



Independent Assessment of  
Policing, Training,  
Accountability, and Community  
Engagement of the Oak Park Police  
Department:

Follow-up Questions

**BerryDunn**  
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August 12, 2021

Ahmad Zayyad, Deputy Village Manager  
Village of Oak Park  
123 Madison  
Oak Park, IL 60302

*Sent via email to [azayyad@oak-park.us](mailto:azayyad@oak-park.us)*

Dear Ahmad,

Thank you for the opportunity to provide further context into our experience and approach in preparation to conduct an Independent Assessment of Policing, Training, Accountability, and Community Engagement for the Oak Park Police Department.

It is clear that racial justice, equitable policing, and the future of public safety service delivery are at the forefront of your community conversations. We are excited at the prospect to facilitate these conversations, gain a deeper understanding of your community from an independent and objective perspective, and help to map the way to your desired future state.

At this time, it is clear that the solutions that have been proposed in the past will not be the way forward. We offer a structured model to elevate community input and provide a platform for meaningful participation. Our combined practitioner and professional experience equips us with the crucial skillset needed for projects of this nature. Ultimately, our understanding of the philosophical, human-centered motivations for change in the context of public safety will help to reimagine what sustainable reform looks like in practice.

Once more, we thank you for your time and consideration. Please do not hesitate to reach out with questions or clarifications, and we look forward to hearing from you soon.

Sincerely,

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

**Doug Rowe, PMP®**, ITIL(F) | Principal  
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A handwritten signature in black ink that reads 'Michele Weinzetl'.

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## Question 1:

*Please provide a list three organizations which you have worked where there was a focus on reimagining community safety and provide a summary of that work. Maximum length, one page per community.*

Throughout the past six years, BerryDunn's project manager has conducted numerous police department operations and management studies and technical assistance projects for agencies across the country. The following lists summarize those projects.

### **Police Department Operations, Staffing, and Management Studies:**

- ▲ Albany, GA Police Department
- ▲ Alexandria, VA Police Department
- ▲ Anne Arundel County, MD Police Department
- ▲ Cobb County, GA Police Department
- ▲ Duluth, MN Police Department
- ▲ Durham, NC Police Department
- ▲ Golden, CO Police Department
- ▲ Glynn County, GA Police Department
- ▲ Long Beach, CA Police Department
- ▲ Memphis, TN Police Department
- ▲ Newton, IA Police Department
- ▲ Norfolk, VA Police Department
- ▲ Northglenn, CO Police Department
- ▲ Sarasota, FL Police Department
- ▲ Westminster, CO Police Department

**Table 1: Police Department Technical Assistance Projects:**

Location	Project
Durham, NC Police Department	Beat Redesign and Patrol Work Schedule Redesign
La Mesa, CA Police Department	Mobile Data Management Solution
Little Rock, AR Police Department	Police Officer Hiring and Retention
Mansfield, CT Police Department	Feasibility Study for Starting a Police Department
Massachusetts Environmental Police	Needs Assessment and Development of Technical Requirements for Document Management, Time Entry, and Scheduling of Personnel
Memphis, TN Police Department	Evaluation of Police Academy Training, Curriculum, and Operations.
Northglenn, CO Police Department	Implementation of Community Co-Production Policing Model
University of Florida Police Department	Feasibility Study for Take-Home Police Cars

Each of the previously mentioned projects were initiated based on a desire by police staff, government leaders, and/or the community, to improve public safety, and to help ensure the respective organizations were engaging strategies that meet or exceed industry standards and best practices. These projects always involve a focus on understanding how to improve service delivery with special emphasis on innovative and emerging practices. In short, we have substantial experience and have demonstrated success in helping police agencies improve their operations

Below, we have provided a brief summary of our work for three specific police departments.



### Albany, Georgia Police Department

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BerryDunn conducted an operational assessment of the Albany Police Department (APD) beginning in October of 2020. Our team facilitated more than 50 interviews with staff, government officials, and select community members to gain a deep understanding of the current policing landscape and community needs. Community members also had the opportunity to provide direct feedback via a virtual town hall meeting and through Social Pinpoint, a customized collaborative platform provided

by BerryDunn.

APD staff completed an in-house workforce survey and provided BerryDunn with substantial information through numerous other data-gathering instruments. Finally, BerryDunn conducted significant analysis of current data and new data generated as a part of this assessment, and produced a series of findings and recommendations.

During the project, BerryDunn made many positive observations of the APD, some of which are examples of best practices that other agencies would do well to emulate. Examples of best practices within the APD include:

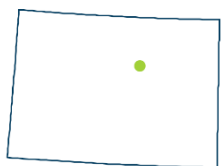
- ▲ Clearly outlined goals, objectives, vision, mission, and values
- ▲ Use of the TERRIFIC model in performance appraisals (see Chapter 2 of the final report, linked below), in support of department values
- ▲ An intentional focus on continuous improvement for the department
- ▲ Use of a contingent-based leadership style that conforms to the situation and personnel involved
- ▲ Encouraging alternatives to arrest for juvenile offenders
- ▲ Including a victim 'bill of rights' within its policies, and re-contacting all crime victims
- ▲ Deferring critical Internal Affairs (IA) cases to the Georgia Bureau of Investigation (GBI)

Our assessment examined more than 20 primary areas of department operation, as well as several sub-areas and specialized positions. BerryDunn's analysis determined that several areas within the police department require adjustment to assist the APD in meeting service demands, improving operational efficiency, and sustaining positive relationships and trust between the police department and the community.

BerryDunn produced recommendations following five major themes:

- ▲ Policing strategies, organization, culture, and leadership
- ▲ Communication
- ▲ Staffing, recruiting, retention, and related workload issues
- ▲ Technology and data use
- ▲ Investigations

The final report, found on Albany's Social Pinpoint Site [linked here](#), included 52 recommendations for action by the Albany Police Department.



### Northglenn, Colorado Police Department

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BerryDunn conducted an operational assessment of the Northglenn Police Department (NPD) beginning in December of 2020. Our team conducted two on-site visits and initiated a series of interviews with staff, government officials, and select community members identified by NPD. Community members also had the opportunity to provide in-person and online feedback directly to BerryDunn, while staff from the NPD completed an in-house workforce survey. Furthermore, BerryDunn used numerous other data-gathering instruments to collect substantial data with which we generated recommendations for improvement.

The assessment examined more than 20 primary areas of department operation, as well as several sub-areas and specialized positions. BerryDunn's analysis determined that several areas within the police department require adjustment to assist the NPD in meeting service demands, improving operational efficiency, and sustaining positive relationships and trust between the police department and the community. This study produced recommendations following five major themes:

- ▲ Policing strategies, organization, culture, and leadership
- ▲ Communication
- ▲ Staffing, recruiting, retention, and related workload issues
- ▲ Technology
- ▲ Investigations

BerryDunn found the NPD to be a generally efficient agency with a commitment to community policing, and staff provided BerryDunn with several examples of collaborative problem-solving efforts. Staff at all levels present a high level of commitment and pride in their work. The NPD has strong support within the community, which is clearly the result of intentional outreach efforts. Chief Jim May is well known throughout Northglenn, and BerryDunn observed this on several occasions during interactions with the community. The final report, [linked here](#), included 45 recommendations for action by the Northglenn Police Department.

In addition to conducting this assessment and completing this report, BerryDunn also engaged with key staff from the NPD in a strategic planning process to prioritize and develop action steps for BerryDunn's recommendations.

Following the initial study, the City contracted with BerryDunn to conduct additional work:

- ▲ Implementation of the Community Co-Production Policing (CCPP) model
- ▲ Change Management and Assistance with Recommendation Implementation
- ▲ Development of a Strategic Plan for the Department

This work is ongoing with the City of Northglenn.



### Duluth, Minnesota Police Department

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BerryDunn conducted an operational assessment of the Duluth Police Department (DPD) beginning during the spring of 2019. Our team conducted two on-site visits and initiated a series of interviews with staff and select community members identified by DPD. Community members also had the opportunity to provide in-person and online feedback to BerryDunn, and staff from the DPD completed an in-house workforce survey. BerryDunn also used numerous other data-gathering instruments. BerryDunn conducted significant analysis of current data and new data generated as a part of this assessment and produced a series of findings and recommendations.

BerryDunn made many positive observations, and noted three specific areas in which the DPD is setting the industry standard. These areas include:

- ▲ The Domestic Violence Response Team
- ▲ The Sex Crimes, Child Abuse, and Neglect Unit
- ▲ The Mental Health Unit

These units are noteworthy in their design, function, and collaborative nature, and are excellent examples of industry-leading practices.

Our assessment examined more than 20 primary areas of department operation, as well as several sub-areas and specialized positions. BerryDunn's analysis determined that several areas within the police department required adjustment to assist the DPD in meeting service demands, improving operational efficiency, and sustaining positive relationships and trust between the police department and the community. This study produced recommendations following several major themes:

- ▲ Department communication
- ▲ Staffing levels and deployments, including scheduling
- ▲ Department unit consolidations, including improving the efficient use of resources and non-sworn personnel
- ▲ Personnel development
- ▲ Technology and data
- ▲ Recruiting, hiring, and retaining personnel
- ▲ Reporting and documenting crime and police activities

The final report, [linked here](#), included 45 recommendations for the DPD. BerryDunn was then retained to engage with key staff from the DPD in a strategic planning process to prioritize and develop action steps to implement our recommendations.

## Question 2:

*Please provide a list of no more than three organizations where you have worked where there was a focus on non-police emergency response and provide a summary of that work. Maximum length, one page per community.*

As noted in question one, BerryDunn's project manager has conducted numerous police department operations and management studies and technical assistance projects over the past six years. None of those projects specifically focused on non-police emergency response. Despite this lack of specific focus, BerryDunn always considers opportunities to engage non-sworn resources in appropriate roles. For example, the study for the Anne Arundel County, Maryland, Police Department recommended replacement of twelve officers with non-sworn persons. In Durham, North Carolina, the study recommended a reduction or reallocation of 28 sworn officers, and the hiring of 13 non-sworn positions. In addition to examining which positions might be converted to non-sworn, operational studies also examine various call for service (CFS) alternatives, including phone reporting, online reporting, and use of a mobile app.

Although operations and management studies always include an emphasis on the effective and efficient delivery of police services, alternative CFS processes, and consideration of who might be best-suited to provide those services (from a sworn or non-sworn standpoint), meaningful conversations about diverting non-emergency CFS are relatively new. Previously, there was a high level of resistance to these conversations, particularly from police officials. However, the murder of George Floyd has prompted many to consider various operational changes, and evaluating traditional police CFS response has only recently surfaced as an area of focus.

During the interview for this project, BerryDunn was asked about the process for conducting CFS evaluations, and whether we would advise the Village and the police department, which CFS should be deferred. It is BerryDunn's position that these conclusions should be the result of a collaborative process that includes significant input from the police department, the community, and elected officials. Each community is different, in many ways, and the outcome of this process should be representative of shared community values, as well as consideration for which organizations or individuals might be in a position to manage those CFS, whether those services are available, and what it will cost.

BerryDunn's process for making these determinations includes several collaborative steps, each of which factor into the overall discussion on CFS diversion. This process takes various elements into account, including but not limited to whether there is police mandate to respond (e.g., domestic violence), the danger/risk factor for the CFS type, and whether immediate response is required. All of these circumstances, and others, must be examined. The following summarizes the steps BerryDunn proposes to use for conducting this process:

- ▲ Developing a customized Essential CFS Evaluation tool with the police department and Village
- ▲ Distributing the tool to key operational personnel in the police department
- ▲ Providing the tool to the community in the form of a survey
- ▲ Conducting two separate feedback sessions from the community regarding revisions to traditional police response



- ▲ Conducting industry research on new and emerging practices in alternative CFS response
- ▲ Compiling results from the department and the community into a preliminary report that themes and summarizes the data
- ▲ Reviewing existing resources available to manage CFS
- ▲ Determining cost estimates for alternative CFS response
- ▲ Evaluating procedures for implementing alternative CFS response
- ▲ Producing a final report that summarizes this information for consideration by the Village

CFS that would typically fall into these discussions would include:

- ▲ Alarms
- ▲ Animal enforcement
- ▲ Code enforcement
- ▲ People experiencing homelessness
- ▲ Mental health
- ▲ Medical incidents

BerryDunn's process will produce a set of data and information that the Village can consider in making operational and budgetary decisions on revisions to traditional CFS response by the police department.



### Question 3:

*Please highlight the most important community safety change implemented in a community that you have worked with and describe your work in recommend the change. Maximum length, one page per community.*

Although we could outline numerous examples here, BerryDunn will elaborate on our CCPP model. The current policing environment calls for broad and deep reforms in the operations and collaborative culture of police agencies. This level of reform will require a coordinated effort to reframe the police department as a community-owned resource, and can be accomplished through engaging a Community Co-production Policing (CCPP) model.

Co-production expands the focus of traditional community oriented policing (COP) and includes a greater level of community participation and involvement in key policing strategies that affect the community. The key distinction is that although COP is informative, interactive, allows for community input, and is often collaborative with regard to problem solving, **co-production involves a greater level of influence and involvement by the community** regarding the overarching policing strategies and priorities that ultimately affect those being served by the police agency.

BerryDunn recommended implementation of the CCPP model in Northglenn as an element of our operations study there. The following is a testimonial from the City Manager:

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Today, we are called as leaders to step forward and create racial equity and break down systems of oppression. **This cannot be accomplished by repeating what solutions have been used in the past** or the quick fix of defunding the police in communities.

If we want true change and collaboration, it starts with **empowering residents** to get involved in shaping the vision for public safety services while also equipping those who police the community with the resources they need to effectively provide services.

In partnership with BerryDunn, we are advancing their recommendations to implement CCPP to **help take our community-oriented policing philosophy to the next level**. We expect this process to provide sustained opportunities for members of the community to truly collaborate and positively influence the future of policing in Northglenn.

**Heather Geyer, City Manager**

This effort is important, and critical, because the policing industry has been engaging in practices, intentionally or unintentionally, that disparately affect marginalized populations. Reversing this trend will require a cultural shift for police agencies, and it will by design, place the ownership over critical policing decisions into the hands of the community, as originally intended.

The concept of co-production is not new. It is mentioned in President Obama's 21<sup>st</sup> Century Task Force Report, and in the most recent U.S. Department of Justice President's Commission on Law Enforcement and the Administration of Justice report. What is unique, and what BerryDunn has captured, is a structured but customizable method to build this cultural reform for the police department and the community.

## Question 4:

*Please describe what community engagement will look like under your assessment in details.  
Maximum length one page.*

BerryDunn's community collaboration strategy will include:

- ▲ Interviews with professional stakeholders (e.g., prosecutor, mental health providers)
- ▲ A round table discussion with key community stakeholders (e.g., special interest groups)
- ▲ Distribution of the Essential CFS Evaluation tool, along with community meetings
- ▲ Soliciting community input on race equity through a survey
- ▲ Holding community meetings within the Village, and in targeted areas surrounding it, both in person, and virtually

The above list includes varied approaches to collecting information. However, none of these will be of any value if those with a critical voice do not feel safe exercising it, if they are unaware of these opportunities, or if they are unable to attend. BerryDunn has conducted many of these projects, and has learned that traditional methods of community notification are not enough. Accordingly, we have identified a strategy that expands this process, and it includes the following:

- ▲ Collecting a list of contact points from the city, to include service groups, special interest groups, religious groups, professional service groups, and recreational groups.
- ▲ Identifying a list of all public buildings and common spaces where critical meeting notices or surveys could be made available. These include the police and fire departments, library, courthouse, social services, and others.
- ▲ Creating a list of all media outlets in the area, including television, radio, print, and any local government access channels.
- ▲ Obtaining a list of all social media outlets available, including for example, the Village website, You Tube, Facebook, and Twitter.
- ▲ Determining any mass mailing opportunities from the Village, including a monthly newsletter, utility billing statements, and Village Board meetings.

BerryDunn will work with the Village to develop messaging for each of these points of contact, for each of the community outreach strategies used for the project. This could include public service announcements, fliers, use of electronic bulletin boards, and others.

BerryDunn will also work with the Village to contact those identified through this process, but we will also work with those contacted to help us reach any groups who may not have been identified through the above process.

The central repository for this project, and this outreach, will be the Social Pinpoint site we will develop for the Village (see question five). BerryDunn will use this site to collect information, but also as the location for information exchange between the project team and the Village.

## Question 5:

*Please include a sample of any landing page created to engage the community*

We are currently working with the Northglenn, Colorado Police Department on implementation of the Community Co-Production Policing model. Our community contact site on Social Pinpoint can be accessed [via this link](#).

On the live website, the photo below links to an embedded video, produced by Chief May and Assistant City Manager Vankatesh, as part of this project.



**Figure 1: Screenshot of Northglenn's Social Pinpoint Site**

**Police Chief Jim May and Rupa Vankatesh, Assistant to the City Manager, discuss Northglenn's commitment to DEI - Click this image to watch the video!**



Figure 2 on the following page provides an example of upcoming events that can be listed on the page. The content for these events is customizable, and can include videoconference links, or a link to the Village website (or another location), if desired.

**Figure 2: Upcoming Events**

 <b>10</b> AUGUST 2021	<p><b>Community Leader and CCPP Board Listening Sessions</b></p> <p>On August 10th - the team from BerryDunn will be in Northglenn to meet with community leaders and the CCPP Board. These discussions will provide additional discussions on race and equity, and community trust and collaboration.</p>
 <b>24</b> AUGUST 2021	<p><b>CCPP Board Listening Session #2: 6:00 - 8:00 p.m.</b></p> <p>The team from BerryDunn will lead this in-person meeting and will summarize information from prior diversity and equity discussions. Following this summary, BerryDunn will seek community feedback and additional comments.</p> <p>This meeting will be held at:          Northglenn City Hall          Council Chambers          11701 Community Center Drive</p> <p>Come and join us for the discussion!</p>

BerryDunn also recently completed a project with the Albany, Georgia Police Department. Our community contact site on Social Pinpoint can be accessed [via this link](#). The photo below shows two connection points for the community to engage and provide feedback.

**Figure 3: Community Feedback Options**

**Join the Conversation!**

The Community Feedback Portal is now closed - but you can still ask questions! Feel free to submit your questions about the APD or this project!



**Community Feedback**

Thank you for sharing your thoughts about the Albany Police Department. Watch this site for more project updates!

Feedback Setion Closed



**Project Questions**

Do you have questions about the Police Department or this project?

START 21 Nov END 24 Apr

Post Here

The Social Pinpoint platform is highly customizable, and BerryDunn will work with the Village to develop content and contact points that are specific to your project. One key differentiator of using Social Pinpoint is how the content can be translated into any number of languages via a Google Translate plug-in. Figures 4 and 5 provide an example of English to Spanish translation.

Figure 4: Landing Page in English

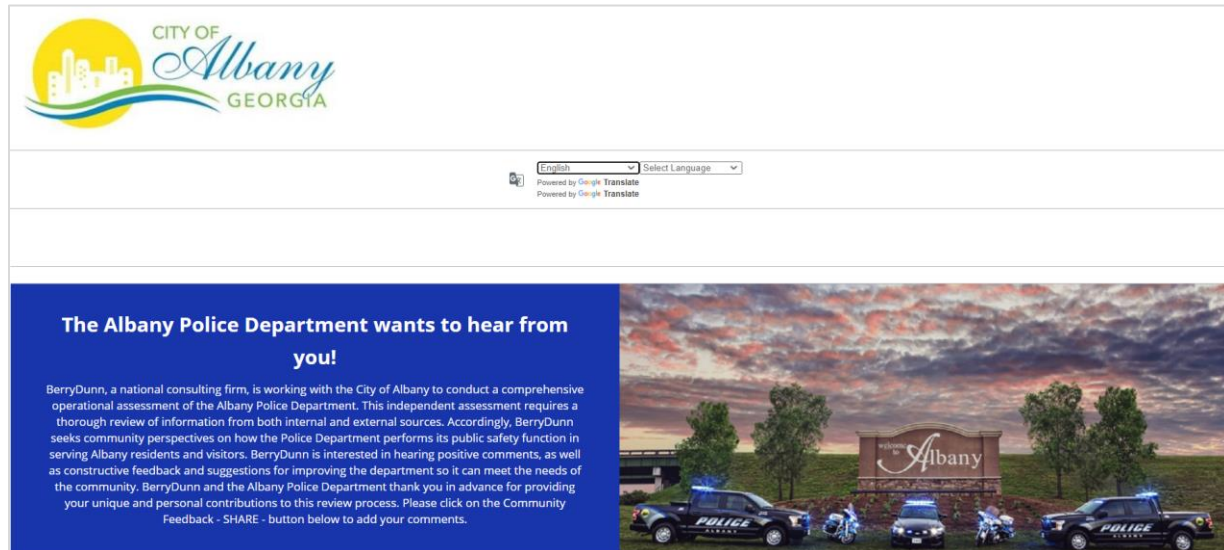
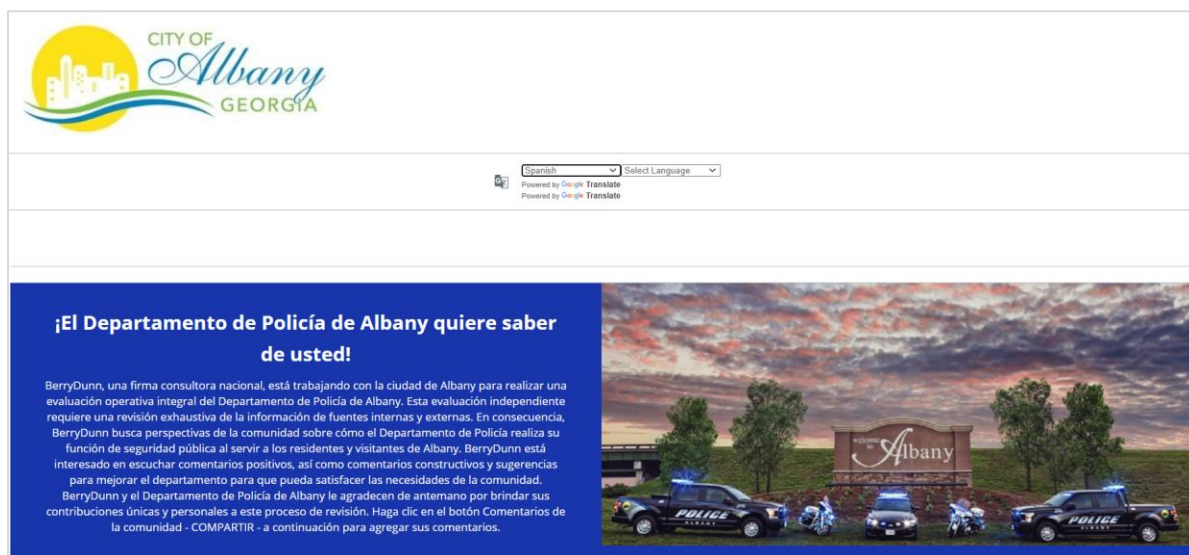


Figure 5: Landing Page in Spanish



To reiterate, BerryDunn will work with the Village to customize the content for your site. We will work with you to maintain the site during the project, and it will remain available to you when the project is complete.