MODULE TWO: E-STONE STATE PROBLEM

Introduction
Your web development company has been invited to bid on a major state government contract to develop a standardized, completely accessible website prototype for all municipalities in Pennsylvania. To do so, you must respond to a Request for Proposal (RFP) by submitting a written plan and presenting a site prototype to the state’s Chief Information Officer. Getting this contract could mean very good things for your company. Good Luck!

Problem Objectives
In a professional manner and utilizing course content, problem resources, and external research, your team should:

• Discuss the background and problems facing the State of PA with regard to municipality websites.
• Lay out your proposal for solving the problem, including templates, process, technology, estimated budget, and timelines.
• Illustrate your understanding of HTML basics to create a State of PA Municipality Website Template, including linking, graphics, tables, frames, forms, and scripts.
• Demonstrate your ability to create a fully accessible website by ensuring Bobby compliance.
• Describe the process you will utilize to implement this site template statewide.
• Describe the site management process, including hardware and software that will be used by the municipalities to keep their sites updated and current.
• Persuasively present your solution to the Pennsylvania Information Technology Council in a way that makes them want to choose you as a vendor!

Problem Assignment
As a team and using these case materials, course content (Topics 4, 5, 6, and 7), and quality external resources, you need to respond to the State of PA RFP by creating and presenting a proposal and prototype for the State of Pennsylvania municipality website project. Your development team will be required to present your final proposal and prototype to the Pennsylvania Information Technology Council in person. Your development company could be launched into a very high profile place if you win this contract, so make sure your proposal and prototype are top notch!

During this problem solving process, teams may meet in person or virtually in the appropriate online forums. Your instructor will give you details specific to your section or campus. Be aware of the fact that this problem document is available online through the Course Content Interface and may include many electronic resources not available in your Roadmap.

This problem is worth 125 points; 60 for the proposal document, 40 for the presentation and prototype, and 25 for the average of your Self and Team Evaluation which will be provided by your instructor and can be found in the General Guidelines.
section of the Roadmap. Please consult the E-Stone State Rubrics for specific details related to the assessment of this problem.

Your final document, presentation, and prototype (compressed as a .zip or .sit file) should be submitted to the Course Communication Space in the appropriate Drop Box, as indicated by the week in which the assignment is due. If the prototype is running live on the web, you may also email the URL to your instructor in the Course Communication Space.

**Document and Presentation Requirements**

**Proposal Document in Response to RFP**

Your final proposal should be about 10-12 pages, single-spaced and include:

I. Copy of RFP (1 page)
II. Executive Summary (1 page)
III. Title Page (1 page)
IV. Table of Contents (1 page)
V. List of Figures (if appropriate)
VI. Introduction (1 page)  
   a. About Your Company
   b. Why You Are Making this Proposal
   c. Key Reason Your Company Should Win the Proposal
VII. Background and Problem (1 page)  
   a. Background Summary
   b. Problem Summary
VIII. Proposal and Plan (5 pages)  
   a. The Municipality Web Template: What the Standardized Municipality Website Will Include (can be graphic or text)
   b. Prototype URL, Features of Prototype and Technology Overview
   c. Ensuring Accessibility to All Users/Bobby Compliance
   d. Implementation Process Across Commonwealth
   e. Site Management Issues for Individual Municipalities
   f. Hardware and Software Needs for Municipalities and the State
   g. Timeline for Completion
IX. Staff Needs and Qualifications (1/2 page)  
   a. Qualifications of Your Staff
   b. Special Resources at Your Disposal
X. Budget (1/2 page)  
   a. Estimation of Project Costs
XI. Appendices (where appropriate)

**Presentation of Prototype to the Commonwealth of Pennsylvania Information Technology Council and Chief Information Officer**

This is divided into two major areas: the prototype and the presentation. The prototype should be a standard website that applies to any municipality. You will have to conduct external research to identify what this site should look like. The site needs to be accessible to all audiences.

Specifically, your prototype should include:

I. A Homepage or Index Page appropriate for any municipality
II. Navigation Area with links to all site sections
III. 5-7 additional web pages which illustrate the site structure and layout

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IV. Font Manipulation and Creativity
V. 3-5 Embedded Graphics
VI. A Bobby Approved Emblem (see http://www.cast.org/bobby/ and make sure your prototype is approved)—If your site is not/cannot be approved, please justify the reasons why in your document and presentation.
VII. Tables, Forms, Frames, and Scripts where appropriate for the design (if you are unable to implement something, please graphically illustrate how it would work on the website and document it in your proposal under the prototype section)
VIII. A URL: Please upload your finished site into one team member’s personal web space. If this is a problem, please contact your instructor.

The presentation will be to the Pennsylvania Information Technology Council, as well as the Chief Information Officer. The goal is to have your company win this contract as a result of your proposal, presentation, and prototype. You should persuasively present the highlights of your proposal. However, you should focus on the prototype and the features of the site, accessibility issues, templated/standardized approach, and site maintenance and management for the individual municipalities. Be sure to highlight the key reasons to go with your development company!

Outline of Associated Topics

The topics covered in the Problem are:

- Topic 4: Overview of HTML
- Topic 5: Layout, Forms, Scripts
- Topic 6: Graphics on the Web
- Topic 7: Site Management

Your instructor will look closely at how you integrate these Topics in your Problem Solutions. Be sure to read them carefully; the success of your solution will depend on it.
Problem Resources

Background

Your website development company recently decided to take part in a vendor session at a large conference, eGov 2000. You didn’t know much about it, but you were aware that it was in Washington D.C. and it would focus on information technology and government. There was a chance it may not be worth anything; but you knew that any publicity that you could get would be helpful.

Your company has been very successful in the development of basic “business card” pages for many companies in the Philadelphia area. These sites are all pretty standard, well-designed, and nice to look at with all the right information and links. You are able to get them designed and developed quickly because of your standard process and deliverables. This allows you to charge less and take on more business—which is attractive to your clients. In addition, you provide each client with a system and process to maintain the site easily, so you don’t have to get bogged down in site maintenance. All of this efficiency allows you to maintain a technical staff of only five people (a project manager, a database developer, an HTML developer, a graphic artist, and a multimedia developer).

In the past, your team has had little experience within the government sector. But after reading an interview with an eGovernment expert, you are starting to think that this sector is going to be a big area for consulting in the next few years. In your opinion, the business market was already inundated with too many website developers—even your 16 year old nephew has a website development company! You want your company to start to focus in other areas.

When you got to the conference, you met some pretty “heavy hitters” from many state governments and federal agencies. Most were looking for extensive services, like network security and online voting systems. Julianne Sullivan, however, was very interested in your standardized, turnkey, “business card” approach. It seemed that Sullivan worked as the Chief Information Officer for the Commonwealth of Pennsylvania and they were in need of standardization for all municipality websites in the state. Apparently some municipalities had websites, some were awful, and some were non-existent. It had become such a problem that the state was committed to making a large investment in consulting and infrastructure to get each municipality up and running with an informational, consistent web presence.

Your company seemed to have an approach that might help them out. You asked Sullivan to send you some documentation that would detail exactly what they were looking for. She already had an RFP (Request for Proposal) that was created a few months back. None of the proposals they had received were adequate, in Sullivan's mind. No one was focusing on the need to have a consistent look and feel, or a brand image, for the entire state. No one had considered that a government audience was different than a business audience, and that accessibility issues were of paramount importance. And no one had even thought about the maintenance issues.

After speaking with Sullivan, you were on “cloud nine.” You really felt like your team had the solution to Pennsylvania’s problem. Although it wouldn’t be easy, you felt like you could make this happen. Getting a contract like this would take your
company to a national level. And it would mean getting your foot in the door in a market that very few companies were even thinking about.

Ms. Sullivan is going to send you the Summary of the RFP. Your plan is to respond to the RFP with a proposal that they cannot turn down. Your team will work almost completely on it for the next few weeks. Good luck! This could be a very exciting opportunity!
Commonwealth of Pennsylvania Summary of Request for Proposal
October 3, 2000

Background and Identification of Need
The Commonwealth of Pennsylvania has clearly positioned itself as the “state of technology.” In 2000, the Commonwealth allocated $20 million to its e-government initiative. The project includes online license renewal and registration, permits, the filing of personal income taxes online, and online auctions for bids for goods and services.

As one of the first states with a web presence, it is imperative that Pennsylvania stays ahead of the information technology revolution. The Commonwealth must continue to transition from the “Keystone State” to the “E-Stone State.” Recently, Pennsylvania designed and revised its web presence to be more citizen-friendly and current.

As part of their e-government initiative, the Chief Information Officer has proposed that all local municipalities (2568 total) should have a standard web presence that is informational, attractive, user-friendly, and accessible to any citizen. Currently, less than 200 of those 2568 municipalities have websites.

Project Description
The goal of this project is to enable every municipality in the Commonwealth of Pennsylvania to have a standard website. Bidders will document the standard municipality website template and create a working prototype to illustrate its features. The bidder must also detail in their documentation how individual municipalities will maintain their websites and the hardware, software, and process needed for each municipality to do so.

It is the responsibility of the bidder to identify the major sections of the template municipality website. Bidders are encouraged to look at current municipality websites to identify the necessary features. No creation or maintenance of sites will be required of the bidder; their responsibility is to create the standard template and the site management process that will allow each municipality to utilize and maintain their sites.

Implementation Timeline and Budget
Proposals should detail how this project will be accomplished within no more than a six month timeline and under $4 million, including infrastructure needs.

Guidelines for Submission
Please submit proposals to the Office of the Chief Information Officer, Julianne Sullivan, by 5:00 PM on the due date. You will be contacted by the Office to set up your prototype presentation date and time.

Contact Information
All questions regarding this RFP should be directed to the Office of the Chief Information Officer, Julianne Sullivan.
Interview with eGovernment expert, Dr. Navin Sharma

Interviewer: Good afternoon, Dr. Sharma. How are you?

Sharma: Fine, thanks.

Interviewer: As you know, we would like to ask you a few questions about e-government, and local e-government, and what you feel the future trends will be in this area.

Sharma: Great, I will be happy to share what I know.

Interviewer: Considering what went on in Florida and all through our courts after the Presidential Election, what do you think the future of e-voting will be?

Sharma: Oh, I see it as a “must do.” I don’t think we are ready to do it, but we have to have a better system than punch cards. Businesses stopped using them twenty or more years ago! We cannot move too quickly though. The security issues, legal issues, etc. really need to be well thought out before we go that direction. I think you will start to see e-voting systems tested in a lot of areas.

Interviewer: What do you think about Internet voting?

Sharma: Well, I think we will have to master basic e-voting before we go there. The problems associated with verifying that someone is “who they say they are” are extensive when we deal with the Internet. I think non-networked e-voting will happen very soon. Moving to Internet voting will be a little more difficult.

Interviewer: Well, what is keeping us from moving to non-networked e-voting then?

Sharma: Obviously it is infrastructure, and of course, money. It will cost a lot to build and implement these systems. And when you consider that most local municipalities can’t even maintain websites, it is going to be hard to move them to e-voting!

Interviewer: It’s funny you bring that up. What do you think the web presence of local and state governments should be? Are we asking too much to have a local web presence across every state?

Sharma: There is obviously a risk that agencies and governments are overlapping in their presence. But I think we need to see some consistent web services for every agency and government. The states will need to mandate what those services and looks are, but everyone needs to move to this direction. Citizens are going to become much more demanding. They are already expecting to renew driver’s licenses, fill out forms, etc. online. So every government and agency needs to have their standard bank of services to satisfy the savvy e-citizen.

Interviewer: What kinds of things should be on these local sites?

Sharma: Obviously, local community information and news should be there. But there should also be downloadable forms for taxes and building permits, trash and recycling collection schedules, event calendars, Town/City Council meeting minutes and meeting schedules, budgetary information, links to State and Federal Government sites and services, relocation information. You get the picture, almost anything that can help citizens be more informed and have an “easier” relationship with their government. Traditionally, it has been too hard to get those forms—you know the drill wait two hours in line from three to five on Wednesdays only!

Interviewer: Do you have any good examples of municipalities that are doing this?
Sharma: I think a great example is the City of New York, NY. They really do a fantastic job of making their citizen’s lives easier with the World Wide Web. You can even pay your parking tickets online!

Interviewer: Based on that idea, will we see the brick and mortar offices go away?

Sharma: Oh, I don’t think so. Just like in every industry, having another delivery medium for your services just makes some of your customers happier. Taking away a delivery medium just makes some of your customers more upset. And especially in e-government, we have to assure that all citizens have access to our services. Going to a strictly online setup would prevent many citizens from accessing their government, which is a fundamental right of our democracy.

Interviewer: Are you alluding to the digital divide?

Sharma: Of course. If JC Penney decided to go to online shopping only, they are able to do so – even if that might alienate some traditional customers. There is no fundamental American right to shop at JC Penney. But, if citizens cannot access their government, we have got a problem in our democracy. Not everyone has access to a computer and the Internet. And even though a lot of people are trying to change this, it is not going to happen any time soon. Beyond this, even people with computers and Internet access need to have full access. Just like we install ramps to make our offices wheelchair accessible, we have to make our websites fully accessible to any citizen, regardless of disabilities.

Interviewer: So, it is going to be a tall order for those local communities trying to get a web presence, isn’t it?

Sharma: It is not going to be easy. What a successful state will do is hire a professional consulting company, or commission a very talented internal team, to lay out what the standard services are and dictate a template and style that will allow any citizen to access the web-based services.

Interviewer: Local governments don’t have a lot of resources to begin with. Will each one need a Webmaster now?

Sharma: Well, site maintenance is obviously another big issue. States cannot burden their municipalities by dictating the need for a website without any other support. I would anticipate that some of those consulting companies would be creating interfaces to these websites that would make them easy to maintain by most government employees. But, the states will need to make extra money available for hardware and software, as well as some basic training. It will take a lot of planning, but the consulting company that figures it out will be on their way to a very high profile position.

Interviewer: Well, that is all I have to ask you today. Thank you very much for your time and great insights.

Sharma: It hasn’t been a bit of a problem. Take care.
Research and References
http://www.proposalsthatwin.com/articles.htm - Proposal Writing Links and Articles
http://www.cast.org/bobby/ - Bobby is a free service that allows web developers to identify barriers that may prevent those with disabilities from using their websites.
http://www.state.pa.us - State of Pennsylvania Official Website
http://sites.state.pa.us/govlocal.html - Listing of all municipality websites for Pennsylvania
http://sites.state.pa.us/PA_Exec/DCED/government/factsheet.htm - Municipal Fact Sheet
http://sites.state.pa.us/PA_Exec/DCED/government/center-h.htm - Governor's Center for Local Government Services
http://www.ci.nyc.ny.us/ - City of New York Website
http://www.access-board.gov/sec508/508standards.htm - Electronic and Information Technology Accessibility Standards
Module Two: E-Stone State Problem Rubric

E-Stone State Document Rubric

Name:

Date:

Directions: Give each team a score out of the possible points for each major topic area. Portions of a point may be given. Total the score at the end and provide feedback.

<table>
<thead>
<tr>
<th>Topic Area</th>
<th>Description of Achievement</th>
<th>Possible Points</th>
<th>Points Scored</th>
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| 1. Document Organization, Research, and Creativity | • Document greatly enhanced the effectiveness of project.  
• Extremely well organized and easy to follow.  
• Included all document sections as listed in assignment.  
• Document and Works Cited correctly and consistently followed APA or MLA format.  
• Followed page limit guidelines.  
• Integrated all relevant course and case materials.  
• Exemplary mechanics with very few, if any, grammatical or spelling errors.  
• Went “above and beyond” to research relevant, internal and external information.  
• Utilized course material, case material, and quality external resources that truly enhanced the project.  
• Extremely clever solution.  
• Document presented in a unique and creative way that truly enhanced the project. | 10              |               |
| 2. Content Accuracy: Background, Introduction, and Documentation                             | • Provided ample background materials.  
• Provided RFP documentation, as well as an executive summary.  
• Clearly understood the scope of the problem.  
• Provided comprehensive | 10              |               |
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<th>Topic Area</th>
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<th>Possible Points</th>
<th>Points Scored</th>
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|                                                                            | information about your company and why you are making this proposal.  
• Outlined the qualifications of the company in a way that illustrates why you should get this contract.                                                                                                                                                                                                                     |                 |               |
| 3.  Content Accuracy: The Municipality Web Template, Prototype and Features | • Provided a very well thought out template that identified key content areas applicable to all municipalities.  
• Identified creative and interesting services.  
• Identified the URL for the prototype.  
• Documented the key features of the prototype and described the associated technology needs.                                                                                                                                                                                  | 10              |               |
| 4.  Content Accuracy: Ensuring Accessibility                              | • Provided a thoughtful discussion on accessibility and the municipality websites.  
• Clearly understood the need for accessibility within eGovernment.  
• Had a clear plan to ensure accessibility.  
• Identified the important accessibility organizations that you would employ to ensure accessibility standards (e.g. Bobby.org).                                                                                                                                                                                   | 10              |               |
| 5.  Content Accuracy: Implementation and Site Management                  | • Thoroughly detailed an implementation plan for the prototype site across all municipalities.  
• Described in detail the hardware and software needs that would be needed by both the municipalities and the state to implement this plan.  
• Provided a logical site management plan and structure that ensures local control, yet standardization across the state.                                                                                                                                                                             | 10              |               |
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| 6. Staffing Needs and Budget| • Identified the staffing needs and qualifications associated with this project.  
                                • Provided a logical budget to complete this project.                    | 10              |               |

**TOTAL POINTS** 60

Things that stood out about this document:

Comments:
E-Stone State Presentation and Prototype Rubric

Name: 

Date: 

Directions: Give each team a score out of the possible points for each major topic area. Portions of a point may be given. Total the score at the end and provide feedback.

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</table>
| 1. Content and Creativity | - Clearly outlined the problem, prototype/template, accessibility issues, and site management/implementation issues.  
- Points are clearly made and all evidence supports team proposal.  
- Varied use of multimedia materials that consider the audience of the presentation.  
- A great deal of case, course, and external research material is used to justify team plan.  
- Very original presentation of the material.  
- Uses the unexpected to full advantage.  
- Captures audience’s full attention. | 5                |               |
| 2. Municipality Prototype | - Prototype integrates all sections as listed on assignment.  
- Prototype is running live on the web from a designated URL that has been provided to your instructor.  
- Illustrates exemplary knowledge of HTML and associated skills.  
- Great site layout and pleasing to look at.  
- Integrates a thoughtful and intuitive navigation structure.  
- Integrates higher-level technology where appropriate.  
- Includes a Bobby Approved Emblem (if not approved, | 25               |               |
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<th>Description of Achievement</th>
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<td>justified reasons why).</td>
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<td>• Creatively illustrates the municipality services and site features as documented in the proposal.</td>
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<td>3. Speaking Skills, Participation, Coherence, Organization, and Length</td>
<td>• Poised with clear articulation.</td>
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<td>• All members of team participate in speaking responsibilities.</td>
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<td>• Speakers participate at a very high and balanced level.</td>
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<td>• Good posture, volume, and eye contact.</td>
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<td>• Enthusiasm and confidence are exuded.</td>
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<td>• Presentation fits into time allotment exactly.</td>
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<td>• Team proposal is clearly outlined and prototype is illustrated.</td>
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<td>• Conclusion is very clear.</td>
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<td>• Flows together very well.</td>
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<td>• Great transitions.</td>
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<td>4. Audience Response/Sales Tactics and the Decision</td>
<td>• Presenters field audience and instructor questions very successfully.</td>
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<td>• Held the audience’s attention throughout.</td>
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<td>• Points made in a creative way.</td>
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<td>• The Council definitely wants to go with your proposal! You get the contract!</td>
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<td>TOTAL POINTS</td>
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Things that stood out about this presentation and prototype:

Comments: