SCHEDULE A:

Statement of Work Summary for IT Strategic Plan

1. **Client Representative:**

   Mr. Mike Pegues
   Chief Information Officer
   City of Aurora
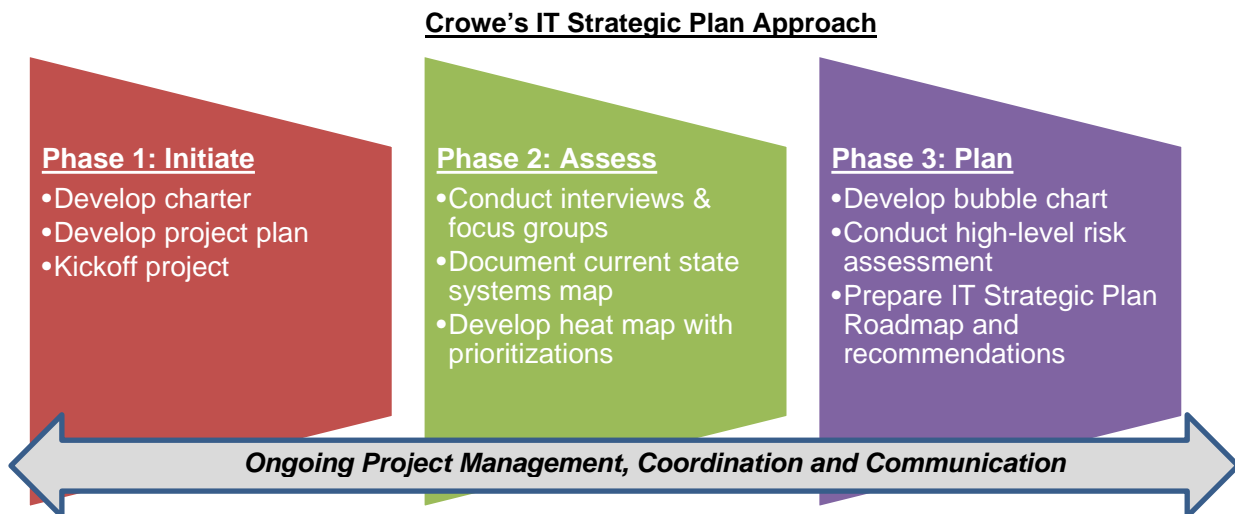   44 East Downer Place
   Aurora, Illinois 60507

2. **Project Objectives:**

   The City of Aurora is seeking to evaluate its current technology department and City-wide technology services and develop an IT Strategic Plan or "IT Roadmap", focusing on the following objectives:
   - Engage in process mapping to document key technology-related processes
   - Identify key projects and help IT plan, budget, and prioritize
   - Develop IT short and long term goals and alignment with Citywide vision and other innovation strategies
   - Seek ways to streamline and modernize, as well as standardize the way Citywide Departments utilize IT's services and technology

3. **Services/Deliverables:**

    Listed below are the services and deliverables included in Crowe's project approach.

Crowe's IT Strategic Plan Approach

Phase 1: Initiate
- Develop charter
- Develop project plan
- Kickoff project

Phase 2: Assess
- Conduct interviews & focus groups
- Document current state systems map
- Develop heat map with prioritizations

Phase 3: Plan
- Develop bubble chart
- Conduct high-level risk assessment
- Prepare IT Strategic Plan Roadmap and recommendations

Ongoing Project Management, Coordination and Communication

Phase 1: Initiate
In this initial phase, the Crowe team will work with the City to kick-off the project by reviewing project goals, setting expectations and answering questions. As part of these discussions, Crowe will create a project charter that will detail the project timeline, project team communication approach and project team roles and responsibilities. Additionally, Crowe will create the detailed project plan. A weekly or bi-weekly status meeting will also be setup (per City preference), to be conducted throughout the project.

Phase 1 Deliverables
- Project charter to include project plan and project communication tools
- Kickoff meeting, including key stakeholders

Phase 2: Assess

In Phase 2, Crowe will work with the City to conduct a current state assessment to understand the IT organization. Crowe leverages four pillars of IT to conduct a current state assessment, including:

I.   Infrastructure

II.   Applications

III. Governance

IV.   IT Management

Specifically, Crowe will conduct the following activities in Phase 2:

- ■ **Gather information.** Crowe will first work to gather current state information and desired future requirements through interviews and focus groups, focused on the categories within the 4-pillars above.

    Crowe will conduct interviews with the IT Department areas and key resources in the IT department at the City (estimate includes two initial 3-hour sessions). Following the IT interviews, Crowe will facilitate City departmental interviews to gather information about the central IT services employed at the City today, as well as the decentralized IT functions in some departments. Crowe has included up to 4 departmental interviews in a focus group format for 90 minutes each.

    Interviews and focus groups will be guided by Crowe's structured IT Advisory toolkit, and will leverage protocol documents and questionnaires. Our structured information gathering approaches skillfully allows our team to gather data, minimizing the amount of time required from any one individual at the City.

- ■ **Develop systems map.** Based on the results of focus groups and interviews, Crowe will develop a systems map showing the connectivity among the disparate systems in the City enterprise. This map will help guide the development of the roadmap and strategic plan by understanding the current state of enterprise applications used to support the City.

- ■ **Create IT Initiatives Listing**. Based on the information gathered and the process to produce a system map, Crowe will develop a list of City IT Initiatives. This will be prioritized and incorporated into the 5-Year Strategic Plan.

- ■ **Prioritize strategic IT requirements to support business needs.** Crowe will work with the City organization unit leaders to identify and prioritize IT needs to support business priorities. Crowe will leverage its heat map framework to facilitate the identification and prioritization of IT needs. A heat map is used to prioritize potential strategies and recommendations, using guiding principles related to the impact to the organization, to "score" each recommendation on a high, medium or low scale.

Phase 2 Deliverables

- ■ Current state systems map
- ■ Current state assessment summary (PowerPoint)
- ■ Listing of IT Initiatives
- ■ Prioritized strategic IT requirements to support business needs (heat map)

Phase 3: Plan

In Phase 3, the Crowe team will work with the City to put together the investment plan, leveraging Crowe IT roadmap methodology. As part of the IT Strategic Plan, Crowe will complete the following activities:

- ■ **Develop bubble chart.** Based on the prioritized strategic IT requirements identified in Phase 2, Crowe will work with the City to develop a bubble chart. A bubble chart is used to plot potential IT initiatives on a matrix, with the x-axis representing time and the y-axis

representing impact. The bubble size corresponds to the resource investment required, and different colors may be used to represent categories of IT needs.

- ■ **Develop High Level City IT Risk Assessment.** During the Planning process, Crowe will work with the City to conduct a high-level IT Risk Assessment based on the information gathered and analyzed in Phase 2, as well as leveraging the Cybersecurity Penetration Testing results conducted previously by Crowe. The Risk Assessment will be provided in a Memo format for the IT team, and will include risks to the City's IT. The plan for addressing risks will be included in the IT Strategic Plan.
- ■ **Develop high-level timeline.** Crowe will then work with the City to develop a potential timeline for all identified initiatives for the 5-Year Strategic Plan.
- ■ **Develop IT Strategic Plan.** After gaining consensus on the roadmap documents (heat map, bubble chart and high-level timeline), Crowe will work with the City to finalize the formal IT Strategic Plan, which includes the following:
  - ■ Prioritized Initiatives
  - ■ Timeline
  - ■ Recommendations for IT's personnel, processes, and tools
  - ■ Recommendations to address risks (from Risk Assessment)
  - ■ IT Governance Recommendations

Phase 3 Deliverables

- ■ Bubble chart
- ■ High-level Risk Assessment
- ■ High-level timeline
- ■ IT Strategic Plan
- ■ Summary Presentation (PowerPoint)

4. **Assumptions/Additional Client Responsibilities:**

Crowe has made the following assumption in preparing this Statement of Work:
   a. The City will provide workspace for Crowe Horwath's consultant(s) within the City's office space.
   b. The City's Project Manager will be responsible for scheduling meetings with the City's personnel that Crowe will be meeting with, and providing ample space.
   c. All interviews will be performed onsite at the City's 44 East Downer Place facility unless arranged otherwise.
   d. The City is responsible for reviewing deliverables within 5 working days and providing feedback to progress to the next project step.

5. **Critical Success Factors**

Crowe and City of Aurora have identified the following key critical success factors as part of this engagement, as well as the respective project phase and associated roles:
   a. Executive sponsorship and commitment from identified stakeholders - team members, steering committee, and executive leadership
      - Initiated in Phase 1 as part of kickoff
      - Ongoing communication across all phases
      - Communication led by CoA Project Manager
   b. Establishment by Crowe Project Manager of key project management artifacts with CoA approval and signoff during Initiate Phase, including:
      - Project Organizational structure, including Key Stakeholders and executive leadership
      - Project Plan with resource allocation
      - Project Schedule with Milestone Plan
      - Communication Plan, including bi-weekly status updates by stakeholder group

- Risk and Issue tracking – utilizing a Risk Register and Issue Log shared and adopted by both Project Managers (Crowe + City of Aurora)
- Decision Log tracking – utilizing a template share and adopted by both Project Managers (Crowe + City of Aurora)
- Note – Crowe utilizes the PMBOK methodology from PMI to manage projects

c. Ongoing project budget updates (budget to actuals) by milestone
d. Establish and manage to project goals
- Set during project kickoff and reviewed throughout project

e. Best practices will be applied at every phase of the project when applicable

6. Implementation Schedule:

It is anticipated that all 3 phases of this engagement will be completed within 12 weeks (roughly 3 months), pending delays from City review processes. We will develop the detailed project plan, working with the City, as part of project initiation activities.

Project Timeline (12 weeks)			
Phase	**Month 1**	**Month 2**	**Month 3**
1. Initiate	▨		
2. Assess		▨	
3. Plan			▨

7. Fees and Expenses:

Hours and fees by phase are summarized below. Travel expenses for local Chicagoland travel (mileage) will be billed to the City as it is incurred, above the fees listed below, but not to exceed $1,000 total.

Phase / Step	# of Hours	Cost
Step One: Initiate Project	13	$3,765
Step Two: Assess	190	$41,290
Step Three: Develop Plan	244	$53,670
Total	**447**	**$98,725**

Crowe Initials: _____

Client Initials: _____