

3. Statement of Qualifications and Experience

3.a. Technical Proposal/Work Plan

Response to Stated Scope of Work

NexLevel has reviewed the scope of work listed in the City's RFP. The following table contains responses to each of the items listed in the Scope of Work, including the location in this proposal where we have addressed that scope item.

Scope Item	Response
1. A comprehensive assessment of existing technologies and staffing that will identify current strengths and weaknesses; including documentation of existing City information system business processes	Phase 2 of our proposed project is devoted to the assessment of the existing environment at the City, including conducting a user survey, assessing the business technologies in use, and assessing the City's IT capabilities.
2. Identify opportunities for increased efficiency in City operations through technology	Tasks 2.2 and 2.3 (Business Technology Assessment and IT Assessment, respectively) are focused on identifying these opportunities, mainly by meeting with department managers and other key stakeholders. These ideas will be used as part of the IT Assessment submitted by NexLevel at the end of this Phase, and also incorporated into the Strategic Technology Master Plan submitted at the end of Phase 3.
a. Include trending technologies as well as well as recommendations of strategies for continual assimilation of such technologies.	NexLevel will discuss new technologies at length with key stakeholders during tasks 2.3 and 2.3.
b. Strategy for implementing new technology.	During Phase 3, NexLevel will work with City departments and other stakeholders to identify and prioritize new technology projects.
c. Provisions for continuous IT improvement and sustainability.	Phase 4, Govern, is devoted to working with the City to establish ongoing processes to ensure that the STMP which results from this project is proactively managed. In addition, NexLevel is proposing a Phase 5

Scope Item	Response
	during which we return to the City and evaluate the progress of the project, making changes based on the “real-life” challenges faced by the plan.
d. Integration of legacy systems.	During Phase 2, Analyze, NexLevel will complete an IT Assessment, which will contain detailed information on our findings including systems which are working well, systems which could be utilized to greater advantage, and systems that the City should consider replacing.
e. Recommendation for IT Investments.	The IT Assessment conducted during Phase 2 of this project will contain an assessment of the City’s current state. That assessment will then be used during Phase 3 to select and prioritize projects that the City should consider invest in moving forward. These recommended projects will include descriptions, cost estimates and implementation timeframes for each project.
3. Review, assess and recommend IT Governance strategies:	In Phase 4, Govern, NexLevel will work with the City to develop, implement, and train City staff on an IT Governance framework that is supported by all stakeholders. The IT Governance framework must unite the goals of the City with the available IT resources and budget. An effective IT Governance framework encourages City departments to take responsibility for the use of IT within their areas and not abdicate business functional design or project prioritization to the IT organization.
a. Include staffing recommendations	The IT Assessment conducted during Phase 2 will contain staffing recommendations.

Scope Item	Response
b. Review and recommend current Policies as well as gaps in Policy.	During Task 4.1, Facilitate Governance Workshop, NexLevel will prepare for and facilitate an IT Governance workshop with City management to develop an IT Governance structure and supporting processes. During Task 4.2, Develop Governance Tools, NexLevel will create a formal IT Governance Charter and, if necessary, policy statement. In addition, NexLevel will create a standardized agenda and other process documents, such as project tracking tools, required to support ongoing IT Governance.
c. Decision making recommendations, etc.	Also included in Tasks 4.1 and 4.2, described above.
d. Communications provisions for departments, end users, vendors etc.	During Task 4.2, Develop Governance Tools, NexLevel will create a standardized agenda and other process documents, such as project tracking tools, required to support ongoing IT Governance. These will include communications provisions for the City.
<p>4. Assess and make recommendations for the City's Systems (including prioritization, risk levels, time to implement, cost, etc.):</p> <ul style="list-style-type: none"> a. Enterprise Systems and System Requirements b. Legacy Systems c. Networking d. Security e. Desktop f. Telecommunications g. Database Architecture Analysis 	During Phase 2, Analyze, NexLevel will perform an IT Assessment which includes extensive recommendations. During Phase 3, Strategize, NexLevel will utilize the results of the IT Assessment Report to identify projects that will improve the City's use of technology. The projects will be designed to serve the City's immediate and long-term technology needs. In addition, NexLevel will conduct research of benchmarks and comparisons to similar implementation approaches used by similar sized cities. This activity will provide an opportunity to apply "lessons learned" from other organizations to the STMP. The output of this effort will be a list of recommended projects, along with a

Scope Item	Response
	project description, cost estimates, implementation timeframes, and other criteria to prepare for project prioritization.
5. Assess ADA compliance:	This will be part of the IT Assessment conducted during Phase 2, Analyze.
a. Online services and technologies for the public; third party services as well	This will be part of the IT Assessment conducted during Phase 2, Analyze.
b. Web Content Accessibility Guidelines version 2.0 Level AA Success Criteria c. Identify accessibility barriers and make compliance suggestions	Both of these items will be addressed during Phase 2 of our project, named "Analyze." NexLevel's IT Assessment will include the content of the City's web site and the use of Text Alternatives, Time-based Media, Adaptability, Distinguishability, Keyboard Accessibility, and the other items that make up the WCAG 2.0 criteria.
6. Recommendations for cost savings and efficiencies with respect to available regional partnerships and collaboration strategies. Include any environmental improvements (green initiatives).	While the Strategic Technology Master Plan is being drafted, NexLevel will meet with personnel designated by the City to identify regional partnerships and determine whether there are opportunities for collaboration and/or environmental improvements which will benefit the City.
7. Gap analysis of technology/processes.	In the Analyze phase (Phase 2), NexLevel will work closely with the City's technology stakeholders (i.e. departments) to define the future vision for the use of technology and the gap between that vision and the current IT realities.

Project Approach

NexLevel understands the City is seeking the assistance of a consultant to conduct a Strategic Technology Master Plan (STMP). To accomplish the City's current goals, NexLevel will begin by performing a detailed assessment of the City's current technology use and management, policies and practices, IT governance processes, and strengths and weaknesses of the current technology.

NexLevel's Strategic Technology Planning methodology allows us to use repeatable processes that yield positive results and, at the same time, offers the flexibility to adapt to the City's specific needs.

NexLevel's planning methodology is built on our experience in delivering services to local government agencies for over 16 years. A cornerstone of NexLevel's methodology is the focus and emphasis on the involvement and interaction with the department users of technology and those setting the business direction for the City. NexLevel will incorporate input from all users and stakeholders, up to and including the City's operating departments and divisions.

NexLevel's strategic technology planning methodology allows us to use repeatable processes that yield positive results and, at the same time, offers the flexibility to adapt to the City's requirements, to complete a comprehensive assessment of the City's information technology environment that will serve as the foundation for the completion of a Strategic Technology Master Plan. NexLevel's methodology includes staged deliverables for the assessment phase that includes a User Survey Report and an IT Assessment Report.

As depicted in Figure 1 - IT Assessment Methodology, NexLevel uses a robust IT assessment methodology that includes:

1. The completion of a survey by all technology users that provides a city-wide perspective on user satisfaction with information products, services, and future needs;
2. Detailed interviews with IT personnel to review the scope of their responsibilities, tools used, difficulties and/or obstacles they encounter in performing their duties, and future needs;
3. Detailed interviews with key user stakeholders and subject matter experts representing all City departments to review the technology they use, problems and/or obstacles encountered in the use of the technology, and future needs; and
4. The completion of a comprehensive IT best practices assessment that is based on 162 individual assessment factors across six dimensions.



Figure 1 - IT Assessment Methodology

Our methodology is proven and addresses all of the City's desired tasks and services. Following is a list of the deliverables for this important project.

Table 3 - Deliverables

Description	Deliverable
IT User Satisfaction Survey Results Report	Detailed report outlining the results of the online "Voice of the User" Survey, including client results for each response compared with best practices and peer agencies.
IT Assessment Report	Comprehensive assessment report that provides detailed information regarding the organization's IT service delivery practices and processes. Report analyzes six specific areas including Governance, Service Delivery, Application Support, Security, Infrastructure, and Administration.
IT Project Portfolio	Complete listing of recommended IT projects for the organization, including project cost estimates and level of effort considerations.
Strategic Technology Master Plan	Compilation of the Assessment Report and IT Project Portfolio that presents the information in a concise and readable format, with a project implementation schedule over a multi-year period, including costs and full impacts.

NexLevel's proposed work plan is depicted in Figure 2 and includes:

1. The **"Initiate"** phase, which establishes the foundation for effective communication and the successful completion of the project;
2. The **"Analyze"** phase, which focuses on how the City is currently using business technology to support operations, along with assessing the City's IT service delivery and management;
3. The **"Strategize"** phase, which follows a structured methodology to develop a plan that is supported by the information gathered in the "Analyze" phase.
4. The **"Govern"** phase, which will help the City establish the tools and processes to allow the STMP to become a living document.
5. The **"Post Plan Update"** phase, which provides the opportunity for the City to review the status of the current plan. NexLevel will conduct workshops designed to guide the City's stakeholders through the process of identifying potential additional projects and also assist with reprioritization of all City IT projects.

A detailed explanation of each phase is provided in our proposal. NexLevel is open to working with the City to review the proposed activities, and if the City believes it can perform some

activities, then we will work collaboratively to ensure all aspects of the project are covered. We fully understand that project success is significantly improved when our team works collaboratively with City staff, as this promotes a comprehensive understanding by all parties and helps ensure knowledge transfer to City staff.

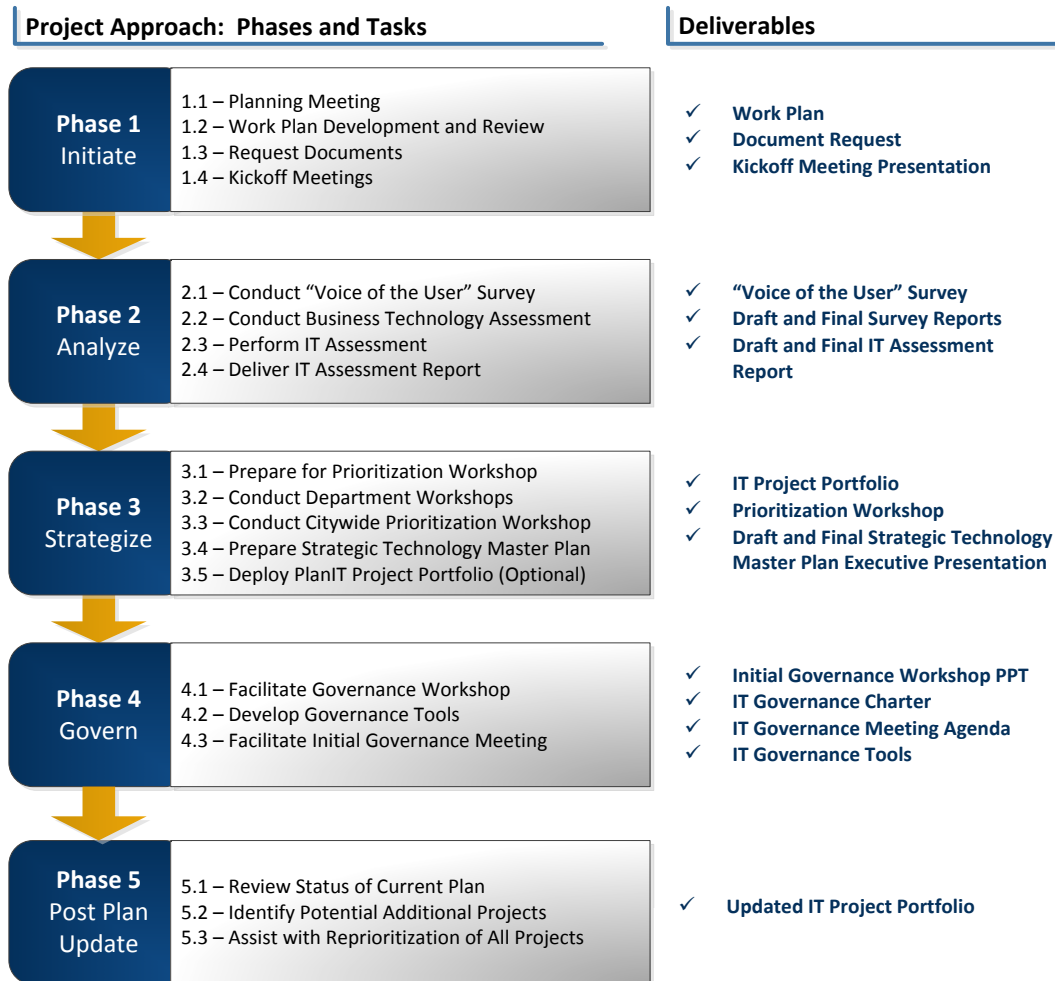


Figure 2 - Information Technology Planning Methodology

In the remainder of this section, we discuss each task in detail, including associated activities and deliverables.

Phase 1 - Initiate

NexLevel recognizes the importance of applying a formal project management framework to this project to ensure that it meets objectives and is delivered on-time and on-budget. The purpose of the Initiate phase is to prepare a well-defined work plan. This phase includes confirming our understanding, as well as the understanding of the stakeholders, regarding the scope of work and the process for accomplishing the overall objectives of the project.

The following table provides a detailed discussion of what each task will entail.

Table 4 - "Initiate" Phase Tasks and Deliverables

1.1 - Planning Meeting
<p>Task Description: NexLevel will meet on-site with the City's Project Sponsor and other key staff to complete a detailed review of the scope of work, project timeline, deliverables, project status reporting methods, project participants (i.e. sponsor, subject matter experts, technical resources, etc.), and other items to ensure a well-planned project. During this meeting, NexLevel will discuss the tools and templates that will be leveraged.</p>
1.2 - Work Plan Development and Review
<p>Task Description: NexLevel will publish a Work Plan and present the draft Work Plan to the City's Project Manager and key project staff to review and obtain feedback on the draft Work Plan. The goal of this meeting will be to obtain consensus on the Work Plan and a commitment to support the Work Plan.</p> <p>Deliverables: Work Plan.</p>
1.3 - Request Documents
<p>Task Description: To support the activities associated with Phase 2 of the project, NexLevel will first review all applicable information available on the City's web site. NexLevel will then request and review documentation which is not available elsewhere. This may include, but is not limited to, the following:</p> <ul style="list-style-type: none"> ◆ Current City Goals ◆ Current City Strategic Business Plan, Budget, and CIP ◆ Previous Related Assessments and Plans ◆ City Organizational Chart and Contact Information ◆ Technology Budgets and Capital Plans ◆ Technology Governance Agendas and Minutes ◆ In Process or Planned Technology Project Documentation ◆ IT Inventory (e.g. desktop/laptop/tablet, applications, peripherals, servers, storage, backup devices, applications, etc.) ◆ IT Policies and Procedures ◆ IT Disaster Recovery Plan ◆ Network Architecture Documentation

- ◆ IT Service Level Agreements
- ◆ IT Performance Statistics or Activity Reports
- ◆ Technology Vendor Listing and Agreements

Deliverable: Document Request

1.4 Kickoff Meetings

Task Description: Since the project will have a City-wide impact, it is important to proactively communicate with all impacted staff to ensure a clear understanding of project goals and objectives, roles and responsibilities, approach, tasks, and timeline. The Kickoff Meetings also provides the opportunity to introduce the NexLevel team to City staff, and should involve senior level management and project sponsors. It is important that all City staff that will be involved in the project, regardless of their role, participate in the project Kickoff Meetings. *Note: Because of the number of people involved, NexLevel anticipates that two (2) Kickoff Meetings will take place.*

Deliverable: Kickoff Meeting Presentation

Phase 2 - Analyze

In completing the IT Assessment, it is necessary to first have a comprehensive and realistic understanding of how effectively the current IT environment meets the City's requirements, business objectives, and priorities. This provides the foundation to determine how the City will use technology as a key enabler in supporting its business. This "look ahead" must take into account that technology is evolving rapidly, and so are public expectations regarding information transparency and timely and easy access to City services.

In the Analyze phase, NexLevel will work closely with the City's technology stakeholders (i.e. departments) to define the future vision for the use of technology and the gap between that vision and the current IT realities. NexLevel will develop an assessment of how well the City's IT services comply with best practices, and identify gaps between the level of service provided by the City's IT resources and user service level expectations. The assessment is developed based on information gathered through in-person interviews, site visits, an easy-to-use online survey, and a review of the City's technical documentation. In those areas where the assessment indicates that action is needed, NexLevel will provide a finding and one or more recommended actions, an assessment as to the relative priority of each recommendation, and an action plan that considers the relative importance of each recommendation and a recommended timeframe for implementation.

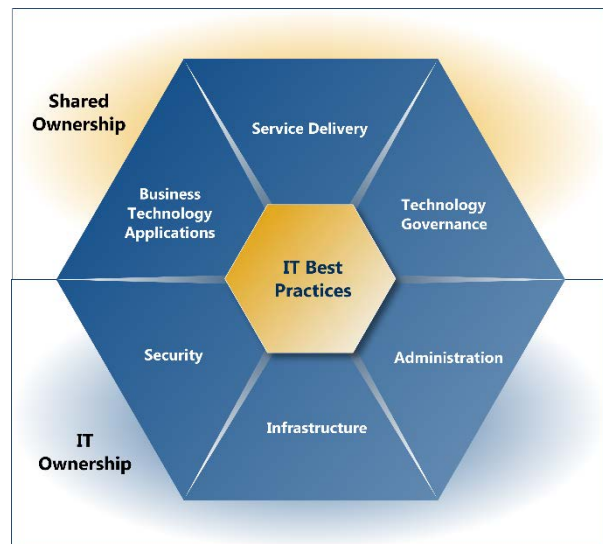


Figure 3 - IT Best Practices Dimensions

Table 5 - "Analyze" Phase Tasks and Deliverables

2.1 – Conduct "Voice of the User" Survey
<p>Task Description: NexLevel will conduct an online IT user survey to determine overall satisfaction in terms of IT service delivery and support. The survey provides a mechanism that provides all IT users input into future technology needs. Once the survey is concluded, NexLevel will prepare a Survey Results Report. The report will summarize the survey results, as well as provide a comparison to the average from other peer municipalities for which NexLevel has completed similar surveys. This provides the City the ability to benchmark the survey results against similar agencies. In addition, for each survey question NexLevel identifies what a well-funded and high performing IT service delivery organization would strive to attain. The information gathered from the online survey provides valuable input for the IT Assessment.</p> <p>Deliverables: Online Survey; Draft and Final "Voice of the User" Survey Results Reports</p>
2.2 – Conduct Business Technology Assessment
<p>Task Description: NexLevel will facilitate a series of on-site workshops with City departments to identify the current technology environment within each organization, barriers to full utilization of those technologies, and planned uses and expansion of technology in the future. The workshops will be held for each department and attended by department managers and key staff as directed by the City. Based on a careful review of the City's budget document, including an examination of each City department, corresponding divisions, and personnel within those divisions, NexLevel estimates conducting approximately 105 interviews. It should be noted that in some cases, particularly for the larger departments, NexLevel anticipates there may be multiple workshops. During Phase 1 of the project, we will work with the City to determine a list of workshop participants.</p> <p>As part of this activity, NexLevel will create an Application Effectiveness Matrix (that will be included in the IT Assessment) that evaluates how key applications are used by the departments to fit their current and future needs.</p>
2.3 – Perform IT Assessment
<p>Task Description: NexLevel's IT Assessment evaluates whether the City's IT infrastructure and support organization is prepared to support the future needs of the City by reviewing six key operational "assessment dimensions," which are described briefly below. This review takes a comprehensive "best practices" view of essential IT delivery components, as a weakness in any one particular dimension can adversely influence the overall effectiveness of the organization. The IT Assessment is developed based on:</p> <ul style="list-style-type: none"> ◆ Business technology interviews with key stakeholders ◆ The "Voice of the User Survey" ◆ A series of interviews with IT staff ◆ An assessment of the degree to which the City conforms to IT best practices <p>The assessment of the City's compliance with best practices will consider::</p> <ul style="list-style-type: none"> ◆ Governance – Evaluation of the current IT organization and assessment of its skills, staffing levels, and capability to maintain and support operation of current and future

systems. This will include a review of IT project management practices, planning activities, technology replacement, and the use of oversight committees.

- ◆ Service Delivery – Evaluation of the daily operation of the IT environment including budget, service metrics, maintenance, help desk, configuration management, change management and capacity management.
- ◆ Business Technology Applications – Evaluation of the processes and methods to support business and operational applications.
- ◆ Staffing Analysis – Evaluation of staffing levels as compared to City workload.
- ◆ Security – Evaluation of the use of software monitoring tools, virus protection procedures, physical hardware security, network vulnerability, passwords, data backup/recovery processes, physical and data security, integrity planning, PCs, network, firewall, incident response, patch management, anti-virus protection and emergency operations.
- ◆ Infrastructure – Review of the network, servers, desktops, telephony, storage configurations, remote access, data storage, server management, and operational procedures.
- ◆ Administration – Examination of the technology documentation relative to processes, policies, and procedures, standards, file retention, operating manuals and training. This also includes review of technology procurement processes, contract management, vendor management, software license management, budget/charge back management and physical inventory processes.

NexLevel's team will consolidate this information and develop the IT Assessment Report. The completed IT Assessment Report will include a summary of the user survey, a summary of the best practices assessment, a SWOT (strengths, weaknesses, opportunities, and threats) analysis, specific recommendations that are realistic and actionable, and a proposed action plan for their implementation.

2.4 – Deliver IT Assessment Report

Task Description: NexLevel will prepare a draft of the IT Assessment Report and conduct an on-site meeting to review it with the City. Once the City has had an opportunity to provide feedback on the draft Report, NexLevel will incorporate revisions as needed and deliver the final Report.

Deliverable: Draft and Final IT Assessment Report

Phase 3 – Strategize

NexLevel will work with the City to review and analyze the findings of previous phases in order to identify and prioritize IT projects that need to be included in the STMP. NexLevel brings to the City proven methods and tools to ensure identified projects are well defined, understood by the stakeholders, and prioritized using agreed upon criteria. During this task, NexLevel will facilitate a Project Prioritization Workshop that uses a multi-step process to arrive at a City-wide prioritization of identified projects that will provide the basis for a roadmap in the STMP.

Table 6 - "Strategize" Phase Tasks and Deliverables

3.1 – Prepare for Prioritization Workshops

Task Description: NexLevel will utilize the results of the IT Assessment Report to identify projects that will improve the City's use of technology. The projects will be designed to serve the City's immediate and long-term technology needs. In addition, NexLevel will conduct research of benchmarks and comparisons to similar implementation approaches used by similar sized cities. This activity will provide an opportunity to apply "lessons learned" from other organizations to the STMP. The output of this effort will be a list of recommended projects, along with a project description, cost estimates, implementation timeframes, and other criteria to prepare for project prioritization.

Deliverable: IT Project Portfolio

3.2 – Conduct Department Workshops

Task Description: NexLevel will meet with each department to obtain and learn about individual departmental plans where possible. In cases where departments do not have published plans, NexLevel will meet with department managers to discuss their priorities related to technology opportunities and future plans for technological improvements.

3.3 – Conduct Citywide Prioritization Workshop

Task Description: NexLevel believes we have many unique and proven methods to develop a successful STMP; however, this activity alone sets us apart from all our competitors. NexLevel encourages the City to call our references and inquire about our innovative "Blue Wall Prioritization Workshop" approach that drives City-wide consensus and acceptance of the STMP.

Our Blue Wall approach uses a multi-step prioritization methodology that encourages staff participation and collaboration. The workshop is designed to help drive consensus to obtain City-wide prioritization of projects. The end result of the workshop will be a prioritized list of projects assigned to a timeframe. In addition, the workshop is designed to identify STMP enabling factors, which are defined as key elements that must be in place or occur to allow the plan to be a success. Examples of enabling factors could include training, staffing, budget, governance, project management, and change management.

Prior to the Prioritization Workshop, NexLevel will meet with Department Directors individually to validate the proposed projects associated with their Department. NexLevel will work with each Director to identify the priority of their projects and be fully prepared for the Citywide Workshop.

Deliverables: Prioritization Workshop and Prioritized IT Project Portfolio

3.4 – Prepare Strategic Technology Master Plan (STMP)

Task Description: NexLevel will incorporate work products from previous tasks as the foundation for the development of the City's STMP. NexLevel will use this information, as well as other information provided by staff and independent research, to create a draft of the STMP and review it with the City.

NexLevel will revise and update the STMP based on feedback from the City and conduct a final technical and quality review of the final STMP before submission to the City's management team.

NexLevel will develop a Microsoft PowerPoint presentation of the STMP that will describe how it was developed and its key components.

Deliverable: Draft and Final STMP Executive Presentation

3.5 – Deploy PlanIT Project Portfolio (Optional)

Task Description: NexLevel will work with the City departments to deploy NexLevel's PlanIT Project Portfolio solution, our web-based application designed to track multiple City projects. The deployment will involve selecting users, assigning roles, determining how projects and project details will be entered into the system. The implementation will also include system administrator training and end user training. For more information on the PlanIT Project Portfolio solution, please see Appendix A.