



# **City of Santa Rosa Website Project Analysis**

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## INTRODUCTION

In an effort to understand the City of Santa Rosa's global and departmental web objectives, Synergy performed a Project Analysis to outline key strategies and focus for the City, as well as define Department-specific concerns and improvements.

Over a period of four days, Synergy meet with fifteen different departments (Administration & General Services, City Attorney's Office, ADA\*, CMO, Community Development, Economic Development, Finance, Fire, HR, IT, Police, Public Works, Recreation & Parks, Transit & Parking, and Utilities), with each interview lasting between one to two hours. The number of attendees for each interview ranged from one to thirteen people.

\* While ADA is not a specific department, there were specific requirements that warranted treatment as an independent entity for the purposes of this research.

## THE PROCESS

Synergy performed in-person interviews with fifteen departments to gain a better understanding of the key objectives each wish to implement in the new version of the website, as well as the primary challenges faced with the current technology. At each interview, it was stated that all ideas and concerns be presented without consideration to budget constraints, as the object was to gain a complete picture of the desired strategy for the City as a whole, as well as those of each department. Interview response were analyzed for recurring messages and compelling answers that also reflected broader City-wide issues or potential initiatives.

Each department was presented with twelve (12) questions (*Please refer to document: "Preliminary Project Assesment.doc" for complete details*) that range from core objectives and technology, to design and brand positioning. The primary categories were:

1. Business Objective(s) & Alignment
2. Current Site
3. Target Audience
4. Technical
5. Competitive Environment
6. Brand Positioning
7. Supporting Materials
8. Primary Elements/Direction (design)
9. Design & Creative Direction
10. Risks
11. Schedule
12. Stakeholders

Additionally, Synergy reviewed the current CMS environment "Planetaria" to assess the SQL data structure, architecture and workflow capabilities.

\*It should be noted that interview data from IT is included in the overall analysis, but was primarily focused on the backend technology platform.

## TRENDS & INSIGHTS

To provide a more City-wide viewpoint of key concerns and priority objectives, the interview data from all departments was reviewed and analyzed for cross-departmental similarities and consistency. This summary of key insights has been organized in the same format as the original twelve (12) questions presented to all interviewees.

### **Business Objective(s) & Alignment**

#### *Customers*

One of the most prominent themes for almost all departments was the desire to be more customer and services oriented. The site must be easy to use, and provide quick access to information relevant to the user. The new architecture should also reflect a sense of “What can the City of Santa Rosa do for you”, rather than the current “defensive” tone where the perception is that of being reactive to users. The website should engage users and the community to create a strong sense of community wealth and ownership.

Furthermore, the nomenclature of the site is not customer-centric. It reflects the internal organizational structure of the city and is not intuitive to outside users. As a result, information is difficult to find, if it is found at all. Navigation will also need to speak to both seniors and a younger audience as both were indicated to become heavy users of the site.

#### *Collaboration*

Departments perceived that they are more separated and/or unique with their needs than they actually are. Almost all departments reported a desire for more city-wide collaboration, included how they share information on the web. In many cases, static information exists in multiple departments that should be centrally managed. This has led to inconsistencies in the version and presentation of content within the website. The new system should allow various departments to include information from other departments as “modules”, expanding the depth of available information to the consumer, while ensuring the content is current.

#### *Education*

Improve Community education on the site by offering more interactive programs such as interactive learning, games, videos, blogs, audio clips and tests (recruitment screening) that appeal to both youth and senior demographics. This is seen as an important tool for community outreach and public awareness initiatives, as well as reinforcing the notion that the City of Santa Rosa is at the leading edge of technology.

#### *Recruitment*

In addition to education, the new site must improve the visibility of jobs and recruitment throughout the site. Relevant job openings and information should appear on each of the department’s home pages, while being centrally managed by HR. This will ensure that information is accurate and updated regularly.

#### *Feedback*

Solicit more user feedback regarding content and experience with tools such as a form at the end of each article (example: “Did you find this article helpful?”), and implementing surveys by department.

### *Press Communication*

Better Press access to images and press releases (also with users), as well as feature news and events on the home page and department pages for the general public.

## **Current Site**

### *Search*

The current search functionality is inadequate and positioned poorly on the site. Results are often too vague and include links to information with low or no relevance to the initial search criteria. Additionally, there is now way to limit a search to a specific section or department.

### *Static Content*

Content is not updated regularly, creating a lack of incentive for users to return repeatedly to the site, or use it as the primary source for retrieving information rather than calling department officials for help.

### *Navigation & Architecture*

The navigation is not intuitive to users unfamiliar with the city's departmental structure. The homepage is visually crowded. The site contains components (Find It Fast and eConnect) that were intended to serve as quick access points to information, but due to expansion, have become less effective or architecturally inconsistent with the site.

### *Content Collaboration*

Content is too compartmentalized, no real connection with other Departments.

### *Content Management/Workflow*

The CMS tool is very difficult to use.

## **Target Audience**

- Residents/Property Owners
- Seniors
- Families (Parents & Children)
- Youth, Younger Audience
- Developers/Planners/Engineers
- Business (Small and Large)
- Activists/Critics
- Press
- Disabled
- Elected Officials
- City Officials
- Lawyers

## Technical (Challenges & Desired Functionality)

- Video
- Slide Show Image functionality
- ADA Compliance
- Pod Casts
- RSS Feeds for alerts and news updates
- Search functionality
- Content management, workflow, and scheduling
- Events Calendar
- Email notifications, alerts
- Online forms
- Online registration for events (ecommerce), up-sell programs – drive online sales
- Subscriptions services
- Browser Compatibility
- Website tracking statistics and reporting

## Competitive Environment

- [www.cityofmesquite.com](http://www.cityofmesquite.com)  
Quick links for citizens, businesses, and visitors. Their ED info is laid out easily, similar to what we're doing w/ ED Suite.
- [www.sfgov.org](http://www.sfgov.org)  
Clean looking, I like their use of images
- [www.mckinneytexas.org](http://www.mckinneytexas.org)  
Intro and organize their info. Very clean and simple, also consistent w/ their private sector partners (CVB, Main Street), and all have a press room
- [www.victorvalleyca.com](http://www.victorvalleyca.com)  
This is a regional site for ED, but it's just so pretty and interactive. The site uses the ED Suite tool very nicely.
- <http://cityofpetaluma.net/> – see the Spanish translation option
- <http://www.folsom.ca.us/> – see their “guide” menu
- <http://www.roseville.ca.us/> – see their “demographics” page (under “Roseville at a Glance”)
- <http://www.ocfa.org/ocfamain.asp?pgn1=4>
- [www.michigan.gov](http://www.michigan.gov)
- City of Fresno - <http://www.fresno.gov/default.htm>
- San Francisco - <http://www.ci.sf.ca.us/>
- City of Nashville - <http://www.nashville.gov/flashpgs/flashhome.htm>
- District of Columbia - <http://www.dc.gov/>
- Pasadena City Attorney's Office - <http://www.ci.pasadena.ca.us/cityattorney/>
- Sonoma County – ADA Page (page not found)
- San Antonio - <http://www.sanantonio.gov/?res=1920&ver=true>
- Sacramento - <http://www.cityofsacramento.org/>
- City of Newport Beach - <http://www.city.newport-beach.ca.us/>
- Santa Clara - <http://www.ci.santa-clara.ca.us/>
- Denver - <http://www.denvergov.org/>
- Madison, Wisconsin - <http://www.ci.madison.wi.us/>
- Tour of California - <http://www.amgentourofcalifornia.com/>
- Vallejo - <http://www.ci.vallejo.ca.us/GovSite/>
- Phoenix.gov/fire - <http://phoenix.gov/FIRE/index.html>
- Ocfa.org - <http://ocfa.org/>

- San Jose Police Department - <http://www.sjpd.org/>
- City of Las Vegas - <http://www.lasvegasnevada.gov/>
- San Couisobipo.org – page not found
- PSATA.net - <http://www.psta.net/>
- Tri Met Portland Oregon - <http://www.trimet.org/>
- City of Seattle - <http://www.seattle.gov/>

## **Brand Positioning**

The majority of those interviewed felt that the City of Santa Rosa’s brand is not well positioned to convey a sense of community, or a positive endorsement of the City as a whole. Many felt it should convey “organization”, modern professionalism that projects quality, and customer service. Additionally, how the logo is presented (in general) is not consistent.

## **Supporting Materials**

Most reported that alignment with external campaigns did not present a major challenge, it was indicated that a stronger brand alignment would improve the consistency of the City’s messaging. Additionally, one department did mention the desire to move away from printed collateral and increase the drive to web, reducing overhead costs due to printing.

## **Primary Elements/Direction (design)**

Color pallet not popular.

## **Design & Creative Direction**

The site should be clean, modern, professional, and present the City as being technologically advanced, “Forward Thinking” organization. The theme of Customer Service was also a primary concern with the new design. The current design is too compartmentalized and somewhat (visually) confusing.

The development of a style guide would assist departments in maintaining visual standards as content is being updated.

## **Risks**

To ensure the long term success of this project, the following risks have been identified:

1. Assign a webmaster to ensure central accountability for the City website
2. Internal training so all departments have the technical ability to maintain content effectively
3. Strategic core committee to represent departments, and make decisions regarding the web
4. Pass an ADA audit (November)

## **Schedule**

Flexible, but would like to see architecture by end of summer.

## **Stakeholders**

Indicated on meeting schedule.

## **KEY DEPARTMENT INSIGHTS**

Many departments shared the same objectives and suggestions during the interview process. As such, duplicate recommendations or difficulties have been omitted. Only unique insights are listed, and therefore not all departments are represented.

### **Administration & General Services**

- Promote COPE awareness and offer access to online subscriptions
- Integration with mobile devices (PDA, Cell phones) for disaster planners

### **City Attorney's Office**

Educate the public that they are not defending the public's interests directly, rather indirectly by serving the City departments.

### **ADA**

The new website must pass an ADA audit in November that will include the ability to support various screen resolutions, workflow restrictions in the CMS to ensure data integrity/conformity during the publishing cycle, and offer the ability to increase or change fonts.

Add a "wheel chair" logo on the homepage allowing users to quickly recognize services for those with disabilities.

### **CMO**

Provide users the ability to rate pages ("Was this page helpful?")

#### **Records Management Initiative**

- Search for general public records based on topic. If the user is unable to find what they are looking for, they can use a form to submit for additional help.
- Provide election information on candidates and financial information.

### **Economic Development**

- ED suite integration
- Interactive PDF that will link to content on the site
- Starting A New Business feature

### **Finance**

- Provide an email copy of billing history – integrate into current system

## **Fire**

- Provide safety tip of the day
- Create training videos for use on the web
- Interactive map of station houses, with detail information about personnel, services, etc. to find your nearest station.
- RSS Emergency Alerts
- Create a Cookie trail navigation so users know where they are in the site
- Interactive games for kids (and parents)
  - Find your way out
  - Touch A Truck
  - What's on a Fireman's belt

## **HR**

- Integrate with the Sigma Online Application Process
- Migration of Salary Plans and Job Specifications
- Create an HR webpart for each department to display on respective home pages

## **Police**

- Crime statistics map – dynamic
- Online background screening, training and testing
- Education – interactive game:
  - what on a policeman's belt

## **Public Works**

- Report a problem
- Seamless integration with the GIS system
- StreetSmarts site integration

## **Recreation & Parks**

- Online class registration and payment. Integrated email notification system with related class suggestions
- Temporary employee administration access to allow direct control and management of responsibilities
- Better positioning of Rent Rosie

## **Transit & Parking**

- Incorporate Google transit to overlay bus routes
- Create a customizable route waypoint map
- Transit Alerts
- Online ticket purchase (bus passes, lot permits)

## Utilities

- Potential CRM integration
- IRWP integration
- My Favorite Links – display the top five most searched for content on the site on the home page
- Conservation Water Efficiency Estimator
  - Integrate with billing system to calculate consumer's rate and efficiency. Requires secure login to access data.
  - Customized recommendation of additional services or strategies to reduce consumption (bulbs, toilets, low-water use plants)
  - Up-sell opportunity
  - Consumer awareness
  - Provide general information, promotions, events
  - Residential, Business, Multi-family

## GLOBAL INITIATIVES

The following list of action items are a result of all feedback received and represents the primary technological and functional initiatives all departments wish to achieve for the proposed website rebuild, or features/areas that currently exist and need improvement. The action items have been organized by department-wide priority from greatest to least important. All item listed should be treated as crucial to the development of the new site, though some were emphasized more than others.

### *Navigation*

Streamline navigation so that content is better organized and less cluttered, providing easy access to each department's core services and documentation with fewer buttons.

### *Improve Communication of Department Services*

Allow departments the flexibility with design to best express their core services and function, without excessive technological restriction.

### *Easy to Use for Consumer*

Present available services to the user in language they understand and can identify with. Avoid using internal department-specific categories where possible.

### *Improve Design*

The design must be clean and modern, while conveying a technology edge. It must be user-centric, supporting the idea of "customer service" and community support.

### *Search*

Develop search functionality that can effectively index and return content from throughout the site, as well as deliver filtered content to only display department specific results. This should be one of the main navigation tools on the new site.

### *Video*

Provide the ability to stream video content, and view archives of videos site-wide, and as a component for each department.

### *Content Publishing/Scheduling/Workflow/Management*

CMS must support content scheduling and advanced publishing workflow approval.

### *Online Forms*

Provide customizable online forms and applications (site-wide and department specific).

### *Brand Positioning*

Consistently organize the brand direction provided by the North Star Brand initiative into the overall design objective to maintain clear communication to the user.

### *Homepage Alerts, Updates*

A portion of the homepage (for both City and Departments) should provide dynamic up-to-date news and alerts from various departments to help drive repeat visits.

### *Cross-Dept Collaboration of Content*

Provide a flexible content platform that facilitates that sharing of content between departments for display on the website.

### *Technology - Cutting Edge/flash games*

Enhance the user experience and position the City as technologically advanced by incorporating various multimedia tools (such as Flash, Flash Video).

*User Membership (Account Access, Subscription Services, Email Alerts)*

Integrate external billing and application systems into the website to offer a more seamless “one-stop” user experience.

*CMS Usability Issues*

The CMS system must be easy for department staff to use, and capable of accommodating future scalability.

*Imagery (More/Slideshow)*

Increase the use of multimedia throughout the site to help communicate the services and benefits of the city.

*Events Calendar/Registration*

Support dynamically updateable (internal) calendar of events, site-wide and department specific. Integrate registration component with email notifications.

*Mapping (Interactive)*

Integrate interactive mapping functionality to overlay dynamic content and functionality.

*Webmaster*

Assign dedicated staff to have global accountability for the direction and technology support of the new site.

*Drive Revenue (Online Payment, Donations)*

Support subscription services, membership registration, email newsletters and alerts, and online payments to drive web related revenue.

*HR Integration*

Provide centrally managed HR content modules to be placed on department pages that display content related only to that department.

*User Feedback*

Provide users the ability to submit feedback regarding content (“Was this article helpful?”) and site functionality. Additionally, allow users to easily share content with others through “Send to a Friend” functionality. Department contact information should be clearly displayed within all relevant sections.

*Browser Compatibility*

New site must work within all major browsers and platforms (where applicable): IE 5+, Mozilla, Firefox

*Printing*

Provide a “Print Friendly” format for content, removing graphical headers and navigation elements not related to content.

*ADA Compliance*

All new design and navigation must meet ADA compliance standards.

*Static Content*

Throughout the site, content modules from various departments (where appropriate) should be applied to present additional relevant content to users and keep the site fresh.

*Website Statistics*

Usage statistic should be available to all departments to improve web strategy initiatives and future planning.

#### *Online Education*

Proactively promote the web e-learning applications to engage users online. (Example: Interactive videos, presentations - Adobe Breeze, online tests and quizzes)

#### *Multiple Languages*

Support the ability to provide multiple version of the content in different languages, while centrally managing content structures.

#### *Press Section*

Enhance the Press section to provide open or restricted access to view documents, video, archive information by department

#### *Training (CMS)*

To ensure the success of the new CMS system, and maintain content effectively, there must be a training program and participation for all departments represented.

#### *Audio (Podcast)*

Provide the ability to stream audio content, and view archives of audio site-wide, and as a component for each department.

#### *Find It Fast*

This should ultimately be replaced as it is a short term solution to global navigation issues.

#### *Help Button*

Offer users quick access to FAQs related to the section they are in, as well as contact information of department representatives.

#### *RSS*

Provide content in RSS format as needed.

#### *URLs – Shorten*

URLs should be easy to read and not require long, multi-character strings.

### **Diagrams**

The chart “Figure 1” illustrates each department’s overall level of interest for improvement and/or desire for new technology and services on the web.

“Figure 2” illustrates the reoccurring action items and level of interest for all departments to improve or add the technologies listed.

Figure 1 – Overall Technology/Web Interest Levels Per Department

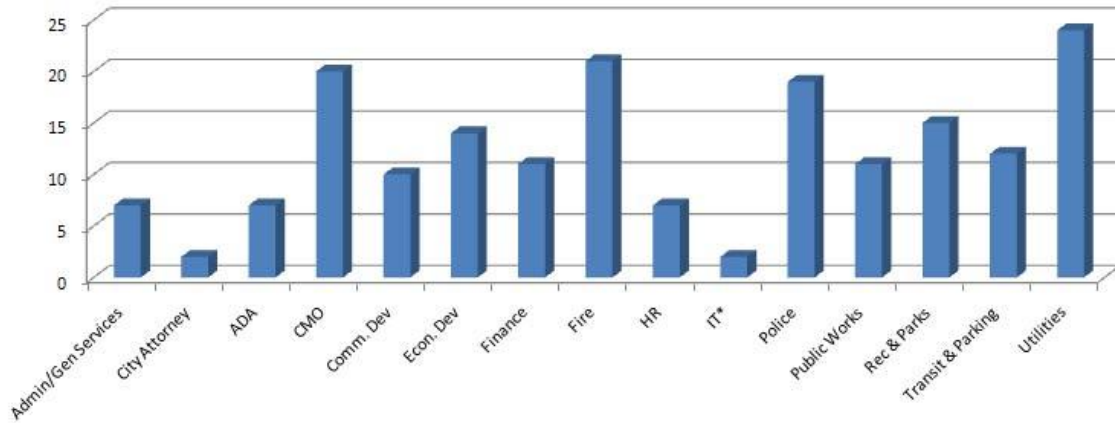
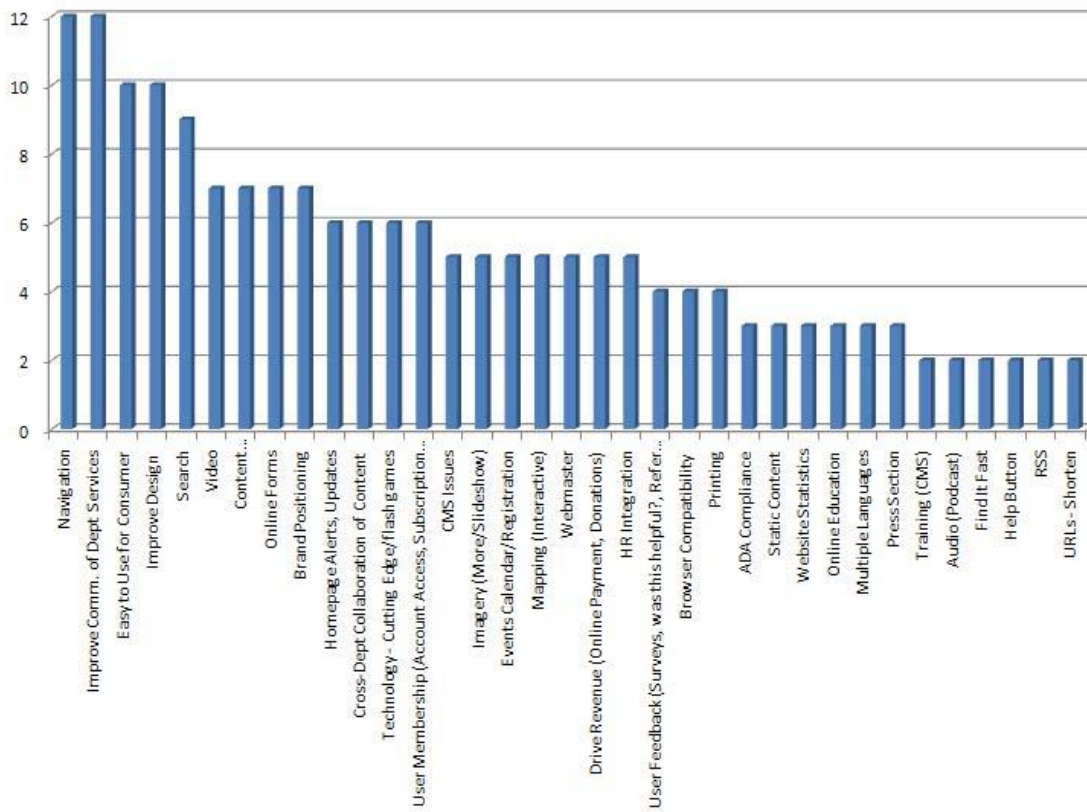


Figure 2 – Global Initiatives/Action Item Interest Levels



## SHAREPOINT EVALUATION

The evaluation list below reflects all major technical requests across all departments to be considered in the website redevelopment project.


Technical Requirements	Sharepoint Capabilities	Notes
Navigation (Flexible)	Standard	
Search	Standard	Including PDFs, Word Docs, Powerpoint
Top Five Search	Yes*	*Some custom development required
Video	Yes*	*Custom WebPart Required for streaming
Content Publishing/Scheduling/Workflow/Management	Standard	Same as intranet
Online Forms	Standard	InfoPath Forms
Homepage Alerts, Updates	Standard	Any List or Library via WebPart
Cross-Dept Collaboration of Content	Standard	All content (based on permissions) can be shared
Technology - Cutting Edge/flash games	N/A	Custom Development
User Membership (Account Access, Subscription Services, Email Alerts)	Yes*	*Will Require Custom Development
CMS Usability Issues	Yes	Same interface as the intranet
Imagery (More/Slideshow)	Yes*	*May require some custom development/integration
Events Calendar/Registration	Standard*	*Registration will require additional development
Mapping (Interactive)		Custom Development
Drive Revenue (Online Payment, Donations)		Custom Development
HR Integration	Standard*	*For Job Webpart and basic Sigma integration. Native integration may require custom development
User Feedback (Surveys, was this helpful?, Refer Friend)	Standard	Additional WebParts also available to extend features
Browser Compatibility	Standard	
Printing	Standard*	*May require some custom development/integration
ADA Compliance	Standard*	*May require some custom development/integration
Static Content		All content (based on permissions) can be shared
Website Statistics	Standard	
Online Education		Custom Development
Multiple Languages	Yes*	*Supports variations of site and manages structure. Requires external translation

Press Section	Yes*	*Some custom development required
Audio (Podcast)	Yes*	*Some custom development required
RSS	Yes*	*Some custom development required
URLs – Shorten	Standard	
Mobile Device Integration	Standard	
Interactive PDF		Custom Development
Cookie Trail Navigation	Standard	
Conservation Water Efficiency Estimator		Custom Development

The following application can be viewed within Sharepoint through the use of WebParts, but the application will remain functionally independent. Depending on the level of integration, further investigation is required to natively integrate data communication within the Sharepoint environment.

Integration Requirements	Sharepoint Capabilities	Notes
ED Suite	Yes*	*Additional information required for data integration
Finance Billing	Yes*	*Additional information required for data integration
GIS System	Yes*	*Additional information required for data integration
CRM	Yes*	*Additional information required for data integration
IRWP	Yes*	*Additional information required for data integration
Sigma Online Application	Yes*	*Additional information required for data integration

**Key**

 = Development outside of estimate and is an additional cost

## **CONCLUSION**

Out of the 45 technical requests, representing new functionality, integration requirements or issues with the current system, 37 are addressed with the Sharepoint Enterprise Content Management solution. The remaining 8 requests were for the integration of external systems, or new custom content such as Flash games or custom mapping functionality.

Third-party external applications may be integrated with Sharepoint using WebParts and can be displayed on the website. However, native integration with Sharepoint data and external application data will require additional research to determine what limitations or capabilities may exist.

### **General Statistics**

82% solved with Sharepoint ECM  
18% requires custom development

Pages to Migrate: Approximately 2,700\*

\* To keep estimates in-line with original cost estimations, Synergy recommends that the City of Santa Rosa use interns to help with the bulk of the content migration. Synergy will develop all initial primary, secondary, and tertiary templates, populating content for each instance, to be determined by Synergy and approved by the City of Santa Rosa prior to the start of development. Additionally, Synergy will develop and populate any custom templates as indicated above (other than requests highlighted in green).

### **Next Steps**

Upon the City of Santa Rosa's review of this document, Synergy will provide a final estimate reflecting any additional development work as outlined in this analysis.

It has been a pleasure meeting everyone and I have enjoyed working on this analysis. The Synergy team looks forward to the opportunity to work on this important initiative.