

# POLICE OPERATIONS & DATA ANALYSIS

## WARRENVILLE, ILLINOIS, POLICE DEPARTMENT

### FINAL REPORT



# CPSM<sup>®</sup>

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

# ABOUT THE ASSOCIATION AND THE COMPANY

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## INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

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The International City/County Management Association (ICMA) is a 111-year-old nonprofit professional association of local government administrators and managers with approximately 13,000 members 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 efficiently and effectively.

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)

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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.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject-matter experts to examine departmental organizational structure and culture, identify workload and staffing needs, and identify industry best practices.

We have conducted more than 400 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).

**Thomas Wieczorek** is the Director of the Center for Public Safety Management.

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# CENTER FOR PUBLIC SAFETY MANAGEMENT PROJECT CONTRIBUTORS

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# SECTION 1. EXECUTIVE SUMMARY

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The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Warrenville Police Department (WPD). While our analysis covered all aspects of the department's operations, this study focused on identifying appropriate staffing given the workload, community demographics, and crime levels; evaluating the effectiveness of the organizational structure; and assessing the efficiency and effectiveness of division/unit processes.

We analyzed the department's workload using operations research methods and compared it with staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of the service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, the development of alternatives and recommendations, and engagement with key city stakeholders.

Based on CPSM's detailed assessment of the Warrenville Police Department, we believe the department is doing an outstanding job, considering the challenges of policing in today's environment, with a staff dedicated to the department's mission of providing quality police service. Throughout this report, we will strive to allow the reader to look inside the department to understand its strengths and challenges. We sincerely hope that all parties constructively utilize the information and recommendations contained herein to improve the operations of the Warrenville Police Department, thereby providing an even higher level of service to the community.

As part of this Executive Summary, we offer general observations that identify some of the department's more significant issues. We also list key recommendations for consideration, as we believe these will enhance organizational effectiveness. Often, these types of recommendations require a substantial financial commitment. It is important to note that this report will examine specific sections of the department and offer a discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the Warrenville Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete, but perhaps longer. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. Though lengthy, this list of recommendations is standard in our operational assessments of agencies around the country and should not be interpreted as an indictment of the department. While all of the recommendations are important, we suggest the Police Department, in conjunction with the City Administrator, decide which recommendations should take priority for implementation.

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## GENERAL OBSERVATIONS

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- The Warrenville Police Department is a smaller police agency located within the greater Chicago area. The department serves a very nice community with relatively low crime and a good quality of life.
- The employees of the Warrenville Police Department appear to be dedicated to their profession and the community they serve. We found a department with strong morale and a collective desire to deliver a high level of service.
- As expected, the employees of WPD, especially those in supervisory and management positions, carry several responsibilities outside their primary duties. This is common in smaller agencies, as the need to do all things related to policing exists, but not on a scale that warrants full-time positions to perform the duties.
- Warrenville PD does not have a heavy workload from community calls for service; this is a byproduct of a relatively low-crime community. This allows WPD to implement a “high-touch” model of policing, meaning the department will address more minor community issues and proactively patrol areas of the city to provide an enhanced level of service.
  - This is a positive aspect of the service level provided in Warrenville by the WPD. The data in this report show that WPD is adequately staffed to handle the typical workload of officers in the agency's patrol function. At times, the data may suggest that the number of officers on duty is more than needed. However, we do not recommend any downsizing in the patrol workforce as this would impact the enhanced service experienced by the community.
  - We make some recommendations for additional employees to better align administrative duties and responsibilities within the agency.

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## KEY RECOMMENDATIONS

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### Section 3. Law Enforcement Services

*(See pp. 9-10.)*

1. CPSM recommends that WPD leadership engage in discussions with the MERIT board about future funding imbalances between participating agencies.

### Section 4. Department Administration

*(See pp. 14-27.)*

2. CPSM recommends WPD update its organizational chart and consider placing select functions under the deputy chiefs.
3. CPSM recommends that WPD engage in the development of a succession plan for leadership development in the agency.
4. CPSM recommends that WPD evaluate the Illinois ILEAP program and consider pursuing accreditation.
5. CPSM recommends that WPD evaluate technology solutions associated with record keeping in internal investigations.
6. Consideration should be given to creating a civilian position or sworn administrative position that could be responsible for overseeing the police facility. (This position can be combined with several other administrative functions such as training).
7. CPSM recommends that the city begin discussions regarding the options available for enlarging the footprint of the PD to accommodate the growing needs of the department.

### Section 5. Operations Division (Patrol)

*(See pp. 28-51.)*

8. CPSM recommends WPD place a significant focus on capturing all work-related activities in CAD, to include re-creating a ticket for "writing, but available."
9. CPSM recommends WPD consider re-instituting a second position in the Traffic Safety and Enforcement Unit.
10. CPSM recommends that Traffic Safety and Enforcement Unit officers attend briefings.
11. CPSM recommends that WPD continue to enable personnel to be part of MERIT (Metropolitan Emergency Response and Investigations Team).
12. CPSM recommends WPD actively recruit to fill the two vacant part-time officer positions.
13. CPSM recommends that Warrenville consider amending the crossing guard program and potentially transferring the costs and responsibilities to the school district.
  - If the program remains with the WPD, we recommend exploring a cost-sharing model with the school district.
    - We also recommend the department explore an alternative management model, such as a third-party vendor for crossing guard services.
  - CPSM recommends that Warrenville establish guidelines to be followed for crossing guard locations (traffic count/engineering solutions, etc.).

## Section 6. Administrative and Investigations

### Investigations

(See pp. 52-58.)

14. CPSM recommends the department purchase a case management system.
15. CPSM recommends that the same rotation policy in place for the detectives should also be applied to the sergeants.
16. CPSM recommends the addition of a policy regarding the closing of criminal investigations, and for the department to begin tracking the closure of cases by detectives.
17. CPSM recommends the department consider modifying the investigation division's schedule from 8-hour shifts to 10-hour shifts.
18. CPSM recommends that the department consider a temporary detective position when staffing allows.

### POP Unit

(See pp. 58-59.)

19. CPSM recommends that the POP unit be moved to the Operations Division and have the officers report directly to the night shift patrol sergeant.

### Records

(See pp. 60-66.)

20. CPSM recommends that for several months the department track the number of citizens visiting the public counter to determine if, in fact, the public counter needs to remain open until 7:00 pm.
21. CPSM recommends the department consider creating a part-time Records Assistant position to aid in data entry.
22. CPSM recommends the department continuously monitor the number of FOIA requests the department receives so that it can manage workload and staffing.
23. CPSM recommends the department consider providing an office for the supervisor.
24. CPSM recommends the department discontinue accepting cash as a means of payment.
25. CPSM recommends the department consider using a platform that allows citizens to report, access, and receive police reports online.
26. CPSM recommends that the department continually search for professional training opportunities for the civilian personnel to enhance their competence in completing their jobs.

### Property and Evidence

(See pp. 68-73.)

27. CPSM recommends the unit conduct a more vigorous annual purging of items so that storage space does not become an issue.
28. CPSM recommends the department send the P&E personnel to the annual IAPE conference to increase their knowledge of what is new in the industry.
29. CPSM recommends the department purchase a second scanner for the P&E office.
30. CPSM recommends the department install a temperature monitor alarm on the P&E refrigerator.

31. CPSM recommends the department consider purchasing another bar scanner and printer for the evidence processing room.
32. CPSM recommends the department install several additional cameras in the secure property and evidence room.
33. CPSM recommends the department consider moving the rolling storage units that are no longer used in the Records Unit downstairs to the P&E Unit to create more effective storage.
34. CPSM recommends that the department begin following its audit policy or modify the policy to meet the current way it operates.
35. CPSM recommends the department consider implementing quarterly audits in the P&E unit.
36. CPSM recommends unit continue with its complete audit of the items of evidence.
37. CPSM recommends the department begin monitoring the workload and personnel involved in fulfilling the FOIA requests to be able to determine the need in the future for additional personnel.

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