

Undertaking Chime

<https://docs.google.com/spreadsheets/d/1mqODuYZguLed35mM0ueXxKfVz7lvHpoo431i9gu7AS4/edit?ts=562932b8#gid=0>

or: <http://teczno.com/s/swx7>

You may have heard that we were developing a content management system designed for government called ChimeCMS. We've recently decided to stop development of ChimeCMS.

Background: Why Chime?

Since founding Code for America (CfA) in 2011, we've heard about the problems cities face keeping their websites current for residents who need and expect to do business with their city online. Last year, we started Digital Front Door, a pilot project from our technology team to assess and improve how cities communicate and serve residents via their website.

The most significant result from the Digital Front Door Initiative was that a simple, modern CMS designed for the work of government is the best way to make City websites work for resident needs, including the traditionally underserved. Nine months ago, after reviewing available content management systems for government websites, we didn't find any that met our Design Principles or Practices. This helped us decide to develop a content management system designed for government: ChimeCMS.

Our recent research and work with 5 bootcamp cities confirmed that there's a real need for a CMS that meets the needs of local governments. There's also a real need for tools that improve content creation, practical and effective content migration strategies and template-driven options for building and managing government websites.

What's happening now?

- We're not building ChimeCMS, or any related content management system (CMS) product.
- All of the ChimeCMS work is available on GitHub on an [FOSS/CC whatever license name] license
- The Digital Front Door Team will keep developing and delivering software through service engagements
- We'll keep providing guidance and help to our partners in government on designing websites that are mobile-ready, services-oriented, and inclusive.

Why was the decision made to stop work on ChimeCMS?

We made this decision for two reasons:

Developing a CMS product requires long-term commitment that Code for America can't make right now.

Developing and supporting a complex product requires long-term resources. After our research phase, we felt that it would take longer to deliver a good, meaningful product than could be supported by Code for America at this time, compared to other important work we're doing.

As a non-profit, we're set up to:

- work with governments to better understand the needs of their citizens, and create software to address those needs;
- advocate for best practices for government services and citizen engagement;
- create and manage productive environments for community action (brigades); and
- provide specific issue-focused services to individual cities and counties through the Fellowship program (on-site Fellows).

Delivering ChimeCMS would take resources that Code for America doesn't have.

There are CMS options available now that further many of the practices we were designing in to ChimeCMS.

During our research, we discovered new options for government focused content management systems. These CMSs can be adapted to meet our design principles and practices more quickly than we could develop ChimeCMS. We can now recommend vendors and products that can help governments meet their website needs.

We are not organized to properly support product development. We don't have (and don't currently have plans to add) a business support team. Without a team doing product marketing, sales (direct or channel), business development, customer success and support, we wouldn't be successfully set up to bring a CMS (or any other large-scale product) to market.

Conference Attendee Survey Results

OVERVIEW

Code for America has, from its beginning, worked to improve the quality of government engagement with its citizenry. As the organization has matured, these principles became a set of **core practices** that can be applied to government websites and communications. More recently, the **Digital Front Door Initiative** has begun developing software that encodes these practices.

Part of our process has been to solicit information and feedback from key stakeholders, including city and county government webmasters, IT departments and PIO's, as well as citizens. We were pleased to have the opportunity to survey 32 government webmasters at the National Association of Government Webmasters 2015 Conference in Albuquerque, NM September 22 - 25th.

Generally, these findings show a gap between the desire government webmasters have to easily and cleanly provide needed information and transactions (such as paying tickets or submitting forms) to their public via the city or county website, and the limitations of the tools, administrative processes and decision-making authority available to them.

They are concerned that government websites fall short in terms of how useful they are to the end users residents because the information presented is often disorganized, difficult to navigate and search, and not focused enough on user needs (mobile access, transactional, etc). That said, webmasters rate their website's usefulness at an average rating of 3.6 on a scale of 1 - 5 when asked "Today, how well can your residents conduct business digitally?"

All respondents, whether from city or county government or other government agencies, expressed a significant desire for tools and products that were focused on the needs of government websites. The choices of which CMS or web development platform was currently in use were all over the map, ranging from blogging platforms and highly structured/template driven CMS', general commercial products, open source, SaaS and installed software, and CMS specifically for government customers. Feedback on what was particularly useful or challenging in using each specific product also covered a wide range of issues. There was a consistent need expressed for tools that could improve the overall quality of web content, are specifically written for government use and workflows, and are easy to use.

Overall, the public servants tasked with providing clear, concise and actionable information to citizens are seeking better processes, internal support and technological tools. The Code for America Practices resonate with them, and they are eager for products that produce improved quality and universal access to their digital communications.

RESULTS

- Total respondents: 32
- Total City Webmasters: 20
- Total County Webmasters: 5
- Total Other Government Webmasters: 7

QUESTION: HOW WELL CAN YOUR RESIDENTS CONDUCT THEIR BUSINESS DIGITALLY?

Scale 1 to 5, where 1= Information only/no transaction, 3=Pay Parking Tickets only, 5=Anything you can do at City Hall you can do Online

Average score was 3.6.

Only one participant indicated a score of 1, and only one indicated a score of 5. Generally, government webmasters feel that their sites are doing a decent job meeting the needs of residents online. This was, however, the first question in the survey, and as they went on it became more clear that while the answer to a generalized question was fairly positive, there is much more concern when drilling into the specifics of what is working and what is not.

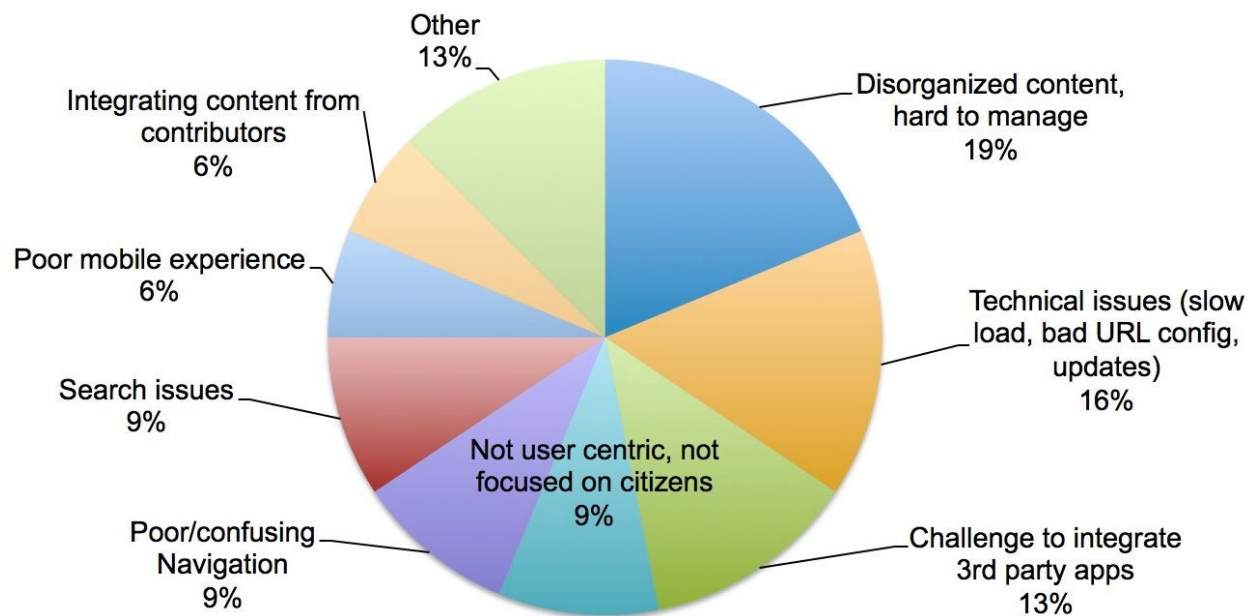
QUESTION: WHEN DID YOU LAST REDESIGN YOUR WEBSITE? WHEN DO YOU PLAN YOUR NEXT REDESIGN?

On average, these results show that government websites have a 2 - 5 year lifecycle between redesigns. Several respondents indicated that this was based on funding cycles, while others mentioned shifts in leadership (new mayor or administration). The size of the internal team also was a factor, with smaller web teams (1 or 2 people) doing a full redesign less frequently in favor of many smaller iterative changes happening ongoingly.

QUESTION: WHAT IS THE BIGGEST PROBLEM OR FRUSTRATION THAT YOU HAVE WITH YOUR WEBSITE?

When webmasters are asked what the biggest issues are for them with the website, it is understandable that many of their concerns are technical in nature. 16% of the responses focused on purely technical issues, and another 13% were related to integration issues with 3rd party applications. This mirrors much of the frustration of citizens using the site, who wanted to have electronic signatures, payment capabilities or online forms processing, all of which are often provided by products that can be implemented as plug-ins or integrated apps. In addition, many of the concerns that webmasters feel are directly because of the limitations the current websites impose on citizens. Confusing navigation, disorganized content and a poor mobile experience are all frustrations for users as well as webmasters. The reflection that the sites are not focused on user needs or citizen-centric suggests that the webmasters surveyed are keenly aware of the disconnect between what they want to provide their citizens, and what they are currently delivering. Issues with integrating content from multiple providers is perhaps a more specific

version of the “hard to manage content” category. For the complete set of responses, refer to the Appendix.



QUESTION: WHAT IS YOUR CURRENT CMS?

In-house/Custom Built CMS	30%
Wordpress	16%
CivicPlus	16%
Drupal	10%
Joomla	6%
Microsoft (any)	6%
Other	23%

QUESTION: WHAT DO YOU LIKE MOST (ABOUT YOUR CMS)?

Easy to use/update

Easy interface- no coding

Extensible

Flexible

File upload and Cloud storage

Updates are handled well

Content updates, modular content

WHAT DO YOU LIKE LEAST?

Awkward formatting

Terrible editor/publishing tools

Slow

Limited updates/customization/integrations

Locked in to vendor for improvement

Not HTML/CSS compliant
or completely accessible

Lack of support

The results to the question about what CMS was used by participants proved less valuable than the information collected about the best and least liked features of each CMS. The specific choice of CMS was spread somewhat evenly between open source, template driven platforms, commercial enterprise CMS' and government focused products. More interesting were the results from the "best and least" questions. What emerged was the need for products that are easy to use, extensible, provide editing/publishing tools, allow for integrations with 3rd parties, are easily updated, and provide solid support. In discussions with participants at the booth, several mentioned the need for editing and publishing tools that could improve the overall content, and concerns about content migration as a significant hurdle when considering website redesigns. There was also a common frustration voiced that the webmaster may not have a choice in the CMS chosen by a manager in charge of the IT budget, but not in charge of front end development and content.

"What we really need are tools that improve the writing on the site. Not just a migration of printed content."

"I couldn't convince my IT department to roll out anything other than Sharepoint but I am the one responsible for the front end and content."

QUESTION: WHAT IS YOUR COMFORT LEVEL WITH SAAS?

Scale 1 to 5, where 1= We only Host On-Site, 3=For Non-essential apps, 5=We Happily use SaaS wherever appropriate

Government websites are sharply divided in regard to SaaS usage, with the average answer being 2.97 on the scale of 1 - 5. More interesting still, the results were strongly polarized with eleven respondents selecting a 1 (We only host on-site), and nine answering with a 5 (We Happily use SaaS wherever appropriate), and the remaining ten respondents choosing 2, 3 and 4. There were no questions asked in the survey about who had the authority to specify if a government could

use hosted services rather than installed products, but general discussion at the booth leads to an anecdotal belief that this decision is generally not in the hands of the webmaster.

QUESTION: WHICH OF THESE THREE PRICING MODELS ARE YOU MOST COMFORTABLE WITH? (OPTIONS: TIERED PRICING BY FEATURES, TIERED PRICING BY SEATS, VARIABLE PRICING BASED ON POPULATION)

The majority of webmasters polled favored the traditional pricing model of tiered pricing by features (53%). Tiered pricing by the number of seats was next most popular (28%) and the Variable pricing based on population was selected by 19%. Without more context to discuss WHY a particular pricing model was selected it is impossible to know what the motivation is, but it could be due to the familiarity with the tiered model, as this is a traditional software pricing structure. It was interesting to see that despite the relative newness of the idea, 19% were most receptive to the idea of providing a sliding scale based on the population that will have access to the website and an opportunity to use it.

QUESTION: WHAT WOULD BE MOST LIKELY TO INFLUENCE YOUR DECISION REGARDING A NEW CMS?

This question offered three choices (and a write-in option), to solicit input on what are the biggest drivers for webmasters in looking for a new website platform or CMS. 50% of respondents prioritized products that have specific features for Government websites, over 38% who were more interested in value and price, and 9% that would look first at the brand and references of the vendor. At the booth, and in the answers to survey questions, government webmasters identified their desire for products that could facilitate the very unique needs of city and county websites. In specific, they are less interested in generalized features available in a standard CMS in favor of products that can offer tools for multiple non-technical content providers, content migration and improvement from legacy sites, create and support sites with a high number of short and targeted transactions, and be easily translated and mobile accessible. The specialized needs of government are not easily addressed in the commercial market.

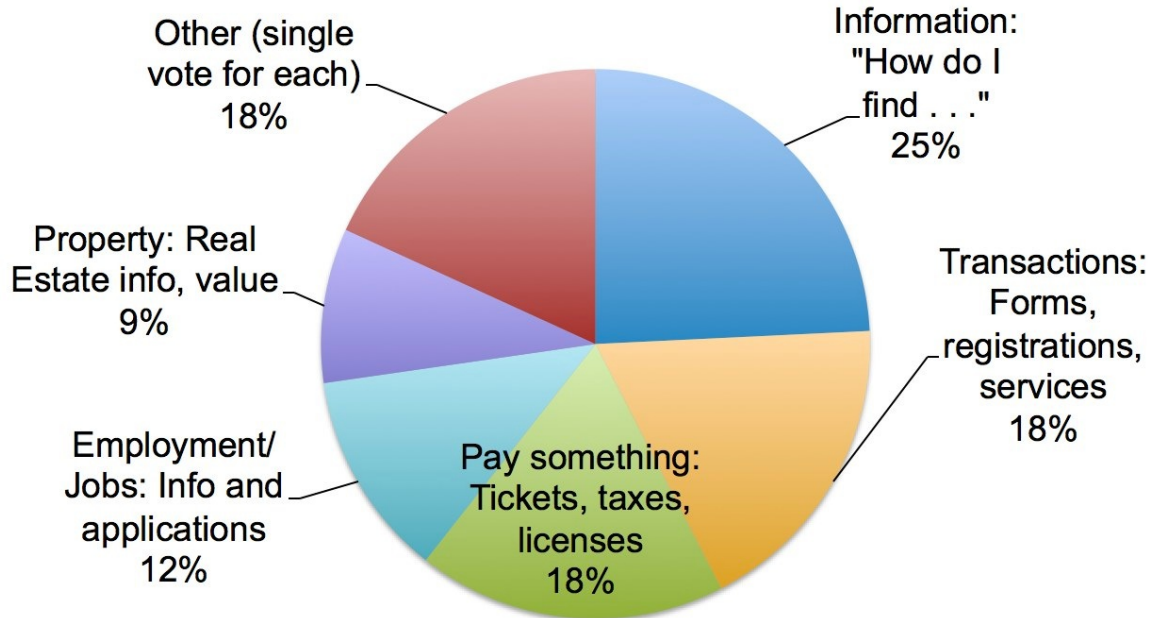
QUESTION: WHAT FEATURES ARE MOST IMPORTANT TO YOU AND YOUR CONTENT CONTRIBUTORS?

For each feature, rate on a scale of 1 - 5, where 1 = I have no need for this, and 5 = This would revolutionize my life

- Features that guide content contributors to write more effective, easily understood content
- Average - 3.61
- A Dashboard view by contributor, showing the activity on each page they publish
- Average - 3.58
- A Dashboard view by department or service, to show publishers the activity on each page they publish
- Average - 3.67
- A CMS specifically designed for city/cty government needs rather than commercial site needs
- Average - 3.84

Once again, the desire for a CMS designed specifically for city/county government (rather than a generalized commercial product) had the highest overall average score. But in all four cases, the features proposed show significant value to government webmasters. Whether it is writing guides and tools, or a dashboard that can show activity to content contributors or departments to assess how the public is actually accessing and using information and services on the site, the general impression is that these tools would provide value.

QUESTION: WHAT IS THE MOST FREQUENT REQUEST FROM THE PUBLIC?



Perhaps not surprisingly, the public wants to be able to actually do business on their city and county website. While the largest individual category (28%) was some version of getting information (When is my garbage pick up, where is a local park, who are the school board members), another 48% involved some type of transaction. These included paying something (18%), transacting via a form, registration or service (18%) and engaging in employment or jobs for the city/county (12% - including both job information and online applications). Considering this very high percentage of citizens who access the website to actually complete a transaction or payment, it is no wonder that the key concerns raised by webmasters include the need to improve the navigation, content quality, integration with 3rd party apps, mobile readability, etc.

NEXT STEPS

In order to assist cities and counties improve the effectiveness of their websites, Code for America encourages tools and services that align with our 21st Century Practices. The goal is for government to improve the quality and accessibility of web content, and increase the value of websites for their public. It is clear from the 2015 NAGW Survey that government webmasters across the country share this desire, and are actively working to identify strategies and tools that can assist them with this endeavor.

APPENDIX

RAW DATA FROM OPEN-ENDED QUESTIONS

QUESTION: WHAT IS THE BIGGEST PROBLEM OR FRUSTRATION THAT YOU HAVE WITH YOUR WEBSITE?

- “Disorganized and cluttered, not user-centric, inability to communicate with users”
- “LACK OF ACCESS”
- “Inability to do electronic sigs”
- “Browser and not mobile”
- “The site looks good at first glance, but it's built on older technology. the website isn't responsive, content heavy and not citizen centric.”
- “Managing content”
- “Integration of some third party applications could be better”
- “Online absentee applications”
- “size”
- “PDF reliance.”
- “Search engine, mobile friendly, usability”
- “We migrated to a hosted CMS that is not meeting our needs as promised”
- “Allowing clean access to users to provide content”
- “Content auditing and workflow”
- “Poor IA and not service oriented”
- “Too wordy, navigation not ideal. Search is not as good as it should be.”
- “Lack of interoperability”
- “Too much Content”
- “Connecting online payments in a cms to work with our payment vendor and our internal cashier application”
- “can't get docker to work”

- “Navigating to the sites they need”
- “Integrating the information and services from disparate and reluctant sources.”
- “None”
- “adding new updates that elected officials will not allow us to do”
- “adding new updates that elected officials will not allow us to do”
- “Search”
- “Content”
- “Keeping content from myriad outside partners up to date”
- “sometimes it loads slowly”
- “Finding the right page faster”
- “Bad URL config”
- “The CMS we have does not integrate well with other vendors.”

QUESTION: WHEN DID YOU
LAST REDESIGN YOUR WEBSITE?

WHEN DO YOU PLAN
YOUR NEXT REDESIGN?

“Too many moons ago.”

“There has been talk but I am unaware of
if/when action will commence.”

“LAST MONTH”

“UNDER CONSTRUCTION”

“In process . Launching next month”

“3-4 years”

“In the process”

“In the process”

“2009”

“we are in the RFP development
process now.”

“2013”

“2016”

“2015”

“2020”

“2009 responsive site to go live mid-october”

“October 15 2015”

“2010”

“2016”

“Now”

“2 years”

"5 years"	"2016"
"May 2015"	"I will begin in the fall of 2016"
"8 years plus"	"This next year"
"12 months"	"~24 months"
"Years...code upgrade last year, but same design and IA"	"As soon as possible"
"2011 - in process right now"	"In process"
"2013"	"2015"
"2012"	"Now"
"2 months ago"	"3 yrs"
"2001"	
"Two years ago"	"One to two years"
"12/2014"	"18-24 months"
"Continue"	"6 mo +"
"2 years ago"	"another year or so"
"2 years ago"	"another year"
"2013"	"Continuous improvement"
"August"	"January"
"1 year ago"	"Currently in process"
"planning to redesign this year"	"this year"
"2008. Now working on it"	"Now"
"2008"	"this year"
"In the middle of a redesign right now (Sept. 2015). Before that, it was 2012."	"Now"

QUESTION: WHAT IS THE MOST FREQUENT REQUEST/QUESTION FROM THE PUBLIC ABOUT YOUR WEBSITE?

- “Want ability to do Transactions.”
- “IMPROVEMENT SUGGESTIONS”
- “When is trash collection this week?”
- “Employment info/applications”
- “Real estate data, job applications”
- “Property value information”
- “Online class registrations”
- “Copies of records-”
- “not sure”
- “ut of date info”
- “How do I get to or how do I find....”
- “Can I pay for a building permit online, get information about building something, track a project, etc.”
- “Property information”
- “Available jobs with the city, payments for various services”
- “Employment”
- “Transactions for services and online forms”
- “Divorce and child support forms.”
- “Transportation”
- “Transactions”
- “Facility rentals and online ticket payments”
- “Requests for services we do not provide (mistaking city services for county, etc)”
- “None”
- “election information”

- “election information”
- “Pay taxes”
- “Licensing for firearms and explosives”
- “Upcoming events in the state”
- “information”
- “Tax and licenses info”
- “pay online”
- “What's being built? Information about development in the city: what is planned, what is going on now, what just finished?”

QUESTION: WHAT IS YOUR CURRENT CMS?

- “Wordpress”
- “Egovlink”
- “Civica”
- “Homegrown”
- “Wordpress”
- “Ektron”
- “CivicPlus”
- “Drupal”
- “DotNetNuke”
- “CivicPlus”
- “Custom Coldfusion”
- “Joomla”
- “3 on WP, rest hand-coded”
- “Wordpress”
- “Custom”

- “Unknown at this time”
- “CivicPlus”
- “Wordpress”
- “CivicPlus”
- “Joomla”
- “Html5”
- “vision internet”
- “Drupal”
- “Microsoft (any)”
- “Drupal”
- “In-house (Laravel)”
- “interwoven teamsite”
- “Microsoft (any)”
- “CivicPlus”

QUESTION: WHAT DO YOU
LIKE BEST ABOUT YOUR CMS?

“Easy interface for creating content.”

“THIS IS A POPULAR PLATFORM”

“It's a website”

“Their design”

“The interface is fairly easy to use.”

“Editors are familiar with it”

“Extensibility”

“Taxonomy and content search”

“eliminates coding by hand”

“I hate Drupal.”

“It doesn't do well!!!”

“It forced us to review and update all
content, and engage content providers
(staff) for the first time.”

“Minimal CMS - users understand
basic functionality”

“Rapid content updates, modular content”

“Extensible”

“Very flexible and open”

“Simplicity”

“We're in the beginning
phase of content redesign”

“My editors understand it”

WHAT DO YOU LIKE LEAST?

“Awkward formatting, disorganized design
with each page sitting separately.”

“DIFFICULTY FOR PERSONALIZATION”

“Terrible editor”

“Too many people involved”

“Challenges with support,
aging infrastructure issues.”

“No external support options”

“Can get slow”

“Calendar”

“no support for data driven sites”

“I hate Drupal.”

“Editing, usability”

“They oversold their abilities.
They are not HTML/CSS compliant
or completely accessible.”

“Very limited to what content can be updated”

“Nothing major”

“Admin dashboard difficult to customize”

“Plugins”

“Lack of standards compliance and vendor lock in.”

“No E services”

“Very inflexible for custom needs”

“starting”

“Easy to use”

“Ease of use, flexibility, affordability”

“Easy to use”

“updates”

“updates”

“Meets our needs”

“Can use without extensive knowledge of programming language”

“File upload and cloud storage”

“options to code for expansion”

“Content replacement”

“various module options”

“Having a CMS makes it easy for non-techies to update their content.”

“Can be confusing to use in some of the modules”

“There are quirks that drive me crazy, but they are too wonky to really illustrate here”

“Adding media”

“support”

“support”

“Lots of initial customization”

“Have to continuously customize modules to meet programme needs”

“Some elements are hard-coded and require agency intervention to update”

“support is bad”

“It is not friendly but can have lot of features”

“not customizable”

“The only way to integrate 3rd party components is by iFrame.”

A view of work in progress by you and your colleagues

Start a new activity



In progress

Feedback needed

Ready to publish

Recently published

Changes started on Monday, October 12th, at 7:10PM

edited 11 days ago by vanessa.c.mason@gmail.com

clarifying parking permits

edited 7 weeks ago by vanessa.c.mason@gmail.com

reviewing jobs page content

edited 8 weeks ago by jpritchett@oaklandnet.com

Clarifying parking permit info

edited 2 minutes ago by norris@codeforamerica.org

edit tuesday 3

edited 4 weeks ago by kshaff@oaklandnet.com

Updated parking pages and a few of the jobs pages

edited 69 minutes ago by colleen@codeforamerica.org

Vanessa's edits

edited 58 minutes ago by norris@codeforamerica.org

Updated parking permits + citations, applying for jobs, employee regs

edited 70 minutes ago by colleen@codeforamerica.org

Added beta banner

edited 70 minutes ago by colleen@codeforamerica.org

adding the downtown parking study

edited 7 weeks ago by frances@codeforamerica.org

tuesday 2 edits

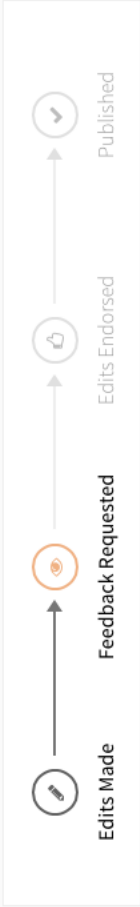
edited 7 weeks ago by

Clarifying Parking Permit Info

Rename

Delete

awaiting feedback



1 article and 1 topic have been changed

Applying for Parking Permits

Edited

Topic

Apply for a Disabled Parking "Blue Zone"

Edited

Article

Add a change to this activity

History and discussion

Article Title

Apply for a Disabled Parking "Blue Zone"

Preview

Save Progress

B I % h1 h2 h3



Disabled Parking Zone "Blue Zone" Program

A "blue zone" provides on-street parking for people with disabilities. The "blue zone" has a painted blue curb with a posted sign.

Residents and businesses can request "blue zones" from the Disabled Parking Zone program.

The City does not install "blue zones" for paratransit drop-off and pick-up.

Download the application form to request a "blue zone."

- [Residential Blue Zone Application Form] (<http://www2.oaklandnet.com/oakcal/groups/pwa/documents/form/oak051831.pdf>)
- [Non-Residential Blue Zone Application Form] (<http://www2.oaklandnet.com/oakcal/groups/pwa/documents/form/oak051832.pdf>)

Apply for a Disabled Parking "Blue Zone"

Disabled Parking Zone "Blue Zone" Program

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Connect to Google Analytics

Articles

Topics

are displayed on the homepage.

Add topic

+

Government

Jobs

Licensing and Permits

Parking

Parks and Recreation

Public Safety

Subtopics

help group public needs together.

Add subtopic

+

Apply for Parking Permits

Disabled Parking

Find Parking

Parking News & Highlights

Pay a Ticket and Other Parking Citation Problems

Subtopic Details

Subtopic Name

Apply for Parking Permits

Subtopic Description

Apply for residential, disabled or other temporary permits

Delete

Cancel

Save

Articles

Topics

are displayed on the homepage.

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Articles

should address a specific public need.

Add article

Apply for a Disabled Parking "Blue Zone"

Apply for a Parking Obstruction Permit

Apply for a Residential Parking Permit

Disabled Parking Permits

Renew Your Residential Parking Permit

Sign in

To access the website editor, you need to be signed in.

Sign in with Persona

Looking for the Chime homepage? [It's over here](#)

📌 → Announcements

Announcements

June 25th, 2015

New Zero Waste Services Started July 1

Oakland's new trash, compost and recycling services started July 1. We're excited the day is finally here! All apartment and condo residents now have green compost carts.



June 17th, 2015

Support Youth through Classrooms2Careers

We need your help! This summer marks the beginning of a new era for youth in Oakland with the launch of Classrooms2Careers, a fresh approach to youth employment and enrichment based on the Earn and Learn model.

June 3th, 2015

Introducing SpeakUp Oakland

This new public engagement portal enables residents to provide feedback on a variety of topics and legislative items coming before City Council. It increases the public's comment ability beyond the usual two-minute time limit for...





Fire Department

The City of Oakland is protected at all times by the over 500 fire service professionals of the Oakland Fire Department(OFD). The Oakland Fire Department was incorporated on March 13, 1869 and is the only fire and rescue agency serving the City of Oakland.

Fire Chief

Terisa Deloach Reed

Contact Info

for emergencies, immediately call 911

(510) 238-3856

TDD: (510) 238-3254

150 Frank H. Ogawa Plaza Suite 3354
Oakland, CA 94612

Administrative Hours:

Monday- Friday 8:30am - 5:00pm,
closed all Holidays

[see all contact info](#)

News and Announcements

See all >



**New Zero Waste
Services Started**
July 1

June 25th, 2015

**Support Youth through
Classrooms2Careers**

June 17th, 2015

We need your help! This summer marks



**Introducing
SpeakUp
Oakland**

June 3th, 2015

This site is a working beta. Information found here may be incomplete and inaccurate. [Learn more](#)

Springfield → Public Safety

Public Safety

Emergency Services

Safety and Crime



How can we help you?

Q

illustration by J.B. Ingwersen, 1960-1965

Health & Social Services

Including public hospitals, welfare initiatives, and homelessness services

Licensing & Permits

including building, land use, commercial and residential zones, and life events.

Springfield → Public Safety → Emergency Services → Pattern Samples

Pattern Samples

A Certificate of Occupancy is a legal document that indicates that you can use your building or space legally. It makes sure that your space meets safety and other requirements. You will need a Certificate of Occupancy



People who viewed this page also viewed

Example Article

This article is maintained by

Public Works

Permitting

Pattern Samples

A Certificate of Occupancy is a legal document that indicates that you can use your building or space legally. It makes sure that your space meets safety and other requirements. You will need a Certificate of Occupancy before registering for a business license with the City.

Start the certificate of occupancy form

Heading Level 1

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nisi rerum, consectetur natus error aliquam. mollitia reprehenderit nemo. Hinda

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City of Springfield



More

Events

Announcements

Services

Springfield → Public Safety

Health & Social Services

Education

Public Safety

Emergency Services

Safety and Crime

Licensing & Permits

Utilities & Environment

Driving, Transport, & Streets

Parks & Recreation

Policy & Public Feedback

Public Safety


Emergency Services

Safety and Crime

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City of Springfield

Services Announcements Events More 

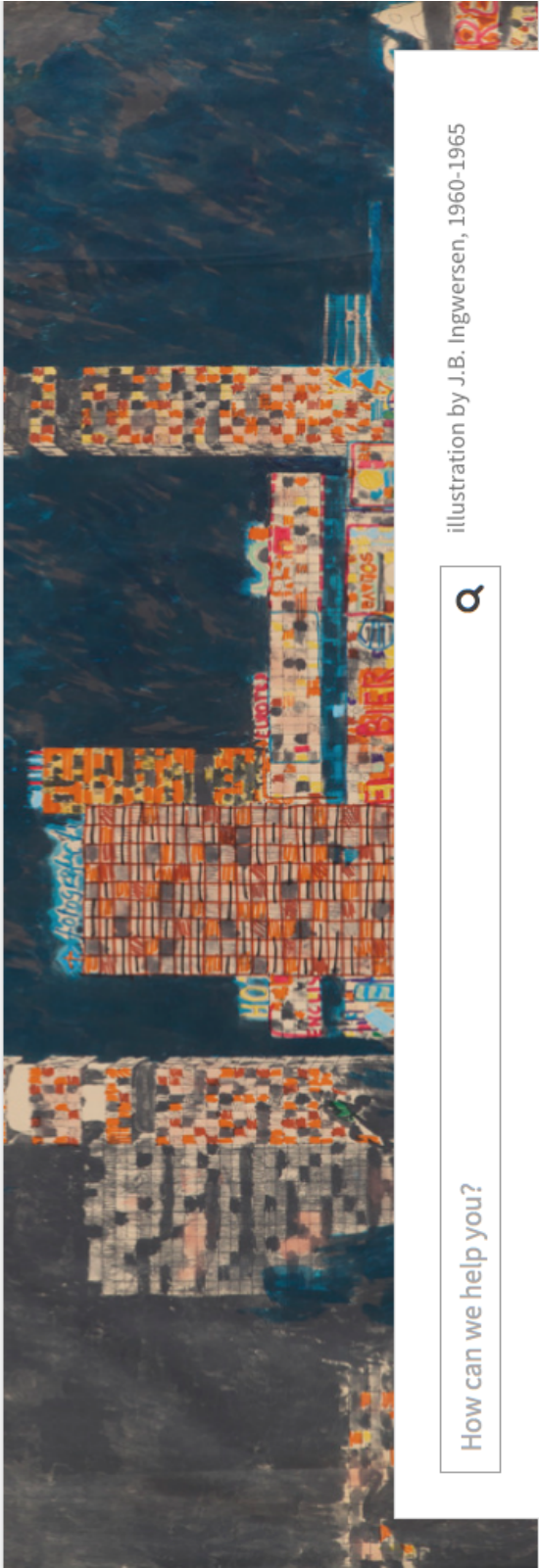


illustration by J.B. Ingwersen, 1960-1965

How can we help you?

Health & Social Services

Including public hospitals, welfare initiatives, and homelessness services

Licensing & Permits

Including building, land use, commercial and residential zones, and life events.

Parks & Recreation

Including parks, playgrounds, theatres,

Education

Including preschool, K-12, college, and continuing education

Utilities & Environment

Including garbage, recycling, sewage and drains, water treatment, and animal control

Policy & Public Feedback

Including city council meetings and

Public Safety

Including corrections, crime, fire, emergencies, and community safety

Driving, Transport, & Streets

Including public transportation, parking, sidewalks, driveways, and roads

<div><div>Digital Front Door Component Library</div><div>✕</div></div>	<div><div>Digital Front Door Component Library</div><div>≡</div></div>
<div><div>Introduction</div><div>Components</div><div>Grid System</div><div>Typography</div><div>Buttons and Forms ></div><div>Media</div><div>Site Navigation</div><div>Menus</div><div>City Alerts</div><div>Slabs</div><div>Page Templates</div><div>Homepage</div><div>Topic</div><div>Article</div></div>	<div><h1>Buttons and Forms</h1><div><div>Buttons and forms are the building blocks of transactional interactions with your residents.</div><div>Buttons</div><div>Colored buttons should be used to hint at the purpose button.</div></div></div>

Introduction
Components

- Grid System
- Typography
- Buttons and Forms
- Media
- Site Navigation
- Menus**
- City Alerts
- Slabs



Page Templates
Homepage
Topic
Article
Developers
CSS Architecture
Contributing

Menus

Menus provide ways for your residents to navigate a list of links on a page.

Menus and menu bars provide a way to display a list of block level links. Technically, anything can go inside `.menu-item` divs including headings, text, and images. They can also be combined with the grid layout to provide multiple column menus.

Menu with Grid Layout

Menu Item 1	Menu Item 1	Menu Item 1
Menu Item 2	Menu Item 2	Menu Item 2
Menu Item 3	Menu Item 3	Menu Item 3
Menu Item 4	Menu Item 4	Menu Item 4
Show code		

Staffing a Complete and Effective Product Team

Overview:

The phases of successfully bringing a product to market require multiple functional capabilities. The size of the team is not particularly important as long as there is appropriate skill, expertise and time available to address and complete each of the functions. The charts below provide an overview of the skills/capabilities required, and what the deliverable should be to move the product forward. I have also included several sample staffing plans using both internal and outsourced options to bring the functional capabilities onto the team.

Functional Capabilities (narrative):

Phase I:

- Research and evaluate the user need for a software solution
- Define the goals of the product (what problem is being solved, what is the initial hypothesis to solve it?)
- Research the market opportunity for the product (who wants it, how badly do they need it, what will they pay for it, who else sells a comparable product, what is the timeframe to get product to market to meet the market need). Create the Market Positioning Statement
- Create a basic set of financials to validate the opportunity (is the cost/benefit worth the development effort)
- Create a clear business plan

Phase II :

- Manage the overall product plan from identification of user needs through to implementation
- Design and build the user experience of the product
- Design the navigation and UI of the product
- Design and build the back-end (core functionality) of the product
- Engage in ongoing user/customer testing with the product at significant phases, and then regularly
- Creation of logo, early marketing materials
- Identify the early adopters for the product and create a sales pipeline
- Create the go-to-market plan for the product roll out (both marketing and sales)
- Identify/Hire Customer Success personnel
- Include Customer Success personnel in the late stage user testing

Phase III:

- Identify/Hire Sales/Business Development personnel
- Identify/Hire Support personnel
- Create Legal and support documents: Terms and Conditions for use, sales agreement/license, partnership agreement
- Pre-launch, work with 1 - 3 customers to show value and success
- Execute on the marketing plan (pre-launch, launch and Q1 sales support)
- Begin sales activities for product (include Customer Success early in process)
- Implement initial sales, iterating the sales, Customer Success and Support functions
- Feed customer feedback back into development team to iterate and improve the product

	Function	Job Title/Role	Critical Deliverables	External Option?
1	Identify Need for Product	Focus Area Expert/Specialist	Product positioning statement, prototype	No
2	Market Research	Product Marketing Mngr, Business Mngr, Market Researcher	Market summary including market size, competitive landscape, proposed pricing, Market Positioning Statement	Can contract hire
3	User Research (UX)	UX Researcher/Designer	User needs and perspectives, current processes and tools,	Can contract hire
4	Product Definition	Product Manager	Product outline, critical features/capabilities, Unique Value Proposition (UVP)	No
5	Product Research	Product Manager	Project timeline, Deeper competitive analysis, pricing evaluation	No
6	Financial Model	Business Strategist/Mngr, Focus Area Expert, Product Marketing Mngr, CFO	3 year Financial Model including staffing plan, pricing model (summary with operating expenses, revenue and COGS, as	Could hire firm or use internal resource from finance dept

			well as CAGR)	(no need for dedicated financial resource on product team)
7	Business Plan	Business Strategist/Mngr, Focus Area Expert, Product Marketing Mngr, CFO	A 4 - 6 page business plan including 3 year financials, a 15 - 20 slide deck that can be used for investment, and a 30-60-90-120 project timeline for organizing actions and understanding who owns each action. Identify ideal sales/mrktg strategy for this product. Tier market opportunities.	Specific resource is best, but can hire contractor or use internal resource from revenue team
8	Logo and Design work	Graphic Designer	Product logo, color palette and typeface, website or webpage	Can contract externally
9	Manage Product	Product Manager	Manage the development of the product consistent with the UVP, positioning statement and overall goals for product. Maintain timeframes and accountability	No
10	Architect the Product	Architect, CTO, Lead Engineer/Sr Developer	Design and code the product, using an agile approach to iteration and development. Engineering team lead	Can hire external dev team, but that requires greater daily input/supervision
11	Design/Build UI	UI Developer/Designer	Design/Build UI	can be external dev team
12	Design/Build	Engineer/Developer	Design/Build Backend	can be

	Backend			external dev team
13	User Testing	UX Researcher/Designer	Alpha/Beta/bootcamp or partner test site. Continuously feed user experience feedback back to product manager and dev team	Can be contracted but best to have on team
14	Sales	Sales/Business Development	Sales plan (30-60-90 day). Use and iterate Sales planning provided in business plan.	Can build channel relationship with partners or outsource sales to a 3rd party
15	Product Marketing	Product Marketing	Launch plan, website content for launch, social media strategy, advertising strategy, partner strategy, ongoing marketing plan	Can outsource to marketing firm, use contractor, leverage partners
16	Customer Success	Customer Success	Onboarding plan and materials, implementation/training for new users, feedback strategy, documentation and help	Materials creation can be outsourced, but customer success should be an internal function
17	Customer/Tech Support	Customer support/Tech Support, Engineer, Developer	Documentation and help, trouble ticketing or support process	Can be outsourced
18	Write Legal docs	Business Strategist/Mngr, Lawyer, Product Manager	Terms and Conditions, contract/user agreement, partnership agreement, maintenance/service agreement	Can outsource. Use lawyer to vet all docs even if written by non-legal resource

Organizational Structure:

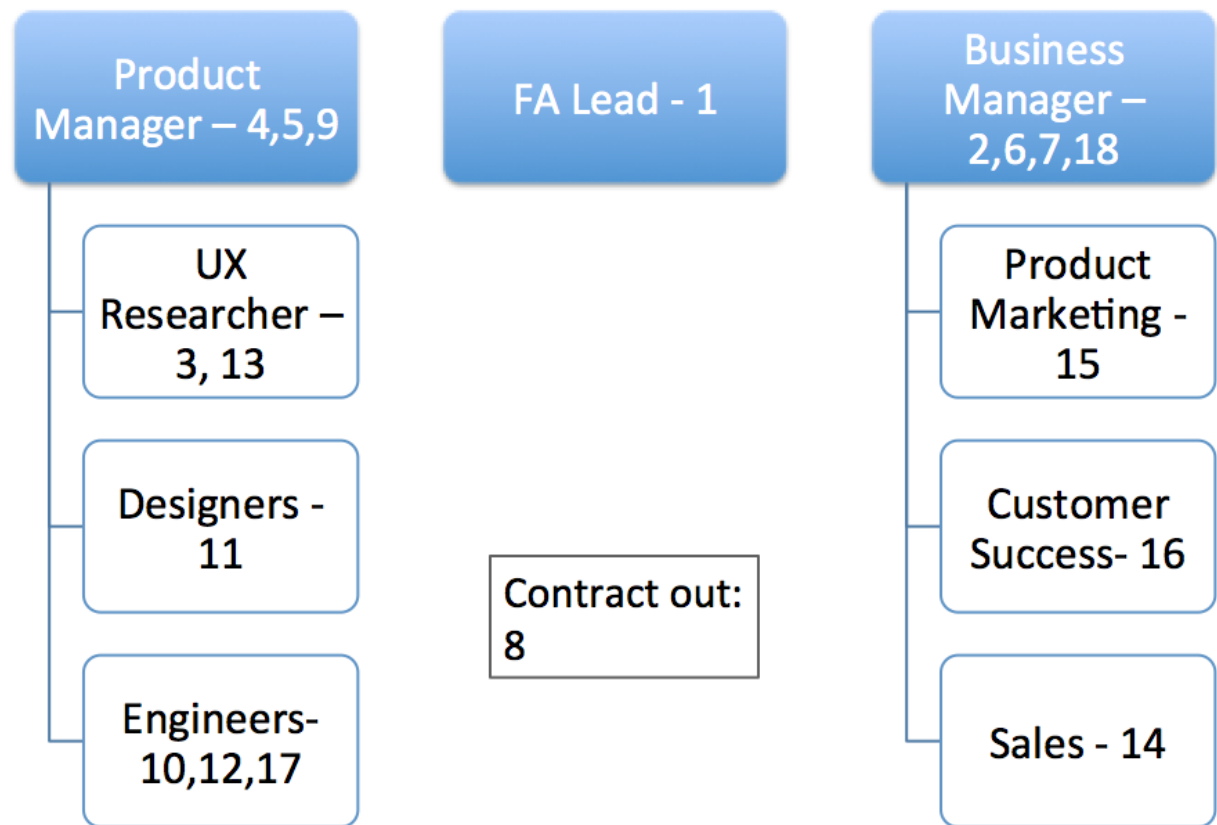
Within the current structure of CfA, new software is being developed exclusively within the Focus Areas. This may come from Fellowships working on issues relevant to a Focus Area, or from development teams associated with the Focus Area.

To develop software beyond a single application, city or use case, there needs to be a team that is able to execute and produce the deliverables indicated in the chart above. The organizational charts produced below are suggestions of how these tasks could be delivered. The headcount in each area can vary based on the number of products being brought to market and the success of each product. On each chart the correlating functions are indicated after the title. Similarly, there can be external hires or contractors providing specific deliverables, but clearly managed by someone on the team who understands the deliverable needed and can manage the process with the external resource. This is a flexible way to address the need to productize software and successfully bring it out as a CfA product. The only requirement is that CfA pay attention to each function and critical deliverable, and make a plan that clearly articulates how each will be accomplished.

The first org chart acknowledges that within the unique environment of CfA, a strong Product Manager with an engineering background could conceivably manage the product direction AND the engineering team, while a Business Manager could manage all go-to-market functions. Engineers reporting into a Product Manager is a bit unusual, but could be effective in CfA because the Product Manager functions ostensibly as a Project Manager as well. Engineers would need to have access to the CTO for engineering/professional development support.

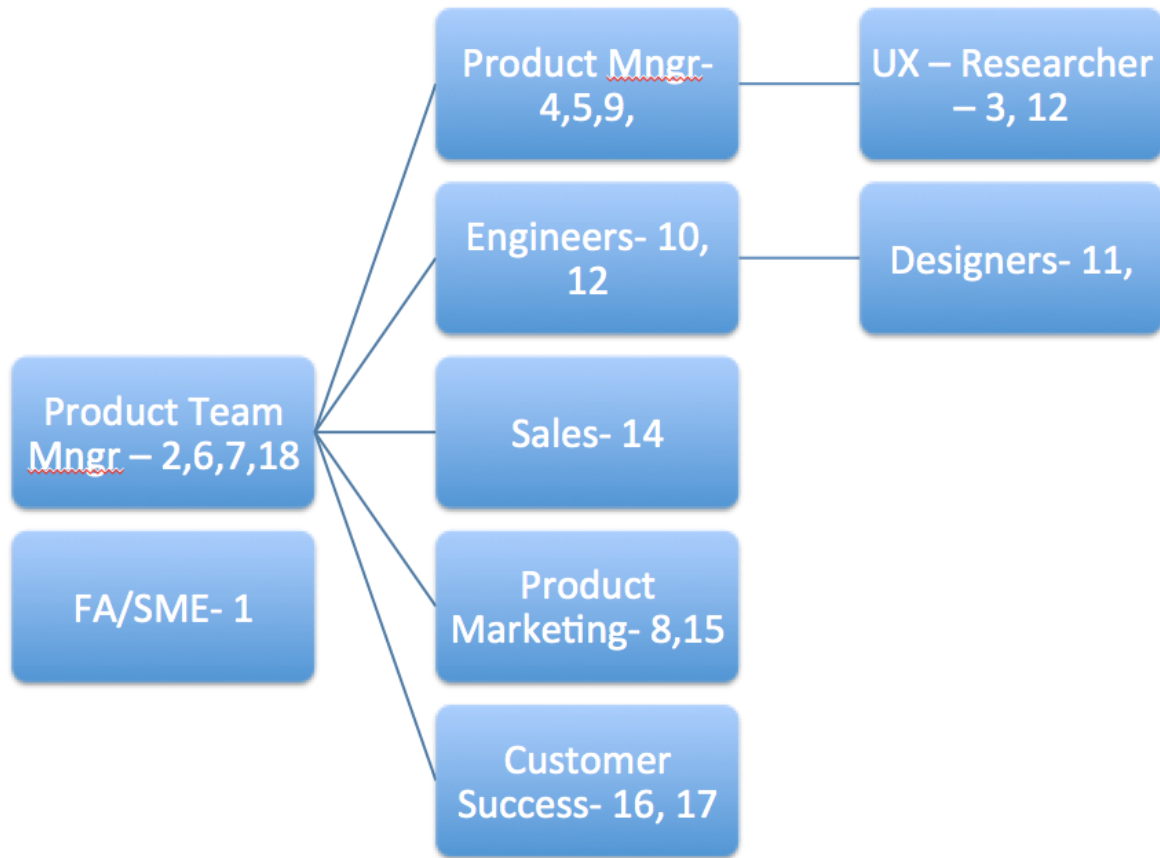
Org Chart Sample 1

(Note: Numbers listed correlate to functions required, not to the number of headcount)



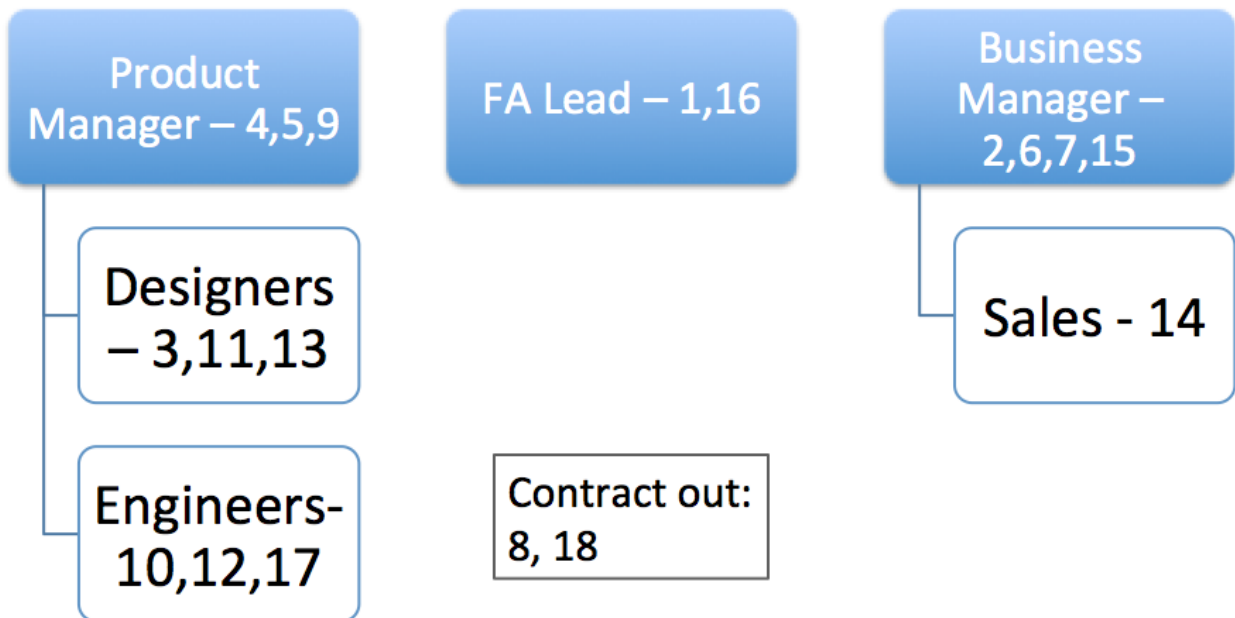
Org Chart Sample 2

A more traditional software company org structure, where engineering, product management, sales, marketing and customer success/account management are all individual contributors reporting into a Team Lead (not each other).



Org Chart Sample 3

This is an alternative org structure to reduce total headcount. It would require several positions to take on substantially more work (for example having the Focus Area lead provide ongoing Customer Success/Account Management). But it reduces the total number of hires needed.



ChimeCMS: Civic Tech Stack Strategy

Part of [Undertaking Chime](#), a product of Cynthia & Mike

What We Were Trying To Do

For several years, there has been a conversation at Code for America about the importance of a civic technology stack. Sometimes this has been misunderstood as an artifact, a “Civic Tech Stack,” as if it were one definable set of technologies that could solve the problems of government. Code for America has at various times developed strategic initiatives to create a stronger articulation of the civic tech stack concept and to identify possible vendors or partners.

Against this backdrop, CfA launched the Digital Front Door initiative in 2014 to improve how city websites could work by and for their citizens. One early discovery was the lack of an effective CMS to support city websites and encourage open and extensible technology solutions that played nicely together. The decision of Code for America to build ChimeCMS was not based on a desire to simply insert another CMS in an already crowded market. ChimeCMS was about creating a solid foundational technology as the basis of a civic tech stack specifically for city governments. Using ChimeCMS as the foundation, additional technology could be effectively built or delivered by building on or plugging in to ChimeCMS.

Through our work on ChimeCMS, we learned that shifting website ownership from IT to the communications department required deep understanding of the specific end user/citizen needs as well as the content creator/govt worker needs. It required an understanding of other software or systems used or considered by government communications, web or IT teams. We discovered what services were universally important (ability for multiple content contributors, writing tools that could improve the content quality, etc) and what services needed to be available without being required (payment systems, survey tools, online forms, etc).

Once the decision was made to stop development of ChimeCMS, the team wanted Code for America to retain the important learning gained in this project. Specific to a civic stack, we believe it is critical to consider what is important about civic tech stacks generally, and to think about how to build a stack for a specific city or department.

What You Should Do Next

The idea of a civic technology stack is a constant background hum at CfA: it's implicit in language like "government as platform," and explicit in the desires of certain funders and supporters. CfA will be continuously asked to address the possibility of a stack.

In the private sector, we have seen a historic shift away from central IT toward high-quality, consumer-based services that beat centralized ones in price, quality, and reliability. Because of this change, CfA must advocate for better digital government services.

There will never be a "civic stack" in the sense of a canned, city-in-a-box web solution that can be created independent of a particular city. You can't create a good tool without a specific audience in mind. John Gall noticed this about complex systems in 1975:

A complex system that works is invariably found to have evolved from a simple system that worked. A complex system designed from scratch never works and cannot be patched up to make it work. You have to start over with a working simple system.

Any given civic stack that is created has to be developed in reference to a particular city's needs. It's dangerous to work on a generic "city.gov" approach. Success requires that we work in public with the citizens who use and interact with city services.

We believe Code for America can use the conversation about the stack to push back against assumptions that technology belongs to IT departments. At this historical moment, the proper site for any civic tech stack is within and under the departments that deliver services: revenue, communications, or health.

As core services go digital, a technology stack must live within the department that owns the service, not within central IT. This ownership will define the base of the stack and its placement. Communications should own a content management system, finance should own financial records management, and so on. The stack is a strategy and a set of choices about service delivery and management. The stability of the stack can only be judged in hindsight, based on whether it has helped users and delivered services. If it supports nothing, it's just a heap.

Stability and tedium are tightly related.

The ideal stack for a department must be boring above all. It should be safe, tested, and uninteresting technology with thousands of available contractors and firms supporting it. This is the heart of Gall's observation. In the rarefied air of app creation, Code for America often loses sight of conditions on the ground: we don't have hundreds of staff who can work in parallel, we can't work unilaterally, once we're inside we need continued backing, and if we get kicked out the tech left behind must be useful, usable and supportable.

By advocating for civic tech stacks that are defined and owned by a department or service, Code for America improves the function of government. We must know the market, be able to articulate choices and options for success, and support the creation of a workable civic stack within each given circumstance and location. Avoid reinforcing the idea of a single civic tech stack, and refuse requests to define one on behalf of 21st Century government. The work of engaging users where they are and giving them the language and tools to define their own civic tech stack is actually the more difficult, and more rewarding, task.

Chime & DFD

Summer 2015 pre-Alpha research results

Digital Front Door Alpha Program

A Web Redesign Bootcamp for Government Communicators

Apply Now

Learn by doing



Sharpen digital skills



Show the world



The website is your city's digital front door. Residents expect to find the same services there they would find inside city hall. Further, we now know that **64% of American adults own a smartphone** of some kind and many underserved citizens use a smartphone as their only means of online access. People need and expect to do city business from wherever they are.

Learn redesign best practices, by building an alpha website. Over 10 weeks, participants will prototype an alpha website that addresses a specific resident need. Finish with an approach and practice ready to apply to your current or future City website.

Alpha Package:

\$5000 - *FREE* for first bootcamp cohort

- Alpha website that models a new approach to addressing a resident need
- Audit of current site performance & user experience
- Weekly workshops and hands-on support from Code for America

Apply for Redesign Bootcamp

NAME

JOB TITLE

EMAIL

CITY



CODE *for* AMERICA

SUMMIT

We were testing 3 things in the Bootcamp

- the early (pre-alpha) Chime UI & features
- Alpha websites as a gateway practice
- Bootcamps as a format



DOWNTOWN ORLANDO I-4 ULTIMATE ORLANDO VENUES TRANSIT VISIT ORLANDO

cityoforlando.net
OFFICIAL HOME OF THE CITY BEAUTIFUL

HOME COUNCIL DEPARTMENTS NEWS & EVENTS SERVICES RESIDENTS VISITORS BUSINESS

Go

ECONOMIC DEVELOPMENT

Permitting Services Home

- > Permits
- > Inspections
- > Reports & Links

ONLINE TOOLS

- Schedule an Appointment
- Check Permit Status
- Special Event Permitting
- Schedule an Inspection
- Pay Fees
- City Code Lookup

Permitting Services
Issues building permits, business tax receipts, inspects construction health, safety and welfare of the citizens, while preserving and enhancing the aesthetic character of Orlando through the issuance of building permits, business licenses and the inspection of construction.

Welcome to the City of Orlando Permitting Services website. The Permitting Services Division protects the health, safety and welfare of the citizens, while preserving and enhancing the aesthetic character of Orlando through the issuance of building permits, business licenses and the inspection of construction.

ANNOUNCEMENTS

Adoption of the new Florida Building Code and National Electrical Code Takes Effect on June 30, 2015

New codes include: Florida Building Code 5th Edition (2014) Update Energy Provisions for Commercial Buildings National Electrical Code (2011) All permit applications submitted on or after June 30, ...[Read more](#)

Submit your updated BTR and State License

Please update your license and BTR information with us to clear the People License Hold placed on the contractor and/or company profile. You can EAX the documents to 407.246.3420 or ...[Read more](#)



CITY OF ORLANDO

e.g., pay a parking ticket



Orlando, FL

Natalie Bednarz


Web Applications
Developer,
Office of Communications
& Neighborhood Relations

Matthew Broffman


Director of Innovation

Residential Permitting



**CITY OF ORLANDO**

[Orlando](#) → [Licensing & Permits](#) → [Residential Permits](#) → 1. Do I Need a Permit?



1. Do I Need a Permit?

Yes, you probably need a permit for your home improvement project.

Most changes to your home need a building permit. Permits are necessary to ensure public safety and equality in building standards.

The type of work you are doing will dictate:

- Other forms you need to submit with your permit
- The level of detail needed for your plans that show the work you are going to do
- Residential building permits fees

Fontana, CA

Cristina Tejeda

Content Manager

IT Business Analyst

**Community Services
Department**



Fontana
CALIFORNIA

HOME

DEPARTMENTS

GOVERNMENT

ABOUT US

BUSINESS

VISITORS

Search

SHARE

GO

Print

CITY NEWS

CITY PROJECTS

SERVICES

ONLINE MAPS

CLASS REGISTRATION

Online Registration

Summer Camps

Current Activities Brochure

After School Program

Aquatics Programs

Centers & Parks

Community Events

Facility Rental Information

Fontana Arts Programs

Healthy Fontana

KFON TV

Senior Services

Sports Programs

Volunteer Opportunities

Youth Activities

Community Services Department

You are here: Home > Departments > Community Services

Get details on [registering for classes](#), swim lessons, summer camps, and community events taking place in Fontana.

Summer Camps

Aquatics Programs

Free Let's Move Outside & Summer Food Program

Tiny Tots

Fontana

Activities Brochure

CALENDAR

Thu, Aug. 6

Noches Con Ritmo

Thu, Aug. 6

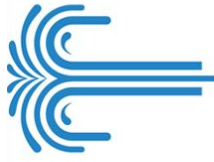
Summer Sunset Concert Series


Fri, Aug. 7

Fontana Car Show

[VIEW ALL EVENTS](#)

CODE for
AMERICA





CITY OF FONTANA

Fontana → [Parks & Recreation](#) → [Aquatics](#)

Facility Rentals


Aquatic Facility Availability

All City of Fontana pools are available when not in use for sponsored events. Rental times and dates are subject to change. Details and available dates and times, please contact the Fontana Park Aquatic Center at (909) 854 - 5106 or any community pool near you. Be sure to read over the Facility Reservation Application before making your reservation.

Fee Schedule

There is a two-hour minimum for all City pool rentals. A refundable trust deposit is required at the time of reservation. Deposit does not go toward facility balance.

Facility	Group Size	Price
Don Day Pool, Miller Pool, or	Occ. 50	\$175 / two hours*



CITY OF FONTANA

Fontana → [Parks & Recreation](#) → [Aquatics](#)

Government

Jobs

Licensing & Permits

Parks & Recreation

Public Safety

Transport

Utilities & Str

Parks & Recreation

Aquatics

Aquatics

City of Fontana has five aquatics facilities for your use.

Activities

Facility Rentals

Locations

Teams

© 2015 City of Fontana

e.g., pay a parking ticket

Chime Features Reactions

- Default IA: *thumbs up*
- Mix of HTML & Markdown for composing: *OK, at least with real-time preview*
- CMS name/category: *lots of baggage*
- Workflow: *needed, and currently not sufficient*
- Automatic mobile responsiveness: *phew, thank you!*
- Visual design: *so much blank space... so different, but i like it!*
- Writing help: *OMG PLEASE NOW NOW NOW*

B

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P

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H1

H2

H3

Hemingway App makes your writing bold and clear.

The app highlights long, complex sentences and common errors; if you see a yellow sentence, shorten or split it. If you see a red highlight, your sentence is so dense and complicated that your readers will get lost trying to follow its meandering, splitting logic — try editing this sentence to remove the red.

You can **utilize** a shorter word in place of a purple one. Mouse over it for hints.

Adverbs are **helpfully** shown in blue. Get rid of them and pick verbs with force instead.

Phrases in green have **been marked** to show passive voice.

You can **format** your text with the toolbar.

Paste in something you're working on and edit away. Or, click the Write button to compose something new.

1 of 11 sentences is hard to read.

1 of 11 sentences is very hard to read.

1 phrase has a simpler alternative.

1 adverb. Remove it.

Alpha Websites as a practice

- alpha.phila.gov sessions at NAGW & Summit were packed
- first user research experience is still transformative & still works communicating to broader govt audience
- Philly team, most advanced in US, validated our approach
- cities not fully ready to commit full sites to an untried CMS
- govt staff much more ready to try things when not worrying about full migration and **The** Website

Still a strong hypothesis:

**Alpha websites are a key practice for
better websites (on Chime or other CMS)**

Bootcamp as a format

- Homework was harder than expected
- Peer to peer interaction didn't happen
- CfA staff spent extra time on coaching
- 1:1s were much more effective than group sessions, especially remote ones

Bootcamp as a format

- No city achieved our stretch goal (a public Alpha site) but all presented internally to good receptions.

Bootcamp Recommendation*

- Create a more focused environment:
 - ♦ Intensive 2 - 3 day workshops on-site
 - ♦ Focus on a single user need for the whole group (if mixed city cohort) or only work with a single city on a set of needs
- Remove barriers
 - ♦ Line-up user testing for them, to take place during workshop second day

* Test recommendation with a single city and evaluate suitability

Chime Recommendation

- Create an MVP explicitly for publishing public alpha websites for city services
 - ♦ Add writing features
 - ♦ Refine workflow
 - ♦ Simplify design options
 - ♦ Add templates for top services
- Price it under the procurement threshold
- Offer practice coaching & support as part of the package
- Consider this user & market research toward a full CMS

Article Title

Example Article

Save Progress

B I H1 H2 H3

PreviewActivityCompareStatisticsMD Hints

Heading Level 1

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nisi rerum, consequuntur natus error eligendi, mollitia reprehenderit nemo. Unde praesentium quibusdam, fugiat impedit ullam voluptas eaque reprehenderit numquam, omnis corrupti in.

Heading Level 2

Lorem ipsum dolor sit amet, consectetur adipiscing elit. Nisi rerum, consequuntur natus error eligendi, mollitia reprehenderit nemo. Unde praesentium quibusdam, fugiat impedit ullam voluptas eaque reprehenderit numquam, omnis corrupti in.

Word count

86 words

Kincaid readability score

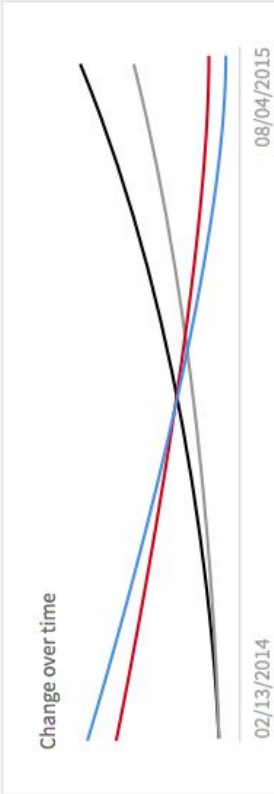
11th Grade Level

Page views this month

86 views

Average time on page

13 seconds



Next Steps (after decision to end Chime project)

- Perform a full retrospective with the entire Chime team
- Prepare a clear, well documented Wind Down document
 - Playbook for CfA to build & sell products in future
 - Playbooks for bootcamps, hiring, lessons learned
 - Playbook to End of Life products
- Communicate decision effectively to cities & partners

Document Graveyard

<https://docs.google.com/spreadsheets/d/1mqODuYZguLed35mM0ueXxKfVz7lvHpoo431i9gu7AS4/edit?ts=562932b8#gid=1242790528>

or: <http://teczno.com/s/1lhz>

Tech team product plans

Moving On From Patronage to Product or Services?

Code for America has been operating in a patronage model since 2010, and it's time to stop. We are too responsive to our funders' desires and too dependent on nonprofit-style metrics reporting, and this harms our long-term credibility. We have two potential paths forward: a services model and a product model. Services include consulting arrangements, ad hoc requests for training, and other project engagements. Product includes software, manuals, repeatable research plans, and other activities that our partner governments can consume in a repeatable way. Services have clients while products have customers. Each model requires a distinct staff for support. It's hard enough moving from services to products and many design and technology consultancies have failed to make the jump. We must choose one, and reject the other.

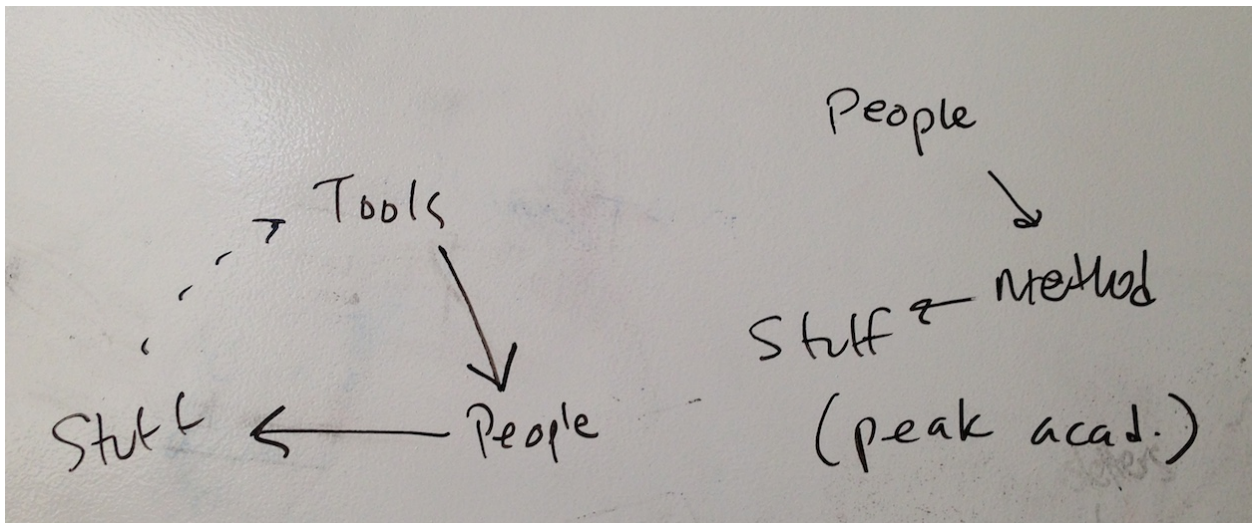
Reject Services, Choose Product

Why not services? Staffing for services suffers from a high turnover rate, as seen in advertising, design and other consulting practices. Government services consumption (in the form of customizations for IT deployments) is a traditional budget sinkhole, and we want to stop it. Services scale linearly, and will limit us to only as many projects as our staff and fellowship can support. Services prevent us from teaching governments to improve themselves, and puts us in the position of permanent printer-fixers for government.

A product-oriented approach will allow us to promote a common technology stack across partner governments. The engineering and design discipline can encode Code for America's principles and capabilities worldview into that stack. We can spend resources on repeatable activities and a platform to support them, which will allow us to affect more small- and medium-sized governments across the country. Because we lack GOV.UK or USDS's position of central authority, we must instead be the default choice of unfaultable reason.

What's the opportunity? Most of Code for America's historic fellowship projects touch digital communications in some way. The one thing that every government needs for its digital communication basics is a website, and they're screwing it up. City websites are too often brochures about the city and its government, with pictures of the mayor, and too rarely accessible, simple, easy-to-understand first ports of call for services. Telling them their stuff sucks isn't enough, and training them to know their stuff sucks isn't enough, they need the tooling to get them over the initial hump from the traditional world to the digital one. Good tools

that match CfA's principles don't currently exist. Without such tools, cities can't hire the right people. Without the right people, city websites don't work.



(Placeholder diagram for an argument about how language shapes thought)

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The Proposal

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We can fix the lack of tools at CfA by providing a thing for government website publishing. We have to provide a website editing and hosting product that addresses the basics: managing content with ease, integrating apps like parking ticket payment or Adopt-a-Hydrant, working with the right local design and technology vendors, and supporting all visitors regardless of language, education, browser, or device. It needs to be fit for purpose, with a recognizable name for city staff job descriptions and a method of payment that can survive outside of IT budgets.

With the right core product, it will be easier for government customers to copy the agile/lean principles that CfA has always fundamentally encouraged. We want to make it easy for governments to understand and copy digital government the same way that Heroku's app hosting platform makes it easy to build 12-Factor Apps, the way that Mapbox's tile hosting platform makes it easy to use open geospatial data, the way that Github's code hosting platform

makes it easy to participate in open source, and the way that Wordpress's blog hosting platform makes it easy for anyone to publish online.

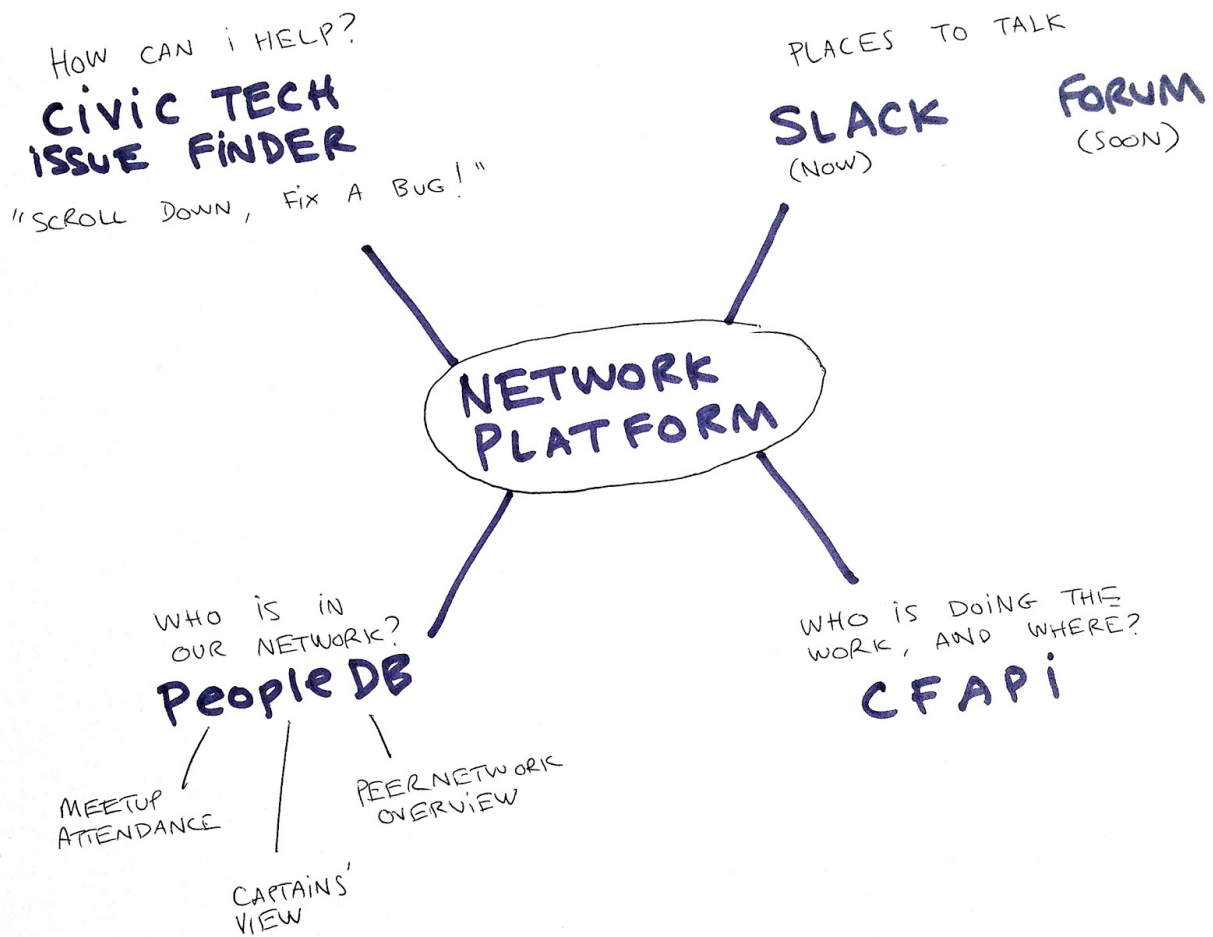
The right product is a hosted website editing and publishing platform that provides a center of gravity for CfA's other digital activities. If we get the middle bit right, other desirable things can attach themselves: user research, demographics for inclusion, community content input, and other markers of successful basic processes, as well as a place for fellowship apps to graduate on to.

Semi-Excruciating Details

We've identified an obvious, open market for Code for America via 2014's Digital Front Door effort: city websites.

We've identified two main streams of work that are product focussed and aim to support and define the CfA strategy; Network Platform (make friends) and Civic Web Stack (make things). Both product streams can be viewed as having a central theme, with various activities and products branching off around them.

Network Platform



The Network Platform is how we work together and how we build our network. It is organized around communication, membership, and metrics. The platform is a collection of loosely joined services, that each do one thing really well. Together, they allow a central way to communicate, track and promote all aspects of what our organisation is achieving, bringing a clearer way for new individuals, companies and governments to interact.

Right now

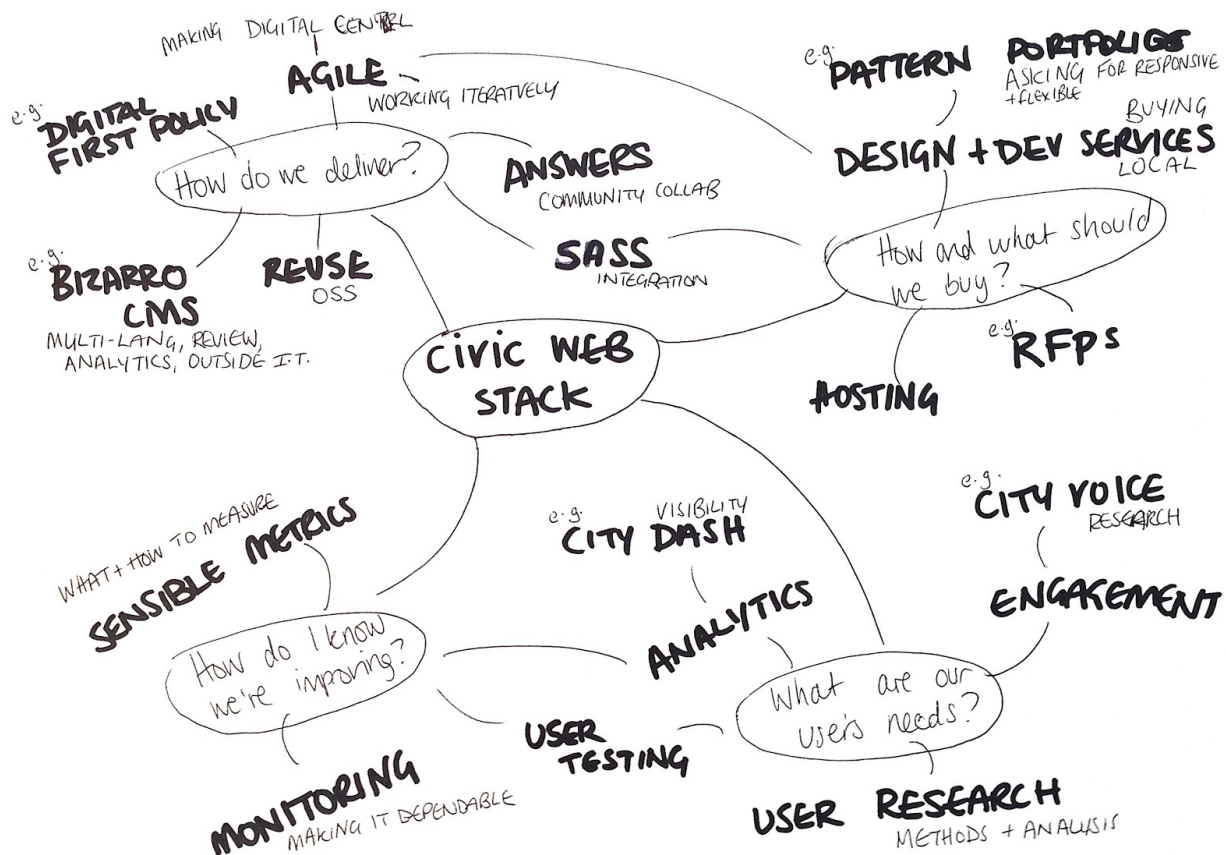
The network platform exists and is the result of building to the user needs of our network. We needed better ways to communicate so we reduced email and promoted chat and our forums. We needed a better way to see who was participating in our network so we built an activity API and database of people. Addressing these underlying needs first then let us quickly build the really useful parts of the network platform. The popular Civic Issue Finder couldn't have happened without the CfAPI. The Brigade attendance tool and Captain's views weren't possible without the PeopleDB.

Moving forward

We will continue to refine our network platform based on what the network needs. Visualizing and publicizing the network's metrics is the next most needed task. These metrics can power a lot of tools to help us make friends. We can make badges powered by number of bugs fixed, hack nights attended, and discussions started. There is a lot to dig into there on the individual level as well as the network total.

The Network Platform is how we work together and how we build our network. Many other networks would also like get better at working together and growing. Since the civic technology movement is focused on getting things done with technology and policy, our network platform is aligned that way as well, with heavy support for GitHub and project based work. Other networks, such as city departments or advocacy coalitions, would need a different collection of tools packaged together for their unique needs. We will share what is working for us and make recommendations to similar networks on how they can have the goods. Perhaps even productize parts of it? We'll let the needs decide.

Civic Web Stack



The Civic Web Stack would be the technology offering and related manuals and training that allow CfA to present its expertise in the civic technology domain in a way that cities can consume and repeat, working in a similar method to the Network Platform. It is our expression of what we believe to be the best defaults for governments to adopt to become 21st Century digital governments, and aims to answer their most frequent questions.

Right now

The *Digital Front Door* project has allowed us to try some of the techniques and technology that we know governments need help with. We have already begun work in the following product areas:

- RFPs and procurement - Writing contracts that allow cities to ask for what they need in an agile manner, working with smaller, local, vendors.
- Analytics - Digital dashboards making existing analytics easier for cities to understand, as well as showing them what to measure, how and why.

- Engagement - Research into the constituents and identification of groups that are still not being adequately reached by traditional outreach methods.
- Iterative development - Working in a way that allows them to trial new concepts and improve with feedback.
- CMS - Having the right tools for the job of publishing and managing digital services, thinking of specific needs like flat reviewing, language translation, usage statistics.

Moving forward

The main benefit of these two products is it provides a framework in which each of the existing activities and programs at CfA can live, strengthening the connections between them. For example, the alpha application projects developed by the Fellowship program can be taken in and further developed to become part of the Civic Web Stack, promoting these projects as the best place to start for the subject matter they explore. The Civic Web Stack becomes an expression of the 21st Century Government Principles in code and guides, showing through our own practice that delivery is the winning strategy.

The diagram above shows some suggestions for products and advice we would look to formalise, and it would be lead by the needs we identify from our partner cities, providing a platform on which to do our work throughout the rest of the organisation.

User Research

Cyd Harrell & Stephanie Carter: Bolt-Peters

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Ethics:

- Get consent: be clear on the terms
 - no trickery/coercion allowed!
- Give respect
- Never a test of the participant: always just a test of the product
- Always say thank you

- Make sure your participant is safe and that they KNOW they are safe

6 things you need

1. Research plan

- what are the most important things to find out?
- what else would be nice to find out?
- which stakeholders should be directly involved?
 - approve plan, attend sessions, get final results
- what assumptions and hypotheses does everyone have?
- what methods will you use to collect data?
 - qualitative interview, etc...
- **how many participants do you need? how will you recruit them?**
 - best: “someone who is a real person who wants to accomplish something”
 - real citizens who need to do the task
 - **how to recruit?**
 - **In-person intercept: you, clipboard, smile**
 - wear a badge/look legit!
 - make it clear you are independent of the city to encourage honest feedback
 - “We are an independent non-profit working to improve the city government...”
 - **Website intercept:**
 - ethn.io or <http://wufoo.com/>
 - **Social networks:**
 - on and offline (twitter recruits a small subset)
 - “do you know anyone else who would be interested in talking to us?”
 - **Community events**
 - suitable substitutes:
 - friends and family
 - other CfA teams (not your own teammates)

2. Stakeholder involvement

- Limiting the #
- Setting the roles ahead of time
 - One speaker, with a way to funnel questions
- engage the “client” (cities) throughout the process rather than just TELLING them your findings

3. Observation

- Immerse yourself in the experience

- time coded notes - can we get at cfa?
- **What to test?**
 - You can test anything
 - How the process is done now (online or off)
 - A prototype, paper or pixels
 - Alpha or beta version
- **Observation methods:**
 - Core method: **Contextual Interviews and the Think Aloud Protocol**
 - script or list of questions
 - unmoderated remote tests:
 - Loop11, UserTesting, Optimal Workshop, or Usabilla license
- **Scripting interviews:**
 - Consent & explanation of roles
 - Walking the participant through any required setup
 - The core: tasks you want to see and questions you want the participant to answer, complete with planned followups
 - Wrap-ups: Overall rating questions if appropriate
 - For ratings, use school grades (A-F) rather than numerical scales (1-10)
 - “is there anything I didn’t ask that you think would help me understand?”
 - “Is there anything that I should have asked that I didn’t?”
 - Closing and thanks
 - [Useful Phrases](#)

4. **Capture**

- tools, in order of usefulness:
 - video (most useful to have at the end, to show stakeholders, etc)
 - notes (digital) - most immediately actionable
 - scoresheets, etc
 - notes (by hand)
- other tools:
 - online meeting tools and recording software (remote sessions)
 - camera (in-person sessions)
 - if you can’t video, at least take a picture! will help you identify subjects and remember certain stories
 -

5. **Analysis**

- Gather your fellow observers and conduct a directed brainstorm to identify the most important issues
 - Bring up the assumptions and hypotheses you had and discuss how they

shook out

- debrief within 24 hours so the ideas stay fresh
- video: edit them
 - prepare 1-2 minute clips of each key finding to inspire (or shock or otherwise motivate) the team or your stakeholders

Useful Phrases for User Interviews

- **assurance**
 - “This isn’t a test of you, this a test of the system.”
 - “There are no right or wrong answers.”
 - “Positive and negative feedback is equally valuable.”
 - “Nothing you say is going to hurt my feelings.”
- **instructions**
 - “I just need you to be yourself here”
 - “in this situation, can you talk me through the choices you are making?”
- **keep the conversation going**
 - “mm-hmm”, “right”, “oh interesting”, “ok”, “sure”, “uh-huh”, “i hear you”
 - don’t try to relate TOO much or bring in outside stories, etc
 - use neutral terms
 - goal is to have them talking
- **probes**
 - “Can you tell me a little more about that?”
 - “When you did X a minute ago, can you tell me how you made that choice?”
 - “Talk me through what happened there.”
 - “Why?”
- **thank-yous**
 - “Thank you so much, I really appreciate you taking the time to talk to me.”

Things to be aware of

- Being respectful and friendly goes a long way
 - Strategy: pretend you’re a foreigner, just go with the flow
 - Clear with them at the beginning that that’s what you’re doing
 - “Today I’m going to pretend that I have a blank slate here...”
- Environment matters
 - You’ll get a more accurate result in the user’s native environment
- Difference in status

- Learned sense of low-expectations among people with low socioeconomic status
 - General distrust of “authority”/“researchers”
 - Make a connection!
- Adopt the way that people put things
 - Don’t correct things, watch your phrasing
 - Unbiased language {is that the term?}
- Get them focused on a task
- Strive for “warm neutral” tone
- Acknowledge difficulty of situation if needed (i.e. cancer diagnosis)
- Use incentives to neutralize selection bias
 - i.e. people with an axe to grind
- don’t use lorem ipsum for dummy text; 99% of users will be confused/distracted by it

Ceviche

last updated Feb 24 2015

CONFIDENTIAL

Summary

For the last year at Code for America, we have quietly been building a set of components – a civic web stack – to begin to answer fundamental service delivery issues faced by local governments today. This project is called Digital Front Door, and so far half a dozen city governments in the US have joined us by adopting the principles and implementing the practices we've outlined in a series of manuals and guides.

Now, in addition to the principles and manuals, we are building a hosted content management system (CMS), code-named Ceviche, that aims to provide the foundation on which cities can create and manage their web presence and digital services far more effectively than they can today. The CMS will be the first step in the creation of a Civic Web Platform, supporting the apps and services we have already created for, and with, municipal governments. This investment in a core platform is consistent with Code for America's new strategy to move from showing what's possible with today's technology to sustainably changing the tools, platforms, skills and practices of government.

Background

Code for America's government partners are smart, hard-working and often tech-savvy people. They have bought into the vision of government that works for the people, by the people, in the 21st century. They are actively trying to move the institutions they represent towards CfA's [Principles for 21st Century Government](#) (see appendix). But the work they do is made unimaginably harder by the tools available to them. In the City of Oakland, for example, the website runs on a large content management system provided by Oracle. Paper-based workflows transformed literally to digital means that the website delivers much information via PDFs (over 34,000 at last count). A simple typo can easily take up to 4 hours of someone's time to correct, and even a highly-skilled staff member like Director of Public Works Kristine Shaff reported spending 7 hours just updating basic content on their site. This kind of change is simple in most other consumer-facing web services. Vast amounts of time and public money are wasted due to the technology tools that are sold to the public sector.

Residents expect to do everything from pay parking tickets to find out about council meeting agendas online -- and particularly on mobile devices. None of the problems that these city websites solve, or services that they deliver, are out of the ordinary. Parking tickets are simple transactions. Making documents public and easily searchable is a solved problem. People who build consumer websites for a living would think of city websites as medium in size, and pretty small in traffic. But for city employees trying to serve the public, basic digital communication and

expert in procurement and compliance but woefully out of date in their approach to technology and user experience. A new wave of startups are making enormous headway now, but most are picking off special-purpose functions using cloud-based apps; none is addressing the basic need for a simple platform that allows cities to communicate with the same ease that companies and even individuals enjoy today, and few of them offer a way off the outdated technology transactions are a difficult, expensive problem that take years to solve and end with poor outcomes.

It's not just that cities are buying the wrong tools. We've found that in many domains, good tools for public servants simply don't exist. The government technology market has historically lagged far behind the consumer web and even enterprise software, until recently attracting companies stacks that make it so hard for most local governments to modernize.

Much as Salesforce won the hosted CRM market by allowing users to circumvent their IT departments and buy directly, we see an opportunity to market an opinionated software tool that changes how cities communicate and transact directly to communications professionals. We want to put the entrenched vendor ecosystem on notice.

The idea is to challenge the current vendor ecosystem and encourage new growth, as well as to provide a new platform that modern vendors and the civic tech movement can build on. For example, over 16,000 volunteers in Code for America's ever-growing network of Brigades work closely with their local governments, and are as frustrated with the tools and platforms in government as the people inside City Hall. By clearing the ground with a new, stable, platform, we can open the door to let Brigade members, entrepreneurs, and others develop more open source software that takes advantage of modern tooling, payment platforms, and other services and are able to develop solutions that are more collaborative, flexible, and user-centered.

Every city has a website. And most city leaders see the potential of their website to function as a true front door to city information and services. But few cities can see how to get there from the 1990s PDF-filled hells they are saddled with now.

The opportunity for Code for America now is to build and offer a new set of tools that can help put 21st century government principles into practice, create organizational change in cities that lasts beyond changes in leadership, and fundamentally reshape the government technology ecosystem. We think Ceviche is the right entry point. If we succeed, we can create new patterns for how cities work, starting with their websites—something they're asking for right now. We've inspired thousands of people to advocate for government that works for the people; now it's our job to give them the tools to bring that vision to life.

Vision

Within five years, government services for citizens *just plain work*.

There are 300 American cities with between 100,000 and 1 million residents, in which more than 65 million people live. For these people, their local government websites should just plain work. This means that the content on those sites is up to date, and is easy to understand. Citizens can find what they're looking for quickly and easily. The sites work on mobile phones, and information is accessible and available in the languages of the city's residents.

In our vision of the future, these municipal websites and related online services work for citizens because municipal employees know how to communicate effectively online, and have a simple and modern set of tools to make that happen. City employees are producing content for online consumption first, and are updating information on the site themselves, without needing help from IT. The CMS they rely on is easy for them to get started with, incorporates best practices, gives them visibility into how residents are engaging with their content, is hosted in the cloud and is regularly updated with new capabilities.

It should also be transparent and affordable, allowing citizens to better understand how their tax dollars are spent on the services they provide and providing better value for money for cities so they can do more with less.

Strategy

1. Design and build an open source content management system specifically for cities. Inform the initial design and feature set of the CMS based on our work with our cities over the years, and our recent work with Oakland on the Digital Front Door initiative. Deliver a "highly opinionated" CMS with baked-in best practices for navigation, content production and delivery.
2. Bring this CMS to market as a hosted SaaS offering from Code for America. In addition to offering an open source product, we will provide it as a hosted service for cities. This will help cities work around inflexible IT departments and costly on-premise software deployments, and stay up to date with best practices and new capabilities. Finally, it will help us develop a revenue line that will drive the organization to sustainability.
3. Develop technology partnerships to bring this to market. As a new provider of a hosted SaaS offering, we will need to develop a set of technology providers and partners that we can use to bolster the credibility of our offering. This could include Amazon for hosting, Github for services behind the CMS, Google for search and Twilio for voice and SMS integrations. While we would probably use these services without a formal partnership, leveraging their brand and potential marketing muscle could help us convince IT managers and mayors in cities that they should trust CfA with their content management system.
4. Leverage the Fellowship, the Brigade and the Peer Network in support of Digital Front Door. The Fellowship can continue to do work to solve specific city needs with particular technology solutions, but now they'll have a natural place to integrate those systems into, and a

context for educating around best practices in using digital technology to help municipalities serve their residents more effectively. The Brigade can help identify local service providers (design & research firms, development shops, etc.), and evangelize how they can use Ceviche as a tool in their work with cities. Finally, the Peer Network can give guidelines to civic technology startups and technology providers about how they can integrate and build alongside of Ceviche.

5. Document everything, and work in public. In addition to releasing the CMS as open source software, we should document the research behind the product we're building, the best practices we are using to inform the design of the CMS, any educational materials we develop to help cities understand how they should be creating, organizing and delivering digital services for their citizens.

Tactics

1. Market validation and primary research. Perform a set of structured interviews with ~20-30 cities with between 100,000 and 1 million residents (targeting a mix of communications and IT employees) to validate and test our hypotheses around Ceviche. Gather intel on our set of problem statements, how they're solving the problem today and our proposed solution. Use the data from this to inform / adjust our existing feature stack rank priority, define our v1, inform / adjust our pricing and market positioning, and identify first beta and production customers.
2. Build MVP of CMS feature set based on Oakland requirements and initial validation feedback. The DFD work that we've been doing with Oakland has given us a core set of requirements for an MVP of Ceviche. To test this in market with Oakland we should develop the set of requirements that allow for single-tenant use. Risk: controlling scope.
3. Implement MVP of CMS with Oakland. With our MVP feature set, we should push to implement Ceviche with Oakland, to understand challenges to internal adoption, issue with content migration, needs for education and documentation, and generally test functionality and usability of Ceviche. Risk: allowing Oakland's requirements to spiral and influence the core of the product requirement set.
4. Identify appropriate technology partners and kick off conversations. We want to be able to launch with a set of partners that can help lend credibility to CfA as a SaaS vendor; we'll need a specific effort to make this happen, with a specific set of asks around co-marketing, etc.
5. Scope and develop multi-tenancy features for beta. Beyond the MVP of CMS features that the cities will use, we'll need to document internal requirements for CfA to offer Ceviche as a multi-tenant system (hosting, monitoring, user management, billing, etc.) and develop the core set of features to make beta a reality.

6. Beta test with 3-5 additional cities. Once we have validated, developed and market tested our core CMS features, and built the core ability for us to host the CMS for multiple cities, we're ready to beta. Our initial set of beta cities should be picked based on learnings from our market validation exercise, scored against technical sophistication, willingness to invest time and effort in testing, and whether we think they would be good proof points for v1 roll out.

7. Validate staffing, documentation and additional non-software needs for city success. During beta, we should be testing / validating any assumptions we're making around the needs for support staff, documentation, third party design firm needs, etc.

8. Develop launch, marketing and sales plans, web content, case studies, etc. We'll want to use feedback from market validation and our beta period to develop appropriate content and develop our launch strategy. We will want case studies, quotes, etc. from our beta users to help us tell the story to the broader market.

Appendix: Principles for 21st Century Government

Since 2011, Code for America has worked with 32 local governments through our Fellowship program, using technology and new ways of working to deliver more effective, efficient, and fair government fit for the 21st century.

Through these Fellowships, we've identified seven principles that we believe are critical for governments of any size, structure, or political persuasion in serving their communities.

1. Design for people's needs
2. Make it easy for everyone to participate
3. Focus on what government can do
4. Make data easy to find and use
5. Use data to make and improve decisions
6. Choose the right technology for the job
7. Organize for results

See more at <http://www.codeforamerica.org/governments/principles/>

Branding brief for Chime

Code for America is working on a project called Digital Front Door[1]; a suite of products and practices that describe, promote and enable the production, maintenance and use of a city's online services. The first product in the suite is a hosted CMS platform called Chime.

To better market and expand Chime's reach, we need to brand the product appropriately to match the expectations of the organizations we expect to buy and use these services. It's also important that the software feels like it has been produced and influenced by the greater Code for America work and values.

The target buyers of the system are primarily those in Communications departments of Cities. They have historically not been procurers of large software, but they do often have full remit over the contents and direction of their city website. They are familiar with purchasing Software as a Service (SaaS), but are less well versed in purchasing software that will be utilized by the city as a whole - normally these sorts of procurement choices are made by the IT department. Chime is an embodiment of the Digital Front Door advice and a building block on which we hope Communications departments will start changing the way they treat, use and maintain their digital services.

Deliverables

Logo

The logo should become a symbol that is easily recognizable as standing for the CMS and part of a suite of tools provided by Code for America. It is preferential that the branding use any of the colors found in CfA's style-guide[1] and optionally use any other artifacts found there, however, it is perfectly acceptable for the Logo to veer off-brand to best meet the requirements of being a successful pay-for product.

The logo should work at small and large sizes, and will be used in social media communications at small sizes (icon sizes), larger sizes on website branding and physical branding such as banners on vendor booths / information sheets. The logo should have a graphical element and also an associated type set logo to use along side it (i.e. [logo] Chime CMS). The logo should be identifiable without the type set name. It should also have a black and white option that is still recognizable, even if the full color version has more than 2 colors.

Color and font branding

To better present the logo in-situ on the product, a deliverable of a color scheme for the UI and matching font should be presented with suggested applications (based on the screenshots supplied[3]).

Extensibility

Over time, the suite in which Chime lives will accumulate other products that fit into the overall Digital Front Door practice. The logo, color scheme and font recommendations should have in mind the possibility of adding further logos and websites that can feel part of the family.

Inspiration

The tone of the CMS is “Collegial, Friendly and Calm”, like that of a favorite professor or good doctor. The language and design of the system should leave the user feeling that they are working as an expert in a friendly, group-orientated way with software that is fun and rewarding to use.

One thing the software always is is honest and transparent with users - it doesn't mystify.

Some examples of styles of work we like and would be happy to emulate:

draplin.com/work

slackhq.com

stefanieposavec.co.uk

[1] codeforamerica.org/our-work/initiatives/digitalfrontdoor

[2] style.codeforamerica.org

[3] drive.google.com/a/codeforamerica.org/folderview?id=0Bwyx__rxUQBHYUcxeFJNU2ZNUXM

Existing UI Design

Current fonts:

Proxima Nova

Source Sans Pro

Article Title

Parking Tickets

Category

Public Safety

Subcategory

Crime Reporting and Statistics

Save

Preview Site

h1 h2 h3 b i ol ul callout box img

Mobile Tablet Desktop

Parking Tickets

The Philadelphia Parking Authority employs three levels of enforcement of parking regulations: issuing parking tickets to vehicles that violate regulations; applying the boot to vehicles that accumulate unpaid tickets; and, in certain cases, towing and impounding vehicles until outstanding fines and fees are paid.

Fines:

- Blocking Driveway – \$51.00*
- Blocking Handicapped Ramp – \$76.00
- Blocking Mass Transit Vehicle – \$101.00
- Boot Fee – \$150.00
- Bus Zone – \$51.00*
- Handicapped Space – \$301.00
- On Crosswalk – \$51.00*
- Sidewalk – \$51.00*
- Snow Route – \$51.00
- Taxi Stand – \$31.00
- Vehicle Towing and Impoundment Fee

* Tickets for these violations in Center City or University City

Translations: [English](#) [Español](#) [中文](#)

Wordcount: **205** Pageviews: **168**

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Category

[+ Category](#)

Government

Jobs

Public Safety

Licensing & Permits

Subcategory

[+ Subcategory](#)

Crime Statistics and Maps

Emergency Services

Prisons and Inmate Support

Report an Issue or Crime

Vehicle Accidents and Violations

Articles

[+ Article](#)

Parking Tickets

Modified May 2nd, 2015

edit

delete

Snowstorm Operations

Modified April 25th, 2015

edit

delete

Chime Market Summary & Strategy

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Market Opportunity

Municipal websites simply don't work. The reasons for this include:

- Outdated and inefficient refresh cycles, of a few hundred thousand dollars every 3-5 years
- Cumbersome workflows: can take countless hours - and sometimes a week - to edit a single page
- Disconnect from subject matter expertise: The people who are most connected to the actual information or policies are often not involved with writing the content that goes online.
- Inaccessibility of content: City websites are filled with thousands of PDF documents that often are not parsable by software, unreliable if text is extracted, and cannot be found in search engines.
- Bad navigation: Outdated press releases that announce a program are on the homepage, but there is no navigation to the actual program itself. A site's layout and information architecture is organized by government departments and is not helpful to a resident, who thinks in terms of actual services.
- Unclear goals for a website's overall performance: most sites don't collect baseline analytics data to measure improvements, or provide feedback loops for citizens to say whether or not a city's web content is helpful.

This results in a negative user experience that reinforces low expectations around government service and wastes vast amounts of time and public money. The upshot is that residents and staff can't find anything on their websites and government staff have no insight into who uses their services and how.

In short, CfA has a unique opportunity to challenge the current vendor ecosystem and encourage new growth, as well as provide a new platform that modern software companies and vendors will want to work on and interact with.

There's demand for change

Cities themselves are aware of their own challenges, and some sort of website revamp is almost always the first thing they ask for when we work with them. Until now, we've always said no, as the scope of our fellowship was better suited to the development of individual apps. Now, CfA is positioned to address this problem head on.

It's a stagnant market ripe for disruption

An opportunity exists within the \$140 billion US govtech market, stagnating due to arcane procurement processes, a lack of competition, and a strangle-hold on city contracts by a handful of large corporations. The private sector firms and startups that build the web's most beautiful and efficient sites have largely written off the public sector, leaving a major gap that is only beginning to be filled by the private sector.

It's been done before

In 1999, Mozilla, shook up the stagnating browser market by bringing a new open-source browser to the ecosystem and catalyzing a community to improve and scale the product. Similarly, Salesforce.com developed a hosted CRM system and sold directly to the business user. The CRM became a platform for other companies to build applications, forcing competition and driving innovations like increased privacy and transparency. We can do a similar thing with government websites. Other examples of nonprofit technology initiatives include Benetech, Case Commons, and Wikipedia.

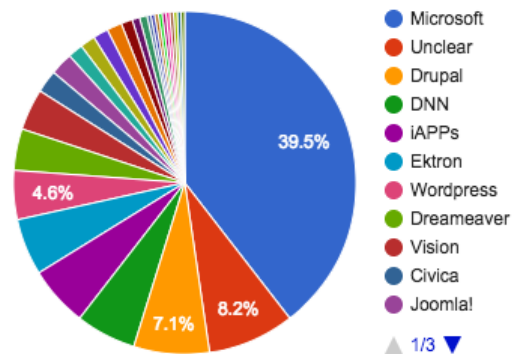
Target Market

There are 300 American cities with between 100k and 1m residents, in which more than 65 million people live. These cities are large enough to have a significant tech budget, yet too small to have dedicated web development staff. Over the past three months we have conducted extensive user research with over 30 cities in this market, including those in and out of our existing network. Our research has shown that the city website is where residents expect to do everything from pay parking tickets to find out about council meeting agendas. Such sites receive hundreds of thousands of visits, but the user experience is notoriously bad. Roughly 200 of these 300 cities use a legacy CMS that is due for an upgrade. They already pay only between 15 and 100k/year for their sites, but are used to spending upwards of creating a roughly \$15 million market.

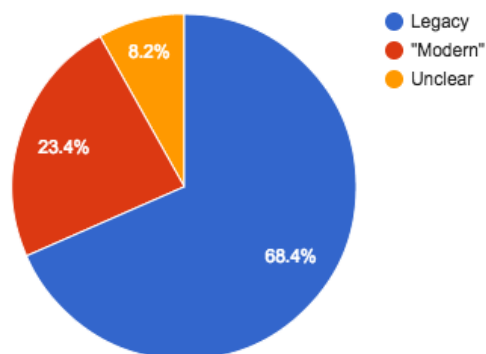
There are low barriers to entry

There are no big gorillas in the space. Of the 40 Cities we talked to, there were 28 separate CMSs in use for their primary sites.. An analysis of CMS detection show that 68% of our target market has not yet made the jump to a CMS that we would even describe as “relatively modern”.

Market Penetration



Sophistication



Why CfA?

- Cities trust Code for America as a brand and as an application developer
- We've received validation from government partners, our governance board, and key stakeholders in our community.

- We have strong relationships with our future customers: dozens if not hundreds of municipal governments
- We have a growing community of 15,000+ brigade members who can improve upon the code base and bring Chime to their local governments
- We've already started tackling this exact problem
 - We've built a City Analytics Dashboard, beta testing in Oakland
 - We've worked on a redesign already, also with [Oakland](#)
 - We've assembled a [guide](#) for creating good city websites
 - We've created a [tool](#), in partnership with Open Knowledge Foundation, to conduct assessments of quality of city web services
- We've already started raising money, with a million dollar of seed funding from Reid Hoffman to pursue this initiative.

Strategy

- **Design and build an open source content management system specifically for cities.**
 - Inform the initial design and feature set of the CMS based on our work with our cities over the years, and our recent work with Oakland on the Digital Front Door initiative.
 - Deliver a “highly opinionated” CMS with baked-in best practices for navigation, content production and delivery.
- **Bring this CMS to market as a hosted SaaS offering from Code for America.** In addition to offering an open source product, we will provide it as a hosted service for cities. This will help cities work around inflexible IT departments and costly on-premise software deployments, and stay up to date with best practices and new capabilities. It will also help us develop a revenue line that will drive the organization to sustainability.
- **Develop technology partnerships to bring this to market.** As a new provider of a hosted SaaS offering, we will need to develop a set of technology providers and partners that we can use to bolster the credibility of our offering. This could include Amazon Web Services for hosting, Github for services behind the CMS, Google for search and Twilio for voice and SMS integrations. While we may use these services without a formal partnership, leveraging their brand and marketing reach may help us convince IT managers and mayors in cities that they should trust CfA with their content management system.

- **Leverage the Fellowship, the Brigade and the Peer Network.**
 - The Fellowship will continue to do work to solve specific city needs with particular technology solutions, but now they'll have a natural platform for integrating those systems, and a context for educating around best practices in using digital technology to help municipalities serve their residents more effectively.
 - The Peer Network will evangelize the value of Chime in their cities, contract directly for services, and work other civic technology startups and technology providers to add value to Chime.
 - The Brigade will support the implementation of the CMS directly in their cities, or identify local service providers (design & research firms, development shops, etc.) to support the work. Further, Brigade members can contribute to the open source codebase to continually improve the core product.

Timeline

By 2018, we plan for Chime to be live or in trial within over 100 cities, generating over \$6 million in revenues and serving over 40 million citizens.

2015 Q1-Q2	Market validation and primary research. We performed structured interviews with dozens of city employees in 40 governments to validate and test our hypotheses. We've used the data to inform our product roadmap and feature set, adjust our pricing and market positioning, and identify first beta and production customers.
2015 Q3-Q4	Build MVP of CMS & test with 5 target cities thru an Alpha program. Work with Oakland and the market validation process has given us a core set of requirements for an MVP of Chi4me. Test viability product + practice offering in 10-week Redesign Bootcamp that will ask cities to satisfy a defined resident need by building a an alpha on Chime.
2015 Q3-Q4	Identify appropriate technology partners and kick off conversations. We want to be able to launch with a set of partners that can help lend credibility to CfA as a SaaS vendor; we'll need a specific effort to make this happen, with a specific set of asks around co-marketing, etc.
2016 Q1	Launch MVP of CMS with Oakland. With our MVP feature set, we will push to implement Chime with Oakland or another CfA partner, to understand challenges to internal adoption, issues with content migration, needs for education and documentation, and generally test functionality and usability of Chime.

2016 Q1	Scope and develop multi-tenancy features for beta. Beyond the MVP of CMS features that the cities will use, we'll need to document internal requirements for CfA to offer Chime as a multi-tenant system (hosting, monitoring, user management, billing, etc.) and develop the core set of features to make beta a reality.
2016 Q2	Beta test with 3-5 additional cities. Once we have validated, developed and market tested our core CMS features, and built the core ability for us to host the CMS for multiple cities, we're ready to beta. Our initial set of beta cities will be picked based on learnings from our market validation exercise, scored against technical sophistication, willingness to invest time and effort in testing, and whether we think they would be good proof points for v1 roll out. During beta, we should be testing / validating any assumptions we're making around the needs for support staff, documentation, third party design firm needs, etc.
2016 Q2-Q3	Develop launch, marketing and sales plans, web content, case studies, etc. We'll want to use feedback from market validation and our beta period to develop appropriate content and develop our launch strategy. We will want case studies, quotes, etc. from our beta users to help us tell the story to the broader market.
2016 Q4-2017 Q4	Refine offerings and scale service to XXX cities

Mitigating Risks

- focusing on website will exacerbate digital divide
 - huge number of residents are online, across ethnicities - indeed, for example mobile usage increases in cities with more ethnic diversity. In fact, CHime could actually help this challenge, making city websites easier to understand and navigate for the non digitally native and increasing usage/engagement amongst difficult to reach populations
- Controlling Scope:
 - We must not allow Oakland's requirements to spiral and influence the core of the product requirement set, so we are planning on balancing Oakland's requirements with those of other key cities in CfA's network

- Competition moves in: Accela, Palantir, Socrata, and others could recognize the same market opportunity and move into the civic website CMS space.
 - This is a mozilla move - it's not about marketshare - it's about moving the market by being a competitive player in it.
 - Still a risk of becoming a bargain basement alternative - can't be a competitor to pivotal or thoughtworks - more like in the same realm as palantir, but for websites, or Case Commons, or socrata
 - It's not about marketshare - it's about moving the market by being a competitive player in it.
- We're going up against some of our supporters: This strategy means that Code for America will, for the first time, be presenting itself as direct competition with major software companies, some of whom sponsor us. Going up against Oracle, Microsoft, Salesforce, etc. these are big companies, and they could crush us.
 - Ultimately going to mean more business for these companies. We're moving towards lightweight cloud-based solutions. besides, governments are still on dreamweaver for websites. noone else uses that
- We don't have experience as an organization sustaining software; in the past we've spun things off. That's why we've hired up a major team and have spent the past two years honing our ability to build software that lasts.
- Why not just help existing software companies to use the tools that are out there already? The main reason is that the tools simply aren't out there. It would be a waste of time trying.
- It's too small a market to be profitable
- Governments begin to see us in the same light as Oracle, etc. and we lose credibility and trust.

Team

- Michal Migurski, Chief Technology Officer
Previously, Mike spent nine years as cofounder and technology director at pioneering data visualization agency Stamen Design. He's been a leader in open-source digital GIS and design tools for communicating complex ideas.
- Cyd Harrell, Director of Product
Cyd was most recently the head of research at the celebrated consultancy Bolt | Peters, which was acquired by Facebook in 2012. She shipped three revisions of Ethn.io while there. She cut her product teeth on Schwab.com in the 90s and was a co-founder of San Francisco Women on the Web.
- Frances Berriman, Product Design
Frances was the lead front-end developer and service designer for the Government Digital Services' flag-ship award-winning website, GOV.UK, developed the Design

Principles and Service Design Manual. She also worked for the British Broadcasting Corporation and Nature Publishing Group.

- Jack Madans, Product Growth

Jack's work with CfA's government partners ranges broadly from innovation policy and open data efforts to change management and community organizing.

- William Petri, Director of Engineering

William Pietri is the Engineering Director for Digital Front Door. He joined Code for America in 2015 to combine his love of building great products with his desire to bring citizens and government together. An early pioneer in the Agile and Lean Startup movements, he has decades of experience in using quick iteration to build strong teams and create products that serve real user needs.

- Norris Hung, Front-end developer

Norris is a designer and front-end developer with a special enthusiasm for design thinking, typography, information design, and web development. He joined Code for America in 2015 and focuses on the Digital Front Door initiative. Previously, he worked at education startup Inkling to help publishers define what textbooks could be in a modern digital world.

Chime - Unique Value Proposition

Cynthia Francis
August 5, 2015

Chime is an easy, modern CMS designed for the work of Government

- Created to further the CFA Practices for 21st Century Government
- Mission driven, not Revenue driven
- Universally accessible: Supports increased participation for all, 508 compliance, multilingual, mobile/all devices
- Eliminates the common government website issues of “cumbersome (to navigate), complicated (to update) and costly (to build and maintain).”

UVP: Paragraph view

Chime is an easy, modern CMS designed for the work of government. CfA created Chime to further our mission and provide tools that help governments embody the Practices for 21st Century Government. The product is designed to eliminate the common government website issues of “cumbersome (to navigate), complicated (to update) and costly (to build and maintain).” Because we are mission driven and not revenue driven, we have prioritized universal accessibility (participation for all, 508 compliance, multilingual, mobile/all devices) over profit.

How is Chime different?

CHIME CMS	
TRADITIONAL CMS	
REVENUE DRIVEN: Commercial product created to generate revenue for the company and increase shareholder value	MISSION DRIVEN: Product created to enable better government services and embody CFA Practices for 21st Century Government
PROTECTING INFORMATION: Designed to stop government employees from publishing and accessing what they shouldn't (focus on permissions & security but limits access)	APPROPRIATELY SHARING INFORMATION: Designed to support government employees to do what they need to do to effectively serve their public (sharing that is safe and nimble)
MANAGED AND MAINTAINED by the IT Department	MANAGED AND MAINTAINED by Communications/PIO/Individual Departments (optionally supported by IT)
CUSTOMER PROFILE: Web developers from any type of organization who want to publish, blog, create shopping sites, etc.	CUSTOMER PROFILE: City and County governments as well as government offices & organizations that need to make government information easily accessible and understandable for residents and visitors.

Why does Mission Driven Matter?

MISSION driven impacts all development and business decisions for Chime

- Transparent pricing (no hidden pricing or extras)
- SaaS (no need for complicated installation, training)
- Development priorities focused on access for all, 100's of infrequent transactions, easy upgrades, sensible defaults out of the box with optional customization
- Open Source (all source code is available for cities and other 3rd parties to build and maintain their sites as they want)
- Open Data
- Data/Analytics driven content design

Change your city

[Alternate possible titles: make a difference, do something that matters]

Senior Engineer

Code for America is changing the way governments and citizens interact. We need your help.

City websites are becoming the primary way residents learn about and interact with their governments. Our [Digital Front Door](#) project is working with cities around the country to make those websites radically better. Part of that is building [Chime CMS](#), an opinionated content management and hosting platform that makes it easy for city employees to communicate in ways that work for everyone. We need an experienced engineer to help build Chime and mentor future engineers.

Why work on Chime?

- [Open source](#) code base
- [Mission-oriented](#) organization
- Public [commitment to diversity](#)
- The spirit of a not-for-profit
- The focus of a startup
- Cross-functional, collaborative team
- Solid benefits
- Sane working hours
- Your own professional development budget
- Great office in [San Francisco's SOMA](#) neighborhood
- Guest talks from leaders in the civic tech movement

Requirements

- Solid experience building and shipping production web systems (3+ years)
- Love making things that serve users
- Solid TDD experience
- Favor collaboration over isolation
- Willing and legally able to work in our San Francisco office
- Prefer shipping early and often
- Find joy in your work
- Excited to be responsible for production systems
- Enjoy mentoring junior colleagues

Bonus points for any of

- Substantial Python experience
- Deep git knowledge
- Experience with non-SQL approaches to persistence
- A CS degree
- Another CS degree
- Full-stack thinking/performance tuning
- Devops and/or AWS experience
- Bilingual in any of the [languages common in US cities](#)
- Contributions to open-source projects
- Experience building highly reliable systems
- Thoughtful opinions on CMSes and publishing
- Experience building for government employees
- Experience reaching underserved populations
- Strong sense of civic duty

Join us!

Interested? To apply, send the following to jobs-dfd@codeforamerica.org

1. A link to something resume-like
2. Any other links you'd like us to see (e.g., blog, GitHub)
3. To demonstrate that you've read this and really are a developer, a paragraph or two on **just one** of these:
 - What was the last good book you read on programming and software development?
 - What's a favorite open-source library? What do you like about it?
 - What's the language you learned most recently but haven't yet had a chance to use in production? What have you learned from it so far?
 - What technology did you most recently mentor a colleague on? How did that go?
 - What are three things you'd change about the language you've done most of your recent coding in?

Due to resume spammers and other unneighborly people, **we regrettably can't accept applications that don't include the items listed above**. Feel free to write more, though. For example, why you'd like to work for us in particular, or what makes you an especially good fit for us.

We also welcome your questions. We like inquisitive people.

Equal Employment Opportunity

Code for America values a diverse workplace and strongly encourages women, people of color, LGBT individuals, people with disabilities, members of ethnic minorities, foreign-born residents, and veterans to apply. Code for America is an equal opportunity employer. Applicants will not be discriminated against because of race, color, sex, sexual orientation, gender identity or expression, age, religion, national origin, disability, ancestry, marital status, veteran status, medical condition or any protected category prohibited by local, state or federal laws.

Chime Feedback Guide

red = kristine (oakland) *

pink = jaime (oakland) *

orange = matt (orlando) ****

green = natalie (orlando) ***

blue = erik (lexington) *****

purple = chantrice (new orleans) *

* = rough guess at technical savviness (out of five)

BATCH CHANGES: Do cities want/need batch changes? What's the value of having activities?

1. Do you make edits across multiple pages? How often?
 2. Across the departments, how are people usually working in the CMS (single page or across)
 3. [use the click through prototype with the batch view:
<http://chimecms.github.io/chime-prototypes/single-page-activity/>]
- “People will only working in their own section [page]. I think the page model would work better”
 - “How are we supposed to know who is supposed to approve every one. I don't need to know them all.” (Kristine only wants to see pages SHE needs to review)
 - “Batch changes adds confusion. Each change might need to go to someone different.” in reference to the fact that different pages have different owners and it would rarely be the case that one person would approve changes to multiple pages.
 - “If all the changes are grouped together, I have no idea which one I'm supposed to review. I'm just going to see a bunch of changes together and hit approve because I don't have time to look through to find the one I'm supposed to review.”
 - Prefers the activity view as a starting point because “it's more visual” -- but she herself doesn't make changes to the web site... and most edits are done by the admin Victoria, single page at the a time. (benefits are updated once a year, jobs are posted in NeoGov weekly) “How you apply for a job doesn't change.” But they change things like a pdf matrix of job benefits. Little else.
 - re: page vs activity landing page
 - I like this a lot better! I think content based landing page makes more sense
 - People are mainly making single page changes, not a lot of batch changes
 - “within a specific section, you might have multipage changes because you are trying to split a single page into multiple pages or making sure titles correlate”

- “One thing I kept running into is that I wanted to change something but natalie is already working on it and I didn't realize it. In this view, I can see if someone is already working on it.”
- On whether having a sandboxed site was a benefit or frustration: “It was a frustration because I couldn't see what was happening. It was really bizarre because something I worked on wasn't in an activity. It's good that you can do whatever you want and not worry about it blowing up the the site but its not worth the value of the increased possibilities of conflicts.”
- For me personally, i like being able to see the pages in front of me
- “I think its helpful because you have no idea what someone did in an activity”
- In the batch model, would be nice to separate the feedback process for each page.
- Current website forces you to work on single pages.
- On the content based landing page: I think it makes more sense! It would be helpful for the higher ups to know that its being updated. In our city, there's a disconnect in terms of knowing exactly whats going on in the website.
- On single page activity prototype: I like that the request feedback button is in a better more prominent place
- "One of the things I currently struggle with is knowing where to jump in [from the activities page]."
- “Jumping straight into the articles is useful”
- “I like that you can see the progress on pages in context”
- referring to activity list: “Whenever you see a big list, it can become be a big graveyard where no one cares.”
- “Nice to see when someone else is working on something.”
- referring to single page activites: “What happens when it spans multiple pages or when you are restructuring the site. I could see those use cases being harder to communicate”
- My first instinct is to see what's on the site (re: seeing content first vs activities first)
- “When I come in to review something, I don't feel like I have value add” (referring to opaqueness of changes in current system). “This new system definitely could help narrow that down” (but I think he was mainly referring to having a diff in files)
- In his current CMS you can see a list of files that have edits, but not organized the way the site's organized, it's just a big list: “Well I don't care about 99% of the stuff. It's more useful to see in-context information.” (re: to reviewing a list of multi-page changes vs individual pages)
- It's always a bit of hurdle to think about what activities are going to be called before hand.
- On batch changes: “That investment (of describing an activity) makes much more sense when I'm working a big set of changes. But it's an annoyance when I'm making a small change. When I'm changing a typo or capitalizing a T or something, I feel the annoyance more acutely.”
- “Personally, I'm doing a lot of cross-article changes because I'm trying to keep articles relatively short but will reference something more in depth. I'm always editing a few things at once in different tabs.”

- Even when the site is live and they've done their big migration, ppl like him will do multiple pages at once. Moving chunks of text between pages, etc.
- “This is a guess but 10-20% of people will be dealing with multiple pages. The others will be working on one page in a time.”
- “For me, it’s pretty essential to be able to do multiple pages at once. How do you communicate to people when there are changes across multiple pages? I do like the simplicity but I don’t know whether it ends up imposing a restriction and I won’t know until I’m actually using it. For the average user though, I think the simpler the better so this model might be better for them.”
- “I personally think its great that you have your own copy of your site. But i see it being a challenge for you (the developers of Chime) when you have a lot of branches and how you would merge them.”
- Live preview (as opposed to in-line preview) is helpful in that you can click on links and see stuff in context.
- Re: Starting with activity screen vs content screen: “I like this much better! Having to make a user need activity didn’t make sense because we’ve already done a lot of work to identify the user need beforehand and its very cumbersome to enter it in when I already know what it is. It’s not useful for me.”
- Don’t make changes across multiple pages very often. Only for changes in personnel or contact info meesrmation.

Ideas

- [Norris] If going with multi-page activities, when someone starts editing a file in another branch and saves, it immediately locks that file in other people’s branches and shows that they are currently being worked on (or at least higher discourages you from working on the same file)
- [Norris] If multi-page activities, make the activity and request feedback button MUCH more obvious.
- [Norris] If using single page activities, we can use color-based labels or text-based tags to communicate changes that correlate.

STATING INTENTION BEFORE: Do we want to force people to state their motive before? (or during or just before getting feedback)

- “At first, I was like How do I know what I’m doing before I do it? Now that I’m used to it, I think it’s a good idea because it will enforce good practices and focus.”
- On ending up on the activities page in the middle of doing something: “I don’t know where I am and how to go back to make that change”

- I love that you do this before. “It makes you think like this about the web. Changes you do.” (user-centered before and during)
- When done before it’s “What am I here to do.” And when asking for feedback it’s very different. It’s “here’s what you should look for.” “Right now we blindly hit yes.” They’re not the same.
- I’m almost certain you should state your motive afterwards. You start doing something but then you end up doing other stuff. It’s more useful to tell people exactly what you’ve done since you’ve already done it. Otherwise the description ends up being really vague.
- I understand why you want to have people state what they are doing before they start working
- The thing is, you end up doing something completely different from what you planned to do. That happened me today and then I had to start from scratch.
- What would help, if you fill the activity in first, it helps keep it focused. Would be nice to show ‘who its for’ in the activity bar
- One problem that matt and I ran into is that we started working on the same thing at the same time. If I can see that someone else is already working on it, we wouldn’t run into those conflicts.
- Most people will be doing things page by page. I think people would be afraid of doing it all at once.
- “Its always a hurdle to think about what your activities are called. I’m torn about whether it’s good practice to have activities up front.”
- I like having to describe activity afterwards. It helps the reviewer more because it gives them more detail about what I did and why. When I write the activity description in the beginning, it doesn’t help anyone. I feel like I’m doing it for myself but it doesn’t help me.

Ideas

- [Norris] If single pages activities, as soon as you click into an article, it prompts you to start an activity first before starting work. This could be really annoying because if you are only trying to view a file, you have to create an activity to see it. (Which is basically the same annoyance as our current system)
- [Norris] If single page activities, the first button you see on an edit article page is “Start Working”. As soon as you click it, it asks you what your intention is. This prevents the annoyance in the previous idea.
- [Norris] Ask for what you’ve done as opposed to what you plan to do.

FEEDBACK: Do we want to allow for people to override the feedback step? AND Do we want to combine the approval and publish step? (should we require feedback)

1. What kind of comments/feedback would you find helpful?

Recently

- Publishing of written content
 - ◆ Markdown formatted and published to live site
 - Review workflow
 - ◆ Flat structure content endorsement process
 - ◆ Multiple user collaboration tools
-
-

Now

- ★ City of Oakland beta website
- ★ Lexington, Fontana, New Orleans, Orlando, Boston alpha bootcamp websites

21st Century Principals encoded (broad goals):

- ★ Design for people's needs, Organize for results
 - Information is organized around the needs of users
 - Content is fast and efficient to create and publish as well as beautiful and easy-to-understand by default for the end user
- ★ Use data to make and improve decisions
 - Clear in-context analytics, text quality and feedback

Implementation details to support broad goals:

- Activity overview
 - ◆ history of changes, ability to leave comments, progress of task
- Live preview alongside editor
- Email notifications
 - ◆ For activities awaiting review / publish
- Ability to have translated content
- Sub-navigation / related information
- Enhanced analytics display
 - ◆ Single page analytics view (a bit more detail about usage)
- Content quality indicators
 - ◆ grade level, jargon, word count
- Multi-language
- Themes
 - ◆ as an advertised feature - simple, easy to use themes for cities that don't want to customise
- Guide template
 - ◆ A multi-part article for more complex topics

- Department pages
 - ◆ New template type that supports showing the information about a department
 - ◆ Ability to reference owning department(s) on a content page
-

Soon

21st Century Principals encoded (broad goals):

- ★ Choose the right technology for the job
 - A streamlined, consistent user experience across different digital services
 - Municipal websites are flexible to the needs of users and staff over time

Implementation details to support broad goals:

- SaaS container story
 - ◆ Explaining our thoughts on it, and maybe actually doing one
 - ◆ Should find a partner or two for this. NeoGov, for example, for integrated jobs info (which we could use immediately with Oakland) or a plan for calendars for council agendas
- Pattern portfolio integration into editor
 - ◆ Govspeak->Chimespeak
- Form builder
- Multimedia uploads
 - ◆ images, documents and ability to include them on a page easily
- Extending themes
 - ◆ The developer story, working with pattern libraries easily
 - ◆ New preset templates (press release, events)

Supporting work:

- Flesh out chimecms.org marketing information
 - ◆ Include Oakland info & 2nd beta participant
 - Materials connecting back to CfA's principles (It's place within DFD)
-

Later

Unordered list of features

- Content migration

- Infinite undo / history
- Reusable content blocks (includes) e.g. opening hours / contact details
- Linking across content pages more easily
- Link checking / broken link finder
- Accessibility tools
- Sign on service
- Hosting story - options? Github.com as a backup.
- Other performance nicenessess
- Training materials / support content (beta programme / onboarding programming)
- Search (within admin to find pages)
- Search on the public site
- Permissioning
- Embargo / expiring content

scratch / notes

Things that have been mentioned in onboarding user testing

- Ability to have content live in more than one category
- Ability to add pages on category pages as well as subcategories
- Adding an image or doc

Things of interest coming up:

- ★ CfA Summit (Sept 30th - Oct 2nd)
- ★ NAGW booth (Sept 23 - 25th)
- ★ Begin Beta programme (6 weeks, probably in the autumn)

DRAFT:

Chime Beta Program Requirements

The Beta Requirements Document is a single point of reference for all aspects of the beta. It contains information on the key internal stakeholders for the beta, their responsibilities, key milestones, and process descriptions about the beta. In this way it is both a resource document and a yardstick by which we can measure our success. We are looking to have a minimum of 3 beta test sites (Oakland and two more cities) for this beta program.

We want to get feedback on the features and value of the product, more deeply understand the value

Testing Objectives

There are multiple goals and objectives for the Chime Beta.

Evaluate Real-world Impact of Known Issues: Predictive benchmark for real-world performance of both clients and servers.

Evaluate the Total Customer Experience: Ensure that all of the product components (including new processes/procedures, product quality, feature/functionality, documentation/training, support) perform as expected, and the product provides the client requirements (MVP), ultimately providing the intended total customer experience.

Iterate Feature Requests for Roadmap Validation: While it's too late to implement many of the suggestions gathered in a beta test, this pool of information offers insight that can be leveraged when looking ahead to future revisions of the product.

Identify Bugs to Improve Quality: Real-world usage to uncover bugs prior to launch. Also improve performance where issues are not bugs, but are not optimal user experience.

Study and Improve the User Experience: Beta participants will provide detailed feedback about usability challenges they encounter, so CfA can make immediate changes or prepare to provide additional support in these scenarios. Evaluate and identify issues related to the new user experience (onboarding, installation, out of the box, etc.) of highly targeted customers.

Regression Testing on Solved Issues: Beta tests often focus a portion of tester efforts on ensuring that previously encountered issues have been addressed to their satisfaction, forming a complete "feedback loop" for issues. This might look like comparing usability and feedback during the beta to the experiences of the bootcamp.

Test Documentation and/or Support Materials & Process: Ensure real-world comprehension of these materials, some of which will be in draft form, improving the total customer experience of the product. Have the beta program support be the same as who will be actually providing product support post-launch (hire Customer Success Specialist prior to start of Beta- include this person in customer experience and support throughout).

Collect Testimonials, References, or Case Studies: Beta participants will be required to provide testimonials for marketing and PR, and be willing to be a customer reference and or demo site.

Desired Outcomes

Feature completeness: Does the feature set currently available in Chime meet the core needs for a government CMS? Are the unique features making a difference for the users? Is the value of being a CMS designed for government exceeding the expectations? Are there things missing (critical = add these before we ship, need to have = add in the next release, nice to have = assess in the development queue for importance)

UI/Navigation/Design/Usability feedback: Is Chime UI and navigation intuitive, seamless and easy to use? Are there improvements needed

Product Readiness Feedback: Is the product working without errors and bugs? Is the product working in a way that matches the product outline/feature set provided?

Customer Success Feedback:

What are the shared metrics of success for the beta?

Scalability/Hosting feedback

Help/Support materials feedback

Press quotes

Reference sites

Marketing participation

Template Beta program for testing other products developed by CfA

Stakeholders & Responsibilities

TBD

Timeframe/Milestones

Finalizing Beta Program BPR:

Creation of use cases

Creation of the test questions/what we are proving for:

Signing Beta Agreements w cities:

Formal Beta: Oct 26 - Dec 11 (nothing Thanksgiving week)

(fill in milestones that will happen during beta)

Go/No Go for January Launch determined by November 20th

Do customers need training on the beta software? If yes, how will it be delivered? When will it be delivered?

How will customers communicate their feedback to CfA during beta?

How will they receive technical support? What do we want to be the standard for CfA support?

Will beta customers be allowed to communicate with each other? If yes, then how will you make that happen?

How/when will we do internal training on Chime (for biz dev, customer success, interested parties)? Need to ensure that our internal teams are at least one step ahead of customers - and not just that the developers are

(Notes from other sources)

Providing test case scenarios- Without some guidance, a lot of beta feedback can be vague and generic. Statements like, "I tried this, this and that, and they all seemed to work OK," or "It seems to work as I would expect, but I noticed the buttons in the dialog box are not properly aligned.", are not uncommon when testers are left to their own devices. To help guide the testing done at each site, **provide the beta customer with some structure.** For example, define beta test scenarios for each area of functionality that needs to be tested. The purpose of these scenarios is to provide a clear framework to the customer in which to test the software. It is not to provide a step-by-step set of actions that they should perform. The scenarios should focus on typical use cases you expect customers to perform once the software is released. The scenarios can also focus on specific aspects of functionality that need testing in customer environments. Do not expect beta customers to be able to perform in-depth stress testing of your software. This can be rather time consuming to prepare for and execute, and most beta customers will not have the time and resources to do this level of testing.

With respect to **GUIs and beta programs**, remember that:

- The beta is usually the first exposure the public has to the software and they will form opinions of the software based on the beta. A significant part of that opinion will be based on their emotional experience with the GUI.
- Many of these same people will be candidates for marketing reference sites. If their emotional experience is negative, they will likely not want to be associated with the product, even if you tell them that everything will be "fixed" when the software is released.
- Usability reviews should be performed on the pre-beta software and a commitment made to address the most important issues before the beta. The completion of those issues becomes one metric used to measure release readiness.

Weekly calls with individual participants

The information collected from these calls should be sliced and diced, and presented in multiple ways so that it can be efficiently utilized. Information should be available in the following ways:

- Weekly call notes by customer (i.e. all calls for individual customers)
- Customer call notes by week (i.e. all calls for a given week)
- Detailed feedback by area of functionality
- High-level summary of beta findings
- Overall beta customer status by week

You should not depend *solely* on the beta program to develop press and analyst references for your product launch. To mitigate these risks, you need to have a separate but parallel effort to identify potential reference sites and work with them to get them to a point that they will become references. This effort is typically performed by Product Marketing and not by Product Management. As mentioned earlier, the reference prospects may already have a personal relationship with individuals in your company and may not need full beta exposure to gain the product knowledge they need in order to speak about it. If some of these potential reference sites do require beta participation before becoming references, then let them participate. But once they enter the beta, all interaction with them should be handled with the full knowledge that they are a potential reference site, and not a site that will necessarily provide detailed feedback on features and functionality.

Internal post-mortem sessions and publishing results

The process objectives also need to be understood and implemented. But unlike the beta feedback that will come almost exclusively from beta customers, the process objectives have both an external as well as internal component. To obtain the internal beta process feedback, beta post-mortem or review sessions need to be held. These sessions should be led by Product Management and bring the full cross-functional Chime team together (Engineering, Product, Sales/Revenue, Marketing) and everyone can collectively discuss what should and should not be done in future beta programs.

Code for America is a start-up non-profit. One of our projects is [Chime CMS](#), a hosted content management platform built from the ground up for the needs of local governments and their residents. Chime's currently open jobs are below.

Customer Success Specialist: Chime

Code for America (CfA) believes government can work for the people, by the people, in the 21st Century. We build open source technology and organize a network of people dedicated to making government services simple, effective, and easy to use. Simply put, Code for America is changing the way governments and citizens interact. We need your help.

City websites have become the primary way residents learn about and interact with their local governments. [Chime CMS](#), a part of our [Digital Front Door](#) project, is an innovative content management and hosting platform that makes it easy for city employees to communicate in ways that work for everyone. To drive product usage and adoption, we are building a Customer Success team to provide effective onboarding, training and support to our government clients. Working internally with a cross-functional team, Customer Success Specialists will be a critical “voice of the customer.”

Roles & Responsibilities:

- The mission of the Customer Success team is to drive product usage and adoption as well as deliver honest and helpful advice on our CfA Best Practices for 21st Government, all gleaned from 5 years of civic tech engagement.
- Onboarding of new customers: Co-create the onboarding process and documentation, provide initial Chime training to new customers and ensure that all customers receive a consistent and positive onboarding experience.
- Advising clients generally on their Chime implementation and answering their questions or routing them to the best resource within the extended team to assure timely response and resolution
- Build long-term client relationships and assure we have delighted, repeat customers
- Providing feedback to our Product team in the form of enhancements and ideas that would improve Chime, ease the use of the product for our customers or provide them with functionality that would increase the overall value proposition
- Work with Sales and Product Marketing to provide feedback and support, as well as participating in pre-sales, event marketing and related activities.
- Helping to investigate and document any issues or bugs encountered by clients and passing on that information as necessary

- Keeping appropriate reports of client activities, questions, etc so that we are able to consistently improve our processes and deliverables
- Attending all weekly retrospective meetings and actively contributing to the team

Attributes and Experience:

- Interest and/or experience with civic technology and a perspective on how civic technology can support easier, more affordable and more inclusive 2-way communication practices.
- A background in government/non-profit customer success or sales
- SaaS experience is a plus
- Proven ability to work with highly diverse teams, and to deliver work products that surpass expectations, especially for government clients.
- Experience and comfort working closely with governmental officials.
- Ability to provide service in a direct and empathetic manner.
- Professional, creative, self-accountable, reliable, personable, motivated.
- Adaptable to change. Our team collaborates with the entire organization, yet functions as a start-up inside a non-profit, working with government.
- Ability to achieve on time delivery of requests made by clients and peers
- Excellent communication skills. A strong ability to speak and write clearly and persuasively and to build and maintain strong internal and external relationships

Reporting to: Product Growth Manager in San Francisco office

Equal Employment Opportunity

To solve problems for everyone in America, our team needs to look like and be able to represent America. Code for America values a diverse workplace and strongly encourages women, people of color, LGBT individuals, people with disabilities, members of ethnic minorities, foreign-born residents, and veterans to apply. Code for America is an equal opportunity employer. Applicants will not be discriminated against because of any characteristic irrelevant to creating great software, including: race, color, sex, sexual orientation, gender identity or expression, age, religion, national origin, disability, ancestry, marital status, veteran status, medical condition or any protected category prohibited by local, state or federal laws.

Chime Starter - City Content Types and IA [first draft]

Information and Services

1. **Permits and Licenses**

1. Building and Construction
2. Land Use
3. Commercial and Business
4. Residential
5. Life Events (birth, marriage, divorce, death, etc)

2. **Parks and Recreation**

1. Parks and Nature
2. Arts and Culture
3. Libraries and Community Centers
4. City Sponsored Events

3. **Public Safety**

1. Corrections
2. Safety and Crime
3. Fire
4. Emergencies
5. Legal
6. Community safety/Neighborhood watch?

4. **Driving, Transport, and Streets**

1. Public Transportation
2. Motor Vehicles and Drivers
3. Parking
4. Sidewalks and Driveways
5. Roadways, Bridges, and Tunnels

5. **Public Utilities and the Environment**

1. Garbage, Recycling, and Compost
2. Waste and Sewage
3. Air and Water Quality
4. Animal Control and Welfare

6. **Education**

1. Preschool and K-12
2. Higher & Continuing Education

7. **Health**

1. Public Hospitals
2. Insurance and Healthcare

3. Welfare Programs

News and Press Releases

Documents, Reports, Records

City budgets and finance [basically various boring meta data that a minority of people really care about]

Events

Programs and Initiatives

Policy/Legislation/Legalese? - right now Oakland uses [MuniCode](#) and links out.

City Departments

City Jobs

**maybe include internships and volunteer opportunities here

Council meetings and agendas

The Mayor

Other:

Venue rental (i.e. weddings, etc)

Volunteering

Internships

Random thoughts about writing stuff

Things we might want to enforce:

- Good heading hierarchies
- Short paragraphs
- For pages with clear “do this”, encourage an obvious call-out first
- Not repeating information
- Maximum number of sections/headings before suggesting it’s getting too long?

Things folks get wrong a lot:

- Not understanding that a single article page should only cover a single, actionable (tell/do a single thing) user need
- Leading with a preamble piece of text that basically tells the user nothing about how to solve the need they came to solve
- Not understanding that a subtopic is a way to collect similar user needs together (we’ve seen people use a subtopic as the user need itself)

Rando ideas:

- A visual hint on what makes a good article page in help/onboarding documentation or inline - kind of like a wireframe, but pointing out the main things a person might want to include and in what order.
- On-boarding that literally walks a new user through the process of creating a common user need, through to writing it (could be a video to begin with, interactive later). Like product demo videos, basically, but super short and snappy.

Chime: Preliminary Messaging

September 2015

@codeforamerica

CODE *for*
AMERICA

Through Chime, Code for America has the potential to reinvent citizen access to government, by making city and county websites more current, efficient, data-driven and capable of effectively solving problems for all of their public.

Chime is revolutionizing equity in city/county government information

- Chime establishes equity in content creation and publishing for government workers.
- Chime creates equity in content access and understanding for citizens.
- Chime is a tangible, usable tool for cities and counties that want to embrace and move to 21st Century digital practices.
- Chime is the embodiment of Code for America's "HANDS not just VOICES" mantra

“The concept of “content in context” will be key to this market's evolution as enterprises increasingly need content to be delivered in a personalized fashion — to the right people, at the right time, on the right devices, and **in the context of particular business processes or needs.**”

*Gartner, Magic Quadrant for Enterprise CMS, 25 September 2014

Chime is an easy, modern CMS designed for the work of Government

- Created to further the CfA Practices for 21st Century Government
- Mission driven, not Revenue driven
- Universally accessible: Supports increased participation for all, 508 compliance, multilingual, mobile/all devices
- Eliminates the common government website issues of “cumbersome (to navigate), complicated (to update) and costly (to build and maintain).”

Why Chime matters to city/county governments

- Easier tools for content contributors and publishers is critical to improving:
- ◆ **Job satisfaction** (contributors have confidence to update or add information)
 - ◆ **Pride** (contributors can better serve their citizens and bring real value)
 - ◆ **Collaboration** (contributions from multiple sources can be seen, tracked and used, thereby increasing the joint participation in communications)
 - ◆ **Quality of Information** (information becomes easy to update = more relevance)
 - ◆ **Knowledge = Power**
 - Publishers/Content contributors can see what areas of the website citizens are accessing and enhance/improve that area
 - Contributors gain new skills in more effectively writing for the public
 - Data-driven sites provide value to managers, IT team and all stakeholders
 - Areas of site that are not used can be improved, so no wasted efforts
 - IT becomes a partner with Communications, as everyone's job gets easier

Why a Chime-built website matters to citizens

→ Greater access to understandable city/county communications is critical to improving:

- ◆ **Trust in government** (the public can see and know what is happening, how to engage)
- ◆ **Usability of government** (the public can access information and do business)
- ◆ **Health of citizenry** (access to government programs and services to help them)
- ◆ **Increased citizen participation:**
 - Government can see what areas of the website their citizens are accessing and enhance/improve that area
 - Citizens can see where things are working (or not) and provide input
- ◆ **Equity of Information:** The website (and consequently the government) becomes useable by all citizens regardless of social status, access to computers, language skills, disability or impairment

What is different about Chime?

- Chime was created for Government: A reliable platform that enables collaboration, providing fast response times so small edits go live quickly
- Unique city/county government-specific features that improve websites, including:
 - WRITING Tools and Guides to help make the writing on the website better,
 - TRANSPARENCY/VERSIONING - contributors immediately see the changes made to a page by any editor
 - CONTENT DASHBOARD - contributors see performance metrics by each Digital Service/Department or contributor, and use citizen usage patterns to inform site content and navigation
- Transparent pricing based on population (no hidden pricing or extras)
- Full accessibility by design: Easily language translatable, sensible defaults out of the box with optional customization, mobile-ready, 508 compliant
- SaaS (avoid complicated installation, extensive training and IT maintenance)
- Open Source (all source code is available on GitHub)

Why Chime and not some other CMS?

- No other CMS is designed specifically for city & government needs AND leads contributors to improve their content and create a readable, accessible-to-all website.
- Chime was designed to improve the value of government websites, not to milk government IT budgets.
- Chime is designed to establish open communication and collaboration; Traditional CMS is designed to establish controls and rules/permissions for contributors and users.

Why Chime and not some other CMS?

→ Chime is NOT:

- ◆ a blogging platform (WordPress, Medium)
- ◆ a development framework (Drupal)
- ◆ a template-driven “simple” general website builder (Kentico, Weebly)
- ◆ a template-driven “simple” government CMS that enforces older models of working (CivicPlus)
- ◆ a generalized publishing CMS (Movable Type, Brightspot)

Chime is to CfA as Firefox is to Mozilla

- To create real change in the browser market, Mozilla had to initially set aside what was considered “business standard” and develop Firefox to meet principals that they espoused (OpenSource, clean design & workflow).
- Then, they had to make Firefox look and function enough like other browsers (IE) that users would embrace it (the Trojan horse strategy).
- And they added a few features that were totally unique (popup blockers).
- By doing so, they were able to capture 5% of the browser market in the first 6 months after launch.
- This was after 5 years of failing with earlier versions.

Chime is an easy, modern CMS designed for the work of Government

For city and county governments who need to easily create and maintain effective websites for all of their residents, Chime is a Content Management System (CMS) that improves the ease of publishing information and services in a manner that is, by design, inclusive of and accessible to all citizens.

Chime encodes 21st Century practices for government digital service design, based on the unique, in-depth experience and knowledge of Code for America. Unlike a generalized CMS or platform such as Wordpress or Drupal, Chime specifically guides public servants (government PIOs, CIOs, and Web teams) in making the right choices for writing and publishing content and managing digital services so that the resulting websites are easy for the public to use and less cumbersome for governments to manage.

Thanks!

Creating Solid Financials: Using both Top-Down and Bottoms up Validation

Top-Down Financial Forecast

A top-down forecast looks at the overall market and uses this information to identify your company demographics and target market. The assumption is that, given the existing market and potential market growth, **your company can expect to capture a certain percentage share of the market in year one**, a greater percentage in year two, and so on.

Using a top-down approach, you research the overall market, the competitors in the space, what they charge, the % market share they have, etc. You can look at an actual number and do math. For example, if a CMS is a requirement for all cities and there are 1076 cities that are between 25,000 and 1M residents (your target customer for city size), you have 1076 potential customers. Most cities replace their website and/or CMS every 2-5 years, so conservatively, you have 215 potential sales opportunities annually. If you assume 5% of the market in the first year based on CfA's fabulous brand and reputation, you should win 11 customers in the first year in this category. The current cost for replacement is between \$50,000 to \$200,000 on average, so you assume an average of \$125 per engagement and would estimate \$1,375,000 in the first year.

Top down forecasts are generally more optimistic than bottoms up financials, which is why entrepreneurs love them! But balancing them with a bottoms up approach will provide credibility and an opportunity to test and ground your assumptions.

Bottom-Up Financial Forecast

A bottom-up forecast is a detailed budget with spending plans by department. Hiring plans and revenue projections are based on actual sales forecasts. You "tie" everything together, and provide all the documentation on your thinking.

For example, if you assess that one sales person can do 10 sales per year, with none in the first quarter, 2 in the second quarter, and 4 each in the 3rd and 4th quarter, you map your hiring and the sales generated from each sales person so the model accurately reflects this. If you need a customer success person for every 5 customers, you tie the timing of new customer success hires to the rate of customer growth. You calculate your potential revenue by multiplying the number of potential sales per product by the average sale value. You create a well articulated "Assumptions" page that outlines why you made various decisions (there is a 3 month sales cycle, we think that after a month of training a new salesperson will not close a deal for 3 months, so their first sale will not be sooner than the fifth month they are onboard).

By creating the bottoms up approach, you can see what your expenses will be and adjust accordingly. Your goal is to create a plan that includes the bottoms up thinking as influenced by the top down thinking. Ambitious, but not unrealistic.

Revised Chime Financials Narrative

Submitted to Omidyar Network 8.12.2015

Summary

In our new financial model for Chime, overall revenue decreases dramatically, headcount, customer numbers, and expenses stay roughly steady, and we still gain profitability in 2018. The overall reduction in revenue occurs primarily in 2017 and 2018, and we're formulating a long range plan to compensate for the correlated reductions in overall organizational revenue.

Financials

- [Old Version](#)
 - "Chime Details" Tab
- [New version](#) (In Shared Google Folder)
 - Financials and key metrics
 - Assumptions

Major Changes

- Product Names
 - (See Product Definitions, below)
 - "Trial," has become "Sandbox," and does not appear in the projections.
 - "Alpha" has become "Chime Light," which has been recalibrated as its own standalone offering, at a low fixed price (\$6k/year), ideal for sub-100k population cities (see below for adjustments to the target market) which tend to have 1-2 person web teams and a much smaller number of content contributors.
 - "Live" has become simply, "Chime"
 - "Upsell" revenue has become "Ancillary," and we have more insight into what that category will include
- Revenue
 - We've cut our overall projected revenue, from \$6.3 to \$3.7 million in 2018 and from \$8.9 to \$5.7 million cumulatively by 2018.
 - Most of this decrease comes from significant decreases in the amount of overall revenue coming from Ancillary Products and Chime Light Cities.
 - Previously, these two streams accounted for roughly half of all revenue, but now they account for just over 25%.
- Prices

- Prices for Chime have remained relatively steady. We are still using a pricing model based on the population of the cities we're selling to (Where previously we used an average of 400k population, we're now assuming a 350k average population, and basing yearly pricing at 12-14 cents per individual, this averages to roughly \$40-50k per government customer per year).
- Prices for Chime Light (Previously: Alpha) have gone down dramatically, from roughly 20k to roughly 6k, as this is now a mostly "light touch" product offering.
- Customer Numbers
 - We've expanded our target market significantly.
 - We now believe that Chime will be a relevant product not just for the 300 American cities with 100k to 1 million residents, but for cities with as few as 25,000 residents, as well as counties with between 100k and 1 million residents
 - Our target market now includes nearly 2000 government entities
 - Total projected customer numbers have remained mostly steady: from 162 to 156 by 2018, but our projected market share has decreased dramatically, from 50% to 10% by 2018
- Expenses
 - We've increased our overall expense numbers slightly
 - The line item titles are much clearer and correlate to more traditional SaaS business models
 - We've increased our expenses to correlate with the our ancillary products and associated practices
 - We've created a new line item titled "Sales Program Expense," to cover the costs associated with developing and disseminating the practices that Chime encodes, such as Bootcamps and trainings
 - We've also created a T&E budget for the Customer Success team, which has increased our total COGS, from \$435k to \$565k in 2018
 - We've also increased overall marketing expenses and non-sales travel expenses for our product team
- Staffing
 - Our projected employee numbers have remained the same, except for the addition of one product marketing hire in 2016
- SaaS Metrics
 - We've increased our COGS % from 6% to 13% by 2018 (Reflected in Gross Margin of 87%)
 - Our projected profit margins have decreased substantially from 45% to 3% in 2018.

- We've increased our churn rate to 5%
- Annual Contract Value and Average Deal size have decreased slightly, due to the introduction of Chime Light at \$6k/year
- Customer Acquisition Costs have increased slightly
- Lifetime Value of a Customer was miscalculated originally; and is now roughly \$300k

Note

- In addition to normally generated revenue, 2015 and 2016 projected revenue include a closed \$125k contract with Oakland for the development of Chime, which is spread across both years.

Product Definitions

Sandbox	<ul style="list-style-type: none"> ● "Test drive," Not citizen facing ● Main pipeline ● Time limited - 30-90 days only
Chime Light	<ul style="list-style-type: none"> ● Full use of product for two log-ins/seats/administrators ● \$6,000 annual fee - no cost to use for 45 days - charged automatically at 45 days unless contract is cancelled ● Not a "Trial version" of the product like the Sandbox ● X Hours of Support per account/ yr (current thinking, 2) ● Unlimited access to the user community
Chime	<ul style="list-style-type: none"> ● Full Access ● Unlimited users ● Base price calculated on total user population (latest census), includes use of product, hosting costs and capped service contract ● Support included in base price, additional service packs available as needed ● Annual contracts, with option to pay monthly or annually ● Option to purchase ancillary packages for data migration/support (available in tiers/blocks)
Ancillary Products	<p>Additional CfA/non-CfA products:</p> <ul style="list-style-type: none"> ● Content Migration products, bundles based on hours ● Additional support, bundles based on hours ● Packaged "Boot Camp"-like onboarding/discovery package ● Related products developed from CfA team or Fellowships ● Trainings ● Consultations ● Exact Pricing TBD

NAGW 2015 Survey Results

Overview

Code for America has, from its beginning, espoused (re)evolutionary principles to improve the quality of government engagement with its citizenry. As the organization has matured, these principles became a set of [core practices](#) that can be applied to government websites and communications. More recently, the [Digital Front Door Initiative](#) has begun developing software that encodes these practices.

Part of our process has been to solicit information and feedback from key stakeholders, including city and county government webmasters, IT departments and PIO's, as well as citizens. We were pleased to have the opportunity to survey 32 government webmasters at the National Association of Government Webmasters 2015 Conference in Albuquerque, NM September 22 - 25th.

Generally, these findings show a gap between the desire government webmasters have to easily and cleanly provide needed information and transactions (such as paying tickets or submitting forms) to their public via the city or county website, and the limitations of the tools, administrative processes and decision-making authority available to them.

They are concerned that government websites fall short in terms of how useful they are to the end users residents because the information presented is often disorganized, difficult to navigate and search, and not focused enough on user needs (mobile access, transactional, etc). That said, webmasters rate their website's usefulness at an average rating of 3.6 on a scale of 1 - 5 when asked "Today, how well can your residents conduct business digitally?"

All respondents, whether from city or county government or other government agencies, expressed a significant desire for tools and products that were focused on the needs of government websites. The choices of which CMS or web development platform was currently in use were all over the map, ranging from blogging platforms and highly structured/template driven CMS', general commercial products, open source, SaaS and installed software, and CMS specifically for government customers. Feedback on what was particularly useful or challenging in using each specific product also covered a wide range of issues. There was a consistent need expressed for tools that could improve the overall quality of web content, are specifically written for government use and workflows, and are easy to use.

Overall, the public servants tasked with providing clear, concise and actionable information to citizens are seeking better processes, internal support and technological tools. The Code for America Practices resonate with them, and they are eager for products that produce improved quality and universal access to their digital communications.

Results

Total respondents: 32

Total City Webmasters: 20

Total County Webmasters: 5

Total Other Government Webmasters: 7

Question: How well can your residents conduct their business digitally? -

Scale 1 to 5, where 1= Information only/no transaction, 3=Pay Parking Tickets only, 5=Anything you can do at City Hall you can do Online

Average score was 3.6.

Only one participant indicated a score of 1, and only one indicated a score of 5. Generally, government webmasters feel that their sites are doing a decent job meeting the needs of residents online. This was, however, the first question in the survey, and as they went on it became more clear that while the answer to a generalized question was fairly positive, there is much more concern when drilling into the specifics of what is working and what is not.

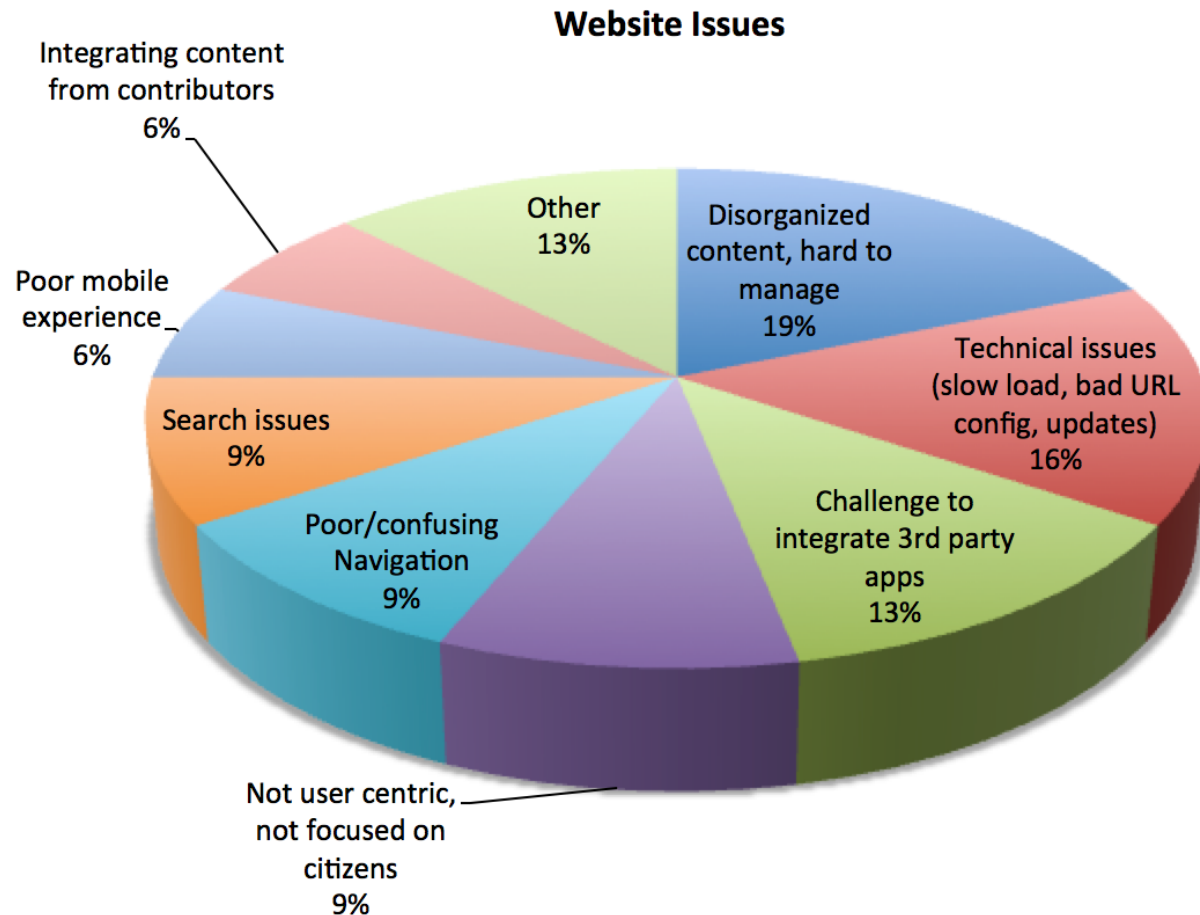
Question: When did you last redesign your website? When do you plan your next redesign?

On average, these results show that government websites have a 2 - 5 year lifecycle between redesigns. Several respondents indicated that this was based on funding cycles, while others mentioned shifts in leadership (new mayor or administration). The size of the internal team also was a factor, with smaller web teams (1 or 2 people) doing a full redesign less frequently in favor of many smaller iterative changes happening ongoingly.

Question: What is the biggest problem or frustration that you have with your website?

When webmasters are asked what the biggest issues are for them with the website, it is understandable that many of their concerns are technical in nature. 16% of the responses focused on purely technical issues, and another 13% were related to integration issues with 3rd party applications. This mirrors much of the frustration of citizens using the site, who wanted to have electronic signatures, payment capabilities or online forms processing, all of which are often provided by products that can be implemented as plug-ins or integrated apps. In addition, many of the concerns that webmasters feel are directly because of the limitations the current websites impose on citizens. Confusing navigation, disorganized content and a poor mobile experience are all frustrations for users as well as webmasters. The reflection that the sites are not focused on user needs or citizen-centric suggests that the webmasters surveyed are keenly aware of the disconnect between what they want to provide their citizens, and what they are currently delivering. Issues with integrating content from multiple providers is perhaps a more

specific version of the “hard to manage content” category. For the complete set of responses, refer to the Appendix.



Question: What is your current CMS?

In-house/Custom Built CMS	30%
Wordpress	16%
CivicPlus	16%
Drupal	10%
Joomla	6%

Microsoft (any)	6%
Other	23%

What do you like most (about your CMS)? What do you like least?

Easy to use/update	Awkward formatting
Easy interface- no coding	Terrible editor/publishing tools
Extensible	Slow
Flexible	Limited updates/customization/integrations
File upload and Cloud storage	Locked in to vendor for improvement
Updates are handled well	Not HTML/CSS compliant or completely accessible
Content updates, modular content	Lack of support

The results to the question about what CMS was used by participants proved less valuable than the information collected about the best and least liked features of each CMS. The specific choice of CMS was spread somewhat evenly between open source, template driven platforms, commercial enterprise CMS' and government focused products. More interesting were the results from the "best and least" questions. What emerged was the need for products that are easy to use, extensible, provide editing/publishing tools, allow for integrations with 3rd parties, are easily updated, and provide solid support. In discussions with participants at the booth, several mentioned the need for editing and publishing tools that could improve the overall content, and concerns about content migration as a significant hurdle when considering website redesigns. There was also a common frustration voiced that the webmaster may not have a choice in the CMS chosen by a manager in charge of the IT budget, but not in charge of front end development and content.

"What we really need are tools that improve the writing on the site. Not just a migration of printed content."

"I couldn't convince my IT department to roll out anything other than Sharepoint but I am the one responsible for the front end and content."

Question: What is your comfort level with SaaS?

Scale 1 to 5, where 1= We only Host On-Site, 3=For Non-essential apps, 5=We Happily use SaaS wherever appropriate

Government websites are sharply divided in regard to SaaS usage, with the average answer being 2.97 on the scale of 1 - 5. More interesting still, the results were strongly polarized with eleven respondents selecting a 1 (We only host on-site), and nine answering with a 5 (We Happily use SaaS wherever appropriate), and the remaining ten respondents choosing 2, 3 and 4. There were no questions asked in the survey about who had the authority to specify if a government could use hosted services rather than installed products, but general discussion at the booth leads to an anecdotal belief that this decision is generally not in the hands of the webmaster.

Question: Which of these three pricing models are you most comfortable with? (Options: Tiered pricing by features, Tiered pricing by seats, Variable pricing based on population)

The majority of webmasters polled favored the traditional pricing model of tiered pricing by features (53%). Tiered pricing by the number of seats was next most popular (28%) and the Variable pricing based on population was selected by 19%. Without more context to discuss WHY a particular pricing model was selected it is impossible to know what the motivation is, but it could be due to the familiarity with the tiered model, as this is a traditional software pricing structure. It was interesting to see that despite the relative newness of the idea, 19% were most receptive to the idea of providing a sliding scale based on the population that will have access to the website and an opportunity to use it.

Question: What would be most likely to influence your decision regarding a new CMS?

This question offered three choices (and a write-in option), to solicit input on what are the biggest drivers for webmasters in looking for a new website platform or CMS. 50% of respondents prioritized products that have specific features for Government websites, over 38% who were more interested in value and price, and 9% that would look first at the brand and references of the vendor. At the booth, and in the answers to survey questions, government webmasters identified their desire for products that could facilitate the very unique needs of city and county websites. In specific, they are less interested in generalized features available in a standard CMS in favor of products that can offer tools for multiple non-technical content providers, content migration and improvement from legacy sites, create and support sites with a high number of short and targeted transactions, and be easily translated and mobile accessible. The specialized needs of government are not easily addressed in the commercial market.

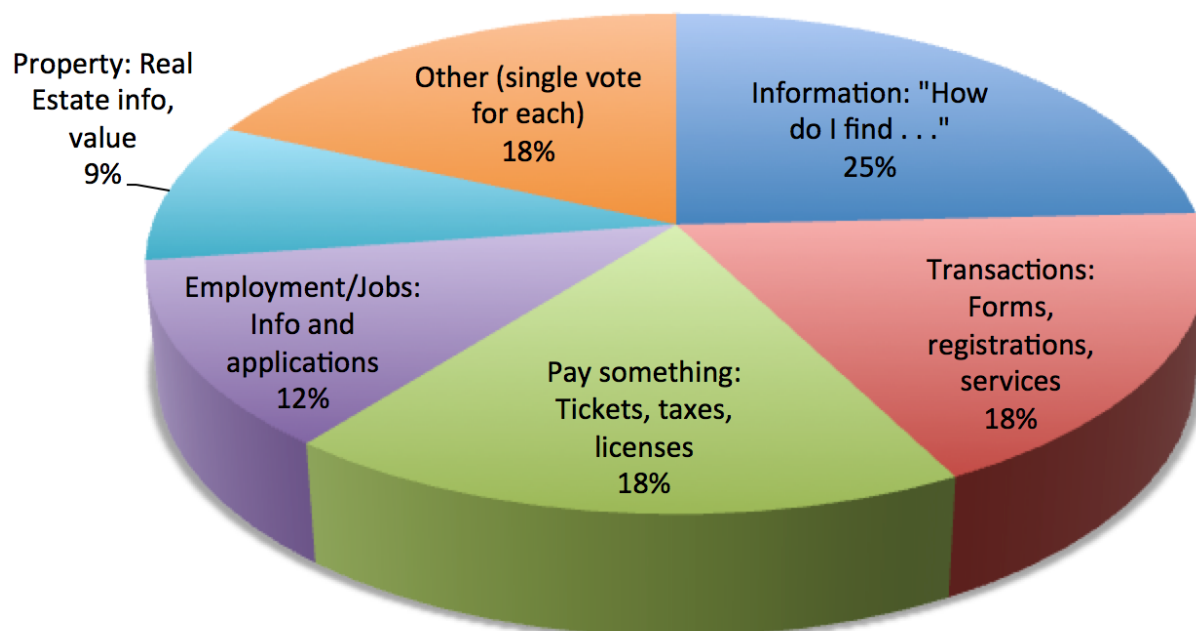
Question: What features are most important to you and your content contributors?

For each feature, rate on a scale of 1 - 5, where 1 = I have no need for this, and 5 = This would revolutionize my life

Features that guide content contributors to write more effective, easily understood content	A Dashboard view by contributor, showing the activity on each page they publish	A Dashboard view by department or service, to show publishers the activity on each page they publish	A CMS specifically designed for city/cty government needs rather than commercial site needs
Average - 3.61	Average - 3.58	Average - 3.67	Average - 3.84

Once again, the desire for a CMS designed specifically for city/county government (rather than a generalized commercial product) had the highest overall average score. But in all four cases, the features proposed show significant value to government webmasters. Whether it is writing guides and tools, or a dashboard that can show activity to content contributors or departments to assess how the public is actually accessing and using information and services on the site, the general impression is that these tools would provide value.

Question: What is the most frequent request from the public?



Perhaps not surprisingly, the public wants to be able to actually do business on their city and county website. While the largest individual category (28%) was some version of getting information (When is my garbage pick up, where is a local park, who are the school board members), another 48% involved some type of transaction. These included paying something (18%), transacting via a form, registration or service (18%) and engaging in employment or jobs

for the city/county (12% - including both job information and online applications). Considering this very high percentage of citizens who access the website to actually complete a transaction or payment, it is no wonder that the key concerns raised by webmasters include the need to improve the navigation, content quality, integration with 3rd party apps, mobile readability, etc.

Next Steps

In order to assist cities and counties improve the effectiveness of their websites, Code for America encourages tools and services that align with our 21st Century Practices. The goal is for government to improve the quality and accessibility of web content, and increase the value of websites for their public. It is clear from the 2015 NAGW Survey that government webmasters across the country share this desire, and are actively working to identify strategies and tools that can assist them with this endeavor.

Appendix

Raw Data from open-ended questions

Question: What is the biggest problem or frustration that you have with your website?

Disorganized and cluttered, not user-centric, inability to communicate with users
LACK OF ACCESS
Inability to do electronic sigs
Browser and not mobile
The site looks good at first glance, but it's built on older technology. the website isn't responsive, content heavy and not citizen centric.
Managing content
Integration of some third party applications could be better
Online absentee applications
size
PDF reliance.
Search engine, mobile friendly, usability
We migrated to a hosted CMS that is not meeting our needs as promised
Allowing clean access to users to provide content
Content auditing and workflow
Poor IA and not service oriented
Too wordy, navigation not ideal. Search is not as good as it should be.
Lack of interoperability
Too much Content
Connecting online payments in a cms to work with our payment vendor and our internal cashier application
can't get docker to work
Navigating to the sites they need
Integrating the information and services from disparate and reluctant sources.
None

adding new updates that elected officials will not allow us to do
adding new updates that elected officials will not allow us to do
Search
Content
Keeping content from myriad outside partners up to date
sometimes it loads slowly
Finding the right page faster
Bad URL config
The CMS we have does not integrate well with other vendors.

Question:

When did you last redesign your website? When do you plan your next redesign?

Too many moons ago.	There has been talk but I am unaware of if/when action will commence.
LAST MONTH	UNDER CONSTRUCTION
In process . Launching next month	3-4 years
In the process	In the process
2009	we are in the RFP development process now.
2013	2016
2015	2020
2009 responsive site to go live mid-october	October 15 2015
2010	2016
Now	2 years
5 years	2016

May 2015	I will begin in the fall of 2016
8 years plus	This next year
12 months	~24 months
Years...code upgrade last year, but same design and IA	As soon as possible
2011 - in process right now	In process
2013	2015
2012	Now
2 months ago	3 yrs
2001	
Two years ago	One to two years
12/2014	18-24 months
Continue	6 mo +
2 years ago	another year or so
2 years ago	another year
2013	Continuous improvement
August	January
1 year ago	Currently in process
planning to redesign this year	this year
2008. Now working on it	Now
2008	this year
In the middle of a redesign right now (Sept. 2015). Before that, it was 2012.	Now

Question: What is the most frequent request/question from the public about your website?

Want ability to do Transactions.
IMPROVEMENT SUGGESTIONS
When is trash collection this week?
Employment info/applications
Real estate data, job applications
Property value information
Online class registrations
Copies of records-
not sure
Getting rid of out of date info
How do I get to or how do I find....
Can I pay for a building permit online, get information about building something, track a project, etc.
Property information
Available jobs with the city, payments for various services
Employment
Transactions for services and online forms
Divorce and child support forms.
Transportation
Need to do Transactions
Facility rentals and online ticket payments
Requests for services we do not provide (mistaking city services for county, etc)
None
election information
election information
Pay taxes
Licensing for firearms and explosives
Upcoming events in the state
information
Tax and licenses info
pay online
What's being built? Information about development in the city: what is planned, what is going on now, what just finished?

Question: What is your current CMS?

Wordpress
Egovlink
Civica
Homegrown
Wordpress
Ektron
CivicPlus
Drupal
DotNetNuke
CivicPlus
Custom Coldfusion
Joomla
3 on WP, rest hand-coded
Wordpress
Custom
Unknown at this time
CivicPlus
Wordpress
CivicPlus
Joomla
Html5
vision internet
Drupal
Microsoft (any)
Drupal
In-house (Laravel)
interwoven teamsite
Microsoft (any)
CivicPlus

Question:

What do you like best about your CMS? What do you like least?

Easy interface for creating content.	Awkward formatting, disorganized design with each page sitting separately.
THIS IS A POPULAR PLATFORM	DIFFICULTY FOR PERSONALIZATION

It's a website	Terrible editor
Their design	Too many people involved
The interface is fairly easy to use.	Challenges with support, aging infrastructure issues.
Editors are familiar with it	No external support options
Extensibility	Can get slow
Taxonomy and content search	Calendar
eliminates coding by hand	no support for data driven sites
I hate Drupal.	I hate Drupal.
It doesn't do well!!!	Editing, usability
It forced us to review and update all content, and engage content providers (staff) for the first time.	They oversold their abilities. They are not HTML/CSS compliant or completely accessible.
Minimal CMS - users understand basic functionality	Very limited to what content can be updated
Rapid content updates, modular content	Nothing major
Extensible	Admin dashboard difficult to customize
Very flexible and open	Plugins
Simplicity	Lack of standards compliance and vendor lock in.
We're in the beginning phase of content redesign	No E services
My editors understand it	Very inflexible for custom needs
starting	
Easy to use	Can be confusing to use in some of the modules
Ease of use, flexibility, affordability	There are quirks that drive me crazy, but they are too wonky to really illustrate here
Easy to use	Adding media
updates	support
updates	support
Meets our needs	Lots of initial customization
Can use without extensive knowledge of programming language	Have to continuously customize modules to meet programme needs
File upload and cloud storage	Some elements are hard-coded and require agency intervention to update
options to code for expansion	support is bad
Content replacement	It is not friendly but can have lot of features
various module options	not customizable
Having a CMS makes it easy for non-techies to update their content.	The only way to integrate 3rd party components is by iFrame.

Alpha.YOURCITY

City and County government websites can be better. They can be clear and concise. They can be easily navigable in their design. They can use input from their citizens to provide the most relevant, current and actionable information and services that people need. They can be mobile accessible. And they can use data to continuously improve.

Alpha.YOURCITY provides a website builder toolkit that includes technology and services from Code for America. We work with cities and counties to launch a public-facing alpha website for one department or digital service. Once launched, we help customers capture user feedback and use the experience to inform a full website redesign. Our goal is to introduce and solidify better practices early in the planning of a redesign, provide tools that produce better results in the finished website, and to save governments time and money in the process.

Alpha.YOURCITY gives cities practices and products that improve content creation and publishing. In 2016, we will be launching a full website toolkit and the Alpha sites can be (integrated, migrated?) but there is no requirement that the Alpha.YOURCITY site matures into a full CfA/Chime website.

THE PACKAGE:

Preparation for YOURCITY:

- Install Google Analytics on your website
- Install the CfA Analytics Dashboard
- Define a project manager who can commit at least 10 hours in preparation, 2 full days with CfA onsite, and will manage and maintain the Alpha.YOURCITY site for a minimum 6 weeks post launch, including a 90 minute follow up meeting with CfA at the end of those 6 weeks.

Getting to Launch:

- CfA provides a Content Audit template - PM completes Content Audit
- 2 weeks of running Google Analytics -
- CfA receives completed Content Audit and reviews Analytics in preparation for onsite Workshop
- 2 day onsite workshop participants include: PM for Alpha.YOURCITY, Content contributors for Alpha.YOURCITY, 2 CfA team members
- Templates and processes (recipe) for content creation, publishing and migration from CfA stay with city

Launch/Post Launch:

- PM for Alpha.YOURCITY uses CfA tools for tracking user activity and feedback
- PM for Alpha.YOURCITY regularly updates site
- CfA Customer Success Team supports City/Cty web team

- CfA Chime User Community provides collective learning and support
- 6 weeks post launch - Cfa concludes initial engagement with a 90 minute Status/Learning/Follow Up meeting with all stakeholders
- Package includes 6 months of hosting from date of launch (conclusion of 2 day onsite training).
- Free migration of live Alpha site to ChimeCMS at any point

Alpha.YOURCITY/ Alpha.YOURCOUNTY Website Package is a flat fee of \$12,000 inclusive of the product and services outlined above. Following the initial 6 months of hosting, additional hosting and support of the Alpha site can be provided for \$500 per month.

Additional Products and Services:

ChimeCMS - Full CMS for City and County government websites

Content Migration Services

Writing And Publishing: Government Content Tools Package -

Code for America Sells Products!

And remains completely consistent with our
Vision and Mission

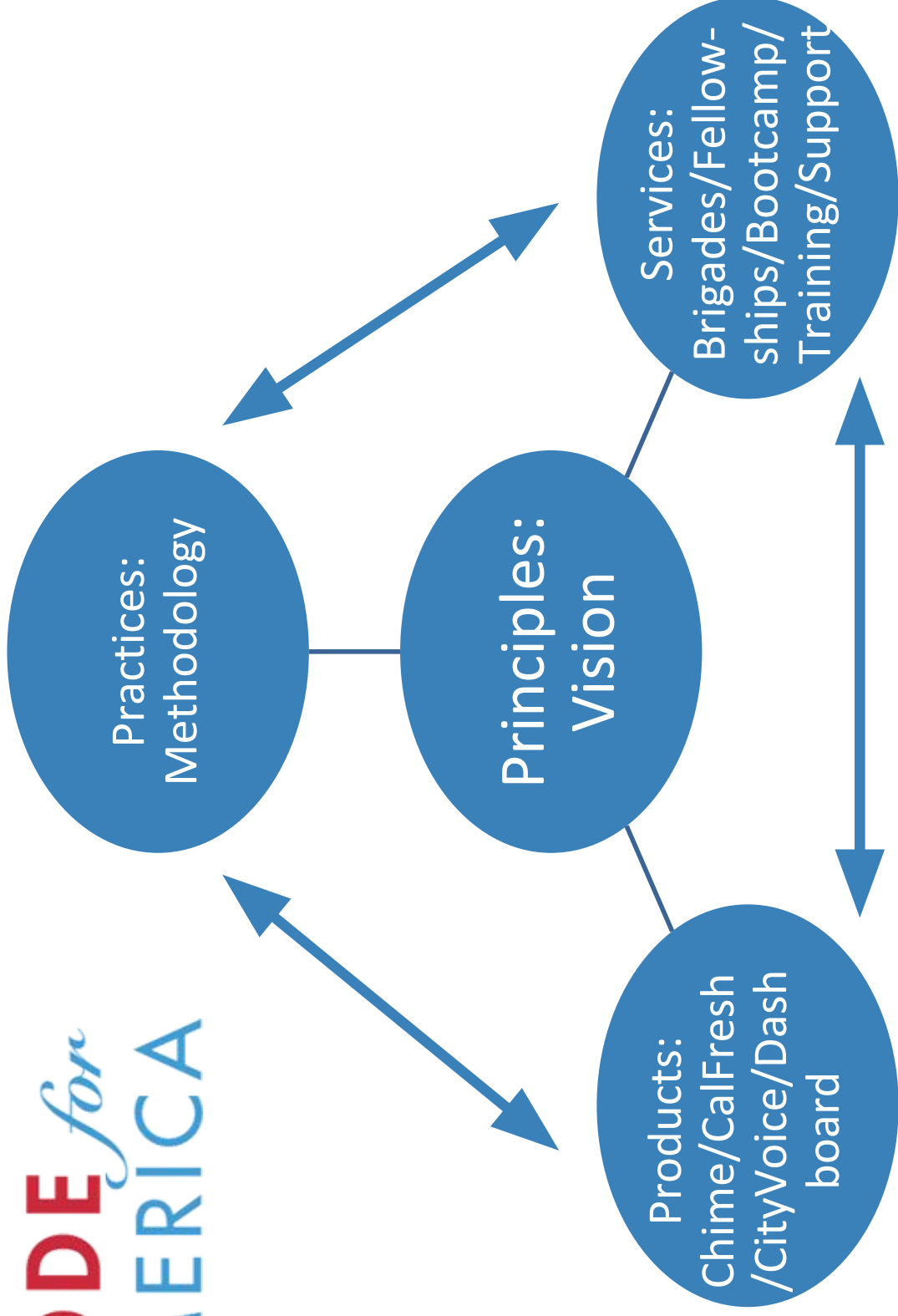
Cynthia Francis
Business Strategy
@codeforamerica

CODE*for*
AMERICA

Who wants CfA Chime?

- Becky-Jo Glover, 311 Customer Services Manager, Grand Rapids, MI, 17 years public service
- MJ Simpson, Public Information Administrator, Greenville, SC, 15 yrs public service
- Jonathon Eade, CEO SeamlessDocs





**It's easy to make a
buck. It's a lot
tougher to make a
difference**

Tom Brockaw

Be Bold

Give Government Tools to Create Better Websites

- **A Suite of Website Redesign Tools** for Cities/Counties
- **Tiered offerings** (by size and price)
 - ♦ Alpha.YOURCITY /Alpha.YOURCOUNTY
 - ♦ ChimeCMS
- Provide **Roadmaps for critical functions**
 - ♦ Content creation
 - ♦ Content publishing
 - ♦ Content migration

Be Consistent

This is a logical evolution of the Chime Business Plan

- ♦ We are **not pivoting** or **changing** our plan of **delivering a CMS**
- ♦ We are **not shifting** into a **services-based offer**
- ♦ **Financials for this plan are consistent** (in total numbers) with our best prior reported efforts (Omidyar)

Be Iterative

Just as we use a LEAN approach to the development process, we use a LEAN approach to iterate our business process.

- **Bootcamp** - Feedback informed:
 - ♦ Prioritization of launch product - improve writing/web content
- **NAGW survey and Conference** - Feedback informed:
 - ♦ Tiered offering/pricing strategy
- **Mozilla/Slack** - Need to “Trojan Horse” - keep familiar features as well as new practices
- **Govt Software Partners** - Informed structure of CfA Sales and Account teams, goals and compensation

Be Fearless

GENERAL

RELIABILITY

22-170119
 22-170119

FAIR USE

ACCESSIBLE -

COLLABORATION

24900411
W64M

TRANSPARE

Support

ANALYTICS/ DATA DRIVEN

TRANSITION YOUR WEBSITE

10 A DIGITAL 21st

PUBLISHED / PACKAGED BEST PRACTICES

Specimen

WRITING TOOLS (Hemingway?)

308 309 310 311 312 313 314 315 316 317 318 319 320 321 322 323 324 325 326 327 328 329 330 331 332 333 334 335 336 337 338 339 340 341 342 343 344 345 346 347 348 349 350 351 352 353 354 355 356 357 358 359 360 361 362 363 364 365 366 367 368 369 370 371 372 373 374 375 376 377 378 379 380 381 382 383 384 385 386 387 388 389 390 391 392 393 394 395 396 397 398 399 400 401 402 403 404 405 406 407 408 409 410 411 412 413 414 415 416 417 418 419 420 421 422 423 424 425 426 427 428 429 430 431 432 433 434 435 436 437 438 439 440 441 442 443 444 445 446 447 448 449 450 451 452 453 454 455 456 457 458 459 460 461 462 463 464 465 466 467 468 469 470 471 472 473 474 475 476 477 478 479 480 481 482 483 484 485 486 487 488 489 490 491 492 493 494 495 496 497 498 499 500 501 502 503 504 505 506 507 508 509 510 511 512 513 514 515 516 517 518 519 520 521 522 523 524 525 526 527 528 529 530 531 532 533 534 535 536 537 538 539 540 541 542 543 544 545 546 547 548 549 550 551 552 553 554 555 556 557 558 559 560 561 562 563 564 565 566 567 568 569 570 571 572 573 574 575 576 577 578 579 580 581 582 583 584 585 586 587 588 589 590 591 592 593 594 595 596 597 598 599 600 601 602 603 604 605 606 607 608 609 610 611 612 613 614 615 616 617 618 619 620 621 622 623 624 625 626 627 628 629 630 631 632 633 634 635 636 637 638 639 640 641 642 643 644 645 646 647 648 649 650 651 652 653 654 655 656 657 658 659 660 661 662 663 664 665 666 667 668 669 670 671 672 673 674 675 676 677 678 679 680 681 682 683 684 685 686 687 688 689 690 691 692 693 694 695 696 697 698 699 700 701 702 703 704 705 706 707 708 709 710 711 712 713 714 715 716 717 718 719 720 721 722 723 724 725 726 727 728 729 730 731 732 733 734 735 736 737 738 739 740 741 742 743 744 745 746 747 748 749 750 751 752 753 754 755 756 757 758 759 760 761 762 763 764 765 766 767 768 769 770 771 772 773 774 775 776 777 778 779 780 781 782 783 784 785 786 787 788 789 790 791 792 793 794 795 796 797 798 799 800 801 802 803 804 805 806 807 808 809 810 811 812 813 814 815 816 817 818 819 820 821 822 823 824 825 826 827 828 829 830 831 832 833 834 835 836 837 838 839 840 841 842 843 844 845 846 847 848 849 850 851 852 853 854 855 856 857 858 859 860 861 862 863 864 865 866 867 868 869 870 871 872 873 874 875 876 877 878 879 880 881 882 883 884 885 886 887 888 889 890 891 892 893 894 895 896 897 898 899 900 901 902 903 904 905 906 907 908 909 910 911 912 913 914 915 916 917 918 919 920 921 922 923 924 925 926 927 928 929 930 931 932 933 934 935 936 937 938 939 940 941 942 943 944 945 946 947 948 949 950 951 952 953 954 955 956 957 958 959 960 961 962 963 964 965 966 967 968 969 970 971 972 973 974 975 976 977 978 979 980 981 982 983 984 985 986 987 988 989 990 991 992 993 994 995 996 997 998 999 1000 1001 1002 1003 1004 1005 1006 1007 1008 1009 1010 1011 1012 1013 1014 1015 1016 1017 1018 1019 1020 1021 1022 1023 1024 1025 1026 1027 1028 1029 1030 1031 1032 1033 1034 1035 1036 1037 1038 1039 1040 1041 1042 1043 1044 1045 1046 1047 1048 1049 1050 1051 1052 1053 1054 1055 1056 1057 1058 1059 1060 1061 1062 1063 1064 1065 1066 1067 1068 1069 1070 1071 1072 1073 1074 1075 1076 1077 1078 1079 1080 1081 1082 1083 1084 1085 1086 1087 1088 1089 1090 1091 1092 1093 1094 1095 1096 1097 1098 1099 1100 1101 1102 1103 1104 1105 1106 1107 1108 1109 1110 1111 1112 1113 1114 1115 1116 1117 1118 1119 1120 1121 1122 1123 1124 1125 1126 1127 1128 1129 1130 1131 1132 1133 1134 1135 1136 1137 1138 1139 1140 1141 1142 1143 1144 1145 1146 1147 1148 1149 1150 1151 1152 1153 1154 1155 1156 1157 1158 1159 1160 1161 1162 1163 1164 1165 1166 1167 1168 1169 1170 1171 1172 1173 1174 1175 1176 1177 1178 1179 1180 1181 1182 1183 1184 1185 1186 1187 1188 1189 1190 1191 1192 1193 1194 1195 1196 1197 1198 1199 1200 1201 1202 1203 1204 1205 1206 1207 1208 1209 1210 1211 1212 1213 1214 1215 1216 1217 1218 1219 1220 1221 1222 1223 1224 1225 1226 1227 1228 1229 1230 1231 1232 1233 1234 1235 1236 1237 1238 1239 1240 1241 1242 1243 1244 1245 1246 1247 1248 1249 1250 1251 1252 1253 1254 1255 1256 1257 1258 1259 1260 1261 1262 1263 1264 1

Version Control

INVENTING GUIDES / PARTING

CONTENT IMPROVEMENT

308 COMPLIANT CLOSURE

Version / Comparison View

Handwritten signature: *Handwritten signature*

(By Contributor)

page 200

FACILITATIVE

(C.A) 1106

PLEASE DO NOT ERASE until

Be Successful

Success should be measured by deployment of CFA Products

- **4 Cities currently asking for Alpha.YOURCITY right now:**
 - ♦ Lexington, Grand Rapids, Austin, Orlando
- **22 cities/counties** redesigning in 2016 (NAGW survey)
- **Established sales/customer team & 800% CAGR in 2014** -SeamlessDocs
 - **Most** of SeamlessDocs customers request referrals to addtl web tools/CMS
 - Seamless (and other partners) want to **recommend CFA**

Be Connected

Chime is part of a Civic Web Stack

- **Integrated** with partners in Government Tech and Civic Tech
 - ♦ Prioritizing discussions based on research
- **Open API** - Designed to ultimately provide a single point of entry for other services and apps
- **Best Practices** and pointers to additional Products and Services
- **Always Open:** Open Source via GitHub for any developer

Be Accountable

By December 2016 - Goal for Chime adoption:

Alpha.YOURCITY/YOURCOUNTY (launch Q1 2016) - **15 cities/counties**

ChimeCMS (launch Q3/Q4 2016) - **5 cities/counties**

By December 2018 have at least 150 cities on the Chime platform

Be Smart

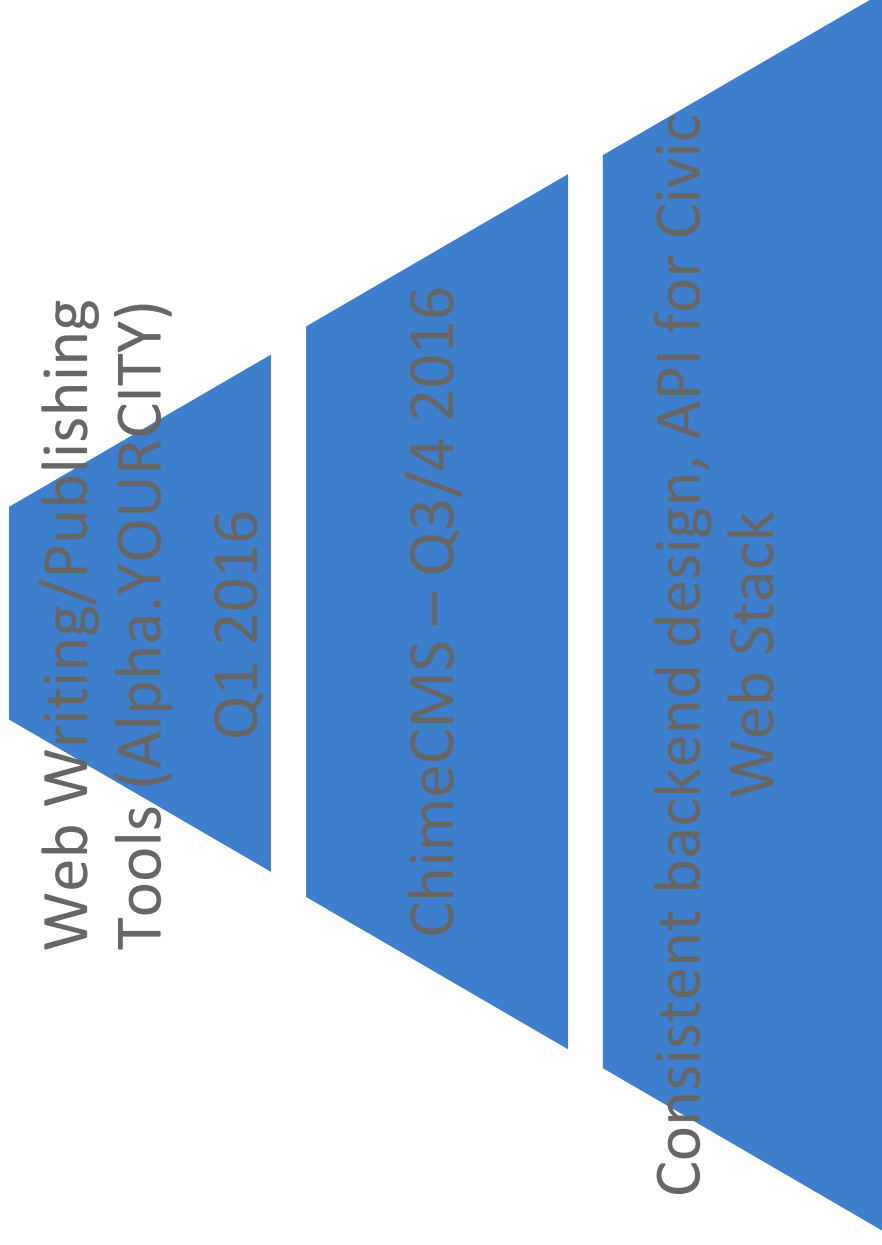
Organize CfA for Success with selling Chime (and other products)

- ♦ Hire the **appropriate team, when needed**
- ♦ **Consolidate a Business Team** to focus on customers (acquiring them, supporting them, bringing that learning back into CfA)
- ♦ **Develop a clear structure for new products** to be evaluated for CfA to take to market using the Business Team
- ♦ **Build the internal muscle** for appropriately and selectively selling
 - Strong **connections to Product, Functional Areas**
- ♦ **Pipeline** for product from Fellowships, FA's, all of CfA ecosystem

Make a Difference

Code for America is uniquely positioned to vastly improve city and county websites by taking a clear stand and providing exceptional tools and services but only if CfA commits fully to the process.

Chime Development effort



Q4 2015 - CfA Product Strategy Update

Cynthia Francis
Business Strategy
@codeforamerica

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The Big Question

Fundamentally, should CfA try to sell Products?

- Good software takes time: CfA may have other priorities
- Staffing can be expensive for a successful product play:
 - Engineering, Sales, Marketing, Customer Service, Community
- Products are arguably the best, but not the only way to encode/actualize the practices
- Cost/Benefit Analysis of being Foundation/Grant driven vs Revenue

I believe CfA wants to generate product revenue from products, but am concerned that there may not be the stomach to successfully build, sell and support products, and allow the time necessary for success.

Why CfA is building Products

- **Products Actualize the CfA Practices**
 - Become the foundation of a Civic Stack that is open and inclusive
- **Product Team Can Support Products from Fellowship/Brigades**
 - Well articulated path/support for product development
 - Well articulated assessment criteria and go/no go decision process
- **Products create a revenue stream outside of Non-Profit Funding**
 - Promises already made to Funders, Board

July 14th (When I got here)

- **DFD/Product Team is building a CMS: Chime**
 - Owning the foundation of the Civic Tech Stack can force change
 - There are no other CMS' for govt (of quality) in the market
 - Large market opportunity, substantial team knowledge, 100% buy in
 - 1 year timeframe (April 2015 - April 2016 - dating from RH \$)
 - \$1M initial funding, opportunity for more when needed
- **Oakland will be our build partner for the CMS via services contract**
- **DFD/Product team: Cultivating Fellowship Products**
 - Develop a Market Validation Process
 - Develop a process to finish/polish products
 - Develop a Marketing/Sales process

October 4th Status Check

- **Chime**
 - 1 year project is on track: Alpha product by end of Q4, selling by 2016, completion of research, Bootcamp, core Chime features developed
 - CfA is beginning hires for sales and customer success
- **Oakland**
 - Slower than hoped, but making progress
- **Cultivation of Fellowship Products**
 - Market Validation Process, Product Staging Evaluation (Cyd/Jack)
 - Engineering support process identified, but ad hoc
 - No staff or process for taking products to market

So, SUCCESS!



But not really



Today

- **Chime is not going to happen**
 - No appetite to continue (not sure what changed . . .)
 - No hiring to support products going to market (budget or)
 - Significant staff departures (loss of faith in CfA, not Chime)
- **Oakland**
 - We have a contract and owe them a website redesign - worry about how this can happen without Chime or other CfA product initiative
- **Cultivation of Fellowship Products**
 - Senior engineering talent to support (reorg? hire?)
 - No staff or process for taking products to market in any fashion
 - Lack of clarity on whether or not CfA is up for this

If CfA sells products (of any kind):

- Create a clear, repeatable product evaluation and go-to-market process/template/roadmap
- Create a complete Product Team (dev, marketing, sales/biz dev, support, community)
- Empower that team to make decisions and then act on them
- Right size the team by exploring options for outsourcing/partnerships
- Establish clear metrics for success
- Jen meets monthly with team to track/understand progress
- Publicly identify CfA's product strategy, opportunities for partnership/inclusion

Q4 2015 Option A: 90 - 120 day plan

- Complete Alpha.YOURCITY.gov
- Execute Alpha.YOURCITY with Oakland
- Finalize & execute sales/marketing plan, secure Q1 2016 sales
- Complete full business strategy and roll out, inclusive of Alpha.YOURCITY as well as other 2016 CfA products

Create the repeatable go-to-market plan for all CfA products

No appetite @CfA

Which gives us

- A finished product ready for sale
- Positive contract fulfillment and results for Oakland
- A sales queue for Alpha.YOURCITY in 2016
- A reasoned analysis of optional plans to commit to going forward

• A repeatable process for creating, selling and supporting products

No appetite @ CFA

Q4 2015 Option B: 30 - 90 day plan

- Wind down Chime and any related initial products
 - Document process to preserve value
- Execute Oakland as a consulting one-off
- Create a repeatable process/template to fully evaluate, market test, price, market, sell and support CfA products in 2016
 - Build the internal Product team to support this
 - Build a Partner Support function to identify sales partners and have them take CfA products to market

Which gives us

- A clear process for how CfA products are evaluated, packaged, priced, brought to market, and supported
- A clear process for how to end-of-life a project but retain value
- Positive contract fulfillment and results for Oakland
- Options that inform a decision about either hiring to support products internally or creating a sales channel with partners (how and who)

Product Team Structure

