



## STATEMENT OF WORK 001

Recruiting Process  
Improvement – City  
of Burbank  
December 23, 2020

This Statement of Work (“SOW”), dated as of the date first written above, is entered into by, and made a part of the California Multiple Award Schedule #3-17-70-3384A dated 4/13/2017 to 1/31/2022 (the “Agreement”) for the City of Burbank (“Client”), and Slalom, LLC, dba Slalom Consulting (“Slalom”). Any capitalized term not defined in this SOW has the meaning ascribed to it in the Agreement. Upon mutual execution, Slalom shall perform the Services described in this SOW.

### 1. DESCRIPTION OF WORK

#### 1.1. Project Overview / Objectives

After emerging from a hiring freeze one year ago, the City of Burbank has a large backlog of vacancies needing to be filled. The Director of Management Services, who also runs HR, is facing constraints with their internal processes, rules, regulations and operations. These challenges are resulting in an extended timeline to recruit candidates and onboard them as employees and a poor candidate (customer) experience.

The client seeks to assess the current state and create a future state for Management Services recruiting and onboarding processes, with a focus on improving the candidate experience.

City of Burbank also expressed a need to assess the current state and create a future state for their IT Asset Management (ITAM) processes.

#### 1.2. Scope and Deliverables

Using LEAN methodologies and two facilitated Kaizen events tailored to City of Burbank, Slalom will target top process pain points for two functional areas 1) Recruiting and Onboarding and 2) IT Asset Management. For each area, Slalom will perform the following activities with Client resources and Client-affiliated third parties, including but not limited to the following activities:

- Collect and review existing process documentation performance metrics
- Conduct stakeholder interviews and/or workshops to define the current state process, identify critical roles and pain-points
- Create current state documentation (Process map, SIPOC)
- Conduct value stream analysis and cycle/touch time analysis
- Document and categorize improvement opportunities
- Conduct cross-functional stakeholder workshop to convey findings and prioritize opportunities
- Benchmark against leading practices
- Socialize desired future state and build alignment across key stakeholders
- Design implementation plan

Slalom will follow the following project schedule to complete the work.



#	Deliverable	Description	Slalom Responsibility	Client Responsibility
1	ITAM Interview Analysis & Pain Point Themes	MS PowerPoint document that analyses, categorizes, and synthesizes ITAM pain points that pertain to system, process, policy, and role findings.	Jointly Develop with Client	Jointly Develop with Slalom
2	ITAM Value Stream Analysis	MS PowerPoint document that quantifies areas of improvements in IT Asset Management. The value stream analysis will identify value-add, non-value add, and required activities.	Jointly Develop with Client	Jointly Develop with Slalom
3	ITAM Solution Ideation & Prioritization	A MS PowerPoint that assesses potential ITAM solutions in terms of impact and effort and uses the analysis to prioritize solutions.	Jointly Develop with Client	Jointly Develop with Slalom
4	ITAM Future State Process Map	MS Visio document with future state ITAM processes, identifying activities, roles, and systems.	Jointly Develop with Client	Jointly Develop with Slalom
5	ITAM Solution Implementation Roadmap	MS PowerPoint document that outlines an approach to addressing ITAM pain points, improving the value stream, and shifting to future state processes.	Jointly Develop with Client	Jointly Develop with Slalom
6	Recruiting & Onboarding Interview Analysis & Pain Point Themes	MS PowerPoint document that analyses, categorizes, and synthesizes pain points that pertain to system, process, policy, and role findings.	Jointly Develop with Client	Jointly Develop with Slalom
7	Recruiting & Onboarding Value Stream Analysis	MS PowerPoint document that quantifies areas of improvements in recruiting and onboarding. The value stream analysis will identify value-add, non-value add, and required activities.	Jointly Develop with Client	Jointly Develop with Slalom
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10	Recruiting & Onboarding Solution Implementation Roadmap	MS PowerPoint document that outlines an approach to addressing pain points, improving the value stream, and shifting to future state processes.	Jointly Develop with Client	Jointly Develop with Slalom

### 13. Assumptions and Client Responsibilities

The in-scope Services, anticipated project duration, planned outcomes and fee estimate are based on the assumptions, including Client's execution of its responsibilities. Any incorrect assumption or delay or nonperformance of the Client responsibilities may result in delays or Slalom's inability to perform its responsibilities.

#### Assumptions:

- Slalom will rely on all decisions and approvals of Client in connection with the Services.
- Slalom and Client will participate in weekly status review meetings to determine accomplishments with the plan and identify issues that need immediate resolution. For critical issues, a response is required within one business day. For other issues, a response is required in two business days.
- Slalom will utilize reasonable efforts to retain and maintain assigned resources throughout this project. Slalom reserves the right to utilize resources that were not originally assigned to the project. In the event Slalom chooses to change, remove, or add resources to the project, Slalom will review resource updates with Client as soon as reasonably possible.
- All work will be scoped to be delivered within the time estimates allotted. If a requirement or deliverable is defined or redefined in such a way that accomplishing it would exceed the budget for the project, a change order will be proposed and revised estimate provided.
- Slalom will not be responsible for delays, additional costs, or other liabilities caused by or associated with the acts or omissions of Client or Client-affiliated third-party resources, including their failure to execute the Client responsibilities.
- Due to the current COVID-19 pandemic, all work and meetings will be conducted virtually leveraging web and video conferencing as applicable, unless otherwise mutually agreed to.
- Services provided by Slalom relating to security, risk, governance or other compliance-related matters do not constitute legal or regulatory compliance advice. Client is responsible for assessing its legal, security and regulatory requirements and whether use of the Services meets those requirements.
- Correction and rework of deliverables are considered chargeable project time ("Normal Rework") unless Slalom failed to utilize good commercial practices in the development of such deliverables ("Abnormal Rework"). The effort allocated for Normal Rework will be time-boxed and constrained solely by the project budget remaining.

#### Client Responsibilities:

- Designate and provide access throughout the project to the Client individuals serving in project support roles, including naming a Project Sponsor and stakeholders, each having suitable skills, experience knowledge, capacity and subject matter expertise for their role
- Provide promptly such information, documentation, decisions, approvals and assistance as requested or necessary for Slalom's performance and maintenance of project cadence.
- Unless specified in the scope of work, activities, or deliverables, Client will be responsible for ensuring that Client stakeholders are aware and aligned to the objectives of the engagement and available to meet the timeline of the engagement.
- Provide suitable workspace, furniture, and IT infrastructure (including workstations, systems access, software licenses, application environments, and data), necessary to perform the Services described within this SOW.
- Slalom will utilize remote support. Client and Slalom will make every effort to leverage best practices and technologies as needed for effective remote project delivery.
- Provide complete, accurate and current information and update it promptly and continuously as necessary during the course of the engagement.
- Assume responsibility for any delays, additional costs, or other liabilities caused by or associated with any deficiencies in (i) discharging the Client Responsibilities, and (ii) the Assumptions.

- Assume responsibility for the quality of data sourced from business applications. Any cleansing or changes needed in source system data are to be performed with Client resources.
- Assume responsibility for any network-related issues and supporting performance tuning for remote office locations.
- Client will identify stakeholders for the IT Asset Management workstream, including individuals to participate in the Kaizen event, individuals who are familiar with IT Asset Management from a process perspective, and individuals who have access to data relevant to IT Asset Management, if applicable. Client will schedule 1-hour individual interviews with identified stakeholders for Tuesday, Wednesday, or Thursday of week 1 of the engagement.
- Client will identify stakeholders for the Recruiting and Onboarding workstream, including individuals to participate in the Kaizen event, individuals who are familiar with Recruiting and Onboarding from a process perspective, and individuals who have access to data relevant to Recruiting and Onboarding, if applicable. Client will schedule 1-hour individual interviews with identified stakeholders for Tuesday, Wednesday, or Thursday of week 3 of the engagement.
- Client will schedule Kaizen events with identified stakeholders prior to project start or otherwise confirm stakeholder availability to participate.
- Client will share any existing process flows, desk references, procedures, and user guides prior to project start to support Slalom development of the current state process flows.
- Client will share Client's policies, procedures, or regulations pertinent to IT Asset Management and Recruiting and Onboarding processes prior to project start.
- Client will provide Slalom with a list of existing data available for IT Asset Management and Recruiting & Onboarding.
- Client Sponsor will participate in the Kaizen events for no less than the first 15 and last 15 minutes of each SME session (weeks 2 and 4) to kickoff and close out each SME session.
- Client Sponsor will be available for 30-minute end of day status sessions with Slalom on the weeks of Kaizen events (weeks 2 and 4).

## 2. DURATION OF WORK/SCHEDULE

Services under this SOW are expected to begin on or around January 11, 2021 and end 5 weeks from project start date.

The effort allocated for the Deliverables will be time-boxed taking into account the allocated resources, time and budget referenced in Section 4 below. Slalom and Client will partner on managing the scope and depth of the Deliverable so that Services can be completed within the specified duration and budget. Changes to the scope of the Services shall be mutually agreed to in writing between Client and Slalom. Changes to project scope, assumptions, etc. may have cost, resource, or timeline implications. All changes will be documented in a mutually executed Change Order pursuant to Section 5 below.

## 3. SLALOM PROJECT PERSONNEL

Role	Name	% Time Allocation
Engagement Lead	Erica Leung	10% Time
PI Consultant / HR & Customer Experience SME	Emily Gray	100% Time
Lean/ Kaizen Consultant/ ITAM SME	Antonio Lara	25% Time
Accountable Executive	Jennie Wong	5% Time

## 4. FEES

### 4.1. Fees

Fees for the Services described in this SOW shall be determined as follows:

<b>Project Type:</b>	Fixed Fee
<b>Fees for Services:</b>	\$64,500
<b>Estimated Reimbursable Expenses:</b>	\$0
<b>Total Cost:</b>	\$64,500

### 4.2. Milestone Schedule

Slalom shall perform the Services set forth in this SOW in accordance with the following Milestone Schedule that indicates, for each Milestone, the associated Deliverables (per Section 1.2), Completion Date and Fee Amount.

<b>Milestone:</b>	<b>Deliverables:</b>	<b>Completion Date:</b>	<b>Fees:</b>
<b>IT Asset Management 3-Week Sprint with Kaizen Event</b>	1) Interview Analysis & Pain Point Themes 2) Value Stream Analysis 3) Solution Ideation & Prioritization 4) Future State Process Map 5) Solution Implementation Roadmap	End of Week 3	\$32,250
<b>Recruiting and Onboarding 3-Week Sprint with Kaizen Event</b>	6) Interview Analysis & Pain Point Themes 7) Value Stream Analysis 8) Solution Ideation & Prioritization 9) Future State Process Map 10) Solution Implementation Roadmap	End of Week 5	\$32,250

### 4.3. Deliverable Acceptance

Client will endeavor to notify Slalom in writing within five (5) calendar days of receiving a Deliverable whether it accepts or rejects that Deliverable.

### 4.4. Invoice Delivery Requirements

Invoices will be submitted electronically to Megan Clarke at [mclarke@burbankca.gov](mailto:mclarke@burbankca.gov)

### 4.5. Purchase Order Requirement

A Purchase Order is required per CMAS Contract No. 3-17-70-3384A and must be issued prior to commencement of work.

## 5. CHANGE ORDER

Changes to project scope, incorrect assumptions or missing prerequisites may affect cost, resources or scheduling. Other circumstances may arise beyond Slalom's control that may cause it to be unable to accomplish the project objectives and would require a modification to this SOW. Any such modification shall be memorialized in a mutually executed change order that details material changes to staff requirements, deliverables, fees and milestones,

as applicable. If the parties do not agree to such proposed change order, then either may suspend the Services to allow time for the parties to agree on an alternative change order. Should Services be suspended for a consecutive period of five (5) business days, either party may thereafter terminate this SOW immediately upon notice to the other party.

**6. SOW TERMINATION**

Upon termination of this SOW executed in accordance with the terms of the Agreement (or the terms hereof, if so provided), Client shall pay Slalom the applicable fees for all deliverables completed in accordance with the requirements of the SOW.

**7. COORDINATORS**

Slalom and Client shall designate individuals to whom all SOW communications shall be addressed and who have the authority to act on all aspects of the project described in this SOW.

**Slalom Project Coordinator**

**Name:** Jennie Wong

**Telephone:** (310) 592-6118

**Email:** [jennie.wong@slalom.com](mailto:jennie.wong@slalom.com)

**Client Project Coordinator**

**Name:** Megan Clarke

**Telephone:** (818) 238-5153

**Email:** [mclarke@burbankca.gov](mailto:mclarke@burbankca.gov)

IN WITNESS WHEREOF, the duly authorized representatives of the Parties hereto have caused this SOW to be duly executed.

**SLALOM, LLC, dba Slalom Consulting**

By: [Signature]

Print Name: RON SKNN

Title: MANAGING DIRECTOR

Date: 01/21/2021

**The City of Burbank**

By: [Signature]

Print Name: Kevin Gray

Title: CEO

Date: 1/25/2021

PURCHASING DIV.  
PROPERTY ACQUISITION DIV.  
CITY OF BURBANK  
2021 JAN 32 PM 4:50  
2021 FEB -2 PM 4:52

APPROVED AS TO FORM

CITY ATTORNEY

Date: 1/26/21  
By: [Signature]  
Title: Joseph H. McDougall

Chief Assistant City Attorney

ATTEST:

Date: 1/29/2021

[Signature]  
Assistant City Clerk  
City of Burbank, California



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- Design implementation plan

Slalom will follow the following project schedule to complete the work.

ITAM SIPOC Interviews

Recruit & Onboard SIPOC Interviews

ITAM Kaizen Event

Recruit & Onboard Kaizen Event

ITAM Readout

Recruit & Onboard Readout

Week 1

Week 2

Week 3

Week 4

Week 5

End

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- Client will schedule Kaizen events with identified stakeholders prior to project start or otherwise confirm stakeholder availability to participate.
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Role	Name	% Time Allocation
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## 4. FEES

### 4.1. Fees

Fees for the Services described in this SOW shall be determined as follows:

<b>Project Type:</b>	Fixed Fee
<b>Fees for Services:</b>	\$64,500
<b>Estimated Reimbursable Expenses:</b>	\$0
<b>Total Cost:</b>	\$64,500

### 4.2. Milestone Schedule

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<b>Milestone:</b>	<b>Deliverables:</b>	<b>Completion Date:</b>	<b>Fees:</b>
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**6. SOW TERMINATION**

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**7. COORDINATORS**

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**Slalom Project Coordinator**

**Name:** Jennie Wong

**Telephone:** (310) 592-6118

**Email:** [jennie.wong@slalom.com](mailto:jennie.wong@slalom.com)

**Client Project Coordinator**

**Name:** Megan Clarke

**Telephone:** (818) 238-5153

**Email:** [mclarke@burbankca.gov](mailto:mclarke@burbankca.gov)

**IN WITNESS WHEREOF**, the duly authorized representatives of the Parties hereto have caused this SOW to be duly executed.

**SLALOM, LLC, dba Slalom Consulting**

By: [Signature]  
Print Name: KARL MEHA  
Title: GM-LA  
Date: 1/21/2021

**The City of Burbank**

By: [Signature]  
Print Name: Kevin Gray  
Title: CEO  
Date: 1/25/2021

PURCHASING DIV.  
CITY OF BURBANK  
2021 FEB -2 PM 4:52

APPROVED AS TO FORM  
CITY ATTORNEY  
Date: 1/26/21  
By: [Signature]  
The Joseph H. McDougall  
Chief Assistant City Attorney

ATTEST  
Date: 1/29/2021  
[Signature]  
Assistant City Clerk  
City of Burbank, California