THE VILLAGE OF TINLEY PARK
Cook County, Illinois
Will County, Illinois

RESOLUTION
NO. 2023-R-081

A RESOLUTION APPROVING A CONTRACT BETWEEN THE VILLAGE OF TINLEY PARK AND BAECORE GROUP FOR PROJECT MANAGEMENT PROFESSIONAL SERVICES

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WHEREAS, the Village of Tinley Park, Cook and Will Counties, Illinois, is a Home Rule Unit pursuant to the Illinois Constitution of 1970; and

WHEREAS, the Corporate Authorities of the Village of Tinley Park, Cook and Will Counties, Illinois, have considered entering into a Contract with Baecore Group, a true and correct copy of such Contract being attached hereto and made a part hereof as **EXHIBIT 1**; and

WHEREAS, the Corporate Authorities of the Village of Tinley Park, Cook and Will Counties, Illinois, have determined that it is in the best interests of said Village of Tinley Park that said Contract be entered into by the Village of Tinley Park;

NOW, THEREFORE, Be It Resolved by the President and Board of Trustees of the Village of Tinley Park, Cook and Will Counties, Illinois, as follows:

Section 1: The Preambles hereto are hereby made a part of, and operative provisions of, this Resolution as fully as if completely repeated at length herein.

Section 2: That this President and Board of Trustees of the Village of Tinley Park hereby find that it is in the best interests of the Village of Tinley Park and its residents that the aforesaid "Contract" be entered into and executed by said Village of Tinley Park, with said Contract to be substantially in the form attached hereto and made a part hereof as **EXHIBIT 1**.

Section 3: That the President and Clerk of the Village of Tinley Park, Cook and Will Counties, Illinois are hereby authorized to execute for and on behalf of said Village of Tinley Park the aforesaid Contract.

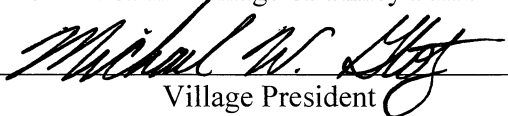**Section 4:** That this Resolution shall take effect from and after its adoption and approval.

ADOPTED this 18th day of July, 2023, by the Corporate Authorities of the Village of Tinley Park on a roll call vote as follows:

AYES: Brady, Brennan, Mahoney, Mueller, Shaw, Sullivan

NAYS: None

ABSENT: None

APPROVED this 18th day of July, 2023, by the President of the Village of Tinley Park.

_____
Village President

ATTEST:

_____
Village Clerk

EXHIBIT 1

CONTRACT BETWEEN THE VILLAGE OF TINLEY PARK AND BAECORE GROUP FOR PROJECT MANAGEMENT PROFESSIONAL SERVICES

May 19, 2023

Pat Carr, Village Manager
Hannah Lipman, Asst. Village Manager
Anthony Ardolino, IT Director
Village of Tinley Park
16250 S. Oak Park Avenue
Tinley Park, Illinois 60477

Team,

Thank you for the opportunity to propose services. It has been a pleasure working with the Village of Tinley Park on the Assessments and Selection projects and I look forward to continuing to support the Village with the implementation of its proposed solutions. This Letter of Engagement outlines the proposed services to support the implementation of the selected Financial, Payroll, Utility Billing, and Community Development solution. Our focus is to ensure a successful implementation of your new system that will support providing efficient, quality service for residents, improving business processes, automating workflow and providing information transparency.

Based on the project scope anticipated – from information gathered during all the assessments, the selection demonstrations, and understanding of the proposing vendors implementation methods and timelines, the following services are proposed.

BAECORE PROJECT MANAGEMENT

Baecore Group recommends a Project Manager assist the Village with managing the project, providing Tinley staff with ERP experts to consult, maintain the project timeline, ensure customer service improvements are realized, and the Village achieves full utilization from the purchased software. A high-level overview of the service for Project Management includes:

- Monitor & Control Scope
- Project Oversight
- Work Prioritizing
- Schedule Management
- Project Planning
- Assistance with Budget Tracking
- Communications & Change Management
- Risk Management, Planning, & Monitoring
- Escalation where needed for problem resolution with the vendor

Communications

To keep the project on track, on time, within scope and within budget, the most critical component of Baecore's Project Management will be communications. There are a number of ways Baecore Group will help with communication including the following:

Weekly Status Meetings are led by Baecore Group to communicate status, identify necessary actions, and address open issues. These status meetings are designed to be inclusive for the Tinley Module Leads (and their project team) for the active implementations. This is the time and the place to put any concerns or questions on the table without limitations of Baecore's scope of services. It is our intent to provide perspective and direction the Village can take on all ERP related activities. If there is something that is outside our skillset for advice or direction, we will do our best to identify a resource that can assist the team.

Weekly or Bi-Weekly Vendor Status Meetings: Your Baecore Group Project Manager will meet with the *vendor project manager* on a bi-weekly basis initially and as work requires, weekly if agreed to by the vendor, to ensure oversight of the project. As needed your Baecore Group Project Manager will require the participation of the Tinley project lead. The purpose of the meeting is to follow up on open project tasks, scheduling, and address open issues or concerns. We live by the truth that our customers don't know what they don't know, and therefore we work side-by-side with your team on these responsibilities.

Village-Wide Project Communication and Kick-Off Meetings: Based on City preferences Baecore Group will coordinate *Village-Wide Project Communication Meetings* to help with the managing change and new processes. The City has the option to have such meetings to kick off the project or ongoing during the implementation. The frequency may be dependent on the status and activity of the project and the challenges presented during the project. These team meetings are designed to provide Village personnel a status of the project and allow for communication and questions as this project will impact everyone in the Village. Baecore Group strongly recommends having these meetings for a variety of reasons, most importantly: to help provide consistent messaging from the Village Administrator communicate that processes will be changing, and that this is a Village project and does not belong to any one department (such as Finance or IT).

At vital points in the project Baecore Group will attend and/or facilitate key meetings with "all hands" or the leadership team as appropriate. At the on-set of the project Baecore Group would co-facilitate a *Village-wide internal kick off meeting* to open communication about what to expect for the implementation and answer questions from Village personnel. Additionally, as the project progresses, the vendor may lead kickoff sessions that Baecore Group will attend and participate in if needed.

Project Pre-Work and Preparation

Successfully implementing the new ERP solution will require clear communication of the Village's relevant policies, processes, workflows, and reporting needs. In addition, to reduce the risk of project

delays, data will need to be in a ready state for conversion. To make the implementation as effective as possible, Baecore Group will lead the Village through project pre-work before the vendor begins their participation in the project.

Data Clean Up Support: Data conversion is the process of migrating the Village's existing data records from their current systems and locations into the new software. In preparation for this conversion, a "clean up" of the existing data will help ensure the information moved to the new systems is accurate, complete, and consistent. This will impact the effectiveness of the new system by increasing the ease of finding, using, and reporting on the information. Working with your IT, Baecore Group will provide guidance and coordinate the strategic effort for cleanup and consolidation of data such as Customer Data, Property Data, Vendor File, Utility Billing data, etc.

Document Collection: Baecore Group will develop a checklist/action plan of the relevant documentation to be created, updated, and collected in preparation for the Vendor Discovery Sessions. On completion, the Village will have a "Discovery Packet" of vital process information that can be shared with the vendor and will guide the vendors configure the system.

Outline of Process and Policy Changes: To support the Village in the implementation of process improvements, Baecore will identify process and policy gaps and provide guidance for the Village to make decisions on and close these gaps. Baecore Group will also help the Village to outline their processes and workflows to help clearly communicate the desired process workflows.

Schedule/Priority Management

Managing the schedule and project priorities is the most time-consuming and tedious part of project management. Baecore Group uses a variety of tools to relieve Village staff from this intensive process and keep the Village project team on the same page.

With various modules being setup simultaneously, there will be tasks the team participants will do with the vendor and on their own, inter-department or module meetings, vendor status meetings, conversions, testing, project status meetings, etc. Since all of this will be happening at the same time, Baecore Group will provide consolidation of all these meetings and task items to help the team keep track of what and when things are happening, responsibilities that are assigned to them and the priorities.

Plan and Schedule Analysis: As part of the schedule management, Baecore Group will obtain the *project plan and schedule to conduct an analysis* and ensure the pacing of the plan is appropriate and realistic, allowing sufficient time for project tasks and testing. Baecore Group will also analyze the plan to ensure it is comprehensive and contains the tasks necessary to achieve the City's specific implementation goals.

Consolidated Plan Maintenance – Baecore will consolidate the project plans, tasks, homework, and schedules. Your project team will maintain and update the plan based on information gathered in the status meetings, vendor meetings and updates provided by the Module Lead via an agreed upon communication process.

Baecore Project Boards is a generic name for web-based tool that consolidates and presents project information from all project vendors and Village internal items in a way that is clear and easy to use for Village staff. Baecore Group consolidates information from all vendor project related sites to provide the Village a single location to access all project information. Our Project Boards ensure the Village of Tinley Park has all the upcoming tasks, scheduled meetings, comments, and status updates in one location. The Project Boards contain a consolidated project plan including both the vendor's project plan and internal Tinley tasks and meetings that can be sorted and filtered to display the specific information needed.

A consistent challenge in projects that that take place over an extended period is that action items and tasks are identified that are not urgent or can't be acted on immediately as they are dependent on some other future tasks. In many cases, these may be several months out into the future. Tracking and managing these "long horizon" tasks are important to ensure nothing falls "off the radar". The interactive project board allows Tinley project team members to submit updates to specific tasks and add new tasks to the plan, allowing for direct communication between the Village and your Baecore Project Manager. The Project Board has designated spaces for:
- Decision Logs: assist with project team collaboration and keep project decisions visible and accessible over the long project timeline.
- Project Plans by project and/or Vendor
- Incident Tracking: ensures issue status and history is tracked and managed to help drive items to closure.
- Project based document storage (from vendor or Village)
- Checklists (go live, process testing, conversion validation): assists with vendor and project team accountability and supports testing/validation to ensure the project meets Village objectives.
- Blackout date tracking

Session Invitations: Based on the project plan, Baecore Group will coordinate with the Vendor PMs to finalize on-site and remote meeting logistics and will send meeting invitations to Module Leads. The Module Leads will be responsible for coordinating additional subject matter experts and staff participating in the implementation and training. The Module Lead will forward meeting invites as appropriate to these additional attendees. Baecore Group originates the meeting invitation to provide us with line of sight to the invitation acceptances and denials keeping us aware of project team participation and engagement. With this information Baecore can help the Village identify project team members that are and are not participating in the project as needed. Having the Module Leads forward invitations the needed Village attendees serves multiple functions including: ensuring the right people for each functional activity are invited and having the communication coming from the

Village. This helps to support the Village in owing its project and maintains the message that this is a Village project.

Provide Blackout Calendar Template and Guidance: Baecore will provide a blackout calendar template to the Module Leads to make it easier to collect and provide Baecore, Village personnel availability for project activities. Baecore Group will provide coaching and guidance to the Module Leads for the timing and collection of blackout dates to ensure the information stays up to date throughout the project. Baecore Group will provide the "rolled-up" calendars to the Vendor Project Managers for creation of the various project plans to ensure critical meetings are scheduled in coordination with Village personnel availability.

Project Oversight & Assistance

Project Issues Resolution Assistance & Escalation: Baecore Group will provide assistance to the Village of Tinley Park Module Leads for resolution or escalation of project issues. At the Module Lead's request, Baecore Group will provide guidance and recommendations on methods and approaches to escalate project issues based on our experience with ERP Implementations. Where necessary, upon request of the Module Lead, Baecore Group will escalate the project issue to facilitate resolution.

Vendor Agenda Review: Baecore Group will review and discuss the vendor agendas for upcoming sessions with the team during the weekly status meeting including: whether there are any gaps, missing topics, or whether the agenda is "too full" or "too lean", and potential impacts.

Vendor Discovery Sessions: Discovery sessions are meetings during which the Vendor collects information about the Village's processes and activities to determine how the system is to be configured. It is common during these sessions for Vendors and Village staff to focus on *current* process. Baecore will oversee the sessions to focus the Discovery collection on the desires process improvement and changes, provide guidance on process direction, and document Village decisions to serve as the foundation of conversion and process testing checklists for use later in the project to ensure the system as configured meets the Village's goals and objectives.

Process Testing Checklist: Baecore Group will develop a checklist that outlines the process and workflow components to support the Tinley Project team during process testing. This checklist and testing will help to ensure the configuration meets the functionality and process requirements communicated during the implementation and confirm the configuration supports the Village's desired processes.

Conversion Validation Checklist: Ensuring that the Village's data is accurately, completely, and correctly converted into the ERP solution is critical for a successful go live. Based on the conversion discovery discussion with the vendor, process decisions by the Village, and our experience with ERP

implementations, Baecore will provide a validation checklist that will support the Village Project Team's review and validation of their converted data.

Go Live Checklist Creation: For each significant project phase or major functional area, Baecore Group will develop and provide a checklist identifying crucial "go live" items. This list provides a clear identification of outstanding tasks, descriptions and assigned team members, to help ensure readiness for the transition to the new system.

Go Live Support: During the Village's go live with the new ERP system, Baecore Group will provide onsite support to assist the Village. Baecore will provide guidance and support to Tinley team members with issue resolution (and escalation as needed).

Post Go Live Support: Once the system has been implemented and Village personnel have had an opportunity to use it Live for their work (one or two weeks following the Village's go live) Baecore Group will, through discussion with Village personnel, identify any issues, challenges, concerns, or potential changes they may have. Baecore will prioritize the modules reviewed based on the areas that were the implementation as most complex and/or where the most challenges arose during the implementation. As part of this review, Baecore will evaluate whether the system has been configured as requested to meet Village objects and whether Village use of the system conforms to any process or policy changes implemented by the Village during the project. During the meeting, Baecore Group will provide recommendations for actions the Village can take to resolve open issues, as well as considerations for configuration changes to support process "tweaks". We will also provide recommendations and assist the Village in reporting open issues to the vendor and escalate as needed. As an outcome of this meeting, Baecore will provide the Village with a documented plan of all actions identified.

Project Budget Management Support: Careful tracking and oversight of the project budget, costs and expenses is key to ensuring that the implementation is completed "on budget". The ERP implementation budget requires tracking of both project costs as well as budgeted project "days" (dates the vendor(s) is schedule to meet and work with the Tinley project team). Baecore Group's project budget management services provide oversight, tracking, and monitoring, including:

- Verifying hardware fees.
- Verifying software fees and compliance with contracted fee schedule.
- Confirming submitted project costs, including conversion costs, and milestones.
- Verifying costs of travel expenses; per diem, hotel, flight, car rentals, tolls and parking.
- Reviewing invoices and verifying the work as billed was completed and done so pursuant to the agreement, statement of work, and milestones. Baecore will communicate to the Village whether the invoice is "ok to pay."
- Ensuring that vendor billing is accurate such as: billing for the correct number of partial and full session days, miles stone payments, quarterly payments, etc., are consistent with the contract and are met prior to payment.

- If travel costs are split across multiple vendor clients, ensuring Tinley is only charged for their portion of those costs and that travel costs are submitted only for actual "onsite" session days per the contract.
- Tracking and monitoring implementation, budgeted, scheduled and days used.
- Managing disputes.

Six-Month Post Go Live Review & Support

Over time, as the Village encounters novel situations, addresses small challenges, or works with support to address issues, Village personnel's use of a new system can shift resulting in a drift from the original decided processes and workflows. To help ensure the new process and customer service improvements remain "sticky", Baecore Group will return six-months after the go live to conduct a follow up post go live review. As part of this review Baecore will identify where Village personnel have deviated from the planned processes and workflows, identify any issues or obstacles that may be causing the deviation and assist with their resolution. This review includes:

Post Go Live Meetings: For each module, Baecore will meet with Village staff to gather information about their current use of the new ERP solution. The focus of this collection includes where the use of the system deviates from the determined workflows, issues, and challenges. As

Post Go Live Report: Baecore Group will provide the Village with a Post Go Live Report that outlines where process drift has occurred and insight as to its cause such as: configuration gaps, system issues, staff misunderstanding, etc. Baecore will provide an action plan to close gaps, resolve issues and overcome obstacles.

Post Go Live Status Meetings: During this post go live period, Baecore will hold bi-weekly post go live status meetings with Tinley Project Leads to review the Post Go Live Action Plan status and provide guidance and direction to Tinley staff on closure of open items and issue resolution. The project "modules" that are covered by this agreement include:

Financials:
- Cash Receipts
- General Billing
- Accounts Receivable
- Accounts Payable

- General Ledger
- Budget
- Purchasing
- Cash Management

- Project Accounting
- Grant Management
- Contract Management

Utility Billing:
- Utility Accounts
- Water Billing process
- Meter Inventory
- Service Order
- Delinquency Management

Community Development:
- Permitting
- Inspections
- Plan Review
- Code Enforcement
- Business License

Payroll/HR:
- Payroll Processing

Village Responsibilities

The project management services proposed are designed for Baecore Group to work cooperatively as a team with Modules Leads and Village of Tinley Park project team (*see explanation of Module Lead in the Module Lead Assignment section below*). This team approach is two pronged:

❖ Baecore Group knows the most successful short and long-term projects have Village personnel taking ownership and responsibility of their area of expertise. No ERP project that is solely driven from a consultant, IT or Finance department will achieve the best possible outcome.

❖ With a team approach and having Module Leads, departments are better able to care for themselves as the project progresses and well after go live. This ultimately provides the Village with the ability to focus consulting dollars where needed and gain independence as soon as possible thus successfully keeping costs down.

To foster this cooperative effort, the list below includes those areas of the project that will be managed by the Village of Tinley Park project team as well as participation needed by the Tinley Park project team for Baecore Group to successfully provide the proposed services.

Module Lead Assignment - During each phase of the project, the Village will need to have assigned a Module Lead from the Village for each module, such as: payroll, utility billing, community development, etc. The module lead will be the individual with the responsibility and authority to make project decisions for their assigned area. This person is responsible for identifying and engaging the subject matter experts for the implementation.   The module lead will be the responsible party for escalating unresolved issues or requesting additional support or assistance.

❖ Module Leads will receive meeting invitations for project sessions from Baecore Group. The Module Lead is responsible for coordinating or delegating the reservation of meeting rooms, setup of the meeting rooms, identifying the proper Village team members to attend the meeting and inviting those Village team members to the meeting.

❖ Module Leads will attend and actively participate in configuration sessions and ensure the correct Tinley staff are engaged.

❖ Module Leads are responsible to ensure the scheduled sessions with the Vendors are fully utilized and do not end prior to the committed time (this is required to ensure funds are not wasted by making sure you are not billed for 8 hours of training and only get 6 hours)

Module Leads will collect all Village action items assigned during meetings and add them to the project plan.

❖ The Village of Tinley is responsible for coordinating with and managing any 3rd party services (such as bill printing, lockbox services, online payments, etc.). The Baecore Group PM will provide direction, coaching and guidance where needed.

❖ The Village of Tinley Park's Module Lead and core implementation team will attend the Baecore Group weekly status meetings on a pre-established reoccurring date/time.

❖ Modules Leads will review project plan update requests submitted by the Tinley project team and approve/verify the update (such as task completion, reschedule, etc.).

❖ The Village of Tinley Park will, distribute, maintain, and provide to Baecore Group, the Village's "black out calendar". BCG will provide direction and guidance for best practices.

END PROJECT MANAGEMENT SECTION

Pricing

Village of Tinley Park Consulting Services ERP Project Implementation		
Project Management ERP Billed **Quarterly** in Advanced – estimated 18 month project		$37,500/qtly
Communications		Included
Weekly Status Meeting		
Village-Wide Project Communication & Kick-off Meetings		
Bi-Weekly Vendor Status Meetings		
Project Pre-Work and Preparation		Included
Data Clean Up Support		
Document Identification and Collection		
Outline of Process and Policy Changes		
Schedule/Priority Management		Included
Consolidated Plan Maintenance	Session Invitations	
Web-Based Project Boards	Plan & Schedule Analysis	
Blackout Calendar Template & Guidance		
Project Oversight & Assistance		Included
Project Issues Resolution Assistance & Escalation	Vendor Discovery Session Oversight & Support	
Vendor Agenda Review	Process Testing Checklist	
Conversion Validation Checklist	Go Live Checklist	
Go Live Support	Budget Management	
Post Go Live Support	Project Budget Tracking	
Advanced Services – Change Management (Due on publication of project plan)		$3,868
Advanced Services – Business Process (Due on commencement of biz process sessions)		$17,430
Advanced Services – Data Integrity (Due on delivery of data integrity checklists)		$15,542
Advanced Services – Go Live (Due on commencement of go live services)		$8,160
Six-Month Post Go Live Review (Due 90 days prior to post live review) Not to exceed six weeks		$10,520
Post Go Live Meetings		
Post Go Live Report & Action Plan		
Bi-Weekly Status meeting		
Issue/Obstacle Resolution support & issue escalation		

The Project management pricing is limited to the modules scoped in ERP contract as primary. If there are optional modules in the pricing should you choose to implement them, there may be additional costs.

Delays resulting in additional meetings or work due to Village staff no-showing, unavailability for meetings or sessions with Baecore Group, lack of participation, or unavailability for input or other nonparticipation, that requires Baecore Group to make up or re-do will be charged the ½ day rate of $900, full-day rate of $1,800 billed in ½ day minimum increments for onsite work and two hour increments for remote work.

Invoicing for Project Management is done quarterly thirty days in advance of the quarter being billed. Baecore prides itself on being able to deliver cost-effective quality work. We recognize from time to time that our clients' needs change during a project. Should this occur, we will work to meet your needs and make necessary adjustments to the best of our ability.
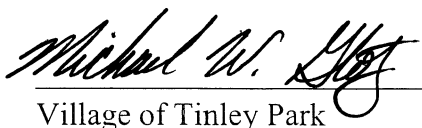
I appreciate the opportunity to work with you. Baecore Group is founded on the principle that our success is continuously dependent on consistently and professionally delivering measurable improvements to our clients and look forward to work with the Village of Tinley Park to better meet the needs of the residents it serves.

If this is in line with your expectations, please initial the desired services in the pricing chart, sign and return one copy of the attached Agreement and keep one copy for your records. Signature of this agreement does not bind the Village to the above projects or services. The Village and Baecore may cancel the Agreement with or without cause on sixty days written notice to the other. The Village shall be required to make payment for work performed but shall not be required to make payment for any work unperformed at the time of the termination of the Agreement. If you have any questions, please feel free to contact me at 847-585-1486.

I appreciate the opportunity to work with the Village of Tinley Park.

Sincerely,

Mary Smith

Village of Tinley Park

Michael W. Glotz, Village President   7/18/2003
Print Name & Title   Date

STATE OF ILLINOIS)
COUNTY OF COOK)   SS
COUNTY OF WILL)

CERTIFICATE

I, NANCY M. O'CONNOR, Village Clerk of the Village of Tinley Park, Counties of Cook and Will and State of Illinois, DO HEREBY CERTIFY that the foregoing is a true and correct copy of Resolution No. 2023-R-081, "**A RESOLUTION APPROVING A CONTRACT BETWEEN THE VILLAGE OF TINLEY PARK AND BAECORE GROUP FOR PROJECT MANAGEMENT PROFESSIONAL SERVICES**," which was adopted by the President and Board of Trustees of the Village of Tinley Park on July 18, 2023.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the corporate seal of the Village of Tinley Park this 18th day of July, 2023.

_____
VILLAGE CLERK