VILLAGE OF ITASCA
COMMITTEE OF THE WHOLE MEETING AGENDA

June 16, 2020
7:00 p.m.

PUBLIC PARTICIPATION FOR THE MEETING WILL BE CONDUCTED THROUGH ZOOM

TO PARTICIPATE BY PHONE:
Call: 312-626-6799
Enter Meeting Id: 973 3894 9461
Participant Id: #

Questions & Comments may also be emailed to prior to the meeting to deputyclerk@itasca.com.
To be read into the record, statements must be received no later than 6:30 p.m. on the day of the meeting.

President: Jeffery J. Pruyn  Phone: 630-773-0835
Trustees: Jeff Aiani
Dino Gavanes
Michael J. Latoria
Ellen Leahy
Kathy Linsner
Frank Madaras
Clerk: Jody A. Conidi
Administrator: Carie Anne Ergo

1. Call to Order; Roll Call
2. Pledge of Allegiance
3. Audience Participation
4. Presentation of Meeting Minutes
   a. Committee of the Whole – June 2, 2020

Documents:

20200602 COW MTG MINUTES.PDF

5. President's Comments
6. Community Development Committee
   Chair Trustee Latoria; Co-Chair Trustee Gavanes
7. Capital & Infrastructure Committee
   Chair Trustee Aiani; Co-Chair Trustee Latoria

8. Finance & Operations Committee
   Chair Trustee Madaras; Co-Chair Trustee Linsner
   a. Discussion and possible action regarding Revising the
      Water Penalty Structure

      Documents:

      **FIN A - WATER PENALTY ADJUSTMENT.PDF**

   b. Discussion and possible action regarding Selection of
      Consulting Services for Selection of a Village Enterprise
      and Planning System

      Documents:

      **FIN B - ERP SELECTION.PDF**

   c. Discussion and possible action regarding Electrical
      Aggregation for Municipal Services

9. Intergovernmental Committee
   Chair - Trustee Leahy; Co-Chair Trustee Aiani

10. Department Head Reports

11. Village Administrator Report

12. Old Business

13. New Business

14. Closed Session

15. Adjournment
1. **Call to Order**
Mayor Pruyn called to order the Committee of the Whole Regular Meeting at 7:48 p.m.

**Roll Call**
PRESENT: Mayor Jeff Pruyn, Trustee Dino Gavanes, Trustee Ellen Leahy, Trustee Jeff Aiani, Trustee Frank Madaras, Trustee Kathy Linsner, Trustee Mike Latoria.
ABSENT: None.


2. **Pledge of Allegiance**
Recited at the preceding Village Board Meeting.

3. **Audience Participation**
No Audience Participation.

4. **Meeting Minutes**
   a. **Committee of the Whole Meeting Minutes – May 19, 2020**
      Trustee Gavanes moved to approve the Committee of the Whole Meeting Minutes of May 19, 2020. Trustee Leahy seconded. **Motion carried by unanimous voice vote.**

5. **President’s Comments**
Mayor Pruyn had no comments.

6. **Community Development Committee Report**
Chair: Trustee Latoria, Co-Chair: Trustee Gavanes
Trustee Latoria had no report.

7. **Capital and Infrastructure Committee Report**
Chair: Trustee Aiani, Co-Chair: Trustee Latoria
Trustee Aiani had no report.

8. **Finance and Operations Committee Report**
Chair: Trustee Madaras, Co-Chair: Trustee Linsner
Trustee Madaras had no report.

9. **Intergovernmental Committee Report**
Chair: Trustee Leahy, Co-Chair: Trustee Aiani
Trustee Leahy had no report.
10. **Department Head Reports**

**Police Department**
Safety Director O’Connor reported Itasca has 156 COVID-19 outbreaks including 104 patients and seven deaths at Forest View Rehabilitation and Nursing Center; there was a call today reporting gunshots heard near Sunnyside and Broker Avenues; a police officer will be assisting Addison Police Department with a protest on Thursday, June 4, 2020; and participating with Mayor Pruyn and Village Administrator Ergo in the Peacock Middle School graduation video.

**Community Development Department**
Community Development Director Malik Jarmusz was absent; no report.

**Engineering Services**
Village Engineer Wesolowski reported the lights for the Arlington Heights Road project are installed and landscaping is being completed; the Sidewalk and Multi-path Project by I-390 is nearly done except for the multi-path east of Prospect Avenue; adding a few addresses to the list of properties with flooding; and working with Public Works Director Hitchcock on a list of projects to submit for Rebuild Illinois funds.

**Public Works Department**
Public Works Director Hitchcock reported the Ardmore Avenue Water Tower is filled with water; and the swans at Usher Park are being replaced due to the loss of the female swan.

**Village Attorney**
Village Attorney Hervas had no report.

**Village Clerk**
Village Clerk Conidi had no report.

11. **Village Administrator Report**
Village Administrator Ergo reported the Village Hall is open; no employees have tested positive for COVID-19, some employees are working partially from home, and employees are wearing masks if outside their work areas; temporary barriers are in place at the Administration and Community Development front counters; Itasca Bucks reimbursement costs are $13,615.00 and the program has generated a total of $44,541.00 in spending at restaurants; outdoor dining opens this weekend and fees are waived for related permits; and Community Development will be continuing small public hearings and is now providing 100% of services offered.

12. **New Business**
No New Business.

13. **Old Business**
No Old Business.

14. **Closed Session**
No Closed Session.
Mayor Pruyn reported a Finance and Operations Committee meeting is scheduled for Tuesday, June 9, 2020 at 7:00 p.m. to continue 2020-2021 budget discussions.

15. Trustee Aiani moved to adjourn the Committee of the Whole Regular Meeting at 8:10 p.m. Trustee Linsner seconded. Motion carried by unanimous voice vote.

Submitted this 2nd day of June 2020.

________________________________________

Jody A. Conidi, Village Clerk
MEMORANDUM

TO: Village Administrator Ergo

FROM: Jessica Spencer, Administrative Services Manager

DATE: June 10, 2020

SUBJECT: Revising the Water Penalty Structure

Introduction
In order to reduce manual processing of water bill late notices, I am recommending that the Village Board consider revising Section 54.06 of its Code of Ordinances which addresses how staff must deliver shut-off notices.

Discussion
In recent months, our team has been working with InfoSend to redesign Itasca’s utility bill as well as create an online portal for residents to review their past bills electronically, make payments, and better understand their water usage. During this process, I discovered that the current Shut-Off notice procedures require a high amount of manual processing and therefore the fees charged do not cover the cost of sending the notice.

There currently are 3 penalties to the utility bills: a 10% fee (known as the Second (Late) Notice) if a resident doesn’t pay by the due date, a $10 penalty (known as the Notice of Delinquency) if the resident hasn’t remitted payment by the 7th business day after the due date, and a $15 fee (known as the Shut Off Notice) to be applied no sooner than 7 business days after the Notice of Delinquency. This memo will be focused on the Shut Off Notice fee of $15.

Section 54.06 B (1) of the Village Code states: "If the full amount owed by a user is not paid within 7 business days after a notice of delinquency is sent, the user will be sent a shut-off notice, certified and return receipt requested, by United States Postal Service." While our notices all reference the specific shut off date and methods to avoid having the water shut off, this final notice is a legal obligation of the Village to the resident.

Roughly 50 households and businesses receive the Shut Off Notice each month. It is my understanding that the $15 fee was intended to cover the cost of postage and materials to issue these letters. Because each letter requires a staff member to create the Shut Off Notice, hand address, mail and track the letter, the actual cost to manage this process in-house is estimated at $900 per month.

The US Post Office does not provide an online tool for certified mail, however, InfoSend has presented alternate solution – sending the notices via FedEx 2 day. Printing and mailing would be handled by...
InfoSend with the Village able to track receipts to the applicable residents. The fee for the FedEx process is $26.52 per envelope, which includes materials as well as delivery fees. This process would provide an improved tracking procedure and would allow the Village to store the data more efficiently.

**Fiscal Impact**
If the original $15 fee was intended to address the time, labor, materials, and postage costs of Shut Off Notices, it is no longer sufficient to cover costs. Modification of the ordinance language is necessary to ensure that moving forward the full cost of Shut Off Notice creation and delivery is born by the customer who has failed to pay in a timely manner. Currently, the revenue generated by the broader customer base (the majority who pay on-time) subsidizes the cost of the Shut Off Notice process.

**Staff Recommendation**
It is staff’s recommendation that the Village consider revising Section 54.06 B (1) of the Village Code to allow staff to pass the actual cost of Shut Off Notice delivery to customers receiving Shut Off Notices.
MEMORANDUM

TO: Village Administrator

FROM: Village of Itasca IT Director and Administrative Services Manager

DATE: June 12, 2020

SUBJECT: Selection of Consulting Services for Selection of a Village Enterprise and Planning System

Introduction
The Village of Itasca has conducted an ongoing internal review and assessment of its financial processes as well as its use of MSI and other systems. MSI serves as the primary financial system. The assessment has determined that a new enterprise financial system and planning system will improve system functionality, integration, reporting and roll-up capabilities, organizational processes, and allow for the implementation of business process best practices. In order to implement this ERP system, the IT Director and Administrative Service Manger would like to select a consultant to assist with the selection and implementation of the new system.

Discussion
MSI provides the Village of Itasca with financial, permit tracking, utility billing, and a variety of other functions. The Village has used MSI for many years and is on the most current version, which is based on a Cobol software platform that creates challenges that include the lack of reporting capabilities and lack of integration with other systems. This issue with reporting forced the Village to use Excel for detailed management and analysis of many functions (e.g., budgeting, building permit process and water billing). Currently, staff manages these limitations utilizing a combination Excel spreadsheets, paper-based processes, and other software solutions.

The Village, under the current conditions, is handling most of its financial and administrative operations using manual processes.

With this project, it is the Village goal to improve business processes, simplify and standardize use of systems and processes, and implement an ERP system that meets unique public sector needs and requirements.

The Village IT Director and Administrative Services Manger have determined a consultant will be necessary to assist the Village with the selection and implementation of the ERP system. The Village has received 5 bids:

FSG Partners
Sliver Consulting
The Baecore Group
The Tech-Doctors
Vision 96

Fiscal Impact
The fiscal impact of this consulting service is not to exceed $75,000 as allocated in the 2020/21 Capital Improvement Budget.

Staff Recommendation
After considering all the proposals and checking references the IT Director and Administrative Service Manager have chosen The Baecore Group to be the consultant to assist the Village in moving forward with the Village ERP implementation. The IT Director and Administrative Services Manager recommend that the Village Board accepts The Baecorp Group Proposal at the Committee of The Whole on June, 16 for consideration an approval.

After Action Steps
File Executed Contract with Deputy City Clerk – IT/Admin
Consulting Services for Selection Assistance of an Enterprise Resource Planning System

May 2020

Mary Smith – Managing Partner
Baecore Group, Inc.
Smith@baecore.com
Phone: 847-585-1486
Fax: 877-223-2673
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QUALIFICATIONS & EXPERIENCE

BACKGROUND

Baecore Group is a boutique firm specializing in the Public Sector that has been providing services, including RFP development, system selections, project management, implementations, automations, workflows, and systems, for municipalities in the Chicagoland area for the last eighteen years. As a boutique firm we are small by design. As a result, we have been able to develop a company culture and philosophy that focuses on you, the client, and the work you do. We have consciously targeted our business focus to develop a deep level of expertise in local government. This expertise informs our approach to the work we do.

ABOUT US
Our consultants are local government specialists. We are dedicated professionals that can bring knowledge, experience and perspective gained from working exclusively in the public sector across a variety of organizations and throughout all departments.

WHY CHOOSE US
✓ We bring innovative solutions
✓ Public sector Project Management experience
✓ Baecore works with local government at all levels
✓ Flexible offerings and engagements
✓ We compliment your staff’s expertise

FOCUS ON LOCAL GOVERNMENT

At Baecore Group we understand local government. We have an in-depth understanding of municipal operations, structure and challenges you face. We understand that every Village has its unique attributes and we work within your culture to provide you with solutions and processes that suit your needs. While maintaining solid methodologies and practices we work to tailor our structure and processes to provide the best outcome for the Village.

We are not distracted with other business focuses such as audits, staff augmentation, accounting, tax planning, business advisory or other unrelated areas. We have developed a specific focus on Business Process Improvement, Continuous Improvement, and Systems integration and utilization in municipal government. Strategy, Design and Implementation are all part of the engagement with Baecore. We help our clients solve problems beyond the initial implementation, to integrate processes in existing and new systems and automate workflows.
Municipal

Organizational Assessment for all needs
- Large Enterprise solutions
- Strategy & City-wide Process Improvements
- Business Process Improvement
- Staffing Efficiencies
- Software Selections

Request for Proposal (RFP)
- Financial solutions
- Enterprise wide solutions
- Best of Breed solutions
  - Public Works
  - CMMS/AMS
  - Community Development
  - Ticketing
  - Adjudication
  - Public Safety Scheduling

Process and Policy Documentation
- Document existing policy
- Policy improvements and modifications
- Process workflow development

Contract Negotiations & Management
- Statement of Work
- Service Level Agreement
- SaaS & Hosted
- On Premise

Project Management
- ERP Systems
- Best of Breed solutions
- System integration design and implementation

Process Improvement
- Efficiency improvements
- Workflow/Automation update
- Elevate service levels

Department

- Eliminated data silos and increase access to information
- Elevated customer service levels
- Eliminate process redundancies
- Increased automated reporting
- Development of electronic approval process
- Increased transparency and auditability of information
- Elimination of ancillary data sources and redundant data maintenance

Board/Council
- Fleet Management

Finance
- Code Enforcement

Administration
- Permitting

Purchasing
- Planning & Zoning

Fire
- Public Safety

Utility Billing
- Streets and Sanitation

Facilities
- Environmental Services

Engineering
- IT

Public Works
- GIS

Recreation
- Waste Water

Payroll
- Public Utilities

Human Resources
Process

- General Ledger
- Project Ledger
- Budget
- Fixed Assets
- Grant Accounting
- Purchasing
- Inventory Management
- Contract Management
- Accounts Payable
- Vendor Management
- Vendor Self Service
- General Billing
- False Alarm
- Utility Billing/CIS
- Meter Inventory
- Service Orders
- Work Orders
- Job Costing
- Business Licenses
- Liquor Licenses
- Payroll
- HR Management
- Personnel Actions
- Benefit Enrollment
- Timekeeping
- Scheduling
- Employee Self Service
- Employee Evaluation
- Customer Service
- 311
- CRM
- Permitting
- Inspections
- Violations
- Administrative Hearing
- PIN Management
- Address Management
- Parking Tickets
- Parking Permits

- Reduce processing time
- Mobile solutions
- Elevated customer service levels
- Improved cross-department communication
- Improved access to information
- Personnel time savings
- Automated workflows
- Eliminate redundant work effort
- Maximize efficiencies
OUR PARTNERSHIP APPROACH

Baecore takes a partnership approach to our engagements. We work to ensure that your systems and processes support your organization’s overall goals and that you know exactly how to get from point A to point B. We will work with your team to execute the plan, keep it on track and, once complete, monitor the results to ensure that you are provided with a lasting solution.

Flexible Support: Our methodologies and processes allow us to provide consistently high-quality services to our clients. As a boutique firm, we have the advantage of being flexible. We will take the time to listen and understand your goals and your challenges and tailor our method to those needs.

Return on Investment: We work to provide you a solid return on your investments. Baecore Group differentiates itself from our competitors by designing solutions that will improve efficiencies, eliminate redundancies and provide measurable impacts.

Our methodology combined with our understanding of the public sector has provided significant time and cost savings for our clients. Baecore Group can help you leverage your existing technology and streamlines integrations with new technology solutions boosting your return on both new and existing technology.

Proven Experience & Methodologies: We have developed proven methodologies and process we can apply to your project based on decades of experience assisting public sector clients with:

- ERP selections
- Best of breed selections
- ERP implementations
- Best of breed implementations
- System integrations
- Business process improvement
- Workflow analysis and design
- Project management
- Risk analysis
- Change management
HOLISTIC APPROACH

At Baecore Group we distinguish ourselves from our competitors by offering a holistic approach. We ensure your project team has an understanding that surpasses base-line system evaluation, selection and project management. Our team members all have an understanding of the processes, best practices in all departments, and the transactions between departments. We know many of the decisions you will make during your project may be once or possibly two-time career decisions. Our staff are willing and able to guide and assist you with making a decision. When others merely present you with options, we take the next step: make recommendations and work with you through implementation of the recommendations, share best practices and failed practices to ensure your ERP selection and implementation aligns with and meets the needs of all your departments, considers all processes, and integrates with existing systems.

PROVEN EXPERIENCE

Our staff has proven experience in providing assessments of your Village’s current state, processes, procedures, systems, and needs. We have expertise in developing targeted, focused system and solution selections that are based on your specific needs and objectives. With expertise in ERP and best of breed systems as well as change and project management methodologies, Baecore Group’s skilled project managers have the experience to guide your team through the implementation and Village process changes to ensure a project that is on time and on budget.

Our in-depth knowledge and understanding of municipal operations combined with our years of municipal experience in system assessment, selection and implementation means that we are able to provide you with a unique solution tailored to your Village and your existing operations. Our goal is to provide an integrated system that maximizes your efficiency and return on investment. Accordingly, we have experience implementing new system solutions and integrating that solution with existing systems that support your overall goals and needs.

Our business model has allowed us to carefully create and maintain a culture wherein our staff works together cohesively on your project and consider the Village-wide impacts. We have between nine and eleven specialists at any one time. Our staff are municipal experts knowledgeable about department interactions, processes, and how information flows throughout the municipality. Assigned Baecore Group team members view your project and its impacts on the external environment, citizens, and internal customers and departments when designing solutions and providing guidance to your team during your project. As a result of this approach, the needs, goals, and priorities of the entire Village are considered, and problems are resolved Village-wide. This prevents trading old problems for new ones. Baecore Group’s specialists work together closely so all
team members have an understanding of the project as a whole. This means that our implementation team and support team are always on the proverbial “same page.”

**Recognized Expertise in ERP Implementation**

We have developed a reputation as experts in ERP implementation. Baecore Group has assisted our clients to complete ERP implementations through project management, business process review, system integration/modifications support, and implementation assistance in all areas and modules. As a result of our knowledge and reputation, we have been retained to assist our clients in fixing municipal systems after they have been installed and are experiencing difficulties. This has given us the unique opportunity to see first-hand the negative outcomes from a selection process or implementation that has not been done correctly or thoroughly. Accordingly, we have seen the many ways a system selection or implementation can fail to provide the desired efficiencies and improvements. Through redesigning and re-implementing these systems we have learned how to avoid these pitfalls and have developed a serious appreciation and understanding of the cost and impact when a system solution is not implemented with a Village-wide perspective that aligns with your goals.

**Workflow Assessment and Improvement**

As part of our work in process improvement, the combination of our in-depth knowledge of local government operations as well as our extensive knowledge of available ERP systems allows us to provide comprehensive workflow assessment and process design solutions. For all of our clients, we have identified opportunities to streamline workflow, reduce manual processes, and eliminate redundant staff activities as well as design custom solutions in dozens of operational areas in multiple municipalities. Our proven workflow solutions have resulted in hundreds of hours of staff time saved through a reduction in inefficient or redundant activities.
At Baecore Group we have carefully selected top talent who possess a deep commitment to client satisfaction. We have created a team with extraordinary experience in system evaluation and solution design, municipal operations, ERP implementation, workflow assessment and design, project management and technical skill. We have the ability to provide additional resources as needs may arise throughout the execution of the project plan. The Baecore Group team members that are proposed for your project have been selected due to their experience with assessments, system selection, project management, and ERP implementation. Your Baecore Group team has expertise in:

- Process assessment
- System assessment
- RFP development
- Demonstration script development
- Selection analysis
- Cost analysis
- Contract negotiation
- Statement of work review and negotiation
- Conversion and integration management
- Project management
- Project strategy development
- Change management
- Risk management
- Program management
- Budget management
- Integration design and definition
- ERP implementation and configuration
- Process improvement design
- Complete system configuration strategies
ASSESSMENT AND RFP DEVELOPMENT

OVERVIEW

The selection and implementation of an ERP system can be a complex undertaking that occurs over multiple phases. The primary phases of your project, from end-to-end, are depicted in the image below.

Summary

To identify the Village of Itasca’s needs, requirements, objectives, and priorities we begin with an Assessment. An evaluation of your Village’s current processes, policies, procedures and technology environment provides the information needed to identify the best approach in the selection, upgrade and implementation of software solution(s) and/or an ERP system. Whether utilizing an ERP system or integrating various “best of breed” solutions, such purchases and implementations can be complex, especially with today’s automation, workflows and systems integrations Village-wide. In the selection of software solutions, we will assist you in identify cross-department needs and requirements as well as the overall plan for integration keeping in mind the Village’s strategic objectives. As part of the proposed assessment, Baecore Group will meet with the subject matter experts (those employees that have responsibility for and knowledge of the day to day activities) throughout the Village for each of the core Village functions and the Managers overseeing these functions. During the assessment, we will identify your current processes as well as the tools and resources currently available within your Village.
To identify the software solution(s) that best fits the Village’s needs and objectives, it is critical to clearly establish what those needs and objectives are as well as the Village’s priorities. The assessment is an important part of gaining this understanding. Since an assessment is a discovery process to understand the Village’s current processes, needs, objectives and opportunities to improve efficiencies, customer services, data transparency, and data access this provides the foundation for identifying the needs and requirements for an RFP. Additionally, the assessment will identify supporting services for managing and implementing subsequent changes within the Village.

Upon completion of the assessment, the Village of Itasca will have a roadmap that will identify:

- functional areas and processes for which benefits may be gained through the implementation of new solutions
- functional requirements necessary for any new software
- potential integration needs

**Assessment Process**

The assessment process contains two components: Basic Assessment and Advanced Assessment. The Basic Assessment is a required component of the selection process and includes a high-level requirements gathering accomplished by meeting with your core team during a 1 ½ - 2-day assessment workshop. The objective of this workshop is to obtain information about the unique aspects of Itasca, challenges currently faced, goals for improvement, and to determine how these fit into the functional operation of a new software. An Advanced Assessment is optional and is recommended for areas that can have significant impact on the direction and strategy of the selection process.
Basic Assessment

Requirements Gathering Workshop

The Basic Assessment includes a 1 ½ to 2-day assessment workshop with your core team. Focusing on one area at a time, Baecore Group meets with your department staff to understand their processes and how they carry out their day-to-day activities. A Basic Assessment is recommended for areas in which processes are not complex, are fairly standard, and/or where the functionality available in potential software solutions has a narrow area of deviation. Through this type of assessment, we will gather the information needed to identify Itasca’s “differentiators”, the functionality requirements that will be determinative in selecting an ERP or software system.

During the workshop we will identify:

- Gaps where current software is not meeting the Village’s or departments’ needs
- Efficiencies that can be gained and automation could be deployed with the implementation of more up-to-date technologies
- Current department staff challenges
- Opportunities for
  - process improvement
  - increased reporting capabilities
  - improved access to information and communication across departments

Consolidation and Analysis

Once the workshops are complete, Baecore Group will consolidate the information provided by our personnel to identify themes and patterns for consideration of requirements for a “best fit” software solution. We will conduct a thorough analysis of the challenges, process gaps, and opportunities identified for further process review and potential business process change to gain efficiencies, improve customer service, increase data transparency, or improve data access and reporting. This analysis will form the foundation for development of functional requirements and an RFP that is tailored the Village of Itasca’s goals and priorities.

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<thead>
<tr>
<th>Activities</th>
<th>Deliverables</th>
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<tbody>
<tr>
<td>Conduct assessment workshop</td>
<td>Village system functionality requirements</td>
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<tr>
<td>Consolidation and analysis of information gathered</td>
<td>listing</td>
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Advanced Assessment

The Advanced Assessment is recommended for those functional or process areas for which the Village’s requirements and needs could re-define the selection strategy and determine the overall direction of the selection process. This includes processes with significant third-party involvement, complex process flows, or requirements in areas for which there is wide variance in the functionality offered by ERP vendors.

For the majority of modules, functional requirements are fairly typical for most municipalities. The core functionality in these areas has fewer differentiators in the functionality offered. It may not be popular for consultants to disclose, but the truth is that these modules will not be the deciding factor in selecting one solution over another. A Basic Assessment is sufficient to establish the Village’s requirements and help you determine which software is the best fit for the Village.

Based on our initial discussion with the Village, Baecore identified the following areas that have the potential to have a significant impact on the direction and strategy of the Village’s selection and further assessment is recommended to address them. In addition to an impact on the strategy direction, these areas can have greater impact on costs and ongoing maintenance and support. These include the following:

- Public Works – focusing on areas of asset management and job costing
- Community Development – including potential complex process requirements
- Payroll – due to the potential impacts and requirements involving third-party processors, impacts to other functional areas (such as project accounting, grant management, etc.), and potential integration needs with other existing systems

The Advanced Assessment includes: additional requirements gathering workshop time, document review, creation of “as is” process mapping, identification of improvement opportunities and selection considerations.

Document Review

We begin the Advanced Assessment by understanding your current environment and the business requirements specific to the functional area being evaluated. This is accomplished by reviewing your existing documentation such as:

- Current systems documentation
- Relevant existing contracts
- Current policy and procedures

A review of these documents sets the foundation for the assessment, introducing us to the Village’s current environment.
**Additional Assessment Workshop**

As part of the Advanced Assessment, for each area selected by the Village, Baecore will conduct a separate assessment workshop focused on that one functional area. During the workshop we will dive deeper into the details of current processes, challenges faced by the department, and gather information to identify the areas of functionality that are true requirements as compared to those that are desired or “nice to have”.

**Identify Existing Systems**

During the assessment, we will discuss existing systems used by the Village to complete day-to-day activities and processes. Baecore Group will gather information about other standalone systems and software used by Village staff alongside the current system to be replaced. This information is used to identify:

- Functionality needs for a proposed solution
- Integration needs
- Existing technology solutions that can be leveraged

**“As is” Process Mapping**

On completion of the assessment, in addition to compiling information key to development of your Village’s RFP and functional requirements, Baecore Group will complete “as is” process mapping.

Baecore Group will develop a visual diagram of your specific process flows. These diagrams, developed based on the information gathered from Village subject matter experts and management, provide insight in the Village’s current methods and assist in identifying opportunities for process improvement, key reporting needs, and functionality needed by the Village to support its goals and objectives for the implementation of a new ERP system.
Selection Considerations

Baecore Group will identify and provide the Village with considerations for the selection and potential implementation impacts based on the information gathered from the advanced assessment workshop, business process review, functionality desired, and our decades of experience in selection and implementation. Some example considerations of what may be identified during the assessment are below. However, until we will not be able to identify your specific considerations until after the assessment.

- Whether identified required functionality exists in the available ERP solutions in your market and whether to look at a “best of breed” solution or forgo functionality
- Potential adjustments to the selection process based on the Village’s requirements (e.g. if requirements exceed available functionality, time and dollars can be re-directed away from demonstration of known underserving modules to alternative solutions)
- Efficiencies available in a potential solution direction such as elimination of redundancies in process or systems
- Tailoring the selection process or direction to better fit the needs of the Village, its staff, and the community

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<thead>
<tr>
<th>Activities</th>
<th>Deliverables</th>
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<tr>
<td><strong>Advanced Assessment</strong></td>
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<tr>
<td>Complete document review</td>
<td>Village system functionality requirements listing</td>
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<tr>
<td>Conduct Advanced Assessment Workshop</td>
<td></td>
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<tr>
<td>Consolidation and analysis of information</td>
<td>Diagrams of the current process flow showing how information and activities flow between Village departments</td>
</tr>
<tr>
<td>gathered</td>
<td></td>
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<tr>
<td>Complete “as is” process mapping</td>
<td></td>
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<tr>
<td>Identify improvement opportunities</td>
<td>Recommendations of improvement opportunities</td>
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<tr>
<td>Identify selection considerations</td>
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</tbody>
</table>
Baecore Group will evaluate the information gathered from all sources during the current and desired state assessment meeting phase of this engagement. Using this information, we will create an RFP tailored to the Village of Itasca. Our extensive knowledge and experience with municipal government as well as our understanding of the department activities and cross-departmental impacts enables us to provide a comprehensive evaluation and identification of the functional, workflow, automation, and integration requirements as well as areas for process improvement.
Development of Functional Requirements

During the Assessment, Baecore Group will gather information about how the departments in your Village work and what their needs are. We develop Functional Requirements that are tailored to your Village based on the process, goals, objectives, and needs of your Village. When we develop these requirements, they are not intended to be used and just for the system selection process. Your Functional Requirements are developed and designed to create a road map that will carry through from your selection through your implementation.

With this information, combined with our experience implementing ERP systems, we develop a functional requirements list for your RFP that focuses on the differentiators not a generic list of hundreds of requirements that are standard for nearly every ERP solution.

By keeping the focus on the critical functional requirements, the scores obtained from the functional requirements list provide meaningful information about how well the proposed solution will work for your Village. Vendor’s responses to a targeted and focused Functional Requirements provides information about areas to investigate further during the demonstration rounds.

Clear objectives maintain the focus on the Village’s priorities and needed functionality.

Pick list option standardizes vendor responses and encourages vendor compliance resulting in consistent and scorables responses.

A functional specification with hundreds of requirements discourages vendor participation without providing significant value or information.
During the RFP Management point in the project Baecore staff will ensure your bidders have the information they need in a timely fashion while maintaining the integrity of the RFP process.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RFP Development</strong></td>
<td></td>
</tr>
<tr>
<td>Development of RFP Timeline based on project</td>
<td>ERP RFP with Functional Requirements</td>
</tr>
<tr>
<td>planning</td>
<td></td>
</tr>
<tr>
<td>Identification of desired implementation</td>
<td></td>
</tr>
<tr>
<td>timeline based on assessment for inclusion in</td>
<td></td>
</tr>
<tr>
<td>RFP</td>
<td></td>
</tr>
<tr>
<td>Development of detailed RFP including</td>
<td></td>
</tr>
<tr>
<td>components necessary to gather information</td>
<td></td>
</tr>
<tr>
<td>from vendors for consideration and evaluation</td>
<td></td>
</tr>
<tr>
<td><strong>RFP Management</strong></td>
<td></td>
</tr>
<tr>
<td>Release RFP</td>
<td></td>
</tr>
<tr>
<td>Review vendor written questions and development</td>
<td></td>
</tr>
<tr>
<td>of RFP addenda as needed</td>
<td>RFP Addenda (as needed)</td>
</tr>
</tbody>
</table>
This phase of the project will allow the field of the RFP respondents to be narrowed. Baecore Group will review proposals and with the input of the selection committee scoring aggregate respondents initial score. Baecore will handle all aspects from establishing the vendor scoring guides, scheduling, and providing oversight of vendor demonstrations.

Baecore Group provides exceptional service for our clients during software selection demonstrations. Based on our experience in implementation and selection we are acutely aware of how important vendor demonstrations are to providing our clients the information needed to make the right selection for them. During the demonstrations, we assist our customers with evaluating the functionality shown (or not shown). Based on our wide-range of experience with ERP and system implementations and knowledge gained from our assessment, we support our clients by asking the necessary follow up questions to ensure that the system is thoroughly demonstrated and your team has seen the details necessary to meet your Village’s evaluation objectives.
Demonstration Script Development & Demonstrations

Baecore Group develops tailored demonstrations scripts based on the information gathered through the assessment and the functional requirement responses from vendors. Once the scripts our developed, we will meet with your team to obtain feedback and make any necessary adjustments. We request that the Village limit the number of iterations to two rounds of feedback.

Through demonstrations (up to three vendors), your team will have the opportunity to evaluate and score system functionality based on your Village’s needs.

Specific Village workflows are included to assist your team in determining whether they could understand and visualize how the proposed solutions can help the Village and Departments meet their goals.

Clear scoring criteria in the demonstration script assist the Village in making “apples to apples” comparisons of the proposed solutions.

Baecore Group will provide oversight and coordination for one round of demonstrations for three vendors. Each vendor demonstration will take place over two days. In addition, we will facilitate up to six hours of follow up meetings through web-ex meetings with the vendors for further clarification, demonstration of functionality, or answer additional questions.

Demonstration Scoring Matrix

Baecore Group’s demonstration scoring matrix, key to your tailored demonstration scripts, provide scoring and metrics information for multiple facets of the proposed solutions. By including more than just the existence of specific functionality, but also how usable and
workable the software is, our scoring matrix provides insights into the true utility of the solution for your Village. These key insights assist your team in selecting a “right fit” solution.

Vendor Strengths Comparison as Reported by Village

Baecore Group will conduct an analysis of the strengths of each vendor based on the demonstration scoring recorded and provided by the Village’s selection team.

This analysis, based on scoring from demonstrations conducted from scripts tailored to your Village’s specific goals, needs and objectives, provides clarity on which system functionality met the Village’s needs in each area.

Displayed in a graphic format, this analysis allows for easy comparison and evaluation of the systems strengths.
Vendor Cost Comparison

Baecore Group will provide cost analysis of the proposed solutions, including all components, so your team can make an “apples to apples” comparison and understand the true cost of the proposed solutions.

<table>
<thead>
<tr>
<th>VENDOR 8 RESELLER 1</th>
<th>VENDOR 4 RESELLER 1</th>
<th>VENDOR 3</th>
<th>VENDOR 2</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 624,997</td>
<td>$ 413,293</td>
<td>$ 104,500</td>
<td>$ 137,510</td>
<td>Implementation</td>
</tr>
<tr>
<td>$ 114,213</td>
<td>TBD</td>
<td>$ 20,400</td>
<td>$ 29,000</td>
<td>Integrations</td>
</tr>
<tr>
<td>111,890</td>
<td>2,363</td>
<td>18,000</td>
<td>2,400</td>
<td>2,000 1-way application A</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,500 2-way application C</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,000 3-way application D</td>
</tr>
<tr>
<td>$ 18,000</td>
<td>$ 18,000</td>
<td>$ 4,800</td>
<td>$ 18,000</td>
<td>Hosting Services</td>
</tr>
<tr>
<td>$ 209,580</td>
<td>$ 69,100</td>
<td>$ 30,000</td>
<td>$ 220,000</td>
<td>Software Implementation</td>
</tr>
<tr>
<td>$ 500</td>
<td></td>
<td></td>
<td></td>
<td>Miscellaneous</td>
</tr>
<tr>
<td>$ 696,000</td>
<td>$ 336,000</td>
<td>$ 139,200</td>
<td>$ 232,000</td>
<td>2-5 Costs</td>
</tr>
<tr>
<td>696,000 inc above</td>
<td>264,000</td>
<td>120,000</td>
<td>160,000</td>
<td>Years 2-5 Maint &amp; Support</td>
</tr>
<tr>
<td></td>
<td>72,000</td>
<td>19,200</td>
<td>72,000</td>
<td>Years 2-5 Hosting</td>
</tr>
<tr>
<td>567,290</td>
<td>500,393</td>
<td>129,700</td>
<td>416,510</td>
<td>FY 1 Costs No Maint prior Jan ’19</td>
</tr>
<tr>
<td>157,000</td>
<td>84,000</td>
<td>34,800</td>
<td>58,000</td>
<td>FY 2 Costs (ongoing annual)</td>
</tr>
<tr>
<td>$ 1,463,290</td>
<td>$ 836,393</td>
<td>$ 268,900</td>
<td>$ 648,510</td>
<td>Total 5 year costs</td>
</tr>
</tbody>
</table>

Activities

Vendor Selection

- Development of demonstration script/requirements (based on Village priorities & functional needs)
- Coordinate vendor demonstrations & follow-up web-ex meetings
- Creation of vendor selection scoring criteria including demonstration scoring
- Analysis of vendor strengths based on Village reported scoring and information

Deliverables

- Scorecards for evaluation of vendor system demonstrations
- Vendor demonstration agenda
- Scorecards for evaluation of vendor system demonstrations
- Vendor/ERP system strengths comparison
Additional Demonstrations

One round of vendor demonstrations with up to three vendors is included in the Basic Assessment & Selection services. If the Village wants to include additional vendors or additional rounds of demonstrations, Baecore Group will coordinate, schedule, and attend these demonstrations to provide oversight and support. These additional demonstrations can be added with an additional charge (See RFP pricing section). Additional demonstration scripts are not included.

Additional Demonstration Follow Up Meetings

The Basic Assessment & Selection services include up to six hours of demonstration follow up. If the Village needs further follow up (whether meetings with vendors or with Baecore Group) this can be scheduled at an additional charge. This includes: follow up meetings (web-ex or conference call) with vendors, additional selection meetings with Baecore Group, follow up by Baecore Group to obtain additional information (regarding the software and/or pricing), discussion of selection priority, or other similar follow up activities. (See RFP pricing section)

PROJECT TIMELINE

Based on Itasca’s desire to conduct contract negotiations in December 2020 (as discussed in our recent conversations), it is our recommendation that any assessment work would need to take place in early June. In addition, after creation of the RFP, vendors require (on average) a minimum of four weeks from RFP release to submit their responses. Subsequently, scheduling multi-day demonstrations with vendors requires, typically, three or four-weeks’ notice. As a result, a six-month process for a selection (from assessment to selection) is not unusual. However, a shortened timeline can be achieved with a smaller selection committee, efficiencies, and timely decision-making, etc.
## Village of Itasca

<table>
<thead>
<tr>
<th>Services Selected</th>
<th>$</th>
<th>Purchased:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Assessment and Selection</td>
<td>17,985</td>
<td>(Itasca initials)</td>
</tr>
<tr>
<td><strong>Basic Assessment</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct assessment workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consolidation and analysis of assessment information</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development of Village system functionality requirements listing</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>RFP Development &amp; Management</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Development of RFP timeline based on project planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creation of Software functional requirements</td>
<td></td>
<td></td>
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<tr>
<td>Development of RFP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Release RFP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review vendor questions &amp; creation of addenda</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Vendor Selection &amp; Demonstration</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creation of demonstration scripts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination of vendor demonstrations</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oversight of vendor demonstrations (one round, up to 3 vendors)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination of follow up vendor web-ex meetings (up to 6 hours)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vendor/ERP strengths comparison</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Advanced Assessment</strong> (Must be selected prior to end of assessment)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete document review</td>
<td>6,105</td>
<td>(Itasca initials)</td>
</tr>
<tr>
<td>Conduct advanced assessment workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete “as is” process mapping</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide recommendations for improvement opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify and provide selection considerations</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public Works</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6,518</td>
<td>(Itasca initials)</td>
</tr>
<tr>
<td><strong>Community Development</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5,528</td>
<td>(Itasca initials)</td>
</tr>
<tr>
<td><strong>Payroll</strong> (includes functional areas with payroll impact such as project account, grant management &amp; potential integration needs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Additional Demonstrations or Meetings</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional Demonstration Sessions – Days (Billed in 4-hour increments)</td>
<td>660/ ½ day</td>
<td>(Itasca initials)</td>
</tr>
<tr>
<td>Additional Demonstration Follow Up Meetings &amp; Coordination (beyond the 6 hours allotted in the selection services)</td>
<td>165/hour</td>
<td>(Itasca initials)</td>
</tr>
</tbody>
</table>
Pricing for the proposed services are contained in the chart above. This pricing expires in sixty days from receipt of this proposal. In addition, the pricing is based on the selection being completed in 2020. In the event the selection extends into 2021, additional extended selection management/oversight fees of $500/month will be incurred.

The proposed services will be billed as follows:

- Basic Assessment: 75% billed upon commencement of services, the remainder billed upon scheduling any final demonstration follow up services or no later than 60 days following the vendor demonstrations.

- Advanced Assessment: billed upon commencement of services

- Additional Demonstration Sessions or Follow Up Demo Meetings & Coordination: Any additional demonstration sessions or demo follow up services beyond those included in the above pricing will be billed as incurred. Baecore Group will notify the Village prior to completing any work that will incur additional costs. This notification may be in the form of an email from Baecore Group and require a return email acknowledging the additional cost.

Baecore Group estimates no travel expenses.

Thank you for the opportunity to participate in your selection process for a consultant. Should you wish to proceed with Baecore Group, please indicate so by initialing the selections above and placing an authorized signature below.

If you have any questions, feel free to reach out to Mary Smith at 847-585-1486 or smith@baecore.com

[Signature]

5/27/2020