

NOTICE OF SPECIAL MEETING OF THE PUBLIC SAFETY COMMITTEE

A Special Meeting of the Public Safety Committee is scheduled for
Tuesday, October 17, 2017, beginning at 6:00 p.m. in the

Council Chambers located at the
Village Hall of Tinley Park
16260 South Oak Park Avenue
Tinley Park, Illinois

A copy of the agenda for this meeting is attached hereto and can be found at
www.tinleypark.org.

Kristin A. Thirion
Clerk
Village of Tinley Park

NOTICE OF A SPECIAL MEETING
OF THE PUBLIC SAFETY COMMITTEE

Notice is hereby given that a special meeting of the Public Safety Committee of the Village of Tinley Park, Cook and Will Counties, Illinois, will begin at 6:00 p.m. on Tuesday, October 17, 2017, in the Council Chambers at the Village Hall of Tinley Park, 16250 S. Oak Park Avenue, Tinley Park, Illinois.

The agenda is as follows:

1. OPEN THE MEETING.
2. CONSIDER APPROVAL OF THE MINUTES OF THE SPECIAL PUBLIC SAFETY COMMITTEE MEETING HELD ON OCTOBER 10, 2017.
3. DISCUSS POLICE DEPARTMENT STAFFING STUDY.
4. RECEIVE COMMENTS FROM THE PUBLIC.

ADJOURNMENT

KRISTIN A. THIRION
VILLAGE CLERK

MINUTES
Special Public Safety Committee Meeting
October 10, 2017 – 6:45 p.m.
Village Hall of Tinley Park – Council Chambers
16250 S. Oak Park Avenue
Tinley Park, IL 60477

Members Present: W. Brady, Chair
B. Younker, Village Trustee
M. Glotz, Village Trustee

Members Absent: None

Other Board Members Present: M. Pannitto, Village Trustee
C. Berg, Village Trustee
M. Mangin, Village Trustee

Staff Present: D. Niemeyer, Village Manager
P. Carr, Interim Assistant Village Manager
S. Neubauer, Police Chief
F. Reeder, Fire Chief
K. Workowski, Public Works Director
J. Urbanski, Assistant Public Works Director
K. Mulqueeney, Streets Superintendent
D. Framke, Marketing Director
P. Hoban, Economic Development Manager
P. Connelly, Village Attorney
R. Zimmer, Executive Assistant to the Mayor
L. Valley, Executive Assistant to the Manager & Trustees
L. Godette, Deputy Village Clerk
L. Carollo, Commission/Committee Secretary

Others Present: C. King, Robinson Engineering

Item #1 - The meeting of the Public Safety Committee was called to order at 6:56 p.m.

Item #2 – CONSIDER APPROVAL OF THE MINUTES OF THE SPECIAL JOINT PUBLIC WORKS AND PUBLIC SAFETY COMMITTEE MEETINGS HELD ON AUGUST 8, AUGUST 29 AND SEPTEMBER 19, 2017 – Motion was made by Chairman Brady, seconded by Trustee Younker, to approve the minutes of the Special Joint Public Works and Public Safety Committee Meeting held on August 8, August 29, and September 19, 2017. Vote by voice call. Chairman Brady declared the motion carried.

Item #3 – DISCUSS AMBULANCE CONTRACT – Pat Carr stated that the current ambulance contract with Kurtz expires July 31, 2018. He then summarized the current emergency management system program including:

1. Five Advanced Life Support Ambulances stationed in each fire house;
2. One Supervisor Paramedic per shift;
3. EMD dispatched from Tinley Park;
4. Review of Invoicing and receivables;

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5. Percentage of billing;
6. Day to day operational control by Fire Department shift commander; and
7. Automated Dispatch.

The Village currently receives EMS calls in excess of 6,000 requests per year with an average response time of four minutes.

Staff requests direction from the Committee on the following four options for EMS service in Tinley Park:

1. Two year extension of current contract;
2. RFP;
3. In house service; and
4. Blended contracted and In house service.

Motion was made by Trustee Glotz, seconded by Trustee Brady, to recommend a two year extension of Kurtz Contract to the Board. Vote by voice. Trustee Younker voted Nay. Chairman Brady declared the motion carried.

After discussion by the Committee a motion was made by Trustee Brady, seconded by Trustee Glotz to amend the original motion and to provide information on all four options to the Committee. Vote by voice call. Trustee Younker voted Nay. Chairman Brady declared the motion carried.

Motion was made by Trustee Brady, seconded by Trustee Glotz, to approve the motion as amended. Vote by voice call. Trustee Younker voted Nay. Chairman Brady declared the motion carried.

Item #4 – DISCUSS POLICE DEPARTMENT STAFF STUDY – Chief Neubauer presented an overview of the Police Department Staffing Study. He stated that in August of 2017 a Request for Proposal (RFP) was sent out for the purpose of establishing a contract with a qualified firm to provide consulting services for a police department staffing analysis. Six companies responded to the RFP. The proposals were reviewed and the following three companies were chosen for interviews: Northwestern Center for Public Safety; Alexander Weiss; and Resource Management Associates. Alexander Weiss withdraw their proposal. After interviews were conducted, staff determined that Northwestern Center for Public Safety was best suited to conduct a staffing study. This organization has conducted numerous staffing studies, and their methodology is taught throughout the nation at their police executive course. The timeline for the Northwestern Center to complete the study is approximately 90 days. Northwestern Center for Public Safety proposed a fee of \$30,250 to conduct the staffing study, \$25,000 has been budgeted in the Fiscal Year 2018 Budget.

After discussion by the Committee, staff was directed to contact Northwestern Center for Public Safety and get references from the State of Illinois and present staffs findings at a Public Safety Committee before this study is present to the Board.

Item #5 – PUBLIC SAFETY FACEBOOK PAGE – Chief Neubauer presented an update on the Public Safety Facebook Page. He stated that Police, Fire, 911 Center, IT and Marketing Departments are developing a Public Safety Facebook Page. This group has been working to develop a policy, criteria and training for his Facebook Page. Once developed, the policy will be brought before the Public Safety Committee. Chief Neubauer noted that those in the Neighborhood Watch program have also given their input to this plan. After discussion the Committee directed Staff to continue working on this Facebook Page.

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Item #6 – VILLAGE SECURITY CAMERAS – John Urbanski presented an overview of the License Plate Recognition (LPR) and Security Camera Replacement Project. He noted that Public Works, Police and IT departments were tasked with evaluating the existing and possibilities of new camera locations at the main roadway intersections into the Village. At the August 29, 2017 Committee meeting Public Works staff was tasked with the research of the requirements at 183rd Street and Harlem Avenue and the newly constructed 191st Street and Harlem Avenue/Oak Park Avenue intersections.

The intersections of 191st Street and Harlem/Oak Park Avenues will be recommended to coincide with the IDOT project which will extend 191st Street to Oak Park Avenue. Staff recommends the utilization of existing construction permit to install cameras and infrastructure along with the lighting adjustments on the original scope.

Based on the recommended locations, quantity of standard and LPR cameras, and required communication and power infrastructures, Public Works requested Committee approval to proceed in soliciting a quote from the F.H. Paschen (Job Order Contracting) for installation of Security Camera Replacement at the initial intersections. This work will consist of the removal and/or replacement of new installation of eight cameras at each intersection with required communication devices, LPR technology locations will be determined by Police Command staff. Work will also include verification that existing materials are up to current electrical code standards, necessary repairs and replacement of cameras with specified wireless communication devices and fiber optic. Also included will be related repairs as necessary to complete the work to meet current technology. The initial estimate per intersection is \$150,000.

Motion was made by Trustee Younker, seconded by Trustee Glotz, to direct Staff to seek quotes from Job Order Contract for the installation of LPR and Security Cameras and presenting a contract to the Board for approval. Vote by voice. Chairman Brady declared the motion carried.

Item #7 – RECEIVE COMMENTS FROM THE PUBLIC –

Mike Stuckly asked if TIF funds could be used to hire Police Officers. Pat Connelly stated TIF funds could not be used.

Diane Galante stated concerns about outsourcing the Ambulance contract; she would like to see this service kept in-house. She also noted that she is pleased with the Public Safety Facebook Page program.

Nancy O'Connor stated her concerns regarding the use of Northwestern Center for Public Safety to do the Police Staffing Study. She also would like to see TIF funds used for the security cameras and asked if she could get a total amount of that is in each TIF fund. Dave Niemeyer stated the Village would get this amount for her. He also stated TIF 101 presentation will be held in November of this year.

ADJOURNMENT

Motion was made by Trustee Brady, seconded by Trustee Younker, to adjourn this meeting of the Public Safety Committee. Vote by voice call. Chairman Brady declared the motion carried and adjourned the meeting at 7:52 p.m.

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Interoffice Memo

Date: October 10, 2017

To: Trustee Brady
Public Safety Committee

From: Chief Neubauer

Subject: Police Staffing Study

In August 2017, RFP 008 was sent out for the purpose of establishing a contract with a qualified firm to provide consulting services for a police department staffing analysis. Responses to this RFP were due on September 15, 2017.

Six companies responded to the Request for Proposal. Staff reviewed each proposal and selected three companies for further interview. Those companies were Northwestern Center for Public Safety, Alexander Weiss, and Resource Management Associates.

Arrangements were made for staff interviews, at which time Alexander Weiss withdrew. Subsequently, staff interviewed representatives of Resource Management Associates and Northwestern Center for Public Safety. Staff queried the companies about their process, methodology, experience, and resources. Staff members also checked company references.

Staff determined that Northwestern Center for Public Safety was best suited to conduct a staffing study for the Village of Tinley Park. This organization has conducted numerous staffing studies, and their methodology is taught throughout the Nation at their police executive course. The representative of Northwestern Center for Public Safety was able to provide a timeline of about 90 days to complete the staffing study.

According to the Northwestern Center for Public Safety proposal, they will do qualitative interviews of government and community stake holders, along with a quantitative study of dispatch data on call volume, response time, length of time on calls and other dimensions. The proposal indicates they will " identify key findings and develop conclusions and recommendations for any needed changes in policies, procedures, staffing levels and /or operations in order to improve the efficiency and effectiveness of the Tinley Park Police Department".

Staff contacted 2 out of state references with the following results.. One was extremely happy with the results and the other mentioned while they were happy with the results, he wishes he would have gotten a little more that he asked for. He said his locality was growing and new parts were being annexed, so he originally asked for how to better manage those newer locations and he didn't receive too many specifics back. Otherwise he was fine with the recommendations

Staff also contacted 2 in state references. Chief Bruce Lewis at Northwestern University Police Department said that the Northwestern Center for Public Safety conducted a staffing study for the university police



department 10 years ago and he participated in the study. At the time the police department had 40 officers who provide police services, plus special events such as Big 10 football and basketball games. The study was both qualitative with stake holder interviews and quantitative with mining of historical dispatch information. He was very satisfied with the study that concluded with a recommendation for 8 more officers.

In a second Illinois reference, Chief Anthony Ambrose of the Oak Park Police Department reported that Northwestern University Center for Public Safety conducted a recent staffing study for his department. This study was limited to identifying the optimal shift length, ie 8 hours, 10 hours or 12 hours. The chief added this turned out to be a mini staffing study, but was limited to the patrol division. The study did not include any other functions of the police department. Chief Ambrose concluded that the study was professional and thorough. He was satisfied with the final report.

Therefore, the Public Safety Committee recommends that the Northwestern Center for Public Safety conduct the police department staffing study. Northwestern Center for Public Safety proposed a fee of \$30,250 to conduct the staffing study. Twenty-five thousand dollars has been budgeted in the FY 2018 police budget line item 30-000-72877.

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Proposal
To the
Tinley Park, Illinois Police Department
For A
Staffing Analysis Project
Presented by the
Center for Public Safety
Northwestern University
September 14, 2017

Our Understanding of Your Need

To promote quality of life and ensure both operational effectiveness and cost effectiveness in serving the community, the Village of Tinley Park is seeking the assistance of a professionally well-qualified third party to conduct an objective assessment of the adequacy of headcount and deployment of police department resources. The questions of particular importance to the Village include the following:

- What is the number of patrol officers and supervisors currently required to effectively respond to emergency and non-emergency demands, preventive and proactive policing, all other patrol tasks, administrative tasks, etc., while promoting the safety of the public and police officers?
- What are the gross patrol staffing requirements for the immediate future?
- What is the most effective plan, by shift and patrol area, to deploy patrol resources in response to geographical incidence of crime and demands for non-crime services?
- Which crimes, victims or police services require a more effective response?
- How productively are staff and resources used to conduct current operations?
- What are the projected future workload and service demands the police department may expect?
- What are the appropriate levels of personnel needed to conduct current and future departmental operations?
- What functions currently performed by the police department can be performed more effectively by alternative means and/or agencies?

The Northwestern University Center for Public Safety (NUCPS)

The Center for Public Safety is prepared to assist the Village of Tinley Park in this most important evaluation project. NUCPS was established at Northwestern University in 1936 (as the Traffic Institute) for the purpose of expanding the scope of university-level education and training in traffic safety. Since that time the Center has broadened its original objective to include training and consulting in police operations, police management and transportation engineering.

More than 250,000 representatives from federal, state and local law enforcement organizations, as well as members of foreign law enforcement agencies, have attended the Center's many and varied programs. In fact, the Center has taught more professionals in law enforcement and related fields than the next four largest American institutions combined.

NUCPS also serves the law enforcement community through its research programs, publications and on-site technical assistance. Thanks to the lasting and significant work of its faculty and staff, NUCPS has been instrumental in establishing traffic safety as a science and law enforcement as a profession, to the point where it is recognized as an international leader in both fields.

NUCPS staff conducted the pioneering "Police Allocation Manual (PAM) Project" for the National Highway Traffic Safety Administration, which developed an objective procedure for determining staffing for police patrol and traffic services for state, county and municipal services. The PAM procedure has received wide acclaim and is used by law enforcement agencies throughout the United States.

Our Approach to Meeting Your Need

In our experience, the successful completion of a staffing study project requires several key ingredients:

- Active support and personal involvement of the Chief of Police and top command of the department
- Establishing a sound understanding of the work situation and of the key organizational issues facing the department
- Access to and use of both quantitative data (e.g., calls for service, crime rates) and qualitative data (e.g., interviews, focus groups, surveys, reports) to provide the basis of the evaluation
- An evaluation team consisting of both an experienced researcher and a police executive with both operations experience and experience in resource allocation projects

Key Project Tasks and Timing

The proposed study will analyze the current staffing practices of the Tinley Park Police Department (TPPD) with the overall purpose of providing more efficient and effective operations for both current and future situations. To achieve a sound and effective evaluation of the TPPD's structure and staffing successful completion of a total of fourteen (14) tasks in a period of approximately ninety (90) days is required:

Project Tasks

- 1.** Initial project planning meeting with the TPPD project manager
- 2.** Conduct interviews with the Chief and top command of the TPPD, to identify departmental goals and objectives, current operational issues, and the types of operational data available for analysis
- 3.** Conduct interviews with the Mayor, Village Manager and other elected and appointed officials, to determine their views on current and anticipated issues facing the police department
- 4.** Conduct focus group meetings with Operations Division supervisors and officers, to review operational and resource allocation issues
- 5.** Conduct focus group meetings with Administration Division supervisors, officers and civilian employees, to review operational and resource allocation issues
- 6.** Identify quantitative and qualitative information to be included in the analysis, including key determining factors (e.g., shift, day-off key), moderating factors (e.g., month or season, contract services for patrol) and outcome or performance factors (e.g., CAD and RMS data, service call and crime trends, response times, use of sick leave, etc.)
- 7.** Plan and conduct community surveys and/or meetings to provide input on crimes, victims or police services that require more effective response
- 8.** Collect quantitative and qualitative information identified in Task Five
- 9.** Review of TPPD plans, policies and procedures, employee manuals (represented and non-represented), reports and studies that relate to the police department, to identify any possible barriers to the efficiency and effectiveness of police operations
- 10.** Analyze quantitative and qualitative information to evaluate the current TPPD operations in order to determine staffing levels in accord with "best practices" used by comparable organizations; includes use of NUCPS's Police Allocation Method (PAM) which analyzes call for service and time to handle calls to help set minimum staffing levels
- 11.** Identify key findings and develop conclusions and recommendations for any needed changes in policies, procedures, staffing levels and/or operations in order to improve the efficiency and effectiveness of the TPPD
- 12.** Prepare draft visual and written reports
- 13.** Review draft reports with TPPD project manager, Chief and top command, to identify suggested revisions and clarifications
- 14.** Formally present overall final report to TPPD and municipal officials

Project Time Line

Task	Content	Timing
1	Initial project planning meeting	Week 1
2	Conduct interviews with Chief and top command	Week 2
3	Conduct interviews with Mayor, Village Manager and other elected and appointed officials	Week 3
4	Conduct focus group meetings with Operations Division supervisors and officers	Week 3
5	Conduct focus group meetings with Administration Division supervisors, officers and civilian employees	Week 3
6	Identify quantitative and qualitative information to be included in the analysis	Weeks 2- 3
7A	Plan community surveys and/or meetings to provide input	Week 2
7B	Conduct community surveys and/or meetings to provide input	Weeks 3-5
8	Collect quantitative and qualitative information	Weeks 2-6
9	Review of TPPD plans, policies and procedures, employee manuals, reports and studies	Weeks 4-6
10	Analyze quantitative and qualitative information	Weeks 6-8
11	Identify key findings and develop conclusions and recommendations	Week 9
12	Prepare draft visual and written reports	Week 10
13	Review draft reports with TPPD project manager, Chief and top command	Week 11
14	Formally present overall final report to TPPD and municipal officials	Week 12

Expected Outcomes

1. Clear findings and conclusions concerning the adequacy, efficiency and effectiveness of current structure and staff allocation levels in the TPPD Patrol Division
2. Recommendations for any needed changes in policy, procedures and staffing levels, in order to meet current and future TPPD operational needs with efficiency and effectiveness

Project Staff

The project will be supervised and co-conducted by John Furcon, Director of the Center for Public Safety's Research and Consulting Division. Mr. Furcon has quite considerable experience in the conduct of human resources research and consulting projects in law enforcement agencies, including conducting Department of Justice-sponsored research and service as a Federal-court appointed consultant in the remedy of police personnel problems. His resume is attached.

Joining Mr. Furcon as co-consultant in the conduct of the project will be Mr. David Hare an experienced police administrator with extensive experience as both an educator and consultant in police department resource allocation. His resume is attached.

Project Budget

1. Staff Costs:
 - a John Furcon (70 hours@ \$175/hour = \$12,500)
 - b David Hare (140 hours @ \$125/hour = \$17,500)
 - c Total Staff Costs = \$30,000
2. Local Travel Costs:
 - a David Hare (5 round trips @ 100 miles/round trip x \$0.50 mile = \$250)
 - b Total Local Travel Costs = \$250
3. Total Proposed Project Cost \$30,250

References

Recent staff analysis projects conducted for:

1. Concord, North Carolina Police Department
 - a Gary Gacek, Chief of Police
 - b gacekg@concordnc.gov
 - c 704-699-9416
2. Vilas County, Wisconsin Sheriff's Office
 - a Sheriff Joseph Fath
 - b jofath@Vilascountywi.gov
 - c 715-891-0341

Insurance Certification

As per the attached Certificate of Insurance issued by the Rubicon Insurance Company, The Village of Tinley Park is named as an additional insured, but only as respects liability arising out of NUCPS' consulting services for the Village of Tinley Park's Police Department's Staffing Analysis Project.

Conflict of Interest Certification

As per the attached statement prepared by the Office of General Counsel of Northwestern University, there is no material or threatening issue that would prevent NUCPS from providing any and all services or would constitute a conflict of interest of appearance of impropriety in completing the Staffing Analysis Project.

David Hare
927 Robin Ct.
Antioch, IL 60002
Cell: 847 406-9319
david.hare@northwestern.edu

Professional Experience

*Adjunct Instructor in Resource Allocation
Northwestern University- Evanston IL 2006 to present*

*Chief of Administration
Lake County, Illinois Sheriff's Office- Waukegan, IL, present position*

*Chief of Police
Village of Round Lake Beach, IL 1992 to 2016*

Education and Professional Certifications and Activities

State of Illinois Certified Police Chief	
Member of Police Organization Committee, International Association of Chiefs of Police	
Master of Arts: Public Administration Roosevelt University, Chicago, IL	Dec 2006
FBI National Academy Session #223: Quantico, VA	Dec 2005
Northwestern University School of Police Staff and Command: Evanston, IL.	Dec 2002
Bachelor of Arts: Political Science Northern Illinois University, DeKalb, IL.	Aug 1990

JOHN FURCON

Center for Public Safety | Northwestern University | Telephone: 312-310-3650 | john.furcon@northwestern.edu

SUMMARY OF LAW ENFORCEMENT-RELATED CONSULTING QUALIFICATIONS

- Results-oriented consultant with proven skills in implementing large-scale organization strategy implementation and culture transformation projects and bringing them to fruition in a timely and effective manner.
- Extensive experience in improving and implementing all aspects of talent management—recruitment, selection, training, performance management, promotion, succession planning, and management development.
- Successfully completed a number of executive strategy definition, team-building and executive coaching workshops and engagements.
- Recognized expert in resolving workforce diversity and inclusion issues. Served as expert witness and court-appointed monitor in addressing discrimination and civil rights violations.
- Effective communicator evidenced by authorship of numerous publications, speaking appearances at professional meetings and business events and Adjunct Faculty service at several leading universities.
- Assisted a number of leading public sector clients including Federal (e.g., AMTRAK Police, U.S. Dept. of Justice, U.S. Postal Inspection Service), State (e.g., Illinois State Police, Massachusetts State Police), County (e.g., Cook County, IL Sheriff, Los Angeles County, CA Sheriff), and Major City police departments (e.g., Chicago, Detroit, Miami), as well as numerous mid-sized and smaller police agencies.

REPRESENTATIVE KEY ACCOMPLISHMENTS

- *Police Selection and Community Development*- For a major city recovering from tragic civil disorders, worked with a “blue ribbon” commission and city and police department executives to acknowledge police department deficiencies, validate and implement non-discriminatory police selection procedures, accelerate recruitment of qualified minority candidates and help restore public confidence in the police.
- *Organization Transformation and Culture Change*- For a 20,000 person police agency ordered by the Federal Court to address gender discrimination, conducted needs analysis work and worked during a six-year period with internal and external stakeholder groups to develop and implement ten change strategies (including all-member training to heighten awareness and build skills at all levels) to change on-the-job behavior, resulting in a 90% reduction in complaints of harassment and discriminatory conduct and withdrawal of Court Orders concerning the operations of the agency.
- *Major Cities and State Police Officer Selection* - For the U.S. Department of Justice, worked with five major cities and five state police organizations in a three-year project to perform quantitative job analysis work, define requisite capabilities, and then design, develop and validate a racially-fair job-related court-defensible written selection test for use by the nation’s 60 largest cities and 49 state police agencies..
- *Talent Management and Strategy Alignment* - For a major state police department, implemented improved selection and promotion procedures. This resulted in better qualified staff and avoidance of job discrimination lawsuits. Conducted extensive management training focusing on problem solving, communications, leadership, organization change and managing a diverse workforce. In addition, worked with senior leaders to define the organizations’ mission, goals and strategies, and developed and implemented performance management processes to ensure “line of sight” between individual, work unit and overall organization objectives and strategies.

PROFESSIONAL EXPERIENCE

NORTHWESTERN UNIVERSITY CENTER FOR PUBLIC SAFETY, Evanston, IL 2014-Present
Director, Research and Consulting

Leads consulting and research and development projects aimed at improving effectiveness of public safety agencies, contributing to achieving safer communities in the U.S. and abroad

TRANSFORMING TALENT & ORGANIZATIONS, INC., Orland Park, IL 2009-Present
President

Provides talent development and organization effectiveness consulting services to foster availability of "ready now" talent and to ensure needed organization change is achieved.

BUCK CONSULTANTS LLC, Chicago, IL 2002-2009
Principal and Market Leader

Provided domestic and international human resources, management development, culture change, and organization effectiveness consulting to improve customer service, talent management effectiveness, business process, and profit and service performance.

PRICEWATERHOUSECOOPERS LLP, Chicago, IL 1993-2002
Partner

Served domestic and global clients by providing talent management, management development, and organization development consulting assistance to facilitate business strategy implementation and achieve needed results with customers, key external stakeholders, employees, business process improvements, and profit and service performance.

ADDITIONAL EXPERIENCE

HARBRIDGE HOUSE
Partner and Member of Board of Directors

THE UNIVERSITY OF CHICAGO, HUMAN RESOURCES CENTER
Program Director and Principal Investigator

DEPAUL UNIVERSITY SCHOOL FOR NEW LEARNING
Adjunct Faculty Member in Human Resources Management

NORTHWESTERN UNIVERSITY CENTER FOR PUBLIC SAFETY
Adjunct Faculty Member in Human Resources Management

OTHER ACHIEVEMENTS

Recognized in *Who's Who in America* and *Who's Who in the World*

Author or co-author of a number of articles, papers, reports, and psychological tests, including:

- "Workforce Engagement and Retention in the United States" (*Global View*)
- "Building 21st Century Senior Leaders" (*President and CEO Magazine*)
- "Best Boss Insights for Improving Employee Performance and Development" (HR Leader)
- "Municipal Police and State Highway Patrol Officer Selection Test" (*U.S. Department of Justice*)
- "Job Requirements Audit" (*University of Chicago*)

Representative presentations include:

- "Law Enforcement Executive Leadership Workshop on Strategic Planning" (Illinois Criminal Justice Information Authority Program)
- "Building a More Respectful and Respected Organization: *Bouman v. Baca*, the Policy of Equality and Respect-Based Leadership in the Los Angeles County Sheriff's Department" (Annual Meeting of the International Association of Chiefs of Police)
- "Encore Careers: Attracting and Retaining Older Workers" (Human Capital Institute webcast)
- "Talent Strategy and Transformation" (Human Capital Institute Talent Summit)
- "Talent Issues, Strategies and Transformation" (Chicagoland Learning Leader's Conference)

EDUCATION

THE UNIVERSITY OF CHICAGO, BOOTH GRADUATE SCHOOL OF BUSINESS, Chicago, IL
Masters of Business Administration in Organization Behavior

DEPAUL UNIVERSITY, Chicago, IL
Master of Arts in Psychology
DEPAUL UNIVERSITY, Chicago, IL
Bachelor of Arts in Psychology

MEMBERSHIPS

Society of Industrial and Organizational Psychology
Police Executive Research Forum
Human Resources Management Association of Chicago
International Association of Chiefs of Police
Illinois Association of Chiefs of Police (Recipient of 2009 President's Award)
The Chicago Council on Global Affairs
The University Club of Chicago
The World Future Society

CERTIFICATE OF INSURANCE

Date of Issue June 29, 2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

Producer Rubicon Insurance Company
c/o Office of Risk Management
Northwestern University
2020 Ridge Avenue, Suite 240
Evanston, Illinois 60208-4335

Insured

Northwestern University
633 Clark Street
Evanston, Illinois 60208

COMPANIES AFFORDING COVERAGE:

COMPANY LETTER A: Rubicon Insurance Company

COMPANY LETTER B:

COMPANY LETTER C:

COMPANY LETTER D:

COVERAGES: THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED, NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN. THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

CO LTR	TYPE OF INSURANCE	POLICY NUMBER	EFFECTIVE DATE	EXPIRATION DATE		
A	GENERAL LIABILITY COMMERCIAL GEN. LIABILITY	X-MAL-GL 090117	9/1/2017	9/1/2018	GENERAL AGGREGATE PRODUCTS-COMP/OPS AGGREGATE PERSONAL & ADVERTISING INJURY EACH OCCURRENCE FIRE DAMAGE	\$ 1,000,000 1,000,000 1,000,000 1,000,000 1,000,000
	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS GARAGE LIABILITY				COMBINED SINGLE LIMIT BODILY INJURY (per person) BODILY INJURY (per accident) PROPERTY DAMAGE	\$
	EXCESS LIABILITY UMBRELLA FORM OTHER THAN UMBRELLA FORM				EACH OCCURRENCE AGGREGATE	\$ \$
	WORKERS' COMPENSATION AND EMPLOYER'S LIABILITY				STATUTORY \$ (Each Accident) \$ (Disease-Policy Limit) \$ (Disease-Each Employee)	
	OTHER					

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/RESTRICTIONS/SPECIAL ITEMS

The Village of Tinley Park is named as an additional insured, but only as respects liability arising out of Northwestern University's consulting services for the Village of Tinley Park's Police Department's Staffing Analysis.

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING COMPANY WILL ENDEAVOR TO MAIL 10 DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED BELOW, BUT FAILURE TO MAIL SUCH NOTICE SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE COMPANY, ITS AGENTS OR REPRESENTATIVES.

CERTIFICATE HOLDER

Village of Tinley Park
16250 South Oak Park Avenue
Tinley Park, IL 60477



's consulting services **AUTHORIZED REPRESENTATIVE:**

Office of General Counsel Northwestern University
633 Clark Street
Evanston, Illinois 60208-1109

Phone: 847-491-3605
Fax: 847-467-3092



August 29, 2017

The Village of Tinley Park
16250 South Oak Park Avenue
Tinley Park, Illinois 60477

**Re: Northwestern University, Center for Public Safety
Consulting Services for Police Department Staffing Analysis**

To Whom It May Concern:

To the best of our knowledge based on reasonable belief, as of the date hereof, there is no material or threatening litigation, or contractual or other business relationship, involving consultant or the principals, shareholders, officers, directors or employees that would prevent or limit the consultant from providing any and all of the services or would constitute a conflict of interest or cause the appearance of impropriety.

Sincerely,

A handwritten signature in cursive script that reads "Susan E. Wuorinen".

Susan E. Wuorinen
Associate General Counsel

SEW:ldl

cc: David Bradford, Center for Public Safety

COMMENTS FROM THE PUBLIC

ADJOURNMENT