
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@Vilascountrywi.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

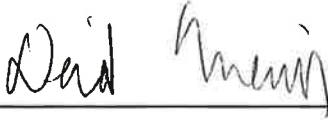
As per the attached statement prepared by the Office of General Counsel of Northwestern University, there is no material or threatening issue that would prevent NUCPS from providing any and all services or would constitute a conflict of interest of appearance of impropriety in completing the Staffing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

Acceptance and Authorization to Proceed

Agreement submitted 10/30/17 by:

Proposal accepted for The Village of Tinley Park, IL
by:





Susan M. Camden
Deputy Executive Director

(title) Village Manager

(date) 11-10-17