

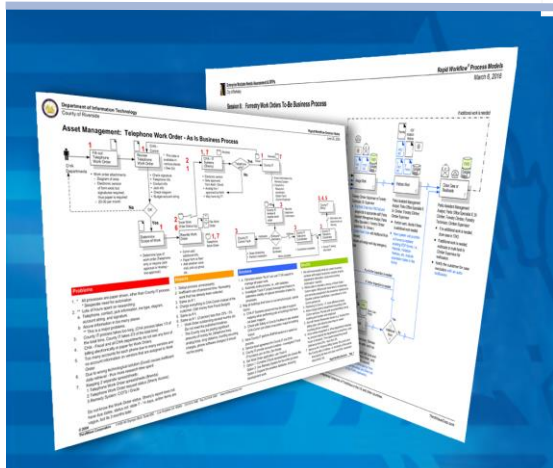
Rapid Workflow[®]

Problems, Impacts, Solutions, Benefits



Proposal for the City's IT Strategic Plan Assessment & Refresh

June 18, 2024



36 YEARS

Thought Leadership, Exceptional
Performance & Results since 1987



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June 18, 2024

Steve Ely
Information Technology Director
City of Costa Mesa
77 Fair Drive
Costa Mesa, CA 92628
714.754.5154
STEVE.ELY@costamesaca.gov

Subject: **City of Costa Mesa ITSP Refresh**
Reference: Previous meeting and correspondence, same subject

Steve,

Per our previous conversations, attached please find a proposal to carry out the City of Costa Mesa Information Technology Strategic Plan (ITSP) Refresh, carried out in 2019.

This proposal reflects the following approach:

- Assess the accomplishments of initiatives identified in the 2019 ITSP.
- Identify initiatives completed in the last 5 years that were not specifically identified in the original ITSP.
- Produce a post ITSP implementation performance measurement summary, including benefits to the city and community.
- Produce an ITSP for the next 5 years.

Please do not hesitate to let me know if you any questions or require additional clarification. We look forward to our continued relationship as a trusted partner of the City.

Sincerely,

Roy Hernandez
President / CEO
rhernandez@thirdwavecorp.com
310.804.7565

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Table of Contents

Transmittal Letter

Section 1	Scope of Work	1
1.1	Project Work Plan	1
	Phase 0 Project Management	2
	Phase 1 ITSP Post Implementation Assessment	2
	Phase 2 ITSP Refresh Discovery	4
	Phase 3 Refreshed IT RoadMap	6
1.2	Project Schedule	9
	Figure 1.2.1: Preliminary MS Project Schedule	10
Section 2	Cost Proposal	12
2.1	Project Fee Schedule	12
	Figure 2.1.1: Cost Summary	12
	Figure 2.1.2: Payment Schedule	13

Section 1 Scope of Work



1.1 Project Work Plan

The following provides a description of the proposed Scope of Work. The following work plan reflects the approach and tasks identified in the meeting with the City on June 11, 2024 to carry out the proposed project.

Each task and subtask in the work plan will produce a deliverable, e.g., a document, meeting, or presentation. ThirdWave will provide electronic deliverables, either in MS Word, MS Excel, PowerPoint or a PDF, as appropriate.

The following provides a description of proposed tasks that will be carried out in the Scope of Work.



Phase 0 Project Management**Task 0.1 Project Kick-off Meeting**

This task will entail holding a project kickoff meeting with the City and ThirdWave's Project Team. A PowerPoint presentation will be produced to review the project goal and objectives, project tasks, deliverables, and ThirdWave / City responsibilities. Staff from each department should attend the meeting.

Assumptions:

1. *ThirdWave will either hold one meeting for all four departments or hold four separate meetings on the same day with all four departments.*

Deliverable 0.1: Project Kickoff Meeting**Task 0.2 Ongoing Project Coordination**

This task will entail holding ongoing project progress and coordination meetings or conference calls with the City's Project Manager. This will serve to review / discuss the project's progress, issues identified to date, and plan / prepare for future tasks.

Deliverable 0.2: Project Coordination**Task 0.3 Monthly Status Report**

This task will entail providing written progress reports to the City's Project Manager each month. Progress reports will outline the status of the project, including the following, as appropriate:

- Description of progress made during the reporting period
- Deliverables completed and delivered during the reporting period
- Outstanding issues and recommendations for resolution (if any)
- Scope, cost and schedule integrity status

Deliverable 0.3: Monthly Status Reports**Phase 1 ITSP Post Implementation Assessment****Task 1 ITSP Completed Initiative Inventory****Task 1.1 ITSP Initiative Status Inventory**

This task will entail reviewing the City's ITSP and determining the degree of progress made, significant accomplishments, and benefits to the City and community. This task will entail reviewing data provided by the City on all ITSP initiatives identified in the project completed in 2019. Working with appropriate City staff, the status of initiatives will be determined, based on the following:

- Type of Initiative: Infrastructure, Hardware, Software, Integration, Operations, and Management
- Department

- Status:
 - Completed
 - In Progress
 - Postponed
 - Cancelled
- Year Completed: 1, 2, 3, 4, or 5
- Budget:
 - Estimated Amount
 - Actual Amount (if known)
- Benefits to City or Community

Assumptions:

1. *The City will collaborate with the project team together project information.*

Deliverable 1.1: ITSP Initiative Inventory**Task 1.2****Added Initiative Inventory**

This task will entail taking an inventory of completed projects not identified in the original 2019 ITSP, but carried out during the 5-year implementation timeline. Working with appropriate City staff, the status of new initiatives will be determined, based on the following:

- Type of Initiative: Infrastructure, Hardware, Software, Integration, Operations, and Management
- Department
- Status:
 - Completed
 - In Progress
 - Postponed
 - Cancelled
- Year Completed: 1, 2, 3, 4, or 5
- Budget:
 - Estimated Amount
 - Actual Amount
- Benefits to City or Community

Deliverable 1.2: Additional IT Initiatives**Task 1.3****Post implementation Assessment**

This task will entail referencing data collected in the previous tasks to produce an overview of the following:

- Progress of the ITSP Implementation
- Significant achievements and results delivered
- Benefits to the City, Community
- Alignment to Council Goals
- Performance Measurement Summary

Deliverable 1.3: ITSP implementation Assessment

Phase 2 ITSP Refresh Discovery**Task 2.1 IT Focus Groups****Task 2.1.1 Hold IT Focus Groups**

This task will entail holding four 2-hour focus groups with the IT manager and staff to gather data related to the state and challenges with existing information systems. The workshops will address the following:

1. Infrastructure
2. Hardware
3. Application/Database Software
4. Best Practices.

Deliverable 2.1.1: Hold IT Focus Groups

City 2.1.1 Review & Comment

This task will entail the City reviewing the draft deliverable and providing suggested revisions within 3 days. Comments not received within 3 business days from transmittal to the City will be deemed to not have any revisions.

Deliverable 2.1.1: Comments

Task 2.1.2 IT Focus Group Findings

This task will entail incorporating suggested revisions, as applicable.

Deliverable 2.1.2: IT Focus Group Findings

Task 2.2 Online Staff Survey**Task 2.2.1 Develop & Provide Online Staff Survey**

This task will entail developing an internal City survey providing staff the opportunity to provide input on the City's existing and required systems, and the IT organization's capability to support them. The online staff survey will address:

- The state of existing information systems
- Department Information Technology requirements
- Public Facing Online Self-Service Applications
- Related IT support capabilities and processes
- Most significant service delivery challenge
- Most significant Information Technology challenge

ThirdWave will work with the City's Project Manager to finalize the online Survey.

Assumptions:

1. A link will be placed on the City's Intranet website and a notice will be issued encouraging all teachers to take the survey.
2. A SurveyMonkey™ link will be provided to the City's Project Manager.
3. The online survey will collect data for two weeks.

Deliverable 2.2.1: Online Staff Survey

City 2.2.1 Post & Fill Out Survey

This task will entail the City's Project Manager providing the survey link to post or distribute to City staff. Unless otherwise agreed, the online survey will collect data for two weeks.

Deliverable 2.2.1: Staff Take the Survey

Task 2.2.2 Compile Staff Survey Data

This task will entail compiling the data collected in the online survey and producing a summary of findings. The findings from this deliverable will be referenced and inform Phase 3.

Deliverable 2.2.2: Online Staff Survey Findings

Task 2.3 Management Interviews**Task 2.3.1 Hold Management Interviews**

This task will entail holding 10 - thirty-minute interviews with department heads to get a management perspective of general organizational, operational and technology challenges facing City departments. Management interviews will gather high level business and service delivery requirements not identified in the IT Focus Groups or Rapid Workflow® business process workshops.

Deliverable 2.3.1: Management Interviews

City 2.3.1 Review & Comment

This task will entail the management interviewees reviewing the draft interview notes and providing comments/suggested revisions. Unless otherwise agreed, the review and comments will be provided within 5 business days. Comments not received after 5 business days from transmittal to the City will be deemed to not have any revisions.

Deliverable 2.3.1: Comments

Task 2.3.2 Incorporate Management Comments

This task will entail incorporating the management team's comments to produce the final management interviews summary deliverable. The findings from this deliverable will be referenced and inform the ITSP Roadmap in Phase 3.

Deliverable 2.3.2: Management Requirements Findings

Task 2.4 Business Requirements Definition**Task 2.4.1 Hold Rapid Workflow® Workshops**

This task will entail holding ten (10) virtual business requirements workshops for key mission critical business processes to identify department and cross functional business/technology requirements. Working with business process stakeholders, as-is business process workshops will review and identify functional and technical requirements and opportunities to streamline/enhance

service delivery and improve operational cost effectiveness. Department to hold workshops will be determined after the management interviews.

Deliverable 2.4.1: Rapid Workflow® Workshops

Task 2.4.2 Document As-Is Rapid Workflow® Process Models

This task will include documenting the business, functional, and technical requirements data collected in the workshop

Deliverable 2.4.2: Draft Rapid Workflow® Process Maps

City 2.4.2 Review & Comment

This task will entail workshop participants reviewing the draft Rapid Workflow® and providing comments/suggested revisions. Unless otherwise agreed, the review and comments will be provided within the turn-around time specified in the final Project Schedule, i.e., 5 business days.

Deliverable 2.4.2: City Comments

Task 2.4.3 Final Business Process Requirements

This task will entail incorporating the City's comments to produce the final business process map deliverable. The findings from this deliverable will be referenced in producing the recommendations made in the ITSP Roadmap in Phase 3.

Deliverable 2.4.3: Final Rapid Workflow® Process Maps

Phase 3 Refreshed IT RoadMap

Task 3.1 Information Technology Strategic Plan

Task 3.1.1 Draft ITSP Findings & Recommendations

This task will entail producing a 5-year IT Strategic Plan. The following provides a typical table of contents from an ITSP; however, the final ITSP will be custom tailored to the specific and unique needs of the City:

Executive Summary

- 1. Introduction and Methodology**
 - 1.1 Goals & Objectives
 - 1.2 ITSP Vision
- 2. Assessment**
 - 2.1 Management Interviews
 - 2.2 IT Staff Focus Group
 - 2.3 Staff Online Survey
 - 2.4 Rapid Workflow® Business Process Workshops
 - 2.5 Leading Technology Initiatives

3. Recommendations

3.1 Technology Recommendations

- Infrastructure
- Hardware
- Application/Database Software

3.2 Operational Recommendations

3.3 Management Recommendations

Assumptions:

1. This draft deliverable will be transmitted in MS Word for the City's review and comments using Track Changes.

Deliverable 3.1.1: Draft IT Strategic Plan

City 3.1.1 Review & Comment

This task will entail the City reviewing the draft deliverable and providing comments and suggested revisions. Unless otherwise agreed, review and comments will be provided within the turn-around time specified in the final Project Schedule, i.e., 10 business days.

Deliverable 3.1.1: City Comments

Task 3.1.2 Final IT Strategic Plan

This task will entail incorporating the City's comments to produce the final ITSP report. ITSP initiatives identified in this deliverable will form the basis for developing the final ITSP Roadmap.

Assumptions:

1. The final ITSP will be provided in MS Word and PDF files.

Deliverable 3.1.2: IT Strategic Plan

Task 3.2 ITSP Initiative Prioritization

Task 3.2.1 ITSP Initiative Prioritization

The task will entail running the ITSP initiatives identified in previous task through a prioritization model, which includes a range of weighted performance parameters aligned with the City's business strategy, business objectives, and tangible internal/public benefits. This is an iterative process: ThirdWave will do the first cut and do the second cut with the City's Project Manager via an online Zoom working session. A final cut will be produced after the budget estimate has been completed. Typical prioritization criteria used by ThirdWave includes the following, although these can be modified if the City desires:

Prioritization Criteria

1. Times identified in the ITSP project (Rapid Workflow® workshops, survey, focus groups and management interviews)
2. Improved Customer Services
3. Cost Savings/Cost Avoidance

4. Business Process Improvement
5. Potential revenue generation

Deliverable 3.2.1: ITSP Initiative Prioritization**Task 3.3 ITSP Implementation Roadmap****Task 3.3.1 Draft Refreshed Roadmap**

This task will entail articulating the overall business and technology implementation roadmap that is technologically strategic, financially responsible, and sustainable. The document will contain a 5-year plan for implementing a prioritized list of ITSP initiatives, including the acquisition and implementation of strategic business technologies and/or professional services. The ITSP will provide recommendations for short-term transitions as well as long-term strategic direction. The ITSP Implementation Roadmap will address the following:

- Prioritized ITSP Initiatives
- ITSP 5-Year Budget Estimate by year (total cost of ownerships of one-time professional services costs, one-time systems costs, one-time software costs and ongoing software maintenance costs)
- ITSP Implementation Timeline
- ITSP Benefits

The Draft ITSP Implementation Roadmap will be provided to the City for review and comments.

Deliverable 3.3.1: Draft ITSP Roadmap**City 3.3.1 Review & Comment**

This task will entail the City reviewing the draft deliverable and providing comments and suggested revisions. Unless otherwise agreed, the review and comments will be provided within the turn-around time specified in the final Project Schedule, e.g., 10 business days.

Deliverable 3.3.1: City Comments**Task 3.3.2 ITSP Roadmap**

This task will entail incorporating City comments to produce the final enterprise ITSP Roadmap deliverable. The final ITSP Roadmap will be provided as MS Word and PDF files.

Deliverable 3.3.2: ITSP Roadmap

Task 3.4 ITSP Executive Presentation

Task 3.4.1 Produce ITSP Executive Presentation

This task will entail producing an executive level presentation of the ITSP Roadmap for the City’s leadership team. This presentation will be provided to the City’s project team and department heads for review, comments and revisions.

Deliverable 3.4.1: ITSP Executive Presentation

Task 3.4.2 Present ITSP Executive Presentation

This task will entail providing an onsite presentation to City executives/elected officials.

Deliverable 3.4.2: Present ITSP Executive Presentation

1.2 Project Schedule

ThirdWave uses formal MS Project schedules to manage all of our projects. The preliminary MS Project Schedule on the next page reflects the project timeline of approximately 4 – 5 months.

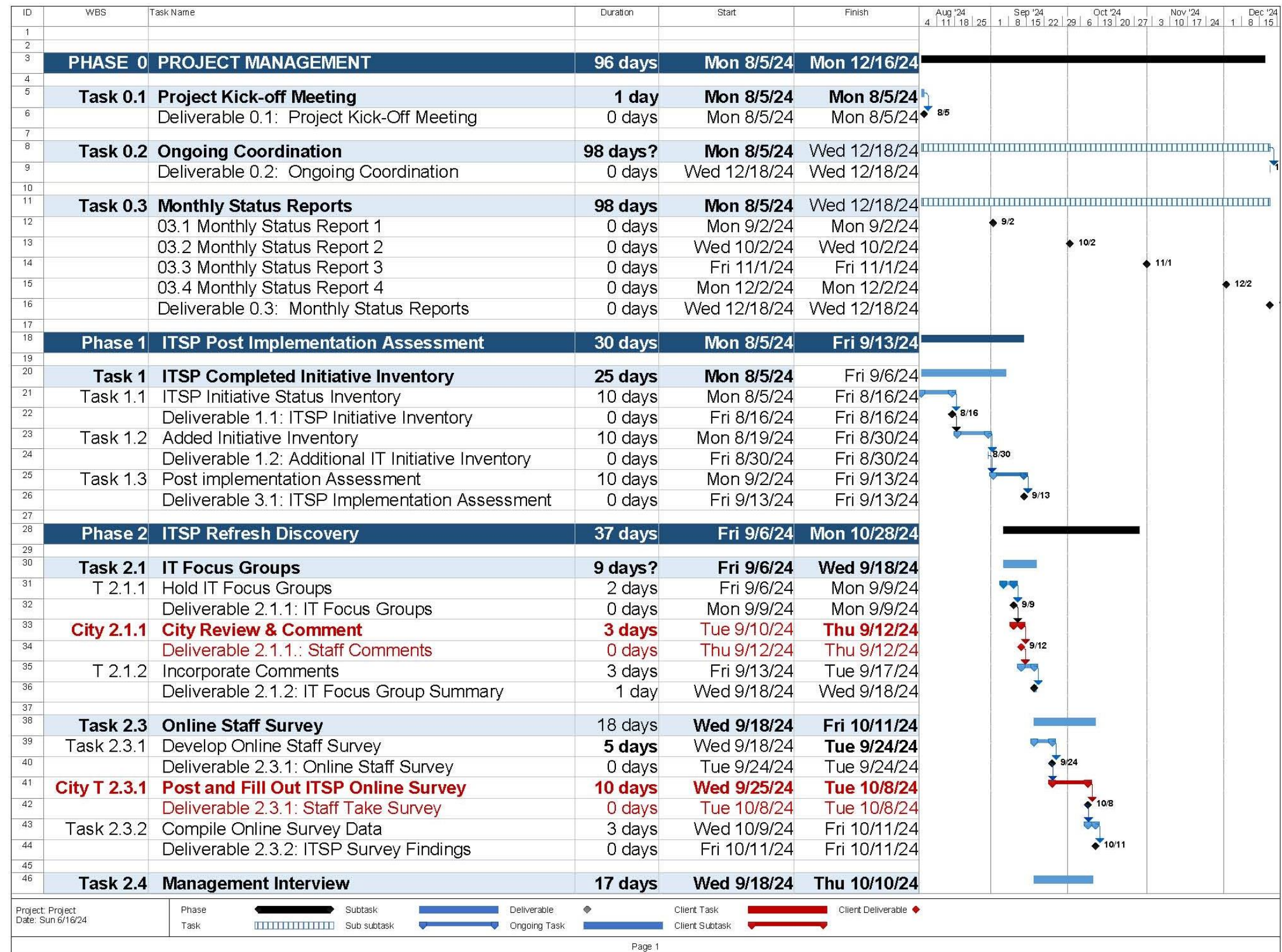
The preliminary projected timeline reflects our overriding objective - a successful project. ThirdWave has developed a work plan that is logical and manageable, meeting the key objectives addressed in the City’s RFP. Wherever possible, tasks have been planned in parallel to compress the project schedule in an effort to shorten the project duration as much as possible.

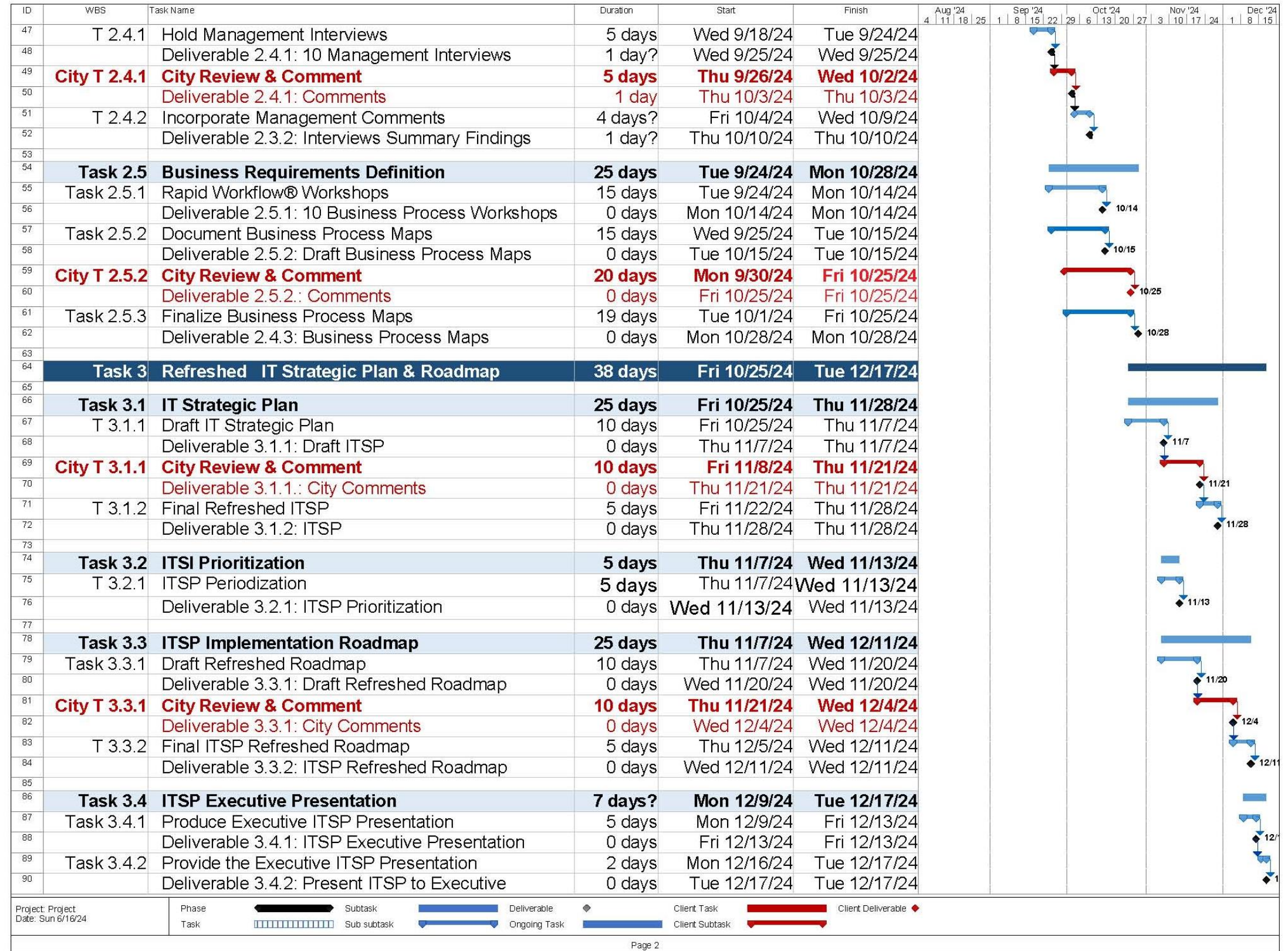
The Project Schedule illustrates an itemized Work Breakdown Structure of all project phases, tasks, subtasks. It indicates the timeline for beginning and completion of each task with corresponding deliverables.

The preliminary project Scheule on the following page will be revised prior to the Project Kick-off meeting.



Figure 1.2.1:
Preliminary MS Project Schedule





Project: Project
Date: Sun 6/16/24

Phase Subtask Deliverable Client Task Client Deliverable
Task Sub subtask Ongoing Task Client Subtask

Section 2 Cost Proposal



2.1 Project Fee Schedule

The following provides the cost proposal and payment schedule to execute the identified services for the City’s project as articulated in the Scope of Work.

Upon mutual agreement of the scope, services provided will be carried out on a Fixed-Fee professional services agreement.

The following provides a summary of costs, which is followed by a detailed payment / deliverable schedule.



Figure 2.1.1: Cost Summary

Phase 0	Project Management	21,490
Phase 1	ITSP Post Implementation Assessment	24,970
Phase 2	ITSP Refresh Discovery	40,839
Phase 3	IT Strategic Plan & Roadmap	37,715
Total Cost		\$ 125,014

Figure 2.1.2: Payment Schedule

TASK 0	Project Management	21,490
Task 0.1	Project Kick-off Meeting	1,780
	Deliverable 0.1: Project Kick-Off Meeting	
Task 0.2	Ongoing Project Coordination	17,160
	Deliverable 0.2: Project Coordination	
Task 0.3	Monthly Status Reports	2,550
	Deliverable 0.3: Monthly Status Reports	
Task 1	ITSP Post Implementation Assessment	24,970
Task 1.1	ITSP Completed Initiative Inventory	24,970
Task 1.1.1	ITSP Initiative Status Inventory.....	8,580
	Deliverable 1.1.1: ITSP Initiative Inventory	
Task 1.1.2	Added Initiative Inventory	8,580
	Deliverable 1.1.2: Additional IT Initiative Inventory	
Task 1.1.3	Post implementation Assessment.....	7,810
	Deliverable 1.1.3: ITSP implementation Assessment	
Task 2	ITSP Refresh Discovery	40,839
Task 2.1	IT Focus Groups	5,140
Task 2.1.1	Hold IT Focus Groups.....	3,685
	Deliverable 2.1.1: IT Focus Groups	
Task 2.1.2	Incorporate Comments	1,455
	Deliverable 2.1.2: Focus Group Summary	
Task 2.2	Online Staff Survey	4,442
Task 2.2.1	Develop Online Staff Survey.....	1,646
	Deliverable 2.2.1: Online Staff Survey	
Task 2.2.2	Compile Online Survey Data	2,796
	Deliverable 2.2.2: ITSP Survey Findings	
Task 2.3	Management Interview	6,064
Task 2.3.1	Hold Management Interviews	4,700
	Deliverable 2.3.1: 10 Management Interviews	
Task 2.3.2	Incorporate Management Comments	1,364
	Deliverable 2.3.2: Management Summary Findings	



Task 2.4	Business Requirements Definition	25,193
Task 2.4.1	Rapid Workflow® Workshops 15,300 Deliverable 2.4.1: 10 Business Process Workshops	
Task 2.4.2	Document Business Process Workshops 8,180 Deliverable 2.4.2: Draft Business Process Maps	
Task 2.4.3	Finalize Business Process Maps 1,713 Deliverable 2.4.3: Business Process Maps	
Task 3	IT Strategic Plan & Roadmap	37,715
Task 3.1	IT Strategic Plan	19,575
T 3.1.1	Draft IT Strategic Plan 15,225 Deliverable 3.1.1: Draft ITSP	
T 3.1.2	Final Refreshed ITSP 4,350 Deliverable 3.1.2: Refreshed IT Strategic Plan	
Task 3.2	ITSP Initiative Prioritization	3,060
T 3.2.1	ITSP Initiative Prioritization 3,060 Deliverable 3.2.1: ITSI Prioritization	
Task 3.3	ITSP Implementation Roadmap	10,390
Task 3.3.1	Draft Refreshed Roadmap 8,095 Deliverable 3.3.1: Draft Refreshed Roadmap	
Task 3.3.2	Final ITSP Refreshed Roadmap 2,295 Deliverable 3.3.2: ITSP Implementation Roadmap	
Task 3.4	ITSP Executive Presentation	4,690
Task 3.4.1	Produce Executive ITSP Presentation 2,395 Deliverable 3.4.1: ITSP Executive Presentation	
Task 3.4.2	Provide the Executive ITSP Presentation 2,295 Deliverable 3.4.2: Present ITSP	
Total Cost		\$ 125,014