

**SERIAL 03023 RFP ORGANIZATIONAL CHANGE INITIATIVE CONSULTANT**

**DATE OF LAST REVISION: May 25, 2007**

**CONTRACT END DATE: June 30, 2009**

**CONTRACT PERIOD THROUGH ~~JUNE 30, 2005~~ JUNE 30, 2009**

**TO:** All Departments

**FROM:** Department of Materials Management

**SUBJECT:** Contract for **ORGANIZATIONAL CHANGE INITIATIVE CONSULTANT (NIGP 91875)**

Attached to this letter is published an effective purchasing contract for products and/or services to be supplied to Maricopa County activities as awarded by Maricopa County on **JUNE 18, 2003**.

All purchases of products and/or services listed on the attached pages of this letter are to be obtained from the vendor holding the contract. Individuals are responsible to the vendor for purchases made outside of contracts. The contract period is indicated above.

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Wes Baysinger, Director  
Materials Management

**DL/mm**  
Attach

Copy to: Clerk of the Board  
Jim Baker, MCDOT  
Materials Management



**ORGANIZATIONAL CHANGE INITIATIVE CONSULTANT  
(NIGP 91875) CONTRACT  
CONTRACT PURSUANT TO RFP**

SERIAL 03023-RFP

This Contract is entered into this 18th day of June, 2003 by and between Maricopa County ("County"), a political subdivision of the State of Arizona, and QuantumPM, LLC, an Arizona corporation ("Contractor") for the purchase of \_\_\_\_\_ services.

1.0 TERM

- 1.1 This Contract is for a term of two ( 2 ) years, beginning on the 18th day of June 2003 and ending the 30th day of June 2005 2009 .
- 1.2 The County may, at its option and with the agreement of the Contractor, extend the period of this Contract for additional one (1) year terms up to a maximum of four ( 4 ) additional terms. The County shall notify the Contractor in writing of its intent to extend the Contract period at least thirty (30) calendar days prior to the expiration of the original contract period, or any additional term thereafter.

2.0 PAYMENT

- 2.1 As consideration for performance of the duties described herein, County shall pay Contractor the sum stated in Final Pricing, attached hereto and incorporated herein as Exhibit "A." Payment shall be made as set forth in the RFP and or the Best and Final Offer.
- 2.2 Travel shall not exceed those found listed in Exhibit B
- 2.3 Payment under this Contract shall be made in the manner provided by law. Invoices shall be prepared and submitted in accordance with the instructions provided on the purchase order. Invoices shall contain the following information: purchase order number, item numbers, description of supplies and/or services, sizes quantities, unit prices, and extended totals and applicable sales/use tax. The County is not subject to excise tax.

3.0 DUTIES

- 3.1 The Contractor shall perform all duties stated in the Agreed Scope of Work, attached hereto and incorporated herein as Exhibit "B."
- 3.2 Contractor shall perform services at the location(s) and time(s) stated in Exhibit "B," or in the purchase order requesting such services.

3.3 During the Contract term, County shall provide Contractor's personnel with adequate workspace for consultants and such other related facilities as may be required by Contractor to carry out its contractual obligations.

4.0 TERMS & CONDITIONS

4.1 INDEMNIFICATION AND INSURANCE:

4.1.1 Indemnification.

To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold harmless the County, its agents, representatives, officers, directors, officials, and employees from and against all claims, damages, losses and expenses, including but not limited to attorney fees and costs, relating to this Contract.

The amount and type of insurance coverage requirements set forth herein will in no way be construed as limiting the scope of the indemnity in this paragraph.

The scope of this indemnification does not extend to the negligence of the County.

4.1.2 Insurance Requirements.

Contractor, at its own expense, shall purchase and maintain the herein stipulated minimum insurance with companies duly licensed, possessing a current A.M. Best, Inc. Rating of B++6, or approved unlicensed companies in the State of Arizona with policies and forms satisfactory to the County.

All insurance required herein shall be maintained in full force and effect until all work or service required to be performed under the terms of the Contract is satisfactorily completed and formally accepted. Failure to do so may, at the sole discretion of the County, constitute a material breach of this Contract.

The Contractor's insurance shall be primary insurance as respects the County, and any insurance or self-insurance maintained by the County shall not contribute to it.

Any failure to comply with the claim reporting provisions of the insurance policies or any breach of an insurance policy warranty shall not affect coverage afforded under the insurance policies to protect the County.

The Contractor shall be solely responsible for the deductible and/or self-insured retention and the County, at its option, may require the Contractor to secure payment of such deductibles or self-insured retentions by a surety bond or an irrevocable and unconditional letter of credit.

The County reserves the right to request and to receive, within ten (10) working days, certified copies of any or all of the herein required insurance policies and/or endorsements. The County shall not be obligated, however, to review such policies and/or endorsements or to advise Contractor of any deficiencies in such policies and endorsements, and such receipt shall not relieve Contractor from, or be deemed a waiver of the County's right to insist on strict fulfillment of Contractor's obligations under this Contract.

The insurance policies required by this Contract, except Workers' Compensation, shall name the County, its agents, representatives, officers, directors, officials and employees as Additional Insureds.

The insurance policies required hereunder, except Workers' Compensation, shall contain a waiver of transfer of rights of recovery (subrogation) against the County, its agents, representatives, officers, directors, officials and employees for any claims arising out of Contractor's work or service.

4.1.2.1 Commercial General Liability. Contractor shall maintain Commercial General Liability insurance with a limit of not less than \$1,000,000 for each occurrence with a \$2,000,000 Products/Completed Operations Aggregate and a \$2,000,000 General Aggregate Limit. The policy shall include coverage for bodily injury, broad form property damage, personal injury, products and completed operations and blanket contractual coverage including, but not limited to, the liability assumed under the indemnification provisions of this Contract which coverage will be at least as broad as Insurance Service Office, Inc. Policy Form CG 00 01 10 93 or any replacements thereof.

The policy shall contain a severability of interest provision, and shall not contain a sunset provision or commutation clause, or any provision, which would serve to limit third party action over claims.

The Commercial General Liability additional insured endorsement shall be at least as broad as the Insurance Service Office, Inc.'s Additional Insured, Form CG 20 10 11 85, and shall include coverage for Contractor's operations and products and completed operations.

If the Contractor subcontracts any part of the work, services or operations awarded to the Contractor, Contractor shall purchase and maintain, at all times during prosecution of the work, services or operations under this Contract, an Owner's and Contractor's Protective Liability insurance policy for bodily injury and property damage, including death, which may arise in the performance of the Contractor's work, service or operations under this Contract. Coverage shall be on an occurrence basis with a limit not less than \$1,000,000 per occurrence, and the policy shall be issued by the same insurance company that issues the Contractor's Commercial General Liability insurance.

4.1.2.2 Automobile Liability. Contractor shall maintain Automobile Liability insurance with an individual single limit for bodily injury and property damage of no less than \$1,000,000, each occurrence, with respect to Contractor's vehicles (whether owned, hired, non-owned), assigned to or used in the performance of this Contract.

4.1.2.3 Workers' Compensation. The Contractor shall carry Workers' Compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction of Contractor's employees engaged in the performance of the work or services, as well as Employer's Liability insurance of not less than \$1,000,000 for each accident, \$1,000,000 disease for each employee, and \$1,000,000 disease policy limit.

If any work is subcontracted, the Contractor will require Subcontractor to provide Workers' Compensation and Employer's Liability insurance to at least the same extent as required of the Contractor.

4.1.3 Certificates of Insurance.

4.1.3.1 Prior to commencing work or services under this Contract, Contractor shall furnish the County with certificates of insurance, or formal endorsements as required by the Contract in the form provided by the County, issued by Contractor's insurer(s), as evidence that policies providing the required coverage, conditions and limits required by this Contract are in full force and effect. Such certificates shall identify this contract number and title.

In the event any insurance policy(ies) required by this Contract is(are) written on a "claims made" basis, coverage shall extend for two years past completion and acceptance of the Contractor's work or services and as evidenced by annual Certificates of Insurance.

4.1.3.2 Prior to commencing work or services under this Contract, Contractor shall have insurance in effect as required by the Contract in the form provided by the County, issued by Contractor's insurer(s), as evidence that policies providing the required coverage, conditions and limits required by this Contract are in full force and effect. Such certificates shall be made available to the County upon 48 hours notice. **BY SIGNING THE AGREEMENT PAGE THE CONTRACTOR AGREES TO THIS REQUIREMENT AND FAILURE TO MEET THIS REQUIREMENT WILL RESULT IN CANCELLATION OF CONTRACT.**

If a policy does expire during the life of the Contract, a renewal certificate must be sent to the County fifteen (15) days prior to the expiration date.

4.1.4 Cancellation and Expiration Notice.

Insurance required herein shall not be permitted to expire, be canceled, or materially changed without thirty (30) days prior written notice to the County.

4.2 PROCUREMENT CARD ORDERING CAPABILITY:

It is the intent of Maricopa County to utilize the Bank of America MasterCard Procurement Card, or other procurement card that may be used by the County from time to time, to place and make payment for orders under the Contract.

4.3 INTERNET ORDERING CAPABILITY:

It is the intent of Maricopa County at its option to utilize the Internet to place orders under this Contract.

4.4 NOTICES:

All notices given pursuant to the terms of this Contract shall be addressed to:

For County:

Maricopa County  
Department of Materials Management

Attn: Director of Purchasing  
320 West Lincoln Street  
Phoenix, Arizona

For Contractor:

**4.5 REQUIREMENTS CONTRACT:**

Contractor signifies its understanding and agreement by signing this document, that this Contract is a requirements contract. This Contract does not guarantee any purchases will be made. Orders will only be placed when County identifies a need and issues a purchase order.

Contractor shall take no action under this Contract unless specifically requested by County, which shall submit a written purchase order to Contractor requesting that work be performed or product be delivered.

County reserves the right to cancel purchase orders within a reasonable period of time after issuance. Should a purchase order be canceled, the County agrees to reimburse the Contractor for actual and documented costs incurred by the Contractor pursuant to the purchase order. The County will not reimburse the Contractor for any costs incurred after receipt of cancellation, or for lost profits, or shipment of product or performance of services prior to issuance of a purchase order.

Contractor agrees to accept verbal cancellation of purchase orders.

**4.6 ESCALATION:**

Any requests for reasonable price adjustments must be submitted thirty (30) days prior to the Contract expiration date. Requests for adjustment in cost of labor and/or materials must be supported by appropriate documentation. If County agrees to the adjusted price terms, County shall issue written approval of the change. The reasonableness of the request will be determined by comparing the request with the Producer Price Index or by performing a market survey.

**4.7 TERMINATION:**

County may unconditionally terminate this Contract for convenience by providing thirty (30) calendar days advance notice to the Contractor.

County may terminate this Contract if Contractor fails to pay any charge when due or fails to perform or observe any other material term or condition of the Contract, and such failure continues for more than ten (10) days after receipt of written notice of such failure from County, or if Contractor becomes insolvent or generally fails to pay its debts as they mature.

**4.8 STATUTORY RIGHT OF CANCELLATION FOR CONFLICT OF INTEREST:**

Notice is given that pursuant to A.R.S. § 38-511 the County may cancel this Contract without penalty or further obligation within three years after execution of the contract, if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County is at any time while the Contract or any extension of the Contract is in effect, an employee or agent of any other party to the Contract in any capacity or consultant to any other party of the Contract with respect to the subject matter

of the Contract. Additionally, pursuant to A.R.S § 38-511 the County may recoup any fee or commission paid or due to any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County from any other party to the contract arising as the result of the Contract.

4.9 OFFSET FOR DAMAGES;

In addition to all other remedies at law or equity, the County may offset from any money due to the Contractor any amounts Contractor owes to the County for damages resulting from breach or deficiencies in performance under this contract.

4.10 ADDITIONS/DELETIONS OF SERVICE:

The County reserves the right to add and/or delete products and/or services provided under this Contract. If a requirement is deleted, payment to the Contractor will be reduced proportionately to the amount of service reduced in accordance with the proposal price. If additional services and/or products are required from this Contract, prices for such additions will be negotiated between the Contractor and the County.

4.11 SUBCONTRACTING:

The Contractor may not assign this Contract or subcontract to another party for performance of the terms and conditions hereof without the written consent of the County, which shall not be unreasonably withheld. All correspondence authorizing subcontracting must reference the Proposal Serial Number and identify the job project.

4.12 AMENDMENTS:

All amendments to this Contract must be in writing and signed by both parties.

4.13 RETENTION OF RECORDS:

The Contractor agrees to retain all financial books, records, and other documents relevant to this Contract for five (5) years after final payment or until after the resolution of any audit questions which could be more than five (5) years, whichever is longer. The County, Federal or State auditors and any other persons duly authorized by the Department shall have full access to, and the right to examine, copy and make use of, any and all said materials.

If the Contractor's books, records and other documents relevant to this Contract are not sufficient to support and document that requested services were provided, the Contractor shall reimburse Maricopa County for the services not so adequately supported and documented.

4.14 AUDIT DISALLOWANCES:

If at any time County determines that a cost for which payment has been made is a disallowed cost, such as overpayment, County shall notify the Contractor in writing of the disallowance. County shall also state the means of correction, which may be but shall not be limited to adjustment of any future claim submitted by the Contractor by the amount of the disallowance, or to require repayment of the disallowed amount by the Contractor.

4.15 VALIDITY:

The invalidity, in whole or in part, of any provision of the Contract shall not void or affect the validity of any other provision of this Contract.

4.16 RIGHTS IN DATA:

The County shall have the use of data and reports resulting from this Contract without additional cost or other restriction except as provided by law. Each party shall supply to the other party, upon request, any available information that is relevant to this Contract and to the performance hereunder.

4.17 INTEGRATION

This Contract represents the entire and integrated agreement between the parties and supersedes all prior negotiations, proposals, proposals, communications, understandings, representations, or agreements, whether oral or written, express or implied.

IN WITNESS WHEREOF, this Contract is executed on the date set forth above.

**CONTRACTOR**

\_\_\_\_\_  
AUTHORIZED SIGNATURE

\_\_\_\_\_  
PRINTED NAME AND TITLE

\_\_\_\_\_  
ADDRESS

\_\_\_\_\_  
DATE

**MARICOPA COUNTY**

BY: \_\_\_\_\_  
DIRECTOR, MATERIALS MANAGEMENT

\_\_\_\_\_  
DATE

BY: \_\_\_\_\_  
CHAIRMAN, BOARD OF SUPERVISORS

\_\_\_\_\_  
DATE

ATTESTED:

\_\_\_\_\_  
CLERK OF THE BOARD

\_\_\_\_\_  
DATE

APPROVED AS TO FORM:

\_\_\_\_\_  
MARICOPA COUNTY ATTORNEY

\_\_\_\_\_  
DATE

EXHIBIT A

SERIAL 03023-RFP								
PRICING SHEET <del>P089504</del> B07000036- NIGP 9187501								
BIDDER NAME:		QuantumPM, LLC						
F.I.D./VENDOR #:		W000001999 X						
BIDDER ADDRESS:		9085 E. Mineral Circle, Suite 235, <del>Centennial, CO 80128</del> 3462 Englewood CO 80128						
P.O. ADDRESS:								
BIDDER PHONE #:		303 699-2334						
BIDDER FAX #:		303 699-3329						
COMPANY WEB SITE:		<a href="http://www.quantumpm.com">www.quantumpm.com</a>						
COMPANY CONTACT (REP):		Laurie Dawkins Claudia Baca, Vice President – Consulting Services						
E-MAIL ADDRESS (REP):		<a href="mailto:info@quantumpm.com">info@quantumpm.com</a> <a href="mailto:embaca@quantumpm.com">embaca@quantumpm.com</a>						
WILLING TO ACCEPT FUTURE SOLICITATIONS VIA EMAIL:		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO						
ACCEPT PROCUREMENT CARD:		<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO						
REBATE (CASH OR CREDIT) FOR UTILIZING PROCUREMENT CARD:		<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> %						
REBATE		(Payment shall be made within 48 hrs utilizing the Purchasing Card)						
INTERNET ORDERING CAPABILITY:		<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> % DISCOUNT						
OTHER GOV'T. AGENCIES MAY USE THIS CONTRACT:		<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO						
PAYMENT TERMS: <b>BIDDER IS REQUIRED TO CHOOSE ONE OF THE FOLLOWING.</b>								
TERMS WILL BE CONSIDERED IN DETERMINING LOW BID.								
FAILURE TO CHOOSE A TERM WILL RESULT IN A DEFAULT TO NET 30.								
BIDDER MUST INITIAL THE SELECTION BELOW.								
NET 10		<input type="checkbox"/> CB (2% Discount)						
NET 15		<input type="checkbox"/>						
NET 20		<input type="checkbox"/>						
NET 30		<input type="checkbox"/>						
NET 45		<input type="checkbox"/>						
NET 60		<input type="checkbox"/>						
NET 90		<input type="checkbox"/>						
2% 10 DAYS NET 30		<input type="checkbox"/>						
1% 10 DAYS NET 30		<input type="checkbox"/>						
2% 30 DAYS NET 31		<input type="checkbox"/>						
1% 30 DAYS NET 31		<input type="checkbox"/>						
5% 30 DAYS NET 31		<input type="checkbox"/>						
INDICATE PERCENTAGE OF M/WBE PARTICIPATION IF ANY HERE:		51 %						
PLEASE INDICATE HOW YOU HEARD ABOUT THIS SOLICITATION:								

EXHIBIT A (continued)

<input type="checkbox"/>	NEWSPAPER ADVERTISEMENT									
<input type="checkbox"/>	MARICOPA COUNTY WEB SITE									
<input type="checkbox"/>	PRE-SOLICITATION NOTICE									
<input checked="" type="checkbox"/>	OTHER (PLEASE SPECIFY) - RFP									
<p>ALL PRICING SHALL BE SUBMITTED ON A 3.5" DISKETTE FORMATTED IN EXCEL '97. NO BIDS WILL BE ACCEPTED WITHOUT THE ACCOMPANYING DISKETTE IN YOUR BID SUBMITTAL. ANY BID NOT CONTAINING THE REQUIRED DISKETTE WILL BE CONSIDERED NON-RESPONSIVE AND NOT CONSIDERED FOR EVALUATION OR CONTRACT AWARD.</p>										
<p>ALL REQUESTS FOR DISKETTES MUST BE FAXED TO THE PROCUREMENT CONSULTANT AT (602) 258-1573. IN ADDITION, ONE (1) HARD COPY OF EACH PAGE OF ATTACHMENT A (PRICING PAGE) SHALL BE SUBMITTED WITH YOUR BID.</p>										
<b>1.0 PRICING:</b>										
<i>PRICING/FEE SCHEDULE SHALL BE SUBMITTED IN STRICT ACCORDANCE WITH THE PROVISIONS OF THIS SOLICITATION.</i>										
<b>ITEM DESCRIPTION</b>							<b>PRICE</b>			
<b>1. PHASE 1 STATE "WILL NOT EXCEED AMOUNT/FEE"</b>							\$19,855.00	(includes 10% travel costs)		
<b>2. PHASE 2 STATE "WILL NOT EXCEED AMOUNT/FEE"</b>							\$200,832.00	(includes 10% travel costs)		
<b>3. PHASE 3 STATE "WILL NOT EXCEED AMOUNT/FEE"</b>							\$245,107.00	(includes 10% travel costs)		
<b>4. PHASE 4 STATE "WILL NOT EXCEED AMOUNT/FEE"</b>							\$15,000	(includes 10% travel costs)		
<b>5. TOTAL FOR COMPLETE PROJECT PHASES 1-4</b>							\$480,794.00			
<b>ADDITIONAL PRICING:</b>										
<b>LIST BELOW HOURLY RATES FOR OTHER RELATED PROJECTS, BY POSITION/TITLE</b>										
Engagement/Project Manager		\$237.50/hr								
Process Analyst		\$200.00/hr								
Systems Developer/Implementer		\$200.00/hr								
Trainer/Course Developer		\$200.00/hr								

**EXHIBIT B**

## 1.0 Scope of Work Inclusive of modification/amendments which follow

## 1.1 QuantumPM Proposed Services

QuantumPM proposes to assist the MCDOT Organization with the overall transition to a Project Management Organization as part of the OATTN Initiative. We propose to leverage our industry knowledge and strategic consulting expertise, as well as our in-depth understanding of the MCDOT environment, to assist in the development and implementation of an executional framework to drive organizational change and transformation.

To begin this process, QuantumPM will initiate **Phase 1** with a Gap Analysis between the stated Pilot objectives and the actual Pilot results. This information will ultimately be used in the creation of a Project Plan to drive the infrastructure development to support a full-scale implementation effort.

To gain a broader understanding and perspective of the entire organization's readiness for change and the key drivers of this transition effort, we will launch a high-level assessment of the current state environment. This assessment will help us gain a greater understanding of the key drivers of change. As part of this assessment, we will review the environment to understand the current state of business operations, level of performance, "pain points" and any process bottlenecks. However, some data may already exist regarding the current state environment that will be leveraged in this analysis, which could reduce the actual work effort in **Phase 1**. From this analysis, recommendations will be created that will assist us in scaling the implementation across the entire MCDOT organization.

**Phase 1** will also include an effort to establish the organizational change program. First, we will educate key players in the organization on our change methodology and then work with you to diagnose and mobilize the necessary changes in order to effect organizational change.

Part of the diagnosis effort, will be a facilitated session to understand the enablers and barriers in your ability to make change. The results from this Force Field Analysis will begin to build the framework of a change program. This, together with the data generated from the gap analysis and assessment efforts will be the basis for the creation of a formal Change Management Plan.

In **Phase 2**, as we begin to build and secure the infrastructure to support the transition effort, we will utilize the "plans" developed in **Phase 1** to guide our development and refinement efforts.

As part of the transition preparation work, we will standardize project management processes, review and refine the system configuration, refine the PCO processes and establish a project management infrastructure to lay the foundation for the organizational transition initiative.

Several project management processes will be developed, but not limited to: issues management, change control, risk management, resource management and allocation, project initiation, governance and budgeting/project financials.

Critical to the transition will be the system configuration and set-up. Therefore, we will perform a rigorous review and refinement of all system settings and permissions to ensure that the environment is properly configured and stabilized prior to implementation. Quality assurance testing and system performance reviews will be conducted to guarantee that the systems infrastructure is viable and secure.

Several PCO processes will be created/refined that will support the operation and structure of the Project Central Office. These processes will include a project reporting process, project review process, value realization process, audit process and project closure process. These processes will begin to form the operational standards to be used by the organization in pursuit of becoming a professional project management organization.

Establishing a project management infrastructure is cornerstone to creating a knowledge base and driving enhanced skills and competence in the organization. We will work with you to develop a robust training curriculum for project managers and team members and create opportunities for professional/practitioner certification. Additionally, a knowledge repository will be set up to ensure that reusable assets and valuable project knowledge can be accessed and retained. Document management will also be addressed and supported in this area.

The final step in preparing for the actual transition work to begin, will be the customization of training materials and course curriculums to address the knowledge/skill level of the organization, the current systems/business environment and the philosophy of the senior management team. We will require significant engagement with the MCDOT project team members in order to create a training experience that will be engaging, specialized and meaningful to all training participants.

To facilitate the actual transition effort in **Phase 3**, each organizational supporting structural feature (i.e., Professional Services [Administration], Transportation Enterprise Development, and the Project Central Office) will be introduced to new methodology and tool framework via structured and customized training classes designed for each role. This will ensure the relevancy of the training experience for each individual and the role they play in the organization.

We propose to dedicate a “project mentor/coach” to each organization that will assist individual project members with the cultural, environmental and methodology changes that are being required in transitioning to the desired future state. These “coaches” will be introduced in the training classes and will remain with the team through the transition period. The role of the mentor/coach will include: on-site process and technical support in managing the application and process changes, remedial training where appropriate, trouble shooting and issue resolution in the new environment and project management subject matter expertise to assist in developing/transitioning project work efforts into the new environment and framework.

Learnings from this coaching/mentoring model will be used as continuous improvement feedback to refine the training curriculum and course materials for the remainder of the training rollout.

As the teams begin to operationalize what they have learned in the training and in support of the new environment, QuantumPM will assist the organization in addressing any unforeseen issues or concerns in completing the transition to the desired state.

At the completion of the transition effort, and as part of **Phase 4**, QuantumPM will provide a post-implementation report that will evaluate/assess the achievement of the organization to adhere to the planned transition model and effectively complete the transformation of the organization to a Project Management Environment. This report will delineate variances from the original plan and document lessons learned from each organization. In addition, a value realization analysis will be performed to gauge the impact of the transition on key metrics as compared to those compiled in the high-level current state assessment.

Finally, any recommendations to assist the organization in sustaining this new change and creating greater efficiency and effectiveness in the future will be addressed.

## 1.2 Project Plan

A detailed project plan outlining the work break down structure in support of MCDOT Organizational Change Initiative is included.

This plan includes the allocation of QuantumPM's consultants across the various project phases and the hours associated with all assigned tasks. Additionally, cost breakdowns are indicated by task to ensure a complete understanding of the effort that is required to complete this aggressive and challenging transformation.

## 1.3 Proposed Training

QuantumPM is proposing customized training be developed to support this organizational transition to a Project Management Environment.

Included in this section are the syllabi of the current QuantumPM training offerings for project managers, team members and executives. We propose using this curriculum as the baseline from which to begin customized course development to reflect the current business/systems environment, the current skill/knowledge level of employees and the philosophy of the senior management team.

Given the different roles and responsibilities of the employees in the organization, it is estimated that approximately half of the 500-person organization will require project management training.

Once the transition planning efforts begin and a greater understanding of these requirements is known, the project plan will be adjusted to reflect the level of training efforts required to support project management development within the MCDOT organization.

## 1.4 Deliverables

In performing this engagement, QuantumPM will develop the following work products:

### **Phase 1 – Review Current Pilot Projects and Make Recommendations for Scaling Results**

- **Pilot Gap Analysis.** This analysis will contrast the stated and agreed upon objectives of the Pilot with the actual Pilot results. We will assess what pilot objectives were achieved and where the results fell short. In the gap areas, we will perform a high-level root cause analysis to gain a deeper understanding of why these goals and objectives were not achieved (i.e., resource constraints, knowledge deficiency, lack of direction/leadership, etc.). This information will help us identify any potential challenges/issues that we may face during the actual transition and implementation.
- **High-Level Assessment of Current State Environment.** This high-level assessment of the **current** state environment will help us gain perspective into the readiness of the organization to undergo a organization-wide transition and better understand what are the key drivers of change. We will perform an environmental scan that will assist us in understanding the current state of business operations, level of organizational performance, “pain points” and any process bottlenecks that exist in the current environment.
- **Force Field Analysis.** The Force Field Analysis is a structured brainstorming technique that asks the questions - What will enable this change program? What barriers do we face to make this change program successful? The Force Field Analysis will focus on eight transformational levers that QuantumPM believes are the key to a successful change initiative. Those levers include: measurements, organizational design, communications, accountability processes, rewards and recognition, involvement, education and training, and finally resourcing.

- **Change Management Plan.** This comprehensive document will describe the activities required for each phase of a Change Management Program. The phases of change management **include:** Setup, Mobilize, Diagnose, Design, Implement and Sustain. Through these phases, QuantumPM will determine what are the right activities to be performed that will create the project management environment and sustain the change well into the future.
- **Project Plan.** The project plan will include a phased implementation approach for completing the Organizational Change Initiative. The project roadmap will include a detailed **timeline** outlining the schedule for all activities within each phase based on the analysis work completed from the Pilot. The implementation approach will detail critical success factors for the transition/implementation and provide specific recommendations based on these considerations.

**Phase 2** – Create the Framework and Project Management Schedule to Make the Transition

- **Process Documentation and Flows.** A number of process flows will be modeled using a standard process modeling approach. Reviews of the current processes will be conducted to understand how work is performed today. That information will be used in the **development** of new process models that will be integrated into the Project Management Environment. The processes to be documented and modeled include: issues/risk management, change control, resource management and allocation, project initiation, governance, project based budget, project reporting, project reviews, value realization, audit processes and project closure processes.
- **Customized Training.** The project management infrastructure components along with the new process models, tools and standards will drive the customization of training for the **MCDOT** organization. In addition to integrating these new elements of a Project Management Organization, other considerations such as the current knowledge/skill level of the employees, the current systems/business environment and the direction set forth by the leadership team will help tailor the training modules to create a meaningful and specialized training experience for all attendees.
- **System Configuration Refinements.** Given the current installation of MSP 2002 and Project Server, it will be imperative that the system configuration and settings be validated and synchronized with the methodology being developed. In that regard, QuantumPM will review and refine all system components and configurations to ensure that the system environment is compatible with the processes, methodology and training being developed.
- **Project Management Infrastructure Components.** The infrastructure component development effort will be critical to the creating a knowledge asset for the MCDOT organization. Components of the infrastructure to be developed include: a training **curriculum**, training certification programs, a common knowledge repository and a document management practice.

**Phase 3** – Transition the Organization

- **Course Delivery.** This deliverable will include the actual class instruction that will be delivered **to** all MCDOT employees requiring training in preparation for the transition and **implementation** to a Project Management Organization.
- **Coaching/Mentoring Support.** This approach has been used in other installations of project management with QuantumPM clients. We believe, providing a dedicated, on-site **project** management professional to support individuals/organizations during the transition effort is a critical success factor. In that regard, each organization will be assigned a “coach” to assist with training and remedial instruction, troubleshooting and issue resolution,

availability for questions and application support. These SME's will help to ensure the continued progress of the transition effort to completion.

- **Continuous Improvement Plans.** Continuous improvement plans will be developed from the training sessions with the MCDOT employees based on the feedback and experience of the participations during the classroom instruction. The instructor, along with the coach/mentor, will track the response and feedback to the materials being presented, the **instruction** approach, the pace of the training, the level of understanding of key terms and processes, etc. and make refinements to the remaining training sessions.
- **Environment/Infrastructure Implementation.** This will include the completion of all training **instruction**, the actual implementation of projects into the project management environment using the new framework and infrastructure. And, the use of standard tools and processes that will drive greater efficiency in the MCDOT organization.

#### Phase 4 – Final Report

- **Variance Analysis.** This analysis will assess the ability of the organization to complete the transition to a Project Management Organization based on the project plan and roadmap that were developed in the initial planning efforts. We will validate whether or not the proposed approach was used and note deviation from the actual model.
- **Lessons Learned.** A vital part of the project closure process, lessons learned help us understand **the** strengths and weaknesses of the work **effort**, in an **attempt** to learn from the things that were done well and avoid repeating the same mistakes in future undertakings. We will formally document the lessons learned from the entire project experience.
- **Value Realization.** One of the key drivers of the OATTN initiative is to improve the efficiency of the work performed by MCDOT. This analysis will assess and quantify the value creation that resulted from the implementation system-wide redesign effort. We will compare current state metrics and measures to the results being achieved and realized in the new environment.
- **Next Step Recommendations.** As part of the final report, QuantumPM will seek to identify any specific recommendations that may aid the MCDOT organization in sustaining the change in the new environment and/or any opportunities to enhance the overall efficiency and effectiveness of the organization.

#### 1.5 Conclusions and Recommendations

In conclusion, MCDOT is proposing to significantly change the way they operate their business model and position themselves as a professional project management organization in the transportation industry.

This undertaking presents significant risks and change to the MCDOT organization while attempting to conduct and maintain their normal business operations.

QuantumPM's proven approach in helping organizations transform to a Project Management Organization, our ability to leverage our robust repository of lessons learned and first-hand client experiences along with our world-class management team make QuantumPM the premier candidate to be selected for this engagement.

#### Re: 03023-RFP issues - QuantumPM response (dtd. 5/13/03)

1. As noted in the Addendum, Question #1, Part 3, "MS Project has been installed on the server and on the desktops of most people involved in the pilot areas." Therefore we ask that you **review your proposal and remove any tasks and costs for the following:**

MS Project 2002 Server installation and configuration

MS Project 2002 Pro client installation and configuration

MS Project 2002 SharePoint Team Services installation and configuration  
MS Project 2002 Load Resources  
MS Project 2002 Build Views

Response: QuantumPM has not included any tasks associated with the installation and configuration of MS Project 2002. However, we have included tasks associated with the review and refinement of the configuration to ensure that the system is synchronized with the processes and standards being developed in the new infrastructure. We believe this is a crucial step to ensure that the system supports the processes that are being introduced in this new organizational model.

2. Please note that all pricing/compensation was/is requested as “Not to Exceed”, for each phase and ***will not be paid on a time and materials basis***. As noted in the RFP "Payments shall be made based upon successful completion and acceptance of deliverable milestones within each phase (progress payments)." Please review your proposal and ensure that your costs (pricing submitted) reflect this type of a payment mechanism.

Response: QuantumPM has submitted a fixed price, “not to exceed” pricing for each Phase of the project. We did include detailed costs per task, but do not intend for this to be perceived as a time and material cost structure. It was simply a way to better understand the cost aspects of the tasks that are included in each Phase of the Project. Our original understanding was not to submit a fixed cost but to estimate maximum effort.

3. All pricing shall itemize/define travel for each phase (10% rule applies). Therefore, the “Not To Exceed” number (pricing), for each phase *shall include* anticipated travel costs. Carefully review your proposal to ensure sure that your submittal includes itemized costs for travel and “ Not to Exceed” number (pricing) for each phase *that includes the anticipated travel costs*.

Response: QuantumPM included travel costs associated with each phase of the project in the “not to exceed” amounts submitted. A spreadsheet has been included detailing travel costs per phase.

4. This organization has gone through a year of preparation for a re-organization; the core business processes have been defined, decision points have been defined, information needs have been defined. Therefore, MCDOT does not “see” the need to do a readiness assessment, gap analysis, or a project management maturity analysis. The decision has been made, we are at the beginning of the maturity model, but we are ready to make the change. With this in mind, please review your proposal and make all necessary changes to tasks and costs.

Response: QuantumPM has removed the tasks (and associated costs) with current state high-level assessment originally proposed in Phase 1 of the Project. We have shortened this phase to include an analysis of the pilot results and planning based on those results. Additionally, the Organizational Change Planning that we have identified in Phase 1 is actual work that was included in MCDOT’s Phase 2 (see 2.1.6.2.1). We have reduced our efforts to understanding the results of the pilot and the development of a organizational change and communication plan. Correspondingly, we have reduced the number of personnel who will be required to perform this work. The project manager will now perform multiple roles of oversight, process work, and organizational change.

5. As a point of clarification, Phase 4 - Final Report, is a project closure, or wrap up, step. We “see” this as a relatively quick task, requiring additional days, not weeks. Please review your proposal with this clarification in mind.

Response: QuantumPM has adjusted the duration of the tasks identified in Phase 4. The adjustment in time will directly impact the level of analysis that can be performed to understand and quantify the value realization as a result of the organizational transformation. It is assumed that MCDOT will perform these functions.

**Re: 03023-RFP issues - QuantumPM response (dtd. 5/15/03)**

1. Maricopa County has every intent to award and implement the awarded contract (your proposal w/appropriate modified response(s) in the true spirit of the award. However, budgets remain in a state of change and may for the foreseeable future, due to a number of economic reasons, and certain decisions the state may make which affect the County's budgets. Maricopa County asks that Quantum.pm state their willingness to negotiate any portion of the awarded contract, but especially phases 2, 3 & 4, related to both tasks required and fees/compensation schedule, for those tasks. Maricopa County reserves the right to request negotiation, as it deems necessary, in the best interests of the County.
2. Maricopa County desires to "start work" on this project approximately May 27, 2003, which is compatible with certain other operational start-ups related to this effort. However, due to administrative reasons, contract award cannot be made until June 18, 2003. Maricopa County is willing to provide an intent memo, or memo of understanding, to allow the awardee to "start work" prior to award. Maricopa County asks that Quantum.pm state their willingness to "start work", with an "interim" intent memo or memo of understanding, with an approximate "start date" of May 27, 2003, prior to contract award.

In conclusion, MCDOT is proposing to significantly change the way they operate their business model and position themselves as a professional project management organization in the transportation industry.

This undertaking presents significant risks and change to the MCDOT organization while attempting to conduct and maintain their normal business operations.

QuantumPM understands that the needs and desired outcomes for this undertaking may change as the project is launched and initiated, and therefore is willing to re-negotiate any portion of an awarded contract (tasks/fees) in order to satisfy the goals and objectives of MCDOT.

Additionally, QuantumPM would be willing to begin work immediately and prior to an "official" contract award with the receipt of a "memo of intent/understanding" from the MCDOT organization.

QuantumPM's proven approach in helping organizations transform to a Project Management Organization, our ability to leverage our robust repository of lessons learned and first-hand client experiences along with our world-class management team make QuantumPM the premier candidate to be selected for this engagement.

**EXHIBIT B  
TRAVEL**

<b>Phase 1</b>	No. of Trips	Avg. Cost Per Trip	Total Cost Per Position
Project Manager	2	\$900	\$1,800
<u>Total Cost for Phase 1</u>	2		\$1,800
<b>Phase 2</b>	No. of Trips	Avg. Cost Per Trip	Total Cost Per Position
Project Manager	8	\$900	\$7,200
Process Analyst	6	\$900	\$5,400
Implementer	8	\$900	\$7,200
Course Developer	4	\$900	\$3,600
<u>Total Cost for Phase 2</u>	26		\$19,800
<b>Phase 3</b>	No. of Trips	Avg. Cost Per Trip	Total Cost Per Position
Project Manager	12	\$900	\$10,800
Implementer	2	\$900	\$1,800
Trainer	10	\$900	\$9,000
<u>Total Cost for Phase 3</u>	24		\$21,600
<b>Phase 4</b>	No. of Trips	Avg. Cost Per Trip	Total Cost Per Position
Project Manager	2	\$900	\$1,800
<u>Total Cost for Phase 4</u>	2		\$1,800
<b><u>TOTAL PROJECT TRAVEL COSTS</u></b>			<b>\$45,000</b>

ID	Task Name	Duration	Start	Finish	Cost	Gantt Chart	
						May	Jun
1	<b>MCDOT Organizational Change Initiative</b>	<b>328.5 days</b>	6/23/03	9/29/04	<b>\$436,750.00</b>		
2	<b>Phase 1</b>	<b>9.5 days</b>	6/23/03	7/7/03	<b>\$18,050.00</b>		
3	<b>Analysis/Assessment Phase</b>	<b>3 days</b>	6/23/03	6/25/03	<b>\$5,700.00</b>		
4	Review Pilot Results	2 days	6/23/03	6/24/03	\$3,800.00		
5	Present Recommendations	1 day	6/25/03	6/25/03	\$1,900.00		
6	Analysis/Assessment Phase Complete	0 days	6/25/03	6/25/03	\$0.00		
7	<b>Planning Phase</b>	<b>6.5 days</b>	6/26/03	7/7/03	<b>\$12,350.00</b>		
8	Create Change Management Plan	2 days	6/26/03	6/27/03	\$3,800.00		
9	Define Team Structures	1 day	6/30/03	6/30/03	\$1,900.00		
10	Create Project Plan and Roadmap	2 days	7/1/03	7/2/03	\$3,800.00		
11	Integrate Change Management and Project Plan	1 day	7/3/03	7/3/03	\$1,900.00		
12	Gain Concurrence on Project Plan	0.5 days	7/7/03	7/7/03	\$950.00		
13	Project Planning Complete	0 days	7/7/03	7/7/03	\$0.00		
14	Phase 1 Complete	0 days	7/7/03	7/7/03	\$0.00		
15	<b>Phase 2</b>	<b>138 days</b>	7/21/03	2/3/04	<b>\$182,575.00</b>		
16	<b>Transition Preparation</b>	<b>121 days</b>	7/21/03	1/9/04	<b>\$182,575.00</b>		
17	<b>Establish Standard Processes</b>	<b>27 days</b>	7/21/03	8/27/03	<b>\$62,000.00</b>		
18	<b>Leadership Components</b>	<b>20 days</b>	7/21/03	8/18/03	<b>\$38,000.00</b>		
19	Project Initiation/Definition	4 days	7/21/03	7/25/03	\$7,600.00		
20	Governance Processes	4 days	7/25/03	7/31/03	\$7,600.00		
21	Project Based Budgeting/Financials	4 days	7/31/03	8/6/03	\$7,600.00		
22	Issues/Risk Management	4 days	8/6/03	8/12/03	\$7,600.00		
23	Change Control	4 days	8/12/03	8/18/03	\$7,600.00		
24	Leadership Components Complete	0 days	8/18/03	8/18/03	\$0.00		
25	<b>Project Components</b>	<b>15 days</b>	8/6/03	8/27/03	<b>\$24,000.00</b>		
26	Define MCDOT PM LifeCycle	10 days	8/6/03	8/20/03	\$16,000.00		
27	Develop templates for PM lifecycle in Build/Manage/Maint	5 days	8/20/03	8/27/03	\$8,000.00		
28	Project Components Complete	0 days	8/27/03	8/27/03	\$0.00		

Project: MCDOT Organizational Chan; Date: 5/13/03	Critical		Baseline		Project Summary	
	Critical Split		Baseline Split		External Tasks	
	Critical Progress		Baseline Milestone		External Milestone	
	Task		Milestone		Deadline	
	Split		Summary Progress			
	Task Progress		Summary			

ID	Task Name	Duration	Start	Finish	Cost		
						May	Jun
29	Establish Standard Processes Complete	0 days	8/27/03	8/27/03	\$0.00		
30	Review/Refine System Configuration	14.5 days	8/27/03	9/17/03	\$23,075.00		
31	Structures	1.25 days	8/27/03	8/28/03	\$2,000.00		
32	Review/Refine Enterprise Resource Outline Codes	0.5 days	8/27/03	8/27/03	\$800.00		
33	Review/Refine Enterprise Project Outline Codes	0.5 days	8/28/03	8/28/03	\$800.00		
34	Review/Refine Task Outline Codes and Custom File	0.25 days	8/28/03	8/28/03	\$400.00		
35	Structures Complete	0 days	8/28/03	8/28/03	\$0.00		
36	Project Server Security Setup	0.5 days	8/28/03	8/29/03	\$800.00		
37	Review/Refine Group Permissions	0.25 days	8/28/03	8/28/03	\$400.00		
38	Review/Refine Category Permissions	0.25 days	8/29/03	8/29/03	\$400.00		
39	Project Server Security Setup Complete	0 days	8/29/03	8/29/03	\$0.00		
40	Project Server Views	2 days	8/29/03	9/3/03	\$3,200.00		
41	Review/Refine Project Portfolio Views	1 day	8/29/03	9/2/03	\$1,600.00		
42	Review/Refine Resource Views	1 day	9/2/03	9/3/03	\$1,600.00		
43	Project Server Views Complete	0 days	9/3/03	9/3/03	\$0.00		
44	MS Project Views	2 days	9/3/03	9/5/03	\$3,200.00		
45	Review/Refine Project Views	1 day	9/3/03	9/4/03	\$1,600.00		
46	Review/Refine Resource Views	1 day	9/4/03	9/5/03	\$1,600.00		
47	MS Project Views Complete	0 days	9/5/03	9/5/03	\$0.00		
48	Global Data Setup	0.25 days	9/5/03	9/5/03	\$400.00		
49	Review/Refine Versions	0.25 days	9/5/03	9/5/03	\$400.00		
50	Global Data Setup Complete	0 days	9/5/03	9/5/03	\$0.00		
51	Enter Resource and Project Data	1.5 days	9/5/03	9/8/03	\$2,400.00		
52	Review/Refine Generic Resources	0.5 days	9/5/03	9/5/03	\$800.00		
53	Review/Refine Resources in Global Pool	0.5 days	9/8/03	9/8/03	\$800.00		
54	Create/Import Several Sample Projects	0.5 days	9/8/03	9/8/03	\$800.00		
55	Enter Resource and Project Data Complete	0 days	9/8/03	9/8/03	\$0.00		
56	Vision and Analysis Features	7 days	9/9/03	9/17/03	\$11,075.00		

Project: MCDOT Organizational Chan;  
Date: 5/13/03

Critical		Baseline		Project Summary	
Critical Split		Baseline Split		External Tasks	
Critical Progress		Baseline Milestone		External Milestone	
Task		Milestone		Deadline	
Split		Summary Progress			
Task Progress		Summary			

ID	Task Name	Duration	Start	Finish	Cost		
						May	Jun
57	Create Vision Cube	0.25 days	9/9/03	9/9/03	\$400.00		
58	Create Portfolio Analyzer Views	3 days	9/9/03	9/12/03	\$4,800.00		
59	Define Time Reporting Standards	1.5 days	9/12/03	9/15/03	\$2,400.00		
60	Define Status Reports	1.5 days	9/15/03	9/17/03	\$2,400.00		
61	Upload Documents to Appropriate Project	0.75 days	9/17/03	9/17/03	\$1,075.00		
62	Vision and Analysis Features Complete	0 days	9/17/03	9/17/03	\$0.00		
63	RefineSystem Configuration Complete	0 days	9/17/03	9/17/03	\$0.00		
64	Establish PCO Processes	58 days	8/27/03	11/18/03	\$34,200.00		
65	Create a Weather Station PCO	6 days	8/27/03	9/5/03	\$11,400.00		
66	Reporting Processes	2 days	8/27/03	8/29/03	\$3,800.00		
67	Project Reviews	2 days	8/29/03	9/3/03	\$3,800.00		
68	ROI Management	2 days	9/3/03	9/5/03	\$3,800.00		
69	Create a Weather Station PCO Complete	0 days	9/5/03	9/5/03	\$0.00		
70	Create Control Tower PCO	6 days	10/3/03	10/13/03	\$11,400.00		
71	Audit Processes	3 days	10/3/03	10/8/03	\$5,700.00		
72	Lessons Learned Management	3 days	10/8/03	10/13/03	\$5,700.00		
73	Create Control Tower PCO Complete	0 days	10/13/03	10/13/03	\$0.00		
74	Create Portfolio Mgmt PCO	6 days	11/10/03	11/18/03	\$11,400.00		
75	Finalize governance process	3 days	11/10/03	11/13/03	\$5,700.00		
76	Finalize reporting needs	3 days	11/13/03	11/18/03	\$5,700.00		
77	Portfolio PCO Complete	0 days	11/18/03	11/18/03	\$0.00		
78	Refine PCO Processes Complete	0 days	11/18/03	11/18/03	\$0.00		
79	Establish the Project Management Infrastructure	16 days	11/18/03	12/11/03	\$25,600.00		
80	Training Curriculum	4 days	11/18/03	11/24/03	\$6,400.00		
81	Certification Program	4 days	11/24/03	12/1/03	\$6,400.00		
82	Knowledge Repository	4 days	12/1/03	12/5/03	\$6,400.00		
83	Document Management	4 days	12/5/03	12/11/03	\$6,400.00		
84	Project Management Infrastructure Complete	0 days	1/9/04	1/9/04	\$0.00		

Project: MCDOT Organizational Chan; Date: 5/13/03	Critical		Baseline		Project Summary	
	Critical Split		Baseline Split		External Tasks	
	Critical Progress		Baseline Milestone		External Milestone	
	Task		Milestone		Deadline	
	Split		Summary Progress			
	Task Progress		Summary			

ID	Task Name	Duration	Start	Finish	Cost		
						May	Jun
85	<b>Training Creation</b>	<b>33 days</b>	11/18/03	1/6/04	\$37,700.00		
86	Understand Training Requirements	1 day	11/18/03	11/19/03	\$3,500.00		
87	Course Development	30 days	11/19/03	1/2/04	\$24,000.00		
88	Course Walkthru and Approval	2 days	1/2/04	1/6/04	\$10,200.00		
89	Training Creation Complete	0 days	1/6/04	1/6/04	\$0.00		
90	Transition Preparation Complete	0 days	2/3/04	2/3/04	\$0.00		
91	Phase 2 Complete	0 days	2/3/04	2/3/04	\$0.00		
92	<b>Phase 3</b>	<b>174 days</b>	1/6/04	9/6/04	\$222,825.00		
93	<b>Rollout</b>	<b>174 days</b>	1/6/04	9/6/04	\$222,825.00		
94	Implement Change Program & Provide Project Oversight Work	110 days	2/3/04	7/6/04	\$26,125.00		
95	Implement the Weather Station PCO	20 days	1/6/04	2/3/04	\$19,000.00		
96	<b>1st Organizational Rollout</b>	<b>34 days</b>	2/17/04	4/5/04	\$45,100.00		
97	Project Manager Training	10 days	2/17/04	3/2/04	\$16,000.00		
98	Team Member Training	2 days	3/2/04	3/4/04	\$3,200.00		
99	Executive Training	1 day	3/4/04	3/5/04	\$1,600.00		
100	Training Refinement	3 days	3/5/04	3/10/04	\$4,800.00		
101	Support 1st Organizational Rollout	20 days	3/5/04	4/2/04	\$16,000.00		
102	Conduct lessons learned session	1 day	4/2/04	4/5/04	\$3,500.00		
103	1st Organizational Rollout Complete	0 days	4/5/04	4/5/04	\$0.00		
104	<b>2nd Organizational Rollout</b>	<b>45 days</b>	4/19/04	6/21/04	\$66,300.00		
105	Modify rollout based on lessons learned	2 days	4/19/04	4/21/04	\$7,000.00		
106	Implement Control Tower PCO	10 days	4/21/04	5/5/04	\$19,000.00		
107	Project Manager Training	10 days	5/5/04	5/19/04	\$16,000.00		
108	Team Member Training	2 days	5/19/04	5/21/04	\$3,200.00		
109	Executive Training	1 day	5/21/04	5/24/04	\$1,600.00		
110	Support 2nd Organizational Rollout	20 days	5/21/04	6/18/04	\$16,000.00		
111	Conduct lessons learned	1 day	6/18/04	6/21/04	\$3,500.00		
112	2nd Organizational Rollout Complete	0 days	6/21/04	6/21/04	\$0.00		

Project: MCDOT Organizational Chan;  
Date: 5/13/03

<b>Critical</b>		<b>Baseline</b>		<b>Project Summary</b>
<b>Critical Split</b>		<b>Baseline Split</b>		<b>External Tasks</b>
<b>Critical Progress</b>		<b>Baseline Milestone</b>		<b>External Milestone</b>
<b>Task</b>		<b>Milestone</b>		<b>Deadline</b>
<b>Split</b>		<b>Summary Progress</b>		
<b>Task Progress</b>		<b>Summary</b>		

ID	Task Name	Duration	Start	Finish	Cost		
						May	Jun
113	3rd Organizational Rollout	45 days	7/5/04	9/6/04	\$66,300.00		
114	Modify rollout based on lessons learned	2 days	7/5/04	7/7/04	\$7,000.00		
115	Implement complete Portfolio Mgmt PCO	10 days	7/7/04	7/21/04	\$19,000.00		
116	Project Manager Training	10 days	7/21/04	8/4/04	\$16,000.00		
117	Team Member Training	2 days	8/4/04	8/6/04	\$3,200.00		
118	Executive Training	1 day	8/6/04	8/9/04	\$1,600.00		
119	Support 3rd Organizational Rollout	20 days	8/6/04	9/3/04	\$16,000.00		
120	Conduct lessons learned	1 day	9/3/04	9/6/04	\$3,500.00		
121	3rd Organizational Rollout Complete	0 days	9/6/04	9/6/04	\$0.00		
122	Rollout Complete	0 days	9/6/04	9/6/04	\$0.00		
123	Phase 3 Complete	0 days	9/6/04	9/6/04	\$0.00		
124	<b>Phase 4</b>	<b>7 days</b>	<b>9/20/04</b>	<b>9/29/04</b>	<b>\$13,300.00</b>		
125	Gather Implementation/Evaluation Statistics	5 days	9/20/04	9/27/04	\$9,500.00		
126	Present Final Project Report	2 days	9/27/04	9/29/04	\$3,800.00		
127	Phase 4 Complete	0 days	9/29/04	9/29/04	\$0.00		
128	MCDOT Organizational Change Initiative Complete	0 days	9/29/04	9/29/04	\$0.00		

Project: MCDOT Organizational Chan  
Date: 5/13/03

Critical		Baseline		Project Summary	
Critical Split		Baseline Split		External Tasks	
Critical Progress		Baseline Milestone		External Milestone	
Task		Milestone		Deadline	
Split		Summary Progress			
Task Progress		Summary			

QuantumPM LLC, 9085 E MINERAL CIRCLE #235, CENTENNIAL ENGLEWOOD, CO 80128 80112

**NIGP CODE 9187501**

Terms: NET 10

Vendor Number: **W000001999 X**

Telephone Number: 303/699-2334

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Contact Person: **Laurie Dawkins**

E-mail Address: [info@quantumpm.com](mailto:info@quantumpm.com)

Company Web Site: [www.quantumpm.com](http://www.quantumpm.com)

Certificates of Insurance Required

Contract Period: To cover the period ending **June 30, 2005 2009.**