



MEMORANDUM

To: CMAP Board

From: Angela Manning-Hardimon
Deputy Executive Director, Finance and Administration

Date: April 7, 2021

Re: Contract Approval for Enterprise Resource Planning System

The Chicago Metropolitan Agency for Planning (CMAP) sought a qualified consultant to conduct a needs assessment for an Enterprise Resource Planning (ERP) system that the agency uses to support the budget and financial transactions for the Agency. The selected consultant will evaluate current processes and systems, both manual and automated, and recommend improvements. Based on the results of this work, the selected consultant will be required to either assist in the reconfiguration of the current system (presently CMAP uses an Option II system) or assist in the identification, selection, and implementation of a new ERP system (Option III), in addition to overall project management services.

Review Process

A Request for Proposals (RFP) was sent to potential consultants and posted to the CMAP website on August 27, 2020. On October 9, 2020, CMAP received proposals from thirteen consulting firms: Avero, Baker Tilly, BerryDunn, Bright Morning, FTI, Guidehouse, Isomerous, KPMG, McKinsol, Plante Moran, RSM, SoftResources, and Zco.

The selection team members each independently scored the proposals based on the following criteria:

1. The demonstrated record of experience of the consultant as well as identified staff in providing the professional services identified in this scope of work, including addressing the topical issues identified in Phase I and Phase II A and B of the Scope of Services.
2. The quality of the proposal's independent articulation of the scope of work and understanding of project objectives.
3. The quality and relevance of the examples of similar work.
4. Cost to CMAP, including consideration of all project costs and per-hour costs.

The individual scores of the selection team members were combined to develop a final composite score for each proposal. The composite score for each firm that was not interviewed

can be found in Table 1. The composite score for interviewed firms can be found in Table 2, below:

Table 1. Non-Interviewed Firms

	Maximum Score	Bright Morning	FTI	Guidehouse	Isomerous	KPMG	McKinsol	RSM	Zco
Selection Criteria									
Demonstrated record of experience of the consultant as well as identified staff	40	13	18	26	13	29	12	26	19
The consultant's experience with implementing multiple Tier 1 and Tier 2 ERPs with integrated solutions in payroll and project management	30	6	12	20	10	14	9	15	11
The quality and relevance of the examples of similar work.	10	3	3	7	3	5	2	4	4
Cost to CMAP*	20	5 \$178,160	3 \$278,760	7 \$131,152	5 \$198,000	12 \$73,320	3 \$355,644	5 \$191,448	17 \$53,000
Total	100	27	36	60	31	60	26	50	50

Table 2. Interviewed Firms

	Maximum Score	Avero	Baker Tilly	BerryDunn	Plante Moran	Soft Resources
Criteria						
Demonstrated record of experience of the consultant as well as identified staff	40	27	30	36	35	33
Experience with implementing multiple Tier 1 and Tier 2 ERPs with integrated solutions in payroll and project management	30	23	18	28	27	23
Quality and relevance of examples of similar work performed	10	8	7	8	8	6
Cost to CMAP*	20	5 \$179,816	10 \$92,960	18 \$50,310	20 \$46,000	7 \$127,433
Total	100	63	64	90	90	69

*Cost score was based upon Option I quotes. Options II and III were not included in these scores.

Interviews were held with the top five consultant teams from January 26 to February 4, 2021. At the completion of the interviews, the selection team debriefed and narrowed the field to two

vendors: BerryDunn and Plante Moran. These two vendors best met our service requirements outlined in the RFP and the proposed teams that best suited the needs of this project. A series of follow up questions based on the first interviews were sent to the top two vendors. After review of the responses, the selection team held an open conversation interview with vendors on March 16, 2021. The conversations focused on gaining more insight on the vendor's responses to project management integration and change management questions. Additionally, reference calls were completed for both vendors, and both vendors received favorable recommendations.

After these interviews, the Team recommended **BerryDunn** as the consultant for this ERP assessment project. BerryDunn is a nationally recognized independent management and information technology (IT) consulting firm with a dedicated Government Consulting Practice that focuses on serving state, local, and quasi-governmental agencies. Their team members bring valuable perspectives from their experiences providing project and systems planning, project management, business process improvement services, organizational assessments, staffing analyses, and efficiency consulting services for Tier 1 and Tier 2 ERP systems. BerryDunn also presented a very experienced project manager in ERP implementation, and an experienced team in PROSCI change management that will be instrumental to selecting a new ERP System.

Plante Moran submitted a competitive proposal as well. The technical outline of the services for both phases and options would also fit the needs of the project. The proposed team's Project Manager had great experience that aligns to the needs of CMAP. However, the selection team felt the Plante Moran's change management approach would not work well within our Agency due to proposed approach and team selection. Therefore, the selection team chose to recommend BerryDunn.

It is recommended that the Board approve a contract with BerryDunn to perform the ERP assessment services, and once determined, reconfiguration of its existing system or the selection and implementation of a new system, for a not-to-exceed amount of \$490,000. The cost of the project could range from Option I – needs assessment at \$50,310 to Option II – reconfiguration of the current system at \$240,068 to Option III - new system implementation at \$443,358 with 10% contingency for a total of \$490,000. The duration of the project will depend on the system recommendation selected and implemented. Support for this project will be provided by FY21, FY22 and FY23 UWP funds.

ACTION REQUESTED: Approval



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Re: Cost Increase for Grade Crossing Feasibility Studies

On November 13, 2019, the CMAP Board approved a contract with Jacobs Engineering Group, Inc., for grade crossing feasibility studies in the amount of \$300,000. The studies consist of extensive outreach and engagement, an existing conditions analysis, the identification of the project's purpose and need, and an alternatives screening. These activities are federally coordinated using the federal Planning and Environmental Linkages process to prepare analyses that may be carried forward to any subsequent engineering studies. The intent of the feasibility studies is to create a pipeline of ready-to-go infrastructure improvement projects to reduce delay at grade crossings.

Work on the first grade crossing study, at Laraway Road in Will County, encountered issues raised in federal reviews concerning project purpose, and need and alternatives for traffic operations at the nearby intersection of Laraway Road at Illinois Route 53, requiring additional time and funds for the feasibility study to reach a "go or no-go" decision point.

Staff is seeking Board approval for an additional \$49,900 in the contract amount, bringing the total contract amount to \$349,900. Support for this cost increase is included in the FY2022 Operating budget.

ACTION REQUESTED: Approval



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Re: Sole Source Contract Urban Land Institute (ULI)

This procurement aims to support local planning projects by providing a mechanism by which CMAP can effectively engage development experts in the technical assistance the agency provides to communities throughout the region. Through the Urban Land Institute (ULI), the real estate development community provides a unique perspective and expertise on market feasibility and industry trends that impact local transportation needs. ULI provides advice and guidance on prioritizing transportation projects and land use recommendations to attract private investment.

ULI is uniquely capable of providing this knowledgeable, respected, and unbiased, direct connection between communities and the development industry for meaningful discussions. ULI is a membership-based, non-profit global research and education firm focusing on providing leadership for "the responsible use of land and in creating and sustaining thriving communities worldwide." As a 501(c)(3) supported by a local and national membership base, ULI can provide objective technical assistance and support to a wide range of local communities and agencies such as CMAP.

The developer panel approach has consistently proven to be an efficient and effective way to bring expertise CMAP staff does not have to local communities. ULI's unique approach and resources are a nationally tested and well-respected method to engage development experts in planning and plan implementation processes. Critical to a developer panel's success is convening knowledgeable, respected, and unbiased private developers, allowing for honest and meaningful discussions between communities and the development industry. Their membership base allows ULI to access a wide range of development expertise in the region and can customize each discussion to a specific community's needs and goals. Staff explored other similar organizations but found that these organizations do not offer this type of service. The Urban Land Institute currently provides this unique service, which has been tested and utilized to develop meaningful results for the region's community partners.

The ULI price proposal is the best price compared to the hourly rates for traditional planning consultant services, similar services provided by ULI in other regions, and the time and effort required to coordinate and execute a successful developer dialogue in-house.

ULI is uniquely positioned to convene representatives of the private development community for discussions that provide realistic guidance and advice that would otherwise not be available to a community. ULI provides this unique service in the Chicago region for a low cost that covers time and effort without profit. As part of their membership to the organization, the developers that participate in these discussions volunteer their time; therefore, there are no reimbursement costs associated with the development experts. As a non-profit organization, ULI's established practice precludes them from responding to requests for proposals on for-profit services. Therefore, if the sole source is not approved, ULI would be unable to provide the service; and it would not be feasible or cost-effective for CMAP to convene development expert panels to offer this perspective.

CMAP has previously approved a sole source contract with ULI for an identical purpose in August of 2016. All work related to that contract has been completed. ULI's service provides unique benefits to the communities CMAP works with through our technical assistance projects involving transportation and land use planning and implementation challenges. Therefore, a sole source procurement is justified.

Further detail on scope of services

CMAP proposes to establish a contractual partnership with the Urban Land Institute (ULI) to provide guidance and advice to communities that have completed CMAP technical assistance projects on ways to attract investment and strengthen developer connections. ULI will provide this service in one of two ways: a Developer Dialogue during or after the completion of a technical assistance project, or as a Technical Assistance Panel (TAP). CMAP proposes to initiate the contract at a level of \$40,000, which is suitable to fund up to 10 Developer Dialogues (at \$4,000 each), two full TAPs (at \$20,000) over a two-year period, or some combination thereof not to exceed \$40,000. CMAP will identify the municipal partners through the technical assistance competitive call for projects process.

Menu of Services

CMAP proposes to establish a contractual partnership with the Urban Land Institute (ULI) to provide guidance and advice to communities on ways to attract investment, strengthen developer connections, and address local economic development and capacity issues. ULI will provide this service in one of two ways: a Developer Dialogue focused on a specific topic or focus area with a single community or group of communities, or as a Technical Assistance Panel (TAP) focused on a specific subarea, corridor, or key redevelopment site within a community. CMAP proposes a contract not to exceed \$40,000.

Developer Dialogue (\$4,000)

CMAP will work with ULI to coordinate at least one panel of 3-5 development experts to meet (virtually or in-person, depending on the circumstances throughout the life of the contract) with a community or group of communities for a discussion focusing on a specific topic or topics related to transportation and land use planning, local and regional economic development and COVID-19 recovery. The discussion will focus on previous planning efforts, the effects of

COVID-19 on the local economy, and potential projects or efforts to undertake in the near-term, mid-term, and long-term to boost capacity and economic development in the community, communities, or subregion of focus.

Deliverable: Summary Memo written by CMAP staff outlining the key recommendations from the discussion. The ULI panelists and community will review a draft of the report prior to finalizing.

Technical Assistance Panel (\$15,000 - \$20,000)

CMAP will identify at least one project that may benefit from continued and/or follow-up assistance in the form of a Technical Assistance Panel (virtually or in-person, depending on the circumstances throughout the life of the contract) that focuses on a specific subarea, corridor, or key redevelopment site within a community. A TAP is a more intense planning exercise that includes a team of volunteer professionals--architects, engineers, planners--community staff, ULI staff, CMAP staff and community stakeholders to assess the existing conditions of the study area, devise a problem statement, and focus on key solutions, recommendations and implementation strategies. The central part of a TAP typically involves a two-day intensive working session with a panel of experts assembled by ULI. After considerable interactive discussion among panel members, the panel develops its advice and recommendations. The results of this meeting are summarized in a TAP Final Report (samples available [here](#)). In addition to the panel discussions, the TAP process also includes preparation of a market study and site analysis by ULI, organization of a tour for the panel members, and interviews with key local stakeholders.

It is recommended that the Board approve a contract with ULI to deliver Technical Assistance for the not-to-exceed amount of \$40,000, over a period two years. Support for this project will be provided by FY21, FY22 UWP funds.

ACTION REQUESTED: Approval

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