

Village of Oak Park, IL

Project Work Plan and Schedule



Submitted by:

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Table i: Project Work Plan Updates

Version	Date	Update Reason
1	December 15, 2021	Initial Version
2	January 10, 2022	Revised Schedule

1.0 Introduction

This section provides a high-level background of the project, as well as key terms and their definitions.

A. Project Background

The Village of Oak Park, Illinois (Village) has retained Berry Dunn McNeil & Parker, LLC (BerryDunn) to conduct a systematic and comprehensive assessment of its police services, including core business practices and functions, culture, and workloads and associated duties. This study will include an independent assessment of key management and operational aspects of the agency, and will use a multifaceted approach involving substantive data collection and analysis. The results of this study are intended to help drive progressive change within the Oak Park Police Department (OPPD) and set the course for improving police services, helping to ensure effective and efficient staffing and functionality of the OPPD operations.

The BerryDunn project team will use a four-phase process to conduct this assessment:

▲ **Phase 1: Project Initiation and Planning**

This will include initial consultation on scope and logistics, a preliminary data request, and determining the on-site schedule.

▲ **Phase 2: Data Collection and Preliminary Interviews**

BerryDunn will request certain data during Phase 1; however, full data collection will initiate at the time of the initial on-site visit and will span several weeks thereafter. During this phase, the BerryDunn project team will also compile and analyze the data gathered during the on-site visit or visits.

▲ **Phase 3: Stakeholder Engagement**

During this phase, the BerryDunn project team will first produce a summary report outlining preliminary staffing findings and significant or emergent issues. In addition, BerryDunn will complete the data analysis, develop findings, and produce the initial set of recommendations and action steps to be presented as a draft report. After the Draft Findings and Recommendations Report is finalized, BerryDunn will provide it to key team members from the OPPD for discussion and review.

▲ **Phase 4: Data Analysis and Report Development**

Following the report review and revisions, BerryDunn will coordinate an on-site strategic and action planning session with key OPPD staff. Results from this session will be incorporated into the report. Once the report is finalized, BerryDunn will provide the document to the OPPD and will conduct on-site presentations, as needed.

B. Definitions and Terms

For purposes of clarity when discussing this project, BerryDunn will use the terms and related definitions shown in the following table.

Table 1.1: Project Terms and Definitions

Term	Definition
BA	Business analyst
BerryDunn	Berry Dunn McNeil & Parker, LLC
CAD	Computer-Aided Dispatch
CFS	Calls for Service
COP	Community Oriented Policing
CPOC	Citizen Police Oversight Committee
DEI	Diversity, Equity, and Inclusion
Deliverable	Prescribed report provided to the Village, based on the project
FIP	Fair and Impartial Policing
ILP	Intelligence-Led Policing
OPPD	Oak Park Police Department
RMS	Records Management System
Scope	The sum of the products, services, or results to be provided by the project
SME	Subject matter expert
SRO	School Resource Officer
TRU	Telephone Response Unit
Village	Village of Oak Park, IL

2.0 Scope of Work

This section defines the scope of the project. It also summarizes the list of contract deliverables within each phase of the project and provides their estimated delivery date. In addition, this section provides a high-level description of the project activities.

A. Project Deliverables

This project consists of seven deliverables. The table below lists each deliverable and its estimated delivery date.

Table 2.1: Project Deliverables

Project Deliverables	
Deliverable	Estimated Delivery Date
D1. Project Work Plan and Schedule	December 12, 2021
D2. Emergent Issues Memo	March 5, 2022
D3. Preliminary CFS Evaluation Report	April 18, 2022
D4. Administrative Draft Report	June 8, 2022
D5. Draft OPPD Operational Assessment Report	July 28, 2022
D6. Findings and Recommendations Report Presentation	August 15, 2022
D7. Monthly Status Reports	Ongoing

B. Specialty Scope Items

This section identifies any specialty scope items BerryDunn has identified through the project initiation and planning phase with the OPPD, and for which a specialized work plan approach is offered. These items and the approach are identified in Table 2.2.

Table 2.2: Additional Scope Items

Additional Scope Items	
Scope Item	Project Work Plan Approach
1. None	▲ No specialty scope items have been added to the project.

C. Project Work Plan Narrative

BerryDunn has developed the following Project Work Plan to describe how the objectives set forth in the Scope of Services from the Village will be met.

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 (starting at the end of month two).
- *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. This process will examine police responses for populations suffering from mental illness, substance abuse, and homelessness, among other CFS types. As part of this evaluation, BerryDunn will identify any existing resources or partnerships that might support non-traditional responses to CFS. BerryDunn will meet with any associated representatives and assess the capability, readiness, and feasibility for any of these resources in assuming CFS response.

1.6. Finalize and Distribute Essential Police CFS Evaluation Tool 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. BerryDunn will also distribute this tool directly to key external stakeholders identified by the OPPD.

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*

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.

BerryDunn will develop and submit the data request during this phase, and will evaluate submitted data and request revised or additional data as appropriate throughout 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:

- **21st Century Policing Assessment Survey:** Assesses the extent to which the department is engaging in contemporary policing practices, as outlined in the 21st 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?

2.8. Ordinance review. BerryDunn will review available data on local ordinances to identify any that disproportionately impact minorities (adults or youth). To conduct the review, BerryDunn will do the following:

- Collect three years of data on ordinance charges to determine which ordinances are commonly used
- If available, collect race, other demographic data, and location data available for these charges
- Collect charging officer data for these ordinances to identify any specific patterns
- Conduct interviews with identified officers (if any) and their immediate supervisors, to assess any data anomalies. If no specific officers are identified, we will interview a random set of officers and supervisors (approximately four – five interviews)

This process intends to identify any ordinances that appear to have significant disparities in enforcement, and assess the need for additional language review and/or revision, or elimination of the ordinance. Note that this will not be a legal review, and our recommendations will likely require additional review by the Village attorney.

2.9. Civilian Police Oversight Committee (CPOC) review. BerryDunn will conduct a study/evaluation of the CPOC, with a focus on exploring ways the CPOC can operate more effectively in their oversight of the police department. To conduct this evaluation, BerryDunn will do the following:

Consult the National Association for Civilian Oversight of Law Enforcement (“NACOLE”) and other resources similar to NACOLE (1-2 interviews) to identify best practices, inform overall findings and recommendations, and to assess the consistency of the CPOC with industry standards

- Review the CPOC charter/ordinance
- Review CPOC activity and documentation
- Conduct interviews with CPOC and leadership and police department leadership (approximately 4-5 interviews), to explore operational and functional conditions

The process will evaluate the effectiveness of the current conditions between the CPOC and the police department and provide recommendations on ways to improve the effectiveness of the CPOC in carrying out its functions.

Deliverables

There are no formal deliverables associated with this phase.

PHASE 3: STAKEHOLDER ENGAGEMENT

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 three 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.)
3. CPOC representatives

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 open-forum meetings with the public to solicit community feedback concerning police operations. These meetings will involve facilitated discussions that seek open-ended comments from the public on issues that are important to them. These meetings provide the community with an opportunity to share their perspectives on the

department and public safety priorities. Community meetings regarding police operations will include:

- Two in-person open-forum meetings within the community
- Two in-person open-forum meetings on the periphery of the community
- Two virtual open-forum meetings

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. One meeting will be in-person and one will be virtual.

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
- CPOC

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*

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
 - Policies 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:

- Incident date
- Incident location (e.g., section/grid/beat)
- Issuing officer badge number
- 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*

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)

D. Project Schedule

The detailed project schedule is managed utilizing Microsoft Project and is included in Appendix B.

3.0 Project Roles and Responsibilities

This section outlines the roles and responsibilities for the different project participant groups.

A. BerryDunn Project Team

The following table identifies key BerryDunn roles within the project and their related descriptions. In some cases, these roles are filled by single individuals, while in other cases, they are filled by groups of individuals. This approach to the project team organization allows the benefit of a single consistent resource in some roles, and the benefit of being able to draw on the expertise of many resources for other roles.

Table 3.1: BerryDunn Project Team Organization

	Name/Role	Role Description
Project Leadership	Project Principal Doug Rowe, PMP®, ITIL <i>Principal</i>	As project principal, Doug will have overall responsibility for the services provided to the Village, helping ensure that the Village’s project goals and objectives are met.
	Project Manager Michele Weinzetl, Ed. D., Prosci® CCP <i>Manager</i>	Michele will serve as the project manager for this engagement. In this role, she will act as primary liaison with the Village and be responsible for maintaining a constructive and clear line of communication between the Village staff and BerryDunn. In addition, she will monitor the progress of the project, track the initiation and completion of tasks and milestones, facilitate on-site meetings and information-gathering activities, and lead the development of project deliverables.
	SMEs Gloria Reyes Rick Brown Fred Fletcher	As SMEs, Gloria, Rick, and Fred will contribute their respective expertise in fact-finding efforts and resulting analysis to lead, inform, and guide the recommendations and findings of the assessment. Gloria has focused her career on public safety and racial equity initiatives. Rick retired at the rank of Lieutenant Colonel after completing more than 29 years of service with the Pennsylvania State Police (PSP). Fred has over 23 years of law enforcement experience—including 10 years of command and executive experience.
	Additional BerryDunn Resources	BerryDunn’s team will also include consultant(s) and/or senior consultant(s) from BerryDunn’s Consulting Services Team, comprised of more than 200 personnel. These resources will support the project team with efforts relating to fact-finding, research, and deliverable development.

B. Village Project Team

The following table identifies the roles within the Village project team and their related descriptions.

Table 3.2: Village Project Team Organization

Name/Role	Role Description
Village Executive Sponsor	<ul style="list-style-type: none"> • Provide executive support and sponsorship for the project • Provide overall direction and tactical vision for the project • Participate in the project kickoff meeting, and stress goals and objectives for the project to Village staff • Commit resources to the project • Provide oversight for the project • Provide decision-making authority for the project
Village Project Manager	<ul style="list-style-type: none"> • Act as main point of contact between BerryDunn and the Village • Assist in collecting background documentation, and assist in coordinating meeting rooms and Village staff for fact-finding and strategic planning sessions • Circulate deliverables for review and collect feedback • Provide sign-off on deliverables
Village Project Management Team (Key Stakeholders)	<ul style="list-style-type: none"> • Have overall responsibility for the project • Participate in relevant fact-finding meetings • Identify SMEs in departments • Assist in the review of project deliverables • Participate in technical meeting(s) to provide information related to data, policy, and procedural matters • Assist in identifying operational needs for the Village

C. Village Participation

In order to conduct a thorough assessment, BerryDunn will call upon the OPPD to produce and provide various documents and data. This data may be produced through gathering or reorganizing current OPPD data, or through completing various worksheets and surveys that the BerryDunn project team will provide. Table 3.3 contains a projected list of the data required.

Table 3.3: Anticipated Items for Information Request

Information/Data Requested	
General	Surveys
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 st Century Policing Survey
Government Structure	Policies
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 (MOU)
Traffic Crash Reports	Supervision and Accountability
Telephone Response Unit (TRU) Data	TRU
	Youth Engagement
Other Data	Worksheets
Accreditation Report	Authorized Personnel, by Unit
Command Data Worksheet, by Unit Name	Fleet Information
CAD Dataset	Hiring Process
Crime Abatement Report	Investigations Case Data
External Study	Investigations Leave Data

Information/Data Requested	
Grievances	Investigations Personnel
Labor Agreements or Contracts	Nonoperational Personnel
Other Reports, by Report Name	Patrol Leave Data
Victim Advocate Reports	Patrol Unit Data
Victim Advocate Services	Patrol Watch Shift Hours – Including Sectors
Vision, Goals, and Objectives	Training Hours Data (Patrol and Investigations)
	Technology Scorecard

4.0 Project Management Processes

This section describes the processes that will be used to manage the overall project.

BerryDunn employs project management best practices from the Project Management Institute® (PMI®). This approach to project management incorporates proven process methodologies and people management, good judgment, and interpersonal skills of the project management team. BerryDunn's project management methodology provides the framework, processes, guidelines, and techniques to greatly increase the odds of being successful—and therefore provides value to the project.

The Project Work Plan and Schedule provides guidance on the specific services and deliverables BerryDunn will provide. Project meetings will be planned to meet specified objectives and make best use of attendees' time and expertise. BerryDunn's project team includes experienced group facilitators who have the skills necessary to develop buy-in and reach consensus in diverse groups of project participants, including management, staff, business leaders, citizens, and government leaders.

The following subsections outline the specific project management processes for this engagement.

A. Scope Management

Section 2.0 (Scope of Work) describes the tasks, deliverables, and milestones that will be developed during the course of the project. It is important to establish and maintain an effective and collaborative working relationship. Changes within the overall scope of the project should be identified and made based on mutual agreement between contracted entities and the Village's project team. Changes that amend the scope of work should be handled through the formal change provisions described in the applicable contract.

Any changes in project scope or deliverable descriptions should be approved, in writing, by the Village project team prior to implementation. Changes resulting in an adjustment to the contract agreement amount or substantive change to work should be submitted in accordance with contract language defining change management procedures involving amendments to the contract.

B. Schedule Management

BerryDunn has provided initial duration estimates for each high-level deliverable based upon expert judgment combined with analogous project experience, and these estimates are defined in the project schedule and summarized in the Project Work Plan. However, as plans are refined, a bottom-up approach will be used to refine estimated durations. The amount of reserve time built into each estimate is a function of the risk associated with the deliverable. The schedule is dependency-driven with minimal reliance on date constraints for ease of maintenance and in support of quality assurance objectives.

C. Communication Management

BerryDunn will communicate project status updates to the Village on an ongoing basis and as requested. Frequent communication and updates between BerryDunn and the Village will be essential to help ensure that all project objectives are achieved. BerryDunn expects to communicate regularly with the Village project team and keep the Village and BerryDunn staff up to date on project progress. Project documents are available to authorized BerryDunn and Village project team members via the BerryDunn KnowledgeLink site. The Village project team will coordinate with the BerryDunn project manager to identify designated Village personnel who should be given access to BerryDunn KnowledgeLink.

D. Risk Management

Risks are defined as known internal and external factors that may cause the project to be delayed, to go over budget, and/or to not meet its objectives. Risk and issue monitoring and management will be ongoing activities that continue throughout the life of the project. A risks and issues discussion will occur as part of the standard weekly project status meeting that will be facilitated by the BerryDunn project manager, with participation from team members as requested and appropriate. The primary purpose of the discussion will be to review and document new risks and issues, as well as to review existing risks and issues. BerryDunn will perform a high-level review of the project process and the following risks areas and issues:

- ▲ Barriers being encountered and assistance needed
- ▲ Risks or issues that may be closed
- ▲ Risks that have become issues
- ▲ Changes to due dates
- ▲ Risks or issues that need to be escalated to the project sponsor

Throughout the course of the project, if any team members identify a risk or issue, they should email the BerryDunn project manager for inclusion in the risk and issue discussion. If changes to existing risks or issues require immediate attention, the BerryDunn project manager will send an email including updates and requesting a meeting to discuss the situation. Additional ad hoc meetings may be required to manage risks and issues throughout the project should the weekly meetings not provide sufficient time to do so.

BerryDunn's project lead will identify any risks related to the project and will bring these to the attention of the Village project team as required. The BerryDunn project team will also develop risk mitigation plans as appropriate.

E. Quality Management

BerryDunn employs a three-step quality management process. This subsection describes each step taken to help ensure high-quality deliverables for the Village.

Quality Planning

- ▲ BerryDunn and the Village will collaboratively define project quality standards and related metrics. Once both parties approve the Project Work Plan, any changes to the quality standards and/or metrics should go through the change control process.

Quality Assurance

- ▲ BerryDunn will submit deliverables electronically to the Village project manager by close of business on the dates specified in the approved project schedule.
- ▲ By submitting a deliverable, BerryDunn represents that project team members—to the best of their knowledge—have performed the associated tasks in a manner that should, in concert with other tasks, meet stated objectives.
- ▲ When the Village accepts and approves a deliverable, it will formally communicate this acceptance in writing to BerryDunn.

Quality Control

- ▲ All deliverables BerryDunn provides will undergo a review by the project team and the staff who developed the document. Deliverables will also be reviewed during a formalized administrative proofing.
- ▲ By accepting a deliverable, the Village project manager represents that the deliverable has been reviewed, and that no errors or omissions were detected of sufficient gravity to substantially threaten the attainment of those objectives and to warrant the withholding or denial of payment for the work completed.

5.0 Review and Approval Parties

This section contains the review and approval parties for each project deliverable.

BerryDunn will submit the required deliverables specified in the Statement of Work to the designated parties for review and acceptance. The table below identifies the review and approval parties for each deliverable.

Table 5.1: Deliverables and Authorized Approvers

Project Deliverables	
Deliverable	Review/Approval Party
D1. Project Work Plan and Schedule	Project Management Team/Project Manager
D2. Emergent Issues Memo	Project Management Team/Project Manager
D3. Preliminary CFS Evaluation Report	Project Management Team/Project Manager
D4. Administrative Draft Report	Project Management Team/Project Manager
D5. Draft Operational Assessment Report and Presentation	Project Management Team/Project Manager
D6. Final Operational Assessment Report and Presentation	Project Management Team/Project Manager
D7. Monthly Reporting and Community Updates	Project Management Team/Project Manager

6.0 Cost Management

This section provides an overview of the budget, broken down by project deliverable.

Cost management includes the processes necessary to help ensure that the project is completed within the approved budget. Table 6.1 represents the budget for this project, based on the project deliverables. BerryDunn will invoice the Village for each deliverable, following receipt of a signed deliverable acceptance form.

Table 6.1: Budgeted Expenditures by Deliverable

Project Deliverables	
Deliverable/Milestone	Budget Amount
D1. Project Work Plan and Schedule	\$12,750
D2. Emergent Issues Memo	\$19,000
D3. Preliminary CFS Evaluation Report	\$22,250
D4. Administrative Draft Report	\$74,500
D5. Draft Operational Assessment Report and Presentation	\$16,250
D6. Final Operational Assessment Report and Presentation	\$14,500
D7. Monthly Reporting and Community Updates	<i>Included</i>
Project Total:	\$159,250

The budget reflected in Table 6.1 represents the full cost of the project to the Village. All project expenses are included within each deliverable identified. Any changes to the budget will be subject to the change control process outlined in the contract.

Appendix A: Deliverable Acceptance Form

This appendix contains a sample Deliverable Acceptance Form that the Village will use to formally accept all BerryDunn deliverables.

Village of Oak Park, IL

Operations and Management Assessment

Deliverable Acceptance Form

Deliverable:

Deliverable Description:

Date Submitted:

To Be Completed by the Village:

Reviewed By	Date Reviewed	Recommendation

Deliverable:

- Accepted “as-is” Rejected “pending attached revisions”
 Accepted “pending attached revisions” Additional review time requested: ____ days

Signature

Date

Signature

Date

Signature

Date

Appendix B: Project Schedule

This appendix contains the Project Schedule.

Task ID	Duration	Start	Finish
Phase 1: Project Initiation and Planning	84	11/15/2021	3/10/2022
1.0.1 Initial Project Planning	3	11/15/2021	11/17/2021
1.1 Conduct Preliminary Planning Meeting	11	11/29/2021	12/13/2021
1.1.1 Work Plan and Schedule	9	11/30/2021	12/10/2021
1.1.2 Preliminary Data Request	22	11/15/2021	12/14/2021
1.1.3 Community Outreach	35	12/1/2021	1/18/2022
1.2 Establish Communication Portals	27	11/15/2021	12/21/2021
1.2.1 Submit Full Data Request	6	11/30/2021	12/7/2021
1.3 Facilitate Kickoff Meeting	11	1/3/2022	1/17/2022
1.4 Develop and Distribute Internal Survey	14	11/15/2021	12/2/2021
1.5 Facilitate Initial Discussions with OPPD and Project Team	5	1/10/2022	1/14/2022
1.6 Finalize and Distribute Essential CFS Evaluation Tool Internally	6	1/17/2022	1/24/2022
1.7 Distribute Essential Police CFS Tool Externally	1	1/24/2022	1/24/2022
1.8 Solicit Community Input on Race Equity	41	1/13/2022	3/10/2022
D1. Project Work Plan and Schedule	1	12/13/2021	12/13/2021
Phase 2: Data Collection	76	11/15/2021	2/28/2022
2.1 Collect Agency Data	30	1/5/2022	2/15/2022
2.2 Issue Internal Worksheets and Surveys	0	12/7/2021	12/6/2021
2.3 Receive and Review Data	20	1/4/2022	1/31/2022

Task ID	Duration	Start	Finish
2.4 Review Survey Data (DEI)	6	1/4/2022	1/11/2022
2.5 Conduct Staff Interviews (DEI)	10	1/12/2022	1/25/2022
2.6 Evaluate Survey and Preliminary Interview Results (DEI)	0	2/8/2022	2/7/2022
2.7 Conduct Industry Research	14	2/9/2022	2/28/2022
2.8 Ordinance Review	38	12/15/2021	2/4/2022
2.9 Civilian Police Oversight Committee (CPOC) Review	9	2/2/2022	2/14/2022
Phase 3: Prepare Findings and Recommendations	71	1/12/2022	4/20/2022
3.1 Conduct Individual Interviews and Internal Group Discussions	45	2/14/2022	4/15/2022
3.2 Conduct External Group Discussions	3	2/14/2022	2/16/2022
3.2.1 Post Onsite Work	24	3/21/2022	4/21/2022
3.3 Develop Emergent Issues Memo	5	2/21/2022	2/25/2022
3.4 Conduct External Feedback Process (Operations and DEI Survey)	41	1/21/2022	3/18/2022
3.5 Facilitate Community Meetings (Operations)	31	2/14/2022	3/28/2022
3.6 Conduct Community Feedback Sessions (CFS Response)	18	3/14/2022	4/6/2022
3.7 Staff and Stakeholder Interviews (CFS Response)	15	3/14/2022	4/1/2022
3.7.1 Observe Operations and Facilities	43	1/12/2022	3/11/2022
3.8 Data Analysis (CFS Response)	7	3/21/2022	3/29/2022
3.9 Develop Preliminary CFS Evaluation Report	36	2/28/2022	4/18/2022
D2. Emergent Issues Memo	1	2/28/2022	2/28/2022
D3. Preliminary CFS Report	1	4/18/2022	4/18/2022
Phase 4: Report Delivery and Presentation	120	3/1/2022	8/15/2022
4.1 Evaluate Operational Policies, Procedures, and Practices	5	5/2/2022	5/6/2022

Task ID	Duration	Start	Finish
4.2 Evaluate Traffic Stops and Other Police/Community Interactions	7	5/2/2022	5/10/2022
4.3 Evaluate Compliance with Existing Reform Policies	5	5/2/2022	5/6/2022
4.4 Discuss CFS Evaluation and Response	1	6/22/2022	6/22/2022
4.5 Develop and Produce Administrative Draft Report	49	3/1/2022	5/6/2022
4.5.1 Prepare the Administrative Draft Report	68	3/21/2022	6/22/2022
4.6 Labor Review	10	6/9/2022	6/22/2022
4.7 Revise Administrative Draft Report	6	6/23/2022	6/30/2022
4.8 Solicit and Collect Other Community Input	12	7/1/2022	7/18/2022
4.9 Develop Final OPPD Operational Assessment Report	10	7/18/2022	7/29/2022
4.10 Presentation of Final Report	49	6/8/2022	8/15/2022
D4. Administrative Draft Report	1	6/8/2022	6/8/2022
D5. Draft OPPD Operational Assessment Report	0	7/29/2022	7/29/2022
D6. Findings and Recommendations Report Presentation	1	8/15/2022	8/15/2022
Project Monitoring	185	11/15/2021	7/29/2022
Monitor Project Schedule	185	11/15/2021	7/29/2022
Monthly Status Meetings (end of each month)	153	12/29/2021	7/29/2022
Monthly Reports (beginning at the end of month two)	136	12/30/2021	7/7/2022
D7. Monthly Reports	136	12/30/2021	7/7/2022

Community Meeting Schedule	Meeting	Date
Community Meeting – Operations, Local	1	2/16/2022
Community Meeting – Operations, Local	2	2/17/2022
Community Meeting – Operations, Greater Oak Park Area	3	3/16/2022
Community Meeting – Operations, Greater Oak Park Area	4	3/17/2022
Virtual Community Meeting – Operations	5	TBD
Community Meeting – Essential CFS Response	6	3/18/2022
Virtual Community Meeting – Essential CFS Response	7	TBD

Village Commission Meeting Updates	Meeting	Date
February	1	TBD
April	2	TBD
June	3	TBD