

**POLICE COMMITTEE  
AGENDA  
May 3, 2012  
6:00 P.M.  
City Hall Council Chambers  
1702 Plainfield Road**

1. Call to Order
2. Public Comment and Communications
3. Approval of Meeting Minutes – April 2, 2012
4. Sale of Surplus Property
5. Crossing Guards Proposal – Andy Frain
6. Home Security Checks
7. Department Report
  - a. Overview of Monthly Activity
8. Workload Analysis/ Crime Analysis Reports
9. Next Meeting Date- Thursday, June 7, 6:00 p.m.
10. Adjournment

**POLICE COMMITTEE  
MEETING MINUTES  
April 2, 2012**

**Call to Order**

Chairman McIvor called the meeting to order at 6:00 p.m. in the Council Chambers of the Darien City Hall. In attendance: Chairman McIvor, Alderman Poteraske and Alderman Joerg Seifert, Chief Brown, Deputy Chief John Cooper, Administrator Vana.

**Public Comment and Communications**

There were no public comment or communications presented.

**Minutes**

The minutes of the March 1, 2012 Police Committee meeting were approved 3-0.

**Department Report**

The staff reviewed the activities for the month of March 2012.

**Agenda Memo-Revisions to Tow Ordinance**

Staff advised that on May 16<sup>th</sup>, 2011, the City Council approved an ordinance change – 0-11-11 to amend Title 9, “Traffic Regulations” by adding new Chapter 7, “Administrative Hearing System”, new Chapter 8, “Seizure and Impoundment of Motor Vehicles” and new Chapter 9, “Administrative Fees”. After the ordinance was adopted, the Illinois General Assembly adopted Public Act 97-109, effective January 1<sup>st</sup>, 2012, which amends Chapter 11-208 of the Illinois Vehicle Code by providing fees and procedures for impounding vehicles. Certain sections of Darien City Code Title 9, Chapter 8 “Seizure and Impoundment of Motor Vehicles” must be amended to comply with the Illinois Vehicle Code-11-208. The Police Committee unanimously recommended approval of the ordinance revisions.

**Agenda Memo- Approval of Payment for Radio Signal Booster Project**

Staff advised that the FYE12 Budget includes the purchase/installation of a BDA system for the police facility. Because of the dense construction of the Police Facility – the STARCOM radios would not work in the lower level or some areas of the upper level of the building. The BDA will allow officers to receive and transmit on the STARCOM system anywhere in the building. The budget line item 01-40-4815 includes \$8350 for this project. The low quote was **\$6,943.28**. The Police Committee unanimously recommended approval of the expenditure to Communications Direct Inc for \$6,943.28

**Workload Analysis Update**

Chief Brown presented an updated workload analysis for the 8-month period from July 2011 thru February 2012. This analysis will provide the City with the strategy for where, when and how resources are allocated. Chief Brown advised that the report is in draft form and will be completed within 60 days.

**Next Meeting Date**

Chairman McIvor announced that the next Committee meeting would be on Thursday, May 3, 2012, 6:00 p.m. in the City Council Chambers unless otherwise noted.

**Adjournment**

The Committee Meeting was adjourned at 7:00 p.m.

Approved: \_\_\_\_\_  
Date

Alderman: \_\_\_\_\_  
Joerg Seifert

Chairman: \_\_\_\_\_  
Sylvia McIvor

Alderman: \_\_\_\_\_  
John Poteraske

**AGENDA MEMO**  
**Police Committee**  
**May 3, 2012**

**ISSUE STATEMENT**

Approval of an ordinance authorizing the disposal of surplus property.

**BACKGROUND/HISTORY**

Staff is requesting that the following property be declared as surplus property and auctioned using an on-line auction service such as Public Surplus, or disposed of:

1. 1999 Chevrolet Blazer, VIN #1GNCT18W3XK236487, mileage 163,821

The above item is a seizure vehicle that was forfeited to the City of Darien by the Circuit Court of DuPage County. This vehicle has no use in City service.

2. 2003 Ford Taurus SEL, VIN #1FAFP56S43A256156, mileage 107,200
3. 2000 Dodge Dakota, VIN #1B7GL2AX3YS783604, mileage 122,218

The above items are Public Works vehicles that are no longer of value to the City.

The following items are surplus property from the police department evidence room:

<b>Prop. #</b>	<b>Case #</b>	<b>Items for Auction</b>
4562	00-5494	Electric connectors
4563	00-5494	Misc. tool accessories
8276	08-2491	Phone, misc. clothes, purses
8388	08-4419	Satellite radio
8543	08-7939	Watch
8914	09-3109	Yellow ring w/clear stones
8982	09-3792	White MSI laptop
9090	09-5206	Twin sheets
9527	10-1613	Actron pocketscan plus, Escort Radar detector
9542	10-1619	Ohio State jacket
9843	10-6752	2 Black bags
9911	10-7692	Misc. games/DVDs
10044	11-1022	Misc. DVDs
10195	11-3910	Vehicle DVD unit
10217	11-4216	Scooter
10270	11-5464	4 Necklaces
10299	11-7816	Dyson vacuum
10300	1107559	Game accessories

10356	11-8954	Stroller
10360	11-9090	Wallet, Motorola blue tooth
10361	11-9439	Backpack, leafblower, chemical sprayer & tank
10448	11-12346	Silver color man's ring

Staff is requesting that all the above property be declared as surplus and auctioned by Public Surplus or disposed of.

**STAFF/COMMITTEE RECOMMENDATION**

Staff recommends that the item listed above be declared surplus property and be auctioned or disposed of.

**ALTERNATE CONSIDERATION**

Not approving this ordinance at this time would be an alternate consideration.

**DECISION MODE**

This item will be placed on the May 21, 2012, City Council Agenda for formal approval.

**AGENDA MEMO**  
**Police Committee**  
**May 4th, 2012**

**ISSUE STATEMENT**

Approval of a contract with Andy Frain Services for Crossing Guard Services starting next school year.

**BACKGROUND/HISTORY**

Currently the city employs (3) part-time employees to staff (2) locations –

- (2) Crossing guards at 75<sup>th</sup> St and Cass Av.
- (1) Crossing guard at 75<sup>th</sup> and Adams.

Staff became aware that some communities have contracted with Andy Fran Services to handle crossing guard duties. When a guard calls in sick or is on vacation the police department ends up using the CSO or Sworn Officers to staff these crossings. Andy Frain would deal with all aspects of the Crossing Guards. This includes hiring, firing, training, insurance, payroll, equipping and filling in for guards that call in sick. They also have supervisors checking on the guards to make sure they are following the rules. Westmont and Bolingbrook along with several other municipalities are now using Andy Frain Services.

***BOLINGBROOK** - Deputy Chief Ross advises it saves time for the department in dealing with employee issues and staffing corners when guards are out sick or on vacation. He also mentioned the cost of worker's comp insurance to the village.*

***WESTMONT** – Deputy Chief Jim Gunther said they see a savings from the liability and workers comp standpoint because the crossing guards are Andy Frain employees. Many of their former guards now work for Andy Frain.*

During the last fiscal year, the City of Darien paid a total of \$23,826.16 for salaries and associated costs. Andy Frain provided a proposal for \$28,000. This year the salary budget is \$24,000. Staff has requested Andy Frain put together a structure to meet this budgeted number for the current fiscal year budget. At the Police Committee meeting the different structure options and costs will be discussed, including paying the crossing guards \$10.00 or \$11.50 per hour.

**STAFF/COMMITTEE RECOMMENDATION**

The Staff recommends the Committee recommend the approval of Andy Frain Services to provide crossing guard services.

**ALTERNATE CONSIDERATION**

The alternate consideration is leaving the crossing guard program under the direction of the police department and city.



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**SERVICES®**

Ms. Sara Falco  
City of Darien Police Department  
1710 Plainfield Road  
Darien, IL 60561

December 12, 2011

Reference: Crossing Guard Program Services

Ms. Falco,

On behalf of Andy Frain Services we appreciate the opportunity to present our proposal for Crossing Guard Support Services for the Darien Schools under the direction of the Darien Police Department.

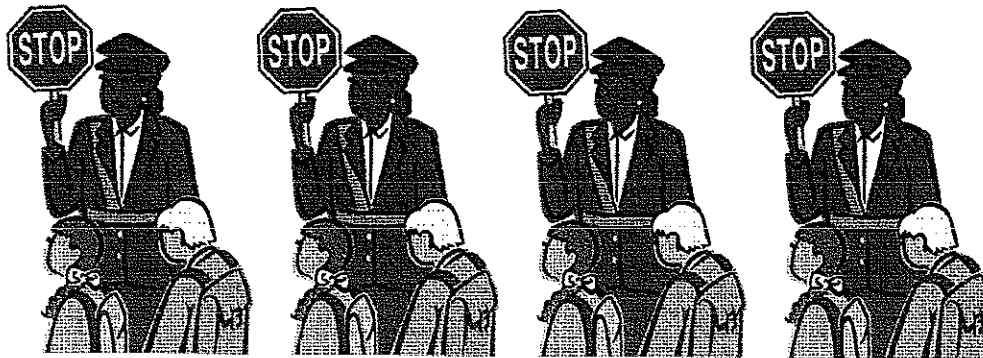
Andy Frain Services, founded in 1924 has been providing contract support services to customers nationally for 87 years. The company is privately held and evolved from a local stadium management company to a national contract service organization. We provide license security personnel for public schools and universities, public facilities, sporting events, aviation customers, municipalities, conventions, theaters, commercial businesses, government facilities and special events. Andy Frain Services is a nationally known entity that has handled many of the nation's most prestigious public venues. Andy Frain Service's systems for contract service starts with a focus on management, supervision and support. We are uniquely qualified in the recruiting and training of new personnel. At Andy Frain Services we believe that "Customer Service is every employee's job". Our on-going system of on-site audits insures our customers with the highest level of service. We are continually striving to develop new programs that will improve service and add value for our customers.

As you proceed through the proposal, it should become evident of Andy Frain Services' ability to service the Darien Police and the School Districts it supports with a Crossing Guard program that will exceed your expectations. The combined experience of our on-site and regional management and the vast experience of the corporate staff provide a management team that will allow the Departments to focus on its "core business" of serving and protecting the community.

The differentiation between suppliers is always one of interest and is sometimes difficult to determine during the proposal process. The service culture of the organization is only validated by its actions and the timely response to operational issues and customer requests. It is the reaction to operational challenges where the true differentiation is evidenced. To that point we would strongly urge you to contact the references we have provided to validate Andy Frain Services management capability. It is a true measure of performance.

At Andy Frain our philosophy of doing business starts with the objective that when you treat people with courtesy, dignity and respect they will be motivated to deliver quality service. We are continually striving to develop new programs to improve service and add value for our customers. We enter every opportunity with an eye to improve the process through the convergence of training, technology, and communications.





Reference: CROSSING GUARD SERVICES

Are you providing Crossing Guard support for the Educational Institutions in your jurisdiction?

Is this a support function that has taken your Police Department team members away from their “core business”?

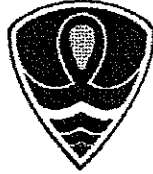
Would you like a new solution for the new school year?

Then on behalf of Andy Frain Services, I appreciate the opportunity to present to you a solution for Crossing Guard Services for your consideration. The following will provided you with the Andy Frain Services’ philosophy of customer service, value, and experience in supporting this function.

Andy Frain Services, founded in 1924 has been providing contract support services to customers nationally for 87 years. The company is privately held and evolved from a local stadium management company to a national contract service organization. We provide contract security and event personnel for public schools and universities, public facilities, sporting events, aviation customers, municipalities, conventions, theaters, commercial businesses, government facilities and special events. Andy Frain Services is a nationally known entity that has handled many of the nation’s most prestigious public venues. Andy Frain Service’s systems for contract service starts with a focus on management, supervision and support. We are uniquely qualified in the recruiting and training of new personnel. At Andy Frain Services we believe that “Customer Service is every employee’s job”. Our on-going system of on-site audits insures our customers with the highest level of service. We are continually striving to develop new programs that will improve service and add value for our customers.

As you proceed through the following information, it should become evident of Andy Frain Services’ ability to service the City of Darien community at a level exceeding your expectations. The combined experience of our on-site and regional management and the vast experience of the corporate staff provide a management team that will allow the Police Department to focus on their “core business” of serving and protecting the community.

The differentiation between suppliers is always one of interest and is sometimes difficult to determine during the proposal process. The service culture of the organization is only validated by its actions and the timely response to operational issues and customer requests. It is the reaction to operational challenges where the true differentiation is evidenced. To that point we would strongly urge you to contact the references we have provided to validate Andy Frain Services management capability. It is a true measure of performance.



**ANDY FRAIN**  
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**SERVICES®**

Our image standards are maintained to always reflect a positive reflection on our customers. As a result of our national performance record, Andy Frain Services enjoys a 96% customer retention rate. We believe this greatly exceeds that of any of our competitors!

*Sincerely,*

*Ed Millard  
Program Director  
Andy Frain Services, Inc.*

***“Customer Service is Every Employee’s Job”***

Please take note of the following items that are included in our proposal that will differentiate us in your evaluation:

- Andy Frain will provide a non-billable account manager that will be available for response on a twenty-four hour per day basis
- Andy Frain will provide an experienced corporate trainer that will work with your Department to insure the staff assigned to the account has the necessary training to provide the safe movement of the school's children
- Quality and Audit programs to measure the performance of the service provided
- Our contract price includes an Account Supervisor and Field Supervisor
- Andy Frain will be responsible to provide the needed substitutes/replacements to properly staff all the assigned posts
- Working with your Department, Andy Frain will have all the needed equipment to properly perform the Crossing Guard function
- The above identifies that the Andy Frain proposal is a fully managed value added solution which will not have to divert Police Department team members from their duties plus the cost of training, supervision, payroll, and legal responsibility moved away from the Department
- Andy Frain takes on the responsibility of all the expense of a resource and provides the Department with a single hourly rate for the Crossing Guard service
- Our corporate headquarters is in Aurora, Illinois for daily corporate support
- Andy Frain Services holds Insurance Protection that exceeds the standard coverage required
- We have extensive experience in the education/campus safety and event staff functions that allow Andy Frain to perform the Crossing Guard function in a most professional manner
- Andy Frain's employee benefit programs include insurance (the base being Health, Dental, and Life), recognition & pay increase programs
- Andy Frain provides a detailed invoice that validates the accuracy of the monthly billing.
- Andy Frain Services is an authorized Illinois State Police LIVESCAN vendor, providing a direct access to the criminal background data from the ISP and FBI which can be used as part of its recruitment/hiring process
- Andy Frain Services' Event Services experience in Traffic Management at large venues allows our proposal to offer these services on a temporary or permanent basis in the school areas that your jurisdiction covers

Although many companies may boast about their turnover, Andy Frain has a long history as an employee friendly company. The turnover percentage for our hourly employees is less than 15%, while the turnover rate for our managers and supervisors is less than 3%. At Andy Frain our philosophy of doing business starts with the objective that when you treat people with courtesy, dignity and respect they will be motivated to deliver quality service.

Please contact Ed Millard (Program Director -- Education/Campus Safety Division) at 630-885-8648 if there is any additional information we can provide. We look forward to hearing from you and are available at your convenience to present additional detail on a Crossing Guard proposal for your approval.

Thank you for your consideration.

Sincerely,  
David H. Clayton  
President, AFS



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**PRICING**

**BILLING RATEs – The Financial Proposal will be customized**

**CROSSINGS: TBD – Follow-up Client Meeting will define this requirement.**

**BILLING HOURS: TBD – Follow-up Client Meeting will define this requirement.**

**PERSONNEL: – TBD – Follow-up Client Meeting will define this requirement.**  
**Current Crossing Guards will given first right of employment.**

**OUTSOURCING ADVANTAGES - SAVING THE CITY OF DARIEN ON:**

**EQUIPMENT – Frain would assume existing inventory of Crossing Guard equipment and will supplement with new equipment as needed through the length of the contract**

**DAILY SCHEDULING AND COORDINATION**

**PAYROLL EXPENSE**

**FICA & MEDICARE**

**WORKMAN'S COMP**

**UNEMPLOYMENT INSURANCE**

**LIABILITY**

**TRAINING**

**FIELD SUPERVISION**

**RECRUITMENT**

**HIRING PROCESS, INCLUDING BACKGROUND CHECKS**

**BENEFITS**

**SUBSTITUTES WILL NOT COME FROM THE POLICE DEPARTMENT**



## ANDY FRAIN SERVICES®

### EMPLOYEES - BACKGROUND CHECKS

To source and select employment candidates who possess the applicable work experience, background, skills and professional image necessary to interact with customers, co-workers and the client. Selected candidates will project a positive image that is representative of the customer service expectations and standards of our customers and Andy Frain Services. Andy Frain Services will directly employ personnel for its customers.

Our objective will be to initiate contacts and formalize working relationships with recruiting outlets and medians. This will generate ongoing or recurring qualified employment candidates, establishing solid recruitment sources that are willing to coordinate their efforts, becoming vested in the overall and ongoing success of moving unemployed and/or under employed individuals into meaningful employment opportunities. The results of this effort will be accomplished while simultaneously enhancing the overall contractor services provided to our customers.

Andy Frain Services does a National Social Security Number check (E-verify) on each employee which identifies that the SS# is valid, who the owner and the owner's most recent address of the SS# number. Frain follows the most current Federal Government automated procedures for a verifiable completed "I-9" form. All Pre-screening quality control incorporates background screening: criminal background check, drug testing, personal references, employment history, training and licensing requirements are maintained in a secure web-based compliance system.

#### **Andy Frain Services Applicant Background Checks for the Education/Campus Safety Division including the Crossing Guard accounts:**

- Multi-State Name and Address Background Check
- Federal Name and Address Background Check
- US Department of Justice Nationwide Sex Offender Check
- Live Scan Fingerprint Background Check
- National Social Security Search
- Patriot Act Search
- OFAC Watch List Search

### SUPERVISON

On-Site supervision is the key factor to success.

#### Site Supervisor

The Site Supervisor will be responsible for the overall management and coordination of contract requirements for each specific installation and shall act as the installation central point of contact with the Government. The Site Supervisor will supervise all Contractor personnel required to perform the Crossing Guard Services at the post positions. The Site Supervisor will communicate frequently with the Crossing Guards concerning the required operational functions and duties plus assure performance objectives and standards identified in this contract are met for the facility. Good accurate communication is the responsibility of all Frain personnel.

In the absence of the Site Supervisor, an acting Shift Supervisor shall be appointed on all matters in his/her behalf. The Site Supervisor shall have administrative and supervisory experience in customer



## **ANDY FRAIN** **SERVICES®**

service and/or safety and security. The nature and extent of the experience shall be such that the individual is familiar with and capable of effectively managing a complex operation of the type described within this contract.

### **TRAINING**

Andy Frain Services will provide each crossing guard with an two hour orientation training session along with an on-going training program that will enhance their capabilities – the initial orientation training will focus on Crossing Guard essentials, the training curriculum will include customer service, security, safety, and traffic management subject matter to properly prepare the team member to function at a high level of quality.

A sample training outline is as follows:

- Review of the Crossing Guard Policies
- A Training Presentation on:
  - General Roles and Responsibilities
  - Crossing Guard Techniques and Safety
  - Local Traffic Laws – Local Ordinances related to School Crossings, Bike Riding, School Buildings
  - Local Laws associated with School Crossings
  - Crossing Guard Training Video

Part of this orientation will have the Field Supervisor perform an onsite review of Crossing Guard responsibilities

The Field Supervisor will provide a mentoring, quality, and audit process that is developed to provide a high level of outstanding performance, and on-going improvement to the team member.

The Andy Frain training program would be Customer and Site centric and will work with the City of Darien Park Police Department on any training enhancements or requirements needed.

## SCHOOL CROSSING GUARD

Client References for: **ANDY FRAIN SERVICES**

(Bidder's Company Name)

1. Client's Company Name:	Village of Carol Stream
Client Address:	500 North Gary Ave. Carol Stream, IL 60188
Contact's Name:	Caryl Rebholz and/or Sgt. John Jungers
Contact's Title:	(Rebholz) Employee Relations Director (Jungers) - PD Traffic Division
Contact's Telephone & FAX:	Ph. - 630-665-7050 Fax - 630-665-1064
Contact's Email:	<a href="mailto:crebholz@carolstream.org">crebholz@carolstream.org</a> - <a href="mailto:jjungers@carolstream.org">jjungers@carolstream.org</a>
Scope of Service: # Sites/# Guards	School Crossing Guard Services - 23 Sites - 28 Guards
Length of time with this Client:	3 years
2. Client's Company Name:	City of West Chicago - Police Department
Client Address:	325 Spencer Street West Chicago, IL 60185
Contact's Name :	Commander Spence Kroning
Contact's Title:	Commander of Support Services
Contact's Telephone & FAX:	Ph. 630-293-2222 Fax 630-293-2221
Contact's Email	<a href="mailto:skroning@westchicago.org">skroning@westchicago.org</a>
Scope of Service: # Sites/# Guards	School Crossing Guard Services - 8 sites - 12 Guards
Length of time with this Client:	3 years
3. Client's Company Name:	Village of Bolingbrook
Client Address:	375 W. Briarcliff Road Bolingbrook, IL 60440
Contact's Name :	Deputy Chief Tom Ross
Contact's Title:	Bolingbrook Police Department
Contact's Telephone & FAX:	Ph. 630-226-8650
Contact's Email:	<a href="mailto:tross@bolingbrook.com">tross@bolingbrook.com</a>
Scope of Service: # Sites/# Guards	School Crossing Guard Services - 19 sites - 22 Guards
Length of time with this Client:	2 years

## SCHOOL CROSSING GUARD SERVICES

Client References for: **ANDY FRAIN SERVICES**

(Bidder's Company Name)

4. Client's Company Name:	Glenbard Township High School District 87
Client Address:	596 Crescent Blvd. Glen Ellyn, IL 60137
Contact's Name:	Rod Molek
Contact's Title:	Assistant Superintendent for Human Resources
Contact's Telephone & FAX:	Ph. 630-469-9100 Fax 630-469-9107
Contact's Email:	<a href="mailto:Rod_Molek@glenbard.org">Rod_Molek@glenbard.org</a>
Scope of Service: # Sites/# Guards	Campus Safety Monitors: 4 Sites – 38 Guards
Length of time with this Client:	7 years
	2010/2011 New Accounts:
	Village of Oak Park, IL
	Village of Lombard, IL
	Village of Addison/Addison School District 4, IL
	St. Giles School
	Village of Hanover Park, IL
	River Trails School District 26
	St. Edmunds



# Daily Herald

Big Picture . Local Focus

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## Lombard outsources crossing guards

By Marie Wilson

Lombard's school crossing guards soon will be employed by the company famous for crowd control at Wrigley Field and Chicago Stadium hockey games.

Andy Frain Services of Aurora will take over management of crossing guards next school year at 11 Lombard intersections under an \$85,000 contract with the village.

Lombard police Chief Ray Byrne said he expects a smooth transition.

"We're not changing any aspect of the program," Byrne said. "The crossing guards will remain the same."

And so will the intersections where guards are stationed, including six crossings near schools in Lombard Elementary District 44 such as Hammerschmidt Avenue and Madison Street.

Byrne said the contract benefits the village because its 14 part-time crossing guards will get the chance to become Andy Frain employees — off the village's payroll and no longer an unemployment insurance liability.

When the next school year begins in August, it will be the first time Lombard uses an outside company to provide crossing guards, Byrne said.

But Lombard isn't the first town to outsource the service. Carol Stream, West Chicago, Bolingbrook and Oak Park already use Andy Frain to manage their crossing guards, according to the company.

West Chicago started a contract with Andy Frain three years ago and plans to continue using the company for crossing guard services, police Chief Laz Perez said.

"Before using Andy Frain, we were using our own officers," Perez said. "It was more economical to resource it out."

The company has noticed increased interest in outsourcing crossing guards for the past five years, as municipalities looked to cut their budgets and lessen their insurance risks.

"I think you may see more of a trend that way," Byrne said.

Lombard guards who become Andy Frain employees will be trained in best practices and on-the-job mentoring. Their pay will remain about the same, Byrne said.

In Lombard, the village pays civilians — not sworn officers — to help children cross busy intersections near schools. The school districts aren't required to chip in, Lombard Elementary District 44 Superintendent Jim Blanche said.

Aside from locations near schools, guards at intersections such as Elizabeth Street and St. Charles Road, and Main and Maple streets help walkers cross intersections near downtown. But guards only are available during

the school months of August through June, Byrne said.

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## Crossing Guard Survey

**Addison** - Eliminated funding after elementary district began charging for bus service and expanded the number of crossings. The District contracts with Andy Frain, and has asked the Village to consider a contribution to the cost of the contract. In discussion.

**Bartlett** - Village currently pays for the entire cost of the crossing guard salaries, training and equipment.

**Bensenville** - Village pays for four crossing guards and our elementary school district pays for another four to five.

**Bloomington** - We pay \$3,500.00 per year each to two (2) elementary districts for the hiring and employ of one (1) crossing guard each.

**Bolingbrook** - The Village pays and uses Andy Frain.

**Burr Ridge** - We do not have anything to do with crossing guards. We have four separate school districts that serve our community and each school handles their own crossing guards.

**Carol Stream** - We coordinate the crossing guards and the schools pay.

**Darien** - We pay all costs.

**Downers Grove** - The VoDG pays for all crossing guards. Last year we negotiated a contract with Andy Frain.

**Elmhurst** - City hires and pays for all crossing guards.

**Glen Ellyn** - Village pays and employs all of our crossing guards.

**Glendale Heights** - Village pays.

**Hanover Park** - Village pays and uses Andy Frain.

**Lisle** - Village pays.

**Lombard** - Uses Andy Frain to provide crossing guards and the Village pays.

**Roselle** - Has two part time crossing guards and pays their entire hourly rate.

**Villa Park** - We have use seven part-time guards that we pay 100% schools do not pay anything.

**Warrenville** - Pays 100% of the crossing guard pay – and they are all PT City employees.

**West Chicago** - Pays 100% of the cost. Use Andy Frain.

**Wheaton** - City pays.

**Willowbrook** - Uses one (1) crossing guard at one (1) particular location in town. She works ten (10) hours a week at \$12.54/hr. The school district does not pay her.

**Winfield** - **Eliminated funding for crossing guards due to budget constraints. School district pays.**

**Wood Dale** - Pays 100%.

**Woodridge** - Pays for all the school crossing guards for Dist 68; the Catholic school pays their own.

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**City of Darien**  
 DeKalb County, Illinois

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| <a href="#">Bicycle Registration</a>  | <a href="#">Careers in Law Enforcement</a>       |
| <a href="#">Alive at 25</a>           | <a href="#">Home Security Surveys</a> ✓          |
| <a href="#">Phone Fraud</a>           | <a href="#">Crime Prevention Officer Contact</a> |

**DARE**

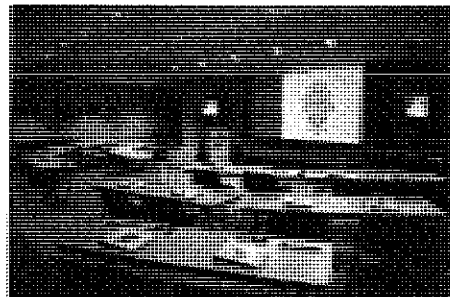
Darien Police Officers, who are certified instructors, work in Darien elementary and junior high schools as well as Our Lady of Peace, to teach children about the dangers of drugs, drug abuse, personal safety, gangs, violence, conflict resolution, and internet safety. Children benefit from what they know in advance.

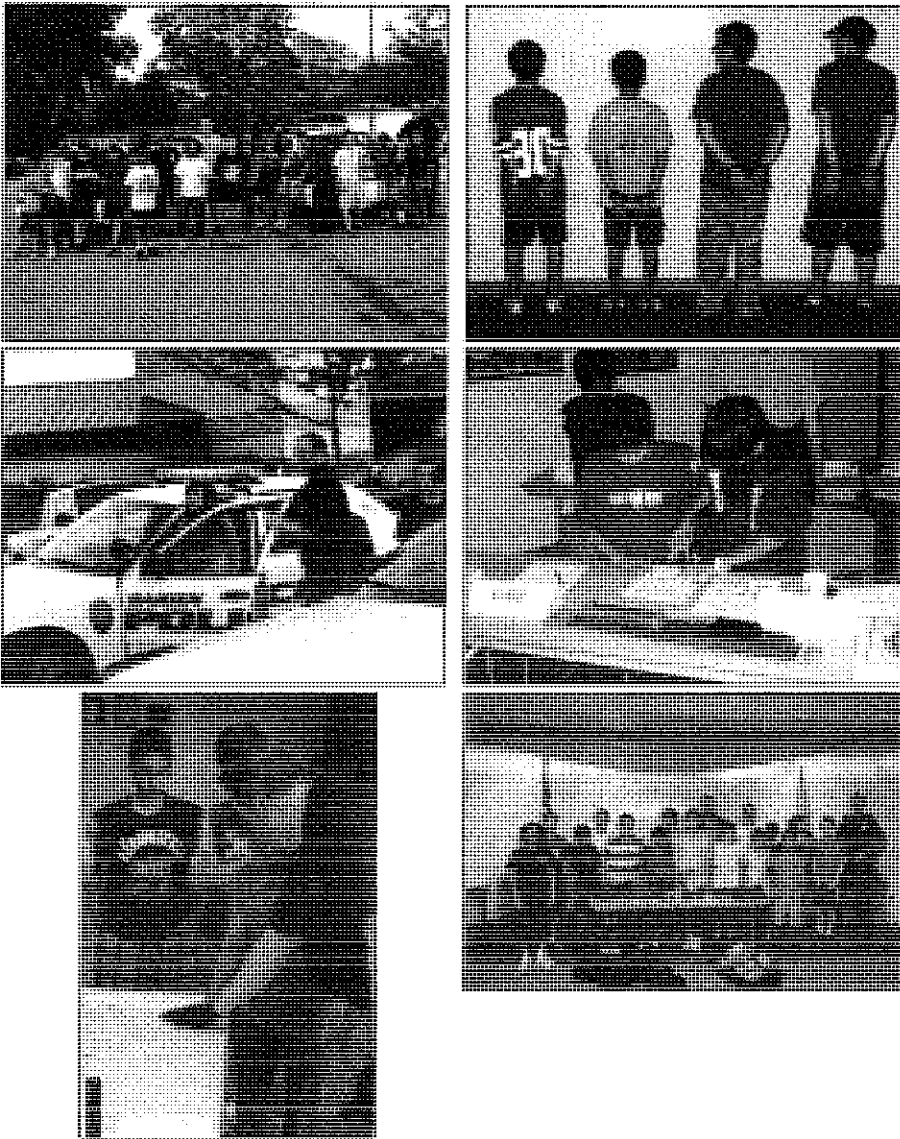
For further information on the DARE program visit the nation site here: [www.dare.com](http://www.dare.com)

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**Junior Police Academy**

The Darien Police Department is pleased to announce the successful completion of the Inaugural Junior Police Academy. The Academy was so successful that we look forward to holding it again next summer. Check back in April for the new applications.





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### Neighborhood Watch

Neighborhood Watch is one of our most successful programs. It is designed to assist individual homeowners help themselves to prevent crime in their neighborhoods. The program unites neighbors and teaches them how to deter burglary and vandalism. An officer will assist groups or neighborhood organizations in starting this program by calling the Crime Prevention Officer to schedule a presentation.

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### Child Seat Inspection

Safety inspections and proper installations for child car seats are available through the Police Department. If you would like to make an appointment to ensure that your child's car seat is safely secured and appropriate for your child, please call Officer Skweres at (630) 353-8337 for an appointment. There is no charge for this service.  
Car Seat Recall List NIHTSA Website (Car Seat Safety)

The Darien Police Department is looking for residents who are interested in a Citizens Police Academy (CPA) to be run in the fall of 2009. A successful academy requires a class size of between 10 and 20 participants. If you are interested in participating in the Citizen Police Academy and learning about such police issues as Traffic Law, DUI Enforcement, Defensive Tactics, and Criminal Law please contact Officer Nick Skweres

at 630-353-8337 or [nskweres@darienil.gov](mailto:nskweres@darienil.gov)

[Car Seat Recall List](#)

[NIHTSA Website \(Car Seat Safety\)](#)

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### **Vacation House Watch**

The Darien Police can be notified in advance when residents will be on vacation so assistance can be given in keeping an eye on their home on a Police time-available basis. A house watch card must be completed and the Police will also give helpful tips on how to protect the home also.

 [Vacation House Watch Form](#)

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### **Bicycle Registration**

The Darien Police Department registers citizens' bicycles at the Police Department. The information needed to register the bicycle is the make, model, size, serial number, color, and boys/girls bicycle. To register your bicycle and receive a registration sticker, please come in to the police department during regular business hours.

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### **Alive at 25**

This course is geared towards drivers between the ages of 16 and 24 - the age group mostly likely to be involved in a fatal collisions. This highly interactive four-hour course teaches young drivers how to take control of situations by taking responsibility for their own driving behavior.

Vehicle crashes are #1 cause of death for people between the ages of 16 and 24. The National Safety Council, a leader in driver improvement training for more than 40 years, developed this driving course to specifically target drivers in this age group.

- Since 1995, more than 400,000 young adults have learned life-saving defensive driving skills through "Alive at 25."
- In a recent study by the Colorado State Patrol, 93% of "Alive at 25" participants said they would change their driving behavior afterwards.
- Courts and schools nationwide use "Alive at 25" in their graduated license and violator programs.

This highly interactive four-hour program encourages young drivers between the ages of 16 and 24 to take responsibility for their driving behavior. Skill practices and on-the-sport defensive driving techniques help change bravado to confidence.

The instructors use personal examples and even humor to get their point across. They use workbook exercises, interactive media segments, group discussions, role-playing, and short lectures to help young drivers develop convictions and strategies that will keep them safer on the road.

"Alive at 25" teaches young adults that:

- People in their age group are more likely to be hurt or killed in a vehicle crash.
- Inexperience, distractions and peer pressure cause unique driving hazards.
- Speeding, alcohol and 'party drugs' greatly increase their risk of injury.
- As a driver or passenger, they can greatly reduce their risk by taking control.
- Committing to changing their driving behavior makes personal, legal and financials sense.

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### **Phone Fraud**

[FTC Webpage](#)

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### **Safety Village of Darien**

The Police Department teaches various classes at the Darien Safety Village on various topics to assist children in learning to be safe and stranger alert. Contact the Safety Village of Darien at 630-968-0777 for session dates and times.

<http://safetyvillageofdarien.org/>

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### **Internet Safety**

In an ever changing world it is important to know what your children are viewing on the internet. For information on individualized programs on Internet Safety contact the Crime Prevention Officer.

[www.netsmartz.org](http://www.netsmartz.org)

[www.ikeepSAFE.org](http://www.ikeepSAFE.org)

[iKeepSAFE -Social Networking Information](#)

[Facebook Safety](#)

[MySpace Parents Information](#)

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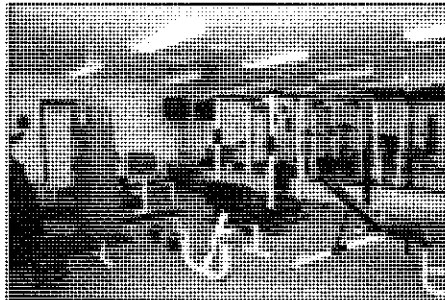
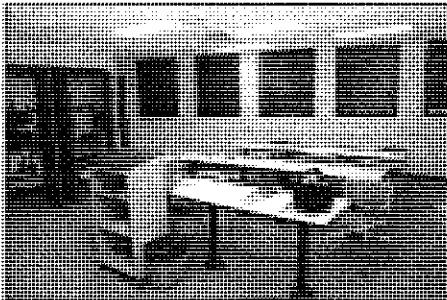
### **Officer Friendly**

Children seem to greatly benefit from being able to talk with a police officer, and ask questions to better their understanding of our role and what they can do to help keep them safe. Commonly discussed topics include abduction awareness, bicycle safety, staying home alone, stranger-danger, and bullying. Canine Officers are also available for presentations and demonstration. Contact the Crime Prevention Officer to schedule a presentation.

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### **Police Station Tours**

The Police are very proud of their facility and would be happy to schedule tours by contacting the Crime Prevention Officer.



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### **Child Fingerprinting**

The Darien Police Department has Child Identification Kits available for parents. The child identification kits allow parents to record vital information should their child go



missing. The information includes fingerprints, dental records, and a photo. Contact Crime Prevention to pick-up a kit or to have your child fingerprinted.

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### Careers in Law Enforcement

Officers can explain what a career in law enforcement is all about. Officers can discuss pre-requisite and requirements for a position in law enforcement and the various options regarding careers in Federal, State, County and Municipal Law Enforcement. This program is also presented annually at the High School and Junior High Schools in the area.

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### Home Security Surveys

Crime prevention officers will conduct security surveys of your home. You'll receive advice on what steps to take to make your property more secure. This program offers consultation in areas such as: locks, alarm systems, security lighting and environmental design to reduce crime risk. These presentations can be scheduled by calling the Crime Prevention Officer.

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### Crime Prevention Officer Contact

Crime Prevention Officer Contact:  
Officer Nick Skweres  
630-353-8337  
[nskweres@darienil.gov](mailto:nskweres@darienil.gov)

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City of Darien, 1702 Plainfield Road  
Darien, Illinois 60541  
Ph: 630-852-5000

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# NATIONAL NEIGHBORHOOD WATCH PROGRAM

## HOME SECURITY INSPECTION CHECKLIST



An important step in preventing home burglary and other crimes is to make sure that a residence is as secure as possible. A careful inspection by someone trained to observe security precautions can indicate features which would make entry easy — or difficult — for a prospective burglar.

Chances are good that home security can be improved. Take a hard look at entry points in your residence and determine what steps can reduce vulnerability.

A security inspection begins at the front door and goes on to include side and rear doors, windows, locks, lights, and landscaping. Checks in the orange column of this checklist indicate security weaknesses or hazards that require attention.

This survey may be used by law enforcement professionals or others trained in crime prevention. Neither the inspector, the local law enforcement agency, nor NSA have any liability to you other than to use our best judgment in this inspection and these recommendations.

We appreciate the opportunity to be of assistance to you in the community's fight against crime. We urge you not only to take steps to make your own residence safer, but also to become active in a Neighborhood Watch program for the benefit of your entire community.

FOR FURTHER INFORMATION YOU MAY CALL:

This form was produced and distributed by  
THE NATIONAL SHERIFFS' ASSOCIATION  
in cooperation with your  
local law enforcement agency

## FRONT ENTRANCE

## RECOMMENDATIONS & COMMENTS

1. Is door itself of metal or solid wood construction? Yes
2. Is doorframe strong enough and tight enough to prevent forcing or spreading? Yes
3. Are door hinges protected from removal from outside? Yes
4. Are there windows in the door or within 40 inches of the locks? No
5. Is door secured by a deadbolt lock with a minimum 1-inch throw? Yes
6. Are strikes and strike plates adequate and properly installed with 3-inch screws? Yes
7. If there are no windows in door, is there a wide-angle viewer or voice intercom device? Yes
8. Can the lock mechanism be reached through a mail slot, delivery port or pet entrance at doorway? No
9. Is there a screen or storm door with an adequate lock? Yes
10. Is exterior or front entrance lighted with at least a 40-watt light? Yes
11. Can front entrance be observed from street or public areas? Yes
12. Does porch or landscaping offer concealment from view from street or public areas? No

- No
- No
- No
- Yes
- No
- No
- No
- Yes
- No
- No
- No
- Yes

## SIDE OR REAR ENTRANCE

13. Is door itself of metal or solid wood construction? Yes
14. Is doorframe strong enough and tight enough to prevent forcing or spreading? Yes
15. Are door hinges protected from removal from outside? Yes
16. Are there windows in the door or within 40 inches of the locks? No
17. Is door secured by a deadbolt lock with a minimum 1-inch throw? Yes
18. Are strikes and strike plates adequate and properly installed with 3-inch screws? Yes

- No
- No
- No
- Yes
- No
- No

**SIDE OR REAR ENTRANCE**

**RECOMMENDATIONS & COMMENTS**

- 19. Can the lock mechanism be reached from outside through a delivery port or pet entrance? No  Yes
- 20. Is the exterior of the doorway lighted by at least a 40-watt bulb? Yes  No
- 21. Is doorway concealed from street or neighbors view by porch, fence, or landscaping? No  Yes
- 22. Does doorway have screen or storm door with adequate lock? Yes  No
- 23. If door is sliding glass door, is the sliding panel secured from being lifted out of the track? Yes  No
- 24. Is a "charley-bar" or key-operated lock used on sliding glass door? Yes  No

**ENTRANCES FROM GARAGE AND BASEMENT**

- 25. Are all entrances to living quarters from garage and basement of metal or solid wood construction? Yes  No
- 26. Does door from garage to living quarters have locks adequate for exterior entrance? Yes  No
- 27. Does door from basement to living quarters have an adequate lock operated from living quarters side? Yes  No

**GROUND FLOOR WINDOWS**

- 28. Do all windows have adequate locks in operating condition? Yes  No
- 29. Do windows have screens or storm windows that lock from the inside? Yes  No
- 30. Do any windows open onto areas that offer special risk to burglary? No  Yes
- 31. If so, do these windows have security screens or grills? Yes  No
- 32. Are exterior areas of windows free from concealing structure or landscaping? Yes  No
- 33. Is exterior adequately lighted at all window areas? Yes  No

## UPPER FLOOR WINDOWS

34. Do any upper floor windows open onto porch or garage roofs or roofs of adjoining buildings? No  Yes
35. If so, are they secured as adequately as if they were at ground level? Yes  No
36. Are trees and shrubbery kept trimmed back from upper floor windows? Yes  No
37. Are ladders kept outside the house where they are accessible? No  Yes

## BASEMENT DOORS AND WINDOWS

38. Is there a door from outside to the basement? No  Yes
39. If so, is that door adequately secured for an exterior door? Yes  No
40. Is outside basement entrance lighted by exterior light of at least 40 watts? Yes  No
41. Is outside basement door concealed from street or neighbors? No  Yes
42. Are all basement windows adequately secured against entrance? Yes  No

## GARAGE DOORS AND WINDOWS

43. Is automobile entrance door to garage equipped with adequate locking device? Yes  No
44. Is garage door kept closed and locked at all times? Yes  No
45. Are garage windows secured adequately for ground floor windows? Yes  No
46. Is outside utility entrance to garage as secure as required for any ground floor entrance? Yes  No
47. Are tools, ladders and other equipment kept in garage? Yes  No
48. Are all garage doors lighted on the outside by at least a 40-watt bulb? Yes  No

## RECOMMENDATIONS & COMMENTS

# CITY OF DARIEN

## MEMO

**TO:** Police Committee Members  
**FROM:** Bryon D. Vana, City Administrator  
**DATE:** April 30<sup>th</sup>, 2012  
**SUBJECT:** Police Workload Analysis and Crime Analysis

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Attached are 2 documents that Chief Brown will present at the police committee. The first document is the **Workload Analysis**. An analysis of police workload, including citizen and officer initiated activities, allows communities to show how actual workload compares to deployment, providing objective data on staffing and scheduling requirements.

The second document is a **Crime Analysis Report**. The crime analysis report was prepared following the completion of the workload analysis report. Analyzing crime is done on two levels. First, the very general level involves a **crime trend analysis**. This analysis reviews information as to a general trend of overall crime. For example, a **crime trend analysis** will examine crimes reported, arrests made, and the use of weapons while committing crimes. The second level of crime analysis is **incident analysis**. The **incident analysis** examines where specific types of incidents are occurring geographically, what time of day, and what day of the week. Crime analysis for the Darien Police Department will be a bit challenging at the beginning since the crime data was not previously collected in the manner we collect it currently. Our current focus at crime analysis will assist with the development of appropriate strategies to prevent it.

If you have questions prior to the meeting feel free to contact the Chief or me.

**DARIEN, ILLINOIS POLICE DEPARTMENT  
EIGHT MONTH PATROL WORKLOAD ANALYSIS**

**Ernest T. Brown  
Chief of Police, Darien Police Department**

## GLOSSARY OF TERMS USED:

**CFS-Call(s) For Service-**used to identify any activity that resulted in an event number being created.

**Event Number-**A numerical value assigned to each activity that DU-COMM is notified of.

**Incident Type-** Every event category is given an event number, it is also given a written designation that outlines the type of incident to which an officer responds or an event number was created.

**Create to Close-** The period of time from when an event number is opened until the DU-COMM operator closes the event. This can occur because an officer responds and concludes a preliminary investigation or will occur even if no officer response was required.

**Overnight Parker-** When a citizen notifies the DU-COMM operator that they intend to leave a vehicle or a guest intends to leave a vehicle parked on the public way.

**Discretionary Time-** That time that is available to an officer, but is not related to, 911 CFS, court, training, or other directed law enforcement activities.

**Shift/Tour of Duty-** The time that an officer is at work commencing at 7:00/am, 3:00/pm and 11:00/pm. It is an eight hour day with a .45 minute period allowed for an allotted lunch time included.

**CR-Case Report-**Whenever an officer is required as a first responder or preliminary investigator to chronicle in a report an incident or event to which he/she has responded.

**Time of Day Analysis-** An assessment of the time of the day during which an event occurred.

**Day of Week Analysis-** An assessment that examines the day of the week an event occurred on.

**Call Source Analysis-** An assessment of how officers receive the events that they respond to.

**First Watch-** The Police Shift (tour of duty) that commences at 1100/pm and ends at 7:00/am. It is designated so because it is the first police shift of the day, also called mids., midnights, graveyard.

**Second Watch-** The shift (tour of duty) that commences at 0700/am and ends at 3:00/ pm. Also referred to as days, day shift, day watch.

**Third Watch-** The police shift that commences at 3:00/pm and ends at 11:00/pm, also referred to as afternoons.

**In-Progress Call-** a call, usually a 911 call of a criminal nature, where, based upon the caller's information the incident is reported as occurring at the time that the call to DU-COMM is placed.



## WORKLOAD ANALYSIS:

The analysis contained herein and all future analysis related to workload will only assess those minutes and events that require a response from a sworn member of the Darien Police Department. That list will include sergeants, patrol officers, personnel from the records section. However, the events requiring a response from a civilian employee of the department will not be included for analysis purposes. Those numbers will be culled out in order to offer an accurate depiction of the workload. The larger portion of the workload analysis will address those events and create to close minutes that are handled solely by a Patrol Officer.

The second area of distinction will be the separation of that portion of the workload that is self-generated and that portion of the workload that is initiated based upon a call from a citizen or another governmental agency.

The workload analysis will be divided into four primary categories. The first category will allow for an aggregate of the entire time frame from 01 May 2011 when the Darien Police Department moved the dispatch function to DU-COMM, until 31 December 2011. The other three portions of the analysis will be an analysis of individual months. The months analyzed will be July, October and September and November. The purpose of the monthly analysis will be to look at trends that may be impacted by the weather, seasonal events or other detractors. For example, we can likely anticipate a higher volume of calls leading up to the 4<sup>th</sup> of July related to fireworks or loud disturbances. Similarly, in December when it snows we can anticipate an increase in traffic related calls as motorists make an attempt to adjust to the first snow fall. Although October was previously analyzed and discussed, it will not be included in the reports attached.

The table below identifies the number of events catalogued. The table will also depict the number of minutes expended in response to the events catalogued.

**Table.1-“Close to Create” Minutes for All EVENT Types.**

1	2	3	4	5	6
Events	All	All Sworn +Civ.	Patrol, Dets. + Sgts.*	Patrol +Dets.	Patrol Only
14,170	455,373.69				
11,033		436,712.21			
9,388			412,947.17*		
8,852				364,486.92	
8,829					356,550.76

\*Also includes D.C. Cooper

In order to understand the, table#1, please see the following explanations; in those instances when an event requires no police officer response, the event it is given a category for officers as being “NULL”. Based upon that fact it is unfair to measure a workload if the event was opened and closed by DU-COMM employee. Similarly, there are instances when the Department’s civilian employees initiate or respond to and ultimately close an open event. It is also unfair to evaluate workload with civilian included because it unfairly skews the number of minutes spent on assignment. The final 3 columns reflect the minutes of workload that are attributed to sworn personnel. The fourth column includes all the number of minutes for all sworn Department members. The fifth column reflects only detectives and patrol officers, and the final column reflects only patrol officers. The analysis, for the purposes of this discussion will seek to assess only patrol officers. An examination of the detective workload will be undertaken separately.

**TABLE # 2. TIME ANALYSIS FOR POLICE OFFICERS ONLY:**

1	2	3	4
OFFICER	CREATE TO CLOSE IN MINUTES	CREATE TO CLOSE IN HOURS	PERCENTAGE OF TOTAL AVAILABLE
BISCHOFF	21664.9	361.0	31%
DEYOUNG*	14.48		
GLOMB	8168.1	136.1	11.8%
GREENBERG	14556.79	242.6	21.2%
HELLMAN	9578.99	159.6	13.9%
HRUBY	14730.43	245.5	21.4%
JUMP	16453.8	274.2	23.9%
KEOGH	18981.88	316.3	27.6%
KOSENIAK	11860.64	197.6	17.2%
LISKA	4470.61	74.5	6.5%
LISS	13319.82	221.9	19.3%
LOREK	15867.91	264.4	23.1%
MILAZZO	17982.37	299.7	26.1%
MURPHY	11221.68	187.0	16.3%
NORTON	9914.46	165.2	14.4%
RENNER	2089.7	34.8	3.0%
RUMMICK	39071.16	651.1	56.9%
SIMEK	19622.62	327.0	28.5%
SKWERES	16962.44	282.7	24.7%
STOCK	14447.6	240.7	21.0%
STUTTE	32209.21	536.8	46.9%
YEO	26305.01	438.4	38.3%
ZIMNY	17056.16	284.2	24.8%
TOTALS	356,550.76		

The calculations in table#2 represent the total number of minutes that each officer expended on event numbers from 01 May 2011-31 December 2011. Those minutes are then converted to hours (see column three). Based upon the following mathematics, column four then presents the percentage of total time available for each officer that was expended on those event numbers catalogued. Based upon a 7.15 hour work day, multiplied by 20 (total number of days available each month less the eight days off) equals 143 hours that an officer would work each month as part of their regular shift. That figure is then multiplied by the number of months which is in this case eight months (including May and

December) for a total of 1,144 hours available to be worked by each officer during the 8 month time frame.

**TABLE 2A-TIME ANALYSIS FOR SERGEANTS ONLY:**

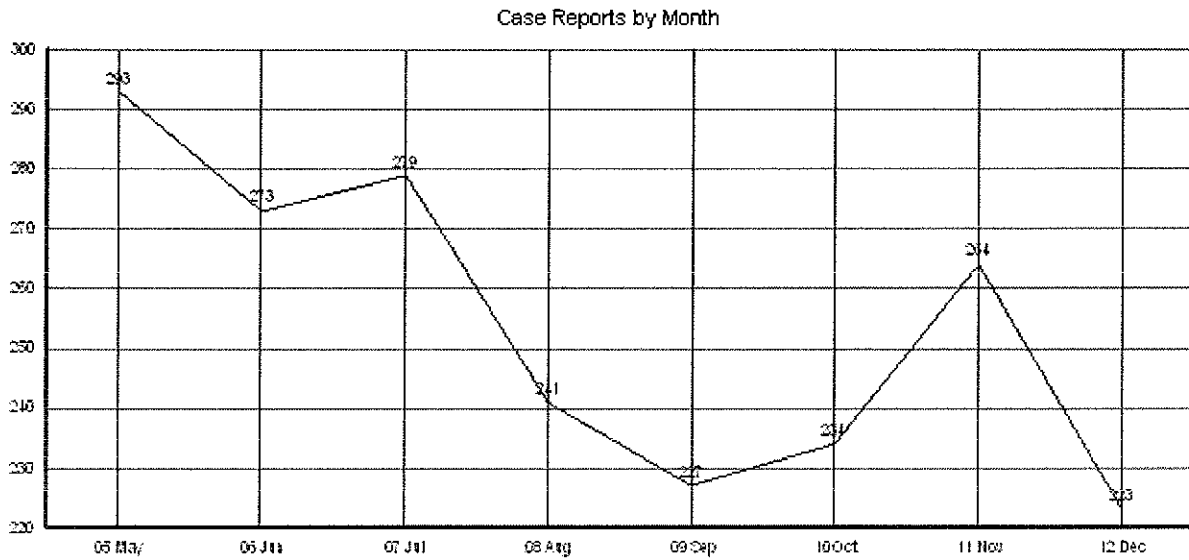
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Sergeant</b>	<b>Create to close in Minutes</b>	<b>Create to Close in Hours</b>	<b>Percentage of Total Available</b>
<b>Campo</b>	13898.24	231.6	20.2%
<b>Cheure</b>	11230.87	187.18	16.3%
<b>Piccoli</b>	5682.77	93.8	8.1%
<b>Reed</b>	1008.35	16.8	1.4%
<b>Rentka</b>	3501.91	58.3	5.0%
<b>Topel</b>	13130.4	218.84	19.1%
<b>TOTALS</b>	48,452.54		

**TABLE 2b-TIME ANALYSIS FOR DETECTIVES ONLY**

<b>Detective</b>	<b>Create to Close in Minutes</b>	<b>Create to close in Hours</b>	<b>Percentage of Total Available</b>
<b>Bozek</b>	1151.58	19.1	1.6%
<b>Foyle-Price</b>	5365.8	89.43	7.8%
<b>Foster</b>	1418.78	23.64	2.0%

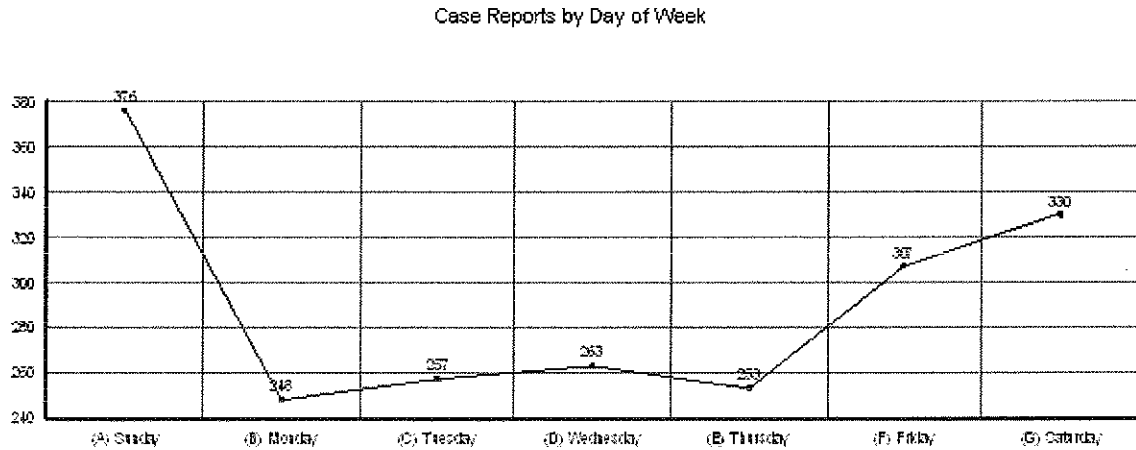
The analysis of time only for sergeants and detectives uses the same mathematical formula as does the calculation for Patrol Officers. What must be made clear is this, under the current operational construct; much of the investigative work that the detectives engage in does not lend itself to the creation of an event number. As such their time is largely unaccounted for electronically. As part of the analytical process I will be looking at an appropriate manner of weighing case load, investigative activity, court case preparation against the time analysis to determine a manner for quantifying the work conducted by the detectives and to ensure that we optimize operational efficiency related to follow-up investigations.

**TABLE #3 CASE REPORT PRODUCTIVITY-2,034 reports written.**



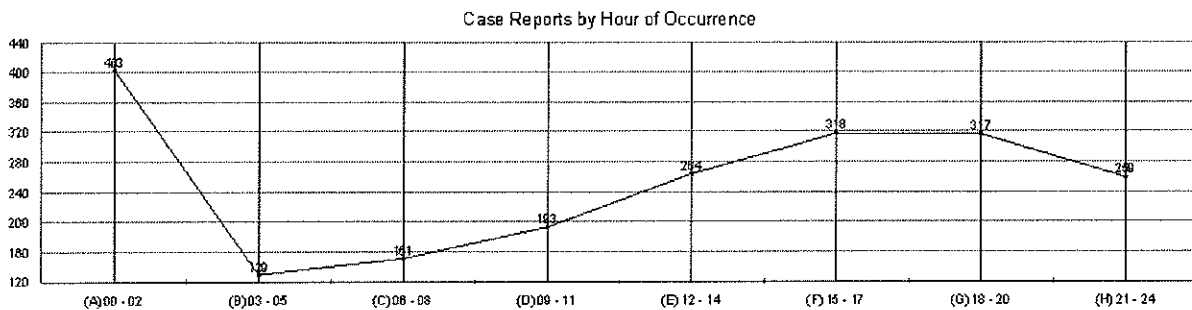
The graph above must be viewed in tandem with the number of hours from create to close. As you can see Officers from the Darien Police Department created 2,034 case reports during the 8 month time frame of the analysis. Based on the 8 month time frame, the mean or average calculation indicated that there were about 254.25 case reports written each month. Using Patrol Officers only, that translates into about twelve (12.7) case reports per month per officer. Also of particular interest is the presence of the shifting trends based upon the time of the year. These shifts may be seasonal in nature caused by climate change or other variables. We can see that near the end of July case reports began a downward trend, then spiked up at the end of October and dropped dramatically in December. This information is critical when we look at crime trend analysis and how best to determine resource allocation on a shift.

**TABLE 3a-CASE REPORTS BY DAY OF WEEK**



The table/graph above shows the break-down of case reports written by day of the week during the 8 month time frame. Once again, what it also shows is the fluctuation of activity based upon the day of the week and will also offer insights as to resource allocation. What is clear here is that Friday, Saturday and Sunday comprise 1,043 of the 2,034 case reports written during the 8 month time frame. The inference that is taken from this is that 51.2% of all case reports written were written on only three (3) of the week's seven (7) days. This has significant meaning in terms of equality of workload distribution and the number of officers that should be working and during what times.

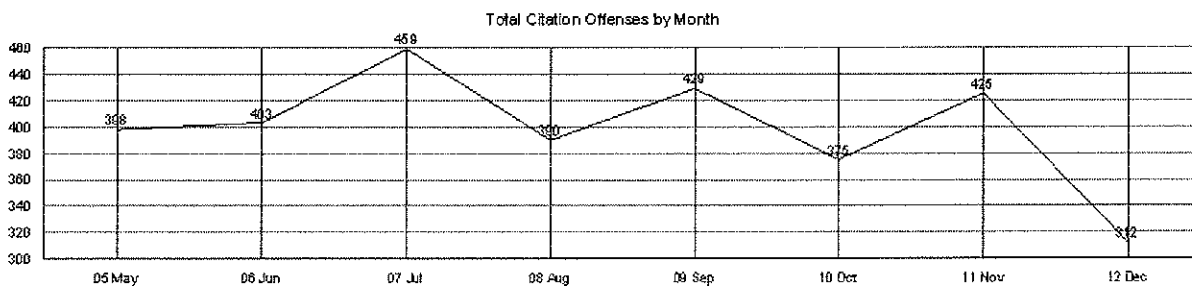
**TABLE 3b CASE REPORTS WRITTEN BY TIME OF DAY.**



The information contained in table 3b shows the case report activity based upon time of the day. This information too, is important in terms of allocation of manpower because it shows that 1297 or 63.7%

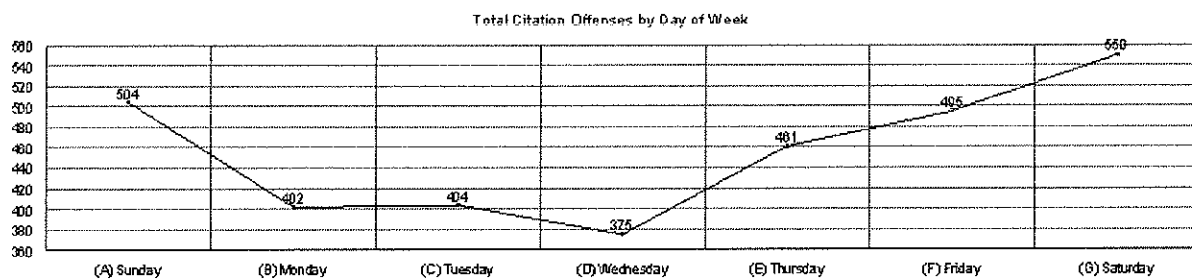
of all case reports are being generated during the twelve hour period between 1500 hours (3:00/pm-2:00/am) and 0200 hours. 979 or 48.1% are being generated during the 8 hour period between 1800 hours (6:00/pm-2:00/am) and 0200 hours. Finally 473 or 23.2% of the reports are being generated between 0300 (3:00/am-11:00/am) and 1100 hours.

**TABLE 4-CITATIONS BY MONTH-3191**



The graph above reflects the number of citations issued by Darien Police Department members. By Using the 20\* officers who were shown as active during this time frame the citations average out to about 19.9 per officer per month. Some officers wrote more while some surely wrote less.

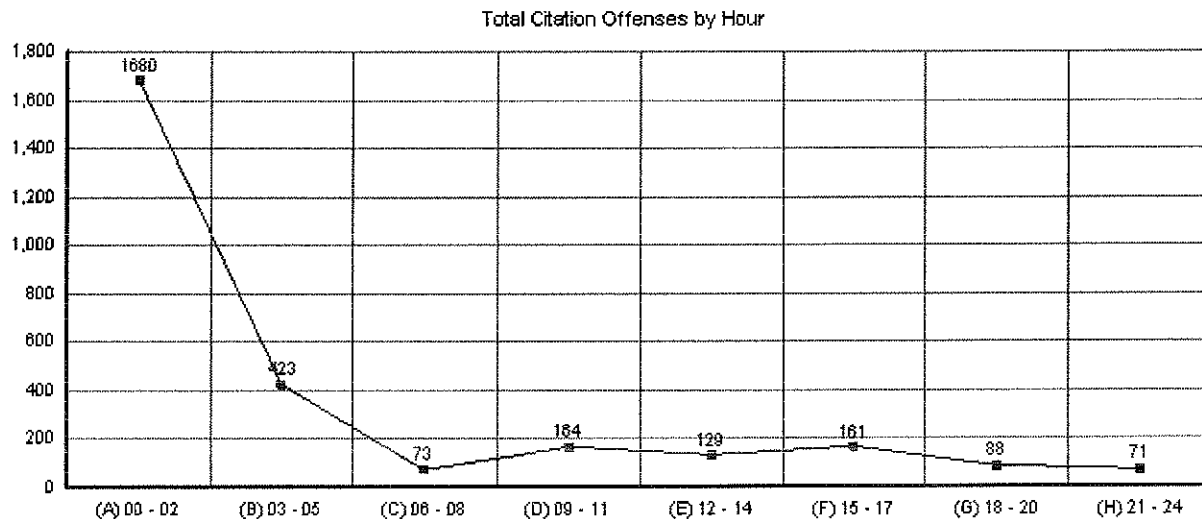
**TABLE 4a CITATIONS BY DAY OF THE WEEK.**



The table above is self-explanatory in that it reflects that 48.5% of the citations written were written on Friday, Saturday and Sunday night. If we add in Thursday night we see that 61.1% of all citation activity occurs on those 4 days.

\*There actually 23 officers shown, but we will only make calculations using the 20 officers that worked the largest portion of the 8 months from May-December 2011.

**TABLE 4b CITATIONS BY TIME OF DAY**



By most standards the table above would represent an anomaly, when compared to what might occur in some larger jurisdictions. However, what is significant here is that 2,103 or 65.9% of all citations written are written on the first watch between midnight and 4 am. What makes this significant is that the greatest probable cause for the anomaly is that this time frame represents the time when officers are least constrained by response to 911 or citizen generated calls.

**Table 5 EVENT ANALYSIS BY MONTH:**

MONTH	MINUTES	HOURS	% OF TOTAL
MAY	40,821.54	680.3	11.4%
JUNE	47,637.58	793.9	13.3%
JULY	44967.11	749.5	12.6%
AUGUST	50,299.95	838.3	14.1%
SEPTEMBER	53,035.55	883.9	14.8%
OCTOBER	49,868.67	831.1	13.9%
NOVEMBER	34,512.49	575.2	9.6%
DECEMBER	35,407.87	590.1	9.9%



Table 5 above reflects the event distribution by month. The percentage of the 8 month total is also reflected within the table. As you might expect, there is a fairly consistent increase in the percentage and volume of events as warmer weather approaches. This knowledge is essential when management decisions are to be made about when and how many officers should be allowed to take vacation time and what the potential impact is to the department. Of particular interest is the fact that the month of July represented a lesser percentage of events than did June and August. Without the historical data for the same time period in 2010 and 2009, establishing a basis for this distinction is not possible at this point, but that data will certainly fuel a comparison when we are able to compare 2012 against 2011.

**TABLE 5a DAY OF WEEK EVENT ANALYSIS:**

1	2	3	4
DAY OF WEEK NUMERICAL	DAY OF WEEK	NUMBER OF EVENTS BY DAY	PERCENTAGE
1	Sunday	1245	14.1%
2	Monday	1218	13.7%
3	Tuesday	1204	13.6%
4	Wednesday	1231	13.9%
5	Thursday	1194	13.5%
6	Friday	1343	15.2%
7	Saturday	1394	15.7%
<b>TOTALS</b>		<b>8,829</b>	

Table 5 represents the number of events catalogued for a Patrol Officer's response by day of week. As you can see, Friday, Saturday and Sunday represent about 45% of the total events catalogued. These days account for 3,982 or roughly 45.1% of event activity catalogued.

**TABLE 5b DAY OF WEEK EVENT "CREATE TO CLOSE" MINUTE ANALYSIS**

1	2	3	4
DAY OF WEEK NUMERICAL	DAY OF WEEK	NUMBER OF EVENT MINUTES	PERCENTAGE
1	Sunday	47656.34	13.3%
2	Monday	48115.56	13.4%
3	Tuesday	47615.56	13.3%
4	Wednesday	56235.45	15.7%
5	Thursday	52064.33	14.6%
6	Friday	54897.31	15.3%
7	Saturday	49966.21	14.0%
<b>TOTALS</b>		<b>356.550.76</b>	

Table 5a presents some interesting data in that it shows that the number of minutes spent on assignments is more uniform than when looking at the number of events that were catalogued. In this table we see that 42.7% of the minutes expended on events occurred on Friday, Saturday and Sunday. At the same time we see that even though the event count on Wednesday and Thursday were lower, the time spend responding to or addressing those events was significantly higher than on other days. There is insufficient comparative data at this time to make a determination as to why this occurred, but will be something that I will ask the supervising sergeants to look at as time progresses.

**TABLE 6 TIME OF DAY EVENT ANALYSIS**

1	2	3	4	5
TIME OF DAY	EVENTS	PERCENTAGE	CREATE TO CLOSE MINUTES	PERCENTAGE
12:00/Midnight	568	6.4%	14586.92	4.1%
1:00/am	296	3.3%	12444.56	3.5%
2:00/am	247	2.7%	8616.96	2.4%
3:00/am	155	1.7%	6111.75	1.7%
4:00/am	97	1.0%	2963.09	.8%
5:00/am	97	1.0%	2964.47	.8%
6:00/am	180	2.0%	12439.4	3.4%
7:00/am	266	2.9%	14419.05	4.0%
8:00/am	562	6.3%	28910.7	7.9%
9:00/am	460	5.2%	11871.6	3.3%
10:00/am	458	5.1%	18361.38	5.1%

11:00/am	471	5.3%	23246.07	5.6%
12:00/am	419	4.7%	15883.7	4.5%
1:00/pm	472	4.2%	13241.51	3.6%
2:00/pm	354	4.1%	17879	5.0%
3:00/pm	410	4.6%	21431.07	6.0%
4:00/pm	579	6.5%	23012.41	6.4%
5:00/pm	522	5.9%	15651.41	4.3%
6:00/pm	457	5.1%	14884.57	5.5%
7:00/pm	377	4.2%	16025.4	4.6%
8:00/pm	372	4.2%	16184.39	4.5%
9:00/pm	353	4.1%	12667.52	3.5%
10:00/pm	344	3.8%	15350.27	4.3%
11:00/pm	282	3.1%	9649.67	2.7%

Table 6 above reveals several interesting facts about the data shown. First, we see that when looking at time frames, often times with very similar event counts reflect significant differences in the amount of time expended. For example, when looking at 9:00/am and 10:00/am we see a difference in 10 events when comparing the two time frames, yet we see a difference in excess of 3,000 minutes in the time expended in response to those events. This disparity may involve nothing more than a difference in complexity for the particular assignments, but is surely a reason for the supervisors to monitor and search for explanations.

The other salient point to be gleaned from this table is a trend that was noticed in the other 3 months analyzed as part of this analysis and the month of October which was analyzed previously. That trend involves a time frame between the hours of 2:00/am and 7:00/am where there is a significant decrease in the events created. What we see here is that during those hours there were 1,051 events created. That number represents 11.9% of all events created. The interference, based upon these figures is that there is little activity being generated during the seven hour time frame being analyzed. When the “create to close” minutes are examined the figures are even more glaring. In this case we find that there

were 46,198.14 minutes expended during the midnight time frame. That figure accounts for 12.9% of the total number of minutes expended during the twenty four hour work cycle.

When taken in tandem with other information available in later portions of the analysis, this information will warrant questions as to how resources are allocated across the various shifts and what are the priorities of the agency.

**TABLE 6a TIME OF DAY ANALYSIS BASED UPON 4 HOUR INCREMENTS:**

1	2	3	4	5	6	7
Time of Day						
Events	1557	893	1114	1408	1723	1734
Percentage						

I have chosen to use four hour increments because it is more closely associated with the shifts that we work. We work an eight hour shift with an included lunch period and as such it makes an analysis more functional if it is divided into increments that reflect similar time periods. If viewed several different ways, we can see the implications in terms of resource allocation and we will re-visit this later, but for now, if we isolate the periods from 0100-0600 inclusive, we find 1162 events which represents 13.1% of the daily total events catalogued for a Patrol Officer's response. Similarly the time period from 0100-0700 inclusive, yields 16.3% of the daily total, while isolating the narrower time frame from 0200-0700 inclusive, reveals that it accounts for only 11.9% of the daily total.

**TABLE 7-CALL SOURCE DATA- 8,829 Events:**

1	2	3	4	5
<b>Call Source</b>	911	Field Initiation	MDT	Unknown*
<b>Events</b>	939	3923	256	3711
<b>Minutes</b>	37140.08	127635.93	14817.69	176957.86
<b>% of Events</b>	10.6%	44.4%	2.8%	42%
<b>% of Minutes</b>	10.4%	35.7%	4.1%	49.6%
<b>Aggregate % of Events</b>	52.6%		47.3%	
<b>Aggregate % of Minutes</b>	60%		39.9%	

The call source data indicates that 52.6% of the events catalogued were the result of a 911 call from a citizen or another agency requesting assistance. In evaluating self-generated calls the analysis reflects that 47.3% of the events catalogued were the result of an officer self-self-initiating activity. Interesting, when the number of minutes expended (create to close minutes) we see that 214,097.14 minutes or 60% of all create to close minutes were spent on an event that was the result of a 911 call from a citizen or an agency requesting assistance or police services. When looking at the “create to close” minutes for self-generated activity it reveals that 142,453.62 minutes or 39.9% of the “create to close” minutes expended on events catalogued were the result of an officer self-initiating activity.

**Table 7a; 1<sup>st</sup> Watch Analysis, 1100/PM-0659/AM**

1	2	3	4
<b>Day of Week</b>	<b>Incident count</b>	<b>% of Events</b>	<b>“Create to Close Count”</b>
<b>Sunday</b>	372	18.4%	13032.47
<b>Monday</b>	223	11.0%	7278.65
<b>Tuesday</b>	260	12.9%	8287.78
<b>Wednesday</b>	255	12.6%	9575.95
<b>Thursday</b>	252	12.5%	8768.01
<b>Friday</b>	275	13.6%	9101.76
<b>Saturday</b>	375	18.6%	12461.62
<b>TOTALS</b>	2012		68506.24

As you can see table#7a reveals that 19.2% of all “create to close” minutes generated were generated on 1<sup>st</sup> watch and 22.7% of the events requiring a Patrol Officer’s response occurred on the 1<sup>st</sup> watch or midnight shift. In addition, it is quite apparent 50.7% of the events created were created on a Friday, Saturday and Sunday. Similarly, 50.5% of the “create to close” minutes were also created on Friday, Saturday and Sunday.

**Table 7b- 2<sup>nd</sup> Watch Analysis, 0700/AM-3:00/PM**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Day of Week</b>	<b>Incident Count</b>	<b>% of Events</b>	<b>“Create to Close Count”</b>
<b>Sunday</b>	413	12.1%	14,837.07
<b>Monday</b>	476	14.0%	22,227.23
<b>Tuesday</b>	508	14.9%	23,240.96
<b>Wednesday</b>	490	14.4%	26,348.56
<b>Thursday</b>	484	14.2%	24,444.65
<b>Friday</b>	519	15.3%	20,154.61
<b>Saturday</b>	500	14.7%	15,725.83
<b>TOTALS</b>	<b>3390</b>		<b>146,978.91</b>

What is likely most visible here is the significant is that there is a 40% increase in the number of events and the number of create to close minutes doubles, without a significant increase in the amount of manpower. This again serves as a basis for examining why we traditionally allocate the same number of officers for each of the three shifts.

**Table 7c- 3rd Watch Analysis, 3:00/PM-10:59/pm**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<b>Day of Week</b>	<b>Incident Count</b>	<b>% of Events</b>	<b>“Create to Close Count”</b>
<b>Sunday</b>	460	13.4%	19,786.8
<b>Monday</b>	519	15.1%	18,609.68
<b>Tuesday</b>	436	12.7%	16,086.82
<b>Wednesday</b>	486	14.1%	20,310.94
<b>Thursday</b>	458	13.3%	18,851.67
<b>Friday</b>	549	16.0%	25,640.94
<b>Saturday</b>	519	15.1%	21,778.76
<b>TOTALS</b>	<b>3427</b>		<b>141,065.61</b>

There are several reasons why this level of analysis is critical. When we first looked at the events catalogued by day of week and “create to close” numbers in tables (5) and (5a) we could readily see that Friday, Saturday and Sunday accounted for about 45% of the activity being generated. When we drill down on this data further what we find is that on 1<sup>st</sup> watch Friday, Saturday and Sunday account for about 37% of activity. On the 3<sup>rd</sup> watch, those same three days account for about 47% of catalogued activity. Conversely on the 2<sup>nd</sup> watch we see that there are spikes in activity on other days and the result is Friday, Saturday and Sunday accounts for about 34% of the activity, so it is essential that when looking at activity as a composite, the allocation of resources is not done based upon a composite, but instead a much more intense drilling into the data. So what we learn here is that 3<sup>rd</sup> watch, going into the early part of first watch on those three nights are more critical in staffing than some other times.

**Table 8-1<sup>st</sup> Watch Call Source Analysis-2012 Events**

1	2	3	4	5
<b>Call Source</b>	911	Field Initiation	MDT	Unknown*
<b>Events</b>	165	1279	20	548
<b>Create to Close</b>	5572.98	40,804.18	938.32	21,190.76
<b>% of Events</b>	8.2%	63.5%	.9%	27.2%
<b>% of Minutes</b>	8.1%	59.5%	1.3%	30.9%
<b>Aggregate % of Events</b>	35.4%		64.5%	
<b>Aggregate % of Minutes</b>	39%		60.9%	

Table 8 is most telling in a couple of areas. We know that from our earlier table that for the 8 month time frame, the 1<sup>st</sup> watch accounted for 19.2% of the “create to close” minutes and 22.7% of the 2,012 events catalogued. Additionally, what we know from an earlier table is that 47.7% of the 2012 events catalogued on the 1<sup>st</sup> watch were created within the 3 hour time span from 2300 (11:00/pm) and 0159 (1:59/am). And that during the next seven hours between 0200 and 0700 there were 1051 events created. If we examine the 1,051 events by month it would average 131 events per month. If we break it down further based upon a 30 day month, those figures translate into about 4.3 events per day. It

should be made clear that this calculation only relates to the 1<sup>st</sup> watch and the specific figures relate to the time frames previously specified.

**Table 8b-2<sup>nd</sup> Watch Call Source Analysis-3390 Events**

Call Source	911	Field Initiation	MDT	Unknown*
Events	330	1369	208	1483
Create to Close	14,417.82	47,105.77	12,892.77	72,562.55
% of Events	9.7%	40.3	6.1%	43.7%
% of Minutes	9.8%	32.0%	8.7%	49.3%
Aggregate % of Events	53.4%		46.5%	
Aggregate % of Minutes	59.1%		40.8%	

As we look at the activity on the 2<sup>nd</sup> watch we see two shifting trends. First, the activity is considerably greater on the 2<sup>nd</sup> watch when compared to the 1<sup>st</sup> and that a much higher portion of the activity is generated on the basis of requests for police service via the 911 dispatch from a citizen or other agency.

**Table 8c-3<sup>rd</sup> Watch Call Source Analysis-3427 Events**

Call Source	911	Field Initiation	MDT	Unknown*
Events	444	1275	28	1680
Create to Close	17,149.28	39,725.98	986.6	83,203.75
% of Events	12.9%	37.2%	.8%	49.0%
% of Minutes	12.1%	28.1%	.7%	59%
Aggregate % of Events	62%		38%	
Aggregate % of Minutes	71.1%		28.8%	

The final look at the call source data reveals that an even higher call volume and even higher percentage of the calls are the result of a 911 call. The data, as you can see, reveals that 62% of the events and 71% of the minutes expended are the result of 911 calls. This data becomes critical as we seek to define or re-define and to refine our service delivery model. Its importance rests in the questions it raises, such as; how responsive should we be to the 911 calls of our citizens? Since we are a customer service agency,



should not response to 911 calls take precedence over self-generated activity? Does our ability to respond to 911 calls enhance our relationships with our customers? My response to the latter two questions is a resounding yes, and to the first of the three questions, the answer is that we should be as responsible to their calls for service as possible. One of the major lessons learned from the research related to community based policing service delivery models is that if citizens feel that the police are responsive and capable of protecting them, they will be more willing to participate in non-traditional crime fighting strategies and collaborate with law enforcement, That level of cooperation is as important a factor to law enforcement success as any other strategy. Further, the only way to ensure that level of protections is to have an in depth analysis in to workloads and crime trends.

The real issue then becomes is, does the current strategy of balancing shifts with the same personnel truly make sense when we are able to show that statistically, numerically and actually that the demand for service from the citizens that we serve is greater at different times of the day. Can we in good consciousness claim to be servants of the public if we as managers have not taken the steps to ensure the quality of service, by matching resource allocation to the public’s need.

**TABLE 9- CALL TYPE ANALYSIS**

	1	2	3	4	5	6	7	8
	Traffic	Burglary	Domestic	Theft	Parking	Assists	Medical	
<b>Minutes</b>	99,344.16	5,908.7	18,738.79	12,818.8	3602.52	29,604.6	7,978.48	
<b>Hours</b>	1,555.73	98.4	312.3	213.6	60	493.41	131	
<b>% of Total</b>	27.8%	1.6%	5.3%	3.5%	1.0%	8.3%	2.2%	

The event types reflected in Table 9 are an aggregate of calls that were similar in nature. For example under the column for traffic, all event types that were related to traffic enforcement or related activity with the exception of assistance to a stranded motorist were aggregated and placed in this category. The assist for a stranded motorist was categorized under the column for “Assists”. The importance of

the analysis in this area reveals to us what singular or collective groups of activity represent the most significant portion of where our resources are being currently directed. Traffic enforcement and traffic related responsibilities account for 27.8% or slightly over one fourth of all time spent on catalogued events.

**TABLE 9a-CALL SOURCE DATA ON TRAFFIC ONLY:**

1	2	3	4	5
<b>Source</b>	911	Field Initiation	MDT	Unknown*
<b>Minutes</b>	5032.13	63070.07	1425.79	29816.17
<b>Hours</b>	83.8	1,051.1	23.7	496
<b>Percentage</b>	1.4%	17.6%	.3%	8.3%
<b>Aggregate</b>	35%		64.9%	

What Table 9a shows is that nearly 30% of minutes expended on catalogued events is dedicated to traffic related responses and that 64.9% is being self-generated by the officers themselves.

**TABLE 10-THE WORKLOAD METRIC-Lowest, based on 9,578.99 minutes on 407 events.**

1	2	3	4	5	6	7	8
	911 calls	Self-Initiated	Case Reports	Citation Writing	Training	Two Officer Response	Total Possible Time
<b>Events</b>	245	162					
<b>Minutes</b>	8303.6	1275.39					
<b>Hours</b>	138.3	22.2	101	79.7	120	34	1,001
<b>Actual</b>							495.2
<b>% of Actual</b>							49.4%

The actual examination of the workload begins with table#10 above. What we will do in this regard is look at three individual officers, one at the low end of the minutes expended, one at the mid range of minutes expended and one at the high end of minutes expended. I have taken this approach because there is a wide-range of variables that may impact these numbers. Our final look will be to look at the Department as an aggregate.

Please find below, an explanation of all of the tables related to the individual and department workload

**911 CALLS:**

The calculation for 911 calls is taken directly from a Raw Data report obtained from DU COMM and converted in to an Excel Spreadsheet and then Pivot Tables is utilized to look at the data. The data is looked at from the number of actual events considered. In this instance the officer responded to or addressed 407 events for the 8 month time frame. The number of “create to close” minutes is identified and in this instance that number is 8,303.6 minutes expended on 911 calls. The minutes are then converted into hours for a total of 138.3 hours.

**SELF-GENERATED:**

Self-generated is that discretionary activity that the officer independently generates and is usually not the result of a call for service via the 911 dispatcher. The mathematics was exactly the same in terms of computation as it was for the 911 numbers. In this instance, there were 162 events catalogued, 1,275.39 minutes and those minutes were then converted to hours. The result was 22.2 hours. One item that should be noted is that self-generated time is actually discretionary time that has been converted to an identified use. As such, the self-generated time could be extracted and placed under discretionary time, but since its use has been identified it remains in the table.

**CASE REPORTS:**

During the initial workload analysis for the month of October, the members of the department who reviewed the documents suggested that there were practices on the part of the department that may not allow for an accurate accounting of time spent completing case reports. The practice essentially involved an officer clearing from (concluding) an assignment with the dispatcher, when the paperwork (case report) had not been completed. In order to be sensitive to the fact, two steps were undertaken. I

directed a policy shift in this practice and made an adjustment in the manner that the workload would account for case reports. There were 2,034 case reports written during the 8 month time frame. That translated into roughly, 254 case reports per month when averaged. I then divided the 254 by the number of available officers for the time frame (20 officers). The result was 12.7 reports per officer per month. I then multiplied that number by the 8 month time frame. The result yielded 101.7 additional hours to be charged to case report completion for the year. This figure was arrived at by assigning one hour per case report.

#### **CITATIONS WRITTEN:**

Since there was a concern expressed about the case reports, I wanted to ensure that sufficient time was given to the act of citation writing. In the case of citations there were 3,191 citations written during the time frame. That number was divided by 8 which averaged out to 398 citations per month. That number was divided by the 20 officers available for work during the time frame resulting in 19.9 citations per officer. The monthly citation was calculated for the 8 month period revealing that each officer was given credit for writing 159.5 citations. In examining the traffic stop data, there were 3,136 traffic stops (consistent with the citations written) with 59,165.83 minutes expended on those stops. By dividing the number of actual stops into the number of minutes it revealed that each stop took about 18 minutes. Based upon riding with the officers and witnessing the automated ticket writing program, I added an additional 12 minutes to the 18 and awarded 30 minutes for each citation. The result was 79.7 hours credited to each officer for writing citations. It should be noted that much of this time may be accounted for in the "create to close" minutes noted in the data on the traffic stop, but in the interest of equity, I felt it prudent to add the additional time to the analysis.

## **TRAINING:**

Prior to February of 2012, training hours were not tracked and reported on. In view of that fact I looked at some other agency information and determined that it was likely that each officer would receive approximately 10-15 hours per month of training of varying types. I multiplied this figure times 8, for the 8 month time frame analysis. That basic math yielded 120 hours of training for the time frame measured. It should be noted that for the two months that the training hours have been tracked (February and March) the hours were 58 and 302 respectively. In looking at the higher of the two numbers and dividing that by the number of officers for the time frame, it would be 15 hours. Of further note, is the fact that the March numbers are likely abnormal because the training also included two officers who attended a week-long training conference and those hours are factored into the 302.

## **DUAL OFFICER RESPONSE:**

One of the other factors that will impact a workload is the fact that within the Darien Police Department we operate with one-person squad cars. As a by-product of that fact, officers respond to most assignments alone. However, there are circumstances that require a dual response, meaning that at least one other officer is sent to the assignment with the primary officer as a back-up. DU-COMM, does not currently, keep or provide this information, and as such, there is no way of quantifying dual officer responses. It should be noted there are also instances where multiple officers respond to the same incident and there is no way to identify or quantify those. In the absence of that ability, I looked at the type and nature of the calls that we responded to over the past 8 months and utilized my prior experience and knowledge of the calls to develop a list of calls that are likely to require a dual officer response. Those events included, alarm calls, all in progress calls, loud party, domestic related calls, burglaries and any call involving a weapon. The result of the effort yielded 820 such calls and in excess of 49,000 minutes responding to those events. I divided the number of minutes in half (since one officer is

already assigned) and added that number of minutes converted to hours to the total output for the officer being analyzed. The result added 34 hours to the total.

**TOTAL POSSIBLE TIME:**

In looking at the total possible time available to an officer for the 8 month time frame, there are 143 hours per month available for each officer. When examining the 8 month time frame that calculation results in 1,144 possible hours worked during the time frame. Based upon each officer being eligible for vacation, I extracted one month from the total or 143 hours to compensate for vacation time. The result was 1,001 hours of possible time worked. I am aware that some officers may be entitled to five weeks, but I operated under the opinion that some of the officers had taken vacation time during the four months prior to 01 May 2011. I based this on the pattern of vacations taken during clean-up week 2012. In the column labeled TOTAL POSSIBLE TIME we see the 1,001 possible hours available. Beneath that figure, we see the Actual hours worked. This figure relates to the tally across the six columns. The officer has been credited with having expended 495.2 hours in responding to events catalogued. The figure below the 495.2 identifies the percentage of possible time expended.

**TABLE 10-THE WORKLOAD METRIC-Mid Range, 595 Events and 18,984.18 Minutes**

	911 calls	911 Initiated	Case Reports	Citizen Writing	Training	2 Officer Response	Total Possible Time
Events	267	328					
Minutes	10,273.45	8710.73					
Hours	171.2	145.1	101	73.7	120	34	1,001
Actual							495.2
% of Actual							63%

**TABLE 10b-THE WORKLOAD METRIC-Highest, 740 Events and 39,071.1 Minutes**

	911 calls	Self-Initiated	Case Reports	Citation Writing	Training	2 Officer Response	Total Possible Time
<b>Events</b>	460	280					
<b>Minutes</b>	23887.0	15184.1					
<b>Hours</b>	398	253.0	101	79.7	120	34	1001
<b>Actual</b>							985.7
<b>% of Actual</b>							98.4

Prior to proceeding to the analysis of the overall Patrol operation, several points must be made about the three tables above. As you can see, we looked at an analysis over a range of workers. One at the lower end of the productivity spectrum in terms of output, and one at the middle range and one at the highest amount of output. It is necessary to point out at this point that of the 20 officers eligible for analysis, 70% or 14 fell at or near the mid-range analysis point. One officer representing .05% fell far below the mid. Two other officers or 9.0% of the group fell, just above the mid- range analysis point and finally, there was one additional officer (for a total of two) or .05% of the group that was so extremely far away from the mid-point range that it represents an anomaly. This anomaly is likely created as a result of shifts being worked outside of the norm and the accrual of overtime.

**TABLE 11-THE WORKLOAD METRIC-Total, 8,829 Events and 356,550.76 Minutes**

	911 Calls	Self-Initiated	Case Reports	Citation Writing	Training	2 Officer Response	Total Possible Time
<b>Events</b>	4650	4179					
<b>Minutes</b>	214097.1	142453.6					
<b>Hours</b>	3568.2	2374.2	2,034	957.3	2400	408	20,020
<b>Actual</b>							11,741.7
<b>% of Actual</b>							58.6%

The mathematical calculations for the mid-range and the highest range were exactly the same as the lowest range analyzed. It should be noted that the high range analysis is likely skewed by the fact that the officer analyzed worked large amounts of overtime.

The calculations related to 911 calls and self-generated activity is unchanged from the earlier analysis. The table above represents an analysis of the total department's patrol officers for the 8 month period from May 2011-December 31, 2011. There are some minor changes in the calculation, though not in the process. For example, under the column labeled case reports, all 2,034 case reports are considered at one hour each. Under the column for citations, there were 3191 citations written and the department is credited with 30 minutes to complete the citations. Here I multiplied 30 minutes by the 3191 and arrived at a figure of 957.3 hours. The training hours are calculated on 15 hours per officer (20) multiplied by the 8 month time frame. The dual officer response is calculated by dividing the 49,000 minutes in half and converting them to hours yielding the 408. The biggest change is in the calculation of possible hours worked. Based upon the 23 officers that appear on the raw data report from DU COMM, the number of possible hours should be 26,312. That figure is based upon 23 officers multiplied by 143 hours multiplied by the 8 month time frame. However, there were three officers who, based upon the number of events handled and hours worked over the year, were injured or were not available for duty during the 8 month time frame and so they were removed from the calculation. It should be noted that the events and "create to close" minutes they worked did remain part of the calculations. By removing their hours from the total possible hours it reduced the 26,312 by 3,432 hours resulting in 22,880 total possible hours. Further, in discussion with supervisors and officers, a concern was voiced that the workload analysis might not adequately account for vacation time taken. With that in mind I extracted one month of vacation for each of the 20 officers who remained on the schedule. That calculation further reduced the total possible time by 2,860 hours. The result is that the total possible time is reduced to 20,020 for the 8 month time frame.



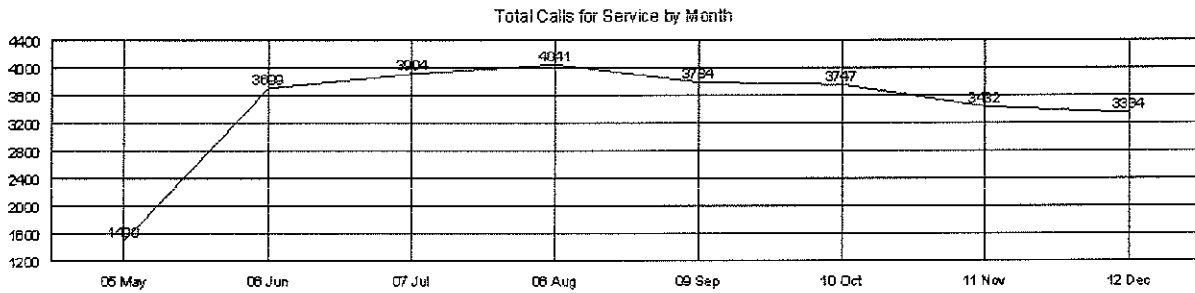
As you can see by accounting for all of the concerns listed, the total number of hours accounted for in the analysis is 11,741.7 or 58.6% of the total possible time. If we were to remove the self-generated hours expended, it would change the actual time expended to 9,367.5 hours and represent 46.7% of the total possible hours.

It must be noted that the level of analysis contained in the documents included will be on-going and expanding. As we develop more comparative data, enhance our mapping capability and move toward a managerial decision process based more on this type of analysis we must continue to challenge ourselves as managers. We must set priorities in terms of a service delivery model, we must become pro-active rather than reactive, and we must assess resource allocation within budgetary constraints and service delivery models in order to ensure a sustainable capacity to render the finest quality of services possible.

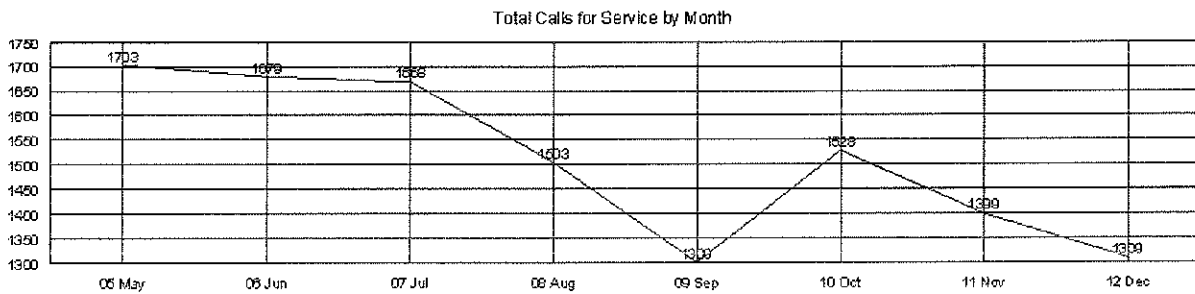
It is expected that this process will not only be on-going, but be embraced by the management team. We have already begun looking at how to utilize this information in the decision making process. Please find below a city-to-city comparison in several categories. As you review the graphs below, please bear in mind that the analysis that just concluded evaluated those events that were responded to by patrol officers, yielding the 8,829 events. The total number of events catalogued during the 8 month time frame for the Darien Police Department is actually **14,170**. I provide this number so that the comparison can be made in the proper context.

**CITY TO CITY COMPARISON GRAPHS-TOTAL CFS/EVENTS:**

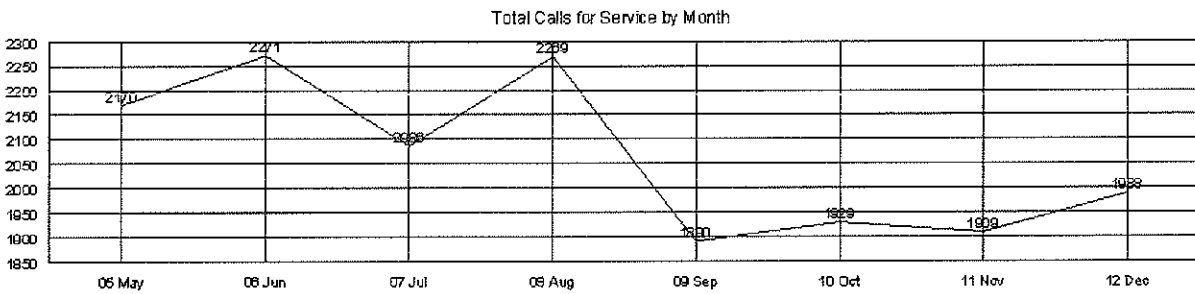
Woodridge, Illinois-27,431 TOTAL CFS/EVENTS-54 sworn police officers



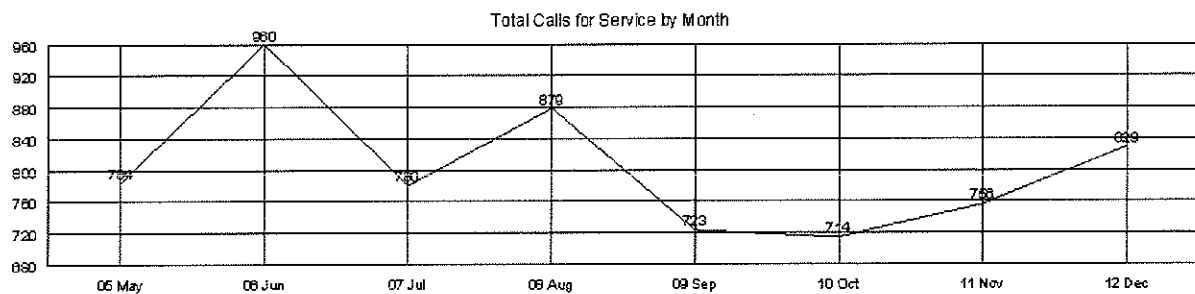
Lisle, Illinois-12,089 TOTAL CFS/EVENTS-38 Sworn Police Officers



Warrenville, Illinois-16,512 CFS/EVENTS-32 Sworn Police Officers



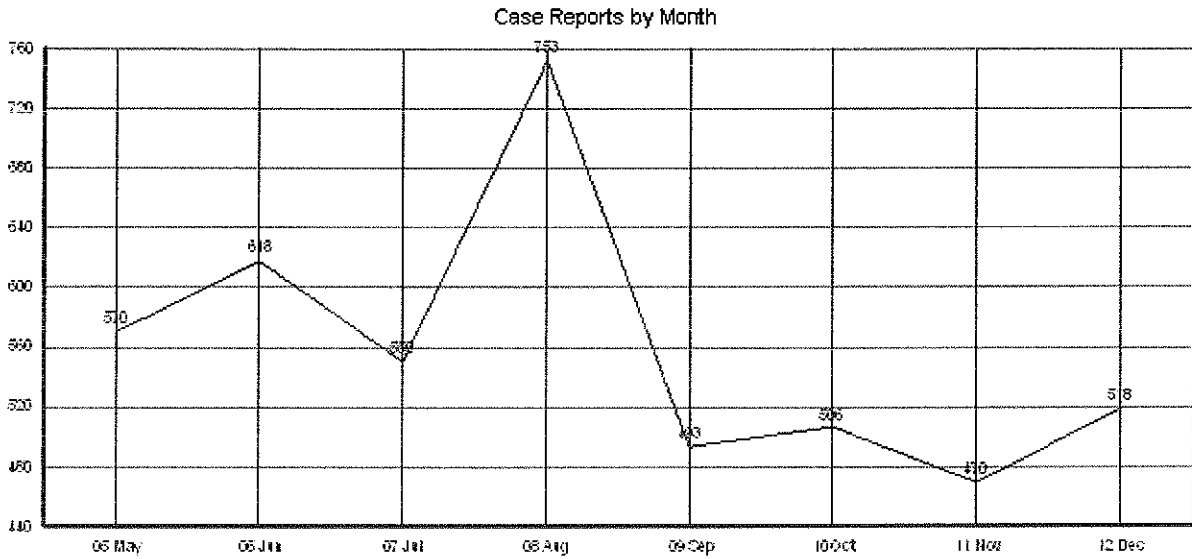
Oak Brook, Illinois-6,425 TOTAL CFS/EVENTS-38 Sworn Police Officers



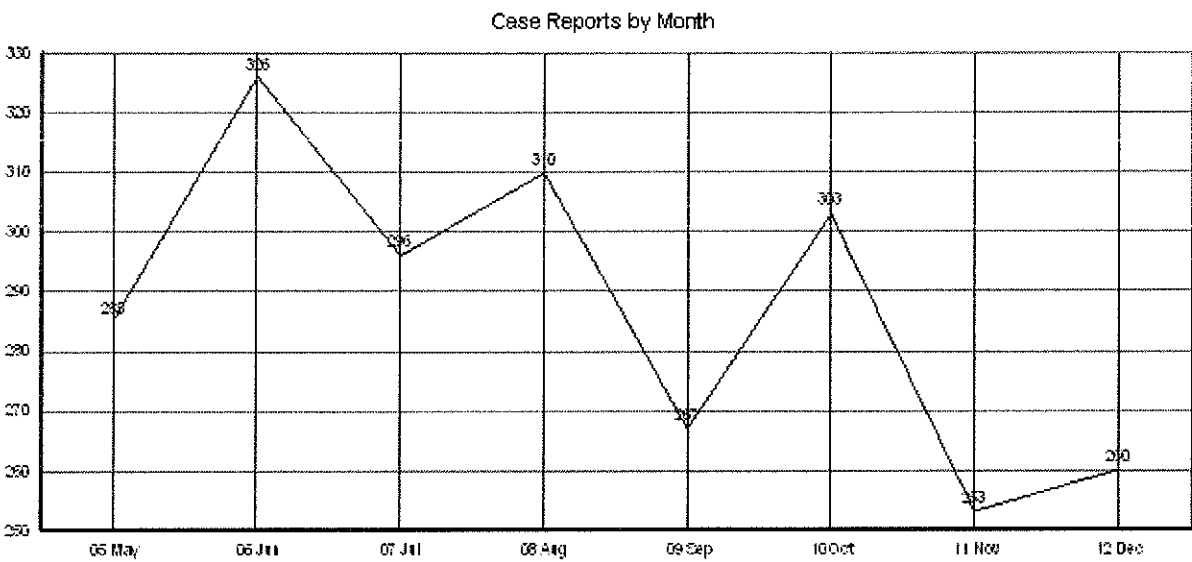
**DARIEN-2,034 CASE RPORTS WRITTEN, May-December 2011**

CITY TO CITY COMPARISON GRAPSH CASE REPORTS WRITTEN:

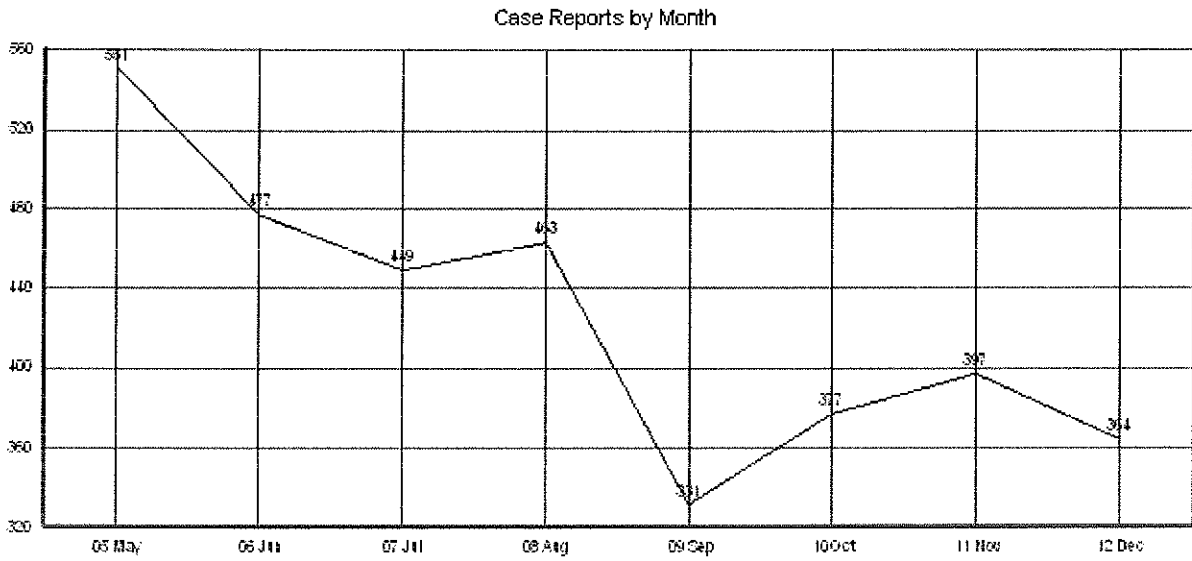
Woodridge, Illinois-4,478 REPORTS WRITTEN



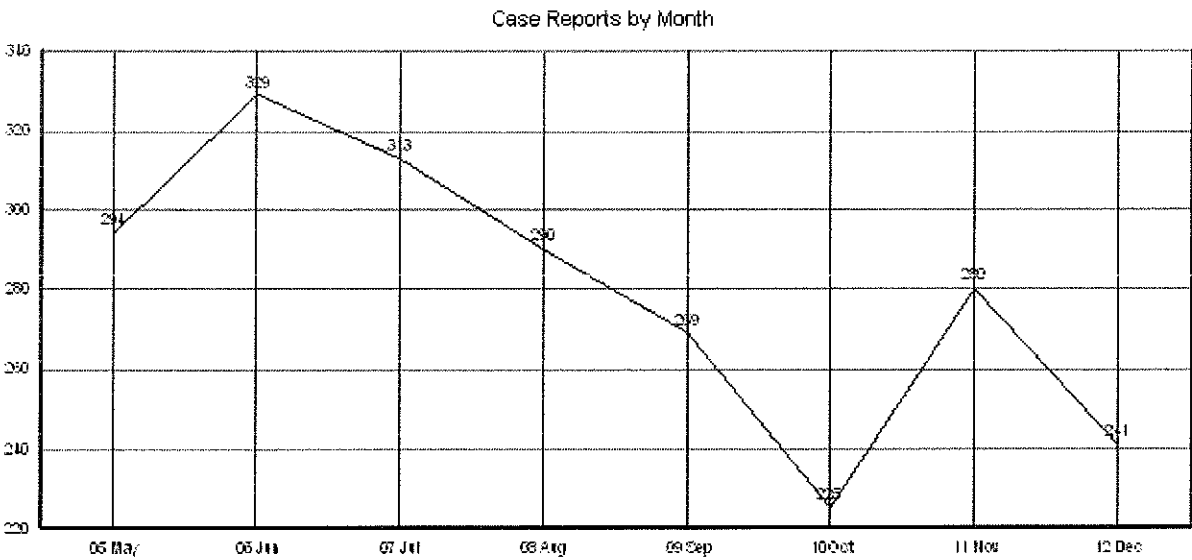
Lisle, Illinois-2,300 CASE REPORTS WRITTEN



### Warrenville, Illinois-3,409 TOTAL CASE REPORTS WRITTEN



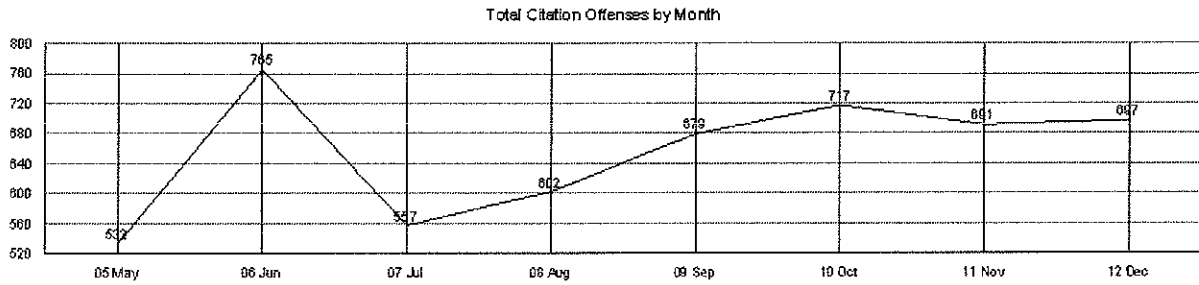
### Oak Brook, Illinois-2,241 Total Case Reports Written



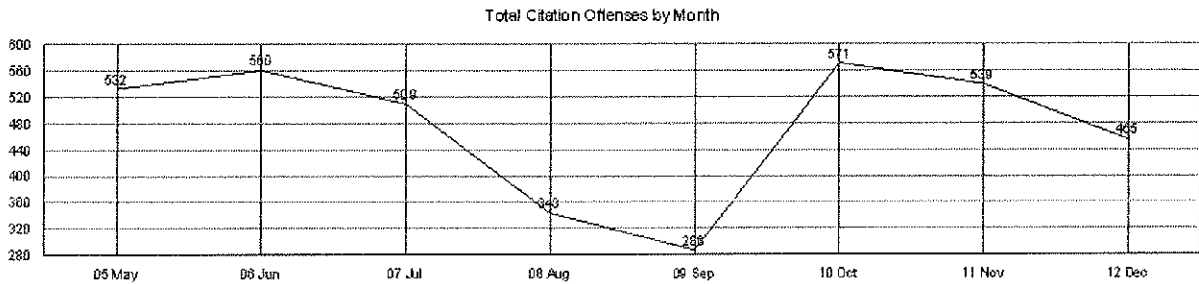
**DARIEN, 3,191 CITATIONS WRITTEN, MAY-DECEMBER 2011.**

**CITY TO CITY COMPARISON GRAPHS FOR TOTAL CITATIONS WRITTEN**

**WOODRIDGE, Illinois-5,240 citations written**

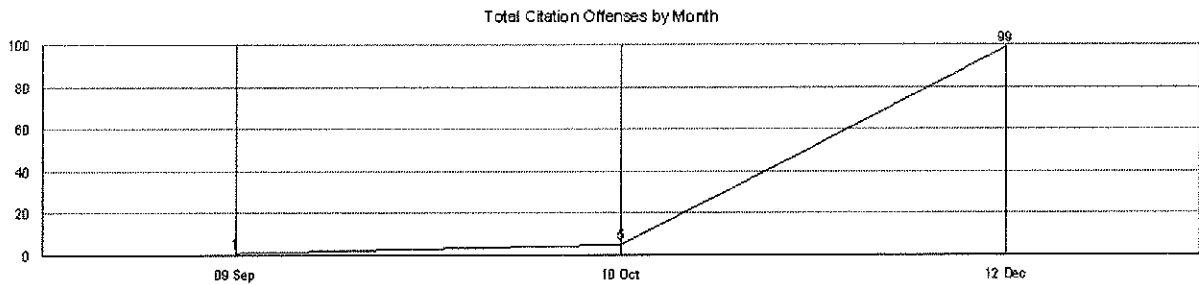


**Lisle, Illinois-3,795 citations written**



**Warrenville, Illinois-None Indicated in Database**

**Oak Brook, Illinois-105 Citations written**



The comparisons above were merely provided for context.

## DARIEN CRIME ANALYSIS REPORT

This crime analysis report was prepared following the completion of the workload analysis report. These two reports help develop a service delivery model that best serves the public.

Analyzing crime is done on two levels. First, the very general level involves a crime trend analysis. This analysis reviews information as to a general trend of overall crime. For example, a crime trend analysis will examine crimes reported, arrests made, and the use of weapons while committing crimes.

The second level of analyzing is incident analysis. The incident analysis examines where specific types of incidents are occurring geographically, what time of day, and what day of the week.

The view of incident data that provides the clearest picture for crime analysis is two-fold. If there is a high volume of crime it should be viewed in 1 day, 7 day, 14 day, 21 and finally 28 day cycles. Crime data should also be compared to equivalent time periods of the prior year. Crime analysis for the Darien Police Department will be a bit challenging at the beginning since the crime data was not previously collected in the manner we collect it currently. Our current focus at crime analysis will assist with the development of appropriate strategies to prevent it.

The first pair of numbers that will be compared are the raw arrest numbers:

2011\* 731

2012\*\* 337

- Denotes only the 8 month period following the move to DU COMM

\*\* Denotes the period from January 1, 2012-April 11, 2012

In reviewing average monthly arrest numbers, 2011 averages out to approximately 91 arrests per month. This is calculated by the 731 arrests in the 8 month period for which we collected data in 2011. The 2012 data translates into about 99 arrests per month by calculating 337 arrests over a 4 month period. These figures show a negligible increase in arrest activity, but an increase nonetheless. This increase could go higher because our workload analysis shows more arrests in the summer months.

The next set of numbers we analyzed will be the number of weapons used in an offense:

	2011 OFFENSES INVOLVING	2012 OFFENSES INVOLVING	2011 Firearm	2012 Firearm
Darien	4	17	0	7
Elmhurst	104	4	11	0
Linle	7	23	2	2

<b>Woodridge</b>	168	33	46	18
<b>Warrenville</b>	13	3	5	0

The table above represents a year to year comparison on incidents involving a weapon (columns two and three). In the column under 2011, we see the number of incidents involving a weapon in 2011. In the third column we see the same information for calendar year 2012. In column four, we see the number of those incidents involving a weapon when a firearm was recovered.

As we look at Warrenville we see 13 incidents with 5 firearms recovered in 2011. In 2012 we see 5 incidents with no weapons recovered so far. In Woodridge we see 168 incidents with 46 weapons recovered for 2011. In looking at 2012, we see 33 incidents resulting in 18 weapons recovered. Two points of concern are evident from this analysis. First, if we extrapolate the total number of events involving a weapon through the end of the year we will see more incidents (184). Secondly, if we extrapolate the number of firearms we will have more firearms than the prior year (72). If we examine Lisle we also see an equally upward trend. In 2011, there were 7 incidents involving a weapon, with two that involved a firearm. In 2012 we see 23 incidents involving a weapon with two incidents that involved a firearm. Finally, in looking at Darien, we see that in 2011 there were 4 incidents involving a weapon, while none involved a firearm. In 2012 we see that there have already been 17 incidents involving weapons with 7 that involved a firearm.



It should be noted that an increase in the use of firearms in offenses must be taken seriously by law enforcement. Increased usage of firearms is a good indicator for the likelihood of increases in violence. The key is to determine how much of an increase in the use of weapons/firearms in offenses will lead to higher incidents of public violence or other types of crime.

In choosing comparison jurisdictions, Darien, Lisle and Woodridge all share the same radio frequency. As such, the three departments are likely to share common problems and resources. The other two jurisdictions, Elmhurst and Warrenville, were chosen because of the shared relationship with DU-COMM.

**WOODRIDGE, ILLINOIS CRIME TREND, WEAPONS RECOVERED IN OFFENSES:**

<b>Year</b>	<b>Number of weapons</b>	<b>Firearms</b>	<b>% of non-residents</b>
<b>2009</b>	32	25	58.2%
<b>2010</b>	160	21	55.2%
<b>2011</b>	168	46	60.8%

What is apparent from this table is the increase in the number of incidents when a weapon is used. There is a definite trend in the number of incidents involving the use of a weapon and the number of firearms being used also. The number of firearms has nearly doubled in a three year period, while the number of incidents involving the use of a weapon has quadrupled. Incidents

involving the use of a vehicle and where the assailant used hands, fists or feet are NOT included in this analysis.

In that Woodridge shares a contiguous border with Darien, coupled with the fact that over the past 10 months 78% of all arrestees have not been residents of Darien, one can rest assured that problems of Woodridge will not remain confined to Woodridge. The next analysis looks at the percentage of the arrested individuals in Woodridge who are non-residents. What it would appear is that a larger number of their residents are actually engaged in criminal conduct, which should allow us to recognize that the scope of the problem in Darien will only increase.

An analysis of our other neighbor, Westmont and Downers Grove may have provided additional evidence to support this information, but since they are not DU COMM customers, that information was not available to us. In any event, it is my belief that it is prudent for us to begin to look at more pro-active policing strategies, and a more definitive approach to community engagement in order to ensure the continuum of safety that Darien currently enjoys.

The following tables are intended to provide a more in-depth look at crime as it relates specifically to Darien. This level of crime analysis will involve looking at the incident, amount of time expended, the time of day, day of the week and the busiest month. The measurements are based upon the time of the day with the highest number of minutes expended and number of incidents. This analysis also provides an example of the amount and type of analysis that are critical to public safety protocols and developing a sound strategy regarding the allocation of resources

As we prepare to look at crime data we will begin by looking at the Part I and Part II offenses.

The Federal Bureau of Investigation established a uniform crime reporting system and identifies criminal offenses as either Part I offenses which are more serious in nature and Part II offenses which may in some case be felonious, such as Possession of Controlled Substance. Please see the table below for Part I offenses:

**PART I OFFENSES:**

OFFENSE TYPE	Incidents	Minutes	Hours	Reports
Criminal Homicide				
Forcible Rape*	15	2400	40.0	4
Robbery				
Aggravated Assault	0	0	0	1
Burglary				
Larceny/Theft	145	12835.4	213.9	157
Motor Vehicle Theft				
Arson	0	0	0	1

In examining Part I offenses, there are several areas that require explanation. In the area of criminal homicide, we see that there were no events created , but we see that a case report was created. The incident involved a victim who was shot in the leg and was responded to as a call where the victim alleged someone tried to kill him. Under the Uniform Crime Reporting system, the incident should have been reported as a serious battery. In the category of forcible rapes, I included all categories of sexual offense, as such the examination yields that there were 13 events, while only four case reports were completed for “rape”. It is likely that the preliminary or follow-up investigation failed to find evidence of the elements of the offense of “rape” and the other 9 incidents were classified under a different offense or unfounded. The same case is likely what happened in the robbery incidents. The table reveals that there were no events created for robbery, but there are 3 case reports. Again, this suggests that the initial event was created on what a caller conveyed to the dispatcher, and the responding officer determined that there was sufficient information to author a robbery case report.

The other interesting information available from the table is that theft and burglary account for a significant portion of the criminal activity in our city. We will also see from a later table that domestic incidents account for a great number of events and responses. The greatest merit to analyzing the crime data in tandem with discretionary time available via the workload analysis is that it provides the Police Department to engage in activities that will prevent criminal activity that has a direct impact upon our citizens.

When examining this data, knowing what patrol beat, what time of day and what day of the week will aid supervisors in their decision making process on when to grant elective time off requests, how to schedule training and vacations, and how to create a schedule that is reflective of our service delivery model and optimizing service to the community.

THE FOLLOWING DATA WILL LOOK AT INDIVIDUAL CRIMES BASED UPON SEVERAL VARIABLES:

**Battery incidents:**

Incident	Incidents	Minutes	Time of Day	Day of Week	Beat	Month
In Progress	1	13.08	1800	THURSDAY	3	5
Just Occur.	11	1164.7	1800	SATURDAY	3	7
Report Only	13	830.1	0001	WEDNESDAY	3	8
<b>TOTAL</b>	<b>25</b>	<b>2007.88</b>				

The table looks at battery incidents and indicates that there were 25 incidents that required the expenditure of 2,007.88 minutes or 33.4 hours. The busiest times of day was 6:00/pm. The busiest beat was beat 3, and the busiest months were May, July and August. *Of the events catalogued, there were 34 battery case reports completed, likely based on incidents that were reclassified subsequent to our investigation.*

**Burglary Incidents:**

Incident	Incidents	Minutes	Time of Day	Day of Week	Beat	Month
Attempt	5	127.5	1100/pm	Saturday	2	July
Just Disc.	5	241.15	4:00/pm	Tuesday	3	November
In Progress	8	220.19	9:00/pm	Wednesday	2	May
Just Occur	1	40.4	9:00/pm	Saturday	2	July
Report Only	23	1324.58	8:00/am	Friday	3	July
	42	1953.97				

The table above reflects burglary incidents and indicates 42 incidents for the 8 month time frame after moving to DU COMM. The period between 4:00/pm-9:00/pm were the busiest. Saturday, was the busiest day of the week, followed by Friday, Tuesday and Wednesday being the busiest days of the week and July being the busiest month. *Of the 42 events catalogued in this table 57 resulted in a case report and that includes 3 attempted burglaries and 2 home invasions.*

The data on burglaries will allow us to frame both a pro-active law enforcement response taken in tandem with a community engagement component. As we see that July 2012 will likely be a busy month. More research is required to determine a causal relationship, but some traditional causes are; more people away from the home as a group on family outings or vacations. There is also the possibility that the warmer weather cause people to relax more, leaving doors unlocked and unattended and property unattended. What this does for law enforcement is tells

us that, in June we should begin an assertive campaign on community engagement throughout the city, but specifically in beat 3, to encourage residents to secure property, report suspicious activity, develop vacation strategies and be more vigilant about neighboring homes. From a resource allocation perspective, as we look at the times, day of week and beat, the supervisors will allocate resources that we will address.

When looking at such data, we should bear in mind that this view is for the last 8 months of 2011. The level of analysis must be on going to ensure that whatever strategies that we develop are contemporaneous to any changes or shifts in a trend.

**Burglary to Motor Vehicle:**

Incident	Incidents	Minutes	Time of Day	Day of Week	Beat	Month
BMV	80	4,066.9	8:00/am	Wednesday**	3	June ****

\*denotes a tie between the hours of 5:00/pm and 8:00/am

\*\*Followed by Sunday and Monday/\*\*\* Followed closely by December

The table above reflects Burglary to Motor Vehicle incidents. The incident involves any instance where a person steals items from an unoccupied motor vehicle. There were 80 such incidents with 4,066.9 minutes expended. The busiest day of the week was Wednesday, with the busiest time of the day being 8:00/am. The busiest beat was beat 3 and the busiest month was June.

This specific data provides us opportunities to develop strategies to address this issue and metrics that are quantifiable in terms of determining the success of any strategies developed.

### ***Domestic Incidents***

<b>Classification</b>	<b>Incidents</b>	<b>Minutes</b>	<b>Time of Day</b>	<b>Day of Week</b>	<b>Beat</b>	<b>Month</b>
<b>No Weapon</b>	189	11,746.81	9:00/pm	Sunday	3	July
<b>Physical</b>	22	1,499.22	0200/am	Monday	1	October
<b>Report Only</b>	61	4,162.08	7:00/pm	Sunday	3	July
<b>Standby</b>	19	1,630.14	11:00/am	Sunday	3	September
<b>Weapon</b>	1	150.23	8:00/pm	Sunday	3	May
<b>Total</b>	292	19,188.48				

The table above reflects the domestic incidents responded to by the Darien Police Department. There were 292 incidents involving 19,188.48 minutes or 319 hours expended for 2011. The busiest day of the week was Sunday, the busiest time of day was between 7:00/pm and 2:00/am, the busiest beat was beat 3, and July was the busiest, followed by several other months.

As you can see Domestic related incidents accounted for the largest share of incidents overall in crime categories, and hold the greatest potential for the loss of life. This data does provide some opportunities, and will guide us to even more questions as we seek to develop strategies. Those questions are; how many of these incidents are repeat visits to the same location, if there are redundant issues, are we working to identify "at-risk" households? Is there any evidence of escalating behavior and pre-homicidal behavior that we can intervene in or make



referrals to social service agencies regarding the violence. This data lead the police department to develop additional specialized training on how to deal with domestic violence.

***Of the 292 events catalogued as domestic incidents only 39 resulted in a case report being completed. That figure indicates a ratio of 10:1. Indicating that for every 10 calls received only one case report was written. The Chicago average for such incidents is 5:1. This is indicative of the fact that we have much work to do in the area of servicing domestic violence victims.***

**Man with a Gun:**

Classification	Incidents	Minutes	Time of Day	Day of Week	Beat	Month
Man w/Gun	2	85.33	1:00/pm	Sunday	2	November

There were only 2 “man with a gun” incidents. The busiest time frame was 1:00/pm, the busiest day of the week was Sunday, the busiest beat was beat 2, and the busiest month was November.

**Theft Incidents:**

<b>Classifications</b>	<b>Incidents</b>	<b>Minutes</b>	<b>Time of Day</b>	<b>Day of Week</b>	<b>Beat</b>	<b>Month</b>
<b>In Progress</b>	1	11.53	2:00/pm	Saturday	1	8
<b>Just Occurred</b>	5	100.75	4:00/pm	Thursday	3	12
<b>Report Only</b>	136	8280.24	11:00/am	Monday	3	12
<b>Total</b>	142	8392.52				

The table above reflects the theft incidents. There were 142 such incidents that required the expenditure of 8,392.52 minutes. Theft incidents represent a volume second only to domestic violence events. Here again, we find ourselves with another opportunity to have an impact on a crime. The impact can be realized with a combination of assertive law enforcement deployment and proper community education and engagement based upon looking even deeper into the crime as they trend.

*Of the 142 events catalogued, 92 resulted in an actual theft case report. The disparity here may be related to an incident being unfounded, or the actual report being downgraded from what the initial call for service was based upon the preliminary or follow-up investigation.*

**Shoplifting Incidents:**

Classification	Incidents	Minutes	Time of Day	Day of Week	Beat	Month
Holding	12	1160.83	6:00/pm	Wednesday	2	December
Attempt	2	186.82	7:00/pm	Friday	2	July
In Progress	6	1835.68	10:00/am	Tuesday	2	September
Just Occ.	7	1281.22	7:00/pm	Sunday	3	August
Report Only	5	242.28	10:00/am	Saturday	1	October
<b>TOTAL</b>	<b>32</b>	<b>4706.63</b>				

The table above shows the shoplifting events created for 2011. One of the issues that I want to do is to create a paradigm that no matter what the criminal activity is, that we can have an impact on it. Through active enforcement, smart analysis, strategic deployment of resources and a community education and engagement strategy, we should be able to reduce, displace or eliminate any chronic crime and disorder problem.

***Of the 32 events catalogued as shoplifting incidents, there were 36 case reports classified as retail theft. However there was 1 warrant, 1 deceptive practice, 1 attempt shoplifting and 1 identity theft that are included in that count.***

## Shots Fired Incidents:

Classification	Incident	Minutes	Time of Day	Day of Week	Beat	Month
Shots Fired	9	562.29	5:00/pm	Thursday	2	August

The final category examined is the “shots fired”. There were 9 such incidents with the largest amount of time expended in August. One of the functions of looking at this data is to begin to look for causal relationships. The way the workload analysis works in tandem with the crime analysis is simply this.

The workload analysis tells us how much discretionary time is available to the department. The crime analysis tells us what crimes are occurring, where they are occurring, the time of day, day of the week and when an event is most likely to occur. Remaining engaged with the community will allow us to know their concerns and by taking all of these factors in tandem, as an agency we can develop priorities that are likely to achieve the desired result.

This type of analysis is critical. In meeting with DU COMM and NETRMS we still have much work to do in order to get all of the various types of data that we will need to truly manage crime and be pro-active in addressing it. This is just the first step.