



COUNCIL COMMUNICATION

City Clerk Use Only

DATE:	September 12, 2013
TITLE:	Virtual City Hall Strategic Plan, Organizational Structure and Project Plan
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Meeting Date: October 2, 2013

SUMMARY RECOMMENDATION

Staff recommends the City Council adopt the attached resolution authorizing the City Manager to execute a contract with Moss Adams for the Virtual City Hall (VCH) Strategic Plan project.

The goals of the project are to:

- Assist in the facilitation and development of the City's VCH Strategic Plan,
- Analyze the City's organizational structure for delivery of information, marketing, civic engagement, business and transactional services online,
- Develop the decision-making criteria and define the process for prioritizing departmental and citywide online services needs, and
- Develop and translate the City's online service needs into a multi-year VCH Project Plan that identifies and prioritizes projects, tasks, resources, timelines and estimated costs.

BACKGROUND

Over the past 15 years, websites have evolved from simple one-way, brochure-style informational channels into robust and vital elements of organizations' day-to-day customer-service and business-services delivery systems.

About 10 years ago, the City hired its first web-related position to manage the website's informational and marketing content and to provide content-management training to departments. Last year, the City added a second web-related position to help manage the expanding workload associated with digital communications, online branding, marketing, communications, and user experience of online services.

With that, a new website was launched this year, and the branding and integration of several new citywide systems including Accela and Maximo continues, along with search-engine optimization (SEO), live online streaming of meeting broadcasts, and the

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refinement of the navigation and user experience on our website. Yet, while these digital communications needs are being addressed, there remains a growing, unmet demand among city departments and consumers for a broader array of online business services and transactions.

In the past five years, the evolution of consumers' use of personal technology, including smartphones and mobile devices such as the iPad, has produced an unprecedented pace of change in the expectations for online services. This "new normal" includes the availability of mobile apps, the innovation resulting from open data initiatives led by the technology and government sectors, citizen engagement initiatives that broaden the opportunities for people to connect with and participate in government, and the ability to conduct business transactions online, around the clock, from anywhere in the world. The rapid pace of change is accompanied by security, privacy, and service-delivery issues that must be considered as online services expand. This plan will allow the City to address how it will prioritize, fund, and develop the staffing structure to meet an online services need that has grown beyond the digital communications, marketing, social media, and branding needs for which the City has staffing in place.

Recognizing this need, the Public Affairs & Communications Department launched the Virtual City Hall initiative in 2012 to provide a citywide forum to develop an integrated, customer-focused and secure digital environment that extends city services and opportunities for interaction and transaction beyond physical settings and regular business hours.

The goals of the VCH are to:

- Communicate, transact and engage with residents, businesses and visitors 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 and reduce transaction costs to the City.

In order to achieve this "open for business" goal in a "one city" manner, development of a comprehensive citywide strategy and project plan are proposed. The deliverables for this proposal are:

1. VCH Strategic Plan Facilitation & Development

To outline the City's goals and objectives as it relates to online services and citizen interaction, Moss Adams will develop a VCH Strategic Plan, which will lay the groundwork for the VCH's Project Plan (described in No.4). The VCH Strategic Plan also will align with the Citywide Strategic Technology Plan that Moss Adams recently completed.

2. Analysis of Organizational Structure for Delivery of Online Services

Moss Adams will analyze the City's organizational structure for delivery of online services, benchmark our structure with similar organizations and analyze our current

staffing in relation to unmet needs and expectations. The analysis will include what is working well with the current structure and recommendations for improvement.

3. Decision Criteria and Process Flow

To prioritize projects in the VCH Project Plan, Moss Adams will help the City develop a transparent, consistent, standardized, repeatable process for making decisions about projects, resources and timelines.

4. Analysis of VCH Projects and Development of Project Implementation Plan

Moss Adams will analyze online services requests compiled through a citywide needs assessment, apply decision-making criteria, estimate resources needed, and develop tasks and timelines to provide a prioritized, actionable implementation plan for online services. This will aid departments in strategic planning by providing a realistic and reliable assessment of when and how online services needs will be addressed.

FISCAL IMPACT

The total cost of the project proposal and all the deliverables shall not exceed \$47,075. The funds for this project proposal are included within the Public Affairs & Communications 2013-2014 fiscal year budget.

ECONOMIC DEVELOPMENT/JOBS CREATED

Not applicable. There are no jobs created this agreement.

ENVIRONMENTAL REVIEW

The professional services agreement with Moss Adams is not considered a “project” as defined by the California Environmental Quality Act (CEQA) (CEQA Guidelines §15378). Consequently no CEQA action is required.

Respectfully submitted,

Lon Peterson, E-Government Administrator

Megan MacPherson, Public Affairs and Communications Director

APPROVED:

Ray Kerridge
City Manager