
Granicus Professional Services in Support of Columbus

Columbus needs to migrate content and standup a new website and update outreach efforts to better communicate with and provide services to residents, while also working to mature its digital presence into a seamless multichannel experience. Columbus needs strategic partnership, designing a holistic approach to digital engagement and services, tracking what content is resonating with its audiences, and starting to optimize based on that understanding. With this new foundation in place, the city will be able to expand in the years ahead to a fully digital, optimized experience.

Technology alone will not usher in this new era for Columbus. Constituent-centered strategies and an agile, data-driven culture are also keys for adoption and success.

WHO IS GRANICUS

Columbus works with Granicus for multiple services already, including communications and meetings. We are excited for the opportunity to continue this partnership, and to assist across the ways that Columbus staff interact with residents.

Granicus is uniquely positioned to assist with the Government Experience Cloud, the premier offering for technology and services **built exclusively for the public sector**, trusted by more than 500,000 public servants across 6,500 agencies. Granicus' secure, cloud-based applications for civic engagement and online services connect and empower all levels of government to **reach, serve and respond** to the ever-changing needs and interests of the **always-on, always-connected public**.

With website and CMS services, tools to manage meetings and agendas, forums for digital communications and more, Granicus aims to equip governments at the local, state, and federal level with the technology and best practices necessary to connect with their communities. Success is in the stats: According to Granicus, nearly every one of the country's 50 largest cities use their solutions.

WHY GXG

The Granicus Experience Group (GXG) is our in-house digital agency, a cross-functional team of **strategists, analysts, communicators** and Granicus **technology experts**, ready to work as an extension of the Columbus team, partnering with you to transform your digital identity and evolve your customer experience.

GXG leverages best-in-class **human-centered practices** and a **design-thinking approach** to help government agencies mature over time from a simple, static digital presence to a seamless multichannel experience for their constituents. GXG's unique

approach breaks down departmental silos and brings together key stakeholders to **help government better connect with the people** they serve.

GXG takes a consultative, collaborative approach to helping our clients **maximize the value** they get out of the Granicus platform and develop strategic, human-centered experiences that **inform, educate, and compel** people to take action.

We discover better insights, build better experiences, and achieve better outcomes.

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Please note: The timelines shared below are estimates given existing information provided, this timeline is subject to change based on information provided at the kick-off, analysis performed by implementation, and final contracting of services. A concrete project timeline will be provided upon project kick off.

Proposed Inclusions in Support of Columbus

Phase 0 – Plan/Design/Discover

Approach

This phase is intended to deeply understand the needs and goals of Columbus, as well as the current state of technologies. The proposed inclusions are Engagement-based Insights & Design Discovery and the Virtual Experience Center. Successful digital initiatives require more than just the right technology. Organizations also need the right strategy and culture. The Granicus Experience Group's (GXG) custom Experience Center workshops are designed to solve your unique pain points and enable progress toward an achievable goal. The GXG team of strategic designers will facilitate a virtual workshop with a series of design-thinking and brainstorming activities to better understand your current state and foster alignment across your teams.

Scope

User Experience (UX) Analysis of the client's website and a Virtual Experience workshop, which may include:

- Advanced Site Analytics: Identify and analyze top pages for desktop and mobile, entrance and exit pages
- Online Community Surveys: Conduct and analyze the results of a stakeholder survey and a community survey (promoted via [Columbus.gov](https://www.columbus.gov) and through govDelivery Email & SMS Communications.
- Heatmap Analysis: Capture and analyze heat maps and mouse tracking maps
- Recorded User Testing: Conduct remote video user testing for five (5) users on five (5) tasks
 1. Report Graffiti on a Bridge
 2. Submit a Police Compliment or Complaint
 3. Sign Up for a Public Health Newsletter
 4. Submit a Public Record to the Civil Commission Service
 5. Locate the Nearest Park to Where You Live
- Embedded Feedback Surveys: Analysis of feedback surveys embedded on the top pages, specifically focusing on areas of high website traffic on current site:
 - 311 Customer Service Center and Request Portal
 - <https://www.columbus.gov/311/>
 - <https://www.columbus.gov/311serviceportal/>

- Utility Payments and Bill Information
 - <https://www.columbus.gov/utilities/>
- Refuse Collection
 - <https://www.columbus.gov/publicservice/refuse-collection/collection-day-and-color-calendar/>
 - <https://www.columbus.gov/publicservice/refuse-collection/>
- Parking Services
 - <https://www.columbus.gov/publicservice/parking/parking-services-home/>
- Police
 - <https://www.columbus.gov/police/>
 - <https://www.columbus.gov/police-mediareleases/>
- Public Health
 - <https://www.columbus.gov/publichealth/>
 - <https://www.columbus.gov/publichealth/coronavirus-portal/>
- Civil Commission Service
 - <https://www.columbus.gov/civilservice/>
- Building and Zoning
 - <https://www.columbus.gov/bzs/>
- Parks and Recreation
 - <https://www.columbus.gov/recreationandparks/>
- One (1) 30-min Insights Session prior to the Experience Center with GXG and client to inform focus for workshop.
- GXG will use this Insights Session along with additional analysis from current state of Granicus technology owned by Columbus to inform a custom agenda designed for client needs.
- A virtual workshop for up eight (8) hours
- Up to 15 stakeholders
- Up to two (2) GXG facilitators
- One systems engineer/real-time prototypes

Deliverables

- Comprehensive Report: Deliver a report outlining key insights and recommendations for layout, navigation, content and design for the new website which will serve as a guide for the rest of the design and development process
- Recap of findings and output from Experience Center
- 5 Key Strategic Recommendations aligned to either Culture, Strategy, or Technology

Anticipated Timeline

Scheduling:

- Insights Session must be scheduled within one month of purchase date.
- Experience Center to be completed within 6 months of purchase date.

TASKS	Estimated Timing						
	2022		2023				2024
	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Engagement-based Insights & Discovery							
Virtual Experience Center							

Phase 1 – Key Site & Services

Approach

This phase is designed to develop functional skills for Columbus staff, build the foundation for the new sites, and update technologies to ensure the success of the project. Strategic workshops will help build website architecture, create ongoing content best practices, and ensure digital transformation.

Updating your website's Information Architecture (IA) is key to improving the overall user experience. Our IA process involves website data analysis, user research and user testing, and other best-practice methodologies that serve to seamlessly bridge your goals with user needs. This effort will result in a strategic and scalable approach to content priorities, a development of a navigation structure for your new site, and the creation of an actionable implementation strategy for your existing content.

Granicus is also committed to ensuring the ongoing success of Columbus reaching, informing, and engaging with residents. To that end, we are proposing workshops to help standardize and promote consistency across content – the most important element of a website. This workshop will teach your team how to undeniably sound like the City and focus on the user, helping you mature your communications and services over time.

Digital transformation is more than just creating PDFs as online services. It's about creating a digital experience that starts long before the user gets to the online form. GXG experience strategists will help your team think about your top services through a holistic customer experience lens, focusing on journey mapping, user stories, content improvement, user testing, and smart forms that include workflows and smart logic, learning how to support an improved customer experience from the start. The Digital Services Academy lays the foundation for better government websites, empowered teams, and engaged users.

Granicus staff will begin the process of standing up environments upon contract signing and will begin migrating content and creating users as soon as content is evaluated and prioritized in the IA process.

Scope

This phase is split into two types of activities – workshops and implementation of SaaS hosted software.

WORKSHOPS

- Information Architecture
 - Kickoff: Align on goals, expectations, timelines, and deliverables
 - Data Audit: We'll review surveys, Google Analytics, and any other piece of data to get a sense of how the website is currently utilized, what the user priorities are, and how the current content is meeting their needs.

- User engagement: Conduct up to one (1) card sort with up to forty (40) external users OR up to one (1) tree test with up to forty (40) external users
- Digital Services Academy
 - Insights Session. One (1) 30-min virtual meeting prior to the DSA with GXG and client to align on goals, dates, participants, and services.
 - Services review. Following the Insights Session, GXG will review each service selected to validate workshop feasibility.
 - At least one GXG team member will be virtual with your team to facilitate three 2.5-hour workshops over the course of one week, on Monday, Wednesday and Friday, for example.
 - Assumes a 1-month level of effort to be completed within the contract period.
 - Assumes the client has manual PDFs or uses another digital tool.
- Writing for the Web
 - Workshop kick off: align on goals, dates, and participants / services
 - One 3-hour workshop (remote)

IMPLEMENTATION

- Granicus Digital Forms + Workflow Automation
 - Set up and configuration of Digital Forms Enterprise License allowing client access to unlimited form users and client to build and publish unlimited forms.
 - Assistance in set up and configuration of payment provider use within relevant digital forms for payment processing. Only Granicus authorized payment providers are within scope and will be reviewed within the project during form configuration.
- Granicus Website & Content Management System
 - Implementation includes configuration, project management, training, and support on best practices during project set up + launch, includes set up of main site and two stage process focused on iterative website redesign.
 - In preparation for the beta launch, the content owners who have responsibility for the top 100 pages or pages agreed to for the beta launch will be trained to manage content. Additionally, your site admins will be trained to maintain the overall website, users/permissions, advanced publishing tools, etc.

Deliverables

- Recommendations & Implementation Report
 - Includes new Information Architecture map, connecting individual pages to their new categories and location in the site tree
- Create and configure the site instance
 - Design site in compliance with WCAG 2.1 AA
 - Configure general location information
 - Homepage and theme design review
 - Design finalization and implementation
 - Enable consistent styling across all Government Experience Cloud modules
 - Enable JS and APIs for outreach and engagement module
- Migrate top 20% of content for main site up to 300 pages
- Hosted workshops:
 - Information Architecture, Digital Services Academy, and Writing for the Web
- Content Publisher training
- OpenForms training
- Site Administrator training
- Granicus Help Center orientation
- Beta site launch
 - Data Analysis Report. Includes read-out of data analysis, implications for site map
 - Tree Test & Results. Includes recommendations and configuration of online tree test and results, analysis, and recommendations
- Full implementation of forms module
- Implement Custom Short Code for GovDelivery due to phone network changes - The use of shared short codes is seen as a spam risk and because of this US carriers are moving to fully deprecate the use of them as soon as possible. Due to this industry-wide change all traffic on existing shared short codes (such as 468311) will have an end of life. All clients nationwide using an existing shared short code will be required to migrate to either a dedicated toll-free or dedicated short-code to adhere to the new industry standard. Based on the

scope of this project a dedicated short code will provide the strongest user experience paired with the highest throughput and is a recommended path forward.

Anticipated Timeline

Scheduling:

- Project kick off will occur upon completion of Phase 1
- Granicus staff will lead Columbus staff through intensive workshops, implement technology, and based on information gathered in Phase 1 will begin migrating content
- Timeline for securing and provisioning each short code takes a minimum of 12 weeks (usually between 12 and 16) and all approvals are at the discretion of SMS carriers.

TASKS	Estimated Timing						
	2022		2023				2024
	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Information Architecture							
Digital Services Academy							
Writing For Web Workshop							
Digital Forms & Workflows							
Beta site/CMS							
Custom Short Code and Capacity Building							

Phase 2 – Remaining Core Site/Services

Approach

This phase builds on the success of Phase 1, allowing Columbus staff to more fully build out services designed in the Digital Services workshop and launch the main site incorporating feedback from the Beta site launch. The consultancy services provided in this phase are going to be collaborative, as Columbus staff will have had the opportunity to use the tools and will be better able to participate in building a better future with that understanding. By the end of this stage, Columbus will have finalized and launched the new website supported by content governance playbooks, new staff capacity, and overall content strategy blueprint.

GXG Ignite services continue the strategic and data driven implementation of a better constituent experience. This service helps build capacity as Columbus continues to build content and create the new core site. Our in-house consultancy team will help you define a better, more efficient, and more effective way to collaborate and communicate internally. Our Strategic Blueprint will help you define success, align on a measurement plan, understand key audiences, map ideal future-state journeys, and consider how to tailor content during this phase and in all future website activity.

The Granicus Experience Group (GXG) team will develop a custom capacity building curriculum to grow client administrator's comfort and ability with Granicus technology. The training curriculum will be developed based on the client's specific needs and current knowledge gaps.

To enhance Columbus staff and resident experience and close identified gaps, the Granicus Experience Group (GXG) team will design and deliver a custom governance document, which could include scalable processes for onboarding and system usage, 'how to tips and tricks', Granicus product terminology and 101 basics, how to engage with other states or federal colleagues for efficient collaboration, and a playbook of standard best practices for all administrators to apply when developing and executing digital programs, services or websites.

Scope

- Continued progress on building forms
- Discover Gaps
 - Conduct up to ten (10) stakeholder interview to assess skills, gaps and processes.
 - Conduct one (1) survey to assess current skills, gaps, and capabilities.
- Plan Capacity Documentation
 - Develop custom curriculum based on Columbus needs and feedback
 - Conduct up to four (4) 2-hour virtual best practice training sessions.

- Project Kickoff for external sites. Align on timeline, goals, and deliverables.
- Stakeholder Discovery. Conduct up to one (1) discovery session with key stakeholders OR individual interviews of up to five (5) stakeholders, partners, or constituents. To be determined at kickoff, based on Columbus feedback
- Experience Center. Facilitate up to one (1) collaborative virtual workshop with key stakeholders to inform the Strategic Blueprint. Through a series of design thinking activities and discussion, Granicus will lead your team through our proven, four-step framework to experience planning. With a shared understanding of your goals and current state, Granicus will help you prioritize next steps, identifying immediate quick wins and strategies for long-term success.

Deliverables

- Full Site Map. Includes all proposed HTML pages. Includes references to source content (existing URLs, updated content documents) when available
- Full site launch
 - Launch checklist
 - URL mappings for top pages
 - SSL certificates issued
 - Update DNS (Domain Name Services)
 - Submit sitemap
 - Project review
- Key Findings Report, including current state analysis and goals.
- Strategic Blueprint.
 - Informed by the Granicus research efforts, this guiding document maps an improved, future-state communications experience. The future-state recommendations in the blueprint include:
 - Up to four (4) key audience personas
 - Up to four (4) constituent journey maps
 - Up to four (4) messaging frameworks
 - Performance benchmarks and plan for reporting
- Provide session recording and presentation material for future on-demand and ongoing usage.
- One (1) quick reference summary guide of each capacity building session.

Anticipated Timeline

- Overlapping slightly with the Beta site, the Core Site will begin activity by Granicus staff – content migration and any design updates based on data gleaned from Phase 2
- Columbus will be given access to the Digital Forms and Workflows tool in the previous phase, but workshops completed here should inform ongoing collaboration internally and with other agencies using the Government Experience Cloud
- GXG Ignite is a 6 month (consecutive or non-consecutive) engagement, expected to begin as the Beta site closes
- Capacity Building will be available over the course of a 12 month engagement (consecutive or non-consecutive), as scoped

TASKS	Estimated Timing						
	2022		2023				2024
	Q3	Q4	Q1	Q2	Q3	Q4	Q1
Core Site/CMS							
Digital Forms & Workflows							
GXG Ignite							
GXG Governance & Playbooks							

Software and Security

Service Level Commitment & Support Deliverables

- Granicus "Contractor" shall provide Columbus "City" with:
 - A live person to telephone support; Help desk support is available for administrators and customers of the System. Regular support is available during business hours, Monday through Friday 8:00 am to 8:00 pm ET.
 - Monitored email support;
 - Emergency support is available 24/7
 - Availability is defined as the ability of Users to access the Granicus Solutions services via the internet. Contractor represents an up-time guarantee of 99.9% per calendar quarter for its hosted services.
 - Notification for Granicus Solutions of any system-wide outages will occur within one hour from the time the issues are first recognized by Contractor.
 - Ongoing security patches and system health check.
 - Meet response times associated with service-related incidents.
 - Notification to City at least three days prior to all scheduled maintenance.
 - Provide a target service availability of 99.9%.
 - A Site Outage is defined as continuous Downtime, as determined through URL monitoring (HTTP). Downtime reporting is limited to a Site Outage. Site Outage monitoring is conducted by the Contractor utilizing industry-standard monitoring tools. Reports of Site Outages will be provided on an as-requested basis up to once per calendar quarter.
 - Site Outage does not include Downtime that falls into one or several of the exclusions below:
 - Scheduled or routine maintenance
 - Caused by force majeure (which shall include any circumstances beyond the Contractor's reasonable control, including but not limited to, acts of God, labor strikes and other labor disturbances, power surges or failures)
 - The first four (4) Site Outages in any given quarter that are corrected within fifteen (15) minutes of their start
 - The first five (5) minutes of any Site Outage is a grace period and will not be considered Downtime under any circumstances. Example: a Site Outage of fourteen (14) minutes in duration that is one of the first four (4) such outages in a given quarter would not result in any Downtime, while a Site Outage of sixteen (16) minutes would result in eleven (11) minutes of Downtime. After four (4) Site Outages between five (5) and fifteen (15) minutes in a quarter, all Site Outage time over five (5) minutes for any one instance will count as Downtime.

Service Management

- Planned System Service Outage Notifications
 - Scheduled maintenance typically occurs every thirty (30) days with average Downtime required being less than thirty (30) minutes, most updates can be completed without any downtime.
 - Planned or routine maintenance is limited to two (2) hours per week. Total scheduled Downtime for the year will not exceed twenty (20) hours.
 - Contractor will notify the City at least three days before any planned service outages. This is any outage to conduct necessary maintenance and upgrades to software and any released non-critical updates (e.g. Microsoft windows patches).
 - In circumstances where an emergency service outage is required, the Contractor reserves the right to undertake the service outage without notice. In such cases, the Contractor will endeavor to notify the City prior to any service outage. An example of such case is where a third party has released a security patch that is a critical security concern to be applied as soon as possible.
 - Notifications and additional scheduled maintenance will be posted on status.granicusops.com. Email notifications for these products can be subscribed to from that page.
- Service Availability
 - Telephone support: 24 hours a day / 7 day a week for all urgent / critical issues via a dedicated customer success advocate.
 - Telephone support can be reached by calling 1-800-439-1420.
 - Email support for non-urgent / critical issues to subscriberhelp@granicus.com.
- Data Backup and Recovery
 - Contractor is responsible for all data backups, hosted in the cloud and require data replication.
 - Recovery Time Objective (RTO) is 90-minutes and 15-minutes for Recovery Point Objectives (RPO).
 - Contractor does not initiate any purge process, City controls and initiates via the System tools.
- Data System Security and Compliance
 - The annual licensing and maintenance plan includes hosting the Government Experience Cloud in secure infrastructure which also covers Distributed Denial of Service (DDoS) mitigation techniques, guaranteed up-time of more than 99.9%, a content delivery network (CDN), redundant ISP providers, back-up power and redundant generators in addition to state-of-the-art firewall protection. Security and network teams maintain FedRAMP authorization standards, data fail-overs, virtualized environments, F5 load balancers, 90-minute recovery time objective (RTO) and 30-minute recovery point objectives (RPO).
 - The System stores sensitive data in a format that is encrypted and hashed. The application uses HTTPS with additional encryption standard web encryption for the site interactions and transactions.

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- All data-at-rest is encrypted with AES 256 bit encryption. In addition, security profiles are utilized within the System to restrict unauthorized Users from accessing sensitive information.
 - In addition to the above listed security measures, Granicus also uses IPS 140-2 encryption, adheres to ISO27001 information security standards, complies with NIST 800-53 for all communications (so that we can work with federal information systems), Consumer privacy guidelines, and voluntary reports through independent auditors like SOC2 (SSAE16)

Pricing Summary

The pricing and terms with this Proposal are specific to the products and volumes combined with this Proposal.

One-time Fees-Phase 0 Plan/Design/Discover

Solution	Billing Frequency	Quantity/ Unit	One-time Fee
Government Experience Cloud (ENTERPRISE): Set-up and Config (GXC-BND-ENT-OTF-P1)	Upon Delivery	1 Each	\$ 29,500
Virtual Experience Center Tier 1 (GXG-VIR-EXP-4HR)	Up Front	1 Each	\$ 14,321
Total:			\$ 43,821

One-time Fees- Phase 1 & Phase 2

Solution	Billing Frequency	Quantity/ Unit	One-time Fee
Government Experience Cloud (ENTERPRISE): Set-up and Config (GXC-BND-ENT-OTF-P3)	Milestone	1 Each	\$ 305,077

New Subscription Fees*

Solution	Billing Frequency	Quantity/ Unit	Year 1
Government Experience Cloud (ENTERPRISE): Annual Subscription (GXC-BND-ENT-SUB-P3)	Up Front	1 Each	\$159,580

Future Year Pricing

Solution	Year 2	Year 3	Year 4	Year 5
Government Experience Cloud (ENTERPRISE): Annual Subscription (GXC-BND-ENT-SUB-P3)	\$ 170,750	\$ 182,705	\$ 195,495	\$ 209,180

*Granicus Website & CMS Solution pricing is population based. Cloud Security License and Azure AD Connector are bundled into Granicus's GXC package. Digital Forms and Workflow Automation is part of OpenForms solution.

TERMS & CONDITIONS

- The terms and Conditions of the Agreement 01-115 effective December 8th 2020 between Granicus and NCPA govern this Quote and are incorporated herein by reference, including the Master Agreement and all exhibits thereto.
- This quote is exclusive of applicable state, local, and federal taxes, which, if any, will be included in the invoice. It is the responsibility of Columbus, OH to provide applicable exemption certificate(s).
- Any lapse in payment may result in suspension of service and will require the payment of a setup fee to reinstate the subscription.
- Client will be invoiced for use of any product or service measured or capped by volume or amount of usage that exceeds the permitted amount set forth in this Quote at the same cost or rate set forth herein.
- Updates to Shared Short Codes for SMS/Text Messaging:
Granicus will be migrating all clients with SMS/Text Messaging Solutions using a shared short code option to a unique standard toll-free number within the United States (International numbers not supported). Short Codes are recommended for Text-to-Subscribe functionalities, if enabled where available, for an additional fee.
- Client must have explicit opt-in for all destinations sent to and adhere to all CTIA guidelines for the duration of its use.
- Notwithstanding anything to the contrary, Granicus reserves the right to adjust pricing at any renewal in which the volume has changed from the prior term without regard to the prior term's per-unit pricing.