



A PROPOSAL TO CONDUCT AN  
**Independent Assessment of Policing,  
Training, Accountability, and Community  
Engagement of the Oak Park Police  
Department**

THE VILLAGE OF OAK PARK, ILLINOIS

**BerryDunn**  
100 Middle Street  
Portland, ME 04101  
207-541-2200

**Doug Rowe, Principal**  
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**Mitch Weinzetl, Project Manager**  
[mweinzetl@berrydunn.com](mailto:mweinzetl@berrydunn.com)

**Proposal Submitted On:**  
November 5, 2020 before 3 p.m.



November 5, 2020

Cara Pavlicek, Village Manager  
Village Hall  
123 Madison Street  
Oak Park, IL 60302

Dear Ms. Pavlicek:

BerryDunn McNeil & Parker, LLC (BerryDunn) is pleased to submit this proposal in response to the Village of Oak Park's (the Village's) Request for Proposals (RFP). We understand that the Village is seeking a qualified consultant to conduct an Independent Assessment of the Oak Park Police Department (OPPD), to examine its police procedures and policies, techniques, training, accountability and community engagement. The assessment will also examine and audit the effective and equitable delivery of law enforcement services to the community, and in particular, to persons of color. We have read the solicitation, understand its contents, and agree to the terms and conditions therein. Our proposal is a firm and irrevocable offer valid for 120 calendar days from the proposal due date of November 5, 2020.

BerryDunn is an independent management and information technology (IT) consulting firm headquartered in Portland, Maine and serving clients nationally. ***BerryDunn is a stable and well-established firm that has preserved our core values and reputation for excellence for 46 years.*** We have enjoyed steady growth by providing consistent, high-quality services to our clients in all 50 states—including with the Village on two past projects—and in Canada.

As the country confronts systemic inequities embedded throughout our social institutions that disparately affect certain populations within our communities, local governments have an opportunity—and a responsibility—to examine operations, policies, and procedures, and to identify reforms that contribute to more efficient and effective police operations, and in turn, a more just society. BerryDunn has substantial expertise in police operations and reform, and we would welcome the opportunity to bring our national skills and experience to this important project.

We wish to acknowledge how COVID-19 might be impacting your work and the progression of your initiatives. As a national firm, our team is well versed in conducting remote and teleconference meetings. We offer Zoom® and Microsoft Teams video and voice conferencing, secure client portals, and Citrix ShareFile, giving you options that make the most of your time. We extend our well-wishes and hope that your community is moving forward with resilience.

Should you have questions regarding our proposal or updates on the evaluation process, please do not hesitate to contact me directly. After 46 years of assisting clients, we still appreciate each new opportunity. Thank you for your time and consideration.

Sincerely,

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

**Doug Rowe, Principal**

207-541-2330 | [drowe@berrydunn.com](mailto:drowe@berrydunn.com)

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# 1. INTRODUCING BERRYDUNN



**1974**  
founded



**300+**  
government  
clients served



**500**  
employees



**34**  
years serving the  
public sector

BerryDunn is a certified public accounting and consulting firm with a Government Consulting Group dedicated to serving state, local, and quasi-governmental agencies. We are a Limited Liability Company (LLC) formed in 1974 with 51 principals and 26 owners, as detailed further in Appendix A. We have experienced sustained growth throughout our longstanding history.

***Our mission is to help our clients to better serve, inspire, and strengthen the trust of the public through quality services.***

Our firm provides a full range of professional services, including management and information technology (IT) consulting; tax, audit, and accounting services; and wealth management services. BerryDunn employs more than 500 staff members (including over 200 in our Government Consulting Group), and has a long and successful history of working with state and local agencies across the country in support of management and IT initiatives. Our team members bring valuable perspective from their experiences providing project management, business process improvement, organizational development, organizational assessments, staffing analyses, and efficiency consulting services for a variety of projects.

Over the past five years, BerryDunn's annual revenue has grown from approximately \$57 million to over \$100 million, increasing by an annual average of 15%. Over the same period, we grew from approximately 300 employees to over 500, primarily through organic growth. We believe this growth is due to consistent high-quality services delivered to our clients. As requested in the Village's RFP, we have included a recent client list in Appendix A due to length.

BerryDunn is headquartered in Portland, Maine, and serves clients nationally through seven office locations in six different states noted below. Our national presence is strengthened with almost a quarter of our staff working remotely from their home offices around the country—including two senior consultants in our Local Government Consulting Practice Area based in Illinois.



ARIZONA



WEST  
VIRGINIA



CONNECTICUT



MAINE



MASSACHUSETTS



NEW  
HAMPSHIRE

The BerryDunn team assembled for the Village's project spans across the country. We bring particular experience in the Midwest region, as our project manager was a police chief in Minnesota for almost thirty years while one of our subject matter experts is based in Madison, Wisconsin. The Village can be confident selecting a firm with national reach compounded by local experience.

## A. COMMITMENT TO CLIENT SATISFACTION

We take the quality of our work seriously, and aim to exceed our clients' expectations of the value and timeliness of our communications, service delivery, and final work products. We strive to help assure quality by understanding your expectations, developing a reasonable and achievable project approach, gaining your concurrence on project tasks and timing, and using appropriate staff for each engagement.

**Seventy percent of our consulting work comes from repeat business with clients—a testament to our clients' satisfaction with our work and expertise.**

## B. DEDICATION TO THE PUBLIC SECTOR

Figure 1: Local Government Consulting Practice Area Structure



The Village will benefit from our deep understanding of government operations, staffing needs, business processes, plans, and programs required to provide necessary services to internal divisions and the constituents you serve. We have gained this understanding through our work with **more than 300 state, local, and quasi-governmental clients** across the country, as well as through our team members' prior work in various roles across state and local government. We have a deep understanding of state, county, and municipal operations, allowing us to provide unparalleled expertise and unique insights.

Figure 1 illustrates the overall organization of BerryDunn's Local Government Consulting Practice Area; including our Justice and Public Safety Practice. We provide a wide range of specialized consulting services across practices.

## C. COMMITMENT TO SERVING ILLINOIS AND THE VILLAGE

The Village will benefit from selecting with a firm with a **history of successful partnership**. BerryDunn assisted the Village with its ERP system selection project and its permitting system replacement from 2015 to 2016. This provides us with foundational knowledge of the conditions in which you work and the challenges you and your community face.

Figure 2 notes the Illinois-based clients BerryDunn has served. The clients denoted with an asterisk represents situations in which we performed more than one project. Note our experience in the Chicago-metro area, equipping us with an understanding of the unique challenges of your environment that is important context for this project.

Figure 2. BerryDunn's Illinois Clients



## 2. RELEVANT EXPERIENCE

### D. JUSTICE AND PUBLIC SAFETY PRACTICE

The Village will be supported by members from BerryDunn's Justice and Public Safety Practice, which focuses on helping our clients **advance their most critical public safety initiatives**. Conducting staffing and operations assessments of this nature is a core service of this Practice. Our experience expands the full justice spectrum, from initial justice involvement to adjudication and management of offenders.

Our expertise comes from years of collaborating with:

- Corrections departments
- Prosecutors
- Fire departments
- Judiciaries
- **Police departments**
- Probation departments
- Sheriffs' offices
- State departments of public safety

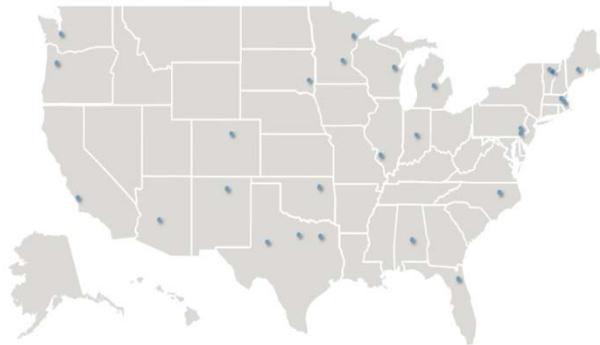
As such, we understand the interconnectedness between various public safety entities and the professional stakeholders they serve, and the importance of building and maintaining these relationships in furtherance of the overall public safety mission.

The Village will benefit from a team with **former police chiefs** and government officials who bring first-hand experience of the environment in which you work and the justice partners with whom you interact. We recognize your commitment to public service and your community while recognizing the challenges you might face.

This Practice has led engagements around the country, consisting of police staffing and management assessments similar to the Village's project, in addition to technology modernizations of the systems used to keep communities safe. This experience equips our team with unique insights into industry best practices and a broad, yet deep, understanding of the criminal justice spectrum.

Lastly, BerryDunn is **fully independent from the vendor community and does not represent a membership group**. We do not sell, develop, or promote software, nor do we have a vested interest in member recruitment. Rather, our expertise comes from hands-on experience, and we stay apprised of the latest industry developments, technologies, and best practices by participating in the following groups:

*Figure 3. Justice and Public Safety Practice Area Projects*



 Integrated Justice Information Systems

 National Emergency Number Association

 International Association of Chiefs of Police

 Urban and Regional Information Systems Association

## E. IMPROVING POLICE SERVICE DELIVERY

BerryDunn has a successful track record of working with police departments to evaluate internal processes, examine organizational and operational data, conduct individual interviews, facilitate internal and external group discussions, and identify and assess community expectations.

In our experience, studies of this nature have enabled our clients to help maximize:

- Community trust
- Customer and stakeholder confidence
- Law enforcement best practices
- Productivity
- Workforce satisfaction

The Village will be supported by a team of law enforcement experts. Our project manager, Mitch Weinzetl, brings extensive experience conducting management and operations assessments for police departments across the country. Prior to BerryDunn, Mitch worked for the International Association of Chiefs of Police (IACP), evaluating police departments' operations, management, and staffing capabilities, and has since refined his approach to conducting these studies.

The Village will notice, under Mitch's leadership, our team's ability to deeply assess your current environment by thoughtfully engaging police staff and stakeholders. Our combined approach of collecting qualitative and quantitative data provides our clients with valid recommendations that are supported by data and representative of best practices within the industry. The final report will include recommendations to improve operations that are actionable, sustainable, and measurable.

Table 1 provides a summary of the Justice and Public Safety team's prior and current work relevant to this project, each which was led by our project manager, Mitch Weinzetl. We elaborate on Mitch's experience, and that of our subject matter experts, in Section 4 of this proposal.

*Table 1: BerryDunn's Police Assessment Experience*

Client	Work Performed	Client	Work Performed
<b>City of Albany, GA</b> <i>*new project</i>	Full operations and management study	<b>City of Newton, IA</b>	Key staffing and operations review, including patrol schedule.
<b>City of Duluth, MN</b>	Full operations and management study, with an emphasis on optimal staffing levels for all positions	<b>City of Northglenn, CO</b>	Full operations and management study. Ongoing work to implement a collaborative policing model
<b>City of La Mesa, CA</b>	Technical assistance to identify a Mobile Data Management system for police and city data on mobile devices	<b>University of Florida Police Department</b>	Technical assistance to evaluate and inform the decision to move to a take-home squad car program

### 3. PROJECT TEAM

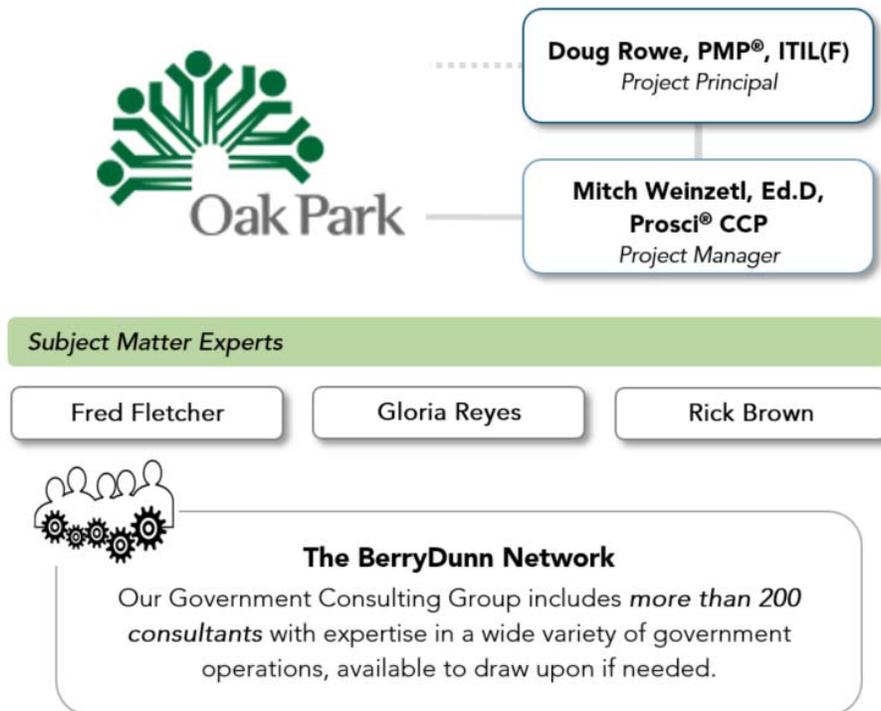
The Village’s project requires a team of law enforcement experts who can apply their experience to accurately evaluate your current conditions, collaboratively envision a future state with the community, and map the path to get there. The Village will notice our team possesses the policing core competencies required for this project, including, but not limited to:

- Change management
- Community engagement
- Data and technical equipment
- Dispatch interaction and protocols
- Diversity and equity in policing
- Education and training
- Facility and space requirements
- Fleet management
- Investigations
- Operations and staffing
- Organizational leadership and culture
- Organizational structure
- Patrol services
- Personnel deployments
- Professional standards in Internal Affairs
- Recruitment and retention
- Strategic planning
- Technology evaluation
- The policing environment

### F. TEAM STRUCTURE

To best serve the Village, we have carefully assembled a comprehensive project team with the necessary expertise to best accommodate the goals and objectives for this project. In Figure 4, below, we provide an overview of the organizational structure of our project team.

Figure 4: BerryDunn Team Organizational Structure



## G. ROLES, RESPONSIBILITIES, AND BACKGROUNDS



**DOUG ROWE** | *Project Principal*

Office location: Portland, Maine

Doug is principal of BerryDunn's Justice and Public Safety Practice. He brings over 40 years of IT industry experience—20 of which have been spent working with public safety agencies. An experienced facilitator, Doug assists organizations in evaluating current processes, envisioning a desired future state, and mapping the way to get there. His work is typically focused on modernizing the technology systems used by public safety agencies in order to deliver exceptional services to constituents. This background gives Doug an understanding of both the granularity of each public safety stakeholder and the broader scope of how each stakeholder is interrelated.

As **project principal**, Doug will be responsible for our commitment to the Village. He review all deliverables to help ensure quality and oversee that the appropriate resources are designated to the project.



**MITCH WEINZETL** | *Project Manager*

Office location: Phoenix, Arizona

Mitch is a senior consultant in BerryDunn's Justice and Public Safety Practice and with a 27-year police career. Of those 27 years, 17 were spent serving as a chief of police in three Minnesota cities. Since then, he has conducted numerous staffing and management studies for police agencies across the country—ranging from 50 to 2,000+ officers. His comprehensive approach to conducting these studies focuses on a blend of analyzing quantitative data with stakeholder engagement and input, crafting relevant recommendations aligned with industry best practices. As a thought leader in the policing industry, Mitch has developed a model called Community Co-Production Policing (further explained in Section E) as the foundation for modern police reform. He has also written a book and taught nationally on effective police leadership, succession planning, and similar topics.

As **project manager**, Mitch will serve as the primary point of contact with the Village, monitor project progress, track the initiation and completion of tasks and milestones, and oversee the work of our project team. He will also be the lead facilitator during meetings and information-gathering activities and will lead the development of project deliverables.



**GLORIA REYES** | *Subject Matter Expert*

Office location: Madison, Wisconsin

Gloria has focused her career on public safety and racial equity initiatives. She has developed a racial equity organizational justice model and has worked with diverse communities to build trust and legitimacy between communities of color and law enforcement. Gloria was the founder of the Madison Police Department's Amigos en Azul program dedicated to dissolving cultural barriers between the Madison Police Department and the Latino community. She started and led the racial equity team within the Madison Police Department to review and assess the Madison Police Department's policies and procedures through a racial equity lens.

While serving as deputy mayor, an officer-involved shooting of an unarmed black male sparked community protests. In response, a review of the Madison Police Department was launched and Gloria had oversight of the evaluation of the Madison Police Department working with consultants, citizen's committee, the police, City staff, and the City Council.

As a **subject matter expert**, Gloria will contribute her law enforcement and racial equity experience as well as her knowledge of conducting police agency evaluations as needed throughout this project.



**RICK BROWN** | *Subject Matter Expert*  
Office location: Harrisburg, Pennsylvania

Rick Brown retired at the rank of Lieutenant Colonel after completing more than 29 years of service with the Pennsylvania State Police (PSP). As the former Deputy Commissioner of Professional Responsibility for the PSP, he specialized in citizen’s complaints, internal investigations, discipline, diversity issues, and community trust building. Prior to his retirement, Rick founded Transparency Matters—a law enforcement consulting firm developing more effective accountability and related processes that enhance public trust.

Rick was appointed as member of the federal Independent Monitoring Teams for the City of Oakland Police Department, Maricopa County Sheriff’s Office (Arizona), the Detroit Police Department, and the Monitoring Team for the Niagara Falls Police Department Consent Decree brought by the State of New York. These positions required an objective, third-party monitor to determine if the police departments are following requirements set forth by the Consent Decree.

As a **subject matter expert**, Rick will contribute his law enforcement, racial equity, and related professional expertise to this engagement. He will support the evaluation of the Village’s police operations and services, and provide recommendations and best practices for the future.



**FRED FLETCHER** | *Subject Matter Expert*  
Office location: Denver, Colorado

Fred has over 23 years of law enforcement experience—including 10 years of command and executive experience. He most recently served as chief of police in Chattanooga, Tennessee. Prior to that, he held a command position in the Austin, Texas, Police Department for over 20 years. Fred is committed to relational policing with a hands-on approach and a dedication to progressive strategies. He is especially knowledgeable in the realm of police technologies. In Chattanooga, he built a Real Time Intelligence Center and acquired a field-based quality control system that reduced data lag from 15+ days to mere minutes, eliminating the need for excessive data entry.

As a **subject matter expert**, Fred will contribute his law enforcement expertise for this engagement. He will support the assessment, help evaluate the Village’s police operations and services, and assist with facilitating implementation of recommended reforms

## 4. SUBJECT MATTER EXPERTISE

### I. APPLICABLE EXPERIENCE AND RELEVANT SKILLSET

To expand upon our team's expertise, we detail the applicable experience and relevant skillset our team brings to the Village's project.

#### MITCH WEINZETL

Mitch has analyzed police operations from multiple perspectives, gathering substantial input from internal and external stakeholders as well as conducting direct community outreach and communication. Mitch has refined his facilitation skills throughout his years engaging diverse audiences, and he carefully adjusts his facilitation approach to address each of his clients' engagement needs. As a result, Mitch creates an atmosphere in which all voices are given space, heard, and respected. Additionally, he has examined department-wide training specifically related to bias-based policing, implicit bias, procedural justice, and community oriented policing.

In addition to the projects described in Section 2E, Mitch has conducted assessments and provided recommendations for improvement to the police departments in the following cities:

- Anne Arundel County, MD
- City of Alexandria, VA
- Cobb County, GA
- City of Durham, NC
- City of Golden, CO
- City of Little Rock, AR
- City of Long Beach, CA
- City of Memphis, TN
- City of Norfolk, VA
- City of Westminster, CO
- City of Wheat Ridge, CO
- Town of Mansfield, CT

#### FRED FLETCHER

Fred has 25 years of law enforcement experience—15 of which were spent in leadership, command, and executive positions. While chief of police in Chattanooga, Tennessee, Fred significantly altered how the police partnered with the community. He reformed the department's culture, implemented a community-policing model, and built a victim-centered organization. Fred currently trains leaders and officers across the country in regards to serving the most vulnerable community members and combating violence against women.

#### GLORIA REYES

Gloria has dedicated her career to public-safety and racial-equity initiatives. She served as an officer with the Madison Police Department, Wisconsin for 13 years, where she worked to dissolve cultural barriers between the police and the Latino community. She also initiated and led the Madison Police Racial Equity Team that reviewed its policies and procedures through a racial equity lens. Gloria also served as deputy mayor for its Department of Public Safety, Civil Rights, Public Health, and Community Services.

#### RICK BROWN

As the Lieutenant Colonel and Deputy Commissioner of the PSP, Rick developed the PSP's Equal Employment Opportunity Office's statewide liaison program and had oversight of citizen complaints that alleged discrimination or disparate treatment. Rick also oversaw the PSP's five-year **Police-Citizen Contact Project**, which utilized applied research techniques to assess the extent to which PSP officers engaged in racial or biased-based policing. Brown subsequently oversaw the implementation of proactive training and operational strategies to monitor and prevent racial profiling.

## J. SPECIAL KNOWLEDGE AND SKILLS

In addition to the aforementioned law enforcement experience, our team possesses a diverse skillset that are as equally relevant to the Village's project. Our team's special skills for this project include:



### **Our project manager is a Prosci® Certified Change Practitioner.**

In many of our engagements, we experience resistance to change since our work often leads to shifts in processes, operations, and systems. This reinforces our belief that the management of change is crucial to the success of this project—especially one as important and complex as the Village's. Our approach builds in proactive change management by involving key stakeholders (with emphasis on the community) in order to gain input, build support, and promote buy-in for decisions.



### **We adhere to and incorporate the principles of the Project Management Institute® (PMI®) in our approach.**

The PMP® certification is the industry standard for project managers across many industries. It requires 35 hours of project management training and at least 4,500 hours leading and directing projects. Our team leader, Doug Rowe, is a PMP®. His demonstrated project management experience, together with BerryDunn's commitment to applying PMI® standards and best practices across all of our consulting engagements, helps to assure the Village's project will be conducted efficiently and effectively.



### **We have built our reputation in part on being outstanding facilitators.**

Our proposed team includes experienced facilitators who have the skills necessary to elicit information, encourage collaboration, reach consensus, and develop buy-in with diverse groups of participants, especially in the context of public safety. We know how to listen, engage stakeholders, resolve conflicts, and keep discussions on track. Though difficult to quantify, we believe this to be one of the most important components of the Village's project. Selecting a team of engaging facilitators will be crucial in creating lasting impact with the community.



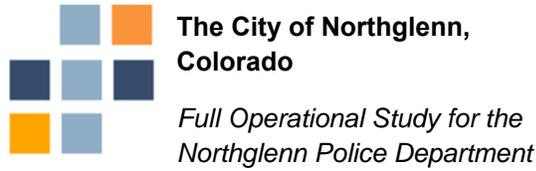
### **Our team of law enforcement professionals have used their executive leadership positions as a platform for innovation, thought leadership, and driving positive change.**

We have intentionally built a team with demonstrated industry knowledge and community engagement skills to align with the Village's needs. Both Gloria Reyes and Rick Brown have worked to address racial disparities and excessive force in policing, while Fred Fletcher has advocated for progressive policing with an emphasis on data-driven policing. Our subject matter experts will be valuable assets in building a bridge between the community and The Commission.

Of all the aforementioned skills, perhaps the most important is our team's capacity for creativity and ingenuity. As demonstrated by our own **Community Co-Production Policing Model** (introduced in Section 9), our team's strength comes from the depth of our experience and our capacity to translate that experience into creative solutions. We welcome critical thinking and innovative problem-solving skills as we facilitate the Village into a new mode of operating.

## 5. REFERENCES

We encourage the Village to contact the following references who can speak to our project team's success and dedication in delivering high-quality assessment and recommendation services.



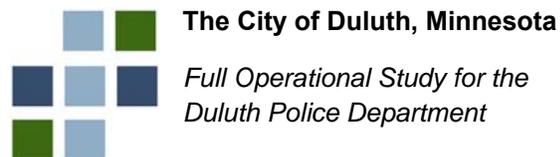
Mr. James May, Chief of Police  
303-450-8967  
[jmay@northglenn.org](mailto:jmay@northglenn.org)

Project 1 fees: \$78,000 (completed project)  
Project 2 fees: \$57,000 (ongoing project)

Project 1: This project involved a full operational study of the Northglenn Police Department (NPD), including an examination of all sworn and non-sworn staff positions, policies, community-oriented policing strategies, and an evaluation of the NPD's focus on bias-free and procedurally-just policing.

For this assessment, BerryDunn identified 41 key recommendations for implementation related to police strategies, organization, culture, and leadership; communication; staffing recruiting, retention and related workload issues, technology, and investigations. In the coming weeks, BerryDunn will work with the NPD to prioritize study recommendations, and to develop a strategic plan for implementation.

Project 2: BerryDunn's work in Northglenn is ongoing. We are facilitating implementation of our collaborative Community Co-Production Policing model there. BerryDunn is also assisting with implementation of the recommendations from Project 1, in addition to developing a strategic plan.



Mr. Mike Tusken, Chief of Police  
218-730-5020  
[mtusken@duluthmn.gov](mailto:mtusken@duluthmn.gov)

Project fees: \$88,000

This project involved determining whether Duluth Police Department's (DPD's) organizational structure, spans of control, and personnel allocations (including associated duties and responsibilities) matched service demands and community expectations. The assessment included a comprehensive and independent assessment of key management and operational aspects of the DPD.

In all, BerryDunn produced 45 recommendations for the DPD, designed to help drive progressive change within the department and set the course for improving police services. Each recommendation allowed for varying actionable approaches for implementation, affording DPD the ability to specifically tailor recommendations during the implementation process to balance resource constraints while still addressing the issues as intended.



**The City of Newton, Iowa**

*Key Operations and Staffing Study for the Newton Police Department*

Mr. Rob Burdess, Chief of Police  
641-791-0850  
[robb@newtongov.org](mailto:robb@newtongov.org)

Project fees: \$20,000

This project involved a key operations and staffing study of the Newton Police Department, including an examination of all sworn and non-sworn staff positions, staff diversity, hiring, recruiting, and attrition rates, and a review of the efficiency and effectiveness of the patrol work schedule.

For this assessment, BerryDunn identified 12 key recommendations for implementation related to police staffing, recruiting, retention, and workload issues related to the reporting practices and the use of technology. The review also recommended additional examination of the patrol schedule for optimization.



**The City of Westminster, Colorado**

*Full Operational Study of the Westminster Police Department*

Mr. Tim Carlson, Chief of Police  
303-658-4284  
[tcarlson@cityofwestminster.us](mailto:tcarlson@cityofwestminster.us)

Project fees: \$73,000

This project involved a full operational study of the Westminster Police Department, including an examination of all staff positions and future staffing needs based on significant planned community development. The study resulted in 46 recommendations, which included the conversion of sworn staffing positions to civilian positions, enhancing technology to meet operational needs, and improvements to hiring, retaining, and training of personnel.



**The City of Durham, North Carolina**

*Full Operational Study of the Durham Police Department*

Mr. William Gascoigne, Senior Program Manager  
919-560-4155  
[william.gascoigne@durhamnc.gov](mailto:william.gascoigne@durhamnc.gov)

Project 1 fees: \$80,000

Project 2 fees: \$31,000

This project included a comprehensive and independent assessment of key management and operational aspects of the Durham Police Department (Durham PD). In all, 46 recommendations were developed for the Durham PD, designed to help drive progressive change within the department and set the course for improving police services.

Secondary project work with the City included a redesign of the patrol work schedule, and the patrol beat layouts and structure, based on initial project recommendations.

## 6. STATEMENT OF COMMITMENT

BerryDunn acknowledges and affirms that the personnel named in the proposal will be available for the duration of the project at the indicated level of involvement and will be independent in their assessment.

In circumstances where changes to staff is not preventable in circumstances beyond our control, BerryDunn would like the Village to know we have qualified resources to step in if needed. Should the need to replace key staff arise during this project, we will notify the Village of this need in writing and provide the opportunity for the Village to review resumes for our proposed replacements, conduct interviews if desired, and approve of staffing replacement decisions. All requests for substitutions will provide an explanation of the circumstances necessitating the proposed substitution, a resume of the proposed substitute, and any other information requested by the Village to make a determination as to the appropriateness of the proposed substitution.

In the event we need to draw upon backup staff, we have developed processes and systems to provide all project team members with the information they need to gain an understanding of the history of the project and to quickly familiarize themselves on the current status of the project. This helps to ensure that staffing transitions are as seamless as possible.

## 7. HOURLY RATES

Table 2, below, presents our team’s hourly rates arranged by job classification/project role. These rates are inclusive of expenses and travel rates when permitting.

*Table 2: Hourly Rates by Team Member*

<b>Project Role</b>	<b>Staff Member</b>	<b>Hourly Rate</b>
Project Principal	Doug Rowe	\$300
Project Manager and SME's	Mitch Weinzetl and Named SME's	\$200
Administrative	BerryDunn Administrative and Editing Staff	\$135

## 8. EXCEPTIONS

BerryDunn respectfully takes exception to the language on page 31 of the RFP, #6.3, stating:

“The Village and the Consultant agree to waive against each other all claims for special, incidental, indirect or **consequential** [emphasis added] damages arising out of, resulting from, or in any way related to the Project.”

As it is written, BerryDunn would waive all claims against the Village for any consequential damages caused. BerryDunn asks the word be changed to **inconsequential** or be struck entirely. We are happy to further discuss this preference with the Village.

## 9. PROPOSED APPROACH

### K. PROJECT UNDERSTANDING

***Conducting police operations assessments that identify opportunities for improvement is a core service of our Justice and Public Safety Practice.***

BerryDunn understands that the purpose of this project is to determine if the OPPD is effective and equitable in the delivery of law enforcement services to all members of the community and specifically people of color, and for the purpose of making recommendations for change to improve techniques, policies, and practices of the OPPD.

The Village will benefit from our thorough, multi-faceted approach that our project manager, Mitch Weinzetl, has developed and refined, based on his work in conducting police operations assessments for departments throughout the country. Our approach also incorporates Mitch's thought leadership around necessary police reform, including BerryDunn's CCPP model, and the collective experience of our project team in assessing and addressing racial bias within policing.

We have carefully evaluated the Village's needs for this initiative, and have concluded that it involves four distinct and overlapping projects:

1. Full management and operational assessment study
2. Audit of race equity issues
3. Recommendations 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.

Full management and operational assessments are a primary service of BerryDunn Justice and Public Safety Practice. Our full assessments cover the following core areas:

- The Policing Environment (community, budgets, and crime)
- Organizational Leadership and Culture
- Operations and Staffing
- Patrol Services
- Community Engagement
- Dispatch/Communications
- Juveniles and Youth Engagement
- Investigations Services
- Operational Policies
- Data, Technology, and Equipment
- Training and Education
- Recruitment, Retention, and Promotion
- Professional Standards/Internal Affairs

Within the RFP, the Village identified 12 areas of evaluation to be included in the project, at a minimum. BerryDunn routinely studies nearly all of these areas as part of our standard operational assessments. However, this project also calls for additional services, including a race equity audit and an evaluation of alternatives to traditional police services. BerryDunn has included Table 3 below, to illustrate the services requested in the RFP, and how these align with our proposed solution.

Table 3: Project Scope Crosswalk

No.	Project Scope/Tasks	Operational Assessment	COP Evaluation	Community Engagement	Race/Bias Audit	Essential CFS Review and Evaluation	Community Co-Production Policing
1	A thorough evaluation of the current Police Department in regards to policing, techniques, training, accountability and community engagement. Note existing deficiencies throughout the department such as racial or bias-based profiling and any other unfair policing practices	•	•	•	•		
2	A study/evaluation of the routine operations of the Oak Park Police Department in order to achieve a thorough understanding of how the department serves the needs of the community and specifically people of color	•		•	•		
3	A study/evaluation of community needs regarding policing and safety	•		•			
4	A study/evaluation of community engagement, with focus on interaction with diverse populations in the community including, but not limited to, minority populations, faith-based organizations, youth, homeless and the LGBTQ+ community	•	•	•			
5	Recommendations for improvements to policing policies and procedures	•					
6	Recommendations for alternative police response for populations suffering from mental illness, substance abuse, homelessness, etc.					•	
7	Recommendations for improvements to hiring, specifically minority and local Oak Park hiring, staffing levels, and training practices	•					
8	Recommendations for improvements to accountability procedures	•					
9	Recommendations for community engagement to build trust in the Police Department	•					•
10	Recommendations for officer wellness and safety	•					
11	Recommendations for the use of new policing technology	•					
12	Recommendations for the use of police data to publicly document the activities of the Oak Park Police Department on a regular basis	•					•

In Section Q – Detailed Work Plan, BerryDunn provides additional details on the steps we will take to accomplish the tasks from Table 3, as well as our full operational assessment.

## L. BERRYDUNN'S FOUNDATION FOR SOCIAL AND PROCEDURAL JUSTICE

In recent months, community members have taken to the streets nationwide to demand what they deserve as a *starting point*: social and procedural justice. Social justice is an essential component of healthy, effective communities. It is based on a fair and just relationship between individuals and society. Social justice is distinguished by four foundational concepts—shown in Figure 5—across a spectrum of basic human needs such as wealth, education, healthcare, safety, opportunities, and privileges.

Figure 5: Social Justice Foundational Concepts<sup>1</sup>

- 1. EQUITY**  
*Overcoming unfairness caused by unequal access to resources and power*
- 2. ACCESS**  
*Greater equality of access to goods and services*
- 3. ACTIVE PARTICIPATION**  
*Expanded opportunities for real participation in the decisions which govern their lives*
- 4. INDIVIDUAL RIGHTS**  
*Equal effective legal, industrial, and political rights*

Social justice demands that those in the community feel safe—including feeling safe from the police. Feeling safe starts with **procedurally-just** policing. Any reform efforts must start with an honest acknowledgement of the past and a commitment to improve future performance. Police departments should commit to principles and concepts that share a commitment to the fundamental belief that policing is accountable to the community for its existence, its purpose, and its approaches and that those approaches should support the welfare of the community as its priority in a fair, equitable way. All policing efforts must be socially and procedurally just and directly accountable to the people who empower the police in the first place: the community.

Figure 6. Procedural Justice Pillars

- 1. FAIRNESS**  
*Being fair in processes*
- 2. VOICE**  
*Providing the opportunity for voice*
- 3. TRANSPARENCY**  
*Being transparent in actions*
- 4. IMPARTIALITY**  
*Being impartial in decision-making*

**Procedural justice** in policing is the principle that the community's willingness, individually and aggregately, to accept the actions of the police, obey laws, participate in the criminal justice system, and partner with law enforcement to reduce crime and disorder. This is dependent on the acceptance of policing actions as fair and equitable. Procedural justice consists of four primary pillars<sup>2</sup>, as shown in Figure 6.

Achieving social and procedural justice within policing requires meaningful change and reform that must extend beyond prior efforts.

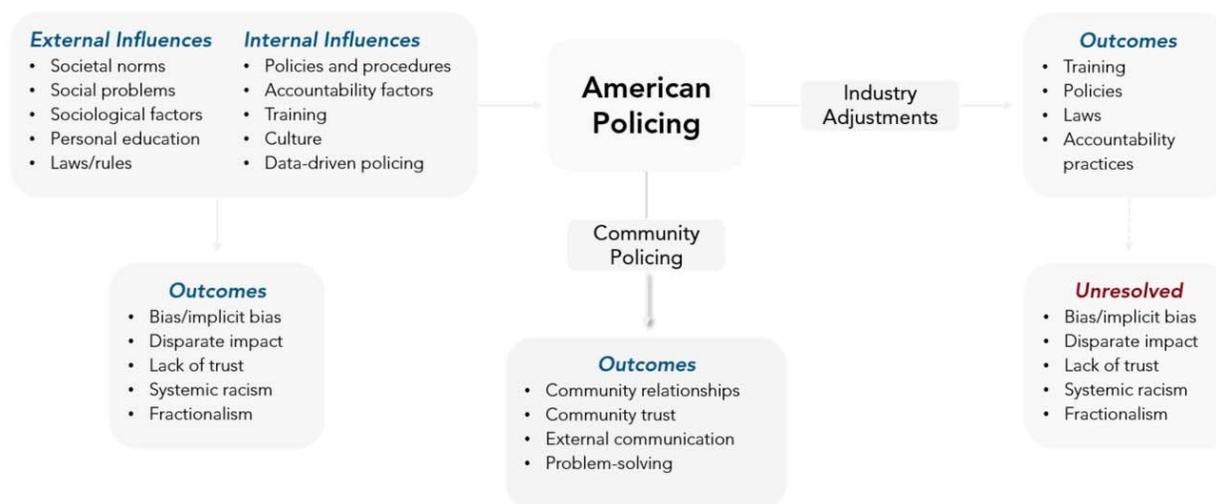
<sup>1</sup> <https://www1.health.gov.au/internet/publications/publishing.nsf/Content/drugtreat-pubs-front4-fa-toc~drugtreat-pubs-front4-fa-secb~drugtreat-pubs-front4-fa-secb-7~drugtreat-pubs-front4-fa-secb-7-1>

<sup>2</sup> [https://cops.usdoj.gov/html/dispatch/04-2015/a\\_new\\_procedural\\_justice\\_course.asp](https://cops.usdoj.gov/html/dispatch/04-2015/a_new_procedural_justice_course.asp)

In Figure 7 below, BerryDunn illustrates why meaningful change and reform is important.

American policing has been influenced by various external and internal influences for decades. Whether intentional or otherwise, these influences have traditionally produced negative outcomes. Although the policing industry has evolved through community policing and various training, policies, and accountability efforts, the same negative outcomes remain unresolved (as depicted in Figure 7). These negative outcomes persist, in part, because the nature and structure of police organizations produces fractionalism. In this sense, fractionalism refers to the separation of the police from the community, and a misguided belief that they are two units operating independent from one another.

Figure 7. Influences, Outcomes, and Unresolved Challenges within the Current Policing Industry



Across the United States, communities are calling for revised policies, targeted training, and better screening of police candidates. All of these efforts are important, and they should be pursued. However, these same processes have been pursued since community oriented policing (COP) became popular in the 80's and 90's, and even as COP gained additional interest and momentum following a series of high-profile excessive-force incidents that trace back nearly a decade. Despite substantial focus on these areas, and as Figure 7 illustrates, the law enforcement industry has not overcome many negative outcomes that various inputs and influences continue to produce.

## M. OUR PROPOSED SOLUTION: COMMUNITY CO-PRODUCTION POLICING



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. The CCPP model developed by BerryDunn, merges and unifies police agencies and communities through multiple collaborative pathways, resulting in **shared responsibilities** in areas such as: guidance, oversight, and the development of policies, operational strategies, public safety priorities, and other shared goals.

Although it is mentioned in the 21<sup>st</sup> Century Policing Task Force report, the term *co-production policing* is relatively new, and little has been written about it within the industry. As expressed in the Task Force report, co-production is about engaging in policing efforts **collaboratively** with the community. Traditionally, police agencies have set the course for policing priorities within the community; however, making these decisions independently and without community input and involvement works against the notion of transparency. This can foster mistrust and damage relationships.

Co-production expands the focus of traditional 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.

From a co-production policing perspective, influence and involvement from the community form the foundation for trust and confidence in the police agency and agreement in the processes, procedures, and practices used in pursuit of public safety for those who live in or visit the community. This level of involvement serves as a persistent external accountability process, which helps ensure consistent alignment between community desires and expectations and the actions the police use to meet them. **Co-production is a collaborative process, not an oversight process.** It involves working together to cooperatively co-produce public safety in a respectful and thoughtful manner that places value on mutuality.

## N. CCPP IN PRACTICE

Engaging the CCPP model involves first determining which co-production pathways the community wishes to pursue. These pathways are illustrated in Figure 8.

Figure 8. CCPP Pathways

### CO-PRODUCTION PATHWAYS

- CCPP Board
- Diversity and impartial policing
- Ordinance review and development
- Policy and procedures review and development
- Professional Standards and Internal Affairs review
- Recruitment, hiring, and retention
- Research
- Strategic response meetings (data-driven policing)
- Training

The next step is formalizing the variables and considerations associated with each pathway, noted in Figure 9. After identifying the pathways, there are considerations for each variable, such as: pay, terms of service, application and member selection, and prerequisites to appointment.

Upon outlining the variables and considerations for each, the next step is to develop a strategic plan for implementation. Within the model, there are numerous pathways the Village can consider in moving toward a CCPP environment.

*Figure 9: CCPP Pathway Variables*

## **PATHWAY VARIABLES**

---

### **1. Involvement and Structure**

*Who will be involved? How many? What is the level of balance between police, government, and community?*

### **2. Roles and Responsibilities**

*What is the role of those in this group? In what ways will they interact with the department?*

### **3. Work Product**

*What deliverables will this group produce? Who will receive these deliverables and at what frequency?*

### **4. Authority**

*Who has ultimate decision authority for this group?  
What is the level of authority to make operational decisions or changes?*

### **5. Reporting and Appeals**

*To whom does this group report? If there is a conflict, what is the appeal process, and who is the final authority?*

In Figure 10 on the following page, BerryDunn provides a graphic that reflects the **goals and predicted outcomes** of the CCPP model. Accomplishing the CCPP goals is expected to produce the predicted outcomes, and these new positive outcomes address the longstanding negative outcomes that continue to persist within the industry.

Figure 10: CCPP Goals and Predicted Outcomes

CCPP GOALS	PREDICTED OUTCOMES
 <b>Reducing fractionalism:</b> reducing the inharmonious separation that has occurred between the community and those responsible for policing it	 <b>Increased community trust:</b> because the community shares decisional authority in substantive policing matters, it will have shared ownership over the results
 <b>Creating transparency:</b> there can be no more secrecy in accountability or policymaking, or in determining strategies to address and reduce crime and disorder	 <b>Enhanced public safety:</b> trust is the cornerstone to solving crimes, and when trust is established, people will more readily assist in public safety matters affecting them
 <b>Balancing power:</b> those who police the community must have the authority to do so; however, police department governance should be a shared responsibility	 <b>Improved racial/diversity equity:</b> diverse partnerships lead to greater understanding, which, in turn, changes perspectives, beliefs, and behaviors

BerryDunn recently completed an operational assessment of the **Northglenn, Colorado**, police department. That assessment occurred in the midst of the shifting landscape and national calls for policing reform. Based on our work there, the City of Northglenn is moving forward with implementing our CCPP model. The statement below from City Manager Heather Geyer attests to the pursuit of this initiative there.



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 recommendation to implement CCPP to help us 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**

BerryDunn is confident, that in collaboration with the Village and its community, we can envision and work to create an environment in which public safety services reflect the Village’s commitment to safety and justice for all.

## O. OVERVIEW OF OUR PROPOSED WORK PLAN

BerryDunn strives to be flexible when it comes to the development and execution of an effective work plan. We understand that no two projects are exactly alike, and we believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' needs. We expect to review and refine the work plan during our initial meetings with the Village and its project team. An overview of our four-phased approach to this project is illustrated in Figure 11.

Figure 11. Overview of BerryDunn's Four-Phased Approach



As noted at the beginning of Section 9, this study involves **four interconnected projects**. Our approach and detailed work plan includes portions of each of the four projects within each of the phases. Through this methodology, we will minimize duplication of effort, allowing us to operate more efficiently while reducing overall project costs.

### 1. OPERATIONAL ASSESSMENT

Our operational assessment will examine several areas, consistent with the goals outlined by the Village in the RFP. Those areas will include:

- Policing practices and procedures
- Training, including use of force
- Accountability, including access, processes, and reporting
- Community Engagement, including COP and other community outreach efforts

Although they may not be specifically outlined in our work plan, our approach, review, and recommendations for change to improve the techniques, policies and practices of the Oak Park Police Department, will include the following details, as outlined by the village:

1. How such measures will improve the delivery of law enforcement services and serve the Oak Park community
2. How such measures improve the safety and vitality of the Village; and
3. How such measures respond to the Village's community needs for safe policing; and
4. Identify those existing Police Department's procedures, policies and training which satisfies the Village's community needs for safe policing.

Our operational assessments typically include a review of training related to implicit bias and procedural justice. Based on the scope identified by the Village, BerryDunn will expand our scope to cover FIP training, and success strategies from other departments.

## 2. RACE EQUITY AUDIT

As the country confronts systemic inequities embedded throughout our social institutions that disparately affect certain populations within our communities, local governments have an opportunity—and a responsibility—to examine operations, policies, and procedures, and to identify operational reforms that contribute to a more just and equitable society. In pursuit of this goal, BerryDunn will conduct a racial equity audit of the OPPD. The audit will involve a review OPPD’s data from the past five years and evaluate several areas, including:

- OPPD’s internal operations, policies, procedures, and practices to detect the presence of implicit bias and systemic racial bias
- Data related to traffic stops, use of force, and other police officer/civilian interactions and determine the impact on persons of color within the community
- Compliance with existing police reform policies or practices initiated by OPPD (e.g., body cameras, complaint processes, community review board)

Evaluating whether a police department, through its actions, inactions, or its policies and practices, implicitly or explicitly produces outcomes that create a negative bias toward certain groups of people, is a challenging task. Drawing correlational conclusions from this type of evaluation is difficult because the conditions that contribute to these negative outcomes are rarely overt or readily apparent. Unearthing evidence that supports or disproves the presence of bias across multiple operational platforms within an organization requires a mixed-method, research-based approach that collects and evaluates both quantitative and qualitative data. The research process should evaluate these datasets independently, and in comparison to each other to produce valid and reliable results, which the Village can rely upon to inform its policymaking and strategic direction decisions for public safety.

The results of this audit will be produced as a part of the final written report for this project. Any recommendations provided will be designed with the intent to eliminate racial and implicit biases in policing deployments, strategies, policies, procedures, and practices. The final report and recommendations will promote community engagement, transparency, professionalism, accountability, community inclusion, fairness, effectiveness, and public trust. We will leverage guidance from evidence-based best practices as well as community expectations.

## 3. CALLS FOR SERVICE (CFS) EVALUATION

Like many other law enforcement departments, the Village and the OPPD are interested in evaluating the traditional police service delivery model. Some have suggested that certain CFS might be better addressed through non-traditional methods, and/or through other units, personnel, or organizations. To help communities explore this path, BerryDunn has developed a collaborative process for CFS evaluation. This process helps communities identify essential vs. non-essential police services, and it provides an opportunity for determining whether a shift to the traditional service delivery model is appropriate, and if so, it helps determine which resource is best fit to respond to certain CFS categories.

BerryDunn will engage a highly collaborative approach to this evaluation, and will include the results and recommendations in the final report. Additional details regarding our CFS Evaluation process and assessment instrument have been included at the end of this section.

## P. DATA COLLECTION

BerryDunn is committed to conducting a quality and thorough assessment, as demonstrated by the depth of information we will request from the OPPD. In Table 4, we provide a representative list of police department data BerryDunn generally analyzes in conducting similar studies. This information will help ensure BerryDunn thoroughly understands the OPPD’s current state and operations. By better understanding the Village’s current state, we will be well positioned to provide actionable recommendations—driving the Village toward the progressive change it seeks.

We recognize that the time expended to produce this data might be significant, depending upon where and how the data are stored and the ability to retrieve the data. We also anticipate that in some cases, the data requested might not exist. In addition, some of the requested data will need to be produced in a specific format, and it will need to include specific data elements in order to be useful. Where appropriate, BerryDunn will provide guidance and support on how the OPPD should compile the data, to help ensure that the data is produced in a usable format and to improve the efficiency in retrieving and providing data.

*Table 4: Estimated Data Requested From Village Personnel*

<b>GENERAL</b>	<b>SURVEYS</b>
Agency Budget	Investigations Survey
Case Duration by Category	Organizational Climate and Culture Survey
Experience Profile	Patrol Workload Analysis
Frequent Traffic Violations	Recruiting
Government Budget	21 <sup>st</sup> Century Policing Survey
Government Structure	<b>POLICIES</b>
Impartial Police Data Collected	Complete Policy Manual, including:
Internal Affairs/Professional Standards Complaints	Automatic Vehicle Location Use
Investigations Chart	Case Assignment
Online Reports by Category	Case Durations
Online Reporting Incident Types	Crime Analyst
Organizational Chart	Multi-Unit Dispatching
Patrol Map	Online Reporting
Patrol Work Schedule	School Resource Officer (SRO) Policy
Part Two Crimes	Solvability Factors
Service Data	SRO Memorandum of Understanding
Traffic Crash Reports	Supervision and Accountability
Telephone Response Unit Data	Telephone Response Unit
	Youth Engagement

OTHER DATA	WORKSHEETS
Accreditation Report	Authorized Personnel, by unit
Bailiff Duties and Responsibilities	Fleet Information
Command Data Worksheet, by Unit Name	Hiring Process
Computer Aided Dispatch (CAD) Dataset	Investigations Case Data
Crime Abatement Report	Investigations Leave Data
External Study	Investigations Personnel
Grievances	Non-Operational Personnel
Labor Agreements or Contracts	Patrol Leave Data
Other Reports, by report name	Patrol Unit Data
Victim Advocate Reports	Patrol Watch Shift Hours, including sectors
Victim Advocate Services	Training Hours Data (patrol and investigations)
Vision, Goals, and Objectives	Technology Scorecard

## Q. DETAILED WORK PLAN

### PHASE 1: PROJECT INITIATION AND PLANNING

**1.1: Conduct Preliminary Planning Meeting.** BerryDunn will conduct an initial project planning meeting, via teleconference, with the Village's project team to review our proposed plan of services and schedule, clarify goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate. As part of this meeting, we will discuss our approach for managing communications between BerryDunn and the Village, as well as our approach to scope, risks, and resource management.

We will request names and contact information for Village staff and other key stakeholders who will be involved in the project in order to schedule a project kickoff meeting and initial interviews. We will also request the assistance of Village staff to help with scheduling interviews, facilitating the process of circulating deliverable documents for review, and identifying appropriate employees or other stakeholders to interview from key user groups. Based on these initial project planning discussions, we will draft a detailed Project Work Plan and Schedule for distribution to key project team members, detailing the scope of work, the plan of strategy and approach, and the project schedule with all major components.

We will facilitate a videoconference with the Village to gain the project team's approval of the Project Work Plan and Schedule, collecting any feedback for incorporation in the final version.

**1.2. Establish Communication Portals.** Ongoing communication throughout this project will be vital to its success. Communication must occur regularly and consistently between BerryDunn, the Village, and with the community and all relevant stakeholders. BerryDunn will work to ensure robust communication through three processes, described as follows:

- *Direct communication with the Village and other key stakeholders for the project.* BerryDunn will use email and videoconferencing on a regular basis. We will hold at least one formal meeting per month with the project team to check on project status and strategize any topics. BerryDunn would expect weekly, or daily communication occurring as needed.
- *Monthly reporting on project progress, planned steps, risks, and mitigation strategies.* BerryDunn will produce a monthly report to the Village that will provide details on project progress. This report will be produced so that it can be shared with the Village Council and the community. This report will be provided at the end of each month of the project.
- *Community communication through Social Pinpoint.* BerryDunn will use the Social Pinpoint platform to develop a project website. This site will include project details and updates, and will be a persistent source of information for any who are interested in the project. This site will also be used to solicit community feedback.

**1.3. Facilitate Kickoff Meeting.** Once the project plan, scope, and schedule have been developed, BerryDunn will facilitate a kickoff meeting with the BerryDunn team, the Village, and the Village's project team. During this meeting, BerryDunn will provide additional background on our approach, timing, and commitments from the respective partners.

**1.4: Develop and Distribute Internal Survey.** Following agreement on the project work plan schedule, approach, goals, and objectives, BerryDunn will develop and distribute a survey to all members of the OPPD. This survey will examine training, race equity, culture, climate, and accountability practices within the department. BerryDunn will work with the OPPD to distribute the survey and to promote participation.

Within the survey, BerryDunn will also solicit volunteers interested in providing confidential feedback to BerryDunn through a personal interview. BerryDunn expects to conduct six to eight follow-up interviews from the survey, and interview participants will be randomly selected from the list of those who volunteer.

**1.5. Facilitate Initial Discussions with OPPD and Project Team.** BerryDunn will organize and facilitate a meeting with the OPPD and Village Project team to refine project participants and stakeholders to be engaged as part of the CFS Evaluation portion of this project.

**1.6. Finalize and Distribute Essential Police CFS Evaluation Tool (Table 4) internally.** During initial meetings with the project team and the OPPD, BerryDunn will finalize any custom fields for the CFS Evaluation tool. Once these are developed, this tool will be distributed to a representative group of internal police personnel from varied ranks and assignments.

**1.7. Distribute Essential Police CFS Evaluation Tool Externally.** Using our Social Pinpoint platform, BerryDunn will distribute this tool to the community. BerryDunn will work with the Village and the project team to promote community engagement.

**1.8: Solicit Community Input on Race Equity.** BerryDunn will develop and distribute a survey to solicit community perceptions and observations of the operational practices of the OPPD as they relate to race, equity, procedural justice, and accountability. This survey will be deployed through our Social Pinpoint platform. Following collection of this data, BerryDunn will theme the results.

#### **Deliverables**

- ✓ *Deliverable 1: Project Work Plan and Schedule*

#### **BerryDunn Differentiators**

- ✓ The Village will have an opportunity to review the Project Work Plan and Schedule, and to provide input or note desired changes. Setting expectations at project initiation will help to ensure BerryDunn and the Village are working toward mutual goals and understanding.
- ✓ Social Pinpoint is an interactive online engagement platform that can be customized to the type and size of a project. It hosts project home pages, surveys, community forums, mapping, budget presentations, and other tools that help foster a shared collaboration between groups of people and stakeholders. Given the current social distancing guidelines in place due to the COVID-19 outbreak, Village residents/stakeholders can benefit from a robust online project hub that provides a place where their voices can be heard, and where they can easily stay informed on project progress and updates.
- ✓ Our process takes into careful consideration the scheduling and availability constraints of the OPPD, addressed through a customized project schedule.

## PHASE 2: DATA COLLECTION AND PRELIMINARY INTERVIEWS

**2.1: Collect Agency Data.** In order to conduct a thorough study, we will call upon the Village to produce and provide various documents and data—either through gathering or reorganizing current police department data or through the completion of worksheets and surveys that our team provides. Table 4 in Section P above identifies types of data that we will request.

BerryDunn will develop and submit the data request during this phase, and will evaluate submitted data and request revised or additional data as appropriate in Phase 2 of this project. BerryDunn also expects that we may require additional data as our analysis progresses. We will work with the Village's project team to make these determinations, and to collect this data.

**2.2: Issue Internal Worksheets and Surveys.** In addition to gathering existing data from the agency, we will use several instruments to collect relevant data for management, operations, and staffing studies. For this project, BerryDunn will use the following worksheets and surveys:

- **21<sup>st</sup> Century Policing Assessment Survey:** Assesses the extent to which the department is engaging in contemporary policing practices, as outlined in the 21<sup>st</sup> Century Policing Task Force Report
- **Investigations Workload Worksheet and Survey:** Quantifies various investigations, duties, expectations, and aids in calculating workload capacities for detectives
- **Non-Operational Personnel Worksheet:** Identifies and quantifies personnel who have been in a non-operational status for more than 30 consecutive days
- **Organizational Climate and Culture Survey:** Assesses the current state of conditions and practices within the department, including leadership, organizational communication, culture, and job satisfaction
- **Patrol and Investigations Leave and Training Worksheets:** These worksheets help to identify the amount of available work time for officers assigned to these units
- **Patrol Workload Worksheet and Survey:** Quantifies actual workloads through a real-time data collection instrument, which allows for validation against data collected from CAD system
- **Patrol Schedule Assessment Worksheet:** Documents the consistency of the parameters of the patrol work schedule against best practices standards
- **Personnel, Patrol, and Investigations Staff Worksheets:** Collects personnel data that identifies personnel deployment to different sections of the department
- **Recruiting Processes, Actions, and Survey:** Outlines the recruiting and hiring efforts of the agency, including quantification of attrition rates
- **Selection Process Worksheet:** Identifies the process used in hiring police officers for the agency
- **Technology Scorecard:** Assesses the deployment and functionality of the hardware and software technology of the patrol fleet

**2.3: Receive and Review Data.** To facilitate submission of the data requested for this project, BerryDunn will establish a SharePoint portal for members of the OPPD project team. BerryDunn will provide access to this site for designated personnel and instruction on where to save any requested data. As data is submitted to the SharePoint site, BerryDunn will review and evaluate it for use in

this project. If necessary, BerryDunn will request the OPPD to revise, reformat, or provide additional data as necessary to inform this audit.

**2.4: Review Survey Data.** BerryDunn will complete an initial review of the internal survey to look for themes or common areas relating to race equity that require additional inquiry. Based on that review, BerryDunn will identify any key staff members within the OPPD whom BerryDunn would like to interview to provide additional details and context surrounding any preliminary themes identified.

**2.5: Conduct Staff Interviews.** Based on a review of the internal survey, BerryDunn will conduct interviews with key staff identified in Task 2.4, and with staff who volunteered to participate in an interview as part of the survey process. The purpose of these interviews is to explore the preliminary race equity themes exposed during our initial evaluation of the internal survey results, and to gain additional insights and context related to those themes.

**2.6: Evaluate Survey and Preliminary Interview Results.** Following the interviews in Task 2.5, BerryDunn will finalize the themes and commonalities identified through the surveys, and based on additional information and insight gained through the preliminary interviews. BerryDunn will use this data to inform and guide development of additional interview questions for the key stakeholder interviews.

**2.7. Conduct industry research.** BerryDunn will conduct industry research to inform this study in two categories: alternatives to traditional police CFS response, and implementation of FIP strategies. The research will explore the following questions:

*Alternatives to Traditional Police CFS Response:*

- What new alternatives to responding to CFS exist or are emerging in the field?
- What are comparable cities across the nation doing?
- Is there data available on the success of these alternatives?

*Successful FIP Strategies:*

- Which communities have embraced and been successful in implementing FIP Strategies?
- What are the lessons learned in FIP that can be applied to the OPPD?

## Deliverables

*There are no formal deliverables associated with this phase.*

## BerryDunn Differentiators

- ✓ The Village can be assured our team understands the sensitivity related to collecting information of this nature. We will respectfully conduct data collection and be attentive to the Village's needs.
- ✓ The depth of information requested from the Village will help to ensure our recommendations are applicable and actionable, adding value beyond project completion.
- ✓ Our building-block approach will use each step in the process to help ensure outcomes incorporate broad feedback.
- ✓ Our research-based qualitative processes will help capture and record feedback in a meaningful way that supports project objectives.

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## PHASE 3: STAKEHOLDER ENGAGEMENT

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**3.1: Conduct Individual Interviews and Internal Group Discussions.** For the operational assessment portion of this project, BerryDunn will schedule and conduct interviews with key department leaders and functional managers from various units. The purpose of these interviews is to assess goals, objectives, policies, procedures, practices, workload, problems, needs, and opportunities that characterize their operations.

As appropriate, we will also conduct group discussions with various department units. The group discussions are meant to capture similar information to the individual interviews, but they will also include a focus on unit-specific issues and needs.

**3.2: Conduct External Group Discussions.** In addition to examining the internal work environment, BerryDunn will conduct focus group discussions involving specific external stakeholders, relative to the operational assessment. We will work with the Village to arrange and schedule the focus groups.

These external groups fall into two categories:

1. Members of the community affected by the policing agency, which could include members of varied geographical areas within the service community, and/or civic leaders
2. Professional stakeholders that routinely interact with the police department (e.g., prosecuting attorney, child protective services, etc.)

It is important that the focus groups interact with the police agency and are representative of the population living, visiting, and working in the area. The focus groups aim to provide an objective representation and expression of stakeholder and community concerns and expectations.

**3.3: Develop Emergent Issues Memo.** Our initial analysis of data collected in Phase 2, and the information collected during interviews in Phase 2 and Tasks 3.1 and 3.2, will focus on identifying of any major procedural gaps or inefficiencies, or other issues creating a substantial risk to the department. Based on this initial analysis, we will prepare an Emergent Issues Memo that will detail any significant operational challenges or emergent issues that require immediate attention. We will provide this document for the Village to review, and schedule a videoconference with project staff to discuss the details.

**3.4: Conduct External Feedback Process (Survey).** The community feedback process typically involves open-ended questions, which provide community members and stakeholders (e.g., business owners, professional affiliates) with an opportunity to provide feedback on police performance, such as perceptions of and satisfaction with service delivery levels and methods used by the police department. This feedback process is used to expand upon the community discussion in the previous task and will be provided online through a link that is set up on the Village's website and/or other appropriate outlets.

BerryDunn will work with the Village and project team to advertise this opportunity for community input.

**3.5: Facilitate Community Meeting.** BerryDunn will hold an open-forum meeting with the public to solicit community feedback concerning police operations. This involves a facilitated discussion that

seeks open-ended comments from the public on issues that are important to them. This provides the community with an opportunity to share their perspectives on the department and public safety priorities.

**3.6. Conduct community feedback sessions.** BerryDunn also will facilitate two separate listening sessions to solicit direct feedback from the community to discuss whether adjustments should be made to the traditional police service response model. The conversation will focus on which possible revisions to traditional police response the community would like to see, and any suggestions and/or solutions the community may have.

BerryDunn will expect the Village to assist with identification of relevant stakeholders and with other outreach, such that there is robust community engagement for these sessions.

**3.7. Staff and stakeholder interviews.** BerryDunn will engage a series of interviews with groups and/or individuals, to inform the CFS Evaluation process. Those interviews will include:

- Police department staff from varied ranks and assignments
- Police labor organizations
- Professional stakeholders
- Advocacy groups
- Groups representing marginalized populations

BerryDunn expects to conduct approximately 10 listening sessions across these groups.

**3.8. Data analysis.** BerryDunn will analyze the CAD data and the CFS Evaluation tool data, including the survey information provided from the public. BerryDunn will also perform a qualitative analysis of the information gathered from the community listening sessions, other interviews and discussions, and any other open-forum feedback received.

**3.9 Develop Preliminary CFS Evaluation Report.** BerryDunn will develop a Preliminary CFS Evaluation Report that summarizes the aggregate data collected regarding possible revisions to the traditional police CFS process. This report will be provided for review by the Village and the OPPD. This preliminary report will be used to further discussions regarding possible CFS response revisions, and the report, and following discussions, will help inform the final recommendations that will be included in the final report for this project.

#### **Deliverables**

- ✓ *Deliverable 2: Emergent Issues Memo*
- ✓ *Deliverable 3: Preliminary CFS Evaluation Report*

#### **BerryDunn Differentiators**

- ✓ The Village will have an opportunity to review BerryDunn's Emergent Issues Memo and the Findings and Recommendations Draft Report and ask questions, request clarifications, and note desired changes. This collaborative approach helps to ensure project stakeholder voices are incorporated into deliverables, ultimately producing a product that is directly relevant and applicable to the Village's current policing environment.

- ✓ The Village will benefit from our law enforcement expertise that enables our recommendations to reflect industry best practices.
- ✓ Our team has extensive experience in facilitating community discussions, and in collecting meaningful feedback that informs the process. As part of our community engagement, we will collect input from the community through our Social Pinpoint portal.
- ✓ We will engage research-based processes to categorize the qualitative data collected and align those themes with project goals and objectives.

## PHASE 4: DATA ANALYSIS AND REPORT DEVELOPMENT

**4.1: Evaluate Operational Policies, Procedures, and Practices.** BerryDunn will evaluate the internal operations, policies, procedures, and practices of the OPPD to detect the presence of racial bias. Points of examination will include; at a minimum:

- An examination of the OPPD policy manual and any other directives. This will include:
  - Critical liability policies, to include use of force
  - Policies that promote alternatives to arrest and detention
  - Polices or practices that solicit community involvement in policy making and strategic priorities for public safety
  - COP policies and any activity reporting requirements
- Any policy that directs the collection of race, ethnicity, gender, and other relevant contact data on all law enforcement related community contacts
- Any policy on the use of intelligence-led policing (ILP) strategies
- Community demographics, crime rates, and personnel deployments, including ILP deployments
- A review of department training, including impartial policing, implicit bias, procedural justice, community policing, and any other equitable policing training

**4.2: Evaluate Traffic Stops and Other Police/Community Interactions.** Thoroughly evaluating police contacts with the community to evaluate biased practices related to race or another protected status relies upon multiple data points and includes several variables. These include whether the contact was community- or officer-initiated, the purpose for the contact, and the type of interaction that occurred during the contact. BerryDunn will first determine what data is available from the OPPD. Data could include:

- Race, ethnicity, and gender data
- Whether the contact was related to an ILP deployment
- Whether the contact was community- or officer-initiated
- What prompted the contact
- The type of contact (e.g., vehicle stop, pedestrian stop)
- What outcome/action data is available, to include:
  - Whether the contact resulted in a citation or arrest

- Whether the person or his or her property was searched
- Whether the person was handcuffed or detained in a police car
- Whether force was used, threatened, or implied

BerryDunn will perform an analysis of any available community contact data, subject to the availability and/or limitations of that data. If available, BerryDunn will also evaluate this data against crime trends and any ILP strategies.

If BerryDunn determines that data elements are limiting analysis of the data, we will provide a recommendation in the final report to close that gap.

**4.3: Evaluate Compliance With Existing Reform Policies.** BerryDunn will evaluate compliance of the OPPD with any reform policies and procedures that have already been enacted by the OPPD, to help ensure equitable policing practices. Points of evaluation for this process will include, at a minimum:

- Deployment, and routine review, of body camera footage
- Policies relating to body camera use
- The use of Tasers, if applicable, and whether Taser cameras are in use
- Release of data to the public, including crime data, and internal affairs data
- Internal affairs policies and practices, to include:
  - *The number and nature of internal and external complaints*
  - *Review of any bias-based complaints over the past five years*
  - *Evaluation of case initiation, investigation, routing, review, recommendations, final dispositions, and documentation of all community complaints*
- A review of the Citizen Police Review Board, including its role and success

**4.4. Discuss CFS Evaluation and Response.** Based on the data provided in the Police CFS Evaluation, both internally and externally, and based on the preliminary report provided to the OPPD, BerryDunn will facilitate additional discussion with the Village and project team. The purpose of that discussion will be to discuss whether adjustments should be made to the traditional police service response model, and if so, what those changes should be. BerryDunn will capture the information from this discussion as an additional relevant data point in consideration of possible modifications to the traditional police service delivery model.

**4.5. Develop and Produce Administrative Draft Report.** As this phase progresses, BerryDunn will broaden and deepen our analysis of all relevant data and information, and we will begin to develop and refine our findings and recommendations into a draft report that will note our observations and any gaps in practice relating to the Village's objectives.

The Administrative Draft Report will be a culmination of the previous phases and will highlight positive aspects of the Village's police operations as well as those that might need modification. It will outline necessary and desirable improvements to help ensure that Village and police leaders, government officials, and community stakeholders have a clear and mutual understanding of the police mission and how that mission relates to the police department's environment. We will provide objective recommendations, supported by metrics and other data, in alignment with current practices within the law enforcement industry.

This report, and the associated findings and recommendations will undergo a multi-level review by the BerryDunn team of subject matter experts and be revised, as needed, to address contemporary policing and best practices standards.

The report will include all relevant details and recommendations relating to the full scope of this project, including the following project areas:

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

This report will be provided to the Village and project team in digital form, and it will be accompanied by a videoconference presentation. BerryDunn will request written feedback from the Village and project team within 14 days of report delivery.

**4.6. Labor Review.** To help ensure full input and feedback on any potential changes to the working environment for the OPPD, BerryDunn will provide a copy of the Administrative Draft Report to all labor representatives, and hold a separate listening session with them, to receive feedback for incorporation into the final report.

**4.7. Revise Administrative Draft Report.** BerryDunn will update and revise the Administrative Draft Report, based on any relevant feedback received from the OPPD and the Village's project team, and will produce a Draft OPPD Operational Assessment Report.

**4.8. Solicit and Collect Other Community Input.** Following development of the Draft OPPD Operational Assessment Report, BerryDunn will post this report on the Social Pinpoint site for this project to solicit community input. The community will be provided two weeks to review and comment on the report. BerryDunn will work with the Village and project team to advertise this opportunity for community input. BerryDunn will summarize all relevant feedback, and include this in an Appendix of the Operational Assessment Report.

**4.9. Develop Final OPPD Operational Assessment Report.** BerryDunn will utilize all prior information, data, and stakeholder feedback to produce the final report for this project.

**4.10. Presentation of Final Report.** Upon approval of the final report from the Village and the project team, BerryDunn will work with the Village to schedule and conduct an on-site presentation of findings and recommendations. If on-site presentations are not feasible, BerryDunn will work with the Village to deliver any presentations via video or teleconference.

#### **Deliverables**

- ✓ *Deliverable 4: Administrative Draft Report*
- ✓ *Deliverable 5: Draft OPPD Operational Assessment Report*
- ✓ *Deliverable 6: Findings and Recommendations Report Presentation*

#### **BerryDunn Differentiators**

- ✓ The Village will receive detailed recommendations to drive change and evolve the police department nearer to its future desired state. Our project manager and subject matter experts will leverage their deep law enforcement experience, both as practitioners and as researchers,

to align our recommendations with industry best practices which will help ensure positive outcomes for the department.

- ✓ Part of our value added lies with our team's abilities to analyze raw data and draw meaningful conclusions and subsequent recommendations. We have a repertoire of experience studying CAD data that we can leverage if there are emerging patterns or comparable challenges to our former clients.
- ✓ The Findings and Recommendations Report will be written in a manner that is accessible and understandable to the general public. Because this project is a product of community feedback, the final product will reflect our findings such that deep knowledge of law enforcement is not needed.

## ONGOING PROJECT MANAGEMENT

Throughout the project, BerryDunn's project manager will maintain regular communications with the Village's contract manager and provide a formal written status report every month beginning at the end of month two, using an agreed-upon template established in Phase 1. Status reports typically consist of:

- Status of project activities, including tasks and deliverables completed over the reporting period
- Upcoming tasks and deliverables, including scheduled on-site work and the planned schedule for completion of activities
- Decisions/actions pending
- Risks or issues to be addressed with the Village that might impact the timing or scope of our services

We will walk through the status report with the Village's contract manager via videoconference and determine whether any modifications are needed before submitting each final status report. The monthly reports from BerryDunn will be developed in a format that allows for sharing with the Mayor Village Council and the Community.

*Deliverable 7: Monthly Status Reports (x7)*

### **BerryDunn Differentiators**

- ✓ Our team is trained and experienced in the implementation of the Prosci® Change Management Methodology
- ✓ The Village will benefit from our team's ability to proactively employ change management strategies to mitigate project risks and issues
- ✓ Ongoing status reporting helps to ensure BerryDunn and the Village are in mutual agreement of project timeline and deliverables, providing the Village with an opportunity to give feedback

## ESSENTIAL POLICE SERVICES EVALUATION AND DISCUSSION

As noted, BerryDunn believes that answering the question posed regarding alternatives to traditional CFS response will require substantial analysis to inform and guide outcomes and recommendations. The work plan above is a brief sample of our approach to analyzing this type of data, and we would expect to expand our analysis to all relevant data to assist the OPPD in drawing valid conclusions that help form the basis for their findings.

In addition to examining the CAD data for the police department, BerryDunn will leverage our customizable CFS Evaluation instrument as a part of the evaluation process—see Table 5 below. Our CFS Evaluation instrument combines numerous evaluative points to provide a **full range of areas for consideration** in making decisions about police response. It includes community and stakeholder engagement, and is customizable to each agency. BerryDunn believe this tool is an essential element of the project, and completing it is necessary to make an informed judgment about possible adjustments to the delivery of traditional police services for the Village.

*Table 5: Essential Police CFS Evaluation Method*

CFS Activity	Police Mandate	Risk/Potential Danger	Immediate Response	Type: Crime, Traffic, Service	Other Resources Available	Alternative Response	Volume in FTEs	Community Value	Custom Field
Alarm									
Theft									
Domestic									
Medical									
Mental Health									
Traffic									

Table 6: Essential Police CFS Evaluation Legend

Category	Rating	Explanation
Police Mandate	Yes, No	Legal requirement for response
Risk/Potential Danger	High, Possible, Limited	As assessed by call type and category
Immediate Response	Yes, No	24/7 response necessary/expected
Type: Crime, Traffic, Service	Category	CFS category assigned
Other Resources Available	Yes, No, Limited, TBD	Current, to some extent, or possible
Alternative Response	Yes, No	TRU or online reporting options
Volume in FTEs	Calculated Value	Based on CAD analysis
Community Value	Calculated Value	Based on community input (1-10)
Custom Field	TBD	TBD

## 10. COST PROPOSAL

BerryDunn develop our costs based on the following factors:

- Our detailed work plan narrative presented on the previous page
- Our staffing plan and resource allocation, which provides the Village with the appropriate number of resources and a level of expertise to complete the tasks defined in the RFP
- Our experience conducting projects of similar scope and size

BerryDunn’s proposed costs include the full scope of the project scope as defined within the RFP. If overall cost is a restricting factor for the Village, BerryDunn is willing to discuss adjustments to the project scope and how those would reduce overall costs.

*Table 7: BerryDunn’s Cost by Estimated Hours per Deliverable*

No.	Deliverable	Hours	Cost
1	Project Work Plan and Schedule	60	\$12,750
2	Emergent Issues Memo	95	\$19,000
3	Preliminary CFS Evaluation Report	115	\$22,250
4	Administrative Draft Report	500	\$74,500
5	Draft Operational Assessment Report	90	\$16,250
6	Final Operational Assessment Report and Presentation	75	\$14,500
7	Monthly Reporting and Community Updates	45	<i>Included</i>
<b>TOTAL</b>		<b>980</b>	<b>\$159,250</b>

On the following page, we have included the Compensation Schedule from Section III of the Village’s RFP.

**Section III. Compensation Schedule**

**Please complete all forms and submit the information requested on the following pages and include as a part of the RFP response in a sealed envelope titled "*Proposal for Professional Consulting Services for an Overall Policing, Training and Accountability Assessment of the Oak Park Police Department*".**

Fee Proposal and Acknowledgement Form

**Base Proposal Pricing:**

Policing Assessment \$ 159,250

**Additional Services Pricing if any:**

Describe: \_\_\_\_\_ \$ \_\_\_\_\_

Describe: \_\_\_\_\_ \$ \_\_\_\_\_

Describe: \_\_\_\_\_ \$ \_\_\_\_\_

**Total Proposal Pricing:** . . . . . \$ 159,250

We hereby agree to furnish to the Village the services as outlined in the accompanying proposal in accordance with provisions, instructions, and specifications of the Village. This form must be signed by an authorized agent of the consultant. If the consultant is a corporation, the corporate seal must be affixed.

The successful Consultant will be required to agree to execute the Village's Professional Services Agreement and attachments.

The proposal shall be binding for 120 days following the proposal due date.

My signature certifies that the Proposal as submitted complies with all terms and conditions as set forth in the Notice of Request for Proposals for PROFESSIONAL CONSULTANT SERVICES FOR AN OVERALL POLICING, TRAINING, ACCOUNTABILITY and COMMUNITY ENGAGEMENT ASSESSMENT OF THE OAK PARK POLICE DEPARTMENT.

I/We certify that I/We am/are authorized to sign as an agent(s) of the firm:

PLACE CORPORATE SEAL HERE



A handwritten signature in cursive script, appearing to read 'D. J. Rowe', is written above a horizontal line.

By.....: \_\_\_\_\_  
Print Name.....: Douglas J. Rowe  
Position / Title.....: Principal  
Company Name.....: Berry Dunn McNeil & Parker, LLC  
Address Line 1.....: 100 Middle Street  
City, State, ZIP.....: Portland, Maine 04101  
Telephone.....: (207) 541-2330  
Email.....: drowe@berrydunn.com

## APPENDIX A. SUPPLEMENTAL INFORMATION

### R. BERRYDUNN OWNERS

Listed below are BerryDunn's 26 owners, all of whom own one share:

- Sarah Belliveau
- Sno Barry
- Renee Bishop
- Sarah Belliveau
- William Brown
- Tammy Brunetti
- Michel Caouette
- John Chandler
- Eduardo Daranyi
- Clinton Davies
- David Erb
- Tracy Harding
- Seth Hedstrom
- James Highland
- Mary Jalbert
- Michael Jurnak
- Janice Latulippe
- Charles Leadbetter
- Timothy Masse
- Tammy Michaud
- Connie Ouellette
- Kathy Parker
- William Richardson
- Linda Roberts
- Steven Rodman
- Charles Snow
- Jeffrey Walla

### S. CLIENT LIST

On the following pages, we have provided a list of local government contracts currently active within our Local Government Practice Area. Due to length, we have opted to include clients since 2017. We acknowledge the Village has requested a five-year client list and will happily provide that upon request.

*Table A-1: BerryDunn's Local Government Practice Area Clients*

State	Client	Project	Project Year
AZ	City of Avondale	Enterprise Resource Planning (ERP) Implementation Project Management	2020
AZ	City of Tucson	Permitting System Implementation	2018
CA	Bay Area Air Quality Management District	Information Security Evaluation	2019
CA	City of Alameda	Project Management Services for ERP System Implementation	2019
CA	City of Fountain Valley	ERP System Replacement Feasibility Study, RFP Development, and System Selection Assistance	2018
CA	City of Long Beach	ERP Implementation Quality Assurance Services	2017
CA	City of Irvine	Community Development Software Needs Assessment and Procurement Consulting Services	2020
CA	City of Oxnard	ERP Organizational Change Management, Project Planning and Implementation Support	2020
CA	City of San Jose	Training and Organizational Development Consulting Services	2019
CO	City of Aurora	Utility Billing Implementation Project Management	2020

State	Client	Project	Project Year
CO	City of Aurora	Customer Information System Consulting Services	2019
CO	City of Northglenn	Police Department Staffing and Operations Assessment	2019
CO	Pitkin County	CD System Selection and Implementation Assistance	2020
CO	Pitkin County	ERP Needs Assessment and System Selection Project	2020
DE	City of Dover	ERP System Implementation Project Oversight	2017
FL	City of Boca Raton	Community Development System Selection and Implementation Assistance	2017
FL	City of Boca Raton	Utility Billing System Selection and Implementation Assistance	2017
FL	City of Boca Raton	ERP Implementation Oversight	2019
FL	City of Coral Springs	Business Process Mapping	2017
FL	City of Coral Springs	Pension Management System for Police and Fire Department Retirement Plans	2017
FL	City of Fernandina Beach	Building Department Fee Study	2020
FL	City of Gainesville	IT Consulting	2018
FL	City of Lauderdale Lakes	Parks and Recreation Master Plan	2019
FL	City of Ormond Beach	IT Staffing Continuity Review	2019
FL	City of Ormond Beach	Utility Billing Project Oversight	2018
FL	Monroe County	ERP Consulting Services	2019
GA	DeKalb County	Parks and Recreation Master Plan	2019
GA	City of Milton	Strategic Planning Services	2020
GA	Valdosta Lowndes County	Parks Master Plan	2019
HI	County of Kaua'i	Human Resource Management System (HRMS) Initiative	2019
HI	County of Maui	Needs Refinement and Permit Software Acquisition	2020
IL	Peoria County	ERP Software Selection and Implementation Project	2020
IL	Village of Downers Grove	Parks District Master Plan Revision	2020
IL	St. Charles Park District	Indoor Needs Space Study	2020
KS	City of Lawrence	ERP Software Selection Advisory Services	2020
KY	Louisville/Jefferson County Metro	ERP Development and Implementation Project Management	2018
MA	City of Boston	Business Process Mapping and Improvement of Right of Way Coordination and Management	2019

State	Client	Project	Project Year
MA	City of Worcester	IT Strategic Planning Consulting	2019
MA	City of Worcester	ERP Replacement/Technical Services	2020
ME	City of Ellsworth	Finance Process Review and Accounting Assistance	2020
MD	Maryland National Capital Parks and Planning Commission	Youth Sports Strategic Plan	2020
MI	Saginaw County	CAD/RMS RFP Development	2018
MI	Saginaw County	ERP RFP Development, Vendor Contract Negotiation Assistance, and Implementation Project Management	2018
MN	City of Bloomington	IT Project Management Consulting	2019
MN	City of Duluth	Duluth Police Department Operations Study	2019
MN	City of Edina	ERP System Selection and Project Management for System Implementation	2018
MI	Jackson County	Parks, Recreation, and Open Space Master Plan	2020
NC	City of Charlotte	Police Department Workload Analysis Services	2019
NC	City of Greensboro	Network Services and Chargeback Model Analysis	2018
NC	City of Wilmington	Business Software Needs Assessment and ERP Project Management	2016
NC	Mecklenburg County	Park and Recreation Master Plan	2020
NC	Person County	EnerGov Implementation Project Oversight	2019
ND	City of Minot	Project Management and Implementation Services for Tyler Munis	2019
NE	City of La Vista	IT Strategic Plan	2019
NE	Douglas County	Payroll Process Review	2020
NJ	City of Jersey City	Master Plan Update	2020
OK	City of Broken Arrow	CAD/RMS and Court System Implementation Project Management	2019
OK	City of Broken Arrow	CD, Asset Management, and UB System Implementation Project Management	2019
OK	City of Broken Arrow	ERP System Selection and Implementation Project Management	2018
OK	City of Broken Arrow	GIS Health Check	2019
OR	City of Beaverton	Community Development Department Organizational Development	2019

State	Client	Project	Project Year
OR	City of Beaverton	Electronic Permitting System Consultant and Implementation Project Manager	2019
PA	Berks County	HR/PR System Consulting and Implementation Oversight	2018
TX	City of Allen	IT Strategic Planning	2019
TX	City of Arlington	ERP Assessment and RFP Development	2019
TX	City of DeSoto	ERP Selection and Implementation Project Manager	2019
TX	City of Duncanville	UB and AMI Implementation Assistance	2019
TX	City of Farmers Branch	ERP Project Management	2017
TX	City of Frisco	Electronic Plan Review Audit, Selection Assistance, and Implementation Oversight	2018
TX	City of Grand Prairie	Project Management for Software Replacement and Implementation of PIPE Information System	2018
TX	City of Irving	CD System Needs Assessment and Selection	2019
TX	City of Sugar Land	ERP System Selection and Implementation	2018
TX	City of Weatherford	CAD/RMS Implementation Assistance	2018
TX	City of Weatherford	ERP System Selection and Implementation Assistance	2017
TX	City of Weatherford	CD System Assessment	2019
VA	Goochland County	CD Selection Assistance	2019
VA	Powhatan County	ERP Replacement Project	2019
VA	Town of Christiansburg	Business Technology Assessment	2019
WA	City of Pasco	Information Services Organizational Assessment and Master Plan Development	2019
WA	Metro Parks Tacoma	IT Strategic Planning and Organizational Assessment and Development Consulting	2019
WI	City of Wausau	ERP Advisory Services	2020
WI	Outagamie County	CAD/RMS/JMS Planning and Implementation Services	2017
WI	Waukesha County	IT Staffing Assessment	2018
WY	Laramie County School District	ERP Consultant	2020

## T. WORK SAMPLES

To demonstrate the quality of our work, we have included the following links to BerryDunn's final reports for the studies conducted for Duluth, Minnesota; and Northglenn, Colorado, previously described in Section 5 of this proposal.

The reports can be accessed with the following links:

*Duluth, Minnesota:* <https://duluthmn.gov/police/public-data/organizational-assessment/>

*Northglenn, Colorado:* <https://www.northglenn.org/Departments/Police/Northglenn%20Final%20v2.2.pdf>

## APPENDIX B. TEAM RESUMES



### **DOUG ROWE, ITIL (F), PMP®**

#### **Principal**

Doug is a principal in BerryDunn's Government Consulting Group with over 39 years of IT industry experience and 20 years of working with justice and public safety agencies. Doug's experience includes project management, enterprise system deployment, quality assurance, curriculum development and training, and technology support. He has presented at the national and regional level, sharing his knowledge of technology and training to support justice and public safety efforts.

#### **Key Qualifications**

- Justice and Public Safety Practice Area Leader
- Expertise in justice and public safety agency business processes, operations, and technology

#### **Relevant Experience**

##### **BerryDunn (06/2011 to present)**

**Indiana Department of Correction (IDOC) – Procurement Support for a Statewide Victim Notification System (11/2019 to present).**

Doug is serving as principal and project lead on the BerryDunn consulting team that is providing the IDOC with market research, requirements definition, and a draft RFP for a Statewide Victim Notification System.

**Minnesota IT (MNIT) – Department of Public Safety (DPS) – Quarterly Project Health Assessments for the replacement of a Vehicle Title and Registration System (VTRS) (11/2019 to present).**

Doug is serving as principal and project lead on the BerryDunn consulting team that is providing the MNIT and DPS with quarterly project health assessments for the DPS' implementation of a replacement VTRS.

**Saginaw County, MI – Mainframe Modernization Initiative, Justice & Public Safety Systems Replacement Initiative (02/2017 to present).**

Doug is providing engagement management and subject matter expertise support to the BerryDunn team as they collaborate with the County in defining requirements, developing requests for purchase (RFPs), and assisting in the system selection process for four Justice & Public Safety (J&PS) systems. These systems will replace systems currently residing in a mainframe environment, which is no longer sustainable. The J&PS systems being replaced include a court case management system, prosecution system, probation system, and a jail management system.

**City of Weatherford, TX – CAD/RMS Planning and Implementation Services (06/2019 to present).**

Doug is providing engagement management support to the BerryDunn team in supporting the City with the acquisition and implementation of a replacement CAD/RMS system, including system planning and procurement oversight, and project management of the CAD/RMS implementation.

**City of Midland, TX – CAD/RMS Planning and Implementation Services (02/2018 to present).**

Doug is providing engagement management support to the BerryDunn team in supporting the City with the acquisition and implementation of a replacement CAD/RMS system, including system planning and procurement oversight, and project management of the CAD/RMS implementation.

**City of Duluth, MN Police Department – Operational Assessment (03/2019 to 09/2019).**

Doug provided engagement management support to the BerryDunn team as they provided the DPD with an assessment of their organization and processes. The DPD engaged BerryDunn to conduct a

systematic and comprehensive assessment of the operations of the DPD. This project involved determining whether the DPD organizational structure; spans of control; and personnel allocations and their associated duties and responsibilities; efficiently and effectively match service demands and community and stakeholder expectations. This project also involved a comparison of the operational and organizational factors of the DPD against industry standards and best practices.

**Outagamie County, WI** – *CAD/RMS/JMS Planning and Implementation Services (02/2017 to 09/2018).*

Doug provided engagement management support to the BerryDunn team in supporting Outagamie County with the acquisition and implementation of a replacement CAD/RMS/JMS system, including system planning and procurement oversight, and project management of the CAD/RMS/JMS implementation.

**Washington State Department of Corrections (WA DOC)** – *Information Technology Governance Model and Process (ITGMP) (12/2017 to 07/2018).*

Doug provided corrections domain expertise as the project manager for the development and implementation of an ITGMP for the WA DOC. The objective of the ITGMP was to increase governance and clarity regarding the services the WA DOC Information Technology Department provided to WA DOC staff.

**St. Clair County, IL** – *Court Case Management System (CMS) Procurement Services (03/2018 to 05/2018).*

Doug provided project management and subject matter expertise supporting the County as it developed an RFP for a replacement court CMS. This initiative included development of CMS requirements and an RFP.

**City of Sioux Falls, SD** – *CAD/RMS Planning and Implementation Services (02/2016 to 03/2018).*

Doug provided engagement management support to the BerryDunn team in supporting the City with the acquisition and implementation of a replacement CAD/RMS system, including system planning and procurement oversight, and project management of the CAD/RMS implementation.

**Vermont Department of Public Safety** – *State Police Mobile Video Solution (09/2017 to 12/2017).*

Doug provided project management services and procurement planning assistance for the implementation of a digital mobile video solution to provide the State Police vehicles with a more effective video-capture, management, and distribution process.

### **Education and Memberships**

BS, Math and Computer Science, University of New Hampshire

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

Information Technology Infrastructure Library (ITIL) Foundation Certification

Member, Project Management Institute® (PMI®), National Chapter

Professional Member, Corrections Technology Association (CTA)



## **MITCH WEINZETL, Ed.D, Prosci® CCP Project Manager**

Mitch has over 26 years of police experience, serving as Chief of Police in three Minnesota cities for more than 17 of those years. He has experience in the areas of supervision, leadership development, and a variety of policing skills, with which he has instructed hundreds of police officers and police executives. Mitch also served as a subject matter expert, consultant, and adjunct faculty member for the IACP Leading by Legacy program. He is also a past president of the Minnesota Chiefs of Police Association.

### **Key Qualifications**

- Prosci® Certified Change Practitioner
- Instructed hundreds of police officers and police executives in the areas of supervision, leadership development, and a variety of policing skills
- Extensive experience for operational oversight of management studies, staffing studies, and other technical assistance engagements
- Significant experience in leading and guiding operational change and organizational development

### **Relevant Experience**

Mitch served as a senior Project Manager for the IACP for three years where he conducted several management study projects involving: full operations and management; technical assistance; recruiting, hiring, and retention; and patrol and staffing. Mitch began working with BerryDunn in 2018, and his combined list of clients include:

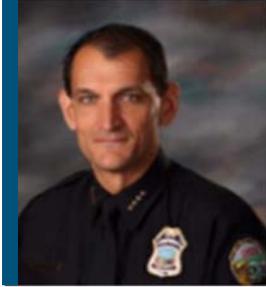
- Alexandria, VA
- Anne Arundel County, MD
- Cobb County, GA
- Duluth, MN
- Durham, NC
- Glynn County, GA
- Golden, CO
- Little Rock, AR
- Long Beach, CA
- Mansfield, CT
- Memphis, TN
- Northglenn, CO (current)
- Norfolk, VA
- University of Florida
- Westminster, CO
- Wheat Ridge, CO

### **Publications**

Mitch is the author of *Acting Out – Outlining Specific Behaviors and Actions for Effective Leadership*. He has also written several journal articles and has presented at many conferences, including the IACP annual conference.

### **Education and Certifications**

EdD, Higher Education and Adult Learning, Walden University  
MA, Organizational Management, Concordia University  
BA, Organizational Management, Concordia University  
AAS, Law Enforcement, North Hennepin Community College  
Master Chief Law Enforcement Officer Certification  
Prosci® Certified Change Practitioner (CCP)



## FRED FLETCHER

### Subject Matter Expert

Fred has nearly 23 years of law enforcement experience, 15 of which have been in various leadership capacities such as in an executive, command, or supervisory capacity. He served as a chief executive in Chattanooga, Tennessee. Fred has used his leadership to promote technology efficiencies and effectiveness. He uses best industry practices to conduct comparative analysis as a means to increase efficiencies and identify gaps in current policing policies.

### Key Qualifications

- Extensive leadership experience in law enforcement
- Provides a comprehensive approach to leadership policies through the use of technology as a means of efficient and effective practices
- Utilizes data and statistics from best industry practices to model future-state studies

### Relevant Experience

**Chattanooga, Tennessee, Police Department:** During Fred's five years with the Chattanooga Police Department, he used his responsibility as chief of police to increase efficiencies and equitable performance in all areas by the department. He reorganized the department to address violent crime through data, employee empowerment, and accountability using statistical analysis and technology to maximize efficiency and leverage effectiveness.

Fred also customized an approach to intelligence-led and data-driven policing, and led an acquisition of field-based quality control system report writing that reduced data lag from 15+ days to mere minutes, eliminating the need for excessive data entry and allowing quality control personnel positions to be repurposed into community policing efforts. He also built a Real Time Intelligence Center (RTIC) which included a robust business intelligence capacity, a comprehensive citywide public safety camera, a mobile police/community interaction application, and near 24-hour intelligence and investigative support for patrol and investigations.

**Austin, Texas, Police Department:** Over Fred's 20+ years on the Austin Police Department, he held many titles, exposing him to hands-on experiences both in the field and in a leadership capacity. Through this experience, Fred implemented initiatives to reduce crime based on national practices, including intelligence-led and data-driven policing using daily statistical analysis, a Geographic Profiling Study through a partnership with local policing experts in academia, and current/future state analysis on specialized projects. He also demonstrated fiduciary responsibility over police budget and resources by utilizing creative staffing models and active leadership.

### Education and Memberships

BA, Business Administration – Accounting, University of Texas

Class 242 – 2009, Federal Bureau of Investigation (FBI) National Academy

Austin Police Department, Leadership Command College

Officer Candidate, United State Marine Corps Platoon Leaders Class



## GLORIA REYES

### Subject Matter Expert

Gloria has spent her career in working in government as Deputy Mayor, serving in law enforcement, and now currently acting as an elected School Board President. An experienced organizer and facilitator, Gloria understands how to create sustainable change through community-based work. She is passionately working towards a racially-just future and brings years of experience as a racial justice educator, government liaison, and law enforcement professional.

### Key Qualifications

- Racial Equity in Law Enforcement, Cultural Competency & Implicit Bias Instructor
- Master's capstone project on race, equity, and policing
- 20 years of experience in various facets of local government

### Relevant Experience

#### **Race Forward & Government Alliance on Race and Equity** – *Consultant/Curriculum Development (September 2019 to Current)*

This project focuses on exploring what ‘public safety’ means to police and community activists through focus groups and interviews. The focus is to concentrate on integrating racial equity into conversations about public safety, what we can do to facilitate more productive discussions around public safety, and where we go from here in creating a broad narrative strategy around criminal justice. Gloria is engaging communities, national experts in the field, and organizations around this topic in the Baltimore area.

#### **Madison College Protective Services Academy & Criminal Justice Program Instructor** – *Part-time Law Enforcement Academy Instructor (2018 to Current)*

Gloria is currently a Certified Law Enforcement Instructor and continues to evolve her passion for teaching.

#### **Madison Metropolitan School District** – *Elected School Board Member (April 2018 to Current)*

Gloria assists with establishing policies for the Madison Metropolitan School District; approving and oversee the school district budget, taxpayer funds, and levy taxes; Hiring and supervision of the Superintendent; establishing board committees and vote on board executives; lobbying lawmakers and advocating on behalf of the Madison Schools; representing constituents; soliciting input on critical decisions; and listening to concerns and needs of the community.

#### **City of Madison Mayor's Office** – *Deputy Mayor for Public Safety, Civil Rights, Public Health, Community Services (November 2014 to April 2019)*

Gloria was responsible for the efficient administration of the city of operations. She advised the Mayor on political and policy implications of public stances. Agencies under her responsibility included: the Community Development Division, Department of Civil Rights-Racial Equity, Fire Department, Madison Police Department, and Public Health Department of Madison and Dane County. She also worked with City Common Council on policies and legislation in her assigned areas and was the liaison between council and Mayor on current events and issues.

#### **City of Madison Department of Civil Rights** – *Department Civil Rights Director (2016 to 2017)*

Gloria was responsible for managerial and administrative work in leading, managing, coordinating, and evaluating staff, programs, and services of the Department of Civil Rights. She provided leadership in

promoting civil rights and equity within City government and in the Madison Community through outreach and education to improve race relations, civil rights, disability rights equal opportunity accessibility within the City of Madison. She managed the Affirmative Action Division; Disability Rights, Equal Opportunities Division; Racial Equity Social Justice Initiative; and Language Access.

**City of Madison Police Department – Law Enforcement Officer and Detective (2002 to 2015)**

Gloria engaged in patrol, responding to calls for service, and proactive community policing. She implemented and led community policing efforts while training in the Madison police training academy in topics such as diversity and racial equity in law enforcement and investigating missing person cases. She worked and developed partnerships with Neighborhood Associations, Non-Profit Organizations, Dane County Neighborhood Intervention Program, and Juvenile Justice. I focused on restorative justice practices and community engagement. She founded a group called Amigos en Azul that has been recognized by the Police Executive Research Forum. She also started and led a youth-in-an-action group that involved working with Law Enforcement and city government on racial equity and public safety issues.

**Wisconsin State Public Defenders Office – Public Defender Investigator (2000 to 2002)**

As a defense Investigator, Gloria obtained/reviewed all police reports concerning clients' cases and conducted all background checks of witnesses. She located and interviewed witnesses and interview clients about the situation and case development. She was responsible for case preparation for trial and contact expert witnesses in relevant fields of expertise for testimony in court trials.

**Wisconsin Department of Justice – Statewide Prosecutor Education and Training Director (1999 to 2000)**

Gloria coordinated training programs for District Attorneys and Assistant Attorney Generals throughout the State of Wisconsin. She worked closely with the Wisconsin District Attorneys Association for direction on relevant training topics and tracked Continuing Legal Education credits for Attorneys.

## **Education and Memberships**

Masters in Security Management – American Military University. Capstone Project 2019: *Race, Equity and Policing*

B.A. Behavioral Science and Law & Criminal Justice Certificate – University of Wisconsin Madison  
International Association of Chiefs of Police Leadership in Police Organization (LPO) development training program

Law Enforcement Certified Instructor



## RICK BROWN

### Subject Matter Expert

Rick served over 29 years of active law enforcement experience with the Pennsylvania State Police, overseeing over 6,000 sworn and non-sworn personnel. Since retiring from the PSP in May of 2010, Rick has worked as an independent monitoring team member working with multiple police departments with historical issues of excessive use of force and other organizational issues.

He also founded a law enforcement consulting firm, Transparency Matters, and has been providing critical services for the federal government, local police municipalities, and has been a key presenter at national conferences.

### Key Qualifications

- Experienced consultant, facilitator, and objective advisor with direct law enforcement experience
- Oversaw all segments related to the investigation, accountability, and policies employed by the Pennsylvania State Police regarding police misconduct, emphasizing prevention through training

### Relevant Experience

#### Transparency Matters – Owner/Independent Consultant (2010 to Present)

Rick founded Transparency Matters to focus on building transparent policing policies and process change services that improve organizational efficiencies, personnel accountability, diversity, community education, training, and monitoring. The following representative list details the engagements in which Rick was retained as a consultant or subject matter:

- Subject matter expert, *Use of Force Review and Analysis*, in the case of Ryan Patterson v. Michael Fiocca
- Moderator/subject matter expert, *Justice for All Symposium Series*, American University
- Subject matter expert, *Homicide Operations Assessment*, New Orleans Police Department
- Subject matter expert and Independent Investigator, Coral Gables Police Department
- Subject matter expert, *Internal assessment of Community Engagement Policies and Practices*, University of Chicago Police Department
- Moderator/Panelist, *President's Task Force on 21<sup>st</sup> Century Policing*, National Black Prosecutor's Conference
- Subject matter expert, *Police-Community Relations, use of Force, and Citizen Complaints Engagement*, United States Office for Justice Programs
- Subject matter expert, *Pattern and Practice Investigation of the Baltimore Police Department*, contracted by the US Department of Justice
- Subject matter expert, *Internal Administrative Investigation* of the University of Cincinnati Police Department
- Subject matter expert, *Internal Investigation* into the conduct of the Anchorage Police Department and Alaska National Guard
- Primary Security Investigator: *Domestic Violence, Sexual Misconduct, Personal Conduct Policy*, National Football League

**Independent Monitor:** Rick has been selected to act as an Independent Monitor per federal court order for the following organizations:

- Detroit Police Department
- Maricopa County Sheriff's Office
- Niagara Falls, New York Police Department
- Oakland Police Department

### **Pennsylvania State Police**

*Deputy Commissioner of Administration and Professional Responsibility (2006 to 2010)*

*Deputy Commissioner of Professional Responsibility (2004 to 2010)*

*Rank: Lieutenant Colonel*

Rick had executive oversight of the Bureau of Training and Education, Bureau of Human Resources, and the Recruitment and Special Services Office. He also oversaw the budget of over \$840 million involving 4664 sworn and 1600 non-sworn personnel; and was responsible for all segments logically related in scope to the prevention, investigation and accountability measures employed by the department regarding police misconduct.

Rick held a diversity of positions since joining as a Patrol Officer with a Trooper Ranking in 1981. A representative list of his positions include:

*Director of the Bureau of Professional Responsibility*

*Director of the Internal Affairs Division, Rank: Captain*

*Commander, Central Section, Internal Affairs Division, Rank: Lieutenant*

*Administrative Officer, Internal Affairs Division, Rank: Corporal to Sergeant*

*Criminal Investigations Unit Supervisor, Rank: Corporal*

*Patrol Unit Supervisor, Rank: Corporal*

### **Aviation Maintenance Administrator**—US Navy, *highest rank: E-5*

Rick oversaw personnel assigned to the Maintenance Control Divisions of Attack Squadron 93 on the aircraft carrier USS Midway and Patrol Squadron 46

### **Education and Memberships**

MBA with a Management Concentration, Eastern University

Bachelor of Professional Studies in Criminal Justice, Elizabethtown College

FBI, National Academy Associates

International Association of Chiefs of Police

Pennsylvania Chiefs of Police Association

Governor's Executive Diversity Council

National Organization of Black Law Enforcement Executives (NOBLE)

International Association of Ethics Trainers

Certified Minority Business Enterprise (MBE)

## APPENDIX C. PROPOSAL FORMS

On the following pages, we have included the following forms per the Village's RFP:

- Attachment 1: Respondent Certification
- Attachment 2: Compliance Affidavit
- M/W/DBE Status and EEO report



Attachment 1.

RESPONDENT CERTIFICATION

PROPOSAL SIGNATURE: *Ed J. Rowe*

State of Maine )  
County of Cumberland )  
Douglas J. Rowe

TYPE NAME OF SIGNEE

being first duly sworn on oath deposes and says that the Respondent on the above proposal is organized as indicated below and that all statements herein made on behalf of such Respondent and that this deponent is authorized to make them, and also deposes and says that he has examined and carefully prepared their bid proposal from the Contract Exhibits and Specifications and has checked the same in detail before submitting this proposal or bid; that the statements contained herein are true and correct.

Signature of Respondent authorizes the Village of Oak Park to verify references of business and credit at its option.

Signature of Respondent shall also be acknowledged before a Notary Public or other person authorized by law to execute such acknowledgments.

Dated 11/5/2020

Berry Dunn McNeil & Parker, LLC

Organization Name

(Seal - If Corporation)

By *Ed J. Rowe*

Authorized Signature

100 Middle Street Portland, ME 04101

Address

(207) 541-2330

Telephone

Subscribed and sworn to before me this 5 day of November, 2020.

In the state of Maine Notary Public *Becky Morton*

My Commission Expires: **BECKY MORTON**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires July 30, 2026



**(Fill Out Applicable Paragraph Below)**

(a) Corporation

The Respondent is a corporation, which operates under the legal name of

\_\_\_\_\_ and is organized and existing under the laws of the State of \_\_\_\_\_.

The full names of its Officers are:

President \_\_\_\_\_  
Secretary \_\_\_\_\_  
Treasurer \_\_\_\_\_

The corporation does have a corporate seal. (In the event that this bid is executed by a person other than the President, attach hereto a certified copy of that section of Corporate By-Laws or other authorization by the Corporation which permits the person to execute the offer for the corporation.)

(b) Partnership

Name, signature, and addresses of all Partners

See Attached Listing  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The partnership does business under the legal name of \_\_\_\_\_  
Berry Dunn McNeil & Parker, LLC which name is registered with the office of  
the Secretary of State \_\_\_\_\_ in the county of Cumberland \_\_\_\_\_  
in the state of Maine \_\_\_\_\_.

(c) Sole Proprietor

The Respondent is a Sole Proprietor whose full name is \_\_\_\_\_.  
If the Respondent is operating under a trade name said trade name is  
\_\_\_\_\_ which name is registered with the office of  
\_\_\_\_\_ in the county of \_\_\_\_\_ in the state of  
\_\_\_\_\_.

Signed \_\_\_\_\_  
Sole Proprietor

**Directors:**

- John M. Chandler
- David A. Erb
- Charles K. Leadbetter
- Timothy Masse
- Tammy Michaud

**Officers:**

- John M. Chandler, President
- Timothy Masse, Vice President
- Tammy Michaud, Vice President
- Charles K. Leadbetter, Vice President
- David A. Erb, Vice President, Treasurer and Secretary
- Michael Quinlan, Clerk

**Note - Michael Quinlan is not a firm employee; he serves as the firm's attorney and clerk.**

**Firm Owners (each shareholder holds one share):**

Sarah L. Belliveau	Mary E. Jalbert
Sno L. Barry	Michael F. Jurnak
Renee Bishop	Janice D. Latulippe
William H. Brown	Charles K. Leadbetter
Tammy J. Brunetti	Timothy F. Masse
Michel T. Caouette	Tammy P. Michaud
John M. Chandler	Connie J. Ouellette
Eduardo G. Daranyi	Kathy L. Parker
Clinton E. Davies	William A. Richardson
David A. Erb	Linda L. Roberts
Tracy W. Harding	Steven P. Rodman
Seth D. Hedstrom	Charles D. Snow
James P. Highland	Jeffrey D. Walla

Total Owners: 26



**Attachment 2I. Compliance Affidavit**

I, Douglas Rowe being first duly sworn on oath depose and state as follows:

(Print Name)

1. I am the (title) Principal of the Proposing Firm ("Firm") and am authorized to make the statements contained in this affidavit on behalf of the Firm.
2. The Firm is organized as indicated on Exhibit A to this Affidavit, entitled "Organization of Proposing Firm," which Exhibit is incorporated into this Affidavit as if fully set forth herein.
3. I have examined and carefully prepared this proposal based on the Request for Proposals and verified the facts contained in the proposal in detail before submitting it.
4. I authorize the Village of Oak Park to verify the Firm's business references and credit at its option.
5. Neither the Firm nor its affiliates<sup>1</sup> are barred from proposing on this project as a result of a violation of 720 ILCS 5/33E-3 or 33E-4 relating to bid rigging and bid rotating, or Section 2-6-12 of the Oak Park Village Code related to "Proposing Requirements".
6. The Proposing Firm has the M/W/DBE status indicated below on the form entitled "EEO Report."
7. Neither the Firm nor its affiliates is barred from agreement with the Village of Oak Park because of any delinquency in the payment of any debt or tax owed to the Village except for those taxes which the Firm is contesting, in accordance with the procedures established by the appropriate revenue act, liability for the tax or the amount of the tax. I understand that making a false statement regarding delinquency in taxes is a Class A Misdemeanor and, in addition, voids the agreement and allows the Village of Oak Park to recover all amounts paid to the Firm under the agreement in a civil action.
8. I am familiar with Section 13-3-2 through 13-3-4 of the Oak Park Village Code relating to

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<sup>1</sup> Affiliates means: (i) any subsidiary or parent of the bidding or contracting business entity, (ii) any member of the same unitary business group; (iii) any person with any ownership interest or distributive share of the bidding or contracting business entity in excess of 7.5%; (iv) any entity owned or controlled by an executive employee, his or her spouse or minor children of the bidding or contracting business entity.

Fair Employment Practices and understand the contents thereof; and state that the Proposing Firm is an "Equal Opportunity Employer" as defined by Section 2000(E) of Chapter 21, Title 42 of the United States Code Annotated and Federal Executive Orders #11246 and #11375 which are incorporated herein by reference. **Also complete the attached EEO Report or Submit an EEO-1.**

9. I certify that the Consultant is in compliance with the Drug Free Workplace Act, 41 U.S.C.A, 702.

Signature:  Printed Name Douglas J. Rowe

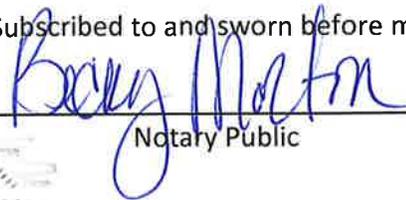
Name of Business: Berry Dunn McNeil & Parker, LLC Your Title:  
Principal

Business  
Address: 100 Middle Street Portland, Maine 04101

(Number, Street, Suite #) (City, State & Zip)

Telephone: (207) 541-2330 Fax: (207) 774-2375 Web Address:  
www.berrydunn.com

Subscribed to and sworn before me this 2 day of November, 2020.

  
Notary Public

**BECKY MORTON**  
NOTARY PUBLIC  
State of Maine  
My Commission Expires July 30, 2026

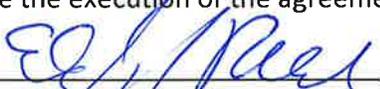


**M/W/DBE STATUS AND EEO REPORT**

1. Consultant Name: Berry Dunn McNeil & Parker, LLC
2. Check here if your firm is:
- Minority Business Enterprise (MBE) (A firm that is at least 51% owned, managed and controlled by a Minority.)
  - Women's Business Enterprise (WBE) (A firm that is at least 51% owned, managed and controlled by a Woman.)
  - Owned by a person with a disability (DBE) (A firm that is at least 51% owned by a person with a disability)
  - None of the above

[Submit copies of any W/W/DBE certifications]

3. What is the size of the firm's current stable work force?
- 497            Number of full-time employees
- 37             Number of part-time employees
4. Similar information will be requested of all subconsultants working on this agreement. Forms will be furnished to the lowest responsible Consultant with the notice of agreement award, and these forms must be completed and submitted to the Village before the execution of the agreement by the Village.

Signature: 

Date: November 5, 2020

**EEO REPORT**

Please fill out this form completely. Failure to respond truthfully to any questions on this form, or failure to cooperate fully with further inquiry by the Village of Oak Park will result in disqualification of this proposal. An incomplete form will disqualify your proposal. For assistance in completing this form, contact the Purchasing Department at 708-358-5473.

**An EEO-1 Report may be submitted in lieu of this report**

Consultant Name Berry Dunn McNeil & Parker, LLC  
 Total Employees 534

Job Categories	Total Employees	Males				Females				Total Minorities
		Total Males		Total Females		Total Males		Total Females		
		Black	Hispanic	American Indian & Alaskan Native	Asian & Pacific Islander	Black	Hispanic	American Indian & Alaskan Native	Asian & Pacific Islander	
Officials & Managers	213	103	110	3	1	2	1	1	8	
Professionals	281	104	177	3	1	4	6	2	28	
Technicians	1	1							0	
Sales Workers										
Office & Clerical	39	11	28		1		1		2	
Semi-Skilled										
Laborers										
Service Workers										
TOTAL	534	219	315	6	1	6	11	3	38	
Management Trainees										
Apprentices										

This completed and notarized report must accompany your Proposal. It should be attached to your Affidavit of Compliance. Failure to include it with your Proposal will be disqualify you from consideration.

Douglas Rowe \_\_\_\_\_ being first duly sworn, deposes and says that he/she is the Principal \_\_\_\_\_ (Title or Officer)  
 (Name of Person Making Affidavit)  
 of Berry Dunn McNeil & Parker, LLC and that the above EEO Report information is true and accurate and is submitted with the intent that it

be relied upon. Subscribed and sworn to before me this 2 day of November, 2020.

Becky Morton  
 (Signature)  
11/2/2020  
 (Date)

