

Revised Budget

Project Task	Officer	Vice President	Senior Manager	Total Hours
1. Initial Interviews	8	0	0	8
2. Profile	0	40	24	64
3. Employee Survey	0	0	8	8
4. Best Practices	0	16	16	32
5. Operational and Alternatives Analysis	4	40	24	68
6. Draft / Final Report	4	32	16	52
TOTAL STAFF HOURS	16	128	88	232
HOURLY BILLING RATE	\$200	\$175	\$175	
Professional Fees	\$3,200	\$22,400	\$15,400	\$41,000
Travel Expenses				\$3,900
TOTAL PROJECT COST				\$44,900

**Proposal to Provide Organizational Staffing
Analysis Services**

VILLAGE OF ORLAND PARK, ILLINOIS

matrix 
consulting group

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LETTER OF INTRODUCTION

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April 8, 2011

Mr. David Maher, Village Clerk
Village Clerk's Office
Village of Orland Park
14700 S. Ravinia Avenue
Orland Park, Illinois 60462

Dear Mr. Maher:

The Matrix Consulting Group is very pleased to present our response to the Village of Orland Park's Request for Proposal for Organizational Staffing Analysis Services. Our proposal is based on our review of the Village's Request for Proposal, our background research on the Village, and our extensive experience analyzing local government issues throughout the country.

The team we have assembled for this assignment is without equal in the consulting industry with over 200 years of consulting experience encompassing over 500 projects in addition to government management experience. Our depth can be summarized by the following:

- We were incorporated in 2002 by senior consultants who have worked together in this and other firms for up to 25 years.
- Our exclusive market and service focus is management, financial, staffing and operations analysis of local government.
- Our project team has conducted over 50 organization-wide studies of cities and counties around the country. This has included such diverse agencies as:

Albany, New York	Monroe County, Michigan
Alexandria, Louisiana	Monrovia, California
Avon, Connecticut	North Miami Beach, Florida
Augusta, Georgia	Palo Alto, California
Barstow, California	Portsmouth, New Hampshire
Brattleboro, Vermont	Portsmouth, Virginia
Burlington, Massachusetts	Poway, California
Chatham County, Georgia	Prescott Valley, Arizona
Deltona, Florida	Raymore, Missouri
Franklin Township, New Jersey	San Clemente, California
Fort Morgan, Colorado	San Rafael, California
Goodyear, Arizona	Spokane, Washington
Lathrop, California	Sunnyvale, California
Lawrence, Massachusetts	Walnut Creek, California
Johnson County, Kansas	Waltham, Massachusetts
Orleans, Massachusetts	Wayland, Massachusetts

A. FIRM BACKGROUND AND EXPERIENCE

A. FIRM BACKGROUND AND EXPERIENCE

This section of our proposal provides background information regarding our firm and our prior consulting experience that is relevant to this engagement.

1. INFORMATION ABOUT THE MATRIX CONSULTING GROUP

The Matrix Consulting Group was formed by senior consultants who created it in order to pursue a service in which the senior people actually do the work in a low overhead environment. Our only business focus is the provision of organization and management analytical services to local government. Our firm's history and composition is summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- Our firm maintains offices in Illinois, California (where we are incorporated), Maryland, Texas, Massachusetts and Washington. This project would be managed from our office in Illinois.
- We currently have 13 full time and 5 part time staff.

We are proud of our track record in providing analytical assistance to local governments around the country. This track record is bolstered by our rate of successful implementation, which exceeds 80% of recommendations made.

As one of the leading public sector management consulting firms in the country, we are well positioned to assist the Village of Orland Park on this engagement. The following sections outline other aspects of our approach that are important to note.

2. OUR MANAGEMENT STUDIES PHILOSOPHY

Our market niche is based on providing detailed analysis through extensive data collection, input and interaction with our clients. The cornerstone of our philosophy in conducting organization and management studies is summarized in the following points:

- A principal of the firm is always involved in every aspect of each of our studies. This includes interviews of staff, data collection, report writing, client meetings and public presentations. For this project we would commit the President of the

company who has over 30 years of experience in every local government function. He would be actively involved in managing the project team.

- Our projects are approached with a firm grounding in formal analytical methodologies. Our clients receive detailed analysis of their specific issues. All impacts are identified and analyzed in detail to ensure that recommendations are implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:
 - Use of frequent and substantive project management techniques, which are explained in the next subsection.
 - Extensive input of staff through interviews and surveys; extensive input from other stakeholders (e.g., elected officials as well as community representatives).
 - Detailed data collection and analysis derived from primary sources.
 - Extensive internal reviews at the departmental and steering committee levels of facts, findings, conclusions and recommendations as studies proceed.
 - Detailed implementation plans, which clearly describe the priority of each recommendation, who should be responsible for change management, the timing for implementation and performance measures to monitor progress.

This philosophy and approach has provided our clients with valuable assistance and advice in dealing with important public policy issues. It also provides a high-level of buy-in from all affected stakeholders as they have multiple opportunities for participation in the study and have the opportunity to be apprised of our progress throughout the term of the engagement. As noted above, it has also resulted in very high levels of implementation of our recommendations.

3. PROJECT MANAGEMENT AND CONTROLS

We believe very strongly in the science of our craft. As a result, we utilize formal project management techniques in our studies. These techniques include:

- All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
- The project manager briefs each project team member of their roles and expectations. This is accomplished in writing and in person.
- The project manager and lead analysts develop general and project specific data collection plans and interview guides for all of our staff in each departmental

function. A sample data collection plan is provided as an attachment to this proposal.

- Internal (project team) and external (client) expectations and results are managed on a weekly basis. Formal project schedules and accountability reporting mechanisms are used to report this.
- The project manager designs and personally reviews all interim and final products before they are delivered to the client.
- We have frequent client review meetings to discuss the quality and direction of the project through interim deliverables. We commit to monthly formal reviews, including project steering committee meetings as well as ongoing status reports.

These project management approaches have resulted in all of our projects being delivered at a high level of quality, on time and on budget.

4. SUMMARY OF EXPERIENCE FOR THE MATRIX CONSULTING GROUP

Our experience encompasses a wide variety of organization-wide studies that included organizational analysis and the review and development of performance measures for governmental services. Many of these studies also included evaluations of shared services / intergovernmental cooperation in the provision of municipal services. We have conducted over 50 organization-wide studies in our careers. The following table provides a sampling of these studies:

Albany, New York	Monroe County, Michigan
Alexandria, Louisiana	Monrovia, California
Avon, Connecticut	North Miami Beach, Florida
Augusta, Georgia	Palo Alto, California
Barstow, California	Portsmouth, New Hampshire
Brattleboro, Vermont	Portsmouth, Virginia
Burlington, Massachusetts	Poway, California
Chatham County, Georgia	Prescott Valley, Arizona
Deltona, Florida	Raymore, Missouri
Franklin Township, New Jersey	San Clemente, California
Fort Morgan, Colorado	San Rafael, California
Goodyear, Arizona	Spokane, Washington
Lathrop, California	Sunnyvale, California
Lawrence, Massachusetts	Walnut Creek, California
Johnson County, Kansas	Waltham, Massachusetts
Orleans, Massachusetts	Wayland, Massachusetts

As the list shows, we have extensive experience analyzing municipal services in throughout the nation. Additionally, we are currently completing citywide studies for Montpelier, Vermont and Roseville, California.

5. ADDITIONAL EXPERIENCE OF THE MATRIX CONSULTING GROUP.

In addition to our experience conducting organization-wide analysis, we have conducted over 500 studies of individual departments for every local government function. Almost all of these studies included an evaluation and / or recommendations regarding appropriate service levels and performance measures. Examples in just the past three years include:

Client	Project Name
Albemarle, Virginia	Fire Department Master Plan
Alexandria, Virginia	Performance Audit of the Fleet Services
Alexandria, Virginia	Performance Audit of the Parks and Recreation Department
Alexandria, Virginia	Technical Assistance in the Development of an MMS RFP
Amesbury, Massachusetts	Effectiveness and Efficiency Study of the Fire Department
Arlington County, Virginia	Site Plan Review Study
Arlington, Texas	Police Study
Athens, Texas	Fire Department Management Study
Augusta, Maine	Fire Consulting Services
Aurora, Colorado	Police Department Organization Study
Avon, Connecticut	Feasibility of Town-School Administrative Function Consolidation
Baldwin-Wallace College, Ohio	Fire Regionalization Project
Bayonne, New Jersey	Fire and Police Management Studies
Beverly Hills, California	PW and Transportation Department Management Study
Beverly Hills, California	Management Study of the Community Development Department
Beverly Hills, California	311 Feasibility Study
Burlingame, California	Fire Regionalization Study
Campbell, California	Review of Fire Services Contract
Canandaigua, New York	Provision of Fire Consultant Services
Charleston County, South Carolina	Performance Audit of the RoadWise Program
Charlotte, North Carolina	Proposal Policy and Compliance Review Services
Chesapeake, Virginia	Classification and Staffing Study
Chesapeake, Virginia	Pay Structure Design Services
Chesapeake, Virginia	Assessment of Staffing, Deployment and OT
College Park, Maryland	Assessment of Police Services and Alternatives
Columbus, Ohio	Court Clerk Management Audit
Colusa, California	Fire Department Master Plan
Corvallis, Oregon	Staffing Allocation Study for the Corvallis Police Department
Cotati, California	Police Department Master Plan
Coventry, Connecticut	Fire Department Strategic Plan
CPS Sacramento, California	Human Resources Management Audit
Marin County, California	Community Development Agency Management Study
Dayton, Ohio	Building Permitting and Inspections Review
Deltona, Florida	Citywide Efficiency
Denton, Texas	Management Study of Water and Wastewater Utilities
Dubuque, Iowa	Fire Station Location Study
East Palo Alto, California	Community Development Organizational Review
El Paso, Texas	Analysis of Fleet Assigned to Environmental Services
El Paso, Texas	Consultant Services for the Fire Department
Evans, Colorado	Water Fund Assessment
Falmouth, Massachusetts	Department of Public Works Organizational Review

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Client	Project Name
Fort Lauderdale, Florida	Staffing and Organizational Study
Franklin, Tennessee	Audit of Water Management Department
Franklin, Tennessee	Operations Analysis of the Fleet Maintenance Division
Galt, California	Police Department Staffing Study
Georgetown, South Carolina	Fire and EMS Study and Capital Plan
Gilroy, California	Police Department Staffing Study
Glendale, California	Development Services Management Study
Glenn Heights, Texas	Compensation and Classification Study
Glenview, Illinois	Station Location and Deployment Study
Gloucester, Massachusetts	Management Audit of the Department of Public Works
Grants Pass, Oregon	Public Safety Strategic Plan
Gwinnett County, Georgia	Development Review Study
Hanford, California	Fire Station Location Study
Hanover County, Virginia	Community Development Customer Service Review
Haverhill, Massachusetts	Public Works Organizational Study
Hermiston, Oregon	Water Department management Study
Hermosa Beach, California	Fire Department Master Plan
Hilton Head Island, South Carolina	Revenue and Collections Study
Hilton Head Island, South Carolina	Performance Audit of the Development Permitting Processes
Huntington Beach, California	Communications Consolidation Study
Indio Sun, LLC, California	Fire Impact Assessment
Jackson County/Medford, Oregon	Consolidated 911 Dispatch Feasibility Study
Jacksonville, Florida	Sheriff's Office Management Study
Jupiter, Florida	Fire Contract Review
Kaufman, Texas	Classification and Compensation Study
Kettering, Ohio	Management Study of the Fire Department
Killington, Vermont	Fire Study
Lake Worth, Florida	Utilities Department Management Study
Lawrence, Kansas	Development Services Assessment
Lee's Summit, Missouri	Codes Administration Management Study
Little Rock, Arkansas	Management Audit – Code Enforcement Program
Los Angeles, California	T/A for Code Enforcement / Building Inspection Audit
Los Angeles, California	Wastewater Study
Lowell, Massachusetts	Management Study of the Police Department
Marshall University, West Virginia	Procurement Compliance and Management Audit
Mason, Ohio	Organizational, Effectiveness and Efficiency Study
Matanuska Borough, Alaska	Road Network Maintenance Analysis
Middleborough, Massachusetts	Organizational Study of Fire Department Ambulance Services
Milwaukee, Wisconsin	Best Practices Review DPW Capital Project Management
Milwaukee, Wisconsin	Patrol Deployment Study
Monroe County, Michigan	County-wide Organizational Audit
Monterey County, California	Communications Department Implementation Study
Moorpark, California	Organizational Study of the Finance Department
Moorpark, California	Wastewater Assumption Study
North Kingstown, Rhode Island	Fire Department Needs Analysis
Oakland, City, California	Public Works Agency Management Study
Oceanside, California	Development Services Productivity Assessment
Omaha, Nebraska	Police and Fire Department Efficiency Study
Orange County, Florida	Sheriff's Department Management Study
Oro Valley, Arizona	Building and Safety Division Management Study

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Client	Project Name
Parkland, Florida	Fire Station Location Study
Plano, Texas	Emergency Medical Service Systems Analysis
Pueblo, Colorado	Station Location and Deployment Study
Raymore, Missouri	Police Department Management Study
Red Bluff, California	Fire Facility Feasibility Study
Richmond, Virginia	Legislative Staffing Study
Ridgewood, New Jersey	Police Department Performance Audit
Ridgewood, New Jersey	Fire Department Performance Audit
Sacramento Flood Control, CA	SAFCA Management Study
Sacramento, California	Fire Department Master Plan
Saginaw, Texas	Compensation and Classification Study Update
Salem, Oregon	Planning Division Audit
Salt Lake City, Utah	Performance Audit of the IMS Department
Salt Lake City, Utah	Justice Court Study
San Francisco, California	Planning Department Management Study
San Mateo County LAFCO, CA	Municipal Services Review
San Mateo County, California	Dispatcher Recruitment and Retention Study
San Mateo, California	Public Works Department Management Study
Seminole County, Florida	Fire / Rescue / EMS Comprehensive System Study
Southlake, Texas	Management Study of the Community Services Department
Spokane, Washington	City-wide Management Audit
Spokane, Washington	Technical Assistance for Development of an RFP for a CMMS
Springfield Control Board, MA	BID Survey and Assessment
Springfield Control Board, MA	Inspectional Services Assessment
St. Petersburg, Florida	Police Study
Sunnyvale, California	Optimum Staffing Study of the DPW
Sunnyvale, California	Finance Staffing Study
Tiburon, California	Organizational Assessment of Public Works
Union City, California	Public Works Organizational Study
Union City, California	Fleet Services Classification Study
University of Missouri, Kansas City	Organization Study
Washington County, New York	Public Works Study
Washoe County, Nevada	Emergency 911 Review and Audit Report
West Virginia University	Purchasing Performance Audit
Wilbraham, Massachusetts	Comprehensive Public Safety Staffing Study

Collectively, these studies demonstrate the depth of our firm's experience in conducting detailed studies of all governmental functions and represent our project team's ability to provide a comprehensive evaluation of each function and development of specific recommendations for each of the departments under review.

B. PROJECT TEAM

B. PROJECT TEAM

In this section we provide an overview of the specific project team members that we are proposing to conduct this engagement for the Village of Orland Park.

1. PROJECT MANAGER

Richard Brady, the President of the Matrix Consulting Group, would function as the overall project manager and principal contact for this assignment. He would also participate in the assessments in each of the functional areas in order to better facilitate his management of the team and their direction.

Mr. Brady would lead a team consisting of senior members of the firm that have specific expertise, experience and background relevant to the services requested by the Village of Orland Park.

2. USE OF SUBCONTRACTORS

It is important to note that all of our project team members are staff to the Matrix Consulting Group. We propose no subcontractors for this assignment. Our approach has clear advantages, including:

- All of our team are equally highly trained professional consultants, not individuals who have other competing career paths.
- All of our team have a consistent empirical project philosophy based on a 'fact based' approach to consulting.
- All of our team members are part of a single scheduling system which maximizes their availability for assignments under contract.

In their totality, our project approaches and business practices have led to high rates of implementation in successful studies.

3. KEY PERSONNEL BACKGROUND AND ROLES

The following table outlines the project team members, assigned role, and general areas of expertise.

Team Member	Project Role	Specific Areas of Expertise
Richard Brady	Project Executive	Organizational Structure, Police, Fire, and Community Services.
Alan Pennington	Lead Project Analyst	Administrative Services, Planning, Building, HR, Finance.
Robin Haley	Project Analyst	Public Works, Parks & Recreation, Water & Sewer, Infrastructure Management.
Susannah Leigh	Project Analyst	Administrative Services, Social Services, Community Services.

Summaries of the experience of our proposed project team are provided below with more detailed resumes, for the senior members of our project team, presented at the end of this section.

- RICHARD BRADY** is the Matrix Consulting Group's President and is based in our Palo Alto headquarters. His experience encompasses over 30 years in the analysis of every local government service in hundreds of jurisdictions in California and throughout the Country. This experience includes organization-wide management audits and individual organizational and staffing studies of every local government service. Mr. Brady most recently was the firm's Project Manager and/or Lead Analyst on the Citywide Management Audits for Spokane (WA), Goodyear (AZ), Brattleboro (VT), Waltham (MA), Wayland (MA), Lathrop (CA), Walnut Creek (CA), San Clemente (CA), Palo Alto (CA), Poway (CA), Pasadena (CA), San Rafael (CA), Prescott Valley (AZ), Albany (NY), Venice (FL), North Miami Beach (FL), Alexandria (LA), Upper Merion Township (PA) and Farmington Hills (MI); as well as Countywide Management Audits for Beaufort County (SC), Chatham County (GA), Augusta-Richmond County (GA), Hall County (GA); Alachua County (FL) and Culpeper County (Virginia). He received his B.A. from California State University, Hayward and his Masters and Doctoral degrees from Oxford University, U.K.
- ALAN PENNINGTON** – Mr. Pennington is a Vice President with the Matrix Consulting Group and is based in our Illinois office. He has over 15 years of experience as a top manager in the public sector in Illinois and Maine before joining Matrix. These top management positions included Assistant City Manager, Assistant Human Resources Director and Labor Relations Manager. His administrative services study experience includes Mt. Lebanon, PA (organizational study); Franklin Township, NJ (organizational study); Salt Lake City, UT (Human Resources); Highland Park, Illinois (Human Resources); Charlotte, NC (Procurement), West Virginia University (Procurement), Santa Clara Valley Water District, CA (Procurement); Springfield, MA (Finance, Procurement, City Clerk); Hilton Head Island, SC (Finance); and Peoria County, IL (Administrative Services). Mr. Pennington's other management studies experience includes: Avon (CT), Nashville-

Davidson County (TN), Los Angeles (CA), Springfield (MA), Jacksonville (FL), Orange County (FL), Columbus (OH), Milwaukee (WI), Alexandria (VA), and Little Rock (AK). Mr. Pennington has taught collective bargaining and economics at Bradley University and Eureka College and is trained in the deployment of Six Sigma for governmental agencies. Mr. Pennington is a member of the following professional associations: IPMA-HR, ASTD, APA, and ICC. Mr. Pennington has a BA (Public Management) and M.P.A. from the University of Maine.

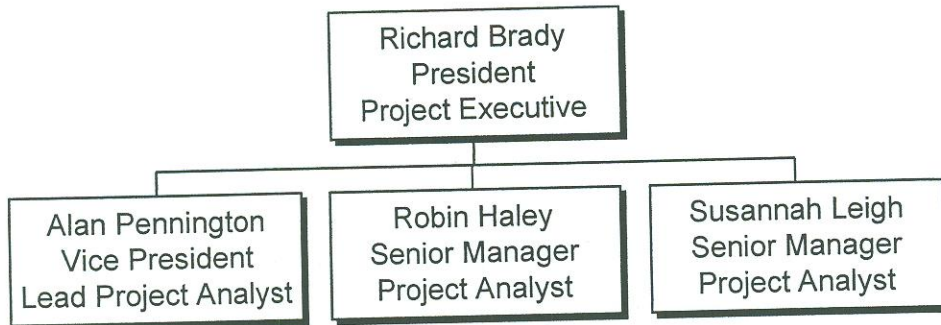
- **ROBIN G. HALEY** - Mr. Haley is a Senior Manager with the Matrix Consulting Group and is based in our Massachusetts office. He has over 20 years of consulting experience in the public sector covering a wide spectrum of functions and issues. Additionally, his background includes 10 years of experience as a financial analyst and project manager in private industry. Mr. Haley's career has included assignments as consultant and project manager on over 100 operational, organizational and management improvement studies nation-wide. His experience covers a broad range of local government function. Among his clients are the City of Nashville, TN; Knox County, TN; Hernando County, FL; Beaufort County, SC; San Antonio, TX; Moline and Rock Island, IL; Lake County, IN; Southlake, TX; Gainesville and Hall County, GA; Chatham County, GA; Milwaukee, WI; Aurora, CO; Monroe County, FL; Miami, FL; and Effingham County, GA. Among his clients are the City of Nashville, TN; Knox County, TN; Hernando County, FL; Beaufort County, SC; San Antonio, TX; Moline and Rock Island, IL; Lake County, IN; Southlake, TX; Gainesville and Hall County, GA; Chatham County, GA; Milwaukee, WI; Aurora, CO; Monroe County, FL; Miami, FL; and Effingham County, GA. He holds a B.S. in Industrial Management from the Georgia Institute of Technology and an M.B.A. in Finance from Georgia State University.
- **SUSANNAH LEIGH** – Ms. Leigh is a Senior Manager with the Matrix Consulting Group based in our Maryland office. Ms. Leigh has worked on development and inspectional services studies for Arlington County (VA), Gwinnett County (GA), Santa Monica (CA), Mountain View (CA), Arlington County (VA) and Lawrence (KS). Her other relevant experience includes staffing analysis for Allegan County (MI); Beaufort County (SC); Lawrence (MA); Manatee County (FL); Prescott Valley (AZ), Santa Clara County (CA); Port Richey (FL); Santa Monica (CA); Maricopa County (AZ); Davis (CA); Wayland (MA), Mountain View (CA), North Kingstown (RI), Plymouth (MA), West Palm Beach (FL). She received her BA and M.P.A. degrees from Clark University in Worcester, Massachusetts.

Detailed resumes for each of our proposed project team members are included in Appendix A of this proposal.

4. ORGANIZATION OF THE PROJECT TEAM.

This study required consultants who have extensive experience in evaluating municipal organizations and that are subject matter experts. As such, we have proposed, as members of our project team, our most experienced staff including our

President and our most senior staff. We would commit the identified individuals to this project if selected. The following organizational chart shows the assigned project roles and reporting relationship for our project team.



C. PROJECT APPROACH AND METHODOLOGY

C. PROJECT APPROACH AND METHODOLOGY

This section of our proposal provides a brief summary of our understanding of the project, our proposed scope of services, a schedule for the project and a budget for conducting this engagement.

1. OUR UNDERSTANDING OF THE SERVICES REQUESTED

We understand that the City of Orland Park is seeking assistance in conducting a comprehensive review of the municipal organization's departments and services to identify alternatives for changing the existing organizational structure and staffing resources allocated to individual functions in order to meet future service demands efficiently and effectively.

This study will cover the entire municipal organization with the exception of Police Operations (where only administrative functions will be within the scope of services). The municipality has approximately 264 full-time and 650 part-time / seasonal employees allocated to six operating department (Public Works, Development Services, Finance, Police, Parks & Building Maintenance, and Recreation) and five administrative departments (Village Manager's Office, Human Resources, MIS, Officials, and Clerk's Office). The key focus of this project is on identifying:

- Assessing how the Village compares to best practices for service delivery;
- Identifying necessary staffing levels / needs for each functions;
- Evaluation of appropriateness of organizational structure.

The Village has made extensive budgetary reductions in the last several years to address the economic decline and is positioning itself to implement solutions that provide a more stable and sustainable organization and service delivery model.

2. OUR PROPOSED PROJECT APPROACH

In the task plan, which follows, is provided our proposed description of the work we would undertake to provide the required Organizational Staffing Analysis Services for the Village of Orland Park. Our proposed services are described in detail in the following task plan.

Task 1 Conduct Initial Interviews to Identify Trends and Plans Which Impact Operational, Organizational and Management Needs.

To realistically evaluate the departments included in the study, it is important that the project team develop a sense of where the Village of Orland Park is going; which

key issues impact and shape service requirements; community composition and service constituencies; and service delivery philosophies. To develop this perspective, we plan to conduct a series of initial interviews with the Village Board of Trustees, top Village and departmental management, and other key stakeholders to identify factors impacting operations. Specific issues addressed during the initial interviews would include the following:

Basic service delivery goals and objectives of the Village Board of Trustees in relevant operating and service areas of the organization such as police and fire response times, responsiveness to citizen complaints about infrastructure repairs, recreational programming, development management, staffing needs and response targets for emergency communications, financial controls, human resources needs, etc.
Identification of key problems impacting service needs to which the Village of Orland Park must respond. This would include exploring such areas as infrastructure and capital renewal; and the scope and responsiveness of community services programming.
Attitudes toward existing service levels with specific focus on areas of common or high priority concern to interviewees.
Short term issues which need to be addressed, including the possibility of financial impacts.
Review of prior organizational changes in structures and operations and the impact those have had on service delivery.

These initial interviews will provide an opportunity to identify and isolate factors and constraints which could have impact on current or near-term Village and department operations.

Deliverables: The products of this task will be a project schedule and employee briefing package so that everyone in the Village knows the goals of the study, the schedule, the team conducting the study and their opportunities for input into the process.

Task 2 Develop an Understanding of the Operations, Organization and Management of Functions in the Village of Orland Park.

It is important that the project team understand, in detail, how each department is staffed, organized, operated and managed. Additionally, it is important that the project team understand basic service delivery targets; current service levels, and where there may be overlaps and gaps. To develop this understanding, we will accomplish the following work steps – among others:

Conduct individual interviews with each department head, other managers (e.g., division heads), selected employees and employee representatives. During these interviews, we would focus heavily on understanding the existing plans of organization as well as key organizational issues facing each department.

Develop descriptions of the staffing and responsibilities for staff in each function. Document trends in staffing.
Develop an understanding of the scope of the programs and services for each function – number of PC’s supported by Information Technology, miles of road, number of signalized intersections, number of employees supported through Human Resources, extent of preventive maintenance functions performed on buildings and infrastructure, extent of community policing programs and special enforcement capabilities in the Police Department.
Document workloads and service levels for each departmental function – response time targets for emergency services, frequency of road resurfacing, traffic controller maintenance, records maintained by Village Clerk, vehicles maintained, recruitments, number of police / fire calls for service, number of programs and participation levels in recreation, etc.
Review the major equipment and capital items provided to support service provision – such as, inventory of vehicles and equipment assigned to each department as well as the utilization of these items (e.g., mileage / hours).
Develop an understanding of key performance indicators for each department.
Develop an understanding of the major management systems to plan and schedule, monitor and adjust approaches to providing services.
Document the major software and technology employed throughout the Village and develop an understanding of the current levels of utilization.
Review major documents to gain an understanding of the operational practices of the Village and to understand the financial and legal constraints the Village is operating under. These documents would include the current and recent budgets, policy documents, work rules and personnel manuals, union collective bargaining agreements, job descriptions, regularly generated management reports, available operational statistics, mission statements and any available performance indicators.

Deliverable: The product produced in Task 2 would be summary profiles of each department’s organization, staffing and operations. These descriptive profiles would be structured to provide a baseline summary valuable for later analysis.

Task 3 Conduct a Survey of Employee Attitudes Toward Current Staffing, Services, Organization and Management Issues.

It is critical for the project team to develop input regarding current operational and organizational issues from staff – not just policy makers and management staff. The use of an employee survey would provide every employee the opportunity to provide input into this process. To provide a major avenue for employee input at the outset of the project, we plan to prepare a questionnaire, which would be designed to:

Document attitudes toward the types, levels and quality of services provided.
Document attitudes toward the balance of work and staffing.

Elicit attitudes toward organizational elements such as coordination of staff and services, internal management of operations, scheduling and deployment, and the like.

Document perceptions regarding key management issues such as planning of work to be performed, internal communications and the like.
--

Obtain employee views about opportunities to restructure services, reduce costs, etc.

Questionnaires would be structured to document the attitudes toward issues and systems, which are organization-wide, and also attitudes toward issues which are unique to each operating department included within the scope of this study. Questionnaires would be confidential and returned by mail directly to one of our offices.

Deliverable: The product of this task would be a narrative and analytical summary of response patterns on an organizational and departmental basis.

Task 4 Conduct a "Best Management Practices" Assessment of Current Operations and Service Levels in the Context of Standards of Efficiency and Effectiveness.

In addition to the comparative data obtained in the survey described in the previous task, our project team will utilize "best management practices" to evaluate staffing, productivity, processes, use of technology, management planning, as well as many other dimensions of organizational performance. As a result, we propose to accomplish the following:

- The project team would develop a detailed list of "best management practices" for use in a diagnostic appraisal of each service function. This diagnostic appraisal would be developed to identify those areas in which the Village was meeting targeted service delivery objectives or standards of service efficiency or effectiveness.
- The project team would evaluate the operations, management and services in each service area and identify issues associated with current practices.
- Each service area diagnostic element would consist of the following:
 - A definition of the service level, efficiency or deployment target selected in each functional service area.
 - A description of the current performance of staff providing each service.
 - Identification of those areas in which the current delivery approach, practice or service level met or exceeded the target(s) selected and require no further study.

- Identification of those areas in which service levels, approaches or practices represented improvement opportunities for the Village.
- Evaluation of the exiting performance measures utilized, and development of recommended performance measures.

Deliverable: *The product associated with this task would be a diagnostic assessment report which identifies areas where the Village meets standards of efficiency and effectiveness or improvement opportunities.*

Task 5 Analyze Organization, Operations and Staffing in Each Department and Identification of Potential Cost Savings.

In this important work task, opportunities for improving the organizational structure, management, operations and staffing will be analyzed. This task will include such approaches and methodologies as the following:

Evaluate the organizational structure in each department. We will evaluate organizational structure in terms of gaps or overlaps in function, spans of control and appropriate organizational location.

- Is the organization structure too "tiered" or too "flat" from the management staffing perspective?
- Are functions placed too high or too low in regard to their importance in meeting operating and service objectives?
- Are spans of control too broad or too limited?
- Are there any overlapping or duplicated functions?

Evaluate staff deployment compared to service levels and facility characteristics. This analysis will evaluate staff utilization by using two steps. The first step involves the use of guidelines for staffing that have been developed by the Matrix Consulting Group. The second step involves the compilation of comparative performance and cost indicators.

- In the first step, selected staffing guidelines will be utilized such as the square footage cleaned and maintained by custodial / maintenance workers, numbers of staff supported by Human Resources personnel, numbers of building inspections completed by Inspectors, preventive patrol levels, and other workload efficiency measures for all other functions. These guidelines have been previously developed by members of the consulting team in our decades of consulting or by professional associations such as APPA, NAFA, IFMA, APWA, etc.
- In the second step, the consulting team will develop and compile comparative indicators to document the level of staffing for police functions, emergency dispatch, finance and accounting, parks and recreation, facility maintenance, human resources, public works and fleet maintenance, water and sewer utilities, and other functions. This will focus on developing comparative data such as the cost of park maintenance per developed acre, the square footage of buildings per custodial or maintenance worker, percentage of proactive time for patrol by officers, etc. These indicators, too, will be based on our own databases of indicators and the comparative survey.

Evaluation of the adequacy of major work practices. The analysis will focus on identification of opportunities to streamline work practices to increase utilization levels and/or reduce staffing requirements. Through the analysis of major work practices, the consulting team will determine if:

- Crew sizes of various units are appropriate to the type and volume of work performed.
- Ways exist to reduce travel time and unproductive staff usage.
- Equipment is available to reduce labor-intensive work tasks.
- The frequency of various work tasks now performed is unnecessary or can be reduced.
- Some work tasks can be eliminated.

- Skill mix for positions can be improved.
- Use of part-time staff for maintenance of facilities can be increased, and the extent of utilization of full-time staff reduced to reflect the seasonal nature of work practices and service provided.

Evaluation of work planning and scheduling. Analysis will focus on systems and processes used to plan and control work focusing on:

- Evaluation of the overall maintenance management programs employed to support field operations to include maintenance frequencies, maintenance standards, staff assignment to maintenance tasks, and systems and procedures employed to monitor performance of both scheduled and unscheduled maintenance programs.
- Adequacy of supervisory training related to planning and scheduling work.
- Appropriateness of work schedules in place and options for alternative scheduling.
- Availability of materials and supplies to support planning of work and maintenance activities.

Evaluation of the use of contract services to maintain the infrastructure. Analysis will focus on a number of elements including:

- The extent to which contractors are utilized for maintenance of facilities, fleet, parks and trees.
- Estimating the cost of service contracting based on the experience of other municipalities that have implemented service contracts in each maintenance service area analyzed.
- Compare those costs with the cost of in-house services.
- Identify the impact of contracting on service levels and service responsiveness.
- Identify the impact of service contracting on City capabilities to respond to emergency situations including disasters as well as emergency response to unscheduled service problems

Analysis of fleet and equipment utilization. Analyzing utilization levels for vehicles including individual unit mileage and/or hours of operation, and identify opportunities to reduce fleet size.

Analyze the effectiveness of managing operations in the Village: Departmental operations require effective management to ensure that staff are appropriately scheduled, deployed as well as utilized. The project team will evaluate this in terms of the following:

- How do managers plan, schedule and control the work to be done in each of the Village's organizational units?
- Do managers have accurate and timely measures of the performance of each unit?
- How are goals, objectives and service level targets developed?
- How productive are management personnel in performing their duties? How is this productivity evaluated?
- How is 'customer service' defined, promoted and supported?
- Does the Village Board of Trustees receive the information that they need to provide an on-going assessment of departmental performance?

Identification of cost saving alternatives for the Village: Each department's operations will be evaluated to determine potential costs saving that can be achieved through various methods. In determining potential cost reductions, the project team will generally identify them in the following order:

- Those achievable through greater efficiency or altering existing operating practices;
- Those available through alternative staffing approaches; and
- Those realized through a change in service level.

Analysis of these components will result in the development of detailed recommendations regarding:

- Specific staffing required given acceptable utilization levels.

- Specific positions that can be eliminated or adjusted if reasonable utilization levels are obtained.
- Specific steps that need to be taken to reach reasonable utilization levels include:
 - Specific changes in existing work methods and practices.
 - Adjustments in existing planning and scheduling techniques.
 - Where appropriate, specific steps that could be taken to adjust existing operating systems with positive impact on staff utilization levels and staffing requirements.
 - Opportunities to “privatize” maintenance or other appropriate services presently provided in-house and the potential cost impact of contracting out these services.

During this task, our project team members evaluate services, not only to determine the appropriate staffing levels for the work performed, but also to challenge whether particular services and tasks are core functions of the department under analysis. In providing public services over a period of time, it is common for these services to expand to include functions that may now be beyond the required scope. Our consultants will analyze the extent to which these tasks exist, and to what extent they may be reduced in scope, or even eliminated.

Deliverable: The result of this task would be a detailed analysis of the operational choices in service delivery, service levels and the staffing needs in each department. This would include a staffing analysis of each department and a listing of cost reduction potential by department.

Task 6 Prepare a Draft and Final Report and Provide Plans for Implementing Identified Improvement Opportunities and Cost Reductions.

Upon the conclusion of the assessment, we will prepare a detailed report which summarizes the results of each of the previous work tasks described above. This report includes the following:

A description of the methodology by which we conducted the study, including our approach, interviews, survey methodology, and the methods by which we obtained review and feedback from the Village.
A detailed evaluation of department and management staffing.
A detailed analysis of the most appropriate allocation of functions within the Village, as well as the proposed structure of organization. Specific identification of underutilized or duplicative services would be noted with recommendations on how to effectively transition.

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A detailed analysis of major work processes, and recommendations for improvement in methods of service delivery.
Identification and evaluation of key performance measures including gaps between target and actual.
Identification of any services currently provided by the Village which appear to be candidates for regionalization, shared services approaches, or privatization.
Specific cost savings by department that can realized from alternative service delivery approaches, staffing reductions, or changes in service levels.
Implementation plans covering all recommended improvements consisting of specific work steps; suggested responsibility for implementation; timing and sequencing for the accomplishment of each work step; as well as an "order of magnitude" of cost and/or savings associated with implementation.

The report will include an executive summary, a detailed findings and conclusions section, detailed recommendations for each department, and an implementation schedule with associated costs / cost savings. The plan should include the following elements (a format for which follows this page):

- Specific actionable recommendations broken down into tasks;
- Milestones and timeline for implementation;
- Anticipated significant challenges to implementation;
- Designated responsible manager;
- Priority for implementation;
- Estimates of up-front and operational costs or savings (and projects over the next five years); and
- Metric noting how to identify when implementation is completed.

A sample implementation plan follows this page.

The analysis would be reviewed in draft form with top Village and departmental staff as well as with the project review committee. Once this review is completed, the project team will review all comments received, edit and finalize the report and present the final report to the Village in a public meeting.

Deliverable: The result of this task would be the draft and final report and implementation plan together with all of the technical documents developed during the study process. We would present the final report to the Village, as requested.

SAMPLE IMPLEMENTATION PLAN
 Matrix Consulting Group

Rec #	Division	Findings	Recommendation	Priority	Responsible Manager	Milestones and Timelines	Est. Annual Cost Increase	Est. Annual Savings	Est. Annual Revenue Increase	Up-Front Cost
1										
2										
3										
4										
5										
6										
Total										

3. MAJOR DELIVERABLES

As outlined in our scope of services earlier in this section, there is a deliverable associated with each task of our scope of services. These deliverables are summarized in the following table:

Task	Deliverable (s)
1 Initial Interviews	Project Schedule, Employee Briefing Handout
2 Profile Phase	Organizational Profile by Department
3 Employee Survey	Summary of survey results
4 Best Management Practices	Summary of best management practices evaluation of each department / function.
5 Organizational, Staffing Analysis	Detailed analysis of operational choices in service delivery, service levels and staffing needs by department. Identification of Cost Saving alternatives.
6 Reports	Draft and Final Reports and presentations.

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Client and Project Title (Year Completed)	Project Summary	Reference
<p>Peoria County, Illinois (2008)</p> <p>Administrative Services Best Practices and Clerical Support Study (2006)</p>	<p>This study involved the review of the Administrative Operations of the County Manager's Office including Human Resources, Clerical Support, Facilities Management, Board Support, and Financial Operations with a particular emphasis on customer service, use of technology, management of EEO, recruitment, and record maintenance. Recommendations included improvement in staff utilization and allocations, centralization of certain human resources and financial functions, and modification of support provided to the County Board.</p>	<p>Patrick Urich Former Peoria County Manager Now City Manager, Peoria, IL 419 Fulton, Room 112 Peoria, Illinois 61602</p> <p>309.494.8524</p> <p>purich@ci.peoria.il.us</p>
<p>Highland Park, Illinois (2008)</p> <p>Master Plan for the Human Resources Division (2008)</p>	<p>This study included the development of a master plan for the Human Resources function following a comprehensive evaluation and review of existing service provision and approaches. Recommendations included organizational restructuring, changes in service levels and services provided, and the implementation of increased utilization of technology and management systems including a series of recommended performance measures for the Human Resources Department. Areas of service provided by HR included EEO/AA and diversity-related functions.</p>	<p>Patrick Brennan Deputy City Manager 1707 St. Johns Avenue Highland Park, IL 60035</p> <p>847.926.1003</p> <p>pbrennan@cityhpil.com</p>
<p>Raymore, Missouri (2010)</p> <p>Organizational Review</p>	<p>In this recently completed study, we conducted a comprehensive organizational assessment of the City of Raymore. Key recommendations included altering work practices and crew sizes to increase efficiency (especially in Public Works), enhanced use of existing technology, and reassignment of work to more fully utilize staff positions. Following the completion of this engagement, the Matrix Consulting Group provided facilitation services to the City as part of the City Council's annual strategic plan review and refinement.</p>	<p>Eric Berlin City Manager 100 Municipal Circle Raymore, MO 64083</p> <p>816.892.3002</p> <p>eberlin@raymore.com</p>

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Client and Project Title (Year Completed)	Project Summary	Reference
<p>Monroe County, Michigan (2009)</p> <p>Organizational, Efficiency and Effectiveness Study</p>	<p>In this study the Matrix Consulting Group project team recommended a series of management improvements to assist the County to maintain service levels in light of staffing reductions which occurred over the previous 7 fiscal years.. Included within the study's key recommendations were the need to control benefits expenditures through collective bargaining,, increased cost effectiveness in the Sheriff's Office through changes to scheduling and deployment, consolidation of services and staff in the several smaller departments and streamlining of administrative services functions.</p>	<p>Michael G. Bosanac Director, Purchasing & Facilities 125 E. Second Street, 2nd Floor Monroe, Michigan 48161-2197</p> <p>734.240.7267</p> <p>Michael_Bosanac@monroemi.org</p>
<p>Spokane, Washington (2007)</p> <p>Organizational, Efficiency and Effectiveness Study</p>	<p>In this study the Matrix Consulting Group project team recommended a restructuring of municipal services to better align service delivery to available revenue. Included within the study's key recommendations were the need to control benefits expenditures through collective bargaining, making new development pay for itself, increased cost effectiveness in the Department of Public Works (through reduced crew sizes, insourcing and outsourcing, improved productivity), consolidation of services and staff in the Police Department, improved productivity among firefighters when not on calls or training, and streamlining of administrative services functions. In all, net cost savings were approximately \$5 million per year.</p>	<p>Gavin Cooley Chief Financial Officer 808 W. Spokane Falls Blvd. Spokane, WA 99201</p> <p>509.625.6585</p> <p>gcooley@spokanecity.org</p>
<p>Sunnyvale, California (2005-2009)</p> <p>Serial Efficiency, Effectiveness and Optimum Staffing Studies</p>	<p>The Matrix Consulting Group conducted a Citywide Optimum Staffing Study on a serial basis since 2005 (Public Safety in 2005, Public Works in 2006, Finance in 2007 and remaining departments in 2009). Of particular note, the Finance study recommended changes in the City's budget and performance management system. In all, these studies identified over \$3 million in cost savings while maintaining existing service levels.</p>	<p>Gary Luebbers City Manager 456 W. Olive Ave. Sunnyvale, CA 94086</p> <p>408.730.7475</p> <p>gluebbers@ci.sunnyvale.ca.us</p>

In addition to the references listed above for projects comprised of organizational wide focus, we are providing the following references for specific departmental studies that we have conducted to provide you a better understanding of the breadth, depth, and level of technical expertise that we have within our firm.

Client and Project / Project Cost and Duration	Project Summary	Reference
PUBLIC WORKS STUDIES		
Oakland, California Public Works Study	MCG completed this project on-time, within budget and within scope. The Matrix Consulting Group completed an analysis of the City's fleet (1,700 pieces of equipment) as part of an analysis of the Public Works Agency. The analysis included fleet reduction, consolidation of fleet operations, the shop labor rate and associated markups, the accident prevention program, the extent of customer satisfaction, the fleet replacement program, parts management, outsourcing, the fleet fueling program, and fleet maintenance.	Courtney Ruby City Auditor 510.238.3378
Marion County, Oregon Management Audit of the Public Works Department	This study involved the analysis of the Marion County's Public Works Department which included roads, bridges, engineering services (including Transportation and County Surveyor), fleet, parks, solid waste, planning, inspections, and dog control. Approximately 130 recommendations were made relative to the process re-engineering, operations, organization structure, staffing levels, management, information technology, and financial systems of the Department.	Bill Worcester Public Works Director 503.588.5036

POLICE / SHERIFF STUDIES		
<p>San Antonio, Texas</p> <p>Police Department Organizational and Operational Review</p> <p>2010</p>	<p>In this just completed study the project team developed a comprehensive study of this police department serving the seventh largest city in the country. The project was organized in five areas – staffing: in which we recommended a redeployment of field personnel more consistent with call for service workloads; technology: in which we recommended a thorough overhaul of the Department's IT capacity and use of data to manage operations; business processes: in which we recommended the use of technology to eliminate many manual and duplicative processes; organizational structure: in which we recommended a better grouping of functions and the elevation of administrative services to 'bureau' status; and management: in which we recommended a 'back to the basic' approach to performance management.</p>	<p>Erik Walsh Assistant City Manager</p> <p>210.207.8258</p>
<p>Orange County, Florida (2007)</p> <p>Sheriff's Office Management Study</p>	<p>In this study the project team has developed a plan which the Sheriff's Office and County Administration can use to determine resource needs now and in the future. In Florida, constitutional officers can challenge budgetary allocations from County government. This study was conducted as a 'last step' before the Sheriff appealed to Tallahassee. The report recommended additional field personnel, including the creation of field civilians, selected unit changes up and down in staffing, and numerous management changes.</p>	<p>Eric Gassman Assistant County Executive</p> <p>407.836.7383</p>

DEVELOPMENT SERVICES STUDIES		
<p>Hanover County, Virginia</p>	<p>In this study, the project team assisted the County in conducting a comprehensive analysis of the processes utilized in the development review process (including Planning, Building and Engineering functions). Scope of service includes staffing analysis, process review, and a special focus on customer service levels provided. Recommendations included staffing reallocations, implementation of a Case Manager approach to development review, enhanced performance measures and reporting, improved internet and on-line service provision access to enhance customer service, implementation of a development guide to assist applicants, and the revisions to internet information dissemination.</p>	<p>John Hodges Deputy County Administrator</p> <p>804.365-6005</p>
<p>Dayton, Ohio</p> <p>Strategic Review of the Building Permitting, Plan Review and Inspection Processes.</p> <p>(2010)</p>	<p>Key recommendations included the establishment of shorter plan review times, implementation of an IVR system, implementation of combination inspectors and plan review staff, and implementation of a permitting technician position to enhance counter service. Additionally, the project team provided recommendations designed to enhance customer service provided to applicants including additional handout, common plan correction listings, enhancements of on-line capabilities in plan review and inspection, and the utilization of plan review checklists.</p>	<p>Keith Klein Sr. Development Specialist (Project Manager)</p> <p>937.333.3812</p>
ADMINISTRATIVE SERVICES		
<p>Salt Lake City, Utah (2006)</p> <p>Performance Audit of the Information Management Services Division</p>	<p>Matrix Consulting Group performed an assessment of IMS. We evaluated customer services issues, staffing, technical skills, organizational structure, technology infrastructure, and benchmarking against other cities and industry standards. Key recommendations included reduction in the development of in house applications, creation of a departmental technology committee to manage customer services expectations and costs.</p>	<p>Ken Cowley IMS Director</p> <p>801.535.7948</p>

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<p>Springfield, Massachusetts (2005-2006)</p> <p>Management Studies of Finance, Purchasing, Assessor, Collector / Assessor</p>	<p>The Matrix Consulting Group conducted several studies of the Springfield's financial functions – treasurer and collector, purchasing and the assessor's office. These studies included evaluations of information systems needs such as GIS, coordination of roles among financial functions, on line access to information, streamlining of processes, public service issues and development of other more modern approaches to financial processes. The City Clerk's Office study included a review of staffing, workload and operations. The project team identified opportunities for reorganizing services, increasing technology utilization, eliminating manual processes, and increasing performance measures and accountability within the organization.</p>	<p>David Panagore Now Development Services Director, Hartford, CT</p> <p>860.757.9040</p>
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We would encourage you contact to contact these references to discuss the quality, thoroughness, and timeliness of the Matrix Consulting Group's work products.

F. COMPLETED FORMS

* All required forms were submitted, but removed for copying purposes.

APPENDIX – RESUMES

<p>RICHARD P. BRADY PRESIDENT, MATRIX CONSULTING GROUP</p>	
<p>Background: Richard Brady provides organization, staffing and management analytical services to local government. In his extensive career, he has conducted over 400 projects for over 300 local and state government client agencies. Richard Brady has been a management consultant to local government for 30 years. Prior to creating his own consulting practice of Matrix Consulting Group, Mr. Brady was MAXIMUS's Vice President for providing management auditing services nationwide. Before that, he was the managing partner of the consulting firm of Hughes, Heiss & Associates.</p>	
<p>Agency-Wide Studies: Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements as well as policies and procedures,</p>	
<p>Albany, New York Alachua County, Florida Alexandria, Louisiana Allegan County, Michigan Augusta, Georgia Beaufort County, South Carolina Brattleboro, Vermont Burke County, North Carolina Burlington, Massachusetts Culpeper County, Virginia Florence County, South Carolina Gainesville, Georgia Hall County, Georgia Irvine, California Lathrop, California Los Angeles, California</p>	<p>Los Gatos, California Monroe County, Michigan North Miami Beach, Florida Palo Alto, California Portsmouth, New Hampshire Portsmouth, Virginia Prescott Valley, Arizona San Antonio, Texas San Clemente, California San Luis Obispo, California Sunnyvale, California Upper Merion Twp, Pennsylvania Waltham, Massachusetts Wayland, Massachusetts West Boylston, Massachusetts Whitman, Massachusetts</p>
<p>Administrative Services: Conducted studies of internal service functions, including human resources, information technology, purchasing and risk management. Focuses included comparison to best management practices and peer agencies, customer services approaches, support systems, etc.</p>	
<p>Edmond (OK) – IT Franklin County (OH) – Purchasing Irvine (CA) – Human Resources Newport Beach – Risk Management</p>	<p>Salt Lake City (UT) – IT Santa Rosa (CA) – Purchasing Sonoma County (CA) – Purchasing Washington D.C. – Purchasing</p>
<p>Law Enforcement: Mr. Brady is a nationally recognized expert in the analysis of law enforcement. He has conducted police and sheriff's office studies which focused on service delivery strategies, patrol deployments, scheduling and levels of proactivity, case management, records management systems and business practices, policies and procedures, crime prevention programs.</p>	
<p>Alaska Anchorage</p>	<p>Nebraska Omaha</p>
<p>Arizona Goodyear, Prescott Valley</p>	<p>Nevada Las Vegas Metro Police Department</p>

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RICHARD P. BRADY PRESIDENT, MATRIX CONSULTING GROUP	
California Alameda County, Anaheim, Butte County, Citrus Heights, Contra Costa County, Galt, Gilroy, Glendale, Kern County, Los Angeles, Los Angeles County, Los Gatos, Lynwood, Monrovia, Napa, Ontario, Orange County, Palmdale, Palo Alto, Pittsburg, Poway, San Jose, Pasadena, San Bernardino, San Bernardino County, San Rafael, Santa Monica, Sunnyvale	New Hampshire Portsmouth New York Albany, Carthage, Endicott, Vestal and Briarcliff Manor North Carolina Burke County and Durham Michigan Alpena and Detroit Ohio Fairborn Oregon Clackamas County and Grants Pass Pennsylvania York
Colorado Aurora Florida Alachua County, Jacksonville, Jupiter, North Miami Beach, Orange County, Pasco County, Pinellas County, Port Richey and Venice	South Carolina Beaufort County, Charleston County, Hilton Head Island, Spartanburg County Tennessee Nashville-Davidson County and Knox County
Georgia Americus, Augusta-Richmond County, Fulton County, Hall County, Chatham County, Americus and Gainesville	Texas Arlington, Terrell, El Paso, Grand Prairie and Southlake Utah Salt Lake City
Louisiana Alexandria Massachusetts Beverly, Boston, Lawrence, Milford, Mansfield, Burlington, Pelham, Wayland, Westwood, Whitman	Vermont Brattleboro Virginia Leesburg and Loudoun County Washington Spokane, Kirkland and Snohomish County
Minnesota Anoka County Missouri Des Peres and Raymore	Wisconsin Sun Prairie, Milwaukee
Fire and Emergency Medical Services: Mr. Brady is also a nationally recognized expert in the analysis of fire and emergency medical services. Projects have included evaluations of deployment, station locations, response policies, company staffing, non-call utilization, fire prevention and education, training, hazardous materials management, fire management and administration.	
Alachua County, Florida Albany, New York Americus, Georgia Augusta, Georgia Bellingham, Washington Brattleboro, Vermont Bremerton, Washington Broward County, Florida Burlington, Massachusetts Charlotte County, Florida Cupertino, California Hilton Head Island, South Carolina	Lansing, Michigan Newark, California Norwalk, Connecticut Omaha, Nebraska Palo Alto, California Peoria, Illinois Reno, Nevada Salt Lake City, Utah San Rafael, California Sarasota County, Florida Tallahassee, Florida Venice, Florida
Parks and Recreation: Evaluated parks and recreational functions for local government. Scopes of work included how services meet community needs, the utilization of programs and facilities, the depth of recreational programs, public-private partnerships, technology, parks preventive maintenance and coordination of services with other service providers.	
Davie, Florida Davis, California Cranford, New Jersey	Howard County, Maryland Santa Barbara, California Campbell, California
EDUCATION Mr. Brady received his BA degree from California State University at Hayward and his MA and PhD degrees from Oxford University, U.K.	

TRAVIS R. MILLER
VICE PRESIDENT, MATRIX CONSULTING GROUP

Background: Travis Miller is a Vice President with the Matrix Consulting Group. He has been providing management consulting and analytical services to government for 12 years. This experience includes: work as a budget and economic analyst for the State of New York; as an analyst in the Municipal Finance Department of Goldman, Sachs; and, most recently as a Senior Manager for a national consulting firm where Mr. Miller was a consultant to local government specializing in the analysis of public safety services. Mr. Miller has been involved with the analysis of hundreds of local government service providers with a special focus on public safety issues.

Agency-Wide Studies: Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements as well as policies and procedures,

Albany, New York	Gainesville, Georgia
Alachua County, Florida	Hall County, Georgia
Alexandria, Louisiana	Prescott Valley, Arizona
Allegan County, Michigan	Monroe County, Michigan
Augusta, Georgia	Upper Merion Township, Pennsylvania
Beaufort County, South Carolina	Wayland, Massachusetts
Burlington, Massachusetts	West Boylston, Massachusetts
Culpeper County, VA	Whitman, Massachusetts

Law Enforcement: Mr. Miller is a nationally recognized expert in the analysis of law enforcement. He has conducted police and sheriff's office studies which focused on service delivery strategies, patrol deployments, scheduling and levels of proactivity, case management, records management systems and business practices, policies and procedures, crime prevention programs.

Alachua County, Florida	Jacksonville, Florida
Alexandria, Louisiana	Jupiter, Florida
Alpena, Michigan	Las Vegas Metro, Nevada
Anoka, Minnesota	Lauderdale Lakes, Florida
Arlington, Texas	Leesburg, Virginia
Augusta, Georgia	Los Angeles, California
Bayonne, New Jersey	Mansfield, Massachusetts
Briarcliff Manor, New York	Milford, Massachusetts
Burlington, Massachusetts	Milwaukee, Wisconsin
Chatham County, Georgia	Monrovia, California
Clearwater, Florida	Nashville – Davidson (TN)
College Park, MD	Orange County, Florida
Danville, Virginia	Pasco County, Florida
El Paso, Texas	Port Richey, Florida
Elko New Market, Minnesota	Prescott Valley, Arizona
Endicott, New York	Ridgewood, New Jersey
Fairborn, Ohio	Southlake, Texas DPS
Farmington Hills, Michigan	Sunnyvale, California DPS
Florence County, South Carolina	Terrell, Texas
Fulton County, Georgia	Texarkana, Texas
Gainesville, Georgia	Venice, Florida
Grand Prairie, Texas	Vestal, New York
Hall County, Georgia	Wayland, Massachusetts
Hilton Head Island, South Carolina	West Boylston, Massachusetts
Indian Creek Village, Florida	Whitman, Massachusetts

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TRAVIS R. MILLER
VICE PRESIDENT, MATRIX CONSULTING GROUP

Fire and Emergency Medical Services: Mr. Miller is also a nationally recognized expert in the analysis of fire and emergency medical services. Projects have included evaluations of deployment, station locations, response policies, company staffing, non-call utilization, fire prevention and education, training, hazardous materials management, fire management and administration.

Albemarle County and Charlottesville, Virginia	Meriden, Connecticut
Amesbury, Massachusetts	Middleborough, Massachusetts
Anne Arundel County, Maryland	Middletown, Ohio
Athens, Texas	Milwaukee, Wisconsin
Augusta, Maine	Monrovia, California
Barnstable, Massachusetts	Napa, California
Bayonne, New Jersey	Needham, Massachusetts
Bellingham, Washington	North Kingstown, Rhode Island
Broward County, Florida	Norwalk, Connecticut
Campbell, California	Palm Coast, Florida
Canandaigua, New York	Parkland, Florida
Cedar Rapids, Iowa	Peoria, Illinois
Central San Mateo County, California	Pinellas County (SunCoast), Florida
Chatham County, Georgia	Pinellas County, Florida
Chesapeake, Virginia	Plano, Texas
Chesterfield, Virginia	Plymouth, Massachusetts
City of Thompson and McDuffie County, Georgia	Polk County, Florida
Clayton, Ohio	Pompano Beach, Florida
Cleveland Suburbs (7 cities), Ohio	Pueblo, Colorado
Coventry, Connecticut	Putnam County, Florida
Dennis, Massachusetts	Red Bluff, California
Dubuque, Iowa	Reno, Nevada
El Paso, Texas	Ridgewood, New Jersey
Fairborn, Ohio	Sacramento, California
Farmington Hills, Michigan	Scottsdale, Arizona
Fauquier, Virginia	Seminole County, Florida
Fort Lauderdale, Florida	Seminole, Florida
Georgetown County, South Carolina	Southlake, Texas
Glenview, Illinois	Sunnyvale, California
Hall County, Georgia	Tallahassee, Florida
Hermosa Beach, California	Tipp City, Ohio
Hilton Head Island, South Carolina	Venice, Florida
Indio, California	Walton County, Florida
Keene, New Hampshire	Washington County, Florida
Kettering, Ohio	Wayland, Massachusetts
Killington, Vermont	West Metro Des Moines, Iowa (Clive, Urbandale,
Lee County, Florida	West Des Moines)
Lima, Ohio	Wilbraham, Massachusetts
Martin County, Florida	Wilton, California

Education: BS and MPA degrees from University of Rochester (NY)

ALAN D. PENNINGTON VICE-PRESIDENT, MATRIX CONSULTING GROUP	
Background: Alan Pennington is a Vice President with the Matrix Consulting Group based in the St. Louis regional office. He has been employed by the Matrix Consulting Group since 2005. Prior to that he served for over 15 years in public sector positions in Maine and Illinois. He served in Peoria, Illinois (from 1992 – 2005), in various positions including Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager. Mr. Pennington has conducted operational studies and analysis, budget preparation, implementation of performance measurement systems, direct supervision of an emergency communications center, equal opportunity unit and a labor negotiator.	
Agency-Wide Studies: Participated on project teams conducting evaluations of entire city organizations. Work scope included evaluation of service levels and policies and procedures, staffing levels, evaluation of spans of control, and reviewing alternatives options for overall organizational structure.	
Avon, Connecticut Franklin, New Jersey	Mt. Lebanon, Pennsylvania Orleans, Massachusetts
Administrative Services: Conducted studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.	
Avon (CT) - HR, Finance, Maintenance Charlotte (NC) - Procurement CPS Consultants (CA) – Organizational, HR Highland Park (IL) - HR Matanuska (AK) - School Site Selection Peoria County (IL) - HR, Procurement, Finance	Portsmouth (NH) - Labor Relations, Overtime Salt Lake City (UT) - Human Resources Springfield (MA) - City Clerk Springfield (MA) - Finance, Procurement Sunnyvale (CA) - Finance West Virginia University (WV) - Procurement
Community Development (Planning, Building, Code Enforcement): Evaluated the development review and permitting processes. Conducted assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.	
Cupertino, California Dayton, Ohio Gwinnett County, Georgia Hanover County, Virginia Hilton Head Island, South Carolina Lawrence, Kansas Lee's Summit, Missouri	Little Rock, Arkansas Manatee County, Florida San Jose, California Springfield, Massachusetts Sunrise, Florida Town of Hilton Head Island, South Carolina West Palm Beach, Florida
Parks and Recreation: Evaluated parks and recreational functions including scope of services provided, utilization of facilities, public-private partnerships, preventive maintenance and long-range planning, and technology utilization.	
Los Angeles, California Orleans, Massachusetts	Southlake, Texas

ALAN D. PENNINGTON (continued) VICE-PRESIDENT, MATRIX CONSULTING GROUP	
Public Works and Utilities: Conducted studies of full service public works departments including maintenance, fleet, traffic, engineering, and roads. Studies have focused on evaluation of maintenance management, crew sizes and staff utilization, technology, organizational structure, standard operating procedures, levels of performance management, and feasibility of shares services with neighboring governmental units.	
Alexandria, Virginia Charleston County, South Carolina Franklin, Tennessee (Water/Wastewater) Franklin, Tennessee (Fleet Management)	Milwaukee, Wisconsin Nashville-Davidson County, Tennessee Orleans, Massachusetts Washington County, New York
Courts: Conducted evaluation of the Court Clerk Administrative Operations. Areas evaluated including Court Clerk utilization, training and allocation, technology, finances, human resources, revenue collection, and policies and procedures related to support the Court and Judges.	
Franklin County, Ohio (Municipal Court Clerk)	Nashville-Davidson, Tennessee (Juvenile Ct. Clerk)
Public Safety: Mr. Pennington has conducted a variety of studies related to public safety areas covering the range of Police and Fire Services. On larger studies, Mr. Pennington has focused on evaluation and assessment of the Administrative Services (Human Resources, Finance, Records Administration, etc.).	
Des Peres, Missouri (Public Safety) Jacksonville, Florida Sheriff (Admin. Services) Omaha, Nebraska (Collective Bargaining)	Orange County Sheriff, Florida (Admin. Services) Raymore, Missouri (Police) West Des Moines, Iowa (Fire)
Professional Associations:	
American Association of Code Enforcement (AACE) American Planning Association (APA) International Code Council (ICC)	
Education: BA, University of Maine – Public Management; 1990. MPA, University of Maine – Public Administration, 1992.	

CITY OF ORLAND PARK, ILLINOIS
Proposal to Provide Organizational Staffing Analysis Services

ROBIN G. HALEY
SENIOR MANAGER, MATRIX CONSULTING GROUP

Background: Mr. Haley has over 20 years of public management consulting experience, with a primary emphasis on public works related services. This includes a diverse area of experience that includes utilities, streets and highways, solid waste and recycling, rights-of-way maintenance, parks and recreation, fleet management, facilities management, and customer service management systems. Additionally, Mr. Haley has 10 years of experience as a financial analyst in the transportation and defense contracting industries, with responsibility for budgeting and budget oversight, cost estimation and customer service.

Parks and Recreation: Mr. Haley has evaluated numerous parks and recreational services agencies. Scopes of services have included the analysis of maintenance planning, parks condition assessments, staffing, customer service and records, the degree to which offerings meet community needs, cost recovery and community partnerships.

Beaufort County, South Carolina
 Brunswick, Georgia
 Davie, Florida
 Farmington Hills, Michigan
 Gainesville and Hall County, Georgia
 Glynn County, Georgia

Hyattsville, Maryland
 Lake County, Indiana
 Lawrence, Massachusetts
 Rock Island, Illinois
 Waltham, Massachusetts
 Whiting, Indiana

Public Works and Utilities: Mr. Haley has conducted and managed many studies of public works and utilities functions, including streets, solid waste and recycling, fleet management, engineering, water and wastewater utilities, traffic and facilities management. Scopes of services have included analyses of street replacement and resurfacing, management and planning of maintenance activities, crew sizes, staffing requirements, fleet and equipment needs, vehicle maintenance and replacement, infrastructure maintenance and replacement, staff utilization, customer service and responsiveness, as well as other functions.

Arizona Maricopa County, Peoria, Pinal County, Prescott Valley

Missouri Lee's Summit

California Ventura County, West Covina

Nebraska Sarpy County

Colorado Aurora, Thornton

New York Onondaga County

Florida Escambia County Utilities Authority, Hernando County, Pasco County Sheriff, Polk County, Tampa, Venice

North Carolina Nags Head, Winston-Salem

Georgia Augusta-Richmond, Floyd County, Gainesville, Hall County, Macon

North Dakota Grand Forks

Idaho Ada County Highway District

Oregon Douglas County

Illinois Moline, Rock Island

Puerto Rico Ponce

Indiana East Chicago, Gary, Hammond, Lake County, Whiting

South Carolina Beaufort County, Charleston County, Hilton Head Public Service Dist. No. 1, Rock Hill

Louisiana Alexandria

Tennessee Nashville, Springfield

Massachusetts Chelsea, Haverhill, Lawrence, Springfield, Waltham

Texas San Antonio, Southlake

Michigan Farmington Hills

Virginia Lynchburg

Mississippi Jackson

Wisconsin Milwaukee, Waukesha

EDUCATION:

B.S. Georgia Institute of Technology, Atlanta, Georgia 1980

M.B.A. Georgia State University 1988

<p>SUSANNAH E. LEIGH SENIOR MANAGER, MATRIX CONSULTING GROUP</p>	
<p>Background: Susannah Leigh provides organization, staffing and management analytical services to local government. In her career, Ms. Leigh has conducted over 85 projects for over 70 local and state government client agencies. Susannah Leigh has been a management consultant to local government for 9 years.</p>	
<p>Agency-Wide Studies: Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements as well as policies and procedures.</p>	
<p>Allegan County, Michigan Beaufort, South Carolina Brattleboro, Vermont Deltona, Florida Franklin Township, New Jersey</p>	<p>Mt. Lebanon, Pennsylvania Portsmouth, Virginia Walnut Creek, California Waltham, Massachusetts Wayland, Massachusetts</p>
<p>Administrative Services: Conducted studies of internal service functions, including human resources, information technology, purchasing and risk management. Focuses included comparison to best management practices and peer agencies, customer services approaches, support systems, etc.</p>	
<p>Avon, Connecticut Charlotte, North Carolina Chesapeake, Virginia Columbus, Ohio Los Altos Hills, California</p>	<p>Nashville, Tennessee Richmond, Virginia Sacramento, California Springfield, Massachusetts University of West Virginia, West Virginia</p>
<p>Community Development: Conducted studies of development review functions for local government. Studies included evaluations of the organization of these functions, overlaps and duplications of functions, cycle times for permits, technology, fees and cost recovery.</p>	
<p>Arlington County, Virginia Gwinnett County, Georgia Hanover County, Virginia Hilton Head, South Carolina Lee's Summit, Missouri Livermore, California</p>	<p>Manatee County, Florida Peoria, Arizona Santa Monica, California Springfield, Massachusetts Sunrise, Florida West Palm Beach, Florida</p>
<p>Public Works and Utilities: Conducted studies of road, parks, fleet, traffic and other infrastructure maintenance in addition to engineering. Study scopes included the effectiveness of maintenance management, responsiveness to urgent and emergency calls, technology, crew sizes, fleet utilization and specifications, staff utilization and the level of service to the community served,</p>	
<p>Alexandria, Virginia Charleston County, South Carolina Falmouth, Massachusetts Floyd County, Georgia Franklin, Tennessee Gloucester, Massachusetts Long Beach, California</p>	<p>Maricopa County, Arizona Nashville, Tennessee Orleans, Massachusetts Scarsdale, New York Springfield, Massachusetts Washington County, New York</p>
<p>EDUCATION: BA and MPA degrees from Clark University, Worcester, Massachusetts.</p>	