



Key Staffing and Operations Review for Village of Oak Park Executive Summary



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Executive Summary Introduction

This document provides an executive summary of the operational assessment that BerryDunn conducted for the Village of Oak Park (Village) and the Oak Park Police Department (OPPD). By its design, this document is brief. Significant details, supporting information, and other data are contained within the Full Report and in the Supplemental Data and Information report (SDI). These include numerous tables, figures, and analyses, along with other documents, appendices, and a detailed narrative that outlines and supports the findings and recommendations. Those with questions regarding any portion of this executive summary should review the corresponding section or sections in the Full Report and/or the SDIR.

Project Overview

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

During the project, BerryDunn conducted more than 50 interviews with staff, government officials, and select community members identified by OPPD. Community members also had the opportunity to provide direct feedback through several in-person and virtual town hall meetings, and through online feedback to BerryDunn through Social Pinpoint, a customized website provided by BerryDunn. Staff from the OPPD 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 part of this assessment and produced a series of findings and recommendations.

Studies of this nature are predisposed toward the identification of areas requiring improvement, and accordingly, they have a propensity to present what needs work, without fully acknowledging and highlighting positive aspects of an organization. This report follows a similar progression. Because of the numerous recommendations contained within this study, those consuming this report might mistakenly conclude that the police department is in a poor condition. BerryDunn wishes to state the opposite quite clearly. Although this report contains several areas for improvement, and the OPPD has faced some challenges in recent years, particularly related to staffing, BerryDunn made many positive observations of the OPPD, some of which are examples of best practices that other agencies would do well to emulate. Examples of best practices within the OPPD include:

- Posting 10 Shared Principles and Guiding Principles and Values in the Patrol Room

- Resident Beat Officer (RBO)/Neighborhood Relations Officer (NRO) program for community-oriented policing (COP) and problem-oriented policing (POP)
- Dedicated COP foot patrols
- Staggered shifts for investigators
- Training officers on the history of Oak Park

Notwithstanding the findings and recommendations outlined in this report, the OPPD is a generally efficient and effective 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 OPPD provided BerryDunn unfettered access to staff and all data at its disposal, without reservation or hesitation. It was evident to the BerryDunn team that the command staff at the OPPD want what is best for the agency and the community, and they are willing to take the necessary steps to help ensure positive and appropriate change takes place.

This assessment examined more than 20 primary areas of department operation (distributed throughout the chapters of this report), 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 OPPD in meeting service demands, improving operational efficiency, and sustaining positive relationships and trust between the police department and the community. This study provides 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

This report outlines the process and methodology BerryDunn used to conduct the assessment of the police culture and practices of the OPPD. The analysis provided by BerryDunn is balanced, and it fairly represents the conditions, expectations, and desired outcomes studied, and those that prompted and drove this assessment. Where external data was used for comparison purposes, references have been provided.

BerryDunn stands behind the core finding statements and purposes of the recommendations provided; however, the OPPD might implement those recommendations in several ways. Although BerryDunn has provided guidance and prompts within many of the recommendations, the OPPD should select an implementation approach that works best for its culture and

environment. BerryDunn also wishes to express its appreciation for the opportunity to collaborate with the Village of Oak Park and the OPPD on this important project.¹

Relevant Background

This assessment was prompted, at least in part, by national and local conversations around policing that followed the murder of George Floyd in 2020. Following the Floyd murder, some within the Village raised questions about Oak Park's police force and whether adjustments should occur. This led to a series of local discussions and also to a report produced by Freedom to Thrive (FTT), a group of community organizers in Oak Park, which examined various OPPD policing data and practices. BerryDunn obtained a copy of the report, including the impartial policing data (IPD) used in creating it, and analyzed that data in conjunction with more current IPD provided to BerryDunn as part of this project.

BerryDunn has provided significant analysis and reporting on these data in Chapter 5, including analysis on both the IPD received from FTT and the more current IPD obtained. In short, BerryDunn achieved similar results in conducting an independent analysis of the data provided in the FTT report and noted the data in that report essentially mirrored the results BerryDunn developed from the more current IPD provided by the OPPD as part of this project.

Acknowledging what these quantitative data reflect is a critical first step and doing so can help position the Village and OPPD improve its public safety processes and practices. However, by themselves, these data (from both datasets) provide only an observable and quantifiable condition (expressing what), not one that explains the circumstances that may be causing it (explaining why).

In Chapter 5, BerryDunn looks more closely at various OPPD systems and procedures and provides a series of recommendations to help ensure best practice impartial policing strategies for the OPPD. Those recommendations seek to eliminate policies and field practices that have the potential to create biased outcomes, while simultaneously helping to ensure that the OPPD can appropriately carry out its public safety mission. It is BerryDunn's expectation that the recommendations in Chapter 5 and elsewhere within this report will position the Village, the OPPD, and the Citizen Police Oversight Committee (CPOC) to critically monitor and manage the policing practices affecting those who live in and visit the Village of Oak Park.

¹ Portions of this report and the data within it have been reproduced from publicly available documents.




Project Introduction and Summary

Within the Full Report and its appendices, and within two partner documents, BerryDunn has provided various information, tables, and figures as a means to validate and substantiate the observations of the team, as well as the associated recommendations. The two partner documents to this report include the Supplemental Data and Information report (SDI), which contains numerous tables and figures, and the Operational Assessment Reference Material (OARM) report, which includes reference material relevant to the OPPD project. BerryDunn will add a footnote when referencing supporting materials in the SDI report or suggest the OPPD review a specific section within the OARM for additional information on a given topic.

A summary of the principal findings and recommendations is provided below. This is intended to provide consumers with a quick reference list of the formal recommendations made in this assessment. The detailed formal recommendations from the assessment can be found in SDI Appendix A.

BerryDunn has separated formal recommendations into three prioritized categories in rank order. The seriousness of the conditions or problems that individual recommendations are designed to correct, their relationship to the major priorities of the community and the department, the probability of successful implementation, and the estimated cost of implementation are the principal criteria used to prioritize recommendations. Table 0.1 provides a description of the priority levels used for the recommendations.

Table 0.1: Priority Descriptions

Overall Priorities for Findings and Recommendations	
	Critical/Priority – These recommendations are very important and/or critical, and the agency should prioritize these for action.
	High/Primary – These recommendations are less critical, but they are important and should be prioritized for implementation.
	Medium/Non-Urgent – These recommendations are important and less urgent, but they represent areas of improvement for the agency.

BerryDunn provided all Critical/Priority recommendations to the OPPD in an Emergent Issues Memo, midway through this assessment, due to their pressing nature. BerryDunn presented this information early in the process to allow the OPPD to take prompt action in these areas, instead of waiting for the development of the full report and findings.


BerryDunn has provided a summary of the full recommendations and findings in the Principal Findings and Recommendations section of this report. The format of this information is provided in Table 0.2.

Table 0.2: Short Recommendation Format

Chapter: The Policing Environment		
No.	Finding	Recommendation
1-1	Brief Finding Statement	Succinct Recommendation Statement

This format provides readers with a quick review of the findings and recommendations. The format for the full recommendations is included in Table 0.3. Each finding and recommendation includes a description of the details supporting the recommendation, as well as details regarding areas for agency consideration. Again, BerryDunn has provided each of the full recommendations in the body of the report and in SDI Appendix A.

Table 0.3: Full Recommendation Format

[Chapter and Title]		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter Section:</i>		
1-1	Finding Area: (Finding Statement). Supporting information regarding the finding.	
	Recommendation: (Succinct Recommendation Statement). Additional details concerning the recommendation, including items for consideration.	

Changing Conditions

The OPPD is a dynamic and ever-changing organization. BerryDunn recognizes that numerous changes have taken place since the start of this assessment in late 2021. This includes some areas in which BerryDunn had made formal recommendations. Understandably, it has been necessary to freeze conditions in order to prepare this report. The most current information on the conditions of the organization resides with the command staff of the police department, including information on actions that constitute consideration and implementation of the recommendations included in this report.

In addition, the OPPD has provided BerryDunn with a brief outline of its actions taken during this assessment, including those that relate to the early recommendations provided. This information is detailed in SDI Appendix B.

Principal Findings and Recommendations

Critical/Priority Findings and Recommendations

Community Engagement		
No.	Finding	Recommendation
5-6	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).	The OPPD should clarify its impartial-policing data collection policies, provide training to officers on applying these policies, and monitor compliance. In addition, the OPPD should develop and implement a policy for collecting subject data on all police-related contacts for entry into RMS.
Operational Policies		
No.	Finding	Recommendation
7-2	Because the OPPD is using a mix of policies from its current manual and a new source (Lexipol), staff lacks clarity on prevailing policy, and in some cases, lack policy understanding.	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.
Data, Technology, and Equipment		
No.	Finding	Recommendation
8-1	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.	The OPPD should pursue acquisition of a more modern and robust RMS that is capable of supporting its data needs.
Data, Technology, and Equipment		
No.	Finding	Recommendation
8-6	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.	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.

Professional Standards/Internal Affairs		
No.	Finding	Recommendation
11-1	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.	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.

High/Primary Findings and Recommendations

Organizational Leadership and Culture		
No.	Finding	Recommendation
2-1	In its current state, internal communication within the OPPD is not fully serving the needs of the organization.	The OPPD should develop an internal communication strategy.
Patrol Services		
No.	Finding	Recommendation
4-2	The OPPD has used alternative CFS response on a limited basis, but opportunities exist to significantly expand upon alternative CFS response methods and resources.	The OPPD should develop a comprehensive alternative CFS response plan and seek approval from the Village Council on the new model.
Patrol Services		
No.	Finding	Recommendation
4-5	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.	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.

Community Engagement		
No.	Finding	Recommendation
5-3	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 populations.	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.
Community Engagement		
No.	Finding	Recommendation
5-4	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.	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.
Community Engagement		
No.	Finding	Recommendation
5-5	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.	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.
Community Engagement		
No.	Finding	Recommendation
5-7	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.	The OPPD should change its approach to responding to suspicious incidents, and thoroughly document any suspicion-related contacts, whether community- or officer-initiated.

Community Engagement		
No.	Finding	Recommendation
5-8	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.	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.
Chapter		
No.	Finding	Recommendation
5-9	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.	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).
Community Engagement		
No.	Finding	Recommendation
5-11	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.	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.

Community Engagement		
No.	Finding	Recommendation
5-12	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.	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		
No.	Finding	Recommendation
6-1	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.	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.
Operational Policies		
No.	Finding	Recommendation
7-1	There are several areas within the OPPD policies or procedures that are either lacking, missing, or should be considered for revision.	The OPPD should review BerryDunn's findings and recommendations concerning department policies, and consider adding or amending policies based on that review.
Operational Policies		
No.	Finding	Recommendation
7-3	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.	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 community involvement in major policies that will affect them.

Data, Technology, and Equipment		
No.	Finding	Recommendation
8-2	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.	The OPPD should make revisions to its RMS and processes, to improve the effective use of the RMS.
Data, Technology, and Equipment		
No.	Finding	Recommendation
8-4	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.	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.
Training and Education		
No.	Finding	Recommendation
9-2	The OPPD does not have a plan that establishes a department-wide training strategy.	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.
Training and Education		
No.	Finding	Recommendation
9-3	The OPPD has not consistently trained its sworn personnel in several important and high-risk areas.	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.
Recruitment, Retention, and Promotion		
No.	Finding	Recommendation
10-1	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.	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 values.

Recruitment, Retention, and Promotion		
No.	Finding	Recommendation
10-2	The OPPD does not have a strategic approach to retaining staff, and in particular, sworn staff.	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.
Professional Standards/Internal Affairs		
No.	Finding	Recommendation
11-2	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.	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.

Medium/Non-Urgent Findings and Recommendations

Organizational Leadership and Culture		
No.	Finding	Recommendation
2-2	OPPD does not have a formal staff development system that includes systems or mechanisms for consistent coaching, mentoring, or succession planning.	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.
Organizational Leadership and Culture		
No.	Finding	Recommendation
2-3	The current performance evaluation system is generic and is considered marginally useful at all levels of the OPPD organization.	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.

Operations and Staffing		
No.	Finding	Recommendation
3-1	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.	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.
Operations and Staffing		
No.	Finding	Recommendation
3-2	The OPPD can gain operational efficiency and reduce costs by utilizing non-sworn personnel more effectively.	The OPPD should review its use of CSOs, internally and in the field, and expand their duties and responsibilities. In addition, the OPPD should revise the job descriptions and duties for records staff to allow for cross-category work.
Operations and Staffing		
No.	Finding	Recommendation
3-3	Evidence collection efforts used by the OPPD that rely on specific sworn personnel are not efficient.	The OPPD should adjust its evidence collection processes to improve operational efficiency.
Patrol Services		
No.	Finding	Recommendation
4-1	The patrol work schedule for the OPPD is not effectively or efficiently meeting staffing and personnel distribution needs for the department.	The OPPD should consider revising the patrol work schedule to maximize efficiency and distribution of personnel.
Patrol Services		
No.	Finding	Recommendation
4-3	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.	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.

Patrol Services		
No.	Finding	Recommendation
4-4	The OPPD does not currently utilize a lethality assessment program for domestic violence.	The OPPD should revise its policy and practices to expand its DV investigation protocols to include a lethality assessment program.
Community Engagement		
No.	Finding	Recommendation
5-1	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.	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.
Community Engagement		
No.	Finding	Recommendation
5-2	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.	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.
Community Engagement		
No.	Finding	Recommendation
5-10	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.	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.

Investigations Services		
No.	Finding	Recommendation
6-2	The process in place for reviewing criminal cases for follow-up and assignment to an investigator is inefficient and in need of adjustment.	The OPPD should revise its process for reviewing criminal cases to delegate specific tasks to appropriate personnel and to save time for investigators.
Data, Technology, and Equipment		
No.	Finding	Recommendation
8-3	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.	The OPPD should work with its vendor to develop an interface to automatically transfer citation data from Brazos into its RMS.
Data, Technology, and Equipment		
No.	Finding	Recommendation
8-5	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.	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.
Training and Education		
No.	Finding	Recommendation
9-1	The OPPD does not currently have a formal process for training newly promoted personnel. Transitioning from line-officer to line-supervisor 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.	The OPPD should develop an FST program for all new supervisors.

Recruitment, Retention, and Promotion

No.	Finding	Recommendation
10-3	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.	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.

Chapter 1: The Policing Environment

The Policing Environment: includes an overview of the police setting, the service community, the structure of the government and police agency, personnel data, and crime and service data.

Summary

The Village of Oak Park is located in Cook County, immediately west of and adjoined to Chicago. Oak Park is approximately 5 square miles and has an estimated population of approximately 52,000. The police department is authorized for 118 full-time sworn positions and 29 non-sworn staff, and these allocations have been fairly consistent in recent years.

The police department is separated into Support and Field Divisions, each of which is led by a deputy chief. The Support Division includes various units including Training, Records, Investigation, and Community Policing. The Field Division includes Patrol, and various uniformed non-sworn personnel. The OPPD organizational structure and spans of control appear appropriate for the department.

Crime and service data reviewed by BerryDunn are consistent with an agency like the OPPD, particularly one that is positioned adjacent to a major urban area.

Chapter 2: Organizational Leadership and Culture

Organizational Culture and Leadership: includes a review of organizational communication, ethics, accountability, supervision, management, and leadership philosophy.

Summary

Leaders within the OPPD have demonstrated a commitment to ensuring that the department is operating in an efficient and effective manner, in furtherance of the public safety mission for the organization in serving the community. Although the OPPD has an appropriate mission statement, goals, and objectives within its policies, the department would benefit from updating these on a consistent basis and developing a formal strategic plan around them.

The OPPD is a professional organization that prides itself in being ethical and in holding itself and staff members accountable to the community and to each other.

The OPPD leadership does not engage a singular operational style, but instead uses a variety of styles that are situationally-based, taking into account the individual and task at hand. Many staff feel empowered to do their work but have indicated a desire for more inclusivity in operational discussions and decisions that will affect them.

The OPPD desires to provide an approach to law enforcement that is highly consistent with industry best practices and the components of 21st Century Policing; however, there are areas within the six pillars that would benefit from additional focused attention.

As with many other police departments, one area where the OPPD could improve pertains to communication. Although the OPPD has traditionally used a variety of methods to help ensure robust internal communication, some staff indicate this could be better.

One primary area of focus for the OPPD involves the need for mentoring, coaching, and developing staff. BerryDunn recommends the OPPD vigorously pursue a staff development plan and a mentoring program.

Although the OPPD has an appraisal system, some staff indicate discontent with the current system, suggesting it is too generic and falls short of providing the details and structure required to ensure goal development, progress, and monitoring. Although criticism over appraisal systems is common, some improvements might be helpful, particularly if these are done in conjunction with developing and implementing a mentoring program and a personnel development plan. BerryDunn recommends the OPPD work collaboratively with department and Village HR staff to develop proposed revisions to the appraisal system.

Through the organizational climate and culture survey, staff identified a number of areas they feel require some attention. Organizational leaders should use this information as a prompt for action to better understand why staff feel this way and to guide internal discussion and decision-making to mitigate any staff concerns. Despite these noted areas, staff were highly

complementary of department leaders and co-workers, and demonstrated a desire for professionalism and a high level of service to the community.

Chapter 3: Operations and Staffing

Operations and Staffing: includes an analysis of the organizational structure, policing philosophy, support services and specialty assignments, and organizational relationships.

Summary

The OPPD is organized in a hierarchical fashion, similar and consistent with other law enforcement agencies. The OPPD has two primary Divisions, Field and Support, which are broken into many sub-units. The OPPD organizational structure is sufficiently supporting operational needs at this time.

The OPPD uses several professional staff to support department operations and the multiple units within the organization. Based on increasing needs for administrative personnel, BerryDunn is recommending the addition of one position to the Administrative Section of the Support Division.

The OPPD has a variety of specialty units that serve various department and community needs. The RBO/NRO program is a particularly notable unit and is a best-practice example of COP and POP.

Although the OPPD promotes COP, this has been an operational challenge for patrol personnel, who are burdened with CFS volume and the associated activities. During this project, BerryDunn observed opportunities for the OPPD to civilianize positions and to reduce workloads for sworn staff. These adjustments will not only reduce work burdens on patrol but also can provide fiscal relief, because non-sworn staff are generally less expensive to hire than sworn staff.

BerryDunn observes that the Records Unit has multiple job descriptions and positions, which do not overlap. This structure impedes efficient operations and should be consolidated into a single set of job duties.

BerryDunn also noted that the OPPD could benefit from diverting certain CFS to CSOs, which would relieve a portion of the workload from patrol. BerryDunn provides additional recommendations on this in Chapter 4.

The OPPD has traditionally had various partnerships with outside law enforcement agencies and other non-governmental organizations and enjoys strong relationships and a collaborative approach to policing with its partners. However, the OPPD would benefit from evaluating each such relationship and any governing MOUs or IGAs, to help ensure consistency with the goals, objectives, policies, and procedures of the OPPD and the Village of Oak Park. In cases where there is no documentation, the OPPD should develop MOUs or IGAs in collaboration with its partners.

Chapter 4: Patrol Services

Patrol Services: includes an analysis of patrol staffing, patrol work schedule and personnel deployments, and response to calls for service.

Summary

The OPPD staffs the Patrol Section with 63 officers who have the primary responsibility for CFS response within the community. These officers are responsible for patrolling the eight designated patrol zones within Oak Park.

Like many departments, certain data, such as report-writing time and supplanting volume by non-patrol units, are not tracked within the CAD system. Adjusting data-gathering practices in CAD can be an important component of ongoing monitoring of staffing needs and personnel deployments.

BerryDunn's analysis of the OPPD workload suggests that staffing and appropriately scheduling 60 officers in patrol should be sufficient for managing the CFS volume. As noted, this staffing level is predicated upon and presumes the addition of non-sworn uniformed personnel (CSOs) for field deployment.

The current patrol work schedule is limiting the effectiveness of patrol deployments, most notably because it lacks the flexibility to adjust to peak CFS volumes. Adjusting the patrol schedule should aid in balancing resources against service demands, and also provide ancillary benefits such as reduced overtime and better availability for officers to take time off.

Through engaging an Essential CFS Evaluation process, BerryDunn has identified several possible options for methods to mitigate workloads for patrol, and to refer some CFS to more appropriate resources. The result of that process was identification of a need for a more robust alternative service plan and strategy. Additionally, the recommendations from that process include adding non-sworn uniformed personnel to staff a TRU and to respond to other field-based CFS that do not require a sworn officer.

Errors by patrol staff in competing NIBRS entries have resulted in additional and unnecessary work for Records personnel. Additional training and accountability by supervisors can help correct this issue.

The OPPD is not currently using a lethality assessment for DV investigations. The use of a lethality assessment is a national best practice and helps identify potentially life-threatening conditions for DV victims. BerryDunn recommends the OPPD implement a lethality assessment protocol.

At present, the process of referring cases for review and assignment by Investigations is inefficient. Although there are various components to this process, a key element involves the use of solvability factors within the preliminary investigation process at the patrol level. Using solvability factors helps clarify which cases are potentially solvable, and which are likely not, and it informs decisions on which cases to activate for investigative follow-up.

Chapter 5: Community Engagement

Community Engagement: includes a review of community policing philosophies and actions by the agency, impartial policing strategies, engagement with the media, and problem-solving efforts and methods.

Summary

The OPPD has a well-established COP philosophy for the organization, and BerryDunn observed numerous best-practice approaches by the OPPD regarding COP. However, the OPPD would benefit from expanding its COP efforts beyond the specialty units, and to encourage all department members to actively engage in meaningful relationship-building and problem-solving with the community.

Although the OPPD has several positive external partnerships, not all of these are formalized; many do not have clearly identified goals and objectives, and these partnerships are not regularly reviewed to determine their ongoing benefit. Accordingly, the OPPD should consider reviewing the purpose of these 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.

As noted, the OPPD has built a strong COP philosophy within the department. However, the department and the Village would benefit from development and expansion of 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.

The Village has had the CPOC for decades, and during this time, its purpose has changed. In its current form, the CPOC is minimally effective. 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.

Given feedback from department staff, there is an opportunity for the OPPD to expand its DEI efforts. To do this, 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.

Based on a review of IPD data collection practices, the OPPD needs to make operational adjustments so that these data are consistently collected. To improve this condition, the OPPD should clarify its impartial-policing data collection policies, provide training to officers on applying these policies, and monitor compliance.

Suspicion incidents within Oak Park account for a large portion of overall volume. This is true whether these incidents are the result of a prompt from the community or a self-initiated action by an officer. Due to the ambiguity with suspicion incidents, there is potential for biased policing practices. To remedy this, the OPPD should change its approach to responding to suspicious incidents, and thoroughly document any suspicion-related contacts, whether community- or officer-initiated.

Consent searches are another type of incident that has potential for biased policing. Proper consent searches should include a signed waiver and suitable documentation of this voluntary consent. However, this is not the current practice with the OPPD. The department should modify its policy to require a signed waiver, and this action should be recorded by dash camera, or body worn camera (BWC), if available.

Pretext stops represent another practice that is susceptible to biased policing. To help ensure that traffic or other non-consensual contacts do not involve improper practices, 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).

Various community members have called for greater transparency by the OPPD in reference to a variety of data points. To improve community access, 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.

The OPPD has recently been under scrutiny with respect to its policing practices, particularly in reference to impartial/biased policing. Reducing/eliminating possible biased policing practices requires appropriate policies and monitoring of relevant data and practices. 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 should monitor the data on an ongoing basis to evaluate the success of operational adjustments implemented to mitigate them.

BerryDunn reviewed various Village ordinances and the associated enforcement data. The data does not demonstrate bias; however, there are various provisions within the ordinances reviewed that could allow an opportunity for bias, and for disparate impact. As BerryDunn has noted in this chapter, 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.

Chapter 6: Investigations Services

Investigations Services: includes an overview of the investigations bureau, examining staffing, case assignments, closure, routing, and supervision.

Summary

The Investigations Section for the OPPD is led by a commander and three sergeants, with most investigators assigned to general investigations. Although the OPPD provided BerryDunn with an extensive dataset outlining its case assignments for the Investigations Section, and BerryDunn conducted numerous calculations from the data, as represented in this chapter, there were significant limitations in the dataset. These limitations include underreporting of case activations and a lack of use of the RMS to manage assigned cases. These conditions significantly impeded quantitative analysis of workloads for the Investigations Section.

The OPPD would benefit from adjusting its case review and case assignment process to add efficiency. This includes assigning preliminary case review and closure responsibilities to patrol sergeants, and requiring the use of solvability factors at the patrol level.

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. Fully utilizing this system should provide the OPPD with additional data to monitor and analyze investigation efforts and staffing needs.

Based on a review of the data available for workloads in the Investigations Section, BerryDunn cannot make an accurate assessment of staffing needs. Accordingly, BerryDunn is not recommending the addition – or reduction – of any personnel for the Investigations Section.

Chapter 7: Operational Policies

Operational Policies: includes an overall review of all department policies with a focus on critical policies, risk management strategies, and the process of policy creation, review, training, and dissemination.

Summary

BerryDunn conducted a general and limited review of the current OPPD policy with regard to its organization, relevance to industry standards, and key policy areas. Based on that review, BerryDunn noted some policy areas in which adjustments should be considered. BerryDunn recommends that the OPPD consider making changes to the policy based on the review

The policy review BerryDunn conducted was general in nature, as are the recommendations. None of the information in this section should be considered legal advice, and BerryDunn recommends that the OPPD discuss any policy adjustments with its legal advisors prior to adoption and/or implementation.

Chapter 8: Data, Technology, and Equipment

Data, Technology, and Equipment: includes a review of agency software and related technology resources, and access/use of crime and other call for service data for operational purposes. Includes a review of department equipment, facilities and space utilization, and fleet services.

Summary

During this project, BerryDunn identified several opportunities for improvement for the OPPD related to data, technology, equipment, and facilities.

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. There are several areas the OPPD should pursue to improve its current RMS, while simultaneously seeking replacement of this system.

The use of field technology by the OPPD can be improved in multiple areas. Doing so will help improve various efficiencies for the department.

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. The OPPD would benefit from consolidating these portals into one, to help the department more efficiently and effectively collect IPD.

Best practices include utilizing ILP data to inform community needs and policing practices. Although the OPPD has engaged some efforts in this area, there is an opportunity to formalize this process to make better use of available data. Additionally, the OPPD should provide appropriate system access to crime analysts to access all relevant OPPD data, and the OPPD should provide appropriate training to crime analysts to access, retrieve, and evaluate operational and impartial policing data.

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.

Chapter 9: Training and Education

Training and Education: includes a review of pre- and in-service department training, field training, and staff development.

Summary

The State of Illinois requires that officer candidates complete academy training prior to becoming certified. The OPPD uses several different academies for certification of officer candidates and reports satisfaction with the training level of applicants upon their graduation.

Following graduation, officer candidates must complete a 12-week field training program. The program and structure in use by the OPPD is common within the industry and is reportedly producing good candidates. However, the field training program does not include a community-based problem-solving exercise, which the OPPD, its staff, and the community would benefit from.

Although there are a host of training opportunities for new supervisors, the OPPD does not have a formal training program for newly promoted personnel. The department and staff would benefit from the addition of a FST program for new sergeants.

The OPPD training coordinator is responsible for coordinating required in-service training for personnel. Many staff reported shortcomings in the OPPD's approach to providing in-service training for staff, and BerryDunn observed several opportunities for improving department training. Notably, the OPPD should work to provide regular training in several key areas (outlined in BerryDunn's recommendation) and develop a department-wide strategic training plan.

Chapter 10: Recruitment, Retention, and Promotion

Recruitment, Retention, and Promotion: includes a review of agency practices related to hiring, retention, and promotion of personnel.

Summary

Like many organizations, the OPPD has experienced challenges in recruiting, hiring, and retaining personnel. Attrition is an important issue for the OPPD, and it is important the department take steps to fill staff positions within the department, and to help ensure the department can meet public safety demands.

Although the OPPD has substantial experience within certain parts of its workforce, several command staff are at or nearing retirement, and the OPPD would benefit from developing personnel to fill those roles, which will, predictably, be vacated in upcoming years.

The OPPD has a workforce that is generally representative of the community. The OPPD is also doing better than most police department in its gender balance. Although the OPPD is doing well in these categories, it should continue to seek broad diversity, both from an ethnicity and gender perspective, within its ranks, including supervisory and command positions.

The process for hiring officers within the OPPD is similar to most law enforcement agencies, and it follows a natural progression. There are no major concerns with the current hiring process from a validity standpoint. However, timeliness and fail rates might be improved by making revisions to certain steps.

Although the OPPD hiring process generally appears to be meeting department needs, there is a need to improve the recruiting efforts of the department. To help ensure that recruiting is a more intentional process, and one that has clear goals and objectives, the OPPD should develop and establish a recruiting plan. The recruiting plan should include numerous perspectives and operational components, including analyzing mechanisms for developing retention strategies.

Examining attrition and retention issues within the OPPD should cover a broad range of work conditions and include a collaborative effort with Village officials to develop strategies to retain personnel.

BerryDunn reviewed the general process involved in department promotions and found that such processes have not been applied consistently over time. There is no indication that this has been intentional; however, having consistent promotional processes helps personnel understand the path to promotion, should they wish to pursue this, and it provides personnel with information critical to their development and eventual readiness for promotion. Accordingly, BerryDunn recommends the OPPD work with Village HR to develop a consistent policy and practice in this area.

The OPPD should establish an authorized hiring level, based on optimization of department activities, consistent with this report. The authorized hiring level should also include and account for annual attrition rates, and hiring should be authorized in advance of projected attrition to help ensure the OPPD can maintain optimal staffing levels. The OPPD and the Village should work collaboratively on an ongoing basis to monitor and adjust the hiring level to be consistent with attrition rates.

Chapter 11: Professional Standards/Internal Affairs (IA)

Internal Affairs: includes a review of the internal affairs process, including case routing, review, dispositions, and dissemination of investigation results.

Summary

The OPPD has a robust system of professional accountability, which is managed by the IA Unit. This unit is responsible for all serious complaints against officers, and it follows a set of policies in carrying out its function. BerryDunn has made numerous observations and recommendations about the IA policy in Chapter 7 and in this chapter.

Data regarding IA complaints over the past five years demonstrate a department that is ethical and committed to holding staff accountable, whether that accountability originates externally or internally. However, it is likely that due to reporting practices, IA data is incomplete in presenting a full accounting of issues and complaints raised, whether external or otherwise. This practice can be easily remedied, and BerryDunn has provided details recommending this.

In addition to a more complete capture of all complaint data, BerryDunn is recommending the OPPD publish summary data to the public on the number and nature of complaints, as well as the dispositions. The purpose for this is to improve transparency, and to build and sustain community trust in the IA/Professional Standards process.

BerryDunn also observed that the current IA policy does not include provisions for external investigation of officer-involved shootings or other high-profile and critical IA complaints. Although current policy includes the use of the Task Force, the OPPD should adjust its policy to include independent investigation of all serious force uses.

Again, as noted within this chapter, BerryDunn is aware the OPPD has been working on a revised IA policy, although BerryDunn has not reviewed this document. BerryDunn does recommend the OPPD review and incorporate any appropriate recommendations from this report into the new policy prior to implementation.

Chapter 12: Conclusions and Recommendations

I. Overall Summary

BerryDunn's analysis of the OPPD suggests that leaders are consciously engaged in running the department in a progressive and positive manner, and that those within the organization, from command to line staff, take great pride in providing service to the public. Irrespective of the recommendations provided, BerryDunn found the OPPD to be a full-service, community-oriented police agency that has worked hard to respond to increasing service demands, despite ongoing staffing challenges.

In addition to the positive aspects of the work environment observed at the OPPD, there are opportunities for improvement, as the recommendations in this report suggest. Notable categories of recommendations involve:

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

Staffing includes the hiring and retention of personnel, the use of non-sworn personnel, and the efficient scheduling and deployment of personnel (particularly sworn staff). There is also the need to improve the use of technology, both as an internal strategy for use of resources and developing operational efficiency, and as a mechanism for engaging alternative methods of incident reporting to mitigate growing staffing needs and service demands. Maintaining appropriate staffing levels has been a challenge for the OPPD. Although the OPPD has hired numerous officers in the past five years, various factors have recently contributed to increased attrition.

Another important staffing aspect for the OPPD involves establishing a new *operational minimum* level of sworn staffing for the department. The optimal staffing level for the OPPD, as determined through this study, is 119, and the new *authorized hiring level* for the OPPD should be 125. Hiring at 125 sworn positions will compensate for consistent attrition. These levels will help ensure that optimal operational minimums are maintained, which will lead to the more efficient and consistent delivery of police services for the community. At the same time, there is a need to staff various non-sworn positions, which includes reallocating personnel and adjusting some other duties and responsibilities. These efforts are intended to create operational efficiency and to most effectively utilize the resources allocated to the police department.

In addition to adding staff, there is a pressing need for the OPPD to engage in staff development. Several top administrators will retire in the next three to five years, and the OPPD will need to backfill those positions. To help ensure that qualified personnel exist for each rank level as vacancies occur, the OPPD must engage an intentional and formal personnel development program.

Throughout this report and primarily in Chapters 5 and 7, BerryDunn has identified various policy areas for the OPPD that require addition or revision. Revising or adding policies is a critical task for the OPPD, and given the national focus on policing, now more than ever, it is vital that the OPPD include others in this process. BerryDunn recommends that the OPPD engage internal and external feedback as it seeks to make policy additions or changes.

Various data BerryDunn reviewed focused on race, equity, transparency, and community trust. BerryDunn has provided several policy recommendations, as well as other operational recommendations, which the OPPD should pursue to address concerns surrounding these focus areas. Importantly, following implementation of the proposed solutions, the OPPD should monitor the various datapoints to assess success.

In addition to the need for personnel, BerryDunn noted several limitations for the OPPD relating to the use of technology. BerryDunn has observed that much of these limitations are due to configuration issues with the RMS and other peripheral software and hardware applications. The OPPD can realize significant improvements in overall efficiency through the use of technology, and, as with the recommendations in this report related to staffing, BerryDunn strongly recommends working quickly toward these solutions.

As indicated in the beginning of this report, it was necessary for BerryDunn to *freeze* certain conditions in order to conduct this assessment. However, this does not mean that the OPPD has been constrained from making various changes during this process. In fact, BerryDunn worked with the OPPD during the course of this project to inform key leaders on areas requiring more immediate attention. OPPD staff have responded positively in this regard, operating in a process of continuous improvement during the time of this study. Accordingly, some of the recommendations made by BerryDunn have already been acted upon by the OPPD, and some others are in queue. At BerryDunn's request, OPPD staff have provided a list of these efforts as they relate to the assessment recommendations, and these are outlined in SDIR Appendix B.

It is BerryDunn's sincere hope that this report and the associated recommendations serve to provide positive guidance, and that this report is viewed as a valuable resource, not only for the OPPD, but also for the government officials for the Village of Oak Park, who work together on behalf of the public to provide policing excellence for the community.

II. Staffing Summary

The following provides summary information regarding BerryDunn's staffing recommendations.

Community Service Officers (CSO)

BerryDunn is recommending the OPPD add non-sworn field personnel (CSOs) to respond to low-level police CFS, consistent with the findings of the Alternative CFS Evaluation report. BerryDunn recommends staffing two positions per day (day- and mid-shift). This will require the addition of four personnel to consistently staff these positions.

Additionally, BerryDunn recommends the OPPD staff two positions per day (day- and mid-shift) for a telephone response unit (TRU). Like the field-response positions, staffing two TRU shifts per day will require four personnel to provide consistent staffing.

BerryDunn recognizes that the OPPD already has six CSOs, who staff the walk-up window at the police department. These CSOs also monitor the temporary holding facilities at the police department and manage other minor work responsibilities. It is likely that these personnel could manage TRU responsibilities as well, at least initially. If the TRU volume becomes onerous, the OPPD might need to add personnel to manage TRU responsibilities.

BerryDunn's recommendation is to add four CSOs initially, for the purpose of managing low-level field response CFS. BerryDunn is also recommending the OPPD assign TRU responsibilities to the current CSOs staffing the desk, and the OPPD should provide for monitoring TRU workloads to determine whether additional personnel will be needed to staff one or both shifts BerryDunn has recommended.

Other Personnel

The OPPD should add an administrative supervisor to the Administrative Section to support operations. This supervisor should oversee the body worn camera (BWC) program, and the other units within the Administrative Section, other than Records.

Based on the overall assessment of the OPPD, BerryDunn recommends a minimum operational level of 119 officers; this will require an authorized hiring at a rate of 125 to maintain minimum staffing for the agency. The numbers here reflect the following:

- Current Authorized Sworn Staffing: 118
- Additional Sworn Staffing: 1
- Minimum Operational Level: 119
- Estimated Attrition Rate: 6
- Authorized Hiring Level: 125

These numbers assume an attrition rate that is consistent with historical and typical industry rates, not recent unusual attrition rates the OPPD has experienced. As the OPPD approaches

the suggested operational level, it will be important to monitor attrition rates and to adjust the authorized hiring level to match operational needs and to help ensure the minimum operational level of 125 officers is consistently maintained.

The proposed staffing changes and personnel deployment adjustments outlined in this report should result in optimized operations for the OPPD. Still, it is up to the OPPD and the Village, including government officials, to make these determinations and to set staffing priorities. Accordingly, it is possible that after further discussion, the Village and the OPPD might suggest modifications to what BerryDunn has proposed. As noted early in this report, BerryDunn feels strongly that final decisions of this nature should be made at the local level, in consideration of the recommendations provided, and BerryDunn encourages the OPPD and the Village to discuss these decisions together.

BerryDunn once again thanks the OPPD for its partnership and participation in this operational assessment. It is BerryDunn's sincere hope that this report and the associated recommendations serve to provide positive guidance to the Village and police department in advancing the delivery of public safety services for the community.

Appendix A: Acronyms

Appendix Table A.1: Acronyms

Acronym	Description
ABLE	Active Bystandership for Law Enforcement
ACS	American Community Survey
AVL	Automatic Vehicle Location
BJS	Bureau of Justice Statistics
BWC	Body Worn Camera
CAD	Computer Aided Dispatch
CALEA	Commission on Accreditation for Law Enforcement Agencies
CCPP	Community Co-Production Policing
COP	Community-Oriented Policing
CPOC	Citizen Police Oversight Committee
CSO	Community Service Officer
DEI	Diversity, Equity, and Inclusion
DOR	Daily Observation Report
DUI	Driving Under the Influence
DV	Domestic Violence
EMS	Emergency Medical Services
EPIC	Ethical Policing is Courageous
FBI	Federal Bureau of Investigation
FIP	Fair and Impartial Policing
FIP	Fair and Impartial Policing
FLSA	Fair Labor Standards Act
FMLA	Family Medical Leave Act
FOIA	Freedom of Information Act
FST	Field Supervisor Training
FTE	Full-Time Equivalent
FTO	Field Training Officer
FTT	Freedom to Thrive
FY	Fiscal Year

Acronym	Description
IACP	International Association of Chiefs of Police
IA	Internal Affairs
ICAT	Integrated Communications, Assessment and Tactics
IGA	Intergovernmental Agreements
ILCPA	Illinois Chiefs of Police Association
IPD	Impartial Policing Data
IT	Information Technology
KPA	Key Performance Area
LAP	Lethality Assessment Program
LGBTQ	Lesbian, Gay, Bi-sexual, Transgender, and Queer
MCT	Mobile Computer Terminal
MOU	Memorandum of Understanding
NAACP	National Association for the Advancement of Colored People
NACOLE	National Association for Civilian Oversight for Law Enforcement
NIBRS	National Incident-Based Reporting System
NIJ	National Institute of Justice
NRO	Neighborhood Relations Officer
OARM	Operational Assessment Reference Material report
OPPD	Oak Park Police Department
PERF	Police Executive Research Forum's
PIO	Public Information Officer
POP	Problem-Oriented Policing
PSA	Public Service Announcement
PSAP	Public Safety Answering Point
RBO	Resident Beat Officer
RMS	Records Management System
SDI	Supplemental Data and Information report
TRU	Telephone Reporting Unit
UCR	Uniform Crime Reports
Village	Village of Oak Park
WSCDC	West Suburban Consolidated Dispatch Center

Acronym	Description
ZCTA	Zip Code Tabulation Area