



PROJECT DETAILS – PART 1, POLICE DEPARTMENT

Scope of Services

The OPPD is seeking a service delivery review to help the department better plan for the future. The department must find ways to maximize efficiencies with current resources, and have a detailed plan regarding staffing in both sworn and civilian positions.

One of the most visible Village departments, the Police Department works to keep the Orland Park community safe while overseeing the enforcement of laws and ordinances. The Police Department is comprised of the following divisions: Administration, Patrol, Investigations and Administrative/Technical Services.

The OPPD is the primary signal answering center for emergency calls for police, fire, and ambulance service for approximately 60,000 people in Orland Park and Orland Hills.

In addition to providing the community with professional, high quality, and effective police service, the department supports numerous community activities including, Special Olympics, National Night Out Against Crime, and Crime-free Housing Seminars.

The information below provides a high-level list of the categories that the department would like reviewed as a part of this assessment. This list is intended to be comprehensive, but not necessarily all-inclusive. The purpose of the list below is to serve as a guide as to what the Police Department hopes to learn about our agency, and the ways in which we might improve our delivery of services.

Technology Evaluation: Examination of the OPPD technology.

- How is the department using existing technology?
- Are there gaps in the use of existing technology?
- Are there other technology platforms that could bring additional efficiencies to the department?
- Are any of the department's current technologies being underutilized, or is the use of any technology contributing to any unintended issues?

Environment: Examination of the external and internal environments of the OPPD.

- This examination should include not only internal observations of the OPPD, but also how the OPPD operates within the internal structure of the Village government.
- Examine the current political environment that contributes to opportunities as well as challenges.
- Gather input from our community and other stakeholders as to how the department is perceived by a cross-section of various groups and stakeholders.

Organizational Leadership and Culture: Examine current administrative structure.

- Is the current workload appropriate for each leadership position?
- Is the span of control for each leadership position appropriate?
- Does the current leadership culture help to create a climate of inclusivity?
- What aspects of our leadership culture add to the effectiveness of our agency?
- What aspects of our leadership culture may hinder our effectiveness?



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Operations and Staffing: In-depth look at our staffing levels in patrol, investigations, and support services, to include dispatch, records, animal control, parking, and other civilian staff positions.

- Are the various entities at optimal staffing levels for a community of our size, with our call volume, and based on service expectations from the community?
- As a regional shopping destination, which is also home to the Orland Square Mall, what staffing or program changes are adequate to deal with a fluctuating population?
- Are there operational positions held by sworn staff that could be civilianized?
- Can the department improve operational effectiveness and efficiencies of the current Community Service Officer (CSO) program?
- With national issues affecting recruitment, what program changes could be made, with minimal impact, to enhance performance?

Patrol Services: Critical look at our patrol services.

- Are our staffing levels appropriate for our call volume and proactivity?
- Are there activities we are responding to that could be moved to civilian staff?
- Are certain crimes or activities better reported through an online tool?
- What tools or practices could be utilized to help with call reduction?
- Are our patrol personnel distributed effectively throughout the community?
- Is our deployment of patrol personnel responsive to shifting service demands?

Community Engagement: Examine events and meetings the OPPD attends.

- Are we participating in appropriate community engagements to develop trust and partnerships in our community?
- Are the events and/or meetings in which we participate having an impact on crime reduction, recruitment, and trust with our disparate communities?
- Are all levels of the department participating in community engagement?
- What community engagements are critical to our mission, and do we have adequate participation in them?

Investigations: Provide an in depth review of our investigation unit structure.

- Does the department have adequate staffing in the investigations division?
- Is the department utilizing investigators in a way that represents best practices?
- Do we currently have investigators in positions that could be held by civilians?
- Are there more efficient or effective ways to supervise our investigative units?

Overview of Operational Policies: The department currently utilizes International Association of Chiefs of Police (IACP) to monitor national policy trends, changes to case law, and state and federal statutes that affect operations.

- Are there policies that we should be implementing as an organization?
- Do our current policies accurately reflect our operating procedures?
- Does the agency have all critical operational policies in place, and are these policies consistent with industry best practices?
- Do any of our policies affect our ability, as an organization, to perform well?

Data and Technical Equipment: Review data collection, retention, and usage.

- Are we currently capturing the correct data to assist in deployment of staff and services?
- Could we capture better real time data from our stakeholders as to their satisfaction or areas of improvement as an agency?



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- Do we have the ability to capture real time crime data to quickly address trouble spots, patterns, and trends?

Fleet: Review fleet operations.

- Is the current fleet rotation appropriate for both marked and unmarked vehicles?
- Does our fleet distribution ensure efficient access to fleet resources by personnel who need them?
- Are there technologies that we could employ to make fleet management more efficient?

Education and Training: Review how we facilitate and arrange staff training.

- Is our in-service training schedule effective and efficient?
- Do we effectively manage staff needs and goals when deciding on training approvals?
- What are options regarding our training unit structure?

Recruitment/Retention: Best practices on recruiting and retention efforts.

- Are there ways we could enhance our CSO program to benefit us as a recruitment tool?
- What innovative programs are being used elsewhere that have encouraged officer retention or added to recruitment efforts?

Professional Standards IA/Complaint Process: Examine current process.

- Are we sufficiently addressing civilian complaints with our current process?
- What is the level of community involvement in the complaint process, and should this be adjusted?
- Should command personnel be more involved in the complaint process, including the initial assessment of complaints?
- Are we effectively and efficiently addressing performance issues?
- Are levels of discipline appropriate?

Dispatch interaction and protocols: Examine structure, protocol, and communications of dispatch.

- How are calls routed from the dispatch center and is this being done in the most efficient and effective manner?
- Does dispatch have protocols in place that positively or negatively influence department operations?
- Are there modifications that should be made to policies with the communications center that might provide calls for service reductions, or that would encourage alternative calls for service strategies?

Schedule and district redesign: In-depth look at our current schedule and beats.

- Are there schedules that could help us maximize our current staffing levels, while still ensuring appropriate supervisory oversight?
- Are there schedules that would provide better accountability to our community?
- Is our current beat layout and staffing of those beats effective?
- Are there ways to design our beats that would help us better patrol our geographical layout?

**PROJECT DETAILS – PART 2, VILLAGE-WIDE ASSESSMENT****Scope of Services**

As part of the Village's continued emphasis on fact-based, long-range planning, the Village desires to plan and clearly identify the knowledge, skills and abilities needed for effective service delivery as well as the number of employee's needed to meet the level of service desired. As part of this, the organizational structure will be evaluated to develop a model which meets the Village of Orland Park's needs now and in the future.

The Village of Orland Park currently encompasses the following departments:

Department	Mission
Administration	The mission of the Village Manager's Office is to provide professional leadership in the administration and execution of policies and objectives formulated by the Village Board, develop and recommend solutions to community issues, plan and develop new programs to meet future needs of the Village, oversee preparation of an annual balanced budget, and encourage active and sustainable community relations through customer service and community engagement.
Communications & Marketing	The Village of Orland Park is committed to achieving excellence in all communications using One Voice through effective, transparent and consistent sharing of information. The mission of the Village of Orland Park Communications & Marketing Department is to effectively and strategically communicate the goals, achievements, and values of our organization to both internal and external stakeholders. We strive to provide transparent, timely, and accurate information through various communication channels, fostering a sense of trust, engagement, and community involvement. Through strategic marketing campaigns and methods, we aim to enhance the municipality's reputation, attract investment, and support economic growth. We are committed to utilizing innovative and inclusive communication strategies to reach diverse audiences, ensuring that everyone has access to the information they need to participate in and contribute to the development of Orland Park. By building strong relationships and partnerships, we seek to create a vibrant and connected community that is well-informed and actively engaged.
Development Services	Building Division The mission of the Building Division is to protect the health, safety, and general welfare of the public through the administration and uniform enforcement of laws and regulations related to land use, building construction, and property maintenance. Planning and Economic Development Division The Planning and Economic Development Division's mission is to provide community planning services and to manage programs that fulfill the immediate physical, economic, and environmental needs of the Village, and to assist in the development of the Village's long-term vision for physical, environmental, economic and community development.
Engineering	The Engineering Department enhances health, safety, transportation and welfare in the Village by providing economical, responsive, and effective professional engineering services. The Department employs qualified and competent



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	professionals, cultivates an innovative and collaborative work environment, and strives for continuous improvement.
Finance	The Finance Department's mission is to professionally and responsibly manage the financial affairs of the Village, to protect and further the Village's strong financial reputation, and to effectively and efficiently provide related support services to Village residents, as well as other operating departments of the Village. We commit to anticipate, meet, and exceed the service needs of the community and fellow employees.
Human Resources	In support of our organization's principles, values, vision and mission, the Human Resources Department is committed to professionally and responsibly supporting and managing the total operation in meeting its goals through its most valuable resources – PEOPLE. Our knowledgeable, service-oriented team is dedicated to building partnerships at all levels, promoting professional and personal development, encouraging integrity and positive communication, bringing efficiency to processes, fostering teamwork and inclusion, and providing exceptional service and a positive work environment to our valued customers.
Information Technology	The mission of the Department of Information Technology is to support Village services by providing innovative, reliable, cost effective, and secure technology that enables Village residents and staff to quickly, effortlessly, access and utilize accurate information.
Police Department	The mission of the Orland Park Police Department is to enhance the quality of life for the people and families within our community by providing professional, high quality and effective police service in partnership with the people. We, the members of the Orland Park Police Department believe that our work has a vital impact on the quality of life in our community.
Public Works	The mission of the Public Works Department is to ensure the integrity and safety of the Village's infrastructure, such as roads, bridges, sidewalks, water distribution, sanitary sewer, storm water collection systems, vehicles and equipment, and transportation; utilizing safe and well-maintained equipment to accomplish these tasks in a cost-effective manner.
Recreation	<p>The Village of Orland Park Recreation & Parks Department strives to enhance the quality of life for all participants and to create memorable experiences by offering progressive, enriching, recreation and leisure opportunities while preserving natural resources for present and future generations.</p> <p>Civic Center</p> <p>The mission of the Orland Park Civic Center is to provide a venue where the general public can hold business and community activities. The Civic Center staff adds to the overall quality of life in Orland Park by operating in an efficient and professional manner, ensuring that the building is maintained and operationally ready to meet the needs of its users, and assisting in the overall production and coordination of events.</p>

The information below provides a high-level list that the Village would like reviewed as a part of this assessment. It is intended to be comprehensive, but not necessarily all-inclusive. The purpose of the information below is to serve as a guide as to what the Village hopes to learn and the ways in which to improve service delivery.



Service delivery review

Prepare a strategic workforce plan with organizational research and comparisons as well as a skills gap analysis and staffing demand forecast. Provide a comprehensive review of the current organizational structure, levels of reporting, levels of staffing and operational functions. Make recommendations that will enhance the overall organization so that it meets its current and future needs. Identify organizational strengths and where we can improve quality of service.

Organizational Review

1. Conduct a detailed examination of the Village's organizational structure and functions.
2. Assess full-time and part-time current staffing levels and supervisory ratios, to determine whether staffing levels are appropriate to allow the Village to best serve the public, achieve strategic goals and objectives, plan for and meet future challenges.
3. Evaluate the Village's and Department's initiatives, goals and objectives.
4. Examination of the Village's technology. Are there gaps in the use of existing technology and are there platforms that could bring additional efficiencies to the organization.
5. Identify interdepartmental collaboration within the organization.
6. Assess administrative strengths, i.e. financial, supervision and development of staff, risk management coordination and practices, and use of technology and identify areas requiring additional support and staffing.
7. Assess the work that is being contracted out and the Village's ability to perform the work using in-house resources.
8. Gather input from our community and other stakeholders as to how the Village is perceived by a cross-section of various groups and stakeholders.
9. Examine organizational leadership and culture. Does the current leadership culture help to create a climate of inclusivity?
10. What aspects of our leadership culture add to the effectiveness of our agency?
11. What aspects of our leadership culture may hinder our effectiveness?
12. Examination of strategies utilized to promote health and wellbeing of staff.
13. Are we participating in appropriate community engagements to develop trust and partnerships in our community?
14. Examination of the organizations Leadership Development Program and professional development opportunities.
15. Examination of the organization's employee engagement initiatives.

Operational Review

1. Review all Departments' operational functions and workflow process for each area.
2. Identify Department key performance measures.
3. Produce an updated description of each job and produce a classification system based on job content analysis.
4. Are there policies that we should be implementing as an organization?
5. Do our current policies accurately reflect our operating procedures?
6. Does the Village have all critical operational policies in place, and are these policies consistent with industry best practices?
7. Do any of our policies affect our ability, as an organization, to perform well?
8. Does our fleet distribution ensure efficient access to fleet resources by personnel who need them?



Succession Planning

1. Prepare and make recommendations for a succession management plan utilizing the best practices in the industry.
2. Identify the institutional knowledge that will be lost as long-term staff begins to retire and ways to retain that knowledge.
3. Identify training programs that are necessary for the Village.

Recommendations

This service delivery review needs to provide the Village with practical recommendations for effectively managing the organization. It shall identify an effective organizational structure, make recommendations for an efficient and sustainable staffing plan, and include plans for implementation. The proposer should also include the financial impact to the Village to implement each recommendation.

1. Identify best practices and key performance measures that should be adopted by Village departments. These performance measures will be integrated into the Village's upcoming Strategic Plan. It is anticipated that the Village's new Strategic Plan will be adopted in the first quarter of 2026. It is anticipated that the new Strategic Plan will call for a formal Analytics Program. This scope of work will include assessing each department to determine the extent to which they are currently collecting data for their top three services, guiding departments in the creation of a family of performance measures for these top services, which will include, at a minimum, input, output, efficiency, quality, and outcome measures. Measures identified should follow the S.M.A.R.T model (Specific, Measureable, Achievable & Aggressive, Result Oriented & Relevant, and Time Based/Timely). Village staff knowledge and experience with performance measurement varies. This scope assumes a collaborative approach with each department and includes educating staff on how to create and use data to inform decision-making.
2. Recommend an optimal organizational model.
3. Provide recommendations for streamlining procedures and processes for current and required functions.
4. Identify cost saving technologies to support current and future programs and operations.
5. Provide training recommendations to improve the Leadership Development Program and support succession planning.
6. Provide recommendations to improve the health and wellbeing of staff.
7. Identify staffing requirements, both current and future.
8. What innovative programs are being used elsewhere that have encouraged employee retention or added to recruitment efforts?

Compensation Assessment

The Village recognizes the need to periodically review, analyze and update its job descriptions, classifications and compensation system, and to periodically analyze its pay equity compliance. The scope of work shall include, but not be limited to, the following work project goals:



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1. Compliance with ADA, FLSA, pay equity legislation, and other local, State and Federal requirements.
2. A pay structure for non-union employees that is internally and externally equitable, is sensitive to the Village's fiscal needs, and that can be effectively communicated to employees and the public.

The Total Classification & Compensation Assessment shall include:

1. In consultation with the Board of Trustees, creation of a Compensation Philosophy that will serve as a guide in compensation decisions. Consideration should be given to whether the Village will seek to establish a teaching/training culture vs. experienced staff/retention culture or some combination thereof. Identify the pros and cons of each and detail the necessary steps to implement the Board's selected philosophy. The Village is seeking an organizational culture assessment.
2. Evaluation of job descriptions for all positions (including union positions) to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification/ licenses/ registrations requirements for classification as needed. Ensure all job descriptions are ADA Compliant.
3. Analysis of positions to ensure compliance with local, State and Federal law, including FLSA. The Proposer shall recommend assignment of all positions to the appropriate grades with proper FLSA-exempt and non-exempt designation.
4. Compensation, Benefit and Market Comparability Evaluation for non-union positions. Compile and analyze information from comparable communities or private sector businesses providing similar services along with other competitive data such as value and type of benefits. Recommend non-monetary benefits, such as flexible scheduling, remote work, and other value-added employee benefits that may provide advantages such as increased attraction and retention of staff. Preference is for the assessment to compare the Village of Orland Park to between ten and fifteen other communities or businesses. "Comparable" is to include market factors such as nearby location, population size, type of services provided, number of citizens or customers served, type of facilities managed, number of employees supervised, Village and/or Department budget, complexity of operations, and other such factors that can be reasonably compared.
5. The Proposer shall recommend a salary range for all incumbent, non-union positions. Position classification/salary range recommendations shall be applied organization-wide professionally, consistently and objectively. The Proposer shall identify any positions which are generally above or below market comparability and provide recommendations to address such difference from market comparability. The cost impact related to adjusting positions found above or below market comparability shall be identified.
6. Assess the impact of the phase-in of the minimum wage increases and develop a plan to comply with the law.
7. Create a transition and implementation plan to make recommended changes.
8. Provide necessary tools, best practices, and information for staff and the Village Board to manage the compensation plan going forward to ensure ongoing compliance and pay equity.
9. Review of current employee performance management process and help develop,



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implement and sustain a more effective performance process using data-driven strategies and easy-to-use tools. The purpose of this review is uncover and align the greatest strengths and opportunities in our current approach while at the same time reviewing options to enhance performance management in a way that motivates employees to do outstanding work.

Overtime Review

Overtime can be used to allow employees to quickly respond to short-term changes in staffing level or workload. However, using excessive amounts of overtime to complete required tasks is an expensive way to run an entity; and continuous overtime can eventually render an organization ineffective. The selected consultant will provide a review of all overtime budgets. This will include a review and assessment of current overtime usage, analysis of the past 3 years' overtime, and recommendations to improve overtime usage. Approximately 82% of the Village's current employees are classified as non-exempt and are eligible to receive overtime pay.

The Village of Orland Park currently encompasses the following departments, employees and bargaining units within each department:

Department	Total Employees	Number of Bargaining Units
Administration	6	0
Communications & Marketing	3	0
Human Resources	4	0
Information Technology	7	0
Finance	16	1
Engineering	5	0
Development Services	20	2
Public Works	78	2
Recreation	216	2

This review of overtime practices will review whether

1. the distribution of overtime is fair;
2. employees are not working so much that it poses a risk to them or the Village due to their fatigue;
3. the calculations for overtime pay are accurate; and
4. a business justification exists for overtime worked.

The review will also:

1. Include recommendations for implementing a continuous monitoring process for overtime in the Village's new Enterprise Resource Planning (ERP) system to help improve resource allocation and utilization.
2. Propose a series of performance measures related to overtime which can be utilized to judge the efficient and proper use of overtime spending.
3. Provide a clear summary of specific recommendations for achieving the greatest efficient use of expenditures for overtime dollars, encompassing all areas of investigation in the scope of work.



Optional: Comprehensive User Fee Study

The Village is seeking to evaluate all costs of services provided and examine whether a reasonable relationship exists between the cost of providing services and current service fees. The Village desires to undertake a comprehensive review and evaluation of user fee and rate charges resulting in a cost-based user fee study. The Comprehensive User Fee Study will calculate the full 100% cost of providing certain Village services and provide a recommended fee to be charged for each applicable service. The Consultant shall recommend cost recovery strategies and identify best practices in establishing user fees. These strategies should take into consideration the complexities and demands of each department and program. The selected Consultant will provide thorough analysis, development of fee models and recommendations including, identifying and recommending fees and revenue sources.

The Consultant is requested to prepare a Comprehensive User Fee Study for the Village, which may include the following elements (if the Consultant feels that additional tasks are warranted; they must be clearly identified in the consultant's proposal):

1. Work and meet with Village staff to refine the project scope, purpose, uses and goals of the Village's Comprehensive User Fee Study to ensure that the study will be both accurate and appropriate to the Village's needs. Review project schedules and answer any questions pertaining to the successful development of the study.
2. Meet with staff and conduct interviews as needed to gain an understanding of the Village's processes and operations. Conduct a comprehensive review of the Village's existing fees, rates and charges.
3. Identify the total cost of providing each Village service at the appropriate activity level and in a manner consistent with all applicable laws, statutes, rules and regulations governing the collection of fees, rates, and charges by public entities.
4. Compare service costs with existing recovery levels. This should include any service areas where the Village is currently charging for services as well as areas where perhaps the Village should charge, considering the Village's practices, or the practices of similar or neighboring communities.
5. Recommend potential new fees and charges for services the Village's currently provides but does not have any fees and/or charges established. Recommendations should be based on practices by surrounding cities that may charge for similar services, industry best practices, or the consultant's professional opinion.
6. Recommend appropriate fees and charges based on the Consultant's analysis together with the appropriate subsidy percentage of those fees where full cost recovery may be unrealistic.
7. Prepare a report that identifies each fee service, its full cost, recommended and current cost recovery levels. The report should also identify the direct cost, the indirect cost, and the overhead cost for each service.
8. Prepare a report that identifies the present fees, recommended fees, percentage change, cost recovery percentage, revenue impact and fee comparison with other communities that are comparable to the Village of Orland Park.
9. Report on other matters that come to the Consultant's attention in the course of the evaluation that, in the Consultant's professional opinion, the Village should consider.
10. Provide a computer-based model in Microsoft Excel for adjusting these fees and



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charges for the Village's current and future needs and provide the Village with an electronic copy of the final comprehensive user fee study, including related schedules and cost documentation in a format that can be edited and updated by Village staff to accommodate changes in the organization or changes in costs. The requirements of the models should allow for:

- a. Additions, revisions, or removal of the direct and overhead costs so the comprehensive fee study can be easily adapted to a range of activities, both simple and complex.
 - b. The ability of the Village to continuously update the model and fees from year to year as the organization changes.
 - c. The addition of hypothetical service area information for future service enhancements, and the ability to calculate the estimated costs of providing the service under consideration (i.e. ad-hoc analysis).
11. Models, tables, and graphs should be provided in Excel. Any Comprehensive User Fee Study revisions developed shall also be made available to the Village in Excel, providing the ability to add, delete and/or update information as needed.

Deliverable

The Consultant will host a kick-off meeting at the Village and present information to all Village staff on the process and timeline of the service delivery review. The Consultant will provide a one-sheet informational document to be distributed at the kick-off meeting.

At the conclusion of the service delivery review, the consultant shall, as described in the Scope of Work: 1) provide a summary of findings that effectively summarizes and communicates the information reviewed 2) identify key issues and opportunities, 3) formulate recommendations, 4) provide updated job descriptions, salary range for current and any recommended positions, 5) provide detailed assessment of the Village's overtime usage, and 6) Provide a Comprehensive User Fee Study calculating the full 100% cost of providing certain Village services and provide a recommended fee to be charged for each applicable service.

A draft report with an executive summary shall be provided to Village staff. The document shall include a summary of findings and recommendations as identified in the Scope of Services. Any spreadsheets or other documentation prepared by the Consultant shall be provided to the Village in electronic format.

A final report which will include staff comments and recommendations will be provided. In addition, Village staff will require a PowerPoint presentation to the Village Executive Leadership and the Village Board, as appropriate. The report should provide sufficient information for policy decisions regarding operational and service options. An electronic copy of the final report is required.

Proposed Assessment Schedule

Critical Path	Date
RFP Released	7/22/2025
RFP Deadline	8/7/2025
Board of Trustees/Staff Review RFPs	8/14/2025
Board of Trustees/Staff Interview Potential Consultants	8/25/2025
Board of Trustees Select Consultant/Approve Contract	9/15/2025



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Consultant Begins Assessment	10/1/2025
Board of Trustees/Staff Review Draft Report	4/13/2026
Board of Trustees/Staff Provide Comments to Consultants	4/20/2026
Consultant Provides Final Report	5/8/2026