



Key Staffing and Operations Review for Village of Oak Park

Supplemental Data and Information

Version 1.0



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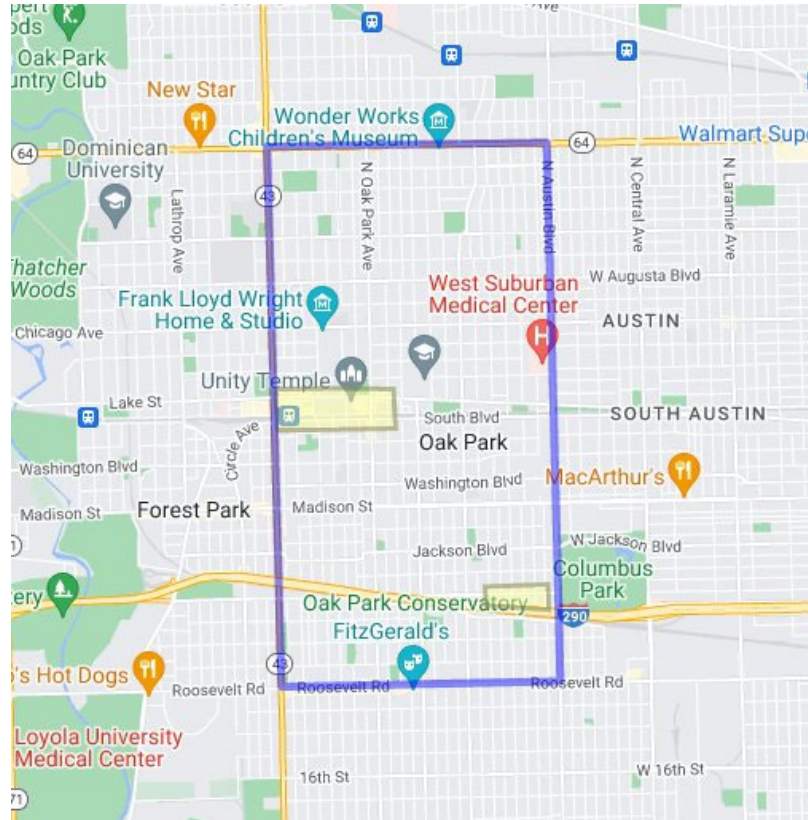
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Chapter 1: The Policing Environment

SDI Figure 1.1: Village Map



Source: Department Provided Data

SDI Table 1.1: Population Trends

| | 1980 | 1990 | 2000 | 2010 | 2020 | 2021 |
|------------|--------|--------|--------|--------|----------|------------|
| Population | Census | Census | Census | Census | ACS Est. | Projected* |
| Population | 33,005 | 53,762 | 52,524 | 51,426 | 52,102 | 52,170 |
| Increase | | 20,757 | -1,238 | -1,098 | 676 | 744 |
| % Change | | 62.89% | -2.30% | -2.09% | 1.31% | 1.45% |

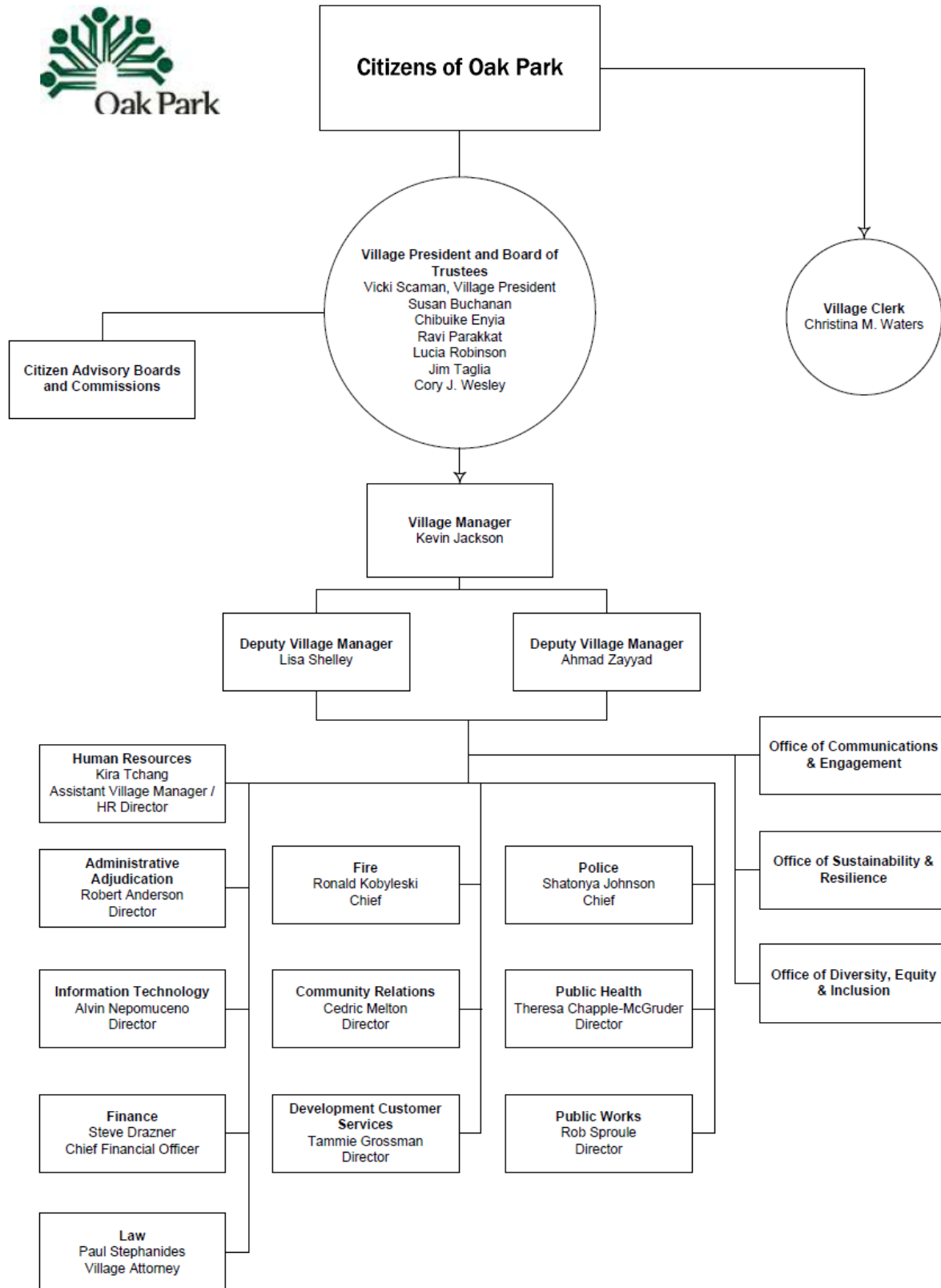
Source: U.S. Census Bureau

SDI Table 1.2: Population Age Ranges

| Population by Age by Age | ACS 2010 Census | 2010 Percent | ACS 2020 Number | 2020 Percent | 2010-2020 Pct. Change | 2021 Projected | 2021 Projected Pct. |
|-----------------------------|--------------------|-----------------|-----------------------|-----------------|--------------------------|-------------------|------------------------|
| 0 - 4 | 3,869 | 7.52% | 3,047 | 5.85% | -21.25% | 2,965 | 5.68% |
| 5-9 | 3,399 | 6.61% | 3,411 | 6.55% | 0.35% | 3,412 | 6.54% |
| 10-14 | 3,531 | 6.87% | 3,709 | 7.12% | 5.04% | 3,727 | 7.14% |
| 15 - 19 | 2,885 | 5.61% | 3,139 | 6.02% | 8.80% | 3,164 | 6.07% |
| 20 - 24 | 2,341 | 4.55% | 2,269 | 4.35% | -3.08% | 2,262 | 4.34% |
| 25 - 34 | 6,672 | 12.97% | 6,118 | 11.74% | -8.30% | 6,063 | 11.62% |
| 35 - 44 | 8,584 | 16.69% | 7,891 | 15.15% | -8.07% | 7,822 | 14.99% |
| 45 - 54 | 8,669 | 16.86% | 7,713 | 14.80% | -11.03% | 7,617 | 14.60% |
| 55 - 59 | 3,509 | 6.82% | 3,105 | 5.96% | -11.51% | 3,065 | 5.87% |
| 60-64 | 2,827 | 5.50% | 3,494 | 6.71% | 23.59% | 3,561 | 6.83% |
| 65 - 74 | 2,781 | 5.41% | 4,940 | 9.48% | 77.63% | 5,156 | 9.88% |
| 75 - 84 | 1,622 | 3.15% | 2,387 | 4.58% | 47.16% | 2,464 | 4.72% |
| 85+ | 737 | 1.43% | 879 | 1.69% | 19.27% | 893 | 1.71% |
| Total | 51,426 | | 52,102 | | | 52,170 | |

Source: U.S. Census Bureau

SDI Figure 1.2: Village Government Organizational Chart



Source: Agency Provided Data (current structure, November 2022)

SDI Table 1.3: Government Budget

| Village of Oak Park | 2017 | 2018 | 2019 | 2020 | 2021 | % Change 2017-2021 |
|---------------------|---------------|---------------|---------------|---------------|---------------|--------------------|
| Adjusted Budget | \$176,038,974 | \$164,236,637 | \$200,175,528 | \$198,975,968 | \$150,680,135 | -14.41% |
| Percent Change | | -6.70% | 21.88% | -0.60% | -24.27% | |

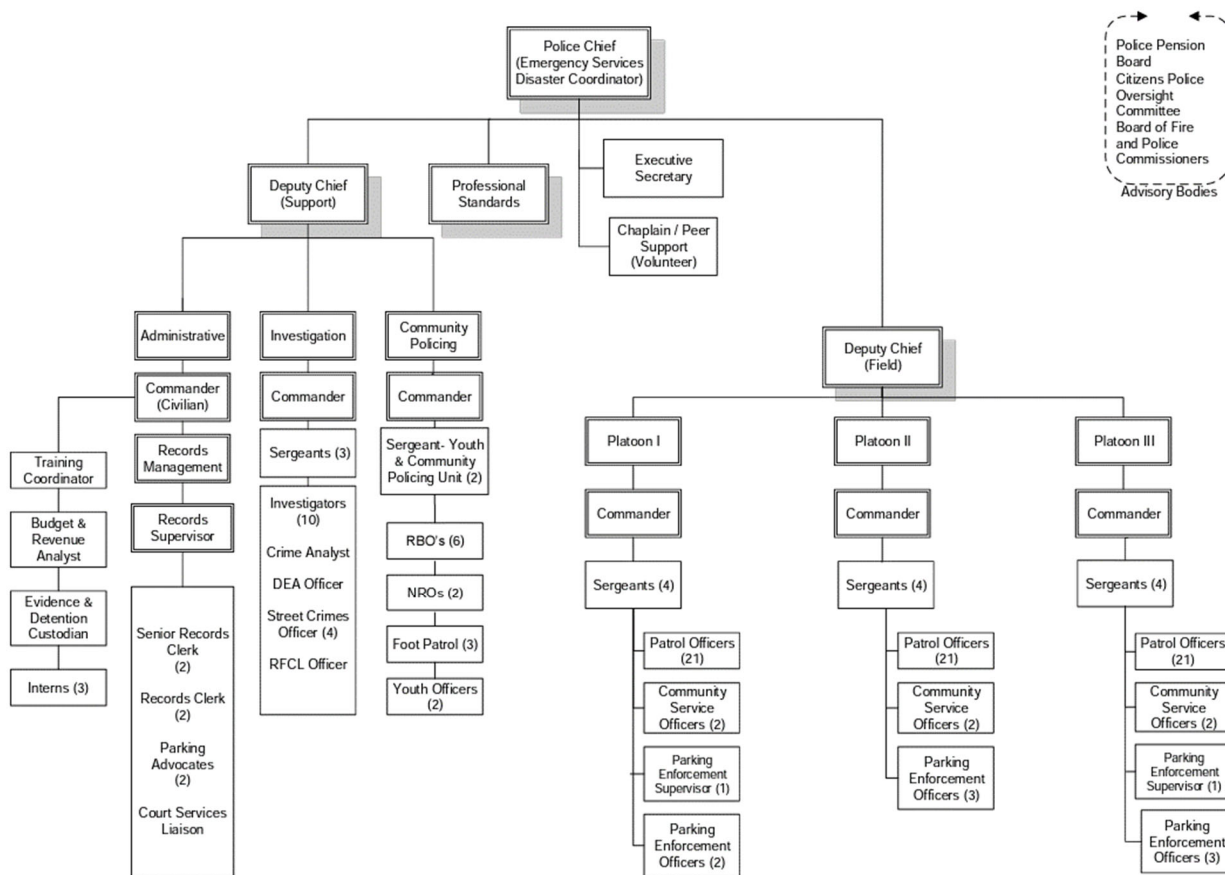
Source: Agency Provided Data

SDI Table 1.4: Police Department Budget

| Oak Park Police Department | 2017 | 2018 | 2019 | 2020 | 2021 | % Change 2017-2021 |
|----------------------------|--------------|--------------|--------------|--------------|--------------|--------------------|
| Police | 7,672,270 | 7,876,676 | 8,641,371 | 8,551,594 | 9,451,877 | 23.20% |
| Field Services | 10,531,033 | 11,572,105 | 10,832,530 | 11,561,919 | 11,165,527 | 6.02% |
| Support Services | 4,272,484 | 4,068,421 | 5,403,858 | 5,714,355 | 5,777,818 | 35.23% |
| Total Expenditures | \$22,475,787 | \$23,517,202 | \$24,877,759 | \$25,827,868 | \$26,395,222 | 17.44% |
| Percent Change | | 4.63% | 5.79% | 3.82% | 2.20% | |

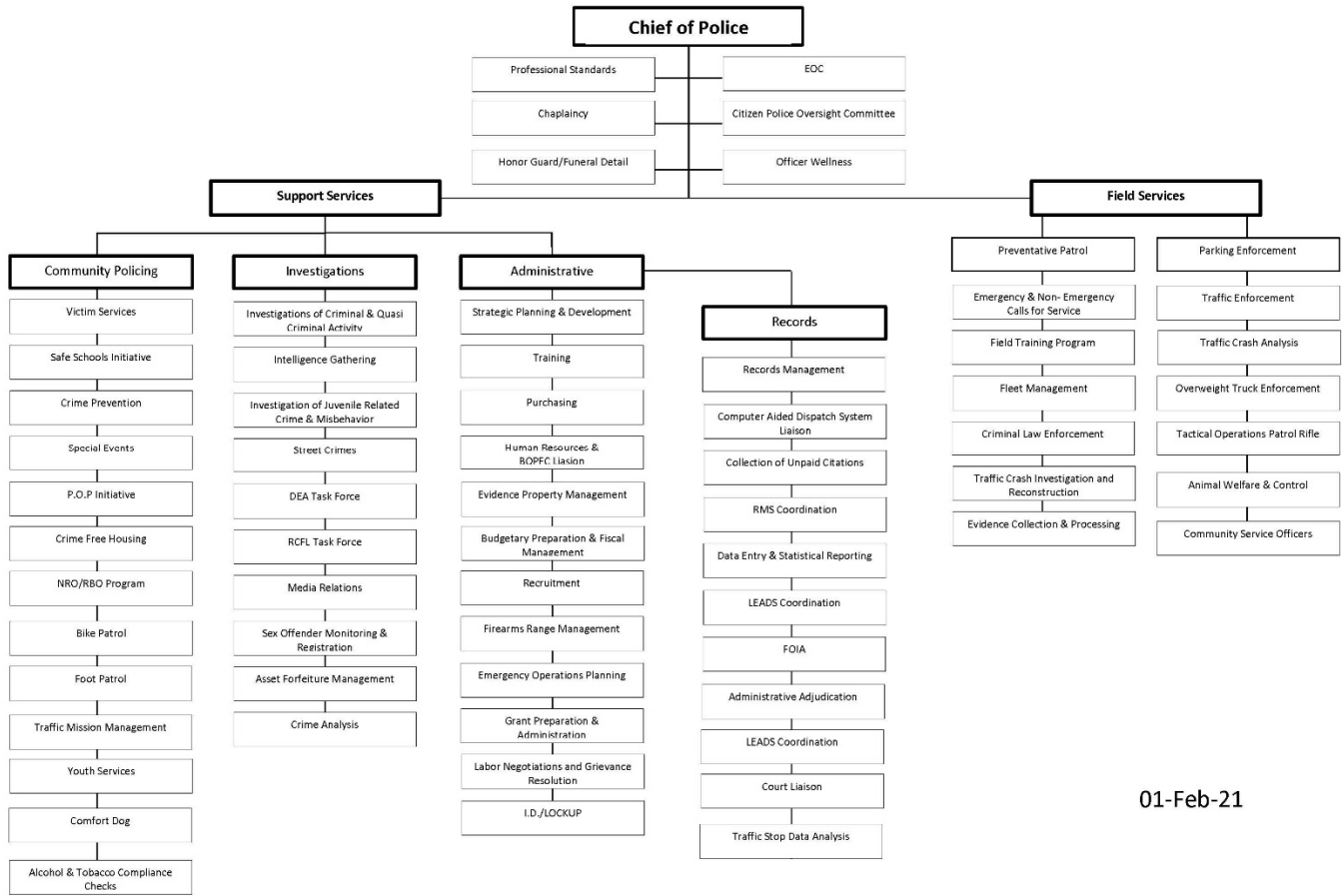
Source: Agency Provided Data

SDI Figure 1.3: Police Department Organizational Chart



Source: Agency Provided Data

SDI Figure 1.4: Police Department Functional Organizational Chart



01-Feb-21

Source: Agency Provided Data

SDI Table 1.5: Historic Staffing Levels

| Year | Population | # of Sworn | # of Non-Sworn |
|------|------------|------------|----------------|
| 2017 | 51,753 | 112 | 21 |
| 2018 | 52,313 | 107 | 24 |
| 2019 | 52,311 | 109 | 28 |

Source: FBI Uniform Crime Reports

SDI Table 1.6: Personnel Allocation Comparisons

| | Population | Authorized Officers | Executive | Mid-Level Supervisors | First-Line Supervisors | All Officers |
|-------------------------------------------|----------------|---------------------|--------------|-----------------------|------------------------|---------------|
| Benchmark Averages | 172,795 | 236 | 3.19% | 3.49% | 11.75% | 81.57% |
| | | | | | | |
| Prior Studies - 100+ Officers | 256,832 | 357 | 2.77% | 5.04% | 11.56% | 80.63% |
| | | | | | | |
| Prior Studies - Under 100 Officers | 24,777 | 48 | 2.07% | 6.21% | 14.48% | 77.24% |
| | | | | | | |
| Oak Park PD | 51,426 | 118 | 3 | 5 | 17 | 93 |
| Percentages | | | 2.54% | 4.24% | 14.41% | 78.81% |

Note: Executive includes the Chief of Police and two steps below. Mid-level includes three steps below the Chief, to one-step above the line-level supervisor.

Source: <http://www.opkansas.org/maps-and-stats/benchmark-cities-survey/>

SDI Table 1.7: Part 2 Crimes

| Incident Description | 2019 | 2020 | 2021 | Avg. | % Change '20-'21 |
|-------------------------------|-------------|-------------|-------------|-------------|------------------|
| Drug Offenses | 28 | 18 | 18 | 21 | 0% |
| Liquor Law Violations | 1 | 4 | 1 | 2 | -75% |
| DUI | 29 | 25 | 27 | 27 | 8% |
| Criminal Damage to Property | 252 | 339 | 345 | 312 | 2% |
| Criminal Trespass to Property | 55 | 31 | 46 | 44 | 48% |
| Deceptive Practice | 215 | 599 | 494 | 436 | -18% |
| Disorderly Conduct | 79 | 233 | 117 | 143 | -50% |
| Sex Offense Non Forcible | 1 | 1 | | 1 | -100% |
| Kidnapping | 2 | 3 | 3 | 3 | 0% |
| Curfew Violations | 2 | 1 | 2 | 2 | 100% |
| Family Offenses Non-Violent | | | 2 | 2 | N/A |
| Extortion | | 1 | | 1 | -100% |
| Peeping Tom | | 1 | | 1 | -100% |
| Pornography | | 1 | | 1 | -100% |
| Runaway | 11 | 12 | 8 | 10 | -33% |
| All Other Violations | 186 | 216 | 151 | 184 | -30% |
| Non-Reportable Offenses | 5061 | 4497 | 4924 | 4827 | 9% |
| Motor Vehicle Offenses | | 4 | | 4 | -100% |
| TOTALS | 5922 | 5986 | 6138 | 6015 | 3% |

Source: Agency Provided Data

SDI Table 1.8: Call for Service Totals

| CFS Types | 2021 Count |
|--------------------------------|------------|
| Burglar Alarm | 3651 |
| Suspicious Person | 2988 |
| Suspicious Auto | 2911 |
| Assist Fire Department | 2786 |
| Welfare Check | 2683 |
| Meet Complainant | 1827 |
| Assist Other Police Department | 1096 |
| Station Report | 855 |
| 911 Hang Up | 775 |
| Abandoned Auto | 677 |
| Escort | 576 |
| Suspicious Incident | 541 |
| Crisis Intervention | 530 |
| Found Property | 524 |
| Customer Dispute | 488 |
| Hold Up Alarm | 487 |
| Motorist Assist | 469 |
| Stray Animal | 414 |
| Death Investigation | 381 |
| Premise Check Called In | 373 |
| Open Door | 352 |
| Elevator Alarm | 346 |
| Hand-waver | 339 |
| Fire Alarm | 311 |
| Missing Adult | 295 |
| Citizen Assist | 289 |
| Lock Out or In | 261 |
| Person Down | 224 |
| Screaming Person | 210 |
| Missing Juvenile | 209 |

| CFS Types | 2021 Count |
|------------------------------|---------------|
| Animal Complaints Other | 195 |
| Unconscious Fainting | 194 |
| School Crossing | 192 |
| Lost Article | 174 |
| Neighbor Dispute | 169 |
| Intoxicated Subject | 166 |
| Runaway | 146 |
| Psychiatric Abnormal Suicide | 133 |
| Fall Report | 131 |
| Slumper (passed out driver) | 131 |
| Structure Fire | 118 |
| Suicide | 100 |
| Suspicious Noise | 100 |
| Unknown Problem | 88 |
| Car Alarm | 66 |
| Vehicle Fire | 63 |
| Confused Person | 62 |
| Sick or Injured Animal | 51 |
| Outside Ringer | 50 |
| Overdose Poisoning | 50 |
| All Others | 413 |
| Grand Total | 30,660 |

Source: Police Department Records Data (50 incidents or more)

Chapter 2: Organizational Leadership and Culture

SDI Table 2.1: Ten Shared Principles

| Oak Park Police Department Ten Shared Principles |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>NOW BE IT THEREFORE RESOLVED that the Oak Park, Illinois, Police Department adopts these same Ten Shared Principles as their own, and adds its name to the historic agreement between the Illinois NAACP and the ILACP. These are the Ten Shared Principles:</p> <ol style="list-style-type: none">1. We value the life of every person and consider life to be the highest value.2. All persons should be treated with <u>dignity and respect</u>. This is another foundational value.3. We <u>reject discrimination</u> toward any person that is based on race, ethnicity, religion, color, nationality, immigrant status, sexual orientation, gender, disability, or familial status.4. We endorse the six pillars in the report of the President's Task Force on 21st Century Policing. The first pillar is to <u>build and rebuild trust</u> through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.5. We endorse the four pillars of <u>procedural justice</u>, which are fairness, voice (i.e., an opportunity for citizens and police to believe they are heard), transparency, and impartiality.6. We endorse the values inherent in <u>community policing</u>, which includes community partnerships involving law enforcement, engagement of police officers with residents outside of interaction specific to enforcement of laws, and problem-solving that is collaborative, not one-sided.7. We believe that developing strong ongoing <u>relationships</u> between law enforcement and communities of color at the leadership level and street level will be the keys to diminishing and eliminating racial tension.8. We believe that law enforcement and community leaders have a mutual responsibility to encourage all citizens to gain a better understanding and knowledge of the law to assist them in their interactions with law enforcement officers.9. We support <u>diversity</u> in police departments and in the law enforcement profession. Law enforcement and communities have a mutual responsibility and should work together to make a concerted effort to recruit diverse police departments.10. We believe de-escalation training should be required to ensure the safety of community members and officers. We endorse using de-escalation tactics to reduce the potential for confrontations that endanger law enforcement officers and community members; and the principle that human life should be taken only as a last resort <p>Dated: June 19, 2019 – LaDon Reynolds, Chief of Police</p> |

Source: OPPD Patrol Room

SDI Table 2.2: Guiding Principles and Values

| Oak Park Police Department Principles and Values | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| Guiding Principles and Values | |
| Communication: Sharing our knowledge, perspectives and information openly, regularly and clearly with citizens and each other | |
| Customer Service: Understanding and providing for the needs of our customers in a prompt, courteous and caring manner | |
| Diversity: Valuing, promoting and nurturing human diversity in staff, consultants and contractors | |
| Fiscal Stewardship: Assuring the most cost-effective and efficient use of the public's money; earning and maintaining public trust | |
| Integrity: Committed to the highest ideals of honor and integrity in all public and professional relationships | |
| Learning Organization: Challenging ourselves to learn, grow and expand our professional and technical knowledge | |
| Professional Management: Dedicated to consistent, accountable, and equitable and effective management techniques and systems | |
| Recognition: Appreciating the contributions of our most important resource: Village employees and those citizens who volunteer their time and expertise in service to the community | |
| Team Work: Working collaboratively through personal initiative, professional accountability, mutual respect and trust | |

Source: OPPD Patrol Room

SDI Table 2.3: 21st Century Policing

| Area | Max. Possible | Average Score | Pct. of Max. |
|----------------------------------------|---------------|---------------|---------------|
| Building Trust and Legitimacy | 18 | 14.57 | 80.95% |
| Policy and Oversight | 30 | 18.29 | 60.95% |
| Technology and Social Media | 10 | 7.57 | 75.71% |
| Community Policing and Crime Reduction | 36 | 20.71 | 57.54% |
| Training and Education | 18 | 12.57 | 69.84% |
| Officer Wellness and Safety | 12 | 9.00 | 75.00% |
| Totals | 124 | 82.71 | 66.71% |

Source: 21st Century Policing Survey

SDI Table 2.4: Grievances

| Grievance Items | 2020 | 2021 | 2022 | Total All Years |
|----------------------|------|------|------|-----------------|
| Number of Grievances | 2 | 6 | 3 | 11 |

Source: Agency Provided Data

SDI Table 2.5: Respondent Profile

| Unit Assignment | Total |
|------------------------------------------|-------|
| Executive and Command Staff, Sworn | 5 |
| Non-Sworn Supervisor or Manager | 1 |
| Other Non-Sworn Personnel | 3 |
| Patrol - Sworn Officer | 40 |
| Investigations Division - Sworn | 10 |
| Specialty Division or Assignment - Sworn | 9 |

Source: Organizational Survey

Chapter 3: Operations and Staffing

SDI Table 3.1: Call Received to Dispatched

| Priority | Count | Total Lag Time | Per CFS Lag |
|----------|-------|----------------|-------------|
| P | 5752 | 183:42:00 | 0:01:55 |
| 1 | 12544 | 678:24:00 | 0:03:15 |
| 2 | 10151 | 969:54:00 | 0:05:44 |

Source: Police Department CAD Data

Chapter 4: Patrol Services

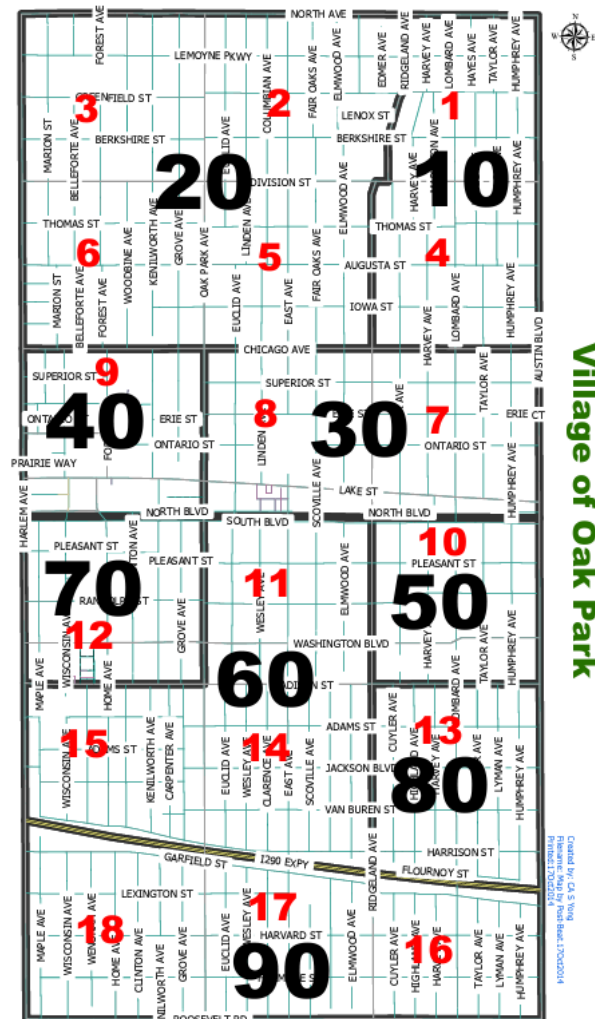
SDI Table 4.1: Patrol Staffing and Distribution of Personnel

| Section | Total Number |
|------------------|--------------|
| Commander | 3 |
| Patrol Sergeants | 12 |
| Patrol Officers | 63 |
| *Totals | 78 |

Source: Police Department Data

*Includes vacancies

SDI Figure 4.1: District/Beat Map



Source: Agency Provided Data

SDI Table 4.2: Patrol Watch Shift Hours

| Shift | Begin | End | # of Hours | Maximum Number Scheduled per Day | Shift Minimum (formal or informal) | Corporal or Sergeant Y or N | Other Supervisor Y or N |
|--------------|-------|------|------------|----------------------------------|------------------------------------|-----------------------------|-------------------------|
| Dayshift 1 | 600 | 1600 | 10 | 6 | 4 | N | Y |
| Dayshift 2 | 700 | 1700 | 10 | 5 | 4 | N | Y |
| Nightshift 1 | 2000 | 600 | 10 | 6 | 4 | N | Y |
| Nightshift 2 | 2100 | 700 | 10 | 5 | 4 | N | Y |
| Power-shift* | 1300 | 2300 | 10 | 11 | 8 | N | Y |

Source: Police Department Provided Data

SDI Table 4.3: Patrol and Supplemental Patrol Unit Hours FY 21-22

| Unit | Hours on Call | | |
|--------------------------------------|--------------------|--------------------|--------------------|
| Patrol | Community | Officer | Total |
| Patrol | 22759:17:46 | 6301:05:51 | 29060:23:37 |
| Sub-Total | 22759:17:46 | 6301:05:51 | 29060:23:37 |
| Supplemental Patrol | Community | Officer | Total |
| Administration | 18:30:22 | 8:29:38 | 27:00:00 |
| Animal Control | 57:00:58 | | 57:00:58 |
| Community Oriented Policing Officers | 1008:33:33 | 2850:26:13 | 3858:59:46 |
| Community Oriented Policing Sergeant | 21:36:27 | 22:41:11 | 44:17:38 |
| Community Service Officers | 119:15:30 | 9:36:36 | 128:52:06 |
| Desk Officer (CSO) | 131:39:14 | 23:59:50 | 155:39:04 |
| Patrol Commander | 18:02:22 | 2:13:49 | 20:16:11 |
| Patrol Sergeant | 2380:49:03 | 300:51:10 | 2681:40:13 |
| Sub-Total | 3755:27:29 | 3218:18:27 | 6973:45:56 |
| Investigations | Community | Officer | Total |
| Investigations Commander | 39:28:22 | 11:46:38 | 51:15:00 |
| Investigations Sergeant | 104:20:05 | 43:17:54 | 147:37:59 |
| Investigator | 847:45:26 | 1027:05:57 | 1874:51:23 |
| Investigator - Youth | 101:06:14 | 167:14:38 | 268:20:52 |
| Street Crimes Officer | 144:28:41 | 185:19:15 | 329:47:56 |
| Street Crimes Sergeant | 96:27:57 | 91:55:00 | 188:22:57 |
| Sub-Total | 1333:36:45 | 1526:39:22 | 2860:16:07 |
| Non-Patrol | Community | Officer | Total |
| Parking Officers | 1540:39:03 | 20:09:53 | 1560:48:56 |
| Parking Supervisor | 88:16:42 | | 88:16:42 |
| Training | 16:42:49 | 10:56:15 | 27:39:04 |
| Unknown | 71:26:29 | 110:31:58 | 181:58:27 |
| Subtotal | 1717:05:03 | 141:38:06 | 1858:43:09 |
| Grand Total | 29565:27:03 | 11187:41:46 | 40753:08:49 |

Source: Police Department CAD Data

SDI Table 4.4: Officer Workload Survey – Reports

| Title | Oak Park PD | *Prior Studies |
|----------------------------|-------------|----------------|
| Number of Responses | 53 | 151 |
| Number of Written Reports | 43 | 361 |
| Average Reports per Shift | 0.81 | 2 |
| Average Minutes per Report | 50.70 | 35 |

Source: Patrol Workload Survey

SDI Table 4.5: Officer Workload Survey – Calls for Service

| Title | Oak Park PD | *Prior Studies Avg. |
|---------------------------------|-------------|---------------------|
| Number of Responses | 53 | 156 |
| Number of CFS Reported | 265 | 1245 |
| Average CFS Responses per Shift | 5.00 | 7.96 |
| Average Minutes per CFS | 39.87 | 39.50 |

Source: Patrol Workload Survey

SDI Table 4.6: Average Cumulative Times by Disposition CFS FY 21-22

| Disposition Type | Total Events | Total Hours | Avg. Min. Per Event |
|-----------------------------|---------------|---------------|---------------------|
| Report Written | 15,801 | 15,023 | 57.05 |
| Other Police Service | 20,167 | 5,741 | 17.08 |
| Gone on Arrival | 5,403 | 1,099 | 12.20 |
| No Police Service or Report | 1,571 | 808 | 30.86 |
| Other Jurisdiction | 1,780 | 549 | 18.51 |
| False Alarm | 4,217 | 542 | 7.71 |
| Peace Restored | 1,139 | 309 | 16.28 |
| Unfounded not Bona-fide | 855 | 149 | 10.46 |
| Parking Citation Issued | 365 | 107 | 17.59 |
| All Others | 856 | 183 | 12.83 |
| *Grand Total | 52,154 | 24,510 | 28.20 |

Source: Police Department CAD Data (patrol officers and patrol sergeants only)

*Events with a minimum of 100 annual hours

SDI Table 4.7: Most Frequent Agency Activity by Time Spent FY 21-22

| Community Initiated | Hours on CFS | Pct. of Total |
|-----------------------------------------|---------------------|----------------------|
| Crime | | |
| Domestic Disturbance/Assault | 1,513 | 6.17% |
| Theft | 1,394 | 5.68% |
| Disturbance/Disorderly Conduct | 1,381 | 5.63% |
| Disturbance | 693 | 2.83% |
| Noise Complaint | 223 | 0.91% |
| Assault | 836 | 3.41% |
| Burglary | 779 | 3.18% |
| Unwanted Person | 747 | 3.05% |
| Crime - Total Annual Hours | 11,473 | 46.78% |
| Service | | |
| Suspicious Person/Vehicle/Condition | 1,269 | 5.17% |
| Suspicious Auto | 240 | 0.98% |
| Suspicious Incident | 220 | 0.90% |
| Suspicious Person | 642 | 2.62% |
| Assist the Public | 1,169 | 4.77% |
| Escort | 216 | 0.88% |
| Meet Complainant | 619 | 2.52% |
| Fire Department Assist | 1,133 | 4.62% |
| Assist Fire Department | 954 | 3.89% |
| Welfare Check | 822 | 3.35% |
| Welfare Check | 726 | 2.96% |
| Alarm | 814 | 3.32% |
| Service - Total Annual Hours | 8,786 | 35.82% |
| Traffic | | |
| Motor Vehicle Crash | 3,081 | 12.56% |
| Traffic - Other | 540 | 2.20% |
| Parking | 347 | 1.41% |
| Traffic/Roadway Hazard | 298 | 1.21% |
| Traffic - Total Annual Hours | 4,268 | 17.40% |
| *Community Initiated Total Hours | 24,527 | 100.00% |

Source: Police Department Records/CAD Data (patrol officers and patrol sergeants only)

SDI Table 4.8: Most Frequent Agency Activity by Volume FY 21-22

| *Description | Event Type | FY 21-22 | Percent |
|-------------------------------------|------------|---------------|----------------|
| Alarm | Service | 9579 | 9.79% |
| Suspicious Person/Vehicle/Condition | Service | 6612 | 8.29% |
| Assist the Public | Service | 6562 | 7.97% |
| Disturbance/Disorderly Conduct | Criminal | 6065 | 7.06% |
| Motor Vehicle Crash | Traffic | 5063 | 6.59% |
| Welfare Check | Service | 4467 | 5.88% |
| Unwanted Person | Criminal | 4382 | 5.49% |
| Theft | Criminal | 2989 | 4.95% |
| Fire Department Assist | Service | 2842 | 4.80% |
| Parking | Traffic | 2353 | 3.31% |
| Traffic - Other | Traffic | 1922 | 3.26% |
| Domestic Disturbance/Assault | Criminal | 1711 | 3.14% |
| Ordinance Violation - Other | Criminal | 1708 | 2.29% |
| Hit and Run Motor Vehicle Crash | Criminal | 1606 | 2.07% |
| Station Report | Service | 1295 | 2.01% |
| Criminal Damage to Property | Criminal | 1290 | 1.66% |
| 911 HANG UP | Service | 1134 | 1.59% |
| Found/Lost Property | Service | 1087 | 1.54% |
| Animal Complaints Other | Service | 1028 | 1.52% |
| Traffic/Roadway Hazard | Traffic | 1024 | 1.48% |
| Assist Other Agency | Service | 966 | 1.24% |
| Customer/Neighbor Dispute | Service | 952 | 1.18% |
| Assault | Criminal | 890 | 1.05% |
| Abandoned Auto | Service | 852 | 1.00% |
| Grand Total | | 25,255 | 100.00% |

Source: Police Department Records/CAD (patrol officers and patrol sergeants only)

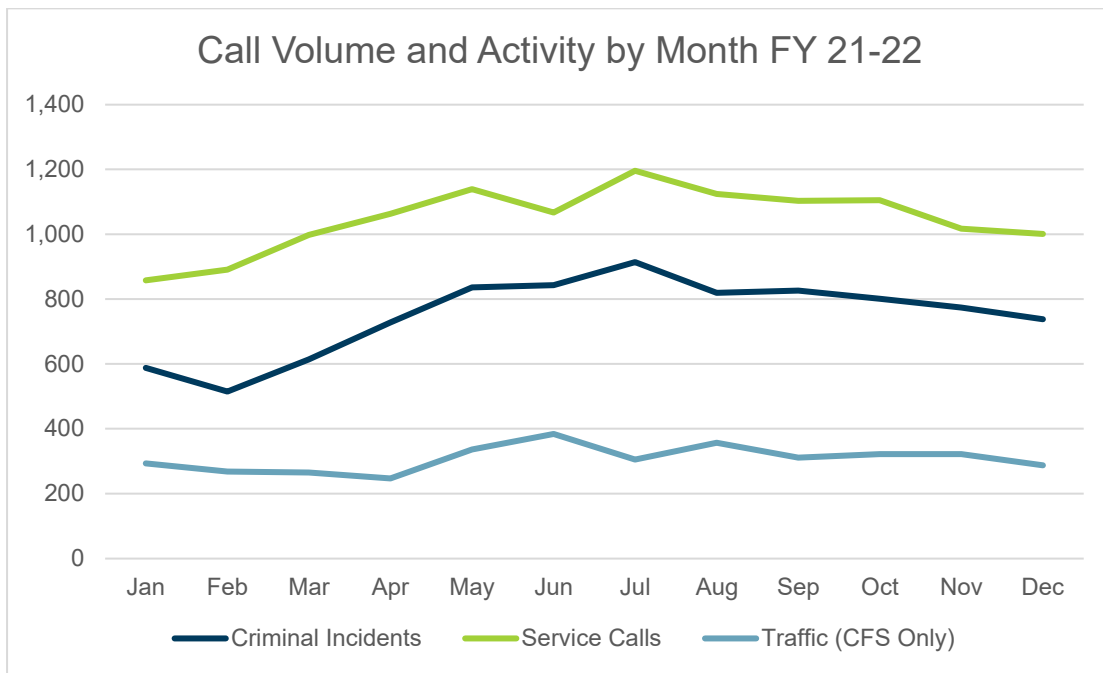
*Top events by frequency with a minimum of 1% of the overall volume.

SDI Table 4.9: CFS Volume by Category FY 21-22

| Total CFS Volume: Community-Initiated and Officer Initiated | | | | |
|-------------------------------------------------------------|----------------|------------------|---------------------------|-----------------------|
| | Count of Calls | % of Total Calls | Sum of Time Spent (Hours) | % of Total Time Spent |
| Crime | 9,500 | 28.42% | 12,549 | 44.79% |
| Service | 14,521 | 43.44% | 9,675 | 34.53% |
| Traffic | 9,409 | 28.15% | 5,793 | 20.68% |
| Grand Total | 33,430 | 100.00% | 28,017 | 100.00% |
| CFS Volume: Community-Initiated | | | | |
| Call Category | Count of Calls | % of Total Calls | Sum of Time Spent (Hours) | % of Total Time Spent |
| Crime | 8,996 | 35.62% | 11,474 | 46.78% |
| Service | 12,562 | 49.74% | 8,787 | 35.82% |
| Traffic | 3,697 | 14.64% | 4,268 | 17.40% |
| Grand Total | 25,255 | 100.00% | 24,529 | 100.00% |
| CFS Volume: Officer-Initiated | | | | |
| Call Category | Count of Calls | % of Total Calls | Sum of Time Spent (Hours) | % of Total Time Spent |
| Crime | 504 | 6.17% | 1,075 | 30.82% |
| Service | 1,959 | 23.96% | 888 | 25.46% |
| Traffic | 5,712 | 69.87% | 1,525 | 43.72% |
| Grand Total | 8,175 | 100.00% | 3,488 | 100.00% |

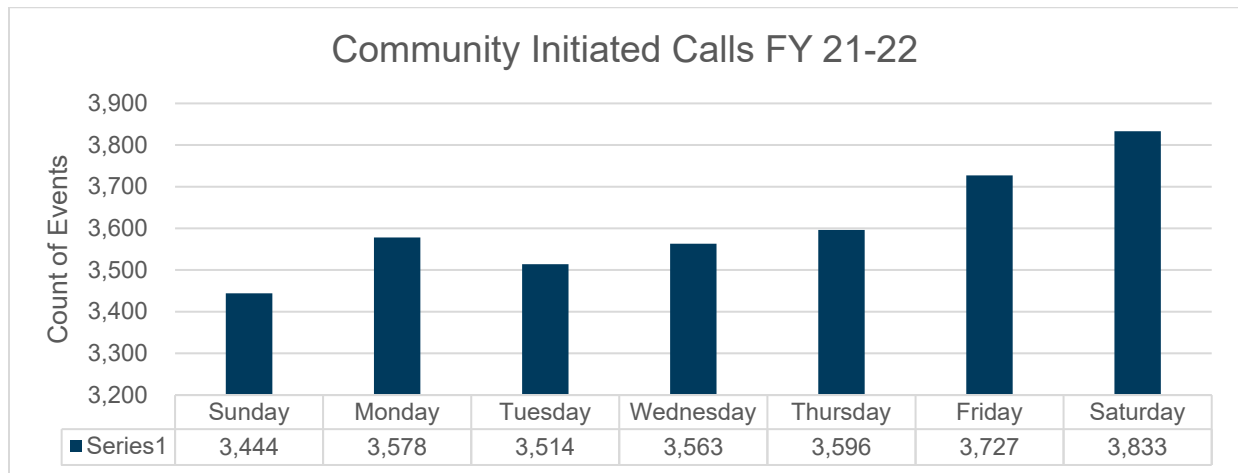
Source: Police Department CAD Data (patrol officers and patrol sergeants only)

SDI Figure 4.2: Call Volume by Month



Source: Police Department CAD Data (patrol officers and patrol sergeants only)

SDI Figure 4.3: Call Volume by Day of the Week



Source: Police Department CAD Data (patrol officers and patrol sergeants only)

SDI Table 4.10: CFS by Hour – Shift Configuration FY 21-22

| Community | | | Officer | | |
|-----------|-----------|---------|----------|---------|------------------|
| Hour | CFS Total | Percent | Activity | Percent | |
| 0600 | 504 | 2.00% | 53 | 0.65% | 0700-1500 39.41% |
| 0700 | 848 | 3.36% | 409 | 5.00% | |
| 0800 | 1093 | 4.33% | 508 | 6.21% | |
| 0900 | 1208 | 4.78% | 306 | 3.74% | 1500-2300 43.27% |
| 1000 | 1242 | 4.92% | 278 | 3.40% | |
| 1100 | 1370 | 5.42% | 298 | 3.65% | |
| 1200 | 1386 | 5.49% | 240 | 2.94% | 2300-0700 17.32% |
| 1300 | 1412 | 5.59% | 505 | 6.18% | |
| 1400 | 1393 | 5.52% | 733 | 8.97% | |
| 1500 | 1524 | 6.03% | 521 | 6.37% | 47.11% |
| 1600 | 1595 | 6.32% | 387 | 4.73% | |
| 1700 | 1512 | 5.99% | 307 | 3.76% | |
| 1800 | 1361 | 5.39% | 275 | 3.36% | 52.49% |
| 1900 | 1328 | 5.26% | 206 | 2.52% | |
| 2000 | 1277 | 5.06% | 284 | 3.47% | |
| 2100 | 1180 | 4.67% | 446 | 5.46% | 38.52% |
| 2200 | 1151 | 4.56% | 627 | 7.67% | |
| 2300 | 920 | 3.64% | 521 | 6.37% | |
| 0000 | 718 | 2.84% | 450 | 5.50% | 29.61% |
| 0100 | 653 | 2.59% | 375 | 4.59% | |
| 0200 | 490 | 1.94% | 246 | 3.01% | |
| 0300 | 399 | 1.58% | 123 | 1.50% | |
| 0400 | 334 | 1.32% | 44 | 0.54% | |
| 0500 | 357 | 1.41% | 33 | 0.40% | |
| Total | 25255 | 100.00% | 8175 | 100.00% | |

Source: Police Department CAD Data (patrol officers and patrol sergeants only)

SDI Table 4.11: District Size and Population

| District Size | Sq. Miles |
|---------------|-------------|
| O10 | 0.46 |
| O20 | 1.10 |
| O30 | 0.53 |
| O40 | 0.28 |
| O50 | 0.25 |
| O60 | 0.77 |
| O70 | 0.26 |
| O80 | 0.30 |
| O90 | 0.75 |
| Total | 4.70 |

Source: Agency Provided Data

SDI Table 4.12: Count of Community CFS by Shift and Beat FY 21-22

| Zone | 0600-1400 | CFS/Shift | 1400-2200 | CFS/Shift | 2200-0600 | CFS/Shift |
|----------------------|---------------|-------------|---------------|--------------|---------------|--------------|
| O10 | 915 | 2.51 | 1091 | 2.99 | 641 | 1.76 |
| O20 | 1022 | 2.80 | 1210 | 3.32 | 510 | 1.40 |
| O30 | 1389 | 3.81 | 1769 | 4.85 | 857 | 2.35 |
| O40 | 1355 | 3.71 | 1798 | 4.93 | 785 | 2.15 |
| O50 | 815 | 2.23 | 989 | 2.71 | 596 | 1.63 |
| O60 | 1806 | 4.95 | 2126 | 5.82 | 964 | 2.64 |
| O70 | 1287 | 3.53 | 1640 | 4.49 | 844 | 2.31 |
| O80 | 1235 | 3.38 | 1453 | 3.98 | 867 | 2.38 |
| O90 | 1675 | 4.59 | 2032 | 5.57 | 1034 | 2.83 |
| Pct. by Shift | 35.16% | | 43.14% | | 21.70% | |
| Totals | | 31.5 | | 38.65 | | 19.45 |

Source: Police Department CAD Data (patrol officers and patrol sergeants only)

SDI Table 4.13: Patrol Allocations by Hour

| Hour | Day Shift 1 | Day Shift 2 | Power Shift | Night Shift 1 | Night Shift 2 | Total |
|------|-------------|-------------|-------------|---------------|---------------|-------|
| 0600 | 6 | | | | 5 | 11 |
| 0700 | 6 | 5 | | | | 11 |
| 0800 | 6 | 5 | | | | 11 |
| 0900 | 6 | 5 | | | | 11 |
| 1000 | 6 | 5 | | | | 11 |
| 1100 | 6 | 5 | | | | 11 |
| 1200 | 6 | 5 | | | | 11 |
| 1300 | 6 | 5 | 11 | | | 22 |
| 1400 | 6 | 5 | 11 | | | 22 |
| 1500 | 6 | 5 | 11 | | | 22 |
| 1600 | | 5 | 11 | | | 16 |
| 1700 | | | 11 | | | 11 |

| Hour | Power Shift | Night Shift 1 | Night Shift 2 | Total |
|------|-------------|---------------|---------------|-------|
| 1800 | 11 | | | 11 |
| 1900 | 11 | | | 11 |
| 2000 | 11 | 6 | | 17 |
| 2100 | 11 | 6 | 5 | 22 |
| 2200 | 11 | 6 | 5 | 22 |
| 2300 | | 6 | 5 | 11 |
| 0000 | | 6 | 5 | 11 |
| 0100 | | 6 | 5 | 11 |
| 0200 | | 6 | 5 | 11 |
| 0300 | | 6 | 5 | 11 |
| 0400 | | 6 | 5 | 11 |
| 0500 | | 6 | 5 | 11 |

Source: Police Department Provided Data

SDI Table 4.14: Community-Initiated CFS by Priority Level FY 21-22

| Call Priority | Community-Initiated CFS | % of Total | Average of response time minutes |
|--------------------|-------------------------|-------------|----------------------------------|
| 1 | 11703 | 46% | 0:04:39 |
| 2 | 7899 | 31% | 0:05:41 |
| 3 | 3 | 0% | 0:03:26 |
| 5 | 35 | 0% | 0:03:29 |
| 9 | 1 | 0% | 0:07:13 |
| P | 5594 | 22% | 0:03:28 |
| Grand Total | 25,235 | 100% | 0:04:43 |

Source: Police Department CAD Data (patrol officers and patrol sergeants only)

SDI Table 4.15: Response Time in Minutes by Priority and Beat FY 21-22

| Priority | Beat | | | | | | | | | Grand Total |
|--------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | O10 | O20 | O30 | O40 | O50 | O60 | O70 | O80 | O90 | |
| 1 | 0:04:21 | 0:05:43 | 0:04:28 | 0:04:37 | 0:04:47 | 0:04:25 | 0:04:31 | 0:04:11 | 0:04:57 | 0:04:40 |
| 2 | 0:05:12 | 0:06:34 | 0:05:36 | 0:05:45 | 0:05:43 | 0:05:18 | 0:05:57 | 0:05:23 | 0:05:48 | 0:05:41 |
| 3 | 0:00:00 | 0:00:00 | 0:04:38 | 0:00:00 | 0:00:00 | 0:00:00 | 0:03:36 | 0:02:03 | 0:00:00 | 1:00:00 |
| 5 | 0:00:00 | 0:04:11 | 0:02:55 | 0:00:00 | 0:01:23 | 0:04:34 | 0:02:51 | 0:02:54 | 0:05:24 | 0:03:48 |
| 9 | 0:00:00 | 0:00:00 | 0:00:00 | 0:00:00 | 0:00:00 | 0:00:00 | 0:07:13 | 0:00:00 | 0:00:00 | 1:00:00 |
| P | 0:03:26 | 0:04:11 | 0:03:15 | 0:03:55 | 0:03:03 | 0:03:33 | 0:03:29 | 0:03:00 | 0:03:30 | 0:03:30 |
| Grand Total | 0:04:24 | 0:05:42 | 0:04:30 | 0:04:49 | 0:04:46 | 0:04:28 | 0:04:44 | 0:04:25 | 0:04:56 | 0:04:44 |

Source: Police Department CAD Data (patrol officers and patrol sergeants only)

SDI Table 4.16: CFS Response Times – In vs. Out of Beat FY 21-22

| | Incidents | Total Time Dispatch to Arrival | % of Total CFS In vs. Out of Beat | Avg. Response Time |
|--------------------|--------------|--------------------------------|-----------------------------------|--------------------|
| In Beat | 11912 | 949:01:27 | 48% | 0:04:47 |
| Out Beat | 13299 | 1029:32:31 | 52% | 0:04:39 |
| Grand Total | 25211 | 1978:33:58 | 100% | |

Source: Police Department CAD Data (patrol officers and patrol sergeants only)

SDI Table 4.17: In vs. Out of Beat Comparisons (OPPD FY 21-22)

| Prior Study Cities | In-Beat Response % | Response Time In-Beat | Response Time Out of Beat |
|--------------------|--------------------|-----------------------|---------------------------|
| Range | 34% to 78% | 0:07:13 to 0:13:36 | 0:06:25 to 0:15:14 |
| OPPD | 48% | 4:47 | 4:39 |

Source: Includes data from prior studies

SDI Table 4.18: Back-Up Response FY 21-22

| *Call Origin and Unit | Count of Events | % of Events |
|-----------------------|-----------------|----------------|
| Primary Units | | |
| Crime | 9283 | 35.65% |
| Service | 12972 | 49.81% |
| Traffic (CFS Only) | 3787 | 14.54% |
| Sub-Total | 26,042 | 48.02% |
| Back-Up | | |
| Crime | 12631 | 44.81% |
| Service | 12741 | 45.20% |
| Traffic (CFS Only) | 2818 | 10.00% |
| Sub-Total | 28,190 | 51.98% |
| Totals | 54,232 | 100.00% |

Source: Police Department CAD Data

Includes patrol, patrol sergeants, detectives, COP officers and COP sergeants

SDI Table 4.19: CFS Workload Calculations FY 21-22

| Patrol Workload Calculation | Count of Incidents | Time per Incident | Total Hours |
|-----------------------------|--------------------|-------------------|--------------------|
| Primary Units | | | |
| Crime | 9,283 | 0:41:43 | 6454:21:10 |
| Service | 12,972 | 0:26:32 | 5736:24:25 |
| Traffic (CFS Only) | 3,787 | 0:44:46 | 2825:54:13 |
| Sub-Total | 26,042 | 0:34:36 | 15016:39:48 |
| Back-Up | | | |
| Crime | 12,631 | 0:28:26 | 5987:00:09 |
| Service | 12,741 | 0:17:15 | 3662:29:37 |
| Traffic (CFS Only) | 2,818 | 0:35:09 | 1650:56:59 |
| Sub-Total | 28,190 | 0:24:03 | 11300:26:45 |
| Totals | 54,232 | 0:58:39 | 26317:06:33 |

Source: Police Department CAD Data

Includes patrol, patrol sergeants, detectives, COP officers and COP sergeants

SDI Table 4.20: Back-Up Comparisons

| Prior Studies | Community- Initiated Primary Response | Community- Initiated Back- Up |
|----------------------|------------------------------------------------------|----------------------------------------------|
| Averages | 56% | 44% |
| Range | 72% to 46% | 28% to 54% |

| | | |
|-------------|--------|--------|
| Oak Park PD | 45.62% | 54.38% |
|-------------|--------|--------|

*Table includes data from prior studies conducted by the IACP.

Source: Calculations from Agency Data Provided

SDI Table 4.21: Call Types Averaging More Than Two Responding Units FY 21-22

| Event Type | No. of Incidents | No. of Units | Avg. No. of Units |
|---------------------------------|------------------|--------------|-------------------|
| Aggravated Vehicular Highjack | 21 | 201 | 9.6 |
| Armed Robbery | 42 | 338 | 8.0 |
| Purse Snatching | 2 | 16 | 8.0 |
| Bomb Threat | 3 | 23 | 7.7 |
| Vehicular Hijacking | 11 | 84 | 7.6 |
| Aggravated Battery | 16 | 117 | 7.3 |
| Home Invasion | 6 | 40 | 6.7 |
| Person With Gun | 87 | 498 | 5.7 |
| Burglary | 84 | 476 | 5.7 |
| Shots Fired | 104 | 586 | 5.6 |
| Traffic Arrest | 4 | 21 | 5.3 |
| Fight | 74 | 381 | 5.1 |
| Aggravated Assault | 25 | 125 | 5.0 |
| Strong Arm Robbery | 22 | 105 | 4.8 |
| Unlawful Use Of Weapon | 7 | 33 | 4.7 |
| Shooting | 56 | 254 | 4.5 |
| Assault Or Sexual Assault | 4 | 18 | 4.5 |
| Mental Health | 12 | 54 | 4.5 |
| Involuntary Commitment | 7 | 31 | 4.4 |
| Suicide | 21 | 90 | 4.3 |
| Stab Gunshot Penetrating Trauma | 4 | 17 | 4.3 |
| Structure Fire | 30 | 126 | 4.2 |
| Runaway | 35 | 144 | 4.1 |
| Impersonating A Po | 1 | 4 | 4.0 |
| Juvenile Investigation | 11 | 44 | 4.0 |
| Accident Personal Injury | 310 | 1219 | 3.9 |
| Tampering With Auto | 53 | 204 | 3.8 |
| Domestic Battery | 191 | 733 | 3.8 |
| Lost Child | 14 | 52 | 3.7 |
| Missing Juvenile | 50 | 185 | 3.7 |

| Event Type | No. of Incidents | No. of Units | Avg. No. of Units |
|------------------------------|------------------|--------------|-------------------|
| Criminal Trespass to Land | 70 | 258 | 3.7 |
| Warrant Arrest | 15 | 55 | 3.7 |
| Battery | 174 | 608 | 3.5 |
| Death Investigation | 94 | 325 | 3.5 |
| Crisis Intervention | 165 | 568 | 3.4 |
| Vehicle Fire | 22 | 75 | 3.4 |
| Driving Under the Influence | 19 | 61 | 3.2 |
| Garbage Can Fire | 5 | 16 | 3.2 |
| Disturbance | 681 | 2163 | 3.2 |
| Psychiatric Abnormal Suicide | 38 | 120 | 3.2 |
| Unknown Problem | 43 | 134 | 3.1 |
| Screaming Person | 70 | 212 | 3.0 |
| Criminal Sexual Assault | 38 | 115 | 3.0 |
| Domestic Disturbance | 611 | 1835 | 3.0 |
| Gas Leak Inside | 2 | 6 | 3.0 |
| Peeping Tom | 1 | 3 | 3.0 |
| Stabbing | 17 | 51 | 3.0 |
| Stove Fire | 5 | 15 | 3.0 |
| Disorderly Conduct | 100 | 292 | 2.9 |
| Suspicious Noise | 26 | 75 | 2.9 |
| Cardiac Respiratory Arrest | 8 | 23 | 2.9 |
| Assault | 31 | 88 | 2.8 |
| Illegal Consumption by Minor | 5 | 14 | 2.8 |
| Missing Adult | 71 | 196 | 2.8 |
| Overdose Poisoning | 28 | 74 | 2.6 |
| Suspicious Person | 975 | 2536 | 2.6 |
| Retail Theft | 287 | 740 | 2.6 |
| Intoxicated Subject | 76 | 193 | 2.5 |
| Remove Unwanted | 1104 | 2772 | 2.5 |
| Counterfeit Currency | 2 | 5 | 2.5 |
| Criminal Damage to Property | 141 | 347 | 2.5 |

| Event Type | No. of Incidents | No. of Units | Avg. No. of Units |
|------------------------------|------------------|--------------|-------------------|
| Assist Other Pd | 320 | 771 | 2.4 |
| Order of Protection | 5 | 12 | 2.4 |
| Hold Up Alarm | 232 | 544 | 2.3 |
| Public Indecency | 103 | 238 | 2.3 |
| Assist Fire Dept | 1167 | 2694 | 2.3 |
| Customer Dispute | 199 | 457 | 2.3 |
| Motor Vehicle Theft | 148 | 339 | 2.3 |
| Burglar Alarm | 1756 | 4021 | 2.3 |
| Premise Check Called In | 164 | 375 | 2.3 |
| Falls | 11 | 25 | 2.3 |
| Drug Investigation | 185 | 418 | 2.3 |
| Road Rage | 47 | 105 | 2.2 |
| Criminal Trespass To Vehicle | 13 | 29 | 2.2 |
| Suspicious Auto | 593 | 1299 | 2.2 |
| Theft Of Service | 27 | 57 | 2.1 |
| Fall Report | 40 | 84 | 2.1 |
| Slumper | 65 | 135 | 2.1 |
| Grand Total | 26042 | 54232 | 2.1 |

Source: Police Department CAD Data

Includes patrol, patrol sergeants, detectives, COP officers and COP sergeants

SDI Table 4.22: Shift Relief Factor Calculations

| Shift Hours | Raw Shift Hours Total Annual | Shift Relief Factor | Number of Daily Shifts | Officers Required to Staff Minimums |
|--------------------|---------------------------------|------------------------|---------------------------|----------------------------------------|
| CURRENT MAX | | | | |
| 10 | 3650 | 2.27 | 33 | 75 |
| CURRENT MIN | | | | |
| 10 | 3650 | 2.27 | 24 | 54 |
| EXAMPLES | | | | |
| 10.5 | 3832.5 | 2.38 | 33 | 79 |
| 11 | 4015 | 2.50 | 33 | 82 |
| 12 | 4380 | 2.72 | 33 | 90 |
| PROPOSED | | | | |
| 10 | 3650 | 2.27 | 26 | 59 |

Source: Calculations from Agency Data Provided

SDI Table 4.23: Daily Shift Needs

| Daily Shift Needs | | | | |
|--------------------|------------------------|------------------|------------------------------|-------------------------------|
| Primary Min/Day | Back- Up Min/Day | Total Min/Day | Officer Available Min/Day | Daily Officers Required |
| 2468.00 | 1858.00 | 4326.00 | 180.00 | 24 |

Source: Calculations from Agency Data Provided

SDI Table 4.24: Capacity by Shift Length

| Shift Length | Total Minutes | Total CFS Time | Number of CFS | Annual CFS Shift Total |
|-----------------|------------------|-------------------|------------------|---------------------------|
| 12 | 720 | 216 | 3.71 | 1,353 |
| 10.5 | 630 | 189 | 3.24 | 1,184 |
| 10 | 600 | 180 | 3.09 | 1,127 |
| 8 | 480 | 144 | 2.47 | 902 |

Source: Calculations from CAD Data

*Based on 58.28 minutes per CFS

SDI Table 4.25: Daily Officers Required by Shift

| | 0600-2000 | 2000-0600 | Sub-Total | Shift Relief Factor | Total Officers |
|-----------------------------|-----------|-----------|-----------|---------------------|----------------|
| Current Daily Events | 49 | 20 | 69 | | |
| Officers Required | 16 | 7 | 23 | 2.27 | 53 |
| Daily Events + 10% | 54 | 23 | 76 | | |
| Officers Required | 18 | 8 | 26 | 2.27 | 60 |

Source: Calculations from Agency Data Provided

SDI Table 4.26: Call for Service – Comparison Data

| Benchmark City | Population | Total Calls for Service | *First Responders | CFS Per First Responder |
|-------------------------------------------|---------------|-------------------------|-------------------|-------------------------|
| Overland Park Study | | | | |
| Average Totals (29 Cities) | 172,795 | 76,406 | 140 | 547 |
| **Prior Study Cities | | | | |
| Prior Studies - Under 100 Officers | 27,275 | 15,927 | 32 | 539 |
| Prior Studies - 100+ Officers | 256,629 | 88,129 | 162 | 548 |
| Oak Park PD | 52,102 | 25,255 | 63 | 401 |

Note: Includes all officers below rank of first-line supervisor, assigned to the following duties: Community-Oriented Policing, Emergency Response, K-9, Patrol, SRO, or Traffic.

*Includes patrol officer allocations, not actual numbers of officers working.

Source: <http://www.opkansas.org/maps-and-stats/benchmark-cities-survey/>; Police Department Provided Data

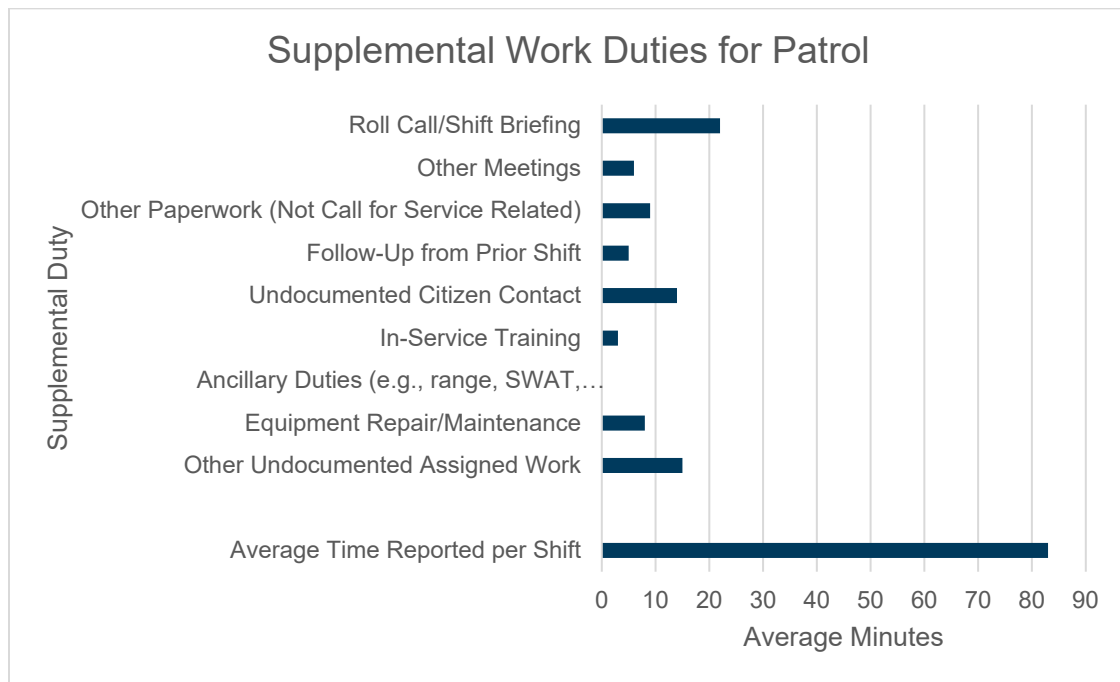
SDI Table 4.27: Patrol and Investigations Comparisons

| Cities | Total Officers | Assigned to Patrol | Percent of Officers | Assigned to Investigation | Percent of Officers |
|-------------------------------------------|----------------|--------------------|---------------------|---------------------------|---------------------|
| Benchmark City Averages | 236 | 132 | 55.93% | 30 | 12.71% |
| | | | | | |
| Prior Studies - Under 100 Officers | 100 | 54 | 54.00% | 14 | 14.00% |
| Prior Studies - 100+ Officers | 304 | 130 | 42.76% | 45 | 14.80% |
| | | | | | |
| Oak Park PD | 118 | 63 | 53.39% | 16 | 13.56% |

Note: Patrol excludes specialty assignments (e.g., K-9, Traffic) and division commanders (Lieutenant) and above. Investigations include intelligence, task forces, narcotics, and general investigations.

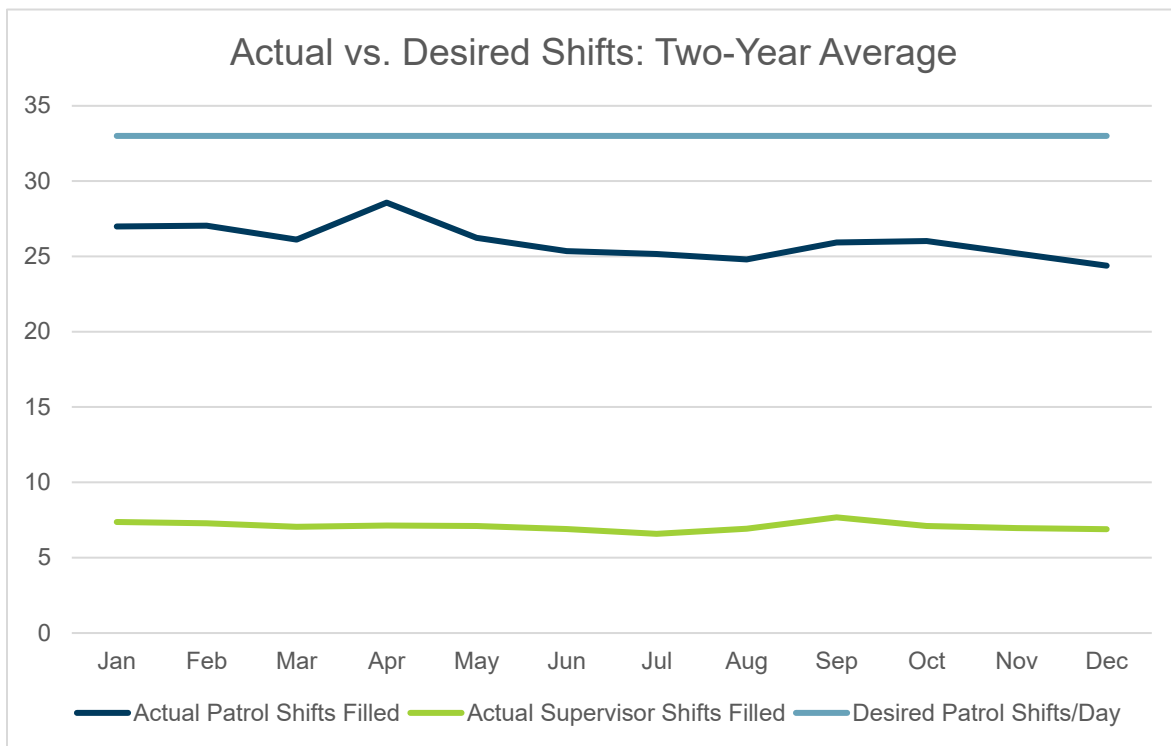
Source: Benchmark City Data – <http://www.opkansas.org/maps-and-stats/benchmark-cities-survey/>

SDI Figure 4.4: Self-Reported Supplemental Workload



Source: Patrol Workload Survey

SDI Figure 4.5: Actual vs. Desired Shifts



Source: Police Department Provided Data

SDI Table 4.28: CFS by Beat and Type – Heat Map

| Incident Type | O10 | O20 | O30 | O40 | O50 | O60 | O70 | O80 | O90 | Grand Total |
|-------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------------|
| Alarm | 266 | 385 | 279 | 468 | 191 | 312 | 257 | 95 | 306 | 2559 |
| Suspicious Person/Vehicle/Condition | 220 | 201 | 238 | 259 | 156 | 278 | 262 | 186 | 355 | 2155 |
| Assist the Public | 142 | 144 | 203 | 345 | 179 | 289 | 365 | 167 | 265 | 2099 |
| Disturbance/Disorderly Conduct | 118 | 133 | 242 | 296 | 101 | 225 | 294 | 151 | 273 | 1833 |
| Parking | 102 | 65 | 292 | 236 | 193 | 218 | 242 | 218 | 186 | 1752 |
| Motor Vehicle Crash | 94 | 197 | 205 | 173 | 80 | 297 | 167 | 177 | 287 | 1677 |
| Welfare Check | 87 | 95 | 187 | 259 | 98 | 245 | 202 | 126 | 222 | 1521 |
| Unwanted Person | 94 | 34 | 157 | 389 | 35 | 183 | 298 | 144 | 108 | 1442 |
| Theft | 128 | 82 | 150 | 182 | 106 | 190 | 156 | 89 | 218 | 1301 |
| Fire Department Assist | 61 | 86 | 147 | 208 | 73 | 175 | 219 | 85 | 175 | 1229 |
| Traffic - Other | 48 | 105 | 99 | 96 | 38 | 140 | 102 | 72 | 134 | 834 |
| Domestic Disturbance/Assault | 122 | 64 | 77 | 75 | 72 | 96 | 111 | 73 | 106 | 796 |
| Ordinance Violation - Other | 58 | 39 | 75 | 58 | 22 | 64 | 32 | 190 | 73 | 611 |
| Station Report | 39 | 59 | 89 | 45 | 43 | 76 | 57 | 95 | 64 | 567 |
| Hit and Run Motor Vehicle Crash | 32 | 57 | 73 | 57 | 32 | 89 | 60 | 52 | 80 | 532 |
| Found/Lost Property | 21 | 47 | 59 | 72 | 30 | 53 | 47 | 53 | 62 | 444 |
| Animal Complaints Other | 49 | 64 | 51 | 24 | 32 | 55 | 42 | 52 | 71 | 440 |
| Criminal Damage to Property | 52 | 50 | 45 | 61 | 29 | 62 | 41 | 30 | 70 | 440 |
| 911 HANG UP | 31 | 44 | 74 | 69 | 35 | 73 | 34 | 40 | 27 | 427 |
| Traffic/Roadway Hazard | 18 | 55 | 32 | 60 | 24 | 61 | 41 | 34 | 65 | 390 |
| Customer/Neighbor Dispute | 42 | 22 | 26 | 30 | 24 | 40 | 69 | 25 | 37 | 315 |
| Abandoned Auto | 33 | 19 | 20 | 16 | 26 | 37 | 25 | 44 | 69 | 289 |
| Fraud/Forgery | 37 | 36 | 26 | 30 | 19 | 38 | 42 | 19 | 41 | 288 |
| Assault | 11 | 12 | 59 | 31 | 17 | 50 | 38 | 19 | 34 | 271 |
| Order Violation | 6 | 3 | 150 | 14 | 10 | 15 | 9 | 32 | 18 | 257 |
| Burglary | 43 | 29 | 25 | 7 | 18 | 39 | 25 | 15 | 49 | 250 |
| Mental Health/Crisis Intervention | 22 | 18 | 18 | 26 | 22 | 54 | 28 | 14 | 39 | 241 |

| Incident Type | O10 | O20 | O30 | O40 | O50 | O60 | O70 | O80 | O90 | Grand Total |
|-----------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Assist Other Agency | 11 | 13 | 19 | 13 | 13 | 34 | 15 | 36 | 57 | 211 |
| Medical Assist | 16 | 13 | 25 | 30 | 12 | 28 | 36 | 15 | 25 | 200 |
| Missing/Located Person | 21 | 12 | 38 | 18 | 12 | 26 | 14 | 31 | 21 | 193 |
| Drug Investigation | 8 | 17 | 48 | 28 | 9 | 18 | 19 | 18 | 20 | 185 |
| Harassment/Threats | 16 | 22 | 22 | 19 | 15 | 25 | 35 | 7 | 16 | 177 |
| Motor Vehicle Theft | 13 | 10 | 19 | 38 | 5 | 14 | 34 | 14 | 15 | 162 |
| Shooting/Shots Fired | 19 | 8 | 39 | 6 | 14 | 18 | 12 | 6 | 32 | 154 |
| Trespass | 9 | 9 | 16 | 23 | 6 | 23 | 21 | 9 | 18 | 134 |
| Death Investigation | 3 | 5 | 24 | 23 | 5 | 12 | 15 | 3 | 5 | 95 |
| Robbery | 10 | 3 | 11 | 4 | 11 | 16 | 11 | 8 | 20 | 94 |
| Weapon Violation | 7 | 6 | 14 | 5 | 7 | 14 | 10 | 8 | 17 | 88 |
| Animal Complaints - Ordinance Violation | 10 | 8 | 6 | 7 | 1 | 9 | 10 | 6 | 21 | 78 |
| Recovered Stolen Auto/Property | 5 | 1 | 1 | 3 | 3 | 2 | 4 | 53 | 4 | 76 |
| Child Custody Dispute | 4 | 1 | 7 | 5 | 3 | 4 | 4 | 13 | 9 | 50 |
| Sexual Assault | 2 | 1 | 8 | 2 | 1 | 12 | 1 | 3 | 7 | 37 |
| Other - Service | 4 | 0 | 2 | 2 | 3 | 3 | 3 | 2 | 5 | 24 |
| Driving Under the Influence | 2 | 3 | 2 | 1 | 1 | 4 | 1 | 4 | 1 | 19 |
| Juvenile Offenses | 5 | 1 | 5 | 3 | 1 | 2 | 1 | 0 | 0 | 18 |
| Warrant/Traffic Arrest | 2 | 0 | 1 | 2 | 0 | 2 | 4 | 2 | 3 | 16 |
| Terroristic Threats | | | | | | 3 | | | | 3 |
| Grand Total | 2143 | 2278 | 3405 | 3818 | 1827 | 3723 | 3515 | 2535 | 3730 | 26974 |

Source: Police Department CAD Data

SDI Table 4.29: Patrol Schedule Assessment and Analysis

| Schedule Components | Rating |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| SECTION 1 | |
| Maximized shift coverage during the periods of greatest need for services (assessed by hour, day, month, and/or season). | 2 |
| Providing overlaps in coverage across all shift changes. | 1 |
| Flexibility to accommodate vacations, individual training, holidays, and predictable sick leave. | 1 |
| Minimized use of overtime to manage predictable leave (e.g., vacation, training). | 2 |
| Reduction of significant peaks and valleys in daily personnel allocations that occur due to leave patterns. | 2 |
| Ensuring appropriate staffing levels in all patrol beats/zones. | 2 |
| Availability of supplemental staff to manage multiple and priority CFS in patrol beats/zones. | 1 |
| An allocation or allowance of time for in-service training and internal meetings. | 1 |
| Integration of first-line supervisors into the overall schedule in a manner that includes consistent supervision of personnel groups or teams. | 2 |
| Sub-Total Section 1 (maximum of 18) | 14 |
| SECTION 2 | 2 |
| Using a single shift duration. | 1 |
| Substantial consistency and continuity of shift rotations. | 1 |
| Limiting scheduled work hours to no more than 2,080, inclusive of leave time or holiday time (unless budgets or labor practices provide otherwise). | 1 |
| Reducing available scheduled work time for each patrol officer, based on holiday hours allocated as leave time (reducing work time from 2,080 hours). | 1 |
| Conformity with labor contracts, or Fair Labor Standards Act (FLSA) allowances for public safety employees, which prescribe the maximum hours allowed within a work cycle or year. | 1 |
| A plan for easy and consistent inclusion of additional work shifts as the workforce grows on a temporary or a permanent basis (e.g., school resource officers who are available during summer months). | 0 |
| A mechanism for adjusting patrol personnel deployments, without significant service disruption, following a temporary or permanent reduction in force. | 1 |
| Sub-Total Section 2 (maximum of 7) | 6 |
| OVERALL TOTAL SCORE (maximum score – 25) | 20 |

Source: Patrol Schedule Assessment Worksheet

SDI Table 4.30: Frequent Traffic Violations

| | | | | | | % Change | % Change |
|------------------------------------------------------------|-------------|-------------|-------------|-------------|-------------|---------------|---------------|
| Citation Type | 2017 | 2018 | 2019 | 2020 | 2021 | 2017-2021 | 2020-2021 |
| Disobeyed Traffic Control Device | 164 | 543 | 239 | 128 | 104 | -36.59% | -18.75% |
| Failure to Reduce Speed to Avoid Accident | 222 | 214 | 228 | 180 | 215 | -3.15% | 19.44% |
| Disobey Stop Sign | 70 | 224 | 272 | 182 | 209 | 198.57% | 14.84% |
| Operate Uninsured Motor Vehicle | 230 | 329 | 295 | 193 | 274 | 19.13% | 41.97% |
| Suspended / Revoked Driver's License | 71 | 85 | 97 | 56 | 84 | 18.31% | 50.00% |
| Speeding 1-20 Mph Over Limit | 33 | 67 | 124 | 39 | 16 | -51.52% | -58.97% |
| Not Wearing Seat Belt | 38 | 100 | 69 | 11 | 21 | -44.74% | 90.91% |
| Operation Of Vehicle W/ Expired Registration | 62 | 70 | 68 | 24 | 12 | -80.65% | -50.00% |
| No Driver's License | 52 | 77 | 28 | 1 | 63 | 21.15% | 6200.00% |
| Disobeyed Traffic Control Signal | 37 | 44 | 28 | 36 | 33 | -10.81% | -8.33% |
| Seizure And Impoundment | | 55 | 92 | 15 | | N/A | -100.00% |
| Failure to Yield at Intersection | 32 | 39 | 30 | 16 | 36 | 12.50% | 125.00% |
| Destroy/Damage Property (Public/Private) | | 29 | 16 | 41 | 66 | N/A | 60.98% |
| DUI | 23 | 30 | 34 | 23 | 34 | 47.83% | 47.83% |
| Unlawful Electronic Communication or Texting While Driving | | | 40 | 45 | 57 | N/A | 26.67% |
| Disorderly Conduct | | 31 | 25 | 44 | 18 | N/A | -59.09% |
| Improper Lane Use-Laned Roadways | | | 27 | 38 | 38 | N/A | 0.00% |
| All Other Offenses | 366 | 368 | 371 | 350 | 447 | 22.13% | 27.71% |
| Totals | 1400 | 2305 | 2083 | 1422 | 1689 | 20.64% | 18.78% |

Source: Agency Provided Data

SDI Table 4.31: Traffic-Related CFS

| Unit Category | Hours on Call Time | | |
|----------------------------|---------------------|-------------------|-------------------|
| | Community-Initiated | Officer-Initiated | Total |
| Accident Personal Injury | 944:32:00 | 107:13:00 | 1051:45:00 |
| Accident Property Damage | 1727:43:00 | 211:53:00 | 1939:36:00 |
| Check Conditions | 212:23:00 | 108:01:00 | 320:24:00 |
| Hit and Run | 589:48:00 | 50:57:00 | 640:45:00 |
| Parking Complaint | 2063:35:00 | 82:34:00 | 2146:09:00 |
| Parking Enforcement | | 13:32:00 | 13:32:00 |
| Reckless Driving | 180:05:00 | 29:08:00 | 209:13:00 |
| Road Rage | 16:18:00 | 2:39:00 | 18:57:00 |
| Traffic Control | 177:22:00 | 32:23:00 | 209:45:00 |
| Traffic Enforcement | 2:06:00 | 594:51:00 | 596:57:00 |
| Traffic Hazard | | 0:12:00 | 0:12:00 |
| Traffic Stop | 0:04:00 | 690:50:00 | 690:54:00 |
| Truck Enforcement | | 6:09:00 | 6:09:00 |
| Grand Total (Hours) | 5913:56:00 | 1930:22:00 | 7844:18:00 |

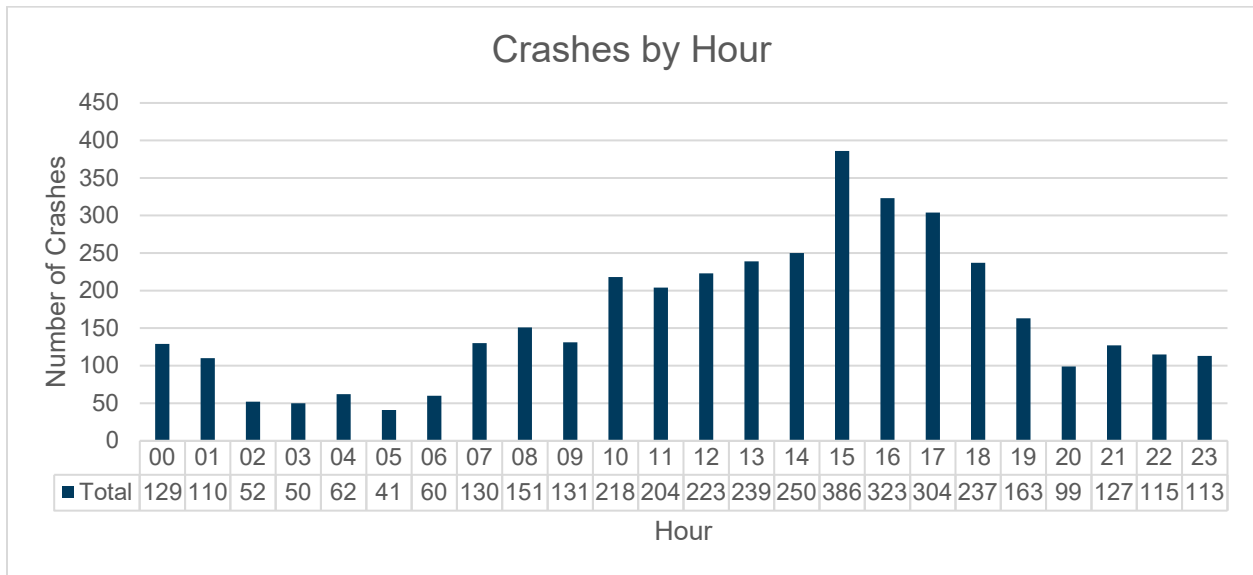
Source: Police Department CAD Data

SDI Table 4.32: Traffic Crash Reports

| Motor Vehicle Crashes | Community | Self-Dispatched | Grand Total |
|--------------------------|-------------------|------------------|-------------------|
| Accident Personal Injury | 944:32:00 | 107:13:00 | 1051:45:00 |
| Accident Property Damage | 1727:43:00 | 211:53:00 | 1939:36:00 |
| Total | 2672:15:00 | 319:06:00 | 2991:21:00 |

Source: Agency Provided Data

SDI Figure 4.6: Motor Vehicle Crashes by Hour



Source: Police Department CAD Data

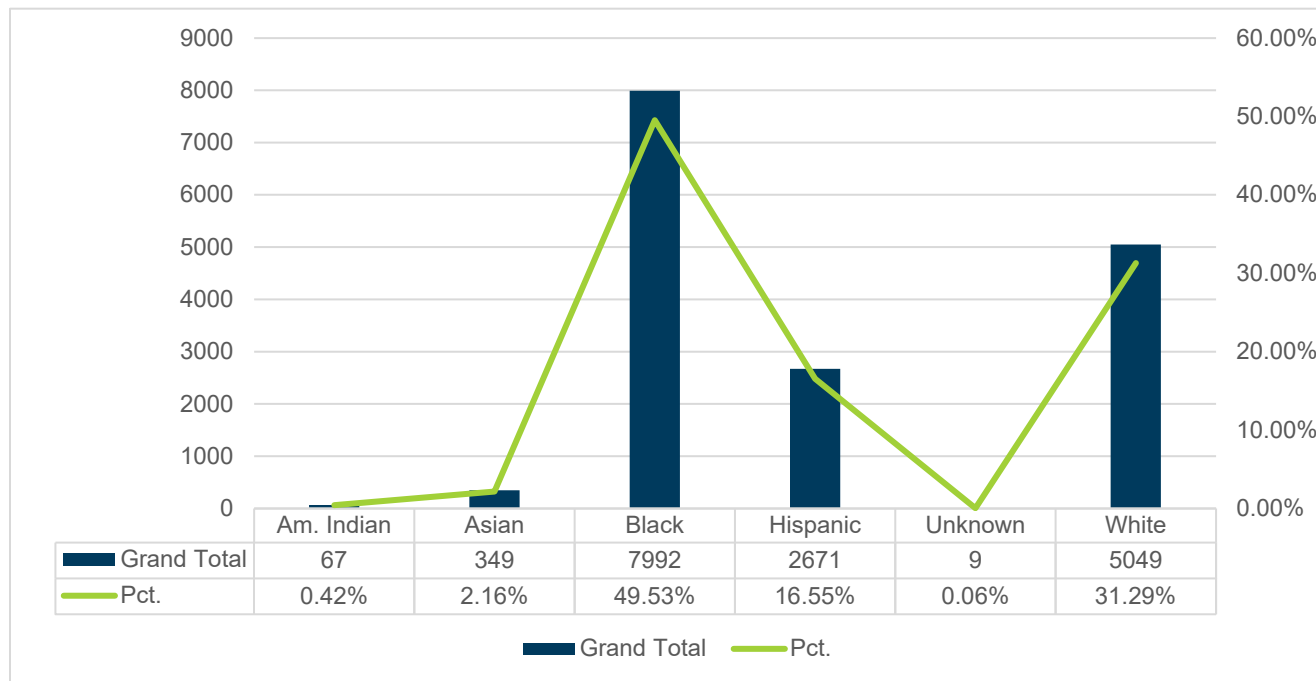
SDI Table 4.33: Thrive Responses

| 12 Year Cost | Referrals | Cost per Referral |
|--------------|----------------|---------------------------|
| \$1,582,311 | 9,029 | \$208.72 |
| Average Cost | Avg. Referrals | Average Cost per Referral |
| \$131,859 | 752 | \$175.34 |
| 2,021 | Referrals | Cost per Referral |
| \$147,900 | 335 | \$441.49 |

Source: Police Department Data

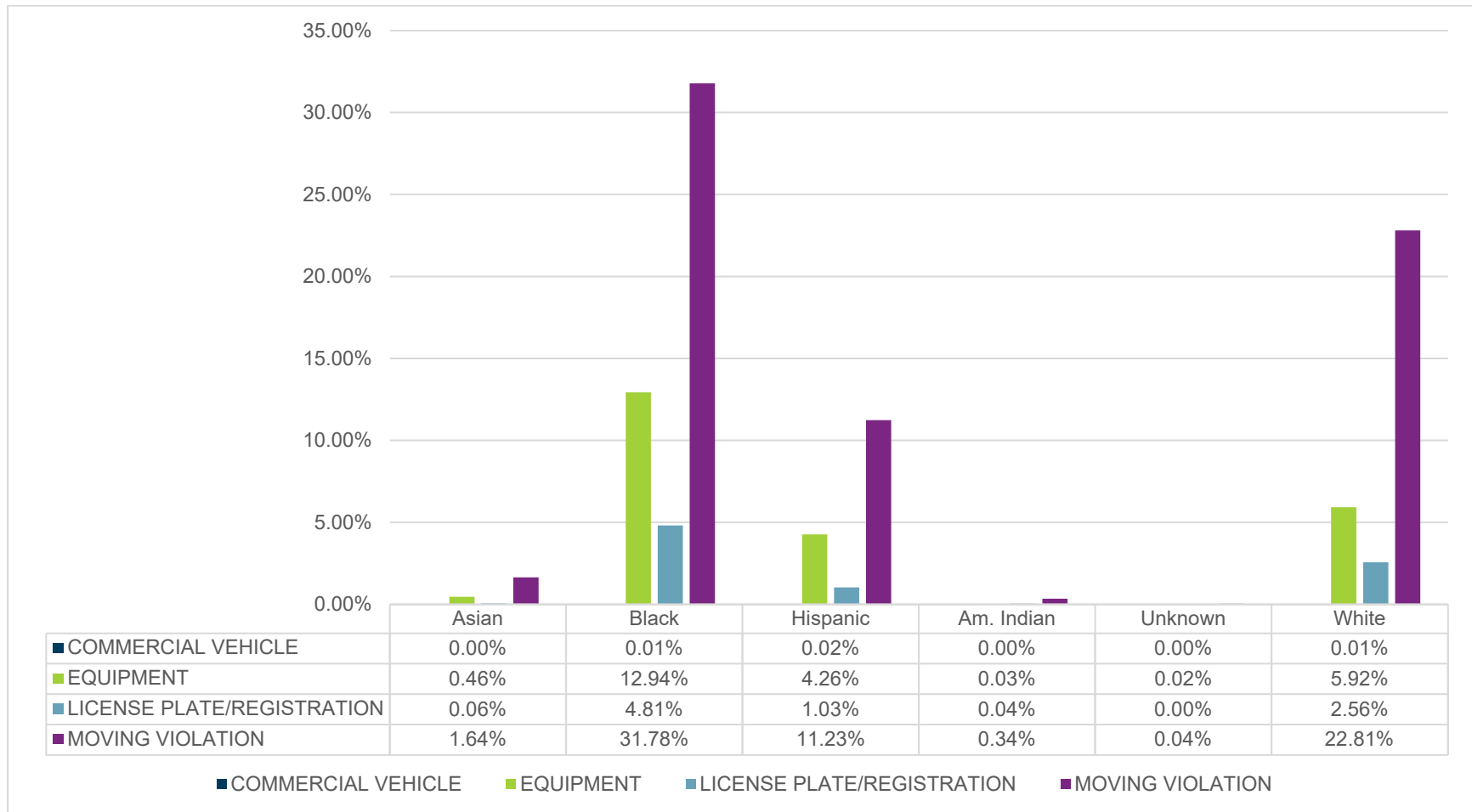
Chapter 5: Community Engagement

SDI Figure 5.1: Traffic Stops by Race 2019-2021



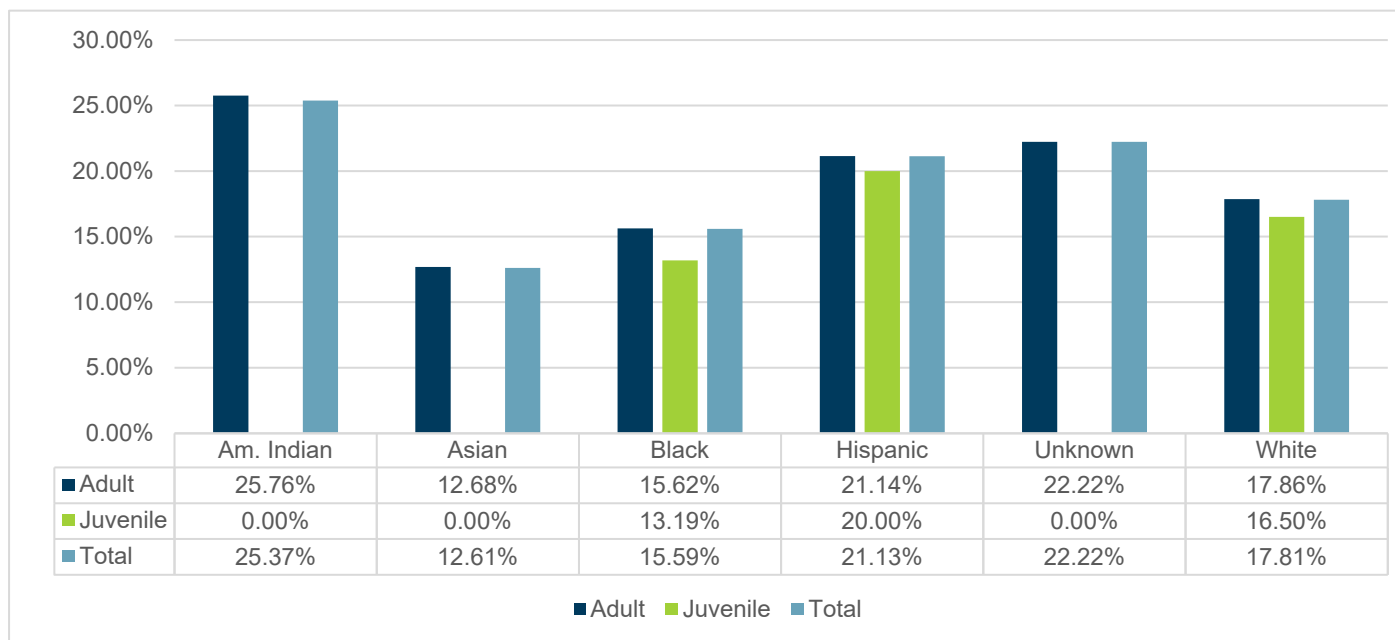
Source: Agency Provided Data

SDI Figure 5.2: Traffic Stops by Reason and Race 2019-2021



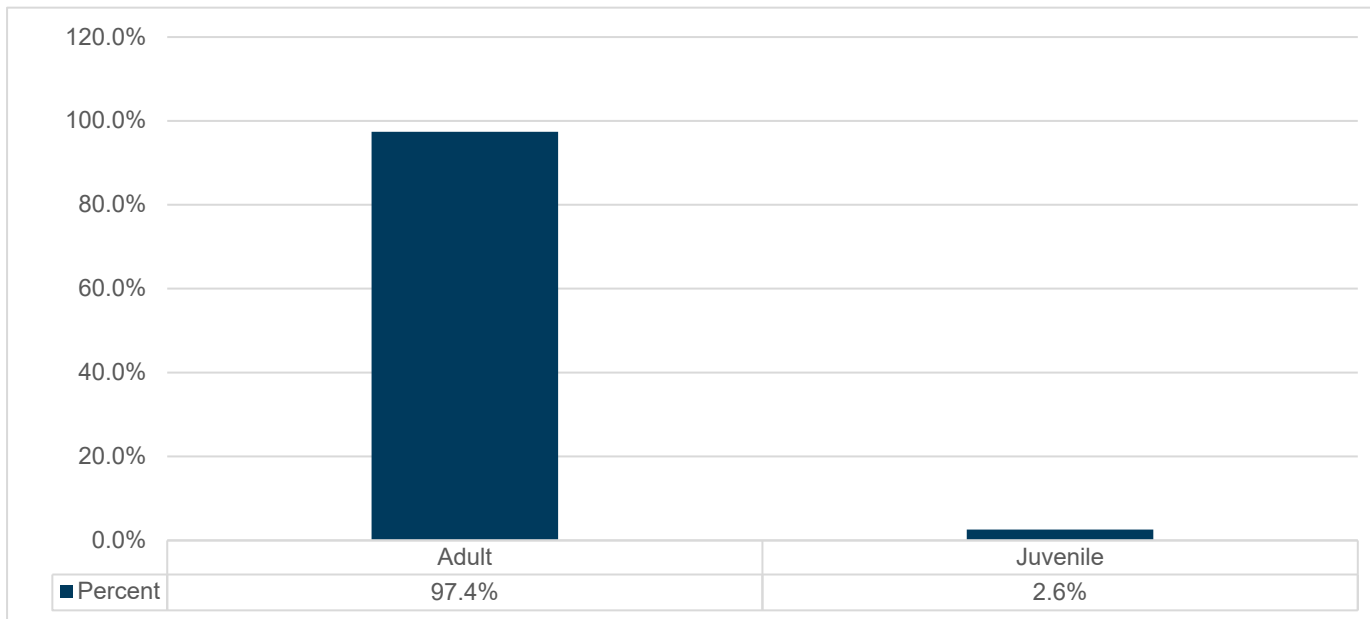
Source: Agency Provided Data

SDI Figure 5.3: Traffic Stops Resulting in Citation by Percentage and Race 2019-2021



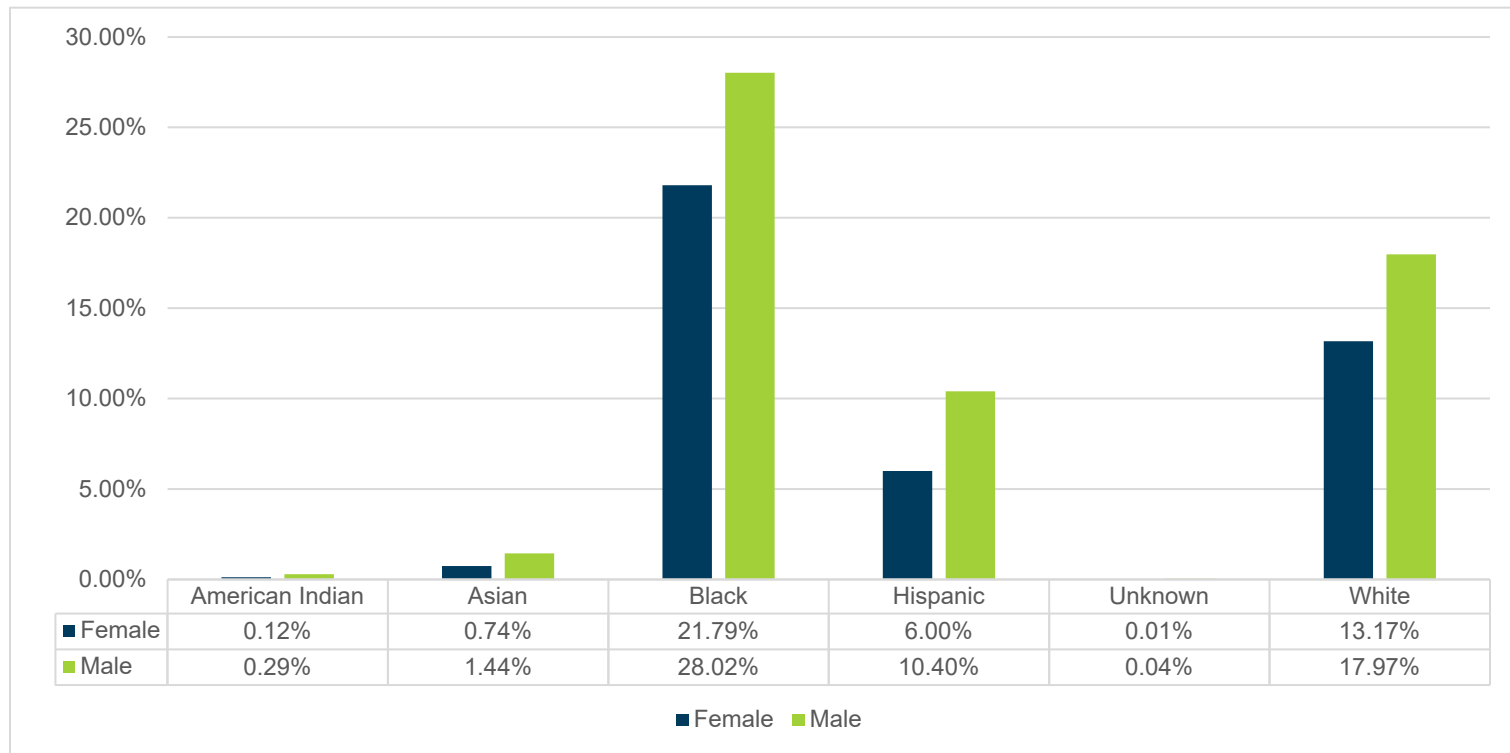
Source: Agency Provided Data

SDI Figure 5.4: Traffic Stops by Age 2019-2021



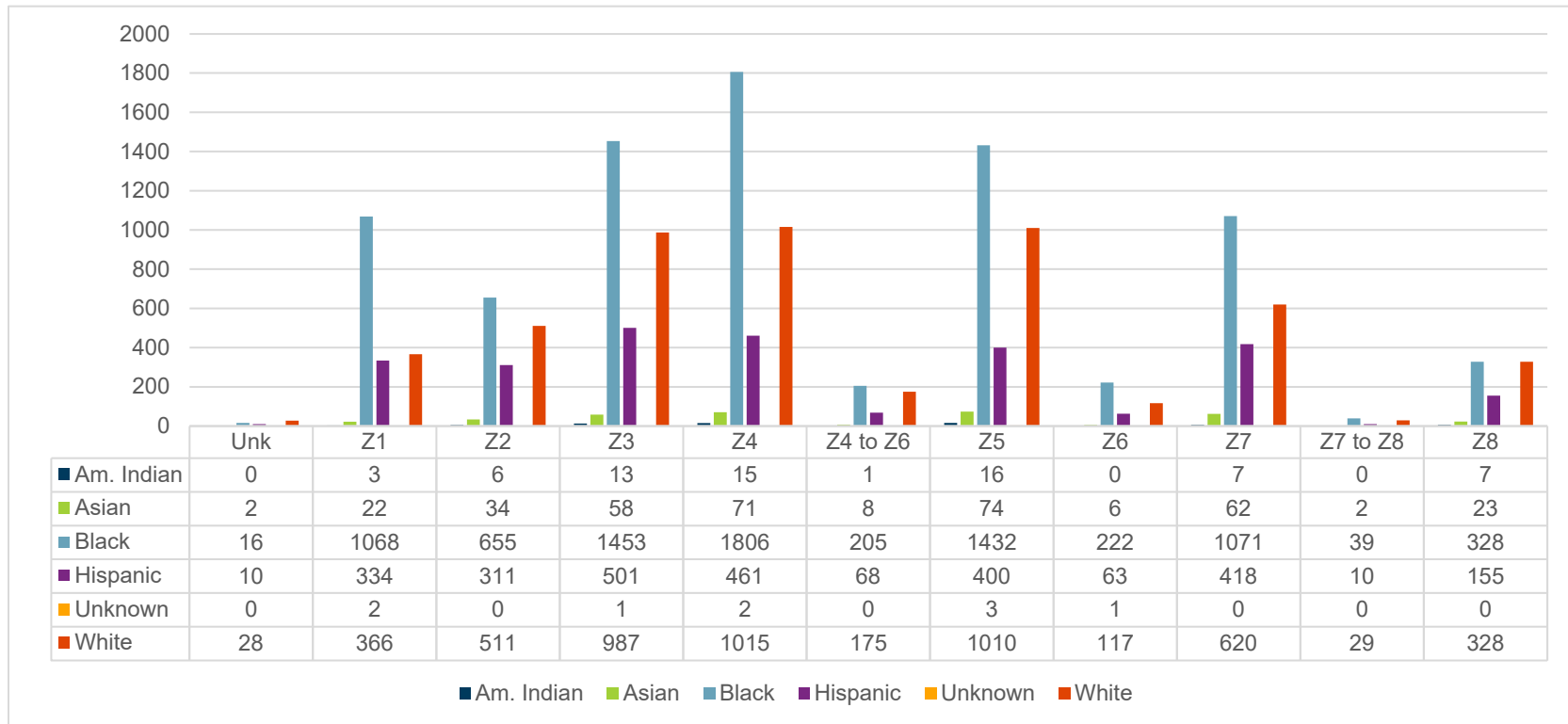
Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Figure 5.5: Traffic Stops by Gender and Race 2019-2021



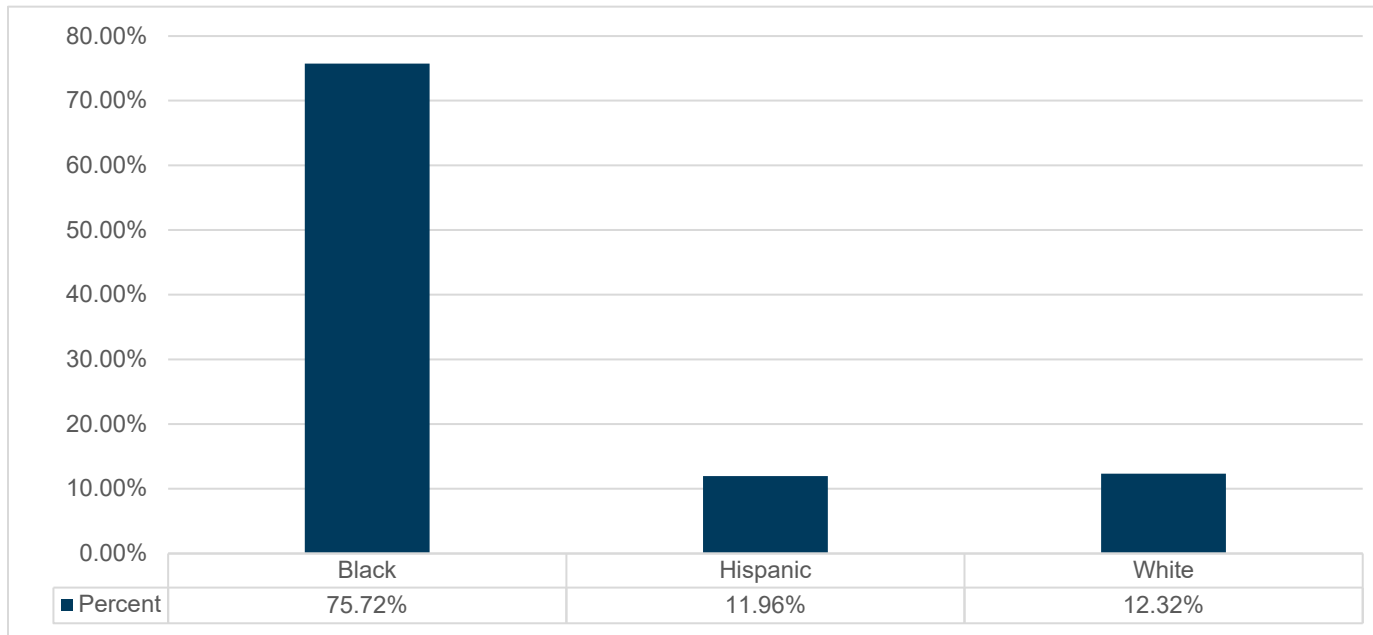
Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Figure 5.6: Traffic Stops by Zone and Race 2019-2021



Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Figure 5.7: Traffic Stops Resulting in Searches 2019-2021



Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Table 5.1: Traffic Stops Resulting in Arrests 2019-2022 – All Ages

| | 2019 | | 2020 | | 2021 | | 2022* | | Total |
|---------------|------------|--------|------------|--------|------------|--------|-----------|--------|--------|
| Race | Total | Pct | Total | Pct | Total | Pct | Total | Pct | Pct |
| Asian | 3 | 1.42% | 0 | 0.00% | 1 | 0.79% | 0 | 0.00% | 0.75% |
| Black | 162 | 76.78% | 130 | 84.42% | 95 | 75.40% | 29 | 72.50% | 78.34% |
| Hispanic | 24 | 11.37% | 15 | 9.74% | 0 | 0.00% | 0 | 0.00% | 7.34% |
| White | 22 | 10.43% | 9 | 5.84% | 30 | 23.81% | 11 | 27.50% | 13.56% |
| Totals | 211 | | 154 | | 126 | | 40 | | |

Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Table 5.2: Traffic Stops Resulting in Arrests 2019-2022 – Juveniles

| | 2019 | | 2020 | | 2021 | | 2022* | | Total |
|---------------|-----------|--------|----------|--------|----------|--------|----------|---------|--------|
| Race | Total | Pct | Total | Pct | Total | Pct | Total | Pct | Pct |
| Asian | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 0.00% |
| Black | 29 | 90.63% | 4 | 80.00% | 1 | 50.00% | 2 | 100.00% | 87.80% |
| Hispanic | 1 | 3.13% | 0 | 0.00% | 0 | 0.00% | 0 | 0.00% | 2.44% |
| White | 2 | 6.25% | 1 | 20.00% | 1 | 50.00% | 0 | 0.00% | 9.76% |
| Totals | 32 | | 5 | | 2 | | 2 | | |

Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Table 5.3: Traffic Stops Resulting in Arrests by Race 2019-2022

| | Asian | Black | Hispanic | White | Black | Hispanic | White | Asian | Black | White | Black | White | Overall |
|----------------------------------------|-------|--------|----------|-------|--------|----------|-------|-------|--------|--------|--------|--------|---------|
| Arrest Reason | 2019 | 2019 | 2019 | 2019 | 2020 | 2020 | 2020 | 2021 | 2021 | 2021 | 2022 | 2022 | Total |
| Warrant Arrest (No Local Charges) | 0 | 14 | 2 | 2 | 13 | 1 | 0 | 0 | 3 | 4 | 8 | 2 | 49 |
| Suspended, Revoked Driver's License | 0 | 6 | 3 | 0 | 6 | 1 | 0 | 0 | 11 | 0 | 6 | 0 | 33 |
| Operate Uninsured Motor Vehicle | 0 | 19 | 6 | 0 | 12 | 4 | 1 | 0 | 1 | 0 | 0 | 0 | 43 |
| Driving Under the Influence-Alcohol | 0 | 1 | 1 | 0 | 3 | 4 | 1 | 0 | 5 | 2 | 1 | 0 | 18 |
| No Driver's License | 0 | 0 | 0 | 0 | 6 | 2 | 0 | 0 | 4 | 3 | 0 | 0 | 15 |
| Retail Theft | 0 | 3 | 0 | 1 | 3 | 0 | 0 | 0 | 2 | 4 | 0 | 0 | 13 |
| Aggravated Unlawful Use of Weapon | 0 | 1 | 0 | 0 | 11 | 0 | 0 | 0 | 4 | 2 | 2 | 1 | 21 |
| Theft \$500 and Under | 2 | 3 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 1 | 1 | 0 | 10 |
| Arrests by Race by Year | 3.13% | 73.44% | 18.75% | 4.69% | 79.71% | 17.39% | 2.90% | 0 | 66.67% | 33.33% | 85.71% | 14.29% | 202 |

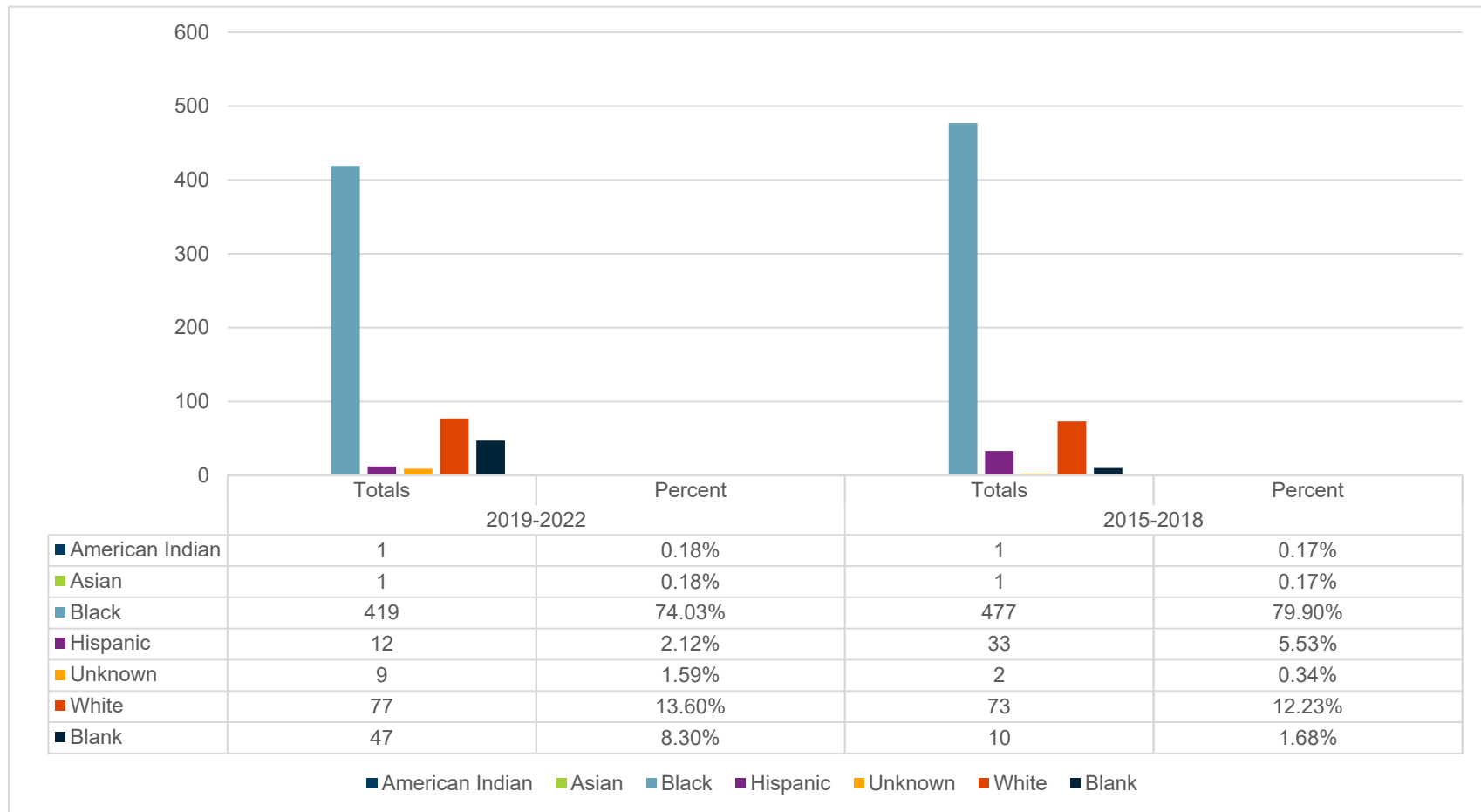
Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Table 5.4: Motor Vehicle Crash Data by Zip Code

| Zip Codes | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Totals | Pct. |
|--------------------|-------------|--------------|--------------|--------------|--------------|-------------|---------------|---------------|
| 60302 | 103 | 575 | 701 | 447 | 497 | 127 | 2,450 | 16.35% |
| 60304 | 62 | 368 | 439 | 239 | 307 | 96 | 1,511 | 10.08% |
| 60644 | 38 | 234 | 255 | 204 | 252 | 60 | 1,043 | 6.96% |
| 60402 | 40 | 199 | 219 | 131 | 162 | 39 | 790 | 5.27% |
| 60651 | 31 | 149 | 200 | 132 | 183 | 49 | 744 | 4.96% |
| 60707 | 25 | 143 | 141 | 95 | 97 | 40 | 541 | 3.61% |
| 60639 | 21 | 98 | 117 | 92 | 111 | 30 | 469 | 3.13% |
| 60804 | 21 | 93 | 112 | 70 | 98 | 25 | 419 | 2.80% |
| 60130 | 22 | 97 | 96 | 77 | 77 | 24 | 393 | 2.62% |
| 60305 | 13 | 73 | 107 | 52 | 61 | 19 | 325 | 2.17% |
| 60153 | 12 | 88 | 69 | 46 | 44 | 17 | 276 | 1.84% |
| 60624 | 10 | 56 | 62 | 57 | 70 | 10 | 265 | 1.77% |
| 60634 | 12 | 71 | 62 | 39 | 57 | 15 | 256 | 1.71% |
| 60623 | 4 | 51 | 57 | 36 | 49 | 10 | 207 | 1.38% |
| 60104 | 6 | 49 | 56 | 34 | 49 | 8 | 202 | 1.35% |
| 60301 | 10 | 39 | 42 | 34 | 43 | 12 | 180 | 1.20% |
| Sub-Total | 430 | 2,383 | 2,735 | 1,785 | 2,157 | 581 | 10,071 | 67.20% |
| Grand Total | 641 | 3,599 | 4,020 | 2,679 | 3,214 | 832 | 14,986 | |

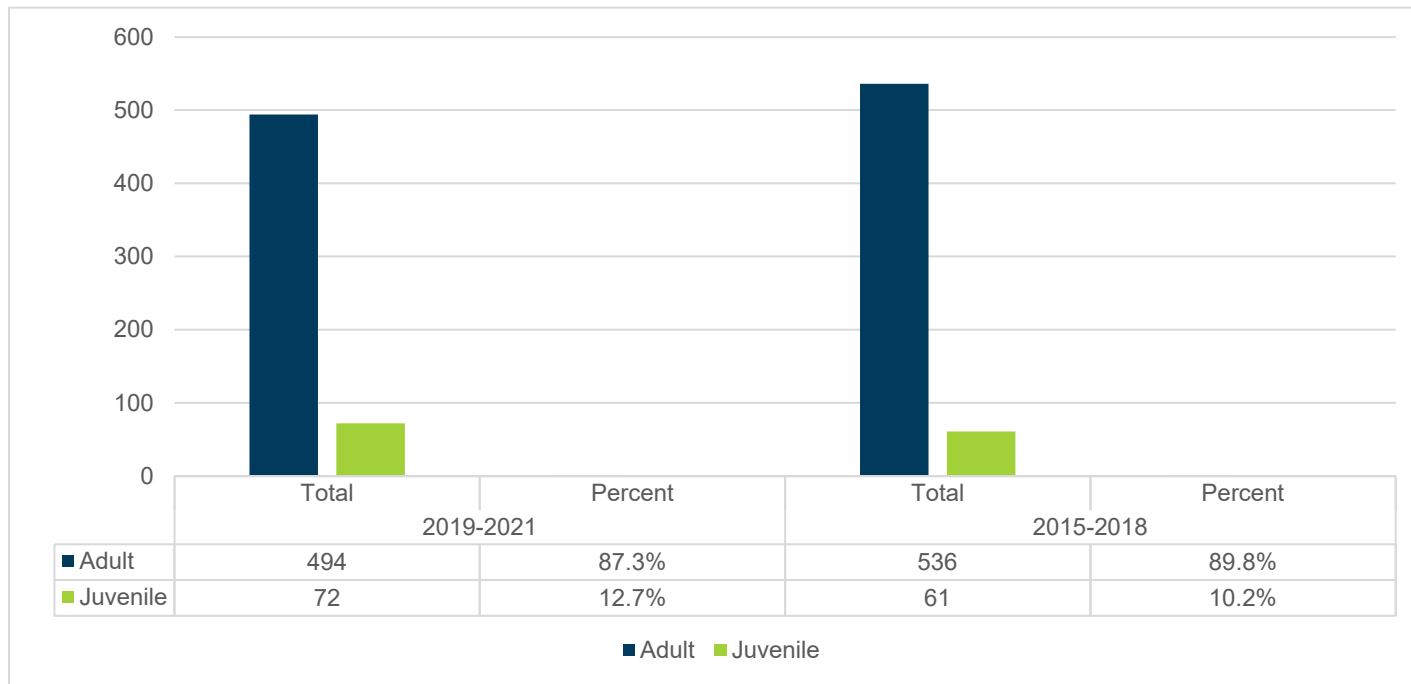
Source: Internet

SDI Figure 5.8: Field Contacts by Race 2019-2021 and 2015-2018 Comparison



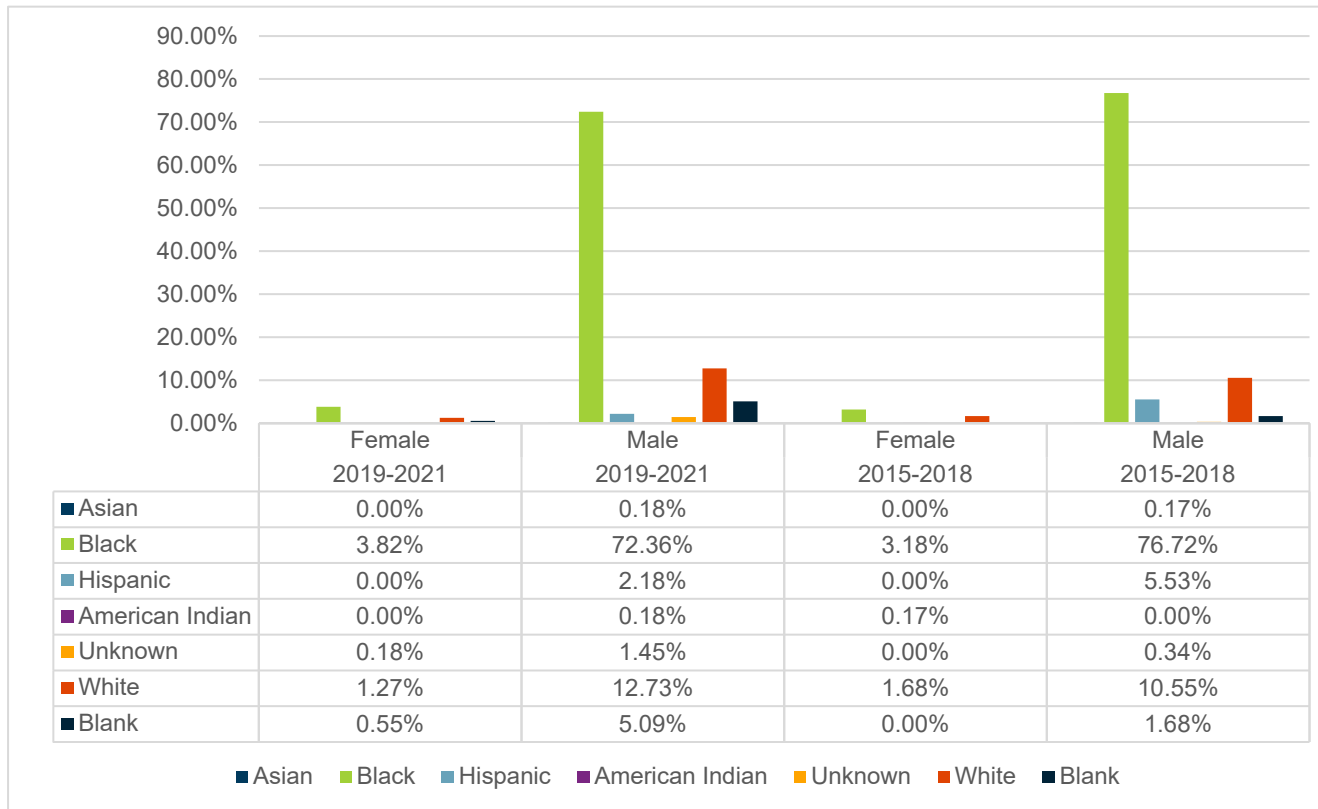
Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Figure 5.9: Field Contacts by Age 2019-2021 and 2015-2018 Comparison



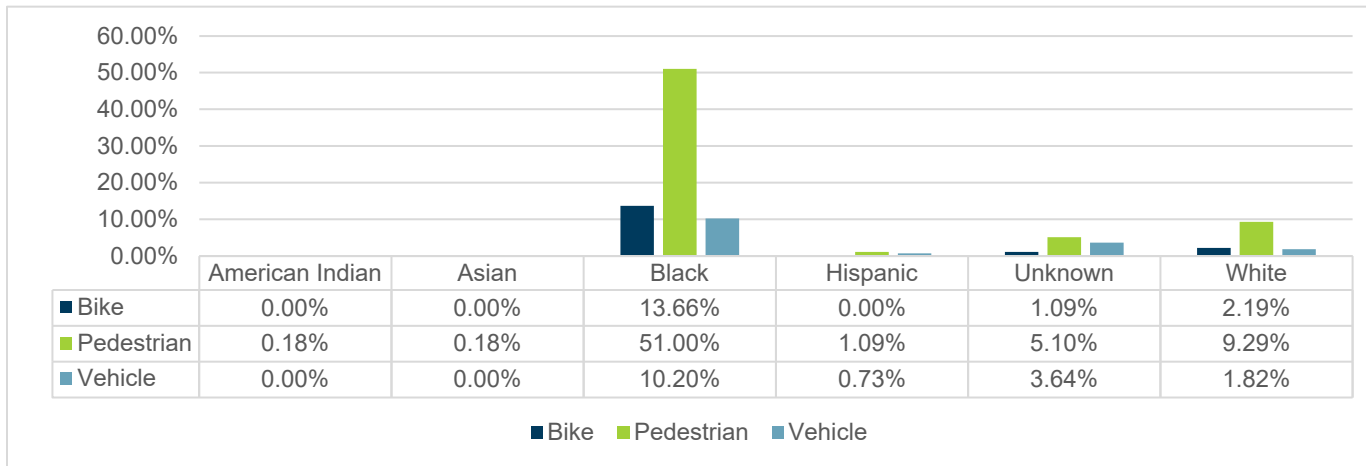
Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Figure 5.10: Field Contacts by Gender 2019-2021 and 2015-2018 Comparison



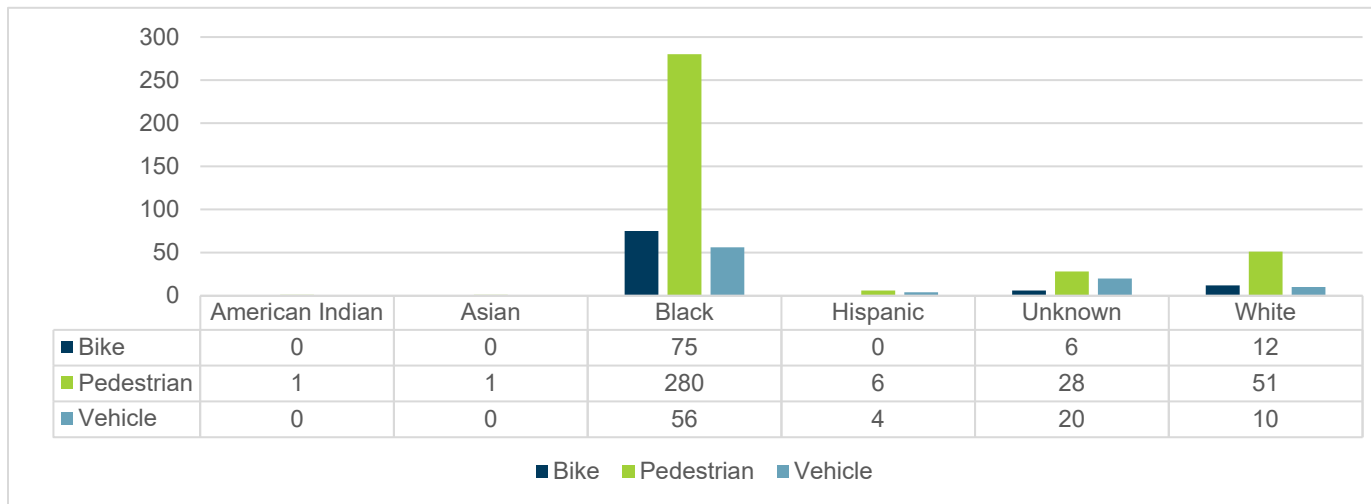
Source: Agency Provided Data (partial 2022 data is included in this figure)

SDI Figure 5.11: Field Contact Percentage by Race and Mode 2019-2021



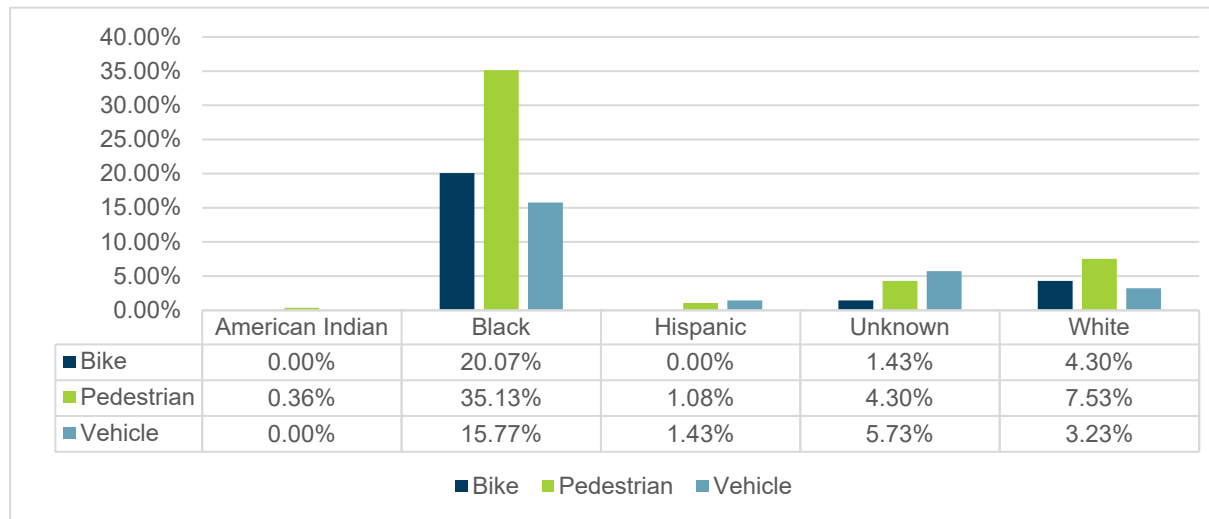
Source: Agency Provided Data

SDI Figure 5.12: Field Contact Count by Race and Mode 2019-2021



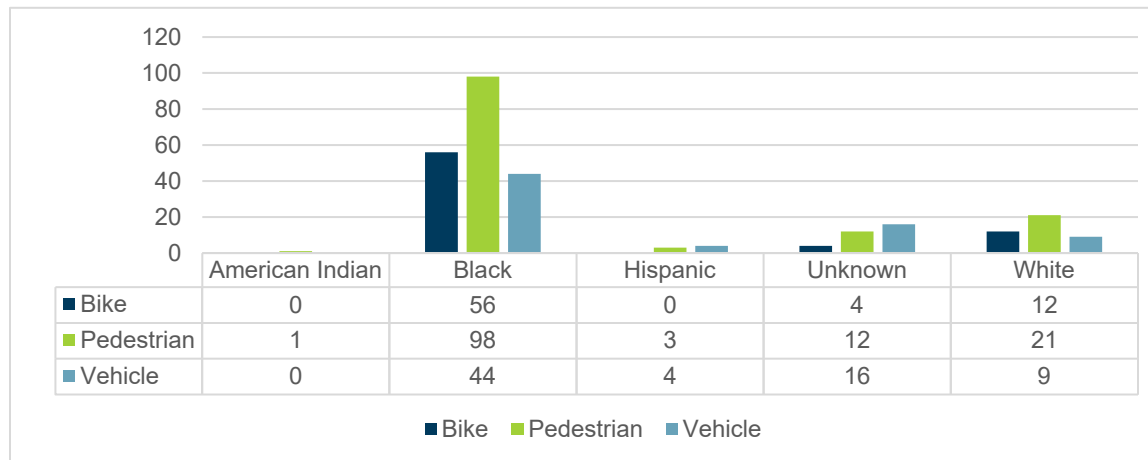
Source: Agency Provided Data

SDI Figure 5.13: Field Contact Percentage by Race and Mode 2019-2021 Not Case Related



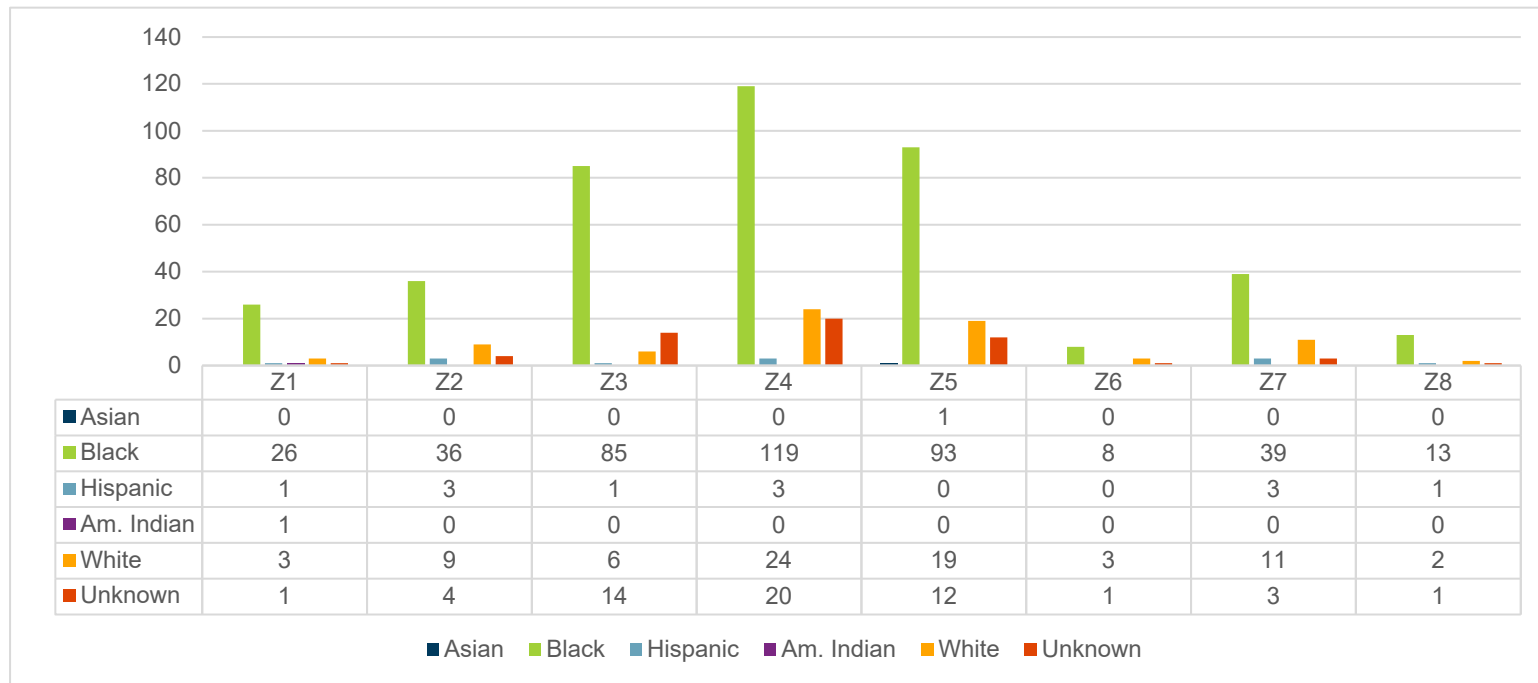
Source: Agency Provided Data

SDI Figure 5.14: Field Contact Count by Race and Mode 2019-2021 Not Case Related



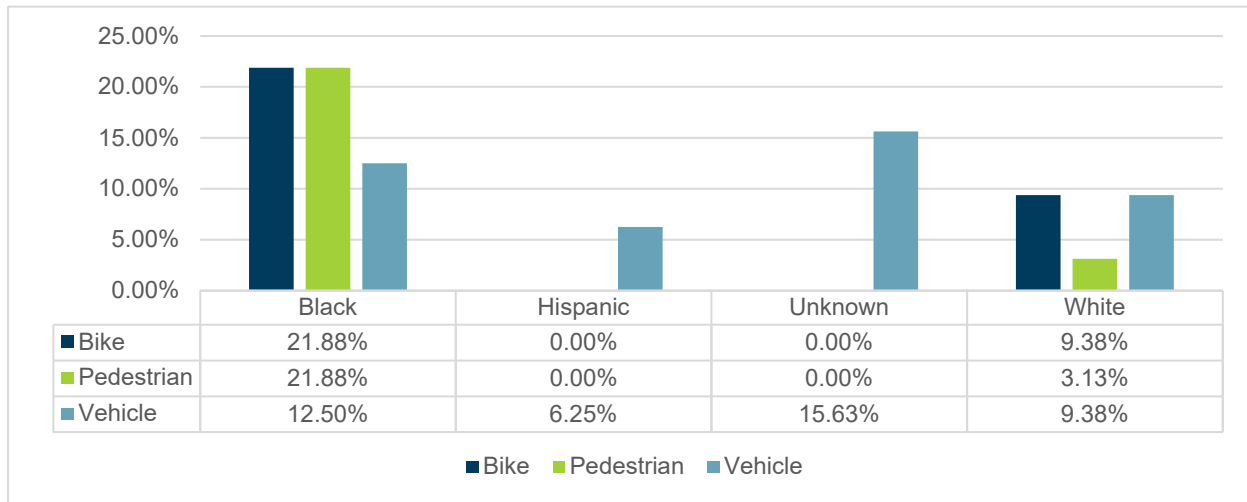
Source: Agency Provided Data

SDI Figure 5.15: Field Contacts by Zone and Race 2019-2021



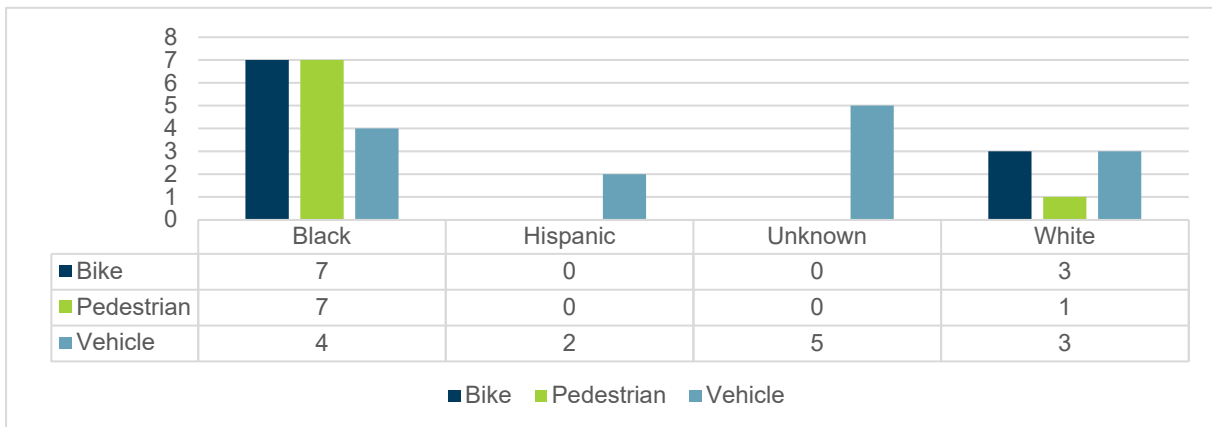
Source: Agency Provided Data

SDI Figure 5.16: Field Contact Percentage: Search Indicated by Race and Mode 2019-2021



Source: Agency Provided Data

SDI Figure 5.17: Field Contact Count: Search Indicated by Race and Mode 2019-2021



Source: Agency Provided Data

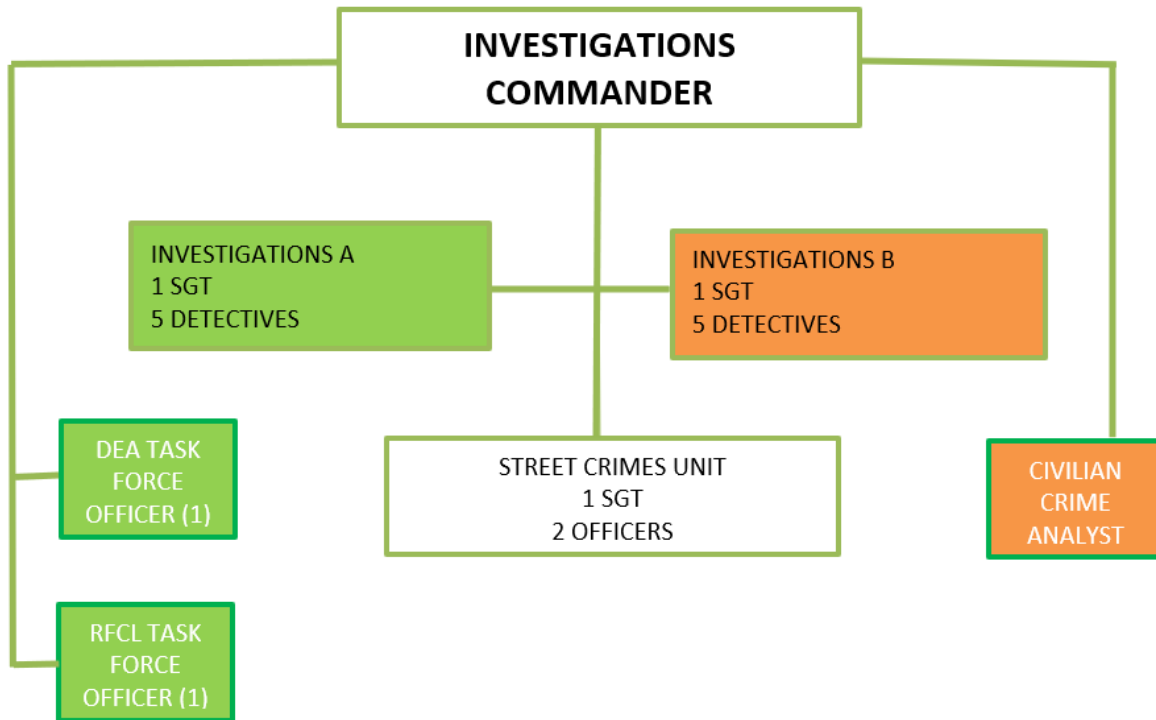
SDI Table 5.5: Biased Policing Complaints

| Biased Policing Complaints | 2019 | 2020 | 2021 |
|----------------------------|------|------|------|
| Total | 2 | 5 | 1 |
| Founded | 0 | 0 | 0 |

Source: Agency Provided Data

Chapter 6: Investigations Services

SDI Figure 6.1: Investigations Organizational Chart



Source: Police Department Provided Data

SDI Table 6.1: Investigations Unit Staffing

| Investigations Unit | Commander | | Sergeant | | Detective | | Officer | |
|----------------------------|-----------|------|----------|------|-----------|------|---------|------|
| Total Number/Full Caseload | 0 | CASE | 2 | CASE | 10 | CASE | 0 | CASE |
| Investigations Unit | 1 | N | | | | | | |
| Investigation A | | | 1 | Y | 5 | Y | | |
| | | | | | | | | |
| Investigations B | | | 1 | Y | 5 | Y | | |
| | | | | | | | | |
| Street Crimes Unit | | | 1 | N | | | 2 | N |
| DEA Task Force | | | | | 1 | N | | |
| RCFL FBI Task Force | | | | | 1 | N | | |
| *Total | 1 | | 3 | | 12 | | 2 | |

Source: Police Department Provided Data

*Includes vacancies

SDI Table 6.2: Investigations Availability

| | | Study |
|--------------------------------------------|----------------|------------|
| Annual Paid Hours | 2080 | Averages |
| Leave Category | Hours | Hours |
| Vacation | 28.24 | 151 |
| Illness/Sick | 3.18 | 37 |
| COMP Used | 3.01 | 22 |
| Holiday | 14.35 | 58 |
| FMLA Leave | 20.00 | |
| Military Leave | 0.00 | 3 |
| Leave without Pay | 0.00 | |
| On the Job Injury Leave | 0.00 | 12 |
| Funeral | 2.94 | |
| PEDA | 51.29 | |
| Bereavement | 1.77 | |
| Training | 22.00 | 72 |
| <i>Sub-Total (minus)</i> | 146.78 | |
| Average Annual Availability (Hours) | 1933.22 | 170 |

Source: Police Department Provided Data

*Table includes data from prior studies.

SDI Table 6.3: Cases Assigned by Type

| Part 1 Crimes | 2019 | 2020 | 2021 | Total | Average |
|--------------------------|--------------|--------------|--------------|--------------|----------------|
| Murder | 0 | 1 | 1 | 2 | 1 |
| Sexual Assault | 25 | 15 | 18 | 58 | 19 |
| Robbery | 63 | 85 | 52 | 200 | 67 |
| Assault/Battery | 129 | 141 | 190 | 460 | 153 |
| Burglary | 192 | 170 | 210 | 572 | 191 |
| Theft | 177 | 221 | 217 | 615 | 205 |
| Theft from Motor Vehicle | 4 | 27 | 42 | 73 | 24 |
| Arson | 4 | 3 | 0 | 7 | 2 |
| Sub-Total | 594 | 663 | 730 | 1987 | 662 |
| All Other Crimes | 2019 | 2020 | 2021 | Total | Average |
| Information for Police | 86 | 46 | 73 | 205 | 68 |
| Damage to Property | 44 | 54 | 58 | 156 | 52 |
| Identity Theft | 47 | 30 | 33 | 110 | 37 |
| Death Investigation | 30 | 31 | 40 | 101 | 34 |
| Fraud/Forgery | 31 | 37 | 24 | 92 | 31 |
| Disorderly Conduct | 25 | 32 | 33 | 90 | 30 |
| Motor Vehicle Theft | 18 | 28 | 44 | 90 | 30 |
| Harassment | 20 | 33 | 35 | 88 | 29 |
| Missing Person | 14 | 24 | 24 | 62 | 21 |
| Vehicular Hijacking | 24 | 31 | 47 | 102 | 34 |
| All Others | 112 | 124 | 127 | 363 | 121 |
| Sub-Total | 451 | 470 | 538 | 1459 | 486 |
| Totals | 1,045 | 1,133 | 1,268 | 3,446 | 1,149 |

Source: Police Department Provided Data

SDI Table 6.4: Investigations Workload Survey

| Category Options | Oak Park PD | | Prior Study | National Survey Averages | | |
|------------------------------------|---------------|---------------|--------------|--------------------------|---------------|---------------|
| | Detectives | Supervisors | Averages* | Det.'s | Supervisors | Total |
| Administrative/Other | 8.67 | 11.38 | 9.27 | 5.00 | 8.00 | 7.00 |
| Arrest | 3.33 | 3.25 | 2.11 | 3.00 | 3.00 | 3.00 |
| Community Contact | 0.22 | 3.38 | 3.06 | 3.00 | 3.00 | 3.00 |
| Crime Lab | 0.00 | 1.13 | 1.21 | 3.00 | 1.00 | 1.00 |
| Crime Scene Processing | 0.44 | 0.00 | 1.92 | 4.00 | 4.00 | 3.00 |
| Court/Trial Prep | 0.56 | 0.75 | 2.09 | 2.00 | 2.00 | 2.00 |
| District Attorney Follow-Up | 2.11 | 1.00 | 3.29 | 2.00 | 1.00 | 1.00 |
| Evidence Views/Disposition | 2.11 | 2.38 | 1.99 | 2.00 | 1.00 | 1.00 |
| Interviews | 6.11 | 5.75 | 6.68 | 9.00 | 8.00 | 8.00 |
| Investigations | 43.89 | 21.88 | 19.97 | 21.00 | 14.00 | 14.00 |
| Legal (e.g. Search/Arrest Warrant) | 4.44 | 3.00 | 5.45 | 3.00 | 3.00 | 3.00 |
| Meetings | 1.11 | 4.00 | 4.79 | 4.00 | 4.00 | 5.00 |
| Phone Calls/Emails | 6.67 | 8.38 | 9.32 | 8.00 | 8.00 | 7.00 |
| Report Writing | 12.78 | 6.25 | 14.67 | 22.00 | 16.00 | 16.00 |
| Supervisory Duties | 0.00 | 15.38 | 4.55 | 0.00 | 14.00 | 15.00 |
| Surveillance | 4.56 | 6.88 | 2.57 | 4.00 | 4.00 | 4.00 |
| Teaching | 0.00 | 0.63 | 1.12 | 1.00 | 1.00 | 1.00 |
| Threat Assessment | 0.11 | 1.25 | 0.55 | 1.00 | 1.00 | 1.00 |
| Training | 0.56 | 0.63 | 1.91 | 2.00 | 2.00 | 2.00 |
| Travel/Driving | 2.33 | 2.75 | 3.38 | 3.00 | 2.00 | 3.00 |
| Total | 100.00 | 100.05 | 99.88 | 102.00 | 100.00 | 100.00 |

Source: Investigations Workload Survey

*Table includes data from prior studies.

SDI Table 6.5: Self-Reported Case Closure Expectations in Days Active

| Current and Reported | OPPD | OPPD | Prior | Natl. | OPPD | OPPD | Prior | Natl. |
|------------------------|------|--------|--------|--------|-------|--------|--------|--------|
| Case Closure Timelines | 0-30 | Pct. | Cities | Pct. | 31-60 | Pct. | Cities | Pct. |
| Serious Persons Crimes | 2 | 11.76% | 41.12% | 54.95% | 9 | 52.94% | 19.74% | 17.77% |
| Other Persons Crimes | 11 | 64.71% | 29.60% | 38.16% | 4 | 23.53% | 40.40% | 40.32% |
| Property Crimes | 13 | 76.47% | 39.75% | 30.04% | 4 | 23.53% | 26.36% | 35.72% |
| Fraud/Financial Crimes | 6 | 35.29% | 24.26% | 17.98% | 5 | 29.41% | 27.23% | 25.17% |

| Current and Reported | OPPD | OPPD | Prior | Natl. | OPPD | OPPD | Prior | Natl. |
|------------------------|-------|--------|--------|--------|---------|--------|--------|--------|
| Case Closure Timelines | 61-90 | Pct. | Cities | Pct | Over 90 | Pct. | Cities | Pct. |
| Serious Persons Crimes | 4 | 23.53% | 16.12% | 11.68% | 2 | 11.76% | 23.03% | 15.61% |
| Other Persons Crimes | 2 | 11.76% | 20.40% | 14.61% | 0 | 0.00% | 9.60% | 6.90% |
| Property Crimes | 0 | 0.00% | 22.18% | 19.76% | 0 | 0.00% | 11.72% | 14.48% |
| Fraud/Financial Crimes | 5 | 29.41% | 20.79% | 27.39% | 1 | 5.88% | 27.72% | 29.46% |

| Optimal | OPPD | OPPD | Prior Cities | Natl. | OPPD | OPPD | Prior Cities | Natl. |
|-----------------------|------|--------|--------------|--------|-------|--------|--------------|--------|
| Case Closure Timeline | 0-30 | Pct. | 0-30 | Pct. | 31-60 | Pct. | 31-60 | Pct. |
| Serious Persons | 1 | 5.88% | 43.78% | 52.02% | 6 | 35.29% | 28.54% | 21.41% |
| Other Persons | 5 | 29.41% | 37.30% | 37.78% | 8 | 47.06% | 45.84% | 39.52% |
| Property Crimes | 8 | 47.06% | 29.05% | 28.08% | 8 | 47.06% | 45.22% | 40.00% |
| Fraud/Financial | 3 | 17.65% | 20.87% | 17.16% | 5 | 29.41% | 32.32% | 31.35% |

| Optimal | OPPD | OPPD | Prior Cities | Natl. | OPPD | OPPD | Prior Cities | Natl. |
|-----------------------|-------|--------|--------------|--------|---------|--------|--------------|--------|
| Case Closure Timeline | 61-90 | Pct. | 61-90 | Pct | Over 90 | Pct. | Over 90 | Pct. |
| Serious Persons | 6 | 35.29% | 14.11% | 12.47% | 4 | 23.53% | 13.44% | 14.11% |
| Other Persons | 3 | 17.65% | 13.78% | 15.35% | 1 | 5.88% | 3.09% | 7.34% |
| Property Crimes | 1 | 5.88% | 23.03% | 21.32% | 0 | 0.00% | 2.70% | 10.60% |
| Fraud/Financial | 3 | 17.65% | 28.53% | 27.84% | 6 | 35.29% | 12.88% | 23.65% |

Source: Investigations Workload Survey

*Table includes data from prior studies.

Chapter 7: Operational Policies

There are no tables or figures associated with this chapter.

Chapter 8: Data, Technology, and Equipment

SDI Table 8.1: Technology Scorecard

| Description | Main Score | Bonus | Total |
|---------------------------------|------------|-------|-------|
| Field Technology: Primary Score | 49 | | |
| Bonus Score: | | 0 | |
| Agency Totals: | 49 | 0 | 49 |

Source: Agency Provided Data

SDI Table 8.2: Fleet

| Fleet Vehicles | Allocated |
|----------------------------------------------------------------------------------------------------|---------------|
| Vehicle Description | # of Vehicles |
| Administration Vehicles (e.g., Chief, Deputy Chief) | 8 |
| Marked Patrol Vehicles (Excludes K-9 and Motorcycles) | 39 |
| Unmarked Patrol Vehicles (Excludes K-9 and Motorcycles) | 2 |
| Investigations Vehicles (All Units; Excludes Crime Scene) | 15 |
| Dedicated Crime Scene Vehicles | 2 |
| Marked Vehicles for Non-Sworn Personnel (e.g., Animal Control, Community Service, Police Reserves) | 2 |
| All Other Standard Vehicles Not Included Above | 2 |
| All Non-Standard Vehicles (e.g., Golf Carts, ATVs) | 2 |
| Total | 72 |

Source: Agency Provided Data

SDI Table 8.3: Fleet Budget

| Budget | 2021 | 2020 | 2019 | 2018 | 2017 |
|----------------------------------------------|------------|------------|------------|------------|------------|
| Maintenance Budget (Excluding Personnel) | \$ 383,503 | \$ 334,229 | \$ 296,037 | \$ 306,614 | \$ 320,683 |
| <u>Capital Improvement</u> | | | | | |
| All Patrol Vehicles – Budget | \$ 264,000 | \$ 43,000 | \$ 175,000 | \$ 135,000 | \$ 150,000 |
| All Patrol Vehicles – Number of Vehicles | 6 | 1 | 5 | 4 | 5 |
| All Non-Patrol Vehicles – Budget | \$ - | \$ 27,000 | \$ 61,000 | \$ 61,000 | \$ - |
| All Non-Patrol Vehicles – Number of Vehicles | 0 | 1 | 2 | 2 | 0 |

Source: Agency Provided Data

Chapter 9: Training and Education

SDI Table 9.1: Training Budget

| Year | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|-----------------|--------|--------|---------|--------|---------|---------|
| Training Budget | 37,250 | 82,900 | 115,286 | 99,050 | 149,125 | 168,080 |

Source: Agency Provided Data

SDI Table 9.2: Required Training Hours

| Required In-Service Training | Hours | Frequency |
|--------------------------------------------------------|-------|---------------|
| Annual Training Requirements (no minimum hours) | | |
| Crisis Intervention Training | 0 | Annual |
| Emergency Medical Response | 0 | Annual |
| Law Updates | 0 | Annual |
| Officer Wellness / Mental Health | 0 | Annual |
| Firearms Restraining Act | 0 | Annual |
| Firearms Qualification | 0 | Annual |
| Every 3 Years (30 hours of training - minimum) | | |
| Sexual Assault / Trauma | 0 | Every 3 Years |
| Constitutional and use of authority | 0 | Every 3 Years |
| Cultural Competency | 0 | Every 3 Years |
| Civil Rights | 0 | Every 3 Years |
| Human Rights | 0 | Every 3 Years |
| Procedural Justice | 0 | Every 3 Years |
| Reporting Child Abuse and Neglect | 0 | Every 3 Years |
| Sexual Assault /Abuse Investigator Training | 0 | Every 5 Years |
| Use of Force (multiple requirements) | 12 | Every 3 Years |
| Every 5 Years (no minimum hours) | | |
| Psychology of Domestic Violence | 0 | Every 5 Years |
| Avg. Patrol Training Hours (2021) | 22 | Annual |
| Avg. Investigations Training Hours (2021) | 22 | Annual |

Source: Agency Provided Data

Chapter 10: Recruitment, Retention, and Promotion

SDI Table 10.1: Experience Profile

| Years of Service | Less than 1 year | 1-5 Years | 6-10 Years | 11-15 Years | 16-20 Years | 21-25 Years | 26-30 Years | Over 30 Years | Total Years |
|------------------|------------------|-----------|------------|-------------|-------------|-------------|-------------|---------------|-------------|
| Chief | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| Deputy Chief | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 2 |
| Commander | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 3 |
| Sergeant | 0 | 0 | 1 | 2 | 9 | 2 | 2 | 1 | 17 |
| Police Officer | 4 | 24 | 12 | 5 | 21 | 6 | 4 | 3 | 79 |
| Civilian | 0 | 7 | 2 | 1 | 5 | 5 | 1 | 1 | 22 |
| Totals | 4 | 31 | 15 | 8 | 35 | 15 | 9 | 7 | 124 |

Source: Agency Provided Data

SDI Table 10.2: Diversity Profile – OPPD

| Section | Race | | | | | |
|-----------------------------|--------------|------------------|---------------|--------------|-----------------|---------------|
| | Asian | African American | *Hispanic | Other | Native American | White |
| Chief of Police | 0 | 1 | 0 | 0 | 0 | 0 |
| Deputy Chief | 0 | 1 | 0 | 0 | 0 | 1 |
| Commander | 0 | 0 | 0 | 0 | 0 | 3 |
| Sergeant | 1 | 4 | 3 | 0 | 0 | 10 |
| Police Officer | 2 | 10 | 9 | 0 | 1 | 53 |
| Probationary Police Officer | 0 | 0 | 1 | 0 | 0 | 3 |
| Totals | 3 | 16 | 13 | 0 | 1 | 70 |
| Percentages | 2.91% | 15.53% | 12.62% | 0.00% | 0.97% | 67.96% |

Source: Police Department Provided Data

*Not a race; included here for diversity comparison purposes

SDI Table 10.3: Diversity Profile – Prior Study Comparisons

| Position | Asian | African American | Hispanic | Other | Native American | White |
|---------------------------------|--------------|------------------|--------------|--------------|-----------------|---------------|
| Command/Executive | 2.56% | 19.23% | 0.00% | 0.00% | 0.00% | 78.21% |
| Mid Rank | 1.22% | 10.73% | 1.95% | 0.00% | 0.49% | 73.66% |
| Police Officer | 0.98% | 12.36% | 2.94% | 0.29% | 0.15% | 73.57% |
| *Prior Study Pct. Totals | 1.07% | 12.31% | 2.69% | 0.24% | 0.20% | 73.72% |

*Includes all officers below Sergeant, which includes Detectives, Corporals, and Trainees.

| | | | | | | |
|-------------------------------------|--------------|---------------|---------------|--------------|--------------|---------------|
| National Percentages | 2.50% | 12.30% | 10.70% | 0.30% | 0.30% | 73.90% |
| ***Benchmark Cities Averages | 2.51% | 5.50% | 0.00% | 1.86% | 0.00% | 90.49% |

Source: Source: <http://www.bjs.gov/content/pub/pdf/lpd13ppp.pdf>

**Table includes data from prior studies conducted by the IACP.

SDI Table 10.4: Gender Profile – OPPD

| Section | Gender | |
|-----------------------------|---------------|---------------|
| | Male | Female |
| Chief of Police | 1 | 0 |
| Deputy Chief | 1 | 1 |
| Commander | 3 | 0 |
| Sergeant | 15 | 3 |
| Police Officer | 64 | 11 |
| Probationary Police Officer | 4 | 0 |
| Totals | 88 | 15 |
| Percentages | 85.44% | 14.56% |

Source: Police Department Provided Data

SDI Table 10.5: Gender Profile – Prior Study Comparisons

| Position | Male | Female |
|---------------------------------|--------|--------|
| Command/Executive | 88.31% | 11.69% |
| Mid Rank | 91.69% | 8.31% |
| Police Officer* | 88.72% | 11.28% |
| Prior Studies Percentage | 89.18% | 10.82% |
| Benchmark Cities Avg. | 87.51% | 12.49% |

*Includes all officers below Sergeant, which includes Detectives, Corporals, and Trainees.

Source: Table includes data from prior studies conducted by the IACP

SDI Table 10.6: Hiring Steps

| Hiring Step | Scoring/Decision | Time from Step One |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| Application Submission | There is no failure point for this step. | N/A |
| Written Exam | To move on, the applicant must score at or above the median score for all applicants taking the written test. Candidates are provided instructional materials. There is no appeal for failing the test. | 8 Weeks |
| Preliminary Background Check | Applicants must pass a preliminary background check. There is no appeal for this process. | 16 Weeks |
| Oral Interview | Applicants must score a minimum of 70 to advance. There is no appeal for this process. | 16 Weeks |
| Psychological Examination | Applicants can fail this exam, if the results are invalid or the psychologist provides a recommendation not to hire. | 18 Weeks |
| Pre-employment Medical Exam and Drug Test | Applicants can fail if they do not meet health or drug use criteria | 18 Weeks |
| Conditional Offer | The conditional offer must occur prior to scheduling the psychological exam and medical exam | |

Source: Police Department Provided Data

Chapter 11: Internal Affairs

SDI Table 11.1: Complaint Routing

| Step | Description |
|------|------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | A complaint is received, either online or in person |
| 2 | The complaint is documented in a binder in the commander's office |
| 3 | Command staff is notified of the complaint |
| 4 | Professional standards documents the complaint in the tracking spreadsheet |
| 5 | Professional standards assigns the complaint to a commander, based on which division/platoon the employee is assigned to |
| 6 | The commander will do the investigation or assign it to a sergeant |
| 7 | The investigating staff member completes a report with findings |
| 8 | Commander will review the report (if they did not produce it) |
| 9 | Commander provides recommendations and forwards the report through the chain of command |
| 10 | Deputy chiefs review the report and either concur, send it back for additional investigation, or provide revised or additional recommendations |
| 11 | The chief finalizes the report, and determines the final findings and appropriate discipline, if any |
| 12 | The chief forwards the report to CPOC |

Source: Police Department Provided Data

SDI Table 11.2: Internal Affairs Case Dispositions

| | 2017 | | | 2018 | | | 2019 | | |
|----------------------------|--------|----|-----------|--------|----|-----------|--------|----|-----------|
| | Admin. | CC | Totals | Admin. | CC | Totals | Admin. | CC | Totals |
| TOTAL CASES | 6 | 11 | 17 | 21 | 13 | 34 | 26 | 13 | 39 |
| <i>Dispositions</i> | | | | | | | | | |
| Sustained | 14 | 2 | 16 | 40 | 1 | 41 | 37 | 17 | 54 |
| Not Sustained | 1 | 3 | 4 | 0 | 6 | 6 | 1 | 6 | 7 |
| Exonerated | 0 | 6 | 6 | 2 | 7 | 9 | 0 | 14 | 14 |
| Unfounded | 0 | 8 | 8 | 1 | 3 | 4 | 0 | 0 | 0 |
| Unresolved | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| None | 1 | 1 | 2 | 1 | 2 | 3 | 5 | 0 | 5 |
| Pending | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | 2020 | | | 2021 | | | | | |
| | Admin. | CC | Totals | Admin. | CC | Totals | | | |
| TOTAL CASES | 33 | 12 | 45 | 28 | 16 | 44 | | | |
| <i>Dispositions</i> | | | | | | | | | |
| Sustained | 51 | 2 | 53 | 35 | 20 | 55 | | | |
| Not Sustained | 0 | 6 | 6 | 3 | 11 | 14 | | | |
| Exonerated | 0 | 4 | 4 | 5 | 4 | 9 | | | |
| Unfounded | 0 | 4 | 4 | 1 | 19 | 20 | | | |
| Unresolved | 0 | 1 | 1 | 0 | 0 | 0 | | | |
| None | 1 | 0 | 1 | 0 | 0 | 0 | | | |
| Pending | 0 | 0 | 0 | 3 | 1 | 4 | | | |

Source: Police Department Provided Data


Note: Columns may not equal complaint totals, due to multiple counts in some complaints


Chapter 12: Conclusions and Recommendations


There are no tables or figures associated with this chapter.


Supplemental Appendix A: Findings and Recommendations


This section of the report contains all the formal recommendations from each chapter repeated here in their entirety.

| Organizational Leadership and Culture | | |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| No. | Internal Communication | Overall Priority |
| Chapter 2 Section: IV Communication | | |
| 2-1 | Finding: In its current state, internal communication within the OPPD is not fully serving the needs of the organization. |  |
| | Recommendation: The OPPD should develop an internal communication strategy. The OPPD should conduct a series of internal discussions to determine how to improve communications. These discussions should focus on current gaps in practice and establishing ongoing formal mechanisms to overcome any identified gaps. | |


| Organizational Leadership and Culture | | |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| No. | Personnel Development Plan | Overall Priority |
| Chapter 2, Section VI: Mentoring, Coaching, and Succession Planning | | |
| 2-2 | Finding: OPPD does not have a formal staff development system that includes systems or mechanisms for consistent coaching, mentoring, or succession planning. |  |
| | Recommendation: BerryDunn recommends OPPD develop a formal coaching, mentoring, and succession planning program for staff and that the program be memorialized in policy and executed consistently in practice. In order to help ensure success within each operational role and to prepare those within the department for formal supervisory and command-level positions and/or informal leadership opportunities, the department must create an atmosphere that encourages personnel development and also one that specifically prepares staff for opportunities through a deliberate and intentional process. | |


| Organizational Leadership and Culture | | |
|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| No. | Performance Appraisals | Overall Priority |
| Chapter 2, Section VII: Performance Appraisals | | |
| 2-3 | <p>Finding: The current performance evaluation system is generic and is considered marginally useful at all levels of the OPPD organization.</p> |  |
| | <p>Recommendation: The OPPD should engage a collaborative process to evaluate the current performance appraisal system in use, to develop a system that will more closely conform to the needs and desires of the leadership and staff within the department.</p> <p>It is imperative that staff have some level of confidence in the appraisal system in use; otherwise, staff will find little value in going through the process, and it will become simply a perfunctory duty. To help ensure that the system in use in Oak Park is valued and worthwhile, BerryDunn recommends that the OPPD engage a collaborative process, including representatives from HR, to design a system that will better suit the needs of the staff and the organization.</p> | |

| Operations and Staffing | | |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| No. | Administrative Supervisor | Overall Priority |
| Chapter 3, Section III: Support Services, Specialty Programs, and Assignments | | |
| 3-1 | <p>Finding: Unfunded mandates by the State of Illinois have created an operational burden for the OPPD in managing BWC data and facilitating the BWC program, including all required training. The Administrative Section has one commander, and one records supervisor, but no other supervisory personnel overseeing the remaining units or personnel.</p> |  |
| | <p>Recommendation: The OPPD should add an administrative supervisor to the Administrative Section to support operations. This supervisor should oversee the BWC program, and the other units within the Administrative Section, other than records.</p> | |


| Operations and Staffing | | |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| No. | Use of Non-Sworn Personnel | Overall Priority |
| Chapter 3, Section III: Support Services, Specialty Programs, and Assignments | | |
| 3-2 | <p>Finding: The OPPD can gain operational efficiency and reduce costs by utilizing non-sworn personnel more effectively.</p> |  |
| | <p>Recommendation: The OPPD should review its use of CSOs, internally and in the field, and expand their duties and responsibilities. In addition, the OPPD</p> | |

| Operations and Staffing | | |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | <p>should revise the job descriptions and duties for records staff to allow for cross-category work.</p> <p>The OPPD currently uses CSOs as desk officers and in the field when they are available. The effectiveness of field use, however, has been limited due to too few personnel. Adding CSOs (as recommended elsewhere in this report) would allow the OPPD to consistently staff field positions and create an opportunity to relieve sworn staff of certain duties (e.g., collecting video for incidents, taking photographs, managing animal control, handling minor CFS) that do not require a sworn officer. Staffing for the CSO unit should be increased to a minimum of 10, but may require additional expansion, if the Alternative CFS plan produces sufficient demand.</p> | |


| Operations and Staffing | | |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| No. | Evidence Collection | Overall Priority |
| Chapter 3, Section III: Support Services, Specialty Programs, and Assignments | | |
| 3-3 | Finding: Evidence collection efforts used by the OPPD that rely on specific sworn personnel are not efficient. |  |
| | Recommendation: The OPPD should adjust its evidence collection processes to improve operational efficiency. | |
| | Using specially trained sworn personnel for all evidence collection – particularly for minor cases – is an inefficient use of sworn officer time. Most criminal cases do not require a certified technician, and with minimal training, these duties can be reallocated to those conducting the preliminary investigation, and/or to CSOs. | |

| Patrol Services | | |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| No. | Patrol Schedule Analysis | Overall Priority |
| Chapter 4 Section V: Patrol Work Schedule | | |
| 4-1 | Finding: The patrol work schedule for the OPPD is not effectively or efficiently meeting staffing and personnel distribution needs for the department. |  |
| | The patrol schedule lacks flexibility and consistency, and it does not adjust to peaks and valleys for CFS or leave time, among other challenges. | |
| | Because of continuity of scheduling issues, the current patrol work schedule does not consistently align with geographic policing expectations, and this reduces the ability of the department to fully engage COP work in each of the patrol districts and beats. | |
| | Recommendation: The OPPD should consider revising the patrol work schedule | |


| Patrol Services | | |
|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| No. | Patrol Schedule Analysis | Overall Priority |
| | <p>to maximize efficiency and distribution of personnel.</p> <p>Based on the numerous data provided and evaluated, it is evident that the current work schedule in use by the OPPD is not maximizing the use of personnel.</p> <p>BerryDunn recommends that the OPPD engage a committee to review the work schedule, in light of the information contained in this report, and that a new schedule be developed that will meet department, staff, and community needs.</p> | |


| Patrol Services | | |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| No. | Alternative CFS Response | Overall Priority |
| Chapter 4, Section VII: Alternative CFS Response | | |
| 4-2 | <p>Finding: The OPPD has used alternative CFS response on a limited basis, but opportunities exist to significantly expand upon alternative CFS response methods and resources.</p> |  |
| | <p>Recommendation: The OPPD should develop a comprehensive alternative CFS response plan and seek approval from the Village Council on the new model.</p> <p>The alternative CFS response plan should consider numerous elements, including:</p> <ul style="list-style-type: none"> • Establishing a TRU • Adding non-sworn personnel (similar to CSOs) to staff the TRU, and to manage other in-person responses that do not require a sworn officer • The addition of professional non-sworn staff (e.g., mental health worker, social worker), as well as hybrid/collaborative response, contracted response, and on-call response models • Developing CAD CFS types that clearly categorize certain incidents (e.g., mental health, unhoused) so that these data may be easily monitored in the future • Evaluating hybrid and collaborative responses for appropriate CFS types, and identify whether there are existing resources for response, or if these need to be created and/or augmented • Developing policies and procedures for the diversion of CFS to the TRU, non-sworn personnel, and other external resources; procedures should consider customer preferences and provide accommodations for those, whenever requested • Training agency personnel, dispatch, and community partners on the new model • Providing community education on the new model, including the various | |

| Patrol Services | | |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| | <p>reporting capabilities, and how to provide feedback</p> <ul style="list-style-type: none"> Monitoring the success of the new model and make appropriate adjustments <p>Additional details on the Essential CFS Evaluation process and findings can be found in Appendix B of this report.</p> | |


| Patrol Services | | |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| No. | NIBRS Entry | Overall Priority |
| Chapter 4, Section VIII: Patrol Operations | | |
| 4-3 | <p>Finding: Records personnel are regularly revising NIBRS data on many criminal incidents because of errors by field personnel, and this prohibits fully automating the NIBRS reporting process.</p> |  |
| | <p>Recommendation: The OPPD should take steps to improve its quality control measures for NIBRS entry to minimize errors and the need for Records personnel to correct them.</p> <p>Automating the NIBRS submission process will have a positive effect on the workload in Records, which will free up time for Records staff to manage other functions.</p> <p>BerryDunn recommends that the OPPD:</p> <ol style="list-style-type: none"> 1. Work with Records personnel to identify common errors that are negatively affecting automated NIBRS submissions. 2. Provide training to staff who submit incident reports to improve the understanding of submission requirements, common errors, and department expectations. 3. Require patrol chain-of-command to perform quality assurance review of NIBRS-related data in incident reports, and direct patrol supervisors to only approve incident reports that are free of submission errors. 4. Hold staff accountable for proper completion of incident reports, including critical data points required for automated NIBRS submission. | |

| Patrol Services | | |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------|------------------|
| No. | DV Lethality Assessment | Overall Priority |
| Chapter 4 Section VIII: Patrol Operations | | |
| 4-4 | <p>Finding: The OPPD does not currently utilize a lethality assessment program for domestic violence.</p> | |


| Patrol Services | | |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| No. | DV Lethality Assessment | Overall Priority |
| | <p>Recommendation: The OPPD should revise its policy and practices to expand its DV investigation protocols to include a lethality assessment program.</p> <p>Lethality assessment programs (LAP) were developed as a multi-pronged intervention consisting of a standardized, evidence-based lethality assessment instrument (i.e., survey) and accompanying referral protocol that helps first responders make a differentiated response tailored to the unique circumstances of high-danger victims.</p> <p>Research indicates domestic violence perpetrators often engage in additional community violence. Proactively addressing domestic violence through implementation of a LAP can improve outcomes for DV survivors, communities at large, and police agencies themselves.</p> <p>The OPPD should review its DV response protocols with all appropriate stakeholders and develop a revised policy that includes a lethality assessment</p> |  |


| Patrol Services | | |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| No. | Solvability Factors | Overall Priority |
| Chapter 4, Section VIII: Patrol Operations | | |
| 4-5 | <p>Finding: The OPPD's current RMS provides the opportunity to utilize automated solvability factors on investigations, but those solvability factors are used only informally, and field personnel do not have access to add them.</p> <p>Recommendation: The OPPD should require utilization of automated solvability factors available within RMS. These should be completed by patrol staff and reviewed by patrol supervisors as a part of the incident report approval process. Solvability factors should include information such as whether there is a known suspect, whether there is a vehicle description, whether there are witnesses to the crime, and whether there is physical evidence. The sum of these factors comprises the baseline of a thorough preliminary investigation. If officers do not collect this information and report on it, one could reasonably assert that the preliminary investigation and/or the report was incomplete.</p> <p>By design, requiring patrol staff to collect and record this information helps to ensure a thorough preliminary investigation, and it can expedite the process of determining whether a case should be forwarded to a detective for additional investigation. It is possible that the RMS at OPPD has the capability to collect solvability factors, however the field reporting platform does not currently allow patrol officers to complete them. BerryDunn has recommended elsewhere in this report that the RMS and field reporting systems be adjusted to accommodate this process.</p> <p>Accordingly, BerryDunn recommends the OPPD revise the report-writing and</p> |  |

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| | approval process and include solvability factors as a required element within that process for all personnel generating criminal reports. | |


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| No. | COP | Overall Priority |
| Chapter 5, Section I: Community Policing | | |
| 5-1 | <p>Finding: The OPPD has a strong COP philosophy that has been successful in many ways. However, the OPPD does not provide ongoing COP training, lacks a clear explanation of department expectations for COP efforts for officers, and does not track those efforts substantially.</p> |  |
| | <p>Recommendation: The OPPD should build processes, opportunities, and expectations for all members of the OPPD to actively support community policing by expecting all team members to engage in active, deliberate, and meaningful relationship-building and problem-solving with the community.</p> <p>Expectations for officers should include strategies for building community relationships, as well as specific goals, policies, and objectives. These steps should create an agency-wide philosophy of proactive community interaction and establish formal responsibility to each employee of the agency, including the importance of each member's contributions to the overall success of the department.</p> <p>The OPPD should take several steps to encourage more consistent community policing efforts by staff. BerryDunn has provided several possible actions the OPPD may wish to consider:</p> <ol style="list-style-type: none"> 1. Each new officer should be required to engage in a community-based POP project as part of their field training. This will not only benefit the community, based on the outcome of their work, it will also solidify an understanding of the processes involved in these projects. This will benefit both the new officer and the FTO who must oversee the project. 2. Each new officer should be required to shadow an RBO/NRO officer for a week during field training. If possible, this week should be scheduled to coincide with the assigned POP project, so the trainee can leverage the knowledge and experience of the RBO/NRO for that work. 3. The OPPD should provide periodic in-service training on community policing to staff, to include examples of successful projects and strategies officers have used, either internal or external to the OPPD. 4. Internal COP training should emphasize COP as a department-wide philosophy, not the responsibility of RBOs and NROs. Additionally, when patrol officers forward POP referrals to RBOs and NROs, the referring officer should be involved in the POP effort and solution, whenever possible. | |

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| | <p>5. The OPPD should continue to embrace the concept of geographical policing and strive to establish continuity of personnel deployments within designated zones or geographic areas. This type of focused deployment should aid officers in understanding that section of the community and its unique needs, and assist officers in building relationships and trust within the community, particularly within their assigned work area.</p> <p>6. The OPPD should establish expectations for COP activity and a mechanism to capture this data. This information should be used as part of the performance evaluation, and as a mechanism to monitor COP activities by officers.</p> <p>7. Demonstration of an understanding of COP and proven application of COP principles as a knowledge, skill, and ability should be an assessment area for promotion.</p> | |


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| No. | Professional Partnerships | Overall Priority |
| <i>Chapter 5, Section I: Community Policing</i> | | |
| 5-2 | <p>Finding: The OPPD has formed partnerships with advocate organizations and other law enforcement and non-law enforcement agencies. Many of these partnerships have been effective and are representative of innovation and best practices within the industry. Although these partnerships have been beneficial, the OPPD does not maintain a repository of active partnership agreements and does not review or monitor partnerships to assess whether they continue to meet operational goals and community needs.</p> |  |
| | <p>Recommendation: The OPPD should engage a process to identify all current external partnerships, formal or informal. The OPPD should review the purpose of the partnerships and their alignment with operational goals and community needs, and renew, update, or discontinue those partnerships, as appropriate. The OPPD should conduct this process for each partnership on a determined timeline.</p> | |

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| No. | Community Co-Production Policing | Overall Priority |
| <i>Chapter 5, Section I: Community Policing</i> | | |
| 5-3 | <p>Finding: In general, the OPPD has enjoyed a positive reputation within the community, based on its long-standing COP efforts and its overall service to the Village. However, national calls for reforming the policing industry, as well as local concerns recently raised, demand an appropriate response. For the OPPD, there is a need to build community trust, particularly with traditionally marginalized</p> |  |


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| | populations. | |
| | <p>Recommendation: The OPPD should expand and formalize its COP efforts, and pursue a collaborative model to further community involvement in police decision-making, to build upon and sustain the trust relationship the OPPD enjoys with the community, and to develop those relationships where they are lacking.</p> <p>To accomplish this, the OPPD should engage in efforts that seek greater community involvement and collaboration in ownership of policing strategies for the Village. Both the report from the President’s Task Force on 21st Century Policing and the President’s Commission on Law Enforcement and the Administration of Justice call for co-production policing.</p> <p>As a starting point, BerryDunn recommends that the Village create a committee that represents the unique diversity of the community and possesses real and substantive authority to review and guide decisions about community safety, law enforcement, justice, and the roles, strategies, and approaches of policing within that broader environment. The committee should consider possible collaborative pathways and produce a report that outlines areas for further exploration and implementation.</p> <p>Following that report, BerryDunn recommends the Village, CPOC, and the OPPD, consider revisions to the CPOC charter and mission, to better serve the public safety needs of the community.</p> | |

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| No. | CPOC | Overall Priority |
| <i>Chapter 5, Section III: Citizen Police Oversight Committee</i> | | |
| 5-4 | <p>Finding: In its current configuration, the CPOC is limited in its ability to provide meaningful oversight of OPPD complaints, and to promote operational changes or procedural adjustments that could improve public safety services and staff accountability. Significant adjustments to the CPOC’s role and charter are needed to improve its value and effectiveness.</p> |  |
| | <p>Recommendation: The OPPD should make changes to the CPOC ordinance/charter to improve its value to the community. Changes should be made to improve the CPOC’s ability to monitor investigations and influence outcomes, and to make policy and procedural recommendations to improve public safety services, staff accountability, and transparency for the community.</p> <p>In addition, to build trust and transparency with the community, BerryDunn recommends the Village and OPPD draft a new vision for the CPOC that is founded in collaboration and one that is significantly more interactive. This could involve considering renaming this body, and possibly, developing a revised mission statement. BerryDunn recommends consideration of a collaborative model, to improve interactions and solutions-based approaches between the</p> | |


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| | CPOC and the OPPD, as well as with the community as a whole. | |


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| No. | DEI | Overall Priority |
| <i>Chapter 5, Section VII: Impartial Policing</i> | | |
| 5-5 | <p>Finding: The Village and OPPD have been promoting the progressive and inclusive nature of their community and police department for decades. Although staff acknowledge this history, there is a sense that the OPPD could do more to promote, understand, and address DEI perspectives, both internally and externally.</p> |  |
| | <p>Recommendation: The OPPD should establish a DEI committee and charge that group with the responsibility to monitor DEI elements that impact operations and personnel, including hiring and promotional processes. The DEI committee should also be responsible for monitoring external initiatives of the OPPD that have a DEI focus.</p> <p>BerryDunn offers the following points of consideration for DEI efforts by the OPPD.</p> <p><u>Transparency</u></p> <ol style="list-style-type: none"> 1. Address data limitations: Collect and link identifiers across OPPD data sources, ensuring relevant data from arrest reports, incident reports, and use of force reports are manageable and support department and third-party analysis scrutiny when requested. 2. Provide annual public reports on stop, use of force, and IA/complaint data, noting any disparities and agency efforts to address training, policy, and accountability, as appropriate (in addition to crime data analysis public reports). 3. Develop an integrated approach by engaging police administrators, officers, and community stakeholders to better understand and address the factors that may have contributed to reported disparities, and to collectively identify policy, training, and other measures to address/reduce disparity (in addition to quantitative analysis). <p><u>Training</u></p> <ol style="list-style-type: none"> 1. Build additional collaborations with outside mental health advocacy and treatment organizations beyond CIT training (e.g., trauma informed, IDD – intellectual or developmental disabilities). 2. Look into peer intervention training programs like EPIC (Ethical Policing is Courageous) and ABLE (Active Bystandership for Law Enforcement). 3. Incorporate anti-racism and cultural diversity workshops into the training curriculum (not the typical 1–2-hour presentation, but courses that | |


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| | <p>involve real adult learning opportunities).</p> <ol style="list-style-type: none"> Thoroughly review any DEI-related courses to determine which courses could be effectively co-taught by an outside civilian or academic content expert with an OPPD instructor to increase agency cultural competency (DEI issues are constantly evolving). Consider teaching evidence-based de-escalation training such as the Police Executive Research Forum's (PERF) Integrated Communications, Assessment and Tactics (ICAT). <p><u>Community Relationships</u></p> <ol style="list-style-type: none"> Continue to proactively reach out to community leaders, activists, and critics who are willing to work productively with OPPD to present genuine community perspectives about public safety in the Village. Develop DEI-related public service announcements (PSAs) to educate the community on the OPPD's efforts to address and enhance DEI training and initiatives. Consider more guardian-centric adult learning, that is community oriented, where possible. <p><u>Accountability</u></p> <ol style="list-style-type: none"> Assess and identify gaps in the CPOC process and provide more transparency and robust oversight in the complaint process (reduce public perception of rubber stamping). Consider obtaining Body Worn Cameras (BWC) <p><u>Recruiting</u></p> <ol style="list-style-type: none"> Follow up with any police cadet who leaves the academy or FTO training for any reason. Develop a mentorship program for all cadet applicants, especially recruits of color, which is designed to support cadets and help them succeed in academy training. | |

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| No. | Impartial Policing Data Collection | Overall Priority |
| Chapter 5, Section VII: Impartial Policing | | |
| 5-6 | <p>Finding: The OPPD is not consistently collecting impartial-policing data on traffic stops and other non-consensual police contacts. Staff lacks clarity on this policy and how it should be applied. In addition, the OPPD does not collect or record subject data in its records management system (RMS) on all police-related contacts (including calls for service).</p> |  |
| | <p>Recommendation: The OPPD should clarify its impartial-policing data collection policies, provide training to officers on applying these policies, and monitor compliance.</p> | |


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| | In addition, the OPPD should develop and implement a policy for collecting subject data on all police-related contacts for entry into RMS. | |


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| No. | Suspicion Incidents | Overall Priority |
| <i>Chapter 5, Section VII: Impartial Policing</i> | | |
| 5-7 | <p>Finding: Responding to community CFS of suspicious persons or events is a common activity for the OPPD. Many officer-initiated contacts with pedestrians, vehicles, or bicyclists are labeled suspicious. The term suspicious is non-specific, which can create an opportunity for bias-based contacts.</p> |  |
| | <p>Recommendation: The OPPD should change its approach to responding to suspicious incidents, and thoroughly document any suspicion-related contacts, whether community- or officer-initiated.</p> <p>The OPPD should categorize all suspicion incidents as having context, or no context. Incidents with context are those in which specific behaviors, conduct, or circumstances are reported or observed that would lead a reasonable person or officer to conclude that the behavior is abnormal, unusual, dangerous, or possibly criminal, based on the totality of the circumstances and specific articulable facts. Suspicion CFS (or officer-observed incidents) without context would include any situation in which there are no reported or observed specific behaviors, conduct, or circumstances.</p> <p>The OPPD should develop protocols around suspicion incidents with or without context, and train officers, non-sworn OPPD personnel, and dispatchers on these protocols. At a minimum, these protocols should specify:</p> <ul style="list-style-type: none"> • OPPD officers must have context in order to make a stop based on suspicion. • If context does not exist, based on initial observations or caller reported information, OPPD officers shall not make contact. • If suspicious incidents are reported without context, OPPD officers should respond to the area, but should not make contact unless they are able to independently establish context. • OPPD officers must report on any suspicious contact or non-contact through the RMS. • If an officer makes contact on a suspicious incident, whether observed or reported, the officer must document the contact in the OPPD impartial policing database (IPD). | |

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| No. | Consent Searches | Overall Priority |
| <i>Chapter 5, Section VII: Impartial Policing</i> | | |
| 5-8 | Finding: The OPPD regularly conducts consensual searches of people and/or their property, without a formal waiver and/or documentation of the basis for the search. |  |
| | Recommendation: The OPPD should establish a policy that requires a signed waiver for any consent searches of a person or their property. The policy should also specify that whenever possible, the consent should also be recorded by dash camera, or body worn camera (BWC), if available. | |
| | The policy should specify that OPPD may not request a consent search without first establishing specific articulable facts to support a search request. | |
| | <p>The OPPD should develop a form or waiver card that outlines the rights of a person to refuse a consent search, and which requires a date and signature. No consent searches should be conducted by OPPD personnel without a signed consent search waiver.</p> <p>Any request for a consent search must be documented in RMS and the IPD, regardless of whether consent is granted and a search occurs.</p> | |


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| No. | Pretext Stops | Overall Priority |
| <i>Chapter 5, Section VII: Impartial Policing</i> | | |
| 5-9 | Finding: The OPPD regularly engages in pretext stops for the purpose of identifying possible illegal activity. Pretext stops can create an opportunity for bias-based contacts. |  |
| | Recommendation: The OPPD should create a policy that restricts the use of pretext stops. The policy should state that stops, for whatever reason, should focus on the infraction, and clarify that expanding the scope of an initial stop is not allowed, unless there are specific articulable facts developed within the scope of the initial contact that prompt additional inquiry. The policy should also clarify that if an expansion of a stop occurs, these facts must be documented in RMS and the impartial policing database (IPD). | |
| | This policy and practice should apply to pedestrian or vehicle stops, as well as bicycle (or other conveyance) stops. If an officer stops a bicyclist for a moving or equipment violation, the stop should focus on that purpose. Checking the serial number of a bicycle is an expansion of the stop and should not occur unless there are specific articulable facts that prompt additional inquiry. For example, knowledge of a missing bicycle matching the description of the bicycle stopped would be considered sufficient cause for checking the serial number. If an | |
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| | expansion of a bicycle stop occurs, these facts must be documented in RMS and the IPD. | |


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| No. | Transparency and Community Education | Overall Priority |
| <i>Chapter 5, Section VII: Impartial Policing</i> | | |
| 5-10 | <p>Finding: The OPPD does not have a mechanism for proactive data sharing with the community. The OPPD also has not developed a structured approach to educate the community about police operations or procedures.</p> |  |
| | <p>Recommendation: The OPPD should develop a data sharing philosophy that proactively shares data with the Village, to help inform the public, improve transparency, and build trust. The OPPD should also create educational opportunities for the Village, to improve understanding of police operations and procedures and to create public awareness.</p> <p>The OPPD should consider the following areas (at a minimum) for data sharing:</p> <ul style="list-style-type: none"> • Crime mapping, including an active dashboard and up-to-date data push • Internal affairs complaints by category, internal and external, along with disposition data • Impartial policing data quarterly (at a minimum) • Key operational policy decisions or adjustments <p>In addition, to help educate community members about police operations, the OPPD should consider developing a series of PSAs that explain what the police do, and why. Topics could include (but are not limited to):</p> <ul style="list-style-type: none"> • Traffic stops • High-risk vehicle stops • Crisis intervention • Use of force and de-escalation | |


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| No. | Impartial Policing Data Monitoring | Overall Priority |
| <i>Chapter 5, Section VII: Impartial Policing</i> | | |
| 5-11 | <p>Finding: The OPPD has not routinely monitored or evaluated the IPD collected by officers regarding its non-consensual encounters with individuals. Monitoring and evaluating this data is a critical step in identifying possible biased policing patterns, and in developing strategies to correct them.</p> |  |

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| | Recommendation: The OPPD should regularly monitor and evaluate its IPD to identify patterns that reflect possible bias. The OPPD should use the data to assist with development of strategies to correct possible biased policing patterns, and monitor the data on an ongoing basis to evaluate the success of operational adjustments implemented to mitigate them. | |

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| No. | Ordinance Revisions | Overall Priority |
| <i>Chapter 5, Section VII: Impartial Policing</i> | | |
| 5-12 | Finding: Elements of Village ordinances have the potential to create disparate impact for marginalized populations. OPPD ordinance enforcement processes and procedures have a similar potential, as well as the potential for bias in enforcement. |  |
| | Recommendation: The Village and OPPD should make adjustments to its ordinances. The Village should modify the damage to Village property ordinances, rescind the vehicle seizure and impoundment ordinance, and develop a new ordinance for retail theft. The Village should also work with the prosecutor's office to explore and implement a practice of citation in lieu of arrest. | |

| Investigations Services | | |
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| No. | Case Assignment and Monitoring | Overall Priority |
| <i>Chapter 6 Section III: Policies and Procedures</i> | | |
| 6-1 | Finding: The RMS of the OPPD has the ability to track and monitor case assignments and progress for investigations. Interviews with investigators and supervisors indicate varied methods of case monitoring. The OPPD is not maximizing the use of its RMS to monitor case assignments, and supervisors are not formally and consistently monitoring cases of investigators within the unit. |  |
| | Recommendation: The OPPD should take steps to more appropriately use the RMS to track and monitor case assignments and progress by investigators. Supervisors should be required to conduct periodic case reviews for all open cases, and to document case reviews and expectations, consistent with department standards on case updates and expected closure dates. | |

| Investigations Services | | |
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| No. | Criminal Case Review and Assignment | Overall Priority |
| Chapter 6, Section III: Policies and Procedures | | |
| 6-2 | <p>Finding: The process in place for reviewing criminal cases for follow-up and assignment to an investigator is inefficient and in need of adjustment.</p> <p>The current practice of having investigators review each criminal incident is time consuming, and in many cases, unnecessary. Many reports lack sufficient basis for follow-up, and having investigators review these is an inefficient process.</p> |  |
| | <p>Recommendation: The OPPD should revise its process for reviewing criminal cases to delegate specific tasks to appropriate personnel and to save time for investigators.</p> <p>Patrol sergeants, who are responsible for review of all incident reports, should be empowered to close criminal cases without the need for additional review. This decision should be based on the solvability factors (as completed by the originator of the incident report), and the supervisor's review of the substance of the case. Patrol sergeants should both close the case and forward it for secondary contact or leave the case open and forward it to investigations for review.</p> <p>Cases forwarded for secondary contact should be routed to a non-sworn staff member to re-contact the victim to determine if there is any new information, and to let them know that the department has reviewed their case. If additional information is identified during the re-contact call, the staff member can forward the case to investigations for follow-up.</p> <p>The crime analysis team should review all criminal cases, whether closed or forwarded for follow-up, to help ensure a consistent understanding of all criminal events, and to look for patterns of activity or persons. If these are identified, the analysis team should forward relevant information to the appropriate commander or unit, and/or include that information in their ILP report.</p> | |

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| No. | Policy Revisions | Overall Priority |
| Chapter 7, Section I: Critical Policies | | |
| 7-1 | <p>Finding: There are several areas within the OPPD policies or procedures that are either lacking, missing, or should be considered for revision.</p> <p>The OPPD has a good policy manual that is well-structured and designed, and it provides appropriate and relevant guidance for personnel. However, there are numerous policies the OPPD should examine for completeness, modification, or creation.</p> |  |
| | <p>Recommendation: The OPPD should review BerryDunn's findings and recommendations concerning department policies, and consider adding or</p> | |

Operational Policies

amending policies based on that review.

BerryDunn is aware that the OPPD is in the process of moving to a new policy platform (Lexipol). This process is incomplete and is not expected to be finalized during this project. Accordingly, BerryDunn and the OPPD agreed upon a strategy for policy review that referenced its current manual, including any associated recommendations. The OPPD will refer to BerryDunn's recommendations in its process of implementing Lexipol for the department.


A set of complete, contemporary, and understandable policies to guide staff in fulfilling their public safety mission is a critical element of every police agency. The policies should prescribe expectations for staff, clearly defining what they can, cannot, should, or should not do. The policies should be consistent with state and federal law, best practices within the police profession, and to the extent it is lawful, they should align with community desires, needs, and standards. Developing a set of guiding policies that conform to these interests is an arduous task, but one that is necessary to help ensure uniformity and fairness in policing practices and accountability for those who do not abide by them.


Although there are foundational elements surrounding most police practices (e.g., pursuits, emergency driving, domestic violence), there are many nuances that should be considered. Accordingly, developing or modifying policies should be a collaborative effort that involves thorough discussion and consideration with all concerned stakeholders, including those who must enforce and follow the policies (staff), and those affected by them (the community). Because there are many variations, possibilities, and opinions on policy development, BerryDunn favors a process in which the agency is responsible for these actions. As a result, BerryDunn has offered many best-practice areas of consideration for the OPPD without detailed recommendations on which provisions should or should not be included. BerryDunn recommends that the OPPD evaluate the following policy areas for development or revision:

- Off-Duty Conduct
- Sexual Harassment-Discrimination
- Internal Affairs/Professional Standards
- Search/Seizure– Arrest
- Domestic Violence
- Officer Wellness
- LGBTQ Policy
- Impartial Policing Policy
- Unmanned Aircraft Systems
- Victim/Witness Assistance
- Use of Force
 - “8 Can’t Wait” Policies


Although BerryDunn acknowledges OPPD's desire to replace its current policy system with Lexipol, and doing so is a complex task, BerryDunn notes that as indicated above in this recommendation (and a separate recommendation), policy


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| | development should be a collaborative process, both internally and externally. From a timing perspective, it may be prudent for the OPPD to implement the Lexipol manual without extensive collaboration in advance. However, if the OPPD opts to do so, BerryDunn recommends the OPPD expose the manual to the community for open input and feedback. Following any input, the OPPD should consider whether additional collaboration, discussion, and possible policy revision are warranted, and if so, the OPPD should initiate a formal process to engage those steps. | |

| Operational Policies | | |
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| No. | Policy Manual | Overall Priority |
| <i>Chapter 7, Section I: Critical Policies</i> | | |
| 7-2 | Finding: Because the OPPD is using a mix of policies from its current manual and a new source (Lexipol), staff lack clarity on prevailing policy, and in some cases, lack policy understanding. |  |
| | Recommendation: The OPPD should implement practices to ensure that staff are clear on which policies are in force and provide training so that staff understand the contents of all policies they are responsible for following. | |


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| No. | Collaborative Policy Development | Overall Priority |
| <i>Chapter 7, Section III: Policy Advisory Committee</i> | | |
| 7-3 | Finding: The OPPD does not have a formal process that intentionally seeks input, both internal and external, on policy revisions and development, and there is not a clear pathway for department members to recommend policy additions/revisions and to receive feedback. Changes in policies and procedures materially affect those who must carry out the work. Those who do the work are in the best position to recognize how changes will alter or affect the work they must perform. Persons who perform the work often have insights into details of the work, which should be considered during policy revision or development processes. Co-production policing practices also suggest the inclusion of the public in key policy decisions. Policy review and development does not currently or consistently incorporate significant feedback from the community, |  |
| | Recommendation: The OPPD should develop a formal process to solicit input from OPPD staff on any significant policy revision, or when considering the development or adoption of any new policy. The policy should also consider | |

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| | community involvement in major policies that will affect them. | |


| Data, Technology, and Equipment | | |
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| No. | RMS | Overall Priority |
| <i>Chapter 8, Section I: Data and Technology</i> | | |
| 8-1 | Finding: The RMS in use by the OPPD is not supporting operational needs. The RMS has multiple limitations, including data entry and data mining, both of which are critical to leveraging data in support of operations and impartial policing. |  |
| | Recommendation: The OPPD should pursue acquisition of a more modern and robust RMS that is capable of supporting its data needs. | |


| Data, Technology, and Equipment | | |
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| No. | RMS Configuration | Overall Priority |
| <i>Chapter 8, Section I: Data and Technology</i> | | |
| 8-2 | Finding: There are significant limitations to the RMS currently used by the OPPD. The OPPD can overcome some of these limitations through system configuration and process revisions. |  |
| | Recommendation: The OPPD should make revisions to its RMS and processes, to improve the effective use of the RMS. Areas for revision include: <ul style="list-style-type: none"> • RMS Access: A primary limitation of the RMS is that most staff, including patrol officers, cannot access it directly. Although staff can access RMS using the mobile computer terminal (MCT), this access has its limitations and is insufficient. Staff access is a configuration issue which can be adjusted easily by personnel with system administration rights; BerryDunn recommends making this adjustment. • RMS Security: A specific security group should be added for patrol that allows access to appropriate files, but restricts staff from inadvertently or intentionally deleting important information. • Patrol Queue: At present, patrol officers do not have a queue within RMS for returned reports or for assignment of cases for follow-up or investigation. This is also a configuration issue that can be easily resolved. BerryDunn recommends making this adjustment. • Remote Access for Patrol: Providing RMS access and an officer queue are important, but these should also be accessible from the field. Officers should have the ability to access the full RMS from their patrol units, not | |


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| | <p>only through the RMS interface built into their MCT mobile platform. The OPPD should work with IT to develop a secure path for full RMS access from the field.</p> <ul style="list-style-type: none"> • Solvability Factors: As recommended elsewhere in this report, patrol should be required to complete the Solvability Factors section for every criminal incident. This section is currently not available to officers, because it is contained within RMS and officers do not have access to the system. The OPPD should take steps to add the Solvability Factors section to the interface officers use to create an incident report. This will likely require vendor or other technical support. • Report Process: Currently, when an officer completes an incident report, that report is routed to a supervisor for approval. Once approved, the report is forwarded to Records for additional action. While the report is in an action status with Records, it is generally not accessible to those who might need to review it. This is due to configuration settings that limit the admission of the report into the full RMS until Records staff have processed it. This restriction creates various operational challenges and it should be changed. When reports are approved by the supervisor, they should automatically import into RMS. Once there, Records staff can still perform any data validation functions, without restricting personnel from access to the documents. This is a configuration issue that can be resolved by a person with administrative rights and system knowledge. BerryDunn recommends making this adjustment. • Procedures and Training: These configuration adjustments will require the OPPD to thoughtfully consider any associated business processes. Adjusting these processes should be done in collaboration with relevant administration and users. In addition, after these adjustments are made, it will be critical that the OPPD provide clear training to staff on the new processes, particularly access to RMS and the associated functions that patrol staff will need to understand and perform. <p>BerryDunn has also provided the OPPD with general RMS and field technology information in Supplemental Appendix D. The OPPD may wish to reference this information as it considers RMS and field technology solutions and options.</p> | |

| Data, Technology, and Equipment | | |
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| No. | e-Citations | Overall Priority |
| <i>Chapter 8, Section I: Data and Technology</i> | | |
| 8-3 | <p>Finding: The OPPD has an electronic citation program called Brazos. This system produces electronic citations, but is not currently configured to transfer data into the OPPD RMS.</p> <p>A key purpose for having an electronic citation program is to improve efficiency</p> |  |


| Data, Technology, and Equipment | | |
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| | <p>and accuracy of data collection and entry. Although officers benefit from this program in the field, Records must still manually enter this data into RMS, which is inefficient, and also increases the opportunity for data entry errors.</p> <p>OPPD personnel told BerryDunn that Brazos was unable to transfer data to RMS, but that statement is inaccurate. Brazos cannot currently transfer the data, but the program is capable of doing so, given the proper software interface.</p> | |
| | <p>Recommendation: The OPPD should work with its vendor to develop an interface to automatically transfer citation data from Brazos into its RMS.</p> <p>BerryDunn recommends the OPPD explore development and implementation of such an interface.</p> | |


| Data, Technology, and Equipment | | |
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| No. | Impartial Policing and Other Data Collection | Overall Priority |
| <i>Chapter 8, Section I: Data and Technology</i> | | |
| 8-4 | <p>Finding: The OPPD has two portals for entering impartial policing data: the racial profiling (impartial policing) portal, and the field contact portal. The two portals collect similar data, and there has been confusion among officers on which to portal to use when, and for what purpose.</p> |  |
| | <p>Recommendation: The OPPD should merge the functions of the impartial policing portal and the field contact portal for all data that relates to impartial policing. All impartial policing data should be collected through this single portal, consistent with OPPD policy and the other recommendations of this study.</p> <p>The impartial policing portal was designed to meet state data collection requirements. Although this portal does perform that function, its usability could be improved. Staff expressed the desire for modifications to the layout of the portal, and suggested drop-down lists should be added and/or modified.</p> <p>The OPPD field contact portal was created to replace handwritten field contact cards previously used by the department. These field contact cards were often used for intelligence purposes, not a method of reporting or recording demographic or impartial policing data. Consequently, officers have been understandably confused about when to use this portal, and for what purpose.</p> <p>To correct these issues and to support consistent data collection going forward, BerryDunn recommends the OPPD create a single portal for collection of all impartial policing data, whether related to an officer-initiated stop, or a contact resulting from a CFS. The OPPD should meet with officers to discuss revisions and enhancements to the portal to make it more usable, and to help ensure that it fits their needs.</p> <p>The OPPD should create a separate portal for providing intelligence information to investigations. This portal should be used exclusively for this purpose, and in conformance with any and all intelligence data rules, procedures, and laws.</p> | |

| Data, Technology, and Equipment | | |
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| No. | Crime Analysis Unit | Overall Priority |
| <i>Chapter 8, Section III: Crime Analysis</i> | | |
| 8-5 | Finding: Crime analysts within the OPPD lack sufficient data systems knowledge or access to retrieve various data, including impartial policing data that are critical to monitoring and evaluating police operations and practices. |  |
| | Recommendation: The OPPD should provide appropriate system access to crime analysts to access all relevant OPPD data. The OPPD should provide appropriate training to crime analysts to access, retrieve, and evaluate operational and impartial policing data. | |
| | The OPPD currently collects substantial data as part of its operations, including impartial policing data. During this project, BerryDunn learned that some of this data either could not be accessed by crime analysts, or it was unclear how to retrieve it. Due to the critical nature of this data, and the need to regularly evaluate it, there is a need to provide adequate access and training for OPPD crime analysts, so those staff can perform this function. | |


| Data, Technology, and Equipment | | |
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| No. | Police Facility | Overall Priority |
| <i>Chapter 8, Section III: Department Equipment and Facility</i> | | |
| 8-6 | Finding: There are numerous challenges with the current police facility, and it does not contribute to efficient and effective operations. More importantly, several security risks in the facility are likely uncorrectable, which create various liability and safety concerns for the Village and staff. |  |
| | Recommendation: The Village should take steps to pursue a new police facility to improve operational efficiencies, to help ensure compliance with industry best practices and standards, and to reduce security and risk issues that exist within the current facility. | |

| Training and Education | | |
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| No. | Field Supervisor Training Program | Overall Priority |
| <i>Chapter 9 Section II: Initial Training</i> | | |
| 9-1 | Finding Area: The OPPD does not currently have a formal process for training newly promoted personnel. Transitioning from line-officer to line-supervisor | |


| Training and Education | | |
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| No. | Field Supervisor Training Program | Overall Priority |
| | <p>requires major adjustments for most new supervisors. First-line supervisors play a critical role in the success of the organization, and their personal success is imperative. Many new supervisors do not have extensive leadership training when they are promoted, and they often lack clarity of their role.</p> <p>Recommendation: The OPPD should develop an FST program for all new supervisors.</p> <p>Training is often cited as one of the greatest responsibilities of a law enforcement agency. Implementing an FST program at the OPPD will help new supervisors to act decisively in a broad spectrum of situations. Additionally, providing FST will help new supervisors realize greater effectiveness in acting consistently with discipline, completing performance evaluations, and understanding the greater mission of the organization. Ultimately, such a program will foster cooperation and unity throughout the organization while providing newly promoted personnel training commensurate with their duties.</p> <p>Elements of an FST might include the following:</p> <ul style="list-style-type: none"> • Outlining supervisor expectations • Clarifying supervisory responsibilities regarding policies and other general oversight duties • Training on writing performance evaluations • Identifying accountability and disciplinary processes to help ensure consistency throughout the organization • Mentoring by a senior supervisor within the same division <p>There are many benefits to providing FST, and BerryDunn recommends that the OPPD develop and implement this process.</p> |  |

| Training and Education | | |
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| No. | Strategic Training Plan | Overall Priority |
| Chapter 9, Section IV: Records, Required, and In-Service Training | | |
| 9-2 | <p>Finding Area: The OPPD does not have a plan that establishes a department-wide training strategy.</p> <p>Although the OPPD clearly values training for its staff, there is no specific plan that provides direction for the Training Unit regarding the numerous duties and responsibilities of that unit. There is also no policy that outlines required or preferred training for operational roles, and no policy that outlines minimum training expectations for supervisors. There is no policy that addresses officer development, and no identified process for staff development or improvement plans.</p> |  |


| Training and Education | | |
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| No. | Strategic Training Plan | Overall Priority |
| | <p>Recommendation: The OPPD should develop a broad training plan that establishes a department-wide training strategy, which also outlines the types of training that coincide with certain job duties, and decisions regarding approval of training for officers, and the OPPD should use these guidelines as a framework for its ongoing training needs.</p> <p>BerryDunn also notes here that supervisors should be having regular discussions with officers regarding their intended career path as part of their performance evaluation and on an ongoing basis. Approval for specific training courses for officers should also take these discussions into account.</p> <p>In addition to developing this plan, the Training Unit should be monitoring the progress of officers assigned within each of the identified areas, and when courses are available that are in alignment with the training needs for those positions, the Training Unit should be proactively encouraging officers to submit for that training.</p> <p>The OPPD should consider the following areas in developing a training policy, plan, and strategy:</p> <ul style="list-style-type: none"> • Training records maintenance • Requests for training • Department types of training • Training program and development • Curriculum development • Instructor development • Annual training • Preferred in-service training • Specialized training required by designated unit or role | |


| Training and Education | | |
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| No. | In-Service Training | Overall Priority |
| Chapter 9, Section V: Records, Required, and In-Service Training | | |
| 9-3 | <p>Finding: The OPPD has not consistently trained its sworn personnel in several important and high-risk areas.</p> |  |
| | <p>Recommendation: The OPPD should add specific training to its in-service training requirements to help ensure sworn personnel are regularly trained in important and high-risk areas.</p> <ul style="list-style-type: none"> • DEI/Impartial Policing: The OPPD should provide annual training on DEI and impartial policing. This training should incorporate current strategies | |


| Training and Education | | |
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| | <p>for engaging impartial policing and DEI efforts. It should also cover department policies and procedures, and specific efforts of the department to monitor and improve impartial policing.</p> <ul style="list-style-type: none"> • Use of Force: In addition to any state mandates, the OPPD should provide and require annual hands-on training for sworn staff. The hands-on portion of this training should include a wide range of topics, including but not limited to: open hand techniques and strikes, use of department-approved force tools – including chemical agents, batons, Tasers, less-lethal munitions, handcuffing, and weapon retention. Annual use of force training should include scenario-based training, de-escalation training, and use of non-force options. • Firearms: In addition to any state mandates, the OPPD should have at least one annual required firearms training opportunity for sworn staff. Firearms training should minimally include decision and scenario-based shooting, low-light shooting, off-hand shooting, reloading under pressure, and weapon malfunction drills. Annual firearms training should also include all authorized firearms carried or available to officers. • Active Shooter: The OPPD should provide periodic but consistent training (at least every two years) on response to active shooter incidents. Ideally, this training should occur offsite in a plausible setting, to provide a realistic perspective for officers. This training should be consistent with and conform to any department policies or procedures on active shooter response. <p>The above areas are not intended to be all-inclusive. They are offered as key training areas of focus for the OPPD, in addition to any other state- or department-mandated trainings. BerryDunn also recognizes that the ILETSB recently updated its annual training requirements for police officers and agencies. The OPPD should review these standards to ensure ILETSB compliance now and in the future.</p> | |


| Recruitment, Retention, and Promotion | | |
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| No. | Recruiting Plan | Overall Priority |
| Chapter 10, Section II: Hiring, Recruitment, and Retention | | |
| 10-1 | <p>Finding: The OPPD does not have a formal recruiting plan that supports a specific and focused effort at recruiting. Recruiting is currently managed by Village staff, and there has been limited effort to significantly expand recruiting efforts beyond traditional approaches.</p> |  |
| | <p>Recommendation: The OPPD should develop a strategic recruiting plan that explores all possible options for improving the recruiting and hiring of officers. The plan should outline the goals and objectives of the OPPD in building and maintaining a diverse and quality workforce that represents the department's core</p> | |

| Recruitment, Retention, and Promotion | | |
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| | <p>values.</p> <p>BerryDunn recommends that the OPPD establish a strategic recruiting and hiring plan, and that the department review this report and the relevant suggestions in the OARM to help inform plan development.</p> | |

| Recruitment, Retention, and Promotion | | |
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| No. | Retention Strategy | Overall Priority |
| <i>Chapter 10, Section II: Hiring, Recruitment, and Retention</i> | | |
| 10-2 | Finding: The OPPD does not have a strategic approach to retaining staff, and in particular, sworn staff. |  |
| | Recommendation: The OPPD should develop a retention plan that includes specific steps intended to create an atmosphere that recognizes the long-term value of officers and other staff. | |
| | BerryDunn has compiled a list of considerations that the OPPD should evaluate as part of its process to develop a strong retention plan. BerryDunn has included this information in Section 1 of the OARM. | |

| Recruitment, Retention, and Promotion | | |
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| No. | Operational Minimums and Authorized Hiring Levels | Overall Priority |
| <i>Chapter 10, Section VI: Staffing</i> | | |
| 10-3 | Finding: Authorized hiring levels at the OPPD do not account for attrition rates. Hiring for officers at the OPPD occurs when there are vacancies, and despite a recent increase in attrition, annual voluntary separations are generally predictable and consistent. Because of the lag-time associated with hiring and providing initial training for officers, the OPPD is constantly working without its full complement of personnel. |  |
| | Recommendation: To maintain optimal staffing levels, hiring should always occur at the rate of allocated personnel plus the anticipated attrition rate. In collaboration with Village leaders, the OPPD should establish a minimum operational level and a new authorized hiring level (consistent with the findings of this report) that helps ensure continuity of staffing. | |

| Professional Standards/Internal Affairs | | |
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| No. | Complaint Intake | Overall Priority |
| <i>Chapter 11, Section I: Complaint Process and Routing</i> | | |
| 11-1 | Finding: The OPPD has policies that outline the Internal Affairs/Professional Standards complaint process and the associated investigations. These policies do not provide guidance on resolution of complaints occurring at the supervisor level that are not routed for informal or formal investigation, nor do they specify appropriate documentation practices for these instances. |  |
| | Recommendation: The OPPD should provide clear policy on how minor complaints resolved by supervisors are documented. Policy should direct that all complaints received related to employee misconduct, whether resolved at the supervisor level or investigated as informal or formal complaints, should be consistently documented and stored in a central repository. All complaints, regardless of their categorization, should contain basic complaint and complainant information, and a summary of the supervisor's actions relative to the complaint. | |

| Professional Standards/Internal Affairs | | |
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| No. | IA Investigations | Overall Priority |
| <i>Chapter 11 Section I. Complaint Process and Routing</i> | | |
| 11-2 | Finding: The OPPD generally assigns high-profile and serious personnel complaints to designated personnel who have received specialized training on conducting IA investigations. In other cases, supervisors within the OPPD who lack training in IA investigations have been assigned to conduct IA complaints that could result in discipline to the staff member under investigation. |  |
| | Recommendation: Due to the specific laws, rules, and protocols associated with IA investigations, the OPPD should develop a policy and practice that only staff with appropriate training in IA investigations will be allowed to conduct IA investigations. | |

Supplemental Appendix B: Department Actions During the Assessment

| Rec. # | Department Actions |
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| 2-2 | The department solicited volunteers for a mentoring program and our four most recent hires now have a mentor assigned. |
| 3-1 | The department reclassified the Youth Services Sergeant to the Internal Affairs Sergeant who will oversee the BWC program. |
| 3-3 | The Evidence Technician position is a specialty position within the FOP CBA. Those assigned to the position receive specialized training and a yearly stipend to perform the assignment. |
| 4-3 | The department has started a process to track errors that appear for Officers. Once the department has the data to understand why the errors are happening, the system will be adjusted internally, or additional training will be given to officers to stop the errors from occurring. |
| 4-5 | The department is taking this recommendation under advisement and will be considering these aspects as part of our internal review of the workflow process and current RMS capabilities. |
| 5-1 | The department has added the goal of increasing community engagement to our 2023 Budget Work Plan. The goal includes increased training and expectations of community policing for all officers as well as events to interact with our community. |
| 5-2 | The department is compiling a list of all our current external partnerships. |
| 5-5 | The department will work with our new Chief Diversity, Equity, and Inclusion Officer. |
| 5-6 | The department has issued a training bulletin to clarify data collection for police-related contacts. |
| 5-10 | The department is working with our external consultant and IT to develop an external dashboard. The Village is also working on redoing the Village's website. |
| 7-1 | The department is currently reviewing all current policies. The department plans to transition to Lexipol by the end of next year fully. The Lexipol template policies will be reviewed, and where needed, changes will be made to reflect our current practices and policies. |
| 7-2 | During the policy transition, the department has reverted to utilizing our old manual, but updates were made to reflect state changes. |
| 7-3 | During the policy review process, the department solicited feedback from staff. The department has a Lexipol implementation team consisting of 14 officers that are reviewing both old and new policies. |
| 8-1 | The department is seeking a consultant in 2023 to review our operational needs and provide recommendations for a new system. West Suburban Consolidated Dispatch Center (WSCDC) has also added the replacement of the system to its budget. |
| 8-3 | The department is working with our vendor to connect the systems. |

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| 8-4 | The department issued a clarification. The system does not allow us to merge the functions of the two portals. |
| 9-3 | One of the goals in 2023 is to increase our internal training capacity to be better able to serve our training needs. |
| 10-1 and 10-2 | The department is sending personnel to attend a Recruitment and Retention Symposium to gain insights on how to successfully attract and recruit qualified applicants – including members of the minority community, and how to retain your experienced officers in today's climate. |
| 11-1 | The department has created an electronic form to track all inquiries received by the department. |
| 11-2 | The department has hired a consultant to provide Internal Affairs training to all supervisors. |

Supplemental Appendix C: Records Duties

Records Supervisor

This position is charged with supervising, planning, and coordinating the activities and operations of the Records Unit. Additionally, they are the lead on department freedom of information act (FOIA) requests.

Other positions and key operational responsibilities within the Records Unit are listed below.

Senior Records Clerk

- Compile, enter, record and file police reports into our RMS data system
- Count and reconciles monies for Bonds
- Code police and traffic reports
- Maintain the department's warrant system as well as entering information into LEADS
- Compile and process arrest packets for court filings

Records Clerk

- Assist in completing the department's FOIA requests
- Provide necessary information the citizens and the public with requested information
- Compile and process arrest packets for court filings
- Enter, Record and file police reports into our RMS data system
- Scan necessary documents into reporting system

Parking Advocate

- Sort and distribute parking tickets issued
- Input hand written parking tickets in the parking program
- Respond to requests for information
- Compile monthly data regarding parking ticket totals

Court Liaison

- Main contact for the Fourth Municipal District Court facility on behalf of the department
- Prepares weekly court schedules including traffic, misdemeanor and felony cases.
- Attends scheduled court proceedings
- Processes subpoena requests
- Assists the Assistant State's Attorney, Court Clerk and Village prosecutor as necessary with court related requests.