



April 8, 2023

Deputy Village Manager
Ahmad Zayyad
Village of Oak Park
123 Madison
Oak Park, IL 60302
Sent via email to azayyad@oak-park.us

Dear Deputy Village Manager Zayyad:

Berry Dunn McNeil & Parker, LLC (BerryDunn) is pleased to submit this proposal to the Village of Oak Park, Illinois (Village), for additional consulting services in support of and in furtherance of the operational assessment of the Oak Park Police Department (OPPD) which BerryDunn recently completed.

Based on our discussions with you, we have prepared—and present on the following pages—an outline of the project scope, which includes details about our approach, proposed deliverables, the project timeline, and the project budget. This quote, which is valid for 90 days from April 8, 2023, aligns with our current work for the Village, and provides additional support and services, consistent with additional needs identified through the operational assessment. Thank you for the opportunity to provide you with this additional information.

As the principal of BerryDunn's Justice and Public Safety Practice, I am authorized to bind BerryDunn to the commitments made herein. Should you have any questions regarding our proposal, my contact information is as follows:

Doug Rowe, Principal
2211 Congress Street
Portland, ME 04122
Telephone/Fax: 207-541-2330
Email: drowe@berrydunn.com

We appreciate the opportunity to submit this proposal and look forward to our ongoing work with the Village and OPPD on these important initiatives.

Sincerely,

A handwritten signature in black ink that reads 'Doug Rowe'.

Doug Rowe, PMP®, ITIL(F) | Principal
t/f: 207-541-2330 | e: drowe@berrydunn.com

A handwritten signature in black ink that reads 'Michele Weinzetl'.

Michele Weinzetl, Ed.D | Manager
t/f: 207-842-8120 | e: mweinzetl@berrydunn.com

Proposed Services

Introduction and Background

In November 2021, the Village of Oak Park (Village), Illinois, contracted with BerryDunn to conduct an operational assessment of the Oak Park Police Department (OPPD). The overall project included four specific areas in relation to the OPPD:

1. Full management and operational assessment study
2. Audit of race equity issues (internal and external)
3. Recommendations and research for alternative response to traditional police services
4. Presentation of successful measures to contribute to Fair and Impartial Policing (FIP), which have been accomplished in similar cities

The study provided 42 recommendations, separated into three rank-prioritized categories, following five major themes:

- Staffing (including recruiting, hiring, and retention)
- Personnel development
- Policies and procedures
- Impartial policing and transparency
- Technology utilization
- Training

Based on the above information, the OPPD has requested that BerryDunn provide a quote to provide additional professional services in the following Project Areas:

- Recommendation Prioritization and Strategic Action Planning
- Recommendation Implementation and Change Management
- Strategic Plan Development

This document provides an outline of proposed services for each of these areas. BerryDunn has also provided a proposed timeline, which is subject to adjustment, based on the Village's needs.

Proposed Service Areas and Work Plans

For each of the proposed Project Areas listed above, BerryDunn has provided a high-level list of key processes. BerryDunn is willing to provide the Village with additional details for any key process or Project Area, upon request. BerryDunn's approach for each of these proposed Project Areas is to provide services to guide the OPPD in its efforts, and to equip the department to engage these processes independently in the future.

To help ensure broad communication for each of these projects, and to help ensure everyone with an interest (including the public) can follow the progress of the OPPD, BerryDunn will continue to use the Social Pinpoint website developed for the operational assessment project.

Project Area 1: Recommendation Prioritization and Strategic Action Planning

The following provides a high-level work plan and outlines the key processes and deliverables for this area.

Key Processes

- 1.1 Develop onsite materials for Strategic Action Planning
- 1.2 Facilitate recommendation prioritization
- 1.3 Facilitate Action Plan development
- 1.4 Create implementation timelines for recommendations
- 1.5 Facilitate development of the Implementation Action Plan Tracking (IAPT) document

› ***Deliverable 1.1: Implementation Action Plan Summary Report***

Assumption of Commitment

This will involve 1.5 days of onsite work with the OPPD. It is expected that all command staff, and anyone else in a key leadership role, attend the entirety of the sessions. Onsite work for this section will be combined with Task 2.2 in Project Area 2.

Proposed Timeline

BerryDunn is open to scheduling this session, based on available schedules. At present, BerryDunn is expecting to conduct initial onsite work in June or July 2023, based on initial preparation and availability of staff.

Project Area 2: Recommendation Implementation and Change Management

The focus of this area involves assisting and supporting the OPPD with progress toward implementation of project recommendations over a six- to seven-month period.

Key Processes

2.1 Initial Department Communication Outlining Operational Changes

2.2 Training for OPPD and Village Supervisors on Change and Resistance, Critical Thinking and Problem Solving.

2.2.1 Includes development of action plans for collaborative communication and leadership, and organizational change management.

2.2.2 Pre-work includes reading two texts, Flight of the Buffalo, and Crucial Conversations, and completion of a worksheet by the attendees

2.3 Remote Implementation Assistance

2.4 Bi-Weekly Review of Implementation Action Tracking Plan (IATP)

2.5 Bi-Weekly Communications Update to Department (review of OPPD generated report)

2.6 Monthly Progress Report Summary to Village Manager

› *Deliverable 2.1: Monthly Progress Support Summary (6)*

Assumption of Commitment

BerryDunn will provide an eight-hour training program to OPPD and other Village supervisors on change and resistance to change, critical thinking and problem-solving, and collaborative leadership and communication. This training will be delivered onsite and will require travel.

BerryDunn anticipates approximately 80 hours of implementation assistance and monitoring to occur for this section of the project. If additional time is required, BerryDunn is open to discussing an expansion of these services with the Village.

Other Assumptions

This section requires engaging BerryDunn for Project Area 1, because the work in that section is required for implementation monitoring.

Proposed Timeline

This Project Area will require one onsite visit to conduct training for supervisory staff. BerryDunn will combine this onsite visit with a required visit from Project Area 1, to reduce overall expenses.

Project Area 3: Strategic Plan Development

Developing a strategic plan is a key need for the OPPD. There is a need for the OPPD to develop strategic themes, goals, and objectives, that support achieving project recommendations.

BerryDunn will leverage all project work and facilitate development of an Implementation Action Plan that provides strategic direction for the OPPD. This process will also help ensure that strategic direction for the OPPD is consistent with and integrated into the overall Village strategic planning direction.

Key Processes

- 3.1 Prepare Information and Tools for Strategic Planning
- 3.2 Conduct Strategic Planning meetings
- 3.3 Develop/Refine Strategic Themes
- 3.4 Develop Goals and Objectives
- 3.5 Draft Strategic Plan for Review
- 3.5 Finalize Draft Report
- 3.6 Present Strategic Plan Report to OPPD/Village Board

› **Deliverable 3.1: Strategic Plan**

Assumption of Commitment

BerryDunn is proposing 1.5 days of collaborative meetings to develop the key strategic goals and objectives for the department. Participants will be expected to be familiar with the assessment report, the IAPT, and progress on the recommendations.

Other Assumptions

This section requires engaging BerryDunn for Project Area 1, because the work in that section is required for developing the Strategic Plan.

Timeline

This process should start following completion of Project Area 1. The final Strategic Plan will be delivered approximately 45 days after onsite work for this section, and delivery of notes and additional write-ups from OPPD staff.

Proposed Schedule

This proposal includes three distinct, but connected and interrelated projects. BerryDunn has constructed a timeline that assumes the Village wishes to proceed with each of these proposed projects. The timeline is subject to revision, based on the Village’s needs, and depending upon which projects the Village chooses to pursue.

Table 1: Proposed Schedule

Project Area / Month	1	2	3	4	5	6	7	8
1. Recommendation Prioritization and Strategic Action Planning								
2. Recommendation Implementation and Change Management								
3. Strategic Plan Development								

Fees

BerryDunn has provided our fixed price for each of the Projects Areas in Table 2. BerryDunn will use progress billing, based on work completed on a monthly basis.

Note that the costs outlined in Table 2 include travel, as outlined in the body of this proposal. The overall project includes two trips with two BerryDunn team members. Additional travel requested by the Village would be an added expense.

Table 2: Project Area Deliverables and Costs

Project Areas and Deliverables	Cost
Area 1: Recommendation Prioritization and Strategic Action Planning › <i>Deliverable 1.1: Implementation Action Plan Summary Report</i>	\$13,500
Area 2: Recommendation Implementation and Change Management › <i>Deliverable 2.1: Monthly Progress Support Summary (6)</i>	\$30,000
Area 3: Strategic Plan Development › <i>Deliverable 3.1: Strategic Plan</i>	\$20,000
Total Cost	\$63,500

Project Staffing and Team Resumes

BerryDunn will staff this engagement with personnel that bring key contributions to each project. Doug Rowe will provide overall project oversight from BerryDunn, and Michele Weinzetl will act as the Project Manager.



Doug Rowe, ITIL, PMP®

Principal

Doug is a principal on BerryDunn's Consulting Services Team with over 40 years of IT industry experience and 20 years of working with justice and public safety agencies. Doug's experience includes executive IT leadership, project management, enterprise system deployment, quality assurance, and strategic technology services. He has presented at the national and regional level, sharing his knowledge of technology and training to support justice and public safety efforts.

Special Qualifications

20 years of working with justice and public safety agencies; 40 years of IT experience

Education and Certifications

BS, Math and Computer Science, University of New Hampshire

Project Management Professional® (PMP®), Project Management Institute®

Information Technology Infrastructure Library (ITIL) Foundation Certification

Select Clients

City of Albany, GA
City of Charlotte, NC
City of Duluth, MN
City of Dunwoody, GA
City of Eugene, OR
City of Salem, OR
City of Stillwater, MN
City of St. Paul, MN
City of Waterbury, CT
Village of Oak Park, IL

Key Focus Areas

Business Process Improvement: Doug has extensive experience working with justice and public safety agencies to review existing processes, identify inefficient activities, and recommend process changes to improve output metrics. He has overseen detailed police department assessments; assessed business and technical requirements for state agencies; led statewide public safety risk assessments; and facilitated strategic planning efforts to guide resource allocation. His recommendations are rooted in decades of consulting experience and industry best practices.

Recommendations Development: Doug's focus is to recommend actionable improvements for his clients. He has an in-depth understanding of the justice and public safety operating environment and leverages this knowledge to develop recommendations that align with operational goals and objectives. This experience includes work with courts, sheriff's offices, departments of corrections, and police and fire departments, among others.

Systems Modernization: Doug has decades of experience leading projects focused on planning, requirements development, procurement, and implementation of system modernizations. He has provided engagement and project management support for computer-aided dispatch, records management system, and jail management system implementations; case management systems; offender management systems, and other justice and public safety systems.



Michele Weinzetl, Ed.D., Prosci® CCP

Manager

Michele is a manager in our Justice and Public Safety Practice with over 27 years of experience in the public sector, specifically with police. Her background includes more than 17 years as a chief of police for three different Minnesota police departments. She now conducts assessments of police agencies across the country and focuses in the realm of full operations and management; technical assistance; recruiting, hiring, and retention; and patrol and staffing, among others. She has extensive experience instructing hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills.

Special Qualifications

27 years of policing experience; 17 years as chief of police; nearly 10 years of organizational assessment experience

Doctorate in Adult Learning, with years of teaching as an adjunct professor and consultant

Published author in the field of police leadership; a thought leader with journal articles and conference presentations

Education and Certifications

Ed. D., Higher Education and Adult Learning, Walden University

MA, Organizational Management, Concordia University

BA, Organizational Management, Concordia University

AAS, Law Enforcement, North Hennepin Community College

Prosci® Certified Change Practitioner

Master Chief Law Enforcement Officer Certification in MN

Select Projects and Experience

- › Police Department Study
City of Dunwoody, GA
- › Police Department Organizational, Effectiveness, and Efficiency Study
City of Waterbury, CT
- › Alternative Public Safety Response
City of Eugene, OR
- › Police Department Operational Review
City of Stillwater, MN
- › Patrol Work Schedule Redesign
City of St. Paul, MN
- › Independent Assessment of Policing, Training, Accountability, and Community Engagement of the Oak Park Police Department
Village of Oak Park, IL
- › Police Department Organizational Review and Strategic Planning
City of Gresham, OR
- › Police Department Staffing and Operations Study
City of Northglenn, CO
- › Police Department Operations Assessment
City of Albany, GA
- › Police Department Organizational Assessment
City of Duluth, MN

International Association of Chiefs of Police and Leading by Legacy:

Prior to joining BerryDunn, Michele served as a senior project manager for the IACP, conducting several management study projects listed below. She also served as a subject matter expert, consultant, and adjunct faculty member of the IACP's Leading by Legacy program for six years, instructing hundreds of police officers and police executives in the areas of supervision, leadership and development, and a variety of policing skills.



Melissa Vanlandingham

Staff Consultant

Melissa is a consultant in BerryDunn's Justice and Public Safety Practice with 15 years of experience in law enforcement as an intelligence analyst, crime analyst, and dispatcher. She has extensive experience working with qualitative and quantitative data for the purpose of analysis and intelligence gathering. A proactive self-starter, Melissa thrives when working on complex projects, managing concurrent objectives to promote efficiency and professionalism.

Special Qualifications

*15 years of law enforcement experience
Proficiency in MS Excel, ArcGIS, i2 Analyst Notebook, Oracle Discoverer, Qlik Sense*

Education and Certifications

Bachelor of Science
Criminal Justice, St. Edward's University

Key Focus Areas

Criminal Intelligence: Melissa spent over 7 years working for the Austin Police Department as a Senior Criminal Intelligence Analyst. During this time, she was responsible for reviewing and analyzing cell phone records, providing case specific analysis for criminal events. She updated APD logs daily, documenting potential series or trends in robbery cases using MS Excel pivot table extractions. After comprehensive research into Organized Criminal Networks, Melissa developed specific target profiles and created organizational or group hierarchy link analysis charts utilizing i2 Analyst Notebook. She provided geospatial analysis of various data sets pertaining to crime types or specific criminal activity through ArcGIS to produce accurate tactical and/or strategic intelligence maps that are provided to Chain of Command for review and response.

Crime Analysis: Melissa spent 4 years as a Violent Crimes Analyst for the Austin Police Department. There, she read, compiled, and analyzed crime reports from the department's records management system (RMS) to understand potential causes of criminal activity, develop leads, or find links in crimes by attributes specific to the crime in order to gain crime intelligence, provide crime reduction strategies, and potentially forecast criminal activity based on trend or series analysis. She studied crime data using ArcGIS software to identify crime trends, patterns, series, or hot spots to help formulate tactical deployment and strategic resources. Melissa was also responsible for daily export of calls for service for Charlie and Henry sectors from various departmental RMS sources (i.e. CAD Visinet, Versadex, IBM Oracle Discoverer, and Qlik Sense), into MS Excel to clean and review in order to have a useable dataset for crime analysis in that specific area of the city for the week.