



City of Highland Park (IL) Police Department



Strategic Plan

Fiscal Year 2022 Through Fiscal Year 2026



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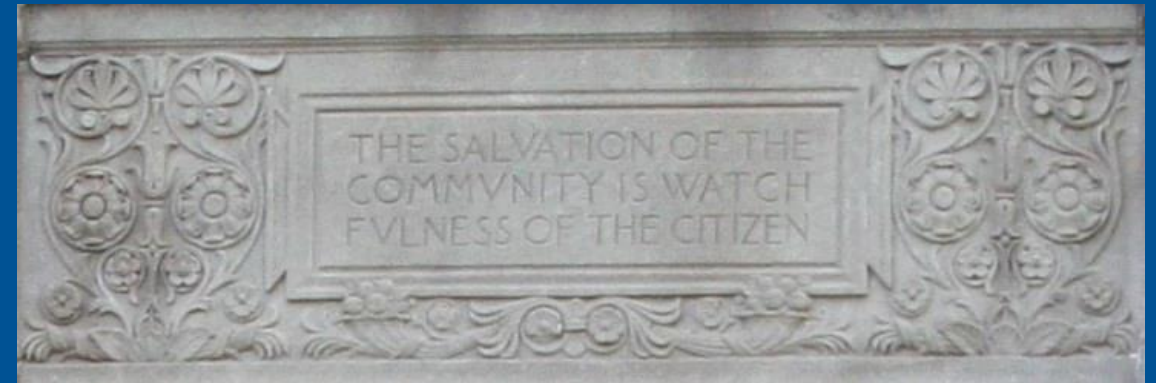


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City of Highland Park Mission Statement

The mission of the City of Highland Park, Illinois is to provide high-quality municipal services in an efficient and fiscally-responsible manner through effective, transparent and collaborative governance.



Core Priorities

The City of Highland Park municipal government's core priorities are:

- 1) fiscal stability;
- 2) public safety;
- 3) infrastructure investment; and
- 4) community vibrancy.





Police Department Mission Statement

The Highland Park Police Department is dedicated to safeguarding persons and property through a committed community partnership by upholding public trust, fostering mutual respect, and providing services to enhance the quality of life.

Vision Statement

A safe and secure community enhancing the quality of life in Highland Park through community engagement, professional development and effective deployment of resources and technology.

Commitment to Fair & Equitable Policing

The City of Highland Park, in accordance with its values, is committed to fair and equitable policing, and to that end has invested in training, community engagement, and recruitment strategies to foster positive relationships between the police and communities of color.



ILACP & NAACP Ten Shared Principles

In an effort to strengthen the partnership between law enforcement and the public, the Illinois Association of Chiefs of Police and the Illinois NAACP State Conference have established 'Shared Principles of Public Safety' to build trust and common ground between police and diverse communities. The City of Highland Park Police Department **was the first in the State** to adopt the 'Shared Principles of Public Safety' and publicly pledged support at the April 9, 2018 City Council Meeting.

The Principles of Public Safety is the first of its kind in our nation's history. The announcement of the principles took place in the Old State Capitol building where Abraham Lincoln served as a state representative and later delivered his famous "House divided" speech in 1858.

The members of the Highland Park Police Department recognize that these shared principles are reflective of our core beliefs and are part of the fabric of our mission and values. By reaffirming our commitment to these ideals, we want our community to know what we stand for as their law enforcement agency. We have a strong commitment to public safety, we place a high value on working together, and we will always work towards improving relationships to keep our community safe.

Every member of the City of Highland Park Police Department signed their name on a large document listing the Shared Principles of Public Safety, which is on display at the Police Department and at City Hall. These physical reminders serve to demonstrate that the work we do every day, collectively and individually, are guided by shared principles of public safety. We work to affirm them in all that we do as we provide public safety services to our community.



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Deputy Chief of Police

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City of Highland Park Shared Principles of Public Safety

Now be it therefore resolved that the Highland Park Police affirm the following shared principles, issued jointly by the Illinois Association of Chiefs of Police (ILACP) and the Illinois NAACP State Conference, regarding the relationship between law enforcement, our community and the people we serve in Highland Park, Illinois:

1. We **value the life of every person** and consider life to be the highest value.
2. We **treat every person with dignity and respect**. This is another foundational value.
3. We **reject discrimination** based on race, ethnicity, religion, color, nationality, immigrant status, sexual orientation, gender, disability, or familial status towards any person.
4. We endorse the six pillars in the report of the President's Task Force on 21st Century Policing. The first pillar is to **build and rebuild trust** through procedural justice, transparency, accountability, and honest recognition of past and present obstacles.
5. We **endorse** the four pillars of procedural justice, which are **fairness, voice** (i.e., an opportunity for citizens and police to believe they are heard), **transparency, and impartiality**.
6. We **endorse the values inherent in community policing**, which includes community partnerships involving law enforcement, engagement of police officers with residents outside of interaction specific to enforcement of laws, and problem-solving that is collaborative, not one-sided.
7. We **develop strong ongoing relationships** between law enforcement and communities of color at the leadership level and street level to diminishing and eliminate racial tension.
8. We **encourage all citizens to gain a better understanding and knowledge of the law** to assist them in their interactions with law enforcement officers.
9. We **support diversity** in police departments and in the law enforcement profession and make a concerted effort to recruit a diverse pool of candidates for job opportunities within the City.
10. We **endorse using de-escalation training and tactics** to reduce the potential for confrontations that endanger law enforcement officers and community members; human life should be taken only as a last resort.

Therefore, be it further resolved, that we vow to work together and stand together in our community to implement these values and principles:



We Endorse the ILACP/NAACP 10 Shared Principles of Law Enforcement

1. We value life above all else.
2. We treat all with dignity & respect.
3. We reject discrimination.
4. We work to build & rebuild trust.
5. We recognize procedural justice is key.
6. We continue our focus on community policing.
7. We honor relationships between law enforcement & the leadership of communities of color.
8. We encourage all citizens to gain a better understanding and knowledge of the law.
9. We support diversity.
10. We prioritize de-escalation.



Message From the Command Team

On behalf of everyone at the Highland Park Police Department, we are pleased to present our department's five year strategic plan. This plan will serve to guide our work, our policies and the organization over the next five years and is an iterative process. **We will continue the practice of building, refining, and improving the plan and it will be updated as appropriate.** As specific goals are achieved, often new challenges will become apparent and those challenges will become our next organizational initiatives. This plan works to focus staff efforts by providing the expectations, clarity and accountability necessary for each and every member of the Highland Park Police Department. This, ultimately, will ensure our operations and our services are more effective and efficient.

The Highland Park Police Department is grateful for, and continues to enjoy, tremendous support from the community, our government partners and community organizations. These partnerships are critical to our overall success and it is with this support that we will be able to progress with many of our strategic priorities. We are also extremely proud of the staff working in this department. Our employees are our most valuable resource and offer the best and brightest hope for the future. It is through the efforts of the dedicated men and women who serve in so many different, important roles that we will achieve the goals set forth in this strategic plan. We encourage you to review our strategic plan initiatives, all of which reaffirm our commitment to providing the best in public safety services, our affirmation of the Ten Shared Principles of Law Enforcement and work to enhance safety and the quality of life in the City of Highland Park. On behalf of the entire Highland Park Police Department, we close by saying that we are honored to be part of and to serve this wonderful community!



From left to right:
Cmdr. Jerry Cameron, Deputy Chief Bill Bonaguidi,
Chief Lou Jogmen, Cmdr. Chris O'Neill & Cmdr. Jenny Olson





Organizational Overview

The Highland Park Police Department proudly serves the City of Highland Park, Illinois which was established in 1869 when its population was 500. Highland Park is located along the western shores of Lake Michigan, 23 miles north of downtown Chicago. Highland Park consists of 12.5 square miles and has grown to be a thriving community, diverse in its population, and abundant in its educational, recreational and business opportunities. The east side of the city is filled with natural ravines which lead to Lake Michigan. Highland Park's neighborhoods are filled with a mix of housing, ranging from historic colonials, dating back to the mid 1800s, to award-winning contemporary homes and multi-unit downtown condominiums. The City is accessible to one of Chicago's major expressways, I-94, with the Illinois Tollway just minutes away and O'Hare International Airport only 18 miles away. The City also has 3 train stations on the Metra line train system in which traveling to downtown Chicago takes only 30 minutes. At the southern end of the City on more than 36 acres of landscaped and wooded land lies Ravinia Festival, Highland Park's world-class summer venue of the performing arts. Ravinia Festival has been attracting lovers of music and dance from throughout Chicagoland and the world since 1899. More than 500,000 attendees enjoy the Festival's 90-night season, which runs from early May until late September.

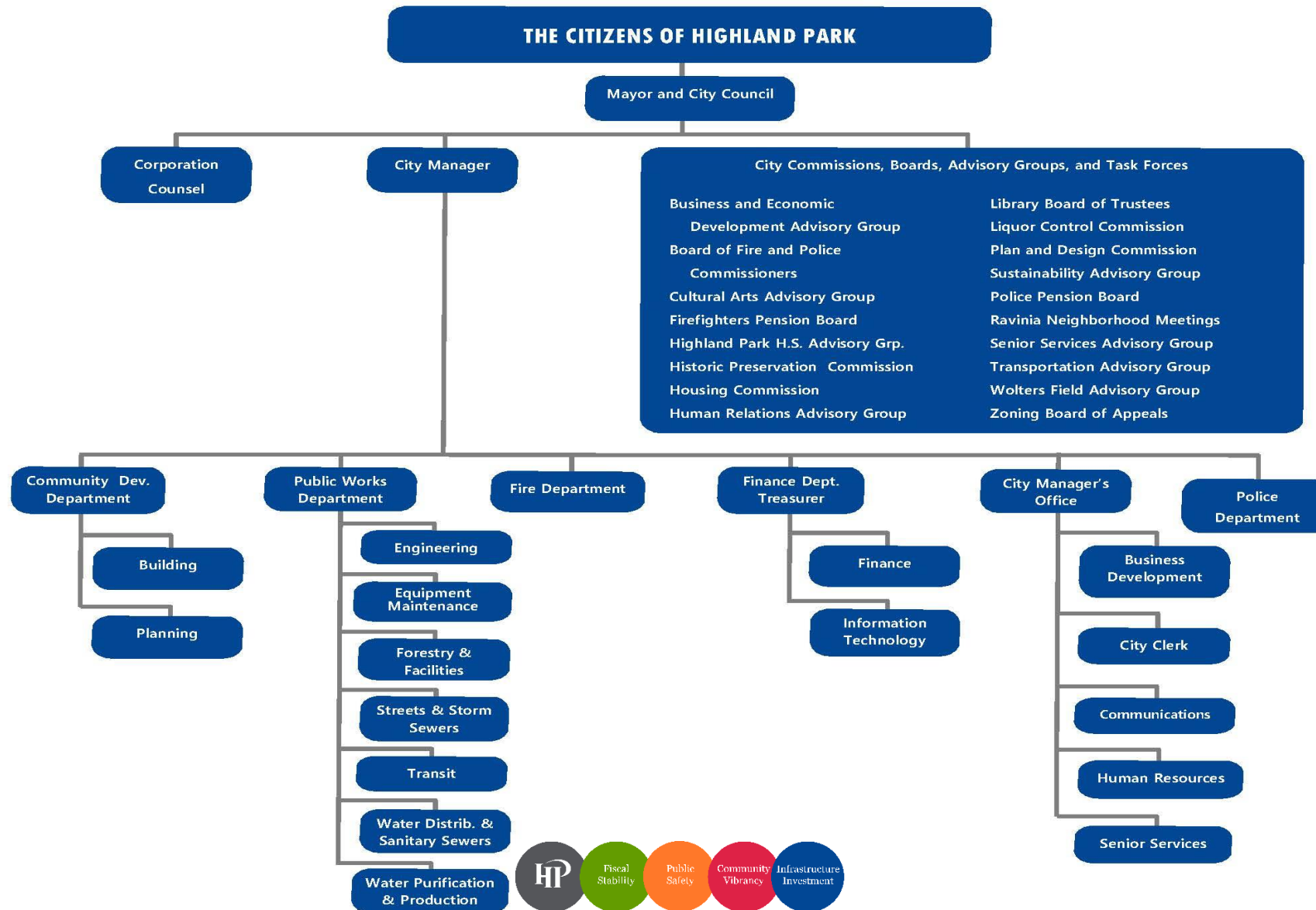
The City of Highland Park operates under a Council-Manager Form of Government whereby the Mayor and City Council appoint a city manager to oversee the day to day operations of the city and to carry out the policies that have been enacted by the Corporate Authorities.

The City Manager provides advice, directs the daily operations of City government and oversees the six departments of the City including the City Manager's Office, Community Development, Finance & General Services, Fire Department, Police Department and Public Works Department.





Organizational Chart





Department Overview



The Department is dedicated to safeguarding persons and property through a committed community partnership by upholding public trust, fostering mutual respect, and providing services to enhance the quality of life. The City is committed to fair and equitable policing and invests in training, community engagement, and recruitment strategies. Sworn officers are responsible for investigating and enforcing local and state criminal offenses. Officers utilize education initiatives and diversion programs when possible and conduct enforcement when appropriate. The Chief of Police reports to the City Manager and is responsible for the Police Department's direction and vision. The Department is comprised of three divisions: the Patrol Division, the Administrative Division, which oversees the Traffic/Community Service & Records units, and the Investigations Division.

Each division is led by a Commander who reports to the Deputy Chief of Police, who in turn reports to the Chief of Police. The Department's Communications function is contracted through the Village of Glenview for efficiencies in operation and cost.

Department Facts

Department Founded 1874

Sworn Officers 56

Civilian Personnel 10

FY21 Budget 12,000,000

2020 Calls for Service: 24,000

Personnel

Chief of Police 1

Deputy Chief 1

Commander 3

Detective Sergeant 1

Detective 5

Juvenile Detective 1

High School Resource Officer 1

School Resource Officer 1

Patrol Sergeant 7

Patrol Officer 34

Traffic Sergeant 1

Community Service Officer 3

Records Supervisor 1

Records Clerk 3

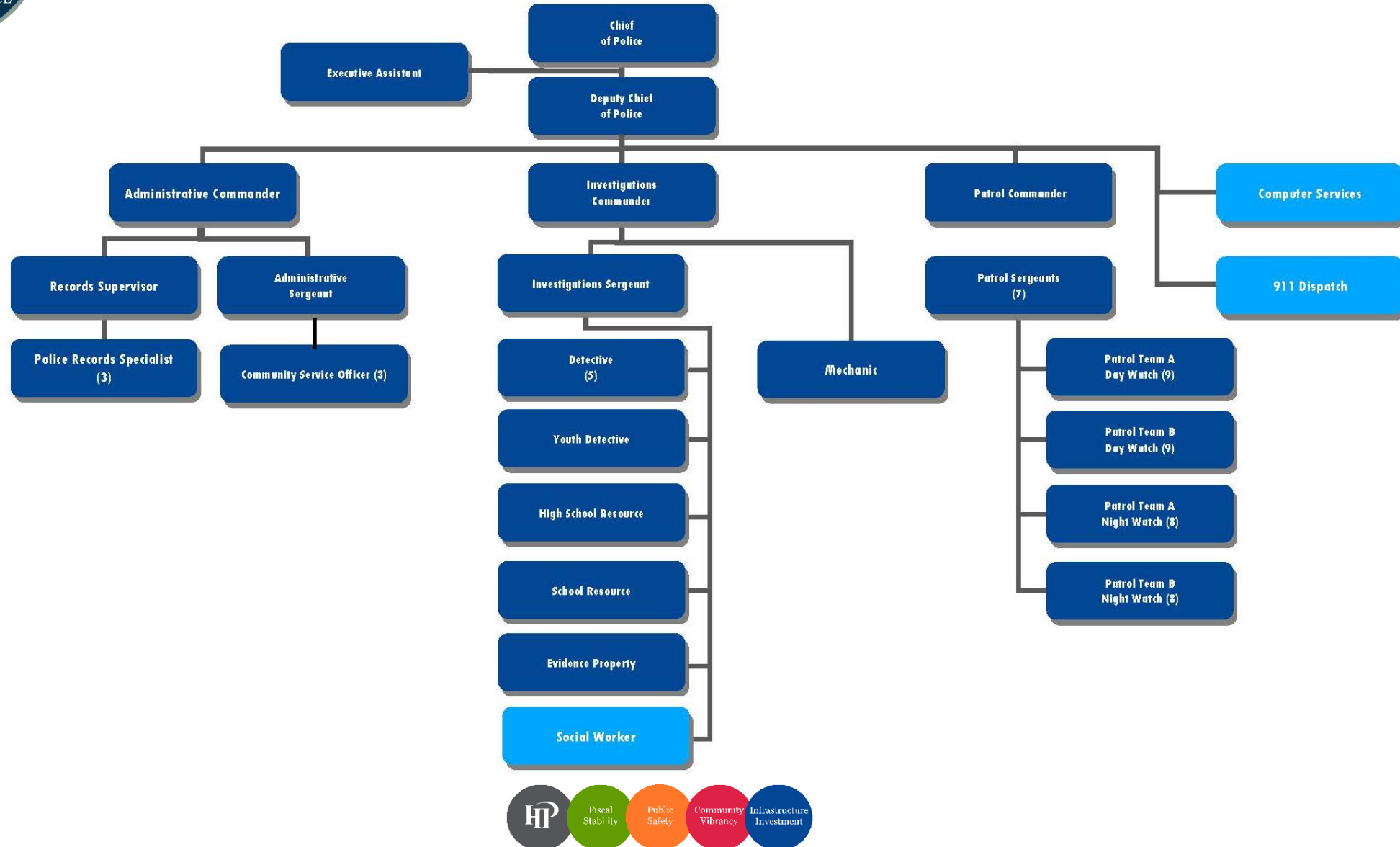
Executive Administrative Assistant 1

Property Room Custodian 1





Department Organizational Chart





Strategic planning, used by all types of organizations worldwide, is a process that defines the organization's Identity, Mission, Value and most importantly it's Vision and the Plan to accomplish the end goals. Generally, strategic plans are local processes, (developed from within an organization), that articulate direction for the next 3-5 years and exist in the form of a governing, "living" document that is regularly reviewed and updated. It is the highest level of thinking within an organization, provides the road map for all future actions and is the basis for all other related planning (e.g. Personnel, Budget, Capital).

. The plan itself is derived from these goals and then drills down from the general to the very specific. For each established strategic goal, a set of Objectives is created to achieve the goal. This portion of the plan creates a series of concrete steps that establish a road to the destination, is inherently shorter term and translates thought into action. Then, within each objective, a set of Strategies is created and designed to achieve the objective. Strategies define the methods or plans used to create outcomes, employment of resources and are specific and measurable. Finally, the execution of each strategy is supported by a Tactical Action Plan, which describes or lists what needs to be done, by whom and when.





Planning Process & Implementation

HPPD STRATEGIC PLAN PROCESS

The Highland Park Police Department strategic planning process initially began in the fall of 2020 when, as part of the 2021 budget process, the decision was made to facilitate a structured planning process. The command staff twice met with a civilian strategy and management consultant in February 2021 to establish the elements of the process and to identify key stakeholders. Community stakeholder meetings took place April 13-14, 2021. The groups included a representative cross section of the Highland Park community including participants from:

- City Staff
- Community Government Partners
- Community Organizations
- Business Partners
- Residents

In late April 2021, the entire command staff and supervisory team met and, facilitated by the consultant, conducted a SWOT analysis. In addition, the team worked to establish major goal areas and a 2026 Vision Tour of the department. During the City Council's Budget Workshop on May 7, 2021, elected officials provided feedback and input with respect to the strategic planning process. In late May, the consultant then met with employee groups consisting of the remaining members of the department. These groups also conducted a SWOT analysis, reviewed the major goal areas and identified a 2026 Vision Tour of the department. These meetings consisted of both internal and external assessments. This part of the process engaged the entire HPPD without the senior leadership in attendance.

After all of the information was collected, the command staff and supervisory team met one last time in early June with the consultant to organize the information and identify the goals and objectives which follow in this document.



REVIEW, ACCOUNTABILITY & IMPLEMENTATION

All members of the department are committed to the successful communication and implementation of the Strategic Plan. Each Tactical Action Plan, in support of strategies, objectives and goals, will have a dedicated accountability within the HPPD to ensure its successful execution. The Strategic Plan will be reviewed and updated on an annual basis prior to the City's annual budget review cycle.





Acknowledgements

The members of the Highland Park Police Department thank all of our partners and contributors to the 2022– 2026 Strategic Plan. It is our sincere desire to provide public safety services that are reflective of the Highland Park community and we greatly appreciate those who provided input and who took time from their schedules to help us with this important process. Their guidance and recommendations were invaluable in defining the organizational goals which will guide the Highland Park Police Department over the next five years.

Facilitator-Dr. Lew Bender

Internal Stakeholders

- All members of the Highland Park Police Department
- City Council
- City Manager's Office- Ghida Neukirch, Rob Sabo, Amanda Civitello, Carolyn Hersch, Ashley Palbitska
- Community Development- Joel Fontane, Drew Awsumb, Andy Cross, Charmain Later, Karl Burhop, Zubin Coleman
- Fire Department- Larry Amidei
- Public Works- Ramesh Kanapareddy
- Board of Fire and Police Commissioners
- CERT- David Rothschild
- Human Relations Advisory Group- Ellen Gussin

External Stakeholders

- Auto Dealerships-Bruce Semersky
- Auto Dealerships-Mark Muller
- Auto Dealerships-Karl Dash
- Briergate Business District-Jim Lederer
- Briergate Business District-Dan Buss
- Central Business District-Lilia Daniels
- Central Business District-Dino Triou
- Central Business District/Ravinia Business District-Al Klairmont
- Community: The Anti-drug-Barbara Denekker
- Crossroads Businesses-Josh Rimlinger
- Crossroads Businesses-Ron Yurcus
- Family Service of Lake County-Nancy Sawle-Knobloch
- Fort Sheridan Military Housing Group-Savannah Walters
- Highland Park Community Foundation-Terri Olian
- Highland Park Hospital-Gabrielle Cummings
- Highland Park Library-Heidi Smith
- Highland Park Police Department Citizen Police Academy Graduate-Mitch Weiss
- Highland Park Police Department Citizen Police Academy Graduate-Wendy Ellis
- Highland Park Rotary-Dale Mugler
- Lake County Health Department-Dr. Mark A. Pfister & Timothy Sashko
- Lake County NAACP-Dr. Sandra LeConte
- Lake County State's Attorney's Office-Eric Rinehart
- Makon Solel Lakeside-Rabbi Isaac Serotta
- Moraine Township-Anne Flanigan Bassi
- North Suburban Legal Aid Clinic-Susan Shulman
- North Suburban Special Education District-Kurt Schneider
- Nuestro Center-Arturo Medina
- Park District of Highland Park-Brian Romes
- Ravinia Festival-Jeff Haydon
- Ravinia Business District-Katie Wiswald
- Restaurants-Kris Walker
- Restaurants-Ryan Gamperl
- School District 112-Dr. Michael Lubelfeld
- School District 113- Dr. Bruce Law
- Highland Park Chamber of Commerce-Ginny Glasner
- Trinity Grace Church-Pastor Pearson Lau
- West Deerfield Township-Alyson Feiger





Goals & Objectives

Goal Area 1 Enhanced Community Connection & Interaction

Personalize
Services by
Expanding PBC
Program

Resume &
Expand Public
Outreach
Programming

Facilitate
Community
Participation

Goal Area 2 Community Law Enforcement Challenges

Evaluate a
Strategy for
Mental Health
Concerns

Develop
Opportunities
to Support
Shared
Principle #8

Seek
Improvement
Through
Alternative
Response

Goal Area 3 Staff Support, Training & Succession

Enhance
Community
Safety Through
Training

Implement a
Career
Development &
Succession Plan

Support Staff
Through Task
Analysis,
Recruitment &
Wellness

Goal Area 4 Technology & Infrastructure

Identify
Improvements
in Areas of
Daily
Technology Use

Implement
Integrated BWC
Program &
Related
Technology

Work to Make
Facility
Improvements to
Enhance
Safety/Efficiency





Strategic Plan Format Overview

Goal:

Specific statement of intended future results and general and continuing statements of intended future results

Objectives:

Are broad categories. They are non-measurable, not dated, continuous, and ongoing. Objectives move the agency from motive to action.

Strategy:

Specific measurable activity that supports the objective and ultimately contributes to the achievement of the goal.

Target Completion Date:

Displays when each strategy is slated to take place, in calendar year format.

Action Plan:

A description of what needs to be done, when and by whom to achieve the results called for by one or more objectives.

Purpose and Guiding Shared Principle(s):

Why the Department is implementing the strategy and which of the 10 Shared Principles are guiding the effort.

Strategy Sponsor:

HPPD employee who has been tasked with implementing the defined strategy

Measures of Success:

Benchmarks that have been set by the Strategy Sponsor in order to evaluate if the strategy is successful.



Goal # 1 Enhanced Community Connection and Interaction

Objective 1: Continue to personalize services with the expansion of the Police Beat Coordinator Program

Strategy 1

Resume beat meetings, new resident packet delivery and PBC engagement efforts

Strategy Sponsor(s)

Cmdr. Chris O'Neill, Sgt. Sean Gallagher

Target Completion Date FY22

Action Plan

- Plan beat meetings Fall 21
- Coordinate new resident packet delivery with City Hall
- Schedule PBC meeting 3rd quarter 2021

Purpose and Guiding Shared Principle(s)

In an effort to foster even better partnerships within our community, the department will enhance our current problem solving efforts through the Police Beat Coordinator (PBC) system in our patrol division. This strategy contributes to Principles 2, 6 and 7.



Measure of Success

- Each PBC to host a beat meeting
- Begin new resident packet delivery

SAMPLE





Detailed Strategy Descriptions

Goal # 1 Enhanced Community Connection and Interaction

STRATEGY OBJECTIVE

Objective 1: Continue to personalize services with the expansion of the Police Beat Coordinator Program

1. Resume beat meetings, new resident packet delivery and PBC engagement efforts
2. Add new Police Beat Coordinator (PBC) position- Community Outreach Liaison
3. Provide specialized training to PBCs where appropriate including mediation, problem solving, etc.

Objective 2: Resume and expand public outreach programming

1. Continue to expand National Night Out
2. Seek out additional positive community connection programs (baseball cards, sweet treat, senior breakfast etc.)
3. Expand youth connections & work with schools, sports teams (Welcome back pencil day, dodgeball, Hi 5 Friday)

Objective 3: Facilitate community participation

1. Work to grow the size and scope of the CERT program
2. Research and potentially implement a Citizen's Patrol program
3. Investigate and establish new community public safety programs (Mobile Eyes)





Goal # 1 Enhanced Community Connection and Interaction

Objective 1: Continue to personalize services with the expansion of the Police Beat Coordinator Program

Strategy 1

Resume beat meetings, new resident packet delivery and PBC engagement efforts

Strategy Sponsor(s)

Cmdr. Chris O'Neill, Sgt. Sean Gallagher

Target Completion Date FY22

Action Plan

- Plan beat meetings Fall 21
- Coordinate new resident packet delivery with City Manager's Office
- Schedule PBC meeting 3rd quarter 2021
- Use department lobby monitor and social media to promote and provide PBC program updates



Purpose and Guiding Shared Principle(s)

In an effort to foster even better partnerships within our community, the department will enhance our current problem solving efforts through the Police Beat Coordinator (PBC) system in our patrol division.

This strategy contributes to Principles 2, 6 and 7.

Measure of Success

- Host a citywide PBC beat meeting
- Each PBC to host an individual beat meeting at least once annually
- Resume and continue new resident packet delivery





Goal # 1 Enhanced Community Connection and Interaction

Objective 1: Continue to personalize services with the expansion of the Police Beat Coordinator Program

Strategy 2

Add new PBC position- Community Outreach Liaison

Target Completion Date FY22

Action Plan

- Develop position description
- Conduct Specialized Position Uniform Rating System (SPURS) Process
- Select officer and assign
- Fill PBC vacancies as needed

Purpose and Guiding Shared Principle(s)

In an effort to foster even better partnerships within our community, the Department will enhance our current problem solving efforts through the Police Beat Coordinator (PBC) system in our patrol division.

This strategy contributes to Principles 2, 6 and 7.

Strategy Sponsor(s)

Cmdr. Chris O'Neill, Sgt. Sean Gallagher



Measure of Success

- Significant interest in individual SPURS process (at least 3 applicants)
- Most qualified candidate selected and assigned





Goal # 1 Enhanced Community Connection and Interaction

Objective 1: Continue to personalize services with the expansion of the Police Beat Coordinator Program

Strategy 3

Provide specialized training to PBCs where appropriate including mediation, problem solving, etc.

Target Completion Date FY23

Action Plan

- Training Coordinator to research applicable courses
- PBC Coordinator and PBCs to research applicable courses
- Select courses and assign PBC as appropriate

Purpose and Guiding Shared Principle(s)

In an effort to foster even better partnerships within our community, the department will enhance our current problem solving efforts through the Police Beat Coordinator (PBC) system in our patrol division.

This strategy contributes to Principles 2, 6 and 7.

Strategy Sponsor(s)

Cmdr. Jennifer Olson & Sgt. Sean Gallagher



Measure of Success

- Quantity and quality of training exceeds current level
- Identify one problem solving class
- PBCs demonstrate increased levels of proficiency across dimensions related to their assignment





Goal # 1 Enhanced Community Connection and Interaction

Objective 2: Resume and expand public outreach programming

Strategy 1

Continue to expand National Night Out

Target Completion Date

FY22

Action Plan

- Review notes and feedback from 2021 event
- Pre-event planning
- Create 2022 NNO Planning Team
- Obtain participant commitments
- Assign team members specific tasks/responsibilities
- Host event

Purpose and Guiding Shared Principle(s)

National Night Out is designed to support and enhance our connection to the community and to foster partnerships with community and local governmental groups.

This strategy contributes to Principles 2,4,5,6,7,8 & 9.

Strategy Sponsor(s)

Ofc. Teresa Stadler & Exec. Asst. Leigh Delaney



Measure of Success

- Increased participation by partner groups (5%)
- Increased attendance by community members
- High level of staff participation
- Enhanced media coverage





Goal # 1 Enhanced Community Connection and Interaction

Objective 2: Resume and expand public outreach programming

Strategy 2

Seek out additional positive community connection programs (neighborhood roll calls, baseball cards, senior breakfast, squad car show and tell, etc.)

Target Completion Date FY22

Action Plan

- Seek new opportunities to connect with the community
- Identify any grant funding which supports this area and programming
- Promote on social media and on lobby monitor

Purpose and Guiding Shared Principle(s)

A strong community connection is crucial to maintaining legitimacy and, ultimately, to providing the best possible public safety services.

This strategy contributes to Principles 2,4,5,6,7 & 8

Strategy Sponsor(s)

Cmdr. Chris O'Neill & Sgt. Sean Gallagher



Measure of Success

- Positive citizen/individual feedback
- Private entity support
- Increased request for police outreach services
- At least one public roll call per shift





Goal # 1 Enhanced Community Connection and Interaction

Objective 2: Resume and expand public outreach programming

Strategy 3

Expand youth connections & work with schools, sports teams (Welcome back pencil day, sweet treat, block party attendance, work with HPHS football team, Students Organized Against Racism, middle school dodgeball, Hi 5 Friday, student Citizen's Police Academy)

Target Completion Date FY22

Action Plan

- Review and assess current programming to determine efficacy
- Identify any grant funding which supports this area and programming
- Promote on social media and on lobby monitor
- Facilitate meetings with student leaders and school staff overseeing programming

Purpose and Guiding Shared Principle(s)

A strong police/youth connection is important to the legitimacy and effectiveness of a police department.

This strategy contributes to Principles 2,4,6 & 7



Strategy Sponsor(s)

PBC Team & SRO Amy Hyndman



Measure of Success

- Student/student group participation
- Staff participation
- Positive citizen/individual feedback
- Increased media awareness
- Conduct at least five initiatives annually



Goal # 1 Enhanced Community Connection and Interaction

Objective 3: Facilitate community participation

Strategy 1

Grow the size and scope of the CERT program

Target Completion Date FY23

Action Plan

- Perform an assessment regarding the current use of the CERT team
- Determine participation amongst listed active members
- Increase recruitment efforts
- Enhance related training opportunities
- Obtain new equipment and vehicle
- Analyze the establishment of a CERT leadership hierarchy

Purpose and Guiding Shared Principle(s)

Volunteers are essential to the operation of the police department. Their participation allows for the expansion of public safety services and enhance the department's ability to respond in times of natural disasters or other significant events.

This strategy contributes to Principles 2,4,5,6,7,8 & 9.

Strategy Sponsor(s)

Sgt. Sean Curran & SRO Amy Hyndman



Measure of Success

- Identify active members
- Enhance the quantity and quality of training
- Increase the number of participants
- Provide additional safety equipment facilitating an enhanced ability to respond





Goal # 1 Enhanced Community Connection and Interaction

Objective 3: Facilitate community participation

Strategy 2

Explore additional opportunities for volunteerism and community engagement

Target Completion Date FY23

Action Plan

- Review outside agency trends and programs
- Define mission and role
- Establish budget funding (equipment, uniforms, etc.)
- Recruit membership

Purpose and Guiding Shared Principle(s)

Volunteers are essential to the operation of the police department. Their participation allows for the expansion of public safety services and enhance the department's ability to respond to minor public safety concerns and quality of life issues.

This strategy contributes to Principles 2,6 & 8.

Strategy Sponsor(s)

Cmdr. Jennifer Olson & Sgt. Tony Galati



Measure of Success

- Community interest
- Success in recruitment
- Team creation and implementation





Goal # 1 Enhanced Community Connection and Interaction

Objective 3: Facilitate community participation

Strategy 3

Investigate and establish new community public safety programs (Mobile Eyes)

Target Completion Date FY22

Action Plan

- Research similar existing programs
- Identify/assign program manager
- Implement program
- Promote awareness

Purpose and Guiding Shared Principle(s)

Public safety is most effective when the community and police work together. Communities benefit from active participation by residents and businesses.

This strategy contributes to Principles 2,4,5,6 & 8.

Strategy Sponsor(s) PBC Team



Measure of Success

- Community interest
- Publicize at two events minimally
- Active use of the program by the community





Detailed Strategy Descriptions

Goal # 2 Community Law Enforcement Challenges

STRATEGY OBJECTIVE

Objective 1: Evaluate a comprehensive strategy to community mental health concerns

1. Continue relevant training for staff (CIT, Mental Health First Aid, etc.)
2. Research increased engagement opportunities for current social worker & addition of an intern
3. Identify regional partnerships & participate where appropriate

Objective 2: Develop opportunities to support Shared Principle #8: Encourage Citizens to Gain a Better Understanding of Law Enforcement

1. Expand Citizen Police Academy programming (Traditional, Youth, High School, Virtual)
2. Develop & implement a Community Education & Public Engagement Program
3. Partner with the Lake County NAACP to develop a shared law enforcement education program

Objective 3: Evaluate current procedures & seek improvement using alternative response options

1. Create staff working group & review areas for potential change
2. Collaborate with external stakeholders as appropriate





Goal # 2 Community Law Enforcement Challenges

Objective 1: Evaluate a comprehensive strategy to community mental health concerns

Strategy 1

Continue relevant training for staff (CIT, Mental Health First Aid etc.)

Target Completion Date FY22

Action Plan

- Continue the objective of having all eligible officers trained in Crisis Intervention Team (CIT) training
- Maintain certified training status for in-house instructors with respect to Mental Health First Aid, etc.
- Seek out new opportunities for related mental health training

Purpose and Guiding Shared Principle(s)

The capacity for community mental health response is an important part of providing effective public safety services. Services can be enhanced through continued training of personnel.

This strategy contributes to Principles 1,2,3,4,5,6,8 & 10.

Strategy Sponsor(s)

Cmdr. Jennifer Olson & Dr. Cynthia Plazas



Measure of Success

- Certification of at least 5 additional officers in CIT with the goal of ensuring all eligible officers are trained
- Increase in cases successfully de-escalated





Goal # 2 Community Law Enforcement Challenges

Objective 1: Evaluate a comprehensive strategy to community mental health concerns

Strategy 2

Research increased engagement opportunities for current social worker & addition of an intern

Strategy Sponsor(s)
Dr. Cynthia Plazas

Target Completion Date FY23

Action Plan

- Utilize the department Social Worker in the field as appropriate
- Continue to promote Lake County 211
- Analyze the addition of a social worker internship program

Purpose and Guiding Shared Principle(s)

The capacity for community mental health response is an important part of providing effective public safety services. Services can be enhanced by the further development of existing programming.

This strategy contributes to Principles 1,2,3,4,5,6,8 & 10.



Measure of Success

- Documentation of field contacts by Social Worker
- Addition of an intern





Goal # 2 Community Law Enforcement Challenges

Objective 1: Evaluate a comprehensive strategy to community mental health concerns

Strategy 3

Identify regional partnerships & participate where appropriate

Target Completion Date FY24

Action Plan

- Maintain current partnerships (Moraine Twp., Lake County Sheriff etc.)
- Seek out opportunities to participate in additional, established social services programs (A Way Out etc.)

Purpose and Guiding Shared Principle(s)

The capacity for community mental health response is an important part of providing effective public safety services. Services can be enhanced through collaboration with other agencies.

This strategy contributes to Principles 1,2,3,4,5,6,8 & 10.

Strategy Sponsor(s)

Dr. Cynthia Plazas



Measure of Success

- Continued engagement with existing programs
- Participation in additional mental health programming including A Way Out





Goal # 2 Community Law Enforcement Challenges

Objective 2: Develop opportunities to support Shared Principle #8: Encourage Citizens to Gain a Better Understanding of Law Enforcement

Strategy 1

Expand Citizen Police Academy programming
(Traditional, Youth, High School, Virtual)

Target Completion Date FY22

Action Plan

- Resume traditional CPA program in Fall 2021
- Conduct a session of the HPHS Special Education Department Police Academy
- Plan and coordinate the Virtual CPA
- Conduct a Youth CPA during the Summer of 2022

Purpose and Guiding Shared Principle(s)

Police and community partnerships are crucial to the legitimacy and effectiveness of a police department. An accurate understanding of law enforcement's role and capacity to effectuate the enforcement of laws and to address quality of life issues, by members of the community, is of the utmost importance.

This strategy contributes to Principles 2,3,4,5,6,7,8 & 10

Strategy Sponsor(s)

Sgt. Brian Soldano, Det. Amanda Duchak & SRO James Eldridge, PBC Montemayor



Measure of Success

- Resume traditional CPA program in Fall 2021
- Conduct a session of the HPHS Special Education Department Police Academy
- Complete work on the Virtual CPA
- Conduct a Youth CPA during the Summer of 2022





Goal # 2 Community Law Enforcement Challenges

Objective 2: Develop opportunities to support Shared Principle #8: Encourage Citizens to Gain a Better Understanding of Law Enforcement

Strategy 2

Develop & implement a Community Education & Public Engagement Program

Target Completion Date FY22

Action Plan

- Identify a date for the event
- Coordinate with PBCs
- Promote event
- Determine the content of the program by reviewing past department surveys, common questions asked of the department, current topics and trends etc.
- Hold event

Purpose and Guiding Shared Principle(s)

Police and community partnerships are crucial to the legitimacy and effectiveness of a police department. An accurate understanding of law enforcement's role and capacity to effectuate the enforcement of laws and to address quality of life issues, by members of the community, is of the utmost importance.

This strategy contributes to Principles 2,3,4,5,6,7,8 & 10



Strategy Sponsor(s) PBC Team



Measure of Success

- Date established and event held
- Event well attended
- Active community participation



Goal # 2 Community Law Enforcement Challenges

Objective 2: Develop opportunities to support Shared Principle #8: Encourage Citizens to Gain a Better Understanding of Law Enforcement

Strategy 3

Partner with the Lake County NAACP to develop a shared law enforcement education program

Strategy Sponsor(s)
Chief Lou Jogmen

Target Completion Date FY23

Action Plan

- Continue to build partnership with the Lake County NAACP (invite to NNO, CPA)
- Build on past efforts to engage in a shared understanding of law enforcement (Firearms simulation, ride-a-longs, roll calls, staff meetings, etc.)
- Develop a framework for the implementation of a Shared Principle #8 program
- Conduct a public meeting using the established framework

Purpose and Guiding Shared Principle(s)

Strong relationships between police and communities of color are crucial to the perceived legitimacy and ultimate effectiveness of law enforcement. The Shared Principles identify the objectives and responsibilities for everyone with respect to meaningful public safety.



Measure of Success

- Increased engagement with members of the Lake County NAACP
- Development of a Shared Principle #8 program
- Public meeting held

This strategy contributes to All Principles





Goal # 2 Community Law Enforcement Challenges

Objective 3: Evaluate current procedures & seek improvement using alternative response options

Strategy 1

Create staff working group & review areas for potential change

Target Completion Date FY22

Action Plan

- Engage staff in process (create working group)
- Assess current services and protocols
- Review best practices
- Make, review and implement recommendations as appropriate

Purpose and Guiding Shared Principle(s)

Appropriate change management contributes to accurate, realistic and positive perceptions of the department. This, in addition to effective messaging, serves to present an accurate view of police services and performance, leading to enhanced perceived legitimacy and ultimately, increased effectiveness.

This strategy contributes to All Principles

Strategy Sponsor(s)

Sgt. John Karecki & Sgt. Rich Rash



Measure of Success

- Workgroup created
- Assessment conducted
- Review of best practices performed
- Recommendations followed up on as appropriate
- Reduction in Service Reviews/Citizen complaints





Goal # 2 Community Law Enforcement Challenges

Objective 3: Evaluate current procedures & seek improvement using alternative response options

Strategy 2

Collaborate with external stakeholders as appropriate

Target Completion Date FY23

Action Plan

- Partner with local partners to seek input (Governmental, community groups, advocacy centers etc.)
- Review and assess recommendations
- Implement recommendations as appropriate

Purpose and Guiding Shared Principle(s)

Police and community partnerships are crucial to the legitimacy and effectiveness of a police department. An accurate understanding of law enforcement's role and capacity to effectuate the enforcement of laws and to address quality of life issues, by members of the community, is of the utmost importance.

This strategy contributes to Principles 2,3,4,5,6,7,8 & 10

Strategy Sponsor(s)

Cmdr. Chris O'Neill, Sgt. John Karecki & Sgt. Rich Rash



Measure of Success

- Meet with at least three area partners
- Conduct an assessment of current practices
- Obtain alternative response options recommendations
- Implement recommendations as appropriate





Detailed Strategy Descriptions

Goal # 3 Staff Support, Training & Succession

STRATEGY OBJECTIVE

Objective 1: Enhance community safety through increased training (de-escalation, less-lethal etc.)

1. Seek training opportunities for officers to become certified instructors in key training areas
2. Identify and obtain certifications and/or credentialing for department instructors
3. Department training supervisor to coordinate priorities across department disciplines

Objective 2: Implement a career development & succession plan

1. Create a workgroup to develop a model policy
2. Continue and expand a focus on job shadowing, areas of redundancy and career development training

Objective 3: Support staff through a focus on task analysis, recruitment, retention & employee wellness

1. Regularly review/update task and position allocations to determine if modifications are appropriate
2. Ensure Recruitment Team addresses department needs with respect to both recruitment AND retention
3. Explore options to further develop & expand the Peer Support Program
4. Investigate opportunities to support and enhance employee workplace satisfaction through “Ask and Discuss”





Goal # 3 Staff Support, Training & Succession

Objective 1: Enhance community safety through increased training (de-escalation, less-lethal etc.)

Strategy 1

Seek training opportunities for officers to become certified instructors in key training areas

Target Completion Date FY22

Action Plan

- Identify key training areas
- Conduct SPURS process
- Select instructors

Purpose and Guiding Shared Principle(s)

The department will enhance community safety through increased training in areas of de-escalation and less than lethal options to reduce the potential for confrontations that endanger the well-being of officers and community members.

This strategy contributes to Principles 1 and 10.

Strategy Sponsor(s)
Cmdr. Jennifer Olson



Measure of Success

- New training opportunities identified
- Most qualified candidates selected and assigned
- Reduction in the number of use of force incidents





Goal # 3 Staff Support, Training & Succession

Objective 1: Enhance community safety through increased training (de-escalation, less-lethal etc.)

Strategy 2

Identify and obtain certifications and/or credentialing for department instructors

Target Completion Date FY23

Action Plan

- Identify desired certification courses
- Schedule instructors for training
- Develop recertification schedule

Purpose and Guiding Shared Principle(s)

The department will enhance community safety through increased training in areas of de-escalation and less than lethal options to reduce the potential for confrontations that endanger officers and community members.

This strategy contributes to Principles 1 and 10.

Strategy Sponsor(s)

Sgt. Anton Galati & Sgt. Brian Soldano



Measure of Success

- Certifications obtained
- Reduction in the number of use of force incidents





Goal # 3 Staff Support, Training & Succession

Objective 1: Enhance community safety through increased training (de-escalation, less-lethal etc.)

Strategy 3

Department training supervisor to coordinate priorities across department disciplines

Strategy Sponsor(s)
Cmdr. Jennifer Olson

Target Completion Date FY22

Action Plan

- Review ILETSB training mandates
- Schedule meeting to coordinate with Training Sergeants
- Complete annual department training schedule
- Implement a new recognition category emphasizing the Ten Shared Principles (including de-escalation)



Purpose and Guiding Shared Principle(s)

The department will enhance community safety through increased training in areas of de-escalation and less than lethal options to reduce the potential for confrontations that endanger officers and community members.

This strategy contributes to Principles 1 and 10.

Measure of Success

- Compliance with state training mandates
- Department's training priorities met and aligned with the Ten Shared Principles of Public Safety
- New recognition category implemented





Goal # 3 Staff Support, Training & Succession

Objective 2: Implement a career development & succession plan

Strategy 1

Create a workgroup to develop a model policy

Target Completion Date

FY22

Action Plan

- Create workgroup incorporating all levels of department
- Research local best practices policies
- Develop a model policy

Purpose and Guiding Shared Principle(s)

Well rounded and well trained staff ensures that the department provides the best possible public safety services. A succession plan will also ensure that there is redundancy in tasks/positions, as well as, prepare future leaders of the organization. The department will promote career development and implement succession planning.

This strategy contributes to All Principles

Strategy Sponsor(s)

Deputy Chief Bonaguidi & Cmdr. Jennifer Olson



Measure of Success

- Workgroup is comprised of all levels of the Department including line-level officers
- Policy is developed and implemented





Goal # 3 Staff Support, Training & Succession

Objective 2: Implement a career development & succession plan

Strategy 2

Continue and expand a focus on job shadowing, areas of redundancy and career development training

Target Completion Date FY22

Action Plan

- Identify various internal job shadowing opportunities
- Identify areas of needed redundancy and cross training
- Implement plan to enhance career development

Purpose and Guiding Shared Principle(s)

Well rounded and well trained staff ensures that the department provides the best possible public safety services. A succession plan will also ensure that there is redundancy in tasks/positions, as well as, prepare future leaders of the organization. The department will promote career development and implement succession planning.

This strategy contributes to All Principles

Strategy Sponsor(s)

Cmdr. Chris O'Neill & Cmdr. Jennifer Olson



Measure of Success

- Needs and Opportunities identified
- Plan developed and implemented with positive results
- At least 3 job shadowing opportunities identified and implemented





Goal # 3 Staff Support, Training & Succession

Objective 3: Support staff through a focus on task analysis, recruitment, retention & employee wellness

Strategy 1

Regularly review/update task and position allocations to determine if modifications are appropriate

Target Completion Date FY22

Action Plan

- Schedule meetings to review and update current task allocations
- Using Ask/Discuss, make recommendations and changes to task allocations, as needed

Purpose and Guiding Shared Principle(s)

In an effort to support employee wellness, the department will identify key areas of responsibilities in line with the department's mission and work towards an equitable workload balance of tasks.

This strategy contributes to Principles 5, 7 & 9

Strategy Sponsor(s)

Deputy Chief Bill Bonaguidi & Cmdr. Jennifer Olson



Measure of Success

- Task reviews scheduled and conducted
- Task allocations updated as needed





Goal # 3 Staff Support, Training & Succession

Objective 3: Support staff through a focus on task analysis, recruitment, retention & employee wellness

Strategy 2

Ensure Recruitment Team addresses Department needs with respect to both recruitment AND retention

Target Completion Date FY22

Action Plan

- Hold recruitment team meetings (Include HR and Communications Mgr.)
- Analyze current department needs in recruitment & retention and current trends
- Develop strategies to improve recruitment & retention
- Implement strategies as appropriate

Purpose and Guiding Shared Principle(s)

In an effort to support employee wellness, the department will identify key areas of responsibilities in line with the department's mission with respect to recruitment and retention of the best quality employees.

This strategy contributes to All Principles

Strategy Sponsor(s) Sgt. Kevin Roberts



Measure of Success

- Quarterly meetings held
- Attendance at 3 or more recruitment events
- Work with HR to develop a recruitment work plan
- Research and identify current trends in retention opportunities





Goal # 3 Staff Support, Training & Succession

Objective 3: Support staff through a focus on task analysis, recruitment, retention & employee wellness

Strategy 3

Explore options to further develop & expand the Peer Support Program

Target Completion Date FY22

Action Plan

- Organize a Peer Support Program team meeting
- Continue to engage the department social worker
- Identify opportunities to enhance our Peer Support Program ultimately improving employee wellness
- Identify training opportunities for Peer Support personnel
- Recommend plan for development

Purpose and Guiding Shared Principle(s)

In light of the demands, challenges and stressors involved in law enforcement today, it is important to have strong options to support employee wellness. The department will seek to identify ways in which to enhance the current Peer Support Program ultimately ensuring it remains a viable alternative for officers seeking resources.

This strategy contributes to Principle 1 & 2

Strategy Sponsor(s)

Sgt. Sean Curran



Measure of Success

- Plan developed to expand the Peer Support Program
- Increase in the use of the Peer Support Program by staff
- Improvement in employee wellness





Goal # 3 Staff Support, Training & Succession

Objective 3: Support staff through a focus on task analysis, recruitment, retention & employee wellness

Strategy 4

Investigate opportunities to support and enhance employee workplace satisfaction through “Ask and Discuss”

Target Completion Date FY22

Action Plan

- Establish or maintain Department, Division, Shift and Unit meetings designed to discuss and enhance workplace satisfaction
- Outline strengths and areas of improvement to be provided to department Administration

Purpose and Guiding Shared Principle(s)

In an effort to recruit, retain and support employee wellness, the department will identify key areas of improvement in line with the department’s mission using the ask/discuss methodology.

This strategy contributes to Principle 5

Strategy Sponsor(s) Command Team



Measure of Success

- At least one review meeting per Division, Shift and/or Unit
- Informal ride-a-longs conducted by command team (at least 6 annually)
- Opportunities for improvement identified and addressed where appropriate





Detailed Strategy Descriptions

Goal # 4 Technology & Infrastructure

STRATEGY OBJECTIVE

Objective 1: Identify improvements in areas of daily technology use

1. Continue to work to enhance the STARCOM21 radio system
2. Maximize efficiencies from currently used software applications (911 Tech, Frontline, Power DMS etc.)
3. Identify & implement improvements in email & phone systems

Objective 2: Research & implement a comprehensive, integrated BWC program with related technologies

1. Move forward with BWC workgroup recommendations
2. After implementation, review status & identify other potential public safety integrations

Objective 3: Make physical improvements to the facility which support enhanced safety and efficiencies

1. Design and incorporate an employee wellness space
2. Identify improvements for building and lot security
3. Routinely review and assess all areas of the facility in need of refreshing and/or modification





Goal # 4 Technology & Infrastructure

Objective 1: Identify improvements in areas of daily technology use

Strategy 1

Continue to work to enhance the STARCOM21 radio system

Target Completion Date

FY22

Action Plan

- Continue tracking system performance
- Maintain communication with STARCOM21 engineers and system analysts/dispatch
- Continue build-out of citywide BDA systems where appropriate

Purpose and Guiding Shared Principle(s)

Effective radio communications are critical to the delivery of public safety services.

This strategy contributes to Principles 1 & 10

Strategy Sponsor(s)

Deputy Chief Bonaguidi & Sgt. Steve Neuman



Measure of Success

- Performance issues are effectively documented as appropriate
- Meetings with STARCOM21 engineers/dispatch are held
- System performs at an acceptable or enhanced level





Goal # 4 Technology & Infrastructure

Objective 1: Identify improvements in areas of daily technology use

Strategy 2

Maximize efficiencies from currently used software applications (911 Tech, Frontline, Power DMS, Tyler etc.)

”

Target Completion Date FY23

Action Plan

- Review and assess current application use
- Understand each program’s additional capabilities
- Determine benefit, if any, with the expansion of existing programs
- Implement as appropriate

Purpose and Guiding Shared Principle(s)

Proper use of technology can certainly enhance the delivery of services and can maximize efficiencies throughout the agency.

This strategy contributes to All Principles

Strategy Sponsor(s)

Cmdr. Jennifer Olson, Sgt. William Evans & Records Supervisor Debbie Dayboll



Measure of Success

- A thorough review of each system is conducted and opportunities for expansion are identified
- At least three expansion components are implemented within existing software





Goal # 4 Technology & Infrastructure

Objective 1: Identify improvements in areas of daily technology use

Strategy 3

Identify & implement improvements in email & phone systems

Target Completion Date FY22

Action Plan

- Working with IT, conduct an assessment of current email and phone system applications
- Research improvements or enhancements which may be available
- Implement those enhancements as appropriate

Purpose and Guiding Shared Principle(s)

Communication modalities continue to evolve and offer opportunities to become more efficient. Improvements in these systems will greatly enhance our ability to deliver excellent customer service.

This strategy contributes to Principle 2, 4 & 5

Strategy Sponsor(s)

Cmdr. Jennifer Olson & Records Supervisor Debbie Dayboll



Measure of Success

- Partnering with IT, a thorough review of each system is conducted and opportunities for enhancements are identified
- At least two enhancements are implemented
- Improved customer service





Goal # 4 Technology & Infrastructure

Objective 2: Research & implement a comprehensive, integrated BWC program with related technologies

Strategy 1

Move forward with BWC workgroup recommendations

Target Completion Date FY22

Action Plan

- Bring BWC recommendations to City Manager and City Council
- Upon approval, complete procurement process
- Develop related policies and guidelines for use
- Deploy system for use

Purpose and Guiding Shared Principle(s)

Body worn cameras have become essential law enforcement tools and serve to ensure transparency and the resulting legitimacy. Illinois Public Act 101-0652 mandates that body worn cameras be used by departments with populations under 50,000 as of January 1, 2025.

This strategy contributes to All Principles

Strategy Sponsor(s)

Deputy Chief Bonaguidi & Cmdr. Chris O'Neill



Measure of Success

- Recommendation approved by City Manager and City Council
- Procurement process completed
- Policies and guidelines for use established
- System deployed for use in the field by the end of Q3 2022





Goal # 4 Technology & Infrastructure

Objective 2: Research & implement a comprehensive, integrated BWC program with related technologies

Strategy 2

After implementation of the BWC system, review status & identify other potential public safety integrations

Target Completion Date FY23

Action Plan

- Conduct a review of the system to determine efficacy and if modifications are required
- Research additional options and/or integrations to enhance system efficiencies and effectiveness

Purpose and Guiding Shared Principle(s)

Body worn cameras have become essential law enforcement tools and serve to ensure transparency and the resulting legitimacy. Ensuring that the system is performing as intended is critical. In addition, it is important to maintain an awareness of enhancement to the existing technology in order to take advantage of everything the system offers.

This strategy contributes to All Principles

Strategy Sponsor(s)

Deputy Chief Bonaguidi & Cmdr. Chris O'Neill



Measure of Success

- A review of the system is conducted no later than Q3 2023
- The review identifies additional functionality or opportunities for integration that may be available





Goal # 4 Technology & Infrastructure

Objective 3: Make physical improvements to the facility which support enhanced safety and efficiencies

Strategy 1

Design and incorporate an employee wellness space in coordination with Human Resources

Target Completion Date FY23

Action Plan

- Establish an employee working group focusing on the creation of an employee wellness space
- Group to meet and identify recommendations
- Budget reviewed with respect to recommendations
- Act on recommendations as supported by the budget

Purpose and Guiding Shared Principle(s)

Given the unique challenges inherent in law enforcement, ensuring employee wellness is especially important. The City of Highland Park is committed to our employees and works promote a safe and healthy work environment.

This strategy contributes Principle 1 & 2

Strategy Sponsor(s)
Cmdr. Jerry Cameron



Measure of Success

- Employee working group established
- Group meetings held and recommendations made
- Recommendations implemented as supported by the budget





Goal # 4 Technology & Infrastructure

Objective 3: Make physical improvements to the facility which support enhanced safety and efficiencies

Strategy 2

Identify improvements for building and lot security

Target Completion Date FY22

Action Plan

- Conduct an assessment of facility safety
- Review area and industry standards relating to physical security for law enforcement facilities
- Make improvement recommendations designed to support enhanced safety and efficiencies
- Implement recommendations as supported by the budget

Purpose and Guiding Shared Principle(s)

Safety is of paramount importance for both visitors and employees. As society evolves, new safety concerns emerge necessitating physical improvements to the current facility.

This strategy contributes to Principles 1 & 2

Strategy Sponsor(s)
Cmdr. Jerry Cameron



Measure of Success

- Facility safety assessment conducted by the end of Q1 of 2022
- Review of area and industry standards performed by the end of Q2
- Recommendations made to align with 2023 budget preparation
- Implement approved recommendations in 2024





Goal # 4 Technology & Infrastructure

Objective 3: Make physical improvements to the facility which support enhanced safety and efficiencies

Strategy 3

Routinely review and assess all areas of the facility in need of refreshing and/or modification

Target Completion Date FY23

Action Plan

- Conduct an assessment of overall facility conditions
- Make improvement recommendations designed to refresh or update areas in need
- Implement recommendations as supported by the budget

Purpose and Guiding Shared Principle(s)

The police facility was constructed in 2007. Since that time, certain components of the facility have deteriorated due to normal wear and tear. It is important to perform regular maintenance and updating to ensure the integrity of the building.

This strategy contributes to Principle 1 & 2

Strategy Sponsor(s)
Cmdr. Jerry Cameron



Measure of Success

- Assessment is conducted
- Improvements identified and recommended as part of the 2023 budget process
- Improvements implemented in 2024

