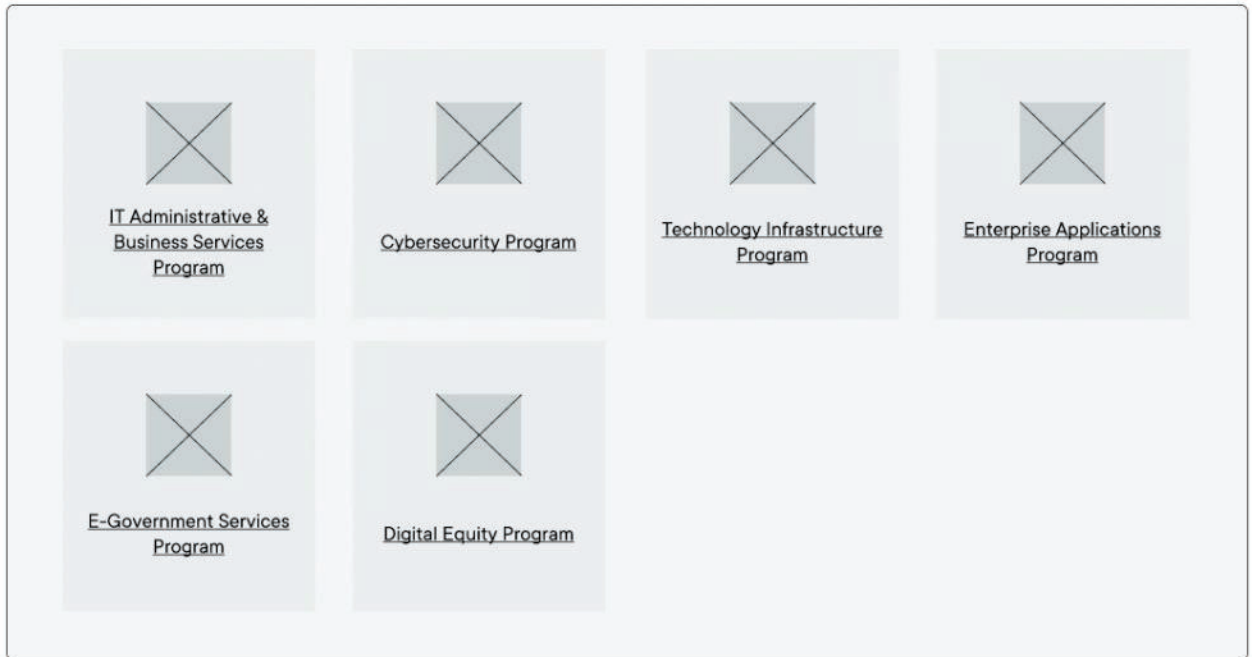
March 3

[Mayor Calls on Community
to Help Provide Temporary
Shelters](#)

[Category Name Here](#)

[See more News >](#)

Programs



Resources

[Mobile Apps](#)

[Digital Equity](#)

[Future Efforts](#)

[Security Tips](#)

[Technology Infrastructure](#)

[Affordable Internet Services](#)

[How to Diagnose Common Problems](#)

[E-Government Services](#)

[Recommended Business Applications](#)

Department Services

IT Administrative & Business Services Program	▼
Cybersecurity Program	▼
Technology Infrastructure Program	▼
Enterprise Applications Program	▲




The Enterprise Applications Program provides business applications support and business process automation for all City departments. This program provides software services for the City's Enterprise Resource Planning, Customer Relationship Management, and related enterprise systems. IT services provided under this program include business and systems analysis, software development, testing, implementation, training, and support for Citywide software applications.

Tacoma Municipal Building North
733 Market Street Fifth Floor
Tacoma, WA 98402

Phone: **(253) 382-2600**
Fax: (253) 382-2654

E-Government Services Program	▼
Digital Equity Program	▼

Commonly Needed Files

Strategic Plan 2017-2021.pdf	Here is a description of this document. It includes information on why you should download it.	
Community Technology Survey Report	Here is a description of this document. It includes information on why you should download it.	
Strategic Plan Poster	Here is a description of this document. It includes information on why you should download it.	

Directory

Monday, August 28, 2023 12:53 PM

Directory

Frequently Contacted Departments

311 - See ClickFix

Inspection Services

Municipal Court

Permitting

Police & Safety

Solid Waste

All Departments

Search

Search

x clear

Animal Control

253-555-5555

Business Licenses

253-555-5555

City Attorney

253-555-5555

City Clerk

253-555-5555

City Council

253-555-5555

City Manager's Office

















253-555-5555

Community and Economic Development

253-555-5555

Environmental Services

253-555-5555

253-555-5555	253-555-5555	253-555-5555	253-555-5555
 <u>Equity and Human Rights</u> 253-555-5555	 <u>Finance</u> 253-555-5555	 <u>Fire</u> 253-555-5555	 <u>Hearing Examiner</u> 253-555-5555
 <u>Human Resources</u> 253-555-5555	 <u>Information Technology</u> 253-555-5555	 <u>Management and Budget</u> 253-555-5555	 <u>Hearing Examiner</u> 253-555-5555
 <u>Mayor's Office</u> 253-555-5555	 <u>Media and Communications</u> 253-555-5555	 <u>Municipal Court</u> 253-555-5555	 <u>Neighborhood and Community Services</u> 253-555-5555
 <u>Office of Arts & Cultural Vitality</u> 253-555-5555	 <u>Office of Environmental Policy & Sustainability</u> 253-555-5555	 <u>Planning and Development Services</u> 253-555-5555	 <u>Police</u> 253-555-5555



Public Works

253-555-5555



Street Operations

253-555-5555



Tax and Licenses

253-555-5555



TERS

253-555-5555



TV Tacoma

253-555-5555



City of Tacoma
747 Market Street
Tacoma, WA 98402
(253) 591-5000

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CITY OF TACOMA

Language English ▼ [Contact Us](#) [Employment](#) [Search](#)

[Services](#) ▼ [Government](#) ▼ [Projects & Initiatives](#) [News](#) [Events](#) [Help & Directory](#) [I want to](#) ▼

City Government

City Council

Tacoma City Council and the Mayor are elected by the voters in Tacoma to serve four-year terms. The Mayor leads the City Council meetings and serves as an ambassador for the City.

[Learn more about the City Council >](#)

Departments

- [Police](#)
- [Fire and Rescue](#)
- [Utilities](#)
- [Information Technology](#)
- [City Manager's Office](#)
- [Economic Development](#)

[View all Departments >](#)

Committees, Boards & Commissions

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[Learn more about the Municipal Court >](#)

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(253) 591-5000

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Guide

Monday, August 28, 2023 12:57 PM

[City Government >](#) [Services >](#) [Parking >](#) [Parking in Tacoma](#)

Parking in Tacoma

Parking is an important part of everyday transportation needs. The primary function of Parking Facilities is management of the City's on-street and off-street parking systems. There are currently over 3,000 actively managed on-street parking stalls.

[How-To's](#) [Apps](#) [Parking Locations](#) [Holidays](#)

Contact Info

Eric Huseby
Parking Services Manager

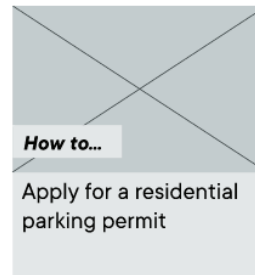
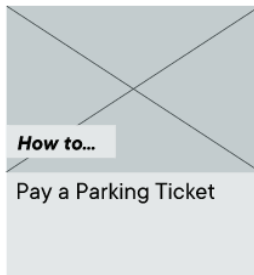
Phone: 253-591-5437

Email: parking@cityoftacoma.org

Additional Information

[Parking Technical Advisory Group](#)
[Downtown: On the Go! Contact](#)

Parking How-To's



App

Contact: [IT](#)



Flowbird

Parking convenience is at your fingertips with the Flowbird app. Pay for parking on your mobile device, get notified before your time runs out, and extend your time without visiting a parking meter (note that time extension rules vary location by location).



Off-Street Parking Locations

Contact: [Parking](#)

A Street Garage

110 South 11th
Street

Carlton Center Building & Garage Parking

1551 Broadway

Convention Center Garage

1500 Broadway

International Museum of Glass Garage

1801 Dock Street

Municipal Garage and Lot

728 Market Street

Park Plaza North Garage

923 Commerce
Street

Pacific Plaza Garage

1125 Commerce
Street



Where NOT to Park

Yellow curbs mean No Parking

Red Curbs mean No Parking - Tow Zone

Holidays - Free On-Street Parking Days

Every Sunday

New Year's Day - January 1

Martin Luther King, Jr. Day - Third Monday of January

Presidents' Day - Third Monday of February

Memorial Day - Last Monday of May

Juneteenth Day - June 19

Independence Day - July 4

Labor Day - First Monday of September

Veterans Day - November 11

Thanksgiving Day Holiday - Fourth Thursday and Friday of November

Christmas Day - December 25

Report Abandoned Vehicle

Do you need to report an abandoned car or other vehicle in your area? Report it using SeeClickFix.

Report Abandoned Vehicle

Codes

Title 11 Chapter 50 : Parking Facilities

11.50.010 Purpose	11.50.090 Tacoma Municipal Building
11.50.020 Findings	11.50.100 Union Station Parking Facility and rates
11.50.030 Methods of operation	11.50.110 I-705 Lots Parking Facility and rates
11.50.040 Repealed	11.50.120 Broadway Lot Parking Facility and rates
11.50.050 Parking regulations	11.50.130 Park Plaza South Parking Facility and rates
11.50.060 Municipal use	11.50.140 Park Plaza North Parking Facility and rates
11.50.070 Special events	11.50.150 Municipal Building parking lot
11.50.080 Parking agreements	



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How TO

Monday, August 28, 2023 1:00 PM

[City Government](#) > [Services](#) > [Business](#) > How to Register a Business

How To Register a Business

Nearly all businesses that operate in the State of Washington will need to be licensed at both the state and local levels; in addition, a specialty or professional license may be needed. Below is a list of agencies for you to contact to learn about licensing requirements before starting your business. You can also use the [Washington State Small Business Resource](#) for detailed information.

New applicants ^

1

Prepare your application

The City of Tacoma requires that all businesses have a Business Registration, except for the following scenario.

- You do not need to register if your business is located outside of Tacoma and your annual gross income in Tacoma is less than \$2000.

License fee revenues are deposited into the City's General Fund, which help fund essential City services such as police officers, fire fighters and street maintenance.

2

Submit your application

The City of Tacoma requires that all businesses have a Business Registration, except for the following scenarios.

Submit Application

Renew your license ▼

Change your address ▼

Contact Info

Phone: (253) 591-5252

Licenses
Email: licenseinfo@cityoftacoma.org

Tax Information
Email: taxinfo@cityoftacoma.org

Important Information!

You must keep your business information updated every 6 months.

City Portal Redesign 2 Page 20

Business License FAQs

How can I get a business license?	▼
How can I register my business?	▼
What kind of business license do I need?	▼
Why do I need to register my business?	▲
The purpose of the program is to inform the City's efforts to promote the health and expansion of Tacoma businesses. By tracking basic, accurate information about Tacoma businesses, City services are tailored to our unique business community assets and needs.	
How much does business registration cost?	▼
Do I need to renew my business license if it's a non-profit?	▼

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Services Landing

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I want to

Services



Parking Meters will be operating on Holiday Hours on Monday, May 29th for Memorial Day



Top Services

[Building Permits](#)

[Public Safety](#)

[Housing](#)

[Utilities](#)

[Parking](#)

[Winter Tips](#)

All Services

311 - SeeClickFix

Accessibility

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TAGRO

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Transportation & Roads

Utilities

Visitor Information

Volunteer Opportunities

Related Links

[Departments](#)

[Directory](#)

[Upcoming Events](#)

[Court Schedule](#)

[Business Resources](#)

[Parking Guide](#)

Service Statuses

City Hall is open.

City Hall is open 8am - 5pm, Monday - Friday.

Trash and Recycling

Trash and recycling pickups are on standard schedules.
[Check schedules.](#)

Street Cleaning

Street sweepers are on standard schedules.
[Check schedules.](#)

Parking Meters

Parking meters are on normal schedules today.

5pm, Monday - Friday.

pickups are on standard
schedules.
[Check schedules.](#)

standard schedules.
[Check schedules.](#)

normal schedules today.



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Projects&Initiatives

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[Services](#) ▼ [Government](#) ▼ [Projects & Initiatives](#) [News](#) [Events](#) [Help & Directory](#) [I want to](#) ▼


City Programs & Projects

The Long Range Planning Work Program is developed in concert with the Planning Commission and City Council based on project prioritization, public input, and available resources. The following projects are currently active. Click on the "Learn More" link to read more about the project, available documents, schedule and upcoming meetings, and to find staff contacts.

 Grid


 Map

Project Status: In Progress ▼



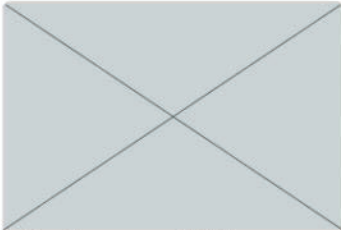
2022 Amendments to the Comprehensive Plan and Land Use Regulatory Code

The City Council's reviews and deliberations of the 2022 Amendment, leading up to the adoption of these legislations, included a public hearing on June 7, study sessions on June 7 and 14, regular meetings on June 14, 21 and 28,...



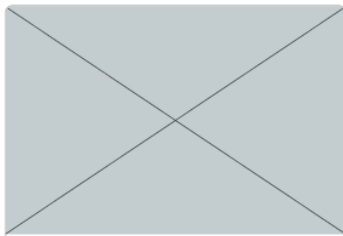
Chinese Reconciliation Park

It is a critical component of the community-led reconciliation process intended to commemorate the 1885 expulsion of Tacoma's Chinese citizens led by the Mayor and community leaders of that time, to express Tacoma's commitment to end racism and hatred, and to promote a peaceful, multicultural community.



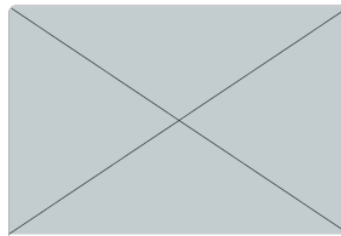
Cushman and Adams Substation

In April 2020, the Cushman and Adams Study was paused due to impacts resulting from the pandemic. Staff are now working to restart the project; complete the Existing Conditions Report; and resume engagement.



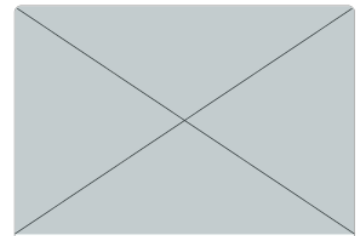
Tideflats Subarea Plan

Subarea planning allows for the establishment of a shared, long term vision, and a more coordinated approach to development, environmental review, and strategic capital investments in a focused area.



Transit Oriented Development Advisory Group

The City Council created the citizen-based advisory group TODAG through the passage of Resolution No. 40303 on April 16, 2019, to help inform the design and development of significant transit projects throughout the City including the Dome District, one of the region's most transit-rich areas.



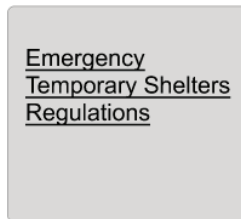
Urban Design Studio / Design Review Program

The Urban Design Studio is a proposed long-term program with a focus on delivering urban design services to customers in the Planning and Development Services Department, other City departments, and through external public and private partnerships. The initial phase of the project will include extensive public engagement, development of design guidelines, ...

Other Initiatives and Recent Projects



Joint Land Use Study - Airport Compatibility



Emergency Temporary Shelters Regulations

[View Completed Projects](#)



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Tacoma Newsroom: Your Source for City News

2023 Historic Preservation Awards Nominations Open

The city recently appointed a new director to lead the city's ongoing effort to create a local electric utility, Steve Catanach.

[See More](#)

2023 Historic Preservation Awards Nominations Open

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[See More](#)

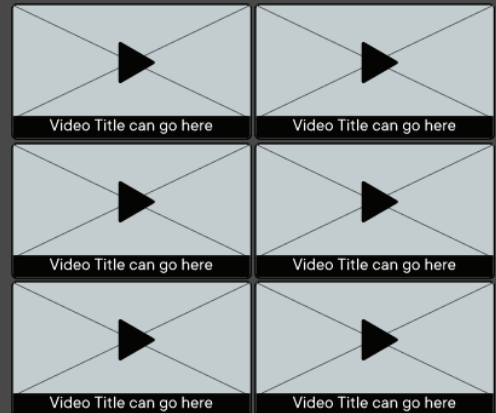
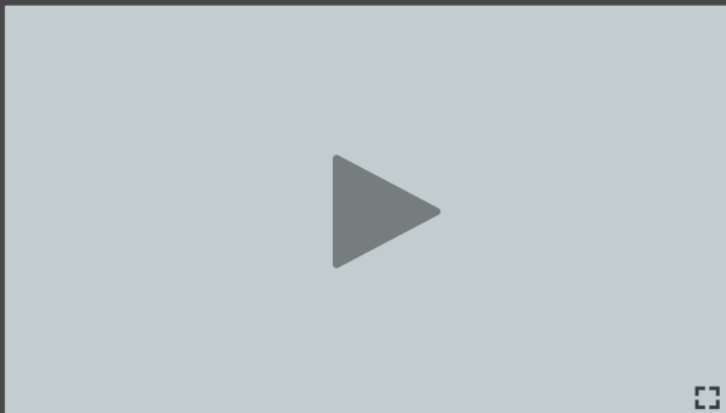
Mayor Victoria Woodards to Present 2023 State of the City Address at Mount Tahoma High School on March 16

The city recently appointed a new director to lead the city's ongoing effort to create a local electric utility, Steve Catanach.

[See More](#)

TV TACOMA

[All TV Tacoma videos >](#)



Recent News



Union Avenue Off-Ramp to Remain Closed Until Further Notice

Recent code changes made it easy for community members to open much-needed shelters for temporary or emergency use, such as during severe winter weather, and City leaders are asking the community for help.

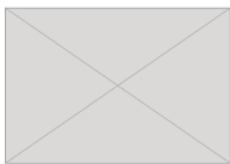
[Read More](#)



Applicants Sought for Bicycle Pedestrian Technical Advisory Group

Recent code changes made it easy for community members to open much-needed shelters for temporary or emergency use, such as during severe winter weather, and City leaders are asking the community for help.

[Read More](#)



Feb. 28 City Council Noon Study Session and 5 PM Meeting Now Confirmed to Take Place in Tacoma Municipal Building Council Chambers as Usual

Recent code changes made it easy for community members to open much-needed shelters for temporary or emergency use, such as during severe winter weather, and City leaders are asking the community for help.

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[All Stories >](#)

Tweets by @CityOfTacoma



City of Tacoma @CityOfTacoma · 16h ...
Save the date! The T-Town City Services Expo, in conjunction with the #Tacoma Dome's 40th anniversary celebration, is back on April 28 & 29 at the @TacomaDome. More info at cityoftacoma.org/expo.

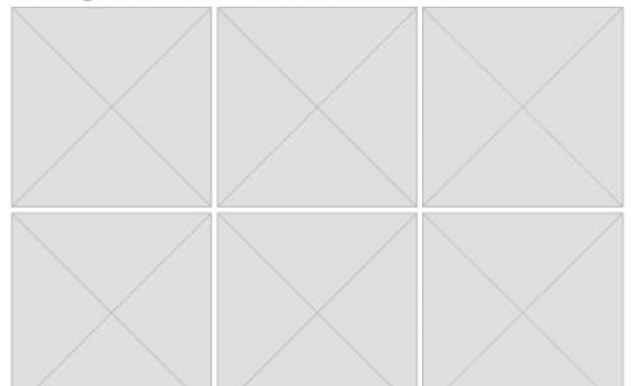
Tacoma Dome @TacomaDome · 22h
T-TOWN IS BACK!

A "Dome of our Own" turns 40 in April 2023, and in celebration, we invite the community to join us on April 28 and 29. This event is a free, family-friendly community event with unique, hands-on experiences!

More information at attacomadome.org/t-town

Instagram

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City of Tacoma @CityofTacoma · 16h ...
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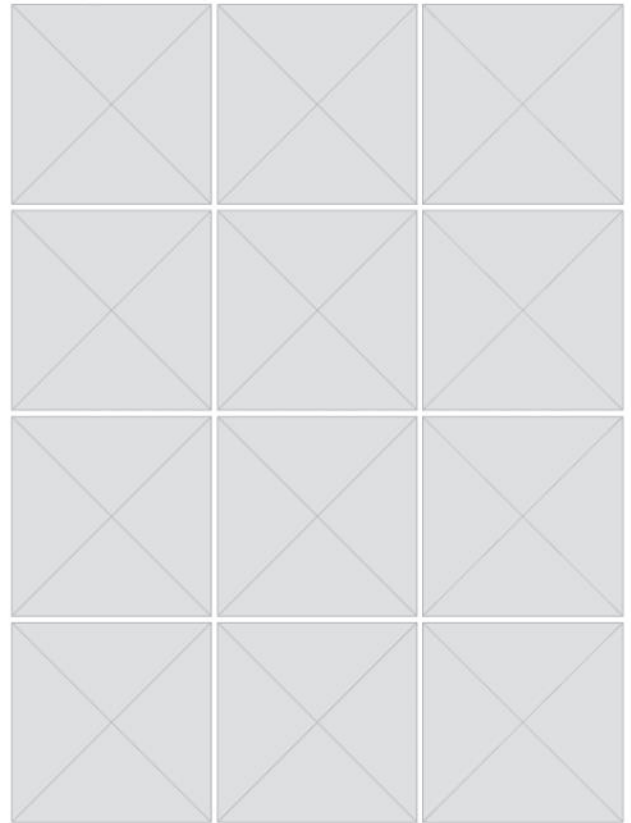
1,168

City of Tacoma @CityofTacoma · 22h ...
Tonight is the #Tacoma City Council Meeting & Community Forum at 5pm. It'll be a hybrid meeting so you can attend in-person or on Zoom. We'll broadcast the #TacCouncil mtg. on TV Tacoma, tvtacoma.com & Facebook Live. For Zoom info & agenda: ow.ly/m1xj50Ni9ly.



Instagram

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In a location

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April 2023

Apr
22

Saturday April 22, 2023 @ 6:45pm

PBR Ariat Invitational

Tacoma Dome 2727 East D Street | Tacoma, WA | 98421

RSVP Free



Apr
23

Sunday April 23, 2023 @ 6:45pm

PBR Ariat Invitational

Tacoma Dome 2727 East D Street | Tacoma, WA | 98421

RSVP Free



Apr
28

Friday April 28, 2023 @ 6:45pm

T-Town: Play. Explore. Learn. - City Services Expo

Tacoma Dome 2727 East D Street | Tacoma, WA | 98421

RSVP Free



Apr
29

Friday April 29, 2023 @ 6:45pm

T-Town: Play. Explore. Learn. - City Services Expo

Tacoma Dome 2727 East D Street | Tacoma, WA | 98421

RSVP Free



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Help Center

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Help Center

Common Topics

- [Animals, Pets, Wildlife](#)[Council Agendas, Meeting Minutes, and Recordings](#)
- [Business in Tacoma](#)[Courts](#)
- [Calendar of Events](#)[Elections](#)
- [City Residents](#)[Emergencies](#)

Frequently Asked Questions

search FAQs

Parking

How much does parking cost?	▼
Where can I go hiking?	▼
How do I get a Parking Permit for a Special Event?	▼
How do I pay a parking citation?	▲
Sit auctor aliquam arcu aliquam orci augue nulla id. Senectus lacus risus in et id etiam. Amet integer pulvinar sed pretium facilisis mi. Feugiat nulla aliquam phasellus in euismod. Nec felis rhoncus laoreet facilisis aliquet feugiat habitasse dolor. Convallis sagittis quam in nibh volutpat gravida turpis curabitur. Scelerisque libero eget a sit pharetra. Dui tortor sed vel sed. Amet velit dictumst sit tempus a aliquet varius volutpat.	
How can I get a monthly Parking Permit?	▼
How do I pay a parking citation?	▼

Businesses in Tacoma

How can I get a business license?	▼
How can I register my business?	▼
What kind of business license do I need?	▼
Why do I need to register my business?	▲
<p>The purpose of the program is to inform the City's efforts to promote the health and expansion of Tacoma businesses. By tracking basic, accurate information about Tacoma businesses, City services are tailored to our unique business community assets and needs.</p>	
How much does business registration cost?	▼
Do I need to renew my business license if it's a non-profit?	▼

Contact Us

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Contact Us

Tacoma Municipal Building

Lobby/Walk-In Hours (3rd Floor)
Monday through Thursday 9 AM - 1 PM [Except for observed holidays](#)

Police & Safety	▼
Fire	▼
Development Services	▼
Licensing & Special Events	▲

Our [Online Permit Center](#) supports business registration and operating licenses including short-term rentals, liquor, marijuana, and vehicle-for-hire, room tax & franchise fees, and temporary signs.

For temporary permits, such as special events, noise variance, burn permits, firework permits, and fire inspection requests, please go to the [special events and fire requests section of the Online Permit Center](#).

Planning	▼
Private Development Engineering	▼
Growth Management	▼



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showing search results for “parking”

Parking

On Monday, July 6, 2020, the City introduced a touchless parking payment option with the launch of a new mobile parking application. The [Flowbird App](#) allows users to pay for parking, under posted time limits, with their iPhone or Android devices.

Parking Services

The primary function of Parking Facilities is management of the City's on-street and off-street parking systems. There are currently over 3,000 actively managed on-street parking stalls. The off-street system includes six facilities with a total of nearly 2,550 parking spaces. The City contracts with Republic Parking Northwest to provide daily operational oversight of the off-street parking system.

Traffic and Parking Infractions

The information on the back of the ticket explains your options. The important thing to remember is that you must respond within 30 days from the date the ticket was issued and you have 33 days to respond to the ticket if you received the infraction by mail. This means you must either pay the penalty or request a court date.

Parking Technical Advisory Group

The Parking Technical Advisory Group (PTAG), formerly the Parking Management Advisory Task Force, began as a group of approximately 60 stakeholders who met throughout 2008 and 2009 to discuss parking issues within the downtown core. City Council adopted [Ordinance 27840](#) which formally established the Parking Advisory Management Task Force in November 2010.

Parking Technical Advisory Group

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[prev](#)[1](#) [2](#) [3](#) [4](#) [5](#) [6](#) ...[next](#)

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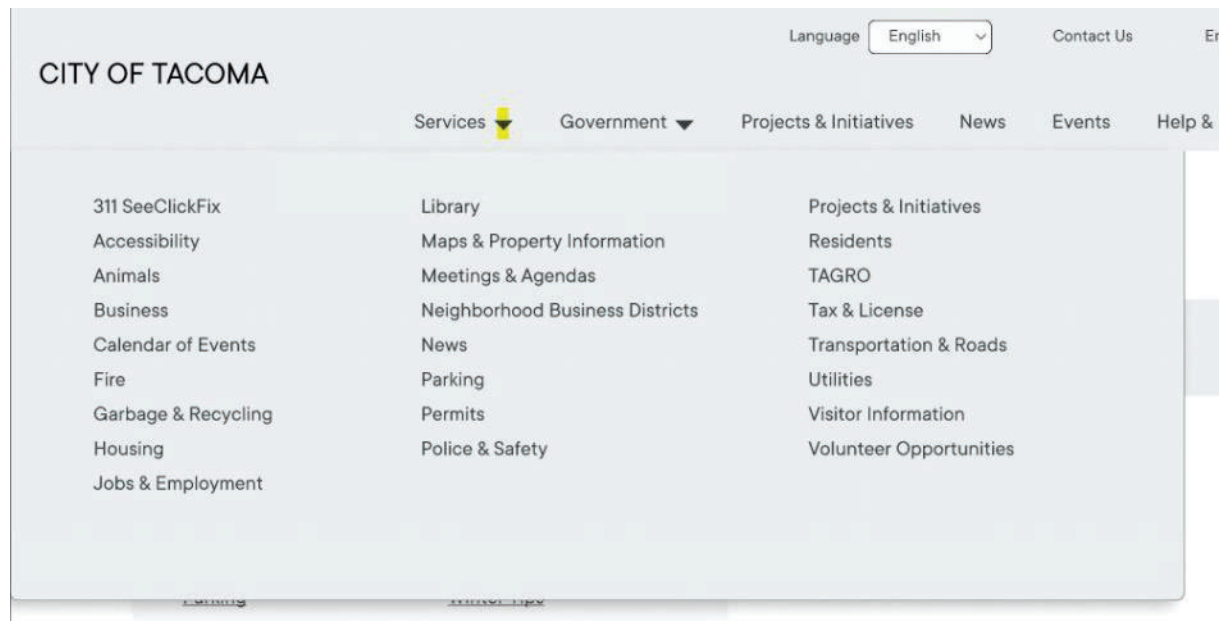
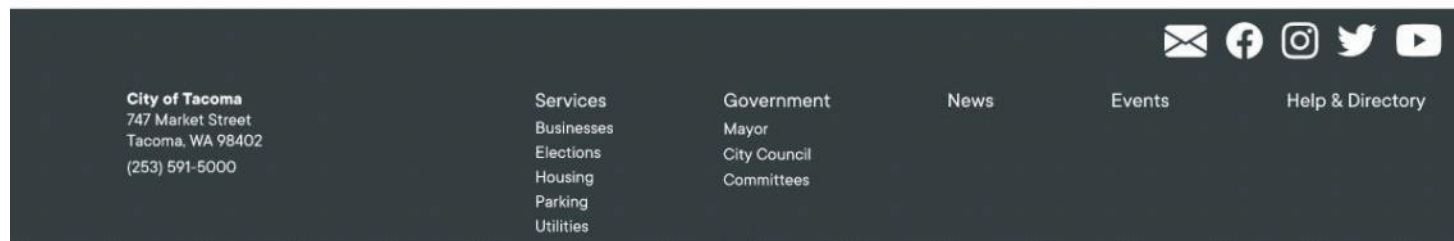
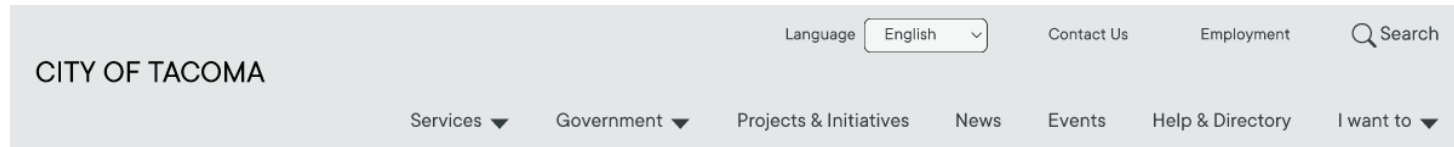
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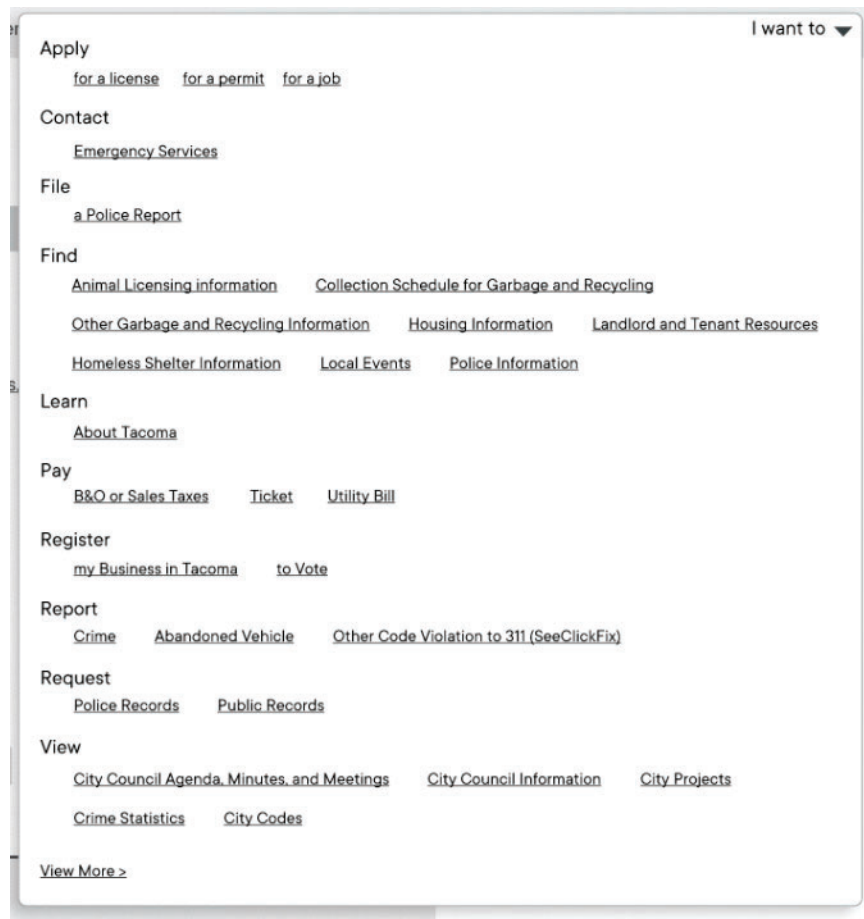
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BreadCrumb

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[City Government](#) > [Services](#) > [Business](#) > How to Register a Business

[City Projects](#) > Cushman and Adams Substation

Cushman and Adams Substation

The City invites community members to learn about the Cushman and Adams Substations by reviewing background information on this site.



Contact Info

Name, Principal Engineer

Call (253) 555-5555

Email info@cityoftacoma.org

Name

Call (253) 555-5555

Email info@cityoftacoma.org

Transportation Bond Oversight Committee

Email info@cityoftacoma.org



Latest Update

Located at the intersection of N. 21st St. and N. Adams St., the Cushman and Adams Substations were built in the mid-1920s to bring electricity from Cushman Dam to Tacoma. For many years, the substations served as active parts of the electric system. The substations are distinctive features in the neighborhood and notable assets to the City as a whole.

Feasibility Study coming 2025

Project Information

Summary

This is the community's opportunity to participate in the City Council and TPU Board's decisions regarding future use of the Cushman and Adams Substations. A City Council directed the City of Tacoma's General Government and Tacoma Public Utilities (TPU) to work collaboratively and engage the community on future redevelopment of the properties.

Estimated Timeline

- In April 2020, the Cushman and Adams Study was paused due to impacts resulting from the pandemic. Staff are now working to restart the project: complete the Existing Conditions Report; and resume engagement.

Background

Located at the intersection of N. 21st St. and N. Adams St., the Cushman and Adams Substations were built in the mid-1920s to bring electricity from Cushman Dam to Tacoma. For many years, the substations served as active parts of the electric system. The substations are distinctive features in the neighborhood and notable assets to the City as a whole.



Keep me updated

Subscribe for email notifications about this project

username@example.com

Subscribe

Related or Nearby Projects



Emergency Response/ITS

The Emergency Response/Intelligent Transportation System (ER/ITS) study is meant to address existing and future traffic congestion as well as infrastructure and operating deficiencies for emergency response in the tideflats.



First Creek Action Plan

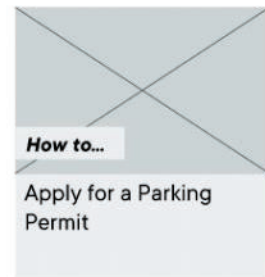
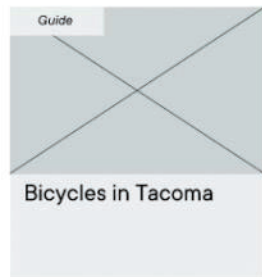
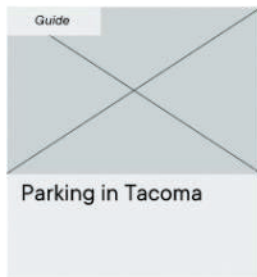
In 2011 and 2012, community members partnered with the City, the Puyallup Tribe, the Tacoma Housing Authority and other agencies to develop a vision and action plan to restore and enhance East Tacoma's First Creek corridor. The effort was led by a Stakeholder Committee representing public agencies, community groups and property owners. The Committee worked with staff and consultants to develop a consensus vision...



Home in Tacoma Project

Finding housing that is affordable has become harder, especially for the 40 percent of Tacoma residents who are housing cost burdened and it's getting harder. Housing not only meets our need for shelter—it also connects us with family, friends, community, transportation, employment and more, which matters to our health, wellbeing and prosperity.

Guides & How-To's



News Stories

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Story Name Here

Mar 15, 2022 | By A. Author



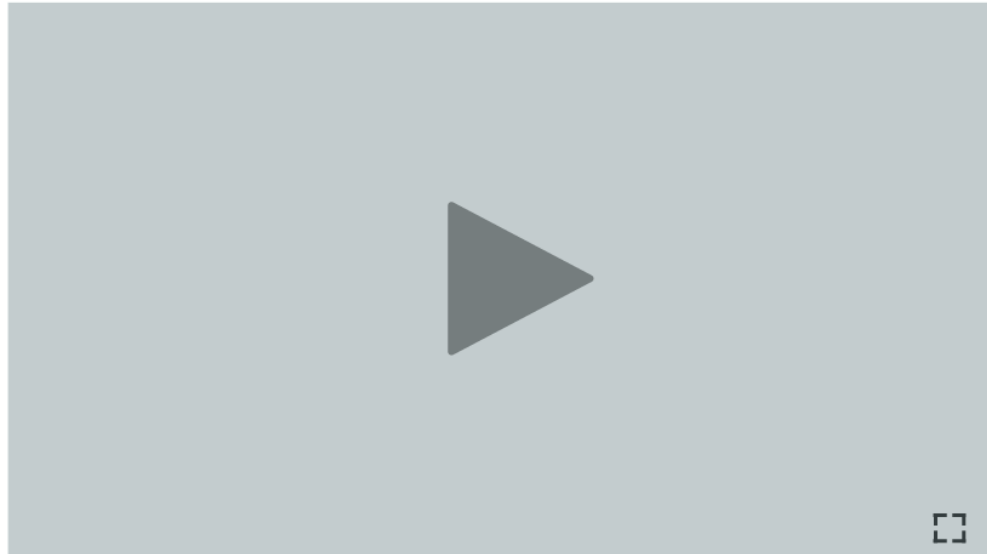
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Vancouver Clinic leaders responded by building a substantially larger facility close to PeaceHealth Southwest Medical Center. That building on 87th Avenue became the largest facility for private practice in the county. Our Salmon Creek Clinic sits across the street from the area's other major hospital, Legacy Salmon Creek Medical Center.

Today, at 12 locations strong, Vancouver Clinic is the largest private, multispecialty clinic in Clark County. With more than 1,200 employees and 400 providers, we are also one of the largest employers in the region and a powerhouse for the local economy.

Vancouver Clinic continues to build facilities and add services throughout the county to serve the rapidly growing population and to remain the region's top private source of health care services. Our reputation for health care excellence and a collegial atmosphere allow us to attract top-quality providers from around the nation.

About the Author

Author Name

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Resident Services

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Monday, August 28, 2023 1:25 PM

Event Title

May 17 @ 1:00 - 6:00pm



description

+ Add to Google Calendar + Add to iCalendar

Details

Date:
May 17

Time:
1:00 - 6:00 pm

Cost:
Free

Event Category:
Art Exhibits

Event Tags:
Art

Website:
<https://www.cityoftacoma.org>

Organizer

Organizer
Name

Phone:
(253) 555-5555

Email:
info@cityoftacoma.org

[View Organizer Website](#)

Venue

123 Main St
Tacoma, WA

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Service Specific Hub

Monday, August 28, 2023 1:27 PM

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Contact Information

Utility Billing Customer Service

Call (253) 555-5555

Email: info@cityoftacoma.org

Backflow / Cross Connection / Safe Drinking Water Program

Call (253) 555-5555

Emergency Shut-off/Broken Pipes

Call (253) 555-5555 ext. 2

New Service Line/Construction

Call (253) 555-5555

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Council Member

Monday, August 28, 2023 1:30 PM

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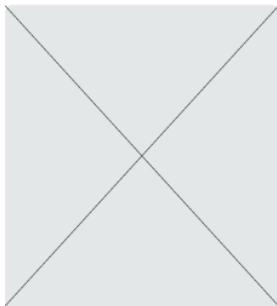
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[City Government](#) > [City Council](#) > Council Position 2

City Council Member Sarah Rumbaugh

She envisions a more vibrant city, one that is supportive of business growth and the creation living wage jobs while also helping community members who are in need.

[About](#) [District Map](#) [Housing](#) [Equity](#) [Background](#) [Education](#) [Newsletter](#)



Phone 253-591-5100
Fax 253-591-5123

Email: CReal@cityoftacoma.org

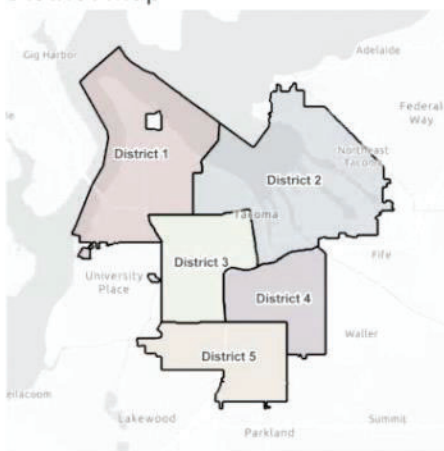
Mailing Address
Tacoma Municipal Building
747 Market Street
10th Floor
Tacoma, WA 98402

Email SRumbaugh@cityoftacoma.org

Term Expiration
December 31, 2025

Council Member Sarah Rumbaugh, elected in November 2021, serves District 2, which includes parts of downtown Tacoma, Stadium District, Old Town, Northslope, the Port of Tacoma and Northeast Tacoma. She envisions a more vibrant city, one that is supportive of business growth and the creation living wage jobs while also helping community members who are in need.

District Map



Housing

Committed to addressing the issues of affordable housing and homelessness at a local and regional level, Council Member Rumbaugh has served as a member of the Affordable Housing Consortium and the Associated Ministries Board. She is currently serving as president of the Associated Ministries Board in her sixth and final year there.

level, Council Member Rumbaugh has served as a member of the Affordable Housing Consortium and the Associated Ministries Board. She is currently serving as president of the Associated Ministries Board in her sixth and final year there.

Equity

Maintaining a steady focus on equity in all of her work, Council Member Rumbaugh has also served on the City of Tacoma's Human Rights Commission to study and investigate problems of prejudice, bigotry, and discrimination, and to encourage and coordinate the implementation of programs consistent with the needs and the rights of all residents of Tacoma. An active member at Temple Beth El, where she has served in a number of leadership roles, she now co-chairs Temple Beth El's Social Justice Committee.

Background

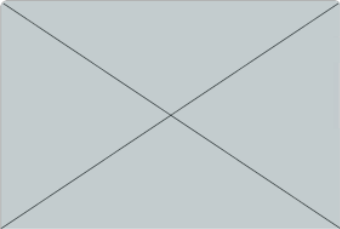
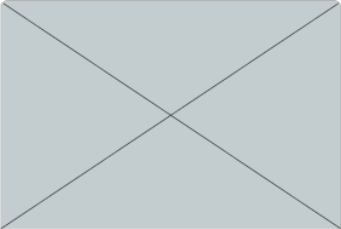
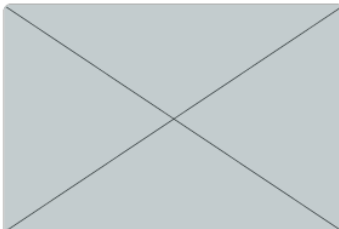
Involved in a variety of capacities in public service for the last two decades, Council Member Rumbaugh has a professional background in city planning, and has also worked to raise funds for several non-profit agencies that address a range of social issues to include environmental education, university funding, sexual assault and sexual abuse, and business development.

Education

Deeply committed to education, which she regards as life-changing, Council Member Rumbaugh is a proud graduate of Gonzaga University, which she attended on a cross country scholarship, earning a bachelor of arts majoring in political science with a minor in history. She also earned a master's degree in environmental studies from The Evergreen State College, and is supportive of Tacoma's sustainability and climate action goals.

Other Service

Council Member Rumbaugh has served as PTA president at Browns Point Elementary, and has lived in Northeast Tacoma with her husband, Stan, since 2008. She has two adult daughters, Miriam and Gabrielle.

 <u>Project Name</u> An ordinance requiring rating and reporting and energy efficiency measures in commercial and industrial buildings	 <u>Project Name</u> An ordinance requiring rating and reporting and energy efficiency measures in commercial and industrial buildings	 <u>Project Name</u> An ordinance requiring rating and reporting and energy efficiency measures in commercial and industrial buildings
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Newsletter

To help keep residents informed, Council Member Rumbaugh also produces a District 2 Community Newsletter.

Newsletter signup

email * (required)

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