



CITY OF ROSEVILLE

Virtual City Hall Strategic Plan and Project Plan

August 27, 2013

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Exhibit A

Services

A. Purpose

This Statement of Work (SOW) is entered into between the City of Roseville, hereinafter “City” and Moss Adams LLP, hereinafter “Moss Adams” to define the responsibilities of the parties, requirements, services and deliverables of the Virtual City Hall (VCH) Strategic Plan and Project Plan project. The work is expected to involve development of the VCH Strategic Plan along with analysis of online services needs designed to meet the goals defined by the City’s VCH Team. This analysis will define the decision-making criteria, resources, priority and projects to be pursued and implemented in the VCH Project Plan in support of the overall VCH Strategic Plan.

B. Description

The stated goal of this project is to assist in the facilitation and development of the City’s VCH Strategic Plan, define the VCH’s decision-making process and authority, develop and translate the City’s online services needs into a multi-year VCH Project Plan that identifies and prioritizes projects, tasks, resources, and estimated costs. The needs referenced here pertain to online services that will help achieve the overarching goals defined by the VCH Team that include:

- Communicate, transact, and engage residents, businesses, and visitors online with transparency.
- Speak with one voice, one brand, and one domain in a unified digital environment.
- Extend City services (24/7) to employees, residents, businesses, and visitors online.
- Streamline processes, reduce overhead (staff/time), and reduce transaction costs to the City.

The Project Plan will create an actionable roadmap that lists the projects and the major steps required to implement them, including priority cost estimates, timing estimates associated with each project, an abbreviated assessment of the impact of each project, and other information as needed to aid in the planning and prioritization of each project. Moss Adams typically structures these projects into four phases, including project management, fact-finding, analysis, and reporting.

C. Assumptions

1. The City will conduct all fact-finding and collect data from City departments, the public, local businesses and other cities, as appropriate. It is assumed this information will be organized and provided in a format suitable for analysis.
2. The City will facilitate efforts with each Department to validate and prioritize proposed projects that will be defined based on the raw input gathered from each Department. Moss Adams will participate in these meetings, assuming that they

are scheduled with consideration of Moss Adams' availability and overall budget with respect to out-of-pocket expenses.

3. The Project Plan will focus on defining projects and associated tasks, estimated resource requirements, and schedules.

D. Scope

The Work Effort for the VCH Strategic Plan development VCH Project Plan development, decision-making criteria and process has been divided into major activities described below:

D.1 Project Initiation and Ongoing Management

The activities performed within this area include those required to manage the engagement with some basic building blocks to ensure success. These include ensuring that a project work plan is in place, providing periodic status reporting back to the City, and holding regular status meetings with the City via video conferencing capabilities.

The following activities are included in this phase to be completed jointly by Moss Adams and the City:

- 1.01 Establish Project Scope, Plan, and Budget.
- 1.02 Report on Project Progress.
- 1.03 Conduct QA Review with Moss Adams Project Partner.

D.2 Analysis of Organizational Structure for Delivery of Online Services

The second phase of work focuses on an analysis and evaluation of the City's current structure to deliver online services to internal and external customers, benchmarking with other similar governmental agencies, and resulting recommendations.

The following activities are included in this phase to be completed jointly by Moss Adams and the City:

- 2.01 Conduct interviews with departments to determine what is working well with current structure, unmet needs, and areas for improvement.
- 2.02 Quantify current allocation of resources (both staff and financial) supporting online services by department and Citywide.
- 2.03 Conduct benchmarking of four to six public agencies to compare organizational structure, staffing and financial investment in online services/eGovernment with that of Roseville. Identify best practices which may be applicable to Roseville.
- 2.04 Prepare summary of observations and recommendations from needs assessment, including benchmarking results.

D.3 VCH Strategic Plan Facilitation & Development

The third phase of work involves having Moss Adams facilitate and assist with development of the VCH Strategic Plan and provide comments and suggestions to ensure the VCH Strategic Plan lays the groundwork for the VCH's Project Plan, and aligns with the Citywide Strategic Technology Plan and the City's goals.

The following activities are included in this phase to be completed jointly by Moss Adams and the City:

- 3.01 Review the City's VCH Strategic Plan effort to-date.
- 3.02 Provide input and draft sections as requested:
 - Draft Executive Summary.
 - Review and provide input into goals.
 - Provide input into online services /social communication trends.
 - Provide input into current maturity level.
 - Draft online services staffing levels & gap section.
 - Draft discussion around key challenges.
 - Review and provide feedback on definitions.
- 3.03 Ensure the VCH Strategic Plan aligns with the Citywide Strategic Technology Plan and the City's goals.
- 3.04 Discuss and revise materials as appropriate.
- 3.05 Finalize VCH Strategic Plan components.

D.4 Decision-Making Criteria and Process Flow

The fourth phase of work will involve helping define and establish a decision-making process and associated authorities to set priorities on the current and future projects, resources and funding for the VCH's Project Plan. The City is requesting that Moss Adams provide best practices and proven procedures to ensure a solid decision-making approach based on sound business practices.

The following activities are included in this phase to be completed jointly by Moss Adams and the City:

- 4.01 Develop decision criteria for assessing and prioritizing VCH Projects.
- 4.02 Developing Decision Process Flow Chart.
- 4.03 Review materials with the VCH Steering Group.
- 4.04 Utilize Decision-Making Process in the VCH's Project Plan Development.

D.5 Project Analysis

The fifth phase of work will focus on analyzing the identified needs and translating them into discrete projects with associated tasks. Key activities include developing the plan framework and identifying recommended projects to be pursued. In addition, Moss Adams will review each proposed project, and as necessary discuss with the VCH

Steering Group, Web Team and IT staff as needed in order to define the necessary tasks and resources for each project.

The following activities are included in Phase 4 to be completed by Moss Adams with participation from the VCH Steering Committee:

- 5.01 Assemble preliminary listing of needs by department.
- 5.02 Analyze potential projects.
- 5.03 Identify resource requirements.
- 5.04 Assist in developing resource allocation for projects.
- 5.05 Establish feedback mechanism for ongoing plan updates and performance assessment.

D.6 Project Plan Development

The sixth phase of work takes the analysis performed, and creates a discussion draft and final deliverable VCH Project Plan that can be used by the City to guide efforts. Moss Adams normally develops such a plan in a Gantt chart format. The Gantt chart will include at a minimum:

- Projects/tasks.
- Assignments.
- Resources.
- Schedules.

As the VCH Project Plan is developed, budgets will be developed for tangible costs (hardware, software, services) and soft costs (City staff) if requested. The budgets will tie directly to the planned projects. The draft VCH Project Plan will be reviewed with both the VCH Team and the City's IT staff to build support and confirm the validity of the plan. Feedback specific to the Project Plan will be gathered and considered for update. Any appropriate changes will be made at this point, and the plan finalized.

The following activities are included in Phase 5 to be completed by Moss Adams:

- 6.01 Discuss recommendations and VCH Project Plan outline.
- 6.02 Develop VCH Project Plan.
- 6.03 Provide draft VCH Project Plan to City for review.
- 6.04 Discuss and revise VCH Project Plan as appropriate.
- 6.05 Present final VCH Project Plan to VCH Team and City Management.

E. Change Requests

The City reserves the right to exclude or not deploy functionality detailed in this Statement of Work, if the City determines that the functionality is not required for a successful implementation.

If the City requests additional functionality not in the Statement of Work, it will go through a Change Control Process. The Change Control process will allow Moss Adams

staff to assess how the additional functionality will impact the schedule, costs and resources and present that to the City in writing.

A Change Request is a formal statement of the change(s) being suggested to this SOW to document timeline, fees, and scope issues as well as any other related project issues, which may or may not be a change to the Work Effort. Either Moss Adams or the City may initiate a change by submittal of a Change Request to the other party. The receiving party will have five (5) business days to agree to a Change Request. If both parties agree to a Change Request, the change will be documented, signed by both parties, and will become an attachment to this SOW. If agreement does not occur in five (5) business days, the Change Request will be deemed rejected. The Change Request will be evaluated and approved for further action or rejected by the non-initiating party. Any approved Change Request must include an agreement to any additional charges to the City for the implementation of the Change Request. In the event that a Change Request is rejected, neither the City nor Moss Adams will be obligated to perform the changes identified therein. Both parties agree to negotiate any Change Requests in good faith and not to unreasonably withhold, delay, or condition consent to any Change Requests.

F. Deliverables

Deliverable Number	1.
Deliverable Name	Analysis of Organizational Structure for Delivery of Online Services
Purpose	To analyze and evaluate the City's current structure to deliver online services to internal and external customers, to benchmark structure and resource allocation with other similar governmental agencies, and to provide recommendations for improvement.
Content	Findings and recommendations regarding organizational structure to facilitate online service delivery, including breakdown of roles and responsibilities across the City as well as results of benchmarking
Responsibility	Moss Adams
Participants/Roles	Moss Adams– complete plan City Project Manager – provide input into updates and audits
Expected Result	Updates to the plan and audited progress
Deliverable Format	Electronic media format
Estimated Cost	\$14,400

Deliverable Number	2.
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Deliverable Name	VCH Strategic Plan Facilitation & Development
Purpose	Facilitate and assist with development of the VCH Strategic Plan and provide comments and suggestions to ensure it lays the groundwork for the VCH's Project Plan, and aligns with the Citywide Strategic Technology Plan, the City's goals and objectives as it relates to online services and citizen interaction.
Content	Comments and feedback related to current plan content
Responsibility	Moss Adams
Participants/Roles	Moss Adams – review plan and develop feedback and comments City – review and discuss feedback and modify plan as needed.
Expected Result	Additional assurance that the VCH Strategic Plan aligns with the City's Strategic Technology Plan
Deliverable Format	Electronic media format
Cost	\$7,875

Deliverable Number	3.
Deliverable Name	Decision Criteria and Process Flow
Purpose	Develop a more formalized, repeatable process for making decisions regarding inclusion of online projects in the VCH Project Plan
Content	Listing of decision criteria and a process flow diagram
Responsibility	Moss Adams
Participants/Roles	Moss Adams – propose criteria and process flow; develop final deliverables City – provide input into criteria and process
Expected Result	Useful process for making informed, justifiable decisions regarding accepting and prioritizing proposed/requested online services projects
Deliverable Format	Electronic media format
Cost	\$4,800

Deliverable Number	4.
Deliverable Name	VCH Project Plan
Purpose	A multi-year VCH Project Plan in Gantt Chart format addressing the attributes listed below which will be included as part of the overarching VCH Strategic Plan. The Gantt chart will include at a minimum:

	<ul style="list-style-type: none"> • Projects/tasks • Assignments • Resources • Schedules
Content	Roadmap to accomplish the VCH initiatives
Responsibility	Moss Adams
Participants/Roles	Moss Adams– complete plan City Sponsor – provide input into plan
Expected Result	VCH Project Plan that provides a roadmap for accomplishing strategic goals and desired outcomes that can be re-assessed on an annual basis.
Deliverable Format	Electronic media format
Cost	\$20,000

Deliverable Number	5+.
Deliverable Name	Updates to Project Plan specific assessments, as needed against the Plan
Purpose	In subsequent years, Moss Adams will re-visit the plan and make updates to it, as needed, to reflect changes in priorities and/or initiatives. In addition, specific audits of progress against specific initiatives will be conducted to assess the progress made by the City against the plan.
Content	Updated projects, tasks, resources, timelines Performance assessment plans and results
Responsibility	Moss Adams
Participants/Roles	Moss Adams– complete plan City Project Manager – provide input into updates and audits
Expected Result	Updates to the plan and audited progress
Deliverable Format	Electronic media format
Estimated Cost	\$15,000 per year (City and Moss Adams will agree upon what can be accomplished and what should be prioritized within the limits of this cost; additional SOW(s) will be required if both parties agree the effort exceeds this budget)

G. Project Oversight and Schedule

Moss Adams will provide a Project Manager (Greg Damon) who will have authority and responsibility to act on behalf of Company for all matters pertaining to Company effort

required for support of the project. Company will work jointly with the City’s Project Manager (Lon Peterson) throughout this effort.

Project Schedule																
	October				November				December				January			
Week:	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Phase 1 – Project Initiation & Ongoing Mgmt																
Phase 2 – Analyze Org. Structure for Online Services Delivery							◇									
Phase 3 – VCH Strategic Plan Facilitation & Development							◇									
Phase 4 – Decision-Making Process								◇								
Phase 5 – Project Analysis																
Phase 6 – Project Plan Development															◇	◇