

**AGREEMENT #14043 FOR PROFESSIONAL SERVICES
For LAKE COUNTY CONTRACT MODIFICATION 2**

Amend this AGREEMENT entered into by and between Lake County (hereinafter "County") and Beth Malloy & Associates, 175 N. Harbor Drive, Suite 2515 Chicago, IL 60606 (hereinafter "Contractor"), effective upon execution of agreement.

NOW, THEREFORE, Lake County and the Contractor AGREE AS FOLLOWS:

SECTION 1. AGREEMENT DOCUMENTS

The Agreement Documents listed below constitutes a modification in the agreement between the County and the Contractor are:

A. Contractors proposal dated September 5, 2017, identified as Exhibit A

SECTION 2. SCOPE OF WORK

As identified in Contractors proposal and scope of work dated May 24, 2017 and shall perform the services described in Exhibit A:

- Senior consultant at an hourly rate of \$180 through January 31st, 2018, the originally planned date of final acceptance of the software. On February 1st, the rate will increase to \$193 per hour.
- Business and QA consultant at an hourly rate of \$40 through January 31st, 2018. The rate will increase to \$60 per hour February 1st, 2018.
- Engagement manager services of Beth Malloy are at no charge.

The proposal assumes

- An average 224 hours per month in billable team hours, resulting in a run rate average of \$24,640 per month through January 31st, 2018 and \$28,336 from February 1, 2018 through February 1, 2019, providing two weeks of post cut-over support for close-out activities.
- This is a time and materials agreement. Only expended hours will be billed. Not-to-exceed pricing includes all costs (labor, material, overhead, administration, profit, travel, etc.).

SECTION 3. DURATION

The contract will commence upon execution for the last remaining months of implementation; services beginning mid-October and concluding before December 15, 2018.

SECTION 4. AGREEMENT PRICE

The County will pay the Contractor a fee not to exceed amount of \$396,088 for remaining months of project implementation. Billing will be monthly, based on actual hours expended. A quarterly report will be produced, comparing the actual versus planned consumption of hours.

Except for the provisions outlined above, the remainder of the contract shall remain in full force and effect.

IN WITNESS HEREOF, the undersigned have caused this Agreement to be executed in their respective names on the dates hereinafter enumerated.

Lake County:

Beth Malloy & Associates:

Purchasing Agent
Lake County

Title



October 23, 2017

Lake County Purchasing Division
18 N. County Street
Waukegan, IL 60085

Beth Malloy & Associates is pleased to submit this proposal for project consulting services to Lake County.

We are grateful for the opportunity to serve the County on this important project. Please let me know if you have any questions or require additional information regarding our proposal. I can be reached at 773-209-9235 or, by e-mail at beth@bethmalloy.com.

Sincerely,

A handwritten signature in dark ink, which appears to read 'Elizabeth Malloy', is placed over a light blue rectangular background.

Beth Malloy
President

TABLE OF CONTENTS

A. INTRODUCTION AND EXECUTIVE SUMMARY	2
B. COMPANY BACKGROUND	2
Beth Malloy & Associates	2
C. SCOPE OF SERVICES.....	3
D. PRICE AND PAYMENT MILESTONES	6
E. ATTACHMENT 1: RESUMES	7

A. INTRODUCTION AND EXECUTIVE SUMMARY

Beth Malloy & Associates provides Lake County with decades of experience in solving public and private management challenges, with a strong focus on local government.

Beth Malloy served as CIO for both the Illinois Department of Revenue and the city of Chicago, and spent years as a consultant evaluating software and managing implementations. As engagement manager, she is responsible for the client satisfaction and deliverables in this proposal.

Huy Nguyen will continue to lead the day-to-day onsite team and provide project consultation services. Huy's expertise in managing large, complex projects for government agencies spans nearly 20 years. Huy has delivered large multi-million-dollar software implementation projects including property tax, enterprise resource management, and human services systems.

Zach Malloy serves as a business and quality assurance analyst responsible for validating that all business requirements requested by the County have been met in the base system, third party applications or modifications; requests for scope changes are researched against the proposal requirements; Tyler milestones have been met in full; and the test process provides clear evidence that the system is ready for cut-over.

We are proposing a team that consists of both a subject matter expert in large, complex project implementations and a business analyst with extensive knowledge of the County's requirements and Tyler's contractual obligations.

B. COMPANY BACKGROUND

Beth Malloy & Associates

Proposing Firm: Beth Malloy & Associates, LLC

Address: 900 N Kingsbury St. suite 846
Chicago, IL 60610

Telephone: (773) 209- 9235

Overview and History

Beth Malloy & Associates offers the following professional services:

- Project, Program, and Portfolio Management
- IT strategic planning
- Business case and return on investment (ROI) analyses
- "As Is" and "To Be" business process mapping and analysis

- Feasibility and alternative solution studies
- Needs assessment and requirements definition studies
- Development of requests for proposal and other procurement documents
- Assistance in evaluation and selection of enterprise software and implementation services
- Contract negotiations
- Independent project management and/or oversight
- Organizational change management services
- IT sourcing advisory services
- Communication of strategy and process to stakeholders, including the public, as desired by the County

BM&A was founded over 5 years ago, however, Ms. Malloy has two decades of experience, both consulting to and working for state and local government. Before her work with the state of Illinois Department of Revenue, she was a co-founder of Premis Consulting Group, spending nearly a decade assisting state and local government improve the delivery of services, often with innovative technology solutions. The entirety of BM&A's business is with state and local government.

C. SCOPE OF SERVICES

This section of our proposal describes the activities related to project management services.

The purpose of this phase is to ensure that the County has an advocate in the systems implementation process. Our assistance includes:

- Continue a monthly project governance cadence at the County; prepare documentation that outlines risks and mitigation, assess the health of the project, report on any scope changes. Make recommendations to the Executive Steering Committee and County Executive Office. Obtain decisions and sign-offs for changes. Escalate missed contract agreements by Tyler to Sponsor and Executive Committee; provide an early warning system when the risk of a missed contract agreement is likely.
- Maintain supporting documentation and a timeline of requests, escalations and outcomes for each part of the project in an easily understandable format. As needed, prepare background, evidence, timeline and materials for the County Administrator, States' Attorney or County Board on project progress
- Validate the Tyler workstreams and work plan. Make recommendations – escalating to the selected leadership when information is incomplete or not correct. Provide quality assurance of Tyler agendas. Anticipate topics that should be included and questions that need answered and provide feedback to Tyler for changes.

- Ensure vendor invoices and subsequent payments reflect completed project milestones. Make recommendations for payment or document missing requirements and communicate to the project sponsor and Tyler.
- Communicate and facilitate the County's responsibilities in the contract
- Monitor the adherence to requirements for screen configurations and template development.
- Facilitate data conversion, maintain the testing issues log, review data formats, oversee data version control, identify manual and "non-system" data that needs converted. Make recommendations about how much data should be converted and alternatives for legacy data. Prioritize the order of work to accommodate the conversion lead's availability to minimize risk to the schedule. Escalate resource issues to project sponsor. Develop an approach for testing the completeness of calculated data and evaluating control totals. Evaluate the quality of the plan for design and test conversion programs, and notify the County of anticipated problems; develop solutions to ensure the smooth transition of the data base to the new system and review and recommend changes or approval of finalized conversion tasks and overall conversion plan
- Monitor the test environment to ensure that changes to screens, data and modifications have been properly updated by Tyler so that the County is always testing a complete set of updates. Request, as needed, test guides for each tester so that it is clear what has been updated and what has not.
- Facilitate the prioritization of modifications (process and report) that are on the critical path for screen configuration and data conversion. Ensure that the prioritization is documented and escalate any resource issues or slippage.
- Create and update the requirements traceability matrix (RTM). The RTM maintains a link to where new requirements were implemented in the system, which requirements were fulfilled another way and which ones were not needed anymore. Compare and validate new modifications against requirements documents (BRDs) for completeness. Compare and validate system against original requirements to ensure all requirements were met.
- Develop a plan to implement bolt-on and 3rd party modules ((Financial Accounting, Public Access, Workflow Manager, Document Manager, Smartfile, Cashiering) that includes validation of the requirements, configuration, testing and acceptance. Ensure what was promised is delivered; maintain the RTM.
- Facilitate and confirm the requirements for the sketch functionality. Maintain the RTM.
- Research Tyler scope change requests, especially around business requirements and commitments made by Tyler during the selection process. Document findings and make recommendations to project sponsor.
- Ensure the procurement and configuration of software for 3rd party on-premise application (cashiering) to include application software; servers; connections to networks, desktops, scanners, and printers are done by IT or the vendor in a timeframe that meets the needs of the schedule.

- Facilitate the requirements review and approval process for reports. Facilitate the prioritization of business reports so that those on the critical path are delivered in time for thorough testing with the state of Illinois.
- Oversee Tyler's development of interfaces to other systems, system table set up, facilitate the validation and approval from the County. Ensure all interfacing systems (Mydeck, as an example) will be ready in time for testing. Develop risk mitigation plan for interfacing systems out of the CCAO, Treasurer and Clerk's control.
- Lead the development of a thorough system test plan and documentation scenario that will provide a basis for an internal audit. Ensure all outcomes are documented and traceable.
- Evaluate the quality of the user procedures developed by Tyler and training of County staff.
- Evaluate Tyler's training plan and approach and make recommendations for changes. Evaluate Tyler's training agendas, make recommendations for revisions and facilitate the scheduling of training
- Oversee testing and conduct user walk-throughs; Provide testing training for County staff.
- Make recommendations for throughput testing prior to cut-over that includes bolt-ons and on-premise apps.
- Review Tyler's system administration and security plan for thoroughness. Make recommendations that maintain security but provide for a smooth transition.
- Evaluate Tyler cut-over plan, as well as its fallback plan. Ensure that the software addresses system management, security management, system defaults, and that parameters and options are configured to the satisfaction of the County.
- Oversee cut over to new system
- Create and maintain an organizational change plan. Develop new positions descriptions, if needed. Document a recommended support process for a SaaS implementation.
- As requested: schedule and conduct meetings, follow up on all outstanding items, review Tyler's biweekly status, update the County project site, ensure Tyler has updated versions of its deliverables uploaded in a timely fashion. Provide input into newsletters or other updates to stakeholders and interested parties

D. PRICE AND PAYMENT MILESTONES

PRICE

Our proposal includes a team consisting of three consultants.

1. Senior consultant at an hourly rate of \$180 through January 31st, 2018, the originally planned date of final acceptance of the software. On February 1st, the rate will increase to \$193 per hour.
2. Business and QA consultant at an hourly rate of \$40 through January 31st, 2018. The rate will increase to \$60 per hour February 1st, 2018.
3. The Engagement Manager will provide services at no cost.

The proposal assumes

- An average 224 hours per month in billable team hours, resulting in a run rate average of \$24,640 per month through January 31st, 2018 and \$28,336 from February 1, 2018 through February 1, 2019, providing two months of post cut-over support for close-out activities.
- This is a time and materials agreement. Only expended hours will be billed. Not-to-exceed pricing includes all costs (labor, material, overhead, administration, profit, travel, etc.).

Total	Assumptions
Not to exceed \$396,088 for 16 months of project implementation	Senior project consultant, business analyst/quality assurance consultant, and engagement manager for activities outlined in section C: Scope of Services

PAYMENT MILESTONES

Payment is tied to a monthly milestone: The Executive Committee Project Report, delivered to members of the Executive Committee in its scheduled meeting and to Purchasing and the County Administrator's Office via email. It will also be attached to the invoice.

This monthly milestone report will describe overall project health in terms of its likelihood to make schedule and cost, include identified risks, recommended mitigation, and report on planned versus actual costs for Tyler and BM&A so that the County can determine what, if any, changes should be made to the project or escalations considered monthly.

E. ATTACHMENT 1: RESUMES

Beth Malloy

Beth Malloy & Associates

PROFILE

Award winning professional whose career has spanned both the public and private sectors with expertise in strategy development, performance management, business process and requirements development, and project implementation. She has received the Government Innovation Award from the Kennedy School of Government, was chosen as one of the nation's premier 100 CIOs by Computerworld magazine, and honored as one of Chicago's most influential business leaders by Crain's Chicago Business magazine.

PROFESSIONAL OVERVIEW

Beth Malloy & Associates	President	11/2012-present
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Founder and President of management consulting firm that specializes in organizational transformations, strategy development, performance management and business process improvement.

Illinois Department of Revenue	Chief Information Officer	1/2012-10/2012
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Ms. Malloy joined the department as CIO after a long engagement as a consultant in which she developed a business case for integrated tax and provided advice during its five year implementation. During her tenure as CIO, she developed a plan for further rationalization of the agency's legacy applications and integration of its online services. In addition, she served as a consultant to the state CIO on various projects, including developing a strategy for implementing ERP for state government.

City of Fort Wayne, Indiana	Deputy Mayor	5/2010-1/2012
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Ms. Malloy served as the chief operating officer responsible for strategic direction and operations of government for a city of 255,000. Accomplishments include delivering two consecutive balanced budgets with no layoffs or reduction in city services in the worst economic downtown in 35 years while delivering on key projects such as merging operations of city and county government under one roof, designing and gaining political support for a multi-jurisdictional land-use permitting improvement initiative, developing a performance management program for city operations, restructuring the city's 311 operation, and launching the city's social media strategy that focuses on creating a conversation with constituents to drive an increased connection with city government.

Premis Consulting Group	Founder	2/2002-6/2010
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Performed organization assessments, developed strategies and managed large, transformative projects for state and local governments across the country. A sample of clients includes:

- Indianapolis/Marion County, Indiana
- Fort Worth, Texas
- Arlington, Texas
- Evansville/Vanderburgh County, Indiana
- Polk County (Des Moines), Iowa
- Waukesha County (suburban Milwaukee), WI

Selected Projects

- Developed business plan for Polk County, Iowa. Resulting business plan included transformation of the county's tax systems. Developed requirements, led evaluation process and negotiated software and services contract. Performed application portfolio analysis and made recommendations for replacement of software and integration across agency lines.

Beth Malloy

Beth Malloy & Associates

- Developed new processes for payroll and financial management for Marion County Sheriff's Department. Led team in selecting best public safety processes and systems for newly merged Indianapolis Metropolitan Police Department. Led restructuring to include new governance model for Indianapolis/Marion County, Indiana IT. Facilitated strategic planning for IT Board. Led negotiations and provided oversight of new performance-based IT outsourcing contract.
- Developed model for managing constituent relationships (311) for Waukesha County, Wisconsin which included recommendations for providing integrated services across agencies, creating a one-touch approach that anticipates constituent needs, thereby lowering the costs of services.
- Evaluated large projects for the city of Arlington, Texas. Made recommendations for transformation of processes, which included a regional partnership with Carrollton, Texas. Led the implementation of a new municipal court system, resulting in increased revenues and a dramatic decrease in wait times for residents.

City of Chicago

Chief Information Officer

10/1996-03/2000

Recruited by Mayor Richard Daley to lead massive change effort to deliver on his promise to improve city services, she managed a \$90M budget, developed business strategies and plans for all major city departments, prioritized funding for resulting initiatives.

- Evaluated the performance of various departments, resulting in reorganization and new performance models in Utilities, Revenue, Code Enforcement and Permitting and Licensing departments. Established one-stop-shop for permitting services.
- Developed the concept and implemented the 311 system, a customer service and work order management system, the first of its kind in the nation. Implementation resulted in 30% decrease in non-emergency calls to the 911 center, 73% reduction in response time for Utilities, and 40% reduction in impound lot inventory.
- Led initiatives resulting in streamlined parking management processes, cash collection systems, improved procurement and financial management systems (ERP), and enterprise geographical information systems.
- Restructured the technology department, developed program management office and led the first successful professional outsourcing project at the city, resulting in the greatest year-to-year client satisfaction improvement ever recorded by the Gartner Group, a technology research firm.

OTHER RELEVANT EXPERIENCE

Blackwell Consulting Services	Chicago, IL	Vice President, Strategy	2001
		Director, Mgmt. Consulting	1994-1996
Led business strategy and process re-engineering practice.			
Gartner, Inc.	Stamford, CT	Director, Sourcing Solutions	2000
Developed marketing collateral, performed competitive analysis, advised Gartner marketing experts on market niche and advantage, consulted with Gartner clients.			
IBM Corp	Chicago, IL	Manager, Consulting Services	1987-1994
Led the Midwest Area in sales of consulting services by attaining 284% of plan in the first year, resulting in \$40M in revenue. Managed consulting projects at IBM's largest commercial account. Grew the business over 200% each year.			

Beth Malloy

Beth Malloy & Associates

AWARDS AND HONORS

Kennedy School of Government: Institute for Government Innovation Award	Selected for Chicago's 311 citizen relationship management system
Outsourcing Institute: Annual Outsourcing Award	Honored for work at city of Chicago.
Crain's Chicago Business magazine: "Chicago's Most Influential Technology Stars"	Chosen from a field of entrepreneurs and business leaders as having the most influence on the success of the technology industry in Chicago.
Computerworld magazine: "Premier 100 Technology Leaders"	Annual selection of 100 technology leaders, selected from a nationwide pool for leadership skills. Lone state and local government executive honored.

SPEECHES AND ARTICLES

Northwestern University, Kellogg Graduate School of Business	Topics included: "Successful Organization Transition Efforts", "Changing the Way Government Works", and "Strategic Planning for Information Technology".
City of Hong Kong, China	"Using Alternative Sourcing Strategies to Drive Business and Cultural Change"
Gartner Group Symposium	
City of Rio De Janeiro, Brazil	
City of Sao Paulo, Brazil, Telecommunications, Electrical and Water Utility Symposium	"Year 2000 Readiness and Disaster Planning"
Christian Science Monitor, " Chicago Mayor Daley's greatest legacy – and gift to Rahm Emanuel ," May 13, 2011	
Fort Worth Star Telegram, "New computer system brings more revenue and cuts wait times," Mar 21, 2010	
Civic.com, "People Skills: Tech Workforce Crunch has Agencies Scrambling to Train their Own", Feb. 1999	
Government Technology, cover story, "From the Outside, In", Jan. 1999	
Washington Technology, "Chicago's Daunting Outsourcing Effort Takes Shape", Jan. 1999	
Crain's Chicago Business, "State Lags Behind, but City Has Big Project Coming", Jan. 24, 2000	

CREDENTIALS

Bachelor of Science, Computer Science

Youngstown State University

1985

Huy Nguyen

Beth Malloy & Associates

PROFILE

Huy Nguyen specializes in IT market research and assisting local governments in the evaluation and acquisition of enterprise software solutions. He possesses substantial knowledge in the areas of property tax administration, financial management, purchasing, personnel administration, payroll, and student administration functions. Huy has lead and managed a number of technology procurement consulting projects, including Fairfax County, VA; City of Newport, RI; Montgomery County, MD; Polk County, IA; City and County of San Francisco, CA; City of Des Moines, IA; and Leon County School District, FL. These consultations involved the areas of needs assessment/business case analysis, RFP/business requirements development, business process mapping, proposal assessment, and market research.

PROFESSIONAL OVERVIEW

Independent Managing Consultant

10/2008-present

Contract with multiple public sector consulting firms to serve as lead consultant or project manager on consulting engagements. Services provided include software implementation project management, market research, business process mapping, requirements development, RFP development, software evaluation, and contract negotiations in the areas of Enterprise Resource Planning (ERP), property tax, Citizen Relationship Management (CRM), and Human Services systems (HSS).

A sample of clients includes:

- Polk County, Iowa
- Linn County, Iowa
- City of Des Moines, Iowa
- City of Omaha, Nebraska
- City of Carlsbad, San Diego

Government Finance Officers Association (GFOA)

Manager/Senior Consultant

10/2003-10/2008

Provided consulting and implementation advisory services in the implementation of transformational information software systems, including, finance, HR, payroll, property tax, and CRM.

- Managed project staff, deliverables, reports, and client relations.
- Mapped and analyzed hundreds of client's "As Is" business processes.
- Assisted local governments and K-12 school districts procure integrated information systems.
- Assisted dozens of cities, counties, and K-12 school districts select large-scale ERP systems such as SAP, SunGard Bi-Tech, Oracle EBS, and Lawson.
- Developed Needs Assessments/Business Cases, RFPs, and business requirements.
- Developed over 3,000 unique business requirements for dozens of clients such as the City/County of San Francisco, CA; Humble Independent School District, TX; Montgomery County, MD.
- Performed detailed assessments and comparisons of vendor proposals.
- Facilitated vendor software demonstrations at client sites, including Oracle EBS, SAP, Lawson, etc.
- Researched technology issues and authored articles relating to government organizations in the GFOA's Government Finance Review (GFR) and online market research reports.
- Developed and implemented an innovative business case development methodology.
- Conducted market research projects regarding the effectiveness of industry leading ERP solutions.

Huy Nguyen

Beth Malloy & Associates

AWARDS AND HONORS

Phi Eta Sigma Honor Society

National Scholars Honor Society

Dean’s List

ARTICLES

"Beyond ROI: A New Framework for Measuring the Value of Technology Investments" in the Government Finance Review. Vol. 20, No. 6, December 2004.

“Planning and Evaluating Technology Investments” a chapter in Capital Project: Planning and Evaluation. 2007.

CREDENTIALS

Masters of Public Administration, Concentration in
Information Technology Management

University of Illinois at Chicago

2005

Bachelor of Science in Economics

University of Illinois at Urbana-Champaign

2003

Zach Malloy

Beth Malloy & Associates

PROFILE

A professional focused on understanding client business processes and making recommendations that will improve customer service, reduce operating expenses and increase revenues. Expertise includes documenting current state, re-designing business processes, selecting, managing delivery of software technology solutions, and working with multiple constituents to ensure operational effectiveness in the new environment.

CREDENTIALS

Beth Malloy & Associates

Consultant

06/2014-current

Responsible for all aspects of support of engagement to select new software, from requirements development through evaluation and contract negotiation. During implementation, performs business analysis to determine if requirements have been met; maintains requirements traceability matrix, performs quality assurance on all deliverables, monitors adherence to contract terms and recommends escalations. Evaluates quality of workplans and workstreams, identifies risks and creates mitigation plans.

Doggyloot, LLC

Inventory Manager

05/2012 – 06/2014

Managed a group of five employees for internet start-up which sold high-end pet products. Managed and established limits on new and existing products to be put up for sale. Confirmed and assisted in the creation of deal schedules, as well as extending and ending deals, based on inventory turn. Designed and implemented new shipping system that saved \$10,000 in its first month of implementation, representing 25% of the company's shipping costs. Involved in quality control of products. Knowledge and experience in working with the back end of the website, including the creation and writing of deals.

Tom Henry for Mayor Political Campaign

Organizer

05/2011 – 08/2011

Assisted with the organization of a music festival, "Henrypaloosa", for the purpose of raising campaign funds; analyzed survey data for the development of campaign strategy; made phone calls to potential voters in the Fort Wayne area to gauge interest in the candidate. Monitored social media for voter sentiment and developed plans for opponent strategy. Created campaign documents, slogans, memos, etc.

Premis Consulting

Intern

05/2010-08/2010

Recorded and analyzed data from county employee surveys, and created excel charts for the purpose of interpreting county requirements for new property tax software system. Organized and edited request for proposal responses for firm, performed other general administrative tasks.

CREDENTIALS

Bachelor of Arts, Political Science

Miami University, Oxford, Ohio

2012