CITY OF JOPLIN
COUNCIL AGENDA ITEM

ITEM:
Council Bill No. 2026-601 – Contract by and between the City of Joplin and Upanup Studios Inc. to provide comprehensive website design, development and technology implementation services for the City of Joplin; authorizing the City Manager to execute said Contract by and on behalf of the City of Joplin; and establishing a time for this ordinance to become effective.

MEETING DATE
Jan. 5, 2026

ORIGINATING DEPARTMENT
Marketing & Communications Department

ATTACHMENTS
Council Bill No. 2026-601; Exhibit A - Contract; Exhibit B – Upanup Proposal; Exhibit C – 2025-RFP-24; Exhibit D – proposal scores.

REVIEWED BY
Director of Marketing & Communications Drew Douglas; Director of Finance Leslie Haase; City Attorney Peter Edwards; and Assistant City Manager Tony Robyn.

SUMMARY
This Council Bill approves a contract between the City of Joplin and Upanup Studios Inc. to design, develop, and implement a new website to replace the current JoplinMo.org, a new website to be known as MOmentumBikePark.com, and establish Drupal as our single Content Management System for both websites and establishing the platform for online publication of city content to future websites and potential future apps or other digital experiences. Upanup will also provide fortified and managed website hosting services through Amazon Web Services (AWS) as part of this agreement.

BACKGROUND
The City's website is the single most important piece of information infrastructure the City has for providing transparency to its citizens. It is the backbone of our marketing and communications strategy, a warehouse of public information, a central hub for citizens and customers to find information they are looking for, and way to accomplish business with the City without having to come to City Hall physically. At least, that's what a good municipal government website should be, and ours is currently failing at this mission in a variety of ways. This council bill will help us make a giant leap forward in improving our website and will open up future possibilities for further advancement. We want to be on a platform which enables the City to become a leader in local government transparency, proactive communication, and easy-to-use business processes so we can serve the public better and more efficiently. Approval of this contract will start the process of adopting such a platform and lead us through the launch of a new city website in 2026.

Research Phase:
Improving the City's website and online experiences has been a top priority for the Marketing & Communications Department since its inception in April of 2024. Council and the City Management emphasized the importance of improving our website and so the staff of this new department immediately began research and planning for a website redesign project. Our first step was to learn

about the current website Content Management System (CMS), to identify its strengths, weaknesses and opportunities for improvement, and to survey staff who have been responsible for adding or updating content on the website. While many departments have some similar needs and common desired capabilities for the website, we learned there are also opportunities for software integrations and solutions which could be built right into a CMS in order to provide better online service experiences to our residents, businesses, and customers. We also want to improve the experience for staff managing the content and business processes in the back end of the website. Similarly, we surveyed the public, conducted user interviews, and consulted with a group of local marketers and others with relevant website experience to gather their input and understand a vision for the direction of the City's online presence.

Which CMS platform?

During the research phase, we learned that to achieve the goals laid out by the public and various city departments for improving the website experience, the City needed more than a mere redesign of the front-end of the current CivicPlus website. Many of the issues we learned about during the research phase led us to the conclusion the City would be best served by migrating content from multiple city-owned websites to a single CMS with the capability of helping us achieve desired outcomes in ways which our current CMS is not capable of. Having the content of multiple websites managed from a single CMS would make it easier for our new Webmaster position (and other staff tasked with contributing content to multiple websites) to update and maintain the content their departments are responsible for. For example, FlyJoplin.com currently stands alone on a separate CMS. The museum website also stands alone on a separate system currently. This creates barriers and complicates the process of keeping our websites updated and displaying consistent information with current city branding. During this process, the City also built and opened MOmentum Bike Park, and we identified a desire to have a dedicated website for the park – but do not want to have yet another backend system requiring duplicate effort. In the future, the City may identify additional websites we'd like to set up, but we should not have a separate system for each website – we need a unified solution for managing all websites (except for VisitJoplinMo.org and JoplinGolf.com possibly – though we are aiming to build the website in such a way it could support absorbing both those outlier web properties in the future if those department heads so desire.)

Our research led us to identify that the best way to unify content into a single Content Management System, and create the potential for the City to develop mobile apps and other Internet-of-Things digital experiences in the future – would be to migrate to a headless "MACH" architecture. Configuring our website on such a "Headless" CMS also means we can design new websites and deploy them in the future without needing to migrate content between systems. Our goal is to migrate once in the transition from CivicPlus to Drupal, and then be able to design new experiences in the future without having to migrate our library of content again.

Drupal is an open-source platform used by many local governments across North America. Open Source means it is not proprietary to a single business. It was developed by a community of web developers and the code base is free to use for anyone who wants to use it as the CMS platform for their websites. Our current CMS for Joplinmo.org is CivicPlus' proprietary Website Central product. Generally speaking, one downside of proprietary CMS platforms is that the owner of the CMS determines what improvements to make to their system and when. The owner of the CMS may not want to solve the problems we have with their system as fast as we want them to. With Open Source solutions on the other hand, the developer hired by the City has more flexibility to develop the solutions we need as we need them.

CivicPlus had provided the City use of their proprietary CMS, normally sold on a subscription model,

at no cost during our recovery from the 2011 tornado. The City has since opted in to multiple additional services related to the website, each of which we have been paying for on an annual basis through a subscription model. We will be able to cancel some of these subscription costs once the new website goes live (and we may want to keep other systems not dependent on their CMS such as See.Click.Fix., Social Media Archiving, and MuniCode). CivicPlus helped migrate the City's old website content to their CMS in 2012. By the time our department was established and charged with the responsibility of maintaining the website content – the CivicPlus Web Central CMS was no longer considered new technology and we identified a variety of pain points and frustrations with limitations of the CMS which we knew alternative modern CMS platforms were capable of.

We drafted a very thorough RFP explaining each of our priorities for capabilities we sought from the new website, its CMS, and for hosting, support, and consulting from the vendor to be awarded the contract. We categorized each of our priorities in one of three buckets, and called them our Tier 1, Tier 2, and Tier 3 priorities, where:

- Tier 1 is considered foundational and non-negotiable. Things our new CMS must be capable of, ways our new websites must be designed, and levels of service we expect to get from the provider. Much of these items are replacements for current website capabilities or corrections for the pain points and frustrations with the current CMS which we believed other CMS platforms may be able to resolve.
- Tier 2 was considered to be items we really need to have if possible and if budget allows, but we were maybe unsure at the time of drafting the RFP how realistic some of those were, and so we de-prioritized them a step.
- Tier 3 was considered items which signify a step up and improvement in capability over our current website, would also be a nice-to-have for our citizens and staff, but we would be able to live without if they could not be afforded within project budget.

We considered 4 different CMS solutions, 2 of which were other proprietary systems which would have come along with subscription costs and locked us into an environment with limited ability to have custom website designs. The other 2 CMS solutions we considered are Open-Source platforms, meaning there is no subscription cost for using these platforms. One was WordPress, which is widely used but presents security concerns when using plug-ins which are not vetted or updated in a timely manner. The other Open-Source platform we considered is Drupal. The majority of proposals the City received in response to our RFP were to migrate our content to the Drupal platform configured as de-coupled headless. During the course of reviewing the 17 proposals, conducting our own research, interviewing the 6 finalist vendors, and viewing product demonstrations for each CMS platform, we became convinced that Drupal is indeed the best fit for the City's current and future needs.

Benefits of the Drupal platform include:

1. **Security:** Better security than Wordpress, based on our understanding that plug-ins contributed to the platform by the community of Drupal developers are vetted and tested prior to becoming available for use by the City.
2. **Granular control over access and permissions.**
3. **Accessibility:** Tools built into Drupal (such as forcing the entry of alt tags on images at upload) and atomic design principles mean it's easier to meet WCAG 2.1 AA standards and even the latest 2.2 AA standards while also ensuring our content is optimized to be searched and used by AI tools. Upanup also proposed optional additional 3rd party accessibility tools available for implementation in the backend of our website. We have selected an optional accessibility scan tool to ensure our compliance at least annually. Another optional tool is available if council believes it would be worth the additional expense.

4. **Headless Configuration:** The ability to configure Drupal as headless so it can truly serve as a single repository of content for all city websites in the future and serve up content via APIs for other apps and digital experiences.
5. **Custom Front-End Designs:** Ability to deploy custom-built front-end website experiences, each of which can display content housed in the CMS in unique ways.
6. **Lower Costs:** Drupal has no CMS subscription costs, in contrast with proprietary CMS platforms such as CivicPlus' Evolve platform, which is built to work as headless, or GovStack (which is a monolithic, not headless, proprietary platform) or StoryBlok (another proprietary headless CMS which we believe would have been the best user experience for staff, but includes subscription costs and limited options for front end developers we could have worked with to design the front-end experience.) The lack of CMS subscription costs means significant savings for total cost of ownership over the life of the website. Most of the costs of this website are front-loaded as one-time design and build, and we enjoy the benefit of how it works in future years by paying ongoing costs for hosting, maintenance, service, and a contingency for having the Upanup team available to develop or configure additional capabilities into the website in future years. Drupal recently made a major update to the platform, meaning we will not incur major upgrade costs every 2-3 years, as was the case for websites built on older versions of Drupal.
7. **User Experience for Staff:** We believe Drupal's CMS user experience for city staff was the second-best available, of those proposed to us, and the best when considering costs. We are convinced it is capable of and excels in many of the capabilities which our current CivicPlus CMS does not offer. In fact, the CivicPlus proposal for the Evolve platform (essentially a headless version of the platform we are currently using) acknowledged they were not capable of providing several of the capabilities outlined in our RFP which the Drupal platform is built for.

So why Upanup?

Of the 17 proposals, 8 firms proposed Drupal as the CMS platform they would build our website on. We scored the 17 and then decided to interview the 6 highest scoring proposals regardless of which platform they proposed – because at that time, we suspected but were not yet sure if Drupal would be the best solution. Of the 6 finalists, 3 were proposals which had recommended Drupal, but one of them (Planeteria Media) revealed during their interview that they actually prefer to work in Wordpress and so we considered their proposal essentially switched from Drupal to Wordpress. We interviewed another Wordpress proposal (from Juicebox Creative, which had the best-looking front-end designs we saw through this entire process), and two proprietary CMS solutions (GovStack CMS and StoryBlock headless CMS who submitted a proposal in collaboration with a St. Louis-based boutique web design firm) just in case they might convince us of the benefits of transitioning to a different proprietary CMS. The other finalist Drupal proposal was from Promet Source, out of Chicago. They also had a competitive bid, but after scoring the 6 finalist proposals and averaging the scores, we determined Upanup had the lowest and best bid.

We felt Upanup's proposal was the best and most thorough response to our RFP, and they took care to answer our questions in the format we had requested – addressing each of our concerns point by point. We feel confident in their plan to integrate 3rd party systems where needed, and to actually develop custom solutions for us within the CMS and within the scope of the project, whereas some other proposals would have burst the budget in order to include custom solutions within Drupal or WordPress. We also feel that one of the most complex problems presented in the transition away from CivicPlus to another platform will be migration of our library of council agendas, minutes and all the documents linked from past agendas. If not executed properly, the transition will render our past council agendas unusable - resulting in a less transparent, worse user experience. This is one

element of the website transition process which must be executed with precision and care – and the ability to use automation will save hundreds of hours of staff time. We were convinced during the interview that Upanup has thought through this before, they have helped other local governments navigate such tricky transition processes in the past, and articulated a plan which means they will be doing the work to help us through this, rather than some other proposals which seemed to leave it up to City staff to resolve or else cut the losses and move forward doing better in the future. We believe we're in good hands and that the level of customer service and experience helping guide cities through complex website transitions will minimize the pain for staff in this process. They also have a track record of winning website design awards and they put heavy emphasis on website accessibility and training our staff on how to maintain an accessible website.

Transition to .GOV
Another key aspect of this project will be the transition to a .gov domain. Our intent is to launch the new website as a .gov when it goes live in the late summer of 2026. Upanup has experience helping governments through this transition.

So what's happening with our current CivicPlus website?
With the transition away from CivicPlus for our website, we will continue all our current subscriptions for one more year. We have a renewal coming up this month, which helps us keep our current public-facing website available through the end of December 2026. This allows us time to build the new Drupal website and launch it late summer/early fall of 2026 and migrate all content from the current website to the new website, before shutting down our current website before the next renewal comes due in early 2027. However, we may choose to continue our subscription to other CivicPlus software-as-a-service solutions (which are not dependent upon the CMS) such as See.Click.Fix, Social Media Archiving, and MuniCode. Those systems can stand alone apart from the website, and we can link to them from the new website as needed. In the future, we may desire to replace some or all of those with custom-built solutions integrated into Drupal and the design of our website.

Potential Future Costs:
Finally, while our intent has been to solve as many possible software system needs within the scope of this website project, it should be noted that in order to achieve some of the things we want to offer as part of our complete online experience, the City may need to purchase additional 3rd party softwares. Upanup's proposal includes integrations with those systems if and when we acquire and implement them. They have also proposed to build some custom solutions into our CMS, minimizing how many 3rd party softwares we may need to subscribe to. The capabilities they can't meet within the CMS are the same ones no other proposal included solutions for.

For example, the City may need or wish to pursue 3rd party softwares for the following:

- Expansion of our current Constant Contact subscription currently used for distribution of email marketing (monthly email newsletters) to include text messaging. This will replace the CivicPlus text messaging system for sending alerts to subscribers.
- **IPAWS authorized emergency alert notification system -** such as Smart911, Everbridge, or similar. IPAWS stands for Integrated Public Alert & Warning System. It is FEMA's standardized system for establishing local alerts which can be sent by reverse 911 phone call to every phone number in our area, send text messages, emails, and push notifications to anyone who has downloaded the app. I was curious whether any website vendors might be able to satisfy our desire for such a system as part of the website project, but no proposal submitted included a complete solution for this – except CivicPlus, whose Mass Notification solution was quoted at $22,000 annually, but would only make sense in my opinion if we

were staying with CivicPlus for the website CMS. My intent will be to work with the Emergency Manager in 2026 to conduct some product demonstrations with Smart911 and similar IPAWS-authorized solutions to determine an estimated cost so we could budget for this in 2027 or a later year.

- **Agenda Management Software** – Upanup is going to develop a custom solution for us within the CMS, using its capabilities to replace the CMS-based capabilities we have been using within CivicPlus Website Central CMS. If we are not satisfied with this custom solution, we may want to explore a complete Agenda Management SaaS to be selected by the City Clerk. I'm fairly confident at this time that Upanup's custom solution will satisfy our needs and help us avoid the subscription costs for a SaaS which could be $20k-$30k annually.
- **Open Records System** – Upanup is going to develop a custom solution for us within the CMS, using its capabilities to create an Open Records request form, status viewer, system for collecting payments for records requested, and a library for the public to search past open records requests so they can easily pull copies of those records for themselves without payment. If we are not satisfied with this custom solution, we may want to explore a complete Open Records SaaS such as JustFOIA or GovQA to be selected by the City Clerk. I'm fairly confident at this time that Upanup's custom solution will satisfy our needs and help us avoid the subscription costs for a SaaS which could also be in the ballpark of $20-$30k annually.
- **Procurement System** – Upanup is going to develop a custom solution for us within the CMS, using its capabilities to post bids as a content type with subscriber alerts, and may be able to work with our Finance Department to create a way for us to be able to accept bids and proposals through our website, so they do not have to be mailed in. I am fairly confident at this time that the CMS will be capable of meeting the Finance Department's requirements for keeping bid submissions sealed until the designated time of opening. However, if we are not satisfied with the custom solution built into the CMS, we may want to explore a complete procurement software system at some point in the future to be selected by the Finance Director. I do not know the ballpark subscription cost for a procurement system, but suspect it may also be in the ballpark of $15-$30k annually.
- **Strategic Planning & Performance Reporting System** – Upanup is going to develop a custom solution using content types for us to create a way to make our strategic plans and progress on plan implementation more transparent. We want to be able to show the public what our long-term plans and goals are, and make it easy to see how far along we are in implementing action steps. If we are not satisfied with the custom solution, we may want to explore a complete strategic planning & performance dashboarding system such as Envisio. I do not know the ballpark subscription cost for Envisio or similar, but suspect it may be in the ballpark of $20k annually.
- **Solid Waste & Recycling System** – Upanup is going to help us design pages and display content to be created in collaboration with our REO grant partners for the new recycling page of the website. One consultant had recommended we implement Waste Wizard, a SaaS tool offered by a 3rd party, and which costs in the ballpark of $7,000 annually. However, from what I have seen of this product, it seems to be designed more for cities which operate their own solid waste and recycling trucks, with control over scheduling and routes. Then, we would use such a system to help the public be able to see their schedule and route, along with information about what they can and can't recycle. Since we currently use Republic Services, and they offer a schedule and route viewer through their website, I am fairly confident at this time that we will be able to achieve the same outcome as the Waste Wizard without incurring another subscription to this 3rd party software. However, if we are not satisfied with the new recycle content after launch of the new website, we may want to explore procuring such a system and integrating it into the website. Upanup has included integration with such a

solution within the scope of this project in case we need it.

- **Public Engagement System** – Upanup is including within the scope of this contract use of their engagement solution. I am fairly confident in its ability to meet most of our needs for gathering public input through the website, including online surveys and discussion boards where needed for public comment on particular projects. However, if we are not satisfied with its capabilities, we may wish to explore procuring a subscription to a more robust citizen engagement platform which could be integrated into the website, such as Engagement HQ, now owned by Granicus, or Social Pinpoint, which Upanup has integrated with for other cities, and which costs in the ballpark of $30k annually.

As you can see, if we were to procure and subscribe to a Software-as-a-Service in each of these categories rather than relying on the capabilities built into the Drupal CMS as configured for us by Upanup, the City could be looking at spending another $130,000 to $150,000 annually. Therefore, I think exploring the custom-built solutions which Upanup can provide within the Drupal CMS warrant the effort as they can potentially save the City hundreds of thousands of dollars per year. More than one vendor pointed out that if we really wanted the website we specified in the RFP plus all the best-in-class 3rd party softwares for the categories we outlined, we would easily be in the ballpark of $500,000 to deliver all the solutions as we described them in the RFP.

It should also be noted that while this project does not include a true mobile-app within scope, we have included solutions consulting so that Upanup can help us identify and define potential use cases for apps the City may want to offer our citizens, as well as other Internet-of-Things digital experiences. For example, in the future, I'd like to see TV monitors inside the lobby of each city facility displaying a slideshow of news and announcements along with video – think of the digital menu signs you see inside many chain restaurants now, or the announcement boards inside airports. Many other cities already have this sort of indoor signage, and we'd love to be able to manage the content for those slideshows within the CMS, so when we add a news item to the website, with a single click, we could distribute that graphic or video to the playlist playing on such digital signs around the City. For another example, one day, I would like for there to be an Alexa tool for a mom to be able to say, "Hey Alexa, register our kids for fall soccer with the Joplin Parks Department". That's all possible with a website built as our new one will be, when we use the headless CMS to create content interaction through the internet of things. Or imagine a contractor about to dig into the ground who could use augmented reality glasses to see where underground infrastructure is located while he's digging. This requires data systems integrated with our CMS through APIs, and the CMS which can serve that data up using APIs to visually represent the map in the augmented reality glasses rather than a desktop internet browser. This is why I believe headless is such an important aspect of the future of digital experiences to be offered by municipal governments. So, the website does not provide all these potential apps and Internet-of-Things experiences – those will come later with their own design and development costs – but they become possible by having our website built in the way we have asked Upanup to build it. They will also be able to help us determine potential costs and steps to implement these kinds of future online services which will set us apart as a true Smart City.

Total Project Cost & Recurring Annual Costs:
The one-time cost for building this website project is $250,800 as specified, to meet all our Tier 1, 2 and 3 priorities, plus a few optional selections which ensure our website is as capable as possible within budget. I can find $800 of savings elsewhere in my department budget to ensure we stay on budget.

The annual recurring costs beginning year 2 will be $47,150 which includes hosting, maintenance,

support, subscription to an AI tool which helps ensure compliance with accessibility, Upanup's engagement platform, and contingency for developing additional capabilities into our website each year as needed. This is significantly cheaper than the bid with the highest annual recurring costs, which was over $150,000 for year 2 – not including any 3rd party SaaS subscriptions (CivicPlus).

Option to Consider:
We are confident that the website to be built as specified in this agreement will comply with all WCAG 2.2 AA standards, a higher standard than required by the Justice Department. However, there is one additional option available which could increase the perception of compliance, and which was included on the menu of options presented by Upanup. If, selected, it would cause us to need a budget amendment. Therefore, I do not feel comfortable adding this option to the contract unless City Council feels it would be worth the additional investment.

The option is called AccessPoint. It is an additional accessibility tool for those who may not already have accessibility browser extensions installed. It creates a pop-up on every page of the website, which gives the user control over various display settings which can make the website easier for them to view according to their preferences and needs. This tool has an additional cost of $13,750 to add to the site, but does not have any annual subscription cost. If Council wishes to add this to the project, the new year-one cost for the project would go up to $264,550. Again, I don't believe this would be necessary to meet our goal for accessibility compliance, but it would send a clear signal that we are prioritizing accessibility for every website user. An example of the tool can be viewed as installed on the website for the Town of Comox, Canada: comox.ca

FUNDING SOURCE
Use Tax funds set aside for the website redesign project as included in the adopted 2026 budget.

RECOMMENDATION
Staff recommends this Council Bill be approved on First Reading with an effective date of January 21, 2026.

AGREEMENT
FOR CONSULTING SERVICES

THIS AGREEMENT is made and entered into this 21st day of January, 2026, by and between the City of Joplin, Missouri, a Municipal Corporation, with principal place of business located at 602 S. Main St, Joplin, MO 64801, hereinafter referred to as "City," and Upanup Studios Inc., with principal place of business located at Suite 600, 844 Courtney Street Victoria BC V8W 1C4, a Canadian Corporation, hereinafter referred to as "Consultant;" and with City and Consultant being referred to collectively as "the Parties."

WITNESSETH:

WHEREAS, City desires to retain a professional website vendor for the City of Joplin, to provide comprehensive website strategic consultation, project management, website design, development and implementation, including technology selection and procurement, as described in City's Request for Proposal, attached hereto and incorporated by reference as Exhibit A - Request for Proposal #2025-RFP-24 Comprehensive Website Design, Development, and Technology Implementation Services; and

WHEREAS, Consultant desires to provide professional website vendor services pursuant to the terms of this agreement, as described in Consultant's Response to City's Request for Proposal, attached hereto and incorporated by reference as Exhibit B – Upanup Proposal #: 2025-245; and

WHEREAS, City has selected Consultant as the lowest and best bidder based on full consideration of all factors, preferences, and conditions deemed applicable by City, attached hereto and incorporated by reference as Exhibit C – Bid Tabulation.

NOW, THEREFORE, in exchange for valuable consideration each received from the other, the receipt and sufficiency of which are hereby acknowledged, the Parties do hereby agree as follows:

1. Scope of Work and Payment.

a. City agrees to engage Consultant for performance, and Consultant agrees to perform, the services described in Exhibits A and B within the time specified therein. Specifically, Consultant shall serve as City's professional website vendor for two years, with City holding the option to renew the contract for an additional three years. The contract period shall begin on or about January 21, 2026, and is anticipated to end on February 21, 2028.

b. The services of Consultant shall commence only as authorized in writing by City and shall be undertaken and completed as promised by Consultant as described in Exhibits A and B.

c. City agrees to pay Consultant in accordance with the prices and terms set forth in Exhibits A and B for work authorized by City upon presentation of proper invoice and inspection by City of work completed by Consultant. Specifically, City agrees to pay Consultant

an amount not to exceed Two-Hundred Fifty Thousand Eight Hundred Dollars ($250,800.00) for the initial term year. For the duration of the second year of the contract, the City shall pay to Consultant an annual recurring cost not to exceed Forty-Seven Thousand One Hundred Fifty Dollars ($47,150.00). Billing and payment shall occur on a monthly basis through the term of the contract.

d. All information, data, and reports as are existing, available, and necessary for the carrying out of the work, shall be furnished to Consultant without charge, and the Parties shall cooperate with each other in every way possible in carrying out the scope of services.

e. Consultant shall fully coordinate its activities in the performance of this contract with the activities of City.

f. Consultant represents that Consultant will secure the following at Consultant's own expense: all personnel required to perform the services called for under this contract by Consultant. Such personnel shall not be employees of or have any contractual relationship with City except as employees of Consultant. All the services required hereunder will be performed by Consultant or under Consultant's direct supervision and all personnel engaged in the work shall be fully qualified and shall be authorized under state and local law to perform such services. None of the work or services covered by this contract shall be subcontracted without the written approval of City.

2. Amendments. The covenants and obligations herein contained are the full and complete terms of this Agreement, and no alteration, amendments, or changes to such terms shall be binding unless first reduced to writing and executed with the same formality as this Agreement.

3. Assignment. This Agreement, including payment hereunder, shall not be sub-let, assigned, or otherwise disposed of, except with the prior written consent of the City.

4. Attorney's Fees and Expenses. If City files suit in order to enforce any term of this Agreement and is the prevailing party, Consultant shall be liable for City's reasonable attorney's fees and expenses. In no event shall City be liable for Consultant's reasonable attorney's fees and expenses.

5. Choice of Law and Venue. This Agreement has been made, and its validity, performance and effect shall be determined, in accordance with the laws of the State of Missouri and venue for litigation between the parties shall be solely and exclusively in Jasper County, Missouri.

6. Compliance with Laws. Consultant shall observe and comply with all Federal, State, and local laws and ordinances that affect those employed or engaged by it on the project, or the material or equipment used, or the conduct of the work, and shall procure all necessary licenses, permits, and insurance.

7. Confidentiality. Any reports, data, or similar information given to or prepared or assembled by the Consultant under this contract which the City requests to be kept as confidential

shall not be made available to any individual or organization by the Consultant without prior written approval of the City.

8. Consequential Damages. In no event shall City be liable to Contractor for special, indirect, or consequential damages.

9. Contract Documents. The contract documents shall consist of the following: this Agreement, City's Request for Proposal, and Consultant's Response to City's Request for Proposal. In the event of conflict between the contract documents, this Agreement will prevail. In the event of conflict between City's Request for Proposal and Consultant's Response to City's Request for Proposal, City's Request for Proposal will prevail.

10. Counterparts. This Agreement may be signed in counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument. Facsimile signatures shall be given the same force and effect as original signatures.

11. Entire Agreement. This Agreement (including any Exhibits) contains the entire understanding of the parties with respect to the subject matter hereof. It may not be altered or amended except by an agreement in writing signed by both parties.

12. Ethics. Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement, and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, gift, or contingent fee.

13. Fiduciary Duty. Consultant owes a fiduciary duty to City, including the duty of care and the duty of loyalty. Consultant shall act in the best interest of City.

14. Headings. The headings of paragraphs in this Agreement are for convenience only. The headings form no part of this Agreement and shall not affect its interpretation.

15. Indemnification. Consultant hereby assumes all risk of, and responsibility for, and agrees to indemnify and save harmless City, from and against any and all claims, demands, suits, actions, recoveries, judgments, costs, and expenses, including reasonable attorney's fees and expenses, therewith made, brought or obtained on account of the loss of life or property or injury or damage to the person or property of any person or persons whomsoever, whether such person or persons be Consultant, its agents or employees, or City, its agents or employees, or any third-person in any way connected with the parties hereto, which loss of life or property, or injury or damage to persons or property, shall be due to, or arise out of, result from, or be in any way connected with, this Agreement, except to the extent arising from or caused by the sole or gross negligence or willful misconduct of City, its agents or employees.

16. Independent Contractor. This Agreement does not create an employer-employee relationship between the parties. Consultant is an independent contractor and is not entitled to any benefits including health, dental, vision, disability, life, and unemployment insurance, worker's compensation coverage, and LAGERS. Consultant is an independent contractor and not an

employee for all purposes including the application of the Fair Labor Standards Act Minimum Wage and Overtime Payments, Federal Insurance Contribution Act, Social Security Act, Federal Unemployment Tax Act, and the provisions of the Internal Revenue Code, Missouri Revenue and Taxation Laws, and Missouri's Worker Compensation Laws and Unemployment Insurance Laws.

17. Insurance. Consultant shall retain appropriate general commercial liability insurance and provide to City a Certificate of Insurance.

18. Intellectual Property. Any information, know-how, data, results, inventions, and any associated intellectual property, that is made, discovered, created, invented, or generated by Consultant in any activities or work under this Agreement shall be owned by City. The Consultant shall retain the rights to previously developed intellectual property. In the event of termination, the City shall retain any intellectual property required to operate websites.

19. Non-Appropriation. Notwithstanding any provision herein to the contrary, City is obligated only to make the payments set forth in the attached contract as may lawfully be made from funds budgeted and appropriated for that purpose during City's then current fiscal year at the discretion of City. If no funds are appropriated or otherwise made legally available to make the required payments for this Agreement during the next occurring fiscal year (an "Event of Nonappropriation"), this Agreement will terminate at the end of the then current fiscal year as if terminated expressly. The failure or inability of City to appropriate funds for this Agreement in any subsequent fiscal year shall not be deemed a breach of this Agreement by any party.

20. Notices. All notices required or permitted hereinunder and required to be in writing may be given by first class mail addressed to City and Consultant at the addresses as follows:

City of Joplin, Missouri ATTN: Drew Douglas 602 S. Main St. Joplin, MO 64801	Upanup Studios Inc. Suite 600, 844 Courtney Street Victoria BC V8W

The date of delivery of any notice given by mail shall be the date falling on the second full day after the day of its mailing.

21. Records and Audits. The Consultant shall maintain accounts and records, including personnel, property, and financial records, adequate to identify and account for all costs pertaining to the Contract and such other records as may be deemed necessary by the City to assure proper accounting for all project funds. These records will be made available for audit purposes to the City or any authorized representative, and will be retained for three years after the expiration of this Contract.

22. Representations. The signatories hereto represent and warrant that they have read this Agreement, that they are fully authorized in the capacities shown, that they understand the terms of this Agreement, and that they are executing the same voluntarily and solely for the consideration described herein.

23. Severability. If any of the provisions of this Agreement shall be construed to be invalid or illegal, the legality or validity of the other provisions of this Agreement shall not be effected thereby. Any illegal or invalid provision of this Agreement shall be severable and any other provisions shall remain in full force and effect.

24. Termination. If, through any cause, Consultant shall fail to fulfill in a timely and proper manner Consultant's obligations under this contract, or if Consultant shall violate any of the covenants, agreements, or stipulations of this contract, City shall thereupon have the right to terminate this contract by giving written notice to Consultant of such termination and specifying the effective date thereof, at least five (5) days before the effective day of such termination. City may, without cause, terminate this contract upon thirty (30) day's prior written notice. In either such event, all finished or unfinished documents, data, studies, reports, or other materials prepared by the Consultant shall, at the option of City, become its property. Consultant shall be entitled to receive just and equitable compensation for any satisfactory work completed. Notwithstanding the above, Consultant shall not be relieved of liability to City for damages sustained by City by virtue of any such breach of the contract by Consultant.

25. Third-Party Beneficiaries. This Agreement shall not confer any rights or remedies upon any person other than the parties and their respective successors and permitted assigns.

26. Unauthorized Aliens. [Intentionally omitted].

27. Waiver. Waiver of any provision of this Agreement or breach of this Agreement shall not thereafter be deemed to be a consent by the waiving party to any further waiver, modification or breach by the other party, whether new or continuing, of the same or any other covenant, condition or provision of this Agreement. Failure by one of the parties to this Agreement to assert its rights for any breach of this Agreement shall not be deemed a waiver of such rights.

IN WITNESS WHEREOF, the Parties have hereunto set their hands the date first above written.

CITY OF JOPLIN, MISSOURI

_____
Nick Edwards, City Manager

UPANDUP, INC.

_____
By: Charlotte O'Reilly
Its: authorized signatory

ATTEST:

_____
Holly Nagy, City Clerk

UPANUP

2025-RFP-24 Comprehensive Website Design, Development, and Technology Implementation Services (V2) for **City of Joplin**

As requested by
Drew Douglas, Director of Marketing & Communications

Provided by
Upanup Studios Inc.
Proposal #: 2025-245

This proposal has been reviewed and approved by Charlotte O'Reilly
Marketing Director & Signatory, Upanup.
Contact: charlotteo@upanup.com, (250) 884-3366



Cover Letter

Dear City Evaluation Committee,

We understand that the City of Joplin (the "City") is looking for a qualified vendor to provide website design and implementation that will best serve your residents, staff, and visitors. At Upanup, we recognize that your website, joplinmo.org, is an important gateway of information and engagement with your communities.

Our extensive experience and focus on accessibility—meeting the World Wide Web Consortium (W3C) Web Content Accessibility Guidelines (WCAG) 2.2 Level AA, sets us apart from the competition. Firmly grounded with our five core values of **Quality, Integrity, Efficiency, Progress, and Friendliness**, Upanup provides a dedicated, hard-working, and competent team who will work with you towards every goal on your checklist. Below outlines our vision for your website, using a Drupal website content management system (CMS) that will create efficiencies for your staff, how our proposed solution satisfies the City's project scope and deliverables, and why you should choose Upanup as your partner developer.

Website Vision

- Beautifully branded and visually compelling website that incorporates current web design philosophy, is user-friendly, and will accommodate future website development trends.
- A service-oriented website experience for users to access municipal services and information, departments, reporting, applications, payment, calendars, and much more.

User-Friendly CMS

- Intuitive CMS for staff to easily update and maintain the website, with industry-leading features and functionality optimized for local governments.
- **WCAG 2.2 Level AA** compliance, meeting and exceed ADA compliance, is ensured through the CMS's unique tools, such as the 'accessibility checker'.

Qualifications

- Highest ranking Web Accessibility standards - the CMS's unique 'accessibility checker' tool helps ensure WCAG 2.2 Level AA.
- 100s of successful redesign projects for various organizations, with unique and flexible hosting & support options.
- Detail-oriented and integral project management (unlike any other vendor they've worked with, our clients say!).

Creative Solutions

Upanup's approach for this project is to combine the RFP requirements, Upanup's experience, and our project team's creative ideas and innovations!

Project Understanding

Upanup understands that the website, joplinmo.org**,** is an important gateway for information and for engagement with the City's audiences. Therefore, these websites are a key communications tool and should be user-friendly.

Based on the City's RFP, Upanup understands the City's current website is on a CivicPlus CMS. The City seeks proposals from qualified vendors for a redesign with options for their Tier 1, 2, and 3 functionality and features.

Expectations for the City's new municipal website's include the following features, functionality, and key considerations:

- Be a service-oriented, user-journey-based navigation allowing residents, visitors, business managers, and visitors to quickly and intuitively locate services and information - regardless of department ownership.
- Modern, community-reflective visual identity that reinforces user trust and engagement.
- Increase engagement, encourage customers to conduct business with the City online.
- Accessible, meeting WCAG 2.2 Level AA standards, and AAA standards where possible.
- Offer a headless CMS architecture; component-based design system with atomic design principles, with reusability and syndication of content.
- Provide a reliable warehouse for all of the City's content and digital assets.
- A central resource for City-centric information - consolidating many of the City's smaller websites' content under the same CMS.
- Put content to work in smart and reliable ways across all digital experiences, without being limited by strict design parameters.
- Set a standard for government efficiency, user-friendly interface, streamlined digital government processes, and proactive communication with the public.
- Minimize clicks, reduce confusion; support global navigation, secondary menus, foots, and an effective search experience.
- Exemplify best-in-class digital performance for local government and user experiences across the internet.
- The main website, joplinmo.org, to be a primary resource for allowing public users to be able to easily do the following:
    - Locate public information, documents, and services.
    - Complete and submit forms from their desktop or mobile device and make payments, and even reserve facilities or book appointments.
    - Check the status of their own personal or business accounts held with the City and change their own preference settings.
    - Manage their alert preferences to receive text and email alerts for the news categories they wish to subscribe to.
    - Quickly find the right answers and solutions for their questions and concerns.

We look forward to the opportunity to work closely with the City of Joplin to achieve its website goals, translating its vision into a modernized, accessible, and user-friendly online presence that reflects the City’s rich culture, and delivers lasting value to its community.

1. Company Profile

Overview of Proposing Firm

Upanup Studios Inc.
Suite 600, 844 Courtney Street
Victoria BC V8W 1C4
+1 (250) 590-1721
contact@upanup.com

The following provides a brief overview of Upanup's corporate profile.

- **Years in business:** Upanup was established in 2012, and has been delivering website solutions, managed website hosting, and ongoing support and maintenance services for all 13 years that we have been in operation.
- **Head office:** Victoria, BC; Pacific Time Zone.
- **Additional offices:** Calgary, AB; Mountain Time Zone, and Kitchener-Waterloo, ON; Eastern Time Zone
- **Owners, Partners, Principles, and Officers:** Upanup is a privately owned corporation, under the director of Peter Knapp, CEO, and Richard Hammond, COO.
- **Employees delivering/supporting website solutions**: 30.
- **Professional services**: Primarily website solutions for public-facing organizations, including local governments and municipalities, also providing user experience-focused services for utility providers.
- **Regions served**: Canada and USA.



History

In the past 13 years, we have worked with over 250 clients and completed over 130 government and municipal website & platform projects, working around their priorities and staying true to our timelines, while gaining transferable insights and perfecting project processes. We are excited to bring forward this experience to the City —helping us to create solutions that are accessible to all and address a wide variety of user needs and priorities.

Upanup's Timeline

- 2011: Incorporation
- 2012: First municipal client
- 2022: Refined client focus from 20+ industries to work primarily with local governments and affiliates such as utilities
- 2025: 100+ active clients and continually taking on -- and completing -- many website projects

Our Approach

We are solution-finders, and puzzle-solvers!



Firm's Representative

The following individual has guided and reviewed this RFP submission, and has the following qualifications.



Name: Charlotte O'Reilly

Title: Marketing Director

Role: Main contact during project procurement, also one of the Directors available for escalation throughout the project if needed.

Contact information: charlotteo@upanup.com or cell phone 1-250-884-3366.

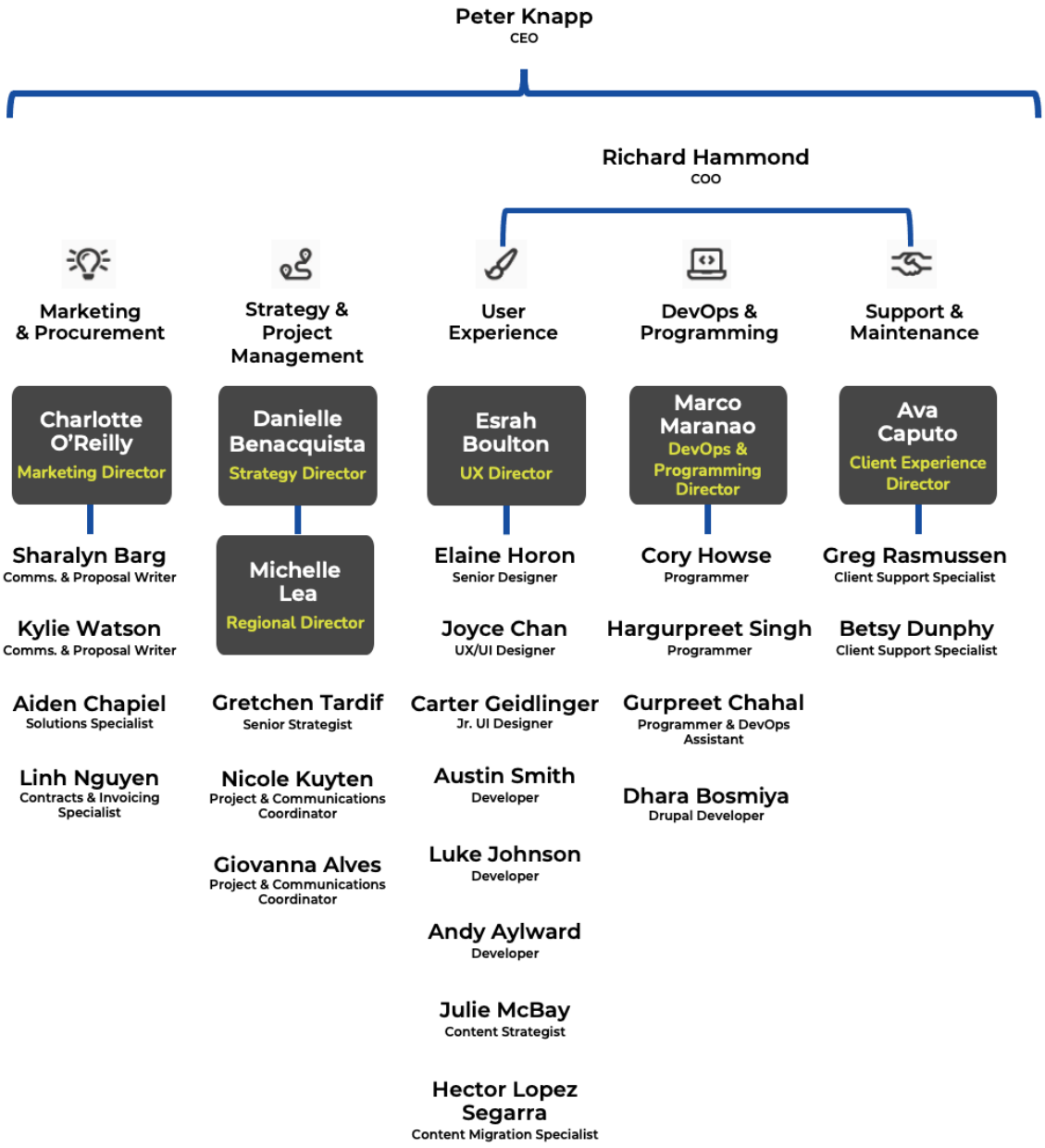
Qualifications: Charlotte has been at Upanup for 12 years, and her current role is a team lead and company director. She oversees all of Upanup's project proposals and quotes, and is a decision maker for key decisions such as pricing.

She also bring experience into this proposal from her previous role at Upanup as a Senior Strategist. In that role, she was primarily a project manager for website redesigns, and a main contact for full-cycle marketing/communications services. This first-hand knowledge helps to guide proposal and project decisions for future clients.

2. Organizational Structure

Below we have outlined Upanup's organizational structure, and the proposed project team - the primary individuals who will oversee the City's website project.

Firm Structure

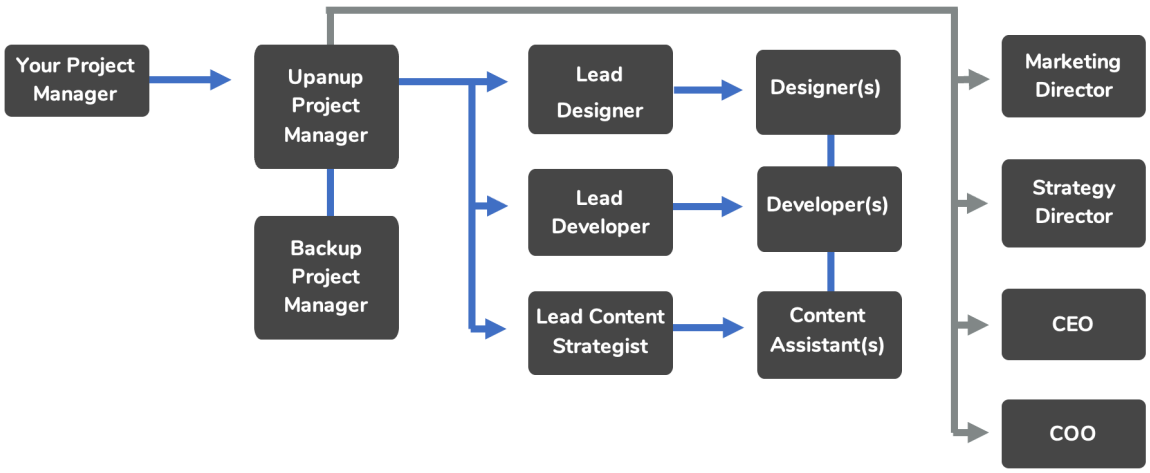


Project Team Overview

The City's main contact (e.g. project manager) will work directly with Upanup's project manager. There may also be a backup project manager on the email Cc if needed.

Upanup's project manager then coordinates with the lead designer, lead developer, and lead content strategists--who also connect with support staff as needed.

Upanup's leadership team is also available for escalation or high-level strategy at any time as well: Strategy Director, CEO, and other team leads.



Proposed Project Team - Key Member Details

Team Member & Title	Relevant Qualifications
Gretchen Tardif*	**Title:** Project Manager & Senior Strategist. **Role:** Gretchen has over 11 years of experience in project management and is also Google Analytics certified. **Responsibilities:** Nicole will lead your project to a successful launch. She will coordinate with the project teams for timely, transparent communications and ensure everyone is on the same page throughout each phase. She will be available to respond to your questions and provide friendly, effective project management throughout.
Hector Lopez	**Title:** Content Migration Specialist. **Role:** Hector will be responsible for the content migration portion of the redesign. **Responsibilities:** Hector complements our UX team with 10 years of writing experience accumulated through research positions, blog management, as well as technical support. Hector's keen attention to detail and passion for the written word help him create, edit, and migrate accessible and relevant online content for our clients.
Joyce Chan*, Designer	**Title:** Designer. **Role:** Joyce will bring your vision to life and create an exceptional, visually appealing, and intuitive website design for the City, ensuring an optimal and accessible user experience.

	Responsibilities: With years of impressive graphic and web design experience under her belt, Joyce delivers impressive, appealing, and accessible work, including user-friendly websites, apps, graphics, and stunning brand collateral.
Richard Hammond	**Title:** COO. **Role:** Richard brings approximately 20 years of web development experience and Drupal expertise to Upanup projects. He is the central figure of Upanup's development team and oversees all technical planning, development and implementation. **Responsibilities:** Richard will oversee the technical planning, security, site development, configuration management, testing, launch activities, and hosting setup for the Township's website project. He will ensure your web solution is secure, performant, accessible, and seamlessly deployed and maintained across all environments.
Esrah Boulton	**Title:** User Experience (UX) Director. **Role:** With over a decade of web development experience, Esrah leverages the Drupal platform's powerful tools and user-friendly interfaces to build out quality web solutions. **Responsibilities:** Esrah heads our UX team and will direct them in producing a highly functional, responsive, and accessible website interface based on City's approved website design. He also leads our web accessibility initiatives and ensures optimal mobile responsive performance.
Austin Smith*	**Title:** Developer. **Role:** With his many years of practical development experience and training, Austin brings valuable learnings from previous qualitative research projects to his current work. **Responsibilities:** As part of our UX team, Austin assists in building out the front end of your website. He ensures a site's theme is developed in a way that reflects your identity and helps to improve the site users' online experience.
Marco Maranao	**Title:** DevOps & Programming Director. **Role:** Marco has 20 years of experience working in software design, programming, and development. He has built many award-winning websites, intranets, and mobile apps for clients, ensuring the solutions perform as intended. **Responsibilities:** Marco leads our DevOps and Programming team and will be responsible for strategizing and implementing custom integrations and modules..

*If these individuals do not have availability upon approval to proceed, another senior member of each respective team will be assigned. The alternate project team leads would be as follows:

- Alternative Project Manager: Michelle Lea, Nicole Kuyten, or Giovanna Alves
- Alternative Designer: Carter Geidlinger (noted that Elaine Horon will likely be on parental and maternity leave during the course of this project)
- Alternative Developer: Andy Aylward or Luke Johnson

Resumes for all of the above-listed team members have been provided in the next section of this proposal.

3. Key Staff Resumes

Please find below information about Upanup's team members - their estimated involvement in the City's website redesign project, and individual bios.

Project Team - Key Member Involvement

Team Member & Title	Estimated Involvement Percentage
Gretchen Tardif*, Project Manager	20%
Hector Lopez, Content Migration Specialist	15%
Joyce Chan*, Designer	15%
Richard Hammond, COO	5%
Esrah Boulton, UX Director	5%
Austin Smith*, Developer	10%
Marco Maranao, DevOps & Programming Director	10%

*Also see the *2. Organizational Structure* section of this proposal for potential additional staff involved.



Peter Knapp

CEO

Experience & Qualifications:

Peter is responsible for the strategic direction of Upanup's digital solutions. He has 28 years of experience in business, marketing, and project management and was previously recognized in Avenue Calgary's Top 40 under 40. Peter has amassed expertise leading an array of projects, winning industry awards and, more importantly, helping millions of citizens access information.

Education & Certification:

- UVic: Certificate, Project Management
- McMaster: BCom (Hons), Marketing

Work Experience:

- CEO
  Upanup, 2012–present
- President
  Bryan Mills Iradesso, 2007–2011
- President
  Iradesso, 2001–2007

Previous Project Examples
(more on request):

- **Role:** Project Manager & Lead Strategist
- **Projects:** BC Hydro, City of Quesnel, Comox Valley Regional District, City of Vernon, District of Central Saanich



Danielle Benacquista

Strategy Director

Experience & Qualifications:

Danielle leads our strategy team and ensures effective project planning and strategies for all web projects. She has 21 years of branding, marketing, and project management experience and provides our clients with thoughtful, cost-effective solutions and training sessions. She is known for her top-notch project management skills in guiding websites to successful launch, on time and on budget.

Education & Certification:

- UVic: Masters Certificate, Project Management
- York & Sheridan College: BDes (Hons)

Work Experience:

- Strategy Director
  Upanup, 2015–present
- Project Manager
  Country Road Graphics, 2010–2015
- Graphic Designer
  Butler Creative, 2009–2010

Previous Project Examples
(more on request):

- **Role:** Strategy Director & Project Manager
- **Projects:** City of Delta, City of Grande Prairie, Town of The Blue Mountains, North Vancouver Recreation and Culture



Richard Hammond

COO

Experience & Qualifications:

Richard oversees all technical planning, security, site development, testing, and launch activities for all Upanup web projects. With 20 years of web development experience and Drupal expertise, Richard is skilled at configuration management to ensure your solution is secure, performant, accessible, and seamlessly deployed and maintained across all environments.

Education & Certification:

- Mount Royal: Diploma, Web Development
- U of Alberta: BA, History & Math

Work Experience:

- COO
  Upanup, 2023-present
- Partner & Technical Director
  Upanup, 2012–2023
- Owner & Senior Developer
  iSite Studios,2007–2011
- Web Developer
  Bryan Mills Iradesso, 2006–2007

Previous Project Examples
(more on request):

- **Role:** Technical Director & Lead Developer
- **Projects:** City of Winnipeg, City of Grande Prairie, Regional District of North Okanagan, SDG Counties, City of Delta, City of Penticton



Joyce Chan

Designer

Experience & Qualifications:

Joyce manages various design projects while coordinates with our development and strategist teams to ensure timelines are met. Joyce uses her seven years of experience and technical skills as a graphic designer to provide production and creative support to our design team and is responsible for coordinating, testing, and recruiting for our UX feedback panel. Her support and positive energy ensures that our internal processes and communications are streamlined to meet our clients' goals.

Education & Certification:

- Alberta University of the Arts: Bachelor of Design in Visual Communication Design

Work Experience:

- Junior Designer & Coordinator
  Upanup, 2021–present
- Graphic Designer and Marketing Assistant
  PHCE, 2020-2021
- Graphic Designer
  The Sign Pad, 2018 – 2020

Previous Project Examples
(more on request):

- **Role:** Junior Designer
- **Project Names:** City of Barrie, Town of Comox, FortisBC, TPC Financial, Comox Valley Regional District, Sooke School District # 62
-



Elaine Horon

Senior Designer

Experience & Qualifications:

Elaine creates beautiful and forward-thinking designs that resonate with a wide variety of audiences. She is a versatile and responsive designer with 11 years of graphic and web design experience. Elaine delivers clients impressive work, including user-friendly websites, apps, graphics, and stunning brand collateral.

Education & Certification:

- Medicine Hat College:
  BA, Visual Communications

Work Experience:

- Designer
  Upanup, 2019–present
- Intermediate Graphic Designer
  Connect to WOW, 2016–2019
- Graphic Designer
  Olds College, 2014–2019
- Graphic Designer
  Passerelle Marketing Corporation, 2015–2016

Previous Project Examples
(more on request):

- **Role:** Web Designer
- **Project Names:** Town of Lincoln, District of 100 Mile House, South Cariboo, Town of Okotoks, Town of Golden, Municipal Insurance Association of BC, BC Hydro, District of Central Saanich



Gretchen Tardif

Senior Strategist

Experience & Qualifications:

Gretchen makes clients feel comfortable asking questions and provides friendly and effective project coordination. She brings 12 years of project management, marketing, and client service experience to ensure projects stay true to the scope, timeline and budget and refining their vision to fulfill their project goals every step of the way.

Education & Certification:

- BCIT: Certificate, HR Management,
- Lewis and Clark College: BA, Political Science

Work Experience:

- Project Coordinator & strategist
  Upanup, 2019–present
- Marketing Coordinator
  Colliers International, 2016–2019
- Client Project Specialist
  Colliers International, 2011-2016

Previous Project Examples
(more on request):

- **Role:** Project Manager & Strategist
- **Project Names:** District of North Vancouver, District of West Vancouver, City of Prince George, City of Delta, City of Abbotsford, Municipal Insurance Association of BC, BC Hydro, Puget Sound Regional Council
-



Marco Maranao

DevOps & Programming Director

Experience & Qualifications:

Marco leads our devops & programming team from our Calgary office. He provides custom web development solutions and implements web apps and modules to achieve desired website functionality. Marco has 20 years of experience working in software design, programming, and development. He has built many award-winning websites, intranets, and mobile apps for clients, ensuring the solutions perform as intended.

Education & Certification:

- DeVry Institute:
  BTech, Computer Information Systems

Work Experience:

- DevOps & Programming Director
  Upanup, 2023-present
- Senior Developer
  Upanup, 2013–2023
- Application Developer
  Media Dog, 2012-2013
- Programmer
  Bryan Mills Iradesso, 2007–2012

Previous Project Examples
(more on request):

- **Role:** Back-end Developer
- **Project Names:** City of Winnipeg, City of Terrace, BC Hydro, City of Abbotsford, Township of King, Town of Oliver, Town of Niagara-on-the-Lake, City of Belleville



Nicole Kuyten

Project & Comms Coordinator

Experience & Qualifications:

Nicole is part of our Strategy team and is based in our Kitchener, ON office. With seven years of experience in professional communications, Nicole leads projects with efficiency, professionalism, and friendliness. Her keen interest in technology and efficient processes along with her experience and strong organizational skills help her communicate effectively with clients at every phase of the project.

Education & Certification:

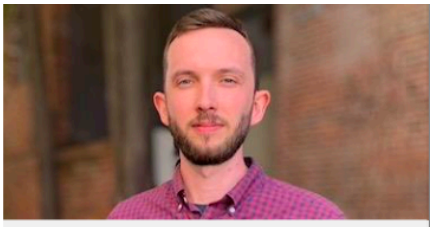
- Carleton University:
  BA, Communications Studies

Work Experience:

- Project & Communications Coordinator
  Upanup, 2022–present
- Communications Coordinator
  Bio-Ag Consultants & Distributors Inc., 2017-2022

Previous Project Examples
(more on request):

- **Role**: Project & Communications Coordinator
- **Project Names:** Town of Lincoln, Town of Oliver (Mobile app promotion), City of Fredericton, Town of Carberry, District of Central Saanich, City of Goldendale, Town of Hanover, City of Mission, City of Grande Prairie



Esrah Boulton

UX Director

Experience & Qualifications:

Esrah heads our UX team with 12 years of web development experience. Esrah leverages the Drupal platform's powerful tools and best-practice user interfaces to build out effective, easy-to-use web solutions. He is skilled in streamlining front-end processes, leads our web accessibility initiatives, and ensures optimal mobile responsive performance.

Education & Certification:

- Royal Roads: BA, Communications

Work Experience:

- UX Director
  Upanup, 2023-present
- Developer
  Upanup, 2015–2023
- Web Designer & Developer
  HES PV, 2014–2015
- Web Designer & Developer
  Jenny Martin Design, 2012–2013

Previous Project Examples
(more on request):

- **Role:** Front-end Developer
- **Project Names:** BC First Nations Forestry Council, Township of King, City of Grande Prairie, BC Hydro, City of Quesnel, District of North Vancouver



Hargurpreet Singh

Programmer

Experience & Qualifications:

Hargurpreet has joined our Waterloo office and brings 13 years of experience to our DevOps and Programming team. His technical background paired with his eagerness to learn results in thorough development work that serves our clients for many years. Proficient in PHP and JavaScript programming languages, Hargurpreet brings a wealth of expertise and innovation to our team, enriching our projects with his deep understanding and skillful execution.

Education & Certification:

- IK Gujral Punjab Technical University: BA, Information Technology

Work Experience:

- Programmer
  Upanup, 2022–present
- Programmer
  Ddeveloperz (India), 2011–2022

Previous Project Examples
(more on request):

- **Role:** Programmer
- **Project Names:** City of Winnipeg, City of Barrie, City of Fredericton, Township of Esquimalt, Town of Niagara-on-the-Lake



Andy Aylward

Developer

Experience & Qualifications:

Andy builds out the front end of client websites. He has six years of experience in open-source content management systems and creates intuitive, accessible interfaces. Skilled in best practices for UX and search engine optimization, Andy builds websites that are easily manageable for non-developers.

Education & Certification:

- SAIT: Certificate, Web Development
- College of the North Atlantic: Diploma, Instrumentation Engineering Technology

Work Experience:

- Developer
  Upanup, 2020–present
- Web Developer
  Injehnuity Strategic Marketing, 2019–2020
- Web Developer Internship
  Simple Simple Advertising, 2019

Previous Project Examples
(more on request):

- **Role:** Front-End Developer
- **Project Names:** City of Barrie, Township of King, City of Grande Prairie, Town of The Blue Mountains, Town of Okotoks, City of Quesnel, Puget Sound Regional Council



Carter Geidlinger

Designer

Experience & Qualifications:

Carter supports the UX team in designing accessible, user-friendly websites that align with client goals and enhance the user experience. He finds fulfillment in knowing his work has a positive impact on people's lives. Known for his versatility and proactive attitude, Carter is a true jack of all trades who brings creativity, dedication, and a solutions-focused mindset to every project.

Education & Certification:

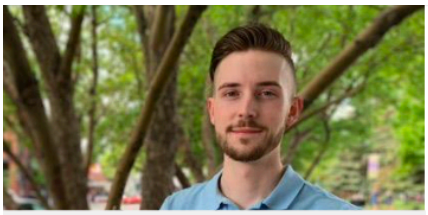
- Conestoga College: Degree, Bachelor of Design
- Conestoga College: Certificate, Design Foundations

Work Experience:

- Designer Upanup, 2024-Present
- Web Designer Perk.com Canada (Freelance) 2023-Present
- Junior Graphic Designer Republix, 2022-2023
- Graphic Design Assistant Western Libraries, 2022

Previous Project Examples
(more on request):

- **Role:** Junior Designer
- **Project Names:** BC Hydro, Abbotsford, Fredericton Capital Region, Victoria, TPC Financial



Austin Smith

Developer

Experience & Qualifications:

Austin assists our developers in building out the front end of client websites. With his six years of practical experience and training, Austin takes care of every project with care and diligence and brings valuable learnings from previous qualitative research projects to each of his projects. He ensures a site's theme is developed in a way that reflects our clients' identity and helps to improve their site users' online experience.

Austin is also part of Upanup's dedicated support team and will provide prompt assistance for your staff after the new website goes live.

Education & Certification:

- SAIT: Certificate, Web Development

Work Experience:

- Developer
  Upanup, 2019–present

Previous Project Examples
(more on request):

- **Role:** Theme Development
- **Project Names:** District of West Vancouver, City of Winnipeg, City of Penticton, Town of Okotoks, Town of Oliver, Town of Collingwood, Township of King, District of 100 Mile House



Julie McBay

Content Strategist

Experience & Qualifications:

Julie is part of our strategy team and uses her five-year experience in public relations to assist our clients in content migration and other content-related tasks. Her strong and timely work ethic makes the content phase go smoothly for our clients. She uses her content writing, editing, organizational, and strategic skills to ensure our clients' online content is optimized for the user and resonates with various audiences.

Education & Certification:

- Conestoga College: Diploma, Public Relations (Academic Achievement Award for highest GPA)
- Toronto Metropolitan U.: Certificate, Web Accessibility Auditing and Reporting Micro-Credential

Work Experience:

- Content Strategist
  Upanup, 2023–present
- Digital Content Assistant
  Upanup, 2022–present
- Student Copywriter
  Breakthrough Personal & Professional Development, 2022

Previous Project Examples
(more on request):

- **Role:** Content Strategist
- **Project Names:** District of West Vancouver, City of Richmond, Comox Valley RD, Puget Sound Regional District, City of Barrie



Hector Lopez Segarra

Content Migration Specialist

Experience & Qualifications:

Hector complements our strategy team with 11 years of writing experience accumulated through research positions, blog management, as well as technical support. Hector's keen attention to detail and passion for the written word help him create, edit, and migrate accessible and relevant online content for our clients.

Education & Certification:

- U of Puerto Rico: BA, English Literature
- UVic: MA, Humanities

Work Experience:

- Content Migration Specialist
  Upanup, 2023–present
- Digital Content Assistant
  Upanup, 2022–present
- AV Technician & Admin. Support
  West Coast College of Massage Therapy, 2020-2022
- Research Assistant
  The Praxis Studio for Comparative Media Studies at Uvic, 2019-2020

Previous Project Examples
(more on request):

- **Role**: Content Assistant
- **Project Names:** District of West Vancouver, City of Richmond, Comox Valley Regional District, Puget Sound Regional District, BC First Nations Forestry Council



Cory Howse

Programmer

Experience & Qualifications:

Cory provides back-end and front-end development services to our clients. He has contributed to over 200 websites over the years and brings valuable knowledge to our development team with 25 years of experience. He has leveraged his expertise in Drupal, mobile apps, and database configurations to build online applications, custom modules, integrations, e-commerce capabilities, and much more.

Education & Certification:

- DeVry Institute:
  BTech, Computer Information Systems

Work Experience:

- Programmer
  Upanup, 2021–present
- Web Application Developer
  Media Dog Productions, 2008–2020
- Web Developer
  Impello Inc.,2005–2008

Previous Project Examples
(more on request):

- **Role:** Web Developer
- **Project Names:** Town of Golden, City of Grande Prairie, City of Colwood, City of Barrie, Town of Cochrane, City of Winnipeg, District of West Vancouver, City of Prince George



Gurpreet Chahal

Programmer & DevOps Assistant

Experience & Qualifications:

Gurpreet brings excellent technical background to our development team. He has over 10 years working with various operating systems and high-level programing languages. Gurpreet is crucial in performing Drupal security updates across all of our Drupal websites and handling technical support for clients with care.

Education & Certification:

- Punjab College of Technical Education: Masters, Computer Applications
- Satish Chander Dhawan Government College: BCA, Computer Programming

Work Experience:

- Programmer & DevOps Assistant
  Upanup, 2020–present
- Full Stack Engineer & Web Developer
  Self-employed, 2015–2020
- Software Engineer PHP
  GreyCell Technologies, 2017–2019

Previous Project Examples
(more on request):

- **Role:** Programmer & DevOps Assistant
- **Project Names:** District of West Vancouver, Town of Lincoln, City of Abbotsford, Town of The Blue Mountains, BC Hydro



Giovanna Alves

Project & Comms Coordinator

Experience & Qualifications:

Gio is part of the strategy team in our Calgary, AB office. With a background in communications and a degree in Broadcast and Media Studies, she brings expertise in radio and copywriting to her role. Her ability to adapt quickly and communicate effectively ensures that client needs are consistently met with precision and care. She finds satisfaction in advocating for clients and being a sounding board for their project goals.

Education & Certification:

- Mount Royal University: Bachelor of Communications, Broadcast Media Studies

Work Experience:

- Project & Communications Coordinator, Upanup, 2024 - present
- Communications Specialist, University of Calgary, 2022-2024

Previous Project Examples (more on request):

- **Role**: Project & Communications Coordinator
- **Project Names**: Comox, Quesnel, Coaldale, Abbotsford, Hanover, Interior Health, BC Hydro, Wellington County, North Coast Regional District.

4. Experience & Qualifications

With over 12 years of experience in user-focused solutions, Upanup has collaborated with various local governments, municipalities, large public sector organizations and a diverse range of audiences. Upanup continuously refines our project process by adapting to evolving digital trends and incorporating user feedback. The team is dedicated to serving as a long-term strategic partner, providing guidance and feedback to implement effective, user-centric digital solutions to clients.

Overview

300+ Websites	**200+** Client organizations	**140+** Design projects
100+ Awards	**130+** Government & public sector website projects	**30+** User experience (UX) projects

Experience



In the above diagram, the green dots represent our clients (larger dots equate to larger populations represented by those clients), and the building icons represent Upanup's three office locations.

Expertise



Qualifications

Summary of Qualifications

Upanup's staff have 90+ degrees, certificates and diplomas, as well as many ongoing courses and professional development activities. Below are some of the highlights of the team's education.

Communications

- Professional Communications bachelor
- Client Communications course
- Project Management masters certificate
- Intercultural and International Communication masters

Design

- Visual Communication bachelor
- Design bachelor
- Graphic Design diploma
- The Complete Figma Course – Designing Mobile & Web App UI/UX

Development

- Technology, Computer Information Systems bachelor
- Masters in Computer Applications bachelor
- Information Technology bachelor

Analytics & Other

- Marketing bachelor
- Stakeholder Relations certificate
- Advanced Google Analytics certificate
- Team Operations certificate

Commitment to Accessibility

- Upanup has curated an online accessibility course specifically to help onboard new staff and get them up to speed on how passionate the company is about making an accessible internet.
- New team members take the course and learn what web accessibility is, why it's important, see practical use cases, and hear lived experienced directly from those who it affects most. The course takes 11-20 hours to complete, depending on the supplemental readings and activities completed.
- Upanup champions this course because it aligns with both the company purpose to ***make life easier for people through better online experiences and access to information,*** and because it's great for our clients and their audiences.



Accessibility-First Design and Development Methodology

Upanup has extensive experience with, and focus on, accessibility and adhere to World Wide Web Consortium (W3C) Web Content Accessibility Guidelines **(WCAG) 2.2 Level AA, which exceeds ADA Priority 1 compliance**.

For reference, **ADA Priority 1 aligns with WCAG 1.0 Priority 1 standards,** which is the previous WCAG version before 2.0 was released. In translation to current guidelines, Priority 1 is most comparable to WCAG 2.0 Level A, meaning Upanup's standard of **WCAG 2.2 Level AA greatly exceeds it:**

- WCAG 2.0 vs 2.2 refers to the edition of the guidelines.
- A vs. AA level indicates the depth of accessibility compliance, with AA being a higher standard than A.

By implementing WCAG 2.2 Level AA, Upanup ensures the City's website not only meets but exceeds current accessibility requirements, including ADA and Section 508 compliance, while also preparing for future regulation updates.

Ongoing Learnings

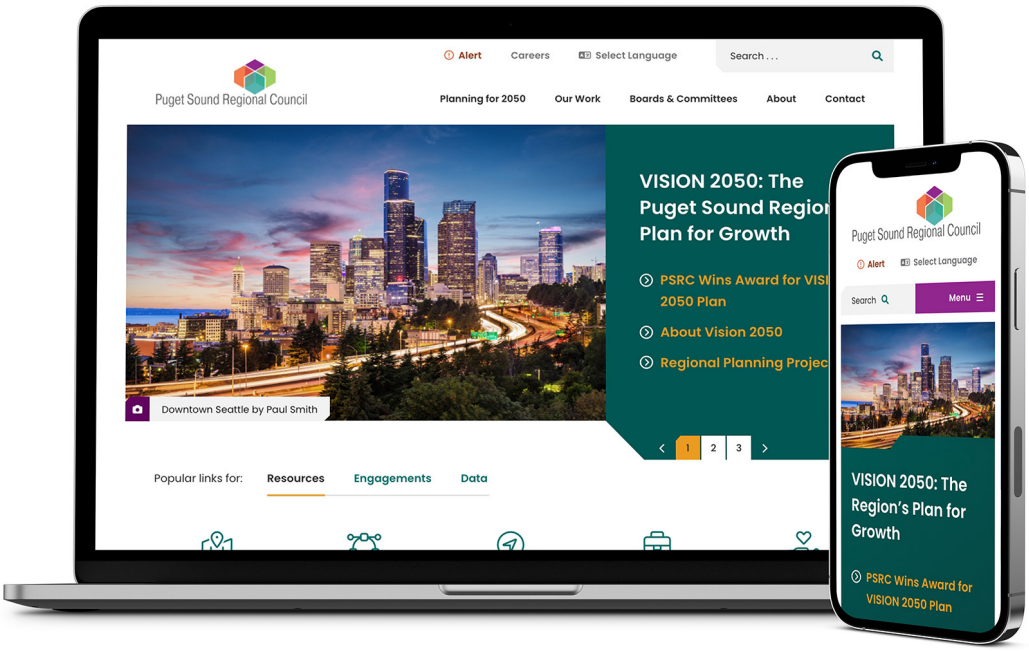
- Upanup also continues with ongoing learnings; for example, the UX team recently shared some learnings from this Identify Input Purpose article on the importance of autocomplete on form fields.
- Our the team members also absorb ongoing learnings from the client projects themselves, such as through the hundreds of one-on-one feedback sessions with real-world users throughout North America, plus countless online surveys, focus groups, card sorting activities, etc.

Case Studies & Awards

The following section shows a few of Upanup's case studies, focused on similar projects for other recent municipal government website redesigns. These are followed by a summary of awards.

Client Example 1 (USA)

Puget Sound Regional Council (PSRC), WA - psrc.org



Client — The Puget Sound Regional Council (PSRC) plays a vital role in shaping the future of one of the fastest-growing regions in the United States. Representing a dynamic network of cities, counties, ports, and transit agencies across the central Puget Sound, PSRC supports sustainable growth, economic vitality, and transportation planning for over 4 million residents. With a broad and engaged audience relying on its digital presence, PSRC needed a modern, accessible website that could clearly communicate data, policies, and initiatives to interested parties and the public alike.

Relevance — Upanup selected the PSRC project as a relevant example due to its alignment with the City's priorities around accessibility, regional service delivery, and clear communication of varying complex content. Like the City, PSRC serves a diverse and growing population, requiring an intuitive, user-focused website that supports strategic planning and public engagement. This project demonstrates Upanup's expertise in delivering modern, accessible designs and scalable websites for government organizations with a broad range of user groups and content needs.

Description of Scope

Overview — PSRC engaged Upanup to build a new website that is informative, visually appealing, and easy to use for all visitors. To meet these objectives, we provided a custom website design and developed a responsive, accessible new site in the Drupal platform. This project also included public user testing to gain feedback from the target audience, which we applied in conjunction

with best practices to optimize the site's navigation and functionality. The new site, built to meet WCAG 2.1 level AA, is intuitive to use, providing a one-stop source for users to easily access the organization's news, information, and resources in a clean, modern design that aligns with the PSRC's branding and creative vision.

Key Services Provided

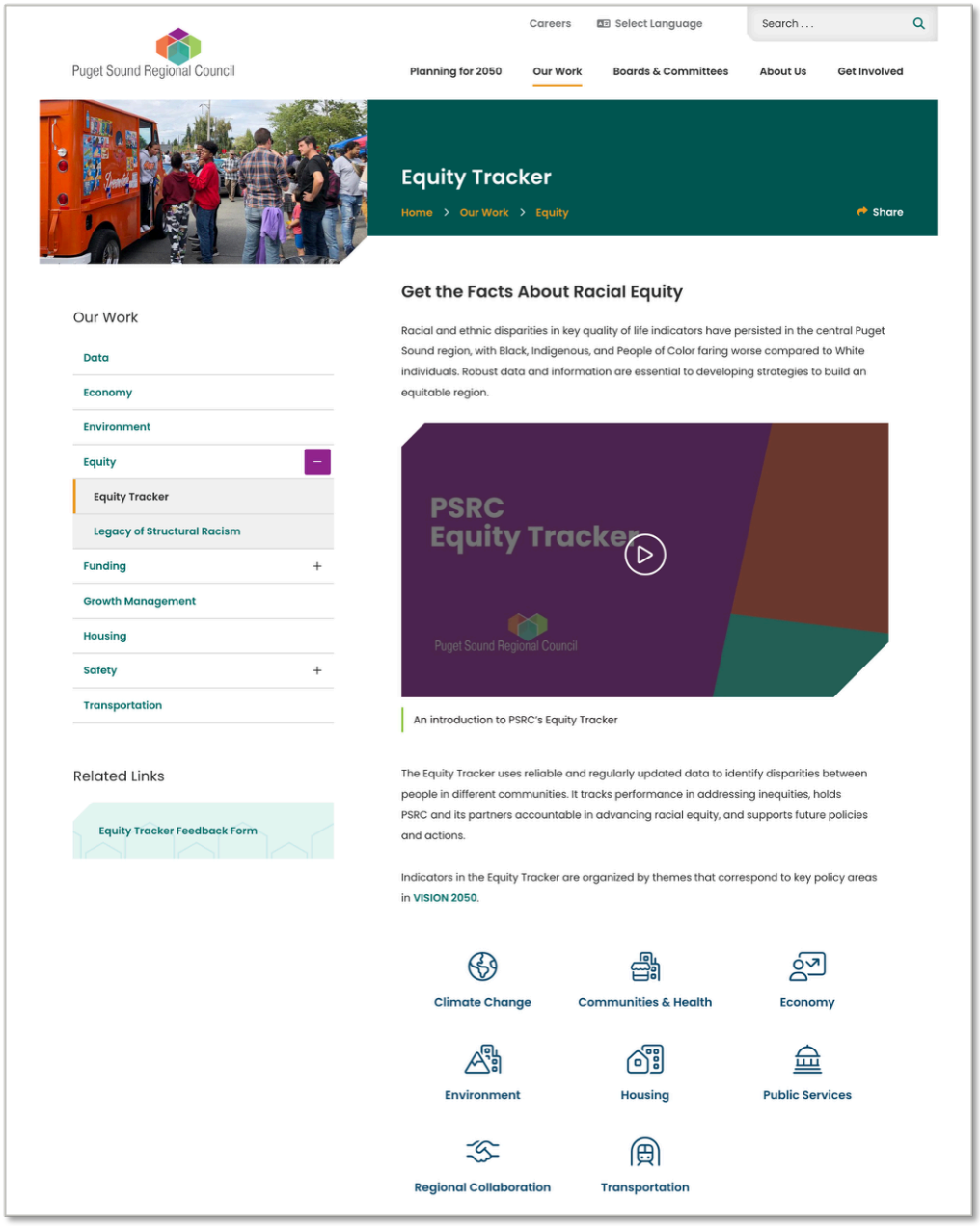
- **Custom Website Design & Development**: Delivered a fully redesigned website aligned with PSRC's branding and creative vision, enhancing functionality, streamlining navigation, improving content management, and strengthening user engagement—all while ensuring compliance with accessibility standards.
- **Usability Testing:** Conducted nine one-on-one sessions with diverse user groups to gather direct feedback. The insights led to targeted content adjustments and design refinements, helping to ensure a more user-centred experience and a successful launch.
- **Training**: Delivered two in-depth training sessions—one on general CMS editing and another focused on Drupal webforms—to provide PSRC staff with the skills needed to confidently manage website content.
- **Content Audit and Migration**: Conducted a comprehensive content audit to assess accuracy, relevance, and redundancy across existing pages. This informed a strategic migration plan to streamline content, improve consistency, and ensure a smooth transition to the new site.
- **Content Strategy Guide:** Provided documentation with clear guidelines on tone, structure, and maintenance, helping staff create consistent, user-focused content that supports long-term website goals.
- **Promotional Launch Video:** Produced a promotional video to support PSRC in announcing and showcasing the features of their newly launched website.

Unique Aspects of the Website

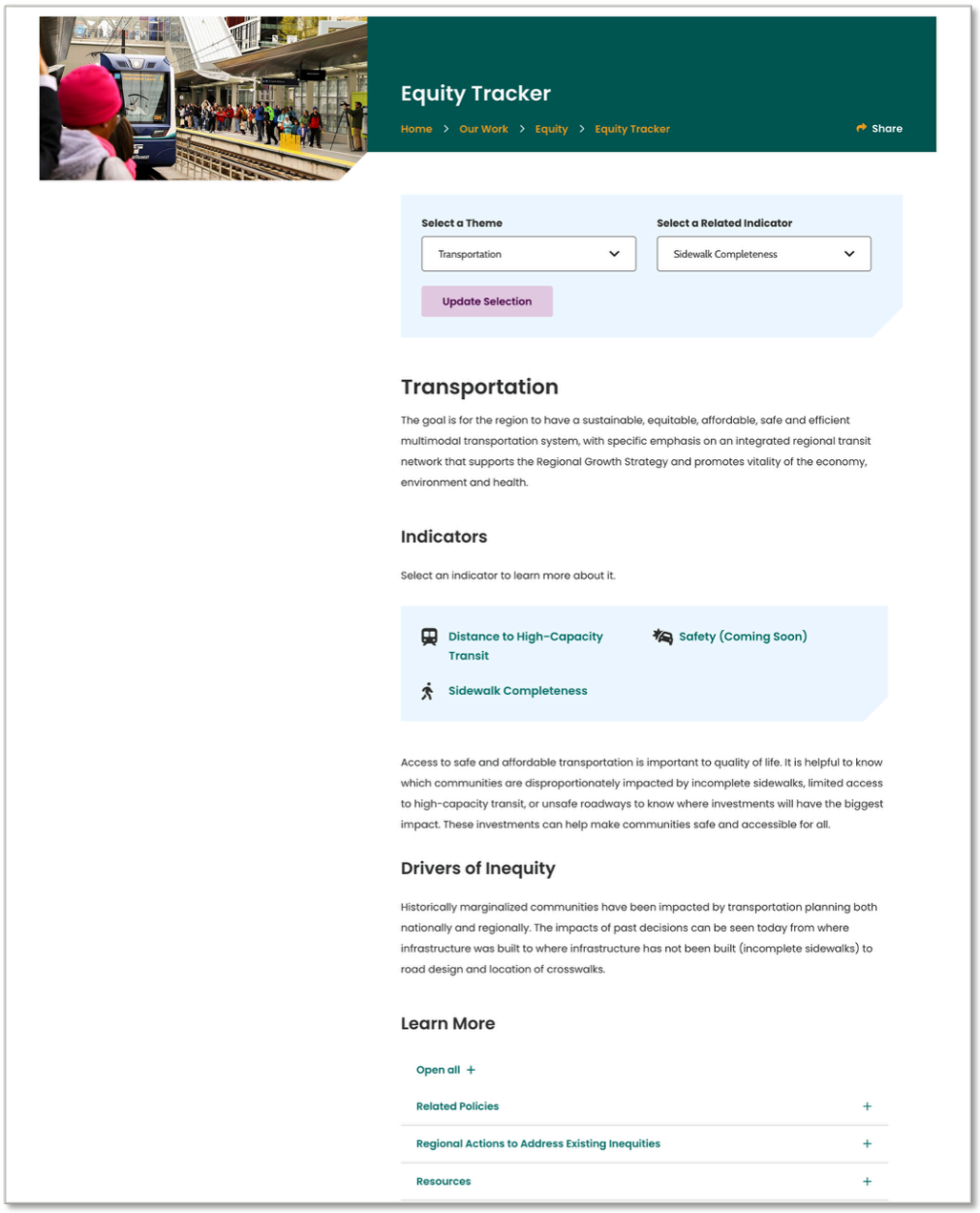
Equity Tracker

Upanup developed a custom content type for PSRC's Equity Tracker, a data monitoring tool designed to highlight disparities, share historical context, and present policy and planning solutions. The tool includes interactive features to support data visualization and improve public understanding of equity issues in the region. The tool includes three main components:

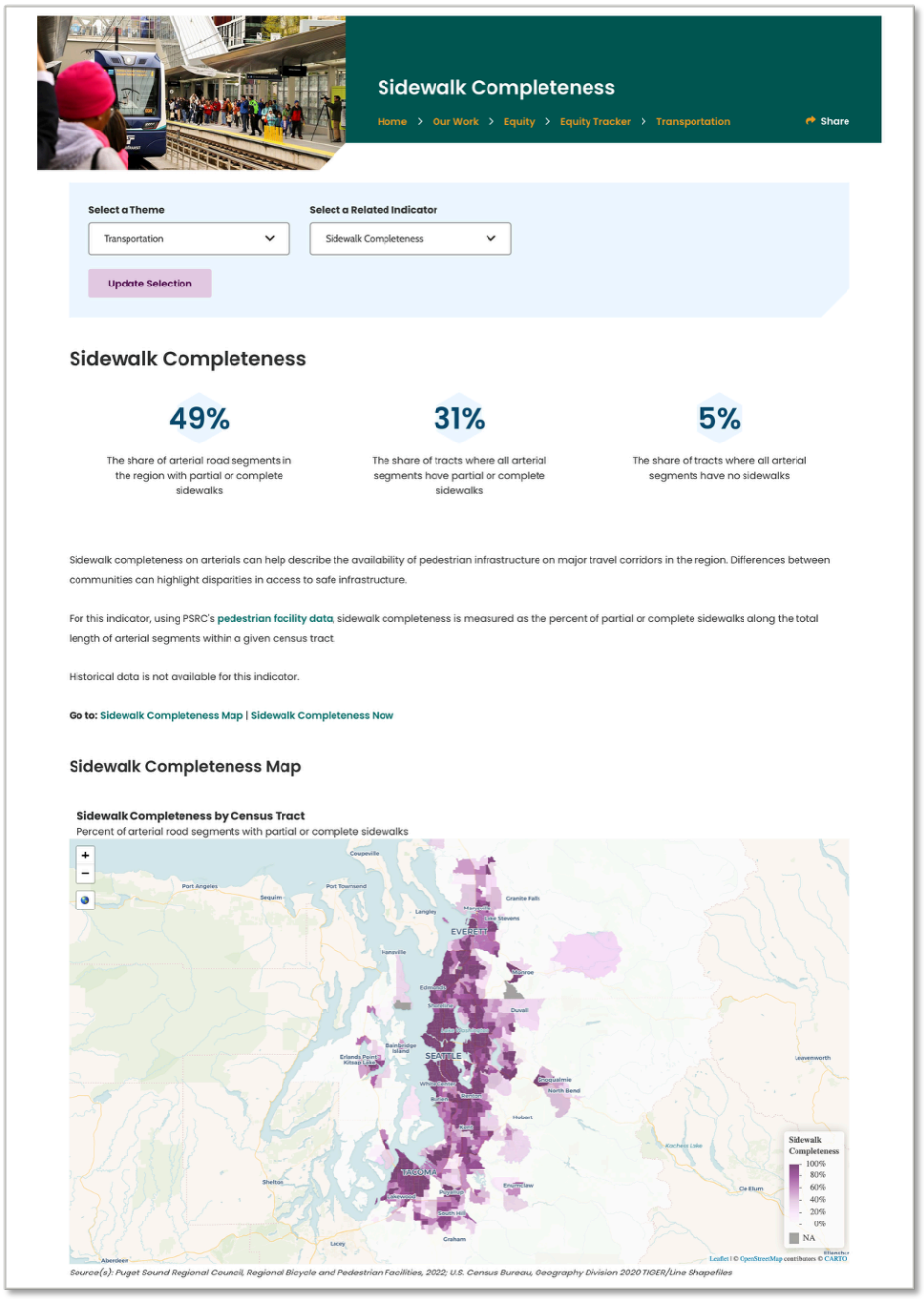
1. **A landing page** that serves as the entry point for the Equity Tracker. It describes the purpose of the tracker and links to pages organized by different data theme. Users can click on each data theme to proceed to the next step.



2. After the data theme is selected in the landing page, **a theme page** will appear to introduce a data theme or topic and links to several data indicators. It contains information contextualizing the theme, links to specific data measures (indicators), describes historical drivers of inequity, and related policies and actions designed to address existing inequities.

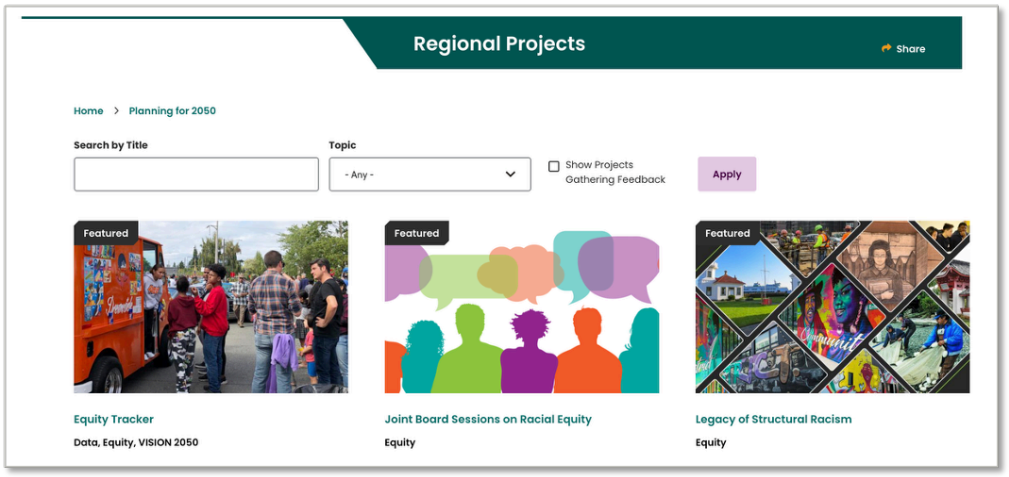


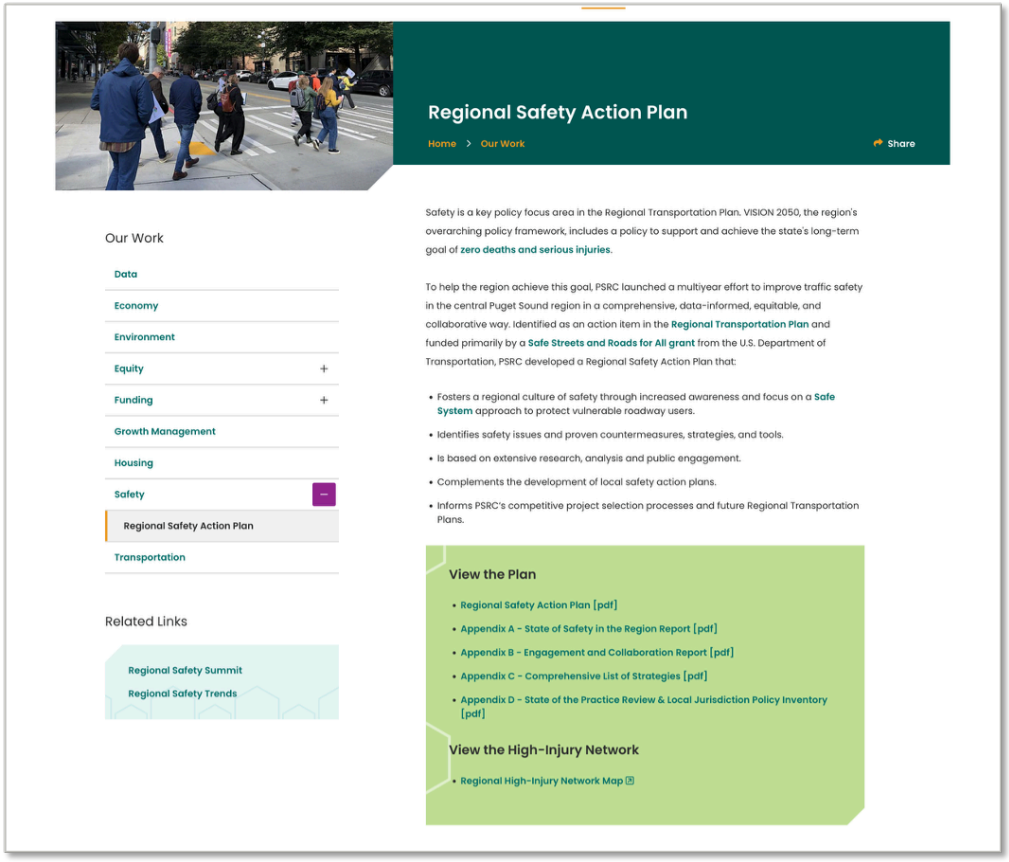
3. When a specific indicator is selected within a theme, **a dedicated indicator page** is displayed, presenting the data measures used to monitor that theme. For example, the Sidewalk Completeness indicator illustrates the availability of pedestrian infrastructure within the Transportation theme. Each indicator page includes a description, data callouts, visualizations, source details, notes, and insights. An “Update Selection” tool allows users to easily navigate and explore other indicators within the same theme.



Regional Projects Content Type

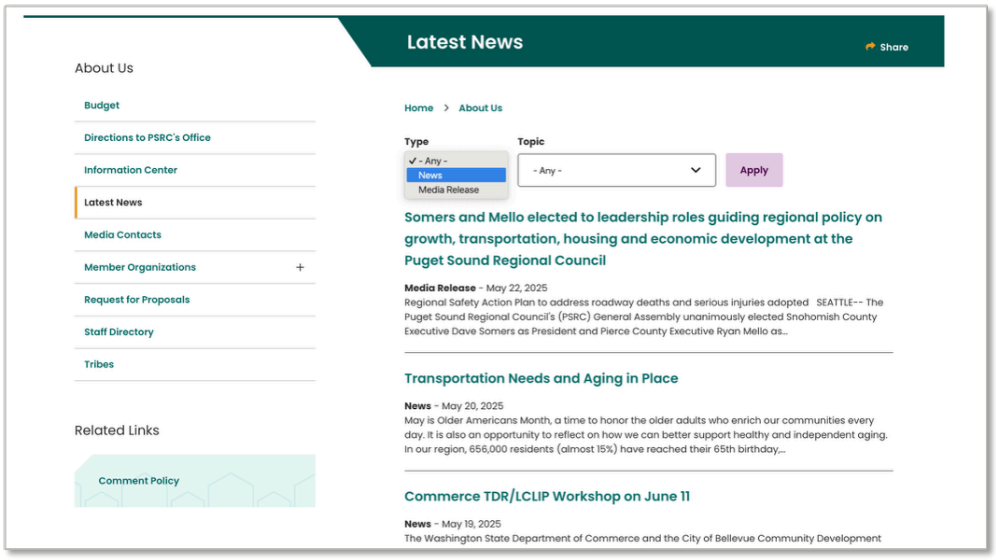
The Regional Projects section showcases key initiatives that support long-term regional planning under VISION 2050. It features tools, programs, and engagement opportunities centered on equity, transportation safety, economic recovery, and community development. Designed as a centralized resource, it helps diverse user groups learn about and participate in projects shaping the region's future. The landing page (first screenshot below) includes a search and filter tool for easy navigation by project title or topic, while individual project pages (second screenshot below) provide detailed information, documents, and relevant resource links.





Latest News Section

The Latest News section offers timely updates on regional planning, transportation, housing, and funding opportunities across the central Puget Sound region. Featuring filterable news and media releases by type and topic, it serves as a centralized hub for the public to stay informed about key developments and initiatives shaping the region.



Final Product

The new website launched in August 2022, with Upanup continuing to provide hosting and support to ensure it remains secure, high-performing, and responsive to evolving user needs.

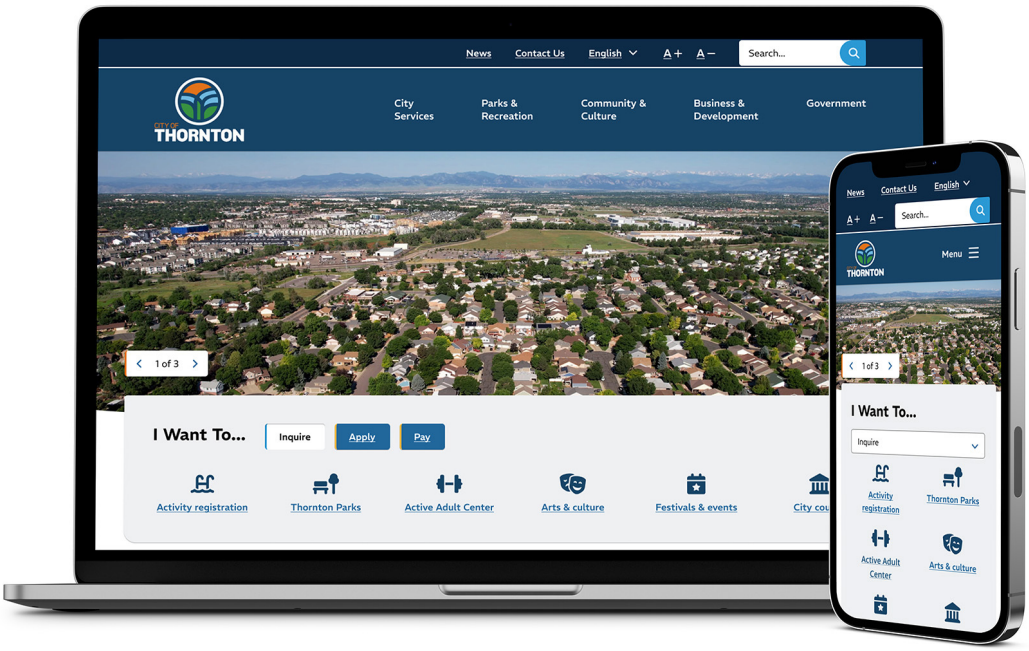
In 2024, Upanup also conducted a comprehensive accessibility audit and delivered a set of recommendations to help PSRC further enhance website accessibility as the organization and its digital presence continue to grow.

PSRC's testimonial:

> Working with Upanup has been an amazing experience. Everyone we've interacted with, from our project manager to folks in marketing, design, and development, have been wonderful. They're incredibly organized, easy to work with, highly responsive when we've asked questions, and deliver on what they promise. We appreciate the partnership we've developed – allies helping us tackle challenges with creative solutions.
>
> — **Carolyn Downs**, Senior Communications Specialist

Client Example 2 (USA)

City of Thornton, CO - thorntonco.gov



Client	The City of Thornton ("the City"), located in the Denver metropolitan area, has a mission to ensure a broad range of services are available to its 140,000 residents. The City provides a high quality of life by being responsive to the physical and human requirements of its residents through innovative leadership and planning. Having a responsive and accessible website helps the city deliver on this promise to citizens.
Relevance	We believe this project experience demonstrates our successful efforts in delivering a website design solution focused on meeting state requirements for accessibility (e.g. this project required the City's new website to meet digital accessibility requirements of Colorado State Law – Bill HB21-1110). This work reflects our understanding of the unique needs of US local governments and communities, where accessibility, user-friendliness, and achieving a modern look & feel are top priorities for their websites. We hope to bring our relevant website design experience to this project opportunity with the City!

Description of Scope

Overview	The City engaged Upanup to redesign its municipal website with several key goals in mind. Notably, the legacy website did not comply with incoming an Colorado House bill establishing digital accessibility standards for public-facing websites (Colorado HB21-1110), which came into effect July 1, 2024. Upanup custom-designed a new website built to WCAG 2.2 AA standards that is not only compliant with the state accessibility law, but also provides users with a mobile responsive experience that was lacking on the previous website.

Key Services Provided

- **Custom Website Design & Development**: Upanup provided two custom designs for the City to choose from, which were further refined to incorporate feedback from key interested parties.
- **Sitemap Recommendations:** Upanup developed a recommended sitemap to improve content organization and ensure users can easily find key information. The revised structure enhances overall usability by grouping related content logically and supporting a more intuitive navigation experience.
- **Acceptance Testing Criteria:** As part of the City's efforts to meet Colorado State HB21-1110 accessibility requirements, Upanup provided a beta testing checklist to support the City's internal review and ensure the website met high accessibility standards prior to launch.
- **Training Sessions:** Upanup delivered three comprehensive training sessions to the City, covering general CMS management, web accessibility best practices, and IT-specific training—empowering staff to efficiently manage the website while ensuring it remains accessible and secure.
- **Vulnerability Scan and Penetration Testing:** Upanup conducted thorough vulnerability scanning and penetration testing before launch to ensure the new Drupal application and server configurations are not vulnerable to common exploits.
- **As-Built Documentation:** Upanup prepared 'as-built' documentation to accomplish the complete transition of the services from Upanup to Thornton.

Unique Aspects of the Website

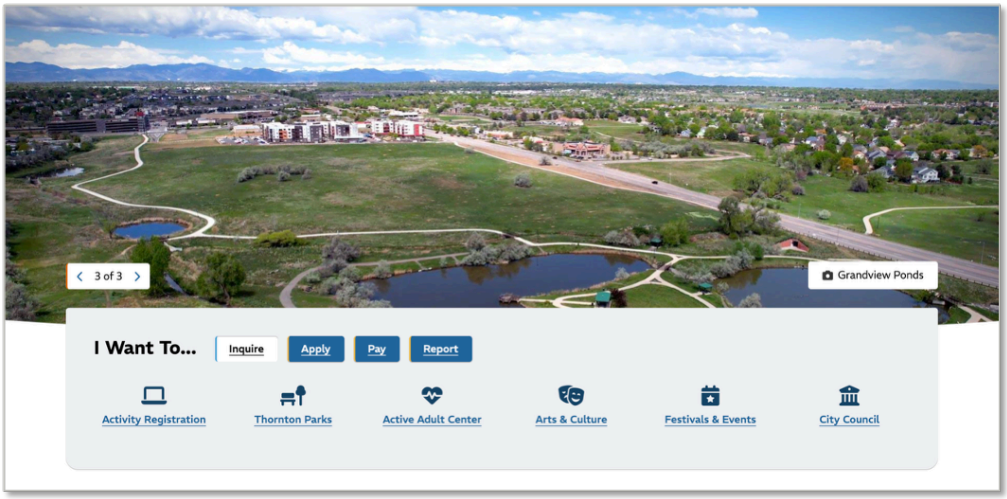
Language Selector and Text Resizer

Features such as a language selector enhance the ability for users to view content in their native language, and a text resizer helps users customize the font size based on personal preferences and vision needs.



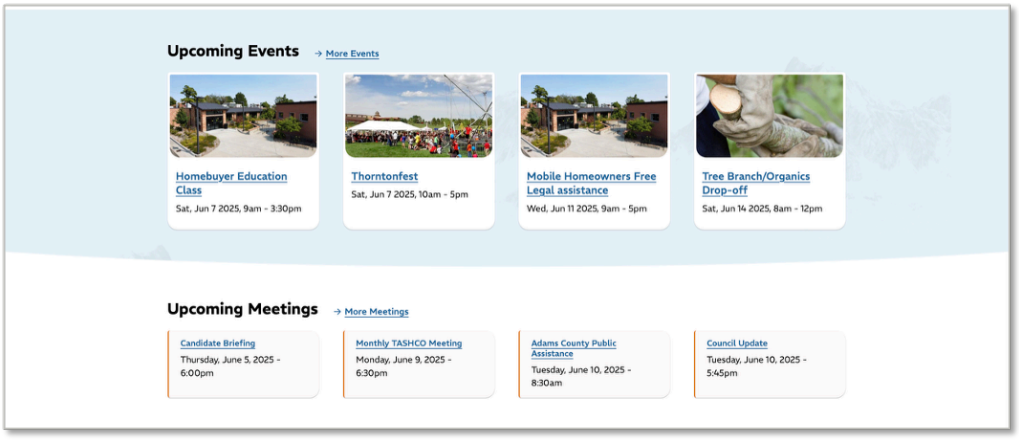
"I Want To..." Menu

The new site features a prominent 'I Want To...' menu of quicklinks that can be updated regularly based on current and relevant content. This service-oriented focus makes it easy for residents to browse topics related to their community, access city services, and report issues.



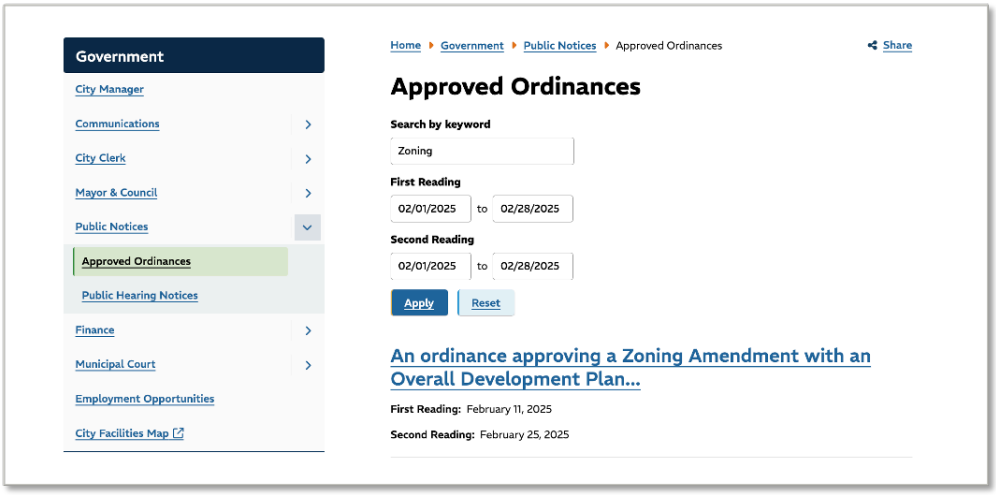
Engagement Opportunities on Homepage

The new homepage prominently features upcoming events and City meetings, making it easy for residents to stay informed and engaged. These visually distinct sections encourage greater civic participation by providing quick, accessible updates on what's happening in their community. In addition, our team improved the way Community Events display – a focal point for many users engaging with the City's website.



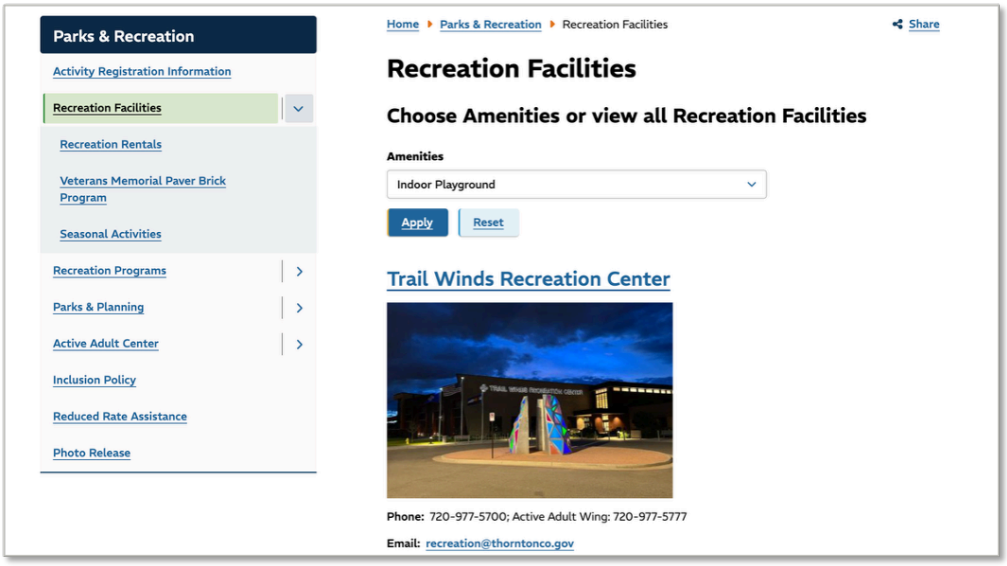
Approved Ordinances

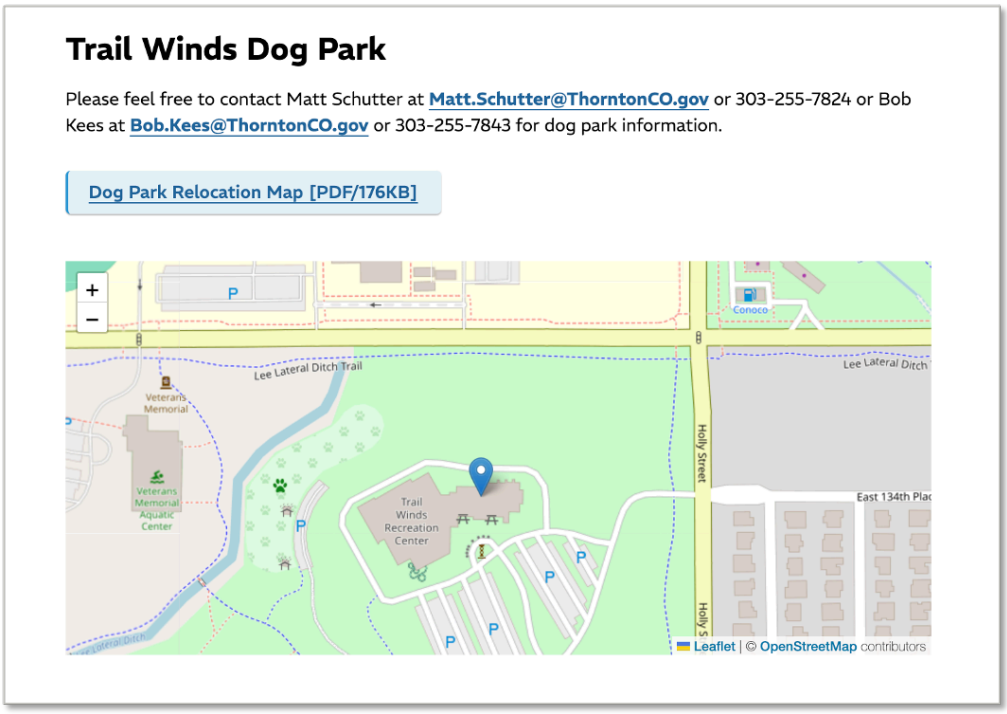
The Approved Ordinances feature on the City's website provides residents with transparent, up-to-date access to recently passed ordinances, organized by title and legislative stage. To enhance usability, the section includes a robust search and filter tool, enabling users to easily find ordinances by keywords or reading dates. This ensures community members can efficiently stay informed about legislative actions that impact local governance and daily life.



Recreation Facilities

The Recreation Facilities section provides a centralized view of all recreational venues, enabling users to easily explore the full range of options in one place. A user-friendly filter allows visitors to sort facilities by specific amenities—such as classrooms, indoor playground, dance studio, climbing wall, etc.—helping them quickly find locations that meet their needs. Each facility has a dedicated page with detailed information, including contact details, hours of operation, available services, and relevant guidelines or resources. Additionally, a Leaflet map on each page offers a visual, intuitive way to explore facility locations.





Single Sign On

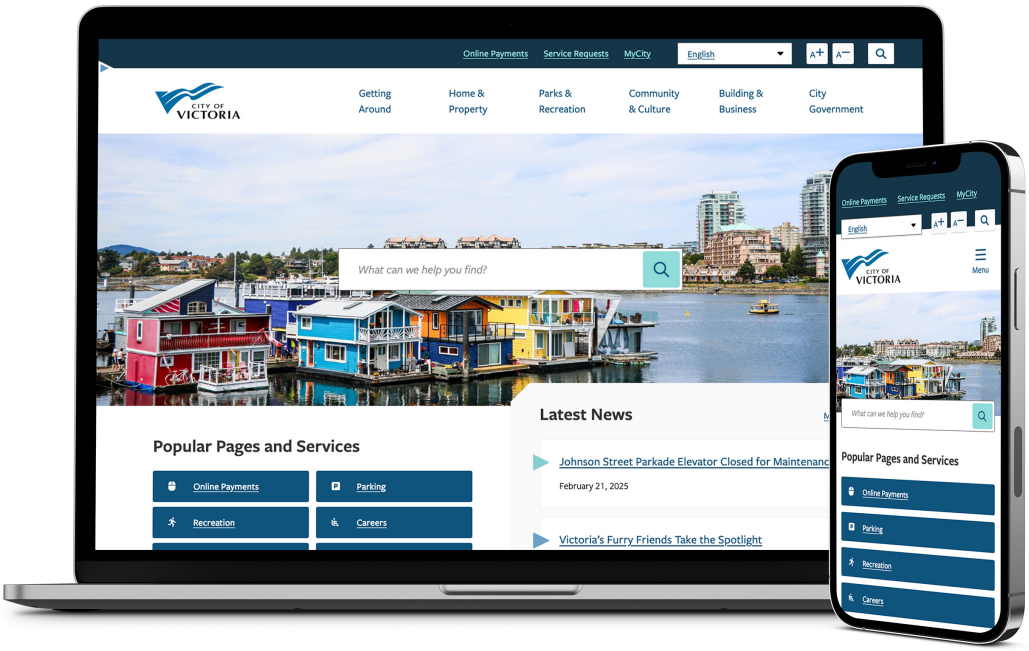
The City's website includes sophisticated user workflows and role-based permissions to support efficient content management across departments. To enhance security and streamline access, Upanup also implemented Single Sign-On (SSO) integration using Microsoft Entra ID (formerly Azure Active Directory).

Final Product

The City's new website launched in August 2024, and won a 2024 Pinnacle award celebrating excellence in digital government innovation. Upanup continues to provide ongoing hosting and support services to ensure the website remains secure, reliable, and adaptable as the organization grows.

Client Example 3 (CA)

City of Victoria, BC - victoria.ca



Client	The City of Victoria, the capital of British Columbia, is celebrated for its stunning coastal landscapes, historic architecture, and thriving tourism industry. With a population exceeding 90,000, Victoria serves as a central hub for government, business, and culture on Vancouver Island. To meet the needs of its growing digital audience, the City sought a modern and accessible website to better serve residents, businesses, and visitors.
Relevance	Upanup selected this project as an example due to its complexity in integrating multiple systems, particularly the integration with Xplor Recreation (formerly known as PerfectMind) for membership management and event registration. Leveraging Drupal's API-first capabilities, the project demonstrated Upanup's capacity to manage complex integrations, ensuring seamless data flow between platforms while maintaining a streamlined user experience. This project highlights Upanup's expertise in building flexible, scalable solutions for municipalities, effectively handling intricate technical requests and delivering a robust digital experience that meets the evolving needs of the City of Victoria.

Description of Scope

Overview	Upanup collaborated with the City of Victoria to redesign its municipal website, creating a more user-friendly and accessible platform for residents, businesses, and visitors. The new website, built on Drupal, enhances navigation, improves accessibility, and integrates advanced features to streamline online interactions. The design emphasizes mobile responsiveness and inclusivity, ensuring all users can efficiently access municipal services. With a focus on

scalability and long-term usability, the new website provides a future-ready digital foundation for the City.

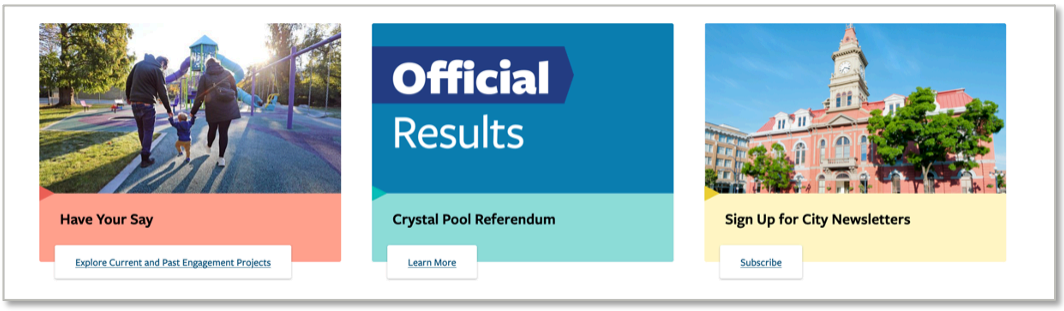
Key Services Provided

- **Custom Website Design & Development**: Redesigned and developed the City's municipal website with responsive layouts, ensuring accessibility and a consistent experience across devices.
- **Sitemap Usability Testing**: Designed a tree test using a draft of the new sitemap. The test was completed by 25 participants, providing information on how navigable the new sitemap was.
- **Content Coordinator Services**: Reviewed and revised existing website content, regularly meeting with City department staff to incorporate their feedback into new content drafts. These drafts went through two rounds of revisions before approval and migration to the new site.
- **Content Governance Guide**: Assisted the City in developing a content governance strategy for their new site, which included a Content Governance Guide that outlines a content workflow and user roles. We then prepared a presentation of this strategy for their staff as training on the new process.
- **Training:** Provided four comprehensive training sessions, including basic CMS editing, advanced CMS management, writing accessible website content, and webform training.
- **Internal Beta Testing & Launch**: Conducted internal testing with City staff to test functionality to ensure a smooth, successful public launch.

Unique Aspects of the Website

Call-To-Action (CTA) Cards on the Homepage

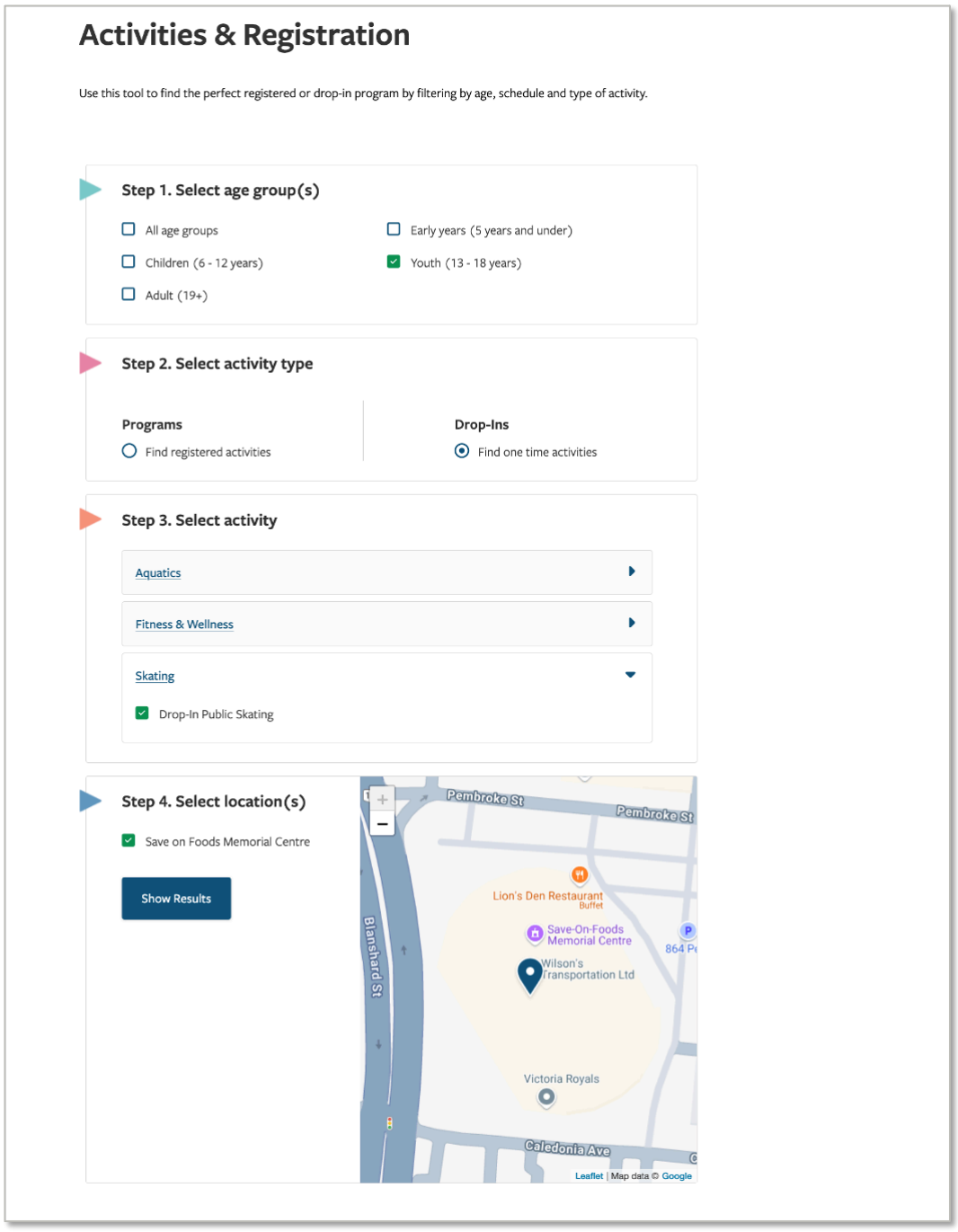
The modern-looking homepage features flexible CTA cards. The row can display one to four CTA links based on needs.



Xplor Recreation Integration

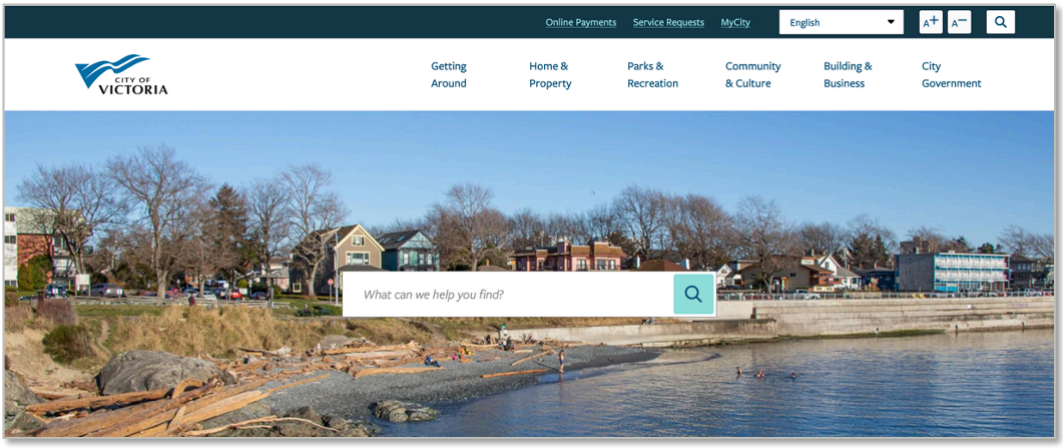
Upanup configured a custom module to integrate Xplor Recreation (formerly PerfectMind), a registration software for activities and recreation, with the City's website via API. This integration enables public users to easily search for available recreation programs through an intuitive, user-friendly interface.

The screenshot below features multiple steps of the Activities & Registration search tool.



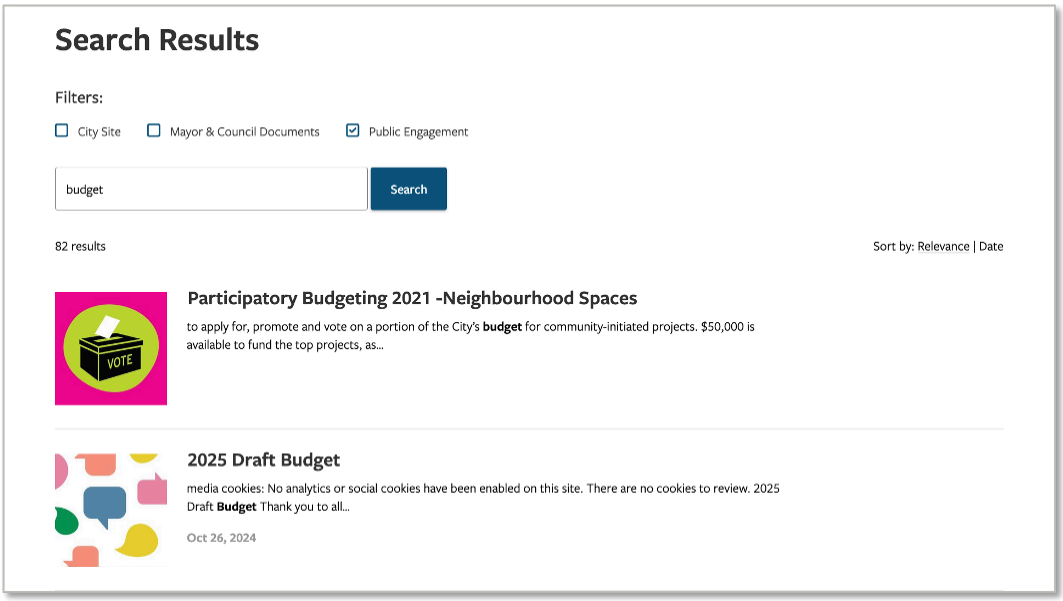
Multilingual and Text Size Adjustment Capabilities

The website was integrated with GTranslate to provide multilingual functionality with a variety of language options for public users. Additionally, a text size adjustment feature was incorporated into the header for easy access across the site.



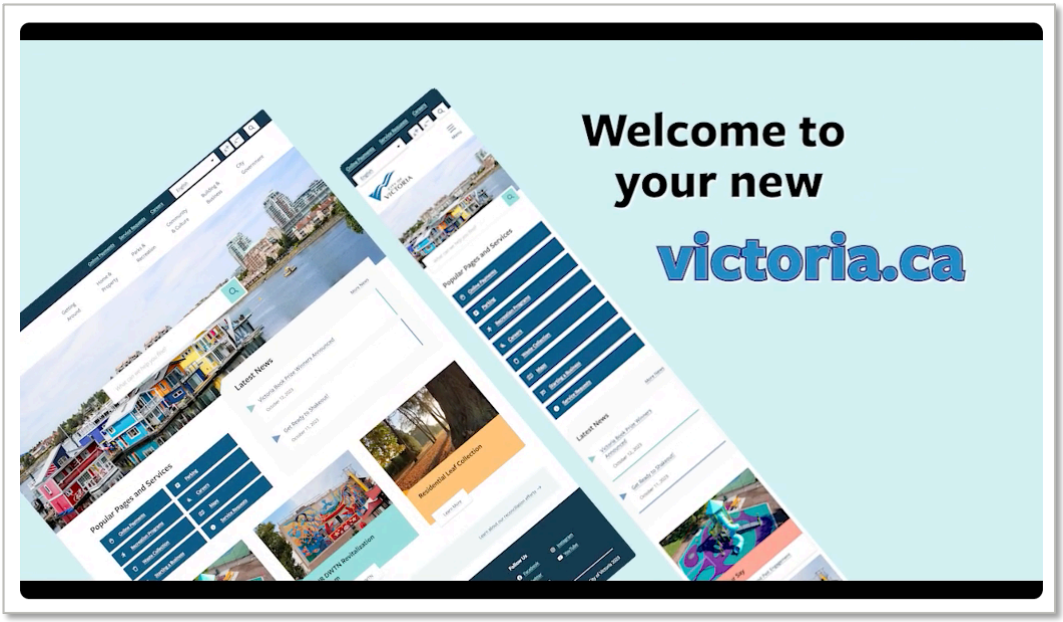
AddSearch Integration

Upanup integrated AddSearch into the City's website for enhanced search functionality, enabling indexing across multiple domains and providing users with easy-to-navigate results across the site's content.



Promotional Launch Video

Upanup created a 1-minute custom video to promote the newly launch website.



Final Product

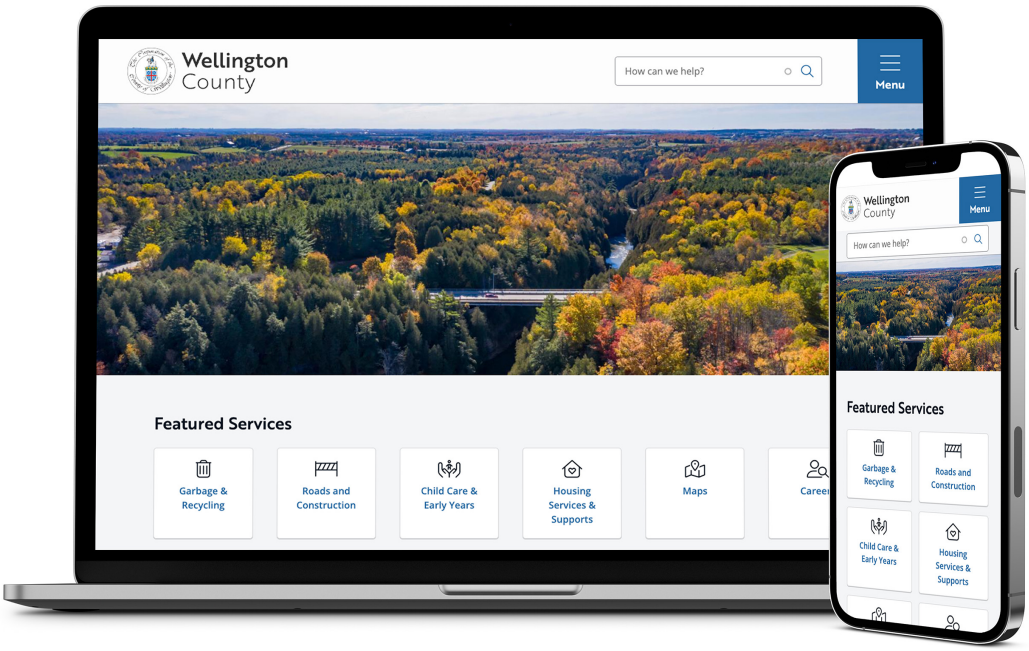
The new website launched in October 2023. Upanup continues to provide ongoing hosting and support services, ensuring the websites remain secure, high-performing, and continually evolving based on the City's needs.

City's testimonial:

> Upanup's support team and the UI/UX team have resolved our issues and created solutions for us so quickly (you are on fire!). Very grateful!
>
> — **Heather Follis**, Digital Services Advisor

Client Example 4 (CA)

Wellington County, ON - wellington.ca



Client	Wellington County is a centre for rural festivities and natural beauty. Named one of the safest, most beautiful places in Canada, Wellington County makes a popular destination for residents and tourists alike. With over 240,000 residents and millions of website visitors every year, Wellington County needed a sleek and user-oriented website redesign to deliver resources for its diverse population.
Relevance	Upanup selected this project as an example due to its similarities to the City's digital landscape, including a transition from a proprietary CMS to Drupal for greater flexibility and scalability. With a strong emphasis on municipal service delivery and accessibility, this project highlights Upanup's expertise in guiding municipalities through successful platform transitions, ensuring long-term scalability, ease of content management, and compliance with provincial accessibility standards.

Description of Scope

Overview	Upanup partnered with Wellington County to redesign its municipal website, enhancing accessibility, usability, and service delivery for residents, businesses, and visitors. The new website, built on the Drupal platform, provides a modern, user-friendly experience with intuitive navigation and a clean design. A key component of the project was improving accessibility by ensuring compliance with WCAG 2.1 AA standards to serve all users effectively. The site also provides several enhanced features and integrations as listed below, making it easier to access essential services. In addition to the municipal website, Upanup developed modern, accessible, and user-friendly websites for the County's Library and Museum & Archives using our turnkey hosted solution on the Drupal CMS. However, to showcase

projects similar in nature to the City's, Upanup has highlighted only the municipal website's key features below.

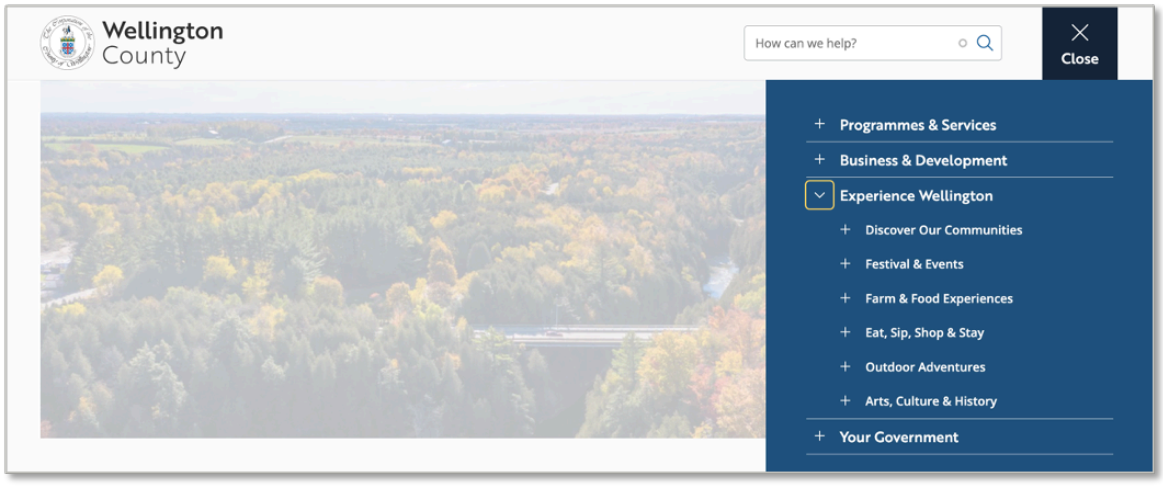
Key Services Provided

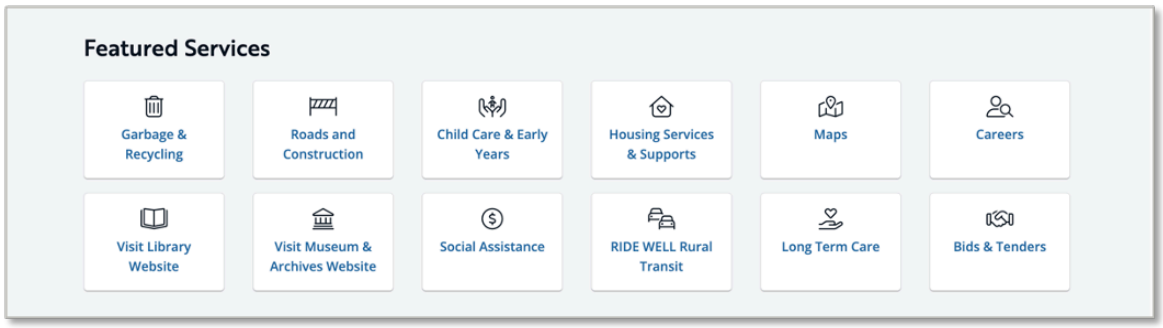
- **Custom Website Design & Development**: Delivered a fully redesigned municipal website tailored to Wellington County's unique identity, with a focus on accessibility and intuitive navigation.
- **Training**: Provided two comprehensive training sessions, including basic CMS editing and advanced technical training, to equip County staff with the knowledge to manage website content effectively.
- **Content Coordinator and Migration Assistance**: While the County chose to handle most content migration in-house for budgetary reasons, Upanup provided content migration training to ensure an efficient process, assisted with setting up import sheets where bulk migrations were possible to save time, and offered content coordinator services to re-style and migrate selected priority pages.
- **Internal Beta Testing & Launch**: Conducted internal testing with County staff to test functionality to ensure a smooth, successful public launch.

Unique Aspects of the Website

Improved Site Navigation

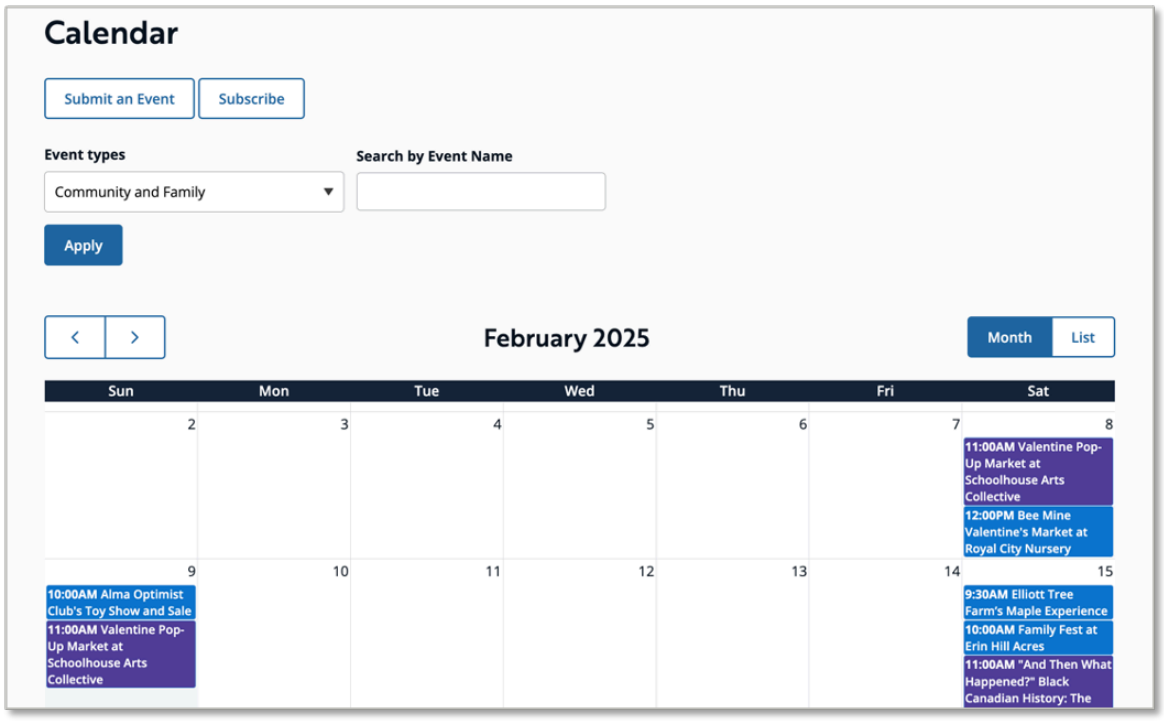
Intuitive mobile-first, hamburger-style menu and enhanced search functionality for quick access to key services.





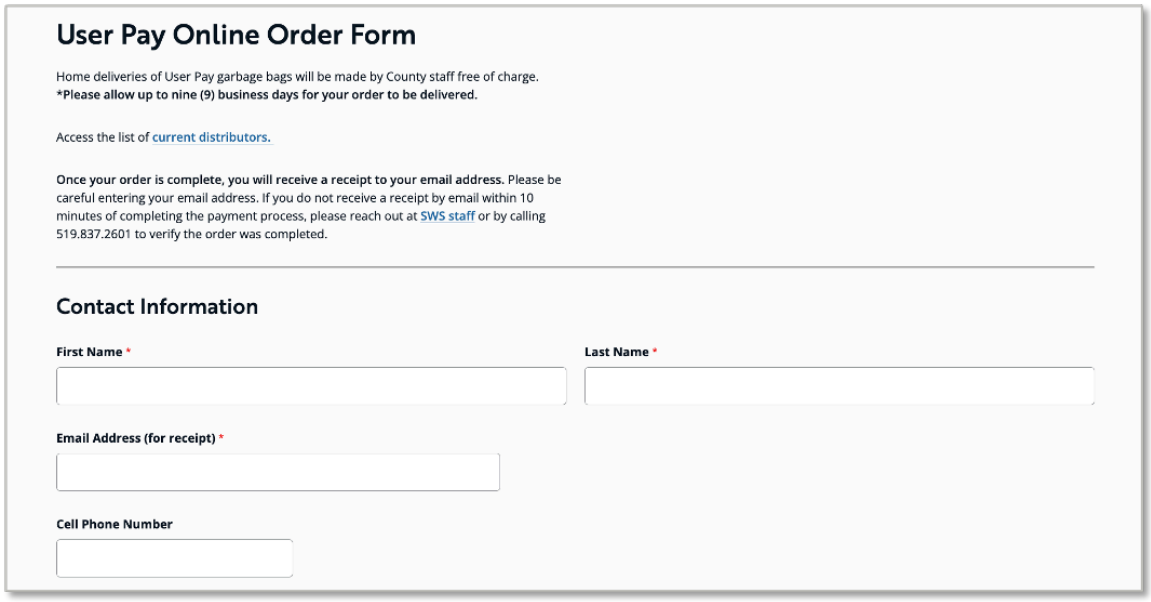
Intuitive Community Events

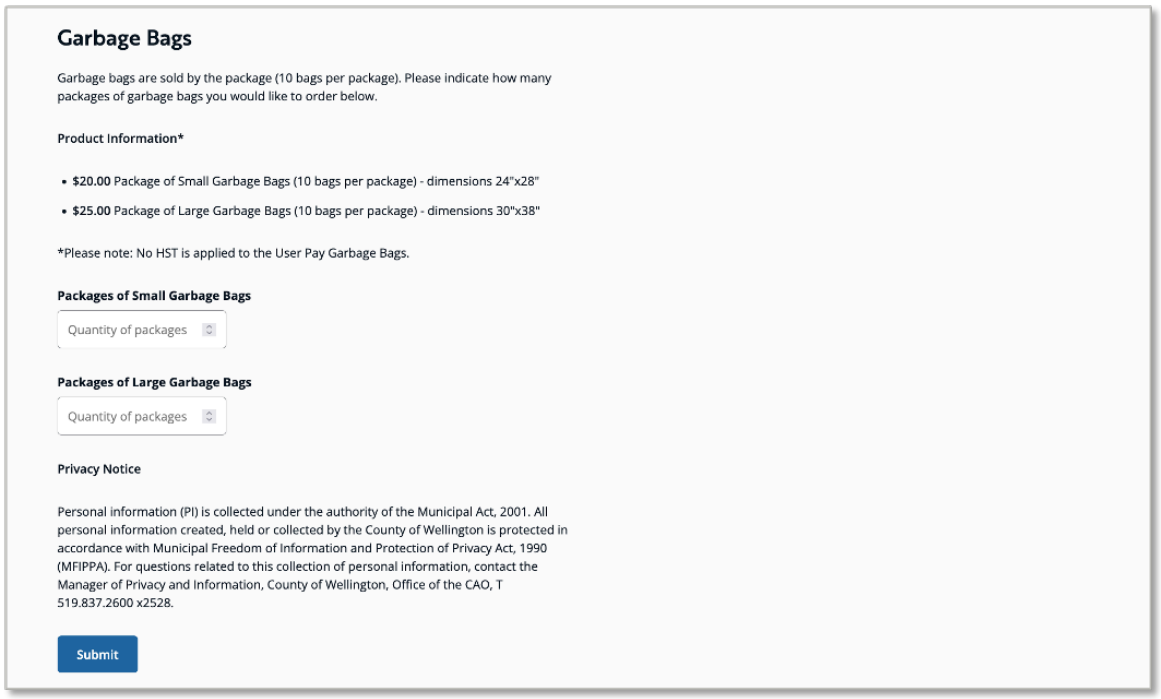
Community events, with "Upcoming Events" row on the homepage, and a colour-coded calendar with filter and search functionality.



Webforms & E-Commerce

We implemented customizable webforms and an e-commerce system with Moneris (payment gateway) integration. This not only replicated the functionality of the legacy website but also introduced additional features to enhance the user experience. As the live webform is long, the screenshot below shows the first and last sections of the form for reference

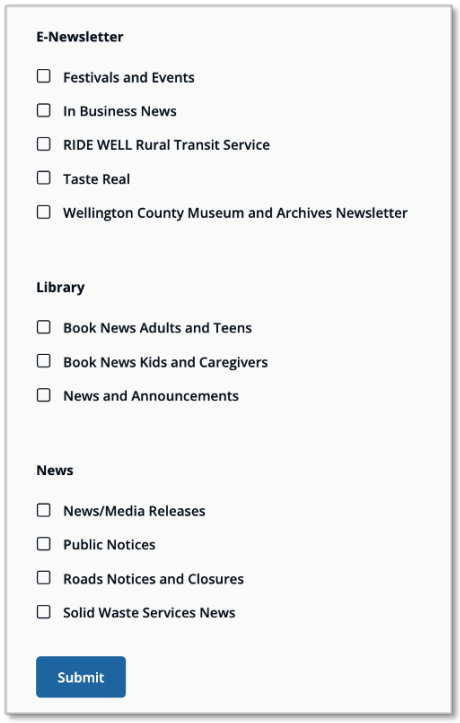




Email Subscription via Constant Contact

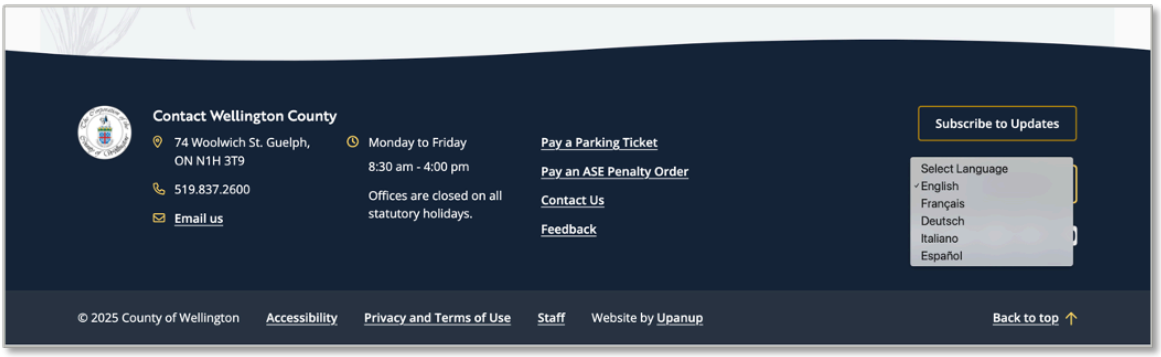
We created a custom Subscribe page that allows users to subscribe categories using multiple checkboxes. This required advanced development and styling, as we built a custom module to integrate with Constant Contact. This feature was a key component for the client and was designed to match the functionality they had in their legacy site.





Multilingual Capabilities

Upanup integrated the County's website with GTranslate tool for multilingual capabilities to serve a diverse community. The tool is placed in the footer, with selected languages of the County's choice.



Secure Page Content Type

For the County's housing providers, we implemented a secure content type to ensure sensitive information was safely stored and easily accessible.

Business Directory Dashboard in the Back End

To accommodate the large volume of businesses, we developed a separate content dashboard in the back end just for the Business Directory content type. This makes it easier for staff to manage and search through thousands of directory entries without cluttering the main content dashboard. Users can filter directory entries by categories and export search results as Excel files for added convenience.

Single Sign-On (SSO)

For secure user access, we integrated Single Sign-On (SSO) with Microsoft Entra ID (formerly known as Azure Active Directory). This streamlined login process improves security and access management.

Final Product

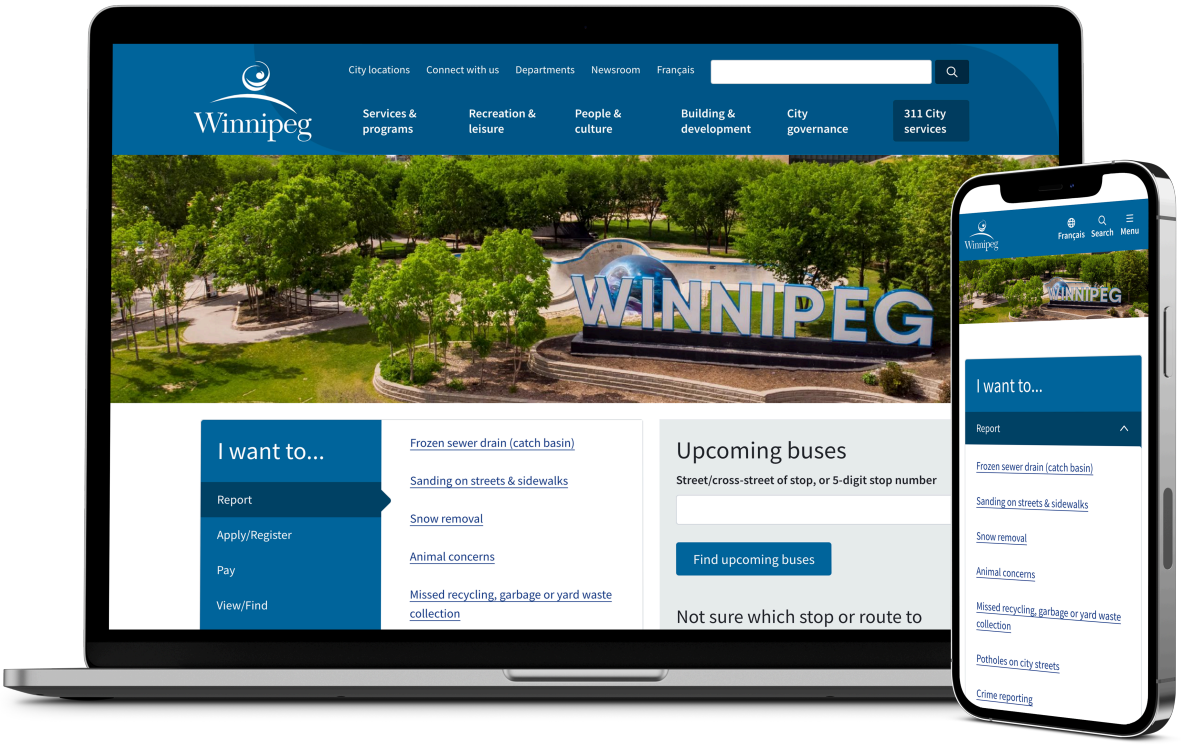
The new website was launched in June 2024. Upanup continues to provide ongoing hosting and support services, ensuring the website remains secure and functions smoothly.

County's testimonial:

> You gave us what we expected and even exceeded our expectations!
>
> — **Rachel Wilson**, Manager, Privacy and Information

Client Example 5 (CA)

City of Winnipeg, MB - winnipeg.ca



Client	The City of Winnipeg is a vibrant cultural hub and the capital of Manitoba. Known for its rich history, diverse arts scene, and welcoming community, the City is home to over 780,000 residents. As the seventh-largest city in Canada, the City's website serves as a vital resource for residents, businesses, and visitors, requiring a modern and user-focused digital experience.
Relevance	Upanup selected this project as an example due to its complexity and the extensive range of unique features and major integrations implemented for the City of Winnipeg. This project showcases Drupal's flexibility and scalability in supporting a large municipality with diverse digital needs, from interactive service tools to advanced integrations that enhance both user experience and internal workflows. The City's evolving website demonstrates Upanup's ability to collaborate with municipalities to develop tailored solutions that adapt to growing demands while maintaining accessibility, efficiency, and long-term sustainability.

Description of Scope

Overview	The City of Winnipeg has a unique and diversified economy and hosts many exciting and multicultural events. Upanup was very excited to have this opportunity to work with the City to enhance its website. The City wanted a new, responsive, and service-driven website that would be easy to use and accessible for all users, with content provided in both English and French. Their existing website was difficult to edit and did not provide a user-friendly CMS for website administrators. Drupal's flexibility and scalability to meet users' needs (both internal and external) were determining factors that led the City to select it as its new content

management system (CMS) of choice. The City's new website is much more intuitive for its various audiences, as well as internal website administrators and editors. The new site includes unique and easy-to-use tools and features, offering improved navigation so users can efficiently find the information they are looking for.

Key Services Provided

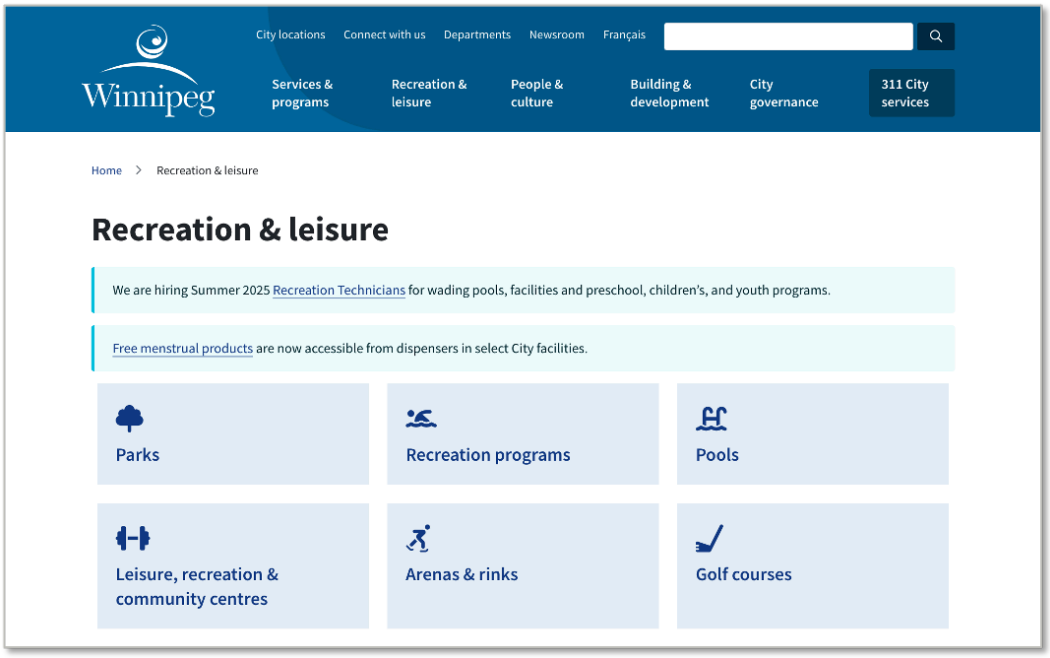
- **Website Redevelopment**: The City requested Upanup to retain the existing theme and design system to build a new CMS in Drupal, which was the key component of this project as the City previously did not have a CMS.
- **UX & Accessibility Improvements**: While adhering to the City's requirement to maintain the existing design, Upanup conducted a design review focusing on opportunities for improvement in user experience and accessibility. Our project team presented recommendations for user experience best practices to the City, based on the findings.
- **User Testing**: Upanup conducted a community survey and a card sorting exercise to gather feedback from various groups and users. We merged the old and new design systems and created layouts based on service-based architecture.
- **Sitemap Recommendations**: Upanup provided a new recommended sitemap that is more intuitive and user-focused, as opposed to being departmentally focused, as it was on the legacy site.
- **Training:** Upanup provided two comprehensive training sessions, including basic CMS editing session and content migration focused session.
- **Internal Beta Testing & Launch**: Upanup conducted internal testing with City staff to test functionality to ensure a smooth, successful public launch.

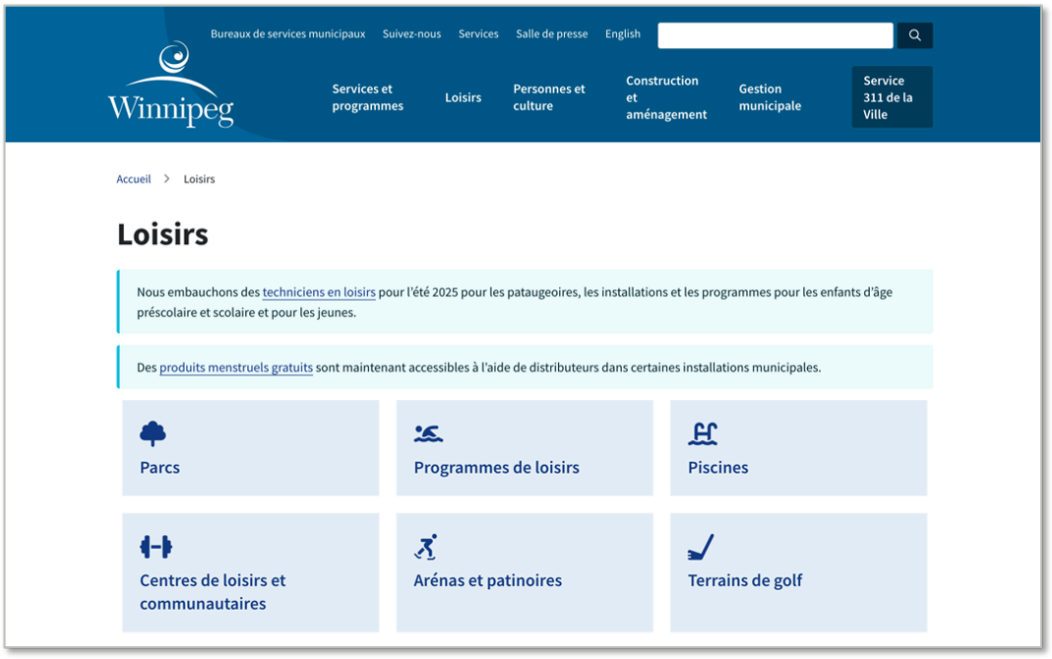
Unique Aspects of the Website

Fully Bilingual Setup (English and French)

Upanup implemented bilingual functionality (English and French) across the website, ensuring that all content, including menu items, is fully translatable by staff. An English/Français toggle option is prominently displayed in the header, providing easy and accessible language switching throughout the site.

The screenshots below showcase the same webpage in both English and French, demonstrating the bilingual functionality of the mirror site.

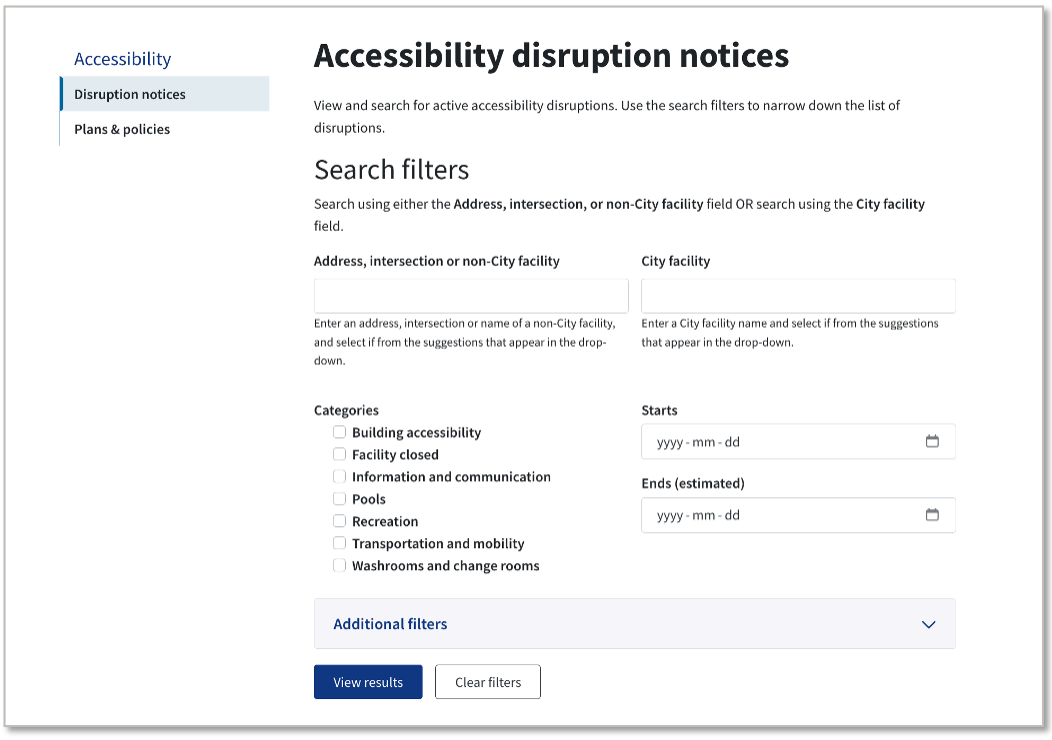




Opendata Accessibility Disruption Integration and Reporting Component

Post-launch, Upanup has since collaborated with the City on many projects including the creation of a unique content type for displaying a centralized list of accessibility disruptions. This feature includes both a map and list view, allowing residents to easily access information about accessibility disruptions to City of Winnipeg services and locations. Users can filter disruption details by various categories for enhanced usability.

The first screenshot below shows the search filters, allowing users to refine results by categories, dates, and other criteria. The second screenshot displays the next section of the page, featuring an interactive custom map with API integration to consume data from Winnipeg's transit and sidewalk API. The map is followed by a list of filtered results for easy navigation.



HTML Document Content Type

The City aimed to adopt an HTML-first approach to document creation, prioritizing accessibility over traditional PDF formats, which may not always be fully accessible. To support this vision, Upanup developed an HTML document content type, enabling a more accessible and user-friendly documentation system while reducing reliance on PDFs. This content type includes the following fields that content editors can populate in the back end:

- Report/Document title
- Publishing date
- Document type (e.g., Strategic plan, Policy, Study, Report, Guide)
- Topic
- Status (e.g., Draft, Final)
- Summary and summary keywords for a short blurb about the document, which also enhance content searchability
- Body for content with the ability to add content type components such as text, images with descriptions, accordions, tables, etc.

The sidebar navigation for documents using this content type was configured to be auto populated from document headings using anchor heading elements.

Print styles for documents were also configured so the page can be saved and downloaded as PDFs if public users wish to.

For example, the screenshot below shows the first part of the HTML document, which indicates a document type (Report), a document name (2024 Citizen Satisfaction Survey), publishing date (June 2024, Updated December 10 2024), sidebar navigation as a table of content, including a linked PDF version and a 'Print this page' button, which also allows users to print or save the page as PDF if desired.



The screenshot below shows the ability to add images with captions and descriptions. In this example, the City added a brief caption under a map image, and added a longer description using an accordion component to describe the figure in detail.

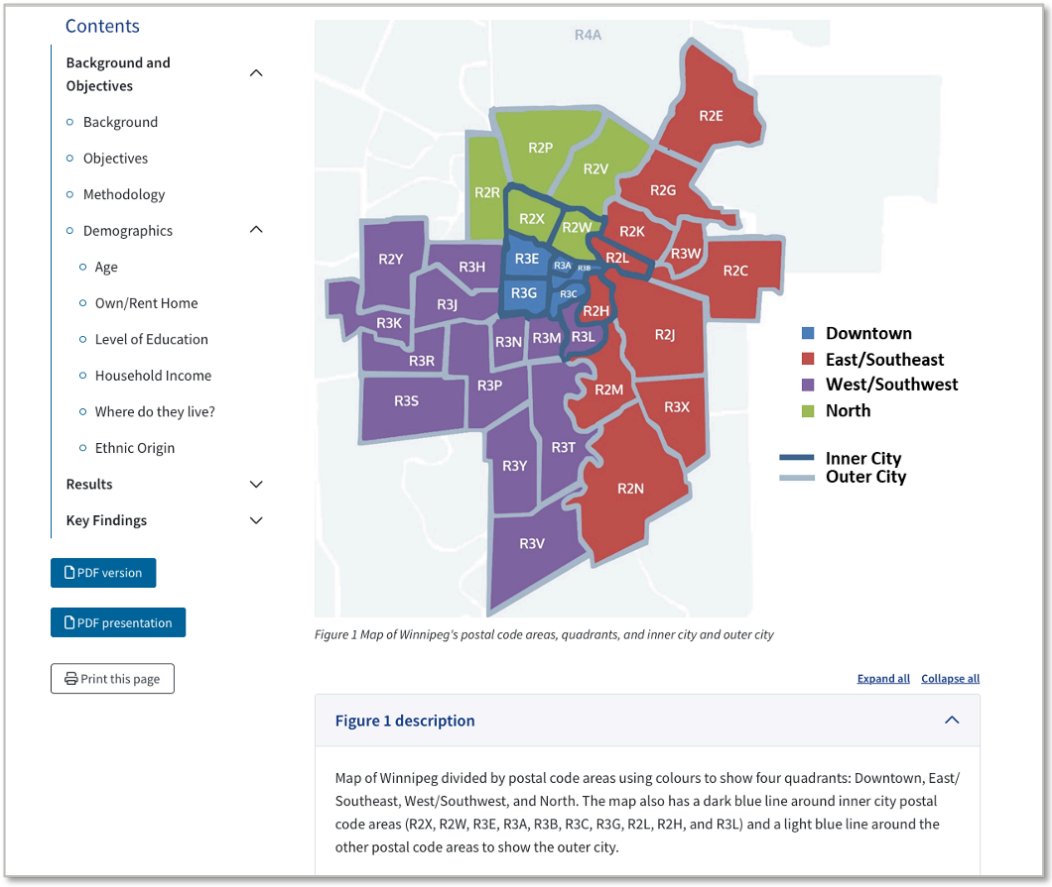
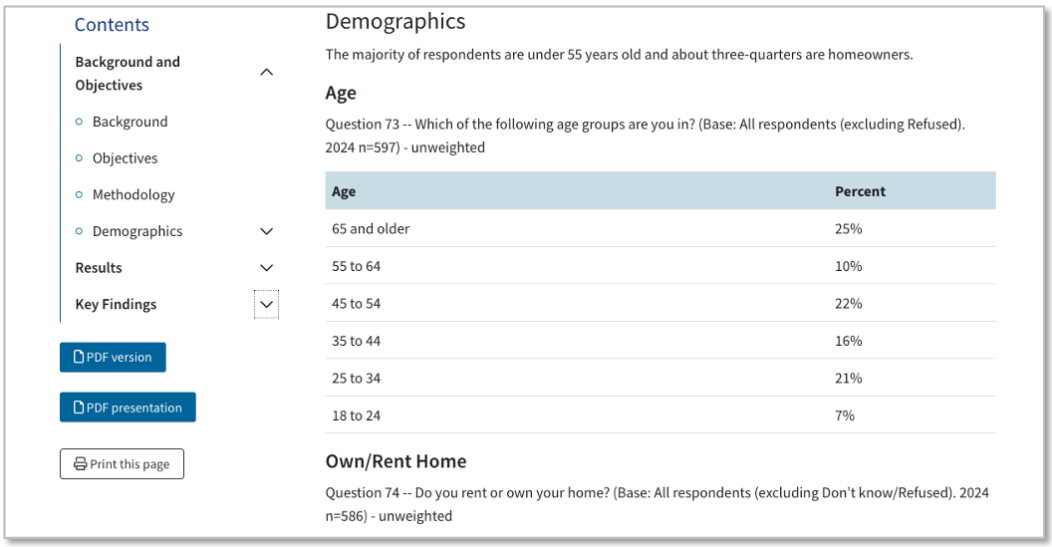


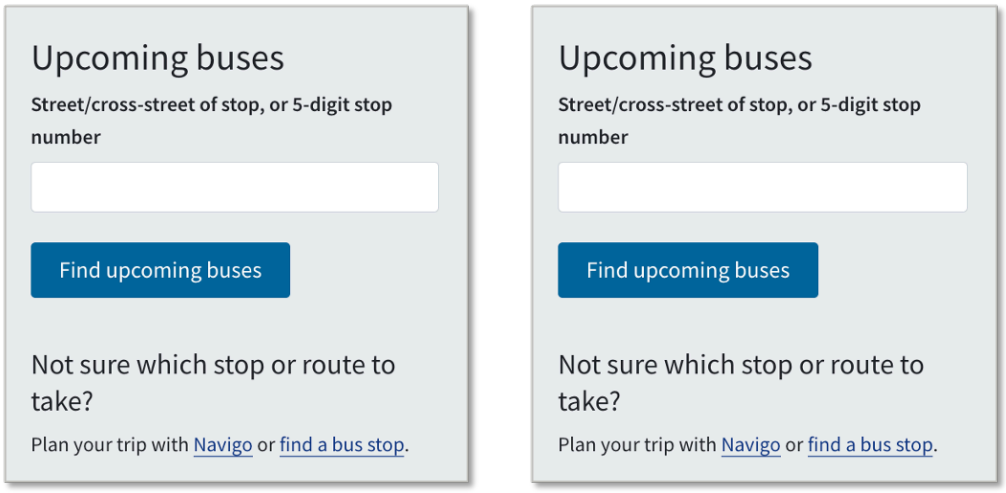
Figure 1 Map of Winnipeg's postal code areas, quadrants, and inner city and outer city

The screenshot below highlights the content with a table that is styled based on the website's design system.



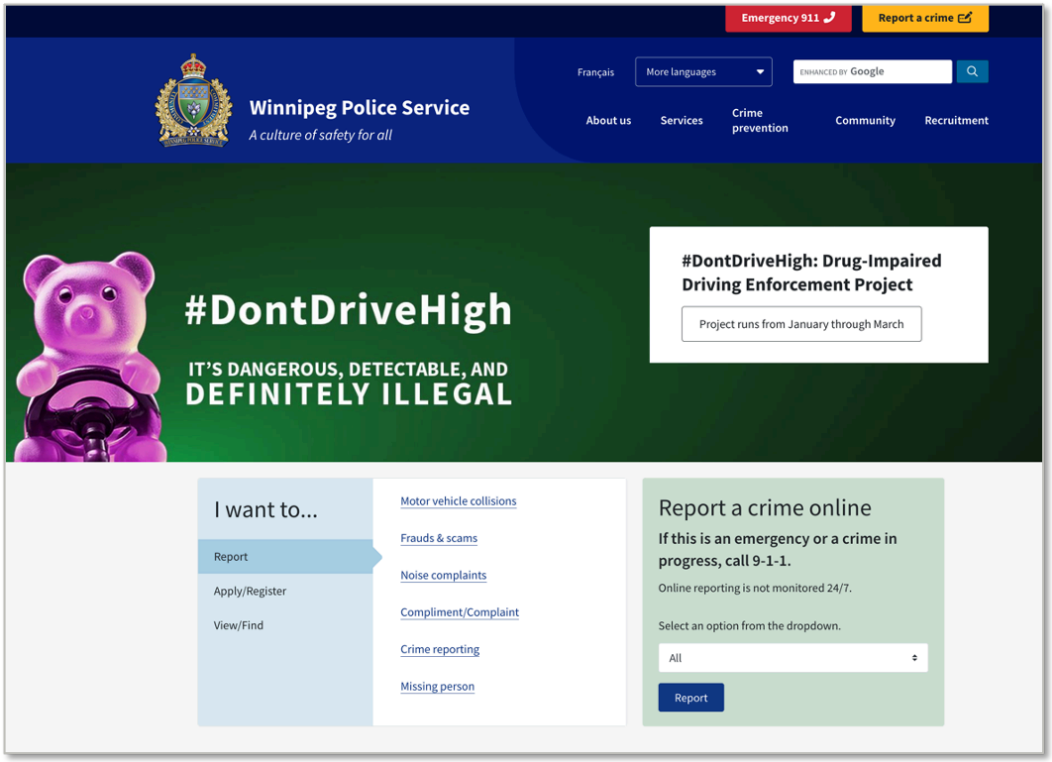
Upcoming Buses Custom Module

The website included a Transit custom module with an API key configured to enable the lookup of upcoming buses.



Police Section

In addition to the main website, we also custom designed and built the Police section of the Winnipeg website (that did not exist as part of the legacy website). This Police section has a different look and feel (i.e., a secondary theme designated to this section) while still matching the main theme/design.



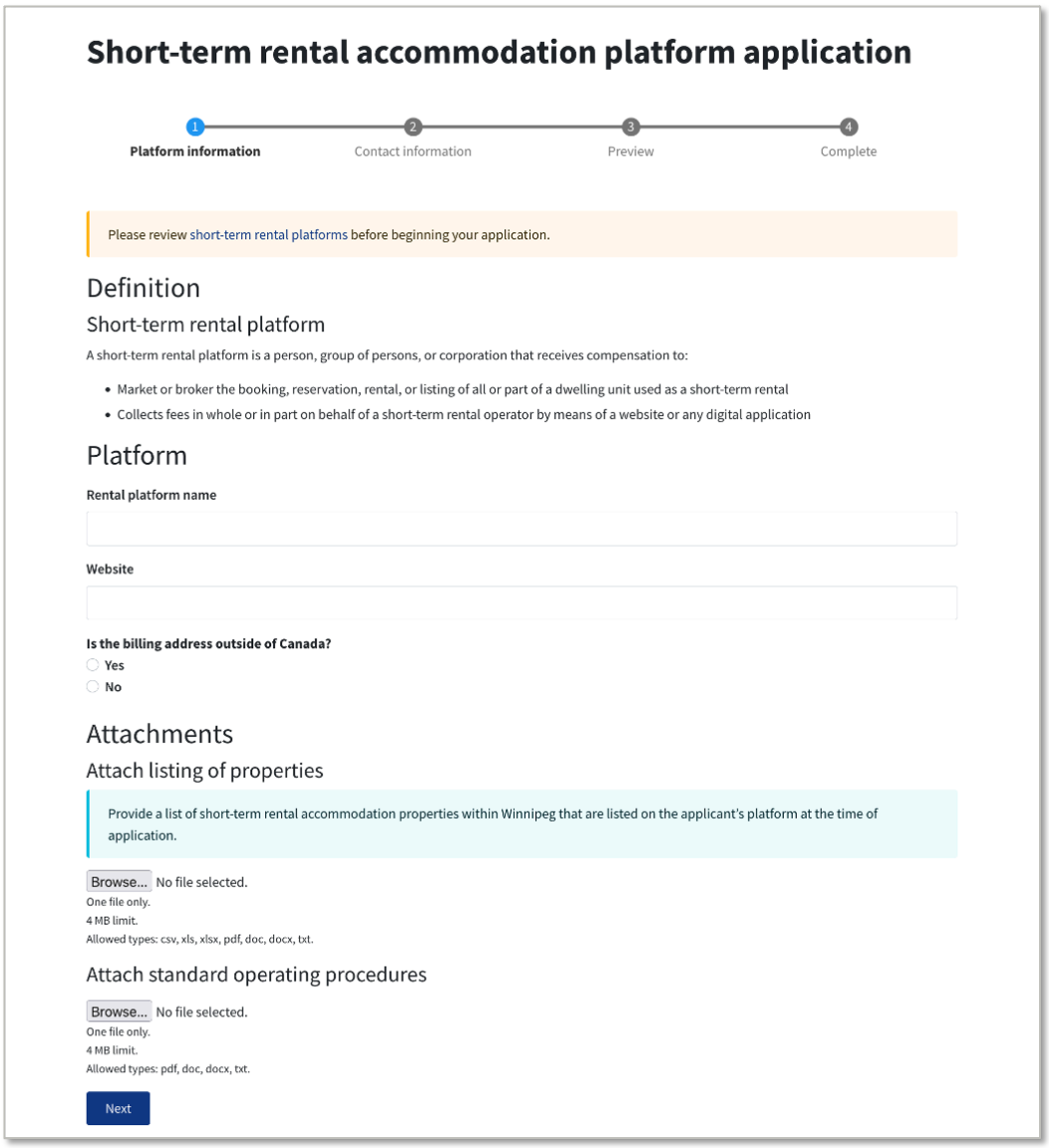
Azure AD integration for Single Sign On (SSO)

The City's website also has very complex user workflows and roles and Upanup configured single sign on using Microsoft Entra ID (formerly Azure Active Directory).

eCommerce Integration

Upanup implemented a Drupal eCommerce integration to the online payment processor Global Payments, with record management. This has helped the City collect processing fees for 600+ new short-term rental accommodation licensing applications in the first few months alone.

The below screenshot only shows the first part of a multi-step eCommerce form application.

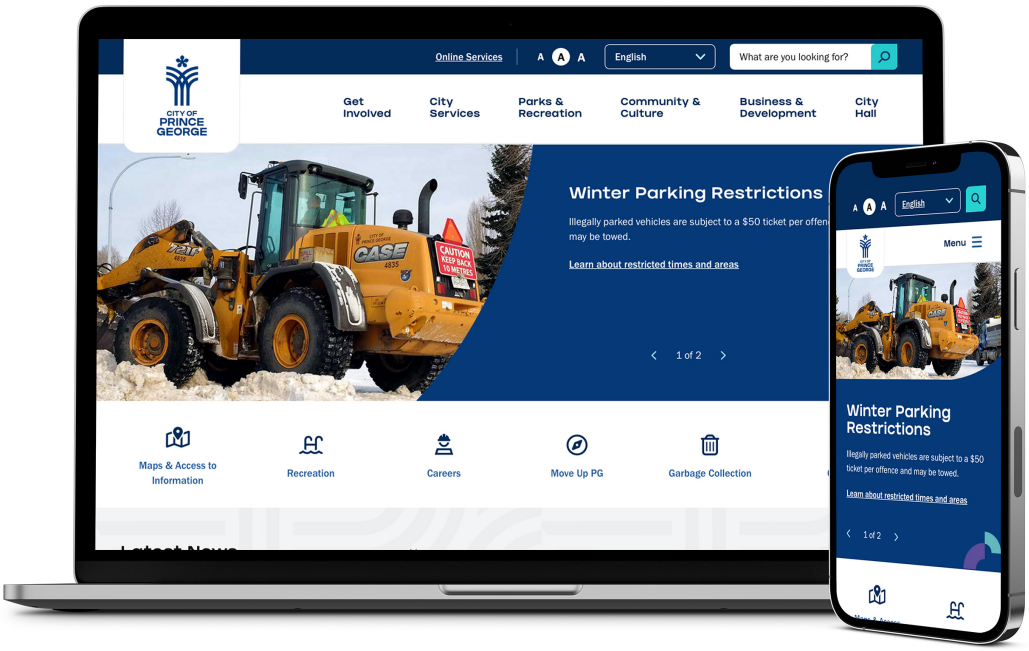


Final Product

The new website launched in November 2022, with Upanup providing ongoing managed hosting through Amazon Web Services (AWS) at the Enterprise level, including four application servers and one file server. Additionally, we continue to support the City with technical services, developing new features to meet its evolving needs.

Client Example 6 (CA)

City of Prince George, BC - princegeorge.ca



Client — As the largest city in the northern part of British Columbia, the City of Prince George is a thriving centre for industry, education, and outdoor adventure. Home to over 76,000 residents, the City plays a key role in connecting northern communities. With a strong focus on economic development and public engagement, Prince George required a dynamic and user-centric website to support its evolving digital needs.

Relevance — Upanup selected this project as an example due to its alignment with the City's digital goals, transitioning from a proprietary CMS to Drupal for improved flexibility, scalability, and content management. Prince George's website redevelopment focused on enhancing user experience, streamlining municipal service delivery, and ensuring long-term sustainability. This project demonstrates Upanup's ability to support municipalities in adopting modern, accessible, and future-ready digital platforms that meet evolving community and administrative needs.

Description of Scope

Overview — The City of Prince George engaged Upanup to redevelop their municipal website using the Drupal CMS. While retaining the existing website design look-and-feel at the City's request, Upanup provided an accessibility audit of the website design and delivered an improved design based on the accessibility audit results. The new Drupal site was built to improve accessibility and usability, and especially enhance the website navigation, which previously caused a lot of confusion for users. We also helped the City fix several inconsistent design and accessibility issues, bringing not only a positive user experience to their target audiences but

also internal efficiencies for staff. After the website launch, Upanup collaborated with the City on a Website Branding Design Consultation and Implementation project for website design updates that align with the City's updated branding guidelines.

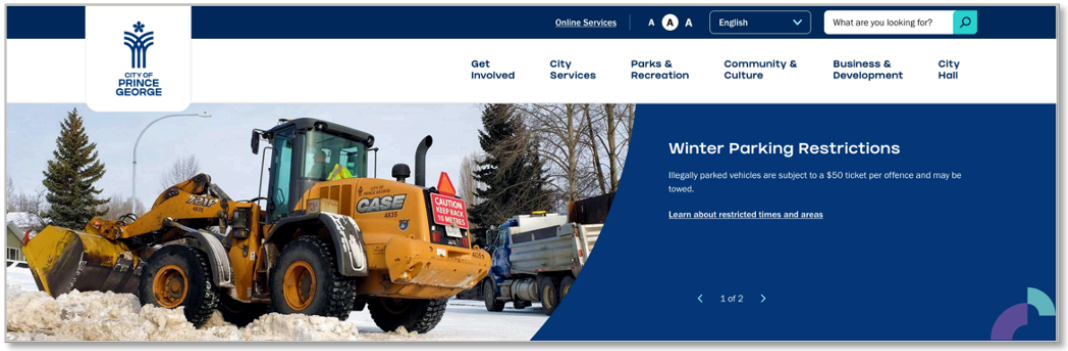
Key Services Provided

- **Website Redevelopment:** Upanup redeveloped the legacy website to transition from a proprietary CMS to Drupal for enhanced flexibility, scalability, and accessibility. This project also included amalgamating two microsites into the main website.
  - Following the main website's launch, Upanup continues to work with the City on many other standalone websites, including:
    - Move Up Prince George website: moveupprincegeorge.ca
    - Invest Prince George website: investprincegeorge.ca
    - Civic Centre website: princegeorgeciviccentre.ca
    - CN Centre website: cncentre.ca
- **Accessibility Audit & Updated Design**: While the City opted to retain its existing design, Upanup conducted an accessibility audit and recommended design adjustments to enhance the website's accessibility.
- **Sitemap Recommendations**: After the accessibility audit, a new sitemap was proposed to improve navigation, streamline content organization, and enhance the user experience for all visitors.
- **Training**: Upanup provided two comprehensive training sessions, including CMS administration and content training.
- **Internal Beta Testing & Launch**: Upanup conducted internal testing with City staff to test functionality to ensure a smooth, successful public launch.

Unique Aspects of the Website

Text Size & Language Adjustment Capabilities

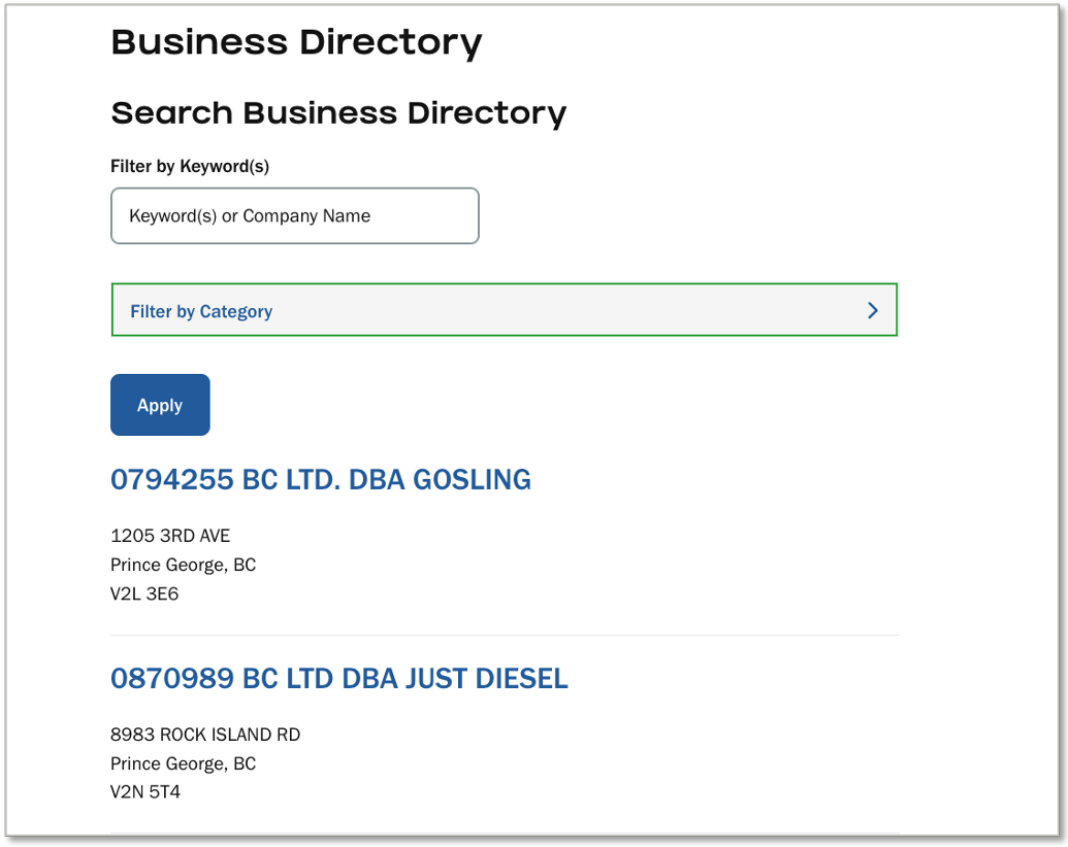
The website was integrated with GTranslate to provide multilingual functionality, offering languages selected by the City. Additionally, a text size adjustment feature was incorporated into the design. Both options are prominently displayed in the header for easy access across the site.

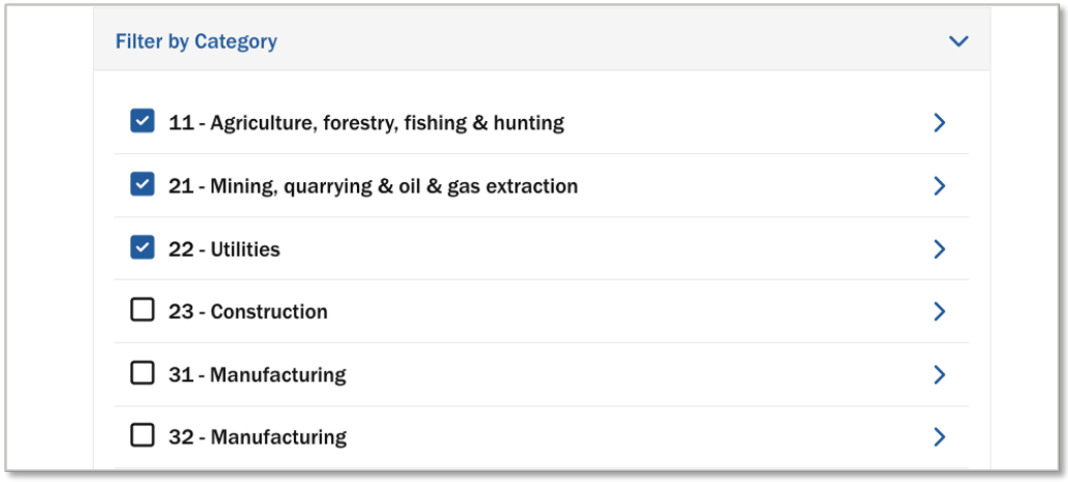


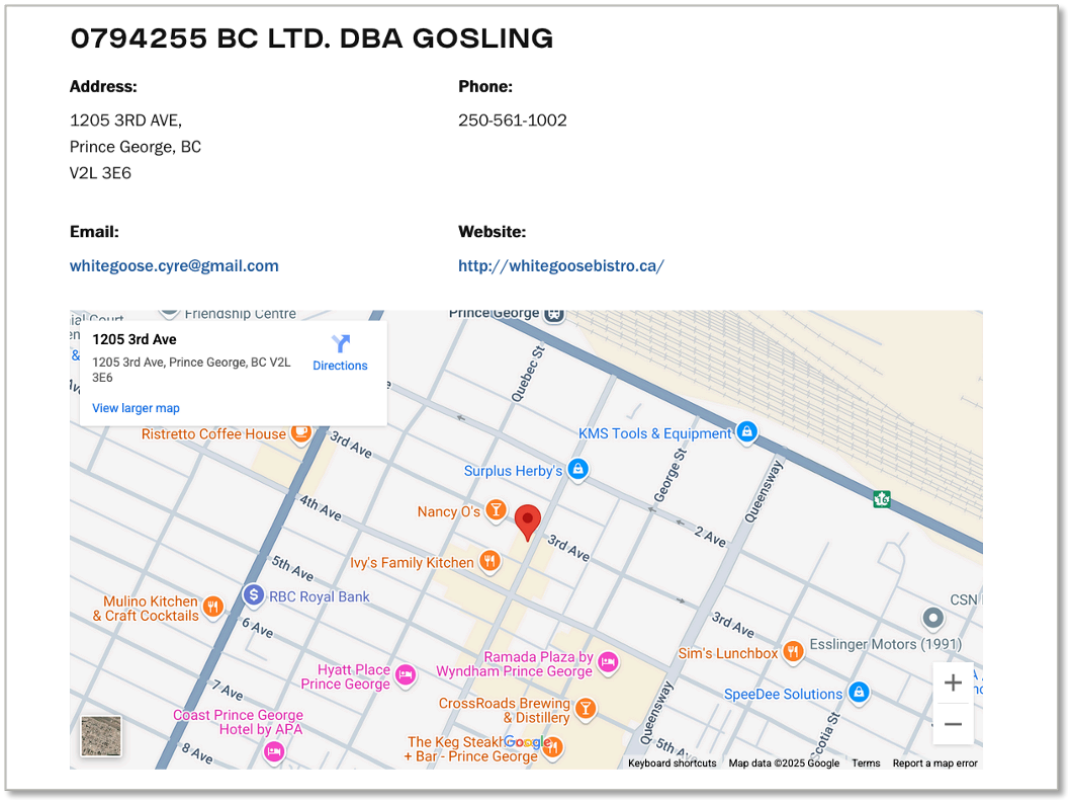
Business Directory Content Type

Unlike the legacy website, which relied on a proprietary system requiring a separate ongoing subscription for the Business Directory module, Upanup redeveloped the directory as a built-in Drupal content type, eliminating ongoing costs for the City. This enhancement also included integration with the City's Tempest permitting and licensing system, ensuring seamless synchronization of business information with the website.

The first two screenshots show the list view with filters, allowing public users to easily search for businesses. The third screenshot highlights the individual business view, displaying detailed information along with a map for location reference


Business Directory
Search Business Directory
Filter by Keyword(s)
Keyword(s) or Company Name
Filter by Category
Apply
0794255 BC LTD. DBA GOSLING
1205 3RD AVE
Prince George, BC
V2L 3E6
0870989 BC LTD DBA JUST DIESEL
8983 ROCK ISLAND RD
Prince George, BC
V2N 5T4


Filter by Category
11 - Agriculture, forestry, fishing & hunting
21 - Mining, quarrying & oil & gas extraction
22 - Utilities
23 - Construction
31 - Manufacturing
32 - Manufacturing



Final Product

The new website was launched in December 2022. We continue to support and host the City's municipal website and standalone microsites, as well as collaborate with the City on various other website enhancement projects.

City's testimonial:

> There isn't enough space to write all of the good things I'd like to say about my experience with Upanup, so I'll focus on the highlights. The communication and direction was excellent. We never felt like we weren't being heard, and Upanup is very forward with providing great ideas and solutions.
>
> — **Luke Reid**, IT Manager

Award-Winning Work

While our focus is not on pursuing awards, we are pleased to share the recognition of Upanup's award-winning website designs. The below Awards recognition list is curated for our municipal clients, highlighting Upanup's depth of expertise in that sector.

WebAward

Standard of Excellence | penticton.ca

dotCOMM Awards

Platinum | okotokstourism.ca
Gold | foothillscountyab.ca
Gold | northdundas.com
Gold | collingwood.ca
Gold | penticton.ca

W3 Awards

Silver | okotoks.ca
Silver | colwood.ca

Davey Awards

Gold | quesnel.ca
Silver | nvrc.ca
Silver | slrd.bc.ca

Hermes Awards

Gold | westvancouver.ca
Gold | 100milehouse.com
Gold | cityofgp.com
Gold | rdno.ca
Gold | fortstjames.ca

Vega Awards

Centauri | notl.com
Centauri | delta.ca
Centauri | investsurrey.ca
Arcturus | smithers.ca

AVA Awards

Gold | rdno.ca
Gold | collingwood.ca
Gold | abbotsford.ca
Gold | ylw.kelowna.ca
Gold | investsurrey.ca
Gold | vernon.ca
Gold | okotoks.ca
Gold | csrd.bc.ca

Communicator Awards

Excellence | clearview.ca
Distinction | 100milehouse.com
Distinction | discoversouthcariboo.ca
Distinction | king.ca
Distinction | abbotsford.ca

Marcom Awards

Gold | barrie.ca
Gold | smithers.ca
Gold | smallhallsfestival.ca
Gold | miabc.org
Gold | comoxvalleyrd.ca



5. Client References

Upanup is please to provide the below client reference examples. Additional reference examples are available upon request!

Reference #1 - Puget Sound Regional Council (PSRC), Website Redesign & Development	
Company Name:	Puget Sound Regional Council (PSRC), Washington
Company Address:	1201 Third Avenue, Suite 500, Seattle, WA 98101-3055
Contact Name:	Carolyn Downs, Senior Communications Specialist
Contact Information:	Phone: 206-852-1268; Email: cdowns@psrc.org
Date Project Started:	January 10, 2022
Description of Assignment:	The Puget Sound Regional Council ("PSRC") plays a vital role in shaping the future of one of the fastest-growing regions in the United States. Representing a dynamic network of cities, counties, ports, and transit agencies across the central Puget Sound area, PSRC supports sustainable growth, economic vitality, and transportation planning for over 4 million residents. With a broad and engaged audience relying on its digital presence, PSRC needed a modern, accessible website that clearly communicates data, policies, and initiatives to interested parties and the public alike. Upanup selected the PSRC project as a relevant example due to its alignment with the City's priorities around accessibility, regional service delivery, and clear communication of complex content. Like the City, PSRC serves a diverse and growing population, requiring an intuitive, user-focused website that supports strategic planning and public engagement. This project demonstrates Upanup's expertise in delivering modern, accessible designs and scalable websites for government organizations with a broad range of user groups and content needs. Upanup hosts the website and provides ongoing support and maintenance services, ensuring the site functions smoothly and stays secure on an ongoing basis.

Reference #2 - City of Port Coquitlam (portcoquitlam.ca), Website Redesign & Development	
Company Name:	The City of Port Coquitlam, British Columbia
Company Address:	2580 Shaughnessy Street Port Coquitlam, BC V3C 2A8
Contact Name:	Ximena Ibacache, Manager of Communications & Administrative Services
Contact Information:	Phone: 604-927-5499; Email: ibacachex@portcoquitlam.ca
Date Project Started:	April 22, 2024
Description of Assignment:	The City of Port Coquitlam engaged Upanup to redesign their municipal website, portcoquitlam.ca. The City was looking for an attractive, intuitive, service-oriented and accessible website on a user-friendly CMS that would make content management easier for staff. To meet the City's needs, Upanup designed and developed a custom site on the Drupal platform, including engagement activities with the City's community. At the beginning of the project, Upanup facilitated a community survey to gain website feedback from public users and ensure the design would meet the community's needs. We also conducted one-on-one usability testing sessions later in the project, helping further refine the final design. Since the legacy site had a large volume of content, Upanup conducted a content audit (including recommendations to edit, consolidate, or remove content before migration) and provided a new, user-focused sitemap to ensure users can easily access the City's information and resources. The new website features a clean, modern design that spotlights the City's unique story and values. It provides robust functionality, including integration with Microsoft Entra ID to allow single sign-on for staff. The site was built to comply with WCAG 2.2 Level AA and follows Responsive Web Design (RWD) guidelines, offering an optimal and consistent user experience across devices. We continue to provide post-launch, ongoing website support and hosting services to the portcoquitlam.ca website.

Reference #3 - Wellington County (wellington.ca), Website Redesign and Development	
Company Name:	Wellington County, Ontario
Company Address:	74 Woolwich St., Guelph, ON N1H 3T9
Contact Name:	Rachel Wilson, Manager, Privacy and Information
Contact Telephone Number:	Phone: 519-400-3315; Email: rachelw@wellington.ca
Date Project Started:	• Municipal website: August 3, 2023 • Library website: November 22, 2023 • Museum & Archives website: November 22, 2023
Description of Assignment:	Upanup collaborated with Wellington County to redesign its primary municipal website, along with dedicated subsites for the Wellington County Library and Wellington County Museum & Archives. The goal was to create a seamless, user-friendly digital experience while ensuring accessibility, performance, and efficient content management for County staff. The project focused on improving information architecture, streamlining navigation, and enhancing content organization to help users easily access government services, library resources, and museum exhibits. Built on Drupal, the new websites offer a scalable, secure CMS, allowing staff to update content with ease while ensuring WCAG 2.1 AA accessibility compliance. Optimized for performance and mobile responsiveness, all three sites deliver a modern, accessible user experience. The municipal website has a custom design and development approach and features an intuitive menu, enhanced search, intuitive calendar, and integrations with Single Sign-On (SSO), email subscription, GTranslate for multilingual capability, and payment processing. The Library website is a turn-key, hosted solution and provides seamless access to digital catalogues, event listings, and online services. The Museum & Archives is also a turn-key, hosted solution and showcases exhibits, archives, and educational resources.

	Upanup continues to provide ongoing hosting and support for the County's websites to ensure long-term success.

6. Proposed CMS Platform Summary

Proposed CMS Platform Summary

Upanup proposes **Drupal** as the CMS platform for the City of Joplin's website redesign. Drupal is a leading open-source platform trusted by government organizations worldwide. Its proven track record in the public sector makes it a reliable and future-ready solution, well aligned with the City's goals for a secure, scalable, and citizen-focused digital presence.

Unlike proprietary SaaS-based platforms, Drupal is fully open-source. This means the City will retain complete ownership and control of its website and data, avoiding vendor lock-in and recurring licensing fees. Drupal's modular architecture allows seamless integration with a wide range of third-party systems — including CRM, GIS, payment gateways, and engagement tools — which is particularly valuable for municipalities seeking to consolidate and modernize services.

From a technical perspective, Drupal is highly regarded for its robust security framework, maintained by a global community of contributors and a dedicated security team. Its scalability ensures that the City's site can handle both day-to-day traffic and sudden spikes in usage during critical public communications. Drupal also excels in accessibility, multilingual support, and mobile responsiveness, aligning with best practices for modern government websites.

Upanup's certified Drupal developers and digital strategists will oversee the implementation, drawing on extensive experience delivering municipal websites across North America. Post-launch, the City will have flexibility: staff can manage routine content updates with Drupal's intuitive editorial tools, while (if desired) Upanup can provide ongoing support, upgrades, and security maintenance as a trusted partner. This hybrid model ensures both in-house autonomy and expert contractor support, tailored to the City's evolving needs.

CMS Overview

- **CMS name:** Drupal (latest version, which will likely be Drupal 11).
- **CMS type:** Open-source (no ongoing fees like a SaaS proprietary system).
- **CMS hosting:** US-based AWS
- **CMS popularity:** Over 50% of the world's government websites use Drupal — spanning over 150 countries.
- **CMS fit for the City of Joplin:** We recommend the Drupal CMS for the City of Joplin given its flexible, open-source framework that empowers local governments to integrate seamlessly with multiple systems while adapting to evolving community and departmental needs.
- **CMS contractors**: No third-party contractors will be used; the contract with Upanup is solely with Upanup.

CMS Details

Our mission is to create a website that not only meets the City's current needs but also allows you to adapt to new technology and trends as your organization grows. Using Drupal, our proven custom approach provides key features designed for public-sector organizations. The new website will also provide consistency between pages (the website will include several built-in, pre-styled content types, and the ability to create landing pages for campaigns for increased credibility).

The Drupal platform is a world-class framework with next to no limitations and is an open-source CMS that is supported worldwide. Drupal is secure, stable, scalable, accessible, flexible, and configurable—an ideal platform for organizations with diverse staff and audiences. Your new website built on Drupal will provide scalability and can be easily updated and expanded in the future as needed.

Not all Drupal sites are built the same. Over the years, Upanup has tailored and refined our build of the platform to deliver a seamless and intuitive content management experience to our clients, with proven features and functionality for unique organizations like yours. Your staff will find the back end easy to use, regardless of their

technical abilities, and Upanup will train your team in effective website and content management to help you make the most of your new platform.

Features & Functionality Included

The City's new website will include all of the following features and functionality.

- **Mobile** optimized design.
- **Editable** homepage and flexible inside pages.
- **News/Announcements/Notices and News Releases, Alerts, Events Calendar, and Meeting** content types.
- **Directories** for contacts, and businesses.
- **Webform** functionality included (the City can create as many online forms as desired).
    - Turnstile online form challenges, to help reduce spam submissions.
    - Also see the Content Migration scope item, for which webforms come included in the build.
- **Website search** that searches the whole website (note: if separate sites need to be searched as well, please inquire about options).
- **Media** library with optional categories and tags. Media can include documents, audio files, images, and videos.
- **Optional 'dark site'** functionality for emergencies.
- **Easy-to-use** content management system (Drupal 10), with control over page layout and content (e.g. add quick links or accordions on any page).
- **Advanced content management** such as URL redirects.
- **Menu** structure management. Can be restricted to certain users.
- **Staff workflow** and user roles with different levels of site access.
- **Web accessible,** designed and built to WCAG 2.2 Level AA, with built-in accessibility checker and reading-level rating to help with ongoing compliance.
- **Stale Content report** to help keep the site up-to-date.
- **Schedule transitions**, such as pre-setting a news item to publish at a certain date/time.
- **Safety features**, such as a 'trash' which puts deleted items into a holding place for a month before removing.
- **Performance**: memcache, minification, and critical CSS configurations for optimal page loading speeds.
- **Security**: password strength and login policies to reduce authentication vulnerabilities and prevent login form abuse.
- **Translation** (optional): multilingual/translator using Gtranslate.

7. Other Proposed Solutions

Optional Add-Ons

Below we have outlined a few optional add-ons not currently in scope, that are available to the City to be added onto the project for additional fees and timeline if desired.

1. **Staff Intranet; $ + ongoing platform fees**
   Upanup's CiviKit staff intranet solution offers internal organization at its finest. It will help streamline your organization's in-house communication and processes. Our platform is easily accessible, robust, and simple to maintain while helping to connect, inform, and engage your staff. It can even connect with your existing website for a more streamlined workflow.

   An intranet built with best practices will inspire improved communication throughout your organization; our CiviKit Intranet solution by Upanup is built on Drupal and focuses on user experience (UX) to ensure your team can easily navigate the site and find information which will encourage the following:
   a. Employees from any department or team to share their knowledge and relevant data. This will encourage employees to grow as individuals and act as an informal cross-training strategy.
   b. Employees can not only share information but also provide feedback. Ensuring communication goes both ways is extremely important for making progress in any organization.
   c. Centralized communication to reduce the number of emails and meetings making more efficient use of everyone's time.

2. **Custom Technical Website Guide; $10,000**
   A custom technical website guide will have step-by-step instructions specific to the City's exact website design, features, and functionality – such as screenshots, hot-to descriptions, and more.

8. Scope of Work Responses (Tiers 1–3)

Overview

Upanup understands the City's desire to move away from their existing monolithic CivicPlus platform towards a secure, scalable, headless or decoupled architecture that delivers exceptional user experiences across web, mobile and IoT. Our team has delivered more than 300 municipal websites across North America and is confident that we can meet—and in most cases exceed—the City's requirements within the City's $250,000 budget.

Important Note For the City

We kindly ask the City to note that all information provided in this proposal refers to the website redesign and development of joplinmo.org, unless we have specifically stated/referred to the Bike Park website.

Approach Strategy

V2: Accordions have been added to condense the online view.

Accordion

Proposed Methodology

The City's project will follow Upanup's proven multi-phased project approach, refined over hundreds of successful website launches: Planning, Design, Implementation, Preview, Testing, and Launch Approval. This is a waterfall approach, with each phase successfully building on the last.

Project Approach

- **Custom Design Approach**
  We understand the importance of designing a website that is both flexible and forward-looking; the new website will be custom-designed using a UX lens so that it meets your users' exact needs and the City's goals and branding (e.g. logos, colours, font).
- **Proposed CMS**
  Your project will benefit from the globally-trusted Drupal platform. Drupal is a free, open-source platform trusted by high-profile organizations worldwide that offers excellent long-term benefits and wide-ranging support. For the proposed template approach, there are no associated ongoing license fees.
- **Project Management Style**
  We prioritize open communication, flexibility, frequent check-ins to help keep the project on track, and recommendations informed by our extensive experience, all to ensure project success and goal achievement. We focus on fostering positive, lasting relationships where our clients feel comfortable providing feedback. The project team will immerse themselves in the City's unique narrative, understanding those it serves and embracing its vision for the future to create a website solution that provides a true reflection of the City's vision, mission, and core values.
- **Accessibility**
  As a leader in accessibility and user experience, we take a user-focused approach to create solutions that are accessible to all and support to our clients in creating compliant content for their audiences. At Upanup, we are committed to creating web solutions that are accessible for people with disabilities, and we will design and build the new website to comply with **WCAG 2.2 level AA** guidelines. The website will also include a built-in accessibility checker tool that scans site content to help staff maintain accessible content going forward.

Proven Implementation

Through many years of experience building digital solutions for various municipal organizations, Upanup knows that each client's needs are unique. Open communication is key to completing a successful project and reaching your goals.
The Proven implementation for many of the detailed line items in the below Scope of Work are covered within this proposal under the experience summary, client case studies, awards list, or references. However, if the City would like further detailed examples on the below, please inquire anytime.

Management Strategies

Upanup will apply a proven waterfall project management approach, ensuring a structured and efficient process for the City of Joplin's website redesign. The project will progress through clearly defined phases—Planning, Design, Implementation, Preview, Testing, and Launch—where each phase builds upon the successful completion of the previous one. This phased methodology, refined through hundreds of website launches, minimizes risks, provides predictability, and ensures that milestones are consistently met with quality outcomes.
To maintain alignment and foster a strong partnership, transparent and frequent communication will be prioritized. During the Planning phase, Upanup will provide a detailed project schedule and project briefs for City feedback, ensuring early engagement with key interested parties and buy-in on key deliverables. The City will be supported by a dedicated project manager who coordinates all activities, supported by Upanup's senior leadership team. Our project management approach is based on the PMBOK framework and reinforced with professional tools that ensure seamless collaboration, even during staff transitions or absences.

Upanup also leverages virtual collaboration tools to create efficiency and accessibility throughout the project. The City will be provided with a centralized online document hub (e.g., Google Drive or Dropbox) for easy access to all project materials, as well as interactive design previews in Figma, where feedback can be given directly on the website mockups. This digital-first collaboration process ensures clarity, accelerates feedback cycles, and allows the City to remain engaged and informed at every stage of the project.

Timeline, Training and Support Resources

As requested in the Approach Strategy section of the RFP, Upanup has also included in this proposal the Timeline and Training/Support Resources -- both detailed further in sections below.

3.1 General Statement (Page 30)

Accordion

The below proposal section provides a point-by-point response to the City of Joplin's 2025 RFP, covering the Tier 1, Tier 2, and Tier 3 requirements across all scope areas. It demonstrates how Upanup meets each requirement, explains optional features and provides alternatives when full compliance is challenging, all within the specified budget.

The following section includes text directly copied from the RFP. Responses from Upanup are outlined clearly below, with additional clarification noted from Upanup as needed throughout.

3.1 General Statement

Upanup **confirms** that we will design and implement an award-worthy website, and that the CMS is easy for everyday communications staff to manage, and end result will be improved usability and accessibility for the public website(s) visitors.

Upanup **clarifies** that we will apply to 2-3 awards upon project completion (exact recommendations can be discussed with the City).

The City's RFP notes that the selected consultant is responsible for delivering an **award-worthy, user-friendly website** built on a **robust, flexible, future-proof CMS** and designed to empower the City's communications staff while improving site usability, accessibility, and maintainability. Upanup embraces this vision, and commits to designing and building a modern, best-in-class web presence that meets and exceeds these expectations.

- **Award-winning quality:** We will **custom-design** the primary municipal website and the Bike Park site to meet current design and usability standards. Once launched, Upanup will help the City submit the new website(s) to 2–3 relevant industry awards (e.g., MUSE Creative Awards, WebAwards, Davey Awards) to ensure recognition and benchmarking against best practices.
- **Empowering City staff:** Our solution uses Drupal, which can support a decoupled/headless architecture, allowing the CMS to serve as a single source of truth for all digital experiences. Non-technical staff will have an intuitive authoring experience, enabling them to create, edit and publish content without developer intervention. Clear workflows and permissions will ensure autonomy with appropriate oversight.
- **Future-proof & maintainable:** Drupal's open-source ecosystem and API-first design enable continuous upgrades and innovations. Component-based development allows the City to add new features over time without costly redesigns. Upanup's maintenance and support services will ensure the site stays secure, accessible and up-to-date.

3.1.1 Intuitive Navigation

The RFP requires the site's information architecture to shift from department-based navigation to a **service-oriented, user-journey-based** structure and to support multiple methods of page discovery. Upanup's approach focuses on clarity and efficiency:

RFP requirement	Upanup Response
Service-oriented navigation – reorganize content around residents', businesses' and visitors' tasks rather than department ownership.	Upanup will conduct stakeholder workshops and user research to map typical user journeys and tasks. We will create a new information architecture that emphasizes services, life events and actions (e.g., "Pay a fine," "Report an issue") rather than departmental silos.
Minimize clicks & confusion – ensure users can quickly find information and complete tasks.	Through strategic menus, contextual quick links, and prominent calls-to-action, we will reduce the number of clicks required to reach key information. A robust site-wide search with predictive suggestions and filtering will support "find-first" behaviour. Breadcrumbs and clear headings will orient users throughout their journey as needed.

RFP requirement	Upanup Response
Multiple discovery methods – global navigation, secondary menus, footers, and an effective search.	Upanup will design a consistent global navigation bar with top-level categories aligned to users' tasks. Secondary navigation panels, footer links, and contextual side menus will provide alternative pathways. Our Drupal implementation includes an intuitive search option (e.g., Solr) for improved accuracy when fetching results.

3.1.2 Visual Design Aesthetic

We recognize the City desires a **component-based design system** aligned with **atomic design principles** and a **modern, community-reflective visual identity** comparable to best private-sector experiences. Upanup's design process delivers the following:

RFP Requirement	Upanup Response
Component-based design system & atomic principles	Upanup will develop a **custom design system** comprising colours, typography, buttons, form fields, organisms (header, footer, card patterns), content types and pages. This system can be documented and integrated into Drupal's layout-builder and design library so City staff can assemble pages from pre-built components while maintaining visual coherence.
Modern, community-reflective visual identity	We will work with the City to refresh or reinforce Joplin's digital brand, leveraging local imagery, colours and typography that resonate with residents and visitors. Our creative team will craft a contemporary look and feel that communicates trust and warmth. The design will reflect private-sector standards, ensuring the user experience feels polished and current.
Consistent patterns across all pages	The design system will be incorporated into the CMS, allowing editors to reuse elements across pages if desired. This ensures consistency and reduces technical debt. Uniform styling is typically followed when new components are added.

3.1.3 Accessibility

Upanup shares the City's belief that accessibility is a top website priority; the RFP mandates an **accessibility-first design and development methodology** that complies with ADA, Section 508 and **WCAG** standards, with aspirations to meet **WCAG 2.0/2.1 AA** minimum and AAA where possible. Upanup is a recognized leader in accessible design and commits to the following:

RFP Requirement	Upanup Response
Accessibility-first methodology	Our design and development lifecycle embeds accessibility from the outset. Design mock-ups are reviewed for colour contrast, keyboard navigation and screen-reader friendliness. Development includes semantic HTML, ARIA attributes, and responsive layouts. Our QA process involves using tools and manual testing with assistive technologies.
Compliance with ADA/Section 508 and WCAG (AA/AAA)	Upanup adheres to **WCAG 2.2 Level AA** as the baseline and strives for AAA where achievable. Features include skip-navigation links, high-contrast options, resizable text, accessible forms, and captioned media. We will provide documentation detailing how each criterion has been addressed and supply a Voluntary Product Accessibility Template (VPAT) upon request.
Coaching & procedures for City staff	We will develop accessible content guidelines and deliver virtual training for City editors, ensuring they understand general accessibility requirements, heading structures, link descriptions, and colour usage. Drupal's built-in **accessibility checker** will limit options that could produce inaccessible content. Upanup offers optional **accessibility**

RFP Requirement	Upanup Response
	maintenance packages and updates as part of our ongoing support services - please inquire directly for more details.

3.1.4 Mobile-First

Upanup's websites are designed to provide a comfortable, **mobile-first experience** (device agnostic) while maintaining excellent layouts across all screen widths. Upanup's approach ensures:

- **Mobile-first design and testing:** Our designers will ensure core information and actions are readily accessible on small screens, so pages automatically adapt to tablets, laptops and desktops.
- **Progressive enhancement:** Essential functionality will work on all devices. Performance optimization (minified assets, caching, lazy loading) ensures quick load times for mobile users.
- **Cross-device consistency:** The design system will enforce consistent styles across breakpoints.

3.1.5 Reduction of Paperwork

We recognize the City's emphasis on the ability for its main website to enable customers to conduct business with the City online without necessarily having to visit a facility, and provide backend tools for staff to manage transactions and records. Upanup's solution leverages digital forms, workflows and integrations to reduce paperwork, as outlined below:

RFP Requirement	Upanup Response
Easy-to-navigate online processes	Upanup will implement interactive webforms (as outlined in scope) for common services, such as permit applications, and facility bookings. Forms will include clear instructions, and can include in-form validation to reduce errors.
Encourage online transactions	We will integrate e-commerce with the City's chosen payment gateway provider (e.g. Moneris) to allow residents to pay fees, fines or taxes online. The site can support account creation where users can track submissions, payments and status updates.
Robust backend tools for staff	Through Drupal's content moderation and workflow modules, City staff can manage submissions, route requests to appropriate departments, add internal notes, and archive records. Role-based permissions help ensure only authorized staff view sensitive information.

3.1.6 Websites In Scope

Upanup acknowledges the City's project will include a replacement of **joplinmo.org,** and a new, custom-designed website for the **Joplin Bike Park**. With this in mind, Upanup confirms the following:

- We will redesign joplinmo.org using the service-oriented architecture described above. We understand the City prefers a headless CMS option, which we can provide using Drupal. Our design will be flexible enough to accommodate departmental microsites and future expansion.
- We will provide a new templated **Bike Park website** using the same CMS, using Upanup's proposed **CiviKit turnkey solution**, to meet the City's desired expedited timeline. Please note the templated design component is part of the overall website implementation.

3.1.7 Headless CMS Preferred

We understand the City prefers a headless CMS that houses all public-facing content in a single, future-proof repository so new digital experiences can be built without migrating content. Upanup's proposed solution for **JoplinMO.org** aligns with this vision as follows:

RFP Requirement	Upanup Response
Single content warehouse for websites, mobile apps & IoT	Upanup recommends **Drupal** configured as a **decoupled/headless CMS**. The CMS will serve structured content to multiple front-end applications. Content is stored once and can be reused across channels.
Future-proof & continually updated	Drupal's active open-source community provides regular security and feature updates. The City will benefit from long-term stability without proprietary lock-in or licensing fees. Upanup will follow a proven workflow for safe updates and automated testing.
Freedom to redesign without content migration	In a decoupled architecture, the front-end is separate from the CMS. This allows the City to refresh the site's look and feel or build new digital experiences (e.g., mobile apps) without migrating or restructuring content. Upanup will design flexible content models and taxonomy that accommodate future growth. Please note to meet this request, Upanup will conduct a detail planning meeting(s) with the City at the project outset to confirm needs and next steps.

3.1.8 Additional Websites to Be Replaced

The RFP lists several smaller websites that may be consolidated into the new CMS. Upanup's approach respects the City's desire for efficiency while being able to support each site's unique page content - amalgamating content into the main City website.

Website & RFP Requirement	Upanup Response
JoplinCDBG.com – migrate to a landing page, major project page or normal pages	Upanup will migrate relevant content from JoplinCDBG.com into a dedicated Community Development section of joplinmo.org (as outlined within the scope parameters for content migration). This section can include a sign-up option if desired by the City.
Joplin-Museum.org – replace and supersede the current site, allow Museum staff and volunteers to manage content	Upanup can create a Museum section within the CMS (main website), allowing authorized users to manage content. Museum staff can have delegated user roles allowing them to manage exhibits and events, while the City webmaster retains overarching control.
FlyJoplin.com – currently the City's best-designed property; convert to a sub-site/microsite with airport marketing firm access	We can build an Airport section within the CMS (main website), accomodating dedicated content types (as outlined in scope). The CMS can permit external marketing partners can be granted editor access limited to the airport content, ensuring other areas remain unaffected, if desired by the City.
JoplinGolf.org – determine whether to replace due to integration with golf course management software	Upanup will consult with the City to evaluate the feasibility of integrating content from the golf management system with the new CMS. We can develop a landing page in scope within the CMS. If the current site remains separate, we will ensure the main site links away to the golf site.
VisitJoplin.com – out of scope but ensure CMS can accommodate future migration	Our headless CMS architecture can support additional sites. If the City chooses to migrate/merge VisitJoplin.com into the main CMS in future, we would be happy to discuss this option with the City and provide a separate quote for the potential work.

3.1.9 Sub-Sites/Microsites/Department Landing Pages:

We acknowledge that the City's RFP provides a list of up to 23 sub-sites or department landing pages with unique navigation and branding considerations. Upanup's flexible architecture accommodates what the City seeks as follow

(please note however, we typically recommend a cohesive look and feel across the main municipal website for accessibility, user-friendliness, and navigation considerations).

- **Flexibility for microsites:** Drupal's multi-site and domain access modules allow us to create dedicated website sections, or connect with microsites.
- **User roles & permissions:** We will configure granular roles so that department staff (e.g., Airport marketing, Police recruitment) can manage their own content without affecting other sites. The City webmaster retains global oversight.
- **Domain management:** Upanup will assist with acquiring and configuring the required domains (e.g., JoinJoplinPolice.com, JoplinRecycles.com). Our domain strategy consulting will ensure SEO best practices and prevent page spoofing.
- **Scalable navigation structure:** For each landing page (e.g., Airport, Police, Fire, Health, Parks & Rec, Transit, Recycle & Waste, Bike Park, Museum, JATSO, Arts & Culture, Government, Business, Resident, Jobs, City Council, Boards & Commissions, Planning & Development, Public Works, Sewer Utility), we can provide user-friendly navigation that reflects the City's needs while maintaining consistency with the overall design system.

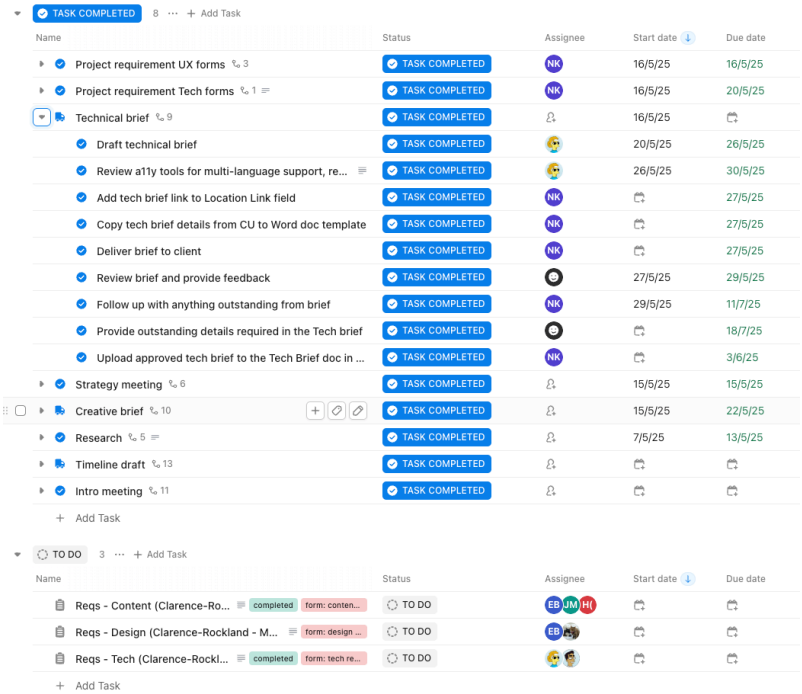
We will discuss the City's vision for each of these existing sub-sites/landing pages, and outline next steps for incorporating these into the new main website, within our proposed scope parameters at the project outset.

Upanup is excited about the possibility to partner with the City of Joplin on this transformative digital solutions project. By leveraging our experience in municipal web design, our commitment to accessibility and usability, and our expertise with Drupal, we will deliver an exemplary, service-oriented website ecosystem that empowers City staff, and serves the community for years to come.

3.2 Strategic Planning & Discovery — US$ 22,000

3.2.1 Tier 1 Priorities (Page 33): — US$ 12,000

Please find Upanup's initial responses below.

RFP Requirement	Upanup Response
3.2.1.1 Project management, timeline and process – the consultant must have a proven record of success and develop a detailed project timeline with checklist soon after project initiation.	**Meets.** Upanup has delivered 300+ government projects over 12 years. Our PMP-certified project manager will lead the engagement using a phased approach—discovery, information architecture, design, development, testing and launch—with a detailed timeline, project milestones, and deliverable checklists. We employ proven practices with strategic planning and frequent check-ins to keep the project on track. Upanup **confirms** that we have the experience and capacity, and proven track record for all of the above. To show the level of detail that Upanup plans with our projects, see the below. This is just one website project, and just the '**planning and strategy**' phase of that project. It shows tasks, subtasks, assignees, statuses, dates. There is much more detail within the project management software itself; this is just an overview, to provide the City with a sense of Upanup's planning, communication, and organization. 
3.2.1.2 Solutions consulting – provide trusted advice on software and technology, including security	**Meets.** Upanup's strategy team evaluates technology using a vendor-agnostic lens. We recommend a headless CMS built on open-source Drupal or a MACH-compliant platform, combined with

RFP Requirement	Upanup Response
best practices, accessibility, mobile apps and IoT experiences.	best-in-class SaaS tools for payments, alerts and digital engagement. We will advise on security (SSO, MFA, FedRAMP-certified hosting) and ensure compliance with WCAG 2.2/2.1 standards, ADA and Section 508. Our consultants will also outline future opportunities for mobile apps and IoT integration through API-first architecture. Upanup **confirms** that we have completed 100's of similar projects, and will provide advice/recommendations throughout the process.
3.2.1.3 Policy/procedure consulting – assist with developing content governance policies, consistent naming conventions, information architecture and staff training.	**Meets.** We will facilitate workshops with departmental stakeholders to define content governance (roles, naming conventions, approval workflows). Upanup's content strategists will reorganize content around user needs, producing a sitemap and taxonomy that staff can maintain. Deliverables will include a governance guide and training materials detailing how to create, approve and archive content, ensuring long-term consistency. Upanup **confirms** that we will be a strategic long-term partner to the City, and that we have extensive experience with content migration/management/organization for municipalities. Below is a summary of our content migration process, for example. 

☑ 3.3.2 Tier 2 Priorities (Page 34): USS 5,000

Please see Upamup's initial responses below.

RFP Requirement	Upanup Response
3.2.2.1 .Gov domain transition – assist with acquiring and transitioning to a .gov domain.	**Meets.** Upanup has experience assisting US local governments with transitioning to .gov domains. We can coordinate with the federal General Services Administration to register joplinmo.gov, configure DNS records, update SSL certificates and ensure SEO redirects from joplinmo.org.
3.2.2.2 Domain strategy consulting – recommend additional domains/aliases and budgeting for procurement.	**Meets.** We will perform competitive analysis and search-engine research to identify protective domain names (e.g., visitjoplin.gov, bikejoplin.gov) and propose a cost-effective acquisition plan through GoDaddy or another registrar. Our recommendations will include annual renewal costs.
3.2.2.3 DNS hosting – recommend a DNS solution since CivicPlus currently manages DNS.	**Meets.** We recommend migrating DNS management to an enterprise-grade provider such as AWS Route 53 or GoDaddy Premium DNS.

☑ 3.3.3 Tier 3 Priorities (Page 35): USS 5,000

Please see Upanup's initial responses below.

RFP Requirement	Upanup Response
3.2.3.1 Onboarding meeting & discovery process – describe the kickoff and discovery phase.	**Meets.** Upanup begins every website redesign project with a detailed strategy meeting with the client to confirm needs and goals. Because the RFP calls for expedited discovery, we will leverage the City's existing research and focus our efforts on gaps. If the City would like additional services to expand on the proposed discovery process, Upanup recommends interviewing key staff, and adding testing such as sitemap testing; please inquire for details on how this could affect the scope/price/timeline.
3.2.3.2 Project management tools – recommend tools (e.g., Trello or Monday.com).	**Meets.** Our team primarily uses ClickUp for internal project management, and additional tools as needed depending on project/client needs.

3.3 Architecture & CMS USS 35,000

The RFP expresses a strong preference for a **headless architecture** and lists 65 CMS features across Tier 1–3. Upanup recommends **Drupal** as the core CMS, delivered either headless or as a decoupled implementation using React or Next.js for the front-end. Drupal satisfies all Tier 1 requirements and many Tier 2/3 items through its modular architecture

and vast ecosystem. Where functionality is not available out-of-the-box, we will build custom modules or integrate third-party services. The table below summarizes each requirement and our response.

3.3.1 Tier 1 CMS Priorities (Page 35): USS 20,000

Please see Upanup's initial responses below.

Section #	RFP Requirement	Upanup Response
3.3.1.1	**Multiple websites, mobile apps and IoT experiences** – manage multiple sites and channels from one CMS.	**Meets.** Drupal's multisite and content API features allow a single CMS to serve joplinmo.org, microsites (e.g., bike park), mobile apps and future IoT devices. Content types and taxonomies can be syndicated across channels, while each site retains its own theme and permissions.
3.3.1.2	**Intuitive visual editor (WYSIWYG) with drag-and-drop components**.	**Meets.** Upanup's implementation includes a modern, WYSIWYG visual page builder (Layout Builder or Paragraphs in Drupal) that offers drag-and-drop components (aka content rows that can be arranged in any order desired), live preview and inline editing. Non-technical users can build pages without code.
3.3.1.3	**Easy management of UI styles** – central control of typography, colors, icons and buttons with restricted access.	**Meets.** We can implement a centralized design system in Drupal using Theme Settings and configuration management. Only administrators can update style variables (fonts, colors, icons) and override CSS when necessary. Style changes can propagate across sites without the need for senior-level developer intervention.
3.3.1.4	**Custom favicon by page** – ability to set different favicons for departments.	**Meets.** We can extend Drupal's theme to allow per-node favicon fields. Department pages can specify alternative icons (e.g., Fire or Police patch), while the default "J-con" appears site-wide.
3.3.1.5	**Image compatibility** – support JPG/JPEG, PNG, GIF, WebP, AVIF, TIFF, SVG and HEIC.	**Meets.** Drupal's Media module supports all common formats, and we will configure additional MIME types (including AVIF, HEIC) through ImageMagick or Cloudinary integration.
3.3.1.6	**Copy-and-paste text stripped of formatting**.	**Meets.** With Drupal, the editor can sanitize pasted content using a filter to remove external formatting (Microsoft Word styles), ensuring consistent typography.
3.3.1.7	**Drafting content** – support draft states, approvals and publishing status.	**Meets.** Drupal's Workbench Moderation module provides draft, needs review, scheduled and published states. Editors can save drafts without publishing.
3.3.1.8	**Autosave progress** – autosave page edits and recover unsaved versions.	**Meets.** Autosave functionality will be enabled via the Autosave Form module. It stores interim drafts automatically and alerts editors to recover previous versions after timeouts.
3.3.1.9	**Content lifecycle support** – create, draft, approve, publish, unpublish and archive.	**Meets.** Upanup implements a robust workflow using moderation states. Archiving and scheduled unpublishing are configured per content type, and administrators can restore archived items.
3.3.1.10	**Modular content components** – scalable, reusable components with	**Meets.** We can leverage Drupal Paragraphs to build reusable widgets (e.g., hero banners, call-outs, accordions). Components are tied to the design to prevent style deviations.

Section #	RFP Requirement	Upanup Response
	design system enforcement.	
3.3.1.11	**Ability to create custom page templates** – high-level users can create templates and include interactive components anywhere.	**Meets.** Using Layout Builder, administrators can create page templates and add unique components, including forms, maps or media. Templates are version-controlled and exportable for reuse across sites. Upanup will include content types in the website build, which will be discussed and determined during the content audit.
3.3.1.12	**Fillable forms with payments, conditional logic, hidden fields and backend reporting**.	**Meets.** The CMS includes a built-in webform builder, allowing staff to create unlimited custom webforms with many options for formatting, including conditional logic. We can integrate Drupal Webform with Authorize.net for payments and CentralSquare via API. Webforms support conditional logic, hidden fields, multi-file uploads and role-based permissions. Submissions can be stored in a secure database in accordance with privacy regulations for a set period of time before automatic deletion, with the possibility of exportable reports and dashboards.
3.3.1.13	**Multiple fillable forms on content pages** – not limited to one per page.	**Meets.** Drupal Webform permits embedding multiple forms on a page. We will configure blocks so editors can place forms within any layout region.
3.3.1.14	**Preview individual components**.	**Meets.** The page builder provides per-component preview; editors can toggle preview mode to view each block.
3.3.1.15	**Blueprints or component templates** – force structured content with fields for headers/body.	**Meets.** We create structured content types and paragraphs that enforce field order (e.g., H1, H2, Body). Editors complete fields rather than selecting arbitrary styles, ensuring accessibility and brand consistency.
3.3.1.16	**Share page previews prior to publishing**.	**Meets.** Drupal CMS can provide secure preview links that can be emailed to approved recipients (please note Upanup will need to discuss this request further with the City before confirming if in scope).
3.3.1.17	**Template creation with granular permission controls**.	**Meets.** Role-based permissions restrict who can create/edit templates and which components each role can access.
3.3.1.18	**Publish with approval/at-will settings** – majority of staff require approval; superusers can publish directly.	**Meets.** Our workflow enforces approvals by department managers, while superusers (Webmaster/Director) bypass approvals. Permissions are configurable per role.
3.3.1.19	**Support for multiple and custom user roles with low, mid and high-level access**.	**Meets.** Drupal provides a powerful and efficient solution for website content creation and management by allowing administrators to set up custom workflows, define permissions and roles for different users, and manage access to content at various stages of the publishing process. Drupal has great flexibility in workflows and user roles, which can be created to match the organization's internal workflow for effective website management.

Section #	RFP Requirement	Upanup Response
		For example, content editors can create and edit content while publishers can review and publish content. Permissions can be set to restrict and only allow publishers to save content in the "Published" state, while enabling editors to save content in "Draft" and "Needs Review" states. Drupal's role and permission system allows unlimited roles. We can pre-configure low-level editors, mid-level approvers and high-level administrators per the City. Drupal's roles and permissions system allows administrators to define specific permissions for different roles, such as creating, editing, and deleting content. By assigning these roles to users, administrators can control who has access to specific content and what actions they can perform on it.
3.3.1.20	**Content scheduling with calendar interface**.	**Meets.** Editors can schedule publishing and expiration dates using the Scheduler module. A calendar interface displays scheduled posts and sends reminders to reviewers.
3.3.1.21	**Visual version control** – revision history with preview and restore.	**Meets.** The City can track revisions and see revision history with their new site in Drupal. Editors can compare versions and revert to previous layouts without developer assistance.
3.3.1.22	**Content locked while editing, with timeout and forced unlock**.	**Meets.** The Content Lock module prevents concurrent edits. Locks expire after a configurable timeout, and designated administrators can override locks. Autosaved changes persist for the previous editor.
3.3.1.23	**Audit logs and change tracking** – see who made what changes and when.	**Meets.** We can enable logging modules that record actions (create/edit/delete) along with user ID and timestamp.
3.3.1.24	**Testing content across environments (staging/production)**.	**Meets.** Upanup provides separate staging and production environments. Content can be promoted through configuration management pipelines; testing occurs in staging before going live.
3.3.1.25	**Ability to change page names with redirects/aliases**.	**Meets.** Page titles and URLs can be edited by administrators. Certain modules can automatically update URLs and create 301 redirects from old paths to prevent broken links.
3.3.1.26	**Global content syndication** – update once and reflect across experiences.	**Meets.** We implement reusable paragraphs and view modes that syndicate content blocks across multiple pages and sites. Edits to a central content item propagate wherever it is referenced.
3.3.1.27	**Buttons, links & CTAs** – create and manage CTAs and icon buttons without developer involvement.	**Meets.** It is possible for editors to insert CTAs using pre-styled button components. Administrators can add new icons via our proposed FontAwesome incorporation, and deploy them across the site.
3.3.1.28	**Preview content across breakpoints**.	**Meets.** The page builder provides device preview toggles (desktop/tablet/mobile). We will also supply guidance on responsive design best practices.
3.3.1.29	**Content indexing for internal search by metadata**.	**Meets.** Drupal Search indexes content (published and unpublished) with metadata fields (author, date, tags). Editors can search by keyword, file type or taxonomy.

Section #	RFP Requirement	Upanup Response
3.3.1.30	**SEO & public searchability of content** – ensure external search engines return accurate results.	**Meets.** Upanup configures modules for meta tags, XML sitemaps and schema.org markup. We optimize on-site search to prioritize recent and relevant results and support AI-powered search. All our websites are built out with best practices for SEO (e.g., meta tags, alt tags, and title attributes). We can also include tips on how to maintain your website's SEO in the training sessions to assist City staff in optimizing SEO going forward.
3.3.1.31	**Content organization and taxonomy structure** – folders and taxonomy with metadata.	**Meets.** We will design a taxonomy vocabulary for departments, topics and document types. Content is organized within hierarchical menus and file directories accessible via an intuitive tree view.
3.3.1.32	**Automatic generation of SEO tags**.	**Meets.** The Metatag module can be incorporated to automatically generates titles and descriptions based on fields (e.g., page title, summary) but allows editors to override values.
3.3.1.33	**Custom meta tags**.	**Meets.** Editors can add custom meta tags using a dedicated interface restricted to designated, high-level users/webmaster.
3.3.1.34	**Sitemap planning & wireframing; Figma integration**.	**Meets.** We provide tools to visualize the sitemap and integrate with Figma for design review and feedback. Designs created in Figma can be translated into Drupal layouts.
3.3.1.35	**Accessibility best practices – alt-text enforcement and automated suggestions**.	**Meets.** Drupal requires alt text for images. We integrate AI-powered alt-text suggestions and run accessibility audits to ensure WCAG 2.2 AA compliance. Please note a subscription may be required for the AI component, to be discussed with the City.
3.3.1.36	**Uniform metadata timestamps (YYYY/MM/DD-HH:MM:SS)**.	**Meets.** Our CMS stores timestamps in ISO 8601 format. Listing pages will display uniform date/time metadata for sorting.
3.3.1.37	**Digital asset management (DAM) with extensive document management**.	**Meets.** We implement **Drupal Media Library** for images and documents and integrate with a DAM such as Cloudinary or FA Digital Asset Manager. Assets are organized by department folders; metadata fields (keywords, author, upload date, size) are enforced via validation rules. Bulk uploads retain folder structure.
3.3.1.38	**Image management – separate library, metadata search, file usage tracking**.	**Meets.** Images can be stored separately from documents. Administrators can see where each image appears across the site and search by keywords, date, size or resolution. Image orientation is preserved.
3.3.1.39	**Content Delivery Network (CDN)** – distributed servers for fast asset delivery.	**Meets.** Upanup utilizes a CDN to cache and deliver static assets (images, CSS, JS files) closer to users, reducing latency and improving page load times. We configure Drupal to utilize the CDN for asset delivery.
3.3.1.40	**Image resizing & focal point control**.	**Meets.** Image styles automatically generate responsive sizes. Editors can set a focal point to ensure proper cropping across viewports.
3.3.1.41	**Video upload & delivery** – support silent looping headers and longer videos.	**Meets.** Our CMS supports video uploads with configurable length and file size. Header videos can auto-play silently, while other videos

Section #	RFP Requirement	Upanup Response
		typically default to click-to-play. We can discuss the City's preferred vision during the project.
3.3.1.42	**Intuitive embedding of maps (ESRI ArcGIS & Google Maps)**.	**Meets.** In scope we will integrate ESRI and Google Maps. Editors can embed interactive maps by selecting layers or entering coordinates, with options for map type and markers.
3.3.1.43	**Staff directory with sorting/filtering**.	**Meets.** We build a staff directory content type with fields for name, department, role, contact details and photo. The directory can be filtered by last name, department or role and updated by authorized HR staff.
3.3.1.44	**Content syndication across pages and sites**.	**Meets.** Using view modes and entity reference fields, content (news, events, images) is created once and displayed across multiple locations based on category tags.
3.3.1.45	**Asset organization & navigation with tags, naming conventions and breadcrumbs**.	**Meets.** Drupal's Media Library includes folders, breadcrumb navigation and mandatory metadata fields. The file path of each asset is displayed, and intuitive back buttons maintain folder context.
3.3.1.46	**Asset search by metadata with tagging and categories**.	**Meets.** The search interface filters by upload date, modification date, file size, type, tags and keywords. Editors can assign categories and subtypes upon upload.
3.3.1.47	**Batch asset uploads via API for migration**.	**Meets.** It is possible to script batch uploads through Drupal's REST or Migrate API, to be discussed and determined during the project. Please note additional timeline/fees may apply. Note: Drupal also provides the ability to track site assets such as JPGs, GIFs, PDFs, and other files through its file management system called media library. Drupal allows you to upload files and add metadata such as names, captions, alternative text, and tags.
3.3.1.48	**Batch asset actions (move, unpublish, delete, rename)**.	**Meets.** Staff can add web assets, including documents and images, using a button or the drag-and-drop upload tool (which will allow single or multiple items upload, depending on the site's fields). Web assets can also be modified (e.g. name, location), and deleted (or unpublished) as needed. In the media library, staff can search for assets by keyword, file name, or using search filters such as media type, categories or tags. Staff can see a list view (aka table view) and thumbnail view (aka grid view) of all assets. We can also add custom fields and filters to media entities and the media manager.
3.3.1.49	**Search result optimization – daily recrawling, relevance ranking, Boolean support, typo tolerance and search analytics**.	**Meets.** We use **Search API Solr** for advanced search, which supports this request from the City.
3.3.1.50	**Editorial workflows – use assets directly in visual editor with drag-and-drop and rules**.	**Meets.** Editors can drag assets from the media library into the page builder. Rule-based placement ensures images or videos adhere to design guidelines.

Section #	RFP Requirement	Upanup Response
3.3.1.51	**System extensibility – integrate with external platforms and custom features**.	**Meets.** Drupal's API-first architecture and module ecosystem allow integration with various third-party applications and future tools. No-cost embeds or link-away options are also available.
3.3.1.52	**Integrations already developed and available**.	**Meets.** Our solution comes with various prebuilt integrations and modules. We can provide a complete list to and demonstrate those requested in Section 1 to the City at their request.
3.3.1.53	**Custom integrations – examples and process**.	**Meets.** Drupal is a highly flexible, API-first platform that can provide seamless integrations for many different tools, such as social media, single sign on, MFA, SEO tools, ESRI GIS mapping/notification, eCommerce, and more; integration options include embed/iframe/link-away at no extra cost, or seamless API integration (if available and suitable) for additional fees. In the scope of this proposal, we have included the following integrations: • Email integration using using Constant Contact (or similar, e.g. Upanup typically recommends Cyberimpact) • ESRI (ArcGIS) Map • GTranslate • eCommerce with the City's preferred payment gateway provider (e.g. Moneris) on the website • Link-away to Waste Wizard • Link-away to the City's current recreation software, if desired. **Note:** Our team has extensive experience worked with Xplor, ActiveNet, and other recreation integration third-party providers. Once the City has completed their RFP process for a new software platform (excluding CivicPlus) Upanup can provide recommendations for what our other municipal clients have found works well with their website. For , a no-cost link-away solutions are also available for other potential integrations the City is interested in. We would be happy to discuss this option further with the City anytime. **Third-Party Integration Examples:** Upanup has implemented various levels of payment processing, reservation booking, and application submission capabilities for clients through seamless API integrations, as well as no-cost link-away solutions. Both options are possible, and can be discussed with the City at your request during the project. Please refer to the following live examples that Upanup has implemented for various municipal clients: 1. **Live Examples of Custom API Integration (as outlined in the proposal's scope parameters):** ◦ eCommerce API integration: notl.com/form/resident-parking-permit-form 2. **Live Example of Linking Away (in scope):**

Section #	RFP Requirement	Upanup Response
		◦ License online portal link-away: delta.ca/city-hall/permits-licences/dog-licence 3. **Live Example of Embedding via iFrame (in scope):** ◦ eScribe embed: License online portal link-away: https://www.thebluemountains.ca/town-hall/council-committees/agendas-minutes-reports In future, Upanup can provide separate quotes for adjustments to website functionality and custom third-party integrations at the City's request. **Note:** Upanup has built custom integrations with CentralSquare, Xplor Recreation (formerly PerfectMind), and other municipal systems. We can provide live client examples, and estimated costs for any not already included in the scope of this RFP response, to the City at their request.
3.3.1.54	**Built-in dashboards and analytics views**.	**Meets.** We can configure in-dashboard analytics using modules such as Views and Content Insights, and Google Analytics.
3.3.1.55	**Robust documentation and resources**.	**Meets.** Drupal has extensive online documentation. Upanup supplements this with tailored administrator manuals and videos.
3.3.1.56	**Open-source tools**.	**Meets.** Drupal is open-source, and leverages community-maintained modules.
3.3.1.57	**Tailored interface reflecting City branding**.	**Meets.** The CMS admin theme will incorporate the City logo and color palette, following branding and accessibility guidelines.
3.3.1.58	**Onboarding support for staff and developers**.	**Meets.** We have included 3 CMS onboarding/training sessions in scope for the City (more available upon request, which may require additional timeline/fees) and an online website guide, to transition to City staff to their new website.
3.3.1.59	**24/7/365 global support**.	**Meets.** Upanup provides detailed website support (24/7 for disaster recovery issues) through a dedicated support system. Please see Section 3.9 for more details.
3.3.1.60	**Dedicated account manager**.	**Meets.** An account manager can be provided, and act as liaison for the CMS provider and coordinate with the City and Upanup's team for training, support, and enhancements requests.
3.3.1.61	**Future platform improvement with open roadmap and ability to influence feature planning**.	**Meets.** Upanup participates in the Drupal Core roadmap via contributions and issue queues. We will advocate for Joplin's needs or build custom modules when features are not on the core roadmap.
3.3.1.62	**Governance – role-based workflows and approvals**.	**Meets.** Our governance model uses Workbench Access and Taxonomy-based permissions to ensure proper approvals and publishing controls.
3.3.1.63	**Webhooks to trigger external workflows**.	**Meets.** Based on the existence of external APIs and their support of desired functionality, Upanup can develop webhooks to trigger external workflows from within the Drupal website.

Section #	RFP Requirement	Upanup Response
3.3.1.64	**Quality assurance, testing and debugging** – ensure minimal bugs and quick resolution.	**Meets.** Upanup follows rigorous quality assurance testing when developing website, our processes can include automated testing, accessibility audits, security scanning and manual review. Bug tickets are triaged and responded to within an interactive online tool (typically, Feedbucket), which Upanup will train the City on, and it allows to quick bug fixes and responses within the testing phase of the project.
3.3.1.65	**Security – SSO, 2FA, SAST/SCA, integration with Microsoft Authenticator**.	**Meets.** Drupal supports SSO via SAML or OAuth2; in scope we will integrate with Microsoft Entra ID and Microsoft Authenticator for MFA.
3.3.1.66	**Hidden access to CMS login**.	**Meets.** The login path can be obfuscated and removed from public menus. Direct access would require the explicit URL, protecting the CMS from casual discovery. For example, for one of our clients we have the following URL pattern: www.**clientdomain**.com/login?access=**clientname**736 as their login URL.
3.3.1.67	**Ability to build custom workflows within the CMS (e.g., Council agenda workflow)**.	**Meets.** Using Drupal Workflow and custom modules, we can recreate the City Clerk's agenda process: template generation, document upload, approvals and publishing as printer-friendly PDFs with linked attachments. If certain workflow elements require a specialized system (e.g., agenda management software), we can discuss potential integrate options with the City.

☑ 3.3.2 Tier 2 CMS Priorities (Page 46): USS 15,000

Please see Upanup's initial responses below.

Section #	RFP Requirement	Upanup Response
3.3.2.1	**Custom language translation** – AI translation with ability to edit.	**Meets (optional).** We can integrate Microsoft Translator or AWS Translate to auto-generate multilingual content and allow staff to revise translations. Additional licensing costs will be itemized. In scope we have included implementing GTranslate to the main corporate website, and have outlined the optional add-on for additional human-performed translation services at a later date, in the *Other Proposed Solutions* section of this proposal.
3.3.2.2	**WCAG 2.0 AAA compliance where possible**.	**Meets.** Upanup designs and develops websites to comply with **WCAG 2.2 Level AA guidelines**. The new website will include prompts and tools, such as required fields for alt text and the Accessibility Checker, to help you maintain accessibility standards going forward. The building and development of a website is only a portion of accessibility compliance. Content is key to ensure your website stays accessible in the future. We have features built into your content management system to help ensure your site remains accessible and continues to achieve compliance. We will not only deliver an accessible website built to WCAG 2.2 Level AA, but also provide the City with the tools to maintain an accessible and barrier-free online platform for users. The below features help ensure accessibility issues are not missed when new and old content (text, PDFs, images, and videos) are being added to the site: Upanup adheres to WCAG 2.2 AA as a baseline and will strive towards AAA where possible (e.g., contrast ratios, navigation aids).
3.3.2.3	**Previewing content to non-CMS users** – send interactive page previews by email.	**Meets.** Drafted content that needs to be viewed by non-CMS users can either be sent with a screenshot or it can be published but not included in any menus (live link, but not easily accessible by the public).
3.3.2.4	**User testing and A/B testing built in**.	**Meets.** Upanup has included one of these in scope (no additional fees to add it) if desired by the City, and we recommend discussing and testing this first to see what works best for the City, before implementing.

☑ 3.3.3 Tier 3 CMS Priorities (Page 46): N/A

Note: The RFP does not enumerate Tier 3 CMS items beyond those listed above. Upanup confirms that all Tier 1 and Tier 2 features are supported. Optional Tier 3 enhancements (e.g., headless micro-front-ends) can be developed if the City desires.

3.4 Additional Technology Procurement — US$ 45,000

Below are Upanup's initial responses to each requirement.

3.4.1 Tier 1 Priorities (Page 47): — US$ 15,000

RFP Requirement	Upanup Response
3.4.1.1 Secure fillable forms with payments – integrate Authorize.net and CentralSquare for secure payments.	**Meets.** We can use Drupal Webform with Authorize.net (live example: https://www.notl.com/form/resident-parking-permit-form), and we can link-away* to CentralSquare to process payments securely. Sensitive fields are encrypted, and PCI compliance is maintained. Note: We have assumed a link-away since we've never seen CentralSquare's API allow for API-level payment integrations within a form, but in the unlikely case that the City's API with CentralSquare allows for this, please clarify and this proposal can be revised. See a live example of a CentralSquare link-away under MyCity here, https://www.langleycity.ca/city-services/online-services.
3.4.1.2 Mass alert/messaging system – categories, subscription preferences, integration with Constant Contact or Smart911.	**Meets.** Upanup will connect multiple areas of the CMS to email/SMS systems. For example, a typical setup would be for the City's website editor to (a) create an Event/News/Alert in the CMS, (b) check off to send a notification (or leave that unchecked if not), then through Upanup's technical integration, it will notify the subscribers via email and/or SMS text. *For example, Scenario A: create an Event, check to send a notification, and Constant Contact emails the subscribers. Scenario B: create an Alert, check to send a notification (or we can make this just automatic), and Smart911 sends an email and/or text to the subscribers.*
3.4.1.3 Public engagement tools – polls, surveys, discussion boards, digital sticky notes with moderation.	**Meets.** Upanup can build on Drupal's Survey and Forum modules for engagement opportunities. Additionally, we can implement our turnkey **Engagement Platform** for the City, for additional timeline and fees (this platform is not currently in scope).
3.4.1.4 Publicly searchable archive of City documents – filter by metadata and search document contents.	**Meets.** Our CMS includes a robust document library. For advanced search inside PDFs, we integrate **Apache Solr** with Tika extraction to index PDF content. Users can filter by category (Council documents, publications, policies, financials, bid opportunities, active/expired contracts). During migration we will collaborate with departments to prioritize documents and gradually build historical archives.

☑ 3.4.2 Tier 2 Priorities (Page 48): USS 25,000

RFP Requirement	Upanup Response
3.4.2.1 Waste Wizard integration – procurement and integration of Routeware's Waste Wizard.	**Meets (optional).** Upanup recommends the City procures Waste Wizard directly (alternatively, Upanup can create an account for the City, and there will be a 15% admin fee added to the expense). Regarding integration, this can be done through an iframe. **Live Example:** https://www.thebluemountains.ca/resident-services/garbage-recycling-waste/curbside-garbage-collection
3.4.2.2 Agenda & minutes management system – provide replacement if workflow is not native.	**Meets.** Upanup has included in scope an integration with eScribe for the City's new website for agenda & minute management.
3.4.2.3 Records request system – build forms for open records and consider comprehensive request management.	**Meets.** We can create an open records request form with mandatory fields and conditional logic. For advanced request management (searching existing public documents, tracking requests), we can potentially integrate **JustFOIA** or **GovQA** as an optional add-on. **V2: Added post-submission based on new clarifications from the City:** • As per our call with the City, we understand that the City will likely need a way to show all the documents requested through this Open Records request in one list/webpage (exact solution will be determined with the City within the project). This could potentially be a tag and filter system, for example. • Also, the City's legal department also requested that the open records request (form) be capable of taking payment, because sometimes it costs money to ask for lots of documents from the City, just for the first person to file the request. Then, when we upload documents to the library of prior records requests, the next people can get the same documents for free. ◦ Upanup confirms that ecommerce (aka payment within a webform) is already within scope; therefore, no additional fees or timeline is needed for this.
3.4.2.4 Chatbot – AI chatbot trained on site content, able to crawl documents; staff can supervise.	**Meets (optional).** Upanup proposes using **SiteImprove's AI Chatbot**, **Forethought**, or an **Azure OpenAI** deployment trained on the City's content. The bot provides accurate answers and surfaces links to relevant pages. Staff will access a dashboard to review interactions, correct answers, and take over conversations when needed. We will address privacy and bias controls.
3.4.2.5 Single sign-on using Microsoft Authenticator.	**Meets.** Our Drupal implementation supports SSO via SAML/OIDC with Microsoft Entra ID and leverages Microsoft Authenticator for MFA. We will aim to extend SSO to related systems (forms, engagement tools) where supported.

☑ 3.4.3 Tier 3 Priorities (Page 50): USS 5,000

RFP Requirement	Upanup Response
3.4.3.1 Analytics dashboard to augment Google Analytics.	**Meets (optional).** We can provide a customized analytics dashboard, likely using **Google Looker Studio or similar tool,** that aggregates website analytics, search statistics and engagement metrics in one place. Department-specific dashboards are configurable.
3.4.3.2 Tables, graphs & charts – create interactive charts accessible to screen readers.	**Meets.** We can implement/connect a chart library (e.g., **Chart.js** or **Highcharts**) into Drupal so editors can build accessible, interactive graphs and tables without coding.

3.5 Website Design & Development USS 67,000

Upanup will design a mobile-first, responsive website that reflects Joplin's brand and meets WCAG 2.2 AA standards. We assign a dedicated multidisciplinary team and involve the City's Webmaster throughout the process.

Below are Upanup's initial responses to each requirement.

3.5.1 Tier 1 Priorities (Page 50): USS 40,000

RFP Requirement	Upanup Response
3.5.1.1 Dedicated web development team – assist with CMS transition, information architecture, UI design and ongoing support.	**Meets.** Upanup will assign a project manager, UX/UI designer, information architect (aka content strategist), and Drupal developer to the City's project., with oversight and involvement of senior-level management. We will collaborate closely with the City's Webmaster and provide post-launch support.
3.5.1.2 Mobile-first, responsive design – prioritize mobile usability while adapting to all screen widths.	**Meets.** Upanup's Drupal CMS supports responsive design, and responsive design is baked into Upanup's project process. We design and develop websites following principles of Responsive Web Design (RWD) to ensure full mobile responsivity is built in; it will not require adjustments, but support through our post-launch services will be available to assist with future changes if desired by the City. Audiences expect an easy-to-navigate, responsive website design that works well on all screen sizes. We are leaders in responsive design and have helped many organizations update their websites to strategically deliver content for mobile. We consider a range of screen sizes from the very outset in every website's design and development. We will also be mindful of touch screen experience with clickable areas and interactive activities for user engagement.
3.5.1.3 Content search – reliable, filterable search with top results in first three positions.	**Meets.** We implement Solr search with relevancy tuning, synonyms, typo tolerance and faceted filters (date, department, content type). Search results display excerpts and icons, and we continuously monitor search analytics to optimize ranking.
3.5.1.4 Concise menu design – avoid overwhelming drop-down menus.	**Meets.** Our IA subject matter experts will create a concise, task-oriented menu hierarchy, working with the City to best meet their vision.
3.5.1.5 Friendly URLs for pages and documents.	**Meets.** On a per-page basis, staff can create short, SEO-friendly and memorable URLs without the need to make changes at web server level. The organization's website editors (depending on permissions you choose) will be able to create URL redirects to the appropriate pages as needed.

RFP Requirement	Upanup Response
3.5.1.6 Department landing pages – each with its own URL, menu, news, events, contacts and facilities.	**Meets.** We can create a landing page template for departments and divisions. Each page aggregates department-specific news, events, staff directory entries, and quick links.
3.5.1.7 Project tracker pages – map of City projects linking to detail pages.	**Meets, may require additional clarification.** To best meet this request, Upanup will discuss it with the City at the project outset, and communicate what is possible within scope after a detailed assessment.
3.5.1.8 Council meeting agenda workflow – replace CivicPlus workflow.	**Meets, may require additional clarification.** Please refer to our response to 3.3.1.67. Our custom workflow will allow staff to create agendas, attach bills and exhibits, set ordering, link PDFs, and publish pages. If the City has something else in mind with this request, Upanup would require further clarification before confirming.
3.5.1.9 Bid document workflow – searchable library with subscriber alerts and migration of current subscribers.	**Meets, may require additional clarification.** Bid postings will be a content type with categories, subscription options and a document library. Importing the current subscriber lists from CivicPlus into the new alert system will need to be discussed further before confirming.
3.5.1.10 News blog with categories & subscriptions; ability to pin feature stories and publish alerts.	**Meets.** The news module supports categories, tags, and featured posts. Subscribers can choose notification methods for each category. Editors can turn news item into a site-wide banner. Department landing pages filter news by category. Blog post content type can be included for the City, in scope.
3.5.1.11 Alert banners – add banners across all pages or specific sections.	**Meets.** Editors can create global or scoped alert banners with priority levels (e.g., emergency, maintenance). Banners display prominently above navigation and can include links.
3.5.1.12 Video embeds on pages with autoplay, mute/unmute and URL entry.	**Meets.** Drupal's media component allows embedding of YouTube/Vimeo via URL or local video files. Editors can set autoplay and audio options per video.
3.5.1.13 Visual, interactive timelines – include images, text and links.	**Meets.** We can implement an interactive timeline component so editors can build chronological narratives with multimedia. Please note that implementing interactive components such as timelines need to have careful considerations for web accessibility, and including mobile responsiveness.

RFP Requirement	Upanup Response
3.5.1.14 Statistical dashboards – present statistics as accessible dashboards instead of static images.	**Meets.** Upanup can create a dashboard as part of this project - since Upanup is committed to quality accessibility, design, and layout, we strongly recommend using a combination of reports to achieve this. Appropriately trained developers can generate different kinds of reports as needed. Staff will find administrative experience user-friendly with the admin toolbar and contextual links. Administrative navigation will most likely be based on the permissions the City chooses (e.g., administrators will have access to more sections than editors).
3.5.1.15 Email and text alerts – integrate with subscription system.	**Meets.** See 3.4.1.2. The alert system can support both email and SMS; users can manage preferences via their account.
3.5.1.16 Navigational breadcrumbs.	**Meets.** Breadcrumb trails are automatically generated from the menu hierarchy and displayed at the top of pages.
3.5.1.17 External links open in new window.	**Meets - see details.** While this is possible, typically, opening links in new tabs is generally discouraged for accessibility concerns, as it can be disorienting for users, especially those using screen readers or who have cognitive disabilities, because it breaks the standard "back button" functionality.
3.5.1.18 Multiple images and attachments in news posts.	**Meets.** News items can include galleries and multiple attachments. Editors can reorder images and provide captions.
3.5.1.19 Interactive map embeds – embed ArcGIS or Google Maps.	**Meets.** See 3.3.1.42. Editors can embed interactive maps via a map component.
3.5.1.20 Calendars – multiple calendars with category filtering, month and list views, and page-specific calendars.	**Meets.** We will implement a calendar module (e.g., Drupal Calendar) that supports multiple calendars and categories. Users can view monthly or list views, filter by category, and export events. Department pages display filtered calendars.
3.5.1.21 Directory of services/programs – searchable, filterable by keyword and department.	**Meets.** A service directory content type with fields for service name, description, department and partner link will enable users to search and filter by department or keyword. Partner services link off-site.
3.5.1.22 Embedded fillable forms – multiple forms per page with	**Meets - additional clarification may be needed.** Depending on the complexity of the form we build, forms can support attachments,

RFP Requirement	Upanup Response
attachments, notifications, conditional logic and payments.	conditional logic, and email notifications. Payments can be supported as well, however this component may require addition discussion between Upanup and the City to confirm possibilities in scope. • **Note:** PCI Compliance is required for the secure transitional storage of financial information, particularly relating to eCommerce. All of our eCommerce implementations are partnered with a gateway provider which in effect offloads the PCI compliance (to where the transaction and storage occurs). We do not provide PCI compliance directly ourselves but do so with transactional gateway partners.
3.5.1.23 Staff directory – assign editing permissions by department and display comprehensive info.	**Meets.** Department editors can manage their section of the staff directory.
3.5.1.24 Directory of partner organizations – centralized listing shared across pages.	**Meets.** We can implement a partner directory for the City in scope, with centralized listing shared across pages.
3.5.1.25 Automated communications with triggers – confirmations and reply notifications.	**Meets.** Webforms can send autoresponder emails with submission copies. Discussion boards trigger notifications when comments receive replies. Additional triggers can be configured if needed.
3.5.1.26 WCAG 2.0 AA compliance minimum.	**Meets.** Upanup designs and develops to WCAG 2.2 Level AA standards. We will work towards AAA where feasible.
3.5.1.27 Online payments integrated with CentralSquare's Naviline.	**Meets.** See 3.4.1.1. Payments can occur via the City's preferred payment gateway provider - please note if Upanup has not worked with this payment gateway provider before, additional R&D may be required This can be discussed during the project.
3.5.1.28 Archive of live-streamed meetings.	**Meets.** Upanup can typically set up automatic archiving of older content, after a specified number of days. These archived items can still be accessed and viewed (we typically recommend this approach as opposed to deleting content permanently). Upanup will confirm options for archiving live-streamed meetings with the City during the project.
3.5.1.29 Archive of MarCom videos.	**Meets.** We can create a category for marketing videos, allowing them to be browsed by series and displayed in galleries.

RFP Requirement	Upanup Response
3.5.1.30 Citizen engagement tools – surveys, comment sections, digital sticky notes and SeeClickFix integration.	**Meets.** See 3.4.1.3. We can also implement **SeeClickFix** or a replacement for reporting issues, if needed.
3.5.1.31 Security features – SSL, FedRAMP-authorized infrastructure, daily backups, updates, encryption and reliable cloud hosting.	**Meets.** Please refer to our *Hosting & Maintenance* section for details.

☑ 3.5.2 Tier 2 Priorities (Page 54): USS 15,000

RFP Requirement	Upanup Response
3.5.2.1 Online burn permit workflow with payments.	**Meets.** We will create a burn-permit application form integrated with payment processing and email notifications. Data will be exported for Fire Department workflows.
3.5.2.2 Control of breakpoints for all layout widths.	**Meets.** Administrators can adjust responsive breakpoints via theme configuration without developer assistance. We will document how to modify these values.
3.5.2.3 Ticket sales workflow with numbered tickets and GL allocation.	**Meets (optional).** Typically, when the details of this request are discussed in full, our clients end up using EventBrite rather than re-building the tools of EventBrite into a website CMS (EventBrite is more cost-effective). Therefore, based on that experience, Upanup has not included this CMS tool in scope of this proposal (it's an optional add-on for additional fees).
3.5.2.4 Department-specific data dashboards.	**Meets (optional).** We can create customizable dashboards for each department using Chart.js and Views. Data can be fed manually, via CSV or via API from third-party systems.
3.5.2.5 Geo-fenced messaging for mobile apps.	**Meets (optional).** Through integration with Everbridge or custom mobile apps, we can send push notifications based on geofences. This feature will be scoped during future mobile app development.
3.5.2.6 Transit bus live locations and ETA display.	**Meets.** I would adjust as follows: For the transit agency's AVL/GTFS-realtime feed, we can either link-away to it or embed an iframe (if the 3rd party allows), to display bus locations and ETAs on a public page. This is included in the proposed scope and fees. If the City requires a more complex API integration, this will be an optional paid add-on.
3.5.2.7 Chatbot for website.	**Meets.** An AI chatbot (using the City's chosen tool, e.g. MS Copilot) will be integrated into the website in scope.
3.5.2.8 Figma integration for design and wireframing.	**Meets.** Upanup uses Figma for UI design. We will share editable Figma files with the City for collaboration and future iterations.
3.5.2.9 FontAwesome and design system tools integration.	**Meets.** FontAwesome icons will be available within the CMS. We can integrate Storybook or similar tools to document the design system.

☑ 3.5.3 Tier 3 Priorities (Page 56): USS 12,000

RFP Requirement	Upanup Response
3.5.3.1 Auto-recommended content – "you may also be interested in…" suggestions.	**Meets.** We can enable recommendation engines using Drupal's **Smart Content** or external services (e.g., Recombee) to suggest related content based on tags and user behavior.
3.5.3.2 Embed weather map and weather radio widgets.	**Meets.** We can likely embed weather widgets and live radio streams via iFrame or API on emergency management pages.
3.5.3.3 Advanced bid software integration (e.g., IonWave).	**Meets.** If the City selects a dedicated e-procurement platform, we will connect it via link-away, or can explore API integration or single sign-on options for additional timeline and fees.
3.5.3.4 Advanced plan progress reporting software integration (e.g., Envisio).	**Meets.** We can embed dashboards to display strategic plan progress with permissions for department heads and managers.
3.5.3.5 Embed public access streaming channel.	**Meets.** We can embed the City's public access streaming channel (e.g., via Vimeo or YouTube live) and advise City staff on creating lists of council meetings.
3.5.3.6 Retail sales workflow – sell merchandise via the website.	**Meets.** Using Drupal Commerce, we can set up an e-commerce functionality with the City's preferred payment gateway provider for payment processing.
3.5.3.7 Single account for users with unified cart across departments.	Upanup can implement a single sign-on for CMS users with Microsoft Entra ID if needed as an optional add-on (e.g. staff editing the site), but a unified "cart"--which implies multiple payment gateways/platforms--for public website visitors is not currently possible. For more context: Upanup has recently done R&D on this particular 'citizen portal' or 'mycity' style gated and personalized dashboard request and based on extensive research and testing, it is not possible because the 3rd party systems can't be overridden with one gateway to all their different systems. There are workarounds like a citizen login with bookmarking and a central location to link-away to online services but that is usually met just as well with a public-facing hub of services.
3.5.3.8 Future app development & ownership.	**Meets.** Upanup's architecture is API-first, enabling future mobile apps. The City will own any custom apps we develop for them specifically, with intellectual property owned by Upanup [CO please review]. We will provide consultation on app use-cases and long-term maintenance.

RFP Requirement	Upanup Response
	The website will be able to work with applications, which the City can own. Regarding Upanup developing the apps, this is possible (e.g. we've done mobile apps in the past for municipal clients); however, we typically instead recommend a cost/benefit review of an app versus website functionality before implementation since, depending on the requirement, often web development will meet the needs without a full app development. **Note:** If an app is still required, Upanup will look at the needs and either propose a solution or recommend an app-specific developer in case they have more experience in that field.

3.6 Content Migration (Assumed To Be Tier 1) USS 35,000

Point-by-Point Responses

Below are Upanup's initial responses to each requirement.

RFP Requirement	Upanup Response
Pages – 502 existing pages need significant rewriting; major reorganization and creation of new content.	**Meets.** Upanup will conduct a content audit, collaborate with departments to retire outdated pages, and restructure content based on user tasks. We will assist with rewriting and copyediting **up to 50 pages** in scope, and may provide content templates for efficiency. Additional pages requiring rewriting/editing/styling can be discussed, and quoted separately. If the documents need to be further tagged or categorized, Upanup can assist with that.
Images – do not migrate current image libraries; new images will be compiled and approved.	**Meets.** Drupal's media library supports media of various types; the City can upload the images that reflect their content needs best to this library.
Documents – migrate critical document libraries; review relevance with departments (Agenda Center, Archive Center, Bids Postings, Calendar, Document Center, Facilities, FAQs, Forms, Jobs, News Flash, Resource Directory, Staff Directory.	**Meets.** Upanup can import the website documents into the new CMS. Typically, the following process is followed: export of documents from the current CMS, import to the new CMS, then they are linked/added to pages throughout the content migration process. If the documents need to be further tagged or categorized, Upanup can assist with that.

Content Migration — USS 25,000

Upanup will migrate indexed public pages and files from the following websites - this includes content from the current JoplinMo.com site, and the City's existing microsites excluding the Bike Park (see note below), up to 1,500 pages total in scope unless otherwise mutually agreed by Upanup and the City.

Notes:

- Bike Park content to be migrated separately to the new standalone platform. See *Bike Park Website - CiviKit Municipal Platform (with migration)* section below for details.
- Upanup understands the other current microsites/subsites will likely be amalgamated into the main corporate website, while the Bark Pike website will be a separate, standalone microsite..
- Depending on the migration needed, this could include up to the last 5 years of date-related items (news, events, and meetings).

Migration includes:

- Crawling and exporting importable structured content from existing site's publicly accessible ("findable") pages.
  - Internal-facing, unlinked, gated pages, or pages that block content crawlers, are not included in this service.
- Exporting crawl results and other compiled content data into tab-delimited importable data sheets.
- Cleaning HTML to remove inline-style overrides and other unnecessary HTML elements.
- Configuring Feed Types for page and media importing, including basic settings, field mappings and tamper plugins as needed.
- Processing Feed import data sheets (and/or XMLs if the original site is Drupal) into Drupal field content tables, running integrity checks to verify import accuracy.
- Coordinating a manual migration process when existing site content structure is not compatible with extraction and import procedures.
- Importing and migrating existing site media (files and images) for page and other node attachments.
  - NOTE: Images of poor quality and/or that do not meet quality standards *may not* be migrated to the new website.
  - Upanup uses AI to generate image alt text when migrating images from your existing site. AI-generated alt text is reviewed and revised by Upanup when images are uploaded. The client is to review alt text in the media manager and update as needed.
- The following **webforms** are included from Upanup's base configurations. If further forms are needed, this proposal can be revised as needed (additional timeline/fees may apply).
  - Contact Us
  - Bylaw Complaint
  - Job Application
  - Request a Service
  - Report an Issue
  - Plus 10 additional forms of the City's choice.
    - **V2: Added post-submission based on new clarifications from the City:** Upanup recommends that one of these forms is the Open Records Request form (with ecommerce).
    - Potentially also one for the Insurance Claims as well.

*Please note that ecommerce integration (e.g. paying through an online form), content editing (e.g., adding/removing/adjusting the text for grammar, spelling, punctuation, and consistency in tone and formatting), and content styling (e.g., reordering content, putting into content rows, styling buttons) are not included unless explicitly stated elsewhere in this scope of work.

Modifications

☐ Optional Add-On: Additional Webform Created by Upanup — USS 350 × 1 USS 350

Note that any number of webforms can be created by the website users. This modification is for Upanup to build the webforms during the redesign process.

One webform is equivalent to a small-medium or moderately complex webform.

If the webform is large or very complex, it counts as two webforms. Examples of larger size/complexity are as follows:

- *multi-row calculations in a table,*
- *multiple 'office use only' conditions resulting in custom workflows,*
- *large adjustments to accommodate for improved online user experience and/or web accessibility and/or security (e.g. requests for multiple signatures or attaching a void cheque/check).*

Content Editing & Styling — USS 10,000

Note: If selected, this work will be completed **after** content migration, and will be conducted on the new Upanup/CiviKit website.

Upanup will edit and style **up to 50 content pages**. Details are below. To add more pages, use the modification below.

Editing

Content editing services include adjusting the existing content including any of the following:

- Content writing (e.g. new webpage needed)
- Content editing (e.g. for accessibility)
  - Ensure accurate grammar, spelling, and punctuation across content.
  - Ensure consistency in writing style, tone, and formatting throughout the content.
  - Incorporate relevant keywords and optimizing content for search engine visibility.
  - Improve overall clarity to ensure that the content is easily understandable by your target audience.
  - Edits for accessibility, such as (a) removing excessive emphasis or italics, (b) adding semantically correct headings (h2, h3, h4, h5, h6) and removing any text made larger or bold to look like a heading, (c) removing long strings of ALL CAPS, (d) ensuring link text is descriptive and makes sense out of context, (e) defining any acronyms on the first instance of any page on which they appear, (f) adding alt text to images.
- Content re-organizing (e.g. amalgamating two pages together)

Styling

Content styling services involves improving the look of existing content, including:

- Reordering existing content
- Putting into content rows, like accordions (moving content around so that it's better for the user's experience)
- Using buttons for existing links that should be calls to action

3.7 Deployment & Hosting — USS 14,700/Year

Below are Upanup's initial responses to each requirement relating to this this RFP section.

Notes:

1. We have not responded to Tier 2 or Tier 3 priorities in this section as none were identified by the City, as stated in the RFP.

2. The below information reflect our recommended **Fortified Managed-Hosting Package** - please refer to the *Hosting & Maintenance* section for additional details.

3.7.1 Tier 1 Priorities (Page 60): USS 14,700/Year

RFP Requirement	Upanup Response
Reliable high-speed hosting.	**Meets.** Upanup offers cloud hosting on Amazon Web Services. 99.99% Uptime guarantee are included in our SLAs for Fortified and Enterprise hosting packaged (Fortified Hosting is included in the scope of this proposal). See hosting comparison chart for details in *Hosting & Maintenance* section.
Hosting support 24/7/365.	**Meets.** Our managed hosting service includes round-the-clock monitoring and 24/7 support for emergency issues. Critical incidents are responded to within 30 minutes.
Multiple domain hosting and sub-domains with secure logins.	**Meets.** Our hosting environment supports multiple domains and SSL certificates. Each domain can have its own site instance while sharing the same CMS.
SSL encryption (128-bit/256-bit).	**Meets.** Data is encrypted using best practices.
Redundancy and disaster recovery options.	**Meets.** Disaster recovery is included with all of Upanup's managed-hosting packages.
Performance monitoring and reporting.	**Meets.** Upanup provides performance dashboards (uptime, response times, resource usage). Bi-monthly reports are included in Upanup's retainer Support services.
Issue escalation path.	**Meets.** Our SLA defines escalation tiers and contact methods. The City will have direct access to a senior developer for urgent issues.

3.8 Training & Documentation — USS 13,300

3.8.1 Tier 1 Priorities (Page 60): USS 12,000

RFP Requirement	Upanup Response
3.8.1.1 Site transition and go-live plan – detailed transition plan, content prep checklists, testing, CMS training and public education.	**Meets.** Upanup will develop a comprehensive go-live plan including content freeze dates and quality assurance testing ahead of launch. We can provide checklists for departments to prepare content if requested by the City.
3.8.1.2 Training – robust training for the Webmaster and staff CMS users via live and recorded sessions; manuals alone are insufficient.	**Meets.** We deliver role-based training through virtual sessions, that will be recorded. A "train-the-trainer" program equips the Webmaster to onboard new users. Training is is built into the project timeline before launch, but additional training can be provided via a Support retainer with Upanup.
3.8.1.3 Documentation – searchable online libraries for troubleshooting; clarity on issues requiring vendor support.	**Meets.** Upanup will provide a detailed online website guide for the City to use as a resource, with step-by-step guides, troubleshooting articles and FAQs. We will identify which issues can be self-resolved and which require vendor involvement.

☑ 3.8.2 Tier 2 Priorities (Page 61): USS 1,300

RFP Requirement	Upanup Response
3.8.2.1 How-to videos – library of short videos showing how to perform common tasks.	**Meets (optional).** We can produce a library of short how-to videos demonstrating tasks such as creating pages, uploading documents, managing forms, etc. for additional timeline/fees, if requested by the City.

☑ 3.8.3 Tier 3 Priorities (Page 61):

RFP Requirement	Upanup Response
3.8.3.1 Support community – online communities for CMS users.	**Meets.** Drupal has an active community forum. We will orient the Webmaster on how to access community resources and contribute. While optional, this provides peer support and knowledge sharing.

☑ 3.9 Ongoing Maintenance & Support — US$ 6,480/Year

Below are Upanup's initial responses to each requirement.

Notes:

1. The RFP does not enumerate Tier 2 or 3 items beyond those listed above. Upanup confirms that all Ongoing Maintenance & Support Tier 1 requests as outlined in the RFP will be met.

2. The below information reflect our recommended **Intermediate Support Package.**

3.9.1 Tier 1 Priorities (Page 61): USS 6,480/Year

RFP Requirement	Upanup Response
3.9.1.1 Dedicated account manager – primary point of contact during design, build, maintenance and future integrations.	**Meets.** During the website project, a dedicated Project Manager(s) will be assigned to work closely with the City, as a guide and liasion between Upanup and the City. Project Manager(s) will be the primary point of contact throughout the website project. A dedicated Upanup account manager can also be provided post-launch to serve as a primary point of contact, coordinating communication for new requests, and future enhancements.
3.9.1.2 Web development/consulting support – 24/7/365 availability via phone/email; liaison with third-party vendors.	**Meets.** Our support desk provides guaranteed response times within business hours and 24/7 availability for emergencies. For issues involving third-party systems (CMS vendor, payment gateway, engagement tools), we act as liaison and coordinate resolutions on the City's behalf.
3.9.1.3 Budgeting for future additional website features and digital experience development – propose annual costs including maintenance and hours for future enhancements.	**Meets.** Upanup's proposal will include annual maintenance and hosting fees covering upgrades, security patches, monitoring and support. Additional features may be procured on an hourly or fixed-price basis depending on scope.

Accordion

Training & Implementation Plan

Virtual Training

Included in the scope of work of this proposal are detailed training session for City staff, including administrators and content contributors. **These sessions are recorded** and sent to City for future use—this is very helpful for future onboarding. Each session typically lasts 1-2 hours, depending on how many people are involved from City. This session can be done as interactively as the City would prefer. For example, Upanup can run the session then give the City its usernames/passwords, or provide usernames/passwords in advance so that your staff can follow along on in sandbox-style pages to play around with the site's features. If the City would like more training sessions, Upanup can also quote separately as needed.

Online Guide

As well as the virtual training session, Upanup will deliver a custom Website Content Guide, which is an online resource for ongoing maintenance of the City's new website. Sections include the following:

- **Basic Drupal Editing** – including menus, webforms, content rows, taxonomy terms, URL aliases, URL redirects, WYSIWYG (what you see is what you get, basic Editor—similar to Word editing), and adding users.
- **Best Practices** – including user experience (UX), accessibility, image design choices, quick link icons, videos, writing and styling content, and alerts.
- **What's New** – including on-demand resources such as industry webinars, white papers, and articles; and latest tools and features such as community engagement platform, live meeting pop-up, tax calculator, and more.

Approach to Training

We take a "train-the-trainer" approach; you'll have all the tools (such as the recorded sessions and online guide) to easily train new staff as other people get involved and empowered to the use the website as well.

Training Outline

- Background and context (purpose of the session, introductions, expectations, and goals).
- What to expect after the training, discuss logins and password resets.
- Understanding where we are in the project, the staging website, what may still be in progress, and upcoming testing and bug tracking.
- Logging in, security, navigating the CMS, and how to access the online guide.
- Discuss content types (aka page templates), and node-based editing for efficiency.
- Basic page editing and creation (e.g., new page, document, calendar event), use of headings within page content, boilerplate examples, features of the WYSIWYG editor (like MS Word). Includes best practices and tools to help with accessible content.
    - Saving of pages in various states, including but not limited to draft, unpublished, and published (live).
    - Scheduling the automated publishing and unpublishing of content pages.
    - Duplicate existing pages.
- Homepage editing (e.g., adding a community notice to the homepage), best practices for things like quick links as applicable.
- Media and file library—how to search, filter, add and edit files, including uploading images and adding alt tags to images.
- Adding a page / menu item to a menu or navigation.
    - Move pages around within the site structure (i.e., relocate pages in menu and hierarchies, without having to recreate).
    - Permanently or temporarily redirect pages.

- Webform creation and editing, setting up email handlers and more.

Bike Park Website (Assumed To Be Tier 1)

USS 6,000
USS 2,700/Year

CiviKit Municipal Platform (With Migration)

USS 6,000
USS 2,700/Year

This **turnkey solution** is pre-built (template-based design) and provides a feature and functionality-rich website, at a more budget and timeline-friendly approach than alternative options. While the website does offer personalization capability, all customizations are limited to the options already existing on the platform.

Process

1. Kick off meeting
2. Gather assets and confirm timelines
    a. Optional: If the City doesn't currently have high quality photos on the existing website, they can send up to 20 photos to be placed on the new website.
3. Ongoing updates via calls/emails

City's Role:

- **What**: Participate in the kick-off call. Review project timeline, provide feedback, approve timeline, and provide required assets.
- **Who**: City's main contacts such as project manager and/or the project leadership team (typically 2-4 people).
- **How long**: 30–60 minutes.

See the **Features** page for more details on design and layout or the **Technical Approach** for features and functionality.

Content Migration Scope

Depending on the migration needed, this could include up to the last 2 years of date-related items (news, events, and meetings).

Migration Includes:

- Crawling and exporting importable structured content from existing site's publicly accessible ("findable") pages.
    - Internal-facing, unlinked, gated pages, or pages that block content crawlers, are not included in this service.
- Exporting crawl results and other compiled content data into tab-delimited importable data sheets.
- Cleaning HTML to remove inline-style overrides and other unnecessary HTML elements.
- Configuring Feed Types for page and media importing, including basic settings, field mappings and tamper plugins as needed.
- Processing Feed import data sheets (and/or XMLs if the original site is Drupal) into Drupal field content tables, running integrity checks to verify import accuracy.
- Coordinating a manual migration process when existing site content structure is not compatible with extraction and import procedures.
- Importing and migrating existing site media (files and images) for page and other node attachments.
    - NOTE: Images of poor quality and/or that do not meet quality standards *may not* be migrated to the new website.
- The following 5 webforms are included from Upanup's base configurations. If further forms are needed, this proposal can be revised as needed.
    - Contact Us
    - Bylaw Complaint
    - Job Application
    - Request a Service
    - Report an Issue

*Please note that ecommerce integration (e.g. paying through an online form), content editing (e.g., adding/removing/adjusting the text for grammar, spelling, punctuation, and consistency in tone and formatting), and content styling (e.g., reordering content, putting into content rows, styling buttons) are not included unless explicitly stated elsewhere in this scope of work.

Modifications

- ✔ Ongoing Platform Services — USS 2,700/Year

  Platform services include:

  - Security updates with zero-downtime, safe-install procedure (typically 6+ times per year)
  - Bug (technical error) fixes to the site
  - ReCAPTCHA maintenance of webforms, for protection against spam bots
  - Support for user role management, including password resets and new site editor's setup (up to 10 times a year included)
  - Support for content changes to normally static content areas such as address in footer (up to twice per year included)
  - Ongoing platform improvements
  - Online help guide to assist site editors with step-by-step instructions for content management of site
  - Industry-leading, Canadian-based third-party hosting infrastructure via AWS
  - Daily snapshot backups to Upanup's protected servers, ensuring continuity in case of compromise
  - Maintenance, ongoing optimization, and security of web server hardware, software, and databases
  - 24/7 monitoring of site uptime, proactive response,e and reporting on any disruptions

  Future Year Rates:

  - Year 1 (2025 start date): $2,700
  - Year 2 (2026 start date): $2,760
  - Year 3 (2027 start date): $2,820

- ✔ Content Migration — USS 2,000

  Includes up to 50 pages.

☑ In-Personal Attendance (Addendum 1) - Optional Add-On USS 5,000

Addendum 1, Question 5 Response: "We expect the vast majority of this project work to be performed remotely, however, a representative from the winning bidder may be asked to attend a council meeting at the time of contract adoption by council (public hearing tentatively scheduled for Nov. 3, 2025) to answer questions the council may have about your firm's ability to execute the project, and may also be asked to attend a council meeting at the completion of the project to present highlights of the new website and outline potential future developments which could further enhance the City's digital experience. We anticipate that working meetings with city staff will be performed virtually using Microsoft Teams or Zoom."

Note: Upanup has not automatically included the below preparation and in-person meeting attendance options in scope, but can add them to the total project fees should the City select the option(s).

☐ Upanup's Preparation for Council Meeting & Presentation — US$ 2,500

This task reflects the preparation work required by Upanup's team for the Council Meeting in Joplin, MO for the City's website redesign project, as stated in the RFP requirements.

Preparation includes:

- Coordinating with the City for the date/time/location of the event.
- Virtual attendance for as many of Upanup's staff as is needed, likely 2-5 staff (if that's an option at the time).
- Debrief with the City -- most likely the following day if it's an evening event.
- Digital presentation (e.g., PowerPoint)
  - Two rounds of revisions included with the project contacts before the meeting are included
- Summary notes of the following:
  - Key takeaways
  - Themes or trends in feedback
  - Insights and new information
  - Recommendations such as feedback to incorporate into the redesign process and end product

Note: This fee includes scope for a 1-hour virtual meeting (if the City decides not to request Upanup's in-person attendance).

☑ Upanup's Attendance of In-Person Council Meeting & Presentation — US$ 5,000

V2: As discussed in December 2025, two meetings are needed:

1. Upanup will waive this fee for the January 2026 meeting.
2. An end-of-contract meeting is also required (date to be determined).

Scope of Service

This task fee reflects the scope of work involved for Upanup staff to participate in-person in one Council Meeting event in Joplin, MO for the City's website redesign project. Fees shown are per meeting, and are inclusive of the following:

- **Travel expense:** Flight from Upanup's Victoria, Alberta, and/or Ontario office, plus 1-2 hotel nights, and food/drink.
- **Travel time:** Time to fly, taxi transportation, check in at the hotel, and arrive early at the meeting location, etc.
- **Attendance:** Upanup staff member will attend the City's Council meeting.
  - **Meeting:** 4 hours onsite are included.
  - **Important Note:** We have assumed 1 staff member attendance in scope. If additional Upanup staff members are required to attend, this will be reflected in an additional per person fee.

Additional Fees

Any material costs such as printing presentations will be the responsibility of and at the expense of the City.

Requirements Not Met or Alternative Solutions

Upanup can meet the requirement listed in the RFP (unless otherwise explicitly clarified in the above Scope of Work details). If there is a case where clarification was needed, we have outlined any safe assumptions and recommended a best practice path forward based on (a) our extensive relevant experience and (b) the City's goals.

Upanup appreciates the comprehensive vision articulated in the City of Joplin's RFP. Our response demonstrates how our open-source, headless/decoupled architecture, robust project methodology and municipal expertise align perfectly with the City's Tier 1 requirements while offering scalable options for Tier 2 and Tier 3 enhancements. We are committed to delivering a secure, accessible and future-proof digital ecosystem that empowers City staff and serves the community.

Contingencies

US$ 5,000
US$ 5,000/Year

V2: Added based on December conversations.

- [x] Project Contingency — US$ 5,000

Upanup recommends setting aside some funds for items that might arise during the project implementation.

- [x] Annual Contingency — US$ 5,000/Year

Upanup recommends setting aside some funds for items that might arise after implementation.

Advanced Community Engagement tools

US$ 6,500
US$ 7,290/Year

V2: Added based on December conversations.

- [ ] Upanup's in-CMS content type — US$ 5,000

(example: https://www.thebluemountains.ca/planning-building-construction/current-projects)

- [x] Upanup's Engagement Platform — US$ 6,500 / US$ 7,290/Year

(setup) - assumes no migration is needed

Modifications

- ✓ Upanup's Engagement Platform (year 1) — US$ 7,290/Year
  See SLA document for multi-year pricing.

- [ ] Another option — Cost TBD

Social Pinpoint for an engagement site, which has more features and is closer to $30k/year

Other Optional Add-Ons

US$ 24,750
US$ 10,980/Year

V2: Added based on December conversations.

☑ Advanced AI with human editing capability (per site) — US$ 2,400/Year

This is a per-site setup and fee. It is assumed that this item would be for the JoplinMO site.

Choose the modification to add this to the Bike Park site.

Modifications

- ☑ Bike Park site as well — US$ 1,200/Year

Base Cost: **US$ 1,200/Year**

☑ Accessibility Tool: AccessPoint — US$ 13,750

Accessibility tool for the public: "AccessPoint" (JoplinMo only) -- example: comox.ca, see the accessibility icon in the bottom left

☑ Accessibility Tool: Website Accessibility Maintenance (annual scan & report) — US$ 8,580/Year

Accessibility tool for staff editors in help with compliance: using Upanup's website accessibility maintenance services, post launch (first site) -- incl. 1 report/year

Use the below modification to add the Bike Park site scan/report as well.

Modifications

- ☑ Second Site — US$ 3,840/Year

Base Cost: **US$ 4,740/Year**

☑ Single Sign-On (SSO) for the Bike Park Site — US$ 2,000

☑ More Email Integrations — US$ 1,000

Add 3 more content type integrations for Constant Contact (or Cyberimpact) -- such as Job Opportunities, Bid Opportunities.

There's also a higher tier if more are needed.

☑ Transit/bus integration like shown in demo — USS 2,000

Example: See "upcoming buses" tool here, https://www.winnipeg.ca/.

The range for this is $2,000 to $10,000 depending on the situation: Lower end if the City can provide the API and the script to call it (i.e. not much for Upanup to do for the implementation).

☑ Multi-Site Search (1st site added) — USS 6,000

Integrating AddSearch so that the JoplinMo.gov site's global search can search the Bike Park site as well.

NOTE: AddSearch has 3rd party fees to be paid by the City, approximately $1,500/year (for any number of sites). See https://www.addsearch.com/pricing/ for up-to-date pricing.

Modifications

☑ 2nd Site — USS 2,000
AddSearch so that the JoplinMo.gov site's global search can search the a second site (e.g. engagement platform).

Base Cost: **USS 4,000**

One Time

Total(s) **USS 264,550**

Recurring Annually

Total(s) **USS 47,150**

9. Methodology & Timeline

Methodology

We understand that every aspect of the website, and each step of the design and development process, contribute to the success of the website design and development project. As the website comprises various elements, including design, content, and technical aspects, we will take a holistic approach to evaluate the City's website and ensure a smooth process. We include frequent check-in points throughout the project to keep the City informed and updated, ensuring the project moves forward on time. All in all, we aim to deliver a visually appealing website with an optimal user experience in all aspects and will work closely with the City to achieve this mutual goal.

User-Friendly Navigation

Upanup will deliver a website that provides a user-friendly experience for both public users and City staff.

Regarding the back-end experience, Upanup's solution features an intuitive and accessible content authoring interface. Our Drupal CMS provides a clean, modern, accessible, and responsive administration theme. You will find the back end easy to navigate from the admin toolbar, which will provide access to all the administration areas, as well as contextual links (to directly access tasks related to page elements instead of navigating through the administrative menu). Upanup's team will provide guidance on how to implement distinctive, descriptive page titles for clear navigation and better search ability for assistive technologies.

Regarding the navigation experience for public users, website navigation is comprised of various elements such as sitemap, navigation menu, search bar, quicklinks, buttons and call-to-actions (CTAs), etc. The navigation menu will reflect the City's approved sitemap, which can also be adjusted in the future as needed.

- **Side Navigation**
  This will be present on all inside pages to provide users with easy, accessible, and quick access to various website sections/pages.
- **Search Bar**
  Your website will have a prominent search bar on all pages to assist users in finding content.
- **Quicklinks**
  Your website will have prominent links associated with icons that link to popular pages or sections to facilitate users' navigation.

Dynamic Sitemap

- **Ability to dynamically generate sitemap**
  Your new site will include a dynamically generated sitemap and breadcrumbs for easy navigation. An XML sitemap helps with search engine crawling and SEO (e.g., https://www.lakecountry.bc.ca/sitemap.xml).
- **Ability to control or manually remove items from dynamic sitemap**
  Staff with permissions will have the ability to hide pages from the dynamic sitemap (checkbox on the node to exclude).

Content Migration Process

The below is Upanup's process overview for migrating content:

1. Upanup's team will conduct a sitemap audit and recommendations. If we are doing a "one-to-one" migration (no sitemap changes unless the City wants to do them once on the new site), then please skip Step 1.
2. We will put together a content migration plan for the City to review.
3. Migration -- this includes programmatic migration for data that can be exported/imported (e.g. news exported into a spreadsheet format of data), as well as manual migration (copy/pasting) into content rows and paragraphs. Similarly to #1 above, if it's a "one-to-one" migration, please skip step 3.

4. Up to 50 pages of content styling and editing is included in the scope of this proposal; optional additional pages can be discussed and likely added onto the project if desired by the City for additional fees and timeline.

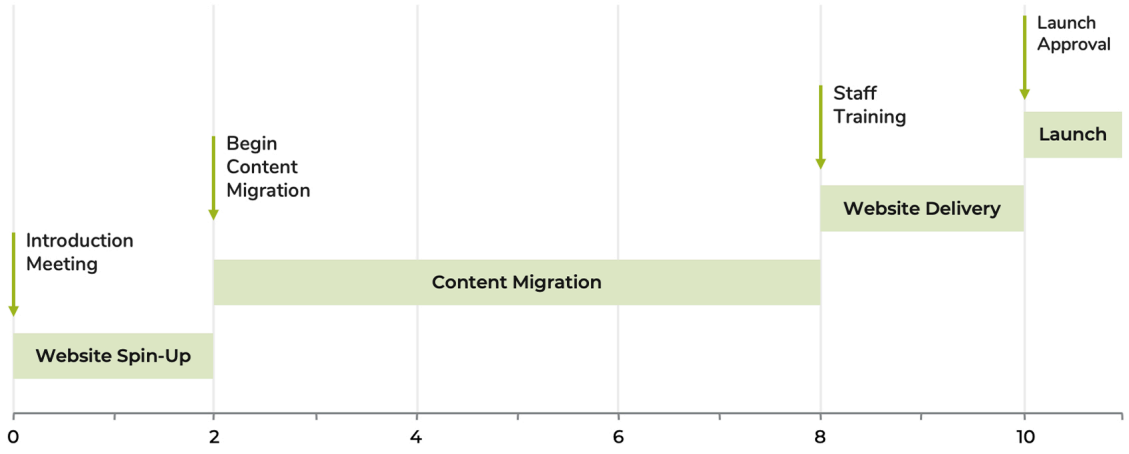
Timelines for Each Website

1. Bike Park Website

Given the potentially rushed request for the Bike Park website (the RFP stated that it may need to be ready the same month as the project start), Upanup recommends our turnkey, template-designed solution which is purpose-built to deliver quick turnaround times. After years of working with municipal organizations, we have found they often need a solution that is efficient, simple, and cost-effective for these types of microsites.

Therefore, the methodology for the BIke Park site will be as follows. A typical timeline is 10 weeks (2.5 months) but this can be shortened to 1 month if required; this will take careful coordination with the City but Upanup has done this before!

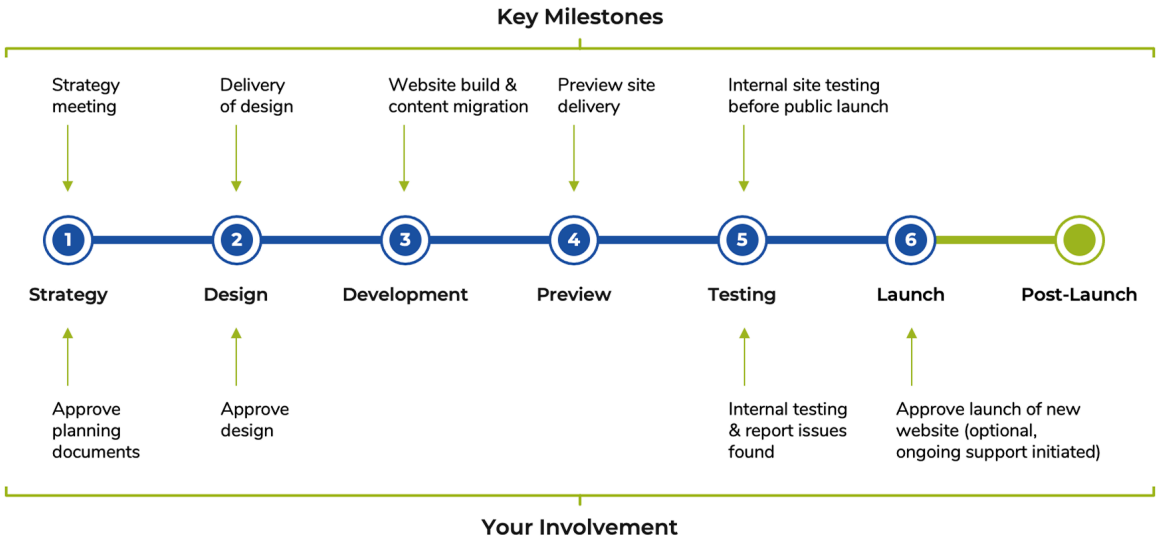
If the City chooses to go live with the new Bike Park website at a later date in March 2026, as initially stated in the RFP under 2.1 RFP Schedule (page 24), Upanup can adjust the project timeline as needed, to be discussed and confirmed with the City.



2. Corporate Website, joplinmo.org

This website project will be much more involved with regards to design mockups and approvals, content adjustments, and technical integrations. It will be a longer timeline (typically 6-12 months) and follow this process:

- Phase 1 - Strategy, includes planning meetings with the Project Manager and City staff to discuss needs and next steps, and provide a project brief including the confirmed timeline.
- Phase 2 - Design, custom design options will be provided to the City for review and approval, as outlined in scope.
- Phase 3 - Development, the City's new website will be implemented and approved content will be ported over.
- Phase 4 - Preview, the City will be provided access to preview their new site in a staging environment, for initial review and feedback.
- Phase 5 - Testing, where internal testing and reported issues will be addressed and fixed.
- Phase 6 - Launch, approval to launch the new website, hosting and support services are initiated on launch date.



Estimated Project Schedule

Upanup understands work for this project will likely commence in November 2025, and the City would prefer to launch the website by July 2026 if possible. If approved to proceed, Upanup will confirm the start date and the timeline, when the approval is received. At the time of sending this proposal, Upanup can confirm availability for the above timeline.

Contingency Weeks

Once the project timeline has been approved, within the above recommended timelines, we can offer up to four contingency weeks (per website project) to the grouped timeline without scope/fees adjustments since we know that a lot can change between the procurement process and when the project actually starts, and there are some unknowns that we aim to work with (e.g., your project manager's vacation availability during the project). To extend the timeline longer than four weeks, any anticipated scope/fees adjustments will be provided in writing for approval by you before proceeding.

10. Budget

Pricing By Tiers

- **Tier 1 total: $163,880**
  - This includes: implementation of Bike Park and JoplinMO.org websites, content migration as outlined in scope for both websites, Year 1 Hosting, Maintenance & Support Services Fees for JoplinMo.org, and Year 1 CiviKit Municipal Website (Bike Park) Year 1 Platform fees.
- **Tier 2 total: $61,300**
- **Tier 3 total: $22,000**

1. Main Corporate Website (joplinmo.org)

The following table shows a fixed-price, lump sum proposed cost for the City's website project (joplinmo.org). All prices are shown in American funds.

Please refer to the **Point-by-Point Responses to Scope of Work** section above, for the itemized budget costs.

Item Category	**Fees**
Website Design & Development **(JoplinMO.org only)**	$217,300
Third-Party Integrations	Included in the above line item as these integrations are part of the website development. *Note that some of the third-parties many have their own subscription fees.*
CMS Licensing (please see below for hosting details)	$0
Taxes	N/A
Implementation Fees Total	**$217,300**
Post-Launch, Ongoing Hosting and Support for Year 1 (Project Budget as per RFP)	**Fees**
Year 1 Support (Intermediate Package)	$6,480
Year 1 Hosting (Fortified Package)	$14,700
Taxes	N/A

Website Project Total (JoplinMO.org only Implementation Fees and Year 1 Hosting, Maintenance & Support)	**$238,480**

2. Bike Park Microsite (yourdomain)

The following table shows a fixed-price, lump sum proposed cost for the City's new Bike Park website project. All prices are shown in American funds.

Item Category	Fees
Website Implementation (turnkey solution)	$6,000 (includes content migration up to 50 pages)
Third-Party Integrations	We have not included third-party integrations in the scope of this proposal for the Bike Park website. Options can be discussed with the City at a later time, if possible within Upanup's turnkey solution's parameters.
Drupal CMS Licensing	$0
CiviKit Platform Service Fees	$2,700 (2025 rate)
Implementation Fees Total (Website Implementation + Year 1 Platform Fees)	**$8,700**

Total Project Fees for JoplinMo.org + Year 1 Hosting, Maintenance & Support, and Bike Park Website + CiviKit Platform Fees: $247,180

Recurring Annual Costs Breakdown for Hosting, Support, and Maintenance

Main Corporate Website (joplinmo.org) - assuming 2026 launch date			
	Year 1	**Year 2**	**Year 3**
Fortified Hosting	$14,700	$15,300	$15,900

Intermediate Support	$6,480	$6,780	$6,780
Invoicing timing	One annual invoice upfront upon the website launch date.	One annual invoice upfront upon the website renewal date.	One annual invoice upfront upon the website renewal date.
Bike Park Website (yourdomain) - assuming 2025 launch date			
CiviKit Platform Services Fees	$2,700 • Please note that Upanup has proposed 2025 rate for Year 1 for this website, given the City's preference to launch the microsite before end of 2025, if possible. **If the website launch occurs in 2026, Upanup will honour the 2025 rate for the first year.** Rates from Year 2 onward will follow our standard annual pricing (e.g., the 2027 rate for Year 2, and so on).	$2,820	$2,880
Invoicing timing	One annual invoice upfront upon the website delivery and training date.	One annual invoice upfront upon the website renewal date.	One annual invoice upfront upon the website renewal date.
Annual Recurring Fees - Totals for Both Websites per Term	**Year 1: $23,880**	**Year 2: $24,900**	**Year 3: $25,560**

Contingency Budget (optional)

Upanup also recommends $5,000/year for potential additional features and functionality changes. This is completely optional, and recommended to keep the site up to date with (a) industry trends such as moving more municipal services online, (b) internet trends such as artificial intelligence, and (c) user expectations such as more ongoing engagement.

This budget can be used on an hourly basis (see below for rates) or on a fixed price project basis, as the City prefers. If choosing an hourly basis, the blended rate would be **$157/hour** (see below for rates by type of service).

Annual Uplift

Upanup's annual services typically increase 2-5% per year.

Hourly Labour Rates

Upanup's hourly rate for this project are as follows, separated by type of service as requested in the RFP.

Implementation Rates

- Within the one-time implementation, if additional hours-based work is needed, the following applies.
  - **$150/hour** for general project management, client relations, or CMS training.
  - **$165/hour** for requested senior staff such as Directors, rush requests, or highly-technical requests such as API integrations.

The above reflect Upanup's rates for 2026. See above about annual uplift for rates in future years.

Post-Implementation Rates

- Within the ongoing post-implementation services, if additional hours-based work is needed, please refer to the SLA (service level agreement) details.

11. Hosting & Maintenance

Extensive Experience Providing Hosting & Maintenance

Upanup hosts and maintains over 180 websites, and receives fantastic client feedback such as the following.

Regarding the following testimonial, Upanup refers to its "*ongoing website support and maintenance*" services as "*support*" for short.

> "Upanup's support team and the UI/UX team have resolved our issues and created solutions for us so quickly (you are on fire!). Very grateful!"
>
> **Heather Follis**
> Digital Services Advisor, City of Victoria

Important Note About Upanup's Proposed Hosting Services:

Please note the main JoplinMo.org website will have separate hosting; we have proposed our Fortified Hosting package to meet the City's needs. The Bike Park website will have mandatory ongoing platform fees, that include hosting & limited technical support (additional support retainer can be added if requested).

Please refer to the *Budget* section of this proposal for specific pricing accounted for in project scope, and recurring fees, for the two websites.

Hosting Specifications

For the City's new main corporate website, JoplinMo.org, we have proposed in scope our Fortified Hosting package. With that said, Upanup offers 4 different hosting package options (fees vary), and the City may choose their preferred package.

The below assumes a 2026 launch date (Year 1) for the main corporate site, JoplinMo.org. For any additional future rates, please inquire directly.

	Professional	Premium	Fortified	Enterprise (2 application servers and file storage)
Fees (Main Website)	Setup: $0 Year 1: $3,480 Year 2: $3,600 Year 3: $3,720	Setup: $0 Year 1: $5,340 Year 2: $5,580 Year 3: $5,820	Setup: $0 Year 1: $14,700 Year 2: $15,300 Year 3: $15,900	Setup: $8,100 Year 1: $39,300 Year 2: $40,860 Year 3: $42,420
Fees (Additional Website after	Setup: $0	Setup: $0	Setup: $0	Setup: $900

the Main)	Year 1: $2,580 Year 2: $2,700 Year 3: $2,820	Year 1: $4,440 Year 2: $4,680 Year 3: $4,920	Year 1: $6,600 Year 2: $7,200 Year 3: $7,800	Year 1/2/3: $0, unless additional AWS virtual application server is needed
Recommended for Organizations	Servicing a population up to 10,000 people, and/or Anticipating up to 400 visits per day (12,000 visits per month).	Servicing a population up to 50,000 people, and/or Anticipating up to 1,000 visits per day (30,000 visits per month).	Requiring sole tenancy on a server due to dedicated resource assurances, custom security specifications and/or data privacy requirements, such as a high volume of user accounts and/or confidential data storage needs.	Requiring sole tenancy, also with potential for high traffic spikes that require redundancy for automatic server failovers, mission critical, high performance, high data privacy, dedicated resource assurance and/or security needs.
Virtual machine	Shared (with a limited number of trusted Upanup-managed websites)	Shared (with a limited number of trusted Upanup-managed websites)	Dedicated one server (not shared)	Multiple dedicated VM: • Two dedicated application servers • One dedicated S3 cloud file storage • Ability to add additional servers as optional add-ons, if needed
Differentiators among Packages				

Environment setup includes	Shared server configuration and resource allocation, security measures, and ongoing performance monitoring for reliable operation.		Dedicated server instance creation, setup and configurations including database, firewall, security, performance, DNS relay, malware scans, access controls and ongoing uptime monitoring.	Multiple server instance creation, setup and configurations including network, subnets, load balancing, availability zones, file object storage connection, CI/CD devops pipeline, database, firewall, security, performance, DNS relay, malware scans, access controls and ongoing uptime monitoring.
Processing power	Shared access to 8 vCPUs within the shared VM	Shared access to 8 vCPUs within the shared VM	Exclusive access to 8 vCPUs within the dedicated VM	Exclusive access to a minimum total of 8 vCPUs with vertical scaling 4 vCPUs[1] minimum per dedicated application server
RAM	Shared access to 32 GB of memory within the shared VM	Shared access to 32 GB of memory within the shared VM	Exclusive access to 32 GB of memory within the dedicated VM	Exclusive access to a minimum total of 32 GB with vertical scaling 16 GB[1] minimum per dedicated application server
Website asset storage	Max 50 GB SSD	Max 100 GB SSD	Up to 640 GB SSD	Unlimited object storage

				bucket
Dedicated virtual private application server containers (2 servers)	Not available	Not available	Not available	Yes
Dedicated S3 object cloud storage for static file assets	Not available	Not available	Not available	Yes
AWS load balancer	Not available	Not available	Not available	Yes, ensures speed infrastructure resilience by balancing traffic between servers
Dedicated (sole tenant) virtual server	Not available	Not available	Yes	Yes
Any incurred AWS support	Not available	Not available	Not available	Yes, without additional charges
AWS RDS database	Not available	Not available	Optional add-on	Yes
AWS RDS with point-in-time backup service	Not available	Not available	Optional add-on	Optional add-on
Uptime goal	99.99%[2] for a yearly timeframe	99.99%[2] for a yearly timeframe	See Uptime guarantee below	See Uptime guarantee below
Uptime guarantee	Not available	Not available	99.99%[3] for a yearly timeframe	99.99%[3] for a yearly timeframe

Priority response times for critical security updates	Within 5 weeks of patch release	Within 4 weeks of patch release	Within 2 weeks of patch release	Within 1 week of patch release
Security Measures				
Included in scope for all packages	• Drupal required security updates by Upanup included [4] • ModSecurity (web application firewall) rules for banning suspicious user activities, and Imunify360 multilayer security suite (malware, IP/bot blocking, etc.) • AWS Route 53 DNS relay service for recovery mitigation and DDoS prevention [5] • Firewall and security extension management			
Business Continuity				
Included in scope for all packages	• Daily full database and non-private file backup exports to a separate AWS S3 bucket with ongoing versioning retention of up to one year • Daily full VM container snapshots with 3-day retention • Static IP management for failover and incident recovery • 24-hour emergency support included for host-related issues			
Other Services				
Included in scope for all packages	• Amazon Web Services (AWS) third-party hosting infrastructure • Upanup acts as main point of contact for all services • Linux-based software stack managed and updated proactively • License, configure and update Plesk power panel • Performance optimizations, including server-side caching service (to speed up page load) • Drupal codebase of non-confidential configuration files versioned and stored in a private GitHub repository owned by Upanup • Computing resources for performant search indexing as per configuration requirements such as Solr index servers • Value adds for hosting with Upanup: License management and provision for Font Awesome integration (fees included)			

[1] **Note**: This is the minimum per application server and can be customized based on each server's particular needs to handle data and traffic.

[2] **Uptime goal stipulations**: Statistics can be reconciled year-over-year based on the deployment date. For example, if the website is launched on a specific date this year, the uptime statistics become relevant starting from the same date the following year, and so forth for subsequent years. Uptime monitoring service is at the discretion of Upanup.

[3] **Uptime guarantee stipulations**: Statistics can be reconciled year-over-year based on the deployment date. For example, if the website is launched on a specific date this year, the uptime statistics become relevant starting

from the same date the following year, and so forth for subsequent years. Uptime monitoring service is at the discretion of Upanup.

- In the event the above-mentioned uptime guarantee thresholds are not upheld for a yearly timeframe, a credit would be applied (5% of the past year's monthly fee for every hour of downtime, up to a max of 50% of the monthly fee within the affected year).

[4] For major Drupal version releases or security updates that necessitate a website rebuild or replatform due to different architecture (e.g., similar to the transition from Drupal 7 to Drupal 8, which is a rare occurrence and unlikely to happen in the near future), Upanup will provide a separate quote for this work, as it falls outside the standard hosting scope.

[5] **Cyber security and incident response stipulations:** Upanup provides proactive cyber security protections as part of its managed hosting services, including standard DDoS mitigation (via AWS Route 53, ModSecurity, Imunify360, and other measures), firewalls, and continuous monitoring. These protections are designed to prevent and mitigate common automated attacks and suspicious activity.

- If a cyber security incident occurs, Upanup will respond promptly and assist with recovery using the tools and services included in this hosting package—such as restoring from backups, applying security patches, and adjusting firewall rules. In many cases, these measures will be sufficient to restore service without additional cost to the Organization.
- However, some incidents may exceed the scope of standard protections or be beyond Upanup's reasonable control. Examples include:
  - Large-scale or sustained DDoS attacks, involving traffic levels many magnitudes greater than typical site usage (for example, billions of requests), which can overwhelm standard defenses and require advanced security services beyond this package.
  - Security breach caused by compromised credentials or unauthorized access resulting from actions on the Organization's side (e.g. phishing, weak passwords, or disclosure of login information) that can require advanced remediation services beyond this package.
  - Targeted or sophisticated cyber attacks that go beyond common automated threats and require specialized expertise or services outside this package.
- In the unlikely event of such cases mentioned above, additional time, resources, or third-party services may be required to fully mitigate and recover from the incident. These costs are not included in the base hosting fee. Upanup will act quickly to recommend appropriate next steps and will seek written approval (including expedited email approval where possible) from the Organization before proceeding with any additional costs.
- For Organizations that prefer to eliminate the risk of additional costs entirely, enhanced hosting and security packages are available. These services provide broader coverage against advanced threats, but at a significantly higher monthly fee compared to this package. If desired, Upanup can provide separate quotes for such coverage.

Service Level Agreement (SLA)

If the City wishes to receive a SLA, please request it at any time. The following outlines what is in the SLA:

- **Specifications**: Specifications of the chosen hosting and support packages, as outlined in the Scope of Work section; see the comparison charts for details.
- **Term & Adjustments**: The term is 1 year from the start date. After the initial year, the term is ongoing. A 30-day written notice is required from either party for changes or termination. If the City cancels partway through the annual billing period, they may receive a pro-rated credit for Upanup services for the unused portion of the year, calculated based on the number of full months remaining. Please note that there will be fees associated with any request for hosting transfer.
- **Start Date**: The hosting start date for this Agreement is the website launch date.

12. Support Services

Support request process

Retainer support clients enjoy front-of-the-line status for service requests. Support requests will be submitted directly to Upanup's support desk (e.g., email or webform submission), which goes directly to several members of Upanup's website support team.

1. **Contact detail**. Upanup's Support Team can be reached during regular support hours through one of the following channels:
   a. Emailing the Support Team at: Support@Upanup.com
   b. Online form if mutually agreed between Upanup and the City
   c. Calling the Support Team at: 1-250-590-1721
2. **Customer responsibility**. When reporting an incident to Upanup, the City's responsibilities are to notify Upanup what occurred, when it occurred, any error messages received, relevant screenshots/links, and what other items or tasks were being performed at the time by the City .

Response time

Upanup will provide the City with a response and a resolution within the specified time limit based on the below Priority Code of the Support Issue (a "Response Time" and a "Resolution Time"). The following Target Response Times are within the hours of coverage and are considered to be business hours/days.

Priority Code	Description	Response Time	Resolution Time
P0 - Critical	The problem is impacting all users by the service being unavailable with no work-around available.	30 Minutes	1 Hour
P1 - Urgent	The problem is impacting a significant number of users and is causing a significant business impact, where there is no work-around available. This includes inaccessible website, networking problems, cyberattacks, software failures, and/or code errors.	1 Hour	1 Day
P2 - Non-Urgent	The problem is minor and requires assistance from Upanup for errors that do not hinder the website from being accessible and a work-around does exist. This includes minor enhancements, assistance with login issues, etc.	2 Hours	2 Weeks

Hours of coverage

Upanup's business hours are 5:30am to 5:00pm PT, Monday through Friday excepting statutory holidays.

Blackout Dates and Holidays

The following days are considered standard days of unavailability for Upanup and the City as of the date of this Agreement. For some holidays where it falls on a weekend, another day (e.g., Friday or Monday) will be the holiday instead.

Upanup's Blackout Dates or Holidays

- New Years Day
- Family Day
- Good Friday
- Victoria Day
- Canada Day
- Heritage Day / BC Day / Civic Holiday
- Labour Day
- National Day for Truth and Reconciliation
- Canadian Thanksgiving
- Remembrance Day
- Christmas Day
- Boxing Day

Emergency Contact

On-call and emergency support are provided outside of regular hours through online and by phone. Please inquire directly with us for more details.

Problem Escalation

Upanup has a well-defined problem-escalation process that ensures issues are resolved quickly, transparently, and at the right level of expertise. Please inquire directly with us for more details.

Artificial Intelligence Use Policy

At Upanup we encourage team members to utilize tools that are consistent with our values, and particularly help us be more efficient while creating quality work. This includes Artificial Intelligence (AI) tools, which have been used to assist our team's preparation of our proposal for the City of Joplin.

AI is used internally to help make us more efficient, gain progress faster and provide quality work. Solutions for our clients need to consider AI where it is sensible and helps users. Solutions that utilize or work with AI will be an important part of Upanup's future.

Our approach to using AI tools is guided by the following principles:

1. We use AI tools to help our efficiency and quality, to achieve our purpose and to drive towards our strategic direction.
2. We uphold integrity by not publishing content or code created by artificial intelligence without reviewing, doing a quality check and testing.
3. We ensure privacy and security of Upanup and our clients are upheld by never disclosing private or confidential information to shared AI tools.
4. We look to add a human element to content created using an AI tool.
5. We do not use AI to replace existing jobs, only to make existing jobs more efficient and provide us with better ability to scale.
6. We attempt to prevent, identify and address bias that can proliferate in AI-generated content.
7. AI tool usage should be made transparent internally with associated team leads (i.e. no secretive use of AI tools).
8. We do not hide our usage of AI from clients. We should disclose to them when it makes sense or when asked. This is similar to how we would disclose using any other tool.

The above principles are subject to change as our use of AI tools evolves and matures. We may notify our clients as needed as when any material adjustments are made in future.

If you have any questions or concerns in relation to Upanup's use of AI tools, please contact us directly at contact@upanup.com.

Thank You

Final Thoughts

Upanup appreciates the comprehensive vision articulated in the City of Joplin's RFP. Our response demonstrates how our **open-source, headless/decoupled architecture**, **robust project methodology** and **municipal expertise** align perfectly with the City's Tier 1 requirements, while offering scalable options for Tier 2 and Tier 3 enhancements. We are committed to delivering a secure, accessible, and future-proof digital ecosystem that empowers City staff and serves the community.

Working Partnership

Our values are incredibly important to our work and our working relationships. They are as follows: integrity, friendliness, progress, efficiency, and quality. We believe these values align well with your goals and culture, and we look forward to the opportunity to work with you!

Confidentiality

Please note that the information included in this document is confidential and only to be shared with the intended audience at the City of Joplin.

Payment

Upanup accepts check. The following address will be used on the invoice unless otherwise requested by the City of Joplin.

- 602 S. Main St. Joplin, MO 64801

Invoicing will likely be equal monthly payments unless otherwise mutually agreed between Upanup and the City of Joplin.

Proposal Left Open

This proposal will be left open for 6 months from October 15, 2025.

Contact

If the City has any questions, please connect anytime at **contact@upanup.com.**

From all of us at Upanup, thank you and we look forward to the opportunity of working with the City of Joplin!

Request for Proposal #2025-RFP-24

Comprehensive Website Design, Development, and Technology Implementation Services

Issued on: September 10, 2025
Proposal Responses Due: 4:00pm CST on Wednesday, October 15, 2025

Mail responses to:

City of Joplin
ATTN: Drew Douglas
602 S. Main St.
Joplin, MO 64801

Staff: Drew Douglas, Director of Marketing & Communications
Email: ddouglas@joplinmo.org

Table of Contents

1 Executive Summary & Background 5

1.1 Project Vision 6

1.1.1 Comprehensive Project Consulting, Implementation & Maintenance 6

1.1.2 Summary of Key Expectations 7

1.2 Background & Context 9

1.2.1 Domain Names Currently Owned by the City of Joplin 9

1.2.2 City's Current Technology Environment 10

1.2.3 Municipal Organization & Department Structure 16

1.2.4 Performance Metrics & Insights for Current Website 22

2 General Instructions & Requirements 23

2.1 RFP Schedule 23

2.2 Proposal Requirements 24

2.2.1 Company Profile 24

2.2.2 Organizational Structure 25

2.2.3 Key Staff Resumes 25

2.2.4 Experience & Qualifications 25

2.2.5 References 25

2.2.6 Summary of Proposed CMS Platform 25

2.2.7 Summaries for Other Proposed Solutions/Softwares 25

2.2.8 Point-By-Point Response to Any Scope of Work Priorities Unable to Be Fulfilled by Proposed Solutions 26

2.2.9 Methodology, Process and Timeline to Launch Redesigned joplinmo.org 26

2.2.10 Timeline to Launch Bike Park Website 26

2.3 Project Budget 26

2.4 Addenda to the RFP & Questions 27

2.5 Proposal Terms & Conditions 27

2.5.1 Interviews 27

2.5.2 Requests for Additional Information 28

2.5.3 Acceptance/Rejection/Modification to Proposals 28

2.5.4 Proposals Binding 28

2.5.5 Proposer's Certification 28

2.5.6 Non-Exclusive Contract 28

2.5.7 Late Proposals 28

2.5.8 Completeness 28

2.5.9 Execution of Agreement 29

2.6 Responsibility for Costs 29

2.7 Proposal Submission Instructions 29

3 Project Scope 30

3.1 General Statement 30

3.1.1 Intuitive Navigation 30

3.1.2 Visual Design Aesthetic 30

3.1.3 Accessibility 30
3.1.4 Mobile-First 31
3.1.5 Reduction of Paperwork 31
3.1.6 Websites In Scope 31
3.1.7 Headless CMS Preferred 31
3.1.8 Additional Websites to Be Replaced 31
3.1.9 Sub-Sites/Microsites/Department Landing Pages: 32
3.2 Strategic Planning & Discovery 33
3.2.1 Tier 1 Priorities: 34
3.2.2 Tier 2 Priorities: 34
3.2.3 Tier 3 Priorities: 35
3.3 Architecture & CMS 35
3.3.1 Tier 1 CMS Priorities 35
3.3.2 Tier 2 CMS Priorities 46
3.3.3 Tier 3 CMS Priorities 46
3.4 Additional Technology Procurement 46
3.4.1 Tier 1 Priorities 47
3.4.2 Tier 2 Priorities 48
3.4.3 Tier 3 Priorities: 50
3.5 Website Design & Development 50
3.5.1 Tier 1 Priorities 50
3.5.2 Tier 2 Priorities: 54
3.5.3 Tier 3 Priorities: 56
3.6 Content Migration 57
3.6.1 Pages: 57
3.6.2 Images: 57
3.6.3 Documents: 57
3.7 Deployment & Hosting 59
3.7.1 Tier 1 Priorities: 60
3.7.2 Tier 2 Priorities: (none identified) 60
3.7.3 Tier 3 Priorities: (none identified) 60
3.8 Training & Documentation 60
3.8.1 Tier 1 Priorities: 60
3.8.2 Tier 2 Priorities: 61
3.8.3 Tier 3 Priorities: 61
3.9 Ongoing Maintenance & Support 61
3.9.1 Tier 1 Priorities: 61
3.9.2 Tier 2 Priorities: (none identified) 62
3.9.3 Tier 3 Priorities: (none identified) 62
4 Evaluation of Proposals 62
4.1 Qualifications of Respondents 62
4.2 Scoring of Proposals 62
5 Sample Services Contract 65

NOTICE TO BIDDERS

The City of Joplin, Missouri will accept sealed bid proposals until Wednesday, 4:00 pm, October 15, 2025, at Joplin City Hall, 602 S Main Street, Joplin, Missouri, 64801 to PURCHASE the following:

Comprehensive Website Design, Development, and Technology Implementation Services

Specifications and bid forms are available from Drew Douglas, Director of Marketing & Communications by calling 417-624-0820 ext.1206, emailing ddouglas@joplinmo.org or by writing to the address indicated above. Any bids received after the specified deadline will be returned to the vendor.

The City reserves the right to evaluate all bids, to reject any or all bids and re-bid at a later date. The City may waive any irregularities in the bid or negotiate variances from specifications, and make awards that are in the best interests of the City. The City will have final decision in all matters regarding acceptance of bids and issuance of awards.

The City encourages minority and female-owned businesses to submit bids on all City purchases.

Leslie Haase, CPA
Finance Director

Publication Date: September 10, 2025

1 Executive Summary & Background

The City of Joplin, Missouri (City) is seeking proposals from qualified firms (consultant) to provide comprehensive website strategic consultation, project management, website design, development and implementation, including technology selection and procurement. The project includes all solutions for updating our website, **joplinmo.org**, with a more user-friendly website, emphasizing excellent user experience.

The new website will be the City's primary hub for informing our community while making it easy for anyone to complete City business online. The website must be built using a flexible, robust, and future-proof CMS to empower City staff to easily update content across our digital experiences in a timely manner, while ensuring that the City's webmaster has maximum ability to influence design for both consistency across our digital experiences and creation of new page layouts as needed.

We are seeking the aid of an experienced website developer and technology implementation consulting firm which specializes in partnering with local governments to enhance their online and digital capabilities.

Consultants responding to this RFP should explain their qualifications and prior experience in website project management, propose solutions to all outlined project priorities and recommend an itemized project budget to include any third-party services, including but not limited to:

- Content Management System (CMS)
- Hosting
- Online Fillable Forms with Payment Fields
- Mass Alert Text and Email Messaging System
- Searchable Document Libraries

Additional Website for new Bike Park on same CMS:
The City is currently constructing a new destination bike park, which will be a world-class facility. In order to properly promote and market the facility, while providing interactive features for all park visitors, we must create a new website all about this new bike park using the same CMS, so content about the park can easily be syndicated across any digital experiences. This website should have a unique look and feel, making the most of the new brand identity for the park which is currently under design and development by Spoke & Wheel, a subsidiary of American Ramp Company, which the City has contracted for the project. Any marketing materials developed for the park should be featured on this website, along with the capability to reserve certain facilities, purchase items, and see information about the park and events hosted in the park. The website should also tie in to volunteer communities on social media and we may want to allow certain community volunteers or contracted marketing firms to have access to

update content for this website, without impacting or accessing content in the CMS for the main City website. All responses to this RFP must include a proposal for this bike park website in addition to the main City website.

1.1 Project Vision

The City's vision is for our websites and other digital experiences to be built on a single CMS platform, to transition to a .gov domain for our primary website, and set a standard for government efficiency, user-friendly interface, streamlined digital government processes, and proactive communication with the public. We strive to raise the bar for high-performance local government digital experiences.

Lifespan:
Our redesigned website and new peripheral websites and future digital experiences should be designed to meet our needs for at least 5 years. We hope this will be the last time the City has to transition our online content from one CMS to another, and that future website redesigns will be able to occur without needing to migrate content again.

Residents, businesses, visitors and others need to be able to:

- Easily locate public information, documents, and services.
- Easily complete and submit forms from their desktop or mobile device and make payments, and even reserve facilities or book appointments.
- Easily check the status of their own personal or business accounts held with the City and change their own preference settings.
- Easily manage their alert preferences to receive text and email alerts for the news categories they wish to subscribe to.
- Quickly find the right answers and solutions for their questions and concerns.

The total experience of the website plus integrated softwares or linked portal websites should allow citizens to accomplish anything they might need with the City and any of its departments **WITHOUT having to touch paper**. We also want to minimize the amount of paperwork our staff must print, track and archive, by transitioning to online and digital processes. We do need to continue to offer paper versions of processes for those citizens who prefer paper forms, and for the contingency of a total internet outage.

1.1.1 Comprehensive Project Consulting, Implementation & Maintenance

The selected firm will be responsible for the full lifecycle of the website project, including strategic planning, design, development, implementation, selection and configuration of a CMS, recommendation and setup of hosting infrastructure, integration of third-party services, and estimation of all ongoing costs.

Respondents are expected to propose a complete solution, inclusive of all technology licensing, SaaS tools, and infrastructure components necessary to support the site post-launch. The total project costs, including both initial and recurring annual expenses, must be proposed within a single, itemized and consolidated budget.

1.1.2 Summary of Key Expectations

The final website should reflect a high-quality digital experience in the following areas:

1.1.2.1 Content

1.1.2.1.1 Only New & Approved Content To Be Migrated

The site should only contain that content which has been reviewed for relevance, accuracy, and voice. We need to be sure not to blindly migrate outdated, irrelevant, or poor-quality content.

1.1.2.1.2 Content Approval & Auditing

The CMS should include tools for reviewing, approving, and auditing content, as well as setting reminders to those with certain content roles when their content should be reviewed/updated next.

1.1.2.1.3 Reusable Content Components

Content should be built using reusable components for syndication/display in different ways across different pages, sites, or other digital experiences.

1.1.2.2 Workflow & User Experience

1.1.2.2.1 Organization

The website content should be organized intuitively with concise menu designs to mitigate overwhelming options.

1.1.2.2.2 Searchability

All content should be highly searchable, with robust filtering, and excellent accuracy of search results.

1.1.2.2.3 Mobile-First & Device Scaling

Mobile-first design while scaling layouts for all screen widths.

1.1.2.2.4 User Journeys

Deliver a positive user experience by focusing on a service-based user journey philosophy.

1.1.2.2.5 Friendly URLs

All pages should have friendly URLs. All PDF documents available through the website should also have friendly URLs, using the document name.

1.1.2.2.6 Accessibility & Translation

Accessibility (WCAG 2.0 AA compliance minimum) and translation tools.

1.1.2.2.7 Interactivity

Interactive maps, data dashboards, forms, etc.

1.1.2.3 Visual Design

1.1.2.3.1 Brand Standards

Incorporate brand standards, meaningful iconography, featuring high-quality local photography and embedded videos.

1.1.2.3.2 Contemporary Style

The website should look vibrant, clean and welcoming to encourage engagement and trust. The site's visual style should not look outdated within the next 5 years.

1.1.2.3.3 Consistent Layouts & Styles

Consistent page layouts, branding, color and typography, with attention to header hierarchy.

1.1.2.3.4 Design Flexibility for the City's Webmaster

Flexible tools which only the City's Webmaster can use to design new page layouts and ways to present information visually, while constraining most content contributors to templated workflows to ensure consistent presentation of content across departments.

1.1.2.3.5 App-like Experience

Large buttons, mobile-friendly tables and charts, etc.

1.1.2.4 Software Integrations

1.1.2.4.1 APIs and Webhooks

Use API's or webhooks to create seamless customer experiences which can begin in the website, manipulate data in other City softwares as needed, and display confirmation of transactions completed in the customer-facing account portal.

1.1.2.4.2 CentralSquare Naviline ERP Integration

Integration with CentralSquare Naviline (ERP) to enable reconciliation of financial transactions such as purchases, bill/invoice payments, refunds, and cancelled transactions.

1.1.2.4.3 Parks & Recreation Management Software Integration

Integration with Parks & Rec software to enable program registration, facility reservation, and purchases at points-of-sale.

1.1.2.4.4 Minimize Data Re-Entry by Staff

Paperless workflows for the public wherever possible, while minimizing paperwork and data re-entry for staff.

1.1.2.4.5 Solutions Consulting & Software Recommendations

Recommend additions or replacements for current softwares in our technology environment, especially towards tech which can integrate with the website.

1.1.2.5 Security & Support

1.1.2.5.1 Best Practices

Implement best practices for website security to protect customer, user, and public data from becoming compromised. (SSL, FedRAMP, daily offsite redundancy backups, data encryption, etc.)

1.1.2.5.2 Read-Only Data Transmission

Transmit content as read-only data to protect against DDOS attacks.

1.1.2.5.3 Cloud Hosting

Reliable cloud hosting & disaster recovery.

1.1.2.5.4 Continual Improvement

Automated updates, security patches, and redundant firewall solutions.

1.1.2.5.5 SSO & MFA/2FA

SSO & MFA compatibility with Microsoft Authenticator.

1.1.2.5.6 Reliable and Accessible Support

24/7/365, US-based support for emergencies involving the website.

1.1.2.5.7 Domain Support

Assist with transition to .gov domain for websites, retaining other domains as aliases which will direct to the new .gov. Purchase & hold more domain names to prevent page spoofing. Redirect certain current URLs to the replacement pages on the new website to minimize broken links and 404 errors.

1.2 Background & Context

1.2.1 Domain Names Currently Owned by the City of Joplin

These names are hosted at GoDaddy, but DNS is hosted by CivicPlus currently:

1. Drive4joplin.com
2. Flyjoplin.com
3. JATSO.org
4. JLNairport.com
5. JoplinCDBG.com - will direct to a page about CDBG-DR (disaster recovery)
6. JoplinCVB.com – should direct to VisitJoplinMO.com
7. JoplinGIS.org – directs to the JoplinWebMap, ESRI ArcGIS.
8. JoplinHealthDepartment.org
9. JoplinHistoricPreservation.com – directs to a page about this commission.
10. JoplinMO.org
11. JoplinMOfire.org
12. JoplinParks.org

13. JoplinPolice.org
14. Maps-transit.com – directs to a portal by Modaxo where riders can book/view/cancel trips, and see where their ride is.
15. VisitJoplinMO.com

Find more information about where we intend to route the other domain names under section 3.1.9

1.2.2 City's Current Technology Environment

1.2.2.1 Microsoft Office 365:

The Marketing & Communications Department and IT Department are working with SHI to build out the City's first-ever employee intranet site using Sharepoint. The City already has an enterprise-level agreement with Microsoft to provide staff with Office 365 licenses. Most but not all city staff have email access and Microsoft user access; positions which are not required to conduct work using City computers may not be issued such access.

1.2.2.2 CentralSquare:

Finance Department uses CentralSquare's Naviline ERP for accounting and budgeting. The Planning & Development Department and Finance department are working together and are in the process of implementing a module for building permits and inspections. This includes an online portal (Click2Gov) where those wishing to apply for a permit will be able to complete an application online and data from these forms will be synced into the Naviline accounting system. The Finance Department currently uses a similar Click2Gov portal to accept Utility Bill payments, and is in process of implementing a module for Business Licensing which will have a third Click2Gov portal. Public Works and Finance are also working together to implement the Lucity Enterprise Asset Management system which is also now under CentralSquare. Police currently use CentralSquare's Pro Suite (powered by Zuercher) Computer-Aided Dispatch (CAD) system and RMS system. This also provides crime mapping and crime reporting tools which are preferred by the department over the SeeClickFix solution for crime reporting.

1.2.2.3 CivicPlus:

The City's current website, joplinmo.org is hosted by CivicPlus, and is built on their "Website Central" product. We have been with CivicPlus since January 2012. We paid no fees for the first-year support, maintenance & hosting, server storage not to exceed 30BG, media center storage not to exceed 10GB at a value of $69,928. We have also not been charged for annual fees since, at a year-2 value of $10,297. We are billed for other add-ons, modules and software products such as the "Design Center Pro" module, and for form encryption, although the City has not created any forms which accept payment through the website. For example, the Health Department currently collects payments through the Parks' CivicRec system when members of the public wish to register for a health department class. The City also has a series of contracts with

CivicPlus to use the following CivicPlus products:

1.2.2.3.1 Civic Engage - Website Central Modules in Use

These are modules which are enabled in the CMS and are actively being used or have been used. Some are not used/implemented by staff as thoroughly/consistently as possible. Our new website and CMS will need to replace these modules/functionalities. Please explain how your proposed solution would replace or improve upon each of these capabilities.

1.2.2.3.1.1 Agenda Center:

Create, post, and update agendas; affiliate minutes and/or streams (video and audio) with meetings.

1.2.2.3.1.2 Alert Center:

Graphically shows an important/emergency notification as a banner across the top of the home screen.

1.2.2.3.1.3 Archive Center:

Stores any recurring dated documentation, such as agendas, budgets, newsletters, press releases, etc.

1.2.2.3.1.4 Bid Postings:

Post and organize bids by category, title, or closing date.

1.2.2.3.1.5 Calendar:

Post meetings related to different boards/committees/etc. in one location but allow for residents to sort based on categories.

1.2.2.3.1.6 CivicMedia:

Stores audio and/or video content on our website – can be organized by channels/categories. (This is a legacy module no longer offered by CivicPlus)

1.2.2.3.1.7 Community Voice:

Allows for an open forum between the municipality and its residents.

1.2.2.3.1.8 Document Center/Public Images:

A repository that stores all one-time documents and images not archived.

1.2.2.3.1.9 Facilities:

A list of all facilities; ability to allow residents to make reservations for facilities through the website. (But we are currently using CivicRec "Recreation Management" for this functionality instead.)

1.2.2.3.1.10 FAQ:

Lists of frequently asked questions for our website.

1.2.2.3.1.11 Form Center:

Allows residents to fill out and digitally submit forms with extra charge for form encryption and "platinum security" so PII and PHI collection is accepted.
Forms (for citizen request tracker only): Allows residents to fill out and digitally submit requests or information that do NOT include PII or PHI through the Citizen Request Tracker Module, which we are not using, because we use SeeClickFix.

1.2.2.3.1.12 Graphic Links:

These are related to all buttons on the website.

1.2.2.3.1.13 Info Advanced:
Ability to show important information on pages using widgets.

1.2.2.3.1.14 Jobs:
Ability to post and have residents submit job applications through the website.

1.2.2.3.1.15 My Account/My Dashboard:
Ability to integrate single sign-on with the website and customize the Dashboard on the backend when logged into the website.

1.2.2.3.1.16 News Flash:
Ability to post updates/information that are important for community needs or information about community requests; easy way to publish articles on website. 13 categories. The category with the highest number of subscribers is "City News" with 507.

1.2.2.3.1.17 Notify Me:
Allow website users to sign up for notifications through the website on any topic or category they're interested in signing up for. 896 subscribers to the "Calendar" category. 572 subscribers to the "Main" category.

1.2.2.3.1.18 Online Job Application:
Ability to post and have residents submit job applications through the website. (This module is being sunset, CivicPlus recommends reviewing and moving published items into the Jobs or Form center modules.)

1.2.2.3.1.19 Pages:
This module is needed on the back end but is utilized when Live Edit is on.

1.2.2.3.1.20 Quick Links:
Provide links to important information, documents, or related websites easily through this function.

1.2.2.3.1.21 Real Estate Locator:
Lists residential and commercial properties within the city (list only available properties and search by category options.)

1.2.2.3.1.22 Request Tracker:
Allow citizens to request updates, service needs, renewal requests through the city's website (examples: replacing a streetlight, filling a pothole, etc.) But we are currently using SeeClickFix rather than this module.

1.2.2.3.1.23 Resource/Business Directory:
The "white pages" of the website – lists businesses, contact information, etc.
Staff Directory: A list of all staff and contact information for those employed at the organization.

1.2.2.3.2 Modules Available from CivicPlus but Not Currently In Use:
These are modules enabled within the CMS but have never been used by the City. We probably ought to be making use of these capabilities, and your proposal should allow us to be able to accomplish the functions offered by these modules.

1.2.2.3.2.1 Activities:
Allows you to keep track, organize, create, and configure your activities for events. (Not

used because Parks uses Recreation Management "CivicRec")

1.2.2.3.2.2 Blog:

To share information in articles for citizens to read and keep up with. (Example: Director's Corner)

1.2.2.3.2.3 ePayment Center:

This allows for a secure, PCI-compliant payment gateway for your online services with CP Pay. If CP Pay is not a part of your contract, you cannot use this module. NOTE: CP Pay is not part of our current contract.

1.2.2.3.2.4 Opinion Polls:

Create polls that allow users/residents to vote on a specific topic. NOTE: Surveys to gather public opinion and feedback would be more frequently used than voting.

1.2.2.3.2.5 Photo Gallery:

A place to create albums from all images utilized on your website.

1.2.2.3.3 Modules Not Enabled:

The "Locations" module is the only one offered by CivicPlus which is not currently enabled in the CMS but is available at no cost. Locations module can be used to pre-populate the City, State, and/or Zip Code in the Facilities and Activities modules. However, Parks & Rec department currently uses CivicRec Recreation Management.

1.2.2.3.4 CivicRec:

Parks & Rec management software. Parks Department leadership is not satisfied with this product and is currently in process of exploring transition to a more user-friendly product such as Rec Technologies. (Rec.US) Which we liked when we saw a product demo.

1.2.2.3.5 CivicSend:

Allows for multi-channel citizen communications through a single point of access; easy way to send mass communications through newsletter form. (We have recently disabled this module which had additional cost, to allocate the funds for the Design Center Pro module.)

1.2.2.3.6 Design Center Pro:

Allows customization of the appearance of the website without having to go through the Client Success Manager or CivicPlus to make design changes. However, this is still does not provide satisfactory design control for the City's webmaster.

1.2.2.3.7 Premium Department Header for JATSO page.

The City pays an annual fee to have a "Premium Department Header" for the JATSO page of the City website. This allows the JATSO page to have its own look and navigation, though we have not taken full advantage of this. JATSO is a 3rd-party board and therefore, the City should not incur any expense on behalf of JATSO for this website project, unless reimbursed from the JATSO budget.

1.2.2.3.8 See.Click.Fix.:

See.Click.Fix. allows citizens to take pictures of problems and submit ticket requests to various city departments based on what the issue is. This seems to work best for public

works, parks, and neighborhood services operations issues, but is not a good tool for public safety issues. We intend to integrate See.Click.Fix. into the new Lucity Enterprise Asset Management System once it is operational, but we are open to any recommended replacement solutions for SeeClickFix.

1.2.2.3.9 Social Media Archiving

This product is satisfactory, does not currently integrate with the website, and can be maintained as a separate tool for the Marketing & Communications Department to use for archiving of social media content and comment sections, to facilitate compliance with Open Records laws. Functions as a way to search all social media records whether a post or comment can still be found on the platform or has been deleted.

1.2.2.3.10 Municode Codification:

Municode is another CivicPlus product which can be maintained separately from the website, as it currently does not integrate with the website, but functions as a separate portal where website visitors can view the complete city codes. This solution works well enough and we are not looking for a replacement solution unless a replacement would be better and cheaper.

1.2.2.4 Granicus:

IT has been using Granicus to record, encode, and store the library of video recordings of city council meetings. The library is embedded onto a page of the website. The archive can be found here: https://www.joplinmo.org/182/Video-Multimedia This works but we are open to proposed replacement solutions so long as the archive could be migrated to the new solution with minimal city staff time.

1.2.2.5 Tyler Technologies – Municipal Online Payments:

Municipal Court uses this portal for searching municipal violations by citation number.

1.2.2.6 Figma:

The City's Webmaster uses Figma, and would like to be able to use it for webpage design for the new website if it is possible to integrate with the CMS.

1.2.2.7 FlowMapp:

The Webmaster and Director of Marketing & Communications have been using FlowMapp to build out ideas for the city's new website map.

1.2.2.8 ESRI - ArcGIS:

Geographic Information Systems, mapping. The City's GIS technicians are housed within our IT department but serve a variety of departments.

1.2.2.9 HS GovTech (HealthSpace):

Health Department uses this software for environmental health services.

1.2.2.10 FirstDue:

Fire Department records module. Community Connect is another module designed for citizens to input information about their home or business so when we are dispatched to them, we have information on the location which we can keep in mind.

1.2.2.11 TripSpark:

Transit division uses this software for reserving pre-scheduled bus rides, and this software allows Transit supervisor to see live location of busses.

1.2.2.12 Bentek: benefits registration.

Link out to the Bentek portal.

1.2.2.13 Bamboo HR:

Onboarding, compliance, offboarding. This software is being purchased but has not been implemented yet.

1.2.2.14 TimeClock Plus:

Electronic Time & Attendance. This cloud-based software was recently implemented and is still being rolled out to all departments. Integration with CentralSquare's Naviline product has been implemented.

1.2.2.15 Adobe:

The IT department manages the City's Adobe contract, with seats for certain softwares provided to certain staff roles based on relevancy for their work. The Marketing & Communications Director and Webmaster roles both have full Adobe Cloud Suite access.

1.2.2.16 Constant Contact:

Marketing & Communications Department uses Constant Contact for email marketing purposes, especially for production and distribution of monthly email newsletters.

1.2.2.17 Survey Monkey:

Marketing & Communications Department uses Survey Monkey to build and distribute surveys on an as-needed basis. Various consultants may build and distribute surveys through other methods for the public engagement aspects of projects they are hired to assist city departments with.

1.2.2.18 Trello:

Marketing & Communications Department staff use Trello Pro for project tracking and to-do lists.

1.2.2.19 Meltwater:

Marketing & Communications Department staff use Meltwater for news media and social media monitoring and reporting.

1.2.2.20 Canva:

Marketing & Communications Department staff use a Canva Pro team for some graphic design.

1.2.3 Municipal Organization & Department Structure

Understanding our organizational structure and departmental functions lends insight into how the website might need to be organized, what capabilities the website will need to have, and types of content our customers are looking for.

1.2.3.1 Council, Boards, and Administrative Departments

1.2.3.1.1 City Council

The City Council will need its own landing page and sub-navigation. These will use the same branding as the main site, but should also feature the city seal in addition to the J-con. We want integration with meeting agendas, minutes, council member profiles, and video livestreams and recordings of meetings.

1.2.3.1.2 Boards & Commissions

Boards & Commissions will need its own landing page, including a form for applying to serve. Each of the 28 boards and commissions will need a single page, some may need a few sub-pages. The only one of these to have their own subsite would be JATSO. Most will need the ability to post their meeting agendas and minutes, and display a list of current board members and term information.

1) ADA Accessibility Committee
2) Airport Board
3) Board of Adjustment
4) Board of Health
5) Building Board of Appeals
6) Capital Improvement & Public Safety Sales Tax Oversight Committee
7) Centennial Celebration Commission (expires in 2026)
8) City Tree Board
9) Convention & Visitors Bureau Advisory Board
10) Design Review Committee
11) Enhanced Enterprise Zone Advisory Board
12) Finance Oversight Committee
13) Historic Preservation Commission
14) Housing Authority (External, 3rd party board – no minutes.)
15) Industrial Development Authority (External, 3rd party board – no minutes).
16) Joplin Historical and Mineral Museum
17) Joplin Redevelopment Corporation, Inc. (External, 3rd party board)

18) Joplin Sports Authority Committee
19) ~~Joplin Youth Council~~ Dissolved.
20) Library Board (External, 3rd party board)
21) JATSO - Metropolitan Planning Organization (MPO) Joplin Area Transportation Study Organization Policy Board (External, 3rd party board)
22) Parks & Recreation Board
23) Personnel Board
24) Planning & Zoning Commission
25) Police and Fire Pension Board
26) Proposition Action Implementation and Oversight Committee
27) Solid Waste Advisory Commission
28) Tax Increment Finance (TIF) Commission
29) Traffic Commission

1.2.3.1.3 Administrative Departments

1) City Manager's Office
2) City Clerk's Office
3) Finance Department
4) Legal Department
5) Human Resources
6) Information Technology
7) Marketing & Communications

1.2.3.2 Municipal Court

Municipal Court strives to maintain a separate identity from the rest of the municipal government. Therefore, their page should have a different branding and unique menu, but can use the same logic and content should be located within the same CMS as the City website. Court pages may include some permanent content about how the court operates, but we don't anticipate any integrations or dynamic content, as the court relies on links out to sites such as MissouriCourts.gov and courts.mo.gov

1.2.3.3 Public Works Department

1.2.3.3.1 Engineering:

Content about engineering would probably be considered general content for Public Works. They are implementing a new Asset Management software and are exploring project bidding & management software for the future. A section of this team manages right-of-way, and probably needs some fillable forms related to this, for when construction crews need to request access to dig in our right-of-way.

1.2.3.3.2 Wastewater Treatment Plants:

I believe we should treat the wastewater/sanitary sewer utility as a sub-site or department landing page, with emphasis on making it easy for users to pay their bill. The utility does not have its own branding currently, but we could develop it before the new website goes live. There is a Click2Gov portal we will link to where utility customers can pay their bill online, and this portal is integrated with the CentralSquare Naviline accounting software.

1.2.3.3.3 Streets & Stormwater:

Leaf pick-up program needs a page with an interactive map to show where the crews are going to collect leaves, and where they have already completed the work. Snow Removal program needs a page with an interactive map of snow removal routes by priority.

1.2.3.3.4 Sanitary Sewer Maintenance:

This content should be found through a landing page for the sewer utility, with a link to a way to report sewer leaks, missing manhole covers, etc.

1.2.3.3.5 Solid Waste/Recycling:

We are in process of developing a unique brand identity, "Joplin Recycles" as part of a grant-funded marketing campaign. The grant sets aside $50,000 towards improving our recycling website, so this sub-site or department page should get some special attention as a part of this project. We are interested in adding the "Waste Wizard" or similar tool to this page of the website.

1.2.3.3.6 Central Garage:

Not considered part of Public Works, but they report directly to the Assistant City Manager, performing maintenance on city vehicles and equipment across various departments.

1.2.3.3.7 Facilities:

This division performs maintenance on city facilities, as well as janitorial services. Unsure what if any content they would need on the public-facing site, except a directory of city facilities with addresses.

1.2.3.3.8 Transit:

We should treat Joplin Transit as a sub-site or department landing page. Transit operates both the fixed-route Sunshine Lamp Trolley system and the on-demand door-to-door MAPS service. We'd like to integrate tools for viewing the Trolley route map, scheduling a ride on MAPS, and even the ability to see the current ETA of the Trolley to your stop, or the ETA of the MAPS van to your location.

1.2.3.3.9 Airport:

The airport currently has its own standalone site, FlyJoplin.com. It may not need to have it's own website, but rather, can work as a sub-site or department landing page so long as it can feature the airport's unique branding and content being developed by the airport's marketing agency.

1.2.3.4 Police Department

The Police Department should have two user experiences, one for recruits, and another for citizens who are learning about and interacting with their police department. The landing page(s) should have branding of the department and a unique menu, but can use the same logic and content should be located within the same CMS as the City website. Content about their services and programs needs to be able to be found from the main website's navigation options as well as from the department-specific menu.

1.2.3.4.1 Uniform Operations:

Patrol Teams, Traffic Unit, SWAT/Negotiations, K9 Unit, Bailiff, Reserves, Explorers Program.

1.2.3.4.2 Investigations:

Property Crimes, Persons Crimes, ODET, Cyber Crimes, TFO, Evidence Facility, Flex Platoon.

1.2.3.4.3 Professional Standards:

Training, Public Information Officer, Records, Fleet/Facilities, Crime Analysis, FTO Program.

1.2.3.4.4 Support Services:

Jail, 911 Dispatch, School Resource Officers, Grants, Sentinels, CIT Program, Co-Responder Unit, CALEA Accreditation, Community Services (CPTED, Citizen Police Academy, etc.)

1.2.3.5 Fire Department

The Fire Department will need to have two user experiences, one for recruits, and another for citizens who are learning about and interacting with their fire department. The landing page(s) should have branding of the department and a unique menu, but can use the same logic and content should be located within the same CMS as the City website. Content about their services and programs needs to be able to be found from the main website's navigation options as well as from the department-specific menu.

1.2.3.6 Health Department

The Health Department landing page(s) should have branding of the department and a unique menu, but can use the same logic and content should be located within the same CMS as the City website. Content about their services and programs needs to be able to be found from the main website's navigation options as well as from the department-specific menu.

1.2.3.6.1 Administration:

Birth & Death Records, Health Education, Liaisons, Coalitions, Coordination with Hospitals & MODHSS, Emergency preparedness, Worksite Wellness program for city staff.

1.2.3.6.2 WIC:

Income-based supplemental food and education for pregnant and post-partum women, infants and children under 5. Lactation support.

1.2.3.6.3 Medical Services:

Vaccinations, Communicable Disease Investigations, Testing for Pregnancy, STI, TB, Hepatitis C etc. CPR Training & Education.

1.2.3.6.4 Animal Control:

Trapping, stray and dangerous animals, Animal Welfare and Bite Investigations, Nuisance & Wildlife Complaints, Education, Spay/Neuter Financial Assistance.

1.2.3.6.5 Environmental Health Services:

Inspections (food, lodging, daycare, tattoo, pools), Commercial Plan Reviews, Mosquito Fogging, Health & Safety Education.

1.2.3.7 Planning, Development & Neighborhood Services

This department does not need unique branding, and content needs to be found easily in multiple ways. For example, someone may want to learn about building codes before beginning a permit application. However, another site visitor already familiar with our processes will want to jump right into completing another application.

The Planning & Development Department and Finance department are working together and are in the process of implementing a module of CentralSquare for building permits and inspections. This includes an online portal (Click2Gov) where those wishing to apply for a permit will be able to complete an application online and data from these forms will be synced into the Naviline accounting system. We will simply link to this portal from the current website beginning in a few weeks, and anticipate linking from the new website to the same Click2Gov portal. This is where any building permits which can be applied for online will be processed, but not all permits will be available initially for online application. Paper application processes will still be required for some permit types.

Currently, the content for this department is organized in the following manner:

1.2.3.7.1 Building Division

Building Codes. Inspections.

1.2.3.7.2 Planning, Zoning & Development

Permit Applications, Economic development, CDBG-DR, Short-term Rentals.

1.2.3.7.3 Neighborhood Services (Code Compliance)

1.2.3.7.4 Community Development programs

1.2.3.8 Parks & Recreation Department

Parks & Rec is another department deserving of its own branded experience, as a subsite or department landing page. We want every park facility to have its own page, and every program to have its own page. When you click to "register" or "reserve" something, the link should take you directly to complete the form and make payment in the department's new software system (not yet acquired. The department is currently on CivicRec, but likes Rec.US as a better user experience.)

1.2.3.8.1 Administration:

The Parks & Rec department is in the process of transitioning to a more user-friendly software system developed around a website experience. We need to make sure the department sub-site or department landing page experience feels seemless with the process of registering for programs, reserving facilities, etc.

1.2.3.8.2 Parks Division:

24 parks, parkways, green spaces which require maintenance totaling 1,070 acres of grounds. 15 full-time and 15 seasonal employees. They also oversee shelters, amphitheaters, two aquatics centers, the Joplin Museum Complex, the Joplin Senior Center, and Parr Hill Dog Park. We should have a page about each park facility, with a parks facilities landing page which has an interactive map with links to each park's page.

1.2.3.8.3 Joplin Bike Park:

This new park on schedule to open in early 2026 will be a world-class biking destination, with it's own unique branding and deserves to have it's own stand-alone website with content in the same CMS as the main city website. We may need this website to launch and be live before the redesigned Joplinmo.org as the grand opening of the park could be as early as November/December 2025. We are working to bring on a marketing agency to develop the content for this site.

1.2.3.8.4 Recreation Division:

4 full-time and over 175 seasonal employees manage sports leagues, aquatics, summer day camps, concessions, and special events. They are also coordinate major events, a variety of community groups, athletic organizations, and aquatics groups. Each recreational and aquatics program should have its own page on the site. Each major annual event should also have its own page on the site.

1.2.3.8.5 Aquatics Division:

Two aquatics facilities at Schifferdecker and Cunningham parks and will open the Ewert Splash Park and Ice Ribbon in summer 2026. They hire and train over 120 employees annually, including lifeguards, cashiers and managers. Swim classes, host the swim teams, and Aqua Zumba classes.

1.2.3.8.6 Athletic Maintenance Division:

5 full-time and 6 seasonal staff, maintaining sports fields and complexes, welcome signs, and the bike park which will open in Spring 2026.

1.2.3.8.7 Park Ranger Division:

The city currently has 3 park rangers who are highly visible and interactive ambassadors who serve as the first line of defense when issues arise in our parks. They work closely with Police to hand over cases which are criminal in nature. They are not armed.

1.2.3.8.8 Golf Course:

Schifferdecker Golf Course currently has its own stand-alone website. We need to determine whether this project can/should replace this site or not, depending on limitations of the golf course management software.

1.2.3.8.9 History & Mineral Museum:

The museum also currently has its own stand-alone website, which we would like to replace as part of this project. While all the content should be within the same CMS, I think this is a case where the museum does deserve to have its own unique front-end

website experience, but some content about our community history may be displayed in different ways on the Museum site versus the City's main site.

1.2.3.8.10 Cemetery Division:

This division maintains four cemeteries in town: Fairview, Parkway, Osborne, and Forest Park. They are also responsible for the streetscape flowers downtown. Services such as buying a plot or locating a loved one's final resting place should be easily found from main city navigation, but also from a page all about our cemeteries.

1.2.4 Performance Metrics & Insights for Current Website

Below are some metrics and insights regarding current usage of Joplinmo.org, to understand some of the priorities for this project. These metrics may help develop accurate pricing estimates for the project.

1.2.4.1 Total web pages: 800.

But only 442 are published. One hundred twenty-six are draft pages. Fifty-three are hidden pages. One hundred seventy-nine are linked pages. Very few, if any, pages will be migrated to the new site as-is, because so many of them need to have their content reviewed and updated. There are opportunities to combine pages with very little content, and opportunities to divide pages with too much content into multiple pages. We need to completely rethink the entire site map for each department and recommend new ways to reorganize their content.

1.2.4.2 Total Site Users Aug. 2022-Aug. 2024: 716,000

1.2.4.3 Total Page Views Aug. 2022-Aug. 2024: 2.2 million

1.2.4.4 Most Engaged Pages:

- Archive, meeting agendas, document center, jobs, jail roster, search, directory, animal control, building division, permit applications.

1.2.4.5 Most searched terms:

- Jobs, inmate roster, inmate, inmates, jhap, demolition, jails, warrants, tornado, arrest.

1.2.4.6 Mobile Users:

- 62.9% of site visits were using mobile device, 35.8% were using desktop.

1.2.4.7 Operating System & Web Browsers:

- iOS is most-used operating system.
- Top 3 web browsers are Safari, Chrome, and Edge.

1.2.4.8 Languages:

- Arabic has second-highest engagement time after English, almost 2x more than Spanish, possibly due to refugee community. Lots of engagement time from tourists from across Europe and Japan who are probably visiting while travelling along Route 66.

1.2.4.9 Frequently Visited Pages:

- Most users go directly to Online Payments, followed by: Search, Jobs, My Account, Staff Directory, Agenda Center.
- Majority of users search for public records relating to City Council meetings.
- Users have a diverse set of goals when visiting document center, such as business licenses, online payments, housing assistance, solid waste/recycling, bid postings, birth & death certificates, public transit, engineering, city maps, zoning, dog park, HR, elections, trail information. We need to help users find what they're looking for.
- Most users visiting the archive of public records are looking for jail roster and Police reports.

1.2.4.10 Form Center Submissions:

- There were over 18,700 form submissions across a total of 49 forms in 12 different categories.
- The categories with the most form submissions were: 1. Human Resources 2. Police Dept. 3. City Clerk 4. Information Technology 5. Marketing & Communications 6. Parks & Rec.
- The most commonly submitted forms were:
    1. HR - Online Employment Application: 8,217
    2. Clerk – Request for Public Information: 1,705
    3. Police – Storm Shelter Location: 1,488
    4. Police – Report A Crime: 1,300
    5. IT – Computer Access Form: 1,052
    6. MarCom – Joplin Pays it Forward: 884
    7. Parks – Tree Application Form: 698
    8. Clerk – Boards & Commission Application Form: 644
    9. Police – Report A Traffic Complaint: 625
    10. Clerk – Request to Address Council: 451

2 General Instructions & Requirements

2.1 RFP Schedule

The City anticipates that the following timetable will apply to this RFP. The dates following the RFP issue date are subject to change:

Activity	Date
RFP Issued	September 10, 2025
RFP Question Submission Deadline	September 24, 2025

RFP Due Date	October 15, 2025
Finalist Interviews (if required)	October 22-24, 2025
Vendor Selection	October 27, 2025
Complete Contract	October 30, 2025
Present Contract to Council for Approval	November 3, 2025
Consultant to Commence Work	November 18, 2025
Bike Park Website Launch	March 2026 (ideally)
Redesigned JoplinMo.org Launch	July 2026 (ideally)

2.2 Proposal Requirements

Each Proposal must include the following:

The Proposal must detail how the Consultant will provide the Scope of Services required by this RFP and the cost of providing each service and product outlined herein. The proposal must address each Tier 1 specification included in the RFP (Tier 1 items are considered minimum requirements), and the lowest/base cost estimate quoted must be capable of fulfilling the Tier 1 items unless the proposal specifies which of these items are not included in the base cost estimate. The proposal must also outline which, if any, Tier 2 or Tier 3 specifications can be met with the base cost estimate, or what additional costs will be required in order to achieve each item. Price guarantees should be included if applicable. Consultants are encouraged to present in their proposals any alternative or creative means of providing any item or service specified in the Scope of Services, and the effect that approach would have on the proposed prices.

2.2.1 Company Profile

Provide the following information relative to your firm:

1) Firm name and business address, including telephone number and email addresses.
2) Year established (include former firm names and year established). Identify the country and state in which the firm was incorporated or adopted.
3) Provide the firm's type of ownership and, if applicable, parent company or subsidiaries. Include dates of any corporate mergers and/or acquisitions, including all present and former subsidiaries with dates of any and all restructuring since the founding date. Also, provide any licensure in Missouri.
4) Clarify the business address and telephone number of the office(s) at which the work is to be accomplished. Also include the name, address, and telephone number of the project manager.
5) Describe your firm's market positioning, core services, specialties/unique services, and describe the ideal or typical customer for your firm.

2.2.2 Organizational Structure

Describe your firm's organizational structure and discuss how you anticipate organizing your project team to manage this project and provide ongoing support after websites are launched. Roles for each person should be clearly defined along with reporting relationships/chain-of-command.

2.2.3 Key Staff Resumes

Provide a list of key project team members to be assigned to this project if awarded. Provide resumes for the project manager and other key managerial staff along with technical information including work experience, education, and work-related achievements. The key people proposed for the project must actually participate, and please indicate the percentage of each team members' schedule would be dedicated to this project. If, because of extenuating circumstances, a member must be replaced, the City must approve the new project team member.

2.2.4 Experience & Qualifications

Explain your firm and project team's experience and qualifications as they relate to the proposed project in terms of technical scope, tasks involved, deliverable products, and other elements of the work as they relate to the evaluation criteria and all requirements of this RFP. The Proposal should provide all information which the Consultant considers pertinent to its qualifications for performing the work called for by the RFP. Be sure to note any award-winning website designs with an explanation of which awards were earned and what innovative or creative approaches on your part led to such recognitions. We would like to see a portfolio of work with screenshots of page designs as well as links to live websites we can visit which your firm has designed and managed CMS implementation for.

2.2.5 References

Each Consultant must furnish a minimum of three (3) references. References should be listed for similar type of work as requested in this RFP. Each reference must identify and describe the project worked on and specify the originating and final project manager for the party providing the reference. References may or may not be reviewed or contacted, at the sole discretion of the City.

2.2.6 Summary of Proposed CMS Platform

Summary of the CMS platform should include explanation of the SAAS, explain the benefits of the proposed CMS over other competitive CMS solutions, and explain any other relevant information about this solution, including any 3rd party staff to be assigned to the project or to the City for ongoing implementation and support.

2.2.7 Summaries for Other Proposed Solutions/Softwares

Summary of other softwares or services proposed to be included or recommended as optional additions or replacements for the City's tech environment. Explain the benefits of each recommended solution. Explain other relevant information about these solutions

such as any 3rd party staffing to be assigned to the project or examples of how these solutions have been implemented and/or integrated into other websites.

2.2.8 Point-By-Point Response to Any Scope of Work Priorities Unable to Be Fulfilled by Proposed Solutions

Please provide a specific response to any and each point of the Scope of Work (whether listed as Tier 1, 2 or 3 level priority) which your proposal cannot fulfill as specified. Provide an explanation of any priorities which your proposed CMS platform or other solutions cannot meet, and either propose alternate capabilities or explain why you believe such capability should be de-prioritized. Please specify if your proposed CMS or other SaaS solution cannot currently meet a priority as specified, but is scheduled for product improvements which will satisfy our desired capabilities.

2.2.9 Methodology, Process and Timeline to Launch Redesigned joplinmo.org

Each Consultant must provide a description of their approach, methodology and process, along with a proposed project timeline to include the transition of content to the new CMS and development of the new City website. The City aspires to launch the new site in May 2026, but we are open to alternate proposed project timelines with justification. July of 2026 may be more realistic.

2.2.10 Timeline to Launch Bike Park Website

Each Consultant must also provide a parallel project plan and timeline for development of the new Bike Park website, which will need to be ready to launch/go-live before the main City website. We currently anticipate the Bike Park grand opening in early 2026, but the park may open to the public as early as November 2025, and the site must be ready to launch by the ribbon-cutting. There is a branding firm already assigned to the Bike Park construction project, which is developing the park identity. The City is also concurrently seeking bids to identify a marketing agency of record for the Bike Park, which will be responsible for developing content to be placed on the bike park website.

2.3 Project Budget

Respondents to this RFP should propose a total project budget to include: consulting, website design and development, CMS licensing, hosting costs, maintenance, support, and any costs for third-party softwares, subscriptions, and technologies which will be required or recommended for complete and thorough completion of the project as outlined in the RFP.

Proposer must outline:

- One-time implementation costs for all Tier 1 priorities.
- Recurring annual costs for all Tier 1 priorities.
- One-time implementation costs for all Tier 2 and Tier 3 priorities.

- Recurring annual costs for all Tier 2 and Tier 3 priorities.
- Options for additional recommended products or services along with pricing.
- Options for replacement solutions for softwares/solutions already in the City's tech environment along with pricing, especially where the recommended replacement solution would be easier to integrate with the website than our current softwares.
- Hourly labor rates for additional services should the City desire to develop and implement additional phases of the website project in future budget years for new modules, widgets, etc. for new features and capabilities or additional digital experiences. A certain amount of hours should be included in your proposed annual recurring costs to support such ongoing website improvements.

The City will pay the website consultant from a single budget line, including for SaaS and other 3rd party product or service costs associated with this project. The City will require transparent pass-through billing for one-time costs and recurring annual or monthly expenses.

2.4 Addenda to the RFP & Questions

The City may, at its sole discretion, issue Addenda to this Request for Proposals containing responses to questions and requests for information, clarifications or revisions of the RFP, or any other matters that the City deems appropriate. Addenda will be issued to those to whom the City sent the original RFP.

Any question, request for clarification, or request for additional information regarding this RFP should be submitted no later than September 24, 2025 via e-mail to ddouglas@joplinmo.org, or in writing, to Drew Douglas (Attn: City Website RFP), City of Joplin, 602 N. Main St., Joplin, MO 64801. No oral response by any employee or agent of the City shall be binding on the City or shall in any way be considered a commitment by the City. If a Consultant finds any inconsistency or ambiguity in the RFP, the Consultant is requested to contact Drew Douglas, Director of Marketing & Communications, at the above address.

2.5 Proposal Terms & Conditions

The following terms and conditions apply to proposals submitted in response to this RFP:

2.5.1 Interviews

The City reserves the right to conduct in-person or virtual interviews or require presentations of any or all proposers prior to selection. The City will not be liable for any costs incurred by the proposer in connection with such interviews/presentations. If finalist interviews are held, the interview process shall determine the final

recommendation.

2.5.2 Requests for Additional Information

The proposer shall furnish such additional information as the City of Joplin may reasonably require. The City reserves the right to make investigations of the qualifications of the proposer as it deems appropriate.

2.5.3 Acceptance/Rejection/Modification to Proposals

The City reserves the right to negotiate modifications to proposals that it deems acceptable, reject any and all proposals, and to waive minor irregularities in the procedures.

2.5.4 Proposals Binding

All proposals submitted shall be binding for one hundred twenty (120) calendar days following the opening.

2.5.5 Proposer's Certification

By submitting a proposal, the proposer certifies that the proposal has been fully read and understood. The proposer has full knowledge of the scope and nature and quality of work to be performed. The proposer further certifies that no employee of the City has any direct or indirect financial interest in any resultant contract, and that no gratuities will be offered or provided to the City of Joplin employees or their family members.

2.5.6 Non-Exclusive Contract

The agreement resulting from this RFP shall be a non-exclusive contract, and the City reserves the right to purchase same or like services from other sources the City deems necessary and appropriate.

2.5.7 Late Proposals

Proposals received by the City after the time specified for receipt will not be considered. Proposers shall assume full responsibility for timely delivery of the proposals to the location designated for receipt of proposals. The City of Joplin is not responsible for the U.S. Mail or private couriers regarding mail being delivered by the specified time so that a proposal can be considered. All proposals will be received at the time and place specified and made available for public inspection when an award decision is made.

2.5.8 Completeness

All information required by the Request for Proposal must be supplied to constitute a legitimate proposal. The City of Joplin reserves the right to use any and all information presented in any response to the Request for Proposal. Acceptance or rejection of the RFP does not affect this right.

2.5.9 Execution of Agreement

It is anticipated the City will make their selection of a firm by October 27, 2025. The successful proposer shall enter into a contract with the City for the performance of work awarded and shall simultaneously provide any required bonds, indemnities and insurance certificates prior to the commencement of work. A copy of the sample agreement is attached. Failure to comply within the established deadline for submittal of required documents may be grounds for cancellation of the award.

2.6 Responsibility for Costs

The Consultant shall be fully responsible for all costs associated with the development, preparation, transmittal, and submission of any Proposal or material submitted in response to this RFP. The City assumes no contractual or other obligations as a result of the issuance of this RFP, the preparation or submission of a Proposal by a Consultant, the evaluation of Proposals, or the selection of any Consultant for further negotiations.

2.7 Proposal Submission Instructions

In order for the City to adequately compare proposals and evaluate them uniformly and objectively, all proposals shall be submitted in accordance with this format. The proposal should be prepared simply and economically, providing straight-forward and concise information as requested.

Respondents shall carefully read the information contained in this RFP and submit a complete response to all requirements and questions. Incomplete qualifications will be considered non-responsive and subject to rejection. It is not necessary to repeat the question or statement in the response; however, it is essential to reference the page number and question number for each priority of all three tiers.

The respondent shall submit by mail:

1) One (1) original with (3) identical copies of the proposal in print.
2) One (1) USB drive containing a PDF file of the proposal.
3) Hard copies of the proposal and RFP response materials must be enclosed in a sealed envelope, box, or container addressed as noted below and mailed.
4) The package must clearly identify the submittal deadline and that the response is for the Comprehensive Website Design, Development and Technology Implementation RFP #2025-RFP-24
5) An original signature must be included on the "City of Joplin Request for Proposal Submission Form"
6) Email submissions will NOT be accepted.

Sealed proposal packages must be received at Joplin City Hall no later than 4:00 p.m.

CST on Wednesday, October 15, 2025. Proposals will not be accepted after this time. Proposals shall be addressed as follows:

Joplin City Hall
2nd Floor, Attn: Drew Douglas
602 S. Main St.
Joplin, MO 64801

Submitted envelopes should be marked: "REQUEST FOR PROPOSAL NO. 2025-RFP-24: Comprehensive Website Design, Development and Technology Implementation Services"

3 Project Scope

3.1 General Statement

The selected consultant will be responsible for delivering websites worthy of winning awards for user-friendliness in the local government space. The websites should be built on a robust, flexible, future-proof and user-friendly content management system (CMS) that supports long-term autonomy for City of Joplin staff. The new implementation must be designed to reduce dependency on developers for daily website updates while improving site usability, accessibility, and maintainability.

3.1.1 Intuitive Navigation

The current website structure is organized around Community, Business and Government categories. The redesigned site must shift to a service-oriented, user-journey-based navigation allowing residents, business managers, and visitors to quickly and intuitively locate services and information – regardless of department ownership. This approach should minimize clicks and reduce confusion. The site must support multiple methods for page discovery, including global navigation, secondary menus, footers, and an effective search experience.

3.1.2 Visual Design Aesthetic

Design structure should rely on a component-based design system aligned with atomic design principles to enable reusability and syndication of content. The websites should integrate with the CMS to allow consistent design patterns across all pages. Websites should have a modern, community-reflective visual identity that reinforces user trust and engagement. We don't want a site with outdated visual cues. User experience should feel comparable to the best user experiences across the internet in the private sector, not merely "decent for a local government."

3.1.3 Accessibility

Accessibility is a top priority. Proposals should outline an accessibility-first design and

development methodology, fully complying with the Americans with Disabilities Act (ADA), Section 508 of the Rehabilitation Act, and WCAG standards. The City of Joplin aspires to achieve WCAG2 AA standards at minimum and AAA standards where possible, and will need coaching on policies and procedures to ensure all CMS users on City staff are not only capable of meeting these standards, but the design of the websites and CMS implementation are such that city staff will be limited to workflows which can only produce accessible content and web pages.

3.1.4 Mobile-First

The website should be designed for a mobile-first experience, but also allow for excellent user experience and logical page layouts across all screen widths for interaction across devices.

3.1.5 Reduction of Paperwork

The website should provide processes that are easy to navigate, find, understand, and use, to encourage customers to conduct business with the city online without having to come to a city facility or handle any physical paperwork. Likewise, the website should provide robust backend tools within the CMS or integrated software for city staff to manage customer transactions, cases, and accounts without paperwork while easily managing archives of records.

3.1.6 Websites In Scope

The project will include a replacement website for the current version of joplinmo.org, and will also include a new website for the new Joplin Bike Park which is under construction.

3.1.7 Headless CMS Preferred

The City prefers to transition to a headless CMS architecture with the goal of housing all public-facing content in a single, future-proof CMS for all future websites, mobile apps, and IoT experiences. By future-proof, we mean a CMS which will provide a reliable warehouse of all the City's content and digital assets, which will continually be updated and improved to the highest industry standards plus innovations which mean the City can put our content to work in smart and reliable ways across all digital experiences, without being limited by strict design parameters. We want the ability to create new website designs and digital application experiences at will, without having to migrate our content every time the website needs an updated look or some new digital experience needs to be developed.

3.1.8 Additional Websites to Be Replaced

The City desires for this project to also replace certain current smaller websites by consolidating their content under the same CMS. These may or may not need to have actual separate front-end websites, some or all of them may be able to become landing pages or sub-sites:

- **JoplinCDBG.com** (2025 cost: $3,009.80) (Would like to migrate this content to become a landing page, major project page, or set of normal pages).
- **Joplin-Museum.org** (Built and managed by the Joplin Historical Society currently, we have agreed with them that the new site we will build should replace and supersede their current site from before the museum was absorbed into the Parks & Recreation Dept., providing Museum staff - and volunteers designated to have content roles - the ability to add to the museum's content over time with oversight by the City's Webmaster.)
- **FlyJoplin.com** (Annual hosting fee: $350) (Currently the best-designed web property the City has among those being replaced, but we don't feel it needs to stand on a separate CMS any longer. This would be easier to manage as a subsite or microsite. We do want the capability to allow the airport's marketing firm to be able to update content without impacting content for other areas of the main City website.)
- **JoplinGolf.org** The City seeks additional discussion and consultation regarding whether or not this project can/should replace the website for Schifferdecker Golf Course. This is in doubt due to the way the current site is integrated into the golf course management software subscription.

This project **WILL NOT** replace the **VisitJoplin.com** website, but the CMS and tech stack should be capable of replacing this site if and when the VisitJoplin staff decide they want to migrate their content into the same CMS and build a replacement website in a future budget year.

3.1.9 Sub-Sites/Microsites/Department Landing Pages:

We understand that a factor which may impact project cost estimation is the number of sub-sites/microsites/department headers/department landing pages to be included in the project.

Regardless of what your preferred terminology may be, what we mean by this is additional landing pages with unique navigation, some of which will need to display their unique department branding or potentially include a variation of colors or other design elements.

To assist with accurate pricing, we are providing the following list of such landing pages which we anticipate may be needed as part of this project:

1. Home – JoplinMo.org will direct to this page.
2. Airport (unique brand) flyjoplin.com and JLNairport.com will direct to this page.
3. Police (unique brand) JoplinPolice.org will direct to this page.

4. Police Recruitment (unique brand) Would like to acquire a domain for police recruitment such as JoinJoplinPolice.com
5. Fire (unique brand) JoplinMOfire.org will direct to this page.
6. Health (unique brand) JoplinHealthDepartment.org will direct to this page.
7. Municipal Court (unique brand) Would like to acquire a domain for the court such as JoplinMunicipalCourt.com.
8. Parks & Rec (unique brand) JoplinParks.org will direct to this page.
9. Transit (may get unique brand) maps-transit.com will direct to this page. Would also like to acquire a domain such as JoplinTransit.com. Drive4Joplin.com will direct to the transit driver recruitment page.
10. Recycle & Waste (will get unique brand) Would like to acquire a domain for recycle such as JoplinRecycles.com.
11. Bike Park (will get unique brand) – Will need to acquire a domain based on branding currently being developed. This will be a separate website from Joplinmo.org, but content should be within the same CMS.
12. Museum (unique brand) – Will need to acquire the domain currently used for existing site, but not owned by the City, joplin-museum.org. This may be a separate website from Joplinmo.org, but content should be within the same CMS.
13. JATSO (unique brand – 3rd party agency) – JATSO.org will direct to this page.
14. Arts & Culture
15. Government
16. Business
17. Resident
18. Jobs
19. City Council
20. Boards & Commissions
21. Planning & Development
22. Public Works
23. Sewer Utility

3.2 Strategic Planning & Discovery

The Marketing & Communications Director and Webmaster have conducted extensive qualitative and quantitative research into the current website. Please review the exhibits attached to review this research and summaries of findings. The research has enabled us to draft this RFP with specific requests and prioritization of features desired for the City's next website. Our research has included surveys of current CMS users, surveys of site visitors, and stakeholder interviews. This has led the Marketing & Communications Department to gain a degree of confidence in understanding what is desired and

prioritized for each City department, and what concerns trend across departments.

We understand that the website developer will want to conduct research, fact-finding and discovery before embarking on the design phase of the website, however, we expect the vendor to review and digest existing research and findings, while relying on the guidance of the Webmaster and Director of Marketing & Communications to the greatest extent possible in order to accelerate the timeline to design and build phases.

3.2.1 Tier 1 Priorities:

3.2.1.1 Project Management, Timeline and Process:

We seek a partner with a proven record of success in website project implementations, and who can recommend thorough yet efficient processes to get us to "Go-Live Day" for the new website and beyond. Consultant will be expected to develop a project timeline soon after beginning work on the project, identifying a checklist of tasks to be completed.

3.2.1.2 Solutions Consulting:

We seek a partner whose advice and recommendations we can trust regarding software and companion technology vetting, acquisition, and implementation. We seek to implement latest best practices for data security and accessibility. We will be particularly interested in guidance on mobile apps and IoT implementations for our content. We seek assistance with strategizing use cases and experience development.

3.2.1.3 Policy/procedure Consulting:

We seek a partner which has experience consulting clients on development of policies and procedures to ensure content management can be maintained consistently at a high quality. Deliverables for this project shall include documentation of processes and guidance on how to train our staff to ensure consistent naming conventions, information architecture, content updating, etc. for the website(s) and document archives.

3.2.2 Tier 2 Priorities:

3.2.2.1 .Gov domain transition

Assistance with the acquisition of and transition to the .gov domain as needed.

3.2.2.2 Domain Strategy Consulting

Recommend domains to be acquired by the City as aliases or primary marketing web addresses to enhance our web presence and to limit page spoofing. Provide a budget line for additional domains to be purchased by the City and hosted through GoDaddy.

3.2.2.3 DNS hosting

Recommend a solution for DNS hosting. CivicPlus currently hosts our DNS and manages our settings on the City's behalf.

3.2.3 Tier 3 Priorities:

3.2.3.1 Onboarding Meeting & Discovery Process

Please describe the project kick-off and discovery phase you recommend for this project.

3.2.3.2 Project Management Tools

Please describe the project management tools and softwares you recommend for this project including any productivity tools such as Trello or Monday.com etc.

3.3 Architecture & CMS

A headless (MACH) architecture is preferred and will score highest. We are also open to proposals for hybrid, de-coupled architecture or Drupal. However, we have been advised to avoid Wordpress based on security concerns. We have not been completely satisfied with the CivicPlus Website Central monolithic CMS which we are currently using. Some of the issues prioritized below address points of dissatisfaction with our current CMS. The CMS must empower non-technical city staff at varying permission levels to manage content, ensuring efficiency, control, accessibility and security without relying on developers. Your proposal must include pricing required to meet the base bid requirements (Tier 1 Priorities) for the CMS, and describe any additional costs to meet Tier 2 and Tier 3 priorities. IF the CMS platform you recommend cannot meet any of the priorities in any of the 3 tiers, you must state so plainly and explain what other solution may help meet the priority or explain why you do not believe the priority should be considered essential for this project.

3.3.1 Tier 1 CMS Priorities

3.3.1.1 Multiple websites, mobile apps, and IoT experiences

The City desires a single headless CMS which is capable of easily managing multiple websites, microsites, mobile apps, and IoT experiences within a centralized and clean user interface.

3.3.1.2 Intuitive Visual Editor

City desires a CMS platform which provides an intuitive visual editor (WYSIWYG) with component-level controls such as drag-and-drop, which empower non-technical content contributors to independently create and manage content.

3.3.1.3 Easy Management of User Interface Styles

We want our CMS to provide the City's Webmaster with easy ability to manage UI styles for public facing content including typography (Header levels 1-6, and at least 6 body copy variations), color palattes, logos & icons (with support for SVG files), standardized buttons, badges, and other various components as they are developed. Access to changing these styles should be restricted to only CMS users with the highest level of access. It would be nice if the CMS allows only those CMS users with the highest level of access the ability to override default html/css stylings in unique cases.

3.3.1.4 Custom Favicon by Page

We want our CMS to enable the City's Webmaster to intuitively set a custom favicon for the website, and to set a different favicon for certain pages of the website. For example, most of the website should display the City's primary "J-con" symbol as the favicon by default, not the logo of the CMS vendor, and we'd like for content pages about the Fire Department to be capable of using the Fire Department's patch logo as a favicon, while the Police Department pages would display the Police patch logo as their favicon.

3.3.1.5 Image Compatibility

We want our CMS to be capable of embedding multiple file types as images, including JPG/JPEG, PNG, GIF, WebP, AVIF, TIFF, and SVG. HEIC compatibility would also be nice to have.

3.3.1.6 Copy and Paste Text Stripped of Formatting

We want our CMS to force content editors to strip formatting when copying and pasting into a content area.

3.3.1.7 Drafting Content

We want our CMS to support the ability to draft content using forms and WYSIWYG editors, while clearly indicating when content is in a draft state versus saved, awaiting approval, or published.

3.3.1.8 Autosave Progress When Building Any Page or Component

We want our CMS to provide frequent autosave of progress when content creators are building or editing any page or component, with unpublished new page versions saved at the end of session or after the last autosave if the browser times out or internet connection is disrupted. The next time the page is visited by the same content editor or any other CMS user, the autosaved but unpublished page version would be available to be reviewed and further edited, to revert to a prior version, or to publish.

3.3.1.9 Content Lifecycle Support

We must have a CMS which allows city staff to create, draft, approve, publish, edit, unpublish, and archive content as needed.

3.3.1.10 Modular Content Components

We want our content to be scalable and reusable across multiple websites, PDFs, forms, and any digital experience. We want to see a demonstration of how the CMS can be used to easily create User Interface components which comply with the City's design system by the City's Webmaster, and prevent low-access CMS users from modifying styles which should be consistent across the website or digital experience as designed and approved by the City's Webmaster. Ability to create custom content widgets.

3.3.1.11 Ability to Create Custom Page Templates

We want our CMS to allow high-level access users to create new page templates for unique instances, such that any interactive component (such as a fillable form) can be added to any page, regardless of the content populating that page. For example, our current CMS won't allow us to add a public comment form to a page displaying an

archive of financial documents.

3.3.1.12 Fillable Forms

We want our CMS to be capable of building fillable forms with a variety of fields including for accepting payments, conditional logic, and hidden fields for staff use. We need to have a robust system in the backend for reviewing form submissions, generating reports on batches of submissions, dashboards summarizing certain data about submissions for each form and for each category of forms, with access for Finance Department CMS users to reconcile payments, issue refunds, cancel transactions, and export reports regarding financial transactions conducted through the site. We need to be able to restrict permissions for the creation and editing of forms, and management of submissions, to separate workflows, allow for approvals prior to publishing or editing forms, and maintaining version control and auditing capabilities. Fillable forms, when using radial buttons, must have the option for adding an "other" response which can allow users to fill in a text field (this is a specific deficiency which frustrates us with the CivicPlus forms module).

3.3.1.13 Multiple Fillable Forms on Content Pages

We want our CMS to be capable of placing multiple fillable forms on a content page, not be limited to a single form per page, or to have to link to each form.

3.3.1.14 Preview Individual Components

We want our CMS to allow content creators and approvers to preview individual components within the visual editor before publishing.

3.3.1.15 Blueprints or Component Templates

We want our CMS to offer blueprints or templates for components to streamline content creation and enforce structure with consistent design. For example, rather than the text editor box on a page allowing a content editor to select their own font and text styles, we want them to be forced into filling out a form for the type of content they are adding. So, they might have to fill out the field for their H1 page header, then select whether they want to add an H2 page header or a section of body copy. Then, they would select which text field they want to add to the page next, another subheader, another paragraph of body copy, etc. This way they never have the ability to get the text styles wrong by selecting H3 when they should have selected H2, or selecting their own body copy font, or selecting colors for their text styles. They should be able to drag and drop other content types onto the page they are creating, such as buttons to link to other pages or images which supplement their text. However, their options should be limited by the site design as established and pre-approved by the Webmaster. This way, when a content approver reviews content prior to publishing, the content should be correctly formatted, unless they've entered a paragraph of body copy where they should have plugged in the H2 subheader (for example), in which case the approver would see that there is a whole paragraph of body copy using H2 style, and can go in to paste that text into a body copy field, and separate out the H2 subheader into the subheader field above the paragraph of body copy.

3.3.1.16 Ability to Share Page Previews Prior to Publishing

The workflow for creating, editing, and publishing a page on the website must include the capability of sharing a preview of the page for approval prior to publishing the page.

3.3.1.17 Template Creation with Granular Permission Controls

We want the CMS platform to support template creation with granular permission controls, to allow design consistency, while limiting access based on CMS user roles.

3.3.1.18 Publish With Approval/At Will settings

Ability for most City staff with access to the CMS to be given "publish with approval" – using defined workflows which may be different for users from various City departments. Most CMS users adding content to the website will need to have edits and additions to the site approved by a second set of eyes, either their supervisor or While superusers such as the City's webmaster and Director of Marketing & Communications would have ability to "publish at will." City's webmaster should be able to control these settings for each CMS user. The developer or tech support should never be needed to publish content using existing content components. The webmaster on city staff should be able to publish new content components and new designs for how content is displayed without assistance from the developer, but developer should be available to assist in case the Webmaster is not available.

3.3.1.19 Support for Multiple and Custom User Roles

The CMS must support at least three roles, low, medium and administrative/super-user access. There must also be permission groups to restrict access by department or user role. And we want to create custom user roles that highly restrict a user to only manage a specific content area of a page or submissions from a single online form, for example.

3.3.1.19.1 Low-Level Access (Non-Technical Content Editors)

- Can edit, add, or move content within their assigned sections without knowing HTML.
- Use preapproved design patterns/templates.
- Embed multimedia (images, video, audio, tables/graphs/charts) with resizing and optimization tools.
- Easily create tables, graphs/charts and manage formatting.
- Use pre-built templates for consistent content creation.

3.3.1.19.2 Mid-Level Access (Managers and Approvers)

- Inherit all capabilities of content editors at low level.
- Review, approve and publish drafts from staff.
- Restore and republish archived pages (seasonal or recurring content).

3.3.1.19.3 High-Level Access (Administrative Users)

- Manage user roles and permissions.
- Edit or delete any content across the site.
- Modify and organize site navigation and menus.
- Embed widgets, custom HTML, or scripts without CMS overrides.
- Create and manage new page templates using HTML, CSS and JavaScript. Ideally, able to use Figma to bring in new page wireframes.

Please demonstrate how intuitive it is to add or modify CMS user permissions both by creating new user roles -> assign roles specific permissions -> assigning roles to users, and by simply adding or removing a specific permission from a specific user.

3.3.1.20 Content Scheduling with Calendar Interface

We want the CMS to offer content scheduling with a calendar-based interface to simplify publishing workflows. Timed posts, delayed publishing, and automatic expiration. We also want to be able to schedule prompts for content managers to be alerted when a page or bit of content should be reviewed and updated.

3.3.1.21 Visual Version Control

We want the CMS to include built-in revision history with tracking for all content. We also want visual version control to allow users to preview and restore previous versions of designs without developer assistance.

3.3.1.22 Content Locked While Editing, With Timeout and Forced Unlock

We want the CMS to provide a predictable system for preventing multiple CMS users from editing the same content at the same time, with a timeout notification if the CMS user making edits to a page has been inactive for a predetermined amount of time, after which, edits in progress should be saved but not published as a new version of the page. A visual indicator should show other CMS users when a page is locked for editing, or has unpublished versions which require review. The highest level access users such as our Webmaster, should be able to force unlock a page at which point the user which had locked the page should get a notification that their changes had been saved as a new version but that a system admin had unlocked the page so they could make edits.

3.3.1.23 Audit logs and change tracking

We want the CMS to enable audit logs and the ability to track changes to content within a user-friendly interface for compliance and transparency. We need to be able to see who made what changes and when those were implemented.

3.3.1.24 Testing Content

We want the CMS to support testing across different environments (for example: staging and production)

3.3.1.25 Ability to Change Page Names

We want the CMS to demonstrate the capability for high-level access users to easily change the name of a page after it is created, and for the new page name and URL to be reflected site-wide, with the option to keep the prior page name as an alias for the page in order to prevent broken links.

3.3.1.26 Global Content Syndication

We want the CMS to allow content to be updated once and for that to be reflected nearly immediately across all digital experiences syndicating content from the CMS.

3.3.1.27 Buttons, Links, Call-To-Action (CTA)

We want the CMS to allow users to create and manage CTAs, buttons, without developer involvement, including linking them across pages. We also want our staff Webmaster to be able to create new icon buttons and deploy them across websites and other interactive experiences such as mobile apps without developer involvement.

3.3.1.28 Previewing content across breakpoints

We want the CMS to allow content creators to preview how their pages will look at various screen widths (breakpoints) such as desktop, tablet, mobile.

3.3.1.29 Content Indexing

We want the CMS to index all content within it for easy search and navigation by content teams, whether published or not, and by factors including image resolution and size ratio, date uploaded, date modified, date published, author, last edited by, key words, and categorization, etc.

3.3.1.30 SEO and searchability of public-facing content

We want the CMS to index public-facing content for SEO and searchability. We want our content to be referenced by search engines and other AI tools so that prompts of tools such as ChatGPT are able to return factual (not hallucinated) information pulled from our most recent versions of published content. We want search tools on our website(s) to return the most relevant content within the top 3 results consistently, prioritizing most current/recently updated content.

3.3.1.31 Content Organization and Taxonomy Structure

We want the CMS to support content organization with folder and taxonomy structures for efficient management. We want expandable and collapsible folder trees. CMS users should be able to view a full page tree listing all pages along with relevant metadata such as the date page was created, last modified, last edited by, publish status, etc.

3.3.1.32 Automatic Generation of SEO tags

We want the CMS to be capable of automatically generating SEO tags such as title, meta description, and canonical URLs, based on how CMS users enter content at time of upload and at any time content is updated. We also want the content team to be able to review and edit any automatically generated SEO tags easily.

3.3.1.33 Custom Meta Tags

We want the CMS to support the creation of custom meta tags for specialized SEO or tracking needs.

3.3.1.34 Sitemap Planning & Wireframing

We prefer a CMS platform which supports the ability to visualize a desired state of content before development, such as sitemap planning and wireframing. Our Webmaster would like to be able to use a tool such as Figma for designing new wireframes to be added to our website(s) and other digital experiences built on the CMS.

3.3.1.35 Accessibility Best Practices

We want a CMS platform which includes features to ensure accessibility best practices, such as not allowing image uploads without alt text, and automated alt text suggestions.

3.3.1.36 Uniform Metadata Timestamps

The CMS platform must use uniform timestamp metadata (YYYY/MM/DD-HH/MM/SS) for all pages, files, and other assets, so they can be organized by earliest/latest. This is a point of frustration with our current CMS.

3.3.1.37 Digital Asset Management (DAM)

We want the CMS to include endemic digital asset management features for images, video, and documents within the CMS. We want extensive document management with file directories for each department. CMS should provide ability to sort and filter assets by any metadata, search by name, keywords, or tags, and allow ability to organize multiple files into a folder at a time. We expect intuitive creation of folders and subfolders. We expect the ability to be able to easily view how many files are within folders, how many subfolders are within folders, and total number of files and folders. If a CMS administrator should ever need to download any folders of assets, downloaded content should retain the organizational structure of files in the asset manager, meaning files should be found inside subfolders where they were nested in the CMS. We would like for the CMS to enable enforcement of asset management best practices for low level CMS users, such as forcing naming conventions, forcing files to be uploaded to the appropriate folder, etc. This would minimize cases of low-level users uploading files into the wrong folder, failing to follow file naming conventions, or creating duplicate folders in parallel locations.

3.3.1.38 Image Management

We want the CMS to allow the library/storage location for images to be separate from text documents. We want the City's Webmaster to have a higher degree of control and approval over images being uploaded into the CMS, to ensure quality. Image files and

folders need to be well organized and files should be searchable by various metadata including title key words, time & date uploaded, file type, image dimension, file size, and resolution. We would also like to be able to tag images with various categories to make image files even easier to locate. When an image is viewed in the library, we want to be able to see notation explaining every page and content component where the image is displayed. Such notations should link directly to that page or content component within the CMS, so the image can be edited, changed, or removed. Image storage must retain the original image orientation (not rotate by 90° as our current CMS does), and automatically be organized alphanumerically.

3.3.1.39 Content Delivery Network (CDN)

We want a CMS platform with distributed servers strategically located across the US to serve high-performance digital assets globally to reduce latency and ensure fast load times for dynamic content such as animated motion or video playback.

3.3.1.40 Image Resizing

We want a CMS platform which can optimize image performance, including viewport-based resizing and delivery, and the ability to indicate/change focal point on each image uploaded to the digital asset manager, whether the image has been published already or not.

3.3.1.41 Video upload and delivery

We prefer a CMS platform which supports video uploading and delivery across multiple channels, for embedding into the website(s) and other digital experiences built on the CMS, rather than embedding video from Vimeo or YouTube. We need to understand the limits of video length or file size for this capability, or if additional costs are included. For example, we want to be able to upload 30-90 second image-only videos to playback as silent video headers on some pages, but we also want to upload videos with audio up to 10 minutes long, into other pages, with the ability to set them with a toggle as either auto-roll on page load or click-to-play. We are also interested in uploading and hosting multi-hour recordings of city council meeting livestreams or other special event broadcasts, but capability of hosting these multi-hour livestream meeting recordings in the CMS platform is of lower priority, so long as we identify another solution for hosting video recordings of meetings (currently using Granicus).

3.3.1.42 Intuitive Embedding of Maps

We want our CMS to provide a way to both intuitively embed maps from ESRI ArcGIS and create custom views of Google maps for display on pages, depending on the mapping needs for the content page.

3.3.1.43 Staff Directory

We want our CMS to provide the ability to display a staff directory. Directories of staff should default to sorting by last name, but also provide other sorting/filtering options. Please demonstrate how easy it is to view and manage the staff directory, including the view a CMS user will see when editing the profile for a specific employee. This is a particular point of frustration with our current CMS. We expect intuitive creation of folders and subfolders in the staff directory.

3.3.1.44 Content Syndication

We want a CMS which allows content assets to be distributed across multiple content areas without duplication of upload to asset libraries, and for content areas to be able to be replicated/syndicated into multiple pages of the website, even to multiple websites and other digital experiences built on the same CMS. For example, news items should be added into the CMS once, and then can be displayed on the news page, home page, and – based on categories – be syndicated to the most relevant department landing pages. If an item categorized as Health Department news is added to the news blog, the content should be syndicated to the home page and Health Department page without any additional effort. Likewise, we want an image uploaded to the asset library to be able to be referenced and displayed in different ways on multiple pages.

3.3.1.45 Asset Organization & Navigation

The CMS must provide ways to organize digital assets using folders, tags and naming conventions, including mandatory fields required at time of upload. Navigation through asset folders should be intuitive with back buttons and bread crumbs. Our current CMS sends you back to the the top level folder when you select the back button from viewing the contents of nested subfolders. Provide file path for all assets uploaded into the CMS.

3.3.1.46 Asset Search

The CMS document/asset file storage (Replacing the "Document Center" module in CivicPlus) must provide metadata which can be viewed and sorted for all files in a folder. Searchable metadata should include but not be limited to, date/time uploaded, date/time last modified, file size, file type, keywords in the title, etc. We also want to be able to tag documents and assign them to categories and sub-types.

3.3.1.47 Batch Asset Uploads

We want a CMS which supports batch asset uploads via API for large-scale migrations. When file folders are uploaded into the CMS, all files, subfolders and parent folders should retain their structure through migration.

3.3.1.48 Batch Asset Actions

We want our CMS document/asset file storage (Replacing the "Document Center" module in CivicPlus) to allow batch actions for multiple files at the same time, such as moving files to a different folder, unpublishing, delete, or rename.

3.3.1.49 Search Result Optimization

All site databases should be automatically recrawled on a regular basis (minimum once per 24 hours) to keep search results at maximum optimization. Every page must also be crawled daily at minimum. The search tool on our websites should be more accurate and better than Google at finding the right result. Currently, users frequently turn to Google to find content on our website because it is a better search tool than our own search bar for our website. Our websites must have the ability to sort and filter public-facing search results by relevance, dynamic filtering, etc. We expect Boolean support and typo tolerance, showing brief exerpts with thumbnails or icons, metadata in results,

utilizing a mobile-friendly UI. Track search queries with dashboard and exportable reports to support continuous analytic/UX improvement by the Webmaster. Search results should return relevant documents in addition to content pages.

3.3.1.50 Editorial Workflows

We want a CMS which enables content creators to use assets directly in the editorial workflow, such as drag-and-drop into visual editor and automated placement via content rules.

3.3.1.51 System Extensibility

We want a CMS which supports system extensibility, including the ability to integrate with external platforms and for building custom features. Please explain how the proposed CMS solution can be extended to connect with custom-built systems or proprietary tools.

3.3.1.52 Integrations Already Developed and Available

We will prefer a CMS which offers integrations with software systems already in use by the City (see section 1 regarding the City's Current Technology Environment for list of softwares currently used across our organization) and/or with best-in-class solutions which you may propose as additional/replacements along with pricing to be compared against our current software costs. Please list all available third-party system integrations available for the CMS system you propose. (For example: marketing, analytics, citizen engagement/surveys, email/text alert systems, digital asset management, etc.)

3.3.1.53 Custom Integrations

We will prefer a CMS which has the ability to create custom integrations. Please provide examples of how custom integrations have been built using the proposed CMS, and explain the process and costs associated with developing such custom integrations.

3.3.1.54 Built-In Dashboards and Analytics Views

We will prefer a CMS which offers built-in dashboards and analytics views to help the Webmaster and content managers to visualize content performance, page visits, heat maps, click rates, as well as editorial workflow tracking.

3.3.1.55 Robust Documentation

We must have a CMS which offers robust documentation and resources for technical teams. Processes for troubleshooting the CMS should be easy to find and understand, up-to-date for latest versions, and specific for all issues encountered.

3.3.1.56 Open Source Tools

We prefer to use a CMS which offers open source tools which developers can use or extend as part of their builds for our website(s), mobile apps, and IoT experiences.

3.3.1.57 Tailored Interface

We prefer to use a CMS which is capable of tailoring the interface to reflect our branding, such as City logo or a custom UI theme so all users, whether staff or hired developers, clearly understand they are manipulating the backend of our content environment as opposed to other systems they may have access to.

3.3.1.58 Onboarding Support

We prefer to use a CMS which provides tailored onboarding support for the city staff who will be assigned CMS user roles, along with any developer teams hired by the city to help build websites, mobile apps, or other digital experiences on the CMS platform.

3.3.1.59 24/7/365 Global Support

We prefer to use a CMS which offers 24/7/365 global support in case of urgent issues involving the functioning of the CMS platform.

3.3.1.60 Dedicated Account Manager

We prefer the CMS platform to provide a dedicated account manager or customer success resource which can assist the City Webmaster as well as any web developer (consultant) hired by the City to assist in managing the websites, mobile apps, or other digital experiences reliant on the CMS.

3.3.1.61 Future CMS Platform Improvement

We prefer to use a CMS which offers a publicly-available or open product roadmap which explains new features and capabilities of the platform which are under development, as well as thorough communication and training about new features as they are implemented and made available. We also want to understand how the City and our website developer (Consultant) will be able to influence feature planning for continual improvement of the CMS.

3.3.1.62 Governance

We must understand how the CMS content workflows function, especially role-based approvals and publishing controls. We need to be able to create custom user roles and fine-grained permissions across CMS users and teams.

3.3.1.63 Webhooks

We prefer to use a CMS which supports webhooks to trigger external workflows when content is created, updated, or published.

3.3.1.64 Quality Assurance, Testing and Debugging

We want our CMS to provide ways for the web developer and Webmaster to identify and resolve bugs and formatting issues, or provide assurances that the platform will exhibit very few bugs and provide very quick resolution of bugs once identified and reported. For example, our current CMS regularly displays text overlaid on top of itself.

3.3.1.65 Security

The City desires to use a CMS platform which implements the latest and best security features. We want to understand the enterprise-grade security features available such as SSO, 2FA and static code scanning (SAST/SCA). The City currently uses Microsoft Authenticator and would prefer for our website 2FA to integrate as does CivicPlus currently. 2FA should be implemented for all CMS users.

3.3.1.66 Hidden Access to CMS Login

The link to sign into the CMS should be hidden from public view, not prominently visible from every page of the website as is the case with our current website.

3.3.1.67 Ability to Build Custom Workflows within the CMS

We must be able to implement custom workflows within the CMS. For example, the City Clerk currently uses a workflow within CivicPlus for compiling and publishing the Council Meeting Agendas to the Meeting Minutes & Agendas page of the website. This workflow currently involves certain staff who have been assigned workflow responsibilities to generate documents such as council bills, summaries, and exhibits with attachments. Once they submit drafts of these documents and attach relevant supporting documents, the process is automated to alert other staff who must review, edit, and approve the final versions, after which, the Clerk is able to attach the documents to the agenda in a particular order. The agendas are then added as pages to the website but are also printer-friendly PDFs where each agenda item has clickable links to the other documents related to the agenda item. If changing CMS platforms away from CivicPlus, we must be able to replicate this workflow to be the same - if not better - than current experience. Ideally, this can be performed natively within the CMS, but if not, the respondent should propose a software solution and include it in the project budget.

3.3.2 Tier 2 CMS Priorities

3.3.2.1 Custom Language Translation:

We want the ability to have pages translated by AI, but to have the capability to edit the translation of pages/content by entering a custom translation for meaning, rather than word-for-word as we can have human translators recommend better translations.

3.3.2.2 WCAG 2.0 AAA compliance where possible:

We prefer to have a CMS which is capable of helping us achieve WCAG 2.0 AAA level compliance.

3.3.2.3 Previewing Content to Non-CMS Users:

We prefer to have a CMS which is capable of sending a page preview to specific email addresses so that a non-CMS user could review and interact with a draft page and provide feedback prior to page publishing. (For when a screenshot doesn't convey the interactivity of the page, such as a fillable form.)

3.3.2.4 User Testing and A/B Testing Built In to Platform:

We prefer to have a CMS which has user testing tools built into the platform, to help us identify and implement changes to design and content to make the site easier to use.

3.3.3 Tier 3 CMS Priorities

3.4 Additional Technology Procurement

All bids must include proposed solutions for secure fillable forms with payments, mass alert/messaging system, public engagement tools, and digital asset management (document libraries), whether or not they be included as part of the CMS. Your proposal must including pricing required to meet the base bid, along with prices for any/all optional/recommended additions or replacements.

3.4.1 Tier 1 Priorities

3.4.1.1 Secure Fillable Forms with Payments

Ability to integrate authorize.net into secure payment fields on fillable forms which are also able to integrate with various city softwares (especially CentralSquare) so that payments taken for a Health Department program (for example) would keep personal data secure, while routing data about which account received payment to the CentralSquare accounting system. Not all fillable forms will require payments.

3.4.1.2 Mass Alert/Messaging System

CivicPlus currently provides a text and email message distribution platform within our current contract. If leaving the CivicPlus CMS, we will need a replacement system to be integrated into our new website. We want to be able to establish multiple categories of news alerts, and allow site users to sign up for both text and/or email alerts for each news category, and for them to be able to change their preference settings at any time. For example, one user may want City Council news sent to their email only, Parks news sent to them via text, and Emergency Alerts via both text and email. We want there to be a simple workflow whereby all news updates added as content to the website would be categorized and then a message would be distributed to the subscribers for that news category immediately following the posting of the news article to the website. We would prefer to have ability to develop both email and text distribution lists, along with push alerts and reverse 911 calls. It is possible that our current Constant Contact subscription could be expanded to include text messaging, but I do not believe their platform offers the reverse 911 or push alerts. Also, it would be most beneficial to have a system through which we could draw a polygon on a map and distribute targeted emergency messages through reverse 911 call, text message, push notification, and email for contacts currently within the polygon area based on cell signal, and contacts who have a registered permanent address within the area. Other communities nearby have used a subscription to the Smart911 app to achieve this set of capabilities. We are open to Smart911 or similar solution. However, we are not sure that Smart911 would work for helping us distribute non-emergency news category messages. It is possible that the best solution would be an integration with Constant Contact for distribution of non-emergency news-category based messages, while emergency alerts would need to be sent through Smart911. However, our preferred solution would handle both in a single platform, cleanly integrated into the website.

3.4.1.3 Public Engagement Tools

We need the ability to add polls, surveys, discussion boards, digital sticky-notes, (and other potential site visitor-generated content) to webpages about a project, initiative, or program in addition to more normal types of content such as text, images, links and downloadable documents. All public engagement tools should have moderation controls to ensure dialogue hosted on the city's website is appropriate and on topic. The webmaster should have control to moderate all user-generated content, and ability to assign moderation responsibilities to additional staff within relevant departments.

3.4.1.4 Publicly Searchable Archive of City Documents

If this cannot be included as part of the CMS, please provide a recommended solution for allowing the public to access a searchable archive of city documents. Search must be able to be filtered by a variety of metadata fields, also by keyword in the document title, and ideally, by searching the content of the PDF documents, possibly using AI to understand which document is most relevant to the search entered.
Filtering categories in the archive may include (but should not be limited to):

- Council Documents
    - Council Bills
    - Council Bill Summaries
    - Council Bill Exhibits
    - Council Resolutions
    - Council Presentations & Reports
    - Proclamations
- Publications
    - Print Newsletters
    - Annual State of the City Reports
    - Brochures
    - Flyers/Posters
- Policy Documents
    - Employee Handbook
    - Brand Standards
    - Department-level policies
- Financial Docs
    - Budgets
    - Annual Comprehensive Financial Reports
    - Popular Annual Financial Reports
    - Audits
    - Etc.
- Bid Opportunities (RFPs)
- Active Contracts
- Expired Contracts

We will need recommendations regarding the best way to populate these archives through phase 1 migration, and use of automation and/or temporary staffing to manually build out these archives moving backward in time one year of records at a time, in such a way that the documents can be highly searchable.

3.4.2 Tier 2 Priorities

The City would really like to have the following solutions integrated as part of the website project, but cost or implementation barrier considerations may cause us to opt out of adding these solutions onto the project. Please propose a solution for each and provide pricing with options so we can review as a menu to determine which we may

include into the phase 1 project scope. We are open to recommended additions and replacement solutions. Note: The City does not currently have any solution in these categories within our current technology environment (see Section 1.2.2).

3.4.2.1 Waste Wizard (software by Routeware)

The City desires to integrate the "Waste Wizard" (or similar) software tool from Routeware onto the Recycling page of the website. This software tool has not yet been acquired by the City, and should be budgeted for as part of this project. Please be sure to show optional pricing offered by Waste Wizard including annual recurring costs and any one-time costs. https://learn.routeware.com/waste-wizard-explainer Plan to assist us with procurement and integration into the website. We are open to alternative solutions you may recommend, which is why we've rated this as a Tier 2 priority.

3.4.2.2 Agenda & Minutes Management System:

In the case that a replacement workflow for how the City Clerk is currently able to build council meeting agendas and post meeting minutes is not possible natively within the CMS as it is with the current CivicPlus CMS, then your proposal MUST provide a solution for replacing this workflow. (See section 3.3.1.67.)

3.4.2.3 Records Request System:

At minimum, the City would like to create a fillable form with mandatory fields, through which anyone can submit an open records request to the City Clerk's office (including all fields required by the City Clerk). We are also interested to see proposals for comprehensive solutions for open records requests and management, by which, for example, a citizen could easily search and find documents for themselves if the document is already available within the document libraries associated with the website CMS, and ideally, if records are not available on the City website's document libraries, but the desired documents had been provided to anyone as part of a prior records request, they should be searchable - and then, if still unable to find the record they are seeking, the citizen would be able to submit a request to the Clerk.

3.4.2.4 Chatbot:

A polite and helpful automated chatbot trained on the content of the website (without any hallucinated answers), and ideally, able to crawl documents uploaded to the site to find answers within PDF documents. We also want the ability for staff to check answers, review past chat discussions, take over chat discussions manually if needed, and train the bot on better answers. We'd love to have an automated chat bot which not only provides a summary answer based on content available in our CMS, but to serve up a link to the exact webpage or document where the customer can read more detail for themselves.

3.4.2.5 Single Sign-On to CMS and related website management systems:

The City currently uses Microsoft Authenticator and login to the CivicPlus CMS is verified through the multi-factor authentication. We want the CMS and as many as possible, if not all, logins for our complete tech stack to run multi-factor authentication through Microsoft Authenticator.

3.4.3 Tier 3 Priorities:

3.4.3.1 Analytics dashboard to augment Google Analytics:

We'd like to have some kind of data analytics dashboard available in the CMS for the webmaster and maybe even the ability to customize which metrics are displayed depending on the CMS user. For example, the webmaster needs to see the top most visited pages this week with trendlines, but the Public Works staffer who adds projects to the Project Tracker portion of the site should see which project pages are visited most often, when each was last updated, and heat maps for where visitors are clicking on those pages.

3.4.3.2 Tables, Graphs & Charts:

We want the CMS to allow users to create and update tables, charts and graphs which will be accessible, rather than just uploading images for graphic elements such as pie or bar charts. Ideally, charts and graphs will be interactive with animated elements. These should be able to be added to any page of the website.

3.5 Website Design & Development

3.5.1 Tier 1 Priorities

3.5.1.1 Dedicated Web Development Team:

The City of Joplin needs to be able to rely on a dedicated web development team to assist us with:

- Transition to a new CMS
- Development of Information Architecture
- Involving the City's Webmaster in development and design of UI
- Ongoing development support for future iterations of websites, applications, etc.

3.5.1.2 Mobile-First, Responsive Design:

We want our website experience to be designed around mobile usability first, and for desktop as a secondary importance. However, we want the design to respond and adjust to all common screen widths. Various city staff will contribute content, but the City's Webmaster will make final design decisions using brand guidelines and design system.

3.5.1.3 Content Search:

The search experience on our website must reliably return the best result within the top

3 results. Search must be filterable and sortable by a variety of metadata factors.

3.5.1.4 Concise Menu Design:

Menu drop downs should be concise and not overwhelm with too many options.

3.5.1.5 Friendly URLs:

Every page of the website should have a friendly URL which does not include random letters or numbers. Documents should also have friendly URLs based on the title and date of the document.

3.5.1.6 Department Landing Pages:

Various departments, divisions, and other pages will need to have their own landing pages. See section 3.1.9 for a listing of anticipated landing pages which will require their own URL, menu, news, calendar events, content pages, contact information, and facilities.

3.5.1.7 Project Tracker Pages:

Similar to Nixa.com's project tracker, we want the ability to have a landing page where visitors can view a map of various projects occurring around the City, whether they be infrastructure projects (conducted by the City or a partner), significant commercial and residential projects by private developers, City facility projects, or Public-Private Partnership projects. Pins on the map should link to the page about that project. Each project should have its own page with detailed information, documents, and images about the project. We need the ability to assign responsibility for updating these pages to staff in Public Works and/or Planning & Development. The same page template may work for a directory of parks facilities, where a landing page will display a map of all our parks, and hovering over a pin will pop up a window with the name of the park, and clicking the pop-up will take you to a page with information, documents, and images about that park, along with a calendar of events scheduled for the park, and links to reserve facilities or make other park-related purchases.

3.5.1.8 Council Meeting Agenda Workflow:

Must establish workflow for building and posting city council meeting agendas to replace current workflow provided within the CivicPlus Web Central CMS.

3.5.1.9 Bid Document Workflow:

Must establish workflow for posting bid documents in a searchable library of the website, where there are categories of bids, and website visitors are able to subscribe to alerts for each category to be alerted when new bid documents are published. Current bid category subscribers will need to be migrated.

3.5.1.10 News Blog with Categories & Subscriptions:

The website must include a robust news blog with a variety of categories and the ability for visitors to subscribe to each news category and determine whether they want a notification by email, text, push alert, or by multiple methods, whenever a news item is published for the category they have subscribed to. We want the ability to determine the teaser text for each news item, and for alerts to indicate which category of news the alert is about. We also want the ability for high-level users to be able to turn any

news post into a banner across all pages of the website. News carousel on the home page should display all recent news from any category, and have the ability to pin featured news stories to the top, with a prominent link to view all news. In addition, each department landing page will need its own news section with content filtered only to those news stories relevant for that department. We need the ability to tag some news stories as being relevant to multiple categories/departments.

3.5.1.11 Alert Banners:

Ability to add an alert banner across all pages of the website, or to add an alert banner to a certain department landing page and its sub-pages.

3.5.1.12 Video Embeds on Pages:

Must be able to embed video on pages without the CMS user having to use HTML code to do so. Ideally, user would select a video web component and then paste in the address for a YouTube or Vimeo link in order to embed. Option to auto-play or click-to-play. Option to default each video to either mute or unmute. For example, a video on a landing page header should be muted and autoplay. A video explaining a program should be click-to-play and be unmuted.

3.5.1.13 Visual, Interactive Timelines:

Must be able to build timelines to display for pages such as community history, Fire Department history, timeline of past Mayors, etc. Each point on the timeline should be able to include images, headers, text, and links to pages with more detail.

3.5.1.14 Statistical Dashboards:

Must be able to present statistics on a variety of pages in a way which appears like a dashboard or infographic, but is accessible to screen readers, rather than uploading graphic images which are not accessible.

3.5.1.15 Email and Text Alerts:

Must be able to integrate email and text alerts with a variety of subscription categories. We want citizens to be able to change their subscription settings for each news category, opting into text, email or both for each category.

3.5.1.16 Navigational Breadcrumbs:

Website must display breadcrumbs as a way to navigate back through pages.

3.5.1.17 External Links Open In New Windows:

When users click any link to external pages or documents, they should open in a new window. Only navigation to pages of the City website should remain in the current browser window, with the ability to use the back button or breadcrumbs to go back to your previous page.

3.5.1.18 Multiple Images and Attachments to News Blog Posts:

News blog posts must be able to include multiple images and attachments. Currently, News Flash only allows us add a single image to a news item and no attachments.

3.5.1.19 Interactive Map Embeds:

Must be able to embed interactive maps on pages. Prefer to use data from our ArcGIS, but some pages may benefit more from embedded Google Maps.

3.5.1.20 Calendars:

Must be able to create multiple calendars on the site with multiple calendar categories. On the homepage of the website, we'd like to be able to toggle from a monthly calendar view with all upcoming events to filter down to certain categories of events. Would also like to be able to tab over to a list view of the next several upcoming events, with filtering capability, and the ability to tab over to a list view of the most recent past events. Each event listing on the calendar view or list views should link to a page about the event. In addition, some pages will also have pre-filtered calendar sections, with the option for either a month view or list view depending on which fits best for that particular page. For example, the City Council page should have a calendar just showing upcoming council meeting dates. The page for the Bike Park should have a calendar only showing events to be hosted at the Bike Park. The page for Ewert Park should have a calendar only showing events to be hosted at Ewert Park.

3.5.1.21 Directory of Services/Programs:

Website must include a directory of services and programs offered by the City and its partners. The listing much be searchable/filterable by key word, department or partner. Each city program or service should have page about that service, and each service provided by a partner should link out to that partner's website.

3.5.1.22 Embedded Fillable Forms:

We need to be able to embed multiple fillable forms on a single page, rather than linking to PDFs. Forms need to be able to include multiple large attachment files, trigger email notifications to specified staff. Forms should be able to be built with payment fields, conditional logic, and custom fields.

3.5.1.23 Staff Directory:

Must be able to keep a staff directory on the website, with ability for certain CMS users to be assigned responsibility for updating the directory listings only for their assigned department. Search results for staff who are listed in the directory should include all relevant information including name, email address and phone extension.

3.5.1.24 Directory of Partner Organizations:

Each partner organization, such as the Chamber of Commerce or School District, should have a name, a description of the organizational mission, phone number, email address, and a link to their website home page. This way, when an organizational listing is updated, links to the partners featured on any page of the site will automatically be updated. For example, the Fire Department and Building Division may both want to include a link to the County Building Department from their list of frequent partners, and should link to the same contact information. This would prevent one department from updating contact information for their partner, but other departments failing to do so.

3.5.1.25 Automated Communications With Triggers:

We want the ability to trigger messages based on request responsiveness and user-initiated process updates. When you submit a form, you automatically get an email confirming your submission with a copy of what you submitted. When you add a

comment to a discussion, you should get reply messages pushed to you.

3.5.1.26 WCAG 2.0 AA compliance minimum:

All content on our website must be compliant with WCAG 2.0 AA standards for accessibility at minimum, and AAA where possible.

3.5.1.27 Online Payments:

Payments on the website must integrate with CentralSquare's Naviline software. Payments need to be reconciled by Finance staff, and only certain finance staff should have ability to issue refunds or cancel transactions, with full auditing of transactions conducted through the website for any department or type of purchase or payment. Would like to offer a workflow for paying anything the City has invoiced/billed you or your business for.

3.5.1.28 Archive of Live-Streamed Meetings:

We need a page with an archive of council meeting live streams and a separate category for live-streamed press conferences or other meeting categories.

3.5.1.29 Archive of MarCom Videos:

We need a page with an archive of Marketing & Communications videos with categories for each video series such as: Mayor's Monthly Video Message, Show Me Joplin, and Around Joplin with Fryendz.

3.5.1.30 Citizen Engagement Tools:

Build and distribute surveys, allow comment sections for projects during their conceptual and planning phases, ability to host strategic planning discussions and digital sticky notes for submitting ideas. Integration with SeeClickFix or recommended replacement solution for citizens to take a picture of a pothole, pin it on the map where they saw it, and submit it to the appropriate department who can address it like a work order and automatically generate automated communications back to the submitter when the task is received, assigned, and completed.

3.5.1.31 Security Features:

SSL certification, FedRAMP authorized infrastructure, https:// in URL, daily offsite redundancy backups, automated backups patches and updates, data encryption, reliable cloud hosting.

3.5.2 Tier 2 Priorities:

3.5.2.1 Online Burn Permit Workflow:

Want to establish workflow for offering burn permits online, taking payments online with the goal of reducing paperwork for the Fire Department and stop having to accept paper checks as the only way to make payment.

3.5.2.2 Control of Breakpoints for All Layout Widths:

Want our staff Webmaster to be able to adjust breakpoints on the website(s) as needed to ensure best possible layout of content for each screen size, without involvement of the website developer.

3.5.2.3 Ticket Sales Workflow:

Want to be able to conduct ticket sales for events such as the State of the Community event through the website, without having to send customers through the Parks & Rec portal to make payment. Where a customer could select how many tickets they want, and make payment, with the ability for our Finance Department to reconcile transactions daily. Ideally, this function would produce numbered tickets so we can verify that people are not printing multiple copies of the same ticket, allow us to set a limit on the number of tickets to be sold, and allow for us to track the accounting separately from other transactions such as parks, health and other departments accepting payments into their specific GL lines.

3.5.2.4 Data Dashboards:

We want each department landing page to have a customized data dashboard to show key metrics. Police may want to show crime stats and calls for service from last month. Finance may want to show tax revenue and monthly expenditure numbers or a graph of revenue and expenses for the last 12 months. Public Works may want to show expenditures per project, stats for number of pot holes filled, a map of where maintenance is occurring, a map of ADA sidewalk projects, etc.

3.5.2.5 Geo-Fenced Messaging:

We want the ability to trigger messages based on geo-fencing. If you have the City's app downloaded to your phone, when your phone enters a geo-fenced area, you should get any alerts we have issued which are current for that area.

3.5.2.6 Transit Bus Live Locations:

We want the ability for someone standing at a bus stop to be able to easily access a page on the Transit Division portion of the website, where, without logging in or creating a user, they can see live the locations of busses or ETA for when the next bus will arrive at their stop. Integration with Asset Management software or Transit software required.

3.5.2.7 Chat Bot:

We would like to have a customer service chatbot on our website which can use the content of the site to provide accurate information to website visitors, and link them to the page they need to get to for making a payment or filling a form.

3.5.2.8 Figma Integration:

We will prefer a website solution which includes Figma integration for page design and wireframing new content. This would allow the City's webmaster to design new content components, page layouts or page templates, and facilitate future website redesigns.

3.5.2.9 FontAwesome Integration:

We will prefer a website solution which includes integration with FontAwesome and other design system implementation tools for collaborative interface design.

3.5.3 Tier 3 Priorities:

3.5.3.1 Auto-Recommended Content:

Would be nice if the website could serve up "you may also be interested in" content recommendations at the bottom of pages, with buttons linking to related content pages or documents.

3.5.3.2 Embed Weather Map and Weather Radio Widgets:

Want to be able to embed weather map and live stream of weather radio onto an emergency management page of the website.

3.5.3.3 Advanced Bid Software Integration:

Would like to integrate or include bid posting tools beyond just posting current open bids and the ability to search prior bid opportunities, to include the ability to accept bid proposals through our website in such a way that proposals for bids can be stored securely where they cannot be reviewed by any city staff until the time designated for bid opening by the City for each particular bid opportunity. (Similar to IonWave software product.)

3.5.3.4 Advanced Plan Progress Reporting Software Integration:

Would like to integrate or include transparency tools for displaying adopted strategic planning documents broken out by action plans and steps, with status/progress updates using as much automation as possible and including permissions controls so only authorized department heads would be able to draft updates, with approval required by the City Manager prior to publishing. (Similar to the Envisio software product which we have seen in a prior product demo).

3.5.3.5 Ability to Embed Public Access Streaming Channel:

Want the ability to embed a public access streaming channel where the public can watch council meetings live, and see playlists of programming content from the MarCom department.

3.5.3.6 Retail Sales Workflow:

This would probably not be implemented at initial website go-live, but it would be nice to have the capability to sell retail items through the website, and assign items to different GL lines as necessary to separate revenue for Parks from revenue for VisitJoplin, or the Marketing & Communications Department for example. The Bike Park website will certainly need the ability to sell retail items.

3.5.3.7 Single Account for Each User, Single Shopping Cart:

The ultimate fantasy would be to offer a single portal through which a user would log in to view all their accounts with various city departments, and could place various items into a single cart and make payment. For example, I'd like to log in, select that I want to pay my utility bill, I want to renew my business license, renew my dog tag, register my kid for fall soccer, buy a pool pass, buy museum tickets, buy tickets to the annual state of the community event, and pay for my fence permit all at the same time, with the money going to each separate department account. I'd like to be able to tab between the various departments or workflows, but put each thing into a single cart,

and not have to enter my contact information for each thing, because by logging in, each process should autofill my name, account number and contact info. However, considering how difficult it has been to set up systems for online building permits alone, we don't suspect this to be possible.

3.5.3.8 Future App Development & Ownership:

In the future, we want the consultant to assist us in developing use-cases for mobile apps and other digital experiences. The City should own any apps we recommend the public download and make them available as free downloads in app stores.

3.6 Content Migration

3.6.1 Pages:

While Joplinmo.org currently has 502 published content pages, we anticipate very few if any have content on them which can be migrated as-is for publishing on the new website. The vast majority of pages have outdated, poorly designed content, broken links, and will require heavy rewriting. We anticipate a massive reorganization of content, creating new content which we've never made available on our site before, and eliminating irrelevant content.

3.6.2 Images:

We do not plan to migrate any image libraries from the current site to the new website. While we may need to archive the current asset libraries, our Webmaster will need to compile the new image library to be uploaded into the new CMS and approve all images to be uploaded for the first phase launch of the site in 2026.

3.6.3 Documents:

The current CivicPlus site contains a variety of document libraries and directories across what CivicPlus refers to as "modules". Each is described below along with our assessment of how best to approach the transition to a new CMS and website. **Migration of document libraries is considered a Tier 1 priority.**

3.6.3.1 Agenda Center: 3300+ items in 30 categories.

Very important to migrate the archive of meeting agendas, preserving the current categories. Keep in mind, City Council agenda PDFs contain links to additional PDFs or other file types, and we need to ensure these links are not broken, or that the supplemental documents (such as presentations to council) become attached to the agenda document.

3.6.3.2 Archive Center: 5100+ items in 25 categories.

Archive center's search function does not work very well (drop downs are useless) but

the navigation at bottom of page functions for navigating through the archive. We do need to preserve this archive of documents, though further discussion will be needed to assess whether all categories should continue to be available to the public through the new website. Any documents or categories not made publicly available should be archived in some other way where the City Clerk, historians, or librarians could access and search them.

3.6.3.3 Bids Postings: 662+ items in 12 categories.

The Bid Posting module allows us to keep a searchable archive of bid documents, separated into categories (by department issuing the bid) where website visitors are able to subscribe to alerts for each category to be notified when new bid documents are posted. Subscriber contact information will also need to be migrated to the new website, the bid category with the most subscribers is currently Public Works, with 558 subscribers.

3.6.3.4 Calendar: 1365+ items in 13 categories.

This module is a mess which doesn't make sense to me. It seems that we mostly use this module for posting upcoming City Council meetings to the City Calendar. It is unclear to me whether past events on this calendar should be migrated as part of an archive.

3.6.3.5 Document Center: 4450+ items in 257 categories.

This is the primary asset library for the website content. We should preserve an archive of these assets, mostly PDFs, but not migrate them blindly. We will need to work with each department to review their documents for relevance and accuracy. We can then migrate the documents which are truly needed for the new website.

3.6.3.6 Facilities: 44 items in 4 categories.

This module includes names and addresses, plus fields for describing each city-owned facility. Unclear whether we would migrate this content or simply replicate it as appropriate.

3.6.3.7 FAQs: 394 items in 50 categories.

We should prepare to migrate these but ask departments to review them for relevance and accuracy before actually publishing them to the new website.

3.6.3.8 Forms: 43 items in 13 categories.

Forms should be reviewed and rebuilt, we do not want to migrate forms without discussing with relevant departments how to improve each form. I imagine some forms are no longer relevant.

3.6.3.9 Jobs: 23 items in 34 categories.

Whatever jobs are live on the current site in the weeks prior to going live with the redesigned site should be replicated/migrated, and we will need to train HR staff how to post jobs in the new CMS, so they can post jobs to both until the current site becomes defunct, this way, the replacement site will be completely current at go-live.

3.6.3.10 News Flash: 54 items in 13 categories.

This module is essentially a news blog with subcategories. All news blog posts which have not expired should be migrated to establish an archive of news. The MarCom department is responsible for adding news posts and we need to stop "expiring" our news articles so we can build up a searchable archive of news. However, some content which recurs annually should expire to prevent confusion and eliminate outdated search results.

3.6.3.11 Resource Directory: 571 items in 809 categories.

This module is another mess which I don't fully understand yet. There are 248 business listings, but I am unsure if these should exist on the new website. I do see value in offering a directory of licensed businesses, but it's unclear who on staff should maintain it, or whether we should potentially have a tool which allows business owners to update contact info for their listing. Unsure how else this module is actually used. This may be replaced by or potentially integrate with the new Business License portal module of the CentralSquare software which the Finance Department is currently implementing.

3.6.3.12 Staff Directory: 338 items in 37 categories.

This module is used by departments to make contact information for their staff visible to the public. I am unsure to what degree we should migrate the staff directory as is or rebuild by forcing departments to consider again which staff each wants listed on the public site. I am in favor of listing job titles or offices and offering distribution list email addresses rather than naming all mid and low-level staff. I'm supportive of only senior staff and key contacts being listed on the public directory. Especially now that we are building a more usable intranet site on Sharepoint with robust internal directory.

3.7 Deployment & Hosting

The new site should be hosted on a platform that is highly resilient and able to withstand typical disaster scenarios. The site should provide cybersecurity that mitigates the increasing security risks that local governments are facing more regularly.

The City's website (joplinmo.org) is currently hosted through CivicPlus, and CivicPlus currently manages our DNS settings for the site. If the winning bidder is any firm other than CivicPlus, the City would prefer to manage DNS settings using GoDaddy, and to have the site hosted in the cloud. The City has no preference on cloud hosting provider.

3.7.1 Tier 1 Priorities:

3.7.1.1 Reliable High-Speed Hosting

Service-Level Agreement from the hosting vendor should include provisions for reliability and speed of access.

3.7.1.2 Hosting Support

Hosting vendor should provide technical support 24/7/365.

3.7.1.3 Multiple Domain Hosting

Provide multiple domain hosting and sub-domains with secured logins.

3.7.1.4 SSL Encryption

Provide 128-bit and 256-bit encryption over Secure Socket Layer for displaying specific web pages and or information transmitted to and from the website by City staff.

3.7.1.5 Redundancy and Disaster Recovery

Server redundancy and disaster recovery options if desired by the City. (Please show pricing for these services separately if additional cost).

3.7.1.6 Performance Monitoring and Reporting

Standard performance monitoring, usage statistics and reporting.

3.7.1.7 Issue Escalation

Provide an escalation path to get issues resolved within defined Service-level Agreement.

3.7.2 Tier 2 Priorities: (none identified)

3.7.3 Tier 3 Priorities: (none identified)

3.8 Training & Documentation

3.8.1 Tier 1 Priorities:

3.8.1.1 Site Transition and Go-Live

The consultant must provide a specific, step-by-step transition plan from the current website to the new website well in advance of "go-live" for the new site. This should include content preparation checklists, testing of functions, training of CMS users, and advice regarding key messages and how to educate the public about the new website to assist the Marketing & Communications Department in successfully launching the site with the public to minimize confusion, and maximize seamless adoption of the new site and all the functions it will be replacing from the old site.

3.8.1.2 Training

The consultant must provide robust training for the Webmaster as well as the initial set of staff CMS users, appropriate to their roles and permissions. Training may be provided in person, via live and recorded video conference calls, or pre-recorded videos. Manuals and written documentation will not count towards meeting the training requirement.

The city's Webmaster must be provided a robust "train-the-trainer" as this role will take on responsibility going forward for training new CMS users. In the occasion that the City's webmaster is not available for any reason to train their replacement or other CMS users, the consultant must be available on short notice to provide robust training at any time for as long as the City continues using the website platform and tools implemented through this project. Preference for step-by-step or course of training throughout the build phase of the website rather than a single data dump which could overwhelm staff.

3.8.1.3 Documentation

The consultant must compile and provide documentation for how to troubleshoot all aspects of the website and integrated systems. This should include the provision of CMS documentation as well as for other SAAS and related systems integrated into the website(s). Searchable online libraries for understanding the CMS and website tools are preferred over printed documentation. These libraries must be useful for our Webmaster in diagnosing and troubleshooting issues, and all instructions must be thorough and up-to-date, reflecting the most recent software updates and platform changes. Issues which will require support from the CMS platform vendor or the website design consultant should be clearly outlined prior to go-live, so our Webmaster understands the range of issues they will be able to troubleshoot alone, and which will require outside support.

3.8.2 Tier 2 Priorities:

3.8.2.1 How-to-videos

A library of short videos showing our CMS users how to accomplish the most common tasks they will frequently be responsible for would be very helpful and while not a deal-breaker, will be scored favorably.

3.8.3 Tier 3 Priorities:

3.8.3.1 Support Community

Online communities for CMS system users are a welcome bonus but are not considered essential. If the CMS platform does offer such a community, training should be provided to the City webmaster on how to navigate and get the most out of such resources.

3.9 Ongoing Maintenance & Support

3.9.1 Tier 1 Priorities:

3.9.1.1 Dedicated Account Manager:

The website developer (consultant) must provide a dedicated account manager or customer success resource to be the primary point of contact for the City's Webmaster throughout the design, build, implementation, ongoing maintenance and future software integrations with the websites included within this project.

3.9.1.2 Web Development/Consulting Support:

The website developer must be available 24/7/365 to assist in managing and resolving

technical issues with the website(s), mobile apps, and IoT experiences they have developed or helped the City acquire. The City Webmaster must be able to contact support via email and phone and be able to speak with US-based human support. Additional option for support through online chat is also preferred but considered secondary to availability by phone and email. Support provided should be comprehensive, and liaison support should be provided for any systems not directly managed by the developer. For example, the City's Webmaster should be able to rely on the developer support team (consultant) to contact and manage support requests directly with the CMS or other systems in our tech stack, on the City's behalf. The consultant's support personnel must be capable of effective support liaisons with these 3rd-parties to resolve issues within a reasonable period of time based on the priority, severity and urgency of the issue.

3.9.1.3 Budgeting for Future Additional Website Feature and Digital Experience Development:

The website developer must propose annual ongoing costs to include all maintenance, support, and a budget for hours of labor available to develop and implement additional phases of the website project in future budget years for new modules, widgets, etc. for new features and capabilities or additional digital experiences.

3.9.2 Tier 2 Priorities: (none identified)

3.9.3 Tier 3 Priorities: (none identified)

4 Evaluation of Proposals

4.1 Qualifications of Respondents

Respondents should provide all evidence of relevant experience and qualifications as outlined in section 2.2.1. to provide confidence in your firm's ability to provide comprehensive website design, development, and technology implementation services to include solutions consulting regarding all aspects of this RFP.

4.2 Scoring of Proposals

Scoring will emphasize related experience, portfolio of prior enterprise website projects, management, organization, availability of key staff, skill, financial, and other necessary resources to perform the work or provide the services required in a timely manner.

4.2.1 Company Profile: (10 Points)

Respondents must provide an explanation of their firm's areas of expertise, core competencies, and relevant experience. History and trajectory of the firm should be explained in brief.

Respondents must provide a listing of all personnel assigned to this project. If the Respondent needs to hire additional staff to fulfill this engagement, please briefly elaborate with a tentative plan of action. If the Respondent needs to partner with other firms such as a CMS platform or other service providers, please explain the nature of such partnership and key staff representing such project partners. Include company profiles for each partner firm or service provider.

Include an explanation of each person's area of responsibility for this project, years of related experience, geographic location, and the resume or CV for each professional assigned to this project. Please attach an organizational chart that includes any associated decision-makers who will or may have a role in the proposal or project management process. The City has an interest in hiring a firm with sufficient depth and breadth of staff to provide confidence that the firm will be capable of fulfilling their responsibilities in spite of staff turnover.

4.2.2 Experience & References: (10 Points)

Respondent must provide three (3) examples of directly relatable experience corresponding to the services requested by the City. Please include the name, title, address, telephone number, and email for each client contact. Examples proving the ability to coordinate multiple enterprise-level website projects should be included and will be considered in the scoring. Scoring will also emphasize the firm's experience and results related to similar type projects. Please note any awards or recognitions earned for prior website projects which were of a similar nature.

4.2.3 Approach Strategy: (10 Points)

Please describe in detail the proposed methodology for this project. Scoring will emphasize the project approach, proven implementation, and/or management strategies by the team, including timeline, training and support resources.

4.2.4 Proposal to Fulfill All Tier 1 Priorities: (20 Points)

Please provide notes alongside the Scope of Work Tier 1 Priorities list, indicating how your proposal will or will not be able to fulfill each listed.

4.2.5 Proposal to Fulfill All Tier 2 Priorities: (15 Points)

Please provide notes alongside the Scope of Work Tier 2 Priorities list, indicating how your proposal will or will not be able to fulfill each listed.

4.2.6 Proposal to Fulfill All Tier 3 Priorities: (10 Points)

Please provide notes alongside the Scope of Work Tier 3 Priorities list, indicating how your proposal will or will not be able to fulfill each listed.

4.2.7 Proposed Project Budget: (25 Points)

Please provide a complete itemized project budget including everything required to meet the minimum requirements (Tier 1 priorities), and indicate optional pricing for each additional item or option available to meet all Tier 2 and Tier 3 priorities. Please also provide pricing options for any additional or replacement solutions which you recommend.

If you are not able to provide pricing for 3rd party SaaS or other technologies which will need to be purchased as part of the project to meet any priority within any of the three tiers, please indicate why you are not able to provide a cost estimate for each.

Clearly indicate 1-time costs versus annual recurring costs.

Provide cost estimates for the development of any integrations for which we have indicated an interest, or which you believe will be necessary or recommended, whether or not the integration is already deployable.

Additionally, please provide a pricing sheet showing hourly costs for each type of service this project may require from your firm, in the case that additional hours of work should be required beyond what you anticipate for the project budget.

Proposal must also include a proposed annual budget for ongoing CMS and SaaS fees, hosting, maintenance, support, and a budget for additional website or other digital experience improvements and development. Specify hourly rates for each type of labor and a proposed amount of labor hours to be included in the annual recurring fees, indicating the amount of annual uplift.

Costs will be scored fairly for all bids received. In order to score fairly, we will base the cost score on the total costs required for implementation of all Tier 1 priorities in your 1st year project budget. The lowest bid will receive 25 points and the highest bid will receive 0 points. All other bids will be scored based on a formula calculating a ratio of difference between the high and low bids.

5 Sample Services Contract

STANDARD AGREEMENT
FOR CONSULTING SERVICES

THIS AGREEMENT is made and entered into this _____ day of _____, 2023, by and between the City of Joplin, Missouri, a Missouri Municipal Corporation, hereinafter referred to as "City," and _____ hereinafter referred to as "Consultant," and with City and Consultant being referred to collectively as "the Parties."

WITNESSETH:

WHEREAS, City desires to retain a Website Development Consulting Firm for the purposes of comprehensive website design, development and technology implementation services for the City of Joplin, as described in City's Request for Proposal, attached hereto and incorporated by reference as Exhibit A; and

WHEREAS, Consultant desires to provide comprehensive website design, development, and technology implementation services pursuant to the terms of this agreement, as described in Consultant's Response to City's Request for Proposal, attached hereto and incorporated by reference as Exhibit B; and

WHEREAS, City has selected Consultant as the lowest and best bidder based on full consideration of all factors, preferences, and conditions deemed applicable by City.

NOW, THEREFORE, in exchange for valuable consideration each received from the other, the receipt and sufficiency of which are hereby acknowledged, the Parties do hereby agree as follows:

1. Scope of Work and Payment.

a. City agrees to engage Consultant for performance, and Consultant agrees to perform, the services described in Exhibits A and B within the time specified therein. Specifically, Consultant shall serve as City's website developer for an initial three-year period. The contract period shall begin on or about November 18, 2025, and is anticipated to end on October 31, 2028.

b. The services of Consultant shall commence only as authorized in writing by City and shall be undertaken and completed as promised by Consultant as described in Exhibits A and B.

c. City agrees to pay Consultant in accordance with the prices and terms set forth in Exhibits A and B for work authorized by City upon presentation of proper invoice and inspection by City of work completed by Consultant. Specifically, City agrees to pay Consultant $xx,xxx per annum and an amount not to exceed $xxx,xxx for one-time project costs.

d. All information, data, and reports as are existing, available, and necessary for the carrying out of the work, shall be furnished to Consultant without charge, and the Parties shall cooperate with each other in every way possible in carrying out the scope of services.

e. Consultant shall fully coordinate its activities in the performance of this contract with the activities of City.

f. Consultant represents that Consultant will secure the following at Consultant's own expense: all personnel required to perform the services called for under this contract by Consultant. Such personnel shall not be employees of or have any contractual relationship with City except as employees of Consultant. All the services required hereunder will be performed by Consultant or under Consultant's direct supervision and all personnel engaged in the work shall be fully qualified and shall be authorized under state and local law to perform such services. None of the work or services covered by this contract shall be subcontracted without the written approval of City.

2. Amendments. The covenants and obligations herein contained are the full and complete terms of this Agreement, and no alteration, amendments, or changes to such terms shall be binding unless first reduced to writing and executed with the same formality as this Agreement.

3. Assignment. This Agreement, including payment hereunder, shall not be sub-let, assigned, or otherwise disposed of, except with the prior written consent of the City.

4. Attorney's Fees and Expenses. If City files suit in order to enforce any term of this Agreement and is the prevailing party, Consultant shall be liable for City's reasonable attorney's fees and expenses. In no event shall City be liable for Consultant's reasonable attorney's fees and expenses.

5. Choice of Law and Venue. This Agreement has been made, and its validity, performance and effect shall be determined, in accordance with the laws of the State of Missouri and venue for litigation between the parties shall be solely and exclusively in Jasper County, Missouri.

6. Compliance with Laws. Consultant shall observe and comply with all Federal, State, and local laws and ordinances that affect those employed or engaged by it on the project, or the material or equipment used, or the conduct of the work, and shall procure all necessary licenses, permits, and insurance.

7. Confidentiality. Any reports, data, or similar information given to or prepared or assembled by the Consultant under this contract which the City requests to be kept as confidential shall not be made available to any individual or organization by the Consultant without prior written approval of the City.

8. Consequential Damages. In no event shall City be liable to Contractor for special, indirect, or consequential damages.

9. Contract Documents. The contract documents shall consist of the following: this Agreement, City's Request for Proposal, and Consultant's Response to City's Request for Proposal. In the event of conflict between the contract documents, this Agreement will prevail. In the event of conflict between City's Request for Proposal and Consultant's Response to City's Request for Proposal, City's Request for Proposal will prevail.

10. Counterparts. This Agreement may be signed in counterparts, each of which shall be deemed an original, but all of which shall constitute one and the same instrument. Facsimile signatures shall be given the same force and effect as original signatures.

11. Entire Agreement. This Agreement (including any Exhibits) contains the entire understanding of the parties with respect to the subject matter hereof. It may not be altered or amended except by an agreement in writing signed by both parties.

12. Ethics. Consultant warrants that it has not employed or retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement, and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, gift, or contingent fee.

13. Fiduciary Duty. Consultant owes a fiduciary duty to City, including the duty of care and the duty of loyalty. Consultant shall act in the best interest of City.

14. Headings. The headings of paragraphs in this Agreement are for convenience only. The headings form no part of this Agreement and shall not affect its interpretation.

15. Indemnification. Consultant hereby assumes all risk of, and responsibility for, and agrees to indemnify and save harmless City, from and against any and all claims, demands, suits, actions, recoveries, judgments, costs, and expenses, including reasonable attorney's fees and expenses, therewith made, brought or obtained on account of the loss of life or property or injury or damage to the person or property of any person or persons whomsoever, whether such person or persons be Consultant, its agents or employees, or City, its agents or employees, or any third-person in any way connected with the parties hereto, which loss of life or property, or injury or damage to persons or property, shall be due to, or arise out of, result from, or be in any way connected with, this Agreement, except to the extent arising from or caused by the sole or gross negligence or willful misconduct of City, its agents or employees.

16. Independent Contractor. This Agreement does not create an employer-employee relationship between the parties. Consultant is an independent contractor and is not entitled to any benefits including health, dental, vision, disability, life, and unemployment insurance, worker's compensation coverage, and LAGERS. Consultant is an independent contractor and not an employee for all purposes including the application of the Fair Labor Standards Act Minimum Wage and Overtime Payments, Federal Insurance Contribution Act, Social Security Act, Federal Unemployment Tax Act, and the provisions of the Internal Revenue Code, Missouri Revenue and Taxation Laws, and Missouri's Worker Compensation Laws and Unemployment Insurance Laws.

17. Insurance. Intentionally omitted.

18. Intellectual Property. Any information, know-how, data, results, inventions, and any associated intellectual property, that is made, discovered, created, invented, or generated by Consultant in any activities or work under this Agreement shall be owned by City.

19. Non-Appropriation. Notwithstanding any provision herein to the contrary, City is obligated only to make the payments set forth in the attached contract as may lawfully be made from funds budgeted and appropriated for that purpose during City's then current fiscal year at the discretion of City. If no funds are appropriated or otherwise made legally available to make the required payments for this Agreement during the next occurring fiscal year (an "Event of Nonappropriation"), this Agreement will terminate at the end of the then current fiscal year as if terminated expressly. The failure or inability of City to appropriate funds for this Agreement in any subsequent fiscal year shall not be deemed a breach of this Agreement by any party.

20. Notices. All notices required or permitted hereinunder and required to be in writing may be given by first class mail addressed to City and Consultant at the addresses as follows:

City of Joplin, Missouri	Consultant Firm
ATTN: MarCom	ATTN: -------
602 S. Main St.	Street Address
Joplin, MO 64801	City, State Zipcode

The date of delivery of any notice given by mail shall be the date falling on the second full day after the day of its mailing.

21. Records and Audits. The Consultant shall maintain accounts and records, including personnel, property, and financial records, adequate to identify and account for all costs pertaining to the Contract and such other records as may be deemed necessary by the City to assure proper accounting for all project funds. These records will be made available for audit purposes to the City or any authorized representative, and will be retained for three years after the expiration of this Contract.

22. Representations. The signatories hereto represent and warrant that they have read this Agreement, that they are fully authorized in the capacities shown, that they understand the terms of this Agreement, and that they are executing the same voluntarily and solely for the consideration described herein.

23. Severability. If any of the provisions of this Agreement shall be construed to be invalid or illegal, the legality or validity of the other provisions of this Agreement shall not be effected thereby. Any illegal or invalid provision of this Agreement shall be severable and any other provisions shall remain in full force and effect.

24. Termination. If, through any cause, Consultant shall fail to fulfill in a timely and proper manner Consultant's obligations under this contract, or if Consultant shall violate any of the covenants, agreements, or stipulations of this contract, City shall thereupon have the right to

terminate this contract by giving written notice to Consultant of such termination and specifying the effective date thereof, at least five (5) days before the effective day of such termination. City may, without cause, terminate this contract upon thirty (30) day's prior written notice. In either such event, all finished or unfinished documents, data, studies, reports, or other materials prepared by the Consultant shall, at the option of City, become its property. Consultant shall be entitled to receive just and equitable compensation for any satisfactory work completed. Notwithstanding the above, Consultant shall not be relieved of liability to City for damages sustained by City by virtue of any such breach of the contract by Consultant.

25. Third-Party Beneficiaries. This Agreement shall not confer any rights or remedies upon any person other than the parties and their respective successors and permitted assigns.

26. Unauthorized Aliens. That pursuant to Missouri Revised Statute Sections 285.525 through 285.555, if this contract exceeds the amount of $5,000.00 and Consultant is associated with a business entity, Consultant shall provide an acceptable notarized affidavit stating that the associated business entity is enrolled in and participates in a federal work authorization program with respect to the employees working in connection with the contracted services, and that said business entity does not knowingly employ any person who is an unauthorized alien in connection with the contracted services. Additionally, Consultant must provide documentation for said business entity evidencing current enrollment in a federal work authorization program.

27. Waiver. Waiver of any provision of this Agreement or breach of this Agreement shall not thereafter be deemed to be a consent by the waiving party to any further waiver, modification or breach by the other party, whether new or continuing, of the same or any other covenant, condition or provision of this Agreement. Failure by one of the parties to this Agreement to assert its rights for any breach of this Agreement shall not be deemed a waiver of such rights.

IN WITNESS WHEREOF, the Parties have hereunto set their hands the date first above written.

CITY OF JOPLIN, MISSOURI

_____
Nicholas Edwards, City Manager

Consultant

_____
By: ----------
Its: authorized signatory

ATTEST:

_____
Holly Nagy, City Clerk

City of Joplin Website RFP Final Scoring Sheet

Following the 1st round scoring, 6 Finalist Proposals were selected for interviews and product demonstration. 2nd round scoring was then completed following the interviews.

Firm Name	**Proposed CMS Platform**	**1st Round Scoring Average:**	**Firm HQ Location**	**Average 2nd Round Total Score** (50 possible)
GHD Digital	GovStack (proprietary)	62/100	Ontario, Canada	**27.7/50**
Juicebox	Wordpress (open source)	68.3/100	DesMoines, IA	**39.7/50**
Planeteria Media	Wordpress (open source)	77.3/100	Santa Rosa, CA	**37/50**
Promet Source	Drupal (open source)	75.6/100	Chicago, IL	**42/50**
Rounded Cube	Storyblok (proprietary)	62/100	St. Louis, MO	**28.7/50**
Upanup	Drupal (open source)	92.3/100	BC, Canada	**46/50**

Firms eliminated in 1st round

Alois LLC		Non-conforming bid, not scored	San Francisco	N/A
BDKL		37.3/100	Miami, FL	N/A
Capicua		44/100	New York	N/A
CivicPlus		41/100	Manhatan, KS	N/A
Dev.Co		47.3/100	Seattle, WA	N/A
Inadev		57.3/100	Reston, VA	N/A
Interpersonal Frequency		Late submission, not scored	???	N/A
Spark LLC		48/100	Louisville, KY	N/A
Tagline 360		39.6/100	unclear	N/A
Tino LLC		41/100	Houston, TX	N/A
UpSela		44.6/100	Dallas, TX	N/A
vTech Solutions		58.6/100	D.C.	N/A

COUNCIL BILL NO. 2026-601 ORDINANCE NO.

AN ORDINANCE approving a Contract by and between the City of Joplin and Upanup Studios Inc. to provide comprehensive website design, development and technology implementation services for the City of Joplin; authorizing the City Manager to execute said Contract by and on behalf of the City of Joplin; and establishing a time for this ordinance to become effective.

WHEREAS, it is the desire of the City Council to improve the City's online website experience for online users who seek to easily find public information about their local government; and

WHEREAS, the public increasingly expects a user-friendly experience for accomplishing business they have with the City through a mobile-friendly website; and

WHEREAS, the City must comply with WCAG 2.1 AA as minimum website accessibility standards as specified in the Justice Department's new regulations under ADA Title II; and

WHEREAS, the City seeks to establish a website for the MOmentum Bike Park (MOmentumBikePark.com) and consolidate content from multiple City website properties under the main City website (currently Joplinmo.org); and

WHEREAS, the City seeks to acquire a .gov domain and rebrand and consolidate the main City website under said domain while maintaining the current .org domain as an alias; and

WHEREAS, the City seeks to migrate its content to a single, modern, open-source (non-proprietary), cloud-based content management system (CMS) configured as a headless platform from which data may be presented through multiple websites and potential future apps and digital experiences, to ensure the City's online platform has the flexibility to allow future integrations, expansions and additions of the online experiences offered to the community; and

WHEREAS, the City seeks to ensure the new website(s) and CMS are hosted in a secure environment, and maintained and updated on a regular basis to meet the latest and best standards for data security; and

WHEREAS, the Marketing & Communications Department staff have thoroughly researched the City's current and future needs for the website and online experiences, drafted a thorough Request for Proposals, outlining our needs in three priority tiers, and received 17 proposals, and interviewed six finalists for consideration; and

WHEREAS, Upanup Studios Inc. has been identified as the lowest and best bidder, with a proposal to meet all priorities outlined in the RFP, and specializes in designing, building, and hosting open-source websites for local governments; now therefore,

BE IT ORDAINED, BY THE COUNCIL OF THE CITY OF JOPLIN, MISSOURI, as follows:

Section 1. That a Contract by and between the City of Joplin and Upanup Studios Inc. to provide comprehensive website design, development, and technology implementation services for the City of Joplin is hereby approved.

Section 2. That the City Manager, or his designee, is hereby authorized and directed to execute said Agreement, in substantially similar form, a true and accurate copy of the same being attached hereto and incorporated herein as Exhibit "A", by and on behalf of the City of Joplin, Missouri.

Section 3. That this ordinance shall be in full force and effect as of January 21st, 2026.

PASSED BY THE COUNCIL OF THE CITY OF JOPLIN, MISSOURI, this _____ day of _____, 2026, by a vote of _____.

_____
Keenan T. Cortez, Sr., Mayor

ATTEST:

_____
Holly Nagy, City Clerk

APPROVED AS TO FORM:

_____
Peter C. Edwards, City Attorney

UPANUP

City of Joplin

Council Meeting • Jan 5, 2026

Peter Knapp
Upanup CEO



Grand Falls, Joplin. Photo from City of Joplin

- Founded 2012
- Three offices
- Local government specialization
- Purpose-driven, values-focused
- Drupal open-source platform



118
Local Municipal Government Clients

200+
Government & Public Sector Website Projects

100+
Design Awards

28
User Experience (UX) Testing/Research Projects

500+
UX Sessions

14+M
Citizen Users of Upanup’s Solutions

Proactive communications

User-friendly for citizens



Streamlined processes

Efficient for staff

Delivering a user-friendly and future-ready digital experience to help the people of Joplin find information and services with confidence.



UPANUP

City of Joplin

Council Meeting • Jan 5, 2026

Peter Knapp
Upanup CEO



Grand Falls, Joplin. Photo from City of Joplin