SCHEDULE A:

Statement of Work Summary

IT PMO (Project Management Office) Framework and Toolkit

1. **Client Representative:**

   Mr. Michael Pegues
   Chief Information Officer
   City of Aurora
   44 East Downer Place
   Aurora, Illinois 60507

2. **Project Objectives:**

   The City of Aurora is seeking to implement an IT Project Management Office (PMO) to manage citywide projects that involve technology.
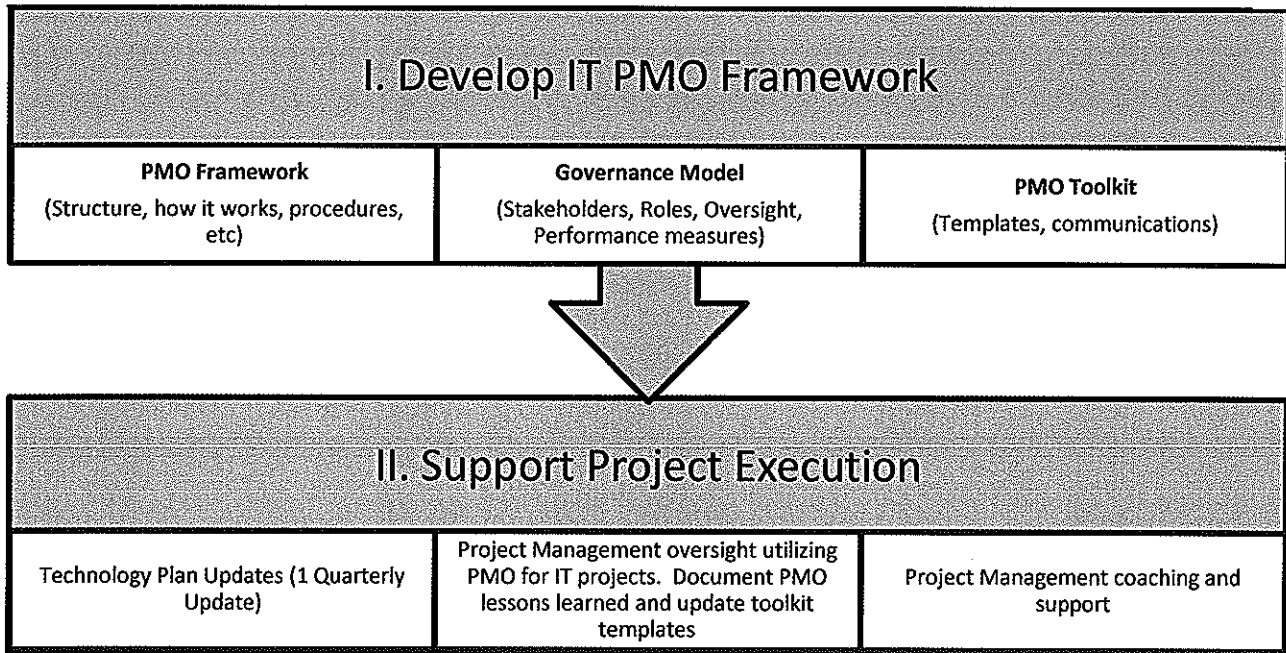
   Goals include:
   - Establish IT PMO with standards and governance
   - Build IT's capacity to lead and manage technology projects with improved success and proactive strategy that support the goals of the City and its various departments
   - Strengthen communication and processes across City department stakeholders in working with IT to implement projects that have a technology component.
   - Improve consistency across all projects, relating to scoping, analysis, development, launch, and ongoing support
   - Enhance transparency of projects through clear reporting and dashboards that show status, identify issues with mitigation strategies, and include escalation procedures
   - Update the City's Technology Plan with quarterly prioritization and stakeholder collaboration
   - Provide ad hoc coaching and support to City IT project managers

   The City is seeking assistance from Crowe to develop an IT PMO framework and toolkit to help build the PMO, including components identified in Section 3. This also includes facilitating 1 quarterly update and equipping IT leadership to facilitate future updates to the Aurora Technology Plan (also called "IT Strategic Plan"). Services are detailed further in Section 3 below.

3. **Services/Deliverables:**

   Listed below are the services and deliverables included in Crowe's project approach.

I. Develop IT PMO Framework		
PMO Framework (Structure, how it works, procedures, etc)	**Governance Model** (Stakeholders, Roles, Oversight, Performance measures)	**PMO Toolkit** (Templates, communications)

II. Support Project Execution		
Technology Plan Updates (1 Quarterly Update)	Project Management oversight utilizing PMO for IT projects. Document PMO lessons learned and update toolkit templates	Project Management coaching and support

Phase 1: Develop IT PMO Framework (1-2 months)

In this initial phase, the Crowe team will work with the City to kick-off the project and develop the framework model and toolkit for the IT PMO.

Activity 1: Project Planning and Kickoff

- Establish project goals and objectives
- Finalize project plan and schedule
- Confirm stakeholder team

Activity 2: Develop PMO Framework

- Develop IT PMO Framework, which explains details around how the IT PMO will function, and basic procedures for how other departments will engage the IT PMO *(PowerPoint presentation or Word document report)*

Activity 3: Develop Governance Model

- Develop Governance Model that identifies stakeholders, organizational reporting structure, roles, and responsibilities within the PMO, how the PMO makes decisions, and how project priorities are established and resources distributed. This will also include how project performance is measured, reported, and optimized. *(PowerPoint presentation or Word document report)*

Activity 4: Create PMO Toolkit

- Develop tools and templates for the City of Aurora IT PMO that are ready to use, in alignment with the Project Management Body of Knowledge (PMBoK). Examples include project plans, issue management, risk management, schedule management, budget management, status reporting, work-breakdown structures, and more. We will work with the City IT staff to identify which templates are most impactful given the project portfolio, for up to 12 templates *(may utilize Microsoft Word, Excel, Visio, and PowerPoint, as appropriate)*.

Phase 1 Deliverables:

- Kickoff Meeting

- Project Plan with Schedule

- PMO Framework

- PMO Governance Model

- PMO Toolkit (12 templates tailored to Aurora IT PMO)

Phase 2: Support Project Execution (4 months)

This phase includes Crowe's support of City IT project managers and utilization / execution of the PMO framework. This phase puts the IT PMO into operation.

Activity 1: Technology Plan Quarterly Update

- Facilitate Technology Plan stakeholders to re-prioritize project initiatives and develop a quarterly update to the Plan

- Equip IT leadership with templates, process, and capability to lead the next update

Activity 2: Execution and Oversight

- Project Management oversight utilizing PMO for IT projects.

- Document PMO lessons learned and update toolkit templates

Activity 3: Project Management Support

- Ad hoc coaching, support, and mentoring of City IT project managers managing real IT projects. Assistance and guidance in utilizing the PMO and framework. *(within the established overall project hours)*

Phase 2 Deliverables:

- 1 quarterly update to the Technology Plan

- Updates to PMO Toolkit (based on findings)

- Execution and utilization of PMO Toolkit templates for real projects

- Closeout presentation and lessons learned

- Ad hoc coaching (up to the planned set of hours)

4. Assumptions/Additional Client Responsibilities:

Crowe has made the following assumption in preparing this Statement of Work, in addition to the assumptions that are detailed within the Services / Deliverables Section 3 above:

   a. The City will provide workspace for Crowe LLP's consultant(s) within the City's office space.
   b. The City's Project Manager will be responsible for scheduling meetings with the City's personnel, or outside agencies identified for interviews. The City will arrange for ample meeting space.
   c. All interviews will be performed onsite at the City's 44 East Downer Place facility, unless arranged otherwise, or in the downtown Aurora area.
   d. The City is responsible for reviewing deliverables within 5 working days and providing feedback to progress to the next project step.
   e. Crowe will have access to the City's PPM tool.
   f. Crowe reports to City of Aurora and does not have a reporting relationship to other City vendors.

5. Implementation Schedule:

It is anticipated that this is a 6 month engagement, depending on City stakeholder availability and preference. We will develop the detailed project plan, working with the City, as part of project initiation activities.

6. Fees and Expenses:

We estimate fees not to exceed $59,570 for services on this engagement for both phases, which represents a total of 322 (across various resources). Travel expenses for local Chicagoland travel (mileage) will be billed to the City as it is incurred, above the fees estimated, but not to exceed $700 total. This is an attachment to our existing Consulting Agreement with City of Aurora.

Phase	Estimated Hours	Estimated Fees
Phase 1: IT PMO Framework, Governance, Toolkit	130	$24,050
Phase 2: Support Project Execution	192	$35,520
Total	322	$59,570

Signed:

[signature] 3/11/2020

City of Aurora

Date

Crowe LLP

Date