

**CITY OF WARRENVILLE  
PUBLIC SAFETY AND FINANCE  
COMMITTEE OF THE WHOLE  
REGULAR MEETING  
Tuesday, May 27, 2025 at 7:00 p.m. at City Hall  
28W701 Stafford Place**

This meeting will be conducted in the traditional in-person format at the location listed above. For convenience, the public may view the meeting virtually on the Official YouTube Channel of the City at: <https://www.youtube.com/channel/UCcO8hN6YoUmWZrDFNASMzAQ/featured>

Public comment will only be available in-person during the meeting. The remote meeting access is for viewing purposes only.

**A G E N D A**

**A. CALL TO ORDER**

**B. ROLL CALL**

**C. PLEDGE OF ALLEGIANCE**

**D. PUBLIC COMMENTS**

**E. OFFICIALS AND STAFF COMMENTS**

**F. BUSINESS OF MEETING**

1. Consideration of an ordinance approving the disposal of surplus City-owned IT equipment. (AM)
2. Consideration of a Resolution approving a Professional Services Agreement amendment with Orbis Solutions, Inc. for the purchase of surveillance upgrades and technology services (KDA)
3. Consideration of a Police Operations Assessment vendor contract with Center for Public Safety Management (SB)
4. Consideration of contract renewal for City prosecutor services with Christine Charkewycz (SB)
5. Informational progress update on the new ERP (KD)
6. Informational updates on Administration, Finance, and Police Department FY 2026 Work Plans and Decision Packages (FYI)

**G. MISCELLANEOUS**

1. Commendations

**H. CLOSED SESSION****I. ADJOURN**

Key: Assistant City Administrator Alma Morgan, KD=Finance Director Kevin Dahlstrand, SB=Police Chief Sam Bonilla, KDA=Deputy Chief of Police Ken Dawson Questions regarding agenda items should be directed to City Administrator or Finance Director by Monday morning of the meeting.

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**Upcoming Meetings and Dates to Remember:**

*(please note, meetings/events occasionally get cancelled, rescheduled, or added – please confirm meeting dates and times on the City Website at <https://www.warrenville.il.us/calendar.aspx>)*

June	02	7:00 p.m.	City Council
	03	7:00 p.m.	Environmental Advisory Commission
	05	7:00 p.m.	Plan Commission / Zoning Board of Appeals
	09	7:00 p.m.	Public Works and Infrastructure Committee
	10	6:30 p.m.	Bicyclist and Pedestrian Advisory Commission
	12	7:00 p.m.	Tourism and Arts Commission
	<b>14</b>	<b>12pm – 6pm</b>	<b>Park District Multicultural Festival</b>
	16	7:00 p.m.	City Council
	17	7:00 p.m.	Inclusion, Diversity, Equity and Awareness Commission
	19	7:00 p.m.	Plan Commission / Zoning Board of Appeals
	24	7:00 p.m.	Board of Fire and Police Commissioners, at Police Department

<p><b>ADA ACCOMMODATION NOTICE:</b> Requests for accommodations should be submitted to the Assistant City Administrator at (630) 836-3050 or <a href="mailto:amorgan@warrenville.il.us">amorgan@warrenville.il.us</a> at least 48 hours in advance of the meeting.</p> <p><b>PLEASE SHUT OFF ALL ELECTRONIC DEVICES AS THEY INTERFERE WITH THE SOUND TRANSMISSION IN THE CITY COUNCIL CHAMBERS. THANK YOU!</b></p>
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# CITY OF WARRENVILLE

## MEMORANDUM

To: Mayor and City Council  
From: Chief Samuel Bonilla *Samuel A. Bonilla*  
Finance Director Kevin Dahlstrand *Kevin Dahlstrand*  
Subject: SUMMARY OF AGENDA ITEMS FOR MAY 27, 2025 PUBLIC SAFETY AND FINANCE COMMITTEE OF THE WHOLE REGULAR MEETING  
Date: May 22, 2025

Please contact the City Administrator or the corresponding Department Head with questions pertaining to agenda items by noon on the day of the meeting.

### F. BUSINESS OF MEETING

#### 1. Disposal and Recycling of IT-Related Equipment (Attachment) (AM)

Orbis Solutions, Inc. (Orbis), the City's IT managed services provider, has identified various IT-related equipment that is no longer in service due to being replaced by upgraded technology or having exceeded its useful life. These items, which are no longer functional or needed, include computers, monitors, printers, network switches, servers, keypads, and other IT accessories.

Orbis will coordinate the pickup and recycling of these items through E-Scrap Technologies, Inc. or the Kane County Recycling Center. This service will be provided at no cost to the City, with limited exceptions. All devices have been reviewed and securely wiped of data by Orbis staff.

Included with the agenda backup material is Exhibit A listing the proposed items for disposal, and a draft ordinance authorizing the disposal of the surplus equipment.

**Committee Action Requested:** Recommend the City Council approve an ordinance authorizing the disposal of surplus personal property owned by the City of Warrenville.

**Staff Recommendation:** Assistant City Administrator Morgan recommends this action.

**Budgetary Impact:** Not applicable

**Other Resources Required:** Staff time to coordinate with Orbis for the disposal process.

**Strategic Plan Goal:** #3 Quality City Services – Maintain and Replace City Infrastructure

2. Professional Services Agreement Resolution – Security Camera Upgrades (Attachment) (SB)

This item was presented in the FY 2026 Budget as Decision Package POL 26.01.

Based on the current security cameras and accompanying technology being unable to support modern technology standards, and being inadequate or non-existent, a total system replacement is being recommended. The Orbis Solutions, Inc. (Orbis) proposal includes security cameras being accessible on the AXIS platform together with the AXIS keyless entry system. Detailed information, which includes a Second Amendment to the current Orbis agreement, is contained within a memo from Deputy Chief Dawson, who will attend the meeting to answer any questions.

Staff recommends the Committee move forward with this decision package and request City Council waive the competitive bidding requirement and approve a Second Amendment to the current Orbis Solutions, Inc. Agreement to include security camera upgrades for both the Police Department (\$59,136.37) and the Warrentville Historical Museum (\$6,000), and an annual maintenance agreement (\$9,000) relative to these upgrades. This recommendation is based upon Orbis's high degree of knowledge of the City's network infrastructure and City operations that are necessary for technical support, security, and continuity of operations. Additionally, Orbis has supplied a competitively priced quote for these upgrades. In this instance, waiving the competitive bidding requirements falls under exemption number one (1) of the City Code Section 1-8-4 Purchasing Procedures. The exemption states:

*“Purchase contracts for either labor, services, materials, equipment, or a combination thereof, which by nature are not adaptable to award by competitive bidding, such as, but not limited to, contracts for the services of individuals possessing a high degree of professional skill where the ability or fitness of the individuals plays an important part, and contracts for supplies, materials, parts, or equipment which are available only from a single source.”*

Included with the agenda backup material are the following items:

- Memo from Deputy Chief Dawson
- Orbis project Proposals and Scope of Work
- Resolution relative to a Second Amendment to the current Obis Agreement

**Committee Action Requested:** Accept staff recommend and recommend the City Council waive the competitive bidding requirement and approve a proposal with Orbis Solutions, Inc. for the purchase of security camera upgrades at the Police Department and Warrentville Historical Museum in a total amount of \$65,136; and the annual technology services maintenance agreement in the amount of \$9,000.

**Staff Recommendation:** Police Chief Bonilla and Deputy Chief Dawson recommend this action.

**Budgetary Impact:** Sufficient funds are included in the FY 2026 Budget.

**Other Resources Required:** Staff time to coordinate installation.

**Strategic Plan Goal:** #3: Quality City Services - Maintain and Replace City Infrastructure

3. Consideration of Police Operations Assessment Vendor Contract (SB)

This item was authorized in the FY 2026 Budget as Decision Package POL 26.03. Police Department Command staff continually review the department's operations to ensure compliance with State and Federal laws, State training standards, and to maintain a strong and readied operational service based on the needs of the community. In January and February, several vendors were contacted to provide proposals for a Police operations assessment. Of these vendors, The Center for Public Safety Management (CPSM) stood out among the others based on their disciplines, data-driven decision making processes, and their organization's high degree of law enforcement based workforce experience and knowledge.

Staff recommends the Committee move forward with this decision package and City Council waive the competitive bidding requirement and approve entering into a vendor contract with CPSM. Waiving the competitive bidding requirements falls under exemption number one (1) of the City Code Section 1-8-4 Purchasing Procedures. The exemption states:

*“Purchase contracts for either labor, services, materials, equipment, or a combination thereof, which by nature are not adaptable to award by competitive bidding, such as, but not limited to, contracts for the services of individuals possessing a high degree of professional skill where the ability or fitness of the individuals plays an important part, and contracts for supplies, materials, parts, or equipment which are available only from a single source.”*

Included with the agenda backup material are the following items:

- Memo from Police Chief Bonilla
- The Center for Public Safety Management Proposal

**Committee Action Requested:** Recommend City Council waive the competitive bidding requirement and direct the City Attorney to draft a Resolution entering into a vendor contract with The Center for Public Safety Management for a Police Operations Assessment in the amount of \$48,500, and travel costs not to exceed \$5,000.

**Staff Recommendation:** Police Chief Bonilla recommends this action.

**Budgetary Impact:** Sufficient funds are included in the FY 2026 Budget.

**Other Resources Required:** Staff time to coordinate the assessment with the vendor.

**Strategic Plan Goal:** Not applicable

4. Contract renewal with City prosecutor (Attachment) (SB)

The City Prosecutor represents the City of Warrenville at regular traffic court sessions held at the Wheaton Field Court location. Attorney Charkewycz has been serving in this capacity since April 2015 and has provided excellent service to the City and the Police Department. Ms. Charkewycz recently submitted her proposed legal services agreement for the period of June 1, 2025, through December 31, 2025, after which time she will retire. The proposed services agreement includes a per session fee increase of \$10 from the expiring agreement. Included with the agenda backup material is a copy of the proposed agreement.

A search for a replacement City Prosecutor will be conducted, and it is anticipated that a new service contract for the remainder of the fiscal year will be presented at the November Public Safety & Finance Committee meeting.

**Committee Action Requested:** Recommend the City Council approve the contract renewal for City Prosecutor services with Attorney Christine Charkewycz for the period of June 1, 2025, through December 31, 2025.

**Staff Recommendation:** Police Chief Bonilla recommends this action.

**Budgetary Impact:** Funding is included in the FY 26 budget

**Other Resources Required:** None.

**Strategic Plan Goal:** #3 Quality City Services – Deliver Services Sustainably

5. Informational update – ERP (KD)

Finance Director Dahlstrand will provide an update on the progress of the implementation of the new BS&A ERP, from a finance department related perspective, focusing on financials and utility billing related updates.

**Committee Action Requested:** Not applicable, informational only

**Staff Recommendation:** Not applicable

**Budgetary Impact:** Not applicable

**Other Resources Required:** Not applicable

**Strategic Plan Goal:** Not applicable

6. Review and file Administration, Finance, and Police Department FY 2026 Work Plans and Decision Packages status report (FYI) (Attachment)

As part of the FY 2026 Budget process, the Administration, Finance, and Police departments prepared and presented detailed work plans to the City Council. The work plans identified specific projects and initiatives in addition to normal day-to-day core operational and service-delivery responsibilities the staff of each department expected to address during the fiscal year. Work plan preparation and presentations help staff and the City Council establish realistic expectations for priority projects and initiatives to be addressed during the fiscal year.

Included with the agenda backup material are the combined work plans and decision package updates (where applicable) for Administration, Finance, and Police departments.

**Committee Action Requested:** No action requested, informational only.

**Staff Recommendation:** Not applicable

**Budgetary Impact:** Not applicable

**Other Resources Required:** Not applicable

**Strategic Plan Goal:** #3 Quality City Services – Effectiveness of Financial Policies

KD-SB/kd

DRAFT ORDINANCE NO. O2025-

**AN ORDINANCE APPROVING THE DISPOSAL OF  
SURPLUS PERSONAL PROPERTY OWNED BY THE CITY OF WARRENVILLE**

WHEREAS, the City is a home rule municipal corporation pursuant to Article VII, Section 6(a) of the Constitution of the State of Illinois of 1970; and

WHEREAS, the City is the owner of certain personal property described in detail in **Exhibit A**, attached to and, by this reference, made a part of this Ordinance (“Surplus Property”); and

WHEREAS, pursuant to the City’s power under applicable law, including Section 11-76-4 of the Illinois Municipal Code, 65 ILCS 5/11-76-4, and the home rule powers of the City, the Mayor and the City Council have determined that the Surplus Property is no longer necessary or useful to, or for the best interests of the City and the Surplus Property should be disposed of in the manner set forth in this Ordinance;

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND CITY COUNCIL OF WARRENVILLE, DU PAGE COUNTY, ILLINOIS, AS FOLLOWS:

**SECTION 1: Recitals.** The recitals listed above are incorporated in this Ordinance as if fully set forth in this Ordinance.

**SECTION 2: Declaration of Surplus Property.** Pursuant to Section 11-76-4 of the Illinois Municipal Code, 65 ILCS 5/11-76-4, and the City’s home rule powers, the City Council declares that the Surplus Property is no longer necessary or useful to, or in the best interests of, the City.

**SECTION 3: Authorization to Dispose of Surplus Property.** The City Administrator is hereby authorized to dispose of the Surplus Property by recycling it through E-Scrap Technologies, Inc. or through Kane County Electronics Recycling Center.

**SECTION 4: Execution of Required Documentation.** The City Administrator is authorized to execute, on behalf of the City, the documents necessary to complete the disposition of the Surplus Property authorized pursuant to Section 3 of this Ordinance.

**SECTION 5: Effective Date.** This Ordinance shall be in full force and effect following its passage by a majority of the members of the city council then holding office and approval in the manner provided by law.

*[Signatures and Voting Record on Following Page]*

PASSED THIS \_\_\_\_ day of \_\_\_\_\_, 2025.

AYES:

NAYS:

ABSENT:

ABSTAIN:

APPROVED THIS \_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK

**EXHIBIT A**

**DESCRIPTION OF SURPLUS PROPERTY**

<b>IT Related Items for Disposal May 2025</b>	
<b><u>Item Description</u></b>	<b><u>Number of Items</u></b>
Network Switches	15
Computer/Desktop	9
Computer/Laptop	3
Computer/Monitor	28
Computer/MDT	6
Computer/Server	2
Printers	8
Batteries and Battery Backups	15
Accessories/Keyboard	9
Phones/Desk Phones	5
Miscellaneous/Door Key Pads	38
Miscellaneous/Hard Drives	31
Miscellaneous/ Card Reader	1
Miscellaneous/ Bar Code Reader	1
Miscellaneous/ Docking Stations	7

# POLICE DEPARTMENT

# MEMORANDUM

TO: Chief of Police Sam Bonilla  
FROM: Deputy Chief of Police Ken Dawson *KD*  
SUBJECT: SECURITY CAMERA UPGRADES & TECHNOLOGY SERVICES  
DATE: May 20, 2025

### **Committee Action Requested:**

Recommend City Council waive the competitive bidding requirement and approve a proposal with Orbis Solutions, Inc. for the purchase of security camera upgrades at the Police Department (\$59,136.37) and Warrenville Historical Museum (\$6,000) in a total amount of \$65,136; and accompanying technology services in a total annual maintenance agreement amount of \$9,000.

### **Background**

#### **Police Department Security Cameras**

- A total system replacement is recommended based on its age
- Most of the building's 23 security cameras were installed during its 1997 construction, and are formatted in black and white
- Building wiring is coaxial cabling and will not support newer technology cameras
- Existing cameras deliver poor image quality and are not in line with today's standards
- Exterior cameras do not exist along Warren Avenue and most of Tracy Place, leaving the building vulnerable to vandalism or burglary during nighttime hours. Visitors outside the building are without the benefit of added security camera protection (e.g. Internet Transaction Safety Zone exchanges)
- Exterior cameras do not exist near the front entrance and visitors are without the benefit of added security camera protection (e.g. closed lobby in-person police assistance requests)
- Exterior camera views of the employee/fleet parking lot are inadequate and distorted
- Booking Room cameras do not have an audio option and can only be visually monitored

#### **Warrenville Historical Museum Security Cameras**

- One camera is recommended at the front entrance, and one covering the rear of the building
- Project requires an internet connection to broadcast the camera network to the City's proposed AXIS platform. Museum staff said their internet connection upgrades will occur in mid-June
- Staff does not recommend replacing one older interior DVR camera system due to the building being leased.

The proposed security cameras will be accessed on the existing AXIS platform together with the AXIS keyless entry system. Having all security systems on the same platform streamlines management by centralizing key security enhancements.

Designated staff will be given access to the AXIS camera network through a cellular phone app. Security software has a post-installation five-year warranty, as well as a one-year workmanship warranty. An annual maintenance contract covers connectivity monitoring, next business day troubleshooting, and issue resolution labor costs. Community Development staff was contacted, and installation of the cameras will not require any additional City permits.

In July and August 2022, similar quotes were obtained from three other vendors for the Police Department building and Impound lot, and City Hall. While these quotes did not include the Warrentville Historical Museum and are now obsolete, they reflect Orbis Solutions, Inc.'s (OSI) competitively priced quote.

Additionally, OSI possesses a high degree of knowledge of the City's network infrastructure and City operations necessary for technical support, security, and continuity of operations. Based on the above, staff is recommending waiving the bidding requirements, under exemption number one (1) of the City Code Section 1-8-4 Purchasing Procedures. The exemption states:

*“Purchase contracts for either labor, services, materials, equipment, or a combination thereof, which by nature are not adaptable to award by competitive bidding, such as, but not limited to, contracts for the services of individuals possessing a high degree of professional skill where the ability or fitness of the individuals plays an important part, and contracts for supplies, materials, parts, or equipment which are available only from a single source.”*

RESOLUTION NO. R2025-     

**A RESOLUTION APPROVING THE SECOND AMENDMENT TO  
THE AGREEMENT WITH ORBIS SOLUTIONS, INC.  
REGARDING SURVEILLANCE UPGRADES TO  
THE POLICE DEPARTMENT AND WARRENVILLE HISTORICAL SOCIETY**

WHEREAS, on November 20, 2023, the City Council adopted Resolution No. R2023-65, which authorized the City to enter into a professional services agreement (“**Agreement**”) with Orbis Solutions, Inc. (“**Consultant**”) for the provision of certain information technology services (“**Services**”); and

WHEREAS, on June 3, 2024, the City Council adopted Resolution No. R2024-34, approving an amendment to the Agreement to include certain audio-visual equipment upgrades in the City Council Chambers and AV Room within the scope of the Services (“**First Amendment**”); and

WHEREAS, the City has identified the need to update and replace certain surveillance equipment at the Police Department and the Warrenville Historical Society (“**Surveillance Upgrades**”) and obtain maintenance and support for the Surveillance Upgrades (“**Maintenance Services**”); and

WHEREAS, the Surveillance Upgrades will use the same software the City currently uses for its door security system (“**Keyless Entry System**”); and

WHEREAS, the City and the Consultant have a positive existing relationship, the Consultant having satisfactorily provided the Services and the Keyless Entry System to the City; and

WHEREAS, the City and the Consultant desire to further amend the Agreement to add the Surveillance Upgrades to the scope of the Services at an additional one-time cost of \$65,136.00 and the Maintenance Services to the scope of the Services at an additional cost of \$9,000 per year (“**Second Amendment**”); and

WHEREAS, the Mayor and the City Council have determined that it is in the best interest of the City and the public to approve the Second Amendment to the Agreement

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF WARRENVILLE, DUPAGE COUNTY, ILLINOIS, AS FOLLOWS:

SECTION 1: Recitals. The recitals listed above are incorporated in this Resolution as if fully set forth in this Resolution.

SECTION 2: Approval of Second Amendment. The Second Amendment to the Agreement with the Consultant hereby approved in the form attached to this Resolution as **Exhibit A**.

SECTION 3: Execution. The City Council hereby authorizes and directs the City Administrator to execute, on behalf of the City, the Second Amendment to the Agreement

SECTION 4: Effective Date. This Resolution shall be in full force and effect following its passage and approval in the manner required by law.

PASSED THIS \_\_\_\_ day of \_\_\_\_\_, 2025.

AYES:

NAYS:

ABSENT:

ABSTAIN:

APPROVED THIS \_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK

**EXHIBIT A**  
**SECOND AMENDMENT**

**SECOND AMENDMENT TO THE PROFESSIONAL SERVICES AGREEMENT FOR  
INFORMATION TECHNOLOGY PROFESSIONAL SERVICES**

THIS SECOND AMENDMENT (“*Second Amendment*”) is made and entered into as of the \_\_\_ day of \_\_\_\_\_, 2025, by and between the **CITY OF WARRENVILLE**, an Illinois home rule municipal corporation, (“*City*”) and the **ORBIS SOLUTIONS, INC.**, an Illinois corporation (“*Consultant*”).

**IN CONSIDERATION OF** the recitals and the mutual covenants and agreements set forth in this Second Amendment, and pursuant to the City’s home rule powers, the parties agree as follows:

**SECTION 1. RECITALS.**<sup>1</sup>

**A.** The City and the Consultant have previously entered into that certain agreement, titled “Professional Services Agreement for Information Technology Professional Services,” dated December 4, 2023, for the performance certain information technology services (“*Agreement*”).

**B.** On June 3, 2024, the City and Consultant entered into that certain First Amendment to the Agreement to include additional work within the scope of Services (“*First Amendment*”).

**C.** The parties have agreed to further amend the Agreement in order to include additional work regarding the purchase and installation surveillance systems at the Police Department and the Warrenville Historical Society (“*Surveillance Upgrades*”) and maintenance services for the Surveillance Upgrades (“*Maintenance Services*”) within the scope of the Services.

**SECTION 2. AMENDMENTS.**

**A. Amendment to the Section 1.A.** Section 1.A of the Agreement provides that the Consultant will perform the Services set forth in the Statement of Work attached to the Agreement as Exhibit A. Section 1.A of the Agreement is hereby amended to include within the Services the additional work for the Surveillance Upgrades set forth on the proposal attached to this Second Amendment as **Attachment 1** and the additional work for the Maintenance Services as **Attachment 2** (collectively, the “*Additional Statements of Work*”).

**B. Amendment to Section 2.A.** The Compensation is hereby amended to include the amounts set forth on the Additional Statements of Work.

**SECTION 3. INTERPRETATION; RELATIONSHIP TO THE AGREEMENT.**

**A. Definitions.** Unless specifically provided otherwise in this Second Amendment, the words and phrases used in this Second Amendment shall have the meanings ascribed to them in the Agreement.

**B. Conflicts.** This Second Amendment is intended to modify and amend the Agreement. Therefore, to the extent that the terms and provisions of this Second Amendment conflict with or are inconsistent with the Agreement or the First Amendment, the terms and provisions of this Second Amendment shall control.

**C. Survival of Agreement Terms.** Except as specifically modified in this Second Amendment, all terms, conditions, and provisions of the Agreement, as amended by the First Amendment, shall remain in full force and effect; provided, however, that any other provision of the Agreement shall be deemed to be modified as necessary to give practical effect to the provisions of this Second Amendment.

**D. Validity of Agreement and Second Amendment.** The parties acknowledge and assert that the Agreement and this Second Amendment are valid and enforceable, and the parties hereby waive any current or future claims against the validity and enforceability of the Agreement and Second Amendment.

**IN WITNESS WHEREOF,** the Parties have duly executed this Second Amendment pursuant to all requisite authorizations as of the date first above written.

ATTEST: **CITY OF WARRENVILLE**, an Illinois home rule municipal corporation

By: \_\_\_\_\_ By: \_\_\_\_\_

Its: \_\_\_\_\_ Its: \_\_\_\_\_

ATTEST: **ORBIS SOLUTIONS, INC.**, an Illinois corporation

By: \_\_\_\_\_ By: \_\_\_\_\_

Its: \_\_\_\_\_ Its: \_\_\_\_\_

**ATTACHMENT 1**

**STATEMENT OF WORK FOR SURVEILLANCE UPGRADES**



Proposal To:  
City Of Warrentville

For:  
PD Surveillance

February 5, 2025

## EXTERIOR

### SURVEILLANCE SYSTEM

IMAGE	QTY	DESCRIPTION	PRICE	PRICE EXT	LABOR	LABOR EXT	TOTAL
	4	Axis Communications Q3538-LVE Advanced dome with deep learning and 4K	\$1,399.00	\$5,596.00	\$240.00	\$960.00	\$6,556.00
	3	Axis Communications 02635-001 AXIS P3738-PLE Panoramic Camera offers 4x4K (4x8 MP) sensors and is perfect for 360° and 270° surveillance. You'll be able to count on both high-quality overviews and detailed coverage thanks to the brilliant design of this cost-effective solution. With 360° IR illumination, the product provides excellent image quality around the clock, even in challenging lighting. With ARTPEC-8 and its deep learning processing unit, the product supports analytics and metadata on all sensors.	\$1,899.00	\$5,697.00	\$240.00	\$720.00	\$6,417.00
	3	Axis Communications AXIS T91B51 CEILING MOUNT The indoor/outdoor ceiling mount is ideal for low ceiling installations such as parking houses, with swivel action to prevent breaking if hit. Can be mounted in a sloped ceilings/soffits to compensate angles up to 45 degrees. Available accessory extension pipes (Not included) of 30 cm (12") or 1 meter (39") to enable correct camera height for the specific environment. Compatible with all Axis pendant kits featuring a 1,5" NPS thread and the AXIS T91A05 Camera holder for fixed cameras.	\$119.00	\$357.00	\$0.00	\$0.00	\$357.00
	3	Axis Communications T94N01D AXIS Indoor/Outdoor Pendant Kit	\$110.79	\$332.37	\$0.00	\$0.00	\$332.37
	3	Axis Communications ACS CORE DEVICE E-LICENSE One (1) AXIS Camera Station version 5.0 Core Device license. Applicable for AXIS devices. A total of 32 Core Device licenses may be registered on a system. AXIS Camera Station is a monitoring and recording system mid-size installations optimized to take full advantage of Axis leading network cameras and video encoders. It combines easy setup with an intuitive user interface for efficient operation, quick investigation and high definition identification. Delivered as eLicense key. Note: eLicenses are non-cancellable, non-changeable and non-returnable.	\$79.00	\$237.00	\$0.00	\$0.00	\$237.00



IMAGE	QTY	DESCRIPTION	PRICE	PRICE EXT	LABOR	LABOR EXT	TOTAL
	7	Orbis CAT6ECMR Single run of CAT 6E CMR terminated at both ends and tested.	\$160.00	\$1,120.00	\$0.00	\$0.00	\$1,120.00
<hr/>							
SURVEILLANCE SYSTEM TOTAL							\$15,019.37
<hr/>							
EXTERIOR TOTAL							\$15,019.37

## MAIN LEVEL

### SURVEILLANCE SYSTEM

IMAGE	QTY	DESCRIPTION	PRICE	PRICE EXT	LABOR	LABOR EXT	TOTAL
	2	Orbis CAT6ECMR Single run of CAT 6E CMR terminated at both ends and tested.	\$160.00	\$320.00	\$0.00	\$0.00	\$320.00
	2	Axis Communications 02375-001 AXIS M3088-V is an ultra-compact, indoor fixed mini dome with Deep Learning Processing Unit (DLPU). Dust - and IK08 vandal-resistant casing, fixed lens, horizontal/vertical field of view 109°/56°. D/N functionality with automatically removable IR-cut filter. Multiple, individually configurable H.264, H.265 and Motion JPEG streams; max 8MP at 15 fps with WDR. Zipstream for reduced bandwidth and storage. MicroSD memory card slot for local storage. Audio and I/O with optional accessories. Axis Object Analytics, video motion detection and active tampering alarm. AXIS Edge Vault for increased cybersecurity. Powered by IEEE 802.3af/802.3at Type 1 Class 2	\$449.00	\$898.00	\$240.00	\$480.00	\$1,378.00
<b>SURVEILLANCE SYSTEM TOTAL</b>							<b>\$1,698.00</b>
<b>MAIN LEVEL TOTAL</b>							<b>\$1,698.00</b>

## LOWER LEVEL

### SURVEILLANCE SYSTEM

IMAGE	QTY	DESCRIPTION	PRICE	PRICE EXT	LABOR	LABOR EXT	TOTAL
	5	Axis Communications 02375-001 AXIS M3088-V is an ultra-compact, indoor fixed mini dome with Deep Learning Processing Unit (DLPU). Dust - and IK08 vandal-resistant casing, fixed lens, horizontal/vertical field of view 109°/56°. D/N functionality with automatically removable IR-cut filter. Multiple, individually configurable H.264, H.265 and Motion JPEG streams; max 8MP at 15 fps with WDR. Zipstream for reduced bandwidth and storage. MicroSD memory card slot for local storage. Audio and I/O with optional accessories. Axis Object Analytics, video motion detection and active tampering alarm. AXIS Edge Vault for increased cybersecurity. Powered by IEEE 802.3af/802.3at Type 1 Class 2	\$449.00	\$2,245.00	\$240.00	\$1,200.00	\$3,445.00
	5	Axis Communications 01767-001 Robust stainless steel corner-mount camera replacing AXIS Q8414 (Trinity). Key features: • Anti-ligature, stainless steel, IK10+, IP66, • 4MP, >90° VFoV, >120° HFoV, • 940nm LEDs for invisible IR • H.264 + H.265 with Zipstream, • Built-in microphone, • I/O and optional line-in/out, • Option to further prevent screw-tampering	\$1,239.00	\$6,195.00	\$240.00	\$1,200.00	\$7,395.00
	10	Orbis CAT6ECMR Single run of CAT 6E CMR terminated at both ends and tested.	\$160.00	\$1,600.00	\$0.00	\$0.00	\$1,600.00
<b>SURVEILLANCE SYSTEM TOTAL</b>							<b>\$12,440.00</b>
<b>LOWER LEVEL TOTAL</b>							<b>\$12,440.00</b>

## SERVER ROOM

### SURVEILLANCE SYSTEM

IMAGE	QTY	DESCRIPTION	PRICE	PRICE EXT	LABOR	LABOR EXT	TOTAL
	1	Fortinet FS-148F-FPOE FortiSwitch-148F-FPOE is a performance/price competitive L2+ management switch with 48x GE port + 4x SFP+ port + 1x RJ45 console. Port 1- 48 are POE ports with automatic Max 740W POE output limit (48 port 802.3af or 24 port 802.3at)	\$1,640.00	\$1,640.00	\$360.00	\$360.00	\$2,000.00
	1	Axis Communications 02543-001 AXIS Camera Station S1296 Rack 192 TB is an out-of-the-box ready recording server validated for reliable ultra high-definition recording. For quick and easy installation, AXIS S1296 Rack 192 TB is preconfigured and preloaded with AXIS Camera Station video management software including licenses for 96 devices plus all necessary software. The AXIS Recorder Toolbox and its installation wizard will ensure every customer installation is quick and trouble-free. The system configuration can easily be imported from AXIS Site Designer, and AXIS Camera Station lets users take full advantage of Axis wide range of video surveillance devices. With redundant enterprise-grade hard drives and power supplies, operating system stored on solid-state drive (SSD) and built-in operating system recovery, AXIS S1296 Rack 192 TB provides high-performance and reliability for your system. Furthermore, the FIPS 140-2 compliant TPM guarantees a high security level by encryption of the data at rest. Includes 5-year limited hardware warranty, on-site hardware replacement and keep your hard drive services.	\$27,499.00	\$27,499.00	\$480.00	\$480.00	\$27,979.00
<b>SURVEILLANCE SYSTEM TOTAL</b>							<b>\$29,979.00</b>
<b>SERVER ROOM TOTAL</b>							<b>\$29,979.00</b>



# ACCEPTANCE

## FINANCIAL

PAYMENT SCHEDULE  
To be determined

EQUIPMENT TOTAL	\$53,736.37
SHIPPING TOTAL	\$0.00
<hr/>	
LABOR TOTAL	\$5,400.00
<hr/>	
SUBTOTAL	\$59,136.37
TOTAL SALES TAX	\$0.00
PROJECT TOTAL	\$59,136.37

## TERMS

I accept this proposal and hereby authorize Orbis Solutions Inc to proceed with the delivery of the included systems at the facilities of City Of Warrenville at Warrenville, IL 61068 as described in the totality of this document. It has been made clear to me that there exist no understandings regarding this project with any relevant party unless and until City Of Warrenville and Orbis Solutions Inc agree to such additional or alternate understandings in writing. I agree that any additions to and/or deletions from the materials and labor to be provided by my acceptance of this proposal and any resulting change(s) in cost of this project shall only be by way of written change order(s) and shall be valid only after being signed by City Of Warrenville and Orbis Solutions Inc. This proposal is valid only if accepted in writing by City Of Warrenville.

## ACCEPTANCE

CITY OF WARRENVILLE

\_\_\_\_\_  
SIGNED

\_\_\_\_\_  
DATE

\_\_\_\_\_  
PRINT NAME

\_\_\_\_\_  
TITLE

ORBIS SOLUTIONS INC

\_\_\_\_\_  
SIGNED

\_\_\_\_\_  
DATE

\_\_\_\_\_  
PRINT NAME

\_\_\_\_\_  
TITLE



Proposal To:  
City Of Warrentville

For:  
Museum Surveillance - Axis ( Intergraded to PD ) Exterior only

February 4, 2025

**EXTERIOR**

**SURVEILLANCE SYSTEM**

IMAGE	QTY	DESCRIPTION	PRICE	PRICE EXT	LABOR	LABOR EXT	TOTAL
	2	Orbis CAT6ECMR Single run of CAT 6E CMR terminated at both ends and tested.	\$160.00	\$320.00	\$0.00	\$0.00	\$320.00
	2	Axis Communications Q3538-LVE Advanced dome with deep learning and 4K	\$1,399.00	\$2,798.00	\$240.00	\$480.00	\$3,278.00
<b>SURVEILLANCE SYSTEM TOTAL</b>							<b>\$3,598.00</b>
<b>EXTERIOR TOTAL</b>							<b>\$3,598.00</b>

## SERVER ROOM

### SURVEILLANCE SYSTEM

IMAGE	QTY	DESCRIPTION	PRICE	PRICE EXT	LABOR	LABOR EXT	TOTAL
	1	Fortinet FG-60F-BDL-841-12 FortiGate-60F Hardware plus 1 Year ASE FortiCare and FortiGuard 360 Protection	\$1,400.00	\$1,400.00	\$480.00	\$480.00	\$1,880.00
	1	Fortinet FS-108F-POE Fanless L2+ management switch with 8xGE + 2xSFP + 1xRJ45 console and automatic limited 65W POE	\$402.00	\$402.00	\$120.00	\$120.00	\$522.00
<b>SURVEILLANCE SYSTEM TOTAL</b>							<b>\$2,402.00</b>
<b>SERVER ROOM TOTAL</b>							<b>\$2,402.00</b>



# ACCEPTANCE

## FINANCIAL

PAYMENT SCHEDULE  
60% upon signed contract, 40% on project completion

EQUIPMENT TOTAL	\$4,920.00
SHIPPING TOTAL	\$0.00
<hr/>	
LABOR TOTAL	\$1,080.00
<hr/>	
SUBTOTAL	\$6,000.00
TOTAL SALES TAX	\$0.00
PROJECT TOTAL	\$6,000.00

## TERMS

I accept this proposal and hereby authorize Orbis Solutions Inc to proceed with the delivery of the included systems at the facilities of City Of Warrenville at Warrenville, IL 61068 as described in the totality of this document. It has been made clear to me that there exist no understandings regarding this project with any relevant party unless and until City Of Warrenville and Orbis Solutions Inc agree to such additional or alternate understandings in writing. I agree that any additions to and/or deletions from the materials and labor to be provided by my acceptance of this proposal and any resulting change(s) in cost of this project shall only be by way of written change order(s) and shall be valid only after being signed by City Of Warrenville and Orbis Solutions Inc. This proposal is valid only if accepted in writing by City Of Warrenville.

## ACCEPTANCE

CITY OF WARRENVILLE

\_\_\_\_\_  
SIGNED

\_\_\_\_\_  
DATE

\_\_\_\_\_  
PRINT NAME

\_\_\_\_\_  
TITLE

ORBIS SOLUTIONS INC

\_\_\_\_\_  
SIGNED

\_\_\_\_\_  
DATE

\_\_\_\_\_  
PRINT NAME

\_\_\_\_\_  
TITLE

**ATTACHMENT 2**

**STATEMENT OF WORK FOR MAINTENANCE SERVICES**



## SCOPE OF SERVICES

### Annual Surveillance System Maintenance

This Proposal is made for:

Client: City of Warrenville

Service Provider: Orbis Solutions Inc.

Effective Date: [Insert Date]

Term: One (1) year from Effective Date

Renewal: auto-renewal for additional One (1) year terms unless terminated in accordance with Section 6 of this Scope of Services.

Annual Fee: \$9,000.00

### 1. Covered Locations and Systems

This Proposal covers surveillance systems installed and operated at the following City of Warrenville facilities:

- Warrenville Police Department  
Address: 3S245 Warren Ave, Warrenville, IL 60555  
(Project #6735 – PD Surveillance System)
- Warrenville Historical Museum and Art Gallery  
Address: 3S530 2nd St, Warrenville, IL 60555  
(Project #6899 – Museum Exterior Surveillance System)

### 2. Scope of Services

Orbis Solutions Inc. will provide the following ongoing maintenance and support services:

#### 2.1 Monitoring

- Remote monitoring of camera, switch, and server system health
- Regular system status checks
- Notification of service interruptions or abnormal conditions



## **2.2 Software and Firmware Maintenance**

- Routine software updates for Axis Camera Station and Fortinet equipment
- Firmware updates for Axis cameras, Fortinet switches, and firewalls
- Configuration backup and restoration support

## **2.3 Troubleshooting and Issue Resolution**

- Diagnosis and remediation of system problems not involving hardware replacement
- Reconfiguration and adjustments to system settings as needed
- Support via remote and on-site service (as determined by Orbis)

## **2.4 Warranty Coordination**

- Management of warranty claims for defective hardware under manufacturer coverage
- Handling of return authorizations (RMA), packaging, and shipment coordination

## **2.5 Equipment Swap Services**

- On-site removal and replacement of failed or malfunctioning hardware
- Installation, programming, and testing of replacement units (supplied by client or warranty return)

## **3. Exclusions**

This Proposal does not include:

- Cost of new or replacement hardware
- Labor related to hardware upgrades or system expansions
- Damage resulting from vandalism, abuse, acts of nature, or unauthorized modification
- Work involving third-party networking infrastructure unrelated to the surveillance system
- Additional locations not listed in Section 1

## **4. Support Availability**

Support under this Agreement is available during standard business hours:

Monday – Friday, 8:00 AM to 5:00 PM CST

After-hours support is available upon request and will be billed separately.

## **5. Payment Terms**

- Annual Fee: \$9,000.00
- Invoiced annually upon execution of this Agreement
- Payment is due within 60days of invoice

## **6. Termination**

Either party may terminate this Scope of Services with thirty (30) days' written notice. If terminated early by either party, the annual fee will be prorated based on the number of



months of service provided and Orbis will refund the portion of the annual fee attributable to the unused months of the service.

### 7. Acceptance and Signature

By signing below, both parties acknowledge and accept the terms of this Proposal:

City of Warrenville

Orbis Solutions Inc.

By: \_\_\_\_\_

By: \_\_\_\_\_

Name:

Name:

Title:

Title:

Date:

Date:

**CITY OF WARRENVILLE**  
**MEMORANDUM**

To: Cristina White, City Administrator  
From: Sam Bonilla, Chief of Police   
Subject: POLICE OPERATIONS ASSESSMENT VENDOR  
RECOMMENDATION  
Date: May 21, 2025

**Committee Action Requested**

Recommend City Council enter into a contract agreement with the Center for Public Safety Management (CPSM) to complete an operational assessment of the Police Department in the total amount of \$48,500 (exclusive of travel costs not to exceed \$5,000), and direct City staff to work with the City Attorney to prepare a resolution for consideration to authorize the agreement.

**Background**

As part of the Command staff for the Police Department, it is my responsibility to oversee its operations, which includes the Patrol Division (Operations), Investigations, Records Division, and administrative staff that supplement those operations (Administration).

One of the ongoing strategic goals for the Department is to continuously review operations and ensure: (1) compliance with state and federal laws, (2) compliance with state training standards, (3) maintaining a state of preparedness, (4) accountability, (5) maintaining efficient operations in all areas of community policing, and (6) reflecting the expectations of the community and municipal stakeholders. Although the organizational structure and culture of the Warrenville Police Department is set to a high standard of operational service, command staff cannot account for every scenario that may or may not challenge the operation.

The Center for Public Safety Management (CPSM) is a company that utilizes a team of experts from a wide variety of disciplines to develop recommendations which will enable a police department to produce outcomes necessary to provide police services consistent with the community's expectations. Once part of the International City/County Management Association (ICMA), the Center for Public Safety Management (CPSM) was created as a separate company in 2014.

*CPSM's local government technical assistance experience includes workload and deployment analysis using a unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices.*

*[They] have conducted almost 500 such studies in 46 states and provinces and more than 275 communities ranging in population size of 3,300 to 800,000.*

CPSM has provided Police Operations and Data Analysis Reports<sup>1</sup> for Illinois communities of varying sizes, including:

- Algonquin – 30,467
- Glenview – 44,863
- Highland – 9,754
- Highland Park – 29,864
- Highwood – 5,366
- Lake Bluff – 5,932
- Lake Forest – 19,044
- Lake Zurich – 19,771
- Naperville – 144,864
- Plainfield – 28,653
- Roseville – 23,026
- Skokie – 65,176
- Western Springs – 13,008

The emphasis for CPSM is on data-driven decision making and evaluating the department based on calls, call types, community-oriented policing priorities, and ultimately the demands for service from the community. Their organization includes project members that are seasoned law enforcement professionals, executive management professionals, and data analytics professionals. The resulting output includes a blend of data-driven recommendations, as well as observations from interviews and interactions with staff and stakeholders.

### **Staff Recommendation**

In January and February 2025, similar proposals and quotes were obtained from two other vendors per a request for similar services. While these quotes were similar in price, CPSM offered the data-driven operational analysis and expertise the City of Warrenville expects when it comes to assessments of this nature. Additionally, a review of previously completed reports by CPSM of other agencies, demonstrated a thorough analysis and vital key recommendations to ensure the strategic goals of the police department are successful.

Based on the above, staff is recommending the City of Warrenville enter into a contract agreement with CPSM to complete an operational assessment of the police department.

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<sup>1</sup> Examples of these reports can be located at: <https://cpsm.us/experience/our-clients/>

PROPOSAL FOR

# COMPREHENSIVE ANALYSIS OF POLICE SERVICES

WARRENVILLE, IL



## CPSM<sup>®</sup>

CENTER FOR PUBLIC SAFETY MANAGEMENT, LLC  
475 K STREET NW STE 702 • WASHINGTON, DC 20001  
WWW.CPSM.US • 800-998-3392

### ICMA

Exclusive Provider of Public Safety Technical Services for  
International City/County Management Association

# CPSM<sup>®</sup>

Center for Public Safety Management, LLC

January 14, 2025  
Sam Bonilla  
Chief of Police  
Warrenville Police Department

Dear Chief Bonilla:

The *Center for Public Safety Management, LLC, (CPSM)* as the exclusive provider of public safety technical assistance for the International City/County Management Association, is pleased to submit this proposal to Warrenville for an analysis of law enforcement services.

In general, our analysis involves the following major outcomes:

- Conduct a data-driven, operation research analysis to identify actual workload. We have the unique ability to capture actual workload by time spent on calls for all responding units.
- Identify and recommend appropriate staffing and deployment levels for every discrete operational and support function in the department.
- Examine the department's organizational structure and culture.
- Recommend a management framework to ensure accountability, increased efficiency, and improved performance.
- Identify community expectations for the police department by conducting meetings with municipal stakeholders.
- Solicit department membership input, both sworn and civilian, by conducting ride-a-longs and focus groups.

The team we assemble for you will be true "subject matter experts" with hands-on police services experience, not "professional consultants" or interns or graduate students. Our team is overwhelmingly comprised of California senior police managers.

In the last three years CPSM has completed over 30 police studies, including

Brownsville, TX	Yuma, AZ	Battle Creek, MI
Myrtle Beach, SC	Olympia, WA	Cocoa Beach FL
Redwood City, CA	National City, CA	Culver City, CA
Little Rock, AR	Kalispell, MT	Wauwatosa, WI
Sugarland, TX	West Des Moines, IA	Norristown, PA

ICMA has provided direct services to local governments worldwide for over 100 years, which has helped to improve the quality of life for millions of residents in the United States and abroad. My colleagues at CPSM and I greatly appreciate this opportunity and would be pleased to address any comments you may have. I can be reached at 716-969-1360 or via email at

[Lmatarese@cpsm.us](mailto:Lmatarese@cpsm.us)

CPSM<sup>®</sup>

Center for Public Safety Management, LLC

Sincerely,

A handwritten signature in black ink, appearing to read 'Leonard A. Matarese', with a long horizontal flourish extending to the right.

Leonard A. Matarese, ICMA-CM  
Managing Partner  
*Center for Public Safety Management, LLC*

# THE ASSOCIATION & THE COMPANY

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## International City/County Management Association (ICMA)

The [International City/County Management Association \(ICMA\)](#) is a 108-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its [website](#), [www.icma.org](http://www.icma.org), publications, research, professional development, and membership.

## Center for Public Safety Management (CPSM)

The ICMA [Center for Public Safety Management \(ICMA/CPSM\)](#) was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014 as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

We have conducted almost 500 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

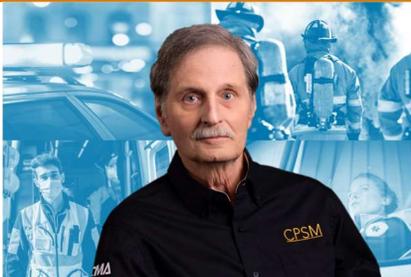
# MEET OUR TEAM – POLICE

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For this project CPSM will assemble a premier team of experts from a variety of disciplines and from across the United States. The goal is to develop recommendations that will enable it to produce the outcomes necessary to provide police services consistent with the community's financial capabilities. The team will consist of a project manager, one Operations Leader, one Data Analysis Leader and several senior police managers selected from our staff to meet the specific needs of the municipality.

LEONARD A. MATARESE, MPA, ICMA-CM    PROJECT MANAGER

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## BACKGROUND

Mr. Matarese was the founder of ICMA's public safety consulting services in 2005, which has since evolved into CPSM. He has over 50 years' experience as a law enforcement officer, police chief, public safety director, city manager and major city Human Resources Commissioner. He was one of the original advisory board members and trainer for the first NIJ/ICMA Community Oriented Policing Project which has trained thousands of municipal practitioners on the techniques of the policing philosophy over the years. He has managed or conducted almost five hundred studies of emergency services agencies.

Recognized as an innovator by his law enforcement colleagues, he served as the Chairman of the SE Quadrant, Florida, Blue Lighting Strike Force, a 71 agency, U.S. Customs Service anti-terrorist and narcotics task force and as the 57th president of the Miami-Dade County Police Chief's Association – one of America's largest regional police associations. He led a team of 25 South Florida police officers to New York City to assist NYPD after the 9/11 attacks. His agency participated in South Florida HIDTA with officers assigned to several task forces specializing in money laundering. He has represented ICMA on national projects involving the United States Department of Homeland Security, The Department of Justice, Office of Community Policing and the Department of Justice, Bureau of Justice Assistance. He was a member of the US Attorney General's Commission on Officer Safety and Wellness and a member of a sub-committee of the President's Commission on 21st Century Policing. He has also served as a project reviewer for the National Institute of Justice and was the subject matter expert on several ICMA / USAID police projects in Central America.

Mr. Matarese has presented before ICMA on numerous occasions and to most major public administration organization's annual conferences and was a keynote speaker at an annual PERF conference. He was a plenary speaker at the 2011 TAMSEC Homeland security conference in Linköping, Sweden and at the 2010 UN Habitat PPUD Conference in Barcelona, Spain.

He has a Master's degree in Public Administration from Florida Atlantic University and a Bachelor's degree in Political Science from Rutgers University. He is a member of two national honor societies and has served as an adjunct faculty member for several universities. He holds the ICMA Credentialed Manager designation, as well as Certified Professional designation from the International Public Management Association- Human Resources. Mr. Matarese is a life member of the International Association of Chiefs of Police and of ICMA.

CPSM®

Center for Public Safety Management, LLC

## DIRECTOR

### THOMAS WIECZOREK

Director, Center for Public Safety Management; retired City Manager Ionia, MI; former Executive Director Center for Public Safety Excellence, (formerly the Commission on Fire Accreditation).



#### BACKGROUND

Thomas Wieczorek is an expert in fire and emergency medical services operations. He has served as a police officer, fire chief, director of public safety and city manager and is former Executive Director of the Center for Public Safety Excellence (formerly the Commission on Fire Accreditation International, Inc.).

He has taught numerous programs for the International City-County Management Association, Grand Valley State University, the National Highway Traffic Safety Administration (NHTSA), State of Michigan's Transportation Asset Management Council, and Grand Rapids Community College. He often testified for the Michigan Municipal League before the legislature and in several courts as an expert in the field of accident reconstruction and fire department management. He is the past president of the Michigan Local Government Manager's Association (MLGMA, now MME); served as the vice-chairperson of the Commission on Fire Officer Designation; served as ICMA's representative on the International Accreditation Service (IAS), a wholly owned subsidiary of the International Code Council (ICC); and currently serves on the NFPA 1710 and 1730 committee.

He worked with the National League of Cities and the Department of Homeland Security to create and deliver a program on emergency management for local officials titled, "Crisis Leadership for Local Government Officials." It has been presented in 43 states and has been assigned a course number by the DHS. He represents ICMA on the Emergency Management Assistance Compact (EMAC) Board and other fire service participation areas. In 2022 he worked with ICMA to create a FEMA program on economic recovery from disasters for local government managers. It has been delivered via webinar and in person across the United States.

He received the Mark E. Keane "Award for Excellence" in 2000 from the ICMA, the Association's highest award and was honored as City Manager of the Year (1999) and Person of the Year (2003) by the Rural Water Association of Michigan, and distinguished service by the Michigan Municipal League in 2005.

# DATA ANALYSIS TEAM

## DATA ASSESSMENT TEAM – PROJECT LEADER

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DOV CHELST, PH.D.

Director of Quantitative Analysis



### BACKGROUND

Dr. Chelst is an expert in analyzing public safety department's workload and deployment. He manages the analysis of all public safety data for the Center. He is involved in all phases of The Center's studies from initial data collection, on-site review, large-scale dataset processing, statistical analysis, and designing data reports. To date, he has managed over 340 data analysis projects for city and county agencies ranging in population size from 8,000 to 800,000.

Dr. Chelst has a Ph.D. Mathematics from Rutgers University and a B.A. Magna Cum Laude in Mathematics and Physics from Yeshiva University.

He has taught mathematics, physics and statistics, at the university level for 9 years. He has conducted research in complex analysis, mathematical physics, and wireless communication networks and has presented his academic research at local, national and international conferences, and participated in workshops across the country.

## SENIOR PUBLIC SAFETY SUBJECT MATTER EXPERT -- GIS

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DAVID MARTIN, PH.D.

Senior Researcher in the Center for Urban Studies, Wayne State University



### BACKGROUND

Dr. Martin specializes in public policy analysis and program evaluation. He has worked with several police departments to develop crime mapping and statistical analysis tools. In these projects, he has developed automated crime analysis tools and real-time, dashboard-style performance indicator systems for police executive and command staff. Dr. Martin teaches statistics at Wayne State University. He is also the program evaluator for four Department of Justice Weed and Seed sites. He is an expert in the use of mapping technology to analyze calls for service workload and deployments.

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## **PUBLIC SAFETY DATA ANALYST**

SHAN ZHOU, PH.D.



### **BACKGROUND**

Dr. Shan Zhou specializes in the analysis of police data. Shan brings extensive experience in scientific and clinical data analysis. Prior to CPSM, she worked as an associate scientist at Yale School of Medicine. Shan has a MS in Business Analytics and Project Management from University of Connecticut and a PhD in Cell biology, Genetics and Development from University of Minnesota.

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## **DATA ANALYST**

XIANFENG LI, PH.D.



### **BACKGROUND**

Dr. Xianfeng Li is a professional computational scientist and certified SAS programmer with a wealth of knowledge and research experience in complex system modeling, data analysis, and statistical physics. He previously worked as a Research Associate at Clemson University.

Li earned his Ph.D. and Master's degree in Polymer Science within the Institute of Chemistry from the Chinese Academy of Sciences in Beijing. He earned his Bachelor's degree in Chemistry at Jilin University in Changchun.

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# OPERATIONS ASSESSMENT TEAM

## SENIOR ASSOCIATE

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### CHIEF CRAIG JUNGINGER (RET), BS, MPA

Retired Chief of Police, Gresham, Oregon, former Huntington Beach Police Captain



#### BACKGROUND

Chief Junginger had over 38 years' experience as a law enforcement professional. He served as the Chief of the Gresham, Oregon Police since December 2008 until his retirement in June 2016. Gresham is a community with a population of 110,000 just to the east of Portland. He led a department of 130 sworn officers and 47 civilian employees, with a budget of \$31 million. He also served on the board of the Oregon Police Chief's Association.

Chief Junginger began his career at the Bell-Cudahy Police department in 1979. He worked as a K-9 Officer, Detective, and Patrol Officer. In 1985 he transferred to the Huntington Beach Police

Department where he remained until his retirement in November 2008. While at Huntington Beach, he was a Patrol Officer, Beach Detail Officer, Field Training Officer, SWAT Officer, Traffic Motor Officers, Community Policing Officer, and Narcotics Detective. In 1999 he promoted to Sergeant where he worked Patrol, Downtown Foot Beat, Support Services, Vice and Intelligence and Internal Affairs. He was promoted to Lieutenant in 2003 and worked as the Community Policing Commander responsible for all major event planning, Watch Commander and as the Chief's Executive Officer. In 2007 he was promoted to the rank of Captain and was assigned to Administrative Operations consisting of Communications, Budget, Personnel, and Property and Evidence.

He holds a master's degree from California State University, Long Beach, a bachelor's degree from University of La Verne and an associate degree from Rio Hondo Community College.

He attended the FBI National Academy Class 224 in Quantico Virginia, California Post Command College, West Point Leadership Program, POST Executive Development Program and the POST Supervisory Leadership Institute. While in Command College he was published for his article "How will we train police recruits of the millennial generation in the year 2012," and as the Chief of Gresham he was published for an article he authored on leadership.

He was awarded the Medal of Valor in 1989 for his encounter with an armed bank robber.

Studies, SUNY Empire State College, and B.A. in Psychology, CUNY Queens College, June 1989. He is a graduate of the Executive Management Program, Harvard University's John F. Kennedy School of Government, and the FBI National Academy.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF MARTIN BEAZA, B.S., M.A, (Ret,)

Retired Deputy Chief Los Angeles Police Department



#### BACKGROUND

Deputy Chief Baeza served with the Los Angeles Police Department for thirty-two years and spent the last fourteen years in senior management positions. His depth of experience includes a variety of assignments in Patrol Operations, Detective, Specialized Divisions and Administrative Offices. He retired from the Los Angeles Police Department as the Commanding Officer of the Personnel and Training Bureau overseeing Human Resources and training for all sworn and non-sworn employees of the Department.

He led various Operational Commands and the Police Academy. He restructured crime reduction strategies, implemented smart policing concepts and community engagement programs. He was recognized for his creative community policing incentives and was a two-time recipient of the Excellence in Leadership Award for Community Policing. Chief Baeza was invited to participate as a Los Angeles Police Department International Delegate in Abu Dhabi, United Arab Emirates. He presented on best practices in community engagement and training development. Deputy Chief Baeza held a variety of leadership positions throughout the Department and has been involved in training police officers at all levels. He served as the Los Angeles Police Academy Director and oversaw the successful re-certification. His experience includes instructing in the Field Training Officer Program, Police Leadership, Supervisor, and the Executive Command Development Courses. He has been an invited speaker on various topics in leadership.

Deputy Chief Baeza led recruitment, hiring and the deployment of all human resources of the organization which encompassed 13,000 employees. He established a Traffic Group to oversee traffic commands and evaluate traffic policies and procedures. Additionally, his responsibilities included oversight of fleet, information technology and Behavioral Science Services. He was a standing member of the categorical use of force board and was integral in the assessment of policy, use of force tactics, procedural justice, and best practices.

Deputy Chief Baeza possesses a Bachelor of Science degree in Applied Business and Management and a Master of Arts in Organizational Management from Azusa Pacific University. He is also a graduate of the West Point Leadership Program, Senior Management Institute for Policing and the University of Southern California, Sol Price School of Public Policy, Executive Leadership Program.

## SENIOR ASSOCIATE

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### DEPUTY CHIEF WAYNE HILTZ (RET)

Retired Deputy Chief Pasadena Police Department, former Interim Chief of Police at Pasadena and Irwindale Police Departments



#### BACKGROUND

Wayne has 33 years of experience in municipal law enforcement. This includes a broad range of experience in nearly every facet of policing from patrol, gang enforcement, and undercover narcotics to internal affairs investigations and community relations. The last 13 years were spent at command and executive levels. In his capacity as Deputy Police Chief, he served as the chief operating officer of the Pasadena Police Department, responsible for all day-to-day operations including internal audits and inspections. As well, he was responsible for operations related to the Tournament of Roses Parade and Rose Bowl events to include World Cup Soccer and BCS Championship games. For a period of nearly two years, he served in the capacity of Interim

Chief of Police at both the Pasadena and Irwindale Police Departments.

He has extensive experience in managing budgets and has served as a budget instructor for the California Commission on Peace Officer Standards and Training. He was selected by the Los Angeles County Police Chiefs Association to represent the 45 member agencies in negotiations for Homeland Security Grants for a three-year period. He also served as President of the San Gabriel Peace Officers Association. He has served on the boards of community-based organizations with focus on addressing homeless issues, substance abuse, and juvenile violence. Wayne holds a Bachelor of Science degree in Police Science and Administration from California State University at Los Angeles. Executive training includes the FBI Southwest Command College and the Senior Management Institute for Police.

## SENIOR ASSOCIATE

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### ASSISTANT CHIEF VICTOR LAURIA B.S.,M.S. (Ret.)

Retired Assistant Police Chief, Novi Police Department



#### BACKGROUND

Victor Lauria retired as an Assistant Chief of Police with the Novi Police Department after serving the community for nearly 28 years. Over the course of his career, he has served in a wide variety of positions which include police officer, K-9 handler, detective, undercover narcotics detective, crisis negotiator and numerous supervisory positions. In 2009, the City of Novi combined their police and fire administrations into a Public Safety Administration. Victor was responsible for various supervisory roles within the Police and Fire Departments.

Victor earned a Bachelor of Science degree from Northern Michigan University, a Master of Science, with a concentration in Emergency Management, from Eastern Michigan University and he holds a graduate certificate from the University of Virginia. He also attended the 250<sup>th</sup> Session of the Federal Bureau of Investigations

National Academy in Quantico, Virginia. He is also certified as Firefighter I and Firefighter II by the State of Michigan.

Mr. Lauria is currently employed as a faculty member at Madonna University. He is the Interim Chairperson of the Criminal Justice Department and the Program Director for the Emergency Management, Fire Science and Occupational Safety and Health programs. He instructs a wide variety of undergraduate and graduate courses. He is a regular guest lecturer at Eastern Michigan University's Police Staff and Command Executive Leadership Program.

## SENIOR ASSOCIATE

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### CHIEF ROBERT HANDY, M.S.

Retired Chief of Police, Huntington Beach Police Department, San Bernardino Police Department



#### BACKGROUND

Chief Robert Handy is 30-year law enforcement professional having served in a wide variety of assignments from Patrol Officer to Police Chief. Handy served in three separate jurisdictions: Huntington Beach, California; San Bernardino, California; and Phoenix, Arizona.

Chief Handy worked a wide variety of assignments from officer/detective through leadership positions in all divisions of a police agency and has been involved in training and teaching for decades. His broad base of experience includes firearms instructor, arrest tactics/use of force instructor, academy instructor, in-service instructor, and veteran university teacher. Chief Handy has obtained a bachelor's and master's degree in Public Administration and is a

graduate of the FBI National Academy.

Chief Handy has taught and developed police officers and police leaders from agencies across the Country. His diverse experiences from three jurisdictions, combined with years of academic research and teaching, has provided Handy with vast knowledge and expertise in police practices, training, and every other aspect of contemporary policing.

## SENIOR ASSOCIATE

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### CHIEF JARROD BURGUAN, B.S., M.A.

Retired Chief of Police, San Bernardino Police Department



#### BACKGROUND

Chief Burguan served 29 years in local law enforcement, with 10 years of that experience in senior management positions. He retired as the Chief of Police for the San Bernardino (Ca) Police Department in 2019.

During his career, Chief Burguan worked a variety of assignments in the patrol, traffic, investigative and administrative divisions of the department. He has the unique experience of managing a police department through a municipal bankruptcy while maintaining day to day operational effectiveness. He has been an invited speaker at conferences and training events throughout the country and internationally on police response to active shooter events following both a elementary school active shooter in 2016 and the 2015 terrorist attack in San Bernardino.

Since retiring from the department in 2019, Chief Burguan has continued to work as a consultant for municipal government and media organizations and has served as an advisor for the Department of Justice – ICITAP program. He holds a bachelor's degree in Business and a Master's Degree in Management from the University of Redlands. He is also a graduate of the California Command College, the FBI's Law Enforcement Executive Development program and the Senior Management Institute for Police through the PERF.

## SENIOR ASSOCIATE

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### CHIEF JOHN E. PEREZ, B.S., M.S., Ph.D.

Chief of Police, City of Pasadena, California



#### BACKGROUND

John E. Perez has served as the Chief of Police for the City of Pasadena (CA) since 2018 and has been with the Department since 1985. His 35 years of public safety experience includes an array of specialized assignments in enforcement, special tactics, administration, and community initiatives. He served as the Counter-Terrorism Intelligence Officer immediately after the 9/11 terrorist attack in developing security/safety measures for Pasadena's Tournament of Roses Parade, Rose Bowl, and special events.

After serving as the Special Enforcement Section Sergeant and developing policing initiatives in lowering gang violence while improving community trust and confidence, he was appointed by California's Commission on Peace Officer Standards and Training to provide best practices on developing statewide initiatives. He is the recipient of Mayor's Special Service Award for his work in developing community initiatives and has been twice awarded with the Police Chief's Excellence in Policing merit award. Chief Perez has served in the various ranks of the Department to include Deputy Chief of Police from 2016-2018.

Chief Perez led the development of several internal initiatives that decreased the use of force by 50% through immersive training and self-improvement from use of Body-Worn Camera (BWC), as well other initiatives to increase community awareness of policing challenges through programs such as "Policing 101" and "Community Conversations" - each intended to develop and educate community members, youth, and the media on policing topics as well as learning from the community.

Chief Perez serves on the Pasadena Educational Foundation, Patron Saints Foundation, and is a graduate of the California Peace Officers and Standards Executive Management School as well as holding a POST executive certificate. Chief Perez possesses a bachelor's degree in criminal justice, a Master's degree in Behavior Science, and a PhD in Public Administration. He serves on the board of the California Police Chiefs Association and the National Police Foundation.

## ASSOCIATE

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### CHIEF DAVID SWING

Chief of Police, City of Pleasanton, California



#### BACKGROUND

Chief David Swing is a 28-year law enforcement professional having served in a wide variety of assignments from Reserve Officer to Police Chief. Swing served the majority of his professional career in Morgan Hill, California starting as a Reserve Officer and rising to the rank of Chief for nine years. Swing is currently serving as the Chief of Police in Pleasanton, California.

Chief Swing is active in the law enforcement profession as a Past President and current board member of the California Police Chiefs Association. Swing developed an understanding of stop data demographics while representing California Police Chiefs for nearly four years on the Racial and Identity Profiling Act board including the Stop Data and Evidence Based Practices sub-committee.

Chief Swing worked a wide variety of assignments to include FTO and SWAT Operator, Detective Sergeant through all leadership positions of a small police agency. Chief Swing is passionate about enhancing the organization's response to domestic violence and has been involved in the topic for decades. His broad base of experience also includes Police Management instructor for budgeting and strategic and succession planning. Chief Swing earned a Bachelor's degree in Public Relations and Master's degree in Public Administration and is a graduate of POST Command College.

Swing brings a strategic focus to his work having developed multiple strategic plans aligning the work and budget of the Department to community expectations and Council goals.

# PROJECT SCHEDULE

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## **Milestone 1 – Full execution of the agreement**

Agreement will identify Project Launch date.

## **Milestone 2 – Project Launch**

We will conduct an interactive telephone conference with local government contacts. Our project leads will launch the project by clarifying and confirming expectations, detailing study parameters, identifying agency point of contacts and commencing information gathering.

## **Milestone 3a – Information Gathering and Data Extraction – 30 Days**

Immediately following project launch, the operations leads will deliver an information request to the department. This is an extensive request which provides us with a detailed understanding of the department's operations. Our experience is that it typically takes an agency several weeks to accumulate and digitize the information. We will provide instructions concerning uploading materials to our website. When necessary, the lead will hold a telephone conference to discuss items contained in the request. The team lead will review this material prior to an on-site visit.

## **Milestone 3b – Data Extraction and Analysis – 14 Days**

Also, immediately following the project launch the Data Lead will submit a preliminary data request, which will evaluate the quality of the Computer Aided Dispatch (CAD) system data. This will be followed by a comprehensive request for data from the CAD system to conduct the response and workload analysis. This request requires a concerted effort and focused response from your department to ensure the timely production of required for analysis. Delays in this process will likely extend the entire project and impact the delivery of final report. The data team will extract one year's worth of Calls for Service (CFS) from the CAD system. Once the Data Team is confident the data are accurate, they will certify that they have all the data necessary to complete the analysis.

## **Milestone 3c – Data Certification – 14 days**

## **Milestone 4a – Data Analysis and Delivery of Draft Data Report – 30 days**

Within thirty days of data certification, the analysis will be completed and a draft, unedited data report will be delivered to the department for review and comment. After the data draft report is delivered, an on-site visit by the operations team will be scheduled.

## **Milestone 4b – Departmental Review of Draft Data Report – 14 days**

The department will have 10 days to review and comment on the draft unedited data analysis. During this time, our Data team will be available to discuss the draft report. The Department must specify all concerns with the draft report at one time.

## **Milestone 4c – Final Data Report – 10 days**

After receipt of the department's comments, the data report will be finalized within 10 days.

## **Milestone 5 – Conduct On-Site Visit – 30 days**

Subject matter experts will perform a site visit within 30 days of the delivery of the draft data report.

## **Milestone 6 – Draft Operations Report – 30 days**

Within 30 days of the last on-site visit, the operations team will provide a draft operations report to the department point of contact. Again, the department will have 10 days to review and comment.

## **Milestone 7 – Final Report 15 days**

Once the department's comments and concerns are received by CPSM the combined final report will be delivered to the city within 15 days.

**TOTAL ELAPSED TIME: 105 – 135 days**

# THE CPSM APPROACH

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The CPSM team developed a standardized approach to conducting analyses of police departments by combining the experience sets of dozens of subject matter experts.

We begin projects with a request for data, documents, and worksheets which are reviewed by our operations team in advance of their onsite work.

Next, we extract raw data on calls for service from an agency's computer-aided dispatch system. The data are sorted and analyzed to identify performance indicators (i.e., response times, workload by time, multiple unit dispatching, etc.). Performance indicators are valuable measures of agency efficiency and effectiveness. The findings are shown in tabular as well as graphic form and follow a standard format for presentation of the analyzed data. While the format will be similar from community to community, the data reported are unique to the specific agency.

CPSM also conducts an on-site operational review. Here the performance indicators serve as the basis for the operational reviews. Most on-site reviews consist of interviews with management and supervisors, as well as rank and file officers; attendance at roll calls and ride-alongs with officers. We review case files with investigators and observe dispatch operations to assess compliance with the provided written documentation.

As a result of on-site visits and data assessments, our subject matter experts produce an analysis of the department. We have found that this standardized approach ensures that we measure and observe all the critical components of agencies.

## I. Benchmark the Community

It is essential to understand the service levels, protection needs, community dynamics, and overall environment within which the police department operates.

The CPSM study may involve interviews directed at stakeholders in the community, which could include elected officials and employee labor representatives who would be contacted to solicit their opinions about the department, the public safety needs of their constituency, and the perceived gaps in service levels currently provided. CPSM may work with the agency to identify community members that can provide this important information. Additionally, the department will be compared to organizations of similar size with respect to crime, demographics, and cost-efficiency.

## II. Patrol Operations

Police agencies routinely speak about "recommended officers per 1,000 population" or a "National Standard" for staffing or comparisons to other municipalities.

**There are no such standards**, nor are there "recommended numbers of "officer per thousand". The International Association of Chiefs of Police (IACP) states; "Ready-made, universally applicable patrol staffing standards do not exist. Ratios, such as officers-per-thousand population, are totally inappropriate as a basis for staffing decisions."

Staffing decisions, particularly in patrol, must be made based upon actual workload and very few police agencies have the capability of conducting that analysis. Once an analysis of the actual workload is made, then a determination can be made as to the amount of discretionary patrol time that should exist, consistent with the local government's ability to fund.

CPSM's team of doctoral level experts in Operations Research in Public Safety have created The **CPSM Patrol Workload & Deployment Analysis System**® with the ability to produce detailed

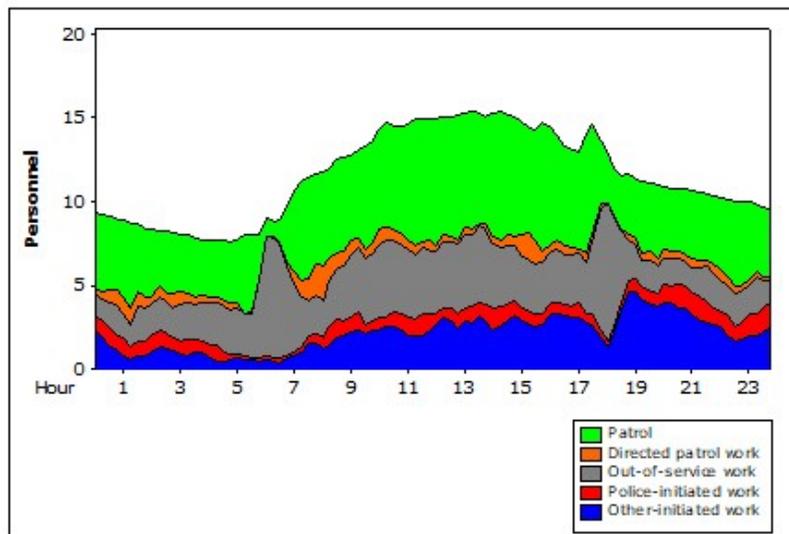
information on workload even in those agencies without sophisticated management information systems.

Using the raw data extracted from the police department's CAD system our team converts calls for service into police services workload and then effectively graphs workload reflecting seasonally, weekday / weekend and time of day variables. Using this information, the police department can contrast actual workload with deployment and identify the amount of discretionary patrol time available (as well as time commitments to other police activities).

Police service workload differentiates from calls for service in that calls for service are a number reflecting the incidents recorded. Workload is a time measurement recording the actual amount of police time required to handle calls for service from inception to completion. Various types of police service calls require differing amounts of time (and thus affect staffing requirements). As such, call volume (number of calls) as a percentage of total number of calls could be significantly different than workload in a specific area as a percentage of total workload. The graph below demonstrates this difference in units.

To achieve this, a data analysis of police department workload, staffing and deployment will be conducted. By objectively looking at the availability of deployed hours and comparing those to the hours necessary to conduct operations, staffing expansion and/or reductions can be determined and projected. Additionally, the time necessary to conduct proactive police activities (such as team-led enforcement, directed patrol, community policing and selected traffic enforcement) will be reviewed to provide the city with a meaningful methodology to determine appropriate costing allocation models.

**Figure 7: Deployment and Main Workload, Weekdays, Summer**



**Workload vs. deployment analysis sample**

This is one of the ways we show the amount of available, non-committed patrol time compared to workload. As you can see, we break out the various activities, convert them to time and then compare to available manpower. The deployment is based upon actual hours worked.

So, in this example, at noon there are

approximately 9 hours of work (including citizen-initiated and officer-initiated calls for services, including traffic) and administrative activities (meals, vehicle, reports, etc.). There are approximately 15 man-hours of available resources meaning that at that hour, on average, of the 15 officers on duty 9 are busy on activities.

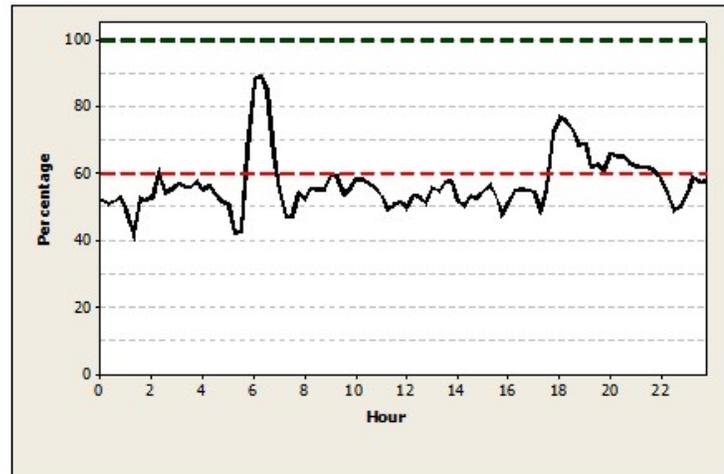
The area shown in green, and brown is uncommitted time. This is the area where staffing decisions impact – it becomes a policy issue as to how much uncommitted time a city wants and is willing to pay for.

CPSM assembles the information on how much “time” is available, what various demands require against that time, and calculates a Saturation Index along with when the 60% is exceeded.

Using this data-driven approach, communities can determine how much un-encumbered time they desire and where they would like that time dedicated. It also allows communities to determine if additional staffing is needed, when, and how much.

The CPSM study will result in the calculation of service demands placed on the department, workload levels, service times for calls for service, and response times. The product of this analysis is the variance between service demands and available personnel, and appropriate recommendations made for staffing levels and an optimal deployment schedule to meet these service demands. This permits exploration of the following questions:

**Figure 8: Workload Percentage by Hour, Weekdays, Summer**



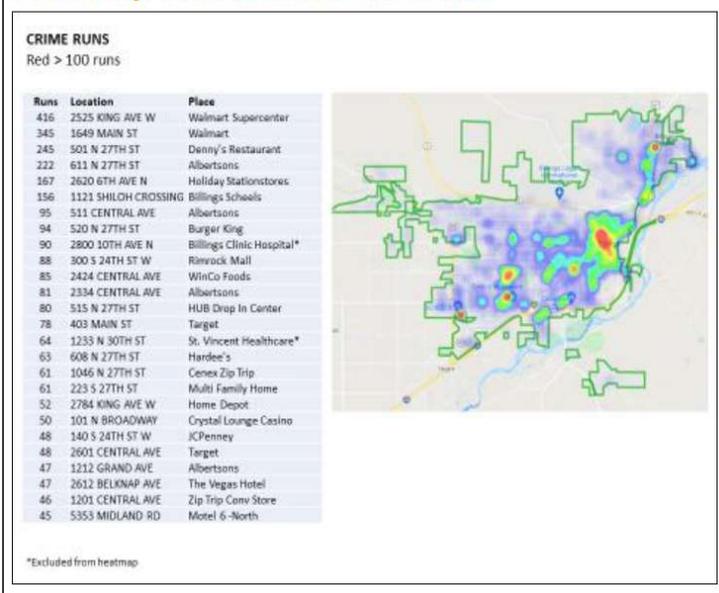
**Workload vs. Deployment – Weekdays, Summer**

Avg. Workload:	6.5 officers per hour
Avg. % Deployed (SI):	57 percent
Peak SI:	89 percent
Peak SI Time:	6:15 a.m.

- What are the service demands made by the public as measured through the CAD system?
- Based on workload is the alignment of Districts and Divisions appropriate?
- Based on the workload is the shift schedule aligned appropriately and what alternatives to the current shift plan are most efficient?
- How many police officers and supervisors are needed to staff the patrol function to meet the workload demands placed on the agency?
- How long does it take to respond to calls for service (both response time and total time) and what ways are there to reduce these times?
- How many officers are assigned to each call and what are the ways to minimize these assignments?
- What categories of call, and in what frequency, does the agency handle and what measures can be adopted to minimize unnecessary responses?
- How much time is spent on administrative duties?
- How much time is spent on directed patrol activities and specialized enforcement?

In addition to the analysis of patrol operations from the CAD system and workload, the CPSM study will focus on the qualitative aspects of patrol. The study will observe officers on patrol through ride-alongs, interviews, and general observations. We will amass all available documents, plans, and data available to understand the patrol approach in the department. We will observe the special operations teams, the problem/nuisance unit, etc. to evaluate their role within the overall mission of the department and patrol operations. We will evaluate the performance of the units, identify improvement opportunities, and justify and recommend appropriate staffing levels.

FIGURE 4-3: High-volume Locations for Crime Calls, 2019



Our GIS team will use the analyzed data sets to identify high crime

locations, high accident locations, and “repeat calls for service” locations.

The CPSM study will also evaluate the implementation of technology on patrol, weapons available, and equipment used with opportunities for improvement.

CPSM advocates community policing as its operational philosophy. The CPSM study would evaluate the implementation of community policing, in quantifiable and anecdotal terms, and identify improvement opportunities where appropriate.

Similarly, the CPSM study would evaluate the relationship of patrol operations with the rest of the department. To what extent does this bureau work, coordinate, and communicate with the other operational and support functions of the department? How should it? What are the strategic, management, and planning functions of the department with regards to the patrol function and how does patrol operations respond to the mission of the organization? How are crime, traffic, disorder, and quality of life problems handled?

### III. Investigations

The CPSM study will assess investigations – both reactive and proactive. The CPSM team will explore the following questions:

- Staffing – Are there enough investigators available to handle the workload?
- Workload – What is the workload; how many cases do investigators handle; is the specialization appropriate?
- Case management – Is there an effective case management system in place?
- Effectiveness & Efficiency – How much time does it take to investigate cases? Are victims kept informed? Are cases cleared and offenders held accountable? How much overtime is spent?
- Intelligence – How is intelligence gathered and disseminated (inside and outside the department)? Does the investigations' function make use of intelligence?
- Civilianization opportunities – What are the potential areas for civilianization?

- Technological opportunities – Is technology being leveraged to improve investigations?
- Crime scene – Are crime scenes being processed efficiently, and are appropriate follow-up investigations being conducted?
- Proactive Investigations – the same approach and inquires found in sections above are applied to each specialized investigative unit in the department.
  - Narcotics
  - Violent Offenders
  - Warrants and Fugitives
  - Bombings and Arson
  - Fraud/Cyber crimes
  - All other specialized investigations units

CPSM will essentially evaluate each investigative unit operating in the agency. This evaluation will assess the performance of the unit, how the unit operates within the overall mission of the department, compare operations to best practices in law enforcement, identify improvement opportunities, and identify appropriate staffing levels.

#### **IV. Administration and Support**

Once again, CPSM will evaluate every administrative and support unit in the police department. This evaluation will involve:

- Staffing.
- Workload.
- Civilianization possibilities.
- Cost saving opportunities.
- Outsourcing opportunities.
- Best practice comparisons and opportunities for improvement.

Departments across the country are struggling with recruitment, retention, and attracting candidates for sworn positions. We will look at opportunities that the department can use non-sworn personnel for non-criminal activities and keep sworn officers available for calls for service requiring certified officers.

The CPSM team has subject matter experts in police management and administration and will explore administration and support activities in the area of professional standards (Internal investigations, hiring and recruitment, disciplinary system, promotional system), training (both academy and in-service), records management, evaluating the critical, frequent, and high liability policies, facility, fleet, equipment, information technology, property management system, laboratory, planning and research, sick-time management, overtime, communications and dispatch, etc.

In general, we look at every unit identified as a discrete operational/support entity for the following:

- Describe the functions of the unit.
- Evaluate the performance of the unit. In most cases this is a quantitative evaluation, but in units not appropriate for quantification, a qualitative evaluation is provided.
- Identification of improvement opportunities
- An evaluation and justification, and recommendation for appropriate staffing levels.

## **V. Operation of Evidence and Property**

CPSM will conduct a review of the evidence room and evidential processes of the department. We will determine if there is adequate staffing and a technology system for managing property and evidence.

CPSM starts by looking at the intake process: When officers seize property or evidence what occurs next? How are items transported to the evidence facility and what are the next steps? We will look to create totals for the workload of not only the evidence and property but other component functions of the department.

## **VI. Organizational Culture**

During the operational evaluation described above, organizational "themes" emerge. What does the department "think" about providing police service to the community and how do this thinking align with the stated mission and department policies? How do we interact with the community and internally with its own members? In general, what is the culture of the organization?

The culture of a police organization reflects its members and the community it serves. Through focus groups, interviews, and observations, the CPSM team will evaluate operational performance and need. This part of the CPSM study is critical to the overall success of the project as it provides a better understanding of the police department and how the workload, staffing, and community dynamics shape the mission, goals, operations, and needs of the organization. In addition, as an option, every member of the department can be given the opportunity to participate in an anonymous survey.

# PROPOSED FEES

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The quotation of fees and compensation shall remain firm for a period of 90 days from this proposal submission.

CPSM will conduct the analysis of the police department for \$48,500 exclusive of travel. The project would be billed in three installments: 40% upon contract signing; 40% with delivery of the draft police data analysis; and the remaining 20% with delivery of the draft final report. Following delivery of the draft reports, the city will have 30 days to provide comments as to accuracy, and a final report will be delivered within 30 days of the comment period.

CPSM will bill travel expenses at actual cost with no overhead or administrative fees applied.

Draft reports will be provided for department review in electronic format.

To be ecologically friendly, CPSM will deliver the final report in computer readable material either by email, CD or both. The final reports will incorporate the operational findings as well as data analysis. Should the municipality desire additional copies of the report, CPSM will produce and deliver whatever number of copies is requested, which will be invoiced at cost.

Should the local government desire additional support or in-person presentation of findings, CPSM will assign staff for such meetings at a cost of \$2,500 per day/per person plus travel expenses.

# CONCLUSION

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Part of ICMA's mission is to assist local governments in achieving excellence through information and assistance. Following this mission, Center for Public Safety Management, LLC acts as a trusted advisor, assisting local governments in an objective manner. CPSM's experience in dealing with public safety issues combined with its background in performance measurement, achievement of efficiencies, and genuine community engagement, makes CPSM a unique and beneficial partner in dealing with issues such as those being presented in this proposal. We look forward to working with you further.

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6. This agreement will be effective from June 1, 2025 through December 31, 2025. Notwithstanding any provision contained therein to the contrary, this Agreement may be terminated by either party at any time. CHRISTINE CHARKEWYCZ agrees to give thirty (30) days prior written notice to the CITY OF WARRENVILLE.

7. A statement for services rendered shall be made monthly, and payment by the CITY for such services shall be made by the last day of the month following the rendering of said services.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

By: \_\_\_\_\_

ATTEST:

\_\_\_\_\_  
City Clerk

\_\_\_\_\_  
Christine Charkewycz, Attorney at Law

FY 2026 Administration Department Work Plan  
(last revised by A.Morgan 05/21/2025)

**INTRODUCTION**

The Administration Department consists of five full-time positions responsible for human resources, labor relations, information technology, public information, risk management, communication, utility and cable franchise administration, oversight of operations and services of all city departments, maintenance of official city records, and support of elected and appointed officials. The Work Plan does not provide details on normal and day-to-day activities staff performs. Rather, it identifies those special projects or assignments, in which staff is involved in addition to normal activities.

TIER ONE INITIATIVES					
Item	Project / Program / Activity	Expected Completion Date	Status	Other Departments	City Plan
	<b>Ongoing Projects and Initiatives Expected to Continue</b>				
T1-1	Complete a Facilities and Space Needs study, including opportunities to improve building efficiency and reduce negative impacts on the environment. (CA) (ADM 24.01)	4/30/2026	Expected to begin Summer 2025	All	SP - Quality City Services: City Infrastructure
T1-2	Communications to the Public of new software tools. Includes (ERP/EAM/App, etc.) (CC)	4/30/2026	In Progress		SP - Energetic & Health Economy: Engagement with City
T1-3	Implementation of Citizen Engagement App (CC/ACA)	4/30/2026	Public full go-live expected Spring/Summer 2025.	All	SP - Quality City Services: City Infrastructure
	<b>Proposed New FY 2026 Projects and Initiatives</b>				
T1-4	Evaluate the City's time-off benefits and recommend changes, if needed (ACA/HRG)	4/30/2026	Not started	All	SP - Supported and Responsive Workforce: Salary & Benefits
T1-5	Update training and development policies and procedures to include executive coaching (ACA/CA)	4/30/2026	Not started	All	SP - Supported and Responsive Workforce: Staff & Elected Training
T1-6	Issue an employee engagement and benefits survey and identify feasibility of recommendations (HRG/ACA)	4/30/2026	Draft survey currently being reviewed. Expected to go out Summer 2025	All	SP - Supported and Responsive Workforce: Positive Work Culture
T1-7	Review the findings of the staffing studies completed in the last five years and determine what remaining recommendations should be implemented, including budgetary analysis and other impacts (CA)	4/30/2026	Not started	All	SP - Supported and Responsive Workforce: Staffing
T1-8	Collective Bargaining Negotiations Continued for MAP 213 and 214 (ACA/HRG)	4/30/2026	In Progress	ADM/PD/FIN	SP - Supported and Responsive Workforce: Salary & Benefits
T1-9	Facilitate discussions with the CMRP and long-range financial groups to identify opportunities/concepts to diversify the tax base (CA)	4/30/2026	Not started	ADM/FIN/PW	SP - Energetic & Health Economy: Economic Trends
T1-10	Engage in proactive drinking water quality education to public (CC)	4/30/2026	Not started	ADM/PW	SP - Safe & Healthy Neighborhoods: Proactive Education

T1-11	Waste Franchise Agreement Renewal or RFP (Groot contract expires 4/30/26) (ACA)	4/30/2026	Not started	ADM/PW	SP - Quality City Services: Building and Life Safety Safety Codes
T1-12	Create and engage in proactive education on living with hard water (CC)	4/30/2026	Not started	ADM/PW	SP - Safe & Healthy Neighborhoods: Proactive Education
T1-13	ADA Compliance Accessibility (CC)	4/30/2027	ADA grievance procedure updated. Communications and outreach started. Data collection in progress.	All	SP - Engaged & Connected Community; Engagement with City
<b>TIER TWO INITIATIVES</b>					
<b>Item</b>	<b>Project Description</b>	<b>Expected Completion Date</b>	<b>Status</b>	<b>Other Departments</b>	<b>City Plan</b>
	<b>Ongoing Projects and Initiatives Expected to Continue</b>				
T2-1	IGA to transfer City parks to Park District (CA)	4/30/2026	LOU approved for IGAs for Cerny Park to address improvements and future transfer. Remaining parks will be evaluated at a later date. This is ongoing.	ADM/FIN/PW	SP - Quality City Services: City Infrastructure
T2-2	Reorganization of liability files (HRG)	4/30/2026	In Progress		SP - Quality City Services: City Infrastructure
	<b>Proposed New FY 2026 Projects and Initiatives</b>				
T2-3	Evaluate the City's health and wellness benefits and recommend changes, if needed (ACA/HRG)	4/30/2026	Not started	All	SP - Supported and Responsive Workforce: Salary & Benefits
T2-4	Evaluate training and education tools that are cost effective and increase access to future leaders (HRG)☐	4/30/2026	Not started	All	SP - Supported and Responsive Workforce: Staff & Elected Training
T2-5	Evaluate an internship program for Administration and Finance Departments (ACA/HRG)	4/30/2026	Not started	ADM/FIN	SP - Supported and Responsive Workforce: Staffing

<b>TIER THREE INITIATIVES</b>					
Item	Project Description	Expected Completion Date	Status	Other Departments	City Plan
	<b>Proposed New FY 2026 Projects and Initiatives</b>				
T3-1	Evaluate a High School internship program in collaboration with the CUSD 200 Job Shadow Program (CA/ACA)	4/30/2027	Not started	All	SP - Supported and Responsive Workforce: Staffing
T3-2	Develop or update Standard Procedures for Administration Critical Functions (ALL)	4/30/2027	Not started		SP - Quality City Services: City Infrastructure
T3-3	Begin a comprehensive update and digitization of all policies, processes, and standard operating procedure documents (EA/DC)	4/30/2027	Not started	All	SP - Quality City Services: City Infrastructure
T3-4	Conduct a City-wide Technology Audit and Cyber Security Assessment (ACA)	4/30/2027	Not started	All	SP - Quality City Services: City Infrastructure
T3-5	Implement findings of the internship program evaluation for Administration and Finance Depts. (ACA/HRG)	4/30/2027	Not started	ADM/FIN	SP - Supported and Responsive Workforce: Staffing
T3-6	Continue Updating Technology Security and Access Policies (ACA)	4/30/2027	Not started		SP - Quality City Services: City Infrastructure

**Tier One** – These are the highest priority initiatives that staff feels must be advanced. In many cases, these are ongoing or time sensitive initiatives that cannot be delayed without significant detrimental, costly, and/or long term negative impacts. Expected to be accomplished with existing and budgeted resources.

**Tier Two** – These are important initiatives staff feels should be advanced but may be delayed pending completion of Tier One initiatives. Staff expects to accomplish/advance these priorities with existing and budgeted resources. Delaying progress on these initiatives and projects may result in undesirable impacts.

**Tier Three** – These are desirable and valuable initiatives, but not items the Department expects to advance to any significant degree with existing or budgeted resources in the upcoming fiscal year. It is unlikely that the City will experience any measurable or lasting negative impacts if these items are not advanced in the upcoming fiscal year. However, if work is not initiated or suspended on High or Important priority initiatives, it may be possible to reallocate staff resources and advance one or more of these initiatives and projects.

*Italic font* = Initiative or project for which a new FY 2026 Decision Package has been submitted

CA=City Administrator, ACA=Assistant City Administrator, HRG=HR Generalist, EA/DC=Executive Assistant/Deputy Clerk, CC=Communications Coordinator

**PROJECTS NOT INCLUDED IN FY 2026 WORK PLAN**

- 1 Oversee construction of new Emergency Operations Center pending results of facilities study (CA/ACA)
- 2 Evaluate a pilot program for Recycling Receptacles at Leone Schmidt and Bob Walters Commons (ACA)
- 3 Assist Community Development with the preparation of new Comprehensive Plan for entire City (CA/ACA)
- 4 Develop an Employee Intranet Web Page (CC/HRG)
- 5 Bicentennial Celebration 2033 Planning - begin 2028 (EA/DC / CA)

**OTHER FACTORS TO CONSIDER WHEN EVALUATING FY 2026 WORK PLAN**

- 1 Administration Department Work Plan does not account for impact of turnover.
- 2 Assumes five full-time staff positions in Administration.
- 3 Does not account for emergencies or unexpected issues that may take priority throughout the year.
- 4 Does not include normal everyday tasks of the department.

## FY 2026 Finance Department Work Plan

(last revised by Finance Director Dahlstrand - 05/22/2025)

### INTRODUCTION

The Finance Department consists of five (5) full-time positions, and one (1) full-time position shared with Community Development, responsible for Accounts Payable, Accounts Receivable, Cashiering, Customer Service, General Ledger, Payroll, Utility Billing, Financial Management, Budget, and Audit. The Work Plan does not provide details on the normal activities staff performs. Rather, it identifies those special projects or assignments in which staff is involved in addition to normal activities.

TIER ONE INITIATIVES						
Item	Project / Program / Activity	Expected Completion Date	Status	Strategic Plan Focus	City Plan	
<b>Proposed New Projects and Initiatives</b>						
	Identify funding mechanisms to implement facility improvements identified as top priority in the Facilities and Space Needs study	04/30/2026	Cannot begin until Study is undertaken and completed	Energetic and Healthy Economy	Strategic Plan	
	TAC to evaluate the overall grant program, for possible revisions to how grants are awarded (i.e. the breakdowns by category) as well as stronger emphasis on grants that foster additional hotel stays*. And whether the annually funded events would occur without the TAC Grant funding (Summer Daze, AoTP, etc.)	04/30/2026	Not yet begun	Engaged and Connected Community	Strategic Plan	
	TAC to encourage grant funding for events in areas of the community not-contiguous to the Civic Center or Cerny park areas of the community	04/30/2026	Not yet begun	Engaged and Connected Community	Strategic Plan	
	With the completion of the ERP, provide quarterly financial updates on revenue performance and expense allocations compared to budget	04/30/2026	Implementation in-progress - reporting to follow	Quality City Services	Strategic Plan	
	Establish a mechanism to forecast City fiscal performance on a five-year trend and consider multi-year budget cycle	04/30/2026	Not yet begun	Quality City Services	Strategic Plan	
	Conduct a water and sanitary sewer rate study	04/30/2026	Not yet begun	Quality City Services	Strategic Plan	
TIER TWO INITIATIVES						
Item	Project Description	Expected Completion Date	Status	Strategic Plan Focus	Other City Plans	
<b>Proposed New Projects and Initiatives</b>						
TIER THREE INITIATIVES						
Item	Project Description	Expected Completion Date	Status	Strategic Plan Focus	Other City Plans	
<b>Proposed New Initiatives</b>						

\*Completion date for tier three items will be determined when items are moved to tier two or one.

### LEGEND FOR STAFF RANKING/PRIORITIZATION OF WORK PLAN ELEMENTS

**Tier One** – These are the highest priority initiatives that staff feels must be advanced. In many cases, these are ongoing or time sensitive initiatives that cannot be delayed without significant detrimental, costly, and/or long term negative impacts. Expected to be accomplished with existing and budgeted resources.

**Tier Two** – These are important initiatives staff feels should be advanced but may be delayed pending completion of Tier One initiatives. Staff expects to accomplish/advance these priorities with existing and budgeted resources. Delaying progress on these initiatives and projects may result in undesirable impacts.

**Tier Three** – These are desirable and valuable initiatives, but not items the Department expects to advance to any significant degree with existing or budgeted resources in the upcoming fiscal year. It is unlikely that the City will experience any measurable or lasting negative impacts if these items are not advanced in the upcoming fiscal year. However, if work is not initiated or suspended on High or Important priority initiatives, it may be possible to reallocate staff resources and advance one or more of these initiatives and projects.

*Italic font = Initiative or project for which a new FY 2026 Decision Package has been submitted.*

**OTHER FACTORS TO CONSIDER WHEN EVALUATING FY 2026 WORK PLAN**

- 1 Proposed FY 2026 Work Plan does not account for impact of staff turnover.
- 2 Does not account for emergencies or unexpected issues that may take priority throughout the year.
- 3 Does not include normal everyday tasks.

**FY 2026 Police Department Work Plan**

Created: 07/03/24 for FY26, updated 01/06/25, 02/27/25, 3/17/25, 04/15/25, 05/20/25

**INTRODUCTION**

The Police Department consists of 40 full-time positions responsible for the protection of life, property, and delivery of services. The Work Plan does not provide details on the normal activities staff performs. Rather, it identifies those special projects or assignments in which staff is involved in addition to normal activities.

TIER ONE INITIATIVES					
Item	Project / Program / Activity	Expected Completion Date	Status	Other Departments	City Plan
	<b>Ongoing Projects and Initiatives Expected to Continue</b>				
T1-1	Medication recycling program (KD)	None anticipated, continuing program	In-progress with bi-weekly pickups		SP #2 - Engaged and Connected Community: Unique Programs and Events
T1-2	Participate in School Safety Task Force meetings to review and evaluate school safety and emergency response plans (JJ)	Continuous	In-Progress		SP #5 - Safe and Healthy Neighborhoods: Proactive Community Education
T1-3	Enterprise Resource Planning (ERP) Software Implementation	6/1/25	In-Progress	ALL	SP #3 - Quality City Services: Deliver Services Sustainably
T1-4	Collective Bargaining Negotiations for MAP 213 (Officers) (SB, JJ, KD)	08/31/25	In-Progress, contract expired 04/30/24	FIN/AD	SP #4 - Supported and Responsive Workforce: Competitive Salary and
T1-5	(EMA) Develop and coordinate Emergency Operations Plan(s) for major City events (Independence Day, Summer Daze, National Night Out) (KD)	Continuous	Events/Operations plans completed		SP #3 - Quality City Services: Building and Life Safety Codes
	<b>Proposed New FY 2026 Projects and Initiatives</b>				
T1-6	Collective Bargaining Negotiations for MAP 214 (Sergeants) (SB, JJ, KD)	6/30/25	In-Progress, contract expired 04/30/25	FIN/AD	SP #4 - Supported and Responsive Workforce: Competitive Salary and Benefits
TIER TWO INITIATIVES					
Item	Project Description	Expected Completion Date	Status	Other Departments	City Plan
	<b>Ongoing Projects and Initiatives Expected to Continue</b>				
T2-1	(EMA) Develop, coordinate and conduct National Incident Management System (NIMS) training for City staff based on staff position (SB/KD)	12/15/25	Development phase	ALL	SP #4 - Staff and Elected Official Training
T2-2	(EMA) Develop, coordinate and conduct emergency Disaster drill training exercise for appropriate police, fire, and City staff (SB/KD)	9/30/2026	Development phase	ALL	SP #4 - Staff and Elected Official Training
T2-3	Upgrade City buildings security cameras (Police Department & Historical Museum) (KD)	4/30/2026	Workgroup established / Decision Package submitted	AD/PW	SP #3 - Quality City Services: Maintain and Replace City Infrastructure
T2-4	Evaluate Police Department service fees structure (KD/JJ)	During FY26	Review of City Ordinances required to determine any/all necessary updates.		SP #3 - Quality City Services: Deliver Services Sustainably

<b>Proposed New FY 2026 Projects and Initiatives</b>				
Item	Project Description	Expected Completion Date	Status	Other Departments
T2-1	Police Department Operations Analysis	During FY26	FY26 Decision package submitted	
<b>TIER THREE INITIATIVES</b>				
T3-	(None)			
T3-	(None)			

**LEGEND FOR STAFF RANKING/PRIORITIZATION OF WORK PLAN ELEMENTS**

**Tier One** – These are the highest priority initiatives that staff feels must be advanced. In many cases, these are ongoing or time sensitive initiatives that cannot be delayed without significant detrimental, costly, and/or long term negative impacts. Expected to be accomplished with existing and budgeted resources.

**Tier Two** – These are important initiatives staff feels should be advanced but may be delayed pending completion of Tier One initiatives. Staff expects to accomplish/advance these priorities with existing and budgeted resources. Delaying progress on these initiatives and projects may result in undesirable impacts.

**Tier Three** – These are desirable and valuable initiatives, but not items the Department expects to advance to any significant degree with existing or budgeted resources in the upcoming fiscal year. It is unlikely that the City will experience any measurable or lasting negative impacts if these items are not advanced in the upcoming fiscal year. However, if work is not initiated or suspended on High or important priority initiatives, it may be possible to reallocate staff resources and advance one or more of these initiatives and projects.

**T#-#** Highlighting, Bold font = New for FY 2026

*Italic font = Initiative or project for which a new FY 2026 Decision Package has been submitted*

SB=Police Chief Sam Bonilla, JJ=Deputy Chief Jeff Jacobson, KD=Deputy Chief Ken Dawson

**PROJECTS NOT INCLUDED IN FY 2026 WORK PLAN**

	Ongoing, as needed	Conduct required eligibility test for expiring Police Officer eligibility list	(In conjunction with City Administration, HR Generalist)
1	Fill vacant positions/recruitments (JJ/KD)		
2			

**OTHER FACTORS TO CONSIDER WHEN EVALUATING FY 2026 WORK PLAN**

- Police Department Work Plan does not account for impact of turnover
- Assumes 41 full-time staff positions in FY2026 (includes new Administrative Officer position)
- Filling vacant positions is reliant upon Suburban Law Enforcement Academy (SLEA) availability.
- Does not account for emergencies or unexpected issues that may take priority throughout the year
- Does not include normal everyday tasks of the department



## WEST CHICAGO POLICE DEPARTMENT

325 Spencer St · West Chicago, Illinois 60185 · Phone: 630.293.2222 · Fax: 630.231.2621

Colin Fleury  
Chief of Police

February 3, 2025

Sam Bonilla  
Chief of Police  
Warrenville Police Department  
3S245 Warren Avenue  
Warrenville, Illinois 60555

Dear Chief Bonilla,

On January 25<sup>th</sup>, the West Chicago Police Department responded to a shots fired call. The responding units arrived quickly and set up a perimeter. Six subjects were located in a garage and detained.

To assist with scene security and transportation of the suspects, Ofc. C. Colon-Alatrisme, Ofc. C. Pickens and Ofc. M. Law responded to assist. Additionally, Ofc. Colon-Alatrisme assisted with translation, until one of our Spanish speaking officers arrived at our PD.

Without the aid from these Officers we would not have been as efficient in our efforts. The actions of Ofc. Colon-Alatrisme, Ofc. Pickens and Ofc. Law are a great example of the positive partnership between the Warrenville and West Chicago Police Departments. I would like to formally recognize their professionalism and thank them for their support.

Respectfully,



R. Perry #50  
Patrol Sergeant  
West Chicago Police Department.

**From:** Kelly Ertmoed [REDACTED]  
**Sent:** Wednesday, April 23, 2025 11:23:02 AM  
**To:** Joshua Perry <jperry@warrenville.il.us>  
**Subject:** Thank you from Jefferson Early Childhood Center

On behalf of the students and staff at Jefferson Preschool, I want to extend our heartfelt thanks for your participation in our second annual Touch-A-Truck event. Your presence truly made this special day an unforgettable experience for our preschoolers!

The children were absolutely thrilled to see and learn about the vehicles up close, and the opportunity to interact with such dedicated professionals left a lasting impression. We are incredibly grateful for the time, effort, and enthusiasm you brought to the event. It was a joy to witness our students' curiosity and excitement as they engaged with you. In the pictures I shared below, I wanted to point out that many of our students have complex diagnoses which impact their communication, sensory processing and motor skills. You'll notice one progression of photos in the bottom left that shows a student observing the back end of the firetruck, exploring and moving progressively closer to finally touching the truck! This was a huge step for him and a great example of why we organize and partner with you to host this event. It gives our students an opportunity to stretch their skills! It's so awesome to see!

Your commitment to your work and to our community is truly appreciated, and we are thankful for all that you do. We are so fortunate to have such dedicated individuals and organizations that play a vital role in making our communities safer and stronger.

Thank you once again for being a part of our event and for your continued service! We hope to have the privilege of working with you again next school year! We are planning to move the event to the fall, likely at the end of September. We will be in touch!

Best,

Kelly

