

CLERK'S CONTRACT and AGREEMENT COVER PAGE

Legistar File ID#: 2025-0886

Contract #: 20250508

Start date: 11/3/2025

End date: 11/2/2026

Amount: \$ 216,700.00

Contingency Amount: \$ 0.00

Department: Village Manager

Total Contract Amount: \$ 216,700.00

Contract Type: Professional Services

Contractors Name: Baker Tilly Advisory Group Parent LP

Status of Ownership: N/A

Status of Sub: N/A

Certification: Attached

Self-Certifying

Did not disclose

Contract Description: Service Delivery Review Request for Proposals



**AGREEMENT BETWEEN THE VILLAGE OF ORLAND PARK AND
BAKER TILLY ADVISORY GROUP PARENT, LP FOR PROFESSIONAL SERVICES**

THIS AGREEMENT (hereinafter, the “Agreement” or the “Contract”) is made November 3, 2025, by and between the VILLAGE OF ORLAND PARK (hereinafter referred to as “Village”) and BAKER TILLY ADVISORY GROUP PARENT, LP (hereinafter referred to as “Consultant”) for the performance of certain professional services for the Village in connection with Service Delivery Review (hereinafter referred to as the “Project”, the “Work”, or the “Services”).

WITNESSETH:

In consideration of the mutual covenants set forth herein by the Village and the Consultant (hereinafter referred to collectively as the “Parties”), the Parties agree as follows:

1. **Scope of Work:** The Consultant agrees to and shall timely perform and fully complete the “Scope of Services” as set forth in:

- The Consultant’s Proposal dated August 21, 2025; and/or
- Village of Orland Park RFP No. 25-046.

which is/are attached hereto and made a part of this Agreement as Exhibit A (the “Work” or the “Project”). The terms, conditions and specifications set forth in Village’s Request for Qualifications (RFQ), Request For Proposal (“RFP”), and/or Purchase Order and any other Village document shall supersede, govern, and prevail over any inconsistent terms, conditions, and/or specifications on any other documents submitted by the Consultant. Any provisions in the Consultant’s Proposal or Bid or other submittals which are in conflict with or inconsistent with any of the same provisions in the Village’s RFQ, RFP, and/or Purchase Order shall be void to the extent of such conflict or inconsistency and the terms of the Village’s RFQ, RFP, and/or Purchase Order shall control.

2. **Payment:**

A. **Compensation:** The Village agrees to pay the Consultant, and the Consultant agrees to accept as compensation for all Services and/or Work and/or the Project required by this Agreement the amount(s) set forth as follows:

- the amount(s) set forth on Exhibit A (the “Consultant’s Proposal”);
- the amount(s) based upon the Schedule of Fees set forth on Exhibit B attached hereto and thereby made a part hereof; and
- A not-to-exceed amount of \$162,800 for Compensation Study and \$53,900.00 for User Fee Study for a total not-to-exceed amount of \$216,700.00 (“Contract Price”)

(i) It is expressly understood and agreed to by both Parties that in no event shall the total amount to be paid by the Village for the complete and satisfactory performance of services, under this Agreement exceed \$216,700.00. Said price shall be the total compensation for Consultant’s performance hereunder including, but not limited to, all work, deliverables, materials, supplies, equipment, subcontractor’s fees, and all reimbursable travel and miscellaneous or incidental expenses to be incurred by Consultant. In the event the Consultant incurs cost in excess of the sum authorized for service under this Agreement, the Consultant shall pay such excess from its own funds, and the Village shall not be required to pay any part of such excess, and the Consultant shall have no claim against the Village on account thereof.

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For the avoidance of doubt, in no event shall Consultant be entitled to receive more than this not-to-exceed amount and this amount includes all costs incurred by Consultant in connection with the work and services authorized hereby, including, but not limited to: (i) any known or unknown and/or unexpected condition(s); (ii) any and all unforeseen difficulties; (iii) any unanticipated rises in the cost of labor, materials or equipment, changes in market or negotiating conditions, and errors or omissions made by the Consultant or others; (iv) the character of the work and/or services to be performed; and (v) any overrun in the time or cost necessary for the Consultant to complete the work due to any causes, within or beyond its control. Under no circumstances shall the Village be liable for any additional charges if Consultant's actual costs and reimbursable expenses for such work, service or deliverable exceed the not-to-exceed price. Accordingly, Consultant represents, warrants and covenants to the Village that it will not, nor will Consultant have anyone on its behalf, attempt to collect an amount in excess of the not to exceed price agreed to by the Consultant as set forth above

- B. Invoices: The Consultant agrees to and shall prepare and submit:
- an invoice to the Village which the Village shall pay upon completion and approval of the Work; or
 - invoices for progress payments to the Village as hereinafter set forth for Services completed to date. Invoices shall be prepared monthly and shall document the time/hours expended as the Work is completed to date by the Consultant.
- C. Payment: Notwithstanding any provision of the Illinois Local Government Prompt Act (50 ILCS 505/1, et seq.) (the "Act") to the contrary, the Parties agree that any bill approved for payment by the Corporate Authorities shall be paid within sixty (60) days after the date of approval. If payment is not made within such sixty (60) day period, an interest penalty of 1% of any amount approved and unpaid shall be added for each full thirty (30) day period, without proration, after the expiration of the aforementioned sixty (60) day payment period, until final payment is made. No other provision of the Act shall apply to this contract.
- D. Withholding Payment: Notwithstanding anything to the contrary herein contained, no additional compensation will be paid to or claimed by the Consultant for services required to correct deficiencies attributable to errors or omissions of the Consultant, and all such errors or omissions must be corrected by the Consultant at their sole cost and expense. ~~Notwithstanding anything to the contrary herein contained, the Village has the right to withhold from payment due the Consultant such sums as are reasonably necessary to protect the Village against any loss or damage which may result from: (i) the negligence of or unsatisfactory Services of the Consultant; (ii) the failure by the Consultant to perform the Consultant's obligations hereunder; or (iii) claims filed against the Village relating to the Services. Any sums withheld from the Consultant as provided in this section, and subsequently determined to be due and owing to the Consultant, will be paid to the Consultant.~~
- E. Appropriation of Funds: The Parties hereto agree that, if the term of this Agreement extends beyond the current fiscal year of the Village (the current fiscal year being the year in which the first date of the term of this Agreement falls), this Agreement is subject to the appropriation of funds by the Village Board of Trustees and/or any other funding agencies for each subsequent year. If the Village, and/or any other governmental agency providing funding for this Service, fails to make such an appropriation, the Village may terminate this Agreement and the Consultant will be entitled to receive, as its sole and exclusive remedy, compensation for Services properly performed to the date of termination to the extent the Village has funds available and appropriated to pay the Consultant such amount. Upon the request of the Consultant, the Village will inform

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the Consultant as to whether any governmental agency other than the Village is providing funding to pay all or a portion of the Services.

- F. Records: The Consultant's records relating to invoicing and billing for the Services ~~must be kept in accordance with generally accepted principles of accounting consistently applied and must be retained by the Consultant for a period of not less than five (5) years following the completion of the Services. Such billing and invoicing records must be available to the Village or any authorized representative of the Village, upon reasonable prior notice, for audit and review during normal business hours at the Village offices, 14700 S. Ravinia Ave. Orland Park, IL 60462. In addition, such records must be available, upon reasonable prior notice, for audit and review by any other governmental agency providing funding for all or any portion of this Service.~~

3. Contract Documents: The term "Contract Documents" means and includes, but is not limited to, this Agreement and the following, which are each attached hereto and thereby made a part hereof:

Scope of Services as set forth in the Consultant's proposal dated August 21, 2025 (Exhibit A) for RFP #25-046.

Schedule of Fees (Exhibit B)

In the event of any conflict between this Agreement and any other Contract Document, this Agreement shall prevail and control over the terms and conditions set forth in such other Contract Documents.

4. Term: The Contract commences on the date it is fully executed by all Parties and terminates on December 9, 2026 (hereinafter the "Term"), with an option to extend for 0 additional terms of 0 month(s) upon mutual agreement of the parties, barring only Acts of God, due to which the Completion Date may be modified in writing with the prior approval of the Village.

A. Termination; Remedies: Notwithstanding any other provision hereof, the Village may terminate the

Agreement in the event of a default by the Consultant or without cause at any time upon fifteen (15) days prior written notice to the Consultant. In the event that the Agreement is so terminated, and the Consultant is not in default or breach of this Agreement, the Consultant shall be paid for Services actually performed and reimbursable expenses actually incurred, if any, prior to termination, not exceeding the value of the Services completed which shall be determined on the basis of the rates set forth in the Consultant's Proposal.

5. Time is of the Essence; Dates of Commencement and Completion; Progress Reports:

A. Time is of the essence in this Contract. The Services to be performed by the Consultant under the Contract Documents shall commence no later than November 3, 2025 (hereinafter the "Commencement Date"), and shall be completed no later than November 2, 2026 (hereinafter the "Completion Date"), barring only Acts of God, due to which the Completion Date may be modified in writing with the prior approval of the Village. If the Consultant fails to complete the Services by the Completion Date, the Village shall thereafter have the right to terminate this Agreement and shall only be responsible for Services actually performed and reimbursable expenses actually incurred as of the date of termination. ~~have the Services completed by another independent consultant, and in such event, the Village shall have the right to deduct the cost of such completion so incurred by the Village from payments otherwise due to the Consultant for the Services and/or the right to recover any excess cost of completion from the Consultant to the extent~~

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that the total cost incurred by the Village for the completion of the Work which is the subject of the Contract Documents exceeds the Contract Price.

B. Progress Reports. The Consultant must prepare and submit monthly progress reports describing the Services performed in the prior month and anticipated to be performed in the following one-month period. The Services schedule shall insure that each of the Services provided being completed within a timeframe that does not negatively impact the Village's compliance any federal, state, or local regulations (if applicable).

6. Venue and Choice of Law: The Consultant and the Village agree that the venue for any and all disputes shall solely be in Cook County, Illinois, in which the Village's Village Hall is located. This Contract and all other Contract Documents shall be construed and interpreted in accordance with the laws of the State of Illinois.
7. Nonassignability: The Consultant shall not assign this Contract, or any part thereof, to any other person, firm, or corporation without the prior written consent of the Village, and in no case shall such consent relieve the Consultant or its surety from the obligations herein entered into by the same or change the terms of this Contract.
8. Notices and Communications: Where notice is required by the Agreement it shall be considered received if it is delivered in person, sent by registered United States mail, return receipt requested, delivered by messenger or mail service with a signed receipt, sent by facsimile or e-mail with an acknowledgment of receipt, to the following:

To the Village:

Name: Brandi Watson
Village of Orland Park
14700 South Ravinia Avenue
Orland Park, Illinois 60462
Telephone: 7084036195
Email: bwatson@orlandpark.org

To the Consultant:

Name: Caitlin Humrickhouse
Company: Baker Tilly Advisory Group Parent, LP
Address: P.O. Box 7398
City, State, Zip: Madison, IL, 53707-7398
Telephone: 312-729-8098
Email: caitlin.humrickhouse@bakertilly.com

or to such other person or persons or to such other address or addresses as may be provided by either party to the other party.

9. Right to Alter Scope of Services Reserved: The Village reserves the right to alter the plans, extend or shorten the Scope of Services, add to the Scope of Services as may be necessary, and increase or decrease the scope and/or quantity of the Services, including the deduction or cancellation of any one or more of the unit price items, or to cancel the Contract and the Services in their entirety for any reason.
10. Control and Inspection of Work: Unless otherwise specified in the Contract Documents, inspection, acceptance or rejection of goods and/or Services shall be made within 30 days after delivery. The Village will promptly give Consultant written notification of any nonconformance of the Services with such requirements (Nonconformance) within thirty (30) days following delivery of such Services, and Consultant shall have a reasonable period of time, based on the severity and complexity of the Nonconformance, to correct the Nonconformance so that the Deliverables substantially conform to the specifications. Final inspection, acceptance and/or rejection of the goods and/or

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Services shall not impose liability on the Village for goods and/or Services not in accordance with the Contract Documents as determined solely by the Village. Payment shall not be due on rejected goods and/or Services until and unless fully corrected and/or replaced as determined by the Village. All Services performed by the Consultant shall be done in conformance with this Agreement and the other Contract Documents as determined solely by the Village, and this Agreement shall control.

11. Timely Written Response and Written Report(s) of Resolution Relative to Certain Incident(s), Claim(s) and/or Complaint(s):

- A. All alleged incident(s), claim(s), or complaint(s) related to any alleged death, injury and/or damage to persons and/or to public or private property related to the Consultant's work or services provided pursuant to this Contract shall be reported to the Village and resolved by the Consultant and/or its agent in a timely manner.
- B. Promptly ~~Within three (3) business days~~ after receipt by Consultant of an initial written or verbal notice of any such incident, claim, or complaint, the Consultant shall also provide to the Village, and to any third-party making such claim or complaint, the name, telephone number, and cellular number of the Consultant's officer or employee who will be responsible for managing the resolution thereof until its final resolution by the Consultant and/or by the Consultant's insurer or agent.
- C. Promptly ~~Within ten (10) business days~~ after the Consultant's receipt of the first notice of an alleged incident, claim, or complaint related to any alleged death, injury, and/or damage to persons and/or to public or private property (the "incident, claim, or complaint"), the Consultant or its agent(s) shall provide to the Village and to any third-party person making such claim or complaint an initial written response relative to such incident, claim or complaint, and the efforts and current progress of the Consultant and/or its agents to date toward the resolution of such incident, claim or complaint.
- D. ~~If complete resolution of the incident, claim, or complaint has not been reached within the aforesaid ten (10) business day period.~~ The Consultant or its agent shall continue to use all reasonable efforts to fully resolve the incident, claim, or complaint, and to that end, further updated written status reports of resolution, or progress toward resolution, as the case may be, of such incident, claim, or complaint shall be provided to the Village by the Consultant not less than monthly until such incident, claim, or complaint is fully resolved.
- E. ~~The Consultant or its agents will be expected to fully resolve most incident(s), claim(s), or complaint(s) involving minor damage to public or private property within said initial ten (10) business day period after the Consultant receives its initial verbal or written notice of such incident, claim, or complaint.~~

12. Insurance:

A. Prior to Commencement of Work:

- (i) Prior to commencement of any Services under the Contract Documents, Consultant shall supply to the Village certificates of insurance as specified below. Consultant shall not start the Services contemplated by the Contract until Consultant has obtained all insurance required under this Paragraph 11, and all such insurance coverage has been obtained and approved by the Village Manager, or his designee.
- ~~(ii) Minimum Scope of Insurance:~~

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~~Coverage shall be at least as broad as Insurance Services Office (“ISO”) Commercial General Liability occurrence form CG 00 01 04 13 with the “Village of Orland Park and its officers, officials, employees, agents and volunteers” named as additional insureds on a primary and non-contributory basis. This primary, non-contributory additional insured coverage shall be confirmed through the following required policy endorsements (or their substantial equivalents): ISO Additional Insured Endorsement CG 20 10 04 13 or CG 20 26 04 13, and CG 20 01 04.~~

If this box is checked, a Completed Operations Endorsement (CG 20 37 04 13) is also required.

B. Insurance Required: The Consultant shall procure and maintain, for the duration of the Contract, insurance against claims for injuries to persons or damage to property, which may arise from or in connection with the performance of the Work hereunder by the Consultant, its employees, subconsultants, and other agents, and:

(i) Commercial General Liability:

- (a) \$1,000,000 combined single limit per occurrence for bodily injury, and property damage and \$1,000,000 per occurrence for personal injury. The general aggregate shall be \$2,000,000.
- (b) ~~The Village of Orland Park, and its officers, officials, employees, agents and volunteers, are to be named and covered as additional insureds. as respects: liability arising out of the Consultant’s work, including activities performed by or on behalf of the Consultant; products and completed operations of the Consultant; premises owned, leased or used by the Consultant, or automobiles owned, leased, hired or borrowed by the Consultant. The coverage shall contain no special limitations on the scope of protection afforded to the Village of Orland Park and its officers, officials, employees, agents and/or volunteers.~~
- (c) The Consultant’s insurance coverage shall be primary and non-contributory as respects the Village of Orland Park and its officers, officials, employees, agents and volunteers. Any insurance or self-insurance maintained by the Village of Orland Park and/or on behalf of its officers, officials, employees, agents and/or volunteers shall be excess of Consultant’s insurance and shall not contribute with it.
- (d) ~~Any failure to comply with reporting provisions of any applicable insurance policies shall not affect coverage provided to the Village of Orland Park and/or its officers, officials, employees, agents and/or its volunteers.~~
- (e) The Consultant’s insurance shall contain a Severability of Interests/Cross-Liability clause or language stating that Consultant’s insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer’s liability.
- (f) ~~Reserved. If any commercial general liability insurance is being provided under an excess or umbrella liability policy that does not “follow form”, then the Consultant shall be required to name the “Village of Orland Park, and its officers, officials, employees, agents and volunteers” as additional insureds.~~
- (g) All general liability coverages shall be provided on an occurrence policy form. Claims-made general liability policies will not be accepted.
- (h) ~~The Consultant and all subconsultants hereby agree to waive any limitation as to the amount of contribution recoverable against them by the Village of Orland Park, and/or~~

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~~by its officers, officials, employees, agents and/or its volunteers. This specifically includes any limitation imposed by any state statute, regulation, or case law including any Workers' Compensation Act provision that applies a limitation to the amount recoverable.~~

(ii) ~~ISO Business Auto Liability Insurance coverage form number CA 00 01, Symbol 01 "Any Auto":~~ \$1,000,000 combined single limit per occurrence for bodily injury, and property damage and \$1,000,000 per occurrence for personal injury.

(iii) Workers' Compensation Insurance:

Such coverage as required by the Workers' Compensation Act of the State of Illinois with coverage of statutory limits and Employers' Liability Insurance with limits of \$500,000 per accident. The insurer shall agree to waive all rights of subrogation against the "Village of Orland Park, its officers, officials, employees, agents and volunteers" for losses arising from work performed by the Consultant for the Village.

(iv) Professional Liability:

(a) Professional liability insurance with limits not less than \$1,000,000 each claim with respect to negligent acts, errors and omissions in connection with professional services to be provided under the contract, ~~with a deductible not to exceed \$50,000 without prior written approval.~~

(b) If the policy is written on a claims-made form, the retroactive date must be equal to or preceding the effective date of the contract. In the event the policy is cancelled, non-renewed or switched to an occurrence form, the Consultant shall be required to purchase supplemental extending reporting period coverage for a period of not less than three (3) years.

(v) Reserved Umbrella Policy:

~~If the general aggregate limit for Commercial General Liability coverage provided is less than \$2,000,000, pursuant to Section 11(B)(i) above, then a \$2,000,000 Umbrella Policy shall also be provided which policy shall follow all required coverages as set forth above, other than Worker's Compensation and Professional Liability coverages.~~

(vi) Cyber Liability Coverage: for losses arising out of the Consultants work or work product resulting from a network/data breach, malware infection, cyber extortion, ransomware, exposure of confidential, personally identifiable and financial information, intellectual property and other related breaches. This coverage will apply to but not limited to damages for notification cost, credit monitoring expenses, public relations expenses, computer system/software damage and related financial losses.

~~C. Deductibles and Self-Insured Retentions: Any deductibles or self-insured retentions must be declared to and approved by the Village of Orland Park.~~

~~DC. All Coverages:~~

(i) No Waiver. Under no circumstances shall the Village, or its officers, officials, employees, agents or volunteers be deemed to have waived any of the insurance requirements of this Contract by any act or omission, including, but not limited to:

(a) Allowing work by Consultant or any subconsultant to start before receipt of Certificates of Insurance and Additional Insured Endorsements.

(b) Failure to examine, or to demand correction of any deficiency, of any Certificate of Insurance and Additional Insured Endorsement received.

(ii) Each insurance policy required shall have the Village of Orland Park expressly endorsed onto

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the policy as a Cancellation Notice Recipient. Should any of the policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions.

- (iii) When requested by the Village Manager, or his designee, Consultant shall promptly provide the respective original insurance policies for review and approval by the Village Manager, or his designee.
- ED. Acceptability of Insurers: Insurance is to be placed with insurers with a Best's rating of no less than A-, VII and approved to do business in the State of Illinois.
- FE. Verification of Coverage: Upon Request, Consultant shall furnish the Village of Orland Park with certificates of insurance naming the "Village of Orland Park, its officers, officials, employees, agents and volunteers", as additional insureds (except on Professional Liability and Workers Compensation), unless such policy has a blanket endorsement by contractual obligation, ~~and with original endorsements affecting coverage required by this clause. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. The certificates and endorsements are to be received and approved by the Village Manager, or his designee, before any work commences. The following additional insured endorsements may be utilized (or their substantial equivalent): ISO Additional Insured Endorsements CG-20-10-04-13 or CG-20-26-04-13, and CG-20-37-04-13 Completed Operations, where required. In the event a claim is filed, the Village reserves the right to request full certified copies of the insurance policies and endorsements.~~
 If this box is checked, a Completed Operations Endorsement (CG-20-37-04-13) is also required.
- G. Subconsultants: Consultant shall include all subconsultants as insureds under its policies or shall furnish separate certificates and endorsements for each subconsultant. All coverages for subconsultants shall be subject to all of the requirements stated herein.
- H. Assumption of Liability: ~~Consultant assumes liability for all injury to or death of any person or persons including employees of the Consultant, any subconsultant, any supplier or any other person and assumes liability for all damage to property sustained by any person or persons occasioned by or in any way arising out of any work performed pursuant to this Contract.~~
- I. Insurance Certifications: ~~In addition to providing Certificates of Insurance as required by the contract documents, the Consultant shall submit to the Village a signed certification with each Request for Payment, stating that all the insurance required of the Consultant remains in force. Failure to submit such a certification shall be grounds to withhold payment in full or in part.~~
- J. Insurance Requirements Cannot Be Waived by Village: Under no circumstances shall the Village be deemed to have waived any of the insurance requirements of the related Contract by any act or omission, including, but not limited to: (1) allowing the Work to commence by the Consultant or any subconsultant of any tier before receipt of Certificates of Insurance; (2) failing to review any Certificates of Insurance received; or (3) failing to advise the Consultant or any subconsultant of any tier that any Certificate of Insurance fails to contain all the required insurance provisions, or is otherwise deficient in any manner. ~~or (4) issuing any payment without receipt of a Sworn Statement from the Consultant and all subconsultants of any tier stating that all the required insurance is in force.~~ The Consultant agrees that the obligation to provide the insurance required by this Agreement or any of the contract documents is solely its responsibility and that this is a requirement which cannot be waived by any conduct, action, inaction or omission by the Village. Consultant shall also protect the Village by specifically incorporating this Paragraph into every subcontract entered into relative to the Work contemplated herein and also requiring that every subconsultant incorporate this Paragraph into every sub-subcontract it enters into relative to the Work contemplated herein.

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- K. Liability of Consultant and Subconsultant is Not Limited by Purchase of Insurance: ~~Nothing contained in the insurance requirements of this Agreement or any Contract Documents is to be construed as limiting the liability of the Consultant or the liability of any subconsultant of any tier, or either of their respective insurance carriers. The Village does not, in any way, represent that the coverages or limits of insurance specified is sufficient or adequate to protect the Village, the Consultant, or any subconsultant's interest or liabilities, but are merely required minimums. Subject to Section 13, the obligation of the Consultant and every subconsultant of any tier to purchase insurance shall not, in any way, limit their obligations to the Village in the event that the Village should suffer an injury or loss in excess of the amount recoverable through insurance, or any loss or portion of the loss which is not covered by either the insurance of the Consultant or any subconsultant's insurance.~~
- L. Notice of Bodily Injury or Property Damage: The Consultant shall notify the Village, in writing, of any actual or possible claim for personal injury or property damage relating to the Work, or of any occurrence which might give rise to such claim, promptly upon obtaining first knowledge of same.
- M. Updated Proof Required: The Consultant agrees that at any time upon the demand of the Village, updated proof of such insurance coverage will be submitted to the Village. There shall be no additional charge to the Village for said insurance.
- N. Higher and More Expansive Standard Applicable: ~~To the extent other insurance requirements of the Contract Documents contradict this Paragraph 11, the more expansive and higher standard, in terms of type and amount of coverage, shall govern.~~
13. Indemnity and liability:
- A. To the fullest extent permitted by law, the Consultant hereby agrees to defend, indemnify and hold harmless the Village, its elected and appointed officials, employees and agents against all third party injuries, deaths, loss, damages, claims, patent claims, suits, liabilities, judgments, costs and expenses, which may in anywise accrue against the Village, its elected and appointed officials, employees, and agents arising in whole or in part or in consequence of the gross negligence, willful misconduct or fraudulent behavior of ~~the performance of the Work by the~~ Consultant, its employees, or subconsultants, or which may in anywise result therefrom, except to the extent ~~that~~ arising out of the sole legal cause of the Village, its elected and appointed officials, employees or agents, the Consultant shall, at its own expense, appear, defend and pay all charges of attorneys and all costs and other expenses arising therefrom or incurred in connection therewith, and, if any judgment shall be rendered against the Village, its elected and appointed officials, employees or agents, in any such action, the Consultant shall, at its own expense, satisfy and discharge the same.
- B. Consultant expressly understands and agrees that any performance bond or insurance policies required by this Contract, or otherwise provided by the Consultant, shall in no way limit the responsibility to indemnify, keep and save harmless and defend the Village, its elected and appointed officials, employees or agents as herein provided. Notwithstanding the foregoing, to the extent allowed under applicable law, the aggregate liability (including attorney's fees and all other costs) of either party and its present or former partners, principals, agents or employees to the other party related to the services performed under an applicable Scope of Services shall not exceed the fees paid to Baker Tilly under the applicable Scope of Services to which the claim relates, except to the extent finally determined to have resulted from the gross negligence, willful misconduct or fraudulent behavior of the at-fault party. Additionally, in no event shall either party be liable for any lost profits, lost business opportunity, lost data, consequential, special.

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incidental, exemplary or punitive damages, delays or interruptions arising out of or related to this Engagement Letter or the applicable Scope Appendix or Appendices even if the other party has been advised of the possibility of such damages.

- C. Consultant further agrees that to the extent that money is due the Consultant by virtue of this Contract as shall be considered necessary in the judgment of the Village, such funds may be retained by the Village to protect itself against said loss until such claims, suits, or judgments shall have been settled or discharged and/or evidence to that effect shall have been furnished to the satisfaction of the Village.
- D. In the event that the Village is not immune from liability under any applicable law, and only in such event, the Village hereby agrees to indemnify and hold harmless the Consultant, its officers, directors, employees and subconsultants (collectively, Consultant) against all damages, liabilities or costs, including reasonable attorney's fees and defense costs, to the extent caused by the Village's negligent acts in connection with the Project and the acts of the Village, and/or any of its officers, trustees and/or employees.
- E. Neither the Village nor the Consultant shall be obligated to indemnify the other party in any manner whatsoever for the other party's own negligence, or for the acts of their respective officers, trustees, employees and/or agents.
- F. The provisions of this Paragraph 12 shall survive any termination of the Contract.

14. Village Confidential Information:

- A. Consultant warrants that it shall not disclose, use, sell, rent, trade, or otherwise provide Village Confidential Information to any person, firm, or entity for any purpose outside of the specific purposes of the Contract Documents, except as necessary to comply with applicable State or Federal laws.
- B. The provisions of this Paragraph 13 shall survive any termination of the Contract for a period of two (2) years.

15. Professional Standard: The Consultant hereby covenants and agrees that the Consultant will perform all Services described in this Agreement in accordance with in a professional and workmanlike manner, consistent with generally accepted standards of care and performance for similar services in the industry with reasonable skill, diligence, and judgment in carrying out its obligations. ~~the Professional Standard.~~ In connection with the execution of this Agreement, the Consultant warrants and represents as follows:

- A. Feasibility of Performance. The Consultant (i) has carefully examined and analyzed the provisions and requirements of this Agreement, including all Exhibits hereto; (ii) understands the nature of the Services required; and (iii) ~~from its own analysis has satisfied itself, to the extent reasonably possible, as to the nature of all things needed for the performance of this Agreement and all other matters that in any way may affect this Agreement or its performance;~~ (iv) represents that this Agreement is feasible of performance in accordance with all of its provisions and requirements; and (v) can and will perform, or cause to be performed, the Services in accordance with the provisions and requirements of this Agreement.
- B. Ability to Perform: The Consultant hereby represents and warrants to the Village, with the intention that the Village rely thereon in entering into this Agreement, that: (a) the Consultant is financially solvent; (b) the Consultant, and each has the training, capability, experience, expertise, and licensing necessary to perform the Services in accordance with the requirements of this Agreement and the Professional Standard; (c) the Consultant possesses and will keep in force all required licenses, permits and accreditations to perform the Services; (d) the Consultant

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has full power to execute, deliver and perform this Agreement and has taken all necessary action to authorize such execution, delivery and performance; (e) the individual(s) executing this Agreement are duly authorized to sign the same on the Consultant's behalf and to bind the Consultant hereto; and (f) the Consultant will perform the Services described herein promptly, diligently and continuously with an adequate number of qualified personnel to ensure such performance.

- C. Authorized to do Business in Illinois: The Consultant certifies that it is a legal entity authorized to do business in Illinois, 30 ILCS 500/1.15.8, 20-43.
 - D. Certification to Enter into Public Contracts: The Consultant certifies that it is not barred from contracting with any unit of state or local government as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code or violating the prohibition set forth in Section 50-10.5(e) of the Illinois Procurement Code, 30 ILCS 500/50-10.5e or any similar offense of any State of the United States which contains the same elements as the Illinois offenses of bid-rigging or bid rotating.
 - E. Payment to the Illinois Department of Revenue: Consultant certifies that it is not delinquent in payment of any taxes to Illinois Department of Revenue.
 - F. Debarment. The Consultant certifies that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in the Agreement by any federal department or agency. The Consultant will not knowingly use the services of any related party barred or ineligible for contracts by any federal, state or local governmental agency or applicable Laws for any purpose in the performance of the Services.
 - G. Interest of members of the Village: Consultant certifies that no member of the governing body of the Village and no other officer, employee, or agent of the Village who exercises any functions or responsibilities in connection with the planning or carrying out of the Services, has any personal financial interest, direct or indirect, in this Agreement; and the Consultant shall take appropriate steps to assure compliance.
 - H. Interest of Professional Services Provider and Employees. Consultant certifies that it presently has no interest and shall not acquire interest, direct or indirect, in the various project areas or any parcels therein or any other interest which would conflict in any manner or degree with the performance of Consultant Services hereunder. The Consultant further covenants that in the performance of this Agreement, no person having such interest shall be employed.
16. No Conflicts of Interest: The Consultant warrants that it has no conflict of interest and has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this contract, and that it has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gift(s), or any other consideration, contingent upon or resulting from the award or the making of this Contract.
17. Compliance with Laws: Consultant shall comply with all applicable federal, state, and local laws, ordinances, rules and regulations, and any and all orders and decrees of any court, administrative body or tribunal applicable to the performance of the Contract. Included within the scope of the laws, ordinances, rules and regulations referred to in this paragraph, but in no way to operate as a limitation, are: Occupational Safety & Health Act ("OSHA"); Illinois Department of Labor (IDOL), Department of Transportation, and all forms of traffic regulations; public utility, Intrastate and Interstate Commerce Commission regulations; Workers' Compensation Laws, the Social Security

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Act of the Federal Government and any of its titles, the Illinois Human Rights Act, and EEOC statutory provisions and rules and regulations. Evidence of specific regulatory compliance will be provided by the Consultant if requested by the Village.

18. Equal Employment Opportunity: The Consultant shall be an “equal opportunity employer” as defined in the United States Code Annotated. The Consultant shall be required to comply with the President’s Executive Order No. 11246, as amended, and the requirements for Bidders and Consultants under this order are explained in 41 CFR 60-4. The Consultant shall fully comply with all applicable provisions of the Illinois Human Rights Act.
19. Certifications: By the execution of this Agreement, the Consultant certifies that: (1) the Consultant is not delinquent in the payment of any tax administered by the Illinois Department of Revenue as required by 65 ILCS 5/11-42.1-1; (2) the Consultant has a written sexual harassment policy as required by and shall otherwise comply in all respects with the Illinois Human Rights Act (775 ILCS 5/2-105(A)(4)); (3) the Consultant will provide a drug-free workplace as required by and shall otherwise comply with the Illinois Drug-Free Workplace Act (30 ILCS 580/1, et seq.); (4) the Consultant has in place a written policy as required by and that it does and shall otherwise comply with the Illinois Substance Abuse Prevention on Public Works Projects Act (820 ILCS 265/1, et seq.); and (5) the Consultant is not and/or was not barred from bidding on this Contract pursuant to Section 33E-3 or 33E-4 of the Illinois Criminal Code (720 ILCS 5/33E-3 and 5/33E-4).
20. Project Documentation: Unless otherwise stated in a specific Scope of Services, subject to Consultant’s rights in Consultant’s Knowledge (as defined below), the Village shall own all intellectual property rights in the deliverables developed under the applicable Scope of Services (“Project Documentation”). Notwithstanding the foregoing, Consultant will maintain all ownership right, title and interest to all Consultant’s Knowledge. For purposes of this Agreement “Consultant’s Knowledge” means Consultant’s proprietary programs, modules, products, inventions, designs, data, or other information, including all copyright, patent, trademark and other intellectual property rights related thereto, that are (1) owned or developed by Consultant prior to the Effective Date of this Agreement or the applicable Scope of Services (“Consultant’s Preexisting Knowledge”); (2) developed or obtained by Consultant after the Effective Date, that are reusable from client to client and project to project, where the Village has not paid for such development; and (3) extensions, enhancements, or modifications of Consultant’s Preexisting Knowledge which do not include or incorporate the Village’s confidential information. To the extent that any Consultant Knowledge is incorporated into the Project Documentation, Consultant grants to the Village a non-exclusive, paid up, perpetual royalty-free worldwide license to use such Consultant Knowledge in connection with the Project Documentation, and for no other purpose without the prior written consent of Consultant. Additionally, Consultant may maintain copies of its work papers for a period of time and for use in a manner sufficient to satisfy any applicable legal or regulatory requirements for records retention. ~~Upon execution of this Agreement relative to the Project, notwithstanding anything contained in any other Contract Documents to the contrary, the Consultant and its subconsultants agree to and shall release to the Village any and all right, title, and interest in and to any and all Project Documentation depicting, documenting, or recording the Services, and/or the Work, and/or the Project which is the subject of the Contract Documents, prepared or created by the Consultant and/or its subconsultants, including but not limited to any and all drawings, plans, specifications, photos, reports, videos, and/or other recordings on any electronic media (sometimes collectively referred to as “Project Documentation”), and any and all of such Project Documentation shall become the property of the~~

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~~Village. The Consultant and its subconsultants further warrant to the Village that they have the legal right to convey said Project Documentation to the Village. The Work contemplated by the Contract Documents shall not be considered complete until and unless legible and complete physical and electronic copies of all such Project Documentation have been delivered to the Village. The Village may reuse Project Documentation without the prior written authorization of the Consultant, but the Village agrees to waive any claim against the Consultant arising from any unauthorized reuse or modification of the Project Documentation.~~

21. **Illinois Freedom of Information Act:** The Illinois Freedom of Information Act (FOIA) applies to public records in the possession of a party with whom the Village has an Agreement. The Village of Orland Park will have only a very short period of time from receipt of a FOIA request to comply with the request, and there is a significant amount of work required to process a request including collating and reviewing the information. Vendor acknowledges the requirements of FOIA and agrees to comply with all requests made by the Village for public records (as that term is defined by Section 2(c) of FOIA) and to provide the requested public records to the Village within two (2) business days of the request being made by the Village. Vendor agrees to indemnify and hold harmless the Village from all claims, costs, penalty, losses and injuries (including but not limited to, attorney's fees, other professional fees, court costs and/or arbitration or other dispute resolution costs) arising out of or relating to its failure to provide the public records to the Village under this agreement. For the avoidance of doubt, the forgoing shall not apply to Consultant's Tax Professional's workpapers, internal documentation, calculations or substantiations and similar materials.
22. **Independent Contractor:** It is mutually understood and agreed that the Consultant shall have full control of the ways and means of performing the Professional Services referred to above and/or which is the subject of this Agreement and the related Contract and that the Consultant or his/its employees, representatives or Subconsultants are in no sense employees of the Village, it being specifically agreed that in respect to the Village, the Consultant and any party employed by the Consultant bears the relationship to the Village of an independent contractor.
23. **Duration:** This Agreement and the related Contract Documents shall be in effect from the date of the Contract until the completion of the Services, but the obligations of the Consultant under Paragraphs 12 and 13 shall continue after such termination.
24. **Advertisement:** The Consultant is specifically denied the right to use in any form or medium the name of the Village for public advertising unless express permission is granted by the Village.
25. **Amendments:** No agreement or understanding to modify this Agreement or the related Contract Documents shall be binding upon the Village unless in writing and signed by the Village's authorized agent. All specifications, drawings, and data submitted to the Consultant with this Agreement or the related Contract Documents are hereby incorporated and made part thereof.
26. **Termination; Remedies:** Notwithstanding any other provision hereof, the Village may terminate the Agreement in the event of a default by the Consultant or without cause at any time upon 15 days prior written notice to the Consultant. In the event that the Agreement is so terminated and the Consultant is not in default or breach of this Agreement, the Consultant shall be paid for Services actually performed and reimbursable expenses actually incurred, if any, prior to termination, not exceeding the value of the Services completed which shall be determined on the basis of the rates set forth in the Consultant's Proposal.

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27. Supersede: The terms, conditions and specifications set forth in this Agreement shall supersede, govern, and prevail over any inconsistent terms, conditions, and/or specifications on any other Contract Documents.
28. Severability: In the event any section, subsection, paragraph, sentence, clause, phrase or provision of this instrument or part thereof shall be deemed unlawful, invalid, unenforceable or ineffective by any court of competent jurisdiction, such decision shall not affect the validity, enforceability or effectiveness of the remaining portions of this instrument.
29. Facsimile or Digital Signatures: Facsimile or digital signatures shall be sufficient for purposes of executing, negotiating, and finalizing this Contract, and this Contract shall be deemed delivered as if containing original signatures if such delivery is made by emailing a PDF of a scanned copy of the original, hand-signed document, and/or by use of a qualified, established electronic security procedure mutually agreed upon by the Parties.
30. Counterparts: This Agreement may be executed in one or more counterparts, which counterparts when affixed together, shall constitute one and the same original document.
31. No Third Party Beneficiaries: The parties do not intend to confer any benefit hereunder on any person, firm or corporation other than the parties hereto.
32. Entire Agreement: The Contract Documents (including all Exhibits attached thereto which by reference are made a part of the Agreement) and all other written agreements signed by all of the parties hereto which by their express terms are a part of the Contract Documents, are the final expression of, and contain the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior understandings with respect thereto.
33. Additional Terms & Conditions:
(i) Clarification of Consultant Party. Baker Tilly US, LLP and Baker Tilly Advisory Group, LP and its subsidiary entities provide professional services through an alternative practice structure in accordance with the AICPA Code of Professional Conduct and applicable laws, regulations and professional standards. Baker Tilly US, LLP is a licensed independent CPA firm that provides attest services to clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and business advisory services to their clients. Baker Tilly Advisory Group, LP and its subsidiary entities are not licensed CPA firms. Baker Tilly Advisory Group, LP and its subsidiaries and Baker Tilly US, LLP are independent members of Baker Tilly International. Baker Tilly International Limited is an English company. Baker Tilly International provides no professional services to clients. Each member firm is a separate and independent legal entity and each describes itself as such. Baker Tilly Advisory Group, LP and Baker Tilly US, LLP are not Baker Tilly International's agents and do not have the authority to bind Baker Tilly International or act on Baker Tilly International's behalf. None of Baker Tilly International, Baker Tilly Advisory Group, LP, Baker Tilly US, LLP, nor any of the other member firms of Baker Tilly International has any liability for each other's acts or omissions. The name Baker Tilly and its associated logo is used under license from Baker Tilly International Limited.

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IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by their duly authorized officer in quadruplicate counterparts, each of which shall be considered as an original.

BAKER TILLY ADVISORY GROUP PARENT, VILLAGE OF ORLAND PARK
LP

E-SIGNED by Caitlin Humrickhouse
By: on 2025-12-11 22:32:16 GMT

E-SIGNED by George Koczvara
By: on 2025-12-12 20:51:55 GMT

Name: Caitlin Humrickhouse

Name: George Koczvara

Its Principal

& Authorized Agent Title: Village Manager

1550432-02-15-16

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EXHIBIT A

[ATTACH]

Scope of Work as set forth in Consultant's Proposal dated August 21, 2025
and/or in Village RFP #25-046 dated August 21, 2025.

EXHIBIT B

[ATTACH IF REQUIRED]

Schedule of Fees

1550432-02-16-16

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EXHIBIT A



August 21, 2025

Village of Orland Park

Proposal in response to RFP #25-046
for a service delivery review

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“Baker-Tilly was very professional and responsive. They regularly contacted City staff to gather information and discuss strategy. We held several meetings involving the City’s Administration, where they were very thorough in their presentations and provided very helpful information.”

Assistant Director, Human Resources | Baker Tilly client



The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. © 2025 Baker Tilly Advisory Group, LP.

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Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, are independent members of Baker Tilly International. Baker Tilly International Limited is an English company. Baker Tilly International provides no professional services to clients. Each member firm is a separate and independent legal entity, and each describes itself as such. Baker Tilly Advisory Group, LP and Baker Tilly US, LLP are not Baker Tilly International’s agent and do not have the authority to bind Baker Tilly International or act on Baker Tilly International’s behalf. None of Baker Tilly International, Baker Tilly Advisory Group, LP, Baker Tilly US, LLP nor any of the other member firms of Baker Tilly International has any liability for each other’s acts or omissions. The name Baker Tilly and its associated logo is used under license from Baker Tilly International Limited.

As of June 3, 2025, Baker Tilly and Moss Adams have merged. Combined statistics are based on data currently available. Actual counts may vary slightly and will be finalized during the integration process.

August 7, 2025

Ms. Brandi Watson, Village of Orland Park
14700 S. Ravinia Ave. 2nd floor
Orland Park, IL 60462
Delivered electronically

Baker Tilly Advisory Group, LP
205 N. Michigan Ave
Suite 2800
Chicago, IL 60601
+1 (312) 729 8000
bakertilly.com

Dear Ms. Watson:

With a new majority on its Board of Trustees, the Village of Orland Park (the Village) has a renewed focus on increasing the quality of the services it provides to the community, improving morale and staffing in the Orland Park Police Department to ensure long-term safety, managing the Village's finances efficiently and effectively, and preserving the amenities it offers to residents, businesses and other stakeholders.

To understand its current state and uncover opportunities for improvement, the Village is seeking:

- A comprehensive organizational assessment of the Police Department
- A comprehensive organizational assessment of all other departments in the Village
- A compensation assessment
- An optional comprehensive user fee study to understand the relationship between the cost of providing services and current user fees

Baker Tilly's team of local government specialists is well positioned to help Orland Park achieve its vision of optimizing services and meeting the community's needs to create a high-performing organization that serves all who call it home. Our qualifications to help with this important project include the following:

RESULTS THAT MATTER

Our project approach has been tried and tested across decades of management consulting with hundreds of local government clients across the country. We rely on data analytics, comparable and sector research, and interviews to inform recommendations that will yield a return on your investment.

DEEP BENCH OF EXPERTISE

Our approach blends a leadership team of generalists experienced in local government operations with specialists who possess deep knowledge of functional areas such as police, human resources, community development and finance. Many team members are former practitioners who deeply understand what you do and will connect with your leaders and staff because of their experience.

LOCAL KNOWLEDGE, NATIONAL PERSPECTIVE

From our headquarters in Chicago and our past work with other communities in Chicagoland, we understand the commitment and leadership it takes to create the quality of life available to the residents of Orland Park. We combine an understanding of best practices in local government nationwide with recognition of the uniqueness of the Village.

We hope this proposal shows how important the Village will be to us as a client. We can't wait to get started.

Sincerely,



Caitlin Humrickhouse, MPA, SWP, Principal
+1 (312) 729 8098 | Caitlin.Humrickhouse@bakertilly.com

Operating history

Delivering specialized expertise to our public sector clients

Baker Tilly has served state and local governments since our establishment more than a century ago. We are one of the few advisory, tax and assurance firms with a practice dedicated entirely to serving governmental clients.

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other sectors. Recognizing this complexity and eager to serve as a true valued advisor to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 50 years ago. **Today, nearly 350 Baker Tilly professionals — including more than 30 principals — focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like the Village of Orland Park.**

Nationwide, our public sector practice serves more than 3,500 state and local governmental entities annually, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities. Several of these client groups are now served by dedicated specialists in distinct sub-practices.

Public sector: Experience that matters



3,500+ public sector clients **90+ years of industry experience** **Serving clients nationwide**

COMMITMENT TO THE PUBLIC SECTOR

Baker Tilly has been in business for more than a century, and public sector entities were some of our first clients.

The Village will benefit from our public sector specialization in several specific ways:

- **Dedication to the public sector:** Your engagement team members live and breathe government and work exclusively with the public sector year-round. This translates into insights only experience can bring, as well as an understanding of the best ways to communicate and collaborate with public-sector entities.
- **Specialized training and continuing education:** The Village can be assured of an engagement team with the necessary skills and timely knowledge to effectively perform your engagement.

- **Sector involvement:** Members of our public sector practice are leaders in key sector organizations, including the American Institute of Certified Public Accountants (AICPA) and its Governmental Audit Quality Center (GAQC) as well as the International City/County Management Association (ICMA). Because of our work with these groups, we know about dynamic trends and consequential developments in state and local government — and are equipped with leading practices to help the Village best respond to them.
- **Knowledge sharing with the Village:** At Baker Tilly, serving governments goes beyond delivering services — we also supply our clients with crucial thought leadership in the form of webinars, workshops, articles and our regular newsletter, CommunitIES.
- **Year-round consultation:** Throughout our relationship, we will be available for routine calls and technical questions, connecting you with recommendations and ideas to address the inevitable operational issues that arise. We can also alert you to new opportunities for us to collaborate and create value for the Village.

Your team is ready to help you find solutions to overcome the obstacles that stand between you and your goals. We provide a full range of service offerings for state and local governments, including those listed below.

OUR FULL RANGE OF KEY SERVICE OFFERINGS FOR STATE AND LOCAL GOVERNMENTS INCLUDES:

Accounting services and assurance
 Arbitrage/rebate regulatory compliance
 Attestation services
 Capital planning
 Cybersecurity consulting
 Economic development
 Efficiency studies
 Federal funding advisory
 Financial management services
 Financial reporting and GAAP services

Housing and economic development
 Human capital services
 Investment services**
 Organizational management advisory
 Post-issuance compliance
 Public finance/bond issuance*
 Process improvement
 Rate and user fee studies
 Risk advisory and internal audit
 Strategic planning

* Services provided by Baker Tilly Municipal Advisors, LLC, a registered municipal advisor and controlled subsidiary of Baker Tilly Advisory Group, LP, a tax and advisory firm.

** Services provided by Baker Tilly Investment Services, a division of Baker Tilly Wealth Management, LLC, which is a registered investment advisor and controlled by Baker Tilly Advisory Group, LP.

Guiding you with our resources, reputation and reach

Baker Tilly at a glance

At Baker Tilly, we bring a legacy and commitment to helping our clients embrace what's next.



2,800+
consulting
team members



200+
consulting
principals



40%
of Baker Tilly's \$3B
in FY25 firm revenue



20+
years of consulting
experience



100+
worldwide office
locations



300+
workplace and culture
awards

GIVING YOU THE TOOLS YOU NEED TO NAVIGATE THE FUTURE

Baker Tilly will successfully guide the Village through changing landscapes with skills, stability and strength as one of the oldest and largest advisory, tax and assurance firms in the United States.

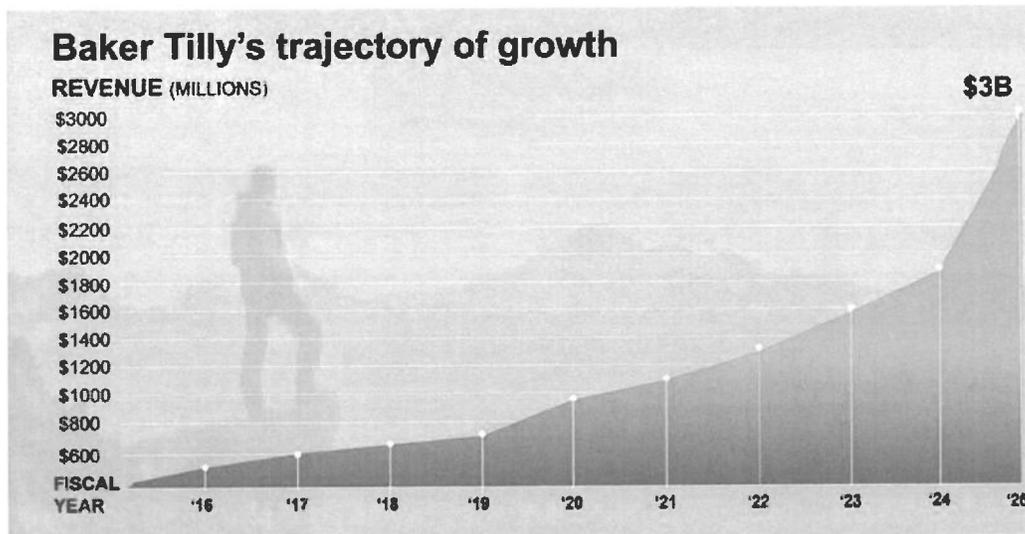
Holding a steady financial course, onward and upward

Baker Tilly is a privately held company and partnership and does not distribute financial information without a properly signed non-disclosure agreement. In an effort to satisfy financial disclosure requirements for proposals, we do provide five years of consolidated net revenue. This financial information is available publicly and included below. Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, operate under an alternative practice structure and are members of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. Baker Tilly US, LLP is a licensed CPA firm that provides assurance services to its clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and consulting services to their clients and are not licensed CPA firms.

Our financial path has been heading steadily in one direction: upward. Consistent growth in revenue and a diversified client base give Baker Tilly the stability and resources to serve the Village's long-term needs. You can also see our level of financial stability and strength in the key facts below.

Baker Tilly:

- is the 6th*-largest accounting firm in the United States (*expected national ranking after the 2025 Inside Public Accounting (IPA) Top 100 firms report is published)
- serves tens of thousands of publicly traded and privately held clients ranging in size from \$1 million to billions of dollars in revenues
- has been in business for more than 100 years
- has never filed for bankruptcy



A STEADY AND STRATEGIC CLIMB IN FINANCIAL STRENGTH

Our firm's steady growth through the years has been built both organically and through strategic combinations.

Qualifications

The Village of Orland Park will work with a consistent team that understands your organization and supports your mission from day one. Their combination of local government experience and knowledge translates into tangible results for the Village.

Leading the Village's service delivery review and uncovering opportunities along the way

Meet the team we've assembled to achieve everything you envision. Selected intentionally for your goals and backed by our specialized resources, these individuals are collaborative and multidisciplinary. Their passion for the public sector will make them an unstoppable force on your behalf. You'll find an organization chart and team members' short bios below. We have included their full resumes in Appendix A.

The Village of Orland Park

Project leadership team

Allison LeMay

Engagement leader

Isaac Bales

Village-wide project manager

Chris Strom

Police project manager

Sarah Towne

Comp project manager

Matt Stark

User fee project manager

Collaborative team of subject-matter specialists

John Burks

Police specialist

Jason Armstrong

Police specialist

Special Advisors

Specialists in departmental functions

Quality assurance representatives

Caitlin Humrickhouse

Org assessments

Jada Kent

Compensation

Andy Belknap

User fees

Core team for the Village of Orland Park



Allison LeMay, M.P.A., PSHRA-CP — Senior Manager

Role: Engagement director

Chicago-based Allison brings a deep understanding of public sector needs with more than 15 years of experience in organization and operational assessments, strategic workforce planning and human capital management in the non-profit and public sector. She serves on the Board for the Public Sector Human Resources Association through which she has public sector HR certification and is the former chair of the Association of Local Government Auditors (ALGA) DEI Tools Committee where she developed frameworks for local governments to apply a DEI lens to all internal audit projects. A few of Allison’s most recent organizational design and HR transformation projects include Santa Clara, CA; Madison Metropolitan Sewer District; West Sacramento, CA; and Roseville, CA. Allison is a graduate of Kenyon College and holds a Master of Public Administration from Indiana University.

Allison will serve as the engagement director, ensuring continuity across all three projects and communicating with the Village on their needs for the project deliverables.



Christopher Strom — Manager

Role: Police Department organization assessment manager

Based in Chicago’s Western suburbs, Chris focuses his consulting practice on various aspects of government. Chris earned a Master of Public Administration and a Bachelor of Science in law enforcement and justice administration from Western Illinois University. A manager on the public sector management consulting team, he is well-versed in general government operations and industry best practices. He specializes in providing creative solutions for operational and cost efficiency within the public sector, including shared services, staffing augmentation and strategic sourcing. Prior to Baker Tilly, Chris assisted with special projects, administrative operations and customer relations for a municipal parks district in Illinois. He has direct experience managing within the administrative operations space. As a municipal employee, Chris managed many administrative projects, such as finance and human resources software system implementation, utility billing, general customer service and others.

Chris will serve as the project manager for the Police Department organizational assessment. He will be the day-to-day contact ensuring the project is completed on time, within budget, and deliverables are focused on achieving project objectives.



Isaac Bales, PSHRA-CP, PMP — Manager

Role: Organizational assessment project manager

Isaac’s sole focus is the public sector, with an eight-year track record of working with public utilities, local governments, special districts and other public sector organizations. Over the years, he has served these organizations in various capacities, including municipal advisor, project manager and business partner. Isaac has specialized in areas such as human resource process reviews, organizational and operational assessments, cost benefit analyses and software selection services.

Core team for the Village of Orland Park

Isaac has increased his project management and industry knowledge by becoming a Public Sector HR Association – Certified Professional (PSHRA-CP) and a Project Management Professional (PMP).

Recent projects include a Staffing Assessment for the Town of Carrboro, NC; Community Development Software Selection and Implementation with the Village of Glen Ellyn, IL; Operational Assessment of Joplin, MO Public Works Department; and an Organizational Assessment of Northfield, MN's City Administrator's Office.

Isaac will serve as the project manager for the Village-wide organizational assessment. He will be the day-to-day contact ensuring the project is completed on time, within budget, and deliverables are focused on achieving project objectives.

Sarah E. Towne, MPA, CCA — Manager

Engagement role: Compensation and classification project manager

Sarah is a Certified Compensation Manager with a background in higher education, local government and human resources management. She is a Southeastern Conference for Public Administration member and served on the Section for Personnel Administration and Labor Relations (SPALR) board for the American Society of Public Administration (ASPA).



She possesses technical experience in compensation analysis, pay structure design and regulatory compliance. Sarah spearheaded the development of pay equity service line at Baker Tilly, which has been adopted by multiple clients.

Before joining Baker Tilly, Sarah was an adjunct faculty and course coordinator for the online MPA program at the University of North Carolina's School of Government. She earned a Master of Public Administration from Appalachian State University and pursued her doctoral studies in Public Administration at American University in Washington, DC. Sarah is a Certified Compensation Analyst (CCA).

Sarah will serve as the project manager for the classification and compensation project manager. She will coordinate with the Village regularly to ensure the project is completed in a timely fashion and that deliverables provide the necessary information for Village leaders to make management decisions.

Matt Stark — Manager



Role: User fee study project manager

Matt is a manager with Baker Tilly's municipal advisory team. With the firm since 2002, he applies his analytical expertise to new challenges within the fields of operational finance, economic development and community surveys. He provides technical assistance on community surveys and has developed a variety of tools for financial planning and cost-benefit analysis of tax incentives on economic development projects. Since 2015, Matt has served as the primary analytical resource for Baker Tilly's scientific survey group, applying his talents to survey structure and language, methodology, analysis and presentation of responses. Matt holds a degree in Physics from Penn State University.

Matt will serve as the project manager for the fee study. He will be the main point of contact ensuring the project is completed on time, within budget, and deliverables are focused on providing the Village the true costs of its services and the fees necessary to recoup those costs.

Core team for the Village of Orland Park



John Burks — Special Advisor

Role: Police study subject matter specialist

John served as police chief in Brea, California, where he was responsible for leadership, administration, planning and development along with a \$22 million budget. His other positions in Brea included police captain, police lieutenant and police sergeant, fulfilling a variety of responsibilities and roles including patrol investigations, contract police services, budget, supervision, hiring, the Communications Center, grants and scheduling. John's training includes California POST Command College, San Diego and FBI National Academy in Quantico, Virginia.



Jason Armstrong — Subcontractor

Role: Police study subject matter specialist

Jason is a distinguished career law enforcement leader with extensive experience in community outreach, change management, strategic planning, and organizational leadership. Retiring as Chief of Police in Apex, North Carolina, Chief Armstrong has built a reputation as one of the nation's foremost experts in fostering community trust and implementing effective reform measures.

Chief Armstrong is a sought-after consultant and speaker on leadership, media relations, change management and community engagement. Through his consulting practice, he also provides tailored guidance on strategic planning and organizational alignment—helping leaders and institutions design forward-looking strategies, align mission with operations, and build resilient, high-performing teams.

An active member of several professional organizations, Chief Armstrong is affiliated with the National Organization of Black Law Enforcement Executives, the International Association of Chiefs of Police, and Fight Crime: Invest in Kids. He also served on the Board of Directors for the North Carolina Association of Chiefs of Police, Special Olympics North Carolina, the Executive Board for the North Carolina Police Executives Association, UNC-Chapel Hill's Criminal Justice Innovation Lab's Advisory Board, and the North Carolina League of Municipalities' Police Chief Advisory Board.



Caitlin M. Humrickhouse, MPA, SWP — Principal

Role: Organizational assessment quality assurance

Caitlin has more than 13 years of experience providing management consulting services with a focus on resource optimization, assisting governmental entities in their efforts to ensure the resources available (people, processes and technology) are used in the most efficient manner and support strategy.

She serves in a leadership capacity in Baker Tilly's Public Sector Advisory team, ensuring that clients receive high quality deliverables from a team of dynamic and professional consultants.

She is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system need assessment and selection.

Caitlin has completed HR transformation and organizational redesign projects for the State of Oregon; the City of San Francisco PUC; Apex, NC; Pima County Community Colleges; and dozens of other public sector entities.

Core team for the Village of Orland Park

Jada Kent, CCP — Managing Director

Role: Compensation and classification quality assurance



Jada leads the compensation consulting practice within Baker Tilly's public sector advisory group and has been with the firm since 2015. She has more than 10 years' experience providing consulting services to local governments nationwide.

Jada is focused on providing a variety of services related to job classification, base pay market analysis, pay plan development, FLSA review, benefits comparative analysis, pay policy recommendations and compensation philosophy design, as well as strategic compensation communication and change management.

She has earned a Master of Legal Studies from Texas A&M School of Law, Master of Public Affairs from the University of Texas at Dallas, is a member of the North Texas Compensation Association (NTCA), a Certified Compensation Professional (CCP), a Certified Labor Relations Professional (CLRP), and in the process of obtaining a Certified Benefits Professional (CBP) designation from World at Work.

Andy Belknap — Managing Director

Role: User fee study quality assurance



Andy has more than 20 years of local government experience, including service as a city manager, public works director and in various interim management positions, as well as a consultant to municipalities and special districts. He specializes in local government financial management and has led numerous projects to address structural fiscal deficits.

Andy served as an expert witness in the City of Vallejo, California's bankruptcy proceeding and as project manager for the City of Stockton's AB 56 process mediation and subsequent Chapter 9 bankruptcy and recovery. Andy managed the City of San Bernardino's bankruptcy and developed the plan of adjustment for the City, which led to fundamental changes in governance and operations. As a result of bankruptcy recovery and other work, he is an expert at identifying alternative service delivery arrangements and developing revenues over a broad array of municipal services.

Andy is a trained economist with expertise in fiscal analysis and public finance issues. His blend of quantitative skills and a practitioner's understanding of public services and management systems adds value to all organizational and policy analyses.

For this engagement, we will draw upon the deep wealth of expertise provided by our personnel who have extensive prior careers in local government. This is a strategic talent differentiator for Baker Tilly and a valuable asset to our public sector clients. Given the breadth of the police organizational assessment, we included our police subject matter specialists on the core team listed above. Below, we have highlighted the areas of expertise our specialists possess, demonstrating the breadth and depth of expertise we can call on as needed. We would be happy to provide bios or resumes for any of our specialists.

QUALIFICATIONS

Team member	Development services	Finance	General government	Human resources	Information technology	Police	Public works	Recreation & parks
Belknap, Andy		•	•					
Bigham, Chris		•						
Borden, Timm							•	
Bronzan, Craig								•
Chamberlain, Chris								•
Costello, Elaine	•					•		
Gonda, Pete		•						
Jacobs, Carol		•						
Leland, Bob		•						
McCray, Jacquelyn	•							
Mermell, Steve			•					
Montano, Steve		•						
New, Michelle				•				
Patel, Prachi		•						
Peter, Donna				•				
Pettus, Ned			•					
Ramos, Carlos				•				•
Rhoads, Don		•						
Rowe, Peg				•				
Schenck, Tyler					•			
Toler, Steve		•			•			
Trevino, Jay	•					•		
Woodard, Paul							•	
Zelinka, Al	•							

In addition to the subject matter specialists listed above, Baker Tilly will assign staff consultants to support the Village. Staff consultants will be assigned based upon the departments reviewed and the alignment with the staff consultants' experience.

Gaining valuable insights through collaboration with Polco

The Village seeks input from both the community and its employees to understand what the organization is doing well and where opportunities for improvement exist. To gather valuable information, we are proposing to collaborate with Polco on community and employee surveys.



Based in Madison, Wisconsin, Polco is an online community engagement polling platform that provides the information tools local governments and other public sector leaders need. Polco was designed from inception for civic environments by former public servants. After spending time at some of the best tech companies, they wanted to bring world-class communication technology to the civic process.

QUALIFICATIONS

Now, hundreds of organizations nationwide use Polco for strategic planning, budgeting, and empowering resident voices. Polco combines advanced data analytics with user-friendly engagement tools to enable leaders to make strategic decisions while also building trust and connections between government and residents. They make civil, verified community engagement online not only possible, but accessible. Together with their National Research Center (NRC) survey science team, they provide insights and results that leaders can trust.

Experience

Don't just take our word for it. Talk with similar local government clients to learn how we help them overcome challenges and reach new heights.

Baker Tilly will bring the Village deep experience serving local governments across the nation. The following is a representative list of our recent (past five years) local government clients for services to analyze their organizations, improve their operations and review their processes.

- Alameda County, CA
- Ashland, KY
- Bakersfield, CA
- Baton Rouge, LA
- Bexar County, TX
- Blaine, MN
- Boulder City, NV
- Butler Metropolitan Housing Authority, OH
- Carmel, IN
- Chamblee, GA
- Charlotte, NC
- Cincinnati/Hamilton Co Public Library, OH
- Cleveland, OH
- Cosumnes Community Services District, CA
- Dona Ana County, NM
- Essex County, VA
- Evanston, IL
- Fernley, NV
- Fort Wayne, IN
- Fullerton, CA
- Gainesville, FL
- Garfield County, CO
- Greenbelt, MD
- Golf Manor, OH
- Hollywood, FL
- Joplin, MO
- Lea County, NM
- Laguna Beach, CA
- Marion, IA
- Mequon, WI
- Miami, FL
- Middletown, CT
- Missouri City, TX
- Monterey County, CA
- North Coast County Water District, CA
- Northfield, MN
- Pacifica, CA
- Palm Beach County, FL
- Pasadena, CA
- Paso Robles, CA
- Pinellas County, FL
- Portland Community Reinvestment Initiatives OR
- Prince Edward County, VA
- Renton, WA
- Roseville, CA
- Sammamish, WA
- San Antonio, TX
- San Francisco, CA
- San Joaquin County, CA
- Santa Clara City, CA
- San Jose, CA
- San Mateo County, CA
- Sandy Springs, GA
- Santa Clara County, CA
- Santa Cruz Water Department, CA
- Sarasota County, FL
- Solid Waste Authority of Central Ohio
- South Miami, FL
- Stanislaus County, CA
- Sunbury, OH
- Sutter County, CA
- Tigard, OR
- Union Sanitary District, CA
- Vacaville, CA
- Washington County, MN
- West Sacramento, CA
- Wilton Manors, FL
- Woodbridge, NJ
- Wyandotte County/Kansas City, KS
- Yakima, WA

The following are classification and compensation clients from the past five years.

- Abilene, TX
- Alamance County, part 1, NC
- Amelia County, VA
- Apex, NC
- Hillsborough County Aviation Authority, FL
- Hollister, CA
- Horicon, WI
- Potomac and Rappahannock Transportation Commission, VA
- Prince Edward County, VA

EXPERIENCE

- Apex, NC
- Appleton, WI
- Ashland, KY
- Auburn, IN
- Basehor, KS
- Bedford Regional Water Authority, VA
- Beeville, TX
- Bellingham, WA
- Bellingham/Whatcom County Housing Authority, WA
- Beltrami County, MN
- Bemidji, MN
- Bexar County, TX
- Blackstone, VA
- Bluffton, IN
- Burke County, NC
- Chesapeake Bay Bridge Tunnel, VA
- Chisago County, MN
- Cibolo, TX
- Clark County, WA
- Cleveland County Water, NC
- Colleyville, TX
- Columbus, OH
- Corpus Christi MPO, TX
- Crystal, MN
- Cumberland County, VA
- Douglas County, NV
- Duplin County, NC
- Eastern Shore of Virginia E911, VA
- Elko New Market, MN
- Essex County Public Schools, VA
- Eudora, KS
- Evanston, IL
- Evansville, WI
- Farragut, TN
- Fertile, MN
- Fluvanna County, VA
- Fort Wayne, IN
- Fosston, MN
- Horizon Public Health, MN
- Horizon Public Health, MN
- Hutchinson, MN
- Illinois Toll Hwy Authority, IL
- Isanti County, MN
- Jackson, MS
- Jackson, WY
- Janesville, WI
- Jordan, MN
- Kansas City Police Department, MO
- Kennewick, WA
- Lake County, IL
- Lake Elmo, MN
- Lake Forest, IL
- Laurinburg, NC
- Leland, NC
- Ligonier, IN
- Madison, WI
- Maplewood, MN
- Marble Falls, TX
- Maricopa County Sheriff's Office, AZ
- Marion, IA
- Medina County, TX
- Merrillville, IN
- Miami, FL
- Middleton, WI
- Milwaukee Metro Sewer District, WI
- Minnehaha Creek Watershed District, MN
- Mono County, CA
- Monroe, NC
- Montgomery County, TX
- Morehead City, NC
- Mount Holly, NC
- New Bern, NC
- New Brighton, MN
- New Carlisle, IN
- Nisswa, MN
- North Las Vegas, NV
- Olive Township, IN
- Pueblo Board of Water Works, CO
- Purcellville, VA
- RSW Regional Jail, VA
- Racine, WI
- Rappahannock County, VA
- Rappahannock County, VA
- Richfield, MN
- Richmond, IN
- Rockingham County, VA
- Rosemount, MN
- Roseville, CA
- Roswell, NM
- Sachse, TX
- Saginaw, TX
- Salem Electric Department, VA
- Sampson County, NC
- Sauk Rapids, MN
- Savannah, GA
- Scott County Community Development Agency, MN
- Scott County, VA
- Seattle Housing Authority, WA
- Sherburne County, MN
- Sioux City, IA
- Spring Lake Park, MN
- St. Cloud HRA, MN
- St. Paul, MN
- State of Utah, UT
- Stevens Point, WI
- Stevens Point, WI
- Summit County, CO
- Traverse County, MN
- Trinity River Authority, TX
- Ulster County, NY
- Vernon, CA
- Victoria County, TX
- Vienna, VA
- Vigo County, IN
- Virgin Islands Water & Power Authority, USVI
- Virginia Railway Express, VA
- Waite Park, MN

EXPERIENCE

- Franklin County, NC
- Frederick Police Department, MD
- Frederick, MD
- Goshen, IN
- Greenbelt, MD
- Greene County, VA
- Greensboro, NC
- Guadalupe County, TX
- Harrisonburg, VA
- Harrisonville, MO
- Hernando County, FL
- Onalaska, WI
- Oswego, IL
- Otsego, MN
- Pasco County Sheriff's Office, FL
- Pasco, WA
- Paso Robles, CA
- Pinellas County Sheriff's Department, FL
- Pineville, NC
- Pleasant Prairie, WI
- Pope County, MN
- Port Arthur, TX
- Waite Park, MN
- Wake Forest, NC
- Wayzata, MN
- Wayzata, MN
- Weber County, UT
- Weld County, CO
- West Lafayette, IN
- West Point, VA
- Western Prairie Human Services, MN
- Wheaton, IL
- Williamson Co. & Cities Health District, TX
- Woodstock, VA

Demonstrating that we've been down this path before

The experiences of our clients speak more about Baker Tilly's capabilities than any proposal ever could. That's why we encourage you to talk with our clients. Here are a few individuals who welcome the opportunity to share their Baker Tilly experience.

Each will give you an authentic perspective as you consider your own needs.

CITY OF LAKE FOREST, ILLINOIS			
Name	A. George Issakoo	Title	Assistant City Manager
Phone	+1 (847) 810 3680	Email	issakoo@cityoflakeforest.com
Services	The scope of this project was to conduct a City-wide organization assessment, which involved reviewing the business processes and division functions alignment to identify inefficiency reductions, improved process execution, increased collaboration and improved engagement to increase staff efficiencies.		
SULLIVAN COUNTY, INDIANA			
Name	Deann Talley	Title	Director, Sullivan County Redevelopment Commission
Phone	+1 (812) 691 1090	Email	Dtalley@sullivancounty.in.gov
Services	Baker Tilly evaluated the County's public safety services staffing levels and needs to determine if it is appropriately staffed to meet the needs of the community. Our team evaluated County services as they pertain to law enforcement, ambulance, fire, dispatch and jail operations. In addition to our assessment of public safety services staffing, Baker Tilly provides three fiscal and staffing models the County may wish to consider enhancing public safety services in the County based on our findings outlined in this report. John Burks, the proposed lead police subject matter specialist for Orland Park, served in the same role for this project.		

EXPERIENCE

VILLAGE OF OAK PARK, ILLINOIS

Name	Donna Gayden	Title	Interim Chief Financial Officer
Phone	+1 (708) 358 5462	Email	dgayden@oak-park.us
Services	<p>Baker Tilly is assisting the Village of Oak Park to develop a long-range fiscal model and a fiscal sustainability plan. These materials will be used by policy makers to identify and address any fiscal gaps and to prioritize spending consistent with the Village's strategic goals. Our team has also managed miscellaneous financial projects for the Village, including an analysis and memo for the Village's economic development team and a memo on the State's decision to sunset the grocery tax, with a recommendation that the Village replace the State tax with a local equivalent in lieu of making \$1.5 million in annual program cuts.</p> <p>Matt Stark, our proposed project manager for the optional user fee study, is the project manager on this engagement.</p>		

CITY OF NORTHFIELD, MINNESOTA

Name	Ben Martig	Title	City Administrator
Phone	+1 (507) 645 3060	Email	ben.martig@ci.northfield.mn.us
Services	<p>The City of Northfield engaged Baker Tilly to perform an organizational assessment of their Administrative Services Divisions. The assessment included a review of each division's organizational structure, staffing levels, and the efficiency of staff roles and responsibilities. Throughout the project, our team identified process improvement areas, areas at risk of significant institutional knowledge loss and level of preparedness.</p> <p>The team recommended structural changes to the divisions along with the establishment of a formal workforce planning strategy. This strategy is crucial for safeguarding the City's collective expertise and ensuring continuity. Emphasizing the importance of process documentation, we also recommend the creation of an extensive training program tailored to the City's ERP system.</p> <p>Isaac Bales, our proposed project manager for the Village-wide organizational assessment, served as the project manager for this project.</p>		

CITY OF JOPLIN, MISSOURI

Name	Tony Robyn	Title	Assistant City Manager
Phone	+1 (417) 624 0820	Email	trobyn@joplinmo.org
Services	<p>Baker Tilly conducted an assessment of the City's Community Development Department that included stakeholder engagement, peer benchmarking, process mapping, and an evaluation of current and future operations and service demands. We developed recommendations to improve service delivery and customer service. Additionally, Baker Tilly conducted an operational assessment of the Public Works Department. The assessment included process documentation, organizational structure analysis, peer benchmarking and recommendations for efficient service delivery.</p> <p>Isaac Bales, our proposed project manager for the Village-wide organizational assessment, served as the project manager for this project.</p>		

CITY OF EVANSTON, ILLINOIS

Name	Mary Dankwa	Title	HR Division Manager
Phone	+1 (847) 448 8244	Email	mdankwa@cityofevanston.org

Services

The City has 762 employees in 253 positions across 12 departments. The project was a comprehensive classification and compensation study to include the collection of employee PAQs, job evaluation, FLSA review, a custom market survey to assess base pay and benefits, development of a new pay plan with grade assignments and implementation cost, pay policy recommendations, and a communication plan to present results to employees, department heads, and City Council.

EXPERIENCE MATTERS. ESPECIALLY THE EXPERIENCE OUR CLIENTS RECEIVE

Connect with our clients to learn more. Additional references are available by request.

Detailed strategy

Our approach blends public-sector generalists with a deep understanding of cutting-edge solutions in organizational design, compensation and finance and subject-matter specialists who understand the specific functions of the services the Village provides. We will work together with your leaders and governance team to make your engagement a success.

Providing our solutions to achieve the Village's objectives

The following pages outline our methodologies and proposed project scopes for the Village. You will find three tailored project approaches presented: one for an organizational assessment of the police department and a Village wide organizational assessment; one for a comprehensive compensation study to identify market competitiveness and internal position equity; and one for an optional user fee study.

Each approach can be tailored to meet the Village's exact needs. We take pride in our ability to provide your organization with sound results and recommendations that, if implemented, are fair and defensible. We are confident that you will find our assertions substantiated by the information presented in this proposal and the comments provided by our references. We look forward to a successful and lasting relationship.

Organizational assessment approach

Our team helps make public-sector operations more cost-effective and responsive by transforming departments and entire governments to align with the organization's overall strategy. We help identify the right structure and staffing roles to streamline necessary transactions and align actions to strategy. This enables our clients to intentionally direct resources toward priorities within specific departments, or those operations supported across the organization.

Our assessments are critical to determining:

- Strategic visioning and operational alignment
- Division of roles and responsibilities
- Appropriate staffing levels to achieve service expectations
- Reporting relationships and spans of control
- Workload balance and resource allocation
- Efficient and effective use of technology
- Cultural, environmental and fiscal sustainability

Based on our understanding of the needs of the Village as outlined in the RFP and based on our prior organizational assessments, we have prepared the following approach. The approach would be used on both the Police Department and the Village-wide organizational assessments.

Phase 1—Plan and manage project

In this phase we ensure that everyone shares the same understanding of the project scope, objectives, deliverables and timing. We also confirm that both client and consultant have appropriate resources available and are well-coordinated.

1.1—Confirm scope, objectives and timing

This task includes a kick-off meeting with the project steering committee at the Village. The following subtasks will be completed to finalize the project design:

- **Define project success.** Discuss how the project aligns or impacts other initiatives and how the Village wants to use the results of the project to further support Village goals.
- **Review work plan.** Review the proposed objectives, scope and approach and make revisions as needed based on the project success discussion. We will also introduce the “Information Request” listing key documents to be collected and will identify individuals for interviews.
- **Arrange logistics/administrative support.** Agree upon a detailed project schedule, steering committee meeting frequency, project status updates, contact persons, stakeholder interview participants, schedules for interviews and data collection, workspace and support requirements, any remaining contractual matters, etc.

We are sensitive to your busy schedule and competing deadlines. We begin every engagement with a mutually agreed-upon timeline. Using that timeline, we develop and commit to a project approach to ensure there are no surprises along the way. The agreed-upon project approach serves as a communication and monitoring tool for both our teams.

1.2—Finalize project approach and stakeholder outreach

Based on information developed through the initial kickoff meeting, the Baker Tilly team will update the project approach plan. The agreed upon project approach will list the various internal stakeholder interests and groups, suggest engagement methods for each, identify those accountable for completion of the proposed engagement activities, propose a revised project schedule and conclude with execution activities.

Key activities

- Conduct virtual project kick-off meeting
- Discuss project schedule and key milestones
- Confirm list of stakeholders and project approach
- Begin scheduling meetings with participants in collaboration with the steering committee

Phase 2—Assess current structure and operations

2.1—Request and review background information

During this step the Baker Tilly team will request and review information provided by the Village and we will gather as much of this data/information as obtainable from publicly available websites. Our review may include:

- Village wide assessment
 - Village operating budget, strategic plan and capital improvement plan
 - Department strategic plans, if available
 - Organization charts and existing process workflow diagrams
 - Budgeted full-time equivalent staffing levels by position
 - Position descriptions
 - Overtime hours and costs for the last three years
 - Enterprise-wide and department-specific technology systems in use
 - Relevant policies and procedures or employee handbooks

- Key performance indicators and operating metrics
- Community and employee surveys
- Collective bargaining agreements
- Previous studies conducted in the last three years
- Additional data requested specifically for the Police Department assessment
 - Inventory of equipment and vehicles
 - Current schedule and district designs
 - Document processes for complaints and operational policies that align with the International Association of Chiefs of Police (IACP)
 - A list of current community events and outreach programs
 - Call volumes from previous three years

2.2—Survey employees

Given the comprehensive nature of the input the Village is seeking, Baker Tilly proposes to collaborate with Polco, a data insights platform designed to help governments and organizations better understand and respond to the needs of their communities and employees. We have included information about Polco earlier in the proposal.

Polco will administer their **The National Employee Survey™ (NES)** to the Village's entire workforce, minus the Police Department, capturing insights on engagement, leadership, workload balance, and workplace climate. Polco will administer a separate survey, **The National Employee Survey – Law Enforcement (NES-LE)**, to police personnel. NES-LE is a specialized survey designed for law enforcement agencies, addressing unique aspects of policing such as officer safety, operational resources, community engagement, leadership support, and morale in high-stress environments.

Both surveys provide national benchmarks, allowing for comparison to results to other local government employee surveys for context. The survey results will help leadership identify drivers of retention, morale, and performance across the organization. For the Police Department, the NES-LE highlights operational strengths and areas for improvement unique to law enforcement roles.

Baker Tilly will use the Village employees' responses to Polco's surveys to develop our understanding of the Village's current state and inform areas to focus on during employee interviews. The consultant team will also aggregate survey responses to identify common themes across the department/divisions and begin forming our initial observations.

2.3—Conduct interview and focus group meetings

Baker Tilly will develop the project interview and focus group schedule and questions with the project steering committee. The meetings will comprise both public sector subject matter specialists and generalists. This proposal includes total interview hours for the following Departments: Village Manager's Office, Administration, Communications and Marketing, Human Resources, Information Technology, Finance, Engineering, Development Services, Public Works, Recreation, and the Police Department (which will be done as a separate assessment). The interviews will be in one-on-one and focus groups and may include the following individuals:

- The Village Manager, Assistant Village Manager and department leadership to discuss strategic priorities, department and division priorities, staffing challenges and gaps in services or skillsets to meet strategic priorities
- Division leadership to discuss daily operations, division of duties, staffing and skillset gaps, technology usage and identified operation improvements

- Focus group meetings based on operations functions with staff to understand how work is distributed, workflows and technology usage
- Meetings with bargaining unit representatives (as applicable)
- Meetings with external partners (e.g., applicants, developers, vendors)

We will focus on strategic goals and priorities and ask about structure, processes, culture, responsibilities and collaboration. We will confirm the scope of the discussion with the Village which may include:

- Primary functions, responsibilities and required skills
- Top three services provided per department
- Policy and process implementation
- Communication methods and frequency
- Hand-offs within departments and with other departments
- Service needs, met and unmet (with a focus on key performance indicators and reports available/used)
- Role-based system access
- Shadow system usage (including Excel spreadsheets)

2.4—Develop initial observations

The Baker Tilly team will synthesize and analyze the information collected up to this point and develop a set of initial observations to discuss with the project steering committee. Our observations will identify:

- Gaps in programs, policies and services and associated staffing or structure needed to meet strategic goals
- Planned or existing programs and service needs, and associated staffing, to better align with strategic goals
- Resources needed to meet results-based metrics and other performance measures
- Key themes resulting from the employee survey and interviews

The Baker Tilly team will discuss the initial observations with the project steering committee to solicit feedback and discuss the direction and focus of the next phase. During this meeting, the project team and steering committee will identify high priority items for detailed recommendation development.

Key activities and deliverables

- Develop project introductory memoranda to distribute prior to interviews and focus groups
- Develop and issue custom employee survey (optional)
- Review of all data provided
- Conduct on-site individual interviews and focus group meetings
- Conduct virtual follow-up meetings, as needed
- Document initial observations
- Meet virtually to discuss initial observations

Phase 3—Analyze and develop/draft future organization structure

3.1—Community outreach and benchmarking (optional)

Baker Tilly proposes to work with Polco to conduct a community survey with benchmarking and police-focused questions.

Polco proposes to conduct The National Community Survey® (The NCS®), a gold-standard, scientifically valid survey tool that captures representative resident feedback on 10 facets of community livability, as well as rating government performance and services. The NCS provides national benchmarks, enabling Orland Park to compare its results with hundreds of peer communities across the United States.

For this project, Polco will integrate up to **1.5 pages of custom questions focused on policing and public safety**. These questions can address topics such as perceptions of police visibility and responsiveness, trust and transparency, satisfaction with services, and perceptions of neighborhood safety.

Polco’s survey science experts will ensure the survey questions are unbiased and the outreach is robust. This will include:



- **Probability-based sampling:** A random sample of households will receive mailed postcard invitations and follow-up paper surveys to ensure statistically valid, representative results (typically 4–6% margin of error).
- **Open participation:** An online version will be available for all residents through Village communication channels to supplement the above sampling. Responses will be statistically assessed for bias and combined with the probability sample, if appropriate.
- **Multi-language support:** Surveys and invitations can be provided in multiple languages. Spanish language translation is included, and additional languages can be added for an additional cost.
- **Statistical weighting:** All data will be statistically weighted to accurately reflect the community’s true demographics, and ensure findings aren’t skewed by over- or under-represented groups.

This survey will produce actionable insights on both community-wide priorities and public safety-specific issues for performance measurement, needs assessment, resource allocation, communications, and community engagement initiatives.

Based on the results of the National Community Survey, if conducted, Baker Tilly will work with the Village to establish areas where further research should be conducted to understand why the Village received a score and how to bring it in line with the national average:

- Additional research for the Village-wide assessment
 - Budgeted FTE
 - Filled FTE
 - Square feet of facilities
 - Acres maintained
 - Recreational programs managed
 - Key performance indicators used
 - Outsourced services and vendors used

- Additional research and intentional outreach for data for the Police Department assessment
 - FTE broken down by sworn and civilian positions
 - Operational technology used within the department
 - Listing of vehicles and equipment
 - Policies and procedures for complaints
 - Call volumes for prior three years
 - Community engagement activities and programs
 - Educational programs provided to their police employees

3.2—Analyze operations and staffing needs

Building from the agreed-upon initial observations and peer agency benchmarking, Baker Tilly will assess if changes are needed to processes or staffing levels to meet priorities and goals. When available, we will incorporate standard industry metrics and incorporate the benchmarks from Task 3.1 into the staffing analyses, as appropriate. Tasks performed and resources used may include:

- Analyze service delivery metrics
- Analyze operations of top three services per department
- Identify staff and processes needed to optimize technology capabilities
- Identify employee soft and technical skills needed for responsibility realignments
- Identify communication strategy needs
- Research industry best practices and staffing benchmarks. Common resources include:
 - International City/County Management Association
 - International Association of Chiefs of Police
 - American Public Works Association
 - International Institute of Municipal Clerks
 - Public Sector Human Resources Association
 - Society for Human Resources Management
 - Government Finance Officers Association

We will analyze staffing levels, workload, distribution of tasks, skill level needs and workflow. This will help determine optimal staffing to maintain and/or enhance service levels while keeping costs as low as possible.

3.3—Design preliminary organization structure

Baker Tilly will prepare preliminary future state organization structure charts. The staffing and structure may include position moves, new positions or changes to staffing levels. Recommendations are made to improve processes, better meet program needs and prepare for future initiatives. We find that this visual step helps facilitate conversation to refine the organization structure prior to issuing the draft report. Baker Tilly will meet with the steering committee to solicit feedback. Conversations typically focus on validating division function alignment and prioritization for staff level and position changes.

Key activities

- Analyze benchmark survey
- Research best practices
- Conduct ongoing bi-weekly project management meetings

- Issue draft organizational structure(s)
- Conduct virtual draft organizational structure meeting review with project steering committee

Phase 4—Recommend, report and implementation support

4.1—Prepare and issue report

Baker Tilly will prepare a draft report to include the consulting team's observations and recommendations. The report will address:

- Organizational structure recommendations down to the position and full-time equivalent levels
- Functional organizational structure charts
- Primary roles and responsibilities for new or restructured positions
- Observations and recommendations related to processes and technology as it relates to staffing and efficiency
- Implementation action plan (IAP)

In addition to the project report, we will prepare an IAP incorporating each recommendation. The IAP sets forth the steps required for execution, assigns responsibility for action and an assigned priority level (immediate, near or long term) for initiating each recommendation. The IAP is prepared as a starting guide for the Village and is provided for ongoing use as a living document to track and update, with specific dates and responsibility owners, as the recommendations are executed.

Baker Tilly consulting teams operate under the principle of “no surprises.” We always make final recommendations with our client’s active involvement and input. We solicit feedback to ensure our facts and conclusions are correct. We want to make sure both the consulting team and the client understand the ramifications of the recommendations and proposed solutions to identified challenges.

We will review the draft report and IAP with the project steering committee and make needed edits, then issue the final report.

4.2—Present report and provide implementation support

We are available to present the findings of our report to Village leaders and/or employees, either in person or virtually, at your direction. We are also available to answer questions or provide clarification as officials work to implement the recommendations.

Key activities

- Draft report development
- Draft implementation action plan
- Conduct remote meeting with project steering committee to discuss the draft report
- Incorporate feedback and deliver final report
- Present to leadership on-site (as requested)
- Implementation support and evaluation reports

Classification and compensation approach

We have assumed an estimate of 250 job titles in preparing this scope of work.

Phase 1

Project initiation and data collection

Baker Tilly will use collected documentation from the Village during the organizational assessments, such as job descriptions, organization charts, pay plans, policy handbook, an employee census file, etc. We may recommend conducting 1-on-1s with your department heads to collect feedback directly from your leadership team about what issues or special circumstances they may face in their area, especially regarding title and classification. Further, we have assumed at least 1 virtual presentation to Village staff to inform about the study and answer questions.

Phase 2

Job evaluation

Job evaluation involves assessing and comparing positions within an organization to determine their relative value. Baker Tilly uses a proprietary point-factor job evaluation system called SAFE® (Systematic Analysis and Factor Evaluation), designed specifically for public sector roles. This method assigns point values across multiple levels for each compensable factor, resulting in a total score that reflects the internal equity of each position. The SAFE system supports the development of a fair and consistent job hierarchy and aligns with the requirements of the federal Equal Pay Act.

NINE COMPENSABLE FACTORS MEASURED BY SAFE		
Compensable factor	Weight	Descriptions/measurement
1. Education	16%	Minimum formal education level required by the position
2. Experience	12%	Minimum years of experience required by the position
3. Level of work	14%	Degree of difficulty of work performed by the position
4. Human relations	8%	Type and level of human interactions
5. Physical demands	5%	Physical exertion performed by the position
6. Working conditions	7%	Environmental conditions experienced by the positions
7. Independence to act	12%	Degree of independence to make decisions and act on them
8. Impact of actions	14%	Severity of consequences as a result of decisions
9. Supervision exercised	14%	Type and level of supervision exercised
	100%	TOTAL

Baker Tilly can conduct job evaluations using existing job descriptions. Results will be reviewed and finalized with the Village’s project team to establish a relative worth hierarchy.

FLSA analysis (optional)

Baker Tilly will assess the Fair Labor Standards Act (FLSA) designation for each position to support the Village in determining appropriate exempt or nonexempt status. This evaluation will draw on both existing position documentation and new information collected through Position Analysis Questionnaires (PAQs) to ensure a comprehensive understanding of job duties. If any recommendations differ from current FLSA classifications, we will provide a clear rationale aligned with the Department of Labor’s exemption criteria.

Please note that our FLSA recommendations reflect a nonlegal interpretation of Department of Labor guidelines. We advise clients to seek independent legal counsel to validate FLSA determinations.

Job descriptions *(optional)*

Baker Tilly will collaborate with the Village to update job descriptions to uniformly reflect the distinguishing characteristics, essential functions, minimum qualifications, working conditions, supervision exercised and received, and certification/licenses/registrations/driving requirements for classification as needed. These updates will also include any adjustments to titles, FLSA designations and ADA-related information as established by the project.

Phase 3

Market assessment

Peer organizations: Baker Tilly will work with the Village to establish a list of comparable peer organizations to include in the study. Generally, these organizations will be similar in size and services provided and have similar jobs. These organizations are often those you lose employees to or gain from; however, it may be necessary to consider public peer organizations similar in size and services but that are outside the immediate geographic area. Early in the process, we like to collect feedback from department heads about what organizations they recommend to include. This list often serves as our starting point for establishing an approved list of peers with which to move forward.

To represent the private sector in the data set, we use pay data contained in the following survey sources: CompAnalyst, Economic Research Institute (ERI) and Bureau of Labor Statistics.

Benchmark positions: Baker Tilly will review all of the Village's positions and recommend a list of titles to be included in the study. Factors that will be considered include:

- Jobs commonly found in other organizations and industries
- Jobs that represent multiple incumbents
- Jobs that represent as many levels as possible or grades in the Village's pay structure

To maintain a competitive price for the project, we have assumed 125 positions (50%) will be identified as benchmarks from the assumed estimate of 250 job titles.

Data analysis: In distributing the custom market study, Baker Tilly will request base pay ranges for analogous positions. The survey will include a minimum qualification and a summary of work performed by each position to assist peers in matching their positions. Baker Tilly will review and validate survey responses to confirm a 75% overlap in duties and responsibilities, as this is the best practice definition of a "good" match.

Adjustments may be applied to establish consistency in market comparison; those include:

- Adjustments for differences in workweek hours
- Aging the data if it's not for the current fiscal year
- Geographic cost of labor adjustments

Market reports: Baker Tilly will deliver two market reports:

1. An aggregate of the average minimum, midpoint and maximum for each benchmark
2. A comparison of the Village's full range to the full market range

Sample market results

DETAILED STRATEGY

#	Department	Benchmark Title	Matches	Average Minimum	Average Midpoint	Average Maximum	Spread
1	Administration	City Administrator	7	115,638.95	135,998.75	149,182.14	29%
2	Administration	City Clerk	5	64,417.15	73,749.84	83,082.52	29%
3	Building Inspections	Building Official	10	71,421.18	84,443.23	97,465.28	36%
4	Communications	Director of Communications & Community Engagement	4	75,859.29	94,214.87	112,570.45	48%
5	Community Development	Director of Community Development	11	83,597.87	98,177.72	112,757.57	35%
6	Finance & Admin	Accountant	9	62,014.07	74,704.62	87,395.16	41%
7	Finance & Admin	Accountant Clerk	11	46,745.78	55,492.67	62,704.34	34%
8	Finance & Admin	Administrative Assistant	8	42,700.57	50,210.81	57,721.05	35%
9	Finance & Admin	Director of Finance and Administration	12	101,431.02	125,245.91	149,060.81	47%
10	Finance & Admin	Utility Billing Clerk	12	47,940.98	55,911.35	63,419.80	32%
11	Public Safety	Deputy Fire Chief	5	68,562.00	85,194.52	88,254.95	29%
12	Public Safety	Fire Inspector/Training Officer	3	62,918.03	72,923.67	82,462.43	31%
13	Public Safety	Chief of Police	6	95,766.90	109,930.07	124,093.23	30%
14	Public Safety	Lead Police Records Technician	5	45,229.72	54,262.68	63,295.64	40%
15	Public Safety	Police Commander	6	81,181.10	92,218.43	103,255.76	27%
16	Public Safety	Police Officer	10	61,842.82	72,068.24	82,293.67	33%
17	Public Safety	Police Records Technician	12	43,707.88	51,911.91	58,545.26	34%
18	Public Safety	Police Sergeant	9	72,902.07	86,154.45	98,016.13	34%
19	Public Safety	Property Technician Law Enforce Secretary	7	45,901.72	53,991.18	62,080.64	35%
20	Public Works	Building Maintenance Worker	10	43,847.18	51,822.67	59,798.16	36%
21	Public Works	Public Works Director	6	98,811.71	110,837.51	122,863.31	24%
22	Public Works	Utility Maintenance Worker	11	48,805.31	57,783.96	66,620.71	37%
23	Utilities	Director of Utilities & Infrastructure	5	97,574.80	115,101.46	132,628.12	36%

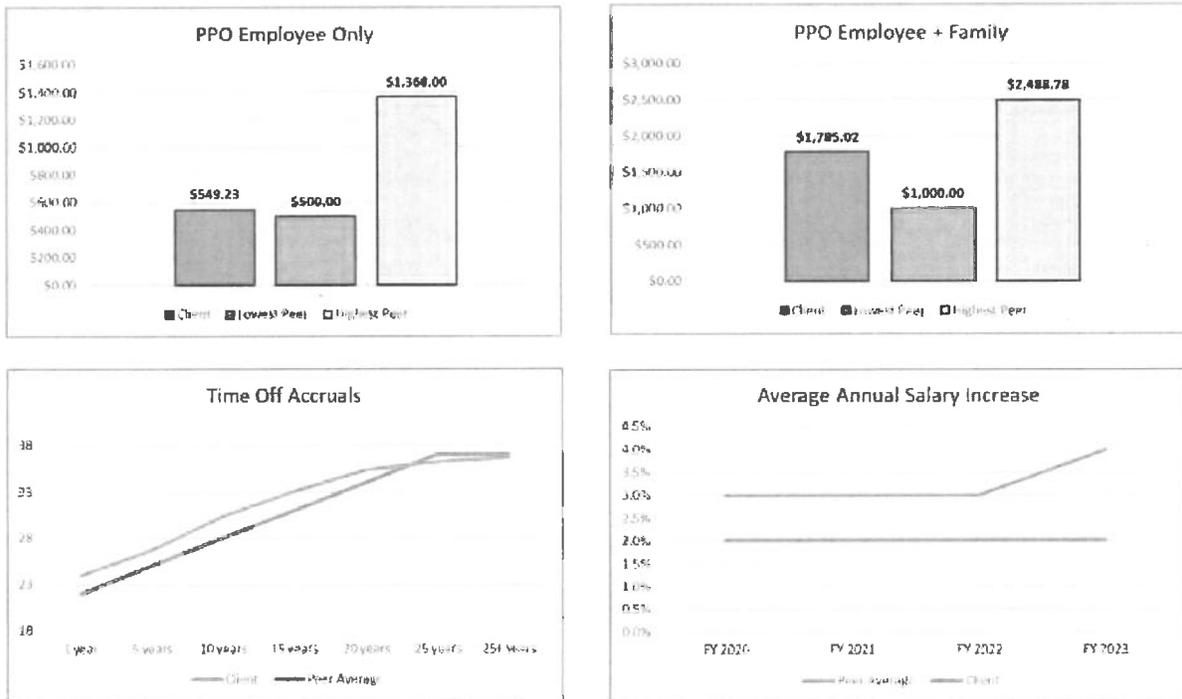
Sample range comparison

#	Department	Benchmark Title	Matches	Market			City					
				Average Minimum	Average Midpoint	Average Maximum	Current Minimum	Mark	Midpoint	Mark	Maximum	Mark
1	Finance & Admin	Administrative Assistant	8	42,700.57	50,210.81	57,721.05	43,988.00	1.6%	48,287.20	-3.8%	53,206.40	-7.8%
2	Finance & Admin	Accountant Clerk	11	46,745.78	55,492.67	62,704.34	47,236.80	1.1%	52,759.20	-4.9%	58,281.60	-7.1%
3	Public Safety	Police Records Technician	12	43,707.88	51,911.91	58,545.26	47,236.80	8.1%	52,759.20	1.6%	58,281.60	-0.5%
4	Finance & Admin	Utility Billing Clerk	12	47,940.98	55,911.35	63,419.80	50,440.00	5.2%	56,472.00	1.0%	62,504.00	-1.4%
5	Public Safety	Lead Police Records Technician	5	45,229.72	54,262.68	63,295.64	50,440.00	11.5%	56,472.00	4.1%	62,504.00	-1.3%
6	Public Safety	Property Technician Law Enforce Secretary	7	45,901.72	53,991.18	62,080.64	50,440.00	9.9%	56,472.00	4.6%	62,504.00	0.7%
7	Public Works	Building Maintenance Worker	10	43,847.18	51,822.67	59,798.16	54,412.80	24.1%	60,569.60	16.9%	66,726.40	11.8%
8	Public Works	Utility Maintenance Worker	11	48,805.31	57,783.96	66,620.71	54,412.80	11.5%	60,569.60	4.8%	66,726.40	0.2%
9	Administration	City Clerk	5	64,417.15	73,749.84	83,082.52	62,234.63	-3.4%	70,707.23	-4.1%	79,179.83	-4.7%
10	Public Safety	Police Officer	10	61,842.82	72,068.24	82,293.67	64,500.80	4.3%	71,895.20	-0.2%	79,289.60	-3.7%
11	Finance & Admin	Accountant	9	62,014.07	74,704.62	87,395.16	71,252.44	14.9%	80,952.72	8.4%	90,653.00	3.7%
12	Building Inspections	Building Official	10	71,421.18	84,443.23	97,465.28	76,240.11	6.7%	86,619.41	2.6%	96,998.71	-0.5%
13	Public Safety	Fire Inspector/Training Officer	3	62,918.03	72,923.67	82,462.43	76,240.11	21.2%	86,619.41	18.8%	96,998.71	17.6%
14	Public Safety	Police Sergeant	9	72,902.07	86,154.45	98,016.13	84,739.20	16.2%	87,755.20	1.9%	90,771.20	-7.4%
15	Public Safety	Police Commander	6	81,181.10	92,218.43	103,255.76	87,287.29	7.5%	99,170.55	7.5%	111,053.81	7.6%
16	Public Safety	Deputy Fire Chief	5	68,562.00	85,194.52	88,254.95	87,287.29	27.3%	99,170.55	16.4%	111,053.81	25.8%
17	Communications	Director of Communications & Community Engagement	4	75,859.29	94,214.87	112,570.45	93,397.41	23.1%	106,112.49	12.6%	118,827.58	5.6%
18	Community Development	Director of Community Development	11	83,597.87	98,177.72	112,757.57	93,397.41	11.7%	106,112.49	8.1%	118,827.58	5.4%
19	Public Works	Public Works Director	6	98,811.71	110,837.51	122,863.31	93,397.41	-5.5%	106,112.49	-4.3%	118,827.58	-3.3%
20	Utilities	Director of Utilities & Infrastructure	5	97,574.80	115,101.46	132,628.12	93,397.41	-4.3%	106,112.49	-7.8%	118,827.58	-10.4%
21	Finance & Admin	Director of Finance and Administration	12	101,431.02	125,245.91	149,060.81	106,930.68	5.4%	121,488.18	-3.0%	136,045.69	-8.7%
22	Public Safety	Chief of Police	6	95,766.90	109,930.07	124,093.23	106,930.68	11.7%	121,488.18	10.5%	136,045.69	9.6%
23	Administration	City Administrator	7	115,638.95	135,998.75	149,182.14	114,415.83	-1.1%	129,992.36	-4.4%	145,568.89	-2.4%
				Average Min	Average Mid	Average Max	Average Min	9.1%	Average Mid	3.8%	Average Max	1.2%

Benefits comparison analysis (optional)

In addition to base pay, Baker Tilly's custom market survey will collect data on peer pay plans, pay policies and practices, health insurance, retirement and paid time off, and other supplemental benefits and pay differentials. The benefits results will be compiled, compared to your organization's fringe benefit offerings and included in the final report.

Sample comparisons



Phase 4

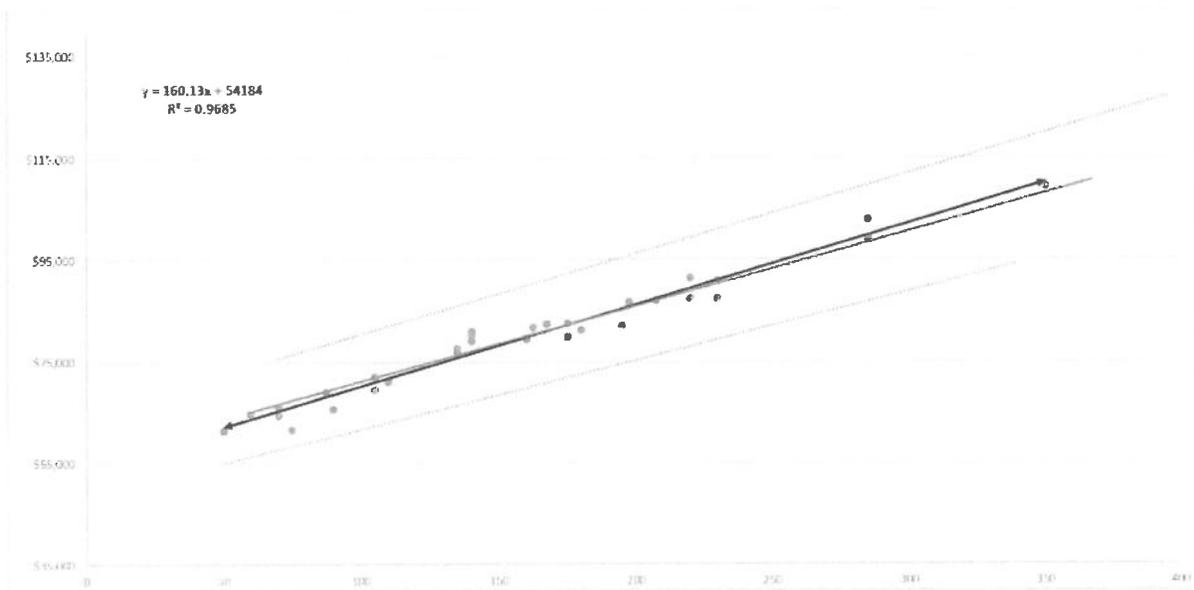
Pay plan development and design

Baker Tilly will collaborate with the Village's project team to discuss preferences for pay plan design and strategies for aligning positions within the selected structure. This phase provides an opportunity to either consolidate positions into a single or limited number of pay structures or to develop distinct structures for different employee groups. To maintain a competitive price, Baker Tilly will design up to three pay structures tailored to the Village's workforce. Depending on the organization's size and job diversity, multiple structures may be recommended to support the Village's compensation philosophy and operational needs.

Once the pay structures are finalized, positions will be assigned to appropriate pay grades using a combination of internal job evaluation scores from the SAFE system and external market data. In some cases, state regulations may dictate which methodology must be prioritized. Regardless of the approach, Baker Tilly will apply regression analysis to evaluate the relationship between internal and external data and to identify any anomalies or outliers.

Preliminary grade assignments will be reviewed with the Village's project team, and Baker Tilly may also recommend a broader review with department heads to gather additional input before finalizing the assignments.

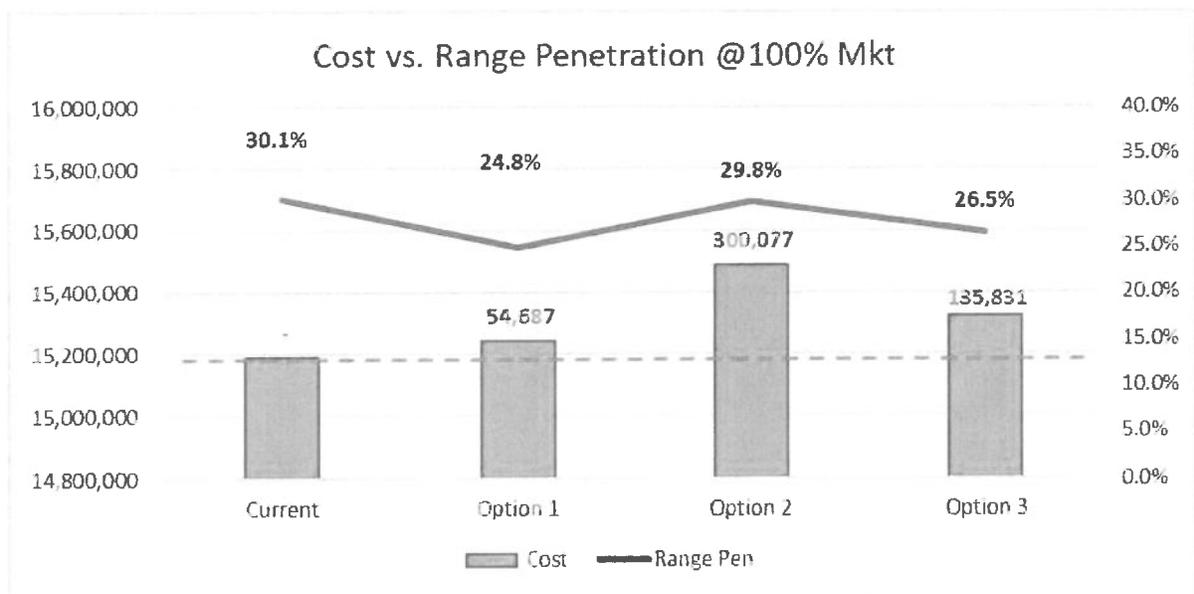
Sample regression analysis



Implementation and costing analysis

To this point, the study has focused entirely on the value of the position. During implementation, the focus will shift to understand the cost to the organization to adopt the proposed classification and compensation plan as well as the impact to each employee across three different scenarios. These scenarios are meant to demonstrate the bare minimum action and cost for implementation, an option to provide across the board adjustments, as well as an option focused on compression and equitable placement of employees within their newly assigned pay ranges.

Sample implementation cost analysis



Compensation philosophy (*optional*)

What does the Village believe about how its employees should be compensated? We will help you define and articulate the Village’s philosophy through the results of the study and with a formal definition. This exercise will begin sooner in the project to include stakeholder meetings to identify the Village’s position on key elements regarding the role of pay and classification in supporting the Village’s mission and strategic plan. We will finalize the philosophy after implementation cost is considered so that the Village can align its goals with its financial ability.

Pay policy recommendations (*optional*)

Changes to the Village’s classification and compensation system may affect current pay-related policies and practices. To support a smooth transition, Baker Tilly will work closely with the Village’s project team to identify any impacted areas and provide recommendations for necessary updates. Key areas for review may include:

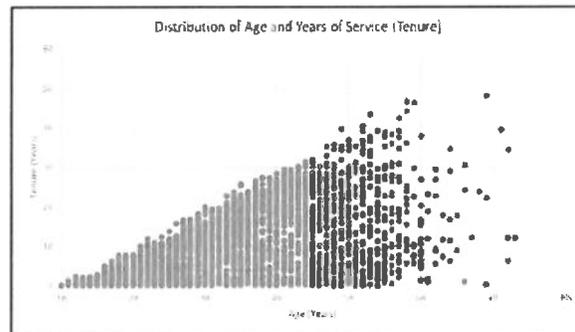
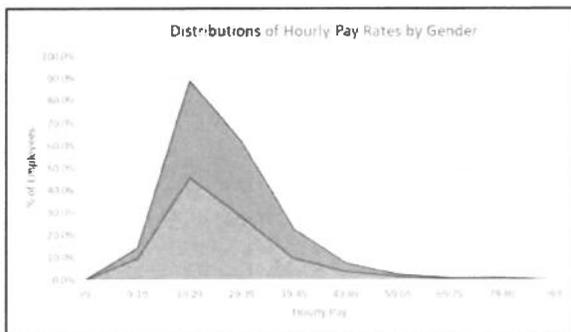
- **Pay administration.** Defining how the classification and compensation system will be implemented, maintained and updated over time.
- **Pay progression.** Establishing how employees will advance within their pay ranges.
- **Pay structure adjustment.** Outlining the process and timing for future updates to the pay structure.
- **Hiring, promotion, reclassification.** Setting clear guidelines for when employees may be hired or promoted above the range minimum and determining appropriate increases for reclassifications.
- **Supplemental pay.** Reviewing policies related to additional pay for special skills, shift differentials, on-call or call-back duty, and other compensation beyond base salary.

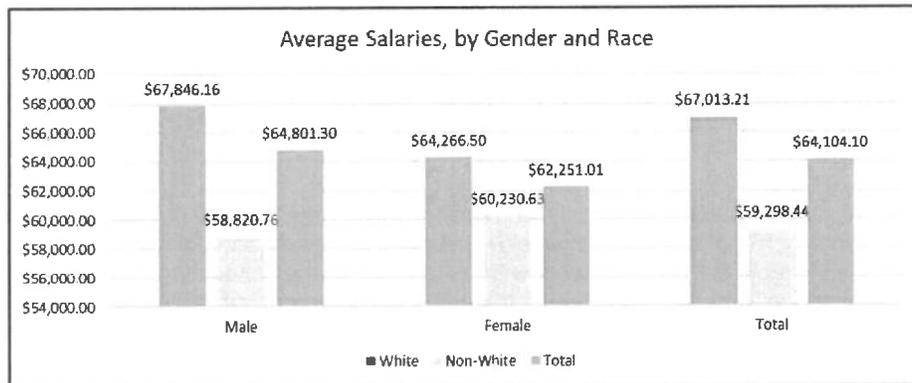
Employees pay equity review (*optional*)

Most of the study is focused on the equity of the position based on the nature and level of work compared to other positions within the organization (internal equity) and outside the organization (market). This review aims to assess and identify any unintended gaps in pay for the individual compared to similarly situated employees (performing of a similar nature and level of work). This includes analyzing salary data in relation to an employee’s demographics (e.g., race, gender and age) and other relevant factors available (e.g., qualifications, performance, promotions). Baker Tilly’s analysis will follow the best statistical modeling practices and court rulings in employment discrimination cases.

Recommendations may include adjustments to pay policies, compensation philosophy and/or one-time adjustments to base salaries.

Sample employee pay equity results





Phase 5

Project completion and communication

Baker Tilly will prepare a final report summarizing the methodology used, key findings and recommendations tailored to the Village. The report will include detailed documentation of title recommendations, market survey results (including average minimums, midpoints and maximums), proposed pay structure(s) and recommended grade assignments. The report will focus on position-level outcomes and will not include individual employee data.

Our approach follows best practices as outlined by WorldatWork and the Society for Human Resource Management (SHRM), and we stand behind the study’s results through implementation, including presenting findings to Village leadership. Additionally, Baker Tilly may recommend presenting the results to employees, providing transparency into the process, clarifying what was and was not considered, and offering an opportunity for questions and feedback.

Ongoing maintenance

While the County’s team will be fully trained and able to maintain its classification and compensation system, Baker Tilly frequently continues to support clients with ongoing advisory and maintenance services following the completion of a study. These post-contract services may include:

POST CONTRACT SUPPORT

- Pay structure updates (research and application)
- Annual market review and benchmarking
- FLSA status review
- Benefits comparison
- Pay plan scenario modeling
- Employee communications support
- Reclassification requests
- Policy development and refinement
- Formal appeals process
- Developing new job descriptions
- Compliance reviews + pay equity reporting
- Training for supervisors and department heads

This is not included in this project’s scope but is recommended if the Village might foresee a need to address any of the above-listed tasks through an unaffiliated third party or if the HR staff may need more capacity to manage these requests internally.

Explaining the Village's responsibilities

Proper planning and collaboration are vital to ensure the efficient and successful execution of the Village's classification and compensation study. This section outlines the key responsibilities of both Baker Tilly and the Village's project team, focusing on ongoing maintenance, data collection and stakeholder engagement.

- **Project team.** Baker Tilly will work closely with the Village's project team and recommends establishing standing 15- to 30-minute bi-weekly meetings for the duration of the project. Further, we may ask that the Village's project team work with us to facilitate the scheduling of meetings with necessary stakeholders and decision-makers to aid in the successful completion of the study.
- **Data collection.** Baker Tilly will prepare a detailed data request outlining what is necessary to perform these services. The data will be requested in a format compatible with Baker Tilly's computer system and project tools (Microsoft Excel and Word). Baker Tilly will examine the data for missing information and consistency upon receipt.
- **Salary and benefits data.** Baker Tilly's ability to provide fair and defensible recommendations about pay and benefits is contingent upon the availability of that data. Baker Tilly may request the Village's project team or leadership to contribute to outreach efforts to collect necessary data from public peer organizations and keep the project on schedule.
- **Review of and feedback on preliminary results.** Baker Tilly encourages clients to be involved in significant decisions about preliminary results that will drive the study's final results. However, we understand that your commitment to providing uninterrupted support and services to the community must come first and that the Village's project team may not be as available as expected to review and approve information when provided. Baker Tilly is familiar with the ebb and flow of local government operations and will be flexible in coordinating with the Village to keep the project on track as much as possible.

Optional activity: Comprehensive user fee study

If requested by the Village, Baker Tilly will develop a user fee study to allow the Village to recoup service charges for service areas where user fees are warranted.

Start project

We will begin our work by reviewing the Village's existing fee schedules and policies related to fee collection and cost recovery. We will also schedule an initial meeting with relevant Village staff to learn how the final deliverables from the project are intended to be used, collaborating with the Village to craft a process and a cost of services model to achieve the Village's desired end result. As part of this initial meeting, we will identify the most appropriate sources for detailed information about each fee-related service to be included in the study.

Data collection

Our typical process for determining the costs of providing fee-related services is to generate a fully-burdened hourly cost for employees involved in each process. This cost includes direct costs related to employee compensation, combined with the costs of supervisory and administrative activities required to keep each department running efficiently and effectively. To these localized costs, we add interdepartmental costs related to services provided by one department to another, and overhead costs related to "back office" functions that benefit the Village as a whole.

In parallel with the cost-per-hour calculations, we will collect data from workers and supervisors with direct involvement in each fee type, to quantify the amount of time each person spends on fee-related processes. We combine the task list and employee time estimates for each fee type with our calculated cost per hour to arrive at a total cost of providing each fee-based service.

Our cost model is designed to be modular, allowing the Village to include or exclude specific cost components according to Village policies or restrictions related to State and Federal funding sources.

Fee recommendations

We will review our initial summary of fee costs with Village leadership to confirm that our calculations are complete and accurate, and to identify areas where revenues are out of alignment with the cost to provide specific fee-based services. We will also compare the Village’s costs to the those of its peer communities to identify areas where process improvements may be warranted.

Working with Village leadership, we will draft a recommended fee schedule, which takes into account the Village’s total cost of services, its policies around cost recovery and the fees charged by peer communities in the region. To the extent that our team identifies services areas where new fee types could be implemented, we will recommend implementation of appropriate fees to be added to the fee schedule.

Reports and recommendations

We will present our findings and recommendations to the Village, answering questions and providing clarification as needed. After delivery of our final report and presentation, we will provide a copy of the cost model to the Village and will provide training to Village staff on how to use the model and update it to reflect changes in department budgets, employee compensation and changes to fee-related processes.

Delivering a project schedule to meet the Village’s expectations

The charts below represent our customized approach to deliver organizational assessment, compensation study and user fee study services to the Village on time. We’ll collaborate closely with you to finalize a client service plan that meets all your needs — especially your timing.

Our recommendation is to conduct the organizational assessment(s) first and then begin the compensation and classification study. This would allow the Village to go out and ask for classification and compensation information on any newly recommended positions.

VILLAGE WIDE AND POLICE DEPARTMENT ORGANIZATIONAL ASSESSMENT TIMELINE						
PHASE	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase 1: Plan and manage project	█					
Phase 2: Assess current structure and operations		█	█	█		
Phase 3: Analyze and develop/draft future organization structure			█	█	█	
Phase 4: Recommend, report and implementation support					█	█

COMPENSATION AND CLASSIFICATION STUDY TIMELINE						
PHASE	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Phase 1: Data collection	█					
Phase 2: Position review	█	█				
Phase 3: Market assessment		█	█	█		
Phase 4: Pay plan design				█	█	
Phase 5: Project completion						█

The user fee study is expected to take three months, but if it starts in October it may be delayed by holidays so we have budgeted for a four-month process.

USER FEE STUDY TIMELINE				
PHASE	Month 1	Month 2	Month 3	Month 4
Phase 1: Project kickoff	█			
Phase 2: Data collection	█	█		
Phase 3: Fee recommendations		█	█	
Phase 4: Process improvements			█	
Phase 5: Reports and presentations			█	█

OUR COMMITMENT TO THE VILLAGE

Working closely with you and your team, we will co-develop a timeline to deliver on time or ahead of schedule.

Baker Tilly recognizes that our approach must be flexible and adaptable. We will maintain open communication throughout the engagement and adjust the approach and timing as required. As appropriate interviews, focus group sessions, workshops and reviews of deliverables will be conducted remotely and/or onsite.

Compensation

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights, help improve efficiencies and direct more dollars and resources to achieving the Village's objectives.

Sharing our transparent fee quote

The Village's scope of work as outlined in the RFP is ambitious, designed to bring about transformative change. Our proposal strives to fulfill all of the objectives described by the Village. We have prepared a **not-to-exceed service fee**, based on the needs and objectives you have shared and our experience conducting similar projects with public sector clients. It includes the services from Polco outlined in the proposal. Please refer to the table below for a breakdown of organizational assessment project phases and estimated associated costs.

A detailed budget of the optional activities can be provided upon request. We can also provide a list of the costs associated with Polco's work. We would be happy to work with the Village to prioritize and amend the activities in our proposal to meet any budgetary requirements the Village may have.

VILLAGE-WIDE ORGANIZATIONAL ASSESSMENT(S)	
SERVICES FOR THE VILLAGE	FEEES
Phase 1—Plan and manage project	\$17,000
Phase 2—Assess current structure and operations*	\$75,000
Phase 3—Analyze and develop/draft future organization structure	\$55,000
Phase 4—Recommend, report and implementation support	\$25,000
TOTAL FOR VILLAGE-WIDE ORGANIZATIONAL ASSESSMENT SERVICES	\$172,000
POLICE DEPARTMENT ORGANIZATIONAL ASSESSMENT	
SERVICES FOR THE VILLAGE	FEEES
Phase 1—Plan and manage project	\$14,000
Phase 2—Assess current structure and operations*	\$44,000
Phase 3—Analyze and develop/draft future organization structure	\$36,000
Phase 4—Recommend, report and implementation support	\$15,000
TOTAL FOR POLICE ORGANIZATIONAL ASSESSMENT SERVICES	\$119,000

COMPENSATION

*Note – the total fee associated with the Polco employee and community surveys is included and split between the Phase 2 lines for each organizational assessment project. Should the Village decide these services are not required, our approach and fees may be adjusted to suit the Village’s needs. The table below details the project phases and estimated associated costs for the compensation study, based on the assumption of 250 total job titles.

COMPENSATION STUDY	
SERVICES FOR THE VILLAGE	FEES
Phase 1 Project initiation. Planning meetings with the Village's project team, data requests as well as 1-on-1 meetings with department head, and virtual presentation to village staff to inform about the project.	\$6,900
Phase 2 Position review. Using existing job descriptions to conduct preliminary job evaluations of all positions, and review and finalize job evaluation designations with the Village's project team.	\$15,500
Phase 3 Market assessment. Custom market survey distributed to approximately 12 public peer organizations requesting base pay information on approximately 125 positions (50%). Published data from the Pay Factors, Comp Analyst, and Economic Research Institute will also be included as private sector benchmarks.	\$26,900
Phase 4 Pay plan development. Development of new pay plan(s) or adjustment to the existing pay plan, as needed, and position grade assignments with consideration of internal and external information verified through regression analysis. Review of grade assignments with the Village's project team and leadership group. Implementation costing analysis across three scenarios.	\$19,700
Phase 5 Project completion. Executive summary report and in person presentation of results to elected officials, senior leadership, employees or designated staff. Delivery of all project documentation and training with HR staff to maintain the new system.	\$6,300
Project Management	\$5,600
SUBTOTAL FOR BASE CLASSIFICATION AND COMPENSATION STUDY	\$80,900
OPTIONAL FLSA review of 250 positions.	\$2,300
OPTIONAL Job descriptions at \$250 per description. These can be completed for some or all positions, as needed. Not to exceed \$62,500 for 250 job descriptions.	\$62,500
OPTIONAL Benefits analysis. Report includes an aggregate analysis of pay plans, pay policies, paid time off, health insurance, retirement, and other pay and benefits program information from public peer organizations to compare against the Village's offerings.	\$7,700
OPTIONAL Compensation philosophy. Facilitation of a workshop with the Village's leadership to develop a formal pay philosophy statement as well as a communication plan for employees to learn how the new classification and compensation plan ties into the philosophy, to include manager training so that communication can continue beyond the study.	\$4,900
OPTIONAL Pay policy review and recommendations.	\$4,500
OPTIONAL Employee pay equity. Testing gender, race, and age to determine disparity in pay, if any.	\$11,000
TOTAL FOR ALL CLASSIFICATION AND COMPENSATION SERVICES	\$173,800

For the user fee study, our research indicates that the Village has user fees in building permits and inspections, zoning fees, contractor and business licenses, recreation fees, police fees and administrative fees. If the Village wants to focus on fewer areas, we would adjust our fees downward accordingly.

COMPENSATION

OPTIONAL USER FEE STUDY	
SERVICES FOR THE VILLAGE	FEEES
Phase 1 — Project start	\$3,200
Phase 2 — Data collection	\$25,000
Phase 3 — Fee recommendations	\$11,200
Phase 4 — Process improvements	\$4,600
Phase 4 — Reports and presentations	\$9,900
TOTAL FOR USER FEE STUDY	\$53,900

Invoicing for services

Baker Tilly will invoice the Village based on the milestones outlined in the cost breakdown. Partial phase billing may occur if a phase's duration exceeds 60 days.

Describing reimbursement for out-of-pocket expenses

Should the Village desire in-person presentations or meetings related to the classification and compensation study, Baker Tilly will invoice the Village at cost for direct out-of-pocket expenses related to travel. Estimated expenses of ~\$800-\$1,800 per visit.

Delivering services above the standard — at standard hourly rates

When you need us, we step in to help, even outside the scope of our engagement. If the service you need is out of scope, we'll let you know and get your approval. Whenever possible, we'll give you an estimate in advance, outlining the time and expense we believe we'll need to achieve your objectives.

STANDARD HOURLY RATES	
Staff level	Hourly rate
Principal	\$390
Managing Director/Director	\$340
Senior Manager	\$275
Manager	\$215
Senior Consultant/Associate	\$175
Consultant/Associate	\$140

DELIVERING BEYOND THE STANDARD

When the Village needs additional services, we're flexible and accessible, standing ready to serve your needs beyond the scope of our engagement.

ADDITIONAL WORK MIGHT INCLUDE BUT IS NOT LIMITED TO:

- Additional peer organizations
- Additional benchmark positions
- Additional pay structures
- Additional job audits
- Additional on-site meetings
- Additional reports

- Additional implementation scenarios
- Additional job descriptions
- Work related to a special request
- Additional benchmark positions

Preparing a best and final offer

We understand that budget considerations are crucial. While our pricing reflects the estimated hours and effort, we're flexible. In our experience, the largest variations in pricing among comparable consulting firms often stem from differences in how the scope is interpreted. We welcome the opportunity to have an open conversation about how our approach and deliverables compare to others—and are happy to adjust the scope, if needed, to better align with your priorities or budget.

Negotiating mutually acceptable terms and conditions

Our proposal is conditioned upon being afforded the opportunity to propose additional terms and negotiate mutually agreeable revisions to the Village's Sample Agreement prior to executing a final contract.

Appendix A: Resumes

SENIOR MANAGER

Allison LeMay, M.P.A., PSHRA-CP

Allison LeMay is a senior manager with Baker Tilly's public sector advisory practice.



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Education

Master of Public Affairs with a concentration in public financial management and policy analysis
Paul H. O'Neill School of Public and Environmental Affairs –
Indiana University

Bachelor of Arts in Spanish area studies and pre-medicine
Kenyon College
(Gambier, OH)

Allison has more than 15 years of experience working with cities, counties, k-12 districts and public authorities. She is passionate about helping entities effectively develop, manage and engage their employees to best meet organization-wide goals and objectives. She provides guidance and practical solutions for communities in context of changing workforce demographics, geographic constraints and budget limitations.

Prior to joining Baker Tilly, Allison worked across a variety of public sector and HR practices, including a fellowship with Marion County, Indiana's Information Services Agency and as a public sector health benefits consultant, advising on multi-year benefit package planning to help public entities recruit and retain top talent. She is a certified, public sector HR professional through the Public Sector Human Resources Association (PSHRA).

Specific experience

- Manages HR department re-organization and process reviews to build a reporting structure, controls, and authority for streamlined operations and increased internal productivity for improved customer service
- Creates multiyear plans to transition clients' HR workforce to meet the technical, analytical and technological needs for strategic human capital management
- Collaborates with clients to establish HR key performance indicators and support metrics based on client goals (i.e.: increased diversity, improved applicant pools, better retention, etc.) to measure the effect of process changes and new programs to quantitatively inform future decisions
- Benchmarks against neighboring communities and "best in class" organizations for FTE staffing levels, organizational structure, technology use and programming to provide due diligence for clients to improve implementation success
- Leads policy reviews to evaluate federal compliance and procedure reviews with technology use analysis to implement HR industry best practices for improved work culture and productivity

Industry involvement

- Illinois Assistant Municipal Manager's Association
- Illinois City/County Management Association (ILCMA)
- Central Region board member - Public Sector Human Resources Association (PSHRA)
- Former Diversity, Equity and Inclusion Tools Committee Chair – Association of Local Government Auditors (ALGA)

SENIOR MANAGER

Allison LeMay, MPA, PSHRA-CP

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Community involvement

- AmeriCorps Alumni Chicago Chapter

Thought leadership

- [CommuniTIES: How to overcome today's workforce challenges](#), podcast appearance, July 2024
- ["Eight myths about strategic workforce planning,"](#) author, June 2023
- ["Winning in a competitive workforce environment,"](#) author, April 2023
- ["Fairness for who gets to work from home?"](#) author, March 2023
- ["Three key strategies to keep employees,"](#) author, March 2023
- ["Workforce and succession planning – part 3: training and competitiveness,"](#) author, November 2022
- ["Workforce and succession planning – part 2: core competencies and top talent,"](#) author, November 2022
- ["Workforce and succession planning – part 1: getting started,"](#) author, October 2022
- ["Creating a work environment where employees want to stay,"](#) author, November 2021

Continuing professional education

- IPMA-HR, Central Region 2021 Regional Conference
- Illinois Government Finance Officers Association (IGFOA), Utility Billing Seminar
- ILCMA, Summer Conference
- ILCMA, Winter Conference
- Illinois Financial Forecast Forum, Private sector views that will impact the public sector

MANAGER

Christopher Strom, MPA

Christopher Strom is a manager with Baker Tilly's public sector advisory practice.



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Education

Master of Public Administration
Bachelor of Science in law
enforcement and justice
administration
Western Illinois University
(Macomb, Illinois)

As a manager on the public sector advisory practice, Christopher is staffed on various types of projects such as strategic planning, comprehensive planning, organizational/operational reviews, business process reviews, system implementation and many others.

Christopher specializes in multiple aspects of government, joining Baker Tilly with four years of industry experience. During his time before joining the public sector practice, Christopher has experience within parks and recreation, public works, information technology, administration, finance, community development, public safety and capital project planning. Following his education, he held various positions with the Elmhurst Park District, the Village of Itasca, the DuPage mayors and manager's conference and the Village of Kenilworth.

Aside from his career experience and education, Christopher takes pride in creating trusting professional relationships with the goal of delivering effective results.

Specific experience

- Budgeting
- Business process review
- Comprehensive planning
- Customer service
- Financial system implementation
- Grant writing and post award management
- Operational and organizational policy audit
- Operational and organizational reviews
- Policy creation and implementation
- Project management
- Strategic planning

Industry involvement

- Illinois City/County Management Association
- Illinois Association of Municipal Management Assistants

Community involvement

- PADS Shelter Program (homeless shelter volunteer)
- Habitat for Humanity Certified Fraud Examiner (CFE)

MANAGER

Isaac Bales

Isaac is a manager with Baker Tilly's public sector practice.



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Education

Bachelor of Science in finance
Butler University
(Indianapolis, Indiana)

Isaac is a trusted advisor to public utilities, local governments and special districts, serving as a project manager and strategic business specialist. He brings deep expertise in human resource process reviews, organizational and operational assessments and software selection initiatives. His broad project experience enables him to align tactical improvements with the strategic goals of public sector organizations, driving efficiency, accountability and long-term value.

Specific experience

- Leads organizational and operational reviews to enhance efficiency, optimize staffing, streamline processes and evaluate alternative service delivery models
- Conducts business process assessments to identify improvement opportunities, strengthen internal controls and align operations with industry best practices
- Delivers end-to-end technology consulting including needs assessments, request for proposal (RFP) development, vendor evaluation and demo facilitation for enterprise resource planning (ERP), asset management and other enterprise systems

Industry involvement

- American Public Works Association (APWA)
- American Public Power Association (APPA), Business and Finance Conference Planning Committee
- Public Sector HR Association (PSHRA)
- Project Management Institute (PMI)

Thought leadership

- Core workout with Core Competencies, North Carolina – PSHRA Conference, speaker, 2025
- Building a talent pipeline, APPA National Conference, speaker, 2023
- [Utility University: Workforce development- helping you transition towards new energies](#), presenter, 2022

MANAGER

Isaac Bales

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Continuing professional education

- Project Management Professional (PMP)
- Public Sector HR Association – Certified Professional (PSHRA-CP)
- Registered municipal advisor representative

MANAGER

Sarah E. Towne, MPA, CCA

Sarah Towne is a manager with Baker Tilly's public sector human capital advisory practice.



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Education

Master of Public Administration
Graduate certificate in women's studies
Appalachian State University
(Boone, North Carolina)

Bachelor of Arts in sociology and applied business
University of Colorado
(Boulder, Colorado)

Sarah is a manager with a background in higher education, local government and human resources management. With a robust background in higher education and public sector advisory, Sarah excels in providing strategic guidance on complex compensation structures and pay equity analysis to ensure competitive, fair and defensible outcomes for clients.

Prior to joining Baker Tilly, Sarah served as an adjunct faculty and course coordinator for the online MPA program at the University of North Carolina's School of Government.

Specific experience

- Technical experience in compensation analysis, pay structure design and regulatory compliance
- Spearheaded the development of pay equity service line at Baker Tilly, which has been adopted by multiple clients
- Published research in human resources management, workplace policies and programs, family-friendly policies and gender and diversity in the public sector
- Strategic human resources management research in North Carolina and Virginia local governments, including qualitative and quantitative data collection and analysis
- Wage gap and pay equity research and analysis using publicly available data, federal employment surveys, BLS and Census data

Industry involvement

- American Society for Public Administration (ASPA)
 - Section for Personnel Administration and Labor Relations (SPALR), board member
 - Section for Women in Public Administration (SWPA), member
- Southeastern Conference for Public Administration (SECoPA)

Continuing professional education

- Certified Compensation Analyst (CCA)

MANAGER

Matthew Stark

Matt Stark is a manager at Baker Tilly and has more than 16 years of experience.



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Education

Bachelor of Science in physics
Pennsylvania State University

Matt has been providing analytical tools and expertise to help local governments solve problems and plan for the future for more than 16 years. He has managed projects and built financial models and analytical tools to facilitate long-term financial and capital planning, utility rate structures and rate adjustments, fiscal impacts of development and land use, cost-benefit analysis of development incentives and public investments, cost of service calculations for municipal services, employee classification and compensation systems and annexation studies. He has developed a portfolio of Microsoft® Excel-based tools used both internally and by Baker Tilly's clients for their ongoing planning and problem solving.

Specific experience

- Develops analytical tools for Baker Tilly practice groups in operational finance, capital planning, economic development, employee compensation and transportation planning

SPECIAL ADVISOR

John Burks

John Burks is a special advisor with Baker Tilly's public sector advisory practice.



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Education

Law enforcement administration
California POST Command
College (University of San Diego)

Law enforcement administration
program
FBI National Academy

John spent two decades with the Brea Police Department, working in progressively responsible roles that included service as police chief.

Specific experience

- As Brea police chief, was responsible for leadership, administration, planning and development along with a \$22 million budget.
- Other positions in Brea included police captain, police lieutenant and police sergeant, fulfilling a variety of responsibilities and roles including patrol investigations, contract police services, budget, supervision, hiring, the Communications Center, grants and scheduling.
- Training includes California POST Command College, San Diego and FBI National Academy in Quantico, Virginia.

SUBCONTRACTOR

Jason Armstrong

Jason Armstrong is a subcontractor with Baker Tilly's public sector advisory practice.



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Education

US Leaders Program 2023
Obama Foundation

Master of Public Safety
Administration, 2016
Columbus State University,
Columbus, GA

Georgia Law Enforcement
Command College, 2016
Columbus State University,
Columbus, GA

Bachelor of Science in Criminal
Justice, 2001 North Carolina
Central University, Durham NC

Jason brings over two decades of experience in leadership and transformative change. His expertise extends beyond traditional law enforcement to empowering organizations and individuals to achieve breakthrough results. He leverages his rich professional background and strategic insight to deliver solutions that drive organizational excellence, foster community engagement and cultivate dynamic leadership.

Specific experience

- Twenty-three years of experience leading complex organizations in Georgia, Missouri, and North Carolina and building meaningful connections
- Provides consulting and speaking services designed to inspire leaders, teams and organizations
- Expertise that spans leadership development, community engagement, organizational transformation and strategic planning, offering actionable insights and customized solutions
- Experience consulting with agencies on operational effectiveness and organization structure

PRINCIPAL

Caitlin M. Humrickhouse, M.P.A., SWP

Caitlin Humrickhouse is a principal with Baker Tilly's public sector advisory practice.



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Education

Master of Public Administration with
a concentration in financial
management
University of Illinois at Chicago

Bachelor of International Business
Bachelor of Spanish
University of Illinois at Urbana-
Champaign

Caitlin is a strategic workforce planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection. Prior to joining the firm, she worked at the University of Illinois at Chicago performing program and market analyses for an online education unit.

Specific experience

- Provides management consulting services with a focus on resource optimization, assisting governmental entities in their efforts to ensure the resources available (people, processes and technology) are utilized in the most efficient manner
- Reviews and redesigns core business processes to enhance internal controls, align with industry best practices, leverage available technology and create efficiencies
- Performs organizational structure analyses for local governments, examining the current state versus the future optimal state of job functions and departments
- Offers technology needs assessment and system selection services to help organizations achieve strategic goals by leveraging technology
- Prepares organizations to be sustainable and resilient in the face of workforce challenges and fiscal pressure through the application of operational and organizational reviews, succession planning and technology implementation

Industry involvement

- Illinois Association of Municipal Management Assistants
- Illinois City/County Management Association (ILCMA)
- Institute of Internal Auditors (IIA)
- International City/County Management Association (ICMA)

Community involvement

- Step Up
- Chicago Chapter of the U.S. National Committee for United Nations Women

PRINCIPAL

Caitlin M. Humrickhouse, M.P.A., SWP

Page 2

Thought leadership

- [CommuniTIES: How to overcome today's workforce challenges](#), podcast appearance, July 2024
- [Environmental, social and governance](#), presenter, October 2023
- [Environmental, social and governance - a public sector webinar series](#), presenter, February 2023
- ["Workforce and succession planning – part 3: training and competitiveness,"](#) author, November 2022
- ["Workforce and succession planning – part 2: core competencies and top talent,"](#) author, November 2022
- ["Workforce and succession planning – part 1: getting started,"](#) author, October 2022
- ["The strategies and challenges of managing an evolving workforce,"](#) author, July 2022
- ["Strategic talent management,"](#) author, July 2022
- ["Recession proofing: six actions governments and not-for-profits should take to prepare for revenue shortages,"](#) author, April 2020

Continuing professional education

- Strategic Workforce Planner, Human Capital Institute

MANAGING DIRECTOR

Jada Kent, CCP

Jada is a managing director within Baker Tilly's public sector advisory practice.



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Education

Master of Legal Studies, human resources and employment law
Texas A&M, School of Law

Master of Public Affairs, local government management
University of Texas – Dallas

Bachelor of Arts in U.S. history
University of North Texas

Jada is focused on providing compensation consulting to public sector clients nationwide. She has more than 10 years of combined experience in providing related human resources (HR) consulting services to public sector organizations, including executive recruitment and organizational management with her previous firm prior to its combination with Baker Tilly.

Jada leads the compensation consulting practice within Baker Tilly's public sector advisory practice and has experience delivering a variety of services related to job classification, compensation, executive recruitment and organizational management to clients across the country.

Formerly, Jada served active duty as a public affairs specialist with the 7th Mobile Public Affairs Detachment in the United States Army and with the 136th Airlift Wing in the Texas Air National Guard, respectively.

Specific experience

- Expertise in public sector compensation: Provides strategic guidance to clients on legal compliance and competitiveness.
- Compliance reviews: Conducts comprehensive reviews of compensation plans and pay policies to ensure adherence to Fair Labor Standards Act (FLSA), Americans with Disabilities Act (ADA), Equal Employment Opportunity Commission (EEOC), pay equity and other state and local regulations.
- Market analysis: Utilizes industry best practices to conduct salary gap analysis through custom market surveys, assisting clients in defining their competitive labor market and desired market position.
- Job classification systems: Develops and implement job classification systems to ensure roles are accurately categorized based on responsibilities, skills, and qualifications. This helps maintain internal equity and supports effective talent management. Includes providing recommendations for title changes and updates to job documentation.
- Base pay structure development: Develops new base pay structures or revisions to existing structures to ensure competitiveness in attracting and retaining talent.
- Creative compensation solutions: Collaborates with clients to implement innovative classification and compensation plans, addressing pay equity and compression issues, and providing costing analysis for budgeting.
- Stakeholder collaboration: Works closely with HR teams, managers and executives to gather and incorporate input. Facilitate workshops and training sessions to communicate changes and gain buy-in.

Jada Kent, CCP

Page 2

Thought leadership

- “Public sector work-from-home policies: For local governments, the time is now,” [bakertilly.com](#), 2025
- “Compensation Trends for Entry Level HR.” North Texas Compensation Association Career Expo, 2023
- “Interview Do’s and Don’ts,” Texas Women’s Leadership Institute, March 2023
- “The strategies and challenges of managing an evolving workforce,” contributing author, [bakertilly.com](#), 2022
- “Keys to conducting a successful market survey,” Indiana Water Environment Association Annual Conference, 2022
- “Managing an evolving workforce,” Crossroads of American Leadership Summit, 2022
- “Don’t leave! Keeping employees in a tight labor market,” IPMA-HR Central Region Conference, 2022
- “Balancing Internal equity and market competitiveness in the public sector,” North Texas Compensation Association, Virtual Luncheon, 2022
- “Proactively gain buy-in for a classification and compensation study: Tips and ideas,” ElectriCities of North Carolina, Connection Summit, 2022
- “Your organization’s compensation philosophy: What is it, what should it contain, and why is it important?” Accelerated Indiana Municipalities Ideas Summit, 2021
- “Implementing a successful classification and compensation study,” Wisconsin GFOA Human Resources Conference, 2021
- “In a world competing for hard-to-find talent, Skill-based pay can be your secret weapon,” Illinois County/County Management Association Newsletter, 2021
- “Salary benchmarking: Selecting peer organizations for comparison,” [bakertilly.com](#), 2021
- “Talent management in a post-pandemic world,” panelist, Resiliency on the Rise: Baker Tilly Public Sector Virtual Summit, 2021
- “Don’t be a (title) creep,” [bakertilly.com](#), 2021
- “Keeping classification and compensation up-to-date during COVID-19,” CommunitIES: A Baker Tilly public sector podcast, 2020
- “How to attract and retain talent in organizations,” panelist, University of Texas at Dallas, Public and Non-profit Management Program, 2020

Continuing professional education

- Certified Compensation Professional (CCP) – World at Work
- Certified Labor Relations Professional (CLRP) – National Public Employer Labor Relations Association (NPELRA)

MANAGING DIRECTOR

Andrew Belknap

Andy Belknap is a managing director with Baker Tilly's public sector advisory practice.



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Education

Master's degree in economics,
with a specialty in public finance.
Bachelor's degree in
math/economics
University of California, Santa
Barbara

Andy has more than 20 years of local government experience, including service as a city manager, public works director and consultant to California municipalities, counties and special districts. His areas of expertise include fiscal and budget analysis, municipal restructuring, governance models and developing service delivery partnerships and functional consolidations to take advantage of economies of scale in public sector service delivery. Andy has served more than 100 California local governments, many on multiple occasions, including 17 of the largest 20 cities.

A trained economist, Andy brings special experience to fiscal analysis and public finance issues. His blend of quantitative skills, coupled with a practitioner's understanding of public services and management systems, adds value to all types of organizational and policy analysis.

Specific experience

- Led numerous projects to address structural fiscal deficits in diverse settings including the cities of San Jose, Fremont, Santa Ana, Santa Cruz, Bakersfield, Sacramento and Tracy, California as well as the Ports of Oakland and West Sacramento
- Served as an expert witness in the City of Vallejo's bankruptcy proceeding
- Served as project manager for the City of Stockton's AB 56 process mediation and subsequent chapter 9 bankruptcy and recovery
- Managed the City of San Bernardino's bankruptcy and developed a plan of adjustment for the city, which led to fundamental changes in governance and operations
- Develops alternative service delivery arrangements over a broad array of municipal services including law enforcement, fire, EMS, code enforcement, public works, parks and recreation and community development
- Served more than 200 California and Nevada local governments
- Helped develop a tool for modeling "revenue loss" and other eligible funding uses, as specified in the American Rescue Plan (ARPA) legislation and Treasury rules



Appendix B: Forms and work samples

City of [REDACTED] MN

Administrative Services Organization Assessment

Final Report: May 14, 2024

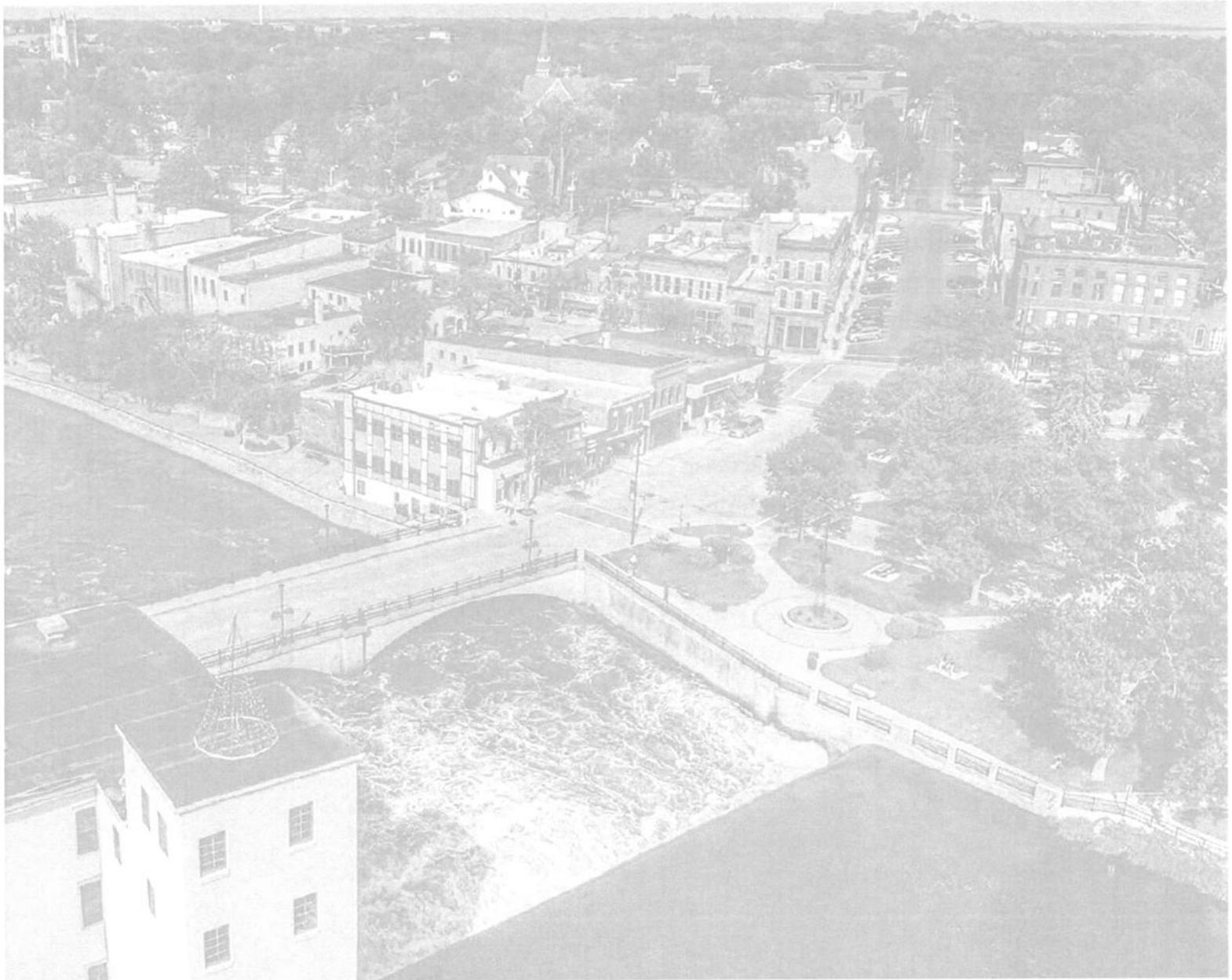




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Executive Summary

Project Introduction

The City of ██████████ Minnesota (City) engaged Baker Tilly in the October 2023 to conduct an organizational assessment of its Administrative Services Division (Division) including: a review of the Division's organizational structure, staffing levels, and efficiency of staff roles and responsibilities. The Division includes the following major functions: Communications, Finance, Human Resources (HR), Information Technology (IT) and the City Clerk. Through this project, the Division is identifying process improvement areas, areas at risk of significant institutional knowledge loss and level of preparedness as Division responsibilities continue to grow. This report summarizes the observations and recommendations of the organizational assessment of the Administrative Services Division.

Summary of Recommendations

A summary of the recommendations, attached priority, and implementation time is provided below. We do not recommend the Division attempt to implement all recommendations at once. Therefore, each recommendation contains an implementation timeframe of either within six (6) months, six (6) months to eighteen (18) months, or twelve (12) months to eighteen (18) months. We recommend the Division focus attention and resources implementing recommendations that are listed as high priority and have an implementation timeframe of within six (6) months.

#	Corresponding Initial Observation	Organization Assessment Recommendations	Priority	Timeline
1	2, 4, 5, 6, 7 and 8	Increase Capacity and Restructure the Administrative Services Division	High	0 – 6 months
2	1	Formalize Workforce Planning Strategy to Preserve Institutional Knowledge and Continuity	High	0 – 6 months
3	3	Prioritize Process Documentation and Comprehensive BS&A Training to Enhance Efficiency	High	0 – 6 months
4	6	Address Lean Administrative Support by Leveraging Language Line	Medium	0 – 6 months
5	9	Implement Solutions to Minimize Manual Processes	Medium	6 – 12 months
6	10	Consider the Frequency of Board and Commission Meetings	Low	0 – 6 months
7	11	Promote Effective Communication and Training for Equitable Telework Policy	Low	0 – 6 months
8	12	Enhance Finance Efficiency through Task Redistribution and Cross-training	Low	6 – 12 months
9	13	Streamline Onboarding and Offboarding for Organizational Effectiveness	Low	0 – 6 months
10	14	Leverage Communications Staff to Increase DEI Initiatives	Low	6 – 12 months



Scope and Methodology

As part of this study, Baker Tilly reviewed a considerable amount of data provided by the City including review of 56 documents, interviews with 22 employees through individual interviews and focus groups, and benchmarking of six comparable organizations.

This data was used to facilitate interviews and identify comparable organizations for peer benchmarking. The following serves as a summary of the data reviewed:

- Organizational charts
- Number of full-time equivalents (FTE)
- Policies and procedures
- Job descriptions
- Process narratives
- HR onboarding documents
- Key technology systems
- Strategic Plan

Summary of Focus Areas

We focused the review into two components, including:

Staffing: Our team conducted interviews with employees representing all functions of the Division, which included Finance, Liquor Operations, Department of Motor Vehicle (DMV) Specialists, HR, Communications, [REDACTED] Public Broadcasting (NPB) Station, and Information Technology (IT). Interviews provided our team with a clear understanding of current staffing levels. Our analysis identified existing bottlenecks and areas where additional staffing could significantly enhance the efficiency and productivity of the Division. Additionally, our staff performed a staffing analysis for the Division, found in Appendix G.

Roles and Responsibilities: Our review provided valuable insights into the communication patterns, workload distribution, and role allocation within the Division. We identified areas where workloads were heavy and conversely, areas where capacity was available. This highlighted opportunities to redistribute work to balance workloads more effectively. Our findings will inform future decisions on role realignment and responsibility distribution, enhancing the Division’s operational efficiency and staff satisfaction.

Resources and Benchmarks

We relied on our public sector experience, industry associations, and research institutions for best practice information for this report. At the direction of the project sponsors, comparable organizations were selected based on Flaherty & Hood, P.A.’s Cluster Analysis¹. Cities were then identified on a combination of geographic region, organization size, and population. Cities used for benchmarking during the organization assessment included:

City	[REDACTED]	Faribault	Elk River	New Brighton	Hastings	Crystal	Forest Lake	Average of Comparables
Population ²	20,790	24,453	25,835	23,454	22,154	22,954	20,613	23,243.83

¹ Flaherty & Hood, P.A.’s Cluster Analysis is a statistical data analysis tool for solving classification problems. This analysis tool can be used to combine cities into various subgroups based on various factors until the subgroups form one of the several clusters.

² Population: Based on 2020 Census numbers pulled from the U.S. Census Bureau

City	██████████	Faribault	Elk River	New Brighton	Hastings	Crystal	Forest Lake	Average of Comparables
Number of Boards and Commissions	15	19	10	6	7	6	4	8.67
Total Number of Employees ³	114	207	150	134	124	-	69	136.8
Finance FTE	4	5	2.5	6	6.1	-	4	4.72
Human Resources FTE	2	2	2.5	3	2	-	-	2.37
Information Technology FTE	3	2	3	3	3	-	-	2.75
Total FTE	9	9	8	12	11.1	-	-	10.02

Industry data used for the organizational assessment and recommendations include:

- United States Census Bureau
- Harvard Business Review
- McKinsey & Company
- The Society for Human Resources Management (SHRM)
- International City/County Management Association (ICMA)
- Government Finance Officers Association (GFOA)
- Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The engagement team is confident that all Division staff connected to the assessment had an opportunity to offer insight with significant participation in the project.

Strengths & Alignment with Best Practices

During our review, the Baker Tilly team noted several areas of strength within the Division. These are listed below in no specific order:

- Throughout the fieldwork process, our team heard resounding support and appreciation for the City Administrator. We observed significant trust, appreciation, and buy-in.
- Our review highlighted an impressive level of internal coordination within each section of the Division, facilitated by the effective use of various schedules and communication modes. This adaptive approach to information sharing has fostered unity, and efficiency.
- Interviews revealed a strong sense of camaraderie within the staff, characterized by their readiness to take on challenges and assist colleagues in need. This proactive approach, coupled with their collaborative problem-solving efforts, will significantly enhance the efficiency of the Division.

³ Total Number of Employee and FTEs: Based on the most recent/available Annual Budget or Comprehensive Annual Financial Report



Baker Tilly Project Team

We are pleased to have had the opportunity to serve as a strategic partner to the City on this project. The Baker Tilly project team would like to thank the City project sponsors and staff for their participation in this organizational assessment and all the effort dedicated to producing this report. We look forward to continuing to serve as your valued business advisor.

Allison LeMay, MPA, PSHRA-CP | Senior Manager Isaac Bales, PSHRA-CP | Manager

Elliot Hallett, MPAL | Consultant

Observations and Recommendations

Recommendation 1: Increase Capacity and Restructure the Administrative Services Division

Recommendation: The Administrative Services Division should consider hiring additional staff to alleviate the current workload and create redundancies for critical functions. This would ensure smooth operations during absences and allow for more focus on major projects, thereby improving overall productivity, and restructure the Division to align with future anticipations.

Detailed Observation:

Additional Staffing:

Staff interviews revealed a sentiment that the Administrative Services Division is understaffed. Despite the ability of the Divisions providing administrative services to fulfill their duties, the lack of additional support has resulted in an environment where many staff are constantly playing catch-up. Understaffing has led to a lack of redundancies over critical functions. For example, there is no designated internal backup who possesses the authority or knowledge to fulfill certain functions⁴ performed by the Accounting Supervisor, Human Resources (HR) Specialist, or ██████████ Public Broadcasting (NPB) Station Manager. This lack of internal backup creates challenges and bottlenecks within operations, particularly when these individuals are out of the office. Furthermore, IT personnel are facing challenges in maintaining the ticketing system due to capacity constraints.

The staffing situation within the Administrative Services Department and its inability to promptly address potential issues and responsibilities, coupled with the constant state of catch-up, is slowing Department productivity. Frequent diversion from major projects to address immediate issues further exacerbates the situation.

Human Resources:

The City of ██████████ has an HR staff of 2 full-time equivalent (FTE); a Communications and HR Director and an HR Specialist. This Department supports 114 FTEs (2022 Annual Comprehensive Financial Report).

The HR Specialist's duties include:

Bi-weekly payroll	Wellness program reimbursements
Reporting (EEOC, health insurance, OSHA)	Seasonal/part-time hires
Employment interview coordination	Onboarding
Benefit administration	FMLA
Drug and alcohol programming	Personnel files
Open enrollment	Recruiting
Workers' compensation	

The Communications and HR Director's duties include:

Compensation and league studies	Labor negotiations
Administrative Services Director performance reviews	Department budgeting
Union discussions	Disciplinary actions

⁴ The City has established contingency strategies to manage extended absences of key personnel, including the Human Resources Specialist and Accounting Supervisor. In instances of prolonged absences, they leveraged the expertise of consultants to ensure seamless continuity in these roles.



Strategic messaging, coordination and communication support	Event planning and campaigns
Citywide survey development	Budget, accounts payable, and time entry approval for HR, IT and Communications

Information Technology:

IT staff are unofficially on-call 24/7 for technology emergencies related to any department, including for the Police, Fire, and Facilities Departments. Assignment of the emergency call varies, and City staff call the IT staff member they are familiar with to assist. Additionally, IT is expected to be available for issues outside of their typical working hours like council meetings and shifts for City departments that are outside of their typical working hours.

The IT Division is facing a backlog of help tickets, which is preventing them from focusing resources on larger projects. The last time IT staff were comfortable with ticket levels was in 2018-19, which is prior to the number of tickets increasing as a result of work from home requirements during COVID. Prior to the pandemic, staff were able to properly manage ticket workload; there were approximately 200 unresolved tickets as of January 2024.

The backlog of help tickets is leading to delays in the ticketing system. This could potentially affect the efficiency of all departments that rely on IT support.

Historically, IT was under the direction of the HR Director/Risk Safety and Information Technology Manager before transitioning to the Library Services Director in 2013. It then briefly transitioned reporting directly to the City Administrator before being placed under the Communications and HR Director.

The Communications and HR Director primarily serves in a project management role, assisting the IT Manager in prioritizing and tracking tasks. The IT Division is a standalone division with technical IT expertise, however, due to its current limited capacity, it cannot function as an independent division. The IT Division requires additional staffing to enable the IT Manager to operate more independently, focusing on strategic needs and the bigger picture.

Moving the IT Division to another location may have a significant impact on the City's operations. The proposed reorganization could lead to more efficient collaboration and communication with the IT staff while empowering the IT Manager to function more autonomously and strategically.

Detailed Recommendation: Conversations with employees made it clear the Division is operating beyond the capacity of current staffing levels. Given the City's offered services, a Division restructure involving staff increases, detailed in Appendices B-D, is recommended. We anticipate this being a five-year, three-step approach. The new positions, recommended title changes, and structure changes are described below.

New Positions:

1. **Assistant City Administrator:** To enable the City Administrator to focus on strategic priorities, we recommend adding an Assistant City Administrator position⁵. This addition will reduce the City

⁵ The job description for Eagan's Director of Communications and Engagement outlines the operations, management, and administrative tasks for functions of communications. This will serve as an excellent template when crafting the communication portion of the Assistant City Administrator's job description.

Administrator's span of control, dividing oversight of major City functions, and allowing more time for innovative thinking, planning for City growth, and completion of projects and initiatives.

2. **HR Manager:** The addition of an HR Manager will ensure continuity in HR responsibilities as the Communications and HR Director retires in 2026. The HR Manager will supervise office staff while handling both day-to-day tasks as well as high-level functions. This will improve the efficiency of the HR Division and ensure a smooth transition of responsibilities should an employee leave or take time off.
3. **Additional IT Specialist:** An additional IT Specialist will be instrumental in the future water treatment plant project. They will assist with IT tickets, freeing up other IT staff to focus on improving implementation plans and enhancing the City's cybersecurity safeguards. This will significantly improve the City's technological infrastructure.

The additional staff will provide the IT Manager with the time needed to operate in a strategic manner. This will facilitate enhanced collaboration with City leadership, thereby amplifying their presence within the organization. It may also allow the IT Division to better cater to the needs of the City's various departments. Which, in turn, can lead to improved service delivery and heightened operational efficiency.

4. **Sustainability Coordinator⁶:** A Sustainability Coordinator is crucial for advancing the City's environmental, community, and viability goals, acting as a liaison between policy and implementation. They will address community needs by monitoring sustainable practices and climate resilience, ensuring the City's environmental responsibility. Strategic planning involves collaborating on policies and identifying conservation and waste reduction opportunities, enhancing community health and vibrancy. They will lead outreach, engage stakeholders, coordinate interdepartmental efforts, and be the primary liaison to the Environmental Quality Commission. Furthermore, the individual in this role will contribute to the execution of the Climate Action Plan, with the objective of enabling the City to attain a 100% carbon-neutral electricity supply by 2030, and to establish a fully carbon-free community by 2040.
5. **Part-time Administrative Assistant:** A part-time bilingual Administrative Assistant would cover the front desk, assist with data entry, and support constituent services. This role would alleviate distractions, allowing staff to focus on primary duties while enhancing Division productivity. Additionally, the Administrative Assistant would aid in translating for walk-ins, processing the backlog of paperwork and Laserfiche forms, and necessary responsibilities beyond the position's essential duties.
6. **Budget Analyst⁷:** A Budget Analyst would delve into financial analysis, serve as the BS&A ambassador, oversee grant compliance and management, ensure effective resource allocation and cross-train with the Accounting Supervisors responsibilities. This role would streamline financial operations, allowing the Finance Director to concentrate on significant projects while boosting the

⁶ Given the administrative focus of the Sustainability Coordinator role and the need for knowledge transfer, we anticipate the position being housed within Administrative Services. Initially, this individual will collaborate closely with the Assistant to the City Administrator, who currently oversees the Environmental Quality Commission. Subsequently, organizational structures are always evolving with the skillsets and needs of a community. There is a possibility in future years that the position transitions to the Public Works Department if skillsets and management oversight align.

⁷ Based on peer review, Northfield's Finance Division has been operating with one fewer FTE.



productivity of the finance team. Additionally, the Budget Analyst would aid in forecasting future budget needs and offering strategic financial advice and undertake necessary responsibilities beyond the position's essential duties.

We acknowledge that resource constraints may limit the City's ability to implement all the changes recommended. However, based on our discussions with staff and understanding of the Division, we believe that prioritizing the HR Manager and additional IT Specialist roles would be the most beneficial and feasible steps. The HR Manager will take on the daily responsibilities necessary for the effective operation of the City's Human Resources functions. Concurrently, the IT Specialist is a necessary addition in light of the City's proposed new Water Treatment Plant and current IT staff workload.

Title Changes:

- 7. Spanish Translator to Community Relations Specialist:** Transitioning the title of Spanish Translator to a Community Relations Specialist will provide valuable support for larger City projects in departments such as Public Works and Community Development. They will continue to establish relationships between the City and outside vendors and work with the Human Rights Commission. The title change and shift in responsibility focus would require wider City adoption of the Language Line platform. If that is accomplished, this transition would not only make better use of the Spanish Translator's skills but also foster stronger community relations with activities like philanthropy, sponsorship, and general goodwill efforts to maintain a positive image and rapport with the public.

The Spanish Translator regularly works with the Communications Specialist on tasks such as social media, survey development, and participation in communication meetings. By integrating additional duties related to community engagement, this position will provide significant public interaction opportunities. These interactions will serve as a platform to solicit and collect community feedback on disseminated information, ensuring that the public's voice is heard and considered.

- 8. Accounting Supervisor to Accountant I:** This transition anticipates a future need for additional financial expertise within the office. The Accountant I will continue to establish relationships between the City and outside vendors and work with the Finance Director. The Accountant I would still retain supervisory responsibilities, overseeing the Finance Associate IIs. This role would require a traditional accounting education and professional background to ensure a comprehensive understanding of financial principles.

Structural Reporting Changes:

Evaluating the City Administrators large span of control was a topic of discussion and is considered important. It could lead to more effective management and supervision of employees, dedicate more time to individual guidance, and provide greater job satisfaction by reducing potential burnout. We considered best practices for span of control from the Society for Human Resources Management (SHRM⁸) and considered factors such as: organizational size, workforce skill level, organizational culture, and managers' responsibilities. A proposed organization chart detailing split controls can be found in Appendix E.

- **By year five of the organizational redesign, an Assistant City Administrator position would oversee the following direct reports: HR Manager, IT Manager, City Clerk and Sustainability Coordinator.**

⁸ SHRM: [What Factors Should Determine How Many Direct Reports a Manager Has?](#)

- **The City Administrator position will oversee the following direct reports:** Community Development Director, Library Services, Finance Director, Police Chief and Public Works Director/City Engineer.

These staffing and structural changes will bring significant improvements to the Division and have a positive impact by enhancing efficiency, productivity, and employee satisfaction.

Best Practice:

The SHRM Human Capital Report for medium sized organizations (100–499 employees) found the average HR-to-employee ratio to be 1.30 per 100 employees. The current FTE count shows the Department is 1.75 HR staff members per 100 employees. It should also be noted that the Communications and HR Director has responsibilities outside of HR which could drive the current FTE ratio lower if an analysis of time spent on HR related duties was incorporated.

The proposed restructuring and staff augmentation will bring numerous benefits to the Division. According to best practices found by Harvard Business Review⁹ and McKinsey & Company¹⁰, span of control reductions can foster increased employee collaboration, enhance problem-solving capabilities, streamline the decision-making process, and unlock value. Moreover, it can lead to better-motivated employees, greater decisiveness, and a stronger bottom line. These improvements will ultimately support the City's growth and enhance the delivery of services to our community.

Restructuring will enable the City Administrator to provide leadership, vision, and focus on results by:

- Monitoring long-term plans and human capital.
- Planning strategically for organizational development and branding.
- Using performance metrics to drive continuous improvement.
- Committing to the highest level of ethical standards.

We reviewed the reporting structure of comparable Minnesota cities and found that two use an additional leadership position to organize key reporting lines as an appropriate way to divide functions of their government. The following cities shared a similar structure with an Assistant City Administrator position overseeing functions matching Northfields Administrative Services Division:

- **City of Crystal:** City Clerk, Communications, HR, and Finance functions
- **City of Hastings:** City Clerk, Communications, and HR

Timeline for Implementation: 0 – 60 months

Priority: **HIGH**

Recommendation 2: Formalize Workforce Planning Strategy to Preserve Institutional Knowledge and Continuity

Recommendation: The City should develop a formalized workforce planning strategy to ensure the continuity of institutional knowledge and smooth transition of roles. This strategy should include a comprehensive plan for documenting processes, identifying essential skills required for internal successors, and determining areas where external recruitment is necessary.

⁹ [Harvard Business Review: Getting Reorgs Right](#)

¹⁰ [McKinsey & Company: Reorganization Without Tears](#)

Detailed Observation: Part of this project is a proactive workforce planning exercise initiated by and for the Administrative Services Division. There are staff members in key areas that will be eligible for retirement in the coming years. Given the limited time available to document processes, it is commendable that leaders of Administrative Services and Human Resources (HR) staff are proactively taking steps towards documenting processes, identifying staff in the organization for position eligibility pools, and identifying where external recruitment may be needed.

While steps taken are component elements of workforce planning, the City does not have a formalized strategy for workforce planning in these positions and key areas. Further retirements and attrition may increase a potential loss of institutional knowledge.

Detailed Recommendation: Create a workforce planning strategy that identifies critical position needs within Administrative Services and prioritizes resources to internally develop the required skills and qualifications or competitively externally recruit for positions.

Preserving institutional knowledge is a critical aspect of this workforce planning strategy. By implementing tailored development plans and facilitating cross-training, Administrative Services can ensure that institutional knowledge is retained and passed on to future employees. This approach, coupled with transparent communication of Division tasks and issues, will help mitigate knowledge gaps that could arise from employee departures.

The following steps are the building blocks of a framework that Administrative Services can use to execute a workforce planning strategy. Linked in the Best Practices section below is an article series providing more detail on each of these steps:

- Step 1: Conduct a retirement eligibility analysis.
- Step 2: Validate potential critical positions and add any additional critical positions through conversations with Division leaders to determine a final list to begin the identification of succession candidates.
- Step 3: Select an appropriate competency model relevant to Administrative Services to assess and select competencies for success for each position. Validate and potentially update education and experience requirements.
- Step 4 and 5: Use a 9-box rubric (see Appendix F) to plot potential internal candidates for succession of critical positions and identify any growth or development needs. Identify during this step if external recruitment is needed.
- Step 6 and 7: Incorporate skills and leadership training and align the compensation and benefit strategy with workforce needs.

By implementing tailored development plans, facilitating cross-training, nurturing employee advancement, and ensuring transparent communication of Division tasks and issues, Administrative Services will broaden its internal talent pool. This proactive approach aims to mitigate knowledge gaps in the event of employee departures. Furthermore, succession and workforce planning can serve as a mechanism to flag any shortage of internal candidates, prompting the formulation of a targeted recruitment strategy to swiftly address potential vacancies.

Best Practice

Establishing robust workforce development and workforce planning strategies is pivotal in cultivating a sustainable and resilient organization. This entails three crucial processes: firstly, identifying high-priority

positions affected by retirements and areas of heightened turnover; secondly, discerning core competencies and identifying top-tier talent; and thirdly, tailoring training programs to ensure market competitiveness.

Further comprehensive material on workforce development and planning strategies are outlined below:

- [Workforce and succession planning – Part 1: getting started – Baker Tilly](#)
- [Workforce and succession planning – Part 2: core competencies and top talent – Baker Tilly](#)
- [Workforce and succession planning – Part 3: training and competitiveness – Baker Tilly](#)

The active involvement from leadership and dedication of staff members are crucial in ensuring that identified potential candidates are in harmony with the City's values and culture. Equally vital is the understanding of employees' aspirations and long-term plans, enabling focused succession development for those eager and capable of assuming greater responsibilities. Once identified, the organization should have structured processes in place to facilitate skill acquisition, technological proficiency, and effective management of leadership roles and responsibilities.

To help with workforce planning efforts, we have included documentation in Appendix I highlighting the top ten myths and realities of succession planning. This may aid in discussing this topic with leaders in the organization.

Timeline for Implementation: 0 – 6 months

Priority: **HIGH**

Recommendation 3: Prioritize Process Documentation and Comprehensive BS&A Training to Enhance Efficiency

Recommendation: The Administrative Services Division should prioritize the formalization and documentation of IT and Finance processes and invest in comprehensive training for the BS&A system. This will ensure knowledge continuity, optimize operations, and enable effective cross-training, thereby addressing the current inefficiencies and potential disruptions.

Detailed Observation: Administrative Services faces process inefficiency issues across several areas leading to inconsistencies and potential disruptions.

Information Technology:

The Information Technology (IT) Division lacks formalized documented procedures and knowledge sharing which could greatly affect City operations if key staff members were to leave.

The IT Division has suggested creating standardized procedures and a Frequently Asked Questions (FAQ) document for City staff to refer to before submitting a ticket, but due to their current workload, they lack the necessary time to devote to this task. Addressing these needs could greatly enhance the efficiency and productivity of the IT's operations.

Finance:

With the switch to BS&A's Cloud-Based ERP system from Incode several finance processes remain in the process of being fully documented. Despite this, the Finance Division is operating efficiently, but duties have become more segregated than desired. Staff using BS&A expressed a desire for further detailed training on certain aspects of the system, which will improve system optimization, increase operating efficiencies and the ability to properly cross-train other employees. This segregation and the lack of cross-training are growing pains common for software implementations.

Some specific challenges and/or cross-training areas are listed below:

- Payroll
- Utility Billing
- Journal Entries
- Accounts Payable
- W-2's
- 1099's

Addressing these processes could greatly enhance the efficiency and productivity of the Divisions operations. Staff are aware of these issues and are taking proactive approaches to filling knowledge gaps as staff capacity permits.

Detailed Recommendation: To address the process efficiency issues within the Administrative Services Division we recommend prioritizing the documentation of IT and Finance processes and implementing comprehensive training on the BS&A system.

IT Division:

- Create a FAQ document for City staff to refer to before submitting a ticket. This will not only enhance the efficiency and productivity of the Division's operations but also ensure continuity in the event of staff turnover.

Finance Division:

- Continue engaging with BS&A and schedule regular meetings with your contact to receive training and assistance in documenting procedures. This will ensure that the Division is making the most of the system's capabilities and that staff are well-equipped to use it.
- Prioritize regularly updating documentation and implementing quarterly exercises to ensure staff are educated on the roles of their peers to help cover responsibilities in the event an employee is out of office. Doing this will help cross-train employees in areas of payroll, utility billing, journal entries, accounts payable, W-2's and 1099s.

Both Divisions:

- Develop a centralized, digital knowledge management system capable of storing and organizing all documented procedures accessible to all Division staff, ensuring employees have access to the same information.
- Regularly review and update documentation ensuring information remains current and relevant.
- Create process maps¹¹ visually representing procedures to help staff understand the workflow and their role within it.
 - Define the scope of what is being documented, understand the audience, identify all players involved in the process, gather information, organize, and develop the outlines.
- Continue Implementation of strategy to cross-training staff, recognizing staff capacity has been the issue in moving this along faster.

Best Practice

¹¹ [Atlassian: The ultimate guide to process documentation](#)

SHRM¹² describes cross-training as the process that uses training and development opportunities to ensure employees have the skills necessary to perform various job functions within an organization. A well-developed and well-implemented cross-training program benefits the employer by providing coverage during leaves of absences, vacations or periods of high production. Cross-training benefits employees by enabling them to broaden their skills. It is likely that workers with a broad base of skills will become increasingly important as the pool of skilled workers shrinks, the workforce ages and competition for skilled workers increases.

All cross-training should begin with two basic steps¹³: identifying the knowledge and skills needed for each position, and then cross-referencing that list with an inventory of current employees' proficiencies to reveal gaps.

The Government Finance Officers Association¹⁴ (GFOA) supporting local government finance officers, recommends adopting the Committee of Sponsoring Organizations of the Treadway Commission (COSO)¹⁵ framework for internal controls. This is comprised of five components:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communication
5. Monitoring Activities

Following the COSO internal control framework can provide your finance office with a comprehensive structure for designing, implementing, operating, and evaluating internal controls, thereby ensuring operational effectiveness, efficient reporting, and compliance with regulations.

Timeline for Implementation: 0 – 6 months

Priority: HIGH

Recommendation 4: Address Lean Administrative Support and Leverage Language Line

Recommendation: The Division should perform a thorough analysis of administrative procedures and identify areas where time and resources can be better utilized. Additional administrative staffing should be considered if updates to procedures do not improve processing times.

Detailed Observation: Administrative support is lean throughout the Administrative Services Division. Staff under the Communications and HR Director shared a common theme of needing front desk and administrative assistance to prevent regular distractions and being pulled from their primary duties.

In addition to these needs, there is a requirement for additional assistance with translating for walk-ins. This would ensure that all visitors, regardless of their primary language proficiency, receive the help they need promptly and efficiently. Additionally, aiding with printing communications has been identified as a crucial task. This would ensure that all necessary documents are readily available and distributed in a timely manner, further enhancing the efficiency and effectiveness of the City's operations.

¹² SHRM: [What is job swapping? Is it the same as cross-training?](#)

¹³ SHRM: [Kicking up cross-training](#)

¹⁴ GFOA: [Internal Control Framework](#)

¹⁵ [Building Trust and Confidence through the COSO Internal Control - Integrated Framework](#)

The City contracts with Language Line free of charge to residents. Language Line can interpret in more than 240 languages, 24 hours a day, seven days a week, and staff training was conducted in late 2022. However, it appears that staff members have developed a habit of pulling the Spanish Translator away from their work to assist with interpretation. Interpreter assistance provided by the Spanish Translator can be done at any desk at City Hall, the Library, Police Department, and other City buildings. This suggests a need for staff to become more proficient in using the Language Line as a tool for in-person interpretation, rather than relying on the Spanish Translator.

This presents an opportunity to optimize the role of the Spanish Translator. By providing additional translation support through Language Line, this could enable the Spanish Translator to engage more with the public, collaborate with the Human Rights Commission, and handle document translation requests from various City departments.

Detailed Recommendation: To address the issue of lean administrative support, it is recommended that the City undertake the steps below:

Evaluation of Procedures:

- Conduct a thorough evaluation of current office responsibilities and procedures to identify how administrative support can be better utilized. This will help understand where time and resources are being spent and how administrative support could further assist teams.

Train Employees and Utilize Language Line:

- It is recommended that the City create a comprehensive guide on how to best use Language Line to aid City employees. This guide should serve as a valuable resource, outlining the optimal use of Language Line and providing examples of when it is most advantageous to use the Spanish Translator's assistance versus relying on Language Line.

The City should provide training on Language Line to staff to assist with language barriers. The City pays for this service and should utilize it to their advantage to help alleviate the stressed capacity of Administrative Services staff. This approach would not only enhance communication but improve the overall efficiency of Administrative Services.

Encouraging staff to become more proficient in using Language Line for in-person interpretation would reduce the reliance on the Spanish Translator. This ensures that all visitors, regardless of their language proficiency, receive the help they need promptly and efficiently.

This strategy is designed to allow the Division to take the necessary steps to evaluate and enhance administrative support. It ensures all staff can concentrate on their primary roles, leading to improved efficiency and productivity of HR, Communications and Finance responsibilities.

This will result in a more efficient workflow, improved use of resources, and enhanced community engagement. It would also align the role of the Spanish Translator with common practices in most cities, further enhancing the City's reputation for inclusivity and accessibility.

Best Practice

The Institute for Local Government¹⁶ lists the following tips for providing language access services:

¹⁶ [Language Access Laws and Legal Issues: A Local Official's Guide](#)

- Ensure that local agency departments are aware of existing language access services and resources.
- Appoint a coordinator or, a working group of individuals from different levels of the City to monitor/update the agency's response to needs of limited English-proficient service-users.
- Consider developing policies that clarify the agencies' responsibilities for providing language access services
- Monitor compliance to ensure staff cooperation and accountability.
- Conduct regular trainings about language access to ensure that all staff, especially those who frequently encounter the public, are aware of the agency's policies.

Timeline for Implementation: 0 – 6 months

Priority: MEDIUM

Recommendation 5: Implement Solutions to Minimizing Manual Processes

Recommendation: Boost productivity and efficiency by implementing a document management system, transitioning to digital invoicing and journal entries, automating onboarding processes, and utilizing an automated utility billing system.

Detailed Observation: Administrative Services staff are burdened with manual processes. While the conversion to BS&A automated many processes, such as automated workflow, approval of timesheets and accounts payable invoices, many manual tasks remain such as journal entries, employment documentation, financial documents, and utility billing have a manual component to them. Additionally, the onboarding process, as suggested by the HR Specialist, involves a significant amount of paperwork, reducing its efficiency.

These manual processes lead to potential disruptions and reduced productivity. Staff members spend a considerable amount of time receiving, scanning, saving, and storing documents based on the City's document retention policy. Invoices and journal entries are printed as hard copies, scanned into the computer, and then physically stored.

Streamlining these processes is crucial for improving overall productivity. By reducing manual processes and transitioning to automated systems, staff members can be alleviated of these time-consuming tasks, allowing them to focus on more tactical and strategic initiatives.

Detailed Recommendation: To enhance productivity and efficiency, it is recommended to create a document management system, transition to digital invoicing and journal entries, and automate the onboarding process. These technological solutions will alleviate the Administrative Services staff from time-consuming tasks, enabling them to focus on more strategic initiatives.

Best Practice

Optimization will increase internal operations, data-driven decision making, provide more visibility into your employees work progress, can also reduce human error.

Timeline for Implementation: 6 – 12 months

Priority: MEDIUM



Other Observations – Low Priority

During this review, our team noted additional observations which were considered to possess medium or low priority and were unlikely to have significant immediate impact on the Division.

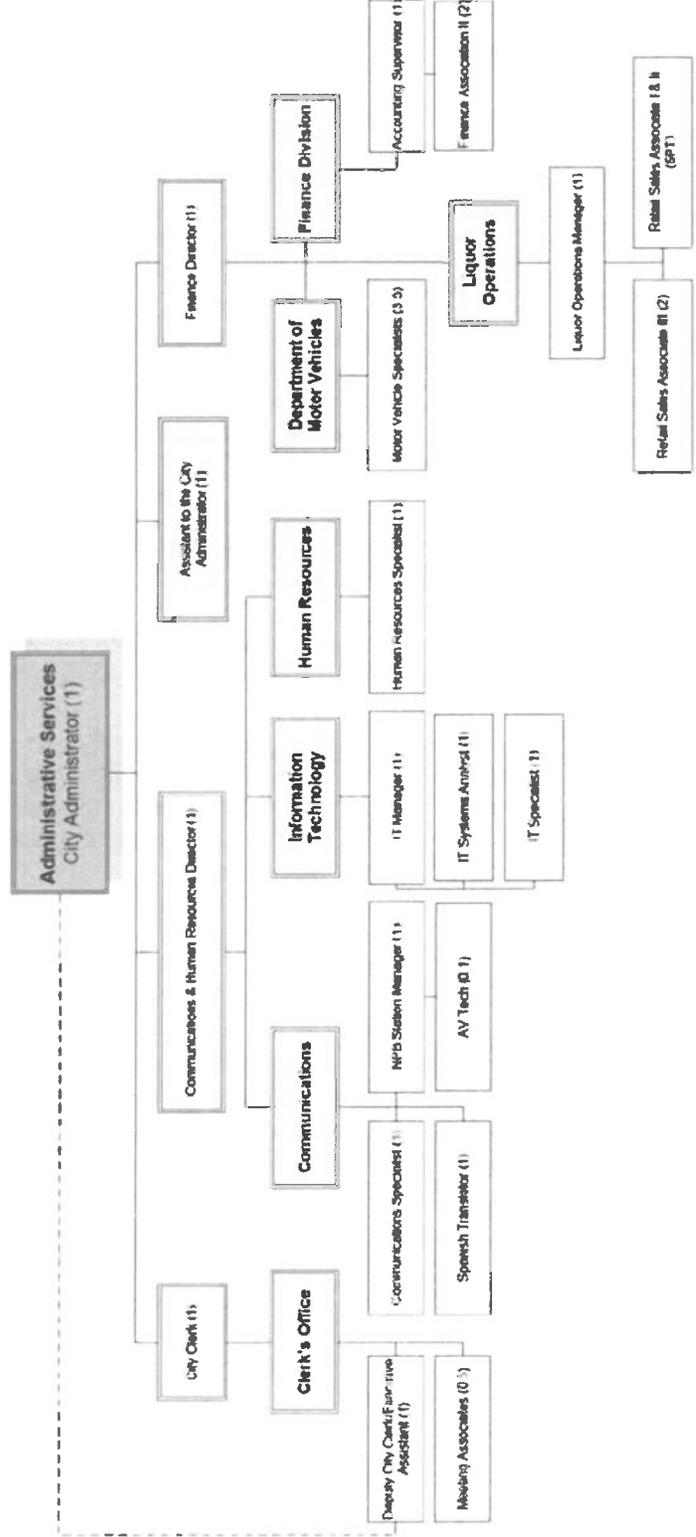
#	Priority	Summary of Observation	Recommendation
6	LOW	<p>The City Administrator, City Clerk, and Deputy City Clerk have underscored the significant role of the City’s 15 Boards and Commissions, which require diligent monitoring and active participation. This responsibility contributes substantially to the workload of the Administrative Service Division’s staff. A benchmark comparison with Flaherty & Hood, P.A.’s “Cluster Analysis” reveals that the City has more Boards and Commissions than five out of six comparable cities.</p> <p>While this is not necessarily a problem, it is a crucial factor to consider when assessing workload and staffing levels. Streamlining the number of boards and commissions or enhancing the efficiency of their oversight could potentially alleviate the Administrative Services staff’s workload, thereby boosting productivity.</p> <p>There is a perceived lack of a comprehensive, equitable, and shared telework policy among the Administrative Services staff. Work schedules vary across roles, with some employees having the option to work remotely, while others are required to be in the office.</p>	<p>To alleviate the workload, consider evaluating the use of bi-monthly or quarterly meetings for smaller boards and commissions, freeing up staff and enhancing efficiency while maintaining effective oversight.</p>
7	LOW	<p>The absence of a clear telework policy has led to communication and coordination challenges, potentially causing project delays. The establishment of a comprehensive telework policy is crucial for smooth operations, employee satisfaction, and increased productivity.</p> <p>The existing employee handbook does mention remote work for non-exempt staff upon Division head approval, indicating a basis for a remote work policy. However, this needs to be expanded and clarified to address staff concerns</p>	<p>The City has established an equitable telework policy that clearly outlines the eligibility and guidelines for remote work. This policy should be communicated effectively to all staff members, ensuring transparency and addressing any concerns. Regular training and reiteration of these rules can help in mitigating communication and coordination challenges, thereby enhancing productivity and employee satisfaction.</p>

#	Priority	Summary of Observation	Recommendation
8	LOW	<p>The Finance Division is experiencing workload imbalances. Some staff are overwhelmed with their duties, struggling to balance tasks with limited resources.</p> <p>Certain functions of the Finance Division are time sensitive, such as payroll, audits and budgeting. Staff has not been completely cross-trained to provide true cross-utilization during these peak times. This indicates a potential underutilization of internal resources and highlights the necessity of cross-training.</p> <p>This imbalance could lead to delays or errors in financial processes, create bottlenecks in accounting and reporting, and affect the City's financial operations. Addressing this issue could improve efficiency and productivity.</p>	<p>To address workload imbalances and enhance efficiency, the City should evaluate staff responsibilities and capacity and identify tasks that can be shifted with additional training. This approach will help mitigate delays, reduce potential errors, and create a more efficient financial operation.</p>
9	LOW	<p>The City's onboarding and offboarding processes, involving multiple departments, have shown inconsistencies. There have been instances of delayed setup of identification profiles for new employees and untimely restriction of file access post-termination.</p> <p>These issues could negatively impact new employee experiences and pose potential risks to the City. Therefore, efficient and consistent onboarding and offboarding processes are essential for both employee and organizational success.</p>	<p>The City should establish a streamlined and standardized onboarding and offboarding procedures across departments. This will ensure timely setup of employee profiles and prevent access-related delays, improving both employee experiences and organizational effectiveness.</p>
10	LOW	<p>Our team has received feedback that the Assistant to the City Administrator has made valuable contributions to advancing racial equity and Diversity, Equity, and Inclusion (DEI) initiatives. However, there is potential for further growth in this area. Staff dedicated to these initiatives have highlighted the need for more time and resources, which are currently limited by other responsibilities.</p>	<p>The Division should consider engaging HR staff to support the Assistant to the City Administrator in further advancing DEI initiatives. By engaging HR staff, the Assistant to the City Administrator can receive stronger support in advancing DEI efforts. This collaborative approach will not only enhance the effectiveness of DEI initiatives but also foster a more inclusive and equitable work environment.</p>

Appendix A – Current State Organization Structure

The chart below shows the current state structure of the Administrative Services Division. A well-documented organizational chart is crucial for clarity, transparency, and effective decision-making, ensuring that roles, responsibilities, and reporting lines are clearly delineated. It provides an insightful overview of the Division's hierarchy and the interrelationships between different roles and offices, thereby facilitating efficient communication and coordination within the organization.

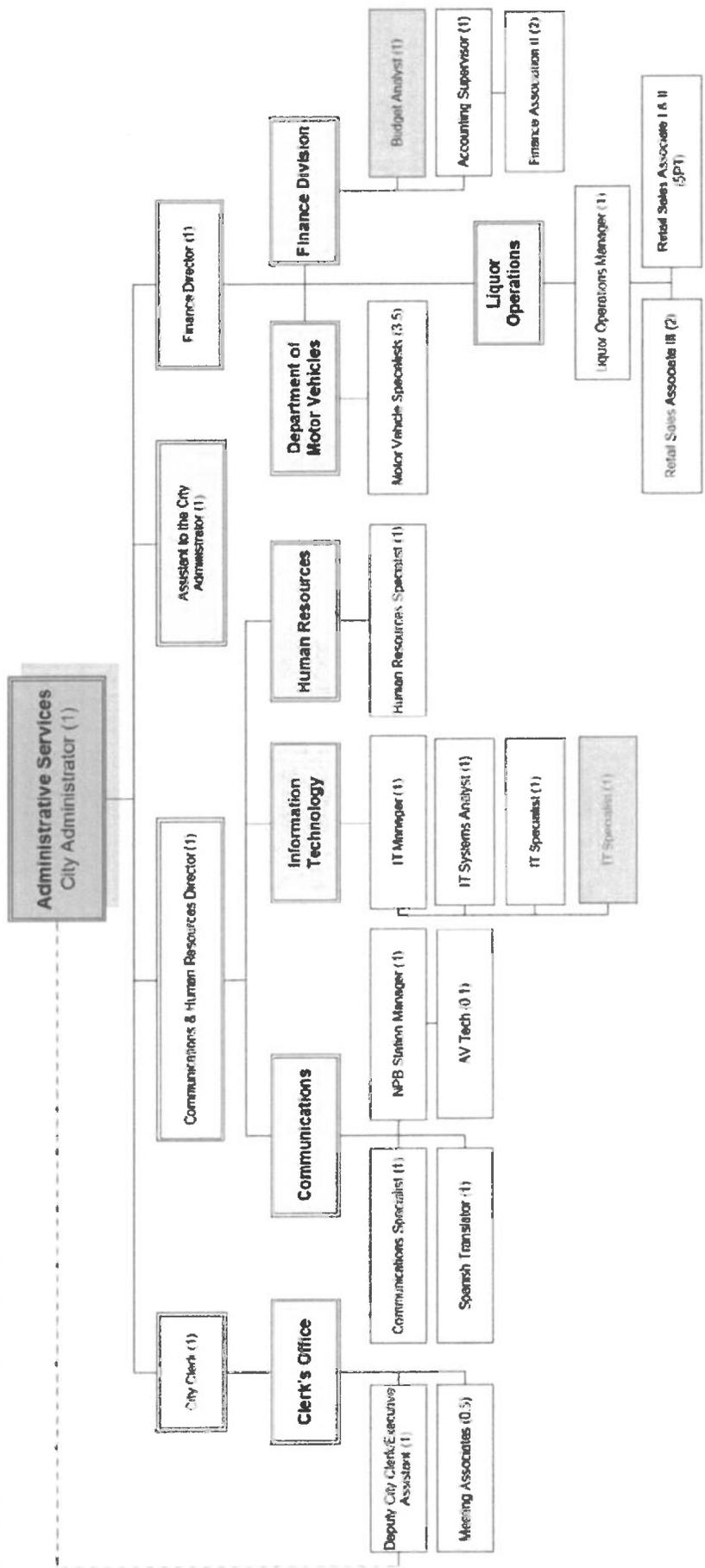
Color Key:
 Green Box = New Position
 Red Text = Title Change
 * = Reports to the City Administrator



Appendix B – Future State Organization Structure: Years 0 – 1

Color Key:
 Green Box = New Position
 Red Text = Title Change
 * = Reports to the City Administrator

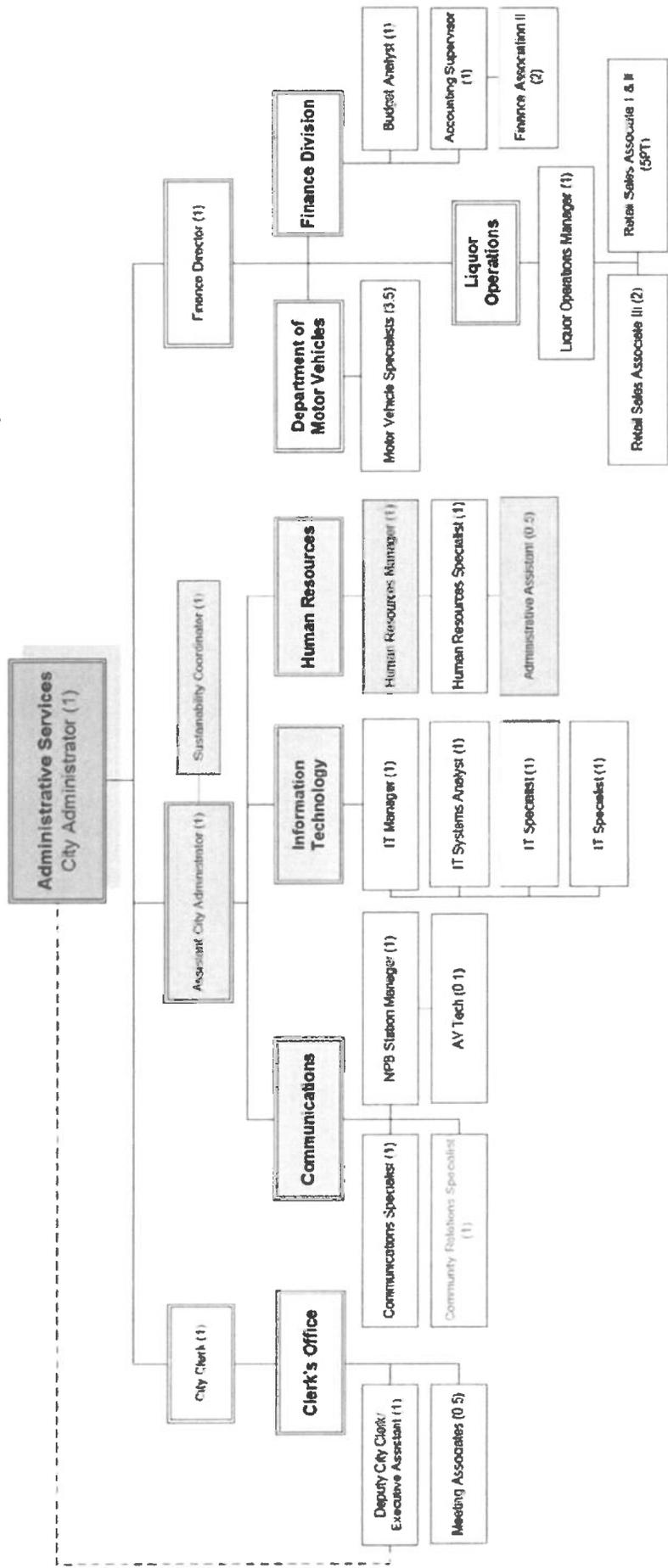
Timeline: 0 – 1 Years



Appendix C – Future State Organization Structure: Years 1 – 3

Color Key:
 Green Box = New Position
 Purple Box = Reporting Change
 Red Text = Title Change
 * = Reports to the City Administrator

Timeline: 1 – 3 Years



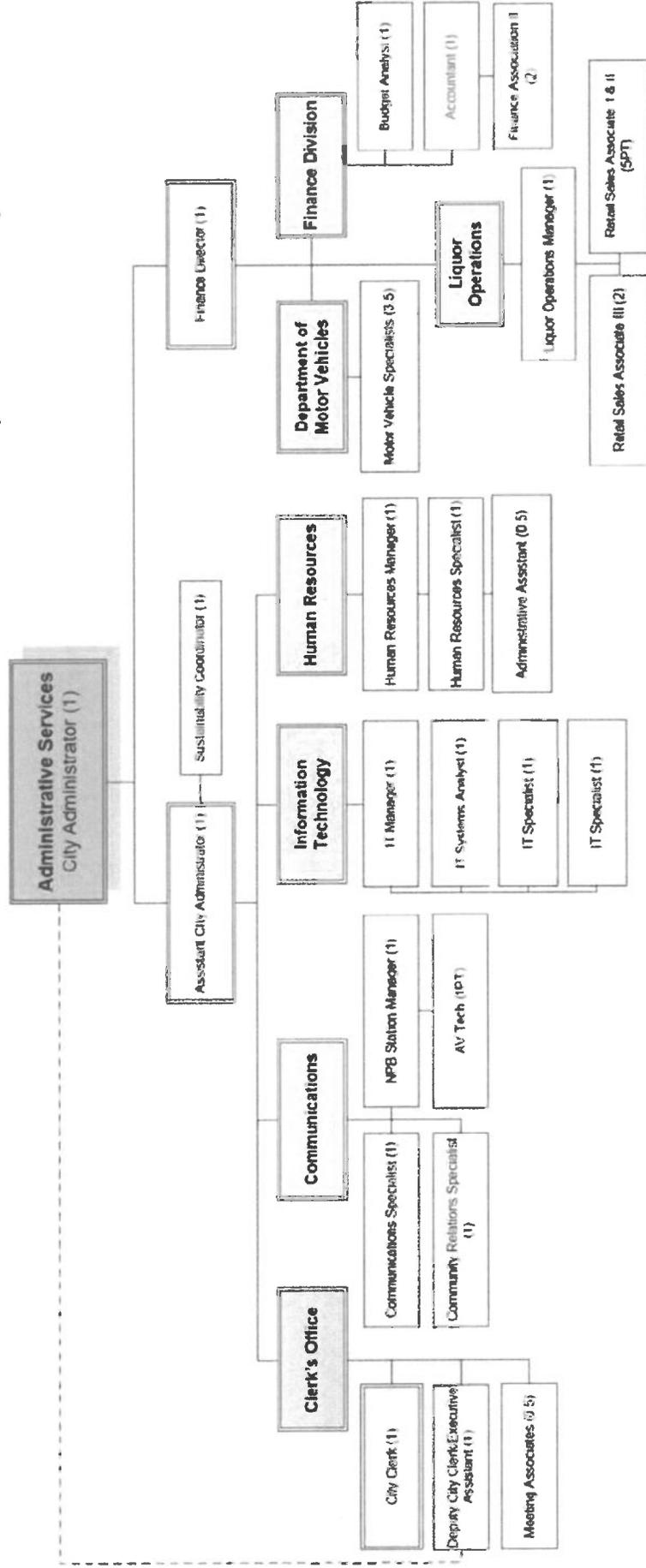


Appendix D – Future State Organization Structure: Years 3 – 5



Color Key:
 Green Box = New Position
 Purple Box = Reporting Change
 Red Text = Title Change
 * = Reports to the City Administrator

Timeline: 3 – 5 Years

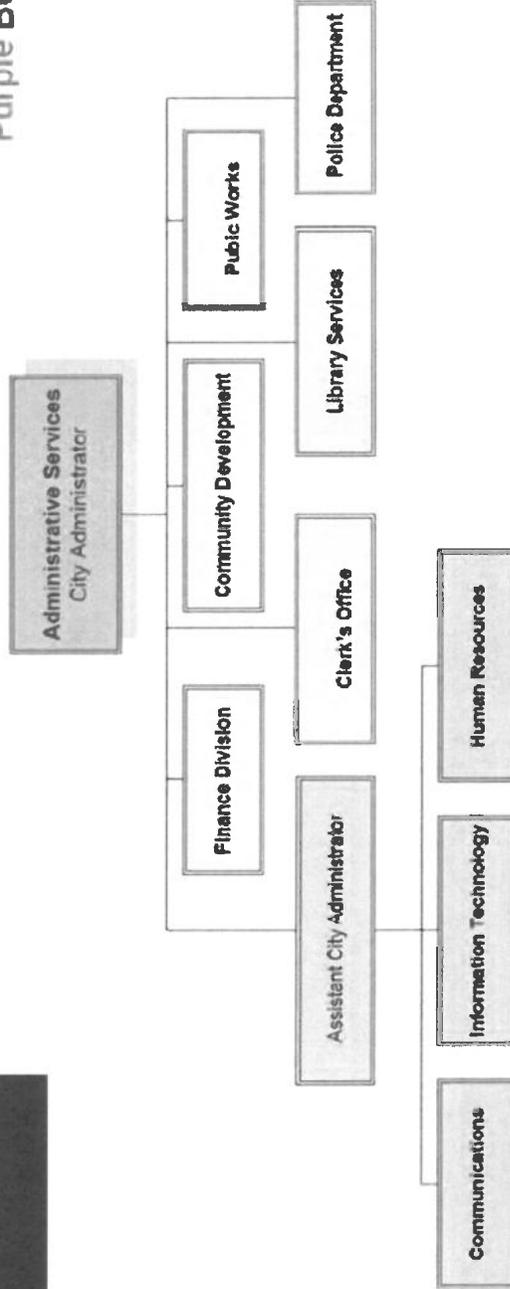


Appendix E – Future State Direct Reports: City Administrator



Timeline: 1 – 3 Years

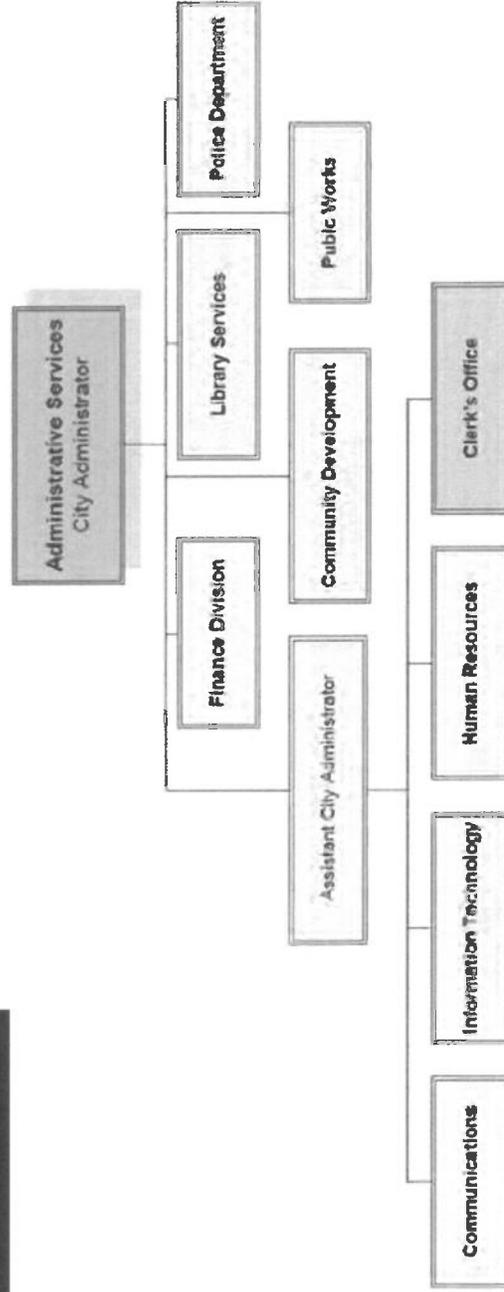
Color Key:
Green Box = New Position
Purple Box = Reporting Change





Timeline: 3 – 5 Years

Color Key:
 Purple Box = Reporting Change



Appendix F – 9-Box Grid¹⁷

		Potential		
		Low	Medium	High
Performance	High	Enigma <ul style="list-style-type: none"> Consistent performer and well placed. Could be difficult to replace Not considered promotable due to skill, knowledge, ability, aspiration or engagement at work 	Emerging Talent <ul style="list-style-type: none"> Excellent performer but needs training/coaching to take on the position Promotable in 6 – 12 months Potential lateral movement to accelerate development Develop plan to grow/challenge to next level 	Promotable <ul style="list-style-type: none"> Excellent performer. High potential employee Has taken on more responsibility Ready NOW for the next level position Continue to develop for the next level
	Medium	Dilemma <ul style="list-style-type: none"> Consistent performer and well placed Continue to grow and challenge in plan Not considered promotable at this time. Lateral move to support organization needs may be appropriate 	Core Employee <ul style="list-style-type: none"> An employee who performs well and needs training/development/coaching to take on the position Could be difficult to replace Continue to grow and challenge in place Lateral move to support the organization may be appropriate 	Emerging Talent <ul style="list-style-type: none"> Strong performer with high amount of potential Promotable in 6 – 12 months Potential lateral movement to accelerate development Develop plan to grow/challenge to next level
	Low	Under Performer <ul style="list-style-type: none"> Capability insufficient for current title. Typically, 1 or 2 performance rating Need organization intervention (outplace or redeploy) Timeline for action/outcome is required 	Effective Performer <ul style="list-style-type: none"> Inconsistent performer – typically trending toward 2 performance rating May lack knowledge, skill and abilities Not promotable – performance improvement plan in place 	Solid Performer <ul style="list-style-type: none"> High potential with good prior performance Typically trending to 2 performance rating May be new in position or in a turnaround position Determine support required for success and if placement is appropriate

¹⁷ The boxes of Emerging Talent and Promotable should be the focus of evaluation. Those employees who would be placed in any of the low potential columns or low growth would not be identified for workforce planning.

Appendix G – Staffing Analysis

As depicted in the chart, the number of employees within the Administrative Services Divisions has seen a slight increase over the last ten fiscal years due to the addition of IT staff in 2021. This trend reflects the City's growth and the consequent rise in demand for services.

As ██████████ continues to expand, the City has had to scale up its workforce to effectively manage the day-to-day responsibilities and meet the service expectations of its residents. This growth in staff is a testament to the City's commitment to providing high-quality services and maintaining a responsive and efficient government operation. It is crucial that as the City grows and services are expanded, so does its capacity to serve its residents effectively.

FTE Count ¹⁸	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Management Services ¹⁹	3.3	3.5	3.0	3.0	3.0	3.0	3.0	3.0	4.1	5.3	4.0
Finance	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Human Resources	2.1	2.5	3.0	3.0	2.6	2.6	2.0	2.0	2.0	2.0	2.0
Communications	-	-	-	-	-	-	1.5	1.5	2.1	3.1	3.1
Information Technology ²⁰	2.2	2.2	3.2	3.2	3.2	3.2	3.2	3.0	3.0	3.0	3.0
Motor Vehicle	2.1	2.6	2.6	2.6	2.6	3.2	3.2	3.2	3.0	3.0	3.0
Liquor Operations	7.3	7.3	7.5	7.0	7.0	7.0	7.0	7.0	6.4	6.4	6.4
Total Administrative Services FTE²¹	18.8	19.9	20.1	19.6	19.2	19.8	20.7	20.7	24.6	26.8	25.5
Total City FTE	89.0	93.6	95.8	97.4	98.5	104.9	104.9	111.8	114.7	114.0	114.0

¹⁸ Staffing numbers were provided by the City's administrative personnel and the total City FTE numbers are from the document title *FTE County 09-22*. Source: City Budget Office.

¹⁹ Management Services includes the City Administrator, City Clerk, Assistant to the City Administrator, Deputy City Clerk, and Meeting Associates.

²⁰ Information Technology was added to Administrative Services Division in 2021, where it originally sat as a direct report to the City Administrator before transitioning to their current location under the Communications and Human Resources Director.

²¹ Information Technology staffing numbers are not included in the total Administrative Services FTE count from 2013 – 2020.

Appendix H – Proposed Job Functions: New Positions

The table below consists of the new positions Baker Tilly is proposing for the Administrative Services Division. Each position is aligned with job duties of similar positions based on resources provided by SHRM. As the City experiences growth, these job duties may change over time. The duties will help leadership visualize how current resources can be reallocated to better serve the needs of the City.

Proposed Job Titles			
Job Title	Type of Position	Timeline	Job duties
Human Resources Manager	New	0 – 1 Years	<ul style="list-style-type: none"> - Partners with the leadership team to understand and execute the organization’s human resource and talent strategy particularly as it relates to current and future talent needs, recruiting, retention, and succession planning. - Manages the talent acquisition process, which may include recruitment, interviewing, and hiring of qualified job applicants, particularly for managerial, exempt, and professional roles; collaborates with departmental managers to understand skills and competencies required for openings. - Analyzes trends in compensation and benefits; researches and proposes competitive base and incentive pay programs to ensure the organization attracts and retains top talent. - Provides support, guidance and training to City staff as needed.
IT Specialist	New	0 – 1 Years	<ul style="list-style-type: none"> - Determines the nature of staff business to better facilitate requests and/or to transfer specialized needs to the appropriate department or person. - Provides general information to staff; supplies appropriate forms and explains procedures.
Budget Analyst	New	0 – 1 Years	<ul style="list-style-type: none"> - Assists with projecting future financial needs and collaborates with the Finance Director and other management personnel to prepare long-term financial plans, and other budget and financial reports. - Assists in the development of the City’s overall budget, and at the departmental level, providing advice and analysis to increase the efficiency of the City’s spending.

			<ul style="list-style-type: none"> - Serve as the City's BS&A financial system expert, training specialist and vendor point of contact.
Administrative Assistant	New	0 – 1 Years	<ul style="list-style-type: none"> - Processes required paperwork for employee transfers, changes in job classification, salary increases, and other related employment matters - May assist with preparation of human resource reports such as attendance, new hire, and turnover reports. - Welcomes and directs visitors, answers and directs departmental phone calls, receives and directs phone calls, and performs other duties as assigned.
Assistant City Administrator ²²	New	1 – 3 Years	<ul style="list-style-type: none"> - Assists the City Administrator with planning, organizing, directing, controlling, and evaluating city operations. - Oversees the day-to-day management of assigned operational and administrative Divisions, and functions. - Oversees and manages the communications division at a granular level while assisting with communication planning oversight. - Leads and oversees the strategic planning process, including the development of strategies, coordination of service contracts, and assignment of staff roles. - Conducts special projects, studies, and analyses as directed by the City Administrator.
Sustainability Coordinator	New	1 – 3 Years	<ul style="list-style-type: none"> - Serves as the primary staff liaison to the Environmental Quality Commission. - Collaborates in the strategic planning of the sustainability policy and program development. - Oversees sustainability outreach, planning and coordination. - Oversees the collection and organization of sustainability information for annual reports and ancillary plans and projects.
Community Relations Specialist	Reclass	1 – 3 Years	<ul style="list-style-type: none"> - Builds and maintains relationships with members of the community. - Organizes community outreach programs and coordinates special events that will influence public opinion or promote services and ideas of the City.

²² Essential job functions pulled from resources provided by ICMA.



			<ul style="list-style-type: none">- Responds to inquiries from community members and other interested parties; when needed, recruits a knowledgeable spokesperson or information source to assist.- Plans, coordinates, and executes special events and speaking opportunities.
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Appendix I – Workforce Succession Planning Myths

Myth #1

The perfect candidate is the direct report to the vacant position.

Reality

Moving the person who sits directly below the vacant position into the open role does not guarantee that they are the most qualified person for the job. To ensure that a position is filled with the most qualified candidate, it is important to have a career path for employees. This will ensure that the organization matches the requirements of the position with the right candidate who has the requisite competencies, technical skills, and understanding of the role. Additionally, succession candidates do not have to come from the same unit where the vacancy is. Succession candidates can come from other units within the organization.

Myth #2

Workforce and succession planning is about cherry picking and selecting management's favorite employees for development.

Reality

Workforce and succession planning involves preparing employees for possible future roles; it is not about pre-selection. The process is intended to match the organization's needs with the employee's interests and prepare employees for future roles.

Myth #3

The workforce and succession planning process should be led and facilitated by the Human Resources Division.

Reality

Managers/supervisors may feel that HR should handle the entire workforce and succession planning process. However, it is a team effort. Senior leaders must be a champion of the program and communicate on how the program will be implemented to all staff. HR staff are responsible for guiding the process to keep the program moving, understanding position requirements, and ensuring staff have access to training and development opportunities. Managers/supervisors are responsible for being engaged in the program and continuously mentoring, coaching, and developing staff through providing new learning opportunities and stretch assignments.

Myth #4

If there are no imminent retirements, then this process should not be a priority.

Reality

Attrition occurs in organizations for many other reasons than retirement. To ensure that the organization can continue to operate smoothly once these employees retire, succession candidates need to be developed to fill the critical roles. For succession planning to progress smoothly, the potential candidates must be prepared, developed, and adequately trained. That process takes time.

Myth #5

Good talent is easy to spot and the "cream will rise to the top."

Reality

Hiring talented individuals is critical to the organization's success. To retain the most talented individuals and prepare them for future roles, the organization must actively create a succession and workforce plan that provides training, development, mentoring, and career planning for staff. It is important that the organization maintain a pipeline of talented individuals who can immediately fill critical roles as vacancies arise.

Myth #6
 Workforce and succession planning is too much effort and too expensive given our resources.

Reality

Organizations do not have to invest in expensive software tools to have a successful workforce and succession planning program. Workforce and succession planning can be completed on a limited budget with simple tools, such as a 9-Box Grid, Individual Talent Profile Form, an Action Plan, and a Training Plan. These tools help managers identify succession candidates for critical roles and provide a plan as to how succession candidates and all staff will be developed for future roles based on their work performance, strengths, skills gaps, and training needs.

Myth #7
 Workforce and succession planning is only an issue for big organizations.

Reality

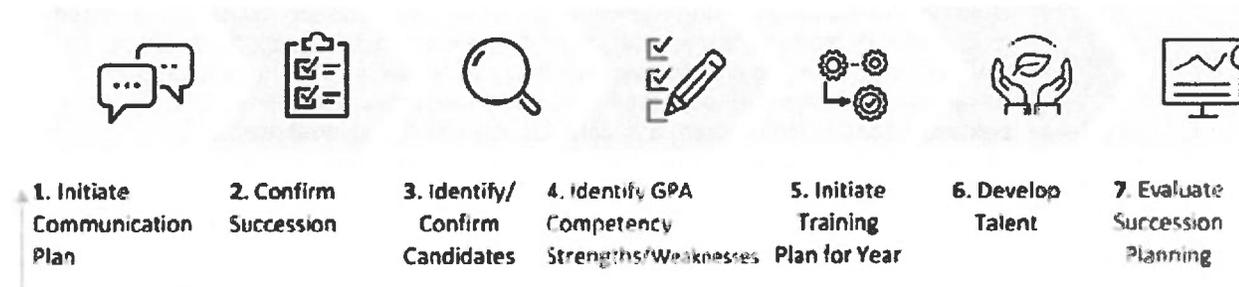
All organizations, regardless of size, are impacted by the loss of a key employee in an organization. Research shows that the cost of operating without a key player is \$7,000 a day, while the cost of losing a talented employee is \$250,000 to \$500,000. As the organization's business needs change and the technologies used to deliver services the organization will need to evaluate its short-term and long-term goals. A key factor in achieving these goals will be the organization's ability to have staff readily available to execute these initiatives. In preparation for these future changes, existing staff need to be developed now.

Myth #8
 We only need a year or less to implement a succession plan.

Reality

Succession planning is an annual recurring process. It typically begins in January with the start of the performance evaluation cycle. The process Baker Tilly has developed runs on a calendar year and is updated yearly to incorporate new goals, initiatives, and growth opportunities for the organization.

The following diagram provides an overview of the process for succession planning.



Myth #9
 Workforce and succession planning should only be used on a case-by-case basis and is only appropriate for senior positions.

Reality

Critical positions are defined as those roles that are vital for achieving an organization's strategic goals. These positions can be at any level within the organization. Roughly 10% to 15% of roles in an organization are strategic. The future success of an organization is compromised if these future roles are not filled with extremely capable people. An organizational-wide succession planning program streamlines the process and creates consistency within the organization.

Myth #10
 The next generation is not ready to be groomed yet.

Reality

Senior leaders must assume a proactive role in preparing future leaders to take over the reins. Failing to train the next generation of leaders with the skills needed to move the organization into the future will impact the success of the organization to accomplish future initiatives.

Appendix J – Communications Benchmarking

The Administrative Services Department provided a list of peers for our review, focusing on the structure of their communications teams. These communities share a commitment to delivering above and beyond communication services to their residents. Notably, ██████████ has a small communications staff in comparison. It is important to note that Northfield’s population and organization wide FTE count are below the average for Eagan, St. Louis Park and Edina, with the latter having an average population of 56,618 and an average organization wide FTE count of 309.61.

Job Titles	██████████	Eagan ²³	St. Louis Park	Edina
Population ²⁴	20,790	67,534	48,827	53,494
Total Number of Employees ²⁵	114.00 FTE	298.83 FTE	293.00 FTE	337.00 FTE
Communications & HR Director	1.0 FTE			
Director of Communications				1.0 FTE
Communications and Technology Director			1.0 FTE	
Communication & Engagement Director		1.0 FTE		
Digital Media & Marketing Manager		1.0 FTE		
Video Production Manager				1.0 FTE
Communications Manager			1.0 FTE	
Public Broadcast Manager	1.0 FTE	1.0 FTE		
Senior Communications Coordinator				1.0 FTE
Communications Coordinator				0.625 FTE
Video Production Coordinator			1.0 FTE	
Digital Communications Coordinator				1.0 FTE
Digital Services Coordinator			1.0 FTE	
Community TV Administrator				1.0 FTE
Communications Specialist	1.0 FTE			
Social Media Specialist			1.0 FTE	
Multimedia Specialist			1.0 FTE	
Spanish Translator	1.0 FTE			
Senior Digital Production Lead		1.0 FTE		
Video Production Specialists				3 PT
Community & Live Producer		1.0 FTE	1.0 FTE	
Web Developer		1.0 FTE		
Customer Service Representative			1.0 FTE	1.8 FTE
Graphic Designer			1.0 FTE	1.0 FTE
Communication Support I				3 PT
Admin Support I/II				2 PT
Production Assistant		1 PT		

²³ Eagan has a team of ten part-time employees under the supervision of their Television Station Manager. Additionally, there is a Web Developer role that falls under the dual reporting structure of the Digital Media & Marketing Manager and the IT Manager from the Administration department.

²⁴ Population: Based on 2020 Census numbers pulled from the U.S. Census Bureau

²⁵ Total Number of Employee and FTEs: Based on the 2022 Annual Comprehensive Financial Report

Job Titles	██████████	Eagan ²³	St. Louis Park	Edina
AV Technician	0.1 FTE	1.0 FTE		
Total FTE²⁶	4.1 FTE	8.0 FTE	9.0 FTE	8.425 FTE²⁷

The comparison table below serves as a strategic tool for ██████████ highlighting core communication functions across peers.

Core Functions	██████████	Eagan ²⁸	St. Louis Park	Edina
Maintenance of City Website	X	X		X
Social Media	X	X	X	X
Cable Media Projects	X	X	X	X
Instruction and Learning Opportunities	X			
Produce and/or Coordinate Programming	X	X	X	X
Graphic Design	X	X	X	X
Photography/Videography	X	X	X	X
Electronic and Print Publications	X	X	X	X
Council Meeting Broadcasting	X	X	X	X
Special Event Planning and Promotion	X	X	X	X
City Branding	X	X	X	X
Track Web Analytics	X			X
Oversee Technology	X		X	
Language Translation	X			
Marketing Plan Development		X	X	X
Crisis Communication			X	X
Oversee Interns		X	X	X
Email Campaigns		X	X	X
Training Users on Webpage Modifications				

Based on the analysis above, it is evident that Northfield's Communications team is managing similar core functions to their peers in other cities, yet with a leaner staff. This limits their ability to keep up with the communication strategies of other cities, such as the frequency of communications, the use of multiple communication channels (including digital and print), and the production of additional video content.

If the strategic goal is to increase communication output to the level and frequency of its peers, Administrative Services leadership should analyze the need of adding additional staff to Communications in the future. If done, this move would boost Northfield's capacity for public engagement and information dissemination.

²⁶ The number of production staff shown represent the number of FTE within each city. However, this does not serve as an indicator of whether the city is incorporated into a consortium through franchise fees to facilitate broadcasting services.

²⁷ Hours/week were not provided for Video Production Specialist, Communication Support I's, or Admin Support I/II

²⁸ Eagan has a team of ten part-time employees under the supervision of their Television Station Manager. Additionally, there is a Web Developer role that falls under the dual reporting structure of the Digital Media & Marketing Manager and the IT Manager from the Administration department.

Best Practices

Granicus is a company specializing in providing communication solutions to enhance civic engagement and streamline government operations.

Granicus advocates for local governments to boost transparency and engage residents. It emphasizes building citizen trust through consistent, accessible communication, aligning with strategic goals and community responsiveness²⁹. Below are eight strategies from Granicus designed to enhance ██████████ leadership's strategic communication goals:

1. **Overcoming Obstacles:** Addressing challenges in public engagement, service access, staff efficiency, and technology integration for civic engagement.
2. **Vision, Mission, and Values:** Developing clear statements to guide local government actions and operations.
 - a. **Leverage data for fine-tuning:** Use data to determine what is relevant to your audience; if you learn your target audience is a group that has made up of many Baby Boomers, Hispanic Americans, or households with young children, then adjust your voice, tone, and the messaging and content you're putting in front of them accordingly.
3. **Brand Presence and Awareness:** Utilizing branding and marketing to promote community and government initiatives.
4. **Identifying Stakeholders:** Recognizing citizen stakeholders and audiences to drive effective messaging and engagement.
 - a. San Antonio, Texas used an encoder and streaming service to broadcast live video feed for government meetings in two simultaneous streams for English and Spanish speaking residents as a way to promote equity through inclusive civic engagement. They found nearly 42% of residents speak Spanish at home; and of them, almost 30% were not fluent in English.
5. **Two-Way Communication:** Ensuring transparent, timely, and bidirectional communication with citizens.
6. **Program Execution:** Implementing communication programs effectively.
7. **Success Metrics:** Defining and measuring the success of communication efforts.
 - a. The Communications team tracks website click rate analytics, number of press releases, number of social media posts and should be reviewing on an annual basis.
 - b. Additionally, the City should track citizen satisfaction rates through surveys, request response time, and meeting attendance.
8. **Empowering Staff:** Training City staff to support and maintain communication strategies.

²⁹ [Granicus: 8 Strategies for Effective Local Government Communication Planning.](#)



Police and Fire Study

October 2024

October 1, 2024



Delivered electronically

Dear [REDACTED]

Baker Tilly is pleased to transmit this report summarizing our assessment of [REDACTED]'s public safety services and operations. The focus of this assessment was to evaluate the County's public safety services staffing levels and needs to determine if it is appropriately staffed to meet the needs of the community. Our team evaluated County services as they pertain to law enforcement, ambulance, fire, dispatch, and jail operations. In addition to our assessment of public safety services staffing, Baker Tilly provides three fiscal and staffing models the County may wish to consider enhancing public safety services in the County based on our findings outlined in this report.

Our recommendations are based on best practices and our work in other jurisdictions throughout the country. Our report identifies 25 recommendations for implementation that will improve public safety service delivery and enhance employee retention of public safety staff.

Sincerely,

A handwritten signature in cursive script that reads "Carol Jacobs".

Carol Jacobs
Managing Director
+1 (949) 809 5588 | carol.jacobs@bakertilly.com

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Executive Summary

engaged Baker Tilly to evaluate the County’s staffing needs for public safety services. The objective of the engagement was to review the police and fire services within the County and the mutual aid needs between the County and the seven cities and towns within the County to determine if increased staffing is needed.

Our recommendations center on guiding the County towards staffing levels that meet best practices and equip it to meet the evolving needs of the community. By providing actionable insights and strategic guidance, this report serves as a roadmap for developing a more robust public safety services program in the County.

This report provides 25 recommendations, which are contained in Attachment A.

Major Observations and Recommendations

As part of our assessment process, we engaged in various activities, including reviewing documents, conducting interviews, analyzing best practices, and gathering peer data. These activities provided valuable insights that informed the major areas of focus and recommendations outlined in this report. Our major observations are related to hiring additional public safety personnel, filling vacancies, and evaluating compensation. These observations and related recommendations are listed below and are discussed in greater detail throughout this report.

Additional Personnel

The first major observation relates to public safety staffing levels. There is a consensus among staff and best practices that there is a critical need for additional staffing in law enforcement, jail, dispatch, fire, ambulance, and emergency management. The current staffing levels are insufficient to meet the County’s needs and ensure adequate public safety services provision. Specific recommendations pertaining to additional personnel, as they relate to each department, are addressed throughout this report. **Staffing Model A** is the fully staffed model based on our analysis. This report provides two other staffing models, **Staffing Model B** (increasing safety and partial additional coverage) and **Staffing Model C** (increasing safety only). All three staffing models are provided in the Staffing and Fiscal Models section of this report and are summarized in Table 1 below.

Table 1. Summary of Recommended Staffing Models for Additional Staff

Jurisdiction	Department	Job Title	Comments/Justification	Staffing Model A Additional FTE	Staffing Model B Additional FTE	Staffing Model C Additional FTE
	Sheriff's Office	Merit Deputy	To provide more coverage of law enforcement resources and enhance public safety	4.00	4.00	4.00
	Jail	Jailer	To enhance coverage	8.00	6.00	4.00
	Sheriff's Office	Clerical	To focus on recruitment and other administrative duties as time allows	1.00	1.00	1.00
	Ambulance	Paramedic	To relieve the Ambulance Director of also serving as a FT paramedic	1.00	1.00	1.00
	Dispatch	Dispatcher	To ensure two dispatchers per shift and relieve the Dispatch Supervisor of regularly acting as a dispatcher	6.00	3.00	3.00

Jurisdiction	Department	Job Title	Comments/Justification	Staffing Model A Additional FTE	Staffing Model B Additional FTE	Staffing Model C Additional FTE
	Emergency Management Agency	Assistant Director	To provide resources for grant management and emergency preparation, upgrade the part-time assistant director to a full-time position	0.75	0.75	0.75
Subtotal				<u>20.75</u>	<u>15.75</u>	<u>13.75</u>
	Police	Police Officer	To provide more coverage of law enforcement resources and enhance public safety	5.00	4.00	2.00
	Fire	Firefighter	To enhance coverage and staff apparatus	7.00	4.00	1.00
	Fire	Firefighter-Paramedic	To enhance coverage and staff apparatus	6.00	3.00	3.00
Subtotal				<u>18.00</u>	<u>11.00</u>	<u>5.00</u>
	Town Marshal	Deputy Marshal	To enhance coverage and manage higher call volume compared to other towns	1.00	1.00	1.00
Subtotal				<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Additional FTE				<u>39.75</u>	<u>27.75</u>	<u>20.75</u>

Vacancies

The second major observation relates to vacancies. There is a need to fill vacancies in the County's public safety departments and the [redacted] Police Department. During the interviews, staff indicated that there are vacancies in the County jail, County Dispatch Center, and [redacted] Police Department. These vacancies have a direct effect on the effectiveness and efficiency of public safety service provision. The County should develop a recruitment plan that serves as a strategic roadmap for prioritizing and filling the existing vacancies.

Recommendation 1. Develop a recruitment plan to prioritize the vacancies that need to be filled and identify hiring strategies to support recruitment goals.

Recommendation 2. Fill existing vacancies for budgeted positions throughout the County and City public safety departments.

Compensation

The third major observation is related to pay and benefits. Compensation in [redacted] lags behind that of neighboring counties and other employers, making recruitment and retention challenging. Conducting a comprehensive public safety compensation study is not part of this study but is an initial step in determining competitive pay ranges that would allow the County to attract and retain talent. This may include addressing other compensation factors in addition to wages and salaries, such as retirement programs, longevity incentives, or leave time buyback.

Additionally, there are instances of compensation compaction whereby supervisors are earning the same or similar wages as their subordinates. Compaction can lead to demotivation, morale issues, and overall job dissatisfaction. Long-term employees may feel undervalued when newer hires receive the same or similar pay. This can result in a decline in productivity and engagement, which negatively impacts the

organization's overall performance. Determining appropriate pay for each position's job title, duties, and responsibilities will help in reducing turnover rates.

Recommendation 3. Conduct a comprehensive Countywide public safety compensation study that examines both compensation levels and instances of compaction.

Having provided an overview of the major observations and recommendations in the executive summary, the following section outlines the structure of the report.

Organization of Document

This report is organized into the following major sections:

- Background and Project Approach
- Law Enforcement Gap Analysis and Staffing
- Fire and Emergency Management Services Gap Analysis and Staffing
- Recruitment, Retention, and Compensation
- Staffing and Fiscal Models
- Local Income Tax

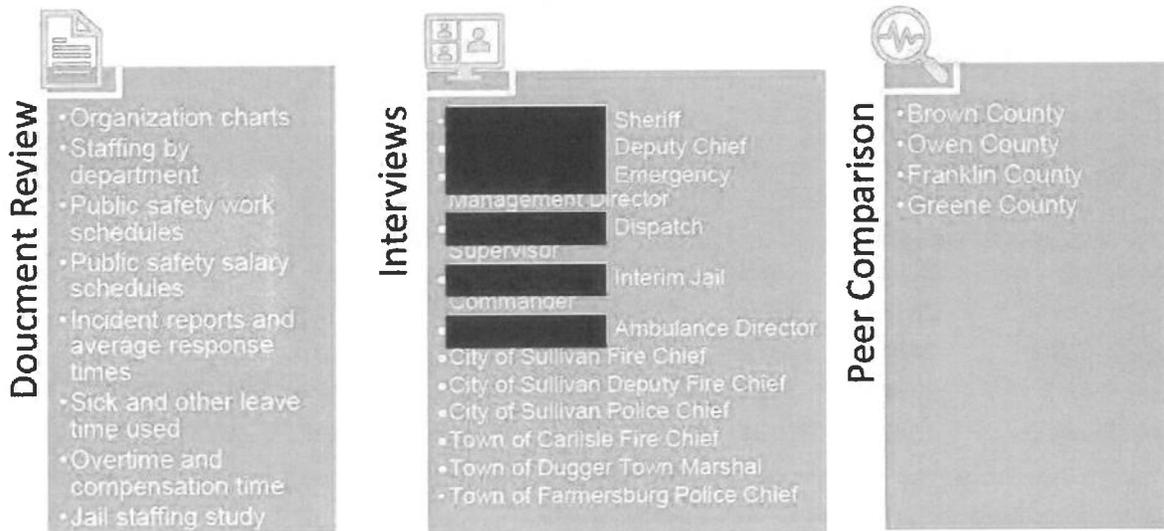
Background and Project Approach

Background

Located in southwestern Indiana, [redacted] has a population of over 20,000 and covers a geographic area of nearly 450 square miles. The County is responsible for providing the following public safety services to its residents: law enforcement, dispatch, jail, ambulance service, and emergency management. The County does not provide fire service, which the [redacted] provides. The County, with its mix of small towns and rural areas, faces unique challenges when it comes to public safety. Mutual aid among law enforcement, fire, and emergency management services (EMS) is a critical component of Sullivan County's emergency response strategy.

Project Approach

Baker Tilly, [redacted] staff, and [redacted] staff began the project with a kickoff meeting to discuss its scope, objectives, and timeline. Baker Tilly employed a multifaceted approach to gathering information to inform the recommendations in this report, as summarized below.



Interview Themes

The Baker Tilly team interviewed six County staff members and six staff members from the city and towns within [redacted]. Their comments generally fell into the following four topic categories: teamwork and camaraderie, staffing, compensation, and funding.

Most interviewees indicated that public safety departments within the County work well together. Public safety employees are proactive and committed to providing good services to residents. Many interviewees highlighted the small size of their teams while emphasizing their ability and desire to step in when they are available to help each other out. Overall, staff indicated that they are doing the best they can, given limited staffing and other resources.

The most prominent theme that emerged from the interviews was the need for additional staffing. Public safety departments face a significant challenge in maintaining staffing levels necessary for effective law enforcement and emergency response. For example, the Sheriff's Department indicated that there are times when only one deputy is available to cover the entire county. This leads to extended response times and unsafe conditions for both residents and the deputies themselves. The vacancies that exist in

every department lead to some staff working overtime to cover shifts, which could eventually lead to employee burnout and result in retention issues.

Employees voiced frustrations regarding compensation and benefits, which directly impact recruitment and retention. One critical issue is that the compensation offered by the County and the ██████████ is lagging behind that of neighboring counties, the Wabash County Correctional Facility, and other nearby organizations. This discrepancy makes it difficult to both retain current employees and attract new talent. Interviewees could recall colleagues who left the County to seek better-paying opportunities elsewhere.

The fourth overarching theme of the staff who were interviewed, related to staffing and compensation, was the need for more funding. Additional funding would support their critical need not only for additional personnel but also for better equipment, updated technology, and training. As reported in the interviews, Sullivan County’s aging equipment and lack of updated technology have hindered the effectiveness of public safety services. Funding shortfalls have also impacted the ability of the County to plan and prepare for disaster response, leaving the community more vulnerable to natural disasters and other emergencies.

Peer Agency Comparison

On the project kickoff call, ██████████ and ██████████ staff identified four potential peer agencies. The Baker Tilly team reviewed comparison criteria to confirm that the four potential peers were comparable to ██████████. The comparison criteria are summarized in Table 2 below.

Table 2. Summary of Peer Counties

County	Population (July 2023 estimate) ¹	Square Miles of Land Area ²	Population Density (residents per square mile)	County Road Miles ¹	Total Bridges ³	Total General Fund Adopted Budget 2024 ¹	General Fund Budget Per Capita
Owen County	21,321	385.3	55.34	624	111	\$6,091,131	\$285.69
Franklin County	22,785	384.4	59.27	625	118	\$8,493,644	\$372.77
██████████	20,817	447.2	46.55	853	178	\$9,358,020	\$449.54
Greene County	30,803	542.5	56.78	871	161	\$13,961,107	\$453.24
Brown County	15,475	312.0	49.60	382	83	\$9,170,275	\$592.59
Peer Average							\$426.07

¹ Source: Association of Indiana Counties 38th Annual County Factbook

² Source: US Census Bureau

³ Source: Gateway Indiana

To the extent possible, Baker Tilly gathered information from publicly available sources, such as Gateway Indiana and the Association of Indiana Counties 38th Annual County Factbook. To obtain supplemental information that was not publicly available, a peer survey was developed and sent to the four peer counties. Owen County, Franklin County, and Green County submitted responses; we have removed Brown County from the comparisons for which we have no data.

██████████ has the lowest population density of any of the peer counties and the second lowest population level. Conversely, it has a relatively high level of county road miles and bridges, which contribute to maintenance responsibilities and costs. Sullivan has the second highest level of total general fund budget, but on perhaps the better metric of per-capita general fund budget, it is the third highest at \$449.54 per capita, which is very near the average for these peer counties of \$426.07. The highest per capita budget is found in Brown County (\$592.59 per capita) and the lowest in Owen County (\$285.69 per capita).

Law Enforcement Gap Analysis and Staffing

A major focus of Baker Tilly’s engagement was to conduct a multi-faceted review of the organization structure and staffing of the County’s public safety departments to determine whether staffing levels and schedules are appropriate, given resource constraints. We examined organization charts, job descriptions and titles, staffing schedules, and gleaned information through interviews with County, City, and Town employees. Staffing recommendations for the County Sheriff’s Office, County Jail, County Dispatch Center, and [redacted] Police Department are provided below.

County Sheriff’s Office

The [redacted] Sheriff’s Office is currently budgeted for nine merit deputy positions. These are in addition to the Sheriff and Chief Deputy. Merit deputies are sworn deputies who provide road (patrol) and investigation services throughout the County. Of those nine positions, eight are road deputies, and one is a Detective.

These staffing levels do not provide coverage to staff at least two road deputies 24 hours per day, seven days per week. Whenever possible, two deputies are scheduled during hours of peak activity. However, during early morning and early daytime hours, one deputy is tasked with patrolling the entire County. Often, the Sheriff, Chief Deputy, and Detective are needed to provide road coverage, taking them away from other responsibilities. [redacted] is slightly below the peer average for full-time Sheriff’s Office uniformed staff per 1,000 residents, as summarized in Table 3 below.

Table 3. Sheriff’s Office Staffing Comparison

County	Population	Sheriff				Full-Time Sheriff’s Office Uniformed Staff per 1,000 Residents
		Uniformed		Civilian		
		FT	PT	FT	PT	
Owen County	21,321	18.00	2.00	1.00	-	0.891
Franklin County	22,785	17.00	-	2.00	-	0.834
[redacted]	20,817	11.00	-	3.00	-	0.528
Greene County	30,803	14.00	10.00	-	5.00	0.455
				Peer Average		0.726

Source: Association of Indiana Counties 38th Annual County Factbook, [redacted] information is from the 2024 budget document

While no formal written agreements are in place, law enforcement services in [redacted] rely heavily on mutual aid among all policing agencies within the County, including the [redacted] Sheriff’s Office, [redacted] and the Towns of Carlisle, Dugger, Farmersburg, Hymera, and Shelburn. When necessary, due to unavailable staffing within the County, assistance is requested from neighboring counties of Vigo, Greene, Clay, or Knox, in addition to the Indiana State Police.

Written mutual aid agreements formalize collaboration, cooperation, and assistance between specified law enforcement agencies on an ‘as needed’ basis. Such written agreements may also address the liability of involved jurisdictions and set forth guidelines for types of assistance provided.

Recommendation 4. Formalize the collaborative efforts that are already in place, by establishing written mutual aid agreements between [redacted] the [redacted] and the Towns of [redacted].

Based on interviews with representatives of some of these agencies, it appears all of the resources in [redacted] work well together. Town Marshals and police officers from incorporated towns often

provide backup assistance to [redacted] deputies and vice versa. However, the agencies we interviewed face staffing challenges of their own or do not, as a matter of practice, provide around-the-clock coverage. Also, agencies from outside the County are not always readily available or have extended response times when requested. Data on extended response times in the County was not available.

While not all law enforcement responses to complaints require more than one deputy, many necessitate two or more. National standards in local law enforcement call for two or more responders on any call or complaint that has the potential of arrest, violence, high emotion, large area of response or multiple locations, or any other incident that requires divided attention or protection of responders. As a practical matter, a high proportion of police calls contain one or more of these factors. Policing actions can be inherently dangerous, and the safety of responders must be considered. Safety considerations also extend to the community, whether individuals directly involved in policing incidents or bystanders. The presence of multiple responders increases the safety of those persons and the community at large. This is primarily a necessity for critical incidents, including shootings, robberies, and some domestic violence incidents, as examples. At times, despite the highly cooperative nature of law enforcement agencies throughout [redacted] single-officer response occurs, or the presence of backup officers is significantly delayed due to lack of availability or distance of response. This is primarily due to insufficient staffing levels. For the years of 2022 and 2023, an average of over 12,000 policing incidents occurred throughout [redacted] or around 30 per 24-hour period. This is a significant workload to be covered at times by only one deputy with somewhat limited other resources available to assist.

The lack of officer backup is a significant concern in [redacted]. In most cases, law enforcement agencies will insist on staffing coverages that provide for backup at all times for on duty personnel for reasons of officer safety. While less than optimal, such coverage can be arranged from mutual aid agreements.

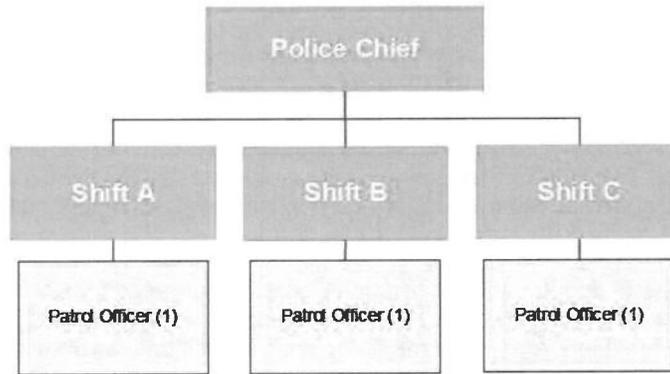
In February of 2024, the Sheriff's Office presented recommendations to the County Commission for the addition of merit deputies to address these concerns. The recommendation was to add four road merit deputies to always provide sufficient coverage to staff at least two deputies. Baker Tilly concurs with this recommendation based on the current schedule and needs of the Sheriff's Office. While the Sheriff, Chief Deputy, or Detective may still be needed to assist with field coverage short term, additional available deputies would reduce that need and free the Sheriff and Chief Deputy to focus on administrative duties and managing the day-to-day operations and the Detective to freely work investigative cases.

Recommendation 5. Add four merit deputy positions to road duties.

[redacted] Police Department

The [redacted] Police Department currently has three full-time staff members: the Police Chief and two police officers. A fourth police officer position currently stands vacant. The Department is budgeted for five full-time staff members, but it was recently decided to dissolve the fifth position to provide more competitive pay to the other four positions. At four sworn police officer positions, the Department is only able to regularly schedule one officer per shift. This relies on the Police Chief working substantial hours and the availability of a part-time officer to cover weekend day shifts. The Department utilizes reserve police officers, but they are not qualified to work alone. The Department's organizational structure is depicted in Figure 1 below.

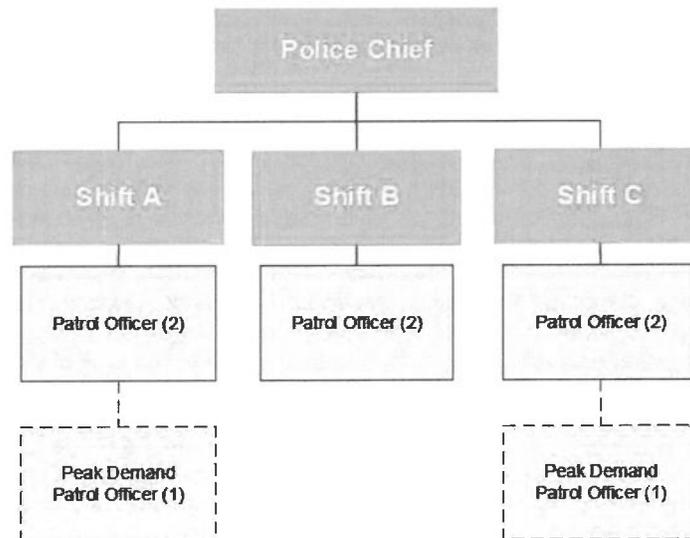
Figure 1. Existing Police Department Organization Structure



The Police Department handled an average of ten calls per 24-hour period during 2022-2023. Many calls would require a two-officer response. Therefore, mutual aid must be relied upon frequently, and the availability and location of responding resources can extend response times.

In its recent history, the Police Department was staffed with as many as eight officers. Over the past 20 years, that number has gradually reduced to the present four budgeted positions. This number is too low to adequately staff the Department. Efforts should be made to fill the existing vacancy. In addition, the City should add five police officer positions, bringing the total to nine. This number will provide staffing for two officers per shift for most of the week, including the ability to schedule two for peak call volume times. Such a staffing level will not eliminate the need for occasional mutual aid but will greatly reduce that need. The proposed organizational structure for the Police Department is depicted in Figure 2 below.

Figure 2. Proposed Police Department Organization Structure



Recommendation 6. Add five police officer positions.

Dispatch

The Dispatch Center is responsible for answering all incoming calls and dispatching for the entire county, including police, fire, and EMS. The Dispatch Center receives and dispatches, on

average, approximately 55 calls for service per day and receives around 20,200 phone calls per year, including 911. Such a workload requires two dispatchers on duty at all times, both to handle dispatching duties and to provide coverage for employee breaks. Under the current scheduling model, this necessitates eight full-time dispatchers, which does not include the dispatch supervisor position. However, additional staffing must be added to provide adequate coverage for employee vacancies, leave time, and other absences. A total of 12 full-time equivalent (FTE) dispatchers would provide such coverage. This level can be accomplished with a combination of full and part-time positions. It is recommended that at least four part-time positions, and up to eight part-time, be included among the 12 FTE. Part-time dispatchers provide more flexibility and can be assigned to cover different shifts as needed.

According to the 2024 budget document, the Dispatch Center is budgeted for one full-time supervisor position, six full-time dispatchers, and two FTE part-time dispatchers. When compared to peer agencies, is below the average for full-time 911 dispatch positions, as shown in Table 4 below. Annual calls for services were requested in the peer survey but were not provided.

Table 4. 911 Dispatch Staffing Peer Comparison

County	911	
	Full-time	Part-time
Owen County	11.00	-
Franklin County	11.00	1.00
	7.00	2.00
Greene County	6.00	-
Peer Average	9.33	1.0

Source: Association of Indiana Counties 38th Annual County Factbook, information is from the 2024 budget document

Recommendation 7. Add sufficient positions to increase dispatch staffing to 12 FTE dispatchers, including at least four and up to eight part-time dispatchers.

Due to the current vacancies for dispatchers, the Dispatch Supervisor must work a schedule that provides coverage for vacant dispatcher positions. This takes her away from important supervision duties, such as training, performance evaluation, communicating with dispatchers, technological problem-solving, and handling public inquiries. Thus, the Supervisor works on many of her days off to accomplish these tasks.

While it is not uncommon in public safety communications for a Dispatch Supervisor to occasionally provide line-level coverage, it should be an exception and only when necessary. The necessity for the current Supervisor to routinely work on days off has the potential for burnout of the employee as well as some supervisory duties being delayed or uncompleted simply due to the lack of time or opportunity.

The current Supervisor is highly dedicated to her duties and to the community, so she has responded to the present staffing level in the only way she can. A specific effort must be made to recruit and hire staff to fill the existing vacancies. Once progress is made in that effort, the Dispatch Supervisor should return to a schedule that does not require her to provide dispatcher coverage and allows her to conduct her supervisory responsibilities freely.

There is a discrepancy between the number of full-time dispatch positions that are authorized in the County's budget document and the number of full-time dispatch positions that are currently filled. It was reported during the interviews that there are currently eight dispatcher positions, while the budget document specifies six full-time dispatcher positions. Baker Tilly's analysis and recommendations are based on the six full-time positions that are reported in the budget.

Recommendation 8. Provide staffing levels so that the Dispatch Supervisor can return to a schedule more conducive to the responsibilities of the position.

County Jail Operations

The National Institute of Corrections (NIC) states that the process for determining adequate and defensible staffing levels for a jail facility needs to be conducted on a facility-by-facility basis. NIC explains that there are too many variables (e.g., physical plant design, level of security, level of programming and activities, state and local statutes) to recommend a general officer-to-inmate ratio. That said, the Association of State Correctional Administrators (ASCA) conducted a nationwide survey in 2010 of state correctional facilities to assess staff-to-inmate ratios. Results of this survey report an average of 6.4 inmates to correctional officers and 5.1 inmates to correctional officers and supervisors.

Earlier in 2024, ██████████ expanded its jail facility from 57 beds to 197 beds. ██████████ prepared a jail staffing study prior to opening the new facility, which identified the number of employees needed to safely and effectively run the jail. The study indicated that the new facility would require a total of 26 full-time staff or a 7.57 ratio of number of beds to full-time staff. This does not include other staff that may be required to handle transport, court details, or other ancillary duties. Considering the needs for 24/7 coverage, staffing three shifts, and accounting for leave time, Baker Tilly concurs that this is a reasonable staffing level for the jail.

The jail is currently understaffed with a total of 18 budgeted uniformed FTE, which includes a matron, jail commander, assistant jail commander, and 15 jailers. Calculating the number of beds to full-time uniformed staff is 10.95, or over twice the peer average, as shown in Table 5 below.

Table 5. Jail Staffing Comparison

County	Population (July 2023 estimate) ¹	Number of Beds ²	Jail ¹				Number of Beds per Full-Time Jail Staff
			Uniformed		Civilian		
			FT	PT	FT	PT	
Franklin County	22,785	60	14.00	-	5.00	2.00	4.28
Owen County	21,321	62	12.00	-	1.00	1.00	4.77
Greene County	30,803	280	41.00	3.00	8.00	2.00	5.71
Sullivan County³	20,817	197	18.00	3.00	2.00	-	10.95
					Peer Average		4.92

¹ Source: Association of Indiana Counties 38th Annual County Factbook

² Source: Peer agency survey

³ ██████████ staffing information is from the 2024 budget, except for the full-time jailer staffing information. This data was obtained through interviews and data provided to Baker Tilly by the Sheriff's Office and used because of the recent jail staffing study and resulting additional approved FTE. Of note, the budget cites 2.0 civilian FTE (cook and reception), while Sheriff's Office staff indicate that reception is not currently a position.

The jail is currently understaffed, in part because of the recent expansion to a larger facility, which requires additional jailers. Additionally, according to the Sheriff's Office, 26 jail staff have left the County since January 2023. Four jailers left for higher-paying positions at the Wabash Valley Correctional Facility in the Town of Carlisle, eight jailers left for better-paying jobs elsewhere, and 14 jailers left, citing other/personal reasons. The jail commander position is also currently vacant and is being filled on an interim basis. The County should permanently fill the jail commander position as soon as possible.

In addition to the 18 full-time uniformed staff, the Sheriff's Department reports that currently, they are staffed with 12 part-time jail officers, while the budget documents indicate there are three part-time FTE jailers. It was reported during the interviews that the jail uses part-time staff because they do not have enough full-time jailers to staff the facility adequately. According to the County staff who were interviewed, three employees is the absolute minimum staffing level for a jail shift for a 197-bed facility, and operations

are difficult at that level. To run safely, the County jail should have four to five jailers at night and, optimally, seven during the day and on the weekends.

Recommendation 9. Add and fill eight additional full-time jailer positions.

Law Enforcement in the Towns of [REDACTED]

Five of the six incorporated towns in [REDACTED] provide law enforcement services with varying levels of staffing (the Town of [REDACTED] does not have its own police agency). Staffing levels range from a single Town Marshal in [REDACTED] to a Town Marshal and Deputy Marshal in [REDACTED] to a staff of seven sworn police officers in [REDACTED] (reserve officers). A summary of law enforcement staffing in the towns is provided in Table 6 below.

Table 6. Law Enforcement Staffing in the Towns

Town	Population ¹	Square Miles of Land Area ¹	Law Enforcement Staffing
[REDACTED]	616	0.518	Town Marshal Deputy Marshal
[REDACTED]	796	0.586	Town Marshal Deputy Marshal
[REDACTED]	1,065	0.743	Police Chief Police Officer (6.0)
[REDACTED]	659	0.712	Town Marshal
[REDACTED]	208	0.355	None
[REDACTED]	1,117	0.691	Town Marshal

¹ Source: US Census Bureau

While the State of Indiana requires Town Marshals to receive 40-hour Tier II training to qualify for the position, many current Town Marshals have more advanced Tier I training due to prior experience in law enforcement.

Due to smaller populations and small geographical jurisdictions, the towns do not experience the same volume of calls for service and police activity as the [REDACTED] Sheriff's Office and [REDACTED] Police Department. Each town sees an average of one to five calls per day, with [REDACTED] and Shelburn at the higher end of that range. [REDACTED] averages over four calls per day and is impacted by its place along state route 41 and its close proximity to Terre Haute. [REDACTED] and averages between three to four calls per day.

Daily police staffing in the towns varies. [REDACTED] staffs one Police Chief, two paid officers, and four reserve officers. This allows for coverage during much of the week, but reliance on mutual aid is necessary for back-up assistance and during times when no Farmersburg officer is on duty. The other towns have limited and sporadic coverage. Therefore, those towns rely heavily on mutual aid from all the other agencies within [REDACTED]

Considering the volume of calls for service, with the exception of [REDACTED], each of the towns appears to be staffed sufficiently and reasonably for current conditions and with a reliance on mutual aid. However, Shelburn has one of the highest levels of activity among the towns, in part due to its location, yet only has a single position. An additional position of Deputy Marshal would increase coverage in [REDACTED]. Although it would still have to rely substantially on mutual aid, an additional position would provide more immediate response more often while also contributing to mutual aid needs around the county.

Additionally, the towns expressed a desire for new equipment and other non-personnel needs. A need for new vehicles was identified, but available funding was questionable. One agency even expressed concern about simply paying for enough gasoline to conduct operations on a daily basis. Weapons and

other operational equipment concerns were raised. It appears there is a need for a countywide assessment of the current state of policing equipment and related costs to be budgeted.

Recommendation 10. Add a full-time Deputy Marshal position for the ██████████
██████████

Recommendation 11. Conduct an assessment of equipment needs for all county policing agencies and make appropriate budget adjustments to address those needs.

Fire and Emergency Management Services Gap Analysis and Staffing

The County of Sullivan does not have a fire department; fire protection services are provided by the ██████████ and volunteer fire departments throughout the County. The County's Ambulance Department provides emergency management services (EMS). The ten fire departments in ██████████ are listed below and shown on the map in Figure 3.

- ██████████ Fire Department
- ██████████ Volunteer Fire Department
- Gill Township Volunteer Fire Department
- ██████████ Fire and Rescue
- ██████████ Township Volunteer Fire Department
- ██████████ Volunteer Fire Department
- ██████████ Fire and Rescue
- ██████████ Volunteer Fire Department
- ██████████ Fire Protection Territory
- ██████████ Territory

Figure 3. Location of Fire Departments Throughout ██████████

Source: Indiana Volunteer Firefighters Association

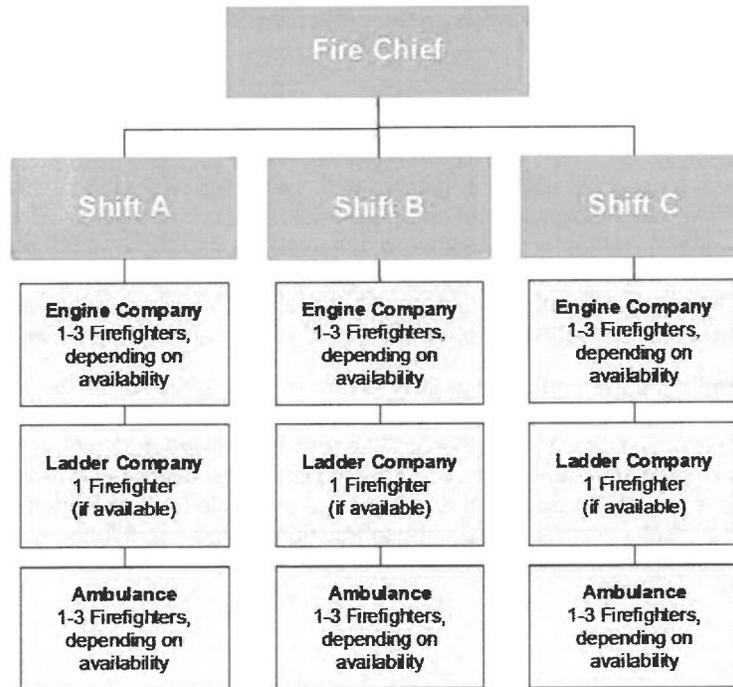
Fire Department

The Fire Department has one fire station that serves the City and The Department is a combination of paid and volunteer staff. All the other fire departments in the County are volunteer departments. The City provides fire prevention and fire education/safety programs but does not have arson investigators, bomb squads, or hazmat teams.

The has written mutual aid agreements with all townships in The general theme that emerged from the interviews is that all mutual aid departments work well together, and sharing resources is how they can provide coverage and services, as no one agency is fully staffed. It was reported that the Fire Department previously had ten full-time paid staff members back in 2002 and now has three full-time paid staff, consisting of the Fire Chief and two firefighters. In addition to these three full-time paid staff, the Department relies on 10-15 part-time volunteer firefighters and paramedics. The Department has experienced high turnover rates, in part, due to employees leaving for better paying jobs elsewhere.

The Department staffs a three-person shift 24/7. The apparatus is staffed based on the availability of the volunteer staff. Either an engine company, ladder company, or ambulance will be in service on any given shift. It was also reported that there are occasions when two staff are assigned to the ambulance and only one staff member is assigned to a fire truck. In addition to the engine, ladder, and ambulance, the City has two tanker trucks, a brush truck, and a support truck that are deployed as needed and as staffing allows. A depiction of this staffing arrangement is shown in Figure 4, below.

Figure 4. Existing Fire Department Organization Chart



This staffing arrangement constitutes a safety hazard and risk for both the responders and the public they serve. In addition, these staffing levels do not comply with the Occupational Safety and Health Administration's (OSHA) two-in/two-out requirement [OSHA policy 29 CFR 1910.134(g)(4)(i)]. Even though this rule does not necessarily apply to volunteer departments, it is considered a best practice for the safety of the public and the firefighters. An excerpt is below.

1910.134(g)(4)

Procedures for interior structural firefighting. In addition to the requirements set forth under paragraph (g)(3)(i), in interior structural fires, the employer shall ensure that:
One employee or, when needed, more than one employee is located outside the IDLH (immediately dangerous to life or health) atmosphere.

1910.134(g)(3)(ii)

Visual, voice, or signal line communication is maintained between the employee(s) in the IDLH atmosphere, and the employee(s) located outside the IDLH atmosphere.

1910.134(g)(3)(iii)

The employee(s) located outside the IDLH atmosphere are trained and equipped to provide effective emergency rescue.

1910.134(g)(4)(i)

At least two employees enter the IDLH atmosphere and remain in visual or voice contact with one another at all times.

1910.134(g)(4)(ii)

At least two employees are located outside the IDLH atmosphere; and

1910.134(g)(4)(iii)

All employees engaged in interior structural firefighting use SCBAs.

Note 1 to paragraph (g): One of the two individuals located outside the IDLH atmosphere may be assigned to an additional role, such as incident commander in charge of the emergency or safety officer, so long as this individual is able to perform assistance or rescue activities without jeopardizing the safety or health of any firefighter working at the incident.

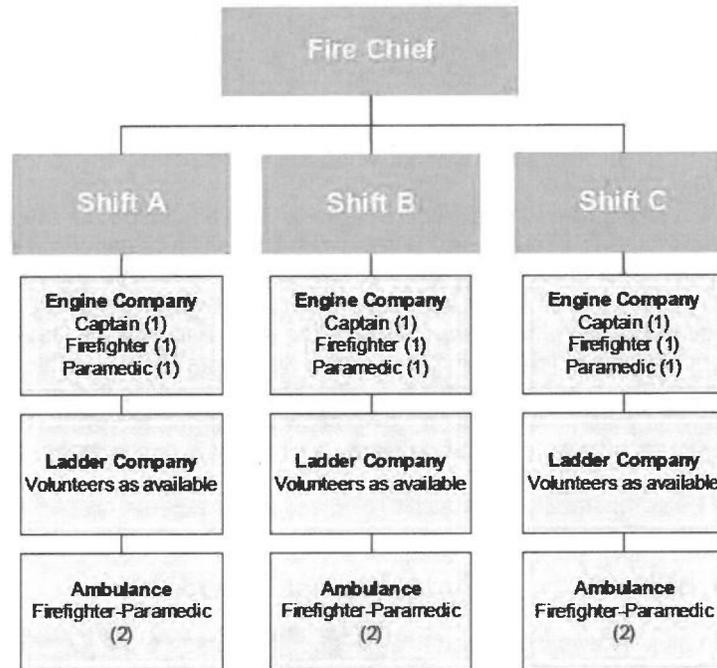
Note 2 to paragraph (g): Nothing in this section is meant to preclude firefighters from performing emergency rescue activities before an entire team has assembled.

To provide an effective firefighting department, the City should consider adding firefighters, paramedics, and captains, bringing the total number of full-time paid staff in the Department from three to 15.

It would be optimal to have one fully staffed engine company and one fully staffed ladder company. This would include one captain, one firefighter, and one paramedic on each apparatus. Baker Tilly understands that this optimal staffing is unlikely to be achieved due to resource constraints. As such, it is recommended that the Fire Department fully staff one engine company for all three shifts (a total of nine employees), and staff two firefighter-paramedics on the ambulance for all three shifts (a total of six employees). The ladder company would continue to be staffed by volunteers as they are available.

Per the National Incident Management System (NIMS) and Incident Command (I/C) protocols, the Fire Chief should be responsible for incident command and oversight of the Department's operations, rather than regularly being a crew member or a mobile commander. The proposed staffing model would allow the Fire Chief to focus on providing leadership, managing personnel, overseeing training, budgeting, and developing emergency response strategies. If funding is not available for these additional positions, the County could apply for a FEMA grant and make these additional hires conditional upon receiving a FEMA SAFER grant. The proposed organization structure is shown in Figure 5 below.

Figure 5. Proposed Fire Department Organization Structure



Recommendation 12. Hire seven additional full-time paid firefighters.

Recommendation 13. Hire six additional full-time paid firefighters/paramedics.

Recommendation 14. Refocus the Fire Chief's duties and responsibilities toward incident command and oversight of all operations.

Volunteer Fire Departments

Finally, from the information received regarding the volunteer fire departments in the County, it was indicated that upgraded apparatus, technology, and equipment are their primary needs since their staffing is comprised entirely of volunteers. While it was not within the scope of this study, a countywide assessment of the apparatus and equipment needs of the volunteer fire departments would provide a systematic process for identifying and prioritizing needs for improvement. The needs assessment should engage various stakeholders (e.g., employees, residents, elected officials) to not only identify and prioritize needs but also identify and allocate resources.

Recommendation 15. Conduct a countywide needs assessment for the volunteer fire departments.

Emergency Management Services Ambulance Services

The Ambulance Department is led by an Ambulance Director, who is supported by emergency medical technicians (EMTs) and paramedics. Some EMTs and paramedics are considered *pro re nata* (PRN) or as needed. The Ambulance Department staffing is listed in Table 7 below.

Table 7. Ambulance Department Staffing

Position	Number of Staff
Ambulance Director	1 full-time

Position	Number of Staff
EMT	3 full-time
Paramedic	2 full-time
PRN EMT	5 part-time, as needed
PRN Paramedic	2 part-time as needed

Due to lack of staffing, the newly hired Ambulance Director is also a full-time paramedic. She is responsible for training staff, payroll, billing, and scheduling, in addition to handling 911 calls while she is on duty. The Ambulance Director needs additional paramedic support so that she can focus on the administrative duties and responsibilities that are required of that position, including creating and enforcing policies that guide the Department and supervising staff. Allowing the Director to focus her attention on these responsibilities full-time would not only help ensure the Department meets its goals and operates efficiently but also prevent burnout and reduced effectiveness in both her administrative and paramedic roles. Adding one paramedic position would allow the Director to oversee the ambulance operation, and only step in as a paramedic during extreme or unusual circumstances.

The Ambulance Director’s compensation should be reviewed and assessed as part of a Countywide compensation study, as discussed above.

Recommendation 16. Add one paramedic position.

Information obtained from interviews indicates that [redacted] and the [redacted] each have one Advanced Life Services (ALS) ambulance. The two ambulances are in service 24/7 and do not adequately cover the jurisdictions or provide sufficient patient transportation. At times, [redacted] relies on neighboring counties to provide coverage, and there have been instances of hospital transport being made using a brush truck.

It was reported that the [redacted] Ambulance Department previously had a 911 truck and a second call truck (referred to as SCAT4). For the past eight years, the Ambulance Department has operated with only one secondary truck, and replacement of the other secondary truck is a critical need. It was indicated that the second transport vehicle (SCAT4) would not necessarily need to always be in service, but rather during peak-demand periods. Based on interviews, peak periods are not consistent though the week; therefore, it would be reasonable to staff the peak-demand ambulance with PRN EMTs and paramedics. In addition, through interagency collaboration, the [redacted] paramedics could support County EMS services during peak-demand periods, as needed. A paramedic ambulance team can provide for the OSHA two-in/two-out requirement by making turnout gear available for them to use. The City ambulance could be outfitted with fire gear to support firefighting efforts if needed.

Recommendation 17. Deploy a new peak-demand emergency response ambulance.

[redacted] Emergency Management Agency

The Director of the [redacted] Emergency Management Agency (EMA) is the coordinator for Homeland Security, Federal Emergency Management Agency (FEMA), and public safety needs. He attends monthly Fire Chiefs meetings and works with [redacted] public safety needs, such as training for Fire, Police, EMS, staff members, and hazmat equipment. In addition, the Director is responsible for managing and coordinating response and recovery efforts for natural disasters such as severe storms, floods, winter storms, power outages, and tornadoes. [redacted] experienced an E-3 tornado on April 1, 2023, involving three deaths, eight injuries, and severe damage to more than 200 buildings in the County. In addition to the EMA Director, the EMA is supported by one part-time assistant director and 10-15 part-time volunteers. Sullivan County’s EMA staffing is similar to peer counties, as shown in Table 8 below.

Table 8. EMA Staffing Peer Comparison

County	Emergency Management Agency	
	Full-time	Part-time
[REDACTED]	1.00	1.00
Owen County	1.00	-
Franklin County	-	1.00
Greene County	1.00	2.00

Source: Association of Indiana Counties 38th Annual County Factbook, [REDACTED] information is from the 2024 budget document

The County is projecting growth due to some new solar fields and a new Bitcoin facility. Emergency management needs to grow along with the County’s growth to address any gaps in resources. The Director is overwhelmed with his responsibilities and workload and would benefit from the support of a full-time assistant director.

Recommendation 18. Upgrade the part-time assistant director position to a full-time position.

Interagency coordination and collaboration are critical during disasters, whether natural or man-made, and EMA is responsible for coordinating those efforts and ensuring preparedness and recovery procedures, protocols, and resources are available and appropriate for community risks. There must be enough staffing available to accomplish those responsibilities. Interagency collaboration with the [REDACTED] Fire Department can temporarily fill the gap if additional firefighters are hired until an evaluation of EMA staffing is conducted.

Recommendation 19. Evaluate the need for additional full-time employees who can assist in carrying out the mission, goals, and objectives of the agency.

Mass Notification System

Mass notification systems are used to effectively communicate with residents in the event of emergencies, public threats, and other critical situations. These systems allow public safety agencies to disseminate crucial information to residents and potentially save lives quickly. These systems can also be deployed for routine announcements, such as road closures and community events, to help ensure residents are informed and engaged. [REDACTED] EMA does not currently have a mass notification system, which can put the County at risk. [REDACTED] should research potential vendors and draft a request for proposal (RFP) to assess the cost of implementing and managing such a system.

Recommendation 20. Develop and issue an RFP for a mass notification system.

Grant Funding

Based on information received, overall staffing shortages in all agencies resulted in a failure to apply for available grant funding that could have greatly benefited the needs of the jurisdiction. As mentioned previously, the EMA Director writes grants for public safety needs, and spreading the Director “too thin” results in missing out on critically needed funding.

Given the tornado natural disaster that occurred on April 1, 2023, [REDACTED] would certainly have qualified for some sort of disaster relief funding, more so than other jurisdictions that did not suffer a disaster. The current staffing model does not allow for staff to keep abreast of the latest grants available to communities suffering after a disaster strikes.

Recommendation 21. Seek and apply for disaster relief and other grant funding.

Recruitment, Retention, and Compensation

Recruitment

A significant cause of staffing shortages among existing positions in the Sheriff's Office is the lack of resources dedicated to ongoing recruitment. Currently, recruitment responsibilities are primarily handled by the Sheriff and Chief Deputy. This is one duty out of a myriad of duties each position needs to fulfill. Consequently, it receives divided and limited attention as it competes with other pressing and immediate responsibilities. As a result, recruitment openings often receive a small number of applicants, and the hiring process can be lengthy. It is especially difficult to find qualified, desirable candidates for law enforcement positions even with a large applicant pool and a streamlined process. It is exponentially more difficult with a limited applicant pool and lengthy process. This is true of both sworn and non-sworn positions.

To more efficiently and effectively fill current vacancies and address any projected organizational growth, it is imperative that proactive steps be taken to enlarge the applicant pool for positions and quicken the hiring process. It is recommended that a non-sworn, clerical position be added to the Sheriff's Office to focus on recruitment. This position would be responsible for posting and marketing job openings, receiving and reviewing applications, and managing the hiring process under the supervision of the Sheriff or Chief Deputy. When not otherwise engaged in recruitment work, this position could assist in other clerical areas, but recruitment must be the priority.

Marketing current and future job openings should be included in these duties. To increase the applicant pool, more than just advertising in local publications and via major social media sites will be necessary. Expanded regional marketing, utilizing recruitment videos and other digital tools, should be a focus. Highlighting the work of deputies, dispatchers, and other positions via videos, tours, and ride-a-longs should be part of this marketing. Deputies and other personnel should make efforts to reach students in local schools to discuss the benefits of a career in law enforcement. The Sheriff should consider the formation of a Cadet or Explorer program to introduce young people to the profession and get them started on law enforcement careers even before they are age-qualified to be sworn deputies.

The recommended new non-sworn clerical position can implement and/or manage each of these potential marketing tools or others. Support from other staff members will be important in creating media and making connections with the community specific to recruiting.

- Recommendation 22. Add a non-sworn, clerical position to focus on both filling current vacancies and recruitment of new employees, particularly merit deputies and dispatchers.**
- Recommendation 23. Enhance marketing of job opportunities by exploring the use of recruitment videos, conducting tours and ride-alongs, and speaking to students at local schools.**
- Recommendation 24. Consider the formation of a Cadet or Explorer program to expose young people to the profession of law enforcement.**

Retention and Compensation

Efforts for greater employee retention must go hand in hand with a more robust recruitment strategy. While compensation factors are important in employee retention, other intrinsic factors can be equally important. In conducting this assessment, a theme of dissatisfaction in working conditions was heard. This was primarily due to the perception of significant staffing shortages and compromised employee safety due to those shortages. Deputies working solo and handling policing calls for service by themselves or with a lengthy wait for assistance is dangerous for the deputy and the community. Dispatchers working alone or routinely being asked to work on off days due to shortages is also a concern. These have been concerns mentioned by employees who have left the organization. One interviewee shared the following perspective: hires and trains deputies, paramedics and

firefighters who then leave for State and other county positions where the pay can be \$20,000 per year more." A salary comparison of positions that were reported to the Association of Indiana Counties is provided in Table 9 below.

Table 9. Salary Peer Comparison

County	Chief Deputy	Detective	Patrol / Road Deputy	Jail Comm / Chief Jailer	Matron	Corr. Officer / Jailer / Turnkey	Radio Dispatcher
	51,235	51,370	49,738	37,477	49,738	36,944	36,944
Brown County	64,458	61,152	54,541	42,315	51,938	36,336	36,336
Owen County	69,416	54,376	51,876	59,500	40,810	40,103	35,527
Franklin County	57,706	N/A	49,517	50,000	49,517	38,486	N/A
Greene County	58,261	61,589	52,208	44,429	52,208	43,826	43,826
Peer Average	62,460	59,039	52,036	49,061	48,618	39,688	38,563
Percent Difference to Peer Average)	-20%	-14%	-5%	-27%	+2%	-7%	-4%

Source: Association of Indiana Counties 38th Annual County Factbook

The Sheriff's Office is well-equipped and has a new facility, which are positive factors toward retention. However, lagging compensation and staffing problems must be addressed. A major commitment to recruitment will make a significant positive impact on retention simply by filling current vacancies. This impact will be accentuated as the Sheriff's Office grows and is able to fill new positions.

In all police positions except for the Matron position are between 4% and 27% below average market rates. This has been cited as a reason people leave the organization. In addition, the compaction between positions is of concern as a supervisor may receive little or no additional compensation for the additional duties required of a supervisor. This can lead to employees being unwilling to take on additional responsibilities for no or little pay. Dispatch is an area of immediate concern based on the level of responsibility and compensation and pay rates are the same as entry-level dispatchers. As outlined in Recommendation 3, a comprehensive compensation study is an initial step in addressing the County's recruitment and retention issues.

Retirement Plan

Some of the staff who were interviewed expressed concerns about not being a part of the Public Employees Retirement Fund (PERF). Offering a retirement plan to employees has considerable benefits, such as offering a competitive advantage in the job market and increasing employee retention. Offering employees the financial security and long-term financial planning of a retirement plan is extremely beneficial to employees who want to plan for their financial future and ensure they have sufficient resources available when they retire. Staff reported that the lack of a retirement plan has been a contributing factor to some of the attrition that the public safety departments in the County have experienced.

Recommendation 25. Assess the financial costs and feasibility of joining Indiana's PERF.

Staffing and Fiscal Models

Overview

The County of Sullivan requested three fiscal models with varying staffing levels. **Staffing Model A**, or the fully staffed model, enhances public safety to best practice levels and provides staffing to cover peak demand periods, vacancies, vacations, training, and other leave time employees are entitled to take as part of their employment. **Staffing Model B** increases safety and provides partial additional coverage, which is a significant improvement from existing conditions. **Staffing Model C** increases safety only, and the County may find coverage to be lacking during periods of reduced staffing due to leave times. Each option is discussed in further detail in this section of the report.

To set up the staffing model, we began with the current staffing of each department or jurisdiction included in the analysis. We began with current budget data where available and supplemented this data with updates received through interviews and surveys. In some cases, the number of personnel included in a budget was not consistent with the headcount we received directly from department leaders; in these cases, the department updates took precedence over previous budget estimates.

When examining personnel services costs, we took a similar approach, starting with data from recent compensation reports pulled from Gateway. As with headcount, these values were updated as necessary with more current information from leadership. The model assumes that new hires will carry a similar cost per FTE to existing staff members of the same classification.

For non-personnel budget line items, we reviewed data from recent budgets and Gateway reports. Details for non-personnel expenses were not available for Town Marshals or the Emergency Management Agency; as a result, our estimates will understate the combined non-personnel expenses by a modest amount.

For projections into future years, we assume that costs for supplies and services will rise by 3.17% annually, which is based on the Midwest Consumer Price Index for the 12 months ending in December 2023. Our review of budget documents shows that the bulk of expenditures for supplies and services are related to items such as software and computer systems and inmate housing/meals, which are independent of the number of personnel employed. To the extent that new hires will generate costs for training and equipment, the model may understate growth in non-payroll expenses. Similarly, we do not show anticipated expenditures for new facilities or vehicles. To the extent that capital outlays may be required to meet the demands of each department, those costs should be estimated separately and added to the figures projected in our analysis.

Payroll increases have been inconsistent from year to year for each jurisdiction, with some years showing no increase and others showing increases of up to 15%. For the purposes of our projections, we use the same 3.17% annual inflator as used for non-personnel expenses.

Staffing Model A

Staffing Model A shows projections of the estimated impacts of hiring public safety personnel sufficient to provide coverage levels consistent with the recommendations made earlier in this report. The positions to be added are shown in Table 10 below.

Table 10. Summary of Additional FTE for Staffing Model A

Jurisdiction	Department	Job Title	Staffing Model A Additional FTE
	Sheriff's Office	Merit Deputy	4.00
	Jail	Jailer	8.00
	Sheriff's Office	Clerical	1.00
	Ambulance	Paramedic	1.00

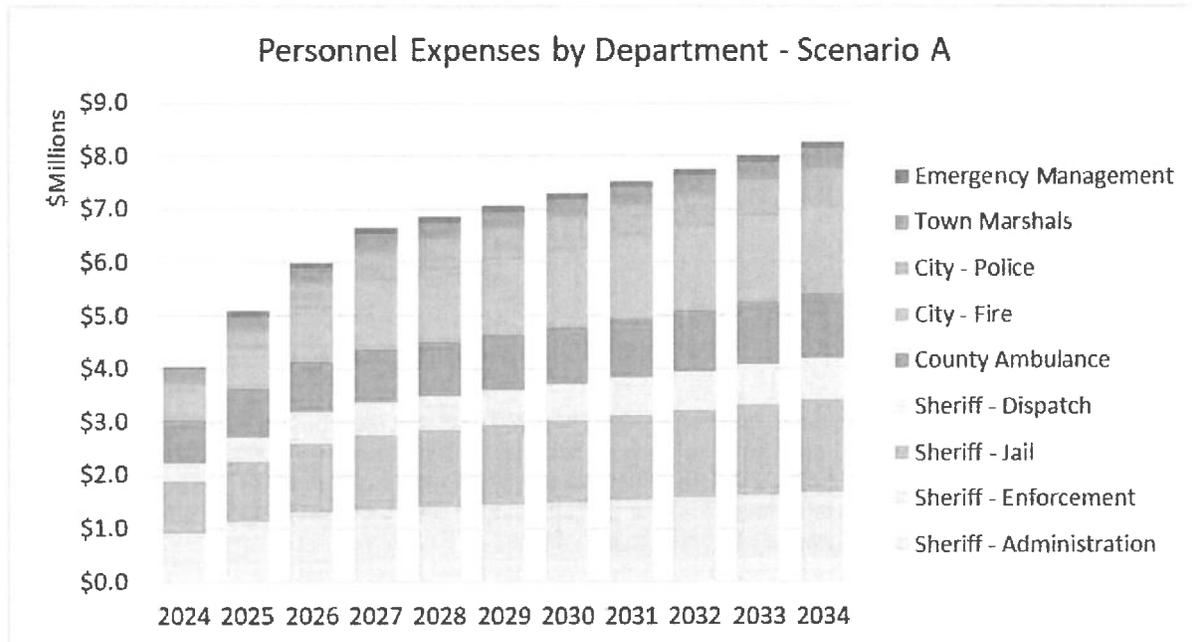
Jurisdiction	Department	Job Title	Staffing Model A Additional FTE
	Dispatch	Dispatcher	6.00
	Emergency Management	Assistant Director	0.75
		Subtotal	20.75
	Police	Police Officer	5.00
	Fire	Firefighter	7.00
	Fire	Paramedic	6.00
		Subtotal	18.0
	Town Marshal	Deputy Marshal	1.00
		Subtotal	1.00
		Total Additional FTE	<u>39.75</u>

Our projections assume that additional positions would be filled over the course of a three-year period, resulting in the current combined staffing level growing from 92.25 full-time equivalent positions (“FTEs”) to a level of 132 FTEs by the end of 2027. The additional positions would increase the personal services expenditures of the combined jurisdictions from the current level of \$4.05 million to approximately \$6.61 million, representing a budget increase of approximately 63%.

The most significant increases would be seen in the Sheriff’s Department, which would see increases of just over \$278,000 for patrol, \$306,000 for the jail, \$230,000 for dispatch, and \$40,000 for administrative support, with a total increase of approximately \$854,000 for the Department as a whole. Increases for the Fire Department would be similar in scale, with new firefighters and paramedics adding approximately \$725,000 in personnel costs for the Department. On the law enforcement side, the City’s Police payroll would grow by approximately \$280,000.

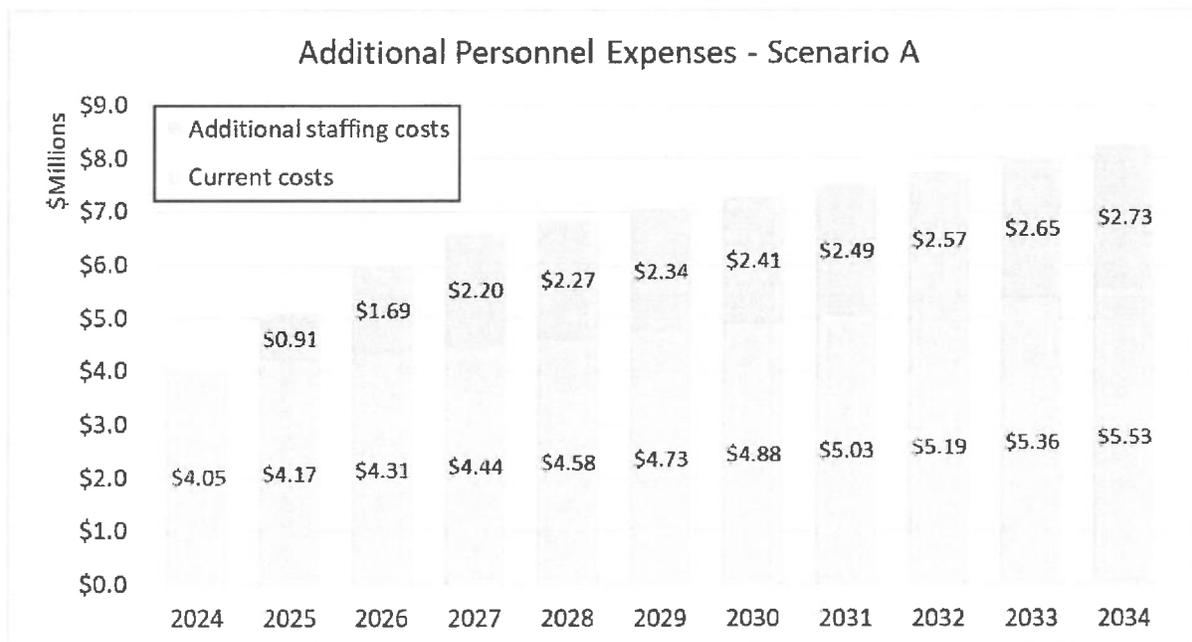
If we assume that personnel expenses grow 3.17% annually, the projected total compensation costs are anticipated to grow from \$4.05 million in 2024 to \$6.64 million in 2027. Future inflationary increases would result in total annual compensation costs of approximately \$8.26 million by 2034. A visualization of projected compensation costs for each department is shown in Figure 6 below.

Figure 6. Personnel Expenses by Department for Staffing Model A



Looking at the projections in terms of comparing expenditures for new staff versus existing staff, we observe that personnel expenses would grow to \$5.53 million by 2034 if no new hiring occurred. The addition of new staff would add \$2.2 million by 2027 and \$2.73 million by 2034. These projections are shown in Figure 7 below.

Figure 7. Additional Personnel Expenses for Staffing Model A



As noted in the assumptions described earlier in this section, our projections assume that non-payroll operating expenditures would not change significantly due to the additional staff. These operating expenditures currently amount to approximately \$1.5 million between the combined public safety budgets, which would grow to \$2.1 million by 2034 if expenses increase at 3.17% annually.

Compensation Adjustments

Over the course of the project, our team identified several areas where jurisdictions struggled to recruit and retain staff. The most significant issues were observed with jail officers, firefighters, and dispatchers. In an effort to address these challenges, we ran a supplementary set of projections for Scenario A in which the salaries for these positions were increased by 10% to make recruitment and retention more successful (A full market analysis of comparative salaries is outside the scope of this project; the 10% increase is intended for illustrative purposes).

If these salary increases are added to the staffing recommendations in this scenario, personnel expenses would rise from the current level of \$4.05 million to \$6.93 million in 2027 and \$8.62 million by 2034. This represents an additional cost of approximately 5% over the projections outlined above.

Staffing Model B

The projections generated for Staffing Model B assume a lower level of new hiring. The number of additional jailers is reduced from eight to six, and the number of dispatchers is increased by three instead of six. In the ██████████ Police Department, four new officers would be hired, as compared to five in the earlier scenario. Finally, in the City’s Fire Department, four firefighters and three paramedics would be added, compared to seven and six, respectively.

In each case, the reduction in new staff means that coverage levels will not be as high as recommended above. Even so, this scenario represents a significant improvement in service levels and coverage compared to the present day. The full list of new positions is shown in Table 11 below.

Table 11. Summary of Additional FTE for Staffing Model B

Jurisdiction	Department	Job Title	Staffing Model B Additional FTE
██████████	Sheriff's Office	Merit Deputy	4.00
	Jail	Jailer	6.00
	Sheriff's Office	Clerical	1.00
	Ambulance	Paramedic	1.00
	Dispatch	Dispatcher	3.00
	Emergency Management	Assistant Director	0.75
		Subtotal	<u>15.75</u>
██████████	Police	Police Officer	4.00
	Fire	Firefighter	4.00
	Fire	Paramedic	3.00
		Subtotal	<u>11.00</u>
██████████	Town Marshal	Deputy Marshal	1.00
		Subtotal	<u>1.0</u>
		Total Additional FTE	<u>27.75</u>

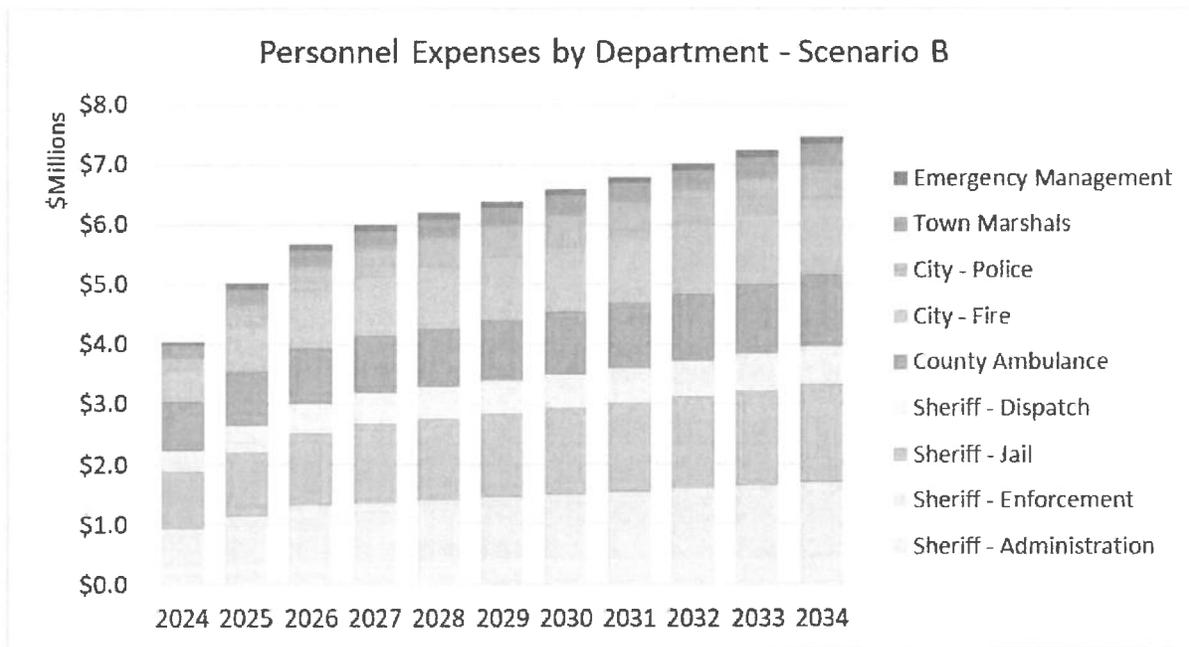
As before, our projections assume that additional positions would be filled over the course of a three-year period. In this scenario, combined staffing grows from 92.25 FTEs to a level of 120 FTEs by the end of

2027. Combined expenditures for personal services would grow from the current level of \$4.05 million to approximately \$5.46 million, representing payroll growth of approximately 35%.

Increases for the jail would be approximately \$230,000 as compared to \$306,000 in Scenario A, and Dispatch would grow by \$114,000 instead of \$230,000. In the [redacted] payroll expenses for the Fire Department would grow by just under \$400,000, as compared to \$725,000 in the previous model, and the impact for the Police Department would be \$224,000 instead of \$280,000.

Assuming annual growth in personnel expenses of 3.17%, the projected total compensation costs in this scenario will grow from \$4.05 million in 2024 to \$6.0 million in 2027. Future inflationary increases would result in total compensation costs of approximately \$7.46 million by 2034. Figure 8 below visualizes departmental compensation costs.

Figure 8. Personnel Expenses by Department for Staffing Model B



Focusing on spending for new staff, we observe that payroll for current staff still rises to \$5.53 million by the end of the planning period. In Staffing Model B, spending for new employees reaches \$1.56 million in 2027, rising to \$1.94 million by 2034. These projections are shown in Figure 9 below.

Figure 9. Additional Personnel Expenses for Staffing Model B



Staffing Model C

The projections generated for Staffing Model C represent the low end of our staffing recommendations. In this scenario, the number of additional jailers is limited to four. In the [redacted] Police Department, just two new officers would be hired, and the Fire Department would add one firefighter and three paramedics.

These staffing levels represent the minimum required to provide adequate coverage and effective operations. The full list of new positions is shown below.

Table 12. Summary of Additional FTE for Staffing Model C

Jurisdiction	Department	Job Title	Staffing Model C Additional FTE
[redacted]	Sheriff's Office	Merit Deputy	4.00
[redacted]	Jail	Jailer	4.00
[redacted]	Sheriff's Office	Clerical	1.00
[redacted]	Ambulance	Paramedic	1.00
[redacted]	Dispatch	Dispatcher	3.00
[redacted]	Emergency Management	Assistant Director	0.75
		Subtotal	13.75
[redacted]	Police	Police Officer	2.00
[redacted]	Fire	Firefighter	1.00
[redacted]	Fire	Paramedic	3.00
		Subtotal	5.00
[redacted]	Town Marshal	Deputy Marshal	1.00

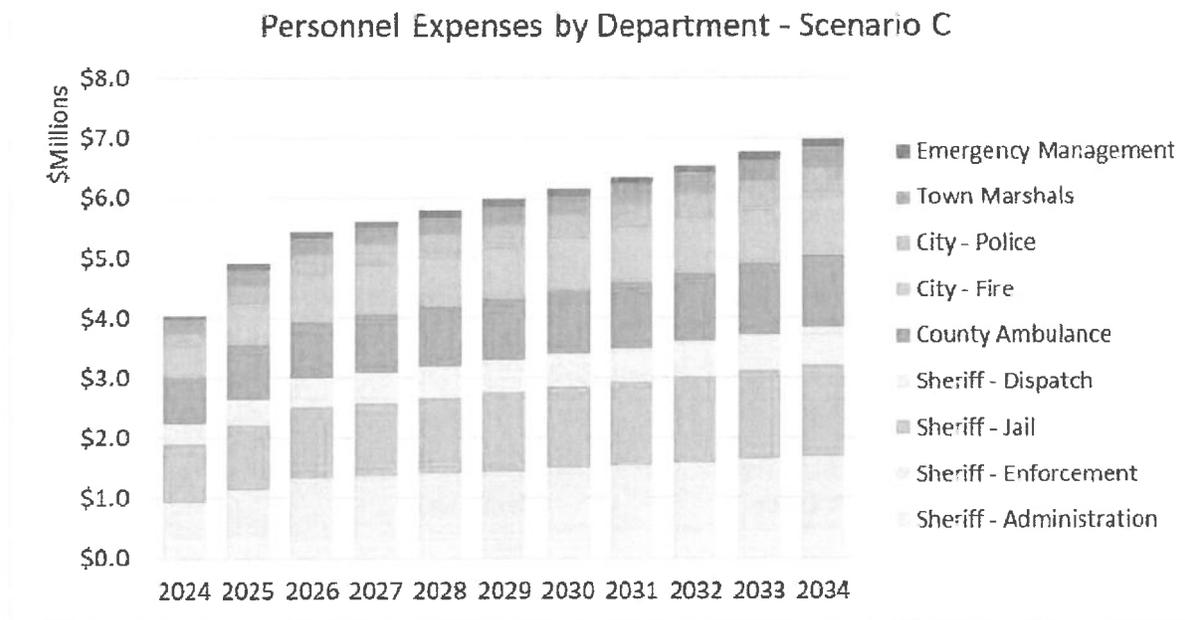
Jurisdiction	Department	Job Title	Staffing Model C Additional FTE
Subtotal			<u>1.00</u>
Total Additional FTE			<u>20.75</u>

In this scenario, our projections assume a two-year period for adding staff instead of three years, given the lower number of new hires. Combined staffing grows from 92.25 FTEs to a level of 113 FTEs by the end of 2026. Combined expenditures for personal services would grow from the current level of \$4.05 million to approximately \$5.11 million, representing payroll growth of approximately 26%.

The jail's increase would be approximately \$153,000 compared to \$306,000 in Staffing Model A. In the [redacted] the Fire Department payroll would grow by just under \$225,000 compared to \$725,000 in Model A, and the impact on the Police Department would be \$112,000 instead of \$280,000.

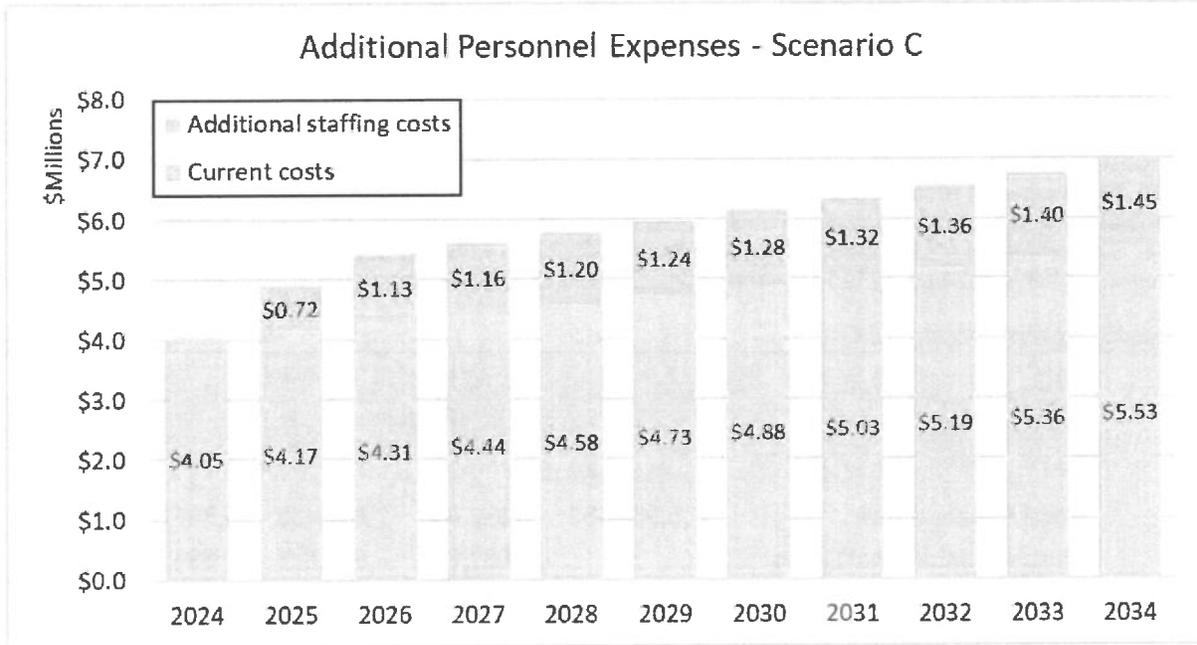
Again, assuming growth in personnel expenses of 3.17% annually, the projected total compensation costs in this scenario grow from \$4.05 million in 2024 to \$5.61 million in 2027. Future inflationary increases would result in total compensation costs of approximately \$6.98 million by 2034. A visualization of projected compensation costs is shown in Figure 10 below.

Figure 10. Personnel Expenses by Department for Staffing Model C



In terms of new spending, this scenario sees increases of \$1.16 million in 2027, growing to \$1.45 million by 2034. The comparison of new and existing personnel expenditures is shown in Figure 11 below.

Figure 11. Additional Personnel Expenses for Staffing Model C



Additional Marginal Costs Associated with Staffing Models A, B, and C

Baker Tilly estimated the additional costs associated with Staffing Models A, B and C using the 2024 adopted budget as a baseline and adding in the additional personnel and associated non-personnel costs associated with each staffing model.

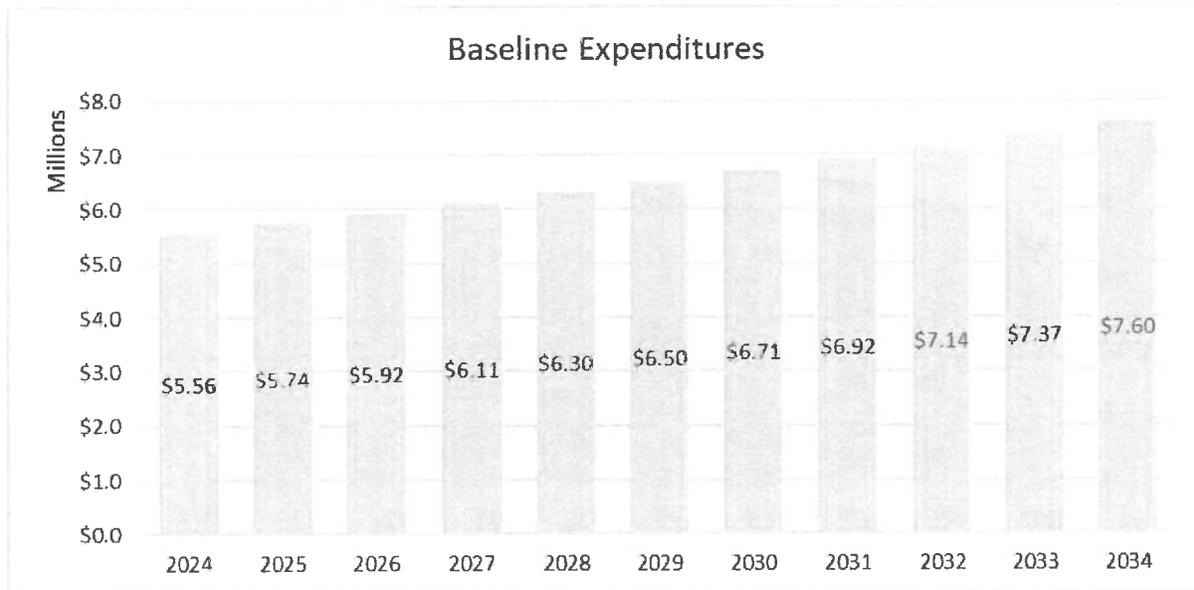
Our costing models assumed that it would take approximately two to three years to phase in the public safety improvements recommended in this report, as hiring and organizational changes will take time. The total additional marginal costs incurred in the three-year “build period” would range from \$2,588,135 under Staffing Model A to \$1,561,337 under Staffing Model C. Table 13 below shows how costs would increase from the 2024 budgeted amounts in 2025, 2026, and 2027 under Staffing Models A, B, and C.

Table 13. Additional Marginal Costs

Year	2024	2025	2026	2027
	Budget	Projected	Projected	Projected
Scenario A				
Total Expenditures	5,564,567	6,652,458	7,613,133	8,307,428
Marginal Additional Costs		1,087,890	960,675	694,295
Year-over-year change (%)		20%	14%	9%
Scenario B				
Total Expenditures	5,564,567	6,573,557	7,290,416	7,667,000
Marginal Additional Costs		1,008,990	716,859	376,584
Year-over-year change (%)		18%	11%	5%
Scenario C				
Total Expenditures	5,564,567	6,458,007	7,051,989	7,275,537
Marginal Additional Costs		893,440	593,982	223,548
Year-over-year change (%)		16%	9%	3%

As discussed in the three modeled scenarios above, our cost projections anticipate a base level of cost increases based on inflationary growth, independent of whether additional staffing is added to any of the public safety organizations included in our analysis. Including personnel and non-personnel expenditures, this baseline spending starts at \$5.56 million in the current year and grows to \$7.60 million by 2034. The baseline spending projection is shown visually in Figure 12 below.

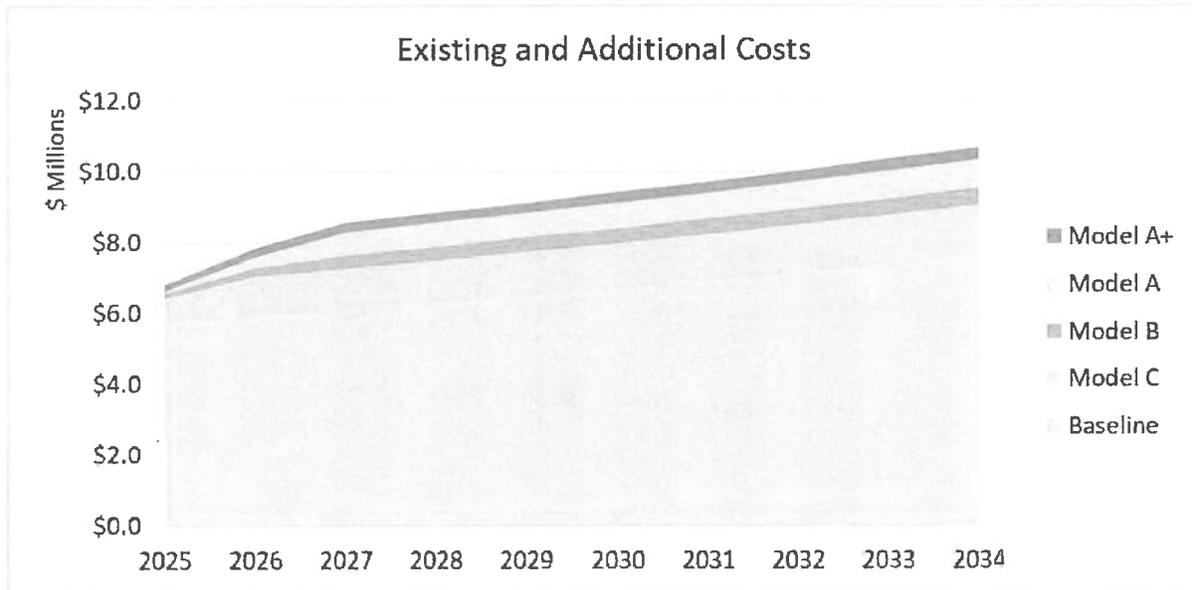
Figure 12. Baseline Expenditures



Turning our attention to costs related to recommended new staffing levels, we observed earlier that each model shows costs ramping up quickly through 2027 as new staff are hired into the various public safety departments, after which new hiring levels off and costs rise with inflation. The lowest-cost model shows costs increasing by \$1.16 million in 2027, and the highest-cost model shows costs increasing by \$2.49 million in the same time period (We label the highest cost model as “Model A+,” which includes the staffing levels of Model A in addition to salary adjustments for high-turnover positions).

In percentage terms, the lower value equates to an increase of approximately 19% over total baseline spending, while the highest model increases spending by approximately 41%. A comparison of baseline costs with each of the modeled scenarios is shown in Figure 13 below.

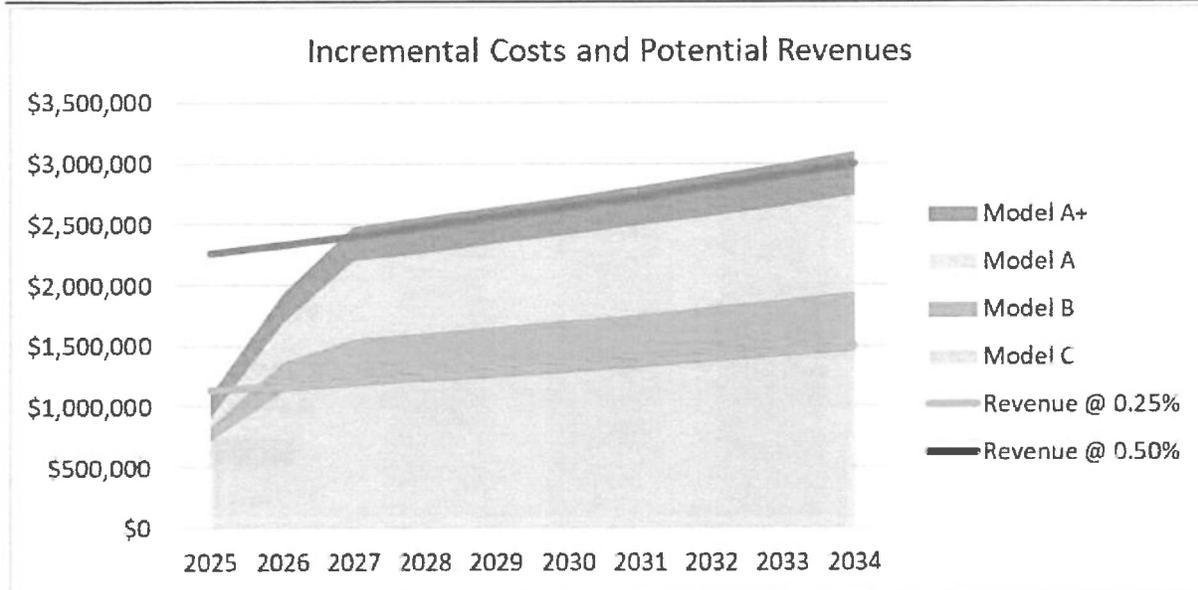
Figure 13. Existing and Additional Costs



To pay for the additional staffing in each model, the County is exploring the implementation of a public safety tax. Based on the County’s collection of \$6.5 million from its existing 1.5% economic development tax, we anticipate that a public safety tax of 0.50% would generate one-third of this amount. When new hiring levels off in 2027, we anticipate that a 0.50% tax rate would generate approximately \$2.4 million annually.

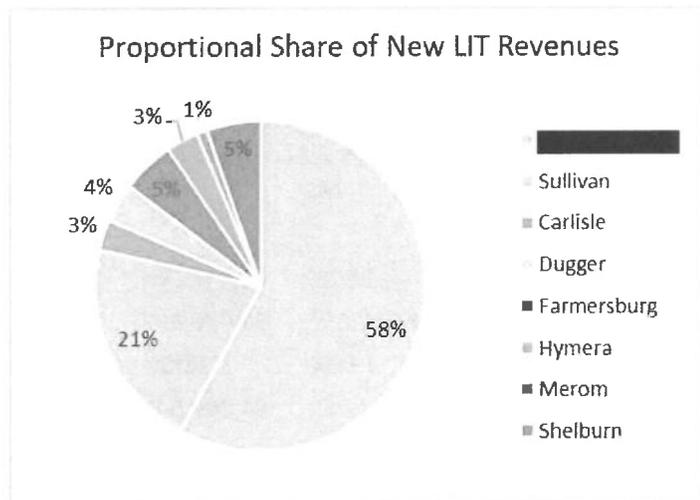
Looking at the revenue projections against the projected incremental costs of the staffing models, we see that the revenues generated by a 0.50% public safety tax are almost exactly equal to the incremental costs of the most expensive model. If the tax rate were to be halved, the 2027 revenues would be approximately \$1.2 million, which is slightly higher than the incremental costs of the lowest-cost model in our projections. A projection of incremental costs and potential revenues is shown in Figure 14 below.

Figure 14. Incremental Costs and Potential Revenues Calculation of Local Income Tax



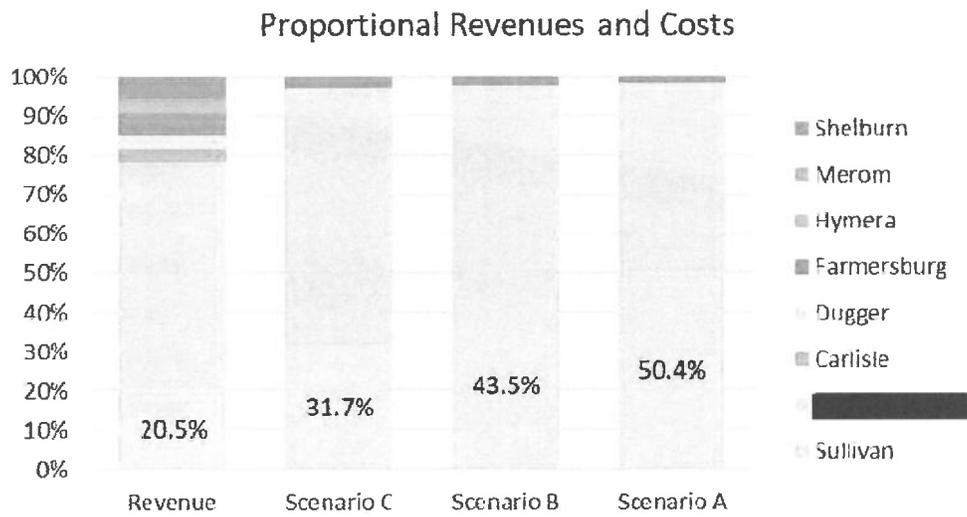
A significant challenge that arises when examining potential funding mechanisms is the mismatch between recommended staffing adjustments and available revenues. The issue is particularly acute when examining the staffing recommendations for the [redacted]

In Scenario A, the proportion of new staffing costs borne by the [redacted] is approximately 50%. By comparison, the City's allocation of a potential new tax levy is approximately 21%. As a result, setting a levy rate to generate revenue sufficient for the City to pay for its recommended staffing results in significant surplus revenues for the other jurisdictions in [redacted]. By contrast, setting rates sufficient for the County to fund its recommended new staffing results in a significant deficit for the [redacted] and a smaller surplus amount for the towns.



This imbalance between costs and revenues is dependent on the specific staffing scenario under review. The gap is greatest under Scenario A, which has the highest proportion of new staffing for the City. In this scenario, the [redacted] bears 50.4% of new staffing costs compared to 21% of potential new revenues. Because Scenario B and Scenario C anticipate lower levels of new staffing in the City, the mismatch is not as pronounced. Under Scenario B, the City is allocated 43.5% of new costs against its 21% revenue allocation, and in Scenario C its share of costs drops to 31.7%. A comparison of proportional costs and revenues is shown in Figure 15 below.

Figure 15. Proportional Revenues and Costs by Jurisdiction



Currently, [redacted] levies the lowest level of local taxes per capita of any of the comparison counties discussed earlier. Table 14 below provides further information on the tax levies in the counties.

Table 14. CY 2023 Tax Levies

County	Population	Certified Shares Tax Rate / Distribution	Public Safety Tax Rate / Distribution	Econ Dev Tax Rate / Distribution	Prop Tax Relief Tax Rate / Distribution	Total Local Tax Levy	Total Local Tax Levy per Capita
[redacted]	20,817	0%	0%	1.50%	0%	\$6,575,701	\$316
		-	-	\$6,575,701	-		
Brown County	15,475	1.52%	0.25%	0.25%	0.50%	\$7,538,757	\$487
		\$3,230,896	\$1,076,965	\$1,076,965	\$2,153,931		
Owen County	21,321	1.00%	1.00%	0.30%	0%	\$8,687,341	\$407
		\$3,341,285	\$4,009,542	\$1,336,514	-		
Franklin County	22,785	1.00%	0.25%	0.25%	0%	\$8,303,049	\$364
		\$5,340,727	\$1,182,079	\$1,780,243	-		
Greene County	30,803	1.00%	0.50%	0.25%	0%	\$12,345,998	\$401
		\$7,054,856	\$3,527,428	\$1,763,714	-		
					Peer Average	\$9,218,786	\$415

Source: Association of Indiana Counties 38th Annual County Factbook

To raise enough revenues to fund additional public safety staffing, [redacted] would need tax increases, which would close the gap with its peer communities somewhat. Table 15 below shows the estimated income taxes required to fund each of the four scenarios described earlier in this report.

Any new tax levy would show significant surpluses in the first two years, assuming that not all of the new positions are filled immediately. At full staffing in 2027, our projections show that a tax rate of 0.34% would be needed for Model C (the lowest-cost scenario), and a tax rate of 1.14% would be required to fund Model A+, which includes the highest number of new positions in addition to salary increases.

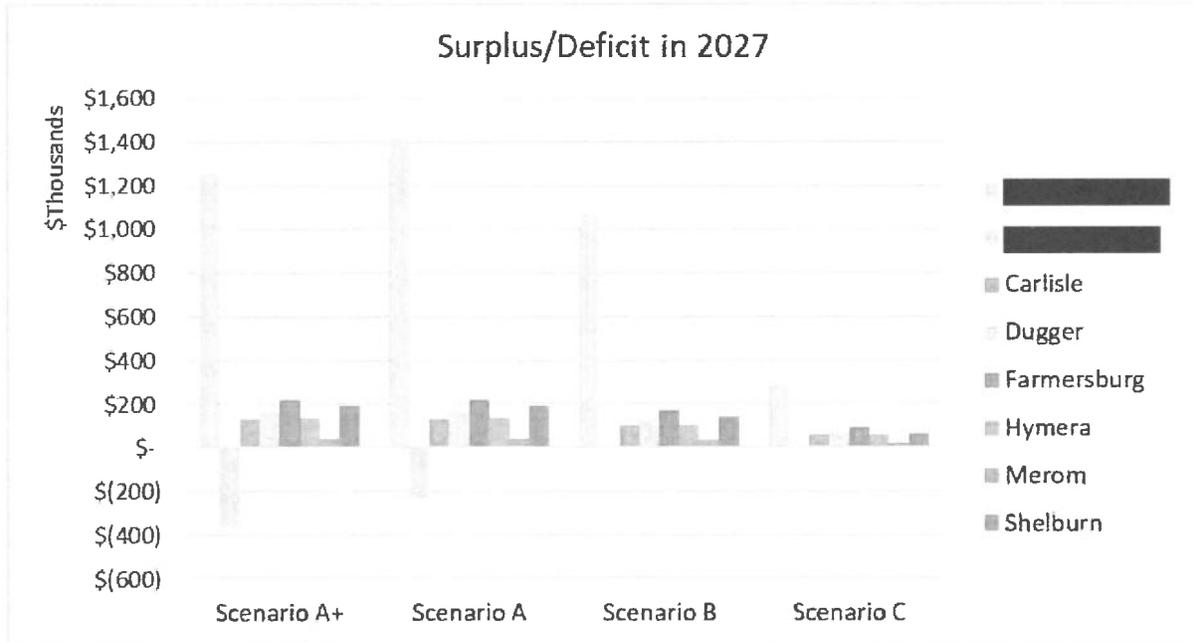
Table 15. Summary of Tax Levies for each Staffing Model

	2025	2026	2027	2028	2029
Model C					
Incremental Cost	717,043	1,129,037	1,164,827	1,201,752	1,239,848
Revenue @ 0.34% tax rate	1,704,527	1,755,663	1,808,332	1,862,582	1,918,460
Tax per capita	\$82	\$84	\$87	\$89	\$92
Model B					
Incremental Cost	832,593	1,367,463	1,556,290	1,605,624	1,656,523
Revenue @ 0.62% tax rate	3,108,255	3,201,502	3,297,547	3,396,474	3,498,368
Tax per capita	\$149	\$154	\$158	\$163	\$168
Model A					
Incremental Cost	911,494	1,690,180	2,196,718	2,266,354	2,338,197
Revenue @ 0.8% tax rate	4,010,651	4,130,971	4,254,900	4,382,547	4,514,023
Tax per capita	\$241	\$248	\$255	\$263	\$271
Model A+					
Incremental Cost	1,099,358	1,932,263	2,485,621	2,564,415	2,645,707
Revenue @ 0.8% tax rate	4,010,651	4,130,971	4,254,900	4,382,547	4,514,023
Tax per capita	\$275	\$283	\$291	\$300	\$309

In each case, the tax rate is calculated to collect revenues sufficient for the [redacted] to fund its recommended new staffing levels, with one exception. [redacted] currently has a 1.70% Expenditure Rate Local Income Tax Rate, against a maximum Expenditure Rate of 2.50%. As a result, the levy rates for Scenario A and Scenario A+ are capped at 0.80%, resulting in revenues for the City below the level needed for funding new staffing.

As discussed earlier, the tax rates based on City expenses would result in surplus revenues for the other jurisdictions. Focusing on 2027 when hiring is expected to be complete, the surplus for the County ranges from approximately \$290,000 in Scenario C up to \$1.4 million in Scenario A. For the towns collectively, surplus funds would average approximately \$60,000 in Scenario C and \$146,000 in Scenarios A and A+. A comparison of the surplus revenues is shown in Figure 16.

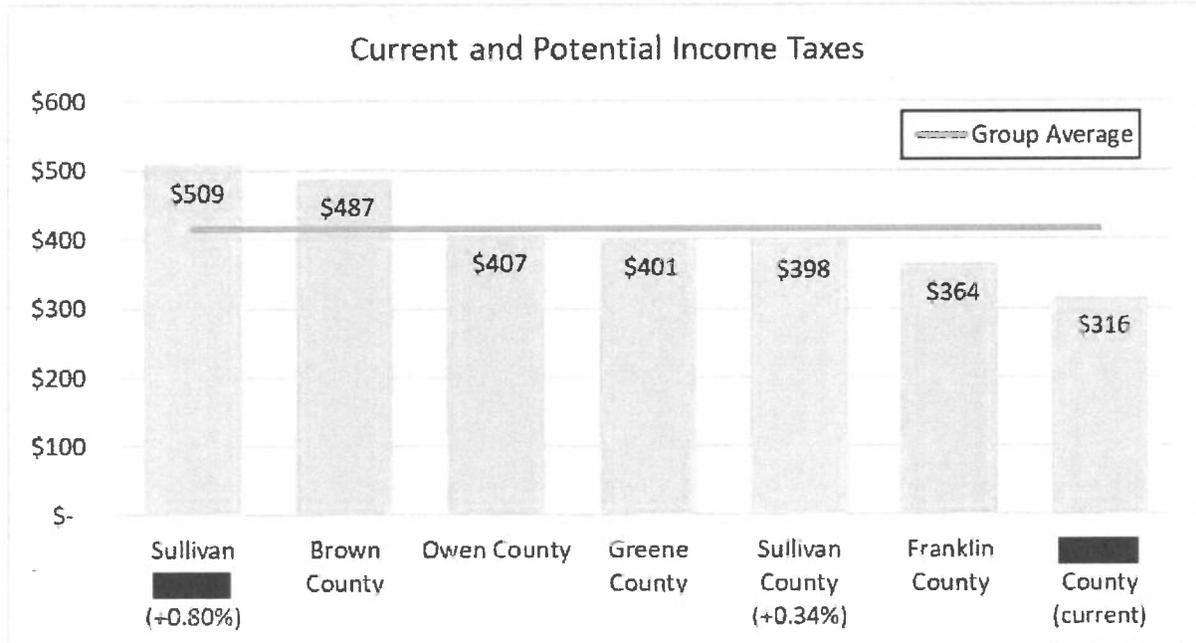
Figure 16. Estimated Surplus or Deficit in 2027 by Scenario and Jurisdiction



If [Redacted] implemented a tax levy at 0.34% (the lowest value calculated above), the County's per-capita tax would rise by approximately \$82. Added to the County's current per-capita tax of \$316, the total would come to \$398. This would put [Redacted] in the middle of its peer group, just slightly below Greene County's level of \$401.

At the high end of the scale, a tax levy of 0.8% would equate to an impact of \$193 per capita, bringing Sullivan County's total income tax levy to \$557 per capita. This would put [redacted] significantly higher than its peer group in terms of income taxes levied. A comparison of local income tax rates is shown in Figure 17 below.

Figure 17. Current and Potential Income Taxes



Conclusion

██████████ merits significant increases in police and fire resources to reach industry standards. Expectations regarding community, fire, and police officer safety have increased over the last two decades, and basic levels of backup for law enforcement calls and structure fires are now referenced in state and federal standards.

While ██████████ has an enviable level of community involvement and volunteerism, the nature of public safety services is evolving, and the ability to recruit and rely on volunteer systems is becoming problematic. To get ahead of what could become a more critical problem, ██████████ decision-makers should prioritize investment in public safety services.

Fortunately, there appears to be room to do so from a tax levy standpoint while remaining competitive from an economic development standpoint. Indeed, by investing in public safety services, the County may improve its standing in this regard.

Attachment A – List of Recommendations

Recommendation 1. Develop a recruitment plan to prioritize the vacancies that need to be filled and identify hiring strategies to support recruitment goals.

Recommendation 2. Fill existing vacancies for budgeted positions throughout the County and City public safety departments.

Recommendation 3. Conduct a comprehensive Countywide public safety compensation study that examines both compensation levels and instances of compaction.

Recommendation 4. Formalize the collaborative efforts that are already in place, by establishing written mutual aid agreements between ██████████ the ██████████ and the Towns of Carlisle, Dugger, Farmersburg, Hymera, and Shelburn.

Recommendation 5. Add four merit deputy positions to road duties.

Recommendation 6. Add five police officer positions.

Recommendation 7. Add sufficient positions to increase dispatch staffing to 12 FTE dispatchers, including at least four and up to eight part-time dispatchers.

Recommendation 8. Provide staffing levels so that the Dispatch Supervisor can return to a schedule more conducive to the responsibilities of the position.

Recommendation 9. Add and fill eight additional full-time jailer positions.

Recommendation 10. Add a full-time Deputy Marshal position for the ██████████

Recommendation 11. Conduct an assessment of equipment needs for all county policing agencies and make appropriate budget adjustments to address those needs.

Recommendation 12. Hire seven additional full-time paid firefighters.

Recommendation 13. Hire six additional full-time paid firefighters/paramedics.

Recommendation 14. Refocus the Fire Chief's duties and responsibilities toward incident command and oversight of all operations.

Recommendation 15. Conduct a countywide needs assessment for the volunteer fire departments.

Recommendation 16. Add one paramedic position.

Recommendation 17. Deploy a new peak-demand emergency response ambulance.

Recommendation 18. Upgrade the part-time assistant director position to a full-time position.

Recommendation 19. Evaluate the need for additional full-time employees who can assist in carrying out the mission, goals, and objectives of the agency.

Recommendation 20. Develop and issue an RFP for a mass notification system.

Recommendation 21. Seek and apply for disaster relief and other grant funding.

Recommendation 22. Add a non-sworn, clerical position to focus on both filling current vacancies and recruitment of new employees, particularly merit deputies and dispatchers.

Recommendation 23. Enhance marketing of job opportunities by exploring the use of recruitment videos, conducting tours and ride-alongs, and speaking to students at local schools.

Recommendation 24. Consider the formation of a Cadet or Explorer program to expose young people to the profession of law enforcement.

Recommendation 25. Assess the financial costs and feasibility of joining Indiana's PERF.

 **ORLAND PARK**
CERTIFICATE OF COMPLIANCE

The undersigned Caitlin Humrickhouse, as Principal
(Enter Name of Person Making Certification) (Enter Title of Person Making Certification)

and on behalf of Baker Tilly Advisory Group, LP, certifies that:
(Enter Name of Business Organization)

1) BUSINESS ORGANIZATION:

The Proposer is authorized to do business in Illinois: Yes [] No []

Federal Employer I.D.#: 39-0859910
(or Social Security # if a sole proprietor or individual)

The form of business organization of the Proposer is (*check one*):

- Sole Proprietor
- Independent Contractor (*Individual*)
- Partnership
- LLC
- Corporation _____ (State of Incorporation) _____ (Date of Incorporation)

2) STATUS OF OWNERSHIP

Illinois Public Act 102-0265, approved August 2021, requires the Village of Orland Park to collect "Status of Ownership" information. This information is collected for reporting purposes only. Please check the following that applies to the ownership of your business and include any certifications for the categories checked with the proposal. Business ownership categories are as defined in the Business Enterprise for Minorities, Women, and Persons with Disabilities Act, 30 ILCS 575/0.01 *et seq.*

- Minority-Owned [] Small Business [] (SBA standards)
- Women-Owned [] Prefer not to disclose []
- Veteran-Owned [] Not Applicable []
- Disabled-Owned []

How are you certifying? Certificates Attached [] Self-Certifying []

STATUS OF OWNERSHIP FOR SUBCONTRACTORS

This information is collected for reporting purposes only. Please check the following that applies to the ownership of subcontractors.

- Minority-Owned [] Small Business [] (SBA standards)
- Women-Owned [] Prefer not to disclose []
- Veteran-Owned [] Not Applicable []
- Disabled-Owned []

3) **ELIGIBILITY TO ENTER INTO PUBLIC CONTRACTS:** Yes No

The Proposer is eligible to enter into public contracts, and is not barred from contracting with any unit of state or local government as a result of a violation of either Section 33E-3, or 33E-4 of the Illinois Criminal Code, or of any similar offense of "Bid-rigging" or "Bid-rotating" of any state or of the United States.

4) **SEXUAL HARASSMENT POLICY:** Yes No

Please be advised that Public Act 87-1257, effective July 1, 1993, 775 ILCS 5/2-105 (A) has been amended to provide that every party to a public contract must have a written sexual harassment policy in place in full compliance with 775 ILCS 5/2-105 (A) (4) and includes, at a minimum, the following information: (I) the illegality of sexual harassment; (II) the definition of sexual harassment under State law; (III) a description of sexual harassment, utilizing examples; (IV) the vendor's internal complaint process including penalties; (V) the legal recourse, investigative and complaint process available through the Department of Human Rights (the "Department") and the Human Rights Commission (the "Commission"); (VI) directions on how to contact the Department and Commission; and (VII) protection against retaliation as provided by Section 6-101 of the Act. (Illinois Human Rights Act). (emphasis added). Pursuant to 775 ILCS 5/1-103 (M) (2002), a "public contract" includes "...every contract to which the State, any of its political subdivisions or any municipal corporation is a party."

5) **EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE:** Yes No

During the performance of this Project, Proposer agrees to comply with the "Illinois Human Rights Act", 775 ILCS Title 5 and the Rules and Regulations of the Illinois Department of Human Rights published at 44 Illinois Administrative Code Section 750, et seq. The

Proposer shall: (I) not discriminate against any employee or applicant for employment because of race, color, religion, sex, marital status, national origin or ancestry, age, or physical or mental handicap unrelated to ability, or an unfavorable discharge from military service; (II) examine all job classifications to determine if minority persons or women are underutilized and will take appropriate affirmative action to rectify any such underutilization; (III) ensure all solicitations or advertisements for employees placed by it or on its behalf, it will state that all applicants will be afforded equal opportunity without discrimination because of race, color, religion, sex, marital status, national origin or ancestry, age, or physical or mental handicap unrelated to ability, or an unfavorable discharge from military service; (IV) send to each labor organization or representative of workers with which it has or is bound by a collective bargaining or other agreement or understanding, a notice advising such labor organization or representative of the Vendor's obligations under the Illinois Human Rights Act and Department's Rules and Regulations for Public Contract; (V) submit reports as required by the Department's Rules and Regulations for Public Contracts, furnish all relevant information as may from time to time be requested by the Department or the contracting agency, and in all respects comply with the Illinois Human Rights Act and Department's Rules and Regulations for Public Contracts; (VI) permit access to all relevant books, records, accounts and work sites by personnel of the contracting agency and Department for purposes of investigation to ascertain compliance with the Illinois Human Rights Act and Department's Rules and Regulations for Public Contracts; and (VII) include verbatim or by reference the provisions of this Equal Employment Opportunity Clause in every subcontract it awards under which any portion of this Agreement obligations are undertaken or assumed, so that such provisions will be binding upon such subcontractor. In the same manner as the other provisions of this Agreement, the Proposer will be liable for compliance with applicable provisions of this clause by such subcontractors; and further it will promptly notify the contracting agency and the Department in the event any subcontractor fails or refuses to comply therewith. In addition,

the Proposer will not utilize any subcontractor declared by the Illinois Human Rights Department to be ineligible for contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations. Subcontract" means any agreement, arrangement or understanding, written or otherwise, between the Proposer and any person under which any portion of the Proposer's obligations under one or more public contracts is performed, undertaken or assumed; the term "subcontract", however, shall not include any agreement, arrangement or understanding in which the parties stand in the relationship of an employer and an employee, or between a Proposer or other organization and its customers. In the event of the Proposer's noncompliance with any provision of this Equal Employment Opportunity Clause, the Illinois Human Right Act, or the Rules and Regulations for Public Contracts of the Department of Human Rights the Proposer may be declared non-responsible and therefore ineligible for future contracts or subcontracts with the State of Illinois or any of its political subdivisions or municipal corporations, and this agreement may be canceled or avoided in whole or in part, and such other sanctions or penalties may be imposed or remedies involved as provided by statute or regulation.

6) **TAX CERTIFICATION:** Yes [X] No []

Contractor is current in the payment of any tax administered by the Illinois Department of Revenue, or if it is: (a) it is contesting its liability for the tax or the amount of tax in accordance with procedures established by the appropriate Revenue Act; or (b) it has entered into an agreement with the Department of Revenue for payment of all taxes due and is currently in compliance with that agreement.

7) **AUTHORIZATION & SIGNATURE:**

I certify that I am authorized to execute this Certificate of Compliance on behalf of the Contractor set forth on the Proposal, that I have personal knowledge of all the information set forth herein and that all statements, representations, that the Proposal is genuine and not collusive, and information provided in or with this Certificate are true and accurate. The undersigned, having become familiar with the Project specified, proposes to provide and furnish all of the labor, materials, necessary tools, expendable equipment and all utility and transportation services necessary to perform and complete in a workmanlike manner all of the work required for the Project.

ACKNOWLEDGED AND AGREED TO:



Signature of Authorized Officer

Caitlin Humrickhouse

Name of Authorized Officer

Principal

Title

11/21/2025

Date



DISCLOSURE TYPE: <input type="checkbox"/> Original <input type="checkbox"/> Amended <input type="checkbox"/> 1 of () Disclosures
--

BUSINESS RELATIONSHIP DISCLOSURE FORM

Business Relationships. Pursuant to Village Code, all business relationships between vendors and Officials must be disclosed. Vendors and Officials shall complete this Business Relationship Disclosure Form when applicable. Failure to comply shall be considered a violation of the ordinance and can result in penalties.

For Vendors. Any vendor who has had any business relationship within the preceding ten years or reasonably expects such a relationship in the following twelve months with a current official or a past official during the preceding 10 years, where such relationship resulted in or is expected to result in financial benefit, shall disclose the following if the relationship entitled the current or past official to compensation, economic opportunity, or payment in excess of \$7,500 annually. A business relationship does not include a political contribution, otherwise duly reported as required by law.

For Officials. Any official who has had any business relationship within the preceding ten years or reasonably expects such a relationship in the following twelve months with a vendor, where such relationship has resulted in or is expected to result in financial benefit, shall disclose the following if the relationship entitled the official to compensation, economic opportunity, or payment in excess of \$7,500 annually. A business relationship does not include a political contribution, otherwise duly reported as required by law.

Submission of a disclosure does not disqualify a Vendor from consideration for a contract, grant, concession, land sale, lease or any other matters subject to the Village approval.

(1) Check applicable box Vendor Official

(2) For Vendor

I do not have a business relationship with any current Village of Orland Park Official or reasonably expect such a relationship in the following twelve months that entitled the Official to compensation, economic opportunity, or payment in excess of \$7,500 annually. See Appendix A for a listing of current Officials. (Please check the box if applicable and complete Certification section only.)

I did not have a business relationship with any past Village of Orland Park Official in the preceding ten (10) years that entitled the past Official to compensation, economic opportunity, or payment in excess of \$7,500 annually. See Appendix B for a listing of past Officials is included with this disclosure form. (Please check the box if applicable and complete Certification section only.)

(3) Please provide the name(s) of the Vendor(s) or Official(s) or related party.

(4) What is the nature of the business relationship with the Vendor(s) or Official(s) or related party?

(5) Provide the date(s)[month/year] of engagement or expected engagement:

(6) If the Vendor has been acquired or purchased within the preceding five (5) years:

- a. The date(s) of acquisition of the Vendor: _____
- b. The name(s) of the preceding Vendor, if changed: _____

Certification

The undersigned Caitlin Humrickhouse, as Principal, and on
(Print Name of Person Making Disclosure) (Print Title of Person Making Certification)

behalf of Baker Tilly Advisory Group, LP, certifies the information supplied is true and accurate.
(Print Name of Vendor / Official)

Signature:  **Date:** 11/21/2025

See Appendix A for the List of Current Officials

See Appendix B for the List of Officials for the Past Ten (10) Years

APPENDIX A – LIST OF CURRENT OFFICIALS (2025)

Mayor

James V. Dodge, Jr.

Trustees

William R. Healy

Cynthia Nelson Katsenes

Michael R. Milani

Dina M. Lawrence

John Lawler

Joanna M. Liotine Leafblad

Village Clerk

Mary Ryan Norwell

Village Manager

George Koczwar

Assistant Village Manager

Jim Culotta

Directors / Department Heads

Development Services - Steve Marciani

Engineering – Syed Khurshid Hoda

Finance – Christopher Frankenfield

Human Resources - Regina Earley

Information Technology – Tad Spencer

Police Department – Eric Rossi

Public Works – Joel Van Essen

Recreation and Parks – Ray Piattoni

APPENDIX B – LIST OF OFFICIALS FOR THE PAST TEN (10) YEARS

August 2024 – May 2025

Brian Gaspdo, Village Clerk

May 2021 – May 2025

Keith Pekau, Mayor
William Healy, Trustee
Cynthia Nelson Katsenes, Trustee
Michael R. Milani, Trustee
Sean Kampas, Trustee
Brian J. Riordan, Trustee
Joni J. Radaszewski, Trustee

May 2021 – August 2024

Patrick O’Sullivan, Village Clerk

May 2019

Keith Pekau, Mayor
Kathleen M. Fenton, Trustee
James V. Dodge, Trustee
Daniel T. Calandriello, Trustee
William R. Healy, Trustee
Cynthia Nelson Katsenes, Trustee
Michael R. Milani, Trustee

May 2017

Keith Pekau, Mayor
(No change in Trustees)

2015 – April 2017

Daniel J. McLaughlin, Mayor
Kathleen M. Fenton, Trustee
James V. Dodge, Trustee
Patricia A. Gira, Trustee
Carole Griffin Ruzich, Trustee
Daniel T. Calandriello, Trustee
Michael F. Carroll, Trustee
John C. Mehalek, Village Clerk

Inactive Directors / Department Heads

Communications & Marketing – Nabeha M. Zegar, May 2022 – March 2024
Development Services – Karie L Friling, January 2006 – September 2017
Finance – Annmarie K Mampe, August 2003 – May 2020
Finance – Kevin Wachtel, May 2020 – April 2024
Human Resources – Stephana M Przybylski, March 2007 – July 2020
Human Resources – Denise A Maiolo, June 2020 – December 2021
Human Resources - Christina A Hackney, March 2022 – April 2022
Information Technology - John F Florentine, July 2016 – January 2019
Information Technology – David Buwick, June 2019 – March 2023
Police Department – Tim McCarthy, May 1994 – August 2020
Public Works – John J Ingram, February 2012 – July 2019
Parks Department - Gary Couch, January 2017 – May 2020
Recreation & Parks Department - Nancy Flores, July 2019 – May 2020



ORLAND PARK

INSURANCE REQUIREMENTS

Please sign and provide a policy Specimen Certificate of Insurance showing current coverages.

If awarded the contract, all Required Policy Endorsements noted in the left column in red bold type **MUST** be provided.

Standard Insurance Requirements	Please provide the following coverage if box is checked.
<p>WORKERS' COMPENSATION & EMPLOYER LIABILITY Full Statutory Limits - Employers Liability \$500,000 – Each Accident \$500,000 – Each Employee \$500,000 – Policy Limit Waiver of Subrogation in favor of the Village of Orland Park</p> <p>AUTOMOBILE LIABILITY (ISO Form CA 0001) \$1,000,000 – Combined Single Limit Per Occurrence Bodily Injury & Property Damage. Applicable for All Company Vehicles.</p> <p>GENERAL LIABILITY (Occurrence basis) (ISO Form CG 0001) \$1,000,000 – Combined Single Limit Per Occurrence Bodily Injury & Property Damage \$2,000,000 – General Aggregate Limit \$1,000,000 – Personal & Advertising Injury \$2,000,000 – Products/Completed Operations Aggregate</p> <p>ADDITIONAL INSURED ENDORSEMENTS: <i>(Not applicable for Goods Only Purchases)</i></p> <ul style="list-style-type: none"> • ISO CG 20 10 or CG 20 26 (or Equivalent) Commercial General Liability Coverage • CG 20 01 Primary & Non-Contributory (or Equivalent) The Village must be named as the Primary Non-Contributory which makes the Village a priority and collects off the policy prior to any other claimants. • Blanket General Liability Waiver of Subrogation - Village of Orland Park A provision that prohibits an insurer from pursuing a third party to recover damages for covered losses. 	<p>LIABILITY UMBRELLA (Follow Form Policy)</p> <p><input type="checkbox"/> \$1,000,000 – Each Occurrence \$1,000,000 – Aggregate</p> <p><input type="checkbox"/> \$2,000,000 – Each Occurrence \$2,000,000 – Aggregate</p> <p><input type="checkbox"/> Other: _____ EXCESS MUST COVER: General Liability, Automobile Liability, Employers' Liability</p> <p>PROFESSIONAL LIABILITY</p> <p><input checked="" type="checkbox"/> \$1,000,000 Limit – Claims Made Form, Indicate Retroactive Date</p> <p><input type="checkbox"/> \$2,000,000 Limit – Claims Made Form, Indicate Retroactive Date</p> <p><input type="checkbox"/> Other: _____ Deductible not-to-exceed \$50,000 without prior written approval</p> <p><input type="checkbox"/> BUILDERS RISK Completed Property Full Replacement Cost Limits – Structures under construction</p> <p><input type="checkbox"/> ENVIRONMENTAL IMPAIRMENT/POLLUTION LIABILITY \$1,000,000 Limit for bodily injury, property damage and remediation costs resulting from a pollution incident at, on or mitigating beyond the job site</p> <p><input type="checkbox"/> CYBER LIABILITY \$1,000,000 Limit per Data Breach for liability, notification, response, credit monitoring service costs, and software/property damage</p> <p><input type="checkbox"/> CG 20 37 ADDITIONAL INSURED – Completed Operations (Provide only if box is checked)</p>

Any insurance policies providing the coverages required of the Consultant, excluding Professional Liability, shall be specifically endorsed to identify "The Village of Orland Park, and their respective officers, trustees, directors, officials, employees, volunteers and agents as Additional Insureds on a primary/non-contributory basis with respect to all claims arising out of operations by or on behalf of the named insured." The required additional Insured coverage shall be provided on the Insurance Service Office (ISO) CG 20 10 or CG 20 26 endorsements or an endorsement at least as broad as the above noted endorsements as determined by the Village of Orland Park. Any Village of Orland Park insurance coverage shall be deemed to be on an excess or contingent basis as confirmed by the required (ISO) CG 20 01 Additional Insured Primary & Non- Contributory Endorsement. The policies shall also contain a Waiver of Subrogation in favor of the Additional Insureds in regard to General Liability and Workers' Compensation coverage. The certificate of insurance shall also state this information on its face. Any insurance company providing coverage must hold an A-, VII rating according to Best's Key Rating Guide. Each insurance policy required shall have the Village of Orland Park expressly endorsed onto the policy as a Cancellation Notice Recipient. Should any of the policies be cancelled before the expiration date thereof, notice will be delivered in accordance with the policy provisions. Permitting the contractor, or any subcontractor, to proceed with any work prior to our receipt of the foregoing certificate and endorsements shall not be a waiver of the contractor's obligation to provide all the above insurance.

Consultant agrees that prior to any commencement of work to furnish evidence of Insurance coverage providing for at minimum the coverages, endorsements and limits described above directly to the Village of Orland Park, 14700 S. Ravinia Avenue, Orland Park, IL 60462. Failure to provide this evidence in the time frame specified and prior to beginning of work may result in the termination of the Village's relationship with the contractor.

ACCEPTED & AGREED THIS 21st DAY OF November, 2025

Caitlin Humrickhouse
Digitally signed by Caitlin Humrickhouse
Date: 2025.11.21 13:17:36 -05'00'

Signature
Caitlin Humrickhouse, Principal

Printed Name & Title

Authorized to execute agreements for:
Baker Tilly Advisory Group, LP

Name of Company



General Liability Extension Endorsement

It is understood and agreed that this endorsement amends the **COMMERCIAL GENERAL LIABILITY COVERAGE PART** as follows. If any other endorsement attached to this policy amends any provision also amended by this endorsement, then that other endorsement controls with respect to such provision, and the changes made by this endorsement with respect to such provision do not apply.

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General Liability Extension Endorsement

1. ADDITIONAL INSUREDS

- a. **WHO IS AN INSURED** is amended to include as an **Insured** any person or organization described in paragraphs **A. through K.** below whom a **Named Insured** is required to add as an additional insured on this **Coverage Part** under a written contract or written agreement, provided such contract or agreement:

(1) is currently in effect or becomes effective during the term of this **Coverage Part**; and

(2) was executed prior to:

- (a) the **bodily injury** or **property damage**; or
- (b) the offense that caused the **personal and advertising injury**,

for which such additional insured seeks coverage.

- b. However, subject always to the terms and conditions of this policy, including the limits of insurance, the Insurer will not provide such additional insured with:

(1) a higher limit of insurance than required by such contract or agreement; or

(2) coverage broader than required by such contract or agreement, and in no event broader than that described by the applicable paragraph **A. through K.** below.

Any coverage granted by this endorsement shall apply only to the extent permissible by law.

A. Controlling Interest

Any person or organization with a controlling interest in a **Named Insured**, but only with respect to such person or organization's liability for **bodily injury, property damage** or **personal and advertising injury** arising out of:

- 1. such person or organization's financial control of a **Named Insured**; or
- 2. premises such person or organization owns, maintains or controls while a **Named Insured** leases or occupies such premises;

provided that the coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

B. Co-owner of Insured Premises

A co-owner of a premises co-owned by a **Named Insured** and covered under this insurance but only with respect to such co-owner's liability for **bodily injury, property damage** or **personal and advertising injury** as co-owner of such premises.

C. Grantor of Franchise

Any person or organization that has granted a franchise to a **Named Insured**, but only with respect to such person or organization's liability for **bodily injury, property damage** or **personal and advertising injury** as grantor of a franchise to the **Named Insured**.

D. Lessor of Equipment

Any person or organization from whom a **Named Insured** leases equipment, but only with respect to liability for **bodily injury, property damage** or **personal and advertising injury** caused, in whole or in part, by the **Named Insured's** maintenance, operation or use of such equipment, provided that the **occurrence** giving rise to such **bodily injury, property damage** or the offense giving rise to such **personal and advertising injury** takes place prior to the termination of such lease.



General Liability Extension Endorsement

E. Lessor of Land

Any person or organization from whom a Named Insured leases land but only with respect to liability for bodily injury, property damage or personal and advertising injury arising out of the ownership, maintenance or use of such land, provided that the occurrence giving rise to such bodily injury or property damage, or the offense giving rise to such personal and advertising injury, takes place prior to the termination of such lease. The coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

F. Lessor of Premises

An owner or lessor of premises leased to the Named Insured, or such owner or lessor's real estate manager, but only with respect to liability for bodily injury, property damage or personal and advertising injury arising out of the ownership, maintenance or use of such part of the premises leased to the Named Insured, and provided that the occurrence giving rise to such bodily injury, property damage or the offense giving rise to such personal and advertising injury takes place prior to the termination of such lease. The coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

G. Mortgagee, Assignee or Receiver

A mortgagee, assignee or receiver of premises but only with respect to such mortgagee, assignee or receiver's liability for bodily injury, property damage or personal and advertising injury arising out of the Named Insured's ownership, maintenance, or use of a premises by a Named Insured.

The coverage granted by this paragraph does not apply to structural alterations, new construction or demolition operations performed by, on behalf of, or for such additional insured.

H. State or Governmental Agency or Subdivision or Political Subdivisions – Permits

A state or governmental agency or subdivision or political subdivision that has issued a permit or authorization, but only with respect to such state or governmental agency or subdivision or political subdivision's liability for bodily injury, property damage or personal and advertising injury arising out of:

1. the following hazards in connection with premises a Named Insured owns, rents, or controls and to which this insurance applies:
 - a. the existence, maintenance, repair, construction, erection, or removal of advertising signs, awnings, canopies, cellar entrances, coal holes, driveways, manholes, marquees, hoistway openings, sidewalk vaults, street banners, or decorations and similar exposures; or
 - b. the construction, erection, or removal of elevators; or
 - c. the ownership, maintenance or use of any elevators covered by this insurance; or
2. the permitted or authorized operations performed by a Named Insured or on a Named Insured's behalf.

The coverage granted by this paragraph does not apply to:

 - a. Bodily injury, property damage or personal and advertising injury arising out of operations performed for the state or governmental agency or subdivision or political subdivision; or
 - b. Bodily injury or property damage included within the products-completed operations hazard.

With respect to this provision's requirement that additional insured status must be requested under a written contract or agreement, the Insurer will treat as a written contract any governmental permit that requires the Named Insured to add the governmental entity as an additional insured.

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General Liability Extension Endorsement

I. Trade Show Event Lessor

1. With respect to a **Named Insured's** participation in a trade show event as an exhibitor, presenter or displayer, any person or organization whom the **Named Insured** is required to include as an additional insured, but only with respect to such person or organization's liability for **bodily injury, property damage or personal and advertising injury** caused by:
 - a. the **Named Insured's** acts or omissions; or
 - b. the acts or omissions of those acting on the **Named Insured's** behalf,in the performance of the **Named Insured's** ongoing operations at the trade show event premises during the trade show event.
2. The coverage granted by this paragraph does not apply to **bodily injury or property damage included within the products-completed operations hazard.**

J. Vendor

Any person or organization but only with respect to such person or organization's liability for **bodily injury or property damage** arising out of **your products** which are distributed or sold in the regular course of such person or organization's business, provided that:

1. The coverage granted by this paragraph does not apply to:
 - a. **bodily injury or property damage** for which such person or organization is obligated to pay **damages** by reason of the assumption of liability in a contract or agreement unless such liability exists in the absence of the contract or agreement;
 - b. any express warranty unauthorized by the **Named Insured**;
 - c. any physical or chemical change in any product made intentionally by such person or organization;
 - d. repackaging, except when unpacked solely for the purpose of inspection, demonstration, testing, or the substitution of parts under instructions from the manufacturer, and then repackaged in the original container;
 - e. any failure to make any inspections, adjustments, tests or servicing that such person or organization has agreed to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products;
 - f. demonstration, installation, servicing or repair operations, except such operations performed at the such person or organization's premises in connection with the sale of a product;
 - g. products which, after distribution or sale by the **Named Insured**, have been labeled or relabeled or used as a container, part or ingredient of any other thing or substance by or for such person or organization; or
 - h. **bodily injury or property damage** arising out of the sole negligence of such person or organization for its own acts or omissions or those of its employees or anyone else acting on its behalf. However, this exclusion does not apply to:
 - (1) the exceptions contained in Subparagraphs d. or f. above; or
 - (2) such inspections, adjustments, tests or servicing as such person or organization has agreed with the **Named Insured** to make or normally undertakes to make in the usual course of business, in connection with the distribution or sale of the products.
2. This Paragraph J. does not apply to any insured person or organization, from whom the **Named Insured** has acquired such products, nor to any ingredient, part or container, entering into, accompanying or containing such products.



General Liability Extension Endorsement

3. This Paragraph J. also does not apply:

- a. to any vendor specifically scheduled as an additional insured by endorsement to this Coverage Part;
- b. to any of your products for which coverage is excluded by endorsement to this Coverage Part; nor
- c. if **bodily injury** or **property damage** included within the **products-completed operations hazard** is excluded by endorsement to this Coverage Part.

K. Other Person Or Organization

Any person or organization who is not an additional insured under Paragraphs A. through J. above. Such additional insured is an **Insured** solely for **bodily injury, property damage or personal and advertising injury** for which such additional insured is liable because of the **Named Insured's** acts or omissions.

The coverage granted by this paragraph does not apply to any person or organization:

- 1. for **bodily injury, property damage, or personal and advertising injury** arising out of the rendering or failure to render any professional service;
- 2. for **bodily injury or property damage** included within the **products-completed operations hazard**; nor
- 3. who is specifically scheduled as an additional insured on another endorsement to this Coverage Part.

2. ADDITIONAL INSURED - PRIMARY AND NON-CONTRIBUTORY TO ADDITIONAL INSURED'S INSURANCE

A. The Other Insurance Condition in the **COMMERCIAL GENERAL LIABILITY CONDITIONS** Section is amended to add the following paragraph:

If the **Named Insured** has agreed in writing in a contract or agreement that this insurance is primary and non-contributory relative to an additional insured's own insurance, then this insurance is primary, and the Insurer will not seek contribution from that other insurance. For the purpose of this Provision 2., the additional insured's own insurance means insurance on which the additional insured is a named insured.

B. With respect to persons or organizations that qualify as additional insureds pursuant to paragraph 1.K. of this endorsement, the following sentence is added to the paragraph above:

Otherwise, and notwithstanding anything to the contrary elsewhere in this Condition, the insurance provided to such person or organization is excess of any other insurance available to such person or organization.

3. BODILY INJURY – EXPANDED DEFINITION

Under **DEFINITIONS** the definition of **bodily injury** is deleted and replaced by the following:

Bodily injury means physical injury, sickness or disease sustained by a person, including death, humiliation, shock, mental anguish or mental injury sustained by that person at any time which results as a consequence of the physical injury, sickness or disease.

4. BROAD KNOWLEDGE OF OCCURRENCE/ NOTICE OF OCCURRENCE

Under **CONDITIONS**, the condition entitled **Duties in The Event of Occurrence, Offense, Claim or Suit** is amended to add the following:

A. BROAD KNOWLEDGE OF OCCURRENCE

The **Named Insured** must give the Insurer or the Insurer's authorized representative notice of an **occurrence, offense or claim** only when the **occurrence, offense or claim** is known to a natural person **Named Insured**, to a partner, executive officer, manager or member of a **Named Insured**, or to an **employee** designated by any of the above to give such notice.

B. NOTICE OF OCCURRENCE

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General Liability Extension Endorsement

The **Named Insured's** rights under this **Coverage Part** will not be prejudiced if the **Named Insured** fails to give the Insurer notice of an **occurrence**, offense or **claim** and that failure is solely due to the **Named Insured's** reasonable belief that the **bodily injury** or **property damage** is not covered under this **Coverage Part**. However, the **Named Insured** shall give written notice of such **occurrence**, offense or **claim** to the Insurer as soon as the **Named Insured** is aware that this insurance may apply to such **occurrence**, offense or **claim**.

5. BROAD NAMED INSURED

WHO IS AN INSURED is amended to delete its Paragraph 3. in its entirety and replace it with the following:

3. Pursuant to the limitations described in Paragraph 4. below, any organization in which a **Named Insured** has management control:

- a. on the effective date of this **Coverage Part**; or
- b. by reason of a **Named Insured** creating or acquiring the organization during the **policy period**,

qualifies as a **Named Insured**, provided that there is no other similar liability insurance, whether primary, contributory, excess, contingent or otherwise, which provides coverage to such organization, or which would have provided coverage but for the exhaustion of its limit, and without regard to whether its coverage is broader or narrower than that provided by this insurance.

But this **BROAD NAMED INSURED** provision does not apply to:

- (a) any partnership, limited liability company or joint venture; or
- (b) any organization for which coverage is excluded by another endorsement attached to this **Coverage Part**.

For the purpose of this provision, management control means:

- A. owning interests representing more than 50% of the voting, appointment or designation power for the selection of a majority of the Board of Directors of a corporation; or
 - B. having the right, pursuant to a written trust agreement, to protect, control the use of, encumber or transfer or sell property held by a trust.
4. With respect to organizations which qualify as **Named Insureds** by virtue of Paragraph 3. above, this insurance does not apply to:
- a. **bodily injury** or **property damage** that first occurred prior to the date of management control, or that first occurs after management control ceases; nor
 - b. **personal or advertising injury** caused by an offense that first occurred prior to the date of management control or that first occurs after management control ceases.
5. The insurance provided by this **Coverage Part** applies to **Named Insureds** when trading under their own names or under such other trading names or doing-business-as names (dba) as any **Named Insured** should choose to employ.

6. ESTATES, LEGAL REPRESENTATIVES, AND SPOUSES

The estates, heirs, legal representatives and **spouses** of any natural person **Insured** shall also be insured under this policy; provided, however, coverage is afforded to such estates, heirs, legal representatives, and **spouses** only for **claims** arising solely out of their capacity or status as such and, in the case of a **spouse**, where such **claim** seeks **damages** from marital community property, jointly held property or property transferred from such natural person **Insured** to such **spouse**. No coverage is provided for any act, error or omission of an estate, heir, legal representative, or **spouse** outside the scope of such person's capacity or status as such, provided however that the **spouse** of a natural person **Named Insured** and the **spouses** of members or partners of joint venture or partnership **Named Insureds** are **Insureds** with respect to such **spouses'** acts, errors or omissions in the conduct of the **Named Insured's** business.



General Liability Extension Endorsement

not be deemed to be damages for personal and advertising injury and will not reduce the limits of insurance.

- D. This PERSONAL AND ADVERTISING INJURY - LIMITED CONTRACTUAL LIABILITY Provision does not apply if Coverage B -Personal and Advertising Injury Liability is excluded by another endorsement attached to this Coverage Part.

17. PROPERTY DAMAGE - ELEVATORS

- A. Under COVERAGES, Coverage A - Bodily Injury and Property Damage Liability, the paragraph entitled Exclusions is amended such that the Damage to Your Product Exclusion and subparagraphs (3), (4) and (6) of the Damage to Property Exclusion do not apply to property damage that results from the use of elevators.
B. Solely for the purpose of the coverage provided by this PROPERTY DAMAGE - ELEVATORS Provision, the Other Insurance conditions is amended to add the following paragraph:

This insurance is excess over any of the other insurance, whether primary, excess, contingent or on any other basis that is Property insurance covering property of others damaged from the use of elevators.

18. SUPPLEMENTARY PAYMENTS

The section entitled SUPPLEMENTARY PAYMENTS - COVERAGES A AND B is amended as follows:

- A. Paragraph 1.b. is amended to delete the \$250 limit shown for the cost of bail bonds and replace it with a \$5,000. limit; and
B. Paragraph 1.d. is amended to delete the limit of \$250 shown for daily loss of earnings and replace it with a \$1,000. limit.

19. UNINTENTIONAL FAILURE TO DISCLOSE HAZARDS

If the Named Insured unintentionally fails to disclose all existing hazards at the inception date of the Named Insured's Coverage Part, the Insurer will not deny coverage under this Coverage Part because of such failure.

20. WAIVER OF SUBROGATION - BLANKET

Under CONDITIONS, the Transfer Of Rights Of Recovery Against Others To Us Condition is amended to add the following:

The Insurer waives any right of recovery the Insurer may have against any person or organization because of payments the Insurer makes for injury or damage arising out of:

- 1. the Named Insured's ongoing operations; or
2. your work included in the products-completed operations hazard.

However, this waiver applies only when the Named Insured has agreed in writing to waive such rights of recovery in a written contract or written agreement, and only if such contract or agreement:

- 1. is in effect or becomes effective during the term of this Coverage Part; and
2. was executed prior to the bodily injury, property damage or personal and advertising injury giving rise to the claim.

All other terms and conditions of the Policy remain unchanged.

This endorsement, which forms a part of and is for attachment to the Policy issued by the designated Insurers, takes effect on the effective date of said Policy at the hour stated in said Policy, unless another effective date is shown below, and expires concurrently with said Policy.

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EXTENDED COVERAGE - BA PLUS - FOR HIRED AND NON-OWNED AUTOS

It is understood and agreed that this endorsement amends the **BUSINESS AUTO COVERAGE FORM** as follows. If any other endorsement attached to this policy amends any provision also amended by this endorsement, then that other endorsement controls with respect to such provision, and the changes made by this endorsement to such provision do not apply.

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I. AMENDMENTS TO LIABILITY COVERAGE

A. Amendments to Who Is An Insured

Under **SECTION II – COVERED AUTOS LIABILITY COVERAGE**, the paragraph entitled **Who Is An Insured** is amended to add the following:

1. Majority Owned Corporations

Any incorporated entity in which you own a majority of the voting stock on the inception date of this Coverage Form is an **insured**, but only if such entity is not an **insured** under any other liability “policy” that provides **auto** coverage.

2. Newly Acquired Organizations

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Any organization you newly acquire or form during the policy period, other than a limited liability company, partnership or joint venture, and in which you maintain majority ownership interest is an **insured**, but only if such organization is not an **insured** under any other liability "policy" that provides **auto** coverage. The insurance afforded by this provision:

- a. Is effective on the date of acquisition or formation of the organization, and applies until:
 - (1) The end of the policy period of this Coverage Form; or
 - (2) The next anniversary of this Coverage Form's inception date, whichever is earlier; and
- b. Does not apply to **bodily injury** or **property damage** caused by an **accident** that occurred before you acquired or formed the organization.

3. Additional Insureds Required By Written Contract

Any person or organization that you are required by written contract to make an additional insured under this insurance is an **insured**, but only with respect to that person or organization's legal liability for acts or omissions of a person who qualifies as an **insured** for Liability Coverage under **SECTION II - WHO IS AN INSURED** of this Coverage Form.

4. Employee-Hired Autos

Any **employee** of yours is an **insured** while operating with your permission an **auto** hired or rented under a contract in that **employee's** name, while performing duties related to the conduct of your business.

With respect to provisions **A.1.** and **A.2.** above, "policy" includes those policies that were in force on the inception date of this Coverage Form, but:

- i. Which are no longer in force; or
- ii. Whose limits have been exhausted.

B. Increased Loss of Earnings Allowance

Under **SECTION II – COVERED AUTOS LIABILITY COVERAGE**, the paragraph entitled **Coverage Extensions** is amended under **Supplementary Payment** subparagraph (4) to delete the \$250. a day limit for loss of earnings and replace it with a \$500. a day limit.

C. Fellow Employee Coverage

Under **SECTION II – COVERED AUTOS LIABILITY COVERAGE**, the paragraph entitled **Exclusions** is amended to delete the exclusion entitled **Fellow Employee**.

II. AMENDMENTS TO PHYSICAL DAMAGE COVERAGE

A. Increased Loss of Use Expense

Under **SECTION III – PHYSICAL DAMAGE COVERAGE**, the paragraph entitled **Coverage Extensions** is amended under **Loss of Use Expenses** to delete the maximum of \$600., and replace it with a maximum of \$800.

B. Broadened Electronic Equipment Coverage

Under **SECTION III – PHYSICAL DAMAGE COVERAGE**, the paragraph entitled **Exclusions** is amended to delete paragraphs 5.a through 5.d. in their entirety, and replace them with the following:

- 5. Exclusions 4.c. and 4.d. above do not apply to **loss** to any electronic equipment that at the time of **loss** is:

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- a. Permanently installed in or upon a covered **auto**, nor to such equipment's antennas or other accessories used with such equipment. A \$100 deductible applies to this provision, and supersedes any otherwise applicable deductible; or
- b. Designed to be operated solely by use of the power from the **auto's** electrical system and is:
 - (1) Removable from a housing unit which is permanently installed in or upon the covered **auto**;
 - (2) An integral part of the same unit housing any electronic equipment described in paragraphs a. or b.(1) above; or
 - (3) Necessary for the normal operation of the covered **auto** or the monitoring of the covered **auto's** operating system.

III. AMENDMENTS TO BUSINESS AUTO CONDITIONS

A. Knowledge of Accident or Loss

Under **BUSINESS AUTO CONDITIONS**, the **Loss Condition** entitled **Duties In the Event of Accident, Claims, Suit, or Loss** is amended to add the following subparagraph a.(4):

- (4) If your **employees** know of an **accident** or **loss**, this will not mean that you have such knowledge until such **accident** or **loss** is known to a natural person Named Insured, to a partner, executive officer, manager or member of a Named Insured, or to an **employee** designated by any of the above to be your insurance manager.

B. Knowledge of Documents

Under **BUSINESS AUTO CONDITIONS**, the **Loss Condition** entitled **Duties In the Event of Accident, Claims, Suit, or Loss** is amended to add the following subparagraph b.(6):

- (6) If your **employees** know of documents concerning a claim or **suit**, this will not mean that you have such knowledge until such documents are known to a natural person Named Insured, to a partner, executive officer, manager or member of a Named Insured, or to an **employee** designated by any of the above to be your insurance manager.

C. Waiver of Subrogation

Under **BUSINESS AUTO CONDITIONS**, the **Loss Condition** entitled **Transfer Of Rights Of Recovery Against Others To Us** is amended to add the following:

We waive any right of recovery we may have, because of payments we make for injury or damage, against any person or organization for whom or which you are required by written contract or agreement to obtain this waiver from us.

This injury or damage must arise out of your activities under a contract with that person or organization.

You must agree to that requirement prior to an **accident** or **loss**.

D. Unintentional Failure To Disclose Hazards

Under **BUSINESS AUTO CONDITIONS**, the **General Condition** entitled **Concealment, Misrepresentation or Fraud** is amended to add the following:

Your failure to disclose all hazards existing on the inception date of this Coverage Form shall not prejudice you with respect to the coverage provided by this insurance, provided such failure or omission is not intentional.

E. Primary and Non-Contributory When Required By Contract

Under **BUSINESS AUTO CONDITIONS**, the **General Condition** entitled **Other Insurance** is amended to add the following:

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Notwithstanding provisions 5.a. through 5.d. above, the coverage provided by this Coverage Form shall be on a primary and non-contributory basis when required to be so by a written contract entered into prior to **accident** or **loss**.

IV. AMENDMENTS TO DEFINITIONS

A. Broadened Bodily Injury

Under **DEFINITIONS**, the definition of **bodily injury** is deleted and replaced by the following:

Bodily injury means physical injury, sickness or disease sustained by a person, including death, mental anguish or mental injury sustained by that person which results as a consequence of the physical injury, sickness or disease.

All other terms and conditions of the policy remain unchanged

This endorsement, which forms a part of and is for attachment to the policy issued by the designated Insurers, takes effect on the Policy Effective date of said policy at the hour stated in said policy, unless another effective date (the Endorsement Effective Date) is shown below, and expires concurrently with said policy.

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Endorsement Expiration Date:

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Contractual Risk Transfer Evaluation Summary

 Date 11/26/25

Vendor/Contractor Name: Baker Tilly US, LLP & Baker Tilly Advisory Group, LP
Contract/Project Name/ #: Service Delivery Review
Contract Type: Contractor Prof. Srvs Goods Only MSA
MSA Title
Type of Work: Consulting Services
Contract/Project Summary:

Service Delivery Review

Policy Expiration Date: 1/1/26 & Professional Liability 10/1/26

Required Coverages/Limits – Per Contract:
Compliant:

General Liability:	\$1 million	\$2 million General Agg.	Other:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Umbrella Liability:	\$1 million	\$2 million	Other: \$5M/\$5M	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Auto Liability:	\$1 million	Any Auto/Owned	Other:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Workers' Comp./ Employer Liability	\$500,000 Each Accident, Each Employee, Policy Limit		Other:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Prof. Liability:	\$1 million	\$2 million	Other: \$1M/\$1M	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Env. Liability:	\$1 million	\$2 million	Other:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> NA
Exc./Umb. Prof.				<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> NA
Excess/Umb GL				<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> NA
Cyber Liability:	\$500,000	\$1 million	Other:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> NA
Builders Risk:	Completed Project Value		Other:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> NA
Other:			Other:	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA

Required Endorsements:

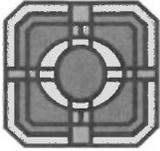
ISO Additional Insured Endorsement: (CG 20 10 or CG 20 26)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> NA
ISO Additional Insured – Completed Operations (CG 20 37)	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> NA
Broad Form Manuscript Add'l. Insd. Endorsement Reviewed/Acceptable Alternate Accepted Form: _____	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Primary Additional Insured Coverage Provided - ISO CG 20 01 or Acceptable Alternate Accepted Form: _____	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Waiver of Subrogation - General Liability	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA
Waiver of Subrogation – Workers' Compensation	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> NA

Additional Coverages/Revisions Approved:

Orland Park Hold Harmless/Indemnity Agreement Accepted: Yes No

Notes / Additional Comments:

Contractual Risk Transfer: Acceptable Not Acceptable



VILLAGE OF ORLAND PARK

14700 S. Ravinia Avenue
Orland Park, IL 60462
www.orlandpark.org

Master

File Number: 2025-0886

File ID: 2025-0886

Type: MOTION

Status: PASSED

Version: 0

Reference:

Controlling Body: Board of Trustees

File Created Date : 10/30/2025

Agenda Entry: Service Delivery Review Request for Proposals

Final Action: 11/03/2025

Title: Service Delivery Review Request for Proposals

Notes:

Sponsors:

Res/Ord Date:

Attachments: RFP 25-046 - Compliance Summary, Powerpoint

Res/Ord Number:

Drafter:

Hearing Date:

Department

Effective Date:

Contact:

History of Legislative File

Ver- sion:	Acting Body:	Date:	Action:	Sent To:	Due Date:	Return Date:	Result:
0	Village Manager	10/30/2025	INTRODUCED TO BOARD	Board of Trustees			
0	Board of Trustees	11/03/2025	APPROVED				Pass

Text of Legislative File 2025-0886

..Title

Service Delivery Review Request for Proposals

History

The Village offers a wide range of essential public services including emergency services, utilities, public works, and more, all aimed at fulfilling the Village's mission which is to enhance the quality of life for those that live, work and visit Orland Park. Those that rely on the Village want responsive, high-performing public services, without substantial increases to costs.

As a service provider, it is critical to have knowledgeable, dedicated, engaged professionals in every facet of the organization to not only achieve this mission but exceed it. As part of leadership development and training in 2023, the Village took part in a Q12 Gallup Employee Engagement Survey. Gallup has measured employee engagement across thousands of organizations using their 12-item engagement

survey. The survey measures employees' perspectives on the most crucial elements of workplace culture. Measuring and managing engagement is critical to all leaders and teams. Engaged employees have higher wellbeing, better retention, lower absenteeism and higher satisfaction.

Based on the attached results of the 2023 Gallup Q12 results, a RFP was issued in 2023 seeking proposals for a Police Department Organizational assessment. In total, (8) proposals were received at the time. This Assessment was to be completed with the cooperation of the rank and file and was to be the vehicle for implementing any potential alternate schedules and other potential changes to enhance public safety and increase engagement. The then-Village Board opted not to proceed with the assessment.

A renewed emphasis is now being placed on making the Village a greater provider of services. All great organizations share one thing in common: a constant drive to be the best. Making steady, consistent progress toward its mission can only come from a culture of discipline, diligence in continuous improvement, and adapting as needs arise.

At the July 21, 2025, Committee of the Whole meeting, staff was directed to proceed with the RFP. The proposed scope of work calls for the following:

- **Police Department Service Delivery Review**
The review will help the department prepare for the future, maximize existing resources, and develop a staffing plan for both sworn and civilian positions. Areas to be reviewed will include Technology Evaluation, Environment, Organizational Leadership & Culture, Operations & Staffing, Patrol, Community Engagement, Investigations, Operational Policies, Data & Technical Equipment, Fleet, Training, Recruitment & Retention, Professional Standards, Dispatch, and Schedule & District Redesign.
- **Village-wide Assessment**
The review will help plan and identify the knowledge, skills, and abilities needed for effective service delivery across all departments. Areas to be reviewed will include organizational structure and functions, staffing levels, department goals/objectives, compensation, overtime, succession planning, performance measures, and user fees.

Six firms submitted proposals (see attached RFP Compliance Summary). Interviews were conducted with three of the six firms. Staff recommends the selection of Raftelis for the Police Department and Village-wide Assessment, with the exception of the compensation and user fees studies, which would be performed by Baker Tilly. Both firms have extensive experience and expertise in these areas.

The user fee study is designed to allow the Village to determine the extent to which service expenses could be recouped. Data will be collected to generate a fully burdened hourly cost for employees involved in each process. Village costs will be compared with peer communities, and a recommended fee schedule will be developed.

The compensation study will include 1-on-1s with department heads, review job descriptions, evaluate compensable factors for each position, assess the Fair Labor Standards Act designations, analyze benefits, and perform a market assessment of peer communities. Deliverables will include a compensation philosophy and a recommended pay plan.

Financial Impact

The total cost to perform all elements of the scope of work will be \$634,875. Raftelis compensation will be \$418,175 and Baker Tilly will be \$216,700. Fee details by scope are as follows:

Raftelis Scope & Fee

Begin Engagement	\$19,025
OPPD Service Delivery Assessment	\$98,800
Village-wide Org & Op Assessment	\$275,000
Change Management & Implantation	\$25,350
TOTAL	\$418,175

Baker Tilly Scope & Fee

Compensation Study	\$162,800
User Fee Study	\$53,900
TOTAL	\$216,700

Recommended Action/Motion

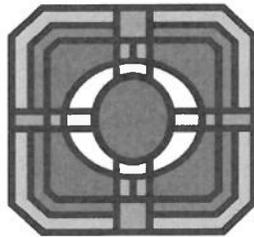
I move to approve the selection of Raftelis for \$418,175 and Baker Tilly for a cost of \$216,700;

AND

Authorize the Village Manager to sign each agreement subject to Village Attorney review.

VILLAGE OF ORLAND PARK

*14700 S. Ravinia Avenue
Orland Park, IL 60462
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Meeting Minutes

Monday, November 3, 2025

7:00 PM

Village Hall

Board of Trustees

*Village President James V. Dodge, Jr.
Village Clerk Mary Ryan Norwell
Trustees, William R. Healy, Cynthia Nelson Katsenes, Michael R. Milani,
Dina Lawrence, John Lawler and Joanna M. L. Leafblad*

CALL TO ORDER/ROLL CALL

The meeting was called to order at 8:25 P.M.

Present: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad and Village President Dodge Jr.

VILLAGE CLERK'S OFFICE**2025-0876 Approval of the October 15, 2025, Special Meeting Minutes**

The Minutes of the Special Meeting of October 15, 2025, were previously distributed to the members of the Board of Trustees. President Dodge asked if there were any corrections or additions to be made to said Minutes. There being no corrections or additions,

I move to approve the minutes of the Board of Trustees Special Meeting of October 15, 2025.

A motion was made by Trustee Nelson Katsenes, seconded by Trustee Lawrence, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

2025-0877 Approval of the October 20, 2025, Regular Meeting Minutes

The Minutes of the Regular Meeting of October 20, 2025, were previously distributed to the members of the Board of Trustees. President Dodge asked if there were any corrections or additions to be made to said Minutes. There being no corrections or additions,

I move to approve the minutes of the Board of Trustees Meeting of October 20, 2025.

A motion was made by Trustee Nelson Katsenes, seconded by Trustee Milani, that this matter be APPROVED. The motion carried by the following vote:

Aye: 6 - Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

Abstain: 1 - Trustee Healy

PROCLAMATIONS/APPOINTMENTS/PRESENTATIONS**2025-0887 Proclamation Honoring Northwestern Medicine St. George Cancer Institute**

Mayor Dodge presented a proclamation to Northwestern Medicine St. George Cancer Institute in recognition of their commitment to compassionate care, innovation, and community partnership reflecting the very best of Orland Park's values-service, empathy, and excellence.

This item was a proclamation. NO ACTION was required.

ORDER OF ITEMS

President Dodge entertained a motion to consider the three items pertaining to Waterfall Plaza under Development Services next. It was moved by Trustee Leafblad and seconded by Lawrence. All were in favor. (refer to audio)

NON-SCHEDULED CITIZENS AND VISITORS FOR AGENDA-SPECIFIC PUBLIC COMMENT

Resident John Nugent had comments regarding the Waterfall Plaza items. (refer to audio)

2025-0072 Special Use Permit Amendment for Waterfall Plaza Site Improvements - 8752 159th Street

The Petitioner is requesting the approvals below in order renovate the existing shopping center at 8752 159th Street:

- Special Use Permit Amendment for a Planned Development
- Special Use Permit for a Restaurant with a Drive-Through Service Window
- Site Plan
- Landscape Plan
- Building Elevations
- Three modifications from the Land Development Code:
 1. Allow parking lots within the setback area between the building and the street (Section 6-207.F.4).
 2. Allow for a reduction in the required width and number of landscape plantings in the foundation planting area (Section 6-305.D.5.a).
 3. Allow drive-through facilities between the building and the street (Section 6-207.F.4).

PLAN COMMISSION SUMMARY

Present at the Plan Commission were 6 Commissioners (5 in-person, 1 virtual), members of the public, the petitioner and project representative, and staff. Following the Petitioner's and Staff's presentations, members of the public were given the opportunity to speak.

Several residents from the Orland Brook subdivision expressed concerns about

potential noise and vehicle headlights from the proposed drive-through during evening hours. They noted that vehicles exiting the site could direct headlights toward their homes across Orlan Brook Drive. Staff explained that the site plan includes an 8-foot screening fence and an enhanced landscape buffer along the north property line to minimize headlight glare and noise impacts, however that would not benefit properties to the northeast of the site since it is across the street from the existing Waterfall Plaza center. The Commissioners requested a brief recess to allow staff to discuss potential options to address the residents' concerns. Upon return, the Commissioners and staff requested a Condition of Approval requiring the drive-through to close by 9pm to reduce late-night impacts on nearby residences.

The Commissioners also raised questions about how the Village would ensure long-term site upkeep due to the history of maintenance challenges at the shopping center. Staff responded that the proposed redevelopment directly addresses known deficiencies identified in the existing Development Agreement, a new Bond will be established, and staff confirmed that ongoing compliance will continue to be monitored and enforced as improvements are completed.

While these concerns were acknowledged and addressed through conditions focused on screening, lighting, and long-term maintenance, no residents expressed opposition to the redevelopment effort being made or to the proposed site plan and reinvestment in the aging commercial center.

PLAN COMMISSION ACTION

Regarding Case Number 2025-0072 - Special Use Permit Amendment for Waterfall Plaza Site Improvements, the Plan Commission recommends that the Committee of the Whole approves a Special Use Permit Amendment for the Planned Development.

And

The Plan Commission recommends that the Committee of the Whole approves the following Modifications to the Planned Development:

1. Allow parking lots within the setback area between the building and the street (Section 6-207.F.4).
2. Allow for a reduction in the required width and number of landscape plantings in the foundation planting area (Section 6-305.D.5.a).
3. Allow drive-through facilities between the building and the street (Section 6-207.F.4).

And

The Plan Commission recommends that the Committee of the Whole approves the Site Plan, Landscape Plan, and Building Elevations for Waterfall Plaza, subject to the following conditions:

1. The development shall be in substantial conformance with the preliminary site

plan titled "Waterfall Plaza," prepared by WMK.20, LLC, last revised September 28, 2025; the landscape plan titled "Landscape Development Plan Waterfall Plaza," prepared by Tomek Design, last revised September 28, 2025; and the preliminary civil engineering plans titled "Project at 8752 159th Street," prepared by Damas Consulting Group, last revised May 15, 2025, subject to revisions listed below.

2. The project shall meet all Building Code and final Engineering requirements, including any required permits from outside agencies.
3. The site plan shall be revised to match the Civil Engineering Plan by removing the right-in/right-out access at the southern Orlan Brook Drive entrance and retaining the full-access intersection.
4. All wheel stops shown on the plans shall be removed prior to the final engineering submittal.
5. Additional directional and "No Parking" signage shall be added to the plans as requested by the Engineering Department.
6. The bicycle racks shown on sheet SP.1.5 shall be Inverted-U racks, installed in accordance with LDC Section 6-306.H.3.
7. All ground-based and roof-mounted mechanical equipment must be fully screened from view and shall meet the requirements listed in Section 6-308.J.
8. Submit a sign permit application to the Development Services Department for separate review. Signs are subject to additional review and approval via the sign permitting process and additional restrictions may apply.

Development Services Director Steve Marciani and Planner Marcus LeVigne presented information regarding this matter.

Trustee Lawler had comments and questions. (refer to audio)

Planner LeVigne responded to Trustee Lawler. (refer to audio)

President Dodge had comments and questions. (refer to audio)

Director Marciani, Planner LeVigne and Village Engineer Aladdin Husain responded to President Dodge. (refer to audio)

Adam Haleem, representing the property owner, addressed the Board regarding this matter. (refer to audio)

Planner LeVigne had comments. (refer to audio)

President Dodge had comments. (refer to audio)

Trustee Milani had comments and questions. (refer to audio)

Adam Haleem, representing the property owner, addressed Trustee Milani's questions. (refer to audio)

Trustee Milani had additional comments and questions. (refer to audio)

Director Marciani and Planner LeVigne responded to Trustee Milani. (refer to audio)

Trustee Katsenes had comments and questions. (refer to audio)

Director Marciani and Village Engineer Husain responded to Trustee Katsenes. (refer to audio)

Attorney Nick Petrovski for the petitioner addressed the Board. (refer to audio)

Trustee Leafblad had comments and questions. (refer to audio)

Village Engineer Husain responded to Trustee Leafblad. (refer to audio)

Trustee Leafblad had additional comments. (refer to audio)

Trustee Healy had comments and questions. (refer to audio)

Director Marciani responded to Trustee Healy. (refer to audio)

President Dodge had comments and questions. (refer to audio)

Village Engineer Husain and Director Marciani responded to President Dodge. (refer to audio)

President Dodge had additional comments. (refer to audio)

Trustee Lawrence had comments and questions. (refer to audio)

Planner LeVigne and Director Marciani responded to Trustee Lawrence. (refer to audio)

Trustee Lawler had questions. (refer to audio)

Planner LeVigne responded to Trustee Lawler. (refer to audio)

I move to approve the Plan Commission Action regarding Case Number 2025-0072 - Special Use Permit Amendment for Waterfall Plaza Site Improvements;

AND

I move to adopt Ordinance 6052, entitled: ORDINANCE AMENDING A PLANNED DEVELOPMENT (WATERFALL PLAZA - 8760 W. 159TH STREET).

A motion was made by Trustee M. L. Leafblad, seconded by Trustee Lawler, that this matter be APPROVED. The motion carried by the following vote:

Aye: 5 - Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 2 - Trustee Healy, and Trustee Nelson Katsenes

Enactment No: 6052

2025-0071 Special Use Permit for a Restaurant with a Drive-Through Service Window and Outdoor Seating - Miraj Coffee House & Co.

SUMMARY

Please see Case No. 2025-0072 - Waterfall Plaza Site Improvements, where this request was presented and discussed in front of the Plan Commission. The Petitioner requests approval of a Special Use Permit to establish a restaurant with a double-lane drive-through service window and outdoor seating area within Waterfall Plaza, located at 8752 West 159th Street. The proposed use is consistent with the BIZ General Business District zoning designation and surrounding commercial development along 159th Street. The submitted plans include the addition of a double-lane drive-through along the east side of the existing building, providing stacking for up to twelve vehicles, with an order board and canopy, and a pickup window located on the east façade.

PLAN COMMISSION ACTION

Regarding Case Number 2025-0071 - Special Use Permit for a Restaurant with a Drive-Through Service Window and Outdoor Seating - Miraj Coffee House & Co, The Plan Commission recommends that the Board of Trustees approves a Special Use Permit for a Restaurant with a drive-through service window and outdoor seating, subject to the following conditions:

1. All exterior improvements shall be constructed in compliance with the submitted plans and brand specifications.
2. Submit a sign permit application to the Development Services Department for separate review. Signs are subject to additional review and approval via the sign permitting process and additional restrictions may apply.

3. Drive-thru digital menu boards, canopy, clearance bars, and bollards shall comply with Village standards for placement, illumination, safety, and volume.
4. The project shall meet all Building Code and final Engineering requirements, including any required permits from outside agencies
5. The Drive-Through Service Window is not open after 9pm.

I move to approve the Plan Commission Action regarding Case Number 2025-0071;

AND

I move to adopt Ordinance 6053, entitled: ORDINANCE GRANTING A SPECIAL USE FOR A RESTAURANT WITH A DRIVE THROUGH SERVICE WINDOW AND OUTDOOR SEATING - MIRAJ COFFEE HOUSE & CO. (8752 159th STREET UNIT 12).

A motion was made by Trustee Lawler, seconded by Trustee M. L. Leafblad, that this matter be APPROVED. The motion carried by the following vote:

Aye: 5 - Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 2 - Trustee Healy, and Trustee Nelson Katsenes

Enactment No: 6053

2025-0883 Special Use Permit for a Site Plan with a Drive-Through Window - Waterfall Plaza

Please see Case No. 2025-0072 - Waterfall Plaza Site Improvements, where this request was presented and discussed in front of the Plan Commission. The Petitioner requests approval of a Drive-Thru Service window at Waterfall Plaza, located at 8752 West 159th Street. This Ordinance is filed separately so it can be repealed separately from the Planned Development if necessary.

PLAN COMMISSION ACTION

Regarding Case Number 2025-0071 - Special Use Permit for a Site Plan with a Drive-Through Service Window, The Plan Commission recommends that the Board of Trustees approves a Special Use Permit for a Restaurant with a drive-through service window and outdoor seating, subject to the following conditions:

1. All exterior improvements shall be constructed in compliance with the submitted plans and brand specifications.
2. Submit a sign permit application to the Development Services Department for separate review. Signs are subject to additional review and approval via the sign

permitting process and additional restrictions may apply.

3. Drive-thru digital menu boards, canopy, clearance bars, and bollards shall comply with Village standards for placement, illumination, safety, and volume.
4. The project shall meet all Building Code and final Engineering requirements, including any required permits from outside agencies.
5. The Drive-Through Service Window is not open after 9pm.

Trustee Leafblad had comments. (refer to audio)

I move to approve the Plan Commission Action regarding Case Number 2025-0883 - Special Use Permit for a Restaurant with a Drive-Through Service Window and Outdoor Seating - Miraj Coffee House & Co.;

AND

I move to adopt Ordinance 6054, entitled: ORDINANCE GRANTING A SPECIAL USE WITH MODIFICATIONS (WATERFALL PLAZA - 8760 W. 159TH STREET).

A motion was made by Trustee M. L. Leafblad, seconded by Trustee Lawrence, that this matter be APPROVED. The motion carried by the following vote:

Aye: 5 - Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 2 - Trustee Healy, and Trustee Nelson Katsenes

Enactment No: 6054

PROCLAMATIONS/APPOINTMENTS/PRESENTATIONS...Continued

2025-0896 Advisory Board Appointments

President Dodge appointed the following individuals who will be sworn in at their first full respective advisory board meeting. The appointments listed below are the 6th in a series of appointments that will be made over upcoming meetings.

American 250 Committee

Joyce Hammer

Patricia Gira

Michael Duffy

Cyndy Barkowski

Antonia Wister

Conservation & Sustainability Advisory Board

Daniel Nash

Cultural Arts Advisory Board
Jeanne Lazzara

Heritage Sites Advisory Board
Michael Duffy
Elizabeth Pastrana
Karen Krooswyk
Karen Fricker

Recreation Programming Advisory Board
Basim Ismail
Stephanie Quilty
Maryola Ward
Mark Bohdan
Jean Auskalnis
Hannah Kydynski
Bill DuBois

Sister Cities Committee
Brian Wydajewski

Sports Advisory Board
Susan Parisi
Bil DuBois

Young Families Advisory Board
Dawn Bertucci
Yesenia Valdez
Melissa Barabasz
Matthew Snedeker
Mahmoud Zegar
Kathleen Kadlec
Jeanne Lazzara
Diana Orszulak
Carolyn Blaschek

Village Manager Geroge Koczwarra had commented regarding this matter. (refer to audio)

I move to consent the appointments by President Dodge as fully referenced below.

THIS PART IS FOR REFERENCE ONLY (NOT NECESSARY TO BE READ)

American 250 Committee
Joyce Hammer

Patricia Gira
Michael Duffy
Cyndy Barkowski
Antonia Wister

Conservation & Sustainability Advisory Board
Daniel Nash

Cultural Arts Advisory Board
Jeanne Lazzara

Heritage Sites Advisory Board
Michael Duffy
Elizabeth Pastrana
Karen Krooswyk
Karen Fricker

Recreation Programming Advisory Board
Basim Ismail
Stephanie Quilty
Maryola Ward
Mark Bohdan
Jean Auskalnis
Hannah Kydynski
Bill DuBois

Sister Cities Committee
Brian Wydajewski

Sports Advisory Board
Susan Parisi
Bil DuBois

Young Families Advisory Board
Dawn Bertucci
Yesenia Valdez
Melissa Barabasz
Matthew Snedeker
Mahmoud Zegar
Kathleen Kadlec
Jeanne Lazzara
Diana Orszulak
Carolyn Blaschek

A motion was made by Trustee Lawrence, seconded by Trustee M. L. Leafblad, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

ACCOUNTS PAYABLE

2025-0892 Accounts Payable October 20, 2025, through November 3, 2025 - Approval

The lists of Accounts Payable having been submitted to the Board of Trustees for approval and the lists having been determined by the Board of Trustees to be in order and having been approved by the various Department Heads,

I move to approve the Accounts Payable October 20, 2025, through November 3, 2025, in the amount of \$2,699,203.97

A motion was made by Trustee Healy, seconded by Trustee Lawler, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

CONSENT AGENDA

Passed the Consent Agenda

A motion was made by Trustee M. L. Leafblad, seconded by Trustee Lawrence, to PASS THE CONSENT AGENDA, including all the following items marked as having been adopted on the Consent Agenda. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

2025-0871 Payroll for October 24, 2025 - Approval

The lists of Payroll having been submitted to the Board of Trustees for approval and the lists having been determined by the Board of Trustees to be in order and having been approved by the various Department Heads,

I move to approve the Bi-Weekly Payroll for October 24, 2025, in the amount of \$1,668,832.71.

This matter was APPROVED on the Consent Agenda.

2025-0861 2025 Resolution for Adoption of Village of Orland Park Controlled Burn Policy

The Village of Orland Park maintains over one hundred eighty (180) stormwater basins. Over one hundred twenty (120) of these basins are managed by the Village's ecological restoration contractors (ERCs) who work to keep the basins in a naturalized and environmentally healthy state. This not only improves the ecological health of the basin, but the native vegetation also aids in maintaining the basin's functionality by reducing shoreline erosion.

While maintaining native vegetation along stormwater basins, or in any location where a naturalized environment is desired, ERCs often recommend performing controlled burns on a routine basis. Regular controlled burns provide such benefits as reducing potential fuel sources for wildfires, removing invasive plant species, and reintroducing nutrients into the soil to promote the growth of desired native vegetation. ERCs typically recommend that naturalized areas undergo a controlled burn approximately once every five (5) years.

As Public Works continues to expand its list of basins under ERC management, and controlled burns become more common in the Village, a policy has been drafted to standardize the requirements for contractors who perform controlled burns within Village limits. This policy outlines the communication channels the contractor must follow when planning controlled burns and applying for permits, and establishes the on-site conditions that need to be met for a burn to be performed.

I move to adopt Resolution 2565, entitled: A RESOLUTION FOR ADOPTION OF A VILLAGE OF ORLAND PARK CONTROLLED BURN POLICY.

This matter was APPROVED on the Consent Agenda.

Enactment No: 2565

2025-0866 Village Hall HVAC Improvement Project - Phase 2 - Final Approval

On March 17, 2025, the Village Board of Trustees approved a Letter of Commitment (LOC) with Trane, Inc. (Trane) for the Village Hall HVAC Improvement Project - Phase 2. The LOC authorized Trane to move to the Proposal Stage, in which Trane would complete a full set of project design plans and provide the Village with a cost proposal not to exceed \$3,540,000.00 for the execution of those plans in 2026. Pricing for this project was in accordance with OMNIA Cooperative Contract #3341.

The Public Works Department subsequently worked with engineers from Trane to refine the scope of work, optimize the project budget and finalize project design plans. The project scope of work, which is attached for reference, includes the removal of the four (4) existing Village Hall roof top units and variable air volume (VAV) boxes, followed by the installation of new two (2) air-cooled chillers, two (2)

air handling units, and fifty-four (54) VAV boxes, as well as all associated electrical, mechanical, control, testing and balancing, commissioning, and site work.

As Trane would act as the project engineer and general contractor, the scope of work also includes full construction management, mechanical/electrical/structural engineering, material shipping and storage, and a one (1) year labor and materials warranty.

Upon completion of the project plans, which are attached for reference, the final proposal price submitted by Trane, Inc. is \$3,497,795.00, or \$42,205.00 less than the original cost estimate. The cost reduction is a result of project efficiencies identified by Public Works Staff and a competitive internal bidding process by Trane. As previously mentioned, proposal pricing is based on OMNIA Cooperative Contract #3341. It should be noted that the Village may request a third-party review of the proposal to ensure the Trane proposal is in accordance with OMNIA Cooperative Contract Pricing Guidelines.

Permission to proceed with the final proposal for this project requires approval by the Village Board of Trustees. As such, approval of the proposal submitted by Trane, Inc., OMNIA Partners Cooperative Quote Number R1-192278-22-003, dated September 9, 2025, for Village HVAC Improvement Project - Phase 2 is now requested. A project contingency is not requested as Trane guarantees that no change orders will be necessary to complete the full scope of work due to thorough site visit inspections.

I move to approve participation in joint purchasing cooperative OMNIA Cooperative Contract #3341;

AND

Authorize the approval and execution of a vendor contract with Trane, Inc. for the Village Hall HVAC Improvement Project - Phase 2 based on Trane's proposal dated September 9, 2025, for a total not-to-exceed contract price of \$3,497,795.00.

This matter was APPROVED on the Consent Agenda.

2025-0865 Civic Center ADA Door Installation Project

As part of the planned ADA upgrades, the southwest entrance of the Civic Center Annex must be upgraded to meet the Americans with Disabilities Act (ADA) compliance standards. This upgrade includes installing ADA-compliant doors and an automatic door opener system, ensuring accessible entry and exit for all visitors to the facility.

This upgrade is timely considering the Civic Center will replace the Orland

Township as the Village's early voting location. The first dates the Civic Center will be used for early voting are February 26 - March 13, 2026. While this project was originally scheduled to be completed in 2026, due to long lead times on procuring exterior doors, Public Works is requesting approval of this project now so the project will be complete before early voting begins.

A summary of the project scope of work is provided below:

- Remove existing two (2) pairs of doors and frames on south entrance of Civic Center;
- Furnish and install two (2) pairs of Oldcastle colonial white doors and frames;
- Furnish and install approximately 100' of conduit and wire to existing electrical panel;
- Furnish and install one (1) 20A 120V circuit for door operators;
- Furnish and install two (2) dual door push auto operators required;
- Furnish and install four (4) activation paddle switches.
- Furnish and install one (1) stainless paddle switch stand.
- Repair drywall ceiling and walls patch, prime and paint in vestibule area.

Dav-Com Electric, Inc. ("Dav-Com"), who also is familiar with the Civic Center from previous projects and who participate's in joint purchasing cooperative Omnia Partners Contract #02-139, submitted a proposal for this work, in the amount of \$82,450.00.

Cooperative Purchasing / Contracting Programs

The Village utilizes a variety of cooperative programs (e.g. Omnia, Sourcewell, HGACBuy, State of Illinois Joint Purchase Program) to obtain proposals for goods and services. While not always the chosen approach, cooperative purchasing simplifies the procurement and service process for public agencies by allowing them to purchase through existing contracts negotiated by other public agencies. In other words, cooperative purchasing contracts have already gone through a competitive solicitation, evaluation process and been awarded to a supplier. The benefits of cooperative purchasing for public agencies include reduced procurement costs, greater time efficiency and the ability to obtain value-add and higher-quality products and services at industry-leading pricing.

The proposal price provided by Dav-Com Electric, Inc. was reviewed by Omnia Affiliated Compliance Management against industry standard pricing of RS Means. This quality assurance ensures that pricing is fair and reasonable to other competitors' pricing.

As such, based on proposal pricing and company qualifications, staff recommends approving the proposal from Dav-Com Electric, Inc., for \$82,450.00. A contingency is not requested for this project.

I move to approve participation in joint purchasing cooperative Omnia Partners

pursuant to Contract #02-139 and authorize the approval and execution of a vendor contract with Dav-Com Electric, Inc. for the Civic Center ADA Door Installation Project, based on Dav-Com Electric, Inc.'s proposal #25-167-28 dated October 6, 2025 for a total not-to-exceed contract price of \$82,450.00;

AND

Authorize the Village Manager to execute all related contracts subject to Village Attorney review.

This matter was APPROVED on the Consent Agenda.

2025-0863 ITB 25-063 - 143rd Street Brick Paver Leveling - Bid Award

On October 7, 2025, the Village issued Invitation to Bid (ITB) 25-063 "143rd Street Brick Paver Leveling," with work limits along both sides of 143rd Street between LaGrange Road and Beacon Avenue.

The project will consist of leveling existing pavers at approximately sixty-two (62) locations. The degree of leveling at each location varies, which is why a mandatory meeting was required to walk the project and examine each location. Over the course of the past few years, pavers have started to come loose, settle, and create tripping hazards. To date, the Streets Department has responded to these emergency hazards and filled the voids with sand and stone. A permanent solution is now needed, which is beyond the capabilities of the Public Works Department, due to the extensive amount of work and expertise involved.

During the twelve (12) days that the bid was open for review, BidNet data indicates that twenty (20) vendors downloaded bid documents. On October 24, 2025, at 11:00am, two (2) sealed bids were opened by the Clerk's Office. The attached Bid Compliance Summary shows details of the bids for reference, and a summary of requested unit pricing is below:

Semmer Landscape LLC of Country Club Hills - \$21.45 sq. ft.
Christy Webber & Company of Chicago, IL - \$48.89 sq. ft.

Semmer Landscape LLC of Country Club Hills, Illinois is identified as the lowest responsible bidder for the 143rd Street Brick Paver Leveling project, with a submitted unit price of \$21.45 per sq. ft. Therefore, it is staff's recommendation that Semmer Landscape LLC of Country Club Hills, Illinois be awarded the project.

I move to approve and authorize the execution of a Contractor Agreement between the Village of Orland Park and Semmer Landscape LLC. of Country Club Hills, Illinois, as the lowest qualified responsive bidder for ITB 25-063 143rd Street Brick Paver Leveling for a cost of \$85,000.00 plus a contingency of \$8,500.00 for a total not-to-exceed contract price of \$93,500.00;

AND

Authorize the Village Manager to execute all related contracts, subject to Village Attorney review;

AND

Authorize the Village Manager to approve change orders related to this contract within the authorized amount.

This matter was APPROVED on the Consent Agenda.

2025-0869 Schussler Park Phase II Design Services, Contract Amendment, Supplement #1

On April 21, 2025, the Village Board awarded Phase II Design Services to Fehr Graham for the Phase II improvements at Schussler Park. The design has been completed and the construction contract was awarded to GLI Services, Inc. by the Village Board on October 20, 2025.

In preparation for the start of construction, staff sought a proposal from Fehr Graham to provide part-time construction observation services. The proposed services would provide an on-site presence twice a week in addition to administrative services such as reviewing shop drawings, RFI's, and change orders. Village Engineering staff will also provide supplementary construction observation services ensuring that the project has adequate engineering coverage. The Engineering Department's services are expected to save the Village approximately \$23,000.00.

I move to approve and authorize the execution of Change Order #1, Addendum A to the Professional Services Agreement with Fehr Graham of Aurora, Illinois for the Schussler Park Phase II Design Services to increase the total not-to-exceed contract amount by \$25,000.00 for the additional scope of services outlined in the attached Supplement #1 proposal for a revised total not-to-exceed contract amount of \$82,860.00;

AND

Authorize the Village Manager to execute all related contracts and change orders, subject to Village attorney review.

This matter was APPROVED on the Consent Agenda.

2025-0859 Fireworks - Notice of Cancellation

On February 28, 2024, the Village of Orland Park entered into an agreement with Pyrotecnico Fireworks, Inc. for professional services for a Pyro-Musical Production of the Village's Fourth of July fireworks display for a cost not to exceed

\$30,000 for 2024, 2025 and 2026 with an option to renew in 2027 and 2028 for a cost not to exceed \$32,000. The contract was amended May 7, 2025 increasing the not to exceed amount to \$35,000 for 2025 and 2026 and \$37,000 for 2027 and 2028 if the contract renewal option was exercised.

Staff worked closely with the vendor to execute a precise musically choreographed 21 - 23 minute firework display. Despite this, the 2025 fireworks display started approximately 30 minutes late. Staff learned at 9pm that the fireworks were not ready to launch. During the course of the next 55 minutes, staff worked to understand why there was a delay and when the show would begin. The explanation shared was that there was a faulty cable. The vendor was working through each shell bank to identify and fix the faulty wiring. At approximately 10pm, the fireworks show began, nearly 30 minutes after the scheduled show-time. Due to the wiring issue, the show was 40 shells short of the full display and a \$4,000 discount was received.

The set-up and preparation of the firework display were not impeded by weather or any other conditions. This failure was solely due to the vendors' inability to prepare the display during the set-up period as in previous years. The vendor failed to meet the obligation of the contract.

Staff believes it is in the best interest of the Village to cancel the contract between the Village of Orland Park and Pyrotecnico Fireworks, Inc, and reissue an RFP for three planned fireworks displays including the Fourth of July, a new Memorial Day weekend special event and the Taste of Orland Park in 2026, 2027 and 2028 with an option to renew for two additional years in 2029 and 2030.

The attached Notice of Termination will be issued upon approval of this contract termination.

I move to approve terminating the agreement dated February 28, 2024, between the Village of Orland Park and Pyrotecnico Fireworks, Inc. for the Village's Fourth of July fireworks display;

AND

Authorize the Village Manager to send a fifteen (15) day notice of cancellation.

This matter was APPROVED on the Consent Agenda.

DEVELOPMENT SERVICES

2025-0667 Orland Park Police Department Backup Dispatch Center Wireless Communication Facility

The proposed 80-foot lattice-style wireless communication tower meets the requirements of the Local Development Code (LDC) regarding location, height, design, and screening. It will be located more than 1,200 feet from the nearest

residence, exceeding the required 500-foot minimum requirement, and its 80-foot height is within the 100-foot limit for non-co-located towers. The design, color, and existing fencing and landscaping are intended to minimize visual impact from the surrounding area.

PLAN COMMISSION SUMMARY

Present at the Plan Commission meeting were 6 Commissioners, members of the public, the petitioner, and Village staff. No members of the public provided comments regarding this case. Following the staff presentation, one question was raised by the Commission concerning the design of the proposed tower, specifically why a lattice-style tower was proposed instead of a monopole structure. Mr. Dalzell responded that a monopole tower would block a significant portion of the radio frequency propagation from the antennas installed on it. He explained that a lattice-style tower allows for better signal performance, whereas a monopole structure would obstruct part of the signal and reduce overall capability.

The Plan Commission unanimously recommended approval of the Staff Recommended Motion 6 ayes, 0 nays, and 1 absent. This item is now before the Board of Trustees for consideration.

Trustee Milani had comments and questions. (refer to audio)

Chief of Police Eric Rossi responded to Trustee Milani. (refer to audio)

Village Manager George Koczwara had comments regarding this matter. (refer to audio)

Trustee Milani had questions. (refer to audio)

Village Manager Koczwara and Chief Rossi responded to Trustee Milani. (refer to audio)

I move to approve the Plan Commission Recommended Action Regarding Case Number 2025-0667;

AND

I move to adopt Ordinance 6055, entitled: ORDINANCE GRANTING A SPECIAL USE FOR A WIRELESS FACILITY (ORLAND PARK POLICE DEPARTMENT BACKUP DISPATCH CENTER WIRELESS COMMUNICATION FACILITY).

(THIS PART IS FOR REFERENCE ONLY - NOT NECESSARY TO BE READ OUT LOUD)

I move to approve a Special Use Permit for a Wireless Communication Facility at 10609 163rd Place, subject to the following conditions:

1. The petitioner shall develop the subject property in substantial conformance

with the final Village-approved special use permits, site plan, and building elevations

2. All ground-based mechanical equipment must be screened from view from the right-of-way and from outside of the vehicle seizure lot fence.
3. Final engineering, including structural engineering, must be approved prior to issuance of permits.
4. All building code requirements must be met, including required permits from outside agencies.

A motion was made by Trustee Lawrence, seconded by Trustee Nelson Katsenes, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

Enactment No: 6055

2025-0820 Land Development Code Amendment: Revise Rooftop Solar Panel Review Process

PROPOSED AMENDMENT SUMMARY

The goal of this proposed amendment is to revise the Environmental Clean Technology (ETC) regulations to simplify the review procedure for non-residential flush-mounted rooftop solar panels. In 2023, an amendment was approved to remove the Appearance Review requirement for residential flush-mounted rooftop solar panels.

Currently, Appearance Reviews for non-residential rooftop solar panels are conducted regularly, and staff has observed that they consistently meet the ETC code requirements. As a result, the need for Appearance Reviews for solar installations has become largely procedural rather than necessary.

The proposed amendment would streamline the process by allowing all flush-mounted rooftop solar installations to be approved administratively through the building permit review process. Ground-mounted or highly visible systems would continue to require an Appearance Review prior to building permit submittals to ensure appropriate design, adequate screening, and minimal visual impact.

PLAN COMMISSION SUMMARY

Present at the Plan Commission meeting were 7 Commissioners and Village staff. Following the Staff Recommendation, the commissioners commented that they encourage streamlining Village processes.

PLAN COMMISSION ACTION

Regarding Case Number 2025-0820, also known as "Land Development Code

Amendment: Revise Solar Panel Review Process,” the Plan Commission recommends that the Board of Trustees approves the Land Development Code Amendment for Section 6-314.B.1

I move to approve the Plan Commission Recommended Action regarding Case Number 2025-0820, also known as “Land Development Code Amendment: Revise Solar Panel Review Process.”;

AND

I move to adopt Ordinance 6056, entitled: AN ORDINANCE AMENDING THE LAND DEVELOPMENT CODE OF THE VILLAGE OF ORLAND PARK, AS AMENDED.

A motion was made by Trustee M. L. Leafblad, seconded by Trustee Lawler, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

Enactment No: 6056

RECREATION AND PARKS

2025-0860 2026 Southwest Job Fair Memorandum of Understanding

In January 11, 2024, the Village of Orland Park, the Village of Tinley Park, Cook County Commissioner Sean Morrison and the Orland Township hosted the first Southwest Job Fair at the Civic Center. The fair included 64 employers with a robust attendance estimated at 500.

In anticipation of higher attendance, the 2025 Job Fair was hosted at the Tinley Park Convention Center. One-hundred employers participated in the Fair. An estimate 1,700 job seekers attended the fair.

The 2026 Southwest Job Fair will be jointly hosted by the Village of Orland Park, the Village of Tinley Park, and Orland Township, on January 15, 2026, at the Tinley Park Convention Center. A variety of industries will be onsite recruiting for opportunities.

Expenses for the Job Fair include recruiter refreshments and lunch, job seeker giveaways, rental of the Convention Center, pipe and drape, electrical service to vendors and other supplies necessary to support the event. Total expense in 2025 were \$16,129.44 split between the Village of Orland Park and the Village of Tinley Park.

Total estimated expenses for the 2026 Job Fair are expected to be approximately \$20,000. Expenses will be split evenly between the Village of Orland Park, the Village of Tinley Park, and Orland Township.

The attached Memorandum of Understanding memorializes the Job Fair between the Villages of Orland Park, Tinley Park and Orland Township.

I move to approve the 2026 Job Fair Memorandum of Understanding between the Village of Orland Park, the Village of Tinley Park and Orland Township;

AND

Authorize the Village Manager to execute all related contracts, subject to Village Attorney review.

A motion was made by Trustee Lawrence, seconded by Trustee M. L. Leafblad, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

FINANCE

2025-0873 An Ordinance Amending Title 4, Chapter 3 Of The Orland Park Village Code Regarding Water Shutoff Fees

Currently, the Village has three levels of shutoff fees the Village charged when forced to shut off water connections due to nonpayment by the property owner. With the implementation of the new Tyler water Utility Billing software, this tiered approach creates complications. It creates a cumbersome and inefficient process for Village staff. The current fee structure would require staff to run the same process three separate times for each tier of fees. In addition, the Finance Department does not see that this tiered fee schedule deters any delinquent shut offs as well. This ordinance amendment removes the old fee structure for only shutoff fees and enforces a single \$100.00 fee for every time a resident gets their water turned off for nonpayment, regardless of how many times it has been shut off.

Village Manager George Koczwara had comments regarding this matter. (refer to audio)

Finance Director Chris Frankenfield presented information regarding this matter. (refer to audio)

President Dodge had a question. (refer to audio)

Village Manager Koczwara responded to President Dodge. (refer to audio)

Finance Director Frankenfield continued presenting. (refer to audio)

President Dodge had comments. (refer to audio)

Village Manager Koczwara responded to President Dodge's comments. (refer to audio)

Trustee Lawrence had questions. (refer to audio)

Finance Director Frankenfield and Village Manager Koczwara responded to Trustee Lawrence. (refer to audio)

I move to adopt Ordinance 6057, entitled: AN ORDINANCE AMENDING TITLE 4, CHAPTER 3 OF THE ORLAND PARK VILLAGE CODE REGARDING WATER SHUTOFF FEES.

A motion was made by Trustee Nelson Katsenes, seconded by Trustee M. L. Leafblad, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

Enactment No: 6057

2025-0870 FY2025 Budget Amendment #4 - 2024 Rollovers and Budget Transfer

A detailed spreadsheet (by fund) reflecting budget adjustments is attached.

Project Rollovers

As a result of delayed 2023 audit, the closing of the 2024 fiscal year occurred at the end of May 2025. Since then, a rollover amendment was passed to recognize several projects that were anticipated to be completed during 2024 but were delayed for a variety of reasons. Upon further cleanup of encumbrances and carryovers from closing of fiscal year 2024, the attached are the remaining projects for rollover. These rollovers do not result in an overall increase in Village spending as this spending was projected to have occurred in 2024. All items listed have been reviewed to ensure that the funds have not in fact been spent in 2024.

Property Acquisition

17101 Wolf Road PIN 27-29-300-034 is a 5.95-acre piece of property on the east

side of Wolf Road, currently located in unincorporated Cook County. The property was previously utilized for a school bus storage lot. The property currently has a gravel parking lot and small office building with a former auto shop. The Village intends to restore the property to its natural condition as the property currently lies in the floodplain and floodway. The Village has recently purchased the property. The original budget amendment estimated a purchase price for the property of \$1.3 million. The budget amendment (amendment #3) allocated the funds to the Capital Fund. Since the last amendment, more details have been available regarding the storm land redevelopment of this property and has been determined to be a function of the Water & Sewer Fund. This amendment #4 is requesting to move these funds from the Capital Fund to a more appropriate allocation within the Water & Sewer Fund.

I move to approve a net expenditure increase in the General Fund by \$267,495.56, a decrease in the Capital Improvement Fund expenditures by \$1,207,298.71 and increase in Water & Sewer Fund expenditures by \$2,825,911.45 in a net total amount of \$1,886,108.30 as detailed on the FY2025 Budget Amendment #4.

A motion was made by Trustee Lawler, seconded by Trustee M. L. Leafblad, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

2025-0872 Resolution Determining The 2025 Tax Levy In Compliance With The Truth In Taxation Law

Executive Summary

The property tax request for the police pension contribution will be higher than the tax levy approved one year ago. The police pension tax levy will increase from \$5,404,767 extended in 2024 to \$6,085,639 in 2025 (an increase of \$680,872, or 12.6%). This higher levy is due to demographic changes during the current year; having 8 members retire and replaced with new hires, some were lateral hires from other municipalities. The date of the actuarial valuation used to determine this contribution is 12/31/2024.

The proposed Village's share of levy for the Illinois Municipal Retirement Fund (IMRF) has increased by \$141,283, or 7.42%, and the Village's share of Social Security and Medicare taxes (FICA) has increased by \$71,913, or 8.15%. In accordance with State Statute, the municipal contribution rate for IMRF is actuarially determined each year by IMRF. Contributions are calculated as a percentage of covered payroll. A number of State statutes, as well as court decisions, mandate that local governments make their pension contributions. The recommended tax levy incorporates the Village's mandated pension contributions.

- The long-term bond funding plan contemplates annual levy for debt service of approximately \$7.6M for governmental sources. This year's direct levy for bond payments will total \$3,215,279, with the remaining portion from General Fund dollars transferred to the Debt Service Fund to pay for payments of the 2025 bond issuance sold on October 21st, 2025, per the 2023 Financial/Capital Improvement Plan. This transfer from General Fund to the Debt Service will be funded by the recent increase in Home Rule Sales Tax, as well as the implementation of the Utility Tax, which began in June of 2023.
- Village staff proposed property tax levy represents a \$494,063 increase for General Corporate Purposes, or 3.75%.
- This levy assumes a conservative 3.75% increase in EAV growth based on the past 10-year history. In order to capture this new growth without increasing the tax levy burden on tax payers, the proposed tax levy request is also capped at 3.75%.
- The Orland Park Library has not yet approved their levy request, but will do so at their November 17, 2025, Board meeting. The Library levy for operations includes a maximum increase of 4.5% for placeholder purposes. With the 4.5% increase, the total levy for the Library would be an increase of \$318,690.
- Since the proposed tax levy is not more than 5% than the taxes extended for the prior tax levy, a "Black Box" is not required. We will, however, publish the truth in taxation notice for full transparency, and will be available on the Village website.
- The attached Tax Levy Determination Resolution, proposed to be approved at the November 3, 2025, Village Board meeting, will illustrate an overall maximum property tax levy increase of 3.75% for the Village. The Library levy includes a maximum tax levy increase of 4.5% for operations with no levy for debt service. This Tax Levy Determination Resolution will illustrate an overall maximum property tax levy increase for the Village and the Library combined of 4.01%. Once the tax levy is determined at the November 3, 2025 meeting, the Village Board can set the tax levy amount equal to or below the maximum amount, but it cannot set the levy above the maximum amount. The actual tax levy will be approved at the December 1, 2025, Village Board meeting.

Tax Levy Process

In order to collect a property tax, government agencies in the State of Illinois are required to establish a "tax levy". The tax levy is a projection of the monies the government agency obtains through the annual property tax. The Village Board adopts a property tax levy by ordinance, and files the ordinance with the Cook and Will County Clerks by the last Tuesday in December.

Funds identified in the tax levy and subsequent collections of property tax are

utilized by the Village, along with other revenue sources, to fund the Village Budget. One of the more difficult aspects to understand regarding the property tax system in Illinois pertains to its timing. The Village's 2025 tax levy will be incorporated in the property tax bills property owners receive in 2026 and will be used by the Village to fund a portion of the 2026 Budget.

The tax levy ordinance adopted by the Village is filed with the Cook and Will County Clerks, whose offices determines the "tax rate" needed to raise the dollars levied by the Village. As a home-rule community, the Village levies in dollars rather than by a specific tax rate, although Village staff can reasonably estimate the tax levy dollar amount needed to match a certain tax levy rate. The Village does not receive any additional dollars if the assessed valuation of property in the Village increases or decreases. Rather, the amount of the Village tax levy remains the same, and is spread over a greater or lesser total assessed valuation of property (which results in a decrease or increase in the actual Village tax rate).

For the 2025 tax levy, the total assessed valuation is anticipated to increase as a result of property growth.

The actual property tax rate is determined by the Cook and Will County Clerks and appears on the property owner's property tax bill. The tax rate is applied to the property's assessed valuation, which determines the amount of money the taxpayer pays to the Village and other taxing agencies. Property owners will note that the Village is only one of many taxing bodies that appear on the annual property tax bill accounts for approximately 6% of a property tax bill.

Impact to Homeowner

The final element in preparing the tax levy is estimating the impact of a property tax levy on a typical homeowner. The key piece of information for estimating this impact is determining what the equalized assessed valuation of all property in the Village will be for the pending tax year. The equalized assessed value, or EAV, is the result of applying the state equalization factor to the assessed value of all parcels of property in the Village. Tax bills are calculated by multiplying the EAV (after any deductions for homesteads) by the tax rate. The EAV is not certified until months after the tax levy ordinances are due in December.

Recommended Tax Levy

Since the proposed tax levy is not more than 5% of the taxes extended for the prior tax levy, a "Black Box" is not required. However, the Village will publish the Black Box for full transparency and will hold a hearing on December 1, 2025. The attached Tax Levy Determination Resolution, will illustrate an overall maximum property tax levy over the previous year's extended levy. Once the tax levy is determined at the November 3, 2025, meeting, the Village Board can set the tax levy amount equal to or below the maximum amount, but it cannot set the levy

above the maximum amount. The actual tax levy will be approved at the December 1, 2025, Village Board meeting.

The text of the proposed "Black Box" hearing notice is as follows:

NOTICE OF PROPOSED PROPERTY
TAX LEVY FOR THE
VILLAGE OF ORLAND PARK

I. A public hearing to approve a proposed property tax levy increase for the Village of Orland Park for 2025 will be held on Monday, December 1, 2025 at 7:00 p.m. at the Village Board Room located at the Frederick T. Owens Village Hall, 14700 S. Ravinia Avenue, Orland Park, Illinois 60462.

Any person desiring to appear at the public hearing and present testimony to the taxing district may contact Mary Ryan Norwell, Village Clerk, 14700 S. Ravinia Avenue, Orland Park, Illinois 60462, telephone number (708) 403-6150.

II. The Proposed corporate and special purpose property taxes to be levied for 2025 are \$17,854,474.

III. The property taxes extended for debt service and public building commission leases for 2024 were \$2,801,728. The estimated property taxes to be levied for debt service and public building commission leases for 2025 are \$3,215,279. This represents a 14.76 % increase over the previous year.

IV. The total property taxes extended or abated for 2024 were \$20,257,000. The estimated total property taxes to be levied for 2025 are \$21,069,753. This represents a 4.16% increase over the previous year.

PRESIDENT AND BOARD OF TRUSTEES
VILLAGE OF ORLAND PARK, ILLINOIS.

By: Mary Ryan Norwell, Village Clerk

Village Manager George Koczwara and Finance Director Chris Frankenfield presented information regarding this matter. (refer to audio)

President Dodge and Trustee Milani had questions. (refer to audio)

Village Manager Koczwara responded to their questions and continued presenting.

Finance Director Frankenfield presented information. (refer to audio)

President Dodge had comments. (refer to audio)

Village Manager Koczwara had comments and continued presenting. (refer to audio)

President Dodge had comments and questions. (refer to audio)

Village Manager Koczwara responded to President Dodge.

Finance Director Frankenfield and Village Manager Koczwara continued presenting.

President Dodge, Trustee Healy and Trustee Leafblad had comments. (refer to audio)

Village Manager Koczwara had comments. (refer to audio)

I move to adopt Resolution 2566, entitled: A RESOLUTION DETERMINING THE 2025 TAX LEVY IN COMPLIANCE.

A motion was made by Trustee Lawrence, seconded by Trustee Lawler, that this matter be APPROVED. The motion carried by the following vote:

Aye: 6 - Trustee Healy, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 1 - Trustee Nelson Katsenes

Enactment No: 2566

2025-0884 Resolution Making the FY2026 Proposed Annual Budget Available for Public Inspection and Setting a Public Hearing Date

This resolution is a step in the annual budget process. The Village Board previously held the budget workshop on October 15, 2025. This resolution will provide direction to make the proposed budget available for public inspection and will set the public hearing date.

The revised budget will be available by visiting the Village website. The transmittal letter will include a list of changes made since the proposed budget was distributed to elected officials on October 5th, 2025.

The attached Public Hearing Notice will be published by November 17, 2025, in the Daily Southtown newspaper. At the December 1, 2025, Board meeting, the Board will hold the hearing and will consider an ordinance to adopt the 2026 budget.

Trustee Lawrence had a question. (refer to audio)

Finance Director Chris Frankenfield and Village Manager Koczwara responded to

Trustee Lawrence. (refer to audio)

Trustee Milani had comments. (refer to audio)

Finance Director Frankenfield responded to Trustee Milani. (refer to audio)

I move to adopt Resolution 2567, entitled: RESOLUTION MAKING THE FY2026 PROPOSED ANNUAL BUDGET AVAILABLE FOR PUBLIC INSPECTION AND SETTING A PUBLIC HEARING DATE.

A motion was made by Trustee M. L. Leafblad, seconded by Trustee Lawler, that this matter be PASSED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

Enactment No: 2567

VILLAGE MANAGER

2025-0886 Service Delivery Review Request for Proposals

The Village offers a wide range of essential public services including emergency services, utilities, public works, and more, all aimed at fulfilling the Village's mission which is to enhance the quality of life for those that live, work and visit Orland Park. Those that rely on the Village want responsive, high-performing public services, without substantial increases to costs.

As a service provider, it is critical to have knowledgeable, dedicated, engaged professionals in every facet of the organization to not only achieve this mission but exceed it. As part of leadership development and training in 2023, the Village took part in a Q12 Gallup Employee Engagement Survey. Gallup has measured employee engagement across thousands of organizations using their 12-item engagement survey. The survey measures employees' perspectives on the most crucial elements of workplace culture. Measuring and managing engagement is critical to all leaders and teams. Engaged employees have higher wellbeing, better retention, lower absenteeism and higher satisfaction.

Based on the attached results of the 2023 Gallup Q12 results, a RFP was issued in 2023 seeking proposals for a Police Department Organizational assessment. In total, (8) proposals were received at the time. This Assessment was to be completed with the cooperation of the rank and file and was to be the vehicle for implementing any potential alternate schedules and other potential changes to enhance public safety and increase engagement. The then-Village Board opted not to proceed with the assessment.

A renewed emphasis is now being placed on making the Village a greater provider of services. All great organizations share one thing in common: a constant drive to be the best. Making steady, consistent progress toward its mission can only come from a culture of discipline, diligence in continuous improvement, and adapting as needs arise.

At the July 21, 2025, Committee of the Whole meeting, staff was directed to proceed with the RFP. The proposed scope of work calls for the following:

Ø Police Department Service Delivery Review

The review will help the department prepare for the future, maximize existing resources, and develop a staffing plan for both sworn and civilian positions. Areas to be reviewed will include Technology Evaluation, Environment, Organizational Leadership & Culture, Operations & Staffing, Patrol, Community Engagement, Investigations, Operational Policies, Data & Technical Equipment, Fleet, Training, Recruitment & Retention, Professional Standards, Dispatch, and Schedule & District Redesign.

Ø Village-wide Assessment

The review will help plan and identify the knowledge, skills, and abilities needed for effective service delivery across all departments. Areas to be reviewed will include organizational structure and functions, staffing levels, department goals/objectives, compensation, overtime, succession planning, performance measures, and user fees.

Six firms submitted proposals (see attached RFP Compliance Summary). Interviews were conducted with three of the six firms. Staff recommends the selection of Raftelis for the Police Department and Village-wide Assessment, with the exception of the compensation and user fees studies, which would be performed by Baker Tilly. Both firms have extensive experience and expertise in these areas.

The user fee study is designed to allow the Village to determine the extent to which service expenses could be recouped. Data will be collected to generate a fully burdened hourly cost for employees involved in each process. Village costs will be compared with peer communities, and a recommended fee schedule will be developed.

The compensation study will include 1-on-1s with department heads, review job descriptions, evaluate compensable factors for each position, assess the Fair Labor Standards Act designations, analyze benefits, and perform a market assessment of peer communities. Deliverables will include a compensation philosophy and a recommended pay plan.

I move to approve the selection of Raftelis for \$418,175 and Baker Tilly for a cost

of \$216,700;

AND

Authorize the Village Manager to sign each agreement subject to Village Attorney review.

A motion was made by Trustee Lawler, seconded by Trustee M. L. Leafblad, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

2025-0889 Advocacy & Legislative Consulting Selection

In August, the Village issued a Request for Proposals for Advocacy & Legislative Consulting.

The proposed scope of services calls for the consultant to act as a liaison with state and local government officials. Anticipated activities and tasks include:

- Research, prepare and lobby proposals desired by the Village.
- Position the Village to maximize local, state and federal funding opportunities.
- Promote the Village's legislative proposals by communicating with state and other governmental officials through personal contact, position papers, testimony and other such means as appropriate.
- Monitor legislation, arrange for bill sponsorship, perform issue analysis and brief Village officials on legislative issues.
- Draft legislation in support of the Village's legislative priorities.
- Prepare monthly informational reports and action calls during legislative sessions to inform the Village of the legislative process and status of Village proposals.
- Perform other duties in relation to the Village's intergovernmental relations, including counsel, attendance and testimony at intergovernmental meetings.

Five firms submitted proposals (see attached RFP Compliance Summary). Interviews were conducted with four of the five firms. Staff recommends the selection of Matthew O'Shea Consulting and Michael Best Strategies. Both firms have extensive experience and expertise in this field.

At a subsequent Committee of the Whole and Board of Trustee meetings, the Village Board will be asked to finalize legislative priorities that the Village would like to pursue.

I move to approve the selection of Matthew O'Shea Consulting and Michael Best Strategies for one-year terms for a cost not to exceed \$60,000 each;

AND

Authorize the Village Manager to sign each agreement subject to Village Attorney review.

A motion was made by Trustee Lawler, seconded by Trustee Lawrence, that this matter be APPROVED. The motion carried by the following vote:

Aye: 5 - Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 2 - Trustee Healy, and Trustee Nelson Katsenes

2025-0893 An Ordinance Amending Title 2 of the Orland Park Village Code Regarding Boards, Commissions and Committees

On July 7, 2025, the Village Board adopted Ordinance No. 6023, which made wholesale enhancements to the Village Code regarding Boards, Commissions, and Committees. In one of the Whereas statements of that ordinance, it called for up to 7 members.

Because of overwhelming public interest, this ordinance will change the potential number of members from up to 7 to up to 11. On a related note, to determine the number of appointed members needed to achieve a quorum, the total number of appointed members should be divided by 2 and then add 1. For example, if only 8 members have been appointed, it will take 5 appointed members to achieve a quorum.

The ordinance also calls for the Chairperson for each board and commission to be appointed by the Mayor following a recommendation from the board or commission and the advice and consent of the Board of Trustees.

Assistant Village Manager Jim Culotta had comments regarding this matter. (refer to audio)

I move to adopt Ordinance 6058, entitled: AN ORDINANCE AMENDING TITLE 2 OF THE ORLAND PARK VILLAGE CODE REGARDING BOARDS, COMMISSIONS AND COMMITTEES.

A motion was made by Trustee Lawler, seconded by Trustee M. L. Leafblad, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

Enactment No: 6058

BOARD COMMENTS

Trustees Healy, Milani, Lawler, Lawrence, Leafblad and President Dodge had Board comments. (refer to audio)

ADJOURNMENT: 10:09 P.M.

A motion was made by Trustee Milani, seconded by Trustee Nelson Katsenes, that this matter be APPROVED. The motion carried by the following vote:

Aye: 7 - Trustee Healy, Trustee Nelson Katsenes, Trustee Milani, Trustee Lawrence, Trustee Lawler, Trustee M. L. Leafblad, and Village President Dodge Jr.

Nay: 0

2025-0932 Audio Recording for November 3, 2025, Board of Trustees Meeting

NO ACTION

/AS

APPROVED: November 17, 2025

Respectfully Submitted,

/s/ Mary Ryan Norwell

Mary Ryan Norwell, Village Clerk

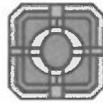
MAYOR

James Dodge

VILLAGE CLERK

Mary Ryan Norwell

14700 S. Ravinia Avenue
Orland Park, IL 60462
(708)403-6100
orlandpark.org



**ORLAND
PARK**

FINANCE

TRUSTEES

William R. Healy

Cynthia Nelson Katsenes

Michael R. Milani

Dina M. Lawrence

John Lawler

Joanna M. Liotine Leafblad

November 17, 2025

Caitlin Humrickhouse
Baker Tilly Advisory Group, LP
205 N. Michigan Ave, Suite 2800
Chicago, IL 60601

NOTICE OF AWARD – RFP #25-046 – SERVICE DELIVERY REVIEW

Dear Caitlin,

This notification is to inform you that on November 3, 2025, the Village of Orland Park Board of Trustees approved awarding Baker Tilly Advisory Group, LP the contract in accordance with the proposal you submitted dated August 7, 2025, for Service Delivery Review for an amount not to exceed two hundred sixteen thousand seven hundred dollars and 00/100 (\$216,700.00) Dollars.

In order to begin this project, you must comply with the following within ten (10) business days of the date of this Notice of Award, which is by December 2, 2025:

- Complete and return enclosed Certificate of Compliance, Insurance Requirements Form, and Business Relationship Disclosure Form.
- Submit electronically a **Certificate of Insurance** which must be accompanied by **all required policy endorsements** from your insurance company in accordance with all of the Insurance Requirements for a) primary & non-contributory additional insured status, b) the General Liability subrogation waiver and c) the Workers' Compensation subrogation waiver, per the Insurance Requirements. You may contact the Village's Contractual Risk Manager, Dan Letourneau at 630-846-8862 or ltcrs2019@gmail.com.
- In order to properly document your vendor relationship with the Village of Orland Park, your company must provide the Village with a completed W-9 Form.
- Included is an Electronic Funds Transfer (EFT) Authorization Form. Enrollment is optional, and by authorizing EFTs, you will receive payments from the Village faster and securely. Additionally, the Village will send you an email notification when payment has been remitted. If you'd like to enroll in EFT payments, complete, sign and submit electronically the EFT Authorization Form.

You will receive the contract via email from BidNet Direct ASC eSign after the Insurance Certificate and Endorsements have been approved by the Village. All documents listed above are to be submitted to Brandi Watson, Purchasing/Contract Administrator at bwatson@orlandpark.org and are required prior to the commencement of work. You will receive notification from BidNet Direct of the fully executed contract and will be issued a Notice to Proceed letter. Failure to comply with these conditions within the time specified will entitle the Village to consider your proposal abandoned and to annul this Notice of Award. If you have any questions, please do not hesitate to call me at 708-403-6195 or e-mail me at bwatson@orlandpark.org.

Sincerely,

Brandi Watson

Brandi Watson
Purchasing/Contract Administrator

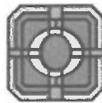
MAYOR

James Dodge

VILLAGE CLERK

Mary Ryan Norwell

14700 S. Ravinia Avenue
Orland Park, IL 60462
(708)403-6100
orlandpark.org



**ORLAND
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FINANCE

TRUSTEES

William R. Healy
Cynthia Nelson Katsenes
Michael R. Milani
Dina M. Lawrence
John Lawler
Joanna M. Liotine Leafblad

November 17, 2025

Isaac Bales
Baker Tilly Advisory Group, LP
205 N. Michigan Ave, Suite 2800
Chicago, IL 60601

NOTICE OF AWARD – RFP #25-046 – SERVICE DELIVERY REVIEW

Dear Issac,

This notification is to inform you that on November 3, 2025, the Village of Orland Park Board of Trustees approved awarding Baker Tilly Advisory Group, LP the contract in accordance with the proposal you submitted dated August 7, 2025 for the Service Delivery Review for an amount not to exceed two hundred sixteen thousand seven hundred dollars and 00/100 (\$216,700.00) Dollars.

The award includes the following services:

- Compensation Study: \$162,800.00 (excluding the Optional Employee Pay Equity component for \$11,000.00)
- User Fee Study: \$53,900.00 for the Service Delivery Review

In order to begin this project, you must comply with the following within ten (10) business days of the date of this Notice of Award, which is by December 2, 2025:

- Complete and return enclosed Certificate of Compliance, Insurance Requirements Form, and Business Relationship Disclosure Form.
- Submit electronically a **Certificate of Insurance** which must be accompanied by **all required policy endorsements** from your insurance company in accordance with all of the Insurance Requirements for a) primary & non-contributory additional insured status, b) the General Liability subrogation waiver and c) the Workers' Compensation subrogation waiver, per the Insurance Requirements. You may contact the Village's Contractual Risk Manager, Dan Letourneau at 630-846-8862 or lcrs2019@gmail.com.
- In order to properly document your vendor relationship with the Village of Orland Park, your company must provide the Village with a completed W-9 Form.
- Included is an Electronic Funds Transfer (EFT) Authorization Form. Enrollment is optional, and by authorizing EFTs, you will receive payments from the Village faster and securely. Additionally, the Village will send you an email notification when payment has been remitted. If you'd like to enroll in EFT payments, complete, sign and submit electronically the EFT Authorization Form.

You will receive the contract via email from BidNet Direct ASC eSign after the Insurance Certificate and Endorsements have been approved by the Village. All documents listed above are to be submitted to Brandi Watson, Purchasing/Contract Administrator at bwatson@orlandpark.org and are required prior to the commencement of work. You will receive notification from BidNet Direct of the fully executed contract and

will be issued a Notice to Proceed letter. Failure to comply with these conditions within the time specified will entitle the Village to consider your proposal abandoned and to annul this Notice of Award. If you have any questions, please do not hesitate to call me at 708-403-6195 or e-mail me at bwatson@orlandpark.org.

Sincerely,

Brandi Watson

Brandi Watson
Purchasing/Contract Administrator

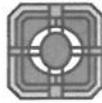
MAYOR

James Dodge

VILLAGE CLERK

Mary Ryan Norwell

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Orland Park, IL 60462
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orlandpark.org



**ORLAND
PARK**

FINANCE

TRUSTEES

William R. Healy

Cynthia Nelson Katsenes

Michael R. Milani

Dina M. Lawrence

John Lawler

Joanna M. Liotine Leafblad

December 15, 2025

Caitlin Humrickhouse
Baker Tilly Advisory Group, LP
205 N. Michigan Ave, Suite 2800
Chicago, IL 60601

NOTICE OF PROCEED – RFP #25-046 – SERVICE DELIVERY REVIEW

Dear Caitlin,

This notification is to inform you that the Village of Orland Park has received the electronic contract, certifications, and insurance documents in order for work to commence on the above stated project.

The Village has processed Contract Number #20250508 for this contract/service. It is imperative that this number be noted on all invoices, correspondence, etc. All invoices should be sent directly to the Accounts Payable Department at 14700 S. Ravinia Ave. Orland Park, IL 60462 or emailed to accountspayable@orlandpark.org. Also, your final invoice for this contract/service should state that it is the final invoice pertaining to that Contract Number.

Sincerely,

Brandi Watson

Brandi Watson
Purchasing/Contract Administrator

