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Revised Quote – RFP #19119 / Task 5

April 15, 2021

Lake County
ATTN: PURCHASING DIVISION
18 N. County Street, 9th Floor
Waukegan, Illinois 60085-4350

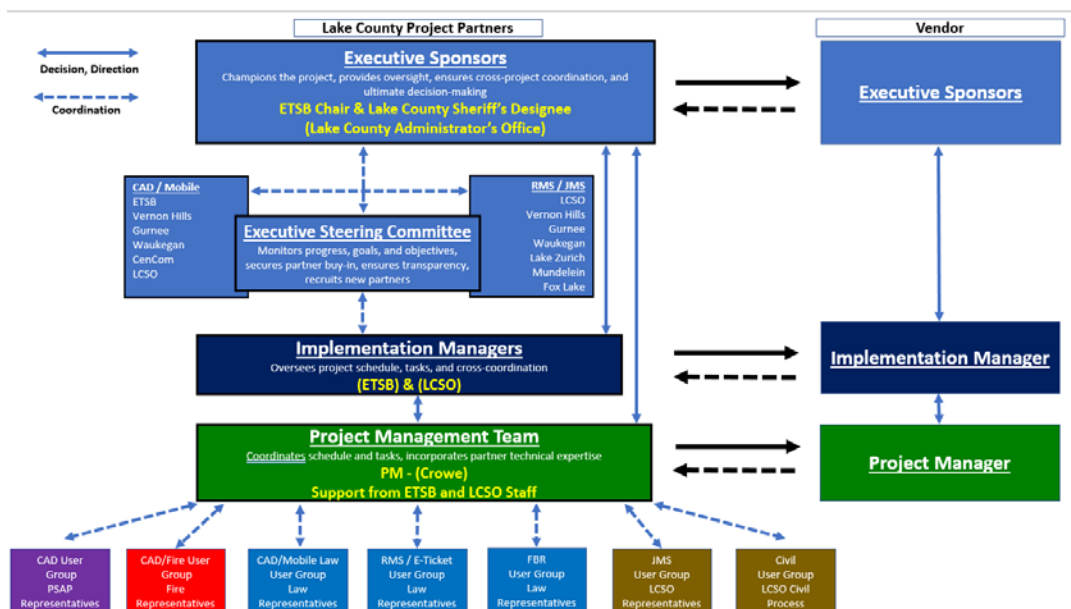
Dear Ms. August:

Thank you for the opportunity to serve Lake County and the 9-1-1 Consortium as the *Consultant to draft and support RFP for shared, scalable, integrated enterprise CAD, mobile data, RMS, and JMS for Lake County* (RFP #19119). Lake County contracted Crowe LLP (Crowe) for RFP Tasks 1-4. As requested, we have revised our quote for Task 5: Implementation Project Management (PMO) and Organizational Change Management (OCM).

Included below is Crowe's revised scope narrative for Task 5. This Task 5 begins as Task 4 Negotiation ends and a software vendor is executing a contract with the 9-1-1 Consortium to begin implementing the software suite. We have also added Organizational Change Management as an option, per the County's request.

Task 5: Implementation Project Management & Organizational Change Management

In Task 5, Crowe will support the County / 9-1-1 Consortium throughout the software implementation of CAD / Mobile, RMS, and JMS. Crowe will work with the County to serve as the County's Project Manager, interfacing with the third-party software vendor, and establish a Project Management Office (PMO), serving as the "Project Manager" role within the Consortium's project structure – in the Project Management Team (see draft organizational chart below).



Implementation Project Management Scope

Crowe's PMO scope is to provide ongoing project management throughout the project. The specific activities may vary throughout phases of the project, but ongoing expectations include:

1. Serve as a resource that will represent Lake County Sheriff, Lake County ETSB, (and other stakeholder agencies joining during this implementation) during the transition, implementation and post-implementation of the selected systems.
2. Assist in the development and maintenance of the Project Plan and Resource Plan in conjunction with representatives from the selected CAD, RMS, JMS vendor.
3. Assist with the various stakeholders to understand the functional requirements of each system. Engage subject matter experts as appropriate throughout various phases of the implementation (configuration, data conversion, testing, training, etc).
4. Propose and implement an information sharing/management platform and document repository to keep all stakeholders engaged and informed of the project status.
5. Assist in managing the project scope, deliverables and timeline with assistance from the Lake County Implementation Managers and selected vendor.
6. Manage the project team to keep team members engaged, informed, focused, and on tasks so that the project can stay on track.
7. Assist as requested with project tasks with the internal project team and representatives from the selected vendor. (e.g. assist in organizing data conversion activities, assist in organizing training, etc)
 - a. Note – the Crowe team will not perform system configuration or execute technical tasks on behalf of the County, but will help advise and guide.
8. Function as the primary point of contact for the vendor's Project Manager.
9. In coordination with the Lake County Implementation Managers, coordinate quarterly meetings with the Executive Sponsors and/or Executive Steering Committee as appropriate to update project status, budget status, and to research a verdict on any escalated process decisions.
10. Assist the Lake County Implementation Managers in the management of the implementation of the contract including the project budget, cost control, and change orders.
11. Monitor and escalate as needed per the contract and its exhibits, aiming to keep on schedule of the approved project plan, with deliverables received in a timely and complete manner.
12. Review and check vendor invoices for completion of the project milestones prior to payment
 - a. Note – Crowe will not authorize payment or singlehandedly approve milestones. Crow will review progress per milestones and their descriptions according to the SOW. Crowe will report to the appropriate sponsor and sponsor will initiate approvals and payment as appropriate.
13. Document workflow processes.
14. Provide subject matter assistance to assist the aspects of the data conversion
 - a. Note – Crowe will not execute the mapping or script development for data conversion, but will manage, advise, guide, and provide subject matter expertise as requested by the County.
15. Supervise and manage aspects of the software integrations
 - a. Note – Crowe will not script or execute software integrations, but will manage, advise, guide, and provide subject matter expertise as requested by the County.
16. Assist the aspect of the change management. (see intentional activities below)

17. Assist the aspect of risk management.
18. Provide a tracking report on the following on a bi-weekly basis:
 - a. Status and performance against scope, schedule, contract, service level agreements and other key performance indicators
 - b. Compliance with requirements
 - c. Resource time and utilization





Timeline:


The Task 5 Timeline is a duration based on the overall project timeline as planned by the software vendor. The beginning stages of their implementation includes a 90-day planning / initiation period, per the vendor's current draft plan. The implementation currently is planned for roughly **18 months**. The County may choose the duration to engage Crowe's monthly Project Management services.

Organizational Change Management

Crowe will leverage our Organizational Change Management (OCM) Framework throughout the above mentioned activities to support a successful implementation. This Framework, further described in the table below, is based on our successful track record of planning and implementing change management initiatives in the public sector. Within each Project Management Lifecycle Phase (i.e., Concept, Initiating, Planning, Executing, and Closing), the OCM Framework provides activities, tasks, recommended practices, tools, and stylized templates as a guide. The table below provides specific scope of OCM for this project and incorporates the County's requested OCM activities.

OCM Activities and Recommended Practices by Project Management Lifecycle Phase

Project Phase	Activities	Recommended Practices
Concept 	<ul style="list-style-type: none"> Define the Magnitude of the Change Identify the Project Sponsor and Team Organization Identify governance approach and change structure, change network 	<ul style="list-style-type: none"> Begin OCM Efforts Early The Right Project Sponsor is Critical to Project Success
Initiating 	<ul style="list-style-type: none"> Develop the OCM Schedule Identify and Assess Leaders as Change Supporters / Stakeholder Assessment Change Impact Assessment 	<ul style="list-style-type: none"> Define Project Team Guidelines Focus OCM Efforts on Activities and Actions Develop Active and Sustained Executive Support for Project Success
Planning 	<ul style="list-style-type: none"> Determine and Plan for OCM Activities Develop the Communication Management Plan (by stakeholder group) Develop Training Plan (by stakeholder group) Deliver Planning Process Phase Communications Support and Assist the Project Sponsor Support Executive Leadership Conduct Team Guidelines Session 	<ul style="list-style-type: none"> Identify the Training Method and Approach Utilize Practices to Foster Two-Way Communication First Build a Communication Strategy, then Focus on Tactics Align Executive Leaders to Project Goals and Objectives Establish Personal Accountability for the Project Team Don't Underestimate the Training Effort Needed
Executing 	<ul style="list-style-type: none"> Determine and Plan for OCM Activities 	<ul style="list-style-type: none"> Identify and Engage OCM Super Users

	<ul style="list-style-type: none"> • Assess Organizational Change Readiness • Develop the OCM Plan • Execute and Monitor the Effectiveness of OCM Activities (as directed) • Assess Stakeholder Communication Needs • Update the Communication Management Plan • Deliver Project Communications • Support Managers and Supervisors • Conduct Team Guidelines and Team Effectiveness Surveys • Update the Stakeholder Management Plan • Identify and Engage Stakeholder Group Representatives • Go-Live Readiness Preparation 	<ul style="list-style-type: none"> • Provide Guidance for Identifying and Mitigating Resistance • Plan, Develop, and Conduct Training • Garner Management and Supervisor Support throughout Implementation • Provide Opportunities for People to Feel Heard • Be Repetitive and Consistent with Communications • Recognize the Need for Celebrating Project Team Successes • Recognize that Resistance is a Natural Part of the Change Process • Set Realistic Training Goals
Closing 	<ul style="list-style-type: none"> • Close Out the OCM Project • Communicate Details on Operational Support • Evaluate and Lessons Learned • Coordinate Transition to Support / Maintenance 	<ul style="list-style-type: none"> • Recognize Post-Deployment has Ongoing OCM Needs • Take Lessons Learned Seriously • Communications are Equally as Important after Implementation • End Users and Stakeholders Need Access to Additional Training

Pricing:

Revised Pricing for Task 5 is based on the provided scope, and a monthly not-to-exceed project management fee, and a fee for Organizational Change Management activities.

A) Implementation Project Management (monthly fee)

The not-to-exceed project management fee allows the Crowe team to provide a variety of necessary resources on the project management team, including:

- Partner / Executive
- Crowe Project Manager
- Public Safety Software Subject Matter Experts (Waterhole Software)
- Business / Technical Analysts
- Organizational Change Management Specialists

Based on the information above, we have estimated a monthly not-to-exceed fee of \$21,880, with all resources at a blend rate of \$175 / hours, and approximately 125 total monthly hours across resources.

125 monthly hours (across roles) x \$175/ hr = \$21,875 / mo (not to exceed)

We will not bill you for time not delivered. The County may decide the duration of our services in this role, and will authorize to proceed each month, or cease.

B) Organizational Change Management (fixed fee)

Based on the table of OCM activities above and scope provided, we have estimated the OCM effort at **\$61,250**, for 350 total hours. *Should the County prefer a monthly fee or a time and materials approach to*

change management, we are happy to discuss this approach as well.

We look forward to the opportunity to discuss this revision, and to the prospect of discussing our proposed methodology and strategy for continuing to serve the 9-1-1 Consortium in this important project. Should you have any questions regarding our proposal, please contact me at 312.899.5316 or by email at susannah.heitger@crowe.com.

Sincerely,

Susannah Heitger
Principal