

August 16, 2021

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

RE: Independent Police Assessment – Request for Additional Information

Dear Ahmad:

Below please find our responses to the Village's additional questions regarding our qualifications to conduct an independent assessment of the Oak Park Police Department.

Please provide a list of three organizations where you have worked where there was a focus on reimagining community safety and provide a summary of that work.

Chicago, Illinois

Over the past four years, the Chicago Police Department has been developing an alternative policing strategy referred to as the Neighborhood Policing Initiative (NPI) that is centered on obtaining community input and decision in policing strategies. The NPI Model was the creation of Hillard Heintze policing experts who have been leading the NYU Policing Project team. NPI is a policing philosophy that focuses on the community and police joining together to set policing priorities and strategies both city-wide and neighborhood-by-neighborhood. Chicago's version of NPI shifts the primary policing mission to one of building trust and confidence in the police as the core function of patrol, as opposed to designating community engagement and outreach to a specific unit within the department.

Under this model of policing, a majority of officers are assigned to defined neighborhood areas, responsible for community engagement and collaboration as their principal mission, and through the relationships being built with the community move toward an approach referred to as the co-production of public safety. Besides answering calls for service, they have time to engage with community members to identify community priorities, jointly develop problem-solving strategies, and hold themselves accountable to the community for the resolution of issues. All tactics or strategies are adopted with the concurrence of the community. The community involved represents the total diversity of the Police District, including police partisans and individuals who have never had trust with the police.

In addition to the officers assigned to neighborhood areas, each neighborhood area has two specially trained officers who are responsible for devoting all their time to supporting community engagement and identification of issues (both public safety and quality of life). Concurrently, they are building relationships with community members throughout their assigned areas and coordinating with the officers assigned to the same areas to address the root causes of identified problems, which often goes outside of the confines of the criminal justice system.

The CPD recently changed its leader, and the new Superintendent not only continues to support the community focused policing philosophy under NPI but is committed to implementing NPI throughout the entire city and redesigning the police department in support of this policing strategy.

The Hillard Heintze model of this program, Co-Produced Public Safety, is further explained in [our blog](#).

Louisville, Kentucky

In 2020, the City of Louisville and the Louisville Metro Police Department (LMPD) were at the center of the national spotlight on police practices – especially in the aftermath of Breonna Taylor’s death. George Floyd’s murder in Minneapolis, Minnesota intensified the focus, which led to a slew of investigations, including by the Federal Bureau of Investigation (FBI), and near constant protests since late May. Many of Louisville’s communities of color do not trust the police force due to generations of problematic relations. Additionally, many LMPD officers are unsure they want to be part of the Department and are considering leaving policing altogether.

After conducting a competitive evaluation of the nation’s leading providers of law enforcement consulting, the City of Louisville-Jefferson County Metro Government selected Hillard Heintze to complete the following tasks:

- + Data Analysis: We analyzed specific digital LMPD data sets to determine if there were disparate outcomes or biases based on the race or ethnicity of those who interacted with LMPD personnel. The LMPD collected and analyzed the data from 2018 and 2019 in three categories: traffic stops, investigative stops and arrests.
- + Assessment Services: We performed a general review and assessment of the LMPD’s policies, procedures and protocols and compared these with best or emerging practices in progressive law enforcement agencies nationally. We focused primarily on assessing the following areas:
 - Use-of-force and associated policies and training
 - Search and arrest warrant planning and service
 - Crowd control policies, procedures, protocols and the associated training
 - Protocols for receiving, investigating, adjudicating and reporting complaints against LMPD personnel
 - Community-oriented policing strategies and the associated training
 - Recruiting, testing, backgrounding, hiring and promoting LMPD personnel
 - De-escalation policies, tactics and the associated training
 - Crisis intervention policies and the associated training
 - Bias-free policing policies and the associated training
 - Procedural justice policies and the associated training

Our assessment report represents a clear roadmap to help the LMPD establish a new policing environment in which the Department and the community are equal partners in the co-production of public safety. We are confident that if the City implements these recommendations consistently over time, the government and the LMPD can rebuild the LMPD’s relationship with the communities in Louisville and the Metro region; increase public trust in the police; and significantly improve morale, training and job fulfillment for personnel across the Department.

Lancaster, California

We assisted the City of Lancaster, California in developing a Hybrid Policing Model (HPM) for the City and the Los Angeles County Sheriff's Department, wherein non-sworn public safety personnel will respond to non-emergency calls for service. This model, based on the input of community members and other stakeholders, lays out a proposed organizational structure, core principles, key operational components and detailed implementation steps. We are currently assisting them with implementation of the model, starting with training on co-produced policing and community problem solving.

The overall model calls for community engagement where various neighborhoods and stakeholders within the city have an equal say in proposing how public safety is to be administered. Working collaboratively with City leadership and the Lancaster community, we are working to help ensure Lancaster's public safety department personnel are operating in accordance with national best practices in policing, including commitment to community policing, building community trust and legitimacy, operating under proper policy and oversight, focusing on crime reduction, enhancing training, and helping to ensure officer safety.

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.

Salem, Oregon

Last year, the City of Salem requested an assessment of the Salem Police Department's current efforts and abilities to provide Community Oriented Policing services, with a focus on the police department's efforts to connect with and support those in their BIPOC communities, as well as members of their LGBTQ+ communities and those experiencing behavioral health crises. Part of our focus was to make key findings and recommendations for how the department and Salem community could identify particular calls for service in which non-sworn professionals or other subject matter experts could assist the police department, either by co-responding with the police or by having non-sworn individuals handle certain calls themselves. These recommendations were accepted by the City, and we are currently assisting them as they analyze the staffing issues that need to be addressed as they shift their focus to providing such services in collaboration with the community.

Lancaster, California

As described above, the Lancaster Hybrid Policing Model was designed for Lancaster's non-sworn public safety personnel to respond to non-emergency calls for service, but more importantly to work with community members to identify and address community problems before a call for service is even necessary. While the City's proposed hybrid policing model would still allow the Los Angeles County Sheriff's Department to deliver essential law enforcement services, it calls for the City to use its public safety department to work with the community to identify and address chronic and repetitive issues, build community capacities, and address the perceptions of public safety and various quality of life issues. The HPM is built on a set of core principles including:

- + Building Trust and Community Confidence
- + Reorienting the Policing Mission
- + Implementing Alternative Approaches to Problem Solving
- + Addressing Issues Through Broad External Partnerships
- + Sharing information with the Community and Other Partners

- + Data Driven Approaches to Public Safety
- + Using Quantitative and Qualitative Methods for measuring success

This model is just at the beginning stages, and our team is assisting the City of Lancaster to ensure the model is implemented in accordance with the core principles outlined above.

Please highlight the most important community safety change implemented in a community that you have worked with and describe your work in recommending the change.

Our team prides itself on meeting the needs and expectations of every city with whom we have worked. We are grateful that our client cities have acknowledged that they have been able to take our key findings and recommendations and then use them as a roadmap for implementing positive change across a variety of law enforcement topics. We are particularly proud of how these outcomes were achieved in the numerous cities we assisted as we led the U.S. Department of Justice's Collaborative Reform and Technical Assistance Program (CRI-TA), in which we stepped into cities both large and small and helped them reconnect with the community as they worked with their community members to address very critical issues raised by some high-profile policing incidents. However, since this question asks for a single example of the important work we have or are doing to affect important changes in the way communities provide safety services, we again mention our past and ongoing effort to create and implement the Hybrid Policing Model in Lancaster, California.

Our work in Lancaster is notable because we are helping that community do something that has not been done in such a formal way before. While the community recognizes the need for providing policing services in circumstances in which community members are at risk of victimization by violent and dangerous individuals, there is also a great need to have non-sworn individuals dedicated on a full-time basis to working hand-in-hand with the City to address the root causes of social disorder and quality-of-life issues. As such, we are, at this very moment, working with City officials, community stakeholders and others to identify just how such services will be offered, and by whom. This is an exciting project that we know will eventually serve as a path forward for other agencies working toward similar models of providing public safety services that incorporate the direct involvement of the community.

Please describe what community engagement will look like under your assessment in details.

Our community engagement process begins with interviews of key personnel and stakeholders in Oak Park. As described in our initial proposal, this would include, but not be limited to, the Village Manager and other elected officials; the Oak Park Police Chief; representative members of all ranks within the Police Department; members of the Citizen Police Oversight Committee; and other community leaders and stakeholders who have been identified at the very start of or during our assessment work. We use these interviews not only to inform the content of our report and its recommendations, but to identify additional individuals or groups that should have a voice and participate in this process, especially those groups who are marginalized or have not had the opportunity to discuss their concerns and provide their recommendations. We will reach out to these individuals or groups for additional input as well as their suggestions on other people or groups that we can contact. These interviews could be conducted in-person or virtually.

As most of our team members are within commuting distance of Oak Park, we anticipate conducting many these interviews in person. For all our interviews, we inform interviewees that their interview responses are non-attributional; that is, we will keep their comments confidential, and the report will not attribute any comments to an individual. While most interviewees do not express concerns about others knowing their positions, we have

found that by providing this assurance to all interviewees we receive more candid feedback. In some instances, individuals we interview do not want the police department to even know we interviewed them. In those instances, we protect that person's identity.

This first set of interviews would lead to another set of interviews and the convening of focus groups. We have found that focus groups of interested stakeholders have been very helpful in identifying and clarifying issues and concerns. While the makeup of the focus groups is still to be determined, we anticipate that groups can be convened to be both issues-based – focusing on issues such as homelessness or mental health issues – and affinity-based, such as a youth focus groups, not-for-profit service providers or a group of faith-based leaders.

Finally, if desired by the Village of Oak Park, we will conduct a listening session, either virtually or in-person. We have had significant success convening virtual listening sessions over the past year. For either virtual sessions or in-person sessions, our team would bring together a diverse mix of Oak Park's communities. We would present some brief information about our work efforts and goals to the entire group, then break into smaller groups for facilitated discussion and feedback regarding the policing issues that are of concern to the Oak Park community, with a particular focus on engaging with individuals from Oak Park's communities of color. The discussion questions are developed based on our interviews and other information we would learn as we work with the Village. It is important to note that our primary focus is the listen to the community, as what we hear and learn informs our in-progress assessment work.

Community engagement does not stop with the completion of listening sessions. At listening sessions, we often identify individuals who may not have participated in earlier interviews and focus groups, but who have raised topics or represent interests that we had not previously heard. In those instances, we reach out to those individuals to interview them for further information. Indeed, the essence of our community engagement strategy is to obtain experienced-based information and interested party feedback from community members and stakeholders to inform our knowledge of OPD's policing practices and the extent to which they have the trust and confidence of the community. Through this awareness, we will use the information gained from the community to shape meaningful recommendations that will have the best chance of enhancing the police community relationship within Oak Park and exploring new, collaborative ways to provide public safety services.

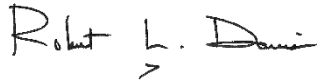
Please include a sample of any landing page created to engage the community.

Our approach to developing and using what some refer to as a landing page is to work directly with our client cities to advertise the fact that we have created external e-mail addresses community members may use to contact us directly to 1) inform us of issues of concern; 2) provide examples of personal, lived experiences by those who have interacted with members of a client city's police department; 3) provide suggestions for steps the city, police department and/or community could take to address the policing issues being addressed; and, most importantly, 4) provide an anonymous way to provide us with this information without the need to go through city or police department channels to do so. We have used this process in our work in all our U.S. DOJ CRI-TA cities, as well as Louisville, Virginia Beach, and others, and it has proven most helpful.

Hillard Heintze appreciates the opportunity to assist the Village of Oak Park. If you have any additional questions, please contact me at 312-869-8509 or robert.davis@jensenhughes.com.

Sincerely,

Hillard Heintze

A handwritten signature in black ink that reads "Robert L. Davis". The signature is written in a cursive style with a small mark below the "s" in "Davis".

Robert L. Davis
Senior Vice President and Practice Lead, Law Enforcement Consulting