



CITY OF BELLEVUE

In Partnership with the
University of Washington

MARKETING STRATEGIES FOR BELLEVUE PARKS AND COMMUNITY SERVICES

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Livable City Year 2018–2019
in partnership with
City of Bellevue

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www.washington.edu/livable-city-year/



The LCY student team celebrates with university and city leadership after their final presentation December 11, 2018. From left to right: Business School Dean Sandeep Krishnamurthy, Sarah Crozer, Christina Norling, Bellevue Parks Marketing Coordinator Colin Walker, Lulu Qian, and Steve Barragan. TERI THOMSON RANDALL

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ABOUT LIVABLE CITY YEAR

The University of Washington's Livable City Year (LCY) initiative is a partnership between the university and one local government for one academic year. The program engages UW faculty and students across a broad range of disciplines to work on city-defined projects that promote local sustainability and livability goals. Each year hundreds of students work on high-priority projects, creating momentum on real-world challenges while serving and learning from communities. Partner cities benefit directly from bold and applied ideas that propel fresh thinking, improve livability for residents, and invigorate city staff. Focus areas include environmental sustainability; economic viability; population health; and social equity, inclusion and access. The program's 2018–2019 partner is the City of Bellevue; this follows partnerships with the City of Tacoma (2017–2018) and the City of Auburn (2016–2017).

LCY is modeled after the University of Oregon's Sustainable City Year Program, and is a member of the Educational Partnerships for Innovation in Communities Network (EPIC-N), an international network of institutions that have successfully adopted this new model for community innovation and change. For more information, contact the program at uwlcyl@uw.edu.



ABOUT CITY OF BELLEVUE

Bellevue is the fifth largest city in Washington, with a population of more than 140,000. It's the high-tech and retail center of King County's Eastside, with more than 150,000 jobs and a skyline of gleaming high-rises. While business booms downtown, much of Bellevue retains a small-town feel, with thriving, woodsy neighborhoods and a vast network of green spaces, miles and miles of nature trails, public parks, and swim beaches. The community is known for its beautiful parks, top schools, and a vibrant economy. Bellevue is routinely ranked among the best mid-sized cities in the country.

The city spans more than 33 square miles between Lake Washington and Lake Sammamish and is a short drive from the Cascade Mountains. Bellevue prides itself on its diversity. Thirty-seven percent of its residents were born outside of the US and more than 50 percent of residents are people of color, making the city one of the most diverse in Washington state.

Bellevue is an emerging global city, home to some of the world's most innovative technology companies. It attracts top talent makers such as the University of Washington-Tsinghua University Global Innovation Exchange. Retail options abound in Bellevue and artists from around the country enter striking new works in the Bellwether arts festival. Bellevue's agrarian traditions are celebrated at popular seasonal fairs at the Kelsey Creek Farm Park.

Bellevue 2035, the City Council's 20-year vision for the city, outlines the city's commitment to its vision: "Bellevue welcomes the world. Our diversity is our strength. We embrace the future while respecting our past." Each project completed under the Livable City Year partnership ties to one of the plan's strategic areas and many directly support the three-year priorities identified by the council in 2018.



BELLEVUE 2035: THE CITY WHERE YOU WANT TO BE

Marketing Strategies for Bellevue Parks and Community Services supports the *Bellevue: Great Places Where You Want to Be* target area of the Bellevue City Council Vision Priorities and was sponsored by the Department of Parks and Community Services.



BELLEVUE: GREAT PLACES WHERE YOU WANT TO BE

Bellevue is the place to be inspired by culture, entertainment, and nature. Learn, relax, shop, eat, cook, read, play, or marvel at our natural environment. Whatever your mood, there is a place for you in Bellevue.

From the sparkling waters of Meydenbauer Bay Park, you can walk or bike east, through Downtown, across the Grand Connection to the Wilburton West center for business and entertainment. Along the way you enjoy nature, culture, street entertainment, a world fusion of food, and people from all over the planet.

For many of us, Bellevue is home. For the rest of the region and the world, Bellevue is a destination unto itself.

The arts are celebrated. Bellevue's Performing Arts Center is a success, attracting the best in onstage entertainment. Cultural arts organizations throughout the city are supported by private philanthropy and a cultural arts fund. Arts and cultural opportunities stimulate our creative class workers and residents, whether they are members of the audience or performers. The cultural arts attract Fortune 500 companies to our community, whether it is to locate their headquarters or visit for a convention.

The past is honored. Residents experience a sense of place through an understanding of our history.

Our community buildings, libraries, community centers, City Hall, and museums provide places where neighbors gather, connect with each other, and support our civic and business institutions.

Bellevue College, the Global Innovation Exchange (GIX), and our other institutes of higher learning are connected physically and digitally from Eastgate to Bel-Red, Downtown, and the University of Washington in Seattle. We've leveraged our commitment to higher education into some of the most successful new companies of the future.

From the constant beat of an urban center, you can quickly escape into nature in our parks, streams, trails, and lakes. You can kayak the slough, hike the lake-to-lake trail, and have the opportunity to enjoy the latest thrill sport.

BELLEVUE 2035: THE CITY WHERE YOU WANT TO BE

*Bellevue welcomes the world. Our diversity is our strength.
We embrace the future while respecting our past.*

The seven strategic target areas identified in the Bellevue City Council Vision Priorities are:



ECONOMIC DEVELOPMENT

Bellevue business is global and local.



TRANSPORTATION AND MOBILITY

Transportation is both reliable and predictable. Mode choices are abundant and safe.



HIGH QUALITY BUILT AND NATURAL ENVIRONMENT

From a livable high-rise urban environment to large wooded lots in an equestrian setting, people can find exactly where they want to live and work.



BELLEVUE: GREAT PLACES WHERE YOU WANT TO BE

Bellevue is a place to be inspired by culture, entertainment, and nature.



REGIONAL LEADERSHIP AND INFLUENCE

Bellevue will lead, catalyze, and partner with our neighbors throughout the region.



ACHIEVING HUMAN POTENTIAL

Bellevue is caring community where all residents enjoy a high quality life.



HIGH PERFORMANCE GOVERNMENT

People are attracted to live here because they see that city government is well managed.

For more information please visit: <https://bellevuewa.gov/city-government/city-council/council-vision>

EXECUTIVE SUMMARY

Bellevue’s environment and population base are shifting. As more technology businesses settle in the area, and new housing developments crop up to meet the needs of a growing workforce population and their households, the once-suburban area, cast in the shadow of Seattle, is quickly becoming an urban center. As the needs of the area change and as a younger population demographic blossoms, Bellevue seeks to develop new tools that more closely align with the expectations of its residents.

In light of the changing needs of the Bellevue community, the City would like to shift away from using physical brochures to register for services and activities to the use of a web page system. By phasing out the physical brochure, the department will be able to more effectively utilize its limited marketing budget. However, the current web system is not without significant limitations. While registering for programs, many users experience problems in navigation and systemic bugs or crashes. Bellevue seeks to increase client usage and satisfaction when using the Parks and Community services web page to register for programs.

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This project’s scope of work has included market research, targeted surveys, and an in-depth analysis of Bellevue’s web software and the corresponding user experience. Through this research process, the team of students identified opportunities and challenges, and, informed by these findings, created a full strategic plan to address all objectives. The recommendations provided in this document are intended to improve the user experience of software, services, and other recreational needs for the residents of Bellevue.

Key issues identified during the first stage of the project involve Bellevue Parks and Community Service’s software system. Although the software program was recently upgraded, the user experience and functionality are still lacking. By navigating the site ourselves and surveying past and current website users, our team found the current web page to have the following primary issues:

- 1. Difficult navigation
- 2. No login option on the home page
- 3. Login necessary before user can navigate site
- 4. Confusion with search filters
- 5. Lack of simplicity in overall design

With rapidly evolving software options, we recommend that the City of Bellevue update its web experience to maintain client use of both the Parks web page and, ultimately, the department’s facilities and services.

Guided by Bellevue’s objectives for its web system, our team has developed two different options to simplify the user experience. First, given that Bellevue switched software platforms recently, we recommend giving the pre-existing system an extensive redesign. Our team has identified a few key components to increase client traffic and satisfaction if this recommendation is chosen. Our second recommendation would guide the City to switch its software. Although many new software options are available, our team has concluded the best option is Wild Apricot. This software platform is cloud-based and serves as an innovative option for sharing and storing data. Wild Apricot is also used by approximately 100 Parks and Community Services departments in the US, and it is the top-rated software for customer service and user experience.

INTRODUCTION

CURRENT SITUATION

Bellevue Parks & Community Services currently advertises its recreational activities through both a printed brochure and an online system. In addition to the tremendous departmental coordination it requires to create a physical magazine, the Department is concerned that producing print material may not be the most effective use of its advertising budget. Currently, the City spends approximately \$15,000 each year to print the brochure three times per year. To more efficiently connect customers with programs, the City seeks to filter registration traffic through the online portal instead. Based on the assumption that some customers will still need access to a physical copy, the City will likely continue to supply a small number of print brochures. However, the overall goal is to make better use of limited marketing resources in order to effectively reach current and potential customers, with an emphasis on shifting information access to online tools.

By phasing out the physical brochure, the department will be able to more effectively utilize its limited marketing budget.

GOAL

The City's main goal is to create a user-friendly web page that encourages online registration over the use of paper brochures. However, the software used for the current online registration system is outdated, and many customers refer to its usability limitations. In order to tackle these problems, it is necessary to pinpoint exactly what issues impede the customer experience. Additionally, in this project, students have sought to pinpoint strategies that could increase online use, while making sure customers in need of a physical copy remain able to receive one at their convenience.

SOLUTION

To achieve this goal, we first surveyed residents who currently use (or have used) the recreation program. The survey asked them about their needs with regards to physical versus online access and which issues, if any, they have had with the online registration platform. Once customers had completed the survey, we analyzed the data and used it to make informed recommendations on how to redesign the web page. Ideally, our solution would balance the needs of the City with those of the market and allow for fewer brochures to be printed. Aside from our survey and market data, we also researched software platforms and services offered by other Cities in order to compare available software systems. This allowed us to build an informed suggestion backed by customer needs and viable options.

After performing background research, we created a requirements document to scope out the specific features that should be added to the website to make it more accessible and user-friendly. In the future, a web developer can use this document to update the current site to better serve residents of Bellevue. We also considered the benefits of investing in a new software platform to implement the necessary changes at a low cost.

The scope of this report includes three facets: market data and consumer needs, software platform research, and two recommendations. Additionally, if the City is able to increase the level of online registration and account creation, it will be able to gather customer data and create personalized advertisements to increase activity overall.

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METHODS

TASK ONE: SURVEYING PARKS PROGRAM USERS

Once our team defined the scope of the City’s challenge, we opted to create a survey to gather information from current and past Parks and Community Services customers. This survey facilitated a forum to ask real customers whether a print brochure was important to them. If respondents stated that a print brochure was important, we asked how they would like to receive it, as distribution will likely change if the City scales back on print copies. If a customer preferred the online site, we followed up with several questions about the usability and navigation of the current registration system.

TASK TWO: ANALYSIS OF SURVEY RESULTS AND FURTHER SURVEYING

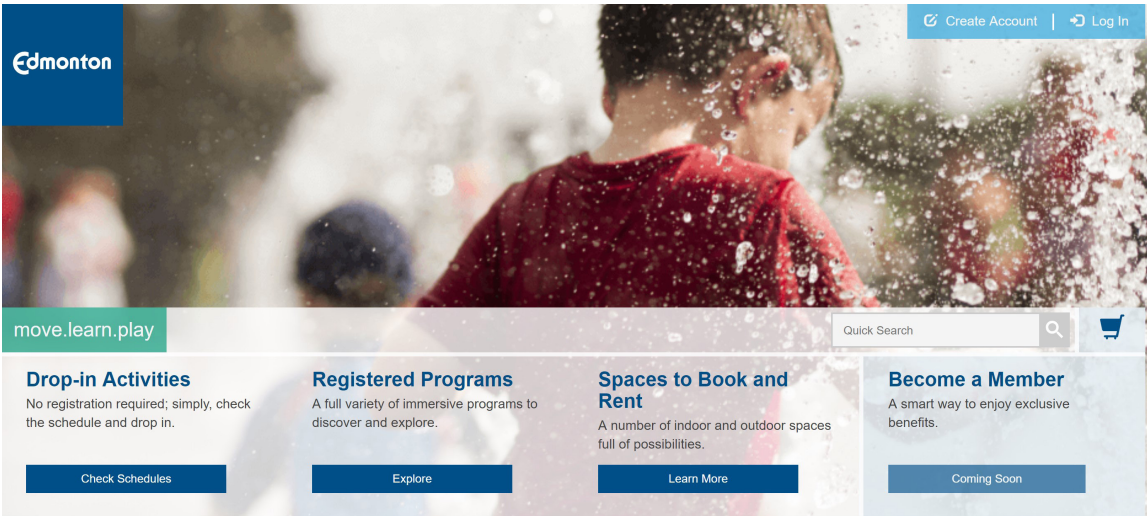
After receiving initial survey results from the City, we began to categorize data so we could analyze specific aspects and isolate specific customer issues. We clustered responses by age group and presentation preference to better understand themes among respondents. This methodology also allowed us to pinpoint the primary difficulties residents experience when using the site.

TASK THREE: SOFTWARE RESEARCH

Survey results provided insight on the two biggest barriers for customers of Parks and Community Services: difficulty navigating the website and using its search bar. Informed by these results, we researched software platforms utilized by other city parks departments. In doing a deep dive of various platforms offered by the market, we were able to compare the cost of buying new software as opposed to redesigning the current software. By comparing neighboring parks department sites with that of Bellevue, we were able to identify similar systems that performed more or less efficiently than the City’s current registration platform. In doing so, we found a platform with both navigation and search functionality that is a great deal more user-friendly than the system Bellevue operates now: Wild Apricot. Not only does WildApricot meet the needs identified by survey respondents, but it also aligns with the recommendations we prepared in our redesign.



The City could improve its website using a software program like Wild Apricot. WILD APRICOT’S SITE



Students modeled recommendations after the website of the City of Edmonton in Alberta, Canada. EDMONTON SITE

TASK FOUR: FORMING A RECOMMENDATION

Informed by customer feedback and by the City of Edmonton’s registration site, we formed a recommendation for how the City should redesign its current software. We incorporated several insights from our survey to address the concerns of participants. We took survey comments one step further and created recommendations that would improve the overall user experience. In addition, we made an alternate recommendation that the City consider buying new software. Given that many changes may be required to retrofit the current site, this option may ultimately be cheaper for the City.

TASK FIVE: CREATING A REQUIREMENTS DOCUMENT

After forming our recommendation, we developed a requirements document to inform a future web developer of the changes required of the current site. This resource contains a site map, a breakdown of desired user functions, and a detailed website content management plan. Once the document is approved by the City, it can be applied to redesign the website to align with the recommendations of this document.

FINDINGS

CONTEXT

Our findings are based on the results of a survey we conducted and could be further proved or disproved by collecting additional data.

The main function of the survey was to determine whether residents required access to a physical copy of the brochure, or whether the online system would suffice. We divided survey participants by their preference for a print brochure or an online system, then asked them a series of questions related to their preference.

If a participant wanted to continue using a print brochure, we asked them:

- How they would like to receive their copy, as distribution channels will likely change depending on the success of the site redesign.
- If they would be willing to switch to the online registration system if navigation improved.
- Whether their registration patterns would change if the print brochure was phased out.

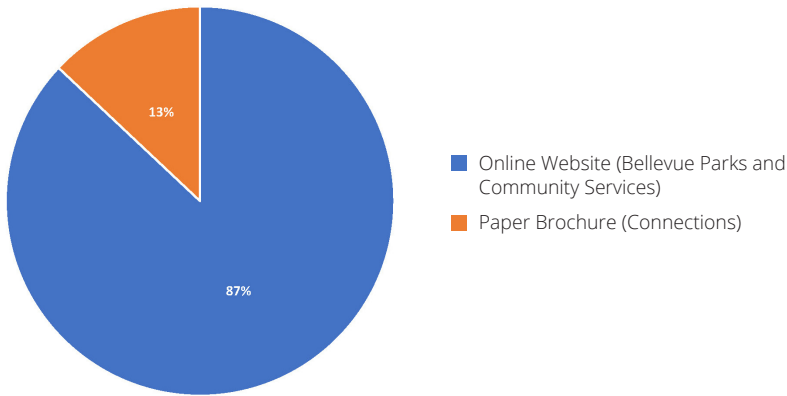
If participants responded that they typically registered using the online system, we followed up with a series of questions about the usability, navigation, and search functionality of the site. We also offered a comments section so respondents could provide additional insight on their experience using the website. This allowed the team to look at all aspects of the problem and holistically analyze the needs of each customer while devising a solution.

SURVEY RESULTS

The survey results indicate that 87% of users prefer the online site, while just 13% elect to use the printed brochure. The takeaway: the online site houses the majority of the registration traffic and therefore needs to be updated in order to better serve the needs of the majority of customers. However, it is still important to supply brochures to the more than 10% who continue to rely on a physical brochure. Once the website is improved, some of these costumers may elect to join the majority of participants who register online.

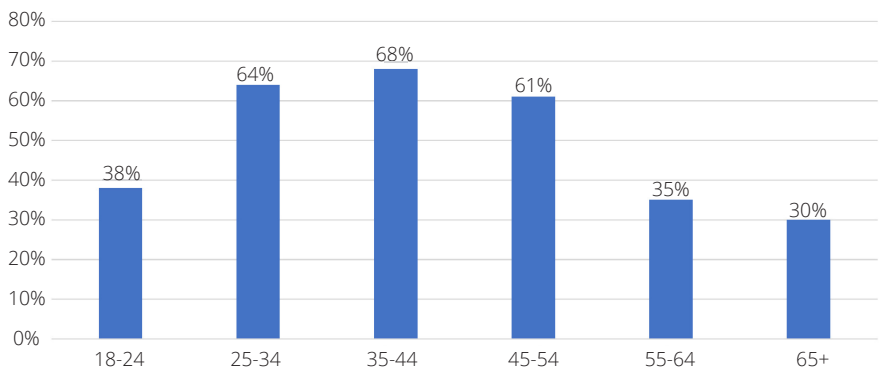
The takeaway: the website houses the majority of the registration traffic and needs to be updated in order to better serve the needs of customers.

PREFERENCE FOR ONLINE VS. PAPER BROCHURE REGISTRATION



LCY STUDENT TEAM

PERCENTAGE OF RESPONDENTS WHO PREFER ONLINE BROCHURE BY AGE



LCY STUDENT TEAM

WHO RESPONDED TO OUR SURVEY?

Most of our survey respondents were between the ages of 35-44, 45-54, and 65+ (77, 57, and 53 respondents, respectively). A majority of respondents stated that they register dependents, and not themselves, for Parks and Community Services activities and classes. This indicates that a majority of Bellevue residents who currently utilize Parks and Community Services are parents who seek activities for their children, as well as senior citizens who are likely retired. Notably, far fewer young adults responded to the survey, indicating they are less likely to participate in events and classes organized by the Parks and Community Services Department. Adults past the typical age of raising children also responded less to our survey than other adult age ranges.

The analysis of our survey findings reveal that the majority of individuals who prefer the online system are within the age ranges of 35-44 and 45-54. Those who prefer the paper brochure are concentrated in the 65+ age range; we assume that this demographic likely consists of seniors interested in classes for themselves or their grandchildren. As more high-tech companies settle in Bellevue, the City's demographic characteristics are shifting to encompass a growing population of digital natives — residents who are comfortable navigating online platforms and would therefore be more likely to use the online registration system.

The breakdown of registration preferences indicates that 53% of users turn to the online system to register for programs. However, 23% of users stated that they register using both the online site and print brochure, which indicates that the print brochure is still relevant. Another 11% stated they register through other miscellaneous forms such as (e.g., over the phone and at the activity center), which likely won't change with the website redesign. Finally, 8% of users indicate that they solely use the print brochure to register programs; these respondents are likely those who stated they required access to a physical copy.

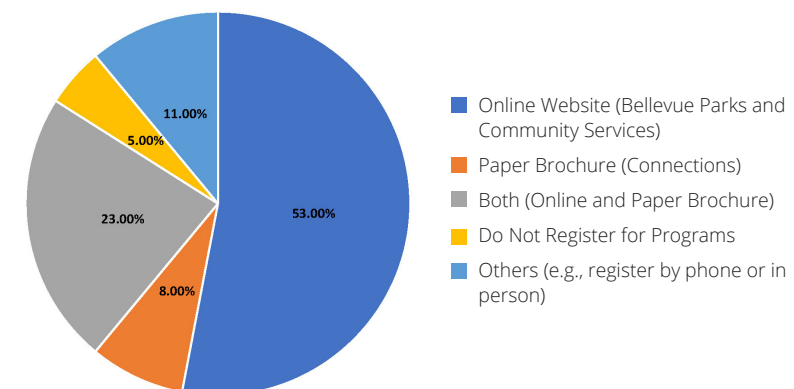
It is important to note that the majority of survey respondents state that their likelihood of registering for programs would not change if the physical copy of the brochure were to disappear. While it is necessary to provide those copies to individuals who cannot access the online copy, a majority of participants would still register as they have in the past.



Instructor Michael Ervick with students. TERI THOMSON RANDALL

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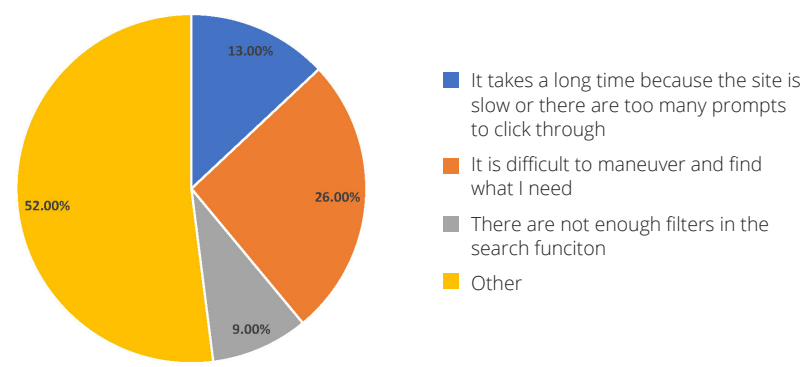
HOW RESPONDENTS TYPICALLY REGISTER FOR PROGRAMS



LCY STUDENT TEAM

When asked about specific site pain points, a vast majority of respondents claimed that the site is difficult to use and that they struggle to find what they are looking for because of the website’s confusing navigation. Furthermore, 15% of respondents stated that the keywords selected do not return accurate search results. Thirteen percent of users commented that the website takes a significant amount of time to load and that there are too many prompts that require clicking to advance through the site. This is followed by 12% of users who claimed that it is difficult to locate programs for specific age ranges. Finally, 9% of users responded that they cannot easily locate programs for a specific facility location, and the same percentage mentioned that there are not enough filters in the search function. We considered all of these issues while formulating a solution.

PAIN POINTS WITH THE CURRENT REGISTRATION SYSTEM

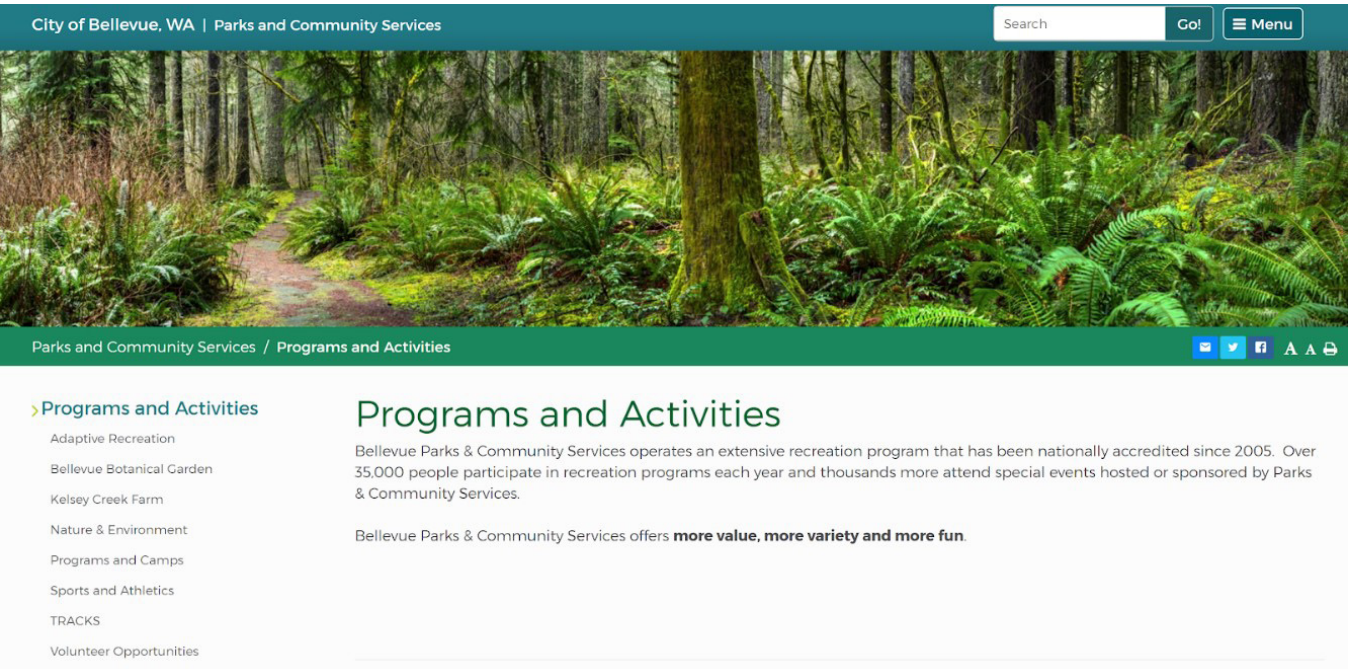


LCY STUDENT TEAM

When asked about specific site pain points, a vast majority of respondents claimed that the site is difficult to use and that they struggle to find what they are looking for because of the website’s confusing navigation.

CURRENT WEB PAGE ISSUES

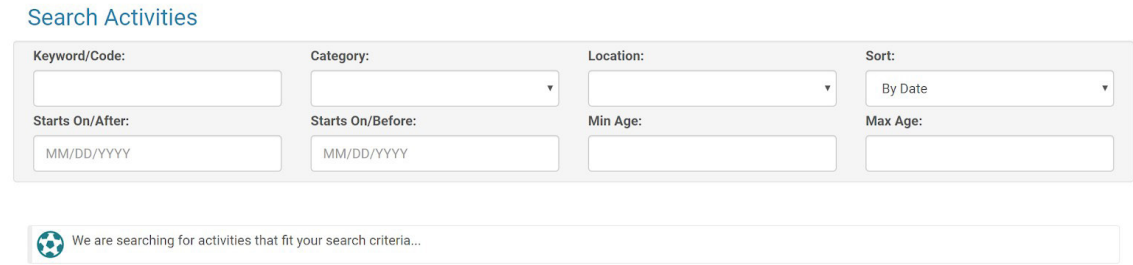
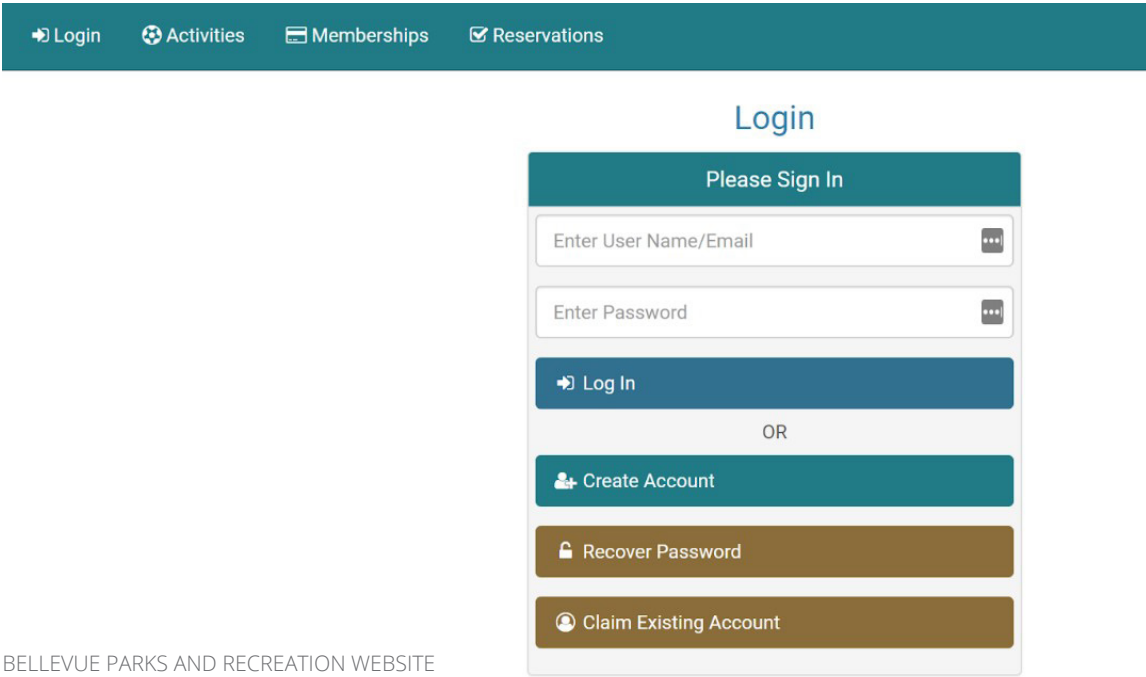
The current web page is counterintuitive and difficult to navigate. When looking for activities, one would assume they would be listed under the “Programs and Activities” module. However, the programs and activities page looks like this:



BELLEVUE PARKS AND RECREATION WEBSITE

While a more seasoned customer may know how to navigate the website to search for classes, someone who is new to the site is likely to face a steep learning curve. One might also assume that, were they to click on the “Programs and Activities” module, they would be directed to a search engine. However, in order to find the search bar, one must click “Register,” which prompts the user to input login information (shown below).

To access the search bar without creating an account, users can click “Activities” in the upper left-hand corner, which lands them at the search engine, which lands them here:



One of the most common comments left by registered users is that the site is easier to use when they are logged in to their accounts. While this is somewhat positive, the navigation should be simple from the start, especially given that a large number of survey respondents identified as out-of-towners looking for a class to attend just one time. Additionally, in order to attract new customers to the programs offered, the site must be simplified. New customers are not yet loyal to the City's programs, and may be less forgiving toward a difficult to navigate website, than seasoned customers.

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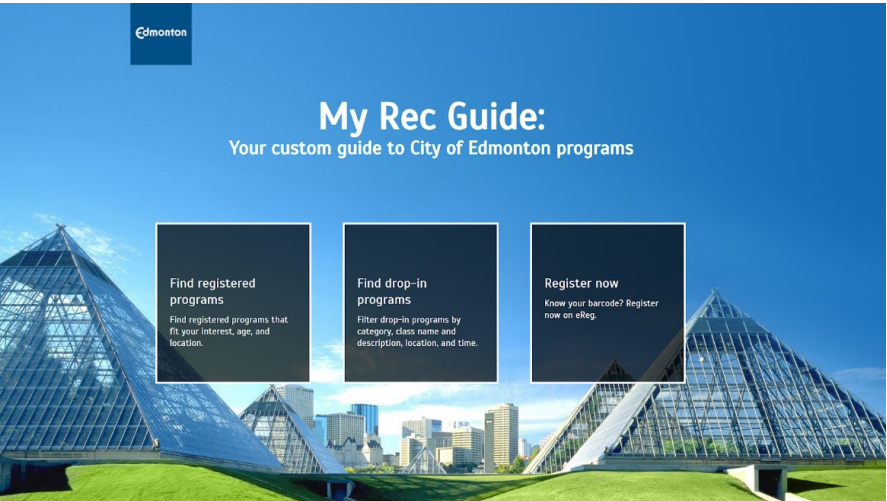
In addition to the search feature being difficult to find, the website’s search functionality lacks clarity. Relating to the search bar, the most common comment from our respondents was that the filters were not clear, and they were not able to filter the things as they wished. Some customers also noted that when they typed in the class code, they were not able to find the matching class offering. Also, while there is a section for visitors to the site to input an age range, an age filter with options for people to choose “under 18” and other age ranges would make the site easier to use.

Overall, the customers’ two biggest complaints about the site centered around navigation to the search bar and the search function itself. In order to solve these issues, we developed two recommendations informed by customer comments and software technology.

RECOMMENDATIONS

SOLUTION 1: UPDATE CURRENT SOFTWARE

The City of Edmonton in Alberta, Canada has a system (pictured below) that fulfills many of the gaps that the City of Bellevue needs to fill. We



EDMONTON WEBSITE

recommend using Edmonton’s system as an aspirational guide.

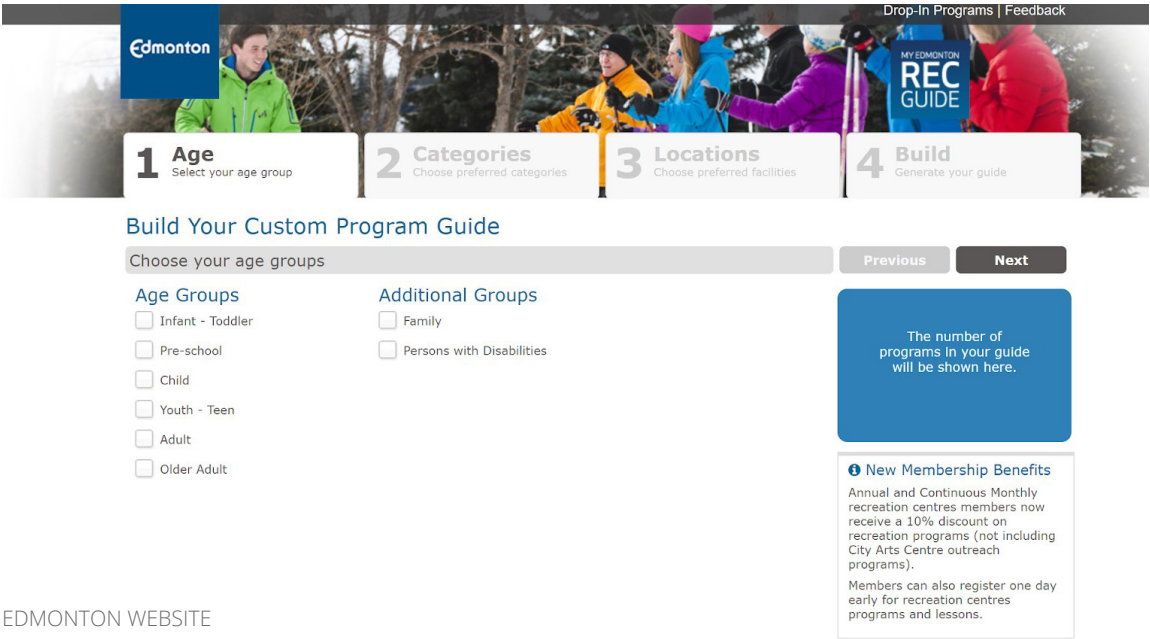
The Bellevue system could have four sections:

1. **Login/Create Account:** for users who already have accounts with the city or who want to make one
2. **Facility Rental:** for customers to specifically search for facilities to rent
3. **Search:** for those who want to browse class options prior signing up and creating a user account
4. **Calendar View:** a calendar with all classes so people can search specific days and browse the options more visually. Each filter category should be color coded (this already exists to some extent on the current site but could be made clearer).

Login/Create Account If the customer hits “login” the site should go straight to a page asking for their login credentials or account creation. Once they have logged in or created an account, they should be navigated directly to the search page.

Also, a user feature should be added “dashboard” for account holders to save credit card information and streamline their registration process. The dashboard should also enable people to change account settings and see past registrations as well as classes they are currently registered for, with links to classes so they can see all related information.

Facility Rental If users hit “facility rental,” they should be directed to a page where they can either login or create an account, or search for facilities based on filters like “type of rental” or “location.” They should be able to enter their zip code and say “within ___# of miles” and be directed to facilities that match their criteria. In addition, people should be able to search for specific facilities without applying any filters.



EDMONTON WEBSITE

Search If they hit “search”, the layout should appear like Edmonton’s. The search filter system should allow people to add preferences and receive class lists related to their specific needs and interests.

For users wanting to use a simpler search feature, a search button should exist linked to a search bar with a few filters like “search by class code” where they can add in a specific class code and find class offerings quickly. The button could be labeled with text like “already have a class code? Click here!”

Calendar View The calendar view should have a similar look to Google Calendar. Classes can be color-coded based on their filter category. There can be a key to help people interpret the color coding. Customers should also be able to apply filters to the calendar based on their preferences for a specific date range, age range, or activity category.

Once a user clicks on an activity, a description should appear, which includes a call-to-action for the person to register. This should take them to the login/account creation page. If the user already has an account, there can be a specific color dedicated to classes they are registered for that are shown in the calendar for them. This would help a customer easily see which classes they are already registered for among the classes available and help people avoid registering for a class twice. This could also allow residents to browse classes by looking at which class categories are offered on specific days.

SOLUTION 2: PURCHASE NEW SOFTWARE

Although the City of Bellevue states that it would like to make updates to its current software, an alternative route the City could take would be to implement a new system.

This could prove to be easier than refreshing an outdated system. City staff express concern that switching to a new software and introducing an app would require too much effort to develop, update, and maintain. Because of these concerns, our group recommends Wild Apricot, a cloud-based software program that has been ranked #1 for six years in a row for its ease-of-use and customer service. The program is easy to manipulate and customers without technical background can easily create a website using the software.

Wild Apricot also provides an event management feature, which site administrators can use to: customize registration forms, share a calendar that links to activities on the site, and automatically send customers reminders about upcoming events and classes they have registered for. The event management feature would directly address many of the comments left by survey participants who use the City's current site. Some citizens asked for a link or to receive emails about registration forms; some mentioned that a calendar view of activities would be useful; and a few even complained that they forgot about a class they had signed up for and would value receiving reminder notifications.

Another benefit of choosing Wild Apricot is that it offers maintain both online software and app software for its customers. A few survey participants mentioned the desire for an app they could use remotely from their iPhone or other portable device; however, the City is concerned with the maintenance requirements. By using Wild Apricot, the City could give the residents what they want without the added hassle of maintaining an app. Wild Apricot's pricing structure is divided into several packages based on customer preferences. Prices are also cheaper for customers who elect to pre-pay for one or two years.

An alternative route the City could take would be to implement a new system.

ADDITIONAL REDESIGN RECOMMENDATIONS

In addition to the site features outlined above, customer feedback has informed the following set of recommendations:

- Every page within the system should have a login option in the upper right-hand corner so people can login at any time and be redirected to the same page.
- Once people register for a class, they should be sent an email with links to any necessary forms they are required to fill out before attending the class. Alternatively, these forms could be linked to within the description of the activity so people know exactly which forms and restraints are associated with the activity.
- If possible, have a "live chat" function where people can chat with a site administrator to work out any technical issues or ask class/ rental questions.
- A "dashboard" feature within customer accounts should show all classes a person has registered for, as well as class descriptions, locations, and other important information.
- A "feedback" feature should allow people to submit comments related to their experience using the site. This would enable the City to continuously attend to user experience of the site.

CONCLUSION

After reviewing the Parks and Community Services' website dilemma, the student consulting team from the UW conducted a survey of past and current Parks and Community Services customers. Informed by the data we gathered, we identified the most pressing problem areas related to the website's usability. The site's main issues revolve around general site navigation and search functionality. The survey data also indicate that a relatively small percentage of the total population, consisting mainly older individuals, require access to physical brochures.

Once our team determined what the main pain-points for users are, we conducted additional market and demographics research to guide us in forming solutions. We evaluated software options used by other cities. One specific registration platform, used by the City of Edmonton in Alberta, Canada, closely resembles the team's redesign recommendation for the City of Bellevue. Therefore, we used Edmonton's website to provide models for how Bellevue's Parks and Community Services website could function in the future.

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In addition, we explored the option of creating a new site and purchasing Wild Apricot software to do so. Because of the number of changes the current website requires to address resident complaints, the creation of a new site, using a platform like Wild Apricot, may be a more viable option for the City. The City of Bellevue can use Wild Apricot to create a website that is easy to navigate and maintained online for desktop and app-based platforms. The City can also easily customize its website and set up web administrators using this software.

Deciding between the two solutions will largely depend on overall cost. The website redesign solution consists of updating outdated software to simplify the site's navigation interface to make it more like the system

used by the City of Edmonton. Solution two proposes that the City invest in new software, Wild Apricot, which would maintain both the website and apps, so the City would not inherit new maintenance responsibilities.

Our team's solutions and recommendations are informed by the information we received from the City of Bellevue and users of Parks and Community Services. Therefore, all proposed solutions and recommendations have been carefully constructed to ensure that the needs of both the client and users are met. It is our hope that the solutions we have proposed will help the City of Bellevue reduce costs while improving user satisfaction which will lead, ultimately, to the growth of its programs.

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APPENDIX

RESIDENT SURVEY

- 1. What is your age range?
 - » 18-24
 - » 25-34
 - » 35-44
 - » 45-54
 - » 55-64
 - » 65+
- 2. Do you take part in recreational activities offered by the city of Bellevue?
 - » Yes
 - » No
 - » Not currently, but I have in the past
- 3. Do you enroll in city programs for yourself or for a dependent?
 - » I enroll for myself
 - » I enroll for my child
 - » I enroll for another family member
 - » Other, Please describe: _____
- 4. How do you typically access the program catalogue and register for activities?
 - » Online through the Bellevue Parks & Community Services website
 - » Connections program brochure
 - » I use both Connections and the website to register
 - » Other, Please describe: _____
- 5. Which part of the brochure do you typically use? (make it possible to choose more than one)
 - » Adaptive Recreation
 - » Adult Enrichment
 - » Aquatics
 - » Arts
 - » Cardio & Fitness
 - » Day Camps
 - » Health and Wellness
 - » Martial Arts
 - » Natural Resources & Outdoor Recreation
 - » Sports
 - » Other, please describe: _____

- 6. How likely would you be to register for activities if the physical copy of the brochure was no longer available?

1	2	3	4	5
Less Likely		No Change	More Likely	
- 7. Do you personally need access to a physical copy of the brochure?
 - » Yes
 - » No

If they say yes for question 7:

- 8. How would you like to receive that physical copy?
 - » By email, printable at home
 - » By Mail
 - » Pick-up at physical location; i.e. city hall or a library
 - » Other, please describe: _____

If they say no for question 7:

- 9. What, if any, are your biggest pain points with registering for activities online?
 - » It takes a long time because the site is slow or there are too many prompts to click through
 - » It is difficult to maneuver and find what I need
 - » There are not enough filters in the search function
 - » Other, please describe: _____
 - » None of the above
- 10. Do you have any additional comments?