

REQUEST FOR PROPOSAL #16-0649MD

Web Platform Services

Manatee County, a political subdivision of the State of Florida (hereinafter "Manatee County" or "County") will receive proposals from individuals, corporations, partnerships, and other legal entities authorized to do business in the State of Florida, to provide web platform services.

County is seeking proposals from qualified proposers to provide design and implementation services to replace the current website mymanatee.org. The selected proposer will provide a content management system, content templates, website design, workflow and architecture to support the ongoing operation of the website.

DATE, TIME AND PLACE DUE: Proposals will be received until **March 4, 2016 at 4:00 PM**, at which time they will be **publicly opened**. All interested parties are invited to attend this opening.

DEADLINE FOR CLARIFICATION REQUESTS: **February 25, 2016 at 4:00 PM** shall be the deadline to submit all inquiries, suggestions, or requests concerning interpretation, clarification or additional information pertaining to this Request for Proposal to the Manatee County Purchasing Division. This deadline has been established to maintain fair treatment for all potential proposers, while ensuring an expeditious transition to a final agreement.

NON-MANDATORY INFORMATION CONFERENCE:

In order to ensure all prospective proposers have sufficient information and understanding of County's needs, an Information Conference will be held at: **2:30 PM on February 18, 2016** at 1112 Manatee Avenue West in the Manatee Room on the 4th floor. Attendance is not mandatory, but is highly encouraged.

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Important: A prohibition of lobbying is in place. Please review Section A.09 carefully to avoid violation and possible sanctions.

AUTHORIZED CONTACT:

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Manatee County Financial Management Department- Purchasing Division

AUTHORIZED FOR RELEASE: DWW

SECTION A: INSTRUCTIONS TO PROPOSERS

In order to receive consideration, proposers must comply with the following instructions. Proposals may be presented by a single business entity, joint venture, partnership or corporation.

A.01 PUBLIC SEALED PROPOSAL OPENING

Sealed proposals will be **publicly opened** at **Manatee County Purchasing Division, 1112 Manatee Avenue West, 8th Floor, Suite 803, Bradenton, Florida 34205**, in the presence of County officials at the time and date stated, or at such time as the final call for proposals is made. All proposers or their representatives are invited to attend the sealed proposal opening.

No review or analysis of the proposals will be conducted at the public opening. Manatee County will receive proposals at the time and date stated and will make public at the opening the names of the business entities which submitted a proposal and city and state in which they reside.

Any proposals received after the final call for proposals has been made will not be considered. It will be the sole responsibility of the proposer to have their proposal delivered to the Manatee County Purchasing Division for receipt on or before the stated time and date. If a proposal is sent by U.S. Mail, the proposer will be responsible for its timely delivery to the Purchasing Division. Proposals delayed by mail will not be considered, will not be opened at the public opening, and arrangements will be made for their return at the proposer's request and expense.

A.02 SEALED & MARKED PROPOSAL

The contents of your sealed package will include: **One (1) signed Original (marked Original) and Five (5) Copies (each marked Copy) and One (1) Electronic copy.** The electronic copy will be in a pdf format and submitted on a CD or USB flash drive which is non-returnable. ***All copies regardless of format shall be identical.***

Your complete proposal package will be submitted in one sealed package addressed from your company (name and address) and clearly marked on the outside **"Sealed Proposal #16-0649MD: Web Platform Services"** and addressed to:

Manatee County Purchasing Division
1112 Manatee Avenue West, Suite 803
Bradenton, FL 34205

The contents of each proposal will be **separated and arranged with tabs in the same order as listed in the subsections within Section C: Form of Proposal** identifying the response to each specific item thereby facilitating an expedient review.

Proposals will clearly indicate the legal name, address and telephone number of the proposer (company, firm, partnership, individual). Proposals will be signed

above the typed or printed name and title of the signer. The signer will have the authority to bind the proposer to the submitted proposal.

A.03 SECURING PROPOSAL DOCUMENTS

All documents issued pursuant to the Request for Proposal are available for download at no charge at mymanatee.org by clicking on "Bids and Proposals" on the left side of the home page. You may view and print these pdf files using Adobe Reader software.

Manatee County may also use DemandStar to distribute proposals. Visit the DemandStar website at www.Demandstar.com for more information regarding this service. Participation in the DemandStar system is not a requirement for doing business with Manatee County.

Complete copies of the Request for Proposal and all related documents are available for public inspection at the Manatee County Purchasing Division, 1112 Manatee Avenue West, Suite 803, Bradenton, FL 34205, or by calling (941) 749-3014. Appointments are encouraged. Documents are available between the hours of 8:00 AM and 5:00 PM Monday through Friday, with the exception of holidays.

In addition, Manatee County informs Manatee Chamber of Commerce of all active solicitations who then distributes the information to their members.

A.04 PROPOSAL EXPENSES

Any and all expenses for making and submitting proposals to Manatee County are to be borne by the proposer.

A.05 CLARIFICATION & ADDENDA

Each proposer will examine all Request for Proposal documents and will judge all matters relating to the adequacy and accuracy of such documents. Any inquiries, suggestions or requests concerning interpretation, clarification or additional information pertaining to the Request for Proposal will be made in writing and sent to Manatee County Purchasing Division. Manatee County will not be responsible for oral interpretations given by any County employee, representative, or others. The issuance of a written addendum by the Purchasing Division is the only official method whereby interpretation, clarification or additional information can be given.

DEADLINE FOR CLARIFICATION REQUESTS: February 25, 2016 at 4:00 PM will be the deadline to submit all inquiries, suggestions, or requests concerning interpretation, clarification or additional information pertaining to this Request for Proposal to Manatee County Purchasing Division.

This deadline has been established to maintain fair treatment for all potential proposers, while ensuring an expeditious transition to a final agreement.

If any addenda are issued to this Request for Proposal, Manatee County will post the documents on the Purchasing Division's web page at <http://www.mymanatee.org/purchasing>, and then by clicking on "Bids and

Proposals". If the original solicitation was broadcast via DemandStar, the addenda will also be broadcast on the DemandStar distribution system to "Planholders" on this web service.

It will be the responsibility of each proposer, prior to submitting their proposal, to contact Manatee County Purchasing Division at (941) 749-3014, to determine if addenda were issued and to acknowledge receipt of same on Attachment A Proposal Signature Form.

A.06 FALSE OR MISLEADING STATEMENTS

Proposals which contain false or misleading statements or which provide references which do not support an attribute or condition claimed by the proposer, may be rejected. If, in the opinion of Manatee County, such information was intended to mislead Manatee County in its evaluation of the proposal, and the attribute, condition or capability is a requirement of this proposal, it will be the basis for rejection of the proposal.

A.07 RULES FOR WITHDRAWAL OR REVISION OF OPENED PROPOSALS

A proposal which is submitted prior to the deadline may be withdrawn or revised anytime prior to but not after the deadline for receipt of proposals provided that the request for withdrawal or revision is in writing and executed by the proposer's duly authorized representative. The request for withdrawal or revision of the proposal must be filed with Manatee County Purchasing Division before the deadline of receipt for proposals. The withdrawal of a proposal will not prejudice the right of the proposer to submit a new proposal, provided the proposer can submit the new proposal by the deadline stated herein.

A.08 JOINT VENTURES

In the event a proposal is submitted jointly by more than one organization, one legal entity must be designated as the primary consultant. All other participants will be designated as subcontractors.

A.09 LOBBYING

After the issuance of any Request for Proposal, prospective proposers, or any agent, representative or person acting at the request of such proposer will not contact, communicate with or discuss any matter relating in any way to the Request for Proposal with any officer, agent or employee of Manatee County other than the Purchasing Official or as directed in the Request for Proposal. This prohibition includes copying such persons on all written communication, including email correspondence. This requirement begins with the issuance of a Request for Proposal and ends upon execution of the final contract or when the proposal has been cancelled. Violators of this prohibition will be subject to sanctions as provided in the Manatee County Code of Laws.

A.10 EXAMINATION OF OFFER

The examination of the proposal and the proposer generally requires a period of not less than ninety (90) calendar days from the opening date of the proposals.

A.11 ERRORS OR OMISSIONS

Once a proposal is opened, Manatee County will not accept any request by any proposer to correct errors or omissions in the proposal.

A.12 DISQUALIFICATION DUE TO NON-RESPONSIVENESS

Manatee County reserves the right to find that any proposal received which does not contain all of the information, attachments, verification, forms or other information, may be considered non-responsive and therefore be disqualified from eligibility to proceed further in the Request for Proposal process.

A.13 RESERVED RIGHTS

Manatee County reserves the right to accept or reject any and/or all proposals, to waive irregularities and technicalities, and to request resubmission. Any sole response received by the due date may or may not be rejected by Manatee County depending on available competition and timely needs of Manatee County. County reserves the right to award the contract to a responsible proposer submitting a responsive proposal, with a resulting negotiated agreement which is most advantageous and in the best interests of Manatee County.

Manatee County will be the sole judge of the proposal, and the resulting negotiated agreement that is in its best interest and its decision will be final. Also, Manatee County reserves the right to make such investigation as it deems necessary to determine the ability of any proposer to perform the work or service requested. Information Manatee County deems necessary to make this determination will be provided by the proposer. Such information may include, but will not be limited to: current financial statements prepared by an independent CPA; verification of availability of equipment and personnel; and past performance records.

A.14 APPLICABLE LAWS

Proposer must be authorized to transact business in the State of Florida. All applicable laws and regulations of the State of Florida and ordinances and regulations of Manatee County will apply to any resulting agreement. Any involvement with any Manatee County procurement will be in accordance with Manatee County Code of Laws, Chapter 2-26.

A.15 TAXES

Manatee County is exempt from Federal Excise and State Sales Taxes. (F.E.T. Cert. No. 59-78-0089K; Florida Sales Tax Exempt Cert. No. 85-8012622206C-6); therefore, the proposer is prohibited from delineating a separate line item in his bid for any sales or service taxes. Nothing herein will affect the proposer's normal tax liability.

The successful proposer will be responsible for the payment of taxes of any kind and character including but not limited to sales, consumer, use, and other similar taxes payable on account of the work performed and materials furnished under the award in accordance with the laws and regulations of the project location which are applicable during the performance of the work. Nothing herein will

affect the proposer's normal tax liability.

A.16 SCRUTINIZED COMPANIES

Section 287.135, Florida Statutes, prohibits agencies from contracting with companies, for goods or services over \$1,000,000., that are on either the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List. Both lists are created pursuant to Section 215.473, Florida Statutes.

At the time a company submits a proposal for a contract or before the company enters into or renews a contract with an agency or governmental entity for goods or services of \$1,000,000 or more, the company must certify that the company is not on the Scrutinized Companies with Activities in Sudan List or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

A.17 COLLUSION

By offering a submission to this Request for Proposal, the proposer certifies he/she has not divulged to, discussed or compared their proposal with other proposers and has not colluded with any other proposer or parties to this proposal whatsoever. Also, the proposer certifies, and in the case of a joint proposal, each party thereto certifies, as to their own organization that in connection with this proposal:

- a. Any prices and/or data submitted were arrived at independently, without consultation, communication or agreement, for the purpose of restricting competition, as to any matter relating to such prices and/or cost data, with any other proposer or with any competitor;
- b. Any prices and/or cost data quoted for this proposal have not been knowingly disclosed by the proposer prior to the scheduled opening directly or indirectly to any competitor;
- c. No attempt has been made or will be made by the proposer to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition;
- d. The only person or persons interested in this proposal as principal or principals is/are named therein and that no person other than therein mentioned has any interest in this proposal or in the contract to be entered into; and
- e. No person or agency has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees.

A.18 CODE OF ETHICS

With respect to this proposal, if any proposer violates, directly or indirectly, the ethics provisions of the Manatee County Procurement Code and/or Florida criminal or civil laws related to public procurement, including but not limited to

Florida Statutes Chapter 112, Part II, Code of Ethics for Public Officers and Employees, such proposer will be disqualified from eligibility to perform the work described in this Request for Proposal, and may also be disqualified from furnishing future goods or services and from submitting any future bids or proposals to supply goods or services to Manatee County.

By submitting a proposal, the proposer represents to Manatee County that all statements made and materials submitted are truthful, with no relevant facts withheld. If a proposer is determined to have been untruthful in their proposal, any related presentation, or any product demonstration, such proposer will be disqualified from eligibility to perform the work described in this Request for Proposal, and may also be disqualified from furnishing future goods or services and from submitting any future bids or proposals to supply goods or services to Manatee County.

A.19 PUBLIC ENTITY CRIMES

In accordance with Section 287.133, Florida Statutes, a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work, may not submit proposals on leases or real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017 for Category Two for a period of 36 months from the date of being placed on the convicted vendor list.

In addition, Manatee County Code of Laws Chapter 2-26 Article V prohibits the award of County contracts to any person or entity who/which has, within the past 5 years, been convicted of, or admitted to in court or sworn to under oath, a public entity crime or of any environmental law that, in the reasonable opinion of the Purchasing Official, establishes reasonable grounds to believe the person or business entity will not conduct business in a reasonable manner.

To ensure compliance with the foregoing, Manatee County Code of Laws requires all persons or entities desiring to contract with Manatee County to execute and file with the Purchasing Official an affidavit, executed under the pain and penalties of perjury, confirming that person, entity, and any person(s) affiliated with the entity, does not have such a record and is therefore eligible to seek and be awarded business with Manatee County. Proposer is to complete Attachment "B" and submit with your proposal.

A.20 AMERICANS WITH DISABILITIES

Manatee County does not discriminate upon the basis of any individual's disability status. This non-discrimination policy involves every aspect of Manatee County's functions including one's access to, participation, employment, or treatment in its programs or activities. Anyone requiring reasonable accommodation for an information conference or proposal opening should

contact the person named on the cover page of this document at least twenty-four (24) hours in advance of either activity.

A.21 EQUAL EMPLOYMENT OPPORTUNITY

In accordance with Title VI of the Civil Rights Act of 1964, Title 15, Part 8 of the Code of Federal Regulations and the Civil Rights Act of 1992, Manatee County hereby notifies all proposers that it will affirmatively ensure minority business enterprises are afforded full opportunity to participate in response to this Request for Proposal and will not be discriminated against on the grounds of race, color, national origin, religion, sex, age, handicap, or marital status in consideration of award.

A.22 MINORITY AND/OR DISADVANTAGED BUSINESS ENTERPRISE

The State of Florida Office of Supplier Diversity provides the certification process and maintains the database of certified MBE/DBE firms. Additional information may be obtained at <http://www.osd.dms.state.fl.us/iframe.htm> or by calling (850) 487-0915.

A.23 PUBLIC DISCLOSURE

Upon receipt, all inquiries and responses to inquiries related to this Request for Proposal become public records and are subject to public disclosure consistent with Chapter 119, Florida Statutes.

Proposals become subject to disclosure thirty (30) days after the opening or if a notice of intended award decision is made earlier than this time as provided by Florida Statute 119.071(1)(b). No announcement of review of the offer shall be conducted at the public opening. If Manatee County rejects all offers and concurrently announces its intent to reissue the solicitation, initial offers are exempt until Manatee County provides notice of its intended decision or, thirty (30) days after the opening of the new offers.

Pursuant to Florida Statutes 119.0701, to the extent successful proposer is performing services on behalf of Manatee County, successful proposer must:

- a. Keep and maintain public records that ordinarily and necessarily would be required by Manatee County in order to perform the service;
- b. Provide the public with access to public records on the same terms and conditions that Manatee County would provide and at a cost that does not exceed the cost provided in Florida Statute Chapter 119, or as otherwise provided by law;
- c. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law, and;
- d. Meet all requirements for retaining public records and transfer, at no cost, to Manatee County all public records in possession of successful proposer upon termination of the awarded agreement and/or purchase order and

destroy any duplicate public records that are exempt or confidential from public records disclosure requirements. All records stored electronically must be provided to Manatee County in a format this is compatible with County's information technology systems.

END SECTION A

SECTION B: SCOPE OF SERVICES

B.01 BACKGROUND INFORMATION

OBJECTIVE

Manatee County is seeking proposals from qualified vendors to reimagine, redesign and replace our government website, mymanatee.org.

With the redesign, Manatee County hopes to build on the high level of confidence county citizens have in our organization's communications by providing website visitors a mobile-first site that's easily accessible, up-to-date and accurate.

This Request for Proposal details the requirements for our new website and Content Management System ("CMS"), content templates, web design, workflow and architecture. The County expects a detailed response from firms to include functional and technical specifications, implementation services, training, ongoing maintenance, support and pricing. The County intends to negotiate a contract for the purchase of design, software, training and other associated services. Firms may also propose additional services necessary to meet the requirements listed in this solicitation.

Firms must submit information about how their proposed solution meets the County's minimum requirements. Firms are also encouraged to submit a proposal that exceeds the minimum requirements set forth in this Request for Proposal.

MANATEE COUNTY

Manatee County is located on Florida's Gulf Coast, between St. Petersburg/Tampa to the north and Sarasota to the south. Our breathtaking beaches on Anna Maria Island fade into the Gulf of Mexico to the west. Our largest city is Bradenton, and Manatee County is home to five other municipalities, including the cities of Anna Maria, Bradenton Beach, Holmes Beach, Palmetto and the Town of Longboat Key.

An estimated 350,000 people call Manatee County home, but the County's population increases in the winter when high temperatures vary between 65 and 75 degrees. Many northerners have second homes or rent a winter home here.

MyManatee.org is the digital face of County government and the first impression many people have about County government. Manatee County prides itself on delivering stellar customer service, and the County believes the design of our website should be an extension of our public image, and our ACE philosophy that emphasizes Accountability, Civility and Ethics. Manatee County's new site should create a positive, interactive experience that promotes self-service for our online visitors. An improved site will increase the confidence our residents have in their local government.

Manatee County is among the fastest growing areas in the entire country. The County works closely with our Economic Development Corporation and local chambers of commerce to market our area as a place that will attract sports performance, advanced manufacturing, clean energy and other cutting-edge industries. Part of that aim includes targeting young people (e.g. millennials) to relocate here or to remain here when they're

looking to begin a career and start a family. A new website that seeks not only to inform, but to engage County citizens will be another tool in our list of resources to attract young professionals.

Manatee County Government was a comparatively small one entering the Great Recession, and we're even smaller today, further emphasizing the need for a robust, user-friendly website. The County has 1,700 employees and 12 diverse departments that offer an array of public services, from road maintenance and water utilities to social service programs, neighborhood interaction and public safety.

OUR CMS & WEBSITE

An average of 118,000 unique visitors access mymanatee.org each month, but that number can double in peak tourism periods. The most frequent visitors to the County's website come to pay their water utility bills, search for adoptable pets, download public transit bus routes, access the library catalog and apply for jobs. It is important that content can easily be navigated and discovered.

With limited staff and resources, the website doesn't have a true "owner" who is accountable for the organization and content of the site. Our 12 departments are charged with maintaining current information on their section of the site. There are no firm guidelines on what may and may not be posted online, and no real approval process for what gets posted to departmental pages. As a result, the County has an array of inconsistent content and design, dated material, sometimes broken links and misspelled words. These errors are a poor reflection of the County's commitment to customer service, and they can diminish the confidence our site visitors have in County government. Manatee County expects our selected proposer to provide guidance for improving content and process governance.

About one-third of the County's overall site users access the site using a mobile device. The site is neither responsive nor adaptive and does not accommodate small screens. Device agnostic mobile access is of the highest importance for the new site.

Manatee County currently utilizes the Magnolia Content Management system for both our internal and public websites. Manatee County acquired Microsoft Office 365 in 2014 and we have begun leveraging the SharePoint online platform to replace functions previously performed by the Magnolia intranet site. One objective of this project is to consolidate Intranet content using an employee persona to the public website and identify intranet content and functions to be migrated to SharePoint.

The existing site is more than five years old and has not been updated to the latest Magnolia CMS releases due to a resource intensive migration process. A new website solution should provide clear options for the County to receive the most recent CMS release throughout the expected term of our agreement with the proposer.

More than 150 employees have editing rights to the site, but about 20 content editors do the bulk of posting to the web. There are nearly 2,300 unique pages under the mymanatee.org umbrella. Because so many people of varying writing and design skill sets have had editing rights, it is important that the County's new site provides workflows that complement our decentralized processes and incorporate reporting for consistent

content relevancy, timeliness, design and writing styles.

Manatee County currently relies on Google Analytics to provide site performance insight. The County also pays an annual subscription service to SiteImprove to help manage and maintain quality assurance, accessibility and analytics. Although these are sufficient for our current needs, the County would prefer not to pay for external services and are amenable to considering new options in these areas.

The website redesign process is being overseen by our Smart Government team, a cross-section of employees attempting to integrate information, communication and technology throughout our organization. The mission of the Smart Government team is to enhance the convenience, collaboration and transparency in planning, managing and operating the business services of Manatee County to generate public value across jurisdictional boundaries in an affordable and sustainable way.

Manatee County wants this redesign project to deliver a welcoming, up-to-date and intuitive website with effective maintenance processes. The County would like a site with content that's more personable, informative and dynamic. The County wants to build an attractive, mobile-friendly site that gets site visitors to the information they need in as few clicks as possible. It should deliver the right amount of information in a well-organized way.

NAVIGATION AND ARCHITECTURE

Manatee County has identified a number of website personas that we would like to engage in the new website: Residents, Seasonal Retirees, Existing or Potential Business owners and Employees. Website content should be available from multiple routes and properly categorized for search and navigation. The County expects CMS processes to maintain the information architecture so that content produced by non-technical subject matter experts and web editors will adhere to architectural guidelines. The County has faced challenges around granting appropriate editing and publishing permissions to internal editors while still allowing editors to properly locate and group their content for outward facing personas.

PROJECT BUDGET AND NEGOTIATION

Recognizing that our redesign project may require a phased approach, Manatee County is prepared to invest two years' time to a complete overhaul. A highly successful project may afford opportunities for additional years of maintenance and support. Manatee County has budgeted approximately \$100,000 for Fiscal 2015-16, and approximately \$100,000 for Fiscal 2016-17 to ensure that the redesign is thorough and meets the expectations of our customers, both public and internal. Notwithstanding the foregoing, the final price for the redesign project will be negotiated in accordance with **Section E: Negotiation of the Agreement**.

B.02 GENERAL REQUIREMENTS

REDESIGN GOALS & OBJECTIVES

Manatee County is seeking a proposer to provide design and implementation services to replace the current website mymanatee.org. The proposer will provide a content management system, content templates, website design, workflow and architecture to

support the ongoing operation of the website. Given the broad vision and expansive goals of our team, the County understands that the redesigned website may need to be broken into phases, and expandable and flexible for future needs. Together the proposed system and services should meet or exceed our expectations in the following areas:

Design, Content & Features

- B.02.1 First and foremost, this project must include a responsive, mobile-first website that is citizen-focused and that provides easily accessible, useful information in an organized manner.
- B.02.2 The website must provide streamlined content with quick page loads (<3 seconds at average load).
- B.02.3 The website must have a prominent search function powered by a robust search engine.
- B.02.4 The website must follow Search Engine Optimization (SEO) best practices in terms of site structure, code and tagging.
- B.02.5 The website must provide faceted search results.
- B.02.6 The website must have multiple ways of finding content, through tagging, grouping and sorting options designed with user personas in mind and that offer options and alternatives based on personal preferences.
- B.02.7 The proposer must propose a content audit and phased implementation plan to migrate *approved* content to the new website. Of particular interest is the migration, access or playback of:
 - a. Several years' worth of County Commission and Planning Commission meeting videos and agenda documents;
 - b. Planning and Building Permit applications, forms and charts;
 - c. Login information for utilities customers who pay their bills online; and
 - d. Individual departmental page content.
- B.02.8 The CMS must have unique templates for core content needs, including articles, events, news, e-commerce/business options, photo/video galleries and more.
- B.02.9 The website must accommodate people with disabilities in accordance with the Americans with Disabilities Act.
- B.02.10 The CMS must provide a means of accommodating Florida Record Retention, Sunshine laws and disclosure guidelines.

- B.02.11 The proposer must provide recommendations to minimize potential liabilities associated with operating a website including infringement, privacy, defamation, reliance or accessibility.
- B.02.12 The website must be able to integrate social media components.
- B.02.13 The website must be able to integrate a number of third-party systems, plugins, and other constitutional websites (i.e. Accella, Banner, OnBase, SharePoint, Cherwell, PublicStuff, Public Meetings & videos, RecTrac-park reservation, NeoGov, Polaris, Cama/GIS, Trakit, Chameleon/animal services and potentially others).
- B.02.14 The proposer must provide recommendations for migrating employee-oriented content from our Intranet to SharePoint and/or to an alternate login-based area of the new public website.
- B.02.15 The proposer must provide multiple options for page translation that ensure accuracy across numerous languages with particular emphasis on Spanish and German.
- B.02.16 The CMS must have a Single Sign on/Single Password option for users to access different ways of doing business with the County, such as paying utility bills and building permit fees or reserving park pavilions for events.
- B.02.17 Other ideas and features that may help a proposal stand out include options to increase citizen engagement, mobile apps additions and chat/get help options that allow site visitors to engage with customer service reps in real time during operating hours.

Editing, Publishing, Workflow & Governance

- B.02.18 The CMS must enable efficient and effective publishing of various types of content (from desktop or mobile devices) by administrative personnel having basic Office and computer skills.
- B.02.19 The proposer must be prepared to recommend a flexible workflow management and content approval process that both caters to a broad number of content editors but also provides a greater level of quality control than we have today.
- B.02.20 The proposer must provide resource recommendations and governance for editors, publishers, developers and administrator staffing levels to adequately maintain the designed level of quality on an ongoing basis.
- B.02.21 The proposal must provide a design and architecture to enable agility and flexibility so we can leverage future updates with minimal impact, essentially designing for inevitable change.

- B.02.22 The proposer must provide recommendations and best practices for creating, editing and publishing and maintaining web content that is accurate, current and concise.
- B.02.23 The CMS must have a configurable workflow that alerts editors anytime content is dated or composed with poor spelling and grammar.
- B.02.24 The CMS should include a robust multi-media management component that will allow editors to post photo and video content from social media/file sharing sites.
- B.02.25 The proposer must provide process recommendations that will integrate with existing change management where necessary.

B.03 TECHNICAL REQUIREMENTS

TECHNOLOGY

- B.03.1 The website must adhere to best practices for web development including HTML 5, CSS 3 and JavaScript guidelines.
- B.03.2 The proposer must provide information for both cloud and on premise hosting if available, although cloud is preferred.
- B.03.3 The proposer must configure an environment for both a high availability production and QA/QC.
- B.03.4 The CMS must produce efficient content by resizing images and compressing content.
- B.03.5 The CMS must provide flexible role-based security against Active Directory.

TRAINING AND TESTING

- B.03.6 The proposer must provide a qualified Project Manager who will be available to present information and coordinate with County staff. This will include a reasonable number of meetings to present design and development solutions.
- B.03.7 The proposer must include a comprehensive testing plan, including quality assurance and regression testing across the project, including major browsers (Chrome, Safari, Firefox & I.E.).
- B.03.8 The proposer must present and execute a comprehensive training plan for Manatee County's approval prior to site launch that includes technical and end user training with an onsite train-the-trainer approach.

- B.03.9 The proposer must include training and training manuals to understand the CMS, integrations and other pertinent information.

PROPOSER QUALIFICATIONS AND EXPECTATIONS

Manatee County will select a proposer that's the best fit for our organizational expectations and needs. The proposer must show recent examples of successfully developed and implemented websites of similar scope and size. County is looking for assurance that the proposer can deliver a quality product in a timely manner and has experience delivering an easy-to-understand website for visitors and an easy-to-update-and-maintain website for internal content editors.

- B.03.10 In addition, we're looking for a proposer who:
- a. Knows how to learn about our customers;
 - b. Can help prioritize the goals of our website;
 - c. Has strong research and user experience testing capabilities;
 - d. Has strong project management and measurement capabilities;
 - e. Understands the varying solutions of CMS and can assess the "right fit" and "how" to migrate from our current website environment;
 - f. Can assess our current web editing culture and governance and recommend the necessary changes to realize the new website's full potential; and
 - g. Can deliver an attractive and timeless visual experience for our customers that identifies our community.

END SECTION B

SECTION C: FORM OF PROPOSAL

This section identifies specific information which must be contained within each proposal. The contents of each proposal will be **separated** and **arranged with tabs** in the same order as listed and with the same subsection number beginning with **C.01** in order to organize the response to each specific subsection.

The information each proposer provides will be used to determine those proposers with perceived ability to perform the scope of services as stated in this Request for Proposal which may best meet the overall needs of Manatee County. A review with those proposers reasonably susceptible of being selected for award may be conducted for the purposes of clarification of both ability and benefit to Manatee County. For more information, refer to **Section D: Evaluation of Proposals**.

C.01 INFORMATION TO BE SUBMITTED

To qualify for any consideration, the proposer(s) must present proof of any licensing or certification which will be required by law to perform the services set out in the scope of services required in this Request for Proposal.

After Manatee County validates the minimum qualifications have been met, those proposals found to be responsive will be considered by an evaluation committee.

Note: Organize your proposal with tabs, identifying each subsection item throughout the remainder of this section.

- C.01.1 Provide a **cover page**, general introductory statement and table of contents. Demonstrate proposer has met the minimum qualifications and generally describe your proposal in summary form.
- C.01.2 Provide a description of your company's **background and size**. Include an organizational chart depicting the structure, lines of authority and communication.
- C.01.3 Clearly demonstrate your company's **experience and ability**.

To validate experience and ability, proposers must provide the following details for each relevant past performance on similar projects:

- a. Name and location of the client and the project, the year of performance and the date the project was fully operational and accepted. The specific details of the project including the components and subcontractors utilized.
- b. Specify the name, title and telephone number for the client's contract manager for the project;

- c. Names of your firm's staff and their direct involvement in the project;
- d. Names and telephone numbers of the persons representing the individual agencies with which the identified key staff directly worked; and
- e. Governmental agency, if any, which verified compliance with its requirements or standards, and the names and telephone numbers of the key persons with direct knowledge of this process to achieve compliance.

C.01.4 Provide your company's **project approach**. Provide a narrative overview of the project approach and how this approach meets Manatee County objectives. If your firm offers a 'cloud based' solution provide a narrative overview of that project approach as well. Include an explanation of your company's technical ability to perform all facets of the scope of services. If more than one proposer is jointly filing a proposal, details must be provided to clearly demonstrate individual responsibility for all components of the project.

C.01.5 Provide **pricing for total cost of ownership** including one-time costs such as professional services, hardware, software; licenses or subscription fees (if cloud based solution) and all recurring costs for ongoing maintenance and support.

- a. Provide a full breakdown of the cost of an enterprise-wide license to run the software on four (4) environments (e.g. development, test, training and production).
 - 1. What is the cost for a perpetual license(s)?
 - 2. In the alternative, what is the cost for a five (5) year license(s)?
 - 3. How many years are you willing to fix the license fee for after the 5th year?
 - 4. After that fixed date, how do you propose to adjust the license fee moving forward?
 - 5. If you have other licensing options, please describe those options and provide corresponding detailed pricing.
 - 6. Provide a copy of your license agreement(s).
- b. Provide a full breakdown of the cost of your ongoing maintenance and support services.
 - 1. What length of warranty do you offer for your software?
 - 2. Upon the expiration of the warranty, the maintenance contract coverage shall begin. Provide pricing for years one (1) through five (5) of maintenance?

3. How many years are you willing to fix the maintenance fee for after the 5th year?
 4. After that set date, how do you propose to adjust the maintenance fee moving forward?
 5. If you have other maintenance options, please describe those options and provide corresponding detailed pricing.
- c. If you firm offers a 'cloud based solution', please provide a full breakdown of the cost of the subscription services to run on (4) environments (e.g. development, test, training and production), including the cost of the maintenance fees for the subscription services.
1. What is the cost for five (5) year subscription fees?
 2. How many years are you willing to fix the subscription fees for after the 5th year?
 3. After that fixed date, how do you propose to adjust the subscription fees moving forward?
 4. What length of warranty do you offer for your 'cloud based solution'?
 5. Upon the expiration of the warranty, the maintenance contract coverage shall begin. Provide pricing for years one (1) through five (5) of maintenance?
 6. How many years are you willing to fix the maintenance fee for after the 5th year?
 7. After that set date, how do you propose to adjust the maintenance fee moving forward?
 8. Provide a copy of your subscription and maintenance agreements.
- d. Provide a firm, fixed not-to-exceed price for complete implementation services. The price shall be fully inclusive of all services and expenses to complete all deliverables requested for full implementation. Detail all services that are included in that fixed price. Describe services that are not included in your pricing.
- e. Provide pricing for the training services that you provide.
- f. Provide a pricing list for any additional professional services broken down on a per hour basis per level of personnel (e.g. senior project manager, project manager, etc.). Indicate how long the pricing for the professional services shall be valid for and how rate increases beyond that point are calculated.
- g. Include pricing for any optional services that are not part of your cost proposal. Indicate how long the pricing for the professional services shall be valid for and how rate increases beyond that point are calculated.
- h. Provide a copy of your maintenance agreement(s).

C.01.6 Provide detailed information regarding **what is included** within your maintenance and support services offered.

- a. Provide a copy of your service level agreements ("SLA"s).
- b. Explain your escalation procedures for system issues by level of severity.
- c. Describe how software releases are included as part of maintenance services. How often are releases issues? How long are former versions supported?
- d. Describe the remedies offered to County for services that fall short of the SLAs.

C.01.7 Identify each **principal of the firm and other key personnel** who will be interacting with Manatee County. Do not include personnel that will not have a key role in providing services. Describe each person's respective area of expertise.

For each identified person, provide the following:

- a. Full name and title;
- b. Professional credentials;
- c. Individual's intended roles and duties in providing services pursuant to this Request for Proposal;
- d. Office address;
- e. Email address;
- f. Telephone number; and
- g. Personal resume of each key personnel including their qualifications, training and experience.

C.01.8 Submit a **manning level statement** for your organization, detailing how many total employees work for your firm at any one time, including temporary and part-time employees. List the ratio of full-time employees to part-time, and temporary employees.

C.01.9 Include **local employment** plans and/or goals as a percentage of total project employment of Manatee County residents. Include your approach to providing periodic reporting to monitor success. Provide examples of reports.

- C.01.10 Provide an **explanation of the proposers' legal capacity** to perform all facets of the scope of services. Include a description of corporate or other structure and governance, and detail the legal capabilities of proposer(s) relevant to performing the scope of services. If more than one proposer is teaming up to file a proposal, any prior work any two or more joint proposers have performed before should be detailed.
- C.01.11 Provide an **explanation of the proposers' financial capacity** to perform all parts of the scope of services. If more than one proposer is jointly filing a proposal, details must be provided to demonstrate financial capacity of all proposers.
- C.01.12 Disclose **any ownership interest in other entities** involved in these services which might reasonably be selected to perform work under the scope of services set forth in this Request for Proposal. This ownership disclosure will be included, whether such ownership occurs by the proposer through a parent, subsidiary or holding company or any other form of business entity. Submit entity names and the percent of ownership for each.
- C.01.13 Include a **subcontractor plan** detailing how subcontractors will be used and to what extent. If subcontractors are to be used in your proposal to meet the minimum qualifications, detail the business entity(ies), description of the service provided, and responses in the same level of detail and tabbed order as instructed above.
- C.01.14 Include at least three (3) **references** who can substantiate proposer's qualifications, credentials and experience. Do not duplicate references used for past performance.
- C.01.15 Provide the proposer's most recent **annual review/audited financial statement** with the auditor's notes. Such statements will include balance sheets and profit and loss statements.
- C.01.16 Provide authorization for a Manatee County auditor and/or financial analysts to have **access to your financial records** or the financial records of other entities for which you have ownership interest. Such access will occur at the primary location of the proposer, or such other location as may be agreed, for the purposes of verifying financial representations, and/or to review and assess the historical and current financial capacity of your business entity and its expected ability to meet ongoing financial obligations as proposed to Manatee County.

Manatee County's audit and /or financial analysts will report their findings in a summary report to the Manatee County Purchasing Official, which will be placed in the proposal files for subsequent use and review.

C.01.17 PROJECT PLAN, SCHEDULE AND TIMELINE

- a. Provide a specific project plan identifying the key tasks and activities to be performed. Include the staff and staff hours allocated for each task. If resources are needed from County, explicitly state what those are for each task.
- b. Provide a project schedule that specifically identifies firm start and completion dates for every task outlined in the project plan.
- c. Describe a comprehensive project timeline, from contract execution through full completion of the project. The timeline shall include a phased implementation plan, with firm milestones from project kickoff to full implementation of the system.
- d. Describe how you can release a fully functioning production release within no later than six (6) months from a fully negotiated and executed agreement.
- e. Provide a copy of your professional services agreement(s).

C.01.18 PROJECT REQUIREMENTS

- a. Completely fill out the attached form, Project Requirements Table (Attachment C). Describe in detail your solution's ability to provide the system according to the requirements stated in this Request for Proposal. For each requirement listed in Sections B.02 and B.03, provide a detailed response to support your solution is capable of not of meeting the statement requirement. If the answer is "No", provide information on how you remedy this deficiency.

C.01.19 OTHER CONSIDERATIONS

- a. Provide detail on any performance guarantees that your firm offers and how County would monetarily benefit should those performance guarantees not be met.
- b. Submit any other additional information which would assist County in the evaluation of your proposal.

C.01.20 FORMS. Provide the completed and executed Attachments included in this Request for Proposal.

- a. Proposal Signature Form (Attachment A)
- b. Public Contracting and Environmental Crimes Certification (Attachment B)
- c. Project Requirements (Attachment C)

C.03 ENVIRONMENTAL SUSTAINABILITY

All proposers are encouraged to use as many environmentally preferable "green" products, materials, supplies, etc. as possible in order to promote a safe and healthy environment. Environmentally preferable are products or services that have a reduced adverse effect on the environment.

In addition, the proposer will submit a summary of their environmental sustainability initiative along with their proposal.

END SECTION C

SECTION D: EVALUATION OF PROPOSALS

D.01 EVALUATION FACTORS

Evaluation of proposals will be conducted by an evaluation committee. The committee's goal will be to identify the proposal which will overall best meet the needs of Manatee County as determined from the proposals received and subsequent investigation by Manatee County. The committee will consider the information requested in **Section C: Form of Proposal** for each responsive proposal submitted by each proposer to ascertain the perceived ability of the proposer(s) to perform the scope of services as stated in this Request for Proposal. Once all proposals have been reviewed pursuant to the criterion in **Section C: Form of Proposal**, the evaluation committee will determine from the responses to this Request for Proposal and subsequent investigation as necessary, the proposer(s) most qualified to be selected to negotiate an agreement.

Unless noted, no weight is assigned to the evaluation factors.

D.02 REVIEW OF PROPOSERS AND PROPOSALS

In-person reviews may be conducted with proposers who are deemed reasonably susceptible of being received for award, for the purposes of assuring full understanding of: (a) conformance to the solicitation requirements, (b) the abilities of the proposer, and (c) the proposal submitted.

Proposers will be available for presentations to and interviews with the evaluation committee, upon reasonable notification from the Purchasing Division. The date(s) and time(s) of any such presentations/interviews will be determined solely by Manatee County and may be closed to the public by the discretion of the Purchasing Official and to the extent permitted by law.

D.03 PRELIMINARY RANKING

An evaluation committee will determine from the responses to this Request for Proposal and subsequent investigation as necessary, the proposer(s) most qualified to be selected to negotiate an agreement.

In its review, the evaluation committee may take some or all of the following actions:

- a. Review all responses pursuant to the evaluation factors stated herein;
- b. Short list proposers to be further considered in oral interview/presentation/product demonstrations;
- c. Recommend commencement of negotiations to County Administrator;
- d. Reject all and cancel the Request for Proposal; and/or
- e. Receive written clarification of proposal.

The evaluation committee's overarching goal is to identify the proposal which will best meet the overall needs of Manatee County as determined from the proposals received and subsequent investigation by Manatee County.

D.04 RECOMMENDATION FOR NEGOTIATION

The evaluation committee will make a recommendation to County Administrator as to the proposer which Manatee County should enter into negotiations if any. The County Administrator will act upon that recommendation and if accepted, the successful proposer will be invited to enter negotiations led by Manatee County Purchasing Division.

Manatee County posts the intent to negotiate prior to commencing negotiations with the selected firms.

END SECTION D

SECTION E: NEGOTIATION OF THE AGREEMENT

E.01 GENERAL

- a. The proposal will serve as a basis for negotiating an agreement, but not compel adherence to its terms or conditions; unless otherwise here within.
- b. Upon submission, all proposals become the property of Manatee County which has the right to use any or all ideas presented in any proposal submitted in response to this Request for Proposal whether or not the proposal is accepted.
- c. All products and papers produced in the course of this engagement become the property of Manatee County upon termination or completion of the engagement.

E.02 AGREEMENT

The selected proposer will be required to negotiate an agreement in a form and with provisions acceptable to Manatee County.

Negotiated agreements may or may not include all elements of this Request for Proposal or the resulting successful proposal where alternative terms or conditions become more desirable to Manatee County, and the parties agree to such terms.

E.03 AWARD

Award of an agreement is subject to the successful negotiations and the approval of either the County Administrator or the Board of County Commissioners (as provided for in the current Manatee County Procurement Code).

The parties will negotiate the terms and conditions of the agreement which may or may not include renewal, assignment, termination, insurance, auditing or any other relevant contractual and the circumstances in which it may be renewed, assigned or terminated.

END SECTION E

ATTACHMENT A

PROPOSAL SIGNATURE FORM REQUEST FOR PROPOSAL #16-0649MD

The undersigned represents that by signing the proposal, that he/she has the authority and approval of the legal entity purporting to submit the proposal, and that all of the facts and responses set forth in the proposal are true and correct. If the proposer is selected by Manatee County to negotiate an agreement, the undersigned certifies that the proposer's negotiators will negotiate in good faith to establish an agreement to provide the services described in the scope of services of this Request for Proposal.

Through the signature below, the proposer attests acknowledgement and receipt of the addenda listed below.

Print or type proposer's information below:

Name of Proposer

Telephone Number

Street Address

Email Address

Web Address

Print Name & Title of Authorized Officer

Signature of Authorized Officer

Addendum No. _____ Dated: _____

Addendum No. _____ Dated: _____

Addendum No. _____ Dated: _____

Addendum No. _____ Dated: _____

ATTACHMENT B

PUBLIC CONTRACTING AND ENVIRONMENTAL CRIMES CERTIFICATION REQUEST FOR PROPOSAL #16-0649MD

SWORN STATEMENT PURSUANT TO SECTION 2-26 ARTICLE V, MANATEE COUNTY PROCUREMENT CODE

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

This sworn statement is submitted to Manatee County by _____
[print individual's name and title]

For _____
[name of entity submitting sworn statement]
whose business address is: _____

and (if applicable) its Federal Employer Identification Number (FEIN) is _____. If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:

I understand that no person or entity shall be awarded or receive a County contract for public improvements, procurement of goods or services (including professional services) or a County lease, franchise, concession or management agreement, or shall receive a grant of County monies unless such person or entity has submitted a written certification to Manatee County that it has not:

(1) been convicted of bribery or attempting to bribe a public officer or employee of Manatee County, the State of Florida, or any other public entity, including, but not limited to the Government of the United States, any state, or any local government authority in the United States, in that officer's or employee's official capacity; or

(2) been convicted of an agreement or collusion among bidders or prospective bidders in restraint of freedom of competition, by agreement to bid a fixed price, or otherwise; or

(3) been convicted of a violation of an environmental law that, in the sole opinion of Manatee County's Purchasing Director, reflects negatively upon the ability of the person or entity to conduct business in a responsible manner; or

(4) made an admission of guilt of such conduct described in items (1), (2) or (3) above, which is a matter of record, but has not been prosecuted for such conduct, or has made an admission of guilt of such conduct, which is a matter of record, pursuant to formal prosecution. An admission of guilt shall be construed to include a plea of nolo contendere; or

(5) where an officer, official, agent or employee of a business entity has been convicted of or has admitted guilt to any of the crimes set forth above on behalf of such and entity and pursuant to the direction or authorization of an official thereof (including the person committing the offense, if he is an official of the business entity), the business shall be chargeable with the conduct herein above set forth. A business entity shall be chargeable with the conduct of an affiliated entity, whether wholly owned, partially owned, or one which has common ownership or a common Board of Directors.

For purposes of this Form, business entities are affiliated if, directly or indirectly, one business entity controls or has the power to control another business entity, or if an individual or group of individuals controls or has the power to control both entities. Indicia of control shall include, without limitation, interlocking management or ownership, identity of interests amount family members, shared organization of a business entity following the ineligibility of a business entity under this Article, or using substantially the same management, ownership or principles as the ineligible entity.

Any person or entity who claims that this Article is inapplicable to him/her/it because a conviction or judgment has been reversed by a court of competent jurisdiction, shall prove the same with documentation satisfactory to Manatee County's Purchasing Official. Upon presentation of such satisfactory proof, the person or entity shall be allowed to contract with Manatee County.

I UNDERSTAND THAT ANY CONTRACT OR BUSINESS TRANSACTION SHALL PROVIDE FOR SUSPENSION OF PAYMENTS, OR TERMINATION, OR BOTH, IF THE PURCHASING DIVISION OR THE COUNTY ADMINISTRATOR DETERMINES THAT **SUCH PERSON OR ENTITY HAS MADE FALSE CERTIFICATION.**

[Signature]

STATE OF _____
COUNTY OF _____

Sworn to and subscribed before me this _____ day of _____, 201____ by _____.

Personally known _____ OR Produced identification _____
[Type of identification]

Notary Public Signature My commission expires _____.

[Print, type or stamp Commissioned name of Notary Public]

Signatory Requirement - In the case of a business entity other than a partnership or a corporation, this affidavit shall be executed by an authorized agent of the entity. In the case of a partnership, this affidavit shall be executed by the general partner(s). In the case of a corporation, this affidavit shall be executed by the corporate president.

ATTACHMENT C

**PROJECT REQUIREMENTS TABLE
REQUEST FOR PROPOSAL #16-0649MD**

SECTION NO.	MET (YES OR NO)	DETAILED EXPLANATION
B.02.1		
B.02.2		
B.02.3		
B.02.4		
B.02.5		
B.02.6		
B.02.7.a		

B.02.7.b		
B.02.7.c		
B.02.7.d		
B.02.8		
B.02.9		
B.02.10		
B.02.11		
B.02.12		

B.02.13		
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B.02.22		
B.02.23		
B.02.24		
B.02.25		
B.03.1		
B.03.2		
B.03.3		

B.03.4		
B.03.5		
B.03.6		
B.03.7		
B.03.8		
B.03.9.a.		
B.03.9.b.		
B.03.9.c.		

B.03.9.d.		
B.03.9.e.		
B.03.9.f.		
B.03.9.g.		

EXHIBIT 1

MANATEE GOVERNMENT SMART GOVERNMENT TEAM

Vision

Information, Communication and Technology integrate to generate real public value.

Mission

To enhance the convenience, collaboration, and transparency in planning, managing, and operating the business services of Manatee County, to generate public value across jurisdictional boundaries which are both affordable and sustainable.

Strategic Guideposts

Accessing Government ... Increase the variety of ways for citizens, business owners, and visitors to communicate and conduct business with County, providing clarity and awareness of public services, and cost effective delivery and support that is convenient, responsive, and transparent.

Promoting "One County" ... Provide for a single-face of County government that offers a one-stop-shop for engaging business services and communicating with a consistent voice.

Leveraging Technology ... Enable and encourage the growth of web services, social media, mobile technologies, analytics, cloud services, and the Internet for more proactive citizen engagement while promoting world-wide branding, government transparency, and positive economic impact. Improve cross-agency communication, collaboration, and information sharing to improve the quality and timeliness of informed decision-making.

Reciprocal Sharing ... Connect, inform and refer citizens, businesses and visitors to products, services and programs provided by or coordinated through the County, allowing for a form of service delivery that closes the gap from uninformed to self-sufficiency.

Guiding Principles

We are driven by One Government for All ... with solutions enabling access for All Demographics

We collaborate ... being Common when we Can ... and Different only when we Have To Be

We are committed to Each Other's Success ... making decisions for the County At-large

We leverage Industry Best Practices and Proven Products ... and favor Standards where practical

We go *with* the grain ... Change our Business Processes ... and Customize as a Last Resort

We Challenge the Status Quo, Embrace Change, and create a culture of Continuous Improvement

We put in place only what can be Sustained ... with Governance and Policy as forethought

We design for Inevitable Change ... Reduce Complexity ... and enable Agility and Flexibility

We design for Mobility First ... Desktop Second ... and always with an eye towards the Future State

We Leverage and Maintain our Data Strategically ... Shared by All ... Owned by Few

We are good Financial Stewards ... both Savings and Investment ... where Public Value Matters