

# REQUIREMENTS OF PROPOSAL

## General Background

The Village of Orland Park is seeking a qualified consultant to collect data, perform analysis and evaluation, and make recommendations on organizational structure and efficient allocation of staff in each individual department to minimize the Village's costs of providing services, including both direct and overhead costs.

## Scope of Services

The consultant awarded the RFP will report findings and develop recommendations for efficient allocation of staff in each individual department to minimize the Village's costs to provide services, with attention to direct and overhead costs, core competencies, strengths and weaknesses, skills gaps, and continuous improvement. The village desires recommendations to maximize the effectiveness and efficiency of village operations; staffing levels should be one consideration. Special emphasis should be placed on productivity and service enhancements. Please note that the Police Department line operations are not within the scope of this engagement; administrative and support functions are within the scope.

### A. Work Plan

All proponents shall provide the Village with a detailed description of how they will meet the Village's needs. This description will entail the approach, activities, and timeframe for completion of the project. The work plan should reflect these major milestones:

Anticipated Project Start Date	May 15, 2011
Review of Departments Completed	June 15, 2011
Preliminary Analysis Report Due	June 31, 2011
Final Recommendations Due	July 12, 2011

The work plan should demonstrate how the consultant would meet each of the major milestones outlined above. While there are several main milestones prior to the completion of the project, consultant should anticipate ongoing discussions of progress with draft reports due at regular intervals throughout this project to ensure diligence and adherence to RFP requirements.

### B. Minimum Services

The selected consultant will provide the following minimum services:

1. Conduct policy objectives meeting with the Mayor and Village Trustees
2. Conduct project planning and scheduling meeting with the Village Manager.
3. Conduct project briefings and question and answer sessions with department heads to better understand the operations of each department.
4. Identify best practices and standards for staffing of each village function/operation and how current policies, procedures, and practices compare with best practices, including rationale for identifying and selecting best practices. Best practices are to be defined by the consultant but the village expects a comprehensive definition that includes

- effectiveness, efficiency and the maintenance of quality standards in the delivery of public services, with appropriate citations for said standards.
5. Develop an understanding of the duties and responsibilities of the village's management staff and administrative support which includes approximately 264 full- and 650 part-time and seasonal employees.
  6. Analyze organizational charts, budgets, operational functions, and relevant village reports with particular focus on efficient organizational staffing methodology and allocation to ensure efficiency and effective delivery of services to the public and internal customers. Analysis will identify formulas and standards used to make staffing allocation decisions. Analysis of each department will be based on the most appropriate measures available and shall include at least three rationale for selecting those measures. The analysis will include the number of supervisory and non-supervisory personnel and appropriate supervisory ratios. Duties and responsibilities shared or completed by contractual employees will be identified.
  7. Based on the analysis identified above, provide a final recommendation report for appropriate staffing levels and structure of each department/function within the village. This report should identify the necessary staff for each department/function and the total number of staff needed. This report shall reflect best practices, standards, benchmarks and specific needs of the individual department along with the goals of the village. The village has developed strategic goals, plans and initiatives which can be made available. The staff necessary for both core and non-core services shall be clearly delineated and identified. The recommendation report shall include the impact of staffing on overtime costs and usage. The consultant will define "core and "non-core" in light of their experience, benchmarks, stakeholder meetings, and existing village services.
  8. Provide methodology used to determine type, number, allocation, and organizational structure of staff, based on assignments and operational responsibilities. This methodology should serve for assessing current staffing needs and for making future short and long term staffing decisions to meet village goals and needs.

### **C. Report and Time Phased Implementation Recommendations**

Consultants shall perform and incorporate the following into the deliverables enumerated above:

1. Summarize the result of the analysis in terminology that will be meaningful to management and others generally familiar with the subject area.
2. Describe data collection, analytical and other techniques used in the analysis.
3. Summarize findings, conclusions and recommendations developed in each task. Include all supporting documentation: e.g. flow charts, forms, questionnaires, etc.
4. Recommend a time-phased implementation work plan and schedule.

**D. Implementation of Budgeted Recommendations**

1. Detailed description of the consultant's qualifications for the performance of any services to be implemented.
2. Summarization of the manner in which the recommendations to be provided through this RFP will be implemented, including any transitional costs and expenses required of the village.
3. Information related to the qualification, requirements, standards related to the proposed plan including the implementation process and services that may be provided by the firm following implementation.
4. Information as requested by the village that implementation of personnel complies with both State and Federal laws.

All data, conclusions and recommendations of the consultant shall be compiled into a written report with one original and one (1) electronic copy provided to the village, and a final PDF electronic copy.