

MEETING DATE: May 23, 2019

TITLE: Authorization to execute a contract for website redesign consultant

RESOLUTION NUMBER: 19-060

PREPARED BY: Sarah Bhimani and Telly Mamayek

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REVIEWED BY: Administrator Counsel Program Mgr. (Name): _____
 Board Committee Engineer Other:

WORKSHOP ACTION:

<input type="checkbox"/> Advance to Board mtg. Consent Agenda.	<input type="checkbox"/> Advance to Board meeting for discussion prior to action.
<input type="checkbox"/> Refer to a future workshop (date): _____	<input type="checkbox"/> Refer to taskforce or committee (date): _____
<input type="checkbox"/> Return to staff for additional work.	<input type="checkbox"/> No further action requested.
<input checked="" type="checkbox"/> Other (specify): Final Action on May 23, 2019	

PURPOSE or ACTION REQUESTED:

Staff requests approval of the website redesign consultant selection and to award the contract for the website redesign consultant.

PROJECT/PROGRAM COST:

Fund name and number: 100-1003 (Information Technology)

Current Budget: \$25,000

Expenditures to date: \$0

Requested amount of funding: \$25,000

Is a budget amendment requested? no

PAST BOARD ACTIONS:

Res. 19-026 – March 14, 2019 – Authorization to release Request For Proposals (RFP) for Website Redesign

SUMMARY:

The Minnehaha Creek Watershed District’s (MCWD or District) 2017 Watershed Management Plan identifies the strategic priorities of building high-impact capital projects and integrating land use and water planning while also remaining responsive to needs and opportunities across the watershed district. MCWD’s current website does not effectively communicate or market our new strategic direction or our most impactful work as it is limited by its structure and design.

MCWD’s current website design was last updated in 2011. Since then there have been changes in mobile technology, accessibility standards, and design standards. Additionally, new functionalities have been identified that would improve the user experience of the site and better share MCWD’s data and stories.

The website redesign is being moved forward in coordination with the recruitment of consultants for the organizational Information Technology (IT) plan and the 2020 strategic communications and engagement plan. Systems and software identified by the IT consultant will inform, and need to integrate with, a redesigned website. Similarly, the content strategy of the website redesign will be informed by research, insights, and recommendations from the 2020 strategic communications and engagement plan.

Communications staff, in conjunction with the IT Team, began preparing for this project in 2018 by reviewing the current website's analytics to identify current audiences and most-used content. Using the draft strategic communications plan goals as a guide, the IT team and leadership team determined the draft overarching goals for a redesigned website.

The redesigned website will help meet the organization's strategic goals by:

- Using a visually appealing website design to tell concise and compelling stories
- Structuring content to be intuitive for easily finding information relevant to the entire watershed and our target audiences
- Improving accessibility and transparency of publicly accessible data
- Incorporating interactive customer service features
- Improving backend administration
- Facilitating community engagement

Staff also solicited input from other watershed districts and local governments that have recently completed website redesigns to learn from their experiences and to review their RFP examples. Staff also discussed the RFP and the website redesign project with three website design firms to learn about their process and what information they need in an RFP to put together a successful proposal.

Staff provided an update on the website redesign process and work done to date to the Board Liaisons (Managers Olson and Shekleton) on January 31, 2019. Communications staff initiated the website redesign process at the February 14, 2019 Operations and Programs Committee (OPC), reviewing the purpose, goals, scope, budget, and timeline for the redesign, and setting shared expectations on roles.

Staff met with Manager Shekleton on February 25, 2019 to review the information presented at the OPC meeting and to answer questions. Communications staff also presented an overview of the website redesign process to the Citizen Advisory Committee on March 6, 2019.

On March 14, 2019 the Board of Managers approved the release of the RFP for a website redesign consultant. The website redesign consultant will work collaboratively with staff, the strategic communications and engagement consultant, and the IT consultant to complete phase one of the website redesign, which includes:

- Coordinating with the IT consultant to ensure third-party system integrations
- Informing the MCWD 2020 budget for website build (phase two)
- Conducting user research to supplement research done by the strategic communications and engagement consultant
- Facilitating staff to develop a content strategy and preliminary site architecture

Thirty-five proposals were received. The responses were reviewed by staff based on the selection criteria outlined in the RFP. Five finalists were identified and approved by the board liaisons.

On April 23, 2019 members of the IT Team with the District Administrator and the Board Liaison (Manager Olson) interviewed the five finalists for the website redesign consultant contract. Based on the responses to the

RFP and the interviews, Vendi Advertising was selected as the recommended website redesign consultant due to their breadth of experience, creativity, and record of excellent service.

Since the April 23 recommendation to the Board Liaisons, staff has worked with Vendi Advertising and the recommended strategic communications and engagement consultant, who was selected in a separate process, to develop a contract and scope of services for phase one of the website redesign. The proposed contract outlines phase one work to:

- Coordinate with the IT consultant to ensure third-party system integrations (ongoing through 2019)
- Inform the MCWD 2020 budget for the website build (by July 15, 2019)
- Conduct user research to supplement research done by the strategic communications and engagement consultant (anticipated in August 2019)
- Facilitate staff to develop a content strategy and preliminary site architecture (anticipated by November 29, 2019)

The work completed as part of phase one will provide a good foundation for the website build to begin in 2020 as phase two work.

The 2019 budget has \$25,000 budgeted for phase one of the website redesign. The work under phase one will be completed on a firm fixed price basis for an amount not to exceed \$25,000.

The website build (phase 2) will be offered as an option to continue and as a separate scope of work, contingent on approval by the Board of Managers. The scope of work for phase two is tentatively scheduled to be reviewed by the Operations and Programs Committee and the Citizen Advisory Committee in early January 2020 and by the Board of Managers in late January 2020.

Attached:

Contract (including scope of services) with Vendi Advertising for phase one of the website redesign

RESOLUTION

RESOLUTION NUMBER: 19-060

TITLE: Authorization to execute a contract for website redesign consultant

WHEREAS, the current Minnehaha Creek Watershed District (MCWD) website was launched in 2011; and

WHEREAS, technology, design, and accessibility standards and requirements for websites have changed in the past eight years; and

WHEREAS, in February of 2017 the MCWD adopted a strategic plan to achieve its mission of protecting and improving land and water by building high impact capital projects, and changing local, regional and state policy to further integrate land and water planning; and

WHEREAS, a 2019 update to the organization's strategic communications plan is needed to support the organization's new strategic direction; and

WHEREAS, the website is a key outreach tool that must utilize current technology and design to effectively communicate the organization's strategic priorities; and

WHEREAS, in 2018 staff reviewed analytics of the current website to identify current audiences and most-used content, and

WHEREAS, using this information, a team comprised of staff across all functions of the organization determined the redesigned website's target audiences based on the organization's strategic priorities and current users, and identified must-have and nice-to-have features for a functional and robust website; and

WHEREAS, using the draft goals for the 2020 strategic communications and engagement plan as a guide, staff determined the following overarching goals of the website redesign:

- Using a visually appealing website design to tell concise and compelling stories
- Structuring content to be intuitive for easily finding information relevant to the entire watershed and our target audiences
- Improving accessibility and transparency of publicly accessible data
- Incorporating interactive customer service features
- Improving backend administration
- Facilitating community engagement; and

WHEREAS, staff collected input from other watershed districts and local governments that have recently completed website redesigns to learn from their experiences and to review their RFP examples, as well as discussed the RFP process with website design vendors; and

WHEREAS, Manager Olson (who served as a liaison to the process), the Operations and Programs Committee, and the Citizen Advisory Committee have been briefed on the process for redesigning the website; and

WHEREAS, on March 14, 2019 the MCWD Board of Managers approved the release of the RFP for a website redesign consultant, which solicited responses from 35 vendors; and

**DRAFT for discussion purposes only and subject to Board approval and the availability of funds.
Resolutions are not final until approved by the Board and signed by the Board Secretary.**

WHEREAS, with approval from Manager Olson staff selected five vendors to interview based on criteria outlined in the RFP; and

WHEREAS, on April 23, 2019 staff and Manager Olson interviewed the selected vendors; and

WHEREAS, based on their breadth of experience, creativity, and record of excellent service, staff recommends Vendi Advertising for phase one of the website redesign.

NOW, THEREFORE, BE IT RESOLVED, the Minnehaha Creek Watershed District Board of Managers hereby approves the contract with Vendi Advertising for website redesign consultant services and authorizes the District Administrator, on advice of counsel, to sign the contract for phase one services in an amount not-to-exceed \$25,000.

Resolution Number 19-060 was moved by Manager _____, seconded by Manager _____.
Motion to adopt the resolution ___ ayes, ___ nays, ___ abstentions. Date: _____.

Secretary Date: _____

**AGREEMENT BETWEEN
MINNEHAHA CREEK WATERSHED DISTRICT and
VENDI ADVERTISING**

WEBSITE REDESIGN PHASE ONE

This agreement is entered into by the Minnehaha Creek Watershed District, a public body with powers set forth at Minnesota Statutes chapters 103B and 103D (MCWD), and Vendi Advertising, a Wisconsin corporation ("CONSULTANT"). In consideration of the terms and conditions set forth herein and the mutual exchange of consideration, the sufficiency of which hereby is acknowledged, MCWD and CONSULTANT agree as follows:

1. Scope of Work

CONSULTANT will perform the work described in the Scope of Services attached as Exhibit A (the "Services"). Exhibit A is incorporated into this agreement and its terms and schedules are binding on CONSULTANT as a term hereof. MCWD, at its discretion, in writing may at any time suspend work or amend the Services to delete any task or portion thereof. Authorized work by CONSULTANT on a task deleted or modified by MCWD will be compensated in accordance with paragraphs 5 and 6. Time is of the essence in the performance of the Services.

2. Independent Contractor

CONSULTANT is an independent contractor under this agreement. CONSULTANT will select the means, method and manner of performing the Services. Nothing herein contained is intended or is to be construed to constitute CONSULTANT as the agent, representative or employee of MCWD in any manner. Personnel performing the Services on behalf of CONSULTANT or a subcontractor will not be considered employees of MCWD and will not be entitled to any compensation, rights or benefits of any kind from MCWD.

3. Subcontract and Assignment

CONSULTANT will not assign, subcontract or transfer any obligation or interest in this agreement or any of the Services without the written consent of MCWD and pursuant to any conditions included in that consent. MCWD consent to any subcontracting does not relieve CONSULTANT of its responsibility to perform the Services or any part thereof, nor in any respect its duty of care, insurance obligations, or duty to hold harmless, defend and indemnify under this agreement.

4. Duty of Care; Indemnification

CONSULTANT will perform the Services with due care and in accordance with national standards of professional care. CONSULTANT will defend MCWD, its officers, board members, employees and agents from any and all actions, costs, damages and liabilities of any nature arising from; and hold each such party harmless, and indemnify it, to the extent due to: (a) CONSULTANT's negligent or otherwise wrongful act or omission, or breach of a specific contractual duty; or (b) a subcontractor's negligent or otherwise wrongful act or omission, or breach of a specific contractual duty owed by CONSULTANT to MCWD. For any claim subject to this paragraph by an employee of CONSULTANT or a subcontractor, the indemnification obligation is not limited by a limitation on the amount or type of damages, compensation or benefits payable by or for

CONSULTANT or a subcontractor under workers' compensation acts, disability acts or other employee benefit acts.

5. Compensation

MCWD will compensate CONSULTANT for the Services on a firm fixed price basis for the sum of \$25,000. Invoices will be submitted monthly for work performed during the preceding month. Payment for undisputed work will be due within 30 days of receipt of invoice.

The total payment for the Services will not exceed \$25,000. Total payment in each respect means all sums to be paid whatsoever, including but not limited to fees and costs and subcontract costs, whether specified in this agreement or subsequently authorized by the administrator.

CONSULTANT will maintain all records pertaining to fees or costs incurred in connection with the Services for six years from the date of completion of the Services. CONSULTANT agrees that any authorized MCWD representative or the state auditor may have access to and the right to examine, audit and copy any such records during normal business hours.

6. Termination; Continuation of Obligations

This agreement is effective when fully executed by the parties and will remain in force until all work identified in Exhibit A is completed unless earlier terminated as set forth herein.

MCWD may terminate this agreement at its convenience, by a written termination notice stating specifically what prior authorized or additional tasks or services it requires CONSULTANT to complete. CONSULTANT will receive full compensation for all authorized work performed, except that CONSULTANT will not be compensated for any part performance of a specified task or service if termination is due to CONSULTANT's breach of this agreement.

Insurance obligations; duty of care; obligations to defend, indemnify and hold harmless; and document-retention requirements will survive the completion of the Services and the term of this agreement.

7. No Waiver

The failure of either party to insist on the strict performance by the other party of any provision or obligation under this agreement, or to exercise any option, remedy or right herein, will not waive or relinquish such party's rights in the future to insist on strict performance of any provision, condition or obligation, all of which will remain in full force and affect. The waiver of either party on one or more occasion of any provision or obligation of this agreement will not be construed as a waiver of any subsequent breach of the same provision or obligation, and the consent or approval by either party to or of any act by the other requiring consent or approval will not render unnecessary such party's consent or approval to any subsequent similar act by the other.

Notwithstanding any other term of this agreement, MCWD waives no immunity in tort. This agreement creates no right in and waives no immunity, defense or liability limit with respect to any third party.

8. Insurance

At all times during the term of this Agreement, CONSULTANT will have and keep in force the following insurance coverages:

- A. General: \$1.5 million, each occurrence and aggregate, covering both CONSULTANT's work and completed operations on an occurrence basis and including contractual liability.
- B. Professional liability: \$1.5 million each claim and aggregate. Any deductible will be CONSULTANT's sole responsibility and may not exceed \$50,000. Coverage may be on a claims-made basis, in which case CONSULTANT must maintain the policy for, or obtain extended reporting period coverage extending, at least three (3) years from completion of the Services.
- C. Automobile liability: \$1.5 million combined single limit each occurrence coverage for bodily injury and property damage covering all vehicles on an occurrence basis.
- D. Workers' compensation: in accordance with legal requirements applicable to CONSULTANT.

CONSULTANT will not commence work until it has filed with MCWD a certificate of insurance clearly evidencing the required coverages and naming MCWD as an additional insured for general liability, along with a copy of the additional insured endorsement establishing coverage for CONSULTANT's work and completed operations as primary coverage on a noncontributory basis. The certificate will name MCWD as a holder and will state that MCWD will receive written notice before cancellation, nonrenewal or a change in the limit of any described policy under the same terms as CONSULTANT.

9. Compliance With Laws

CONSULTANT will comply with the laws and requirements of all federal, state, local and other governmental units in connection with performing the Services and will procure all licenses, permits and other rights necessary to perform the Services.

In performing the Services, CONSULTANT will ensure that no person is excluded from full employment rights or participation in or the benefits of any program, service or activity on the ground of race, color, creed, religion, age, sex, disability, marital status, sexual orientation, public assistance status or national origin; and no person who is protected by applicable federal or state laws, rules or regulations against discrimination otherwise will be subjected to discrimination.

10. Data and Information

All data and information obtained or generated by CONSULTANT in performing the Services, including documents in hard and electronic copy, software, and all other forms in which the data and information are contained, documented or memorialized, are the property of MCWD. CONSULTANT hereby assigns and transfers to MCWD all right, title and interest in: (a) its copyright, if any, in the materials; any registrations and copyright applications relating to the materials; and any copyright renewals and extensions; (b) all works based on, derived from or incorporating the materials; and (c) all income, royalties, damages, claims and payments now or

hereafter due or payable with respect thereto, and all causes of action in law or equity for past, present or future infringement based on the copyrights. CONSULTANT agrees to execute all papers and to perform such other proper acts as MCWD may deem necessary to secure for MCWD or its assignee the rights herein assigned.

MCWD may immediately inspect, copy or take possession of any materials on written request to CONSULTANT. On termination of the agreement, CONSULTANT may maintain a copy of some or all of the materials except for any materials designated by MCWD as confidential or non-public under applicable law, a copy of which may be maintained by CONSULTANT only pursuant to written agreement with MCWD specifying terms.

11. Data Practices; Confidentiality

If CONSULTANT receives a request for data pursuant to the Data Practices Act, Minnesota Statutes chapter 13 (DPA), that may encompass data (as that term is defined in the DPA) CONSULTANT possesses or has created as a result of this agreement, it will inform MCWD immediately and transmit a copy of the request. If the request is addressed to MCWD, CONSULTANT will not provide any information or documents, but will direct the inquiry to MCWD. If the request is addressed to CONSULTANT, CONSULTANT will be responsible to determine whether it is legally required to respond to the request and otherwise what its legal obligations are, but will notify and consult with MCWD and its legal counsel before replying. Nothing in the preceding sentence supersedes CONSULTANT's obligations under this agreement with respect to protection of MCWD data, property rights in data or confidentiality. Nothing in this section constitutes a determination that CONSULTANT is performing a governmental function within the meaning of Minnesota Statutes section 13.05, subdivision 11, or otherwise expands the applicability of the DPA beyond its scope under governing law.

CONSULTANT agrees that it will not disclose and will hold in confidence any and all proprietary materials owned or possessed by MCWD and so denominated by MCWD. CONSULTANT will not use any such materials for any purpose other than performance of the Services without MCWD written consent. This restriction does not apply to materials already possessed by CONSULTANT or that CONSULTANT received on a non-confidential basis from MCWD or another party. Consistent with the terms of this section 11 regarding use and protection of confidential and proprietary information, CONSULTANT retains a nonexclusive license to use the materials and may publish or use the materials in its professional activities. Any CONSULTANT duty of care under this agreement does not extend to any party other than MCWD or to any use of the materials by MCWD other than for the purpose(s) for which CONSULTANT is compensated under this agreement.

12. MCWD Property

All property furnished to or for the use of CONSULTANT or a subcontractor by MCWD and not fully used in the performance of the Services, including but not limited to equipment, supplies, materials and data, both hard copy and electronic, will remain the property of MCWD and returned to MCWD at the conclusion of the performance of the Services, or sooner if requested by MCWD. CONSULTANT further agrees that any proprietary materials are the exclusive property of MCWD and will assert no right, title or interest in the materials. CONSULTANT will not

disseminate, transfer or dispose of any proprietary materials to any other person or entity unless specifically authorized in writing by MCWD.

Any property including but not limited to materials supplied to CONSULTANT by MCWD or deriving from MCWD is supplied to and accepted by CONSULTANT as without representation or warranty including but not limited to a warranty of fitness, merchantability, accuracy or completeness. However, CONSULTANT's duty of professional care under paragraph 4, above, does not extend to materials provided to CONSULTANT by MCWD or any portion of the Services that is inaccurate or incomplete as the result of CONSULTANT's reasonable reliance on those materials.

13. Notices

Any written communication required under this agreement to be provided in writing will be directed to the other party as follows:

To MCWD:

Administrator
Minnehaha Creek Watershed District
15320 Minnetonka Boulevard
Minnetonka, MN 55345

To CONSULTANT:

Kathy Van Kirk
Vendi Advertising
125 4th Street North, Suite 200
La Crosse, WI 54601

Either of the above individuals may in writing designate another individual to receive communications under this agreement.

14. Choice of Law; Venue

This agreement will be construed under and governed by the laws of the State of Minnesota. Venue for any action will lie in Hennepin County.

15. Whole Agreement

The entire agreement between the two parties is contained herein and this agreement supersedes all oral agreements and negotiations relating to the subject matter hereof. Any modification of this agreement is valid only when reduced to writing as an amendment to the agreement and signed by the parties hereto. MCWD may amend this agreement only by action of the Board of Managers acting as a body.

IN WITNESS WHEREOF, intending to be legally bound, the parties hereto execute and deliver this agreement.

CONSULTANT

By _____
Its _____

Date: _____

Approved as to Form and Execution

MCWD Attorney

MINNEHAHA CREEK WATERSHED DISTRICT

By _____
Its _____

Date: _____

Exhibit A Scope of Services

Organizational background

The Minnehaha Creek Watershed District (MCWD) is a local unit of government responsible for managing and protecting the water resources in one of the largest and most heavily-used urban watersheds in Minnesota. MCWD's mission is to collaborate with public and private partners to protect and improve land and water for current and future generations. Partnerships are key to the success of its work.

The watershed stretches 178-square miles across the western Twin Cities metro and includes all or part of 29 cities from the rural communities of St. Bonifacius and Minnetrista, and the suburban communities of Hopkins and St. Louis Park, to the urban neighborhoods of south Minneapolis. It has 129 lakes (including Lake Minnetonka and the Minneapolis Chain of Lakes), eight major creeks (including its namesake Minnehaha Creek), Minnehaha Falls, and thousands of wetlands.

MCWD's primary business functions are:

- Developing, building and maintaining water improvement projects
- Issuing permits for construction activities
- Collecting and analyzing data
- Increasing awareness about the MCWD and water quality issues
- Educating its stakeholders

The MCWD's goals are to preserve and improve water quality; manage water quantity; restore, maintain, and improve ecological systems; and create thriving communities by promoting and enhancing the value of water resources.

It pursues these four goals through collaboration with public and private partners to bring the natural and built environments in balance. The philosophy that underpins the MCWD's goals, mission and vision is its Balanced Urban Ecology Policy which embodies the following three principles:

- Intensifying and maintaining focus on high-priority projects.
- Partnering with others to pursue water management goals.
- Being flexible and creative in adapting to the needs of others.

In pursuit of a Balanced Urban Ecology, the MCWD is implementing its work in the following ways:

- Focusing resources in areas poised to deliver the most water quality benefit to the watershed. The current focus areas are the Six Mile Creek-Halsted Bay Subwatershed (which is the region furthest upstream) and the Minnehaha Creek Subwatershed (which is the region furthest downstream)
- Remaining responsive to opportunities created by land use change or partner initiatives across the watershed

In Minnesota, watershed districts' work is guided by a watershed management plan that must be submitted to the state for approval every ten years. MCWD's current plan was approved in 2017 and represents a significant shift in direction from previous plans. It identifies the following strategic priorities:

- Building high-impact capital projects to improve water quality and ecological integrity
- Changing local and regional policy to better integrate land use and water planning.

While MCWD's Watershed Management Plan was adopted with the overwhelming support of its communities, it needs the ongoing support of key stakeholders to ensure long-term success.

Project objective

The website redesign contractor will design a new website that will provide a rich, engaging, and successful user experience. As described above, MCWD's 2017-2027 Watershed Management Plan represents a significant shift in its business model and distinguishes it from other watershed districts. As a tool of MCWD's strategic communications plan, the redesigned website will reflect MCWD's identity as a leader in implementing high-impact water quality projects and policy change to integrate land use and water planning.

In a separate, but concurrent process, the MCWD is preparing a strategic communications and engagement plan to support the implementation of its Watershed Management Plan. Research gathered for the strategic communications and engagement plan will help inform the content strategy for the website and will be closely coordinated with MCWD and both consultants.

In another separate, but concurrent process, MCWD is undertaking an organizational IT update. IT systems identification will be coordinated between the IT consultant and the website contractor to ensure IT systems can integrate with the redesigned website if needed.

Website redesign goals

The redesigned website will help achieve the organization's strategic goals:

1. The MCWD has the support and assistance of local and state officials for its major capital project initiatives
2. The MCWD has the support and cooperation of local government officials and developers for early coordination on land use change
3. The MCWD receives more funding and leverages more partnership contributions for its capital projects, operations and programs
4. The MCWD's responsive model has the support of its key stakeholders across the District, especially those outside the Six Mile Creek – Halsted Bay and Minnehaha Creek subwatersheds
5. The MCWD is perceived by its key stakeholders and the general public as a credible, transparent, and responsive agency that adds value in its communities

The redesigned website will help support the organization's strategic goals by:

- Using a visually appealing design to tell concise and compelling stories
- Intuitively structuring content
- Improving accessibility and transparency of publicly accessible data
- Incorporating interactive customer service features
- Improving backend administration
- Facilitating community engagement

Target audiences

It is anticipated that the research phase may result in a refined definition of the MCWD's target audiences, but the current audiences of the MCWD's website redesign are the following:

MCWD target audiences (tier one)

- Individuals looking for information on MCWD's policy and project initiatives
 - Policymakers
 - Agency staff

Permit applicants (tier one and two)

- Developers (tier one)
- Public agencies and organizations (tier one)
- Homeowners (tier two)

Interested public (tier two)

- People recreating in the watershed (specifically paddling Minnehaha Creek)
- Homeowners searching for best practices for managing stormwater and protecting water quality
- Volunteers searching for opportunities and requesting interactive displays and exhibits

Scope of work

A review committee led by the project managers (MCWD's Communications and Education Manager Telly Mamayek and Communications Coordinator Sarah Bhimani) along with select staff and MCWD board members will work with the website redesign consultant throughout all phases listed below. Since the audience research conducted as part of the strategic communications and engagement plan will also inform the redesign of the MCWD's website, the first three phases of this scope include collaborating with the strategic communications consultant.

The process will be preceded by kick-off meeting via conference call including MCWD and the strategic communications, website redesign, and IT consultants, led by MCWD.

Discovery – During this phase, the consultants and MCWD will aggregate information that is already known about MCWD's positioning and the perceptions of MCWD's target audiences.

- The strategic communications consultant will review MCWD’s guiding documents, past stakeholder audits and other relevant documents.
- The website redesign consultant will review MCWD’s website data, including Google and SiteImprove analytics, and review peer-organization websites.
- MCWD staff will:
 - collect evidence of stakeholder perceptions through the course of their work including articles/blogs written by others, quotes provided for publications/news releases, presentations to trade groups, an inventory of existing partnerships, among others.
 - do a SWOT analysis of staff-collected data to inform who should be interviewed during the research phase.
 - analyze e-newsletter and social media audiences

This phase will include one in-person meeting including MCWD and the strategic communications and website redesign consultants to reach preliminary conclusions and identify gaps, will be led by MCWD.

During this time, the website redesign consultant will also be coordinating with the organizational IT consultant to evaluate IT systems and possible website integrations to inform the 2020 budget for phase two of the website redesign. Coordination between the website redesign consultant and the IT consultant will continue throughout 2019 as needed.

Research – During this phase, the strategic communications consultant, MCWD, and the website redesign consultant will do primary research of key stakeholders.

- Strategic communications consultant – interview 35 tier-one audience members to be identified by MCWD
- Website redesign consultant – research tier two website audiences (audiences other than policymakers, developers, and public agencies) identified by MCWD using methods that may include, but are not limited to, listening sessions, usability testing, and/or online surveys
- MCWD – distribute online surveys via email and social media as applicable

During this phase, the website redesign consultant will provide an estimate on the cost of the website build for MCWD’s 2020 budget. The budget estimate will be provided by July 15, 2019.

Insights – During this phase, the strategic communications consultant will collect the data from all the research and work with MCWD and the website redesign consultant to develop an insights report that includes the following:

- Personas for each key stakeholder:
 - demographic and psychographic information
 - understanding about water quality issues
 - perceptions about MCWD and its new approach
 - key messages that will resonate with them
 - what channels are most effective for reaching them

- Conclusions and recommendations, including key messages and channels for message delivery, and prioritizing and refinement of audiences

This phase will include one in-person meeting including MCWD and the strategic communications and website redesign consultants, led by the strategic communications consultant.

Planning – During this phase, the website redesign consultant will lead one half-day in-person workshop and strategy exercises with staff to identify core content that supports business goals and key user tasks for the website and map out the user experience. Some additional follow-up may occur via email or phone. This information will serve as the foundation for the content strategy, sitemap, and wireframes.

The website redesign consultant will work with MCWD staff to develop the content strategy, sitemap, and wireframes. The strategic communications consultant will review the content strategy prior to approval. These deliverables will provide a starting point for phase two (the website build).

Phase two approval – During this phase, if MCWD staff choose to continue working with the website redesign consultant, MCWD staff and the website redesign consultant will draft a scope of work for phase two of the website redesign project (website build). Phase two is expected to begin in 2020.

Project deliverables

1. From the website redesign consultant:
 - a. An estimated cost for the website build due by July 15, 2019
 - b. A general insights report on tier two audiences related to the website by August 1, 2019*
 - c. A website needs assessment, features list, and technical requirements, including third-party and external data sources integrations by November 29, 2019*
 - d. A content strategy, sitemap, and at least 4-6 wireframes for the redesigned website by November 29, 2019*
2. From the strategic communications consultant:
 - a. A detailed insights report on the characteristics and perceptions of MCWD tier one audiences and recommended key messages and channels for delivering those messages by August 30, 2019*
3. From MCWD staff:
 - a. A report on its audience research identifying the strengths/opportunities and weaknesses/threats among MCWD's key stakeholders by June 15, 2019*
 - b. A scope of work for phase two of the project (website build) by December 31, 2019*

**Anticipated timeline, subject to change*

Budget

The scope of work for the website redesign consultant, outlined above, must not exceed \$25,000.

MCWD will work with the website redesign consultant and the IT consultant to plan for phase two of the project (the website build) to occur in 2020.

Timeline

A review committee led by the project managers (MCWD's Communications and Education Manager Telly Mamayek and Communications Coordinator Sarah Bhimani) along with select staff and MCWD board members will work with the consultant throughout all phases of the plan. The anticipated timeline for this project, which is subject to change, is as follows:

- Consultant selection and contract approval: Thursday, May 23
- Kickoff meeting with MCWD staff, website redesign consultant, strategic communications consultant, and IT consultant: Wednesday, May 29
- Coordination with IT consultant: June - December
- Collect existing research: by June 15
- Participate in an in-person discovery analysis session with MCWD and strategic communications and engagement consultant: June
- Identify tier two stakeholders & questions, develop online survey if applicable: by June 30
- Conduct tier two audience research as applicable: July 1-31
- Provide estimated cost for website build: by July 15
- Develop general insights report on tier two audiences: by August 1
- Participate in an in-person research analysis session with MCWD and strategic communications and engagement consultant: August
- Facilitate half-day workshop with staff for website content strategy: early October
- Provide a website needs assessment, features list, and technical requirements: by November 29
- Finalize a content strategy, sitemap, and wireframes: by November 29
- Draft phase two scope of work for website build: December 2 – 31
- Present phase one work to Operations and Programs Committee: December 5
- Present phase one work to Citizen Advisory Committee: December 11
- Present phase one work to Board of Managers: December 19
- Review phase two website build with Operations and Programs Committee and Citizen Advisory Committee: early January 2020
- Board approval of phase two scope of work for website build: late January 2020