

Proposal to Conduct an Operational Staffing and Service Delivery Assessment

ORLAND PARK, ILLINOIS



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August 3, 2018

Mr. Joseph La Margo
Village Manager
Village of Orland Park
14700 Ravinia Avenue
Orland Park, IL 60462

Dear Mr. La Margo:

The Matrix Consulting Group is pleased to submit a Proposal to Conduct an Operational Staffing and Service Delivery Assessment for the Village of Orland Park. The Matrix Consulting Group, Ltd. and HR Green, Inc. have partnered for this submission creating what we believe is a comprehensive team that is without equal in the country in providing these services.

The Matrix Consulting Group is a national firm, with a regional office in Illinois, dedicated to providing local government management consulting services to cities and counties across the United States. We will be the lead and contracting firm on this engagement. We are partnering with HR Green, a national consulting firm with a regional office in Illinois, specializes in transportation, water, land development, environment, and construction services and evaluation. Key individuals in these two firms have worked together on prior projects – establishing an effecting working relationship that will be beneficial on this engagement.

Our proposed project team is highly experienced and are all full-time consultants with our respective firms. Individual team members also have prior government management experience. Our depth is summarized as follows:

- Matrix Consulting Group's exclusive market and service focus is management, financial, staffing and operations analysis of public sector organizations. Over 95% of our work is with local government entities focused on organizational, operational and service delivery analytical efforts.
- Both the Matrix Consulting Group and HR Green have extensive experience advising and assisting local governments with the efficient delivery of municipal services. This work has included both improved traditional service deliveries as well as creative alternative service delivery options.
- The Matrix Consulting Group has conducted over 75 organization-wide studies around the country in the last decade which have encompassed all municipal functions. Representative clients include:

Organization-wide Studies

| | | |
|-------------------------|---------------------------|---------------------------|
| Albuquerque, New Mexico | Goodyear, Arizona | Portsmouth, New Hampshire |
| Augusta, Georgia | Half Moon Bay, California | Rancho Mirage, California |
| Avon, Connecticut | Johnson County, Kansas | Rancho Palos Verdes, CA |
| Barstow, California | Monroe County, Michigan | Raymore, Missouri |
| Brattleboro, Vermont | Monrovia, California | Roseville, California |
| DeKalb County, Georgia | Montpelier, Vermont | Spokane, Washington |
| Deltona, Florida | Orland Park, Illinois | Sunnyvale, California |
| Franklin Township, NJ | Orleans, Massachusetts | Tinley Park, Illinois |
| Fort Morgan, Colorado | Orting, Washington | Waltham, Massachusetts |

- Individually and collectively, our firms have extensive experience evaluating efficiency and effectiveness of operational practices within municipal government and evaluating opportunities for the use of alternative service delivery models. Our subject matter expertise encompasses every local government function.
- HR Green specializes in providing comprehensive services in Governmental Services, Transportation, Water, Land Development, Environmental, and Construction. HR Green staff collaborate across disciplines in providing services to their clients. They have worked with thousands of clients with a particularly strong emphasis on infrastructure assessments, public works and planning and building operations. HR Green is an industry leader in providing Alternative Service Delivery services for municipalities.

As President of the Matrix Consulting Group, Ltd., I am authorized to sign this proposal, negotiate on the firm's behalf and bind it contractually.

We look forward to an opportunity to meet with your selection committee to further discuss our background, qualifications, and experience. If you have any questions please contact me at the letterhead address or by phone at 650-858-0507, by fax at 650-917-2310 or by email at rbrady@matrixcg.net.

Matrix Consulting Group

Richard Brady
President

1 Background on the Firms and the Project Team

This section of the proposal provides background information regarding the firms, a detailed proposed project team, qualifications and experience of the team members, and a resume of the Project Manager.

1. Overview of the Matrix Consulting Group, Ltd.

The Matrix Consulting Group's only business focus is the provision of organization, staffing and management analytical services to the public sector. While we work with all types of public sector entities, over 95% of our clients are local governments. Our philosophy in providing management consulting services is to address our clients' issues and needs in a fact-based manner that not only solves immediate problems, but also provides management and staff with implementation assistance and ways to continue to manage effectively into the future.

The following points provide specific information regarding the firm's background, focus and composition:

- The Matrix Consulting Group was founded in 2002 and is an independent organization, not a subsidiary of any firm.
- The firm is domestically incorporated in California. Our headquarters are in Mountain View with a satellite office in Irvine. In addition, we have regional offices in Washington, Oregon, Illinois, North Carolina, Texas and Massachusetts.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- We currently have 18 full-time and 8 part-time staff.

Since our creation, the firm has developed a reputation for in-depth and quality analysis and responsiveness to our local government clients.

2. Overview of HR Green

For more than a century, HR Green has been dedicated to providing the services that their clients need to achieve success. HR Green collaborates across geographies and markets to provide the engineering, technical, and management solutions that connect and shape communities and are driven by the commitment of our clients. HR Green provides comprehensive services in Governmental Services, Transportation, Water, Land Development, Environmental, and Construction. We assist our government clients in the management and operations in such areas as Administration, Inspectional Services,

Public Works and Community Development. HR Green professionals can be counted on to help clients maintain service quality with challenging budgets.

HR Green professional staff includes former public sector employees. In fact, 80% of our staff has an average of 18 years of experience in working for the public sector. Our staff helps clients identify, qualify and implement workable ways to improve and optimize service delivery. These solutions have been successful in helping governments with their most significant issues by reducing expenses by creating efficiencies; helping to manage their programs, and to assist in providing a high level of service to their constituents. HR Green enjoys a longstanding reputation for environmental stewardship, public service and technical excellence. The firm is consistently ranked among ENR's Top 500 Design Firms in the United States. Founded in 1913, the firm now employs nearly 450 people with offices in Illinois (four offices), California, Colorado, Iowa, Minnesota, Missouri, Pennsylvania, South Dakota and Texas.

HR Green's Governmental Services professionals combine creativity with reliability to provide staff augmentation and consulting services to local governments. They provide engineering, public works, planning, and building departments with staff to meet the variable workloads without the normal long-term costs. HR Green is a national leader in providing Alternative Service Delivery for municipalities. HR Green has also completed numerous organizational / operational studies for public works agencies, community development departments and other municipal services nationwide. HR Green understands the requirements, needs and challenges facing local governments.

3. Our Management Studies Philosophy

Our firm's reputation 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 our work for our government clients. For this project, we would commit the Vice President of the company, Mr. Alan Pennington, who leads our general consulting practice. He has 13 years of local government consulting experience and 14 years of local government work experience.
- We approach our projects with a firm grounding in formal analytical methodologies. 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 proven project management techniques.
 - Extensive input from municipal staff members 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 of facts, findings, conclusions and recommendations as studies proceed.
- Detailed implementation plans.

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. 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 on 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.
- Project team and client expectations and results are managed on a weekly basis by developing and utilizing formal project schedules and reporting tools.
- 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.

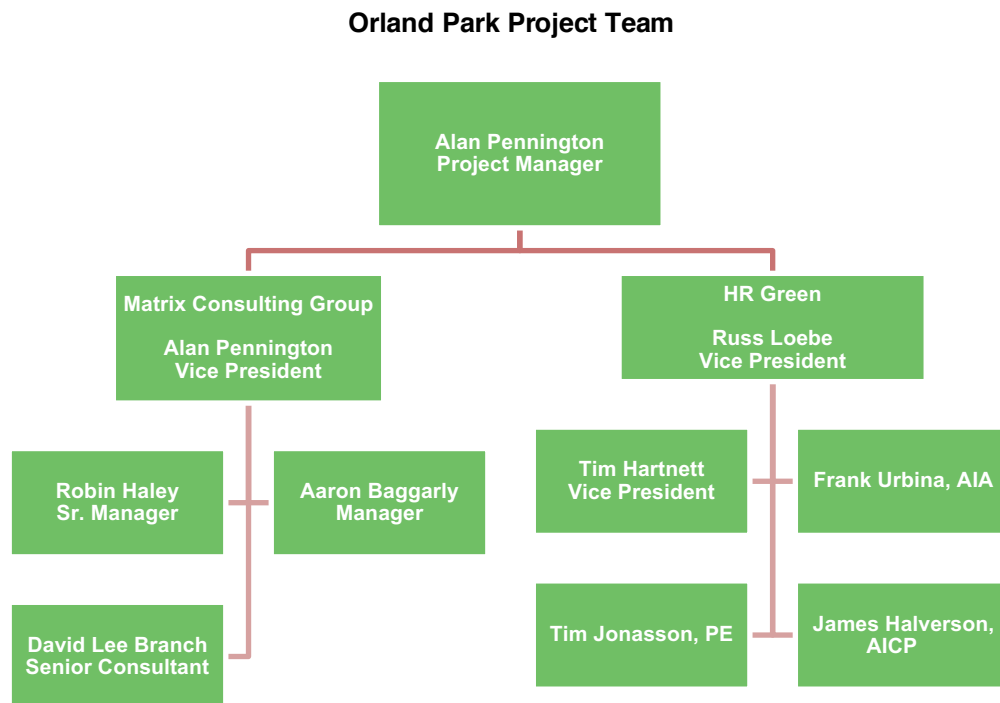
These project management approaches have resulted in all of our projects being delivered at a high level of quality, on time and on budget.

4. Proposed Project Team

We have proposed to utilize a well-experienced project team on this engagement that consists of highly qualified consultants who are recognized leaders in their field. All individuals in our project team are employees of either the Matrix Consulting Group or HR Green.

The overall Project Manager for this engagement will be Mr. Alan Pennington, Vice President of the Matrix Consulting Group and leader of our General Consulting Practice. He will serve as the primary point of contact for Orland Park during the performance of services and

oversee and coordinate our project team. The following organization chart portrays the overall composition and structure to our proposed project team.



5. Project Team Biographies.

The following summary biographies provide relevant background information on each member of the proposed project team members for all proposed project team members.

Summary Biographies (Qualifications, Experience, and Education)

Alan Pennington is a Vice President with the Matrix Consulting Group. He will serve as Project Manager for the overall engagement and oversee the Matrix Consulting Group project team. Since joining the firm in 2005, Mr. Pennington has overseen over 100 local government management studies and leads our General Consulting Practice. Prior to joining the Matrix Consulting Group, he served 14 years in local government. Mr. Pennington is based in our Midwest regional office in Edwardsville, Illinois.

His experience conducting organizational assessments includes: Albuquerque (NM), Carroll County (NH), Corporation for Public Broadcasting (D.C.), DeKalb County (GA), Franklin Township (NJ), Fort Morgan (CO), Johnson County (KS), Montgomery College (MD), Montpelier (VT), Mt. Lebanon (PA), Orland Park (IL), Peoria County (IL), Rancho Mirage (CA), Rancho Palos Verdes (CA), Raymore (MO), Roseville (CA), Tinley Park (IL), University at Albany SUNY (NY), Vermont Secretary of State (VT), and Washington State Ferries. His experience conducting departmental studies includes: Avon (CT), Dayton (OH), Lake County (IL), Irvine (CA), Missouri Department of Conservation (MO), Niles (IL), Riverside (CA), Rockingham County (NH), Riverside (CA), Springfield (MA), and Sunnyvale (CA).

Mr. Pennington is a member of the following professional associations: The International City/County Management Association and the Association of Local Government Auditors. Mr. Pennington has a BA (Public Management) and M.P.A. from the University of Maine.

Robin Haley is a Senior Manager and will be a Senior Analyst on this engagement. He has over 25 years of consulting experience in the public sector covering a wide spectrum of functions and issues. Mr. Haley's career has included assignments as consultant and project manager on over 100 operational, organizational and management improvement studies nationwide. His experience covers all local government functions with a particular emphasis on public works, infrastructure, and utilities. Current and recent relevant clients include: Beverly Hills (CA), DeKalb County (GA), Honolulu (HI), Lake County (IL), Joliet (IL), Ogden (UT), Pittsburgh (PA), San Mateo County (CA), Torrington and Windsor (CT).

He holds a BS in Industrial Management from the Georgia Institute of Technology, and an MBA from Georgia State University.

Aaron Baggarly is a Manager with the Matrix Consulting Group and is part of our General Consulting and Public Safety Divisions. He will be a Project Analyst on this engagement. Mr. Baggarly has extensive experience in organizational, operational, and planning studies for local, state and national agencies.

Mr. Baggarly has performed a wide array of analysis for public sector clients. Recent clients involving inspectional service evaluations include: Blacksburg (VA), Burlington (VT), Downey (CA), and Tinley Park (IL). Mr. Baggarly has conducted over 40 studies related to local detention center operations, and over 60 criminal justice related projects. Significant experience focuses on operational assessments and cost associated with operating local detention facilities. Recent projects include Anoka County (MN), Ramsey County (MN), Hennepin County (MN), Lynnwood (WA), and Pasco County (FL).

Mr. Baggarly has a BS in Community and Regional Planning from Appalachian State University.

David Branch is a Senior Consultant with the Matrix Consulting Group specializing in administrative services and has been with the firm for 5 years.

In his time with the firm he has contributed to dozens of studies, including the following with human resources evaluations: Carroll County (NH), Cedar Rapids (IA), DeKalb County (GA), Lake County (IL), Montgomery College (MD), Polk County (FL), Riverside (CA), Rockingham County (NH), Seattle City Light (WA), Springfield Water & Water (MA), and Virginia Beach (VA).

Mr. Branch received his B.S. in Public Policy, Management, and Planning from USC, and his Masters in Secondary Education from the University of Missouri – St. Louis.

Russ Loebe, ICMA-CM is Vice President in HR Green's Governmental Services Business Line and will serve as the HR Green Project Lead. Before joining HR Green in 2011, Mr. Loebe spent 33 years in local government working for the Village of New Lenox, Illinois. During his career with New Lenox, Mr. Loebe served for 25 years as the Village Administrator and 8 years as the Director of Public Works. As Administrator in one of the fastest growing communities in the Chicago metro area (5-fold population increase in 30 years), Mr. Loebe has been responsible for the management of all aspects of municipal government, managing dozens of major capital projects, award winning budgets and CAFRs, labor contracts and scores of residential, commercial and industrial development projects. Mr. Loebe was instrumental in designing and creating the legal framework and organizational structure for a multi-governmental health insurance pool in 1989. Since joining HR Green, Mr. Loebe has led numerous projects and studies for local government including organizational and staffing studies, multi-community shared serviced studies, utility rate analysis, and general management consultation.

In 2002, the American Public Works Association Chicago Chapter honored Mr. Loebe as their "Public Works Leader of the Year". He was recognized for his development and management of many municipal programs and capital projects including overseeing the planning, design, construction and financing of a \$10M dollar 13 mile Lake Michigan water distribution project. In 2011 Mr. Loebe was received the Illinois City Management Association's - Robert B. Morris Life Time Achievement Award. Mr. Loebe has published numerous professional articles and has been a frequent instructor/presenter on local government issues for municipal employees and elected officials.

Mr. Loebe is an ICMA Credentialed City Manager. He has a BS in Environmental Technology from Southern Illinois University at Edwardsville and a Licensed Illinois Class 1 Wastewater Treatment Operator, and an ICMA – CM Credentialed City Manager. With his experience in water/wastewater system operations, as well as his city management experience.

Tim Hartnett is Vice President and Midwest Practice Leader in Governmental Services for HR Green. He oversees the group in all the Midwest offices. Mr. Hartnett has provided ongoing municipal engineering services to several municipalities in northern Illinois over the last 20 years, including the Villages of Antioch, Johnsburg and Marengo. Municipal services involved subdivision and site improvement review and approval process from concept plan through the final plat in accordance with the municipality's municipal code, engineering standards, applicable development agreement and annexation agreements. Mr. Hartnett has considerable experience with grants and funding procurement for roadway, parks and facility improvements, construction observation, meeting general engineering advisory services, water and wastewater master planning, capital involvement planning and implementation, MFT road programs and staff augmentation and support. He also serves as the lead contact between HR Green clients and the various design/field staff members executing all projects within the communities he represents. In addition, he leads the public education/ outreach programs to the residents, businesses, schools and neighboring communities.

Mr. Hartnett received his BS in Engineering Design from Northern Illinois University. He is a member of the Illinois Municipal League and the American Council of Engineering Companies.

Frank Urbina, NCARB, AIA, Licensed Architect, is the Building and Code Group Leader with HR Green. He has over 28 years of experience as a Licensed Architect, Project Manager, Building Inspector and Building Commissioner in the private and public sectors of Architecture, Construction and Municipal Government. He is currently the Chief Building Official to HR Green's Building and Code Governmental Services Business Line – Midwest. Mr. Urbina is officially certified with the ISBOE as a Plan Reviewer and Inspector, has managed a wide variety of building services and their processes including plan reviews, construction inspections and code enforcement.

Mr. Urbina has previously managed his own architecture firm including the management of multiple construction trades, simultaneously overseeing their scope of work as well as management of municipal staff servicing the public. He understands department process efficiency relationships pertaining to meeting budgets, revenues and expenses and the importance of servicing the public. Mr. Urbina has also administered Village Building and Zoning and Code Enforcement Departments from permitting through issuing certificates of occupancy and code compliance. He has a proven track record of evaluating a Building Department and improving its performance processes and implementing a proactive educational approach to code enforcement. Mr. Urbina serves as project manager for numerous Illinois communities Building Department services contracts and will provide focus on the studies assessment of Community Development and Building and Code processes.

Mr. Urbina received his MA in Architecture from the University of Wisconsin, Milwaukee, and his BFA from the University of Illinois, Champaign-Urbana.

Tim Jonasson, PE, is a Municipal Services Executive II with HR Green. He has nearly 30 years of design, CIP program management, design management, plan review, NPDES/water quality compliance, and construction management experience of municipal public improvement projects, including roads, drainage, water, sewer, traffic, grading, parks, recreational facilities, parking lots and parking structures for numerous cities.

As Senior Manager for Development Services & Economic Development in the City of Jurupa Valley (CA) Mr. Jonasson works closely with the Public Works, Engineering, Planning and Building and Safety Departments to facilitate the delivery of public and private projects as well as multi-agency coordination. Mr. Jonasson is also leading the City's effort to update its development review processes to be more efficient, transparent and developer friendly to foster economic development in the City. For 15 years he served as Public Works Director/City Engineer for the City of La Quinta (CA) where he oversaw a Capital Improvement Program (CIP) budget of \$14.7 million and a department operating budget of \$5.3 million.

Mr. Jonnason has provided expertise and guidance to the La Quinta Executive Team and City Council with additional responsibility for flood plain administration, storm water protection compliance, approval of plans for capital projects and private development and administration of Lighting and Landscape District. He served as a working director leading a department of 27 full-time employees (Public Works, Planning & Building) while providing oversight of all private development entitlement and permitting, contracts for capital project management, construction inspection, traffic engineering, fleet maintenance, and street and landscape maintenance. He also has served as the Interim Public Works Director for the City of Palm Desert (CA) to oversee departmental operations, including CIP, Land Development, Construction Inspection, Facilities, Streets and Parks Maintenance, Solid Waste and Recycling programs.

He received an MBA from Cal State, Northridge, and a BS in Civil Engineering from San Jose State University. He is a registered civil engineer in California.

James Halverson, AICP - has a strong background in community development, urban planning, economic development, growth management and brownfield redevelopment. Jim has been responsible for helping facilitate collaborative project reviews for an array of development projects including rezoning, site development planning, platting, conditional use permits, and specialized zoning requests. His past experience completing a variety of departmental reviews, including the development process review for numerous municipal clients including the Emirate of Abu Dhabi provides him with the qualifications necessary to for the review and assessment of Community Development and Building and Code processes.

As the former Director of the Cedar Rapids Department of Development (currently known as the Community Development Department) and the Linn County Regional Planning Commission (currently known as the Corridor MPO), Jim's responsibilities and experiences have included oversight of city and regional long-range planning activities, engineering development reviews, economic/ land development efforts, as well as grant and program initiatives including administration of federal entitlement programs. Under Jim's leadership, Cedar Rapids processed several hundred land development processes annually. Process improvements to bring more collaboration among participating departments and greater clarity for developers were among his more notable achievements.

Since leaving the City of Cedar Rapids Jim is serving as the Chairperson of the Cedar Rapids City Planning Commission. This experience compliments Jim's former administrative role and deepens his perspective about the connection between technical staff reviews and the role of appointed and elected bodies.

A completed resume for the Project Manager assigned for this engagement is provided on the following pages.

ALAN D. PENNINGTON
VICE PRESIDENT, MATRIX CONSULTING GROUP

Background: Alan Pennington is a Vice President with the Matrix Consulting Group and leads our General Consulting Practice. 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 to 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. Mr. Pennington is trained in Six Sigma.

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 | Peoria County (IL) - HR, Procurement, Finance |
| Carroll County (NH) – Human Resources | Portsmouth (NH) - Labor Relations, Overtime |
| Charlotte (NC) - Procurement | Riverside (CA) - Finance |
| CPS Consultants (CA) – Organizational, HR | Riverside (CA) – Human Resources |
| Highland Park (IL) – HR | Rockingham County (NH) – Human Resources |
| Ketchikan (AK) – HR Division Assessment | Salt Lake City (UT) - Human Resources |
| Los Angeles (CA) – Payroll | Santa Clara Valley Water (CA) – Procurement |
| Irvine (CA) – Administrative Services incl. HR | Seattle City Light (WA) – Worker’s Compensation |
| Imperial Irrigation District (El Centro, CA) – HR | Springfield (MA) - City Clerk |
| Madison Area Technical College - HR | Springfield (MA) - Finance, Procurement |
| Marshall University (WV) - Procurement | Sunnyvale (CA) – Finance, Procurement |
| Matanuska (AK) - School Site Selection | University of Maryland University College -HR |
| Missouri Department of Conservation - HR | West Virginia University (WV) - Procurement |

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.

| | |
|--|--|
| Albuquerque, New Mexico | Peoria County, Illinois |
| Corporation for Public Broadcasting, Wash., D.C. | Rancho Mirage, California |
| DeKalb County, Georgia | Rancho Palos Verdes, California |
| Fort Morgan, Colorado | Raymore, Missouri |
| Franklin Township, New Jersey | Roseville, California |
| Half Moon Bay, California | Salt Lake County, Utah |
| Johnson County, Kansas | South Coast Water District, California |
| Montpelier, Vermont | Tinley Park, Illinois |
| Mt. Lebanon, Pennsylvania | University at Albany - SUNY |
| Orland Park, Illinois | Washington State Ferries |

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.

ALAN D. PENNINGTON
VICE PRESIDENT, MATRIX CONSULTING GROUP

Alexandria, Virginia
 Charleston County, South Carolina
 Franklin, Tennessee (Water/Wastewater)
 Franklin, Tennessee (Fleet Management)
 Milwaukee, Wisconsin

Nashville-Davidson County, Tennessee
 Orleans, Massachusetts
 Rock County, Wisconsin
 Washington County, New York
 White Plains, New York

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.

Elmhurst Park District, IL
 Grand Rapids, Michigan
 Los Angeles, California

Orleans, Massachusetts
 Seattle, Washington
 Southlake, Texas

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.

Blacksburg, Virginia
 Cupertino, California
 Dayton, Ohio
 Des Moines, Washington
 Downey, California
 Greenville, South Carolina
 Gwinnett County, Georgia
 Hanover County, Virginia
 Hilton Head Island, South Carolina
 Johnson City, Tennessee
 Lawrence, Kansas

Lee's Summit, Missouri (Code Administration)
 Lee's Summit, Missouri (Planning)
 Little Rock, Arkansas
 Manatee County, Florida
 Marion County, Oregon
 Niles, Illinois
 Redlands, California
 San Jose, California
 Springfield, Massachusetts
 Sunrise, Florida (two studies)
 West Palm Beach, Florida

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)
 Portsmouth, New Hampshire (Collective Bargaining)

Orange County Sheriff, Florida (Admin. Services)
 Raymore, Missouri (Police)
 West Des Moines, Iowa (Fire)
 Winnipeg, Canada (Police)

PROFESSIONAL ASSOCIATIONS:

Association of Local Government Auditors (ALGA)
 International City-County Management Association (ICMA)
 International Public Management Association for Human Resources (IMPA)
 International Code Council (ICC)
 American Planning Association (APA)

EDUCATION:

BA, University of Maine – Public Management; 1990.
 MPA, University of Maine – Public Administration, 1992.

2 Project Experience and References

The following sections outline our experience in providing consulting services to local governments. Our depth and breadth of service offerings is without equal in the local government consulting market.

1. Firm Experience Conducting Organizational-wide Assessments.

We have conducted over 75 organization-wide assessment since our founding. These assessments have evaluated operational practices and staffing requirements for all aspects of local government operations. The following table summarizes our most recent or applicable experience:

Organization-wide Studies

| | | |
|-------------------------|---------------------------|---------------------------|
| Albuquerque, New Mexico | Goodyear, Arizona | Portsmouth, New Hampshire |
| Augusta, Georgia | Half Moon Bay, California | Rancho Mirage, California |
| Avon, Connecticut | Johnson County, Kansas | Rancho Palos Verdes, CA |
| Barstow, California | Monroe County, Michigan | Raymore, Missouri |
| Brattleboro, Vermont | Monrovia, California | Roseville, California |
| DeKalb County, Georgia | Montpelier, Vermont | Spokane, Washington |
| Deltona, Florida | Orland Park, Illinois | Sunnyvale, California |
| Franklin Township, NJ | Orleans, Massachusetts | Tinley Park, Illinois |
| Fort Morgan, Colorado | Orting, Washington | Waltham, Massachusetts |

2. Firm Experience Conducting Department-Specific Studies.

In addition to our numerous organization-wide studies, the firm and project team have also conducted dozens of stand-alone studies of municipal operations. These projects focused on evaluating staffing needs, alternative service delivery, and compliance with applicable industry best practices.

Specific Functional Area Studies

| | | |
|-----------------------|--------------------|---------------------------|
| Community Development | Blacksburg (VA) | Hilton Head Island (SC) |
| | Beverly Hills (CA) | Kissimmee (FL) |
| | Boston (MA) | Lawrence (KS) |
| | Culver City (CA) | Lee's Summit (MO) |
| | DeKalb County (GA) | Niles (IL) |
| | Downey (CA) | Redlands (CA) |
| | East Point (GA) | Sunrise (FL) |
| | Flower Mound (TX) | ToHo Water Authority (FL) |

| | | |
|------------------------|--|---|
| Finance / Purchasing | Albany (CA) Broward County (FL) Charlotte (NC) Hilton Head Island (SC) Monrovia (CA) | Riverside (CA) Rockingham County (NH) Springfield (MA) Sunnyvale (CA) |
| Human Resources | Highland Park (IL) Imperial Irrigation District (CA) Ketchikan (AK) Polk County (FL) Rockingham County (NH) Salt Lake City (UT) | Polk County (FL) Riverside (CA) Virginia Beach (VA) Volusia County Transportation Planning Organization (FL) |
| Information Technology | Brea (CA) Edmond (OK) | Redding (CA) Salt Lake City (UT) |
| Public Works | Alexandria (VA) Cedar Rapids (IA) Denton (TX) Lee's Summit (MO) Oakland (CA) | Oconomowoc (WI) Rock County (WI) Sacramento (CA) Waukesha County (WI) White Plains (NY) |

4. Project References.

The following table provides several references for work conducted by the Matrix Consulting Group and HR Green. Additional references can be provided upon request.

References and Descriptions of Similar Projects

Matrix Consulting Group References

DeKalb County, Georgia

Organizational Efficiency

Study

Reference:

Zach Williams
Chief Operating
Officer

404.371.3694

zwilliams@dekalbcountyga.gov

This project included an evaluation principally of the organizational functions under the control of the County's Chief Executive. The focus of the study was on identifying process improvement opportunities, staffing changes and organizational structure changes. The impetus of the study is the potential incorporation of a significant component of the County which will result in substantial revenue loss and the need for the County to reduce services. The evaluation included developing recommendations not only for direct services provided, but also for administrative support functions. A key evaluation was on evaluating impacts of incorporation, designing new service delivery approaches, and identifying core staffing requirements.

Salt Lake County, Utah**Process Improvement
and Business Process
Reengineering
Services****Reference:**

Carleton Christianson,
Director 385.468.7032
CJChristensen@slco.org

During this engagement, the firm conducted an organizational scan for the entire County organization to identify key issues, processes and staffing allocations impacting services. From this effort, a listing of prioritized areas for further inquiry was developed and evaluated. The additional areas included: development of a performance management program framework for implementation by the County Mayor's Office, an evaluation of staffing levels, organizational structure and processes for Information Technology and Human Resources, and review of maintenance programs. Areas of duplication in internal service delivery were identified and recommendations made to streamline services, reallocate staff to centralized functions, and implement service level agreements between internal service functions and operating departments.

Johnson County, Kansas**Organizational Structure
Assessment and
Optimization Study**

Reference: Penny Postoak
Ferguson
County Manager
913.715.0725

The Matrix Consulting Group evaluated this organization with a focus on analyzing: (1) alternative organizational structures; (2) opportunities for more efficient provision of services; (3) elimination of duplicated services in the organization; and (4) review of "internal support" functions and operating procedures for efficiencies. Selected recommendations included: reorganization to reduce number of Departments by 24% from 38 to 29; consolidation of internal service functions (facilities, IT, HR) currently provided in a decentralized (or partially decentralized) approach to allow operating departments to focus on their core services rather than internal support functions; to improve services to operating departments while reducing costs, and increasing managerial spans of control. All recommendations were developed to maintain or improve service levels. Long-term cost-savings were estimated at over \$2 million.

HR Green References

**Chicago Metropolitan
Agency for Planning
(CMAP), Assistance
with Shared
Services/Joint
Purchasing Study for
the Village of
Oswego, Village of
Montgomery and
United City of
Yorkville –**

Shared Services**Study Reference:**

Louise Yeung
Project Manager
312-454-0400
lyeung@cmaphillinois.org

The Village of Oswego, the Village of Montgomery, and the United City of Yorkville are jointly conducting a study to analyze opportunities for a next generation of service delivery that encourages coordinating and jointly providing municipal services. The study undertaken by CMAP with guidance and feedback as well as facilitation and technical assistance from HR Green is examining the feasibility of reducing costs and increasing efficiency of municipal operations through shared services. The study's objectives are twofold: to provide the communities with concrete strategies for collaboration across a range of services, and to develop recommendations for a process to guide the municipalities' ongoing collaboration. The service areas addressed in the study include:

- **Public works** such as, road maintenance, waste collection, snow removal, landscaping and grounds maintenance, fleet maintenance and fuel purchasing, and equipment sharing.
- **Public safety** such as, ticket issuances and crime analysis
- **Planning and zoning** such as, plan review, transportation capital improvement coordination, and code enforcement
- **Economic and community development** such as, recreational programming, joint marketing, special event planning

- **Administrative operations** such as, human resources and professional development training, utility bill processing, and IT and data management

**Lemont, Illinois
Analysis of the
Development Review
Process**

Services Reference:

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Village Administrator
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Analyze the current development review and permitting processes for the Village and recommend changes to help improve these systems. The recommendations once implemented assist the Village in obtaining a timelier and efficient development review and permitting process working within the current Village's organizational structure. The net result of these recommendations will result in a *regulatory environment that is supportive of local economic health* and will help lead to high-quality development. The areas addressed in the study include, but are not limited to, the following:

- Planning and Economic Development
- Building Department Services
- Internal and External stakeholders interviews
- Performance measures
- Ordinance and Document reviews
- Use of Technology
- Process Flow

**Jurupa Valley,
California
Incorporation Study
Reference:**

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In July, 2011 Jurupa Valley, with a population of roughly 100,000, was incorporated as a general law city, becoming the 28th city in Riverside County, and newest city in California. Just two days before incorporation, the City was faced with the unique challenge of losing nearly \$7M in general fund revenues due to the passage of Senate Bill (SB) 89. To efficiently transition to an incorporated local jurisdiction, Jurupa Valley City Council members approved a contract with a team of consultants, led by HR Green, for the delivery of services for all municipal operations. Key HR Green activities have included: establishing departmental processes, procedures, and performance benchmarks; preparing monthly progress reports to track activities, planned activities, and benchmarks; developing and establishing operations, organizational structure, staffing levels, and performance metrics for Planning, Public Works, Engineering, City Administration, Building Safety, and Code Compliance Departments; Incorporating technologies to save time and money, such as paperless processing; electronic plan check; GIS to manage assets, track permit and inspection activity, assist with CIP planning, and field inspection apps; identifying opportunities to share services or contracts with other organizations.

HR Green optimized service levels by initiating strategic partnerships with agencies/stakeholders (e.g., County agencies, special districts, school districts, and developers) to improve infrastructure for Jurupa Valley citizens funded by revenue sources from these other agencies. Jurupa Valley is recognized as the second most cost-efficient city in Riverside County based on cost of service per capita, realizing overall operational cost reductions by approximately 35%, leveraging paperless and other technological solutions, developing new revenue sources to compensate for the general fund shortfall, and implementing shared service delivery models.

We encourage you to reach out to our former clients to discuss the quality of the work provided to them.

3 Approach / Methodology / Schedule

This section of the proposal illustrates a proposed approach and project schedule for conducting this assessment.

1. Project Approach and Taskplan.

Task 1 | Develop an Understanding of Current Issues and Develop a Detailed Profile of Existing Operations.

To evaluate the organization and operations of Village operations under review, we need to develop an understanding of the key issues impacting and shaping service requirements today. To develop this perspective, we will conduct interviews with the Village Manager, senior executives and key managers and staff within the departments.

These interviews will focus on exploring issues and attitudes in the following areas:

- Adequacy of service levels, and perceived gaps in existing levels of service;
- Organizational changes which have been made in the past several years and perceptions of the impacts of these changes;
- Staffing changes in the past several years due to the economic environment or other causes;
- Goals and objectives with regard to the delivery of services in each of the departments;
- Adequacy of management systems and technology, and the extent to which managers utilize this information to make meaningful managerial, operational, scheduling and staff allocation decisions;
- Outsourcing philosophy of the Departments; the services that are currently outsourced and additional candidates. This would also include an assessment of the insourcing philosophy, i.e., what are the services that the Departments provide that can be expanded upon in terms of the levels of service.

Next, we will develop a detailed description of the services provided through the various departments under review. Our focus will be on how services are delivered, staffed, and managed, as well as the costs associated with the delivery of those services. The

development of this detailed description will be based on interviews as well as on the collection of operating information and data, including the following:

- The current organization of the services provided by the departments, including:
 - The structure and functions of each division and unit;
 - The staffing levels of each division;
 - The basic job responsibilities staff; and
 - The budgets for the current and three prior fiscal years.
- Documentation of all key operations, including:
 - Service scope and content;
 - How staff are scheduled and deployed;
 - Workload data;
 - Basic service levels; and
 - The extent of contracted services by type, size, and cost.
- Documentation of the current technology in use in the Departments;
- Documentation of the service levels and performance metrics for each department;
- Documentation of the key processes, work activities and workloads for the departments.

Once these initial data collection activities have been completed, the project team will prepare a summary descriptive profile that presents our understanding of the current organization, staffing, operations and costs of the services provided by the Village for each department under review.

TASK RESULT

The deliverable for this task will be a descriptive profile.

Task 2 | **Compare the Department's Operations and Practices to "Best Management Practices" with a Focus on Efficient and Effective Service Delivery, Staffing and Organizational Structure.**

The purpose of this task is to evaluate the services provided by the departments in the context of best management practices in the profession. When conducting the best management practices assessment, each operational area would be assessed against unique management practices. The best practices comparison would be completed for each key function in these divisions and provide a "gap analysis" identifying areas where

improvements in processes, enhanced technology utilization or staffing modifications may enable increased or maintained service levels in a more efficient and effective manner.

The best practices utilized for comparison in this task would be based upon our accumulated knowledge and experience with efficient and effective organizations across the country, as well as through accepted industry benchmarks from such organizations as APWA, IFMA, ICC, APA, and others.

TASK RESULT

The deliverable of this task would be an evaluation of the Departments in comparison to best management practices.

Task 3 | Evaluate Staffing, Work Flow, and Service Levels and the Impact of the ERI on Staffing.

In this work task, the project team will analyze the staffing, work practices, and service levels within the departments under review with a focus on identifying new approaches to service delivery including alternative organizational, staffing and service delivery models. The assessment would include the following tasks:

- **Evaluate the levels of maintenance service delivered by each of the functions within the Public Works Department.** This analysis would focus on profiling the levels of service and assessing their adequacy and respective cost implications.
- **Evaluate the levels of plan review and inspection service delivered within the Development Services Department.** This analysis would focus on profiling the levels of service, timeliness of service and assessing their adequacy and respective cost implications.
- **Evaluate the levels of maintenance service delivered by each of the functions within the Parks and Grounds Department.** This analysis would focus on profiling the levels of service and assessing their adequacy and respective cost implications.
- **Evaluate the levels of maintenance service delivered by each of the functions within the Recreation Department.** This analysis would focus on profiling the levels of service and assessing their adequacy and respective cost implications.
- **Evaluate the adequacy of major work practices utilized by each Department.** This analysis would focus on the identification of opportunities to streamline

internal processes and assignments as well as work practices to increase productivity and/or enhance their effectiveness. This would include interdepartmental processes – such as development review plan review and inspection services.

- **Evaluate the levels of administrative service delivered by each of the functions within the Police Department Administrative Services group.** This analysis would focus on profiling the levels of service and assessing their adequacy and respective cost implications.
- **Evaluate work planning and scheduling.** This analysis would focus on systems and processes used to plan and schedule work activities in the Departments.
- **Evaluate productivity and staffing levels against work output guidelines.** Over the years, we have developed guidelines for staffing in a variety of service areas based on analysis of industry standards and actual work measurement of maintenance activities. In evaluating the adequacy of staffing levels in the departments under review.
- **Evaluate the skill mix of current staff.** In this task, we will evaluate the positions currently staffed to determine if alternative position types or modifications to position classifications provide an opportunity for greater cross-training and cross-utilization of existing staff resources.
- **Evaluate outsourcing and insourcing opportunities.** The services provided by the Village would be evaluated for outsourcing and insourcing, recognizing that this choice has multi-faceted dimensions including cost, responsiveness, level of service guarantees, contract oversight, availability of competitors, etc. This evaluation will assess opportunities to deploy best management alternative service delivery options. This analysis will incorporate the impact of the Village's ERI program.
- **Evaluate performance management methods in the Village.** The project team will assess the degree to which performance in the Village are managed and reported. Key performance indicators will be utilized to identify appropriate service levels for the future for major service areas.
- **Evaluate the potential impact of the ERIs on the Village.** Based upon projections from the Village on the potential staff that will take advantage of the ERIs, the project team will evaluate staffing requirements and alternatives that will address the anticipated staff changes due to the ERI programs. This will we done

in conjunction with the evaluation of alternative service delivery approaches to provide a holistic approach to future service delivery.

At the conclusion of this task, we will have evaluated all areas of the Village under review in the areas of work and operational practices, service levels, work flows and work activities to identify improvement opportunities. In conjunction with interviews, data collection and the diagnostic assessment described in previous tasks, the project team will, at this juncture, be able to evaluate the efficiency of performance of current tasks and determine which of these should continue to be performed by internal staff, and those that should either be outsourced or discontinued.

TASK RESULT

The deliverable of this task would be improvement opportunities and proposed adjustments in staffing, work practices, service levels, outsourcing / insourcing services, customer service, and operations.

Task 5 | Evaluate How the Departments Are Organized.

In this task, the project team will evaluate the plan of organization for the Village operation by using a number of principles in the evaluation of organizational structure, including:

- Does the current approach to organizing services in the Village foster accountability?
- Are spans of control for functions in the component divisions too broad or too limited?
- Are the plans of management organization for services in the Departments providing adequate communication and coordination where needed? Does the current structure enhance shared knowledge and understanding?
- Do the plans of organization enhance career development opportunities, training, and recruitment and retention?
- Have the Departments anticipated the impact of retirements on the continuity of management and supervision?
- Do the plans of organization enable staff to provide better service to the public in terms of cycle times, user friendliness, performance management, quality control, and consistency?

This assessment will evaluate options to reorganize in a manner to address anticipated retirements that will occur due to the ERI program and the unique opportunities this provides to implement a new organizational structure at a time of significant staff turnover and change. The end result of this analysis will be a proposed organizational structure for the provision of services and specific staffing levels to meet service demands.

TASK RESULT

The product of this task would be an organizational structure that promotes accountability, communication and efficient work flow in Village Operations.

Task 6 | Prepare a Draft and Final Report and Provide Plans for Implementing Improvement Opportunities in the Organization and Operations of the Village of Orland Park.

Once the work tasks noted above have been completed, our analysis, findings, and conclusions will be documented in a final report. The draft and final reports will contain the following elements:

- A final version of the descriptive information regarding Village operations.
- A final version of the 'best management practices' assessment.
- Detailed analysis of each identified improvement opportunity relating to philosophies and commitments, staffing required given these commitments, managerial and operational practices for service delivery.
- Recommended staffing allocations, by number and position, for each division.
- The optimum organizational model for the Departments that maximizes communications, workloads and efficiency, and that minimizes duplication and addresses the future impacts of the proposed ERIs.
- Recommendations related to standardizing the insourcing and outsourcing decision
- An implementation plan for each improvement opportunity to ensure that there are accountability mechanisms in place to ensure that responsibility is allocated, timing is planned, and results are demonstrated.

The Matrix project team recognizes that some recommended improvements may have associated cost impacts, and these will be identified and prioritized. The Village has many competing demands for financial resources, and the identified improvement opportunities will be considered within the context of these restraints.

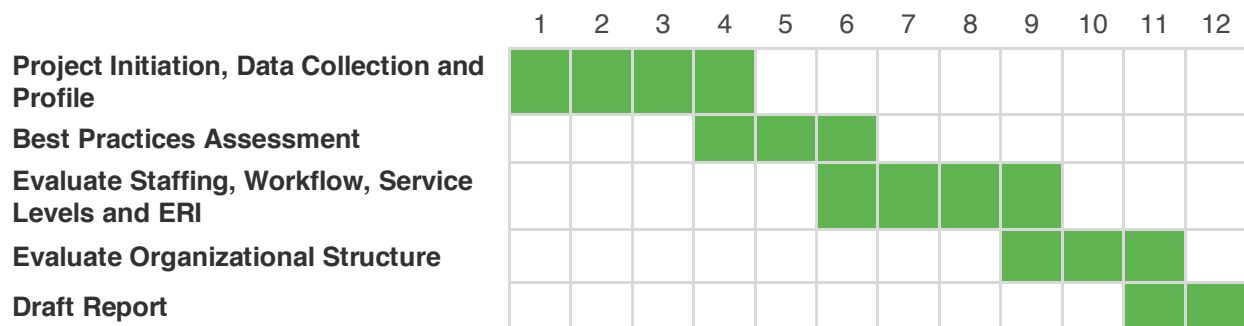
Once staff and the Project Steering Committee have reviewed the draft final report and implementation plan and provided input, we would develop the final report and deliver to the Village Project Team.

TASK RESULT

The product of this task would be the draft and final reports.

2. Project Schedule.

We have proposed a twelve (12) week project schedule from date of initiation to completion of the draft report. The proposed project schedule is outlined in the following chart:



We will work closely with the Village to initiate and conduct the engagement to complete in as timely a manner as possible.

4 Cost Statement

We are proposing a fixed-price not-to-exceed project budget of **\$59,500** to conduct the scope of services outlined in our proposal. The following table summarizes the expected cost by task.

| Task | Cost Per Task |
|---|---------------|
| Project Initiation, Data Collection and Profile | \$ 16,000 |
| Best Practices Assessment | \$ 13,880 |
| Evaluate Staffing, Workflow, Service Levels and ERI | \$ 13,370 |
| Evaluate Organizational Structure | \$ 6,910 |
| Draft and Final Report | \$ 9,340 |
| Total Project Cost | \$ 59,500 |

We bill monthly for actual time and expenses incurred up to the maximum project budget.