

ROCKFORD POLICE DEPARTMENT

Pilot Police District:

Recommendations for Implementation

Pilot Police District Project Team Report
June 1, 2011



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Section I: Background

In late 2009, the Rockford Police Department initiated a project to develop the framework for moving the Department from a centralized, functional organization to a decentralized, multiple district structure. It was envisioned that functional areas such as patrol, traffic, investigations, etc. would be integrated under a single command in each district. The approach envisioned taking an area of the City, establish a police station in that area, and provide police-related services in that district with staff operating from that police station. The intent of this scaled approach was to provide a means to experiment, test, and evaluate operating as a decentralized, district policing department.

Most police departments, Rockford included, operate as a centralized, functional organization. Typically the command structure is hierarchical in nature with commanders, captains or deputy chiefs in charge of functional areas. Functional areas generally include patrol, traffic, investigations, training, administrative and others depending on a department's size or a police chief's desired organizational structure. Each functional area focuses on their respective area of specialty, i.e., the investigative bureau is responsible for solving committed crimes and the field operations bureau primary function is to respond to calls for service. The bureaus tend to operate independent of each other with measures of success related primarily to their respective areas and loosely to that of the overall department. Although a city may be broken up into beats or zones, the bureaus provide their respective services across the entire jurisdiction.

Contrast this organizational structure with one where most of the services are decentralized and those services are integrated at a district level. In this approach, the commander, captain or deputy chief of a given district is responsible for all police-related activities in the district. The district commander has a cross section of personnel in patrol, traffic, investigations, special operations, etc. to serve the needs of the district. When a crime such as an aggravated battery occurs in a district, the detectives assigned to that district are responsible for solving the case. They may require support from identification unit, property and evidence, and other centralized functions, however, the district commander and staff are responsible for investigating and solving crimes in their district. For more serious crimes or during periods of high case loads, a given district may need additional support from personnel in another district. In some decentralized, district models, criminal activity such as gangs or narcotics are investigated at a central level within the department or collaboratively with other area agencies.

Even in those police departments that have moved to a district model of operation, there are a number of functions that remain centralized. Examples of functions and services that remain centralized are: property and evidence, training, recruiting, professional standards, and budgeting/finance.

It was decided that a voluntary, cross-department team be assembled to work on this project. An application process was established and team members were selected by a committee of peers. Direction for the project team comes from a steering committee. This team and committee structure is similar to that used by the Madison Police Department in establishing their Experimental Police District (EPD) in 1988.

What has evolved for the Rockford Police Department is the Pilot Police District (PPD).

The purpose of this report is to provide the recommendations from the Pilot Police District project team establishing the basis for a pilot operation for the purpose of testing and evaluating a decentralized, district approach for providing police services. The project team delivered an interim report to the Steering Committee on January 25, 2011 which provided a number of issues that were had been addressed and others that were yet to be addressed.

PPD Steering Committee and Project Team Formation

Steering Committee

A Steering Committee was established consisting of the Chief of Police, Deputy Chiefs, and the President of the Police Benevolent & Protection Association. An initial meeting of the Steering Committee was held in January 2010 and the committee established two directives for the PPD project team:

1. The pilot police district will be established in and serve the needs of District 2
2. Current Department staffing levels will be used in establishing the staffing needs of the pilot district and balance of department operations

Current members of the Steering Committee are:

| | |
|----------------------|-----------------------------------|
| Chief Epperson | Officer Peterson, President PB&PA |
| Deputy Chief Booker | Deputy Chief Glover |
| Deputy Chief Hopkins | Deputy Chief Lindmark |
| Deputy Chief Sweeny | |

Subsequent to the review of the January 25 Interim Report, the Steering Committee met with the PPD team a couple of times to ask questions, to clarify items in the report, and to provide recommendations for the team to consider going forward. The team has considered these comments and recommendations in preparing this final report.

Selection Team

The request for volunteers to serve on the Pilot Police District team resulted in 27 applications from across the Department. The following team was assembled to select 12 to 15 members of the Department to serve on the PPD team:

| | |
|-----------------------------------|-----------------------|
| Officer Larson | Detective Mastroianni |
| Sergeant Redmond | Lieutenant Welsh |
| Officer Peterson, President PB&PA | |

After review of applications, the Selection Team initially chose 13 people to serve on the PPD team. Upon further review of the team composition, it was recommended that additional people representing afternoon and night shifts be added. After solicitation of volunteers, the Selection Team reviewed the applications and chose two additional people for a total of 15 PPD team members.

Once all members of the project team were selected, the Selection Team was disbanded.

Pilot Police District Project Team

The first meeting of the PPD project team was held on July 15, 2010. The task team members and their Department affiliation are:

| | |
|---|--|
| Officer LeRoy Armendariz Patrol Operations | Detective Mary Ogden Investigative Services Bureau |
| Kim Binder, Crime Analyst Central Services | Sergeant Doug Pann Patrol Operations |
| Detective Richard Gambini Patrol Operations | Sergeant John Pozzi M3 Streets Unit |
| Detective Kevin Gulley Investigative Services Bureau | Officer Mark Sander Community Services Unit |
| Officer John Hoeksema M3 Streets Unit | Sergeant Eddie Torrance Patrol Operations |
| Officer Vincent Kelly M3 Streets Unit | Lieutenant Mark West Shift Commander Patrol |
| Investigator James Lake Traffic Unit | Sergeant Kurt Whisenand Investigative Services Bureau |
| Officer David Nicosia Patrol Operations | |

The team selected Sergeant Pozzi as Team Leader and Detective Ogden as note taker/scribe. Don Williams serves as facilitator for the team.

The team recognized early on that a Pilot Police District mission statement would provide direction for our efforts. The following mission statement was developed and adopted by the team.

The Pilot Police District (PPD) Team is a 15 member diverse group composed of interested RCPD employees representing a cross-section of interest, experience and job functions.

The primary objective of this team is to decentralize police services and to deliver these services through implementation of a pilot police district. The pilot operation will be established in police district two providing patrol, investigative services, and other applicable services to reduce crime and enhance the quality of life through an active partnership with district citizens.

As a team, we will:

- Recommend the most appropriate way to manage and operate the district resources based on the needs of employees, neighborhood residents and the community.*
- Explore proactive and innovative policing methods, partnering with the community, to provide the highest level of services with utmost professionalism.*
- Investigate new ways of organizing our workplace while embracing departmental cultural change to improve efficiency and effectiveness of our current policing model.*
- Provide for a method to experiment, test, and evaluate these methods in 2011 and beyond.*

The PPD team has pursued a number of paths to educate themselves and to obtain a better understanding of decentralized, district policing. Early on, the entire team traveled to Madison to hear and see how the Madison Police Department got their start on district policing over 20 years ago. We had opportunity to talk with officers that were a part of that experimental district planning and operations. A number of those officers continue serving with the department today in leadership roles. Madison PD, especially the South District Captain, Joe Balles, have been a mentor, coach and sounding board as the team progressed with the pilot model for Rockford PD.

One of the team members had previously served with the Lincoln, NB police department which has also been providing police services through district stations for a number of years. Email and telephone conversations provided additional insight, ideas and operational history in support of the recommendations in this report. Team member groups also made visits to Joliet and Aurora police departments. Joliet PD has been experimenting with a district substation and they were able to share challenges and successes they have experienced.

Aurora PD had considered the district policing with facilities in each district. However, the city was able to secure land at the edge of the city and funds to build a \$108M facility which consolidates all operations in one facility. The department continues to operate from this centralized facility with three lieutenants each in charge of their respective districts within the city; generally known as a centralized-decentralized operation. This is similar to the way Madison PD operated as they built stations in each district over a 20 year period of time.

In addition to these visits, a number of team members have served with other police departments and they have shared their experiences. Most of the experiences were with departments operating in a centralized, functional mode but a few have had experience with departments operating in a district mode.

Over the past 10 months, the team has formally met more than 20 times. This included two full day retreats held at the NIU/Rockford campus. In addition to full team meetings, sub-teams were formed and have been meeting for the past couple of months, in an ad hoc manner, to address specific areas of recommendations for this report.

In looking forward to implementing the Pilot Police District, much discussion has revolved around one aspect of the team's mission statement. That being "Investigate new ways of organizing our workplace while embracing departmental cultural change to improve efficiency and effectiveness of our current policing model." (Emphasis added). It is recognized that moving to a decentralized department working in multiple facilities is a major operational and organizational change for the Department. Embracing cultural change and assisting people through the change process could be the greater challenge. That is the primary reason, as noted throughout this report, that the team has emphasized the selection process for the PPD command staff, voluntary sworn officers to staff the district, and some latitude to experiment and evaluate.

Section II: Staffing Recommendations

Rockford PD Decentralized and Centralized Services

The PPD team recommends the following decentralized and centralized assignment of Department functions and services. In some cases, such as DUI officers or canine units, the recommendation to keep these services/functions centralized is due, in part, to the number of staff in a respective area. The unit supporting District 205 schools, under the current contractual arrangement, is also recommended to remain as a centralized operation servicing schools within the city.

Services/Functions to Remain Centralized

General Administration
 Payroll
 Purchasing
 Grants
 Recruiting
 Training
 Accreditation
 Professional Standards
 Records
 Property and Evidence
 Crime Analysis
 Detectives
 Gangs
 Narcotics
 Youth/Sex
 Domestic
 Violent
 Identification Unit
 School Unit/Truancy Officer
 Civilian Reporting Unit (CRU)
 Canine Unit
 DUI Investigators
 Hit and Run Officer
 Squadrol
 Computer Support (IT)
 Shift Commander/Officer in Charge

Services/Functions to Decentralize

Patrol
 Community Services
 M3
 Traffic Investigators
 Detectives
 Primary emphasis on:
 Crimes against persons
 Crimes against property

PPD Staff Structure

The supervisory/management team for the Pilot Police District is a District Commander, Assistant District Commander, and Sergeants overseeing their respective service units. The number of sergeants for each service area is dependent upon the shift structure and needs for each service area. The service areas are patrol, traffic, investigations, neighborhood response unit (NRU) and station officer. The NRU is a unit comprised of

a blend of functions from the current M3 and community policing units. The proposed Pilot Police District organizational structure is illustrated in Figure 1.

For the PPD, it is recommended that the District Commander report directly to the Chief of Police. The primary reasons for this reporting structure are to provide direct oversight from the Chief and to avoid compromising the functional responsibilities of a specific Deputy Chief. This assumes the balance of the Department continues to operate in a functional organization structure during the operation and evaluation of the PPD. Once the Department has decentralized into three operational districts, it is expected that the District Commanders would be reporting to an Assistant Chief or Deputy Chief of Operations.

Having the District Commander reporting directly to the Chief of Police does not imply that the Chief will be involved in day to day operations of the district. Nor will the Chief be the back up or on-call to the District Commander. One of the duties of the Assistant District Commander is to provide back up and to share the extra hour duties with the District Commander.

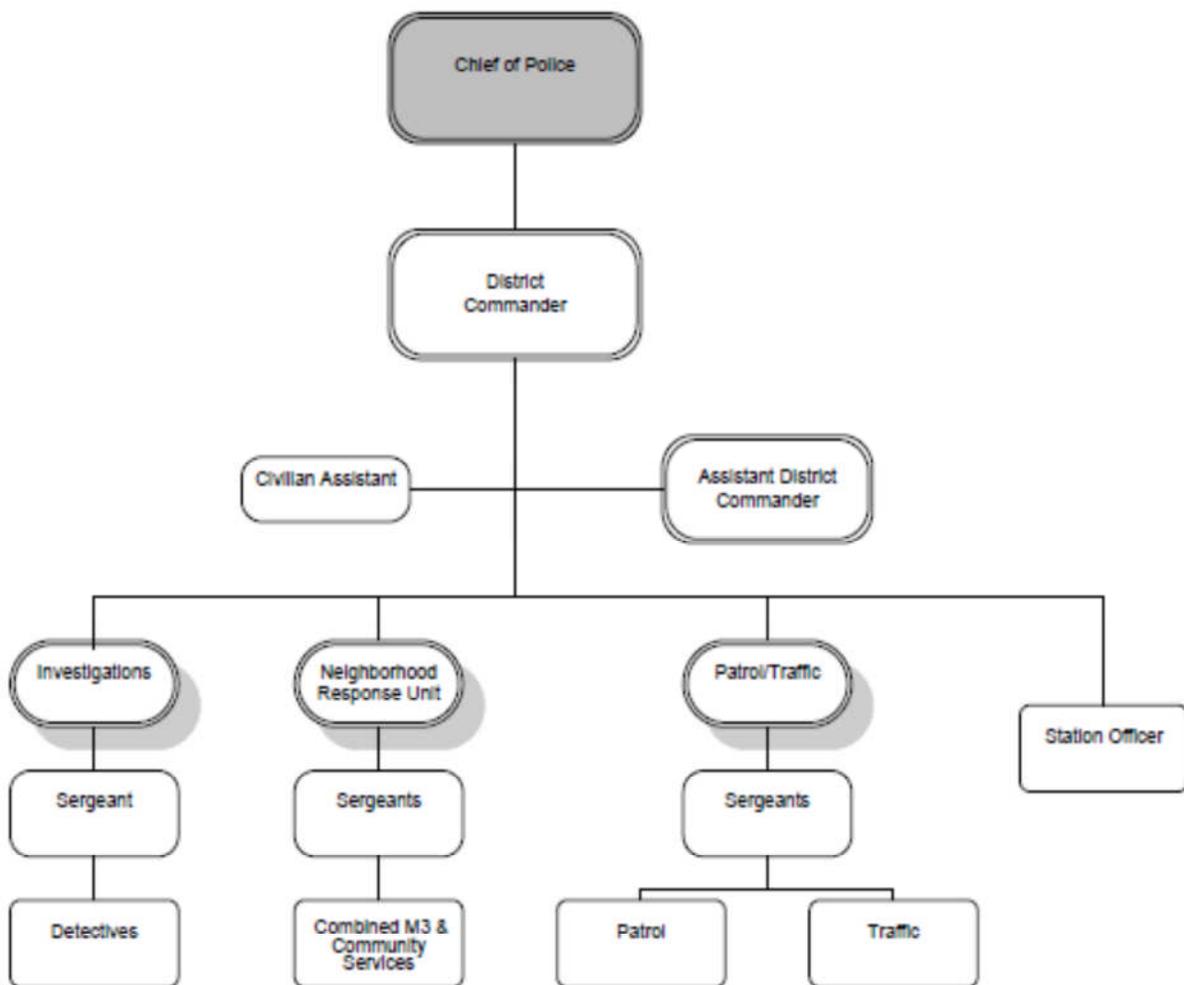


Figure 1: PPD Organizational Structure

In addition to the sworn staff, one civilian assistant would be assigned to the district. This person would field general phone calls, schedule the community room, answer general, non-police related questions, and provide clerical assistance to the District and Assistant District Commanders. The working hours for the civilian assistant would generally be 0800 to 1700 with the ability to flex to meet the needs of the District.

In an effort to create a greater level of community service and reduce the workload of other officers in the district, the recommendation is to establish a Station Officer position. The duties of the Station Officer are further described in this report, but most importantly this officer would be one of the first people any neighborhood citizen would see upon entering the station. This officer would take walk-in reports and answer citizen's questions received by phone or from those visiting the station.

The PPD briefings would be supported by the city-wide Shift Commander using either teleconferencing or video conferencing. The Shift Commander will continue to monitor and direct calls for service on a city-wide basis including the Pilot Police District.

Another important consideration is documenting, storing and maintaining the chain of custody for evidence. Evidence obtained within the PPD would be tagged and placed appropriately in storage lockers or refrigerator in a secure area of the district station. As needed, a Property and Evidence clerk would be responsible to load and transport the evidence to its final destination. This is similar to the process currently being used to pickup evidence from the temporary holding lockers in the basement of the PSB and refrigerators located in the Shift Commander's office.

PPD Staffing Recommendations

As noted earlier, the Steering Committee directive is that the staffing of the Pilot Police District is to be accomplished with existing Department personnel levels. A primary concern in allocation of resources is to provide adequate personnel for the PPD to allow it to operate effectively, yet leave sufficient resources for operation of the balance of the Department. With this being a pilot or test operation, there is concern that failing to provide adequate operational resources may lead to failure of the PPD. These challenges led the team to consider innovative ways to work with current personnel levels to staff both the PPD and the balance of the Department.

Patrol

Patrol Operations Considerations

Patrol is one area that must function 24 hours a day, 365 days a year, and is the frontline contact with citizens. Patrol is where the most danger and the greatest potential for catastrophic events exist. Proper staffing of patrol operations is critical to manage the risk and to work with citizens to reduce the fear of crime in the District.

The primary duties of patrol officers in the Pilot Police District would remain unchanged from that of current officers

In addition to proper staffing, the team considered means of providing adequate and effective supervision of the patrol operations. In looking to balance management needs with individual officers needs, the team also considered the staffing needs of the Department and that of the PPD as illustrated in Figure 2. These various needs were considered in determining number of officers, supervisors, and shift arrangement.



Figure 2: Balance of Needs

In considering patrol staffing for the PPD, investigation and discussion ensued on shift relief factors, call loads, existing manpower, supervision requirements and other factors. It became rather clear that if existing departmental staffing levels were to be maintained, defining exact shift relief factors and other allocation variables were nebulous. The task was to appropriately allocate the resources currently available.

Shift Considerations

The typical police department shift configurations are: 8 hour, 10 hour and 12 hour shifts. A number of sources and means were used to determine the pros and cons of each shift configuration, including the following, with a summary of the findings shown in Figure 3:

- ❖ Current trends
- ❖ Officer satisfaction surveys
- ❖ Discussion with representative police department staff and collective bargaining personnel
- ❖ Review of fatigue factor studies

| SHIFT CHARACTERISTICS | 8 | 10 | 12 |
|---|-----|-----|-----|
| Standard number of work days | 260 | 208 | 183 |
| Standard number of days off | 105 | 157 | 182 |
| Number of weekends off in average year | 15 | 22 | 26 |
| Balanced level of manpower throughout the 24 hour day | X | | X |
| Allows for shift stacking to increase manpower during certain times of day | | X | |
| Most day off groups required (assuming rotating days on/off) | X | X | |
| Allows for the use of a "team concept" in staff allocation (same officers always with same supervisor, etc.) | | | X |
| Shortest workday | X | | |
| Most days off | | | X |
| Permanent days on/off can be more easily implemented to increase manpower during certain days of week (generally weekends) | X | X | |
| Officer fatigue is of greatest concern | | | X |
| Requires three shifts (which would create a greater number of supervisors) | X | X | |
| Potential for built-in overtime* | | | X |
| <p>*most standard 12 hr shift configurations create 4 hours of overtime per two week pay period, 8 hours month, or 104 hrs per calendar year. The mitigation or payout of those hours then becomes a policy decision for the individual agency.</p> | | | |

Figure 3: Shift Characteristics

Current Trends

The 8 hour shift is used by more departments than either the 10 hour or 12 hour shift. However, there is a definite trend to use of the 12 hour shift as can be seen in Figure 4. In 2004, 50.7% of departments nationwide worked 8 hour shifts and 12 hour shifts were being utilized by 21% of the departments. In 2007, the use of 8 hour shifts had decreased to 42.3% while the use of 12 hour shifts had increased to 27.8%. The use of 10 hour shifts remained essentially unchanged over this time period. These results are from a 2009 study performed by Etico Solutions, Inc.

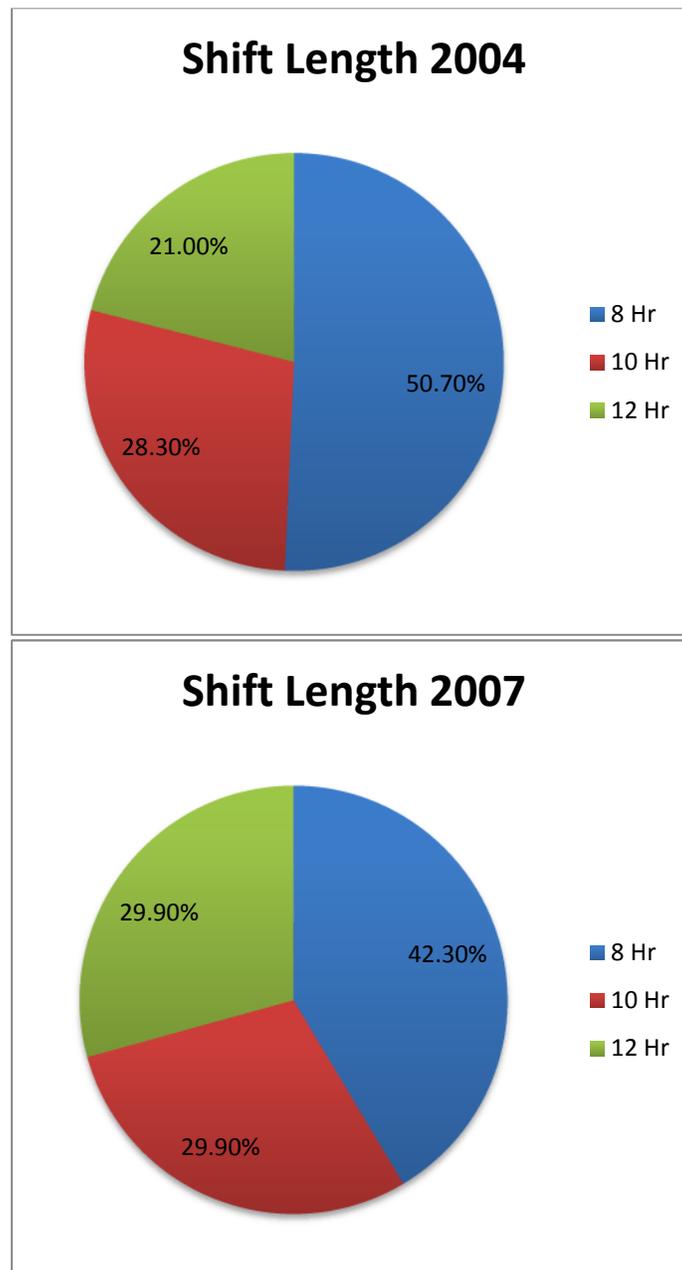


Figure 4: Shift Length Comparison-2004 to 2007

Officer Satisfaction Surveys

Given that most officers, at some point in their professional careers, have worked a standard 8 hour shift and that our Department currently works a 10 hour shift, we searched for surveys and data that measured officer satisfaction with 12 hour shifts. Two significant surveys were found.

- ❖ Policeone.com Survey
- ❖ Hillsborough County Sheriff Survey

In 2007, policeone.com conducted an online survey that asked one question: "Of those who have worked a 12 hour police shift, would you recommend a 12 hour shift to others?". There were approximately 850 responses to the survey. Of those responding, 64% either recommended or highly recommended the 12 hour shift. Thirty five percent (35%) of respondents would not recommend a 12 hour shift.

In July 1992, the Hillsborough County Sheriffs Department implemented a 12 hour shift schedule for deputies. After a year of operating under this shift schedule, the department conducted a survey using an informal questionnaire. The previous shift schedule was a rotating, 8.4 hour shift. A total of 102 deputies, those that had worked in both shift conditions, were surveyed. The results of the survey revealed widespread support for the 12 hour, fixed shift schedules.

In response to the statement, "I like the 12 hour shift as opposed to the 8.4 hour shift", 95% agreed or strongly agreed. Because much of the initial resistance to the fixed schedule focused around the demands of working 12 hour versus 8.4 hour shift, several questions were directly related to working longer shifts. In asking if they had become used to the length of the 12 hour shift, 95% agreed or strongly agreed. In response to "My productivity has increased since inception of the 12 hour shift", 83% responded favorably.

Additional responses included: 75% reported less job stress, 80% agreed or strongly agreed that their commitment to the department had increased due to the 12 hour shift schedule.

Shift Schedules at Lincoln NB PD

In November 2010, team members spoke with Deputy Chief Jim Peschong of the Lincoln NB Police Department. He stated that all three shift lengths, (8 hour, 10 hour, and 12 hour) are used for patrol in the department. The shift length is determined at the district level by the District Commander. DC Peschong stated that the 12 hour shifts are very popular with younger officers and younger commanders. He indicated the patrol division overwhelmingly prefers the 12 hour shifts. However, a number of District Commanders, given the choice, preferred to continue operating under previous

shift schedules. As the senior commanders retire, DC Peschong said the entire patrol division would migrate to working 12 hour shifts. Quoting DC Peschong "Bottom line, officers will love it and won't get off of it".

Illinois Departments Shift Schedules

For those departments that have changed to 12 hour shifts, most had gone from 8 hour shifts to 12 hour shifts that provide the same 24 hour staffing without the overlapping 30 hours of cost associated with 10 hour shifts. In Illinois, cities that have moved to 12 hour shifts include Joliet, Naperville, Decatur and Waukegan. A number of Illinois sheriff's departments also use 12 hour shifts for deputies on patrol. It is noted that Joliet PD changed to 12 hour shifts in January 2011 as a result of an arbitration decision that supported the collective bargaining unit's request for the shift change.

Fatigue Factor

One of the greatest concerns with moving to 12 hour shifts is officer fatigue. One can find articles indicating that fatigue is not a factor affecting performance and other articles saying fatigue does affect performance. The US Department of Transportation and Department of Defense studied the effects of fatigue and in 2006 developed the Fatigue Avoidance Scheduling Tool (F.A.S.T.). In their study, they found that fatigue was generally exacerbated by extreme work hours, moonlighting, shift work, court time, and family responsibilities. Factors that affected fatigue are: time of day, length of shift, consecutive night shifts, and prior sleep.

When the F.A.S.T. study measured fatigue levels, the two most important factors were time of day and consecutive night shifts. The study found that with a typical 10 hour shift schedule, the lowest daily level of efficiency was 60%. This level of 60% occurred at the end of a fourth workday. The lowest daily level of efficiency with a typical 12 hour shift was found to be 64%. The study also found that night shifts were much more taxing on officers than were day shifts.

In conclusion, it appears officers working 12 hour shifts may be slightly better but certainly no worse than those working 10 hour shifts. It is recommended that the ending time for day shift be as early as possible so that if overtime is needed, officers are working in the evening when alertness levels are generally higher. It is also recommended that the Pilot Police District evaluate rotating shift schedules. It will be important to monitor fatigue levels and, as noted in the F.A.S.T. study, officers may need to limit off-duty work using that time for rest.

Officer Benefits

As with most organizational changes, in this case the change from 10 hour to 12 hour shifts, there will be pros and cons for individual officers and their families. In reflecting

on this, the team recognized that working 12 hour shifts results in 25 additional days off over the year. With fewer trips to and from work, there is a savings on travel costs and wear and tear on a vehicle. In talking to a number of officers who have children in child care, they indicated their savings in child care cost would be substantial if they were working a 12 hour shift.

It is recognized that these are only two possible positive aspects for officers and certainly would not be a benefit to all officers moving to a 12 hour shift. Likewise, we recognize that there may be challenges and hardships for some officers and their families in changing to a 12 hour shift.

Patrol Staffing and Shift Schedule Recommendations

Based upon the team's research and the Steering Committee directive to maintain the Department's current staffing levels, the PPD team recommends the use of 12 hour shifts for the Pilot Police District patrol operations. The use of two 12 hour shifts:

1. Reduces the number of officers and supervisors (sergeants) needed to support district operations
2. Supports having each officer assigned to and actually working with a single, clearly defined supervisor
3. Provides the best balance of officer needs with management needs and manpower needs of the Department with that of the PPD

The current patrol staffing levels in District 2 (patrol areas 5, 6, and 7) are as follows:

- Day shift: 5 officers
- Afternoon shift: 5 officers
- Night shift: 4-5 officers
- Day Cover shift: 2-3 officers

Considering that about 1/3 of the calls for service are within District 2 and that there are currently 120 patrol officers, it was initially concluded that 40 patrol officers be assigned to the Pilot Police District. With two shifts and days off scheduling, this results in two teams of 10 officers each assigned to each shift. Each team would have a sergeant that would work the same schedule as the officers in that team.

With this as a starting point, the balance of 80 officers would be available to staff the other seven patrol areas with four 10 hour shifts. Assuming the 10 officers being used to staff the day cover shift remains, then 70 officers would be available to support the three main shifts (about 23 officers per shift). Given the current day off configurations, a maximum of 13 officers would be available for each shift with no absences for any reason. Current staffing levels for these seven patrol areas require a minimum of 11 officers per shift.

In considering the balance of manpower needs of the Department with that of the PPD, it was concluded that 80 patrol officers was not adequate to support the needs of the seven patrol areas in Districts 1 and 3. Outside of the day cover shift, the current minimum staffing level in District 2 is five officers. It is recommended that four teams of 8 officers each or a total of 32 officers be assigned to the PPD. Eight officers would be available to report for each shift each day. This allows up to three officers being off at anytime and still having a minimum of 5 officers working patrol in District 2.

With this PPD staffing adjustment, each 10 hour shift supporting the balance of the patrol districts would be staffed with 26 officers and the day cover shift with 10 officers. Each main shift would have 15 officers available to report each day. This allows up to four officers being absent for any reason before minimum staffing levels are reached.

Traffic Investigators

Current Staffing and Shifts

The Traffic Division has 15 investigators and one supervisor. The investigators are assigned as follows:

| | |
|--------------------|-----------------|
| Traffic early days | 5 investigators |
| Traffic late days | 5 investigators |
| DUI | 4 investigators |
| Hit and Run | 1 investigator |

As noted earlier in the section on Decentralized and Centralized Services, the PPD team recommends the investigators working DUI and hit and run remain centralized. It is noted that the traffic investigators assigned to the PPD may be assigned/expected to complete follow-up investigations for hit and run traffic crashes occurring in the Pilot Police District.

Traffic investigators currently work on two shifts with a rotating day off group schedule with five individual day off groups. This shift schedule and day off groups was developed to provide optimum coverage during weekday daytime hours when the majority of traffic crashes occur. This staffing schedule (See Figure 5) has eight traffic investigators available from 1200 to 1630 hours, Tuesday through Thursday when the highest numbers of traffic accidents are occurring.

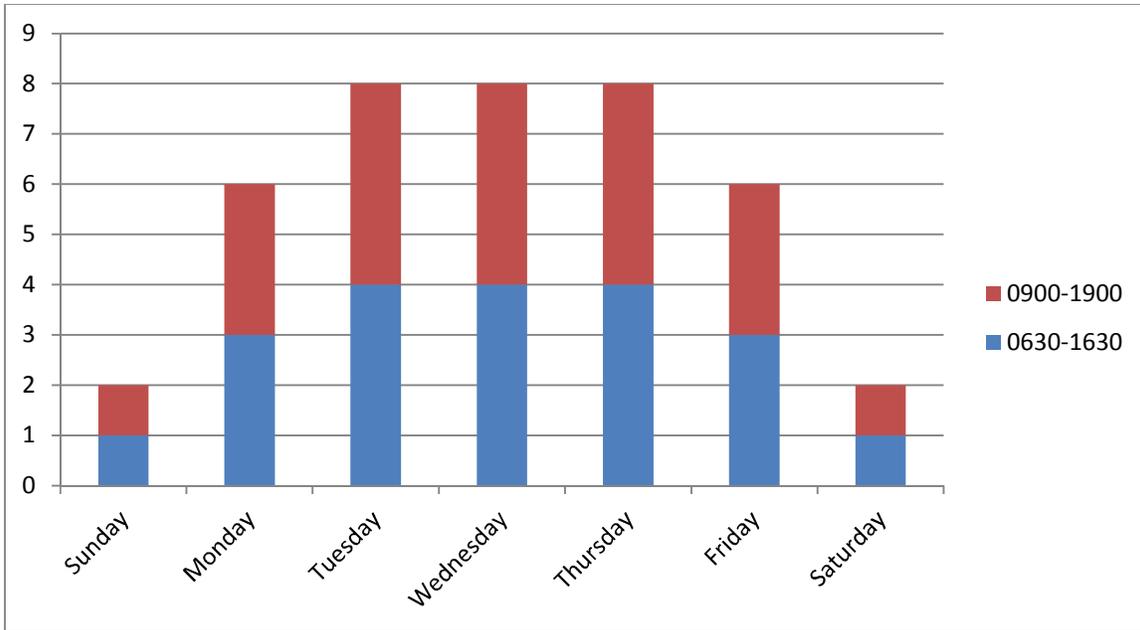


Figure 5: Current Staffing Levels—Daytime Traffic Investigators

The 2010 compilation of traffic accident data is provided in Appendix B. From this data, it can be seen that the distribution of accident occurrences by district is as follows.

| | |
|------------|-------|
| District 1 | 30.2% |
| District 2 | 28.8% |
| District 2 | 41.0% |

This 2010 data shows that District 3 has more occurrences of traffic crashes than either of the other two districts with District 2 having the least number of crashes. The data also shows that more traffic crashes occur during weekday, daytime hours.

Traffic Investigation Staffing and Shift Schedule Recommendations

The duties of traffic investigators in the Pilot Police District would be similar to those of current traffic investigators including, but not limited to: on-scene crash investigation, traffic law enforcement, hit & run traffic crash investigation and follow up, and abandoned vehicles.

Based upon the distribution of crashes by district using the 2010 data and maintaining the Department’s current staffing level of 10 daytime traffic investigators, the following is the distribution for each district.

| | | |
|------------|----------------|-------------------------|
| District 1 | 30% of crashes | 3 traffic investigators |
| District 2 | 30% | 3 |
| District 3 | 40% | 4 |

It is recommended that the PPD operate with three traffic investigators. Two traffic investigators would be scheduled to a daytime 12 hour shift similar to that of patrol officers. The third traffic investigator would work an 8 hour schedule, Monday thru Friday with hours of 1000 to 1800. By working these hours and days, additional coverage is provided during weekday peak hours of crash occurrences.

Scheduling the remaining seven traffic investigators to provide optimal coverage in Districts 1 and 3 during peak weekday and daytime hours proved challenging and required some innovative scheduling. It is recommended these traffic investigators remain in their current day-off group schedules. However, to provide additional coverage during peak week day hours, the two shifts may need to be reduced to a single shift.

Five of the seven traffic investigators could be placed, one each, into one of the existing five day-off groups. Two of the traffic investigators could work opposite day-off schedules providing additional coverage working the same shift hours as the other five investigators. Another possibility for two traffic investigators is to work the same day-off group but with slightly different work hours. This schedule has the possibility of overtime cost savings as the schedule as the investigator assigned to this shift could handle a late day crash allowing other traffic investigators to end their shift as scheduled.

This scheduling approach for traffic investigators assigned to the PPD and for those traffic investigators covering Districts 1 and 3, provides coverage by hours and days similar to current levels. This is illustrated in Figure 8.

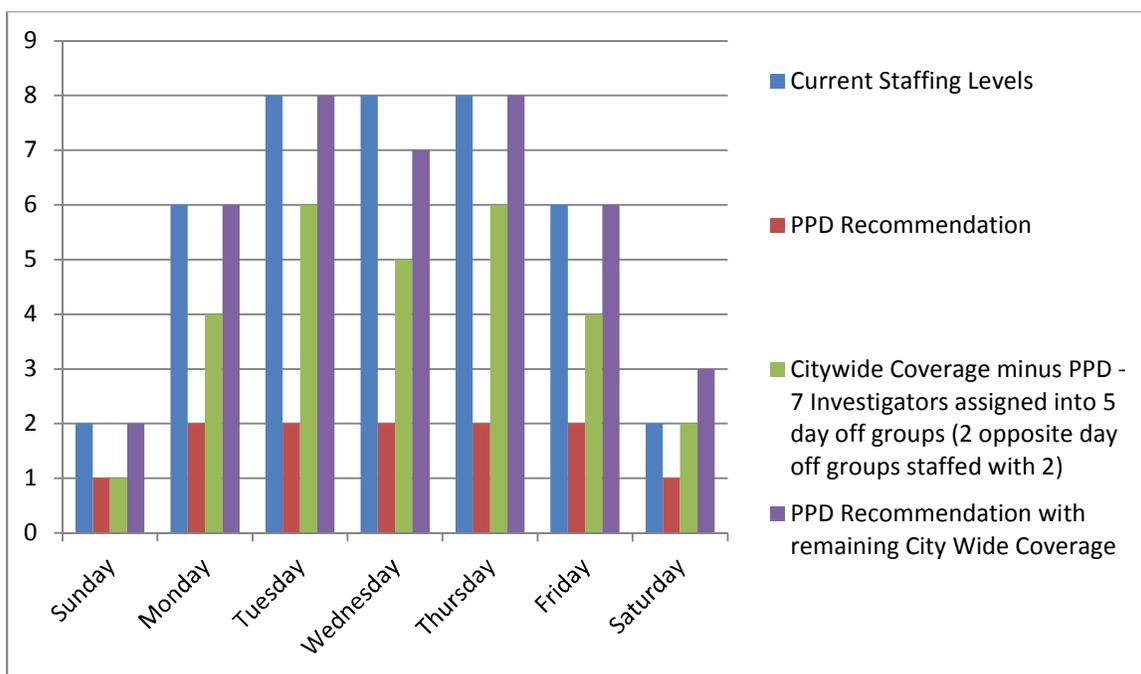


Figure 8: Comparison of Current to PPD Recommended Staffing

Long Term Outlook for Traffic Investigations

Assuming total staffing level and distribution of crashes remains the same as current, the staffing of each of the three districts could be as outlined prior. Also assuming the staffing configuration as outlined for the Pilot Police District proves satisfactory; the staffing configuration for District 1 could remain the same.

There are, at minimum, two possible staffing scenarios for the four traffic investigators working in District 3. One staffing configuration could be a 12 hour shift with two traffic investigators working in opposite day off groups. Another possible configuration could have two traffic investigators working opposite day off 12 hour shifts and two investigators working an 8 hour shift covering peak hours, Monday thru Friday.

Once the traffic investigators are totally decentralized and assigned to each district and possible reassigning of DUI and hit & run investigators, the traffic supervisor position could be eliminated. A Major Accident Response Team (M.A.R.T.) could be created to respond to major or fatal crashes. This team may be implemented in the same manner as the S.W.A.T team

Station Officer

In an effort to create a greater level of community service and reduce the workload of other officers in the district, the recommendation is to establish a Station Officer position. This officer will take walk-in reports and answer citizen's questions regarding law enforcement matters as received by phone or from those visiting the station.

The Station Officer position could function at times as a patrol officer, office manager, investigative aid, crime prevention officer, safety education officer and district liaison to other entities. This position would be a uniformed patrol officer assigned to the district station. The days of work would be primarily Monday thru Friday with hours of work primarily 1200 to 2000. The Station Officer will report to the District Commander and it is anticipated some flexibility to change days off and hours may be needed to meet the needs of the district.

The duties and responsibilities of the Station Officer would include, but not be limited to:

- Handle walk in and phone reports regardless of where the incident occurred
- Field citizen questions both walk in and by phone
- Direct citizens to the appropriate person or agency to fulfill their need
- Assist in organizing community and neighborhood meetings at the station
- Assist with coordination and maintenance of district equipment and fleet
- Conduct tours of station
- Provide security for station
- Support other district units as needed

- Assist with supervision of volunteers and cadets assigned to the station
- Assist district command staff with projects
- Assist with problem solving initiatives and neighborhood issues
- Conduct other tasks and assignments as directed by the District or Assistant District Commanders

Neighborhood Response Unit

In the current centralized operation, there are two Department units that work on a daily basis in the community but are not call driven as are patrol officers and traffic investigators. The M3 Streets Team operates as a problem oriented policing team to address crimes in and around businesses and to proactively subvert activity such as prostitution and illegal use of drugs. The Community Services Unit also operates as a problem oriented policing unit working directly with citizen's concerns and complaints, neighborhood and community groups, and aldermen.

The PPD will combine the services provided by these two units into one called the Neighborhood Response Unit (NRU). It is recommended that staffing for this pilot unit come from each the current M3 Streets Team and the Community Services Unit as these officers and supervisors are experienced in providing community policing and problem oriented policing methods.

NRU Operational Approach

The Neighborhood Response Unit would utilize problem oriented policing, hot spot policing and community policing methods and tactics. Current crime data and trends will be used to focus on problem crimes and problem areas within the Pilot Police District. The NRU will work closely with other units in the PPD, the centralized Department divisions and units, and community partners to combat crime and problem solve issues within the PPD.

In addition to specific crime statistics, District 2 has the following characteristics:

- Eastside ADP zone
- Kishwaukee Corridor Weed and Seed zone
- Ten active Neighborhood Watch Groups
- City's busiest hospital emergency room; SwedishAmerican Hospital
- Two Rockford Housing Authority Family Developments; Orton Keyes and Blackhawk Courts
- Three Rockford Housing Authority High Rise mixed use residential structures; Brewington Oaks and Park Terrace
- Three private business associations; Midtown Business District, Seventh Street Business District, and the River District Business Association.
- Seven alderpersons have wards in the district

NRU Staffing and Shift Schedule Recommendations

The current staffing daytime staffing in District 2 is four M3 officers and three Community Services officers. The M3 afternoon/night coverage varies with available personnel and assignments in the district. The PPD will utilize a day and night shift operation of the NRU with the following recommendations for staffing and shift configurations.

Day Shift NRU

- 1 sergeant
- 6 officers
- 8 hour shift, Monday thru Friday

The day shift staff of 6 officers will have four officers that are enforcement driven on a daily basis and will have duties similar to officers working in the current M3 Streets Unit. The other two officers on the NRU day shift staff will focus primarily on community services and operate similar to the current Community Services Unit. It is anticipated that some flexible scheduling may be needed to serve the overall needs of the PPD.

Night Shift NRU

- 1 sergeant
- 8 officers
- 10 hour shift, day off group six (opposite M3 day off group)

The night shift staff of eight officers will be focused on enforcement with duties and activities similar to the current M3 night shift. Again, some flexible scheduling may be needed to serve the needs of the PPD.

In keeping with the Steering Committee directive of maintaining current Department staffing levels, it is recommended that the officers associated with the centralized day shift M3 Streets Team and Community Services Unit be combined under one supervisor. Similarly, the team recommends consolidating the centralized afternoon and night shift M3 Streets Team officers into a single operating shift. The following are recommendations for staffing and shift configurations.

Combined M3/Community Services Unit

- 1 sergeant
- 5 officers
- 8 hour shift, Monday thru Friday

M3 Night Shift

- 1 sergeant
- 8 officers
- 10 hour shift, day off group three (opposite NRU day off group)

In a manner similar to current operations, the sergeants from all units will provide communication and collaboration on problem solving issues and developing policing strategies.

Detectives

One of the greater challenges for the Pilot Police District project team was defining the role and appropriate staffing for detectives in a decentralized operation. In the beginning, two completely opposite possibilities were discussed.

- Decentralize the entire Investigative Services Bureau (ISB) into three district operations
- Keep the ISB centralized

After much debate, and encouragement from the Steering Committee to provide more decentralization, the team recommends the Pilot Police District have an assigned staff of detectives. These detectives would be supervised by a detective sergeant and operate out of the PPD station.

The operational challenge for the District Commander is that he/she will be held responsible for patrol, traffic and criminal activity in the Pilot Police District. However, this does not mean that all investigative specialties be staffed in the district but detectives with specific investigative skills must be available upon request and within a reasonable time frame. At the discretion of the District Commander, a detective in the PPD may be given the lead investigative role on any given case and seek assistance from a specialty detective unit in the centralized ISB.

Detective Staffing and Shift Schedule Recommendations

Based on the District 2 crime statistics, types of crimes and average case loads for detectives, it is recommended that the PPD be staffed with eight detectives and one detective sergeant. It is expected these detectives would focus on criminal activity that is geographic in nature such as crimes against property and less serious crimes against

persons. However, with the District Commander being held responsible for reducing criminal activity in the PPD, this detective team may be called upon to investigate any and all types of crimes with or without assistance from centralized ISB.

The team is recommending that the PPD detectives work the same day shift hours as the centralized ISB that being 0800 to 1600 hrs Monday thru Friday. The District Commander would also have the ability to flex the work hours of the detectives as needed to accomplish the specific investigative goals for the district. Also, since accountability is a platform for district policing operations, detectives assigned to the PPD should expect being called in after normal work hours to address case assignment and district specific crimes. The PPD detectives will continue to take part in the weekend on call rotation.

District Command Staff

The PPD command staff is the District Commander and Assistant District Commander. Although the District Commander has overall responsibility for district operations, he/she will need to rely on the Assistant District Commander for much of the day to day operations and command of the district in his/her absence. The necessary knowledge, skills and abilities are very similar for both positions.

It is recommended that the District Commander report directly to the Chief of Police having the rank and authority of the current Deputy Chiefs. It is further recommended the Assistant District Commander have the rank and authority of the current Lieutenants and report to the District Commander.

District Commander Job Description

Distinguishing Characteristics

It is recognized that this position will provide full line and functional management responsibility within the Pilot Police District. Although primarily administrative in nature, the position requires depth of knowledge in all aspects of the Department. Performance will be evaluated on the basis of results of the operation and goals for the PPD. Duty hours of this position will vary significantly due to the need for 24 hour availability.

Duties and Responsibilities

- Act as the direct communication link between the PPD and the Chief of Police
- Conduct the initial and all subsequent staff selections for the PPD
- Provide leadership for the PPD and ensure continued alignment with its mission
- Direct operational and administrative functions
- Liaison with all government entities associated with the PPD

- Official Rockford Police Department spokesperson for the PPD
- Assist with development of the budget and control PPD expenses
- Provide command level oversight of Early Warning System (EWS) and internal investigations in the PPD
- Administrator of discipline to PPD personnel as it pertains to EWS and internal investigations
- Oversee and report all activities related to Department Compstat and City Rockstat
- Coordinate strategic planning for the PPD
- Engage community stakeholders through both formal and informal meetings
- Maintain a flexible work schedule to oversee PPD operations
- Coach members of the PPD and facilitate career development
- Ensure a safe, positive, productive and harassment free work environment
- Facilitate cultural and operational change
- Demonstrate continuous effort to improve operations, streamline work processes, and work cooperatively and jointly to provide quality customer service
- Participate in training and educational programs which further aid in one's professional development or which provide benefit to the PPD as a whole
- Perform performance evaluations of subordinate personnel
- Provide for day to day supervision of PPD employees in the absence of their immediate supervisor
- Serve as incident commander at emergencies within the PPD and as requested for city wide emergencies
- Demonstrate a cooperative working spirit when working with other law enforcement agencies, governmental entities, and civilian based organizations
- Serve as acting Chief of Police when requested

Knowledge, Skills and Abilities

A person in the District Commander position would be expected to have and be able to demonstrate the following knowledge, skills and abilities.

- Strong leadership skills
- Excellent communication skills
- Experience in personnel management and supervision
- Exemplary organizational skills
- Knowledge of technical and administrative aspects of community policing
- Ability to deal effectively with the public using tact and diplomacy
- Knowledge of federal and state laws and city ordinances pertaining to law enforcement functions
- Ability to make sound decisions in a timely manner to ensure the well being of the public and subordinate personnel
- Ability and willingness to maintain confidentiality

Assistant District Commander Position

Distinguishing Characteristics

It is recognized that this position is to provide assistance to the District Commander with line and management responsibility for the PPD. The position may also receive assignment from the District Commander for specific program areas within the PPD. The position will be both administrative in nature but will have some elements of front line supervision. The exact balance will be determined jointly with the District Commander based on the needs of the PPD. Performance will be evaluated based on results obtained through assignment and the goals of the PPD. Duty hours of this position will vary due to the requirement for 24 hour availability.

Duties and Responsibilities

- Assist the District Commander with all PPD operations
- Act in the capacity of District Commander in his/her absence and assume all duties and responsibilities associated with that position
- Oversee day to day PPD operations
- Implement PPD specific and applicable Department wide plans
- Assist front line supervisors with operational supervision
- Oversee the training needs and schedules for the PPD personnel
- Oversee the district station, equipment and fleet needs of the PPD
- Maintain a flexible work schedule to assist with the command of the PPD
- Other duties as assigned by the District Commander

Knowledge, Skills and Abilities

A person in the Assistant District Commander position would be expected to possess and be able to demonstrate knowledge, skills and abilities similar to that of a District Commander.

Personnel Selection Process

District Commander

The first position to be filled is that of the District Commander as the person in that position will provide the leadership and direction for the Pilot Police District. The PPD team, because of their research and study of decentralized, district policing, recommends that members of the team be involved in the selection process. This position reports to the Chief of Police and, as such, the Chief will make the final selection

Although a process has not been formalized, the following approach is recommended:

- Prepare job description in accordance with Department format
- Define the application procedure
- Post the position
- Applications received and reviewed by subcommittee of PPD team
- Subcommittee conducts applicant interviews
- Subcommittee forwards list of recommended candidates to Chief of Police
- Chief of Police selects the PPD District Commander

Assistant District Commander

It is expected the Assistant District Commander will work collaboratively with the District Commander to foster the mission and goals of the Pilot Police District. To this end, it is recommended that the District Commander, in consultation with the Chief of Police, select the person to fill this position.

Although a process has not been formalized, the following approach is recommended:

- Prepare job description in accordance with Department format
- Define the application procedure
- Post the position
- Applications received and reviewed by District Commander
- District Commander conducts applicant interviews
- District Commander reviews candidates and recommendation with Chief of Police
- District Commander selects PPD Assistant District Commander

Sergeants

In the recommended organizational structure for the PPD, there are seven sergeant positions: four in patrol operations, two in the NRU, and one detective sergeant. The team recommends these positions be filled by volunteers from the current sergeant ranks. For any positions not filled on a voluntary basis, appointments will be made in accordance with the current collective bargaining agreement.

Investigators

In the recommended PPD organizational structure, there are 11 investigator positions: eight detectives and three traffic investigators. The team recommends these positions be filled first on a voluntary basis from these ranks and those not filled by volunteers to be appointed in accordance with the current collective bargaining agreement.

Officers

There are 47 officer positions recommended for the Pilot Police District with 32 in patrol operations, 14 in the Neighborhood Response Unit and one Station Officer. Being consistent with previous staffing recommendations, the team would like to see these positions filled first by volunteers and those not filled by volunteers be done so in accordance with the current collective bargaining agreement.

Section III: Facility, Equipment, and Budget Recommendations

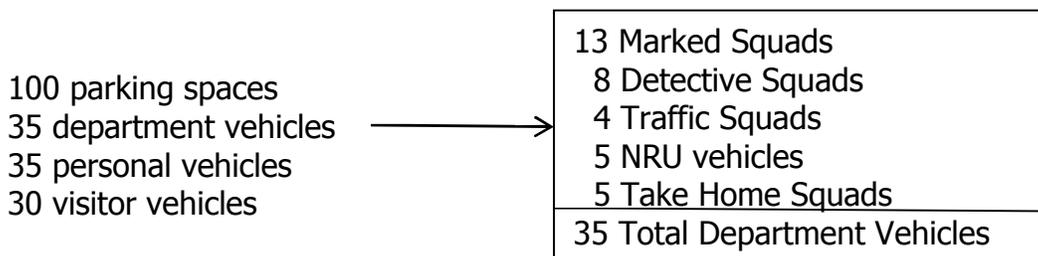
Facility Requirements

As a guide in determining the facility needs to house those working in the Pilot Police District, the team used the space needs study of the Public Safety Building conducted by the Larson and Darby Group entitled *City of Rockford Police Department Facilities Study* in April 2006. The space needs are provided in Appendix C.

Based on the individual space needs identified in the Larson and Darby study, a building of about 15,000 to 16,000 square feet of usable space would be required. The building is to be located in the geographical area of the City known as Police District 2. The building could be one or two story preferably a stand alone commercial building in a non-flood zone area. While a single story building is preferred, any qualifying multi-story building would require working elevators, additional space considerations, and possibly additional square footage to obtain the required net square footage for operations.

The building must be structurally sound and ADA compliant. The electrical, plumbing and HVAC systems must meet current City building codes and industrial/commercial installation standards.

Off street parking adjacent to the building is needed to accommodate approximately 100 vehicles as shown in the analysis below. Secure parking (fenced or walled) for approximately 70 vehicles will be needed for department and personally owned vehicles. The remaining parking spaces would be available for use by visitors to the station.



To determine an estimate for leasing or purchasing a facility to support the operations of the PPD, the team considered buildings located in real estate grids 5 and 7. This is an area bounded by the Rock River to 20th Street and Rural Street to Harrison Avenue. An additional consideration for location of a building would be near a fire station or City Hall to minimize the cost to extend network fiber to the facility.

A review of property on the multiple listing services in the defined area found there was no property that met the exact projected needs for a PPD Station. Property with buildings approximating the size needed does not have adequate on-site parking.

Similarly, property that meets the on-site parking needs has buildings much larger than needed for station operations. Property listing information is provided in Appendix D. The team is grateful for assistance from representatives of Gambino Realtors in obtaining area real estate listings and lease information.

With an understanding from prior discussions, it is understood that the City would likely lease property for the Pilot Police District station. The estimate for leasing a building would be approximately \$8.00 per square foot per year. At this rate, the annual lease cost for a building in the size range of 15,000 to 16,000 square feet would be \$120,000 to \$128,000.

Office Furnishings

In considering furnishings for the Pilot Police District station, the assumption was made that new or used furnishings would be purchased. This was based on the fact that most office furnishings currently in the Public Safety Building would either be needed for those continuing to work in the PSB and/or are shared facilities and would need to be duplicated in the PPD facility.

Based upon the facility space needs study, number and rank of people occupying the building, and reception/community room areas, the office furnishing needs were determined. It is assumed that offices for such ranks as District Commander, Assistant District Commander and sergeants would be fully enclosed. Most other office space would be provided using cubicle, partial wall enclosures with built in work surfaces. This would provide flexibility for configuring and reconfiguring office space and would also permit moving office furnishings to a future, permanent District 2 Station facility.

Office Outfitters Inc., a Division of Used But Nice Office Furniture Inc., was kind enough to provide an estimate for office furnishings. Their estimate dated April 11, 2011 to furnish the PPD facility with new furniture is \$197,714. The detailed estimate is provided in the Appendix E. If the building were to be outfitted with used office furnishings similar in style to new, Office Outfitters estimates the cost to be \$109,380.

Office Equipment

The assumption was made that office equipment currently being used at the PSB would remain there and new equipment would be needed for the PPD facility. This would include computers, video projection systems, video equipment for the interview room and security camera system. Copiers/printers and telephones would be leased under the current City/Department contract. The detail costs are in Appendix F and

summarized as follows. The monthly cost of leased equipment is also provided in the summary of annual operating costs.

| | |
|----------------------------|--------------------------------------|
| Purchased Office Equipment | \$78,500 |
| Leased Office Equipment | \$ 1,220 per month (\$14,640 annual) |

Computer Support Hardware

The assumption is that any building, whether purchased or leased, will not have cabling to support computers and telephones. Network switches and other support equipment will be necessary to operate the building network as well as providing communication to the City/Department network. Connection to the City's network can be done by line of sight wireless or fiber, with fiber being more expensive unless nearby connection can be made. The estimated costs for hardware and installation is as follows (Also see Appendix F).

| | |
|----------------------------|----------|
| Internal Network Wiring | \$10,000 |
| Network Switches/Hardware | 15,000 |
| Connection to City Network | 15,000 |

Police Vehicles

The operation of the Neighborhood Response Unit in the PPD and continued operation of Community Services Unit and M3 Streets Team from the PSB will require additional vehicles to support these operations. The vehicles could either be allocated from the fleet or purchased.

There are currently six unmarked vehicles assigned to the M3 Streets Team. Providing one unmarked vehicle for each two man team (current practice) and one spare vehicle at central for use when a primary vehicle is out of service requires a total of nine unmarked vehicles.

It is practice to provide unmarked vehicles for police administrators. Two additional vehicles, one for the District Commander and one for the Assistant District Commander would be required. These could be either allocated from the fleet or purchased.

Following is the estimated cost if all defined vehicles were purchased.

| | |
|--|-----------|
| Unmarked Vehicles for NRU/M3 (3) | \$108,900 |
| Unmarked Vehicles for Administrators (2) | 52,600 |

Start Up and Annual Operating Costs Summary

Based upon the use of used furnishings and other assumptions as noted in the appendix the start up cost for the Pilot Police District is estimated at \$390,000. The cost without the five additional police vehicles would be approximately \$230,000. This estimate of start up costs does not include any cost for facility build-out.

The annual operating costs based upon leasing a building including cleaning, utilities, and leased equipment is estimated at \$233,000 (See Appendix G for details). The monthly operating costs would be approximately \$20,000.

If a facility is purchased rather than leased and assuming similar costs for operations, the annual operating cost is estimated at \$105,000 which results in a monthly cost of approximately \$8,700.

Section IV: Recommendations for Implementation of PPD

Proposed Pilot Police District Launch Timeline

The PPD team has focused primarily on issues associated with the operation of a decentralized, integrated approach to delivering police services through a district station. There has been general discussion of a timeline for but no formal plan has been developed for implementation of the Pilot Police District operation.

In discussions, the suggestion has been made that a logical time to launch the PPD from a personnel standpoint would be January 2012. Each January the sworn staff is realigned to meet the needs of the Department and given the opportunity in October of the prior year to bid for a different shift. If the launch of the PPD were scheduled for January 2012, the following major milestones might be considered.

| | |
|----------------|---|
| June/July 2011 | Approval to proceed with implementation of PPD |
| July | Appointment of District Commander |
| August | Appointment of Assistant District Commander |
| September | Close on lease or purchase of facility Appointment of Sergeants for PPD |
| October | Officers bidding process Applications for investigators/NRU officers for PPD |
| January 2012 | Install furnishings and equipment Launch PPD in District 2 facility |

Proposed Operational Period for PPD

It is recognized that the Pilot Police District is a "pilot" operation intended to experiment, test, and evaluate a decentralized, district approach to delivering police services in Rockford. The PPD team recognizes that experimentation and evaluation takes time. Through discussions, it was felt that any operational time period less than one year might not be sufficient to work through expected challenges, false starts, and mistakes. The other benchmark considered was that of three years, the timeline used to evaluate the Experimental Police District operation in Madison PD. The PPD team proposes a two year operation of the Pilot Police District to assure adequate experimentation and evaluation.

APPENDIX

| | |
|--|-----|
| Appendix A: Data by District | A1 |
| Appendix B: Traffic Accident Data | A7 |
| Appendix C: Recommended Facility Space Needs | A8 |
| Appendix D: Property Listing Information | A9 |
| Appendix E: Office Furnishings Estimate | A10 |
| Appendix F: Office Equipment Estimate | A13 |
| Appendix G: Operating Costs | A14 |

District Summary - Rates per 1,000 Population

| = Highest Number | District 1 | | District 2 | | District 3 | |
|---|------------|---------------------|------------|---------------------|------------|---------------------|
| | Number | Rate x/1,000 pop | Number | Rate x/1,000 pop | Number | Rate x/1,000 pop |
| Population | 52,826 | | 40,055 | | 57,234 | |
| Square Miles | 16.60 | 0.31 | 18.34 | 0.46 | 21.22 | 0.37 |
| Housing Units | 21,284 | 402.91 | 18,179 | 453.85 | 24,107 | 421.20 |
| Occupied | 19,455 | 368.28 | 16,454 | 410.79 | 23,249 | 406.21 |
| Unoccupied | 1,829 | 34.62 | 1,725 | 43.07 | 858 | 14.99 |
| Dispatched (No SI) CFS | 40632 | 769.17 | 33746 | 842.49 | 23297 | 407.05 |
| All CFS | 63519 | 1,202.42 | 52253 | 1,304.53 | 36130 | 631.27 |
| CRU CFS | 5189 | 98.23 | 3521 | 87.90 | 3840 | 67.09 |
| CRU Walk-In - # of Cases w/at least 1 CRU rpt | 1111 | 21.03 | 647 | 16.15 | 579 | 10.12 |
| CRU Phone - # of Cases w/at least 1 CRU rpt | 1234 | 23.36 | 1250 | 31.21 | 1627 | 28.43 |
| Group A Offenses | 8,744 | 165.52 | 7,210 | 180.00 | 5,145 | 89.89 |
| Group B Offenses | 6,665 | 126.17 | 5,025 | 125.45 | 2,833 | 49.50 |
| Traffic Accidents | 1,720 | 32.56 | 1,640 | 40.94 | 2,334 | 40.78 |
| Fatal | 5 | 0.09 | 2 | 0.05 | 2 | 0.03 |
| Injury | 267 | 5.05 | 273 | 6.82 | 342 | 5.98 |
| Non-Injury | 1,448 | 27.41 | 1,365 | 34.08 | 1,990 | 34.77 |
| Accidents - Private Property | 261 | 4.94 | 200 | 4.99 | 391 | 6.83 |
| Accidents - Not Private Property | 1,459 | 27.62 | 1,440 | 35.95 | 1,943 | 33.95 |
| Hit & Run Accidents | 538 | 10.18 | 492 | 12.28 | 455 | 7.95 |
| Parolees (as of 3/4/11) | 433 | 8.20 | 196 | 4.89 | 73 | 1.28 |
| Active Warrants (as of 3/2/11) | 1,323 | 25.04 | 1,015 | 25.34 | 339 | 5.92 |

Rockford Demographics by Police District

| Demographics | District 1 | | District 2 | | District 3 | |
|--|--------------------|----------------------|--------------------|----------------------|--------------------|----------------------|
| | 16.60 Square Miles | | 18.34 Square Miles | | 21.22 Square Miles | |
| Population | 52,826 | % of District | 40,055 | % of District | 57,234 | % of District |
| Hispanic or Latino | 6,942 | 13.14% | 5,219 | 13.03% | 3,117 | 5.45% |
| Not Hispanic or Latino: | 45,884 | 86.86% | 34,836 | 86.97% | 54,117 | 94.55% |
| Population of one race: | 44,868 | 84.94% | 34,012 | 84.91% | 53,407 | 93.31% |
| White alone | 26,313 | 49.81% | 28,033 | 69.99% | 48,332 | 84.45% |
| Black or African American alone | 18,059 | 34.19% | 4,545 | 11.35% | 3,218 | 5.62% |
| American Indian and Alaska Native alone | 142 | 0.27% | 111 | 0.28% | 62 | 0.11% |
| Asian alone | 248 | 0.47% | 1,273 | 3.18% | 1,735 | 3.03% |
| Native Hawaiian and Other Pacific Islander alone | 17 | 0.03% | 12 | 0.03% | 16 | 0.03% |
| Some other race alone | 89 | 0.17% | 38 | 0.09% | 44 | 0.08% |
| Population of two or more races | 1,016 | 1.92% | 824 | 2.06% | 710 | 1.24% |
| Male | 25,378 | 48.04% | 19,829 | 49.50% | 27,177 | 47.48% |
| 17 and under | 8,222 | 15.56% | 5,651 | 14.11% | 6,688 | 11.69% |
| 18 - 24 | 2,545 | 4.82% | 2,074 | 5.18% | 2,205 | 3.85% |
| 25 - 34 | 3,844 | 7.28% | 3,696 | 9.23% | 3,616 | 6.32% |
| 35 - 44 | 3,861 | 7.31% | 3,204 | 8.00% | 4,091 | 7.15% |
| 45 - 54 | 2,826 | 5.35% | 2,318 | 5.79% | 3,832 | 6.70% |
| 55 - 64 | 1,631 | 3.09% | 1,368 | 3.42% | 2,550 | 4.46% |
| 65 - 74 | 1,297 | 2.46% | 874 | 2.18% | 2,162 | 3.78% |
| 75 - 84 | 872 | 1.65% | 517 | 1.29% | 1,594 | 2.79% |
| 85 and over | 280 | 0.53% | 127 | 0.32% | 439 | 0.77% |
| Female | 27,448 | 51.96% | 20,226 | 50.50% | 30,057 | 52.52% |
| 17 and under | 7,756 | 14.68% | 5,418 | 13.53% | 6,287 | 10.96% |
| 18 - 24 | 2,591 | 4.90% | 2,204 | 5.50% | 2,202 | 3.85% |
| 25 - 34 | 4,004 | 7.58% | 3,519 | 8.79% | 3,735 | 6.53% |
| 35 - 44 | 3,967 | 7.51% | 2,914 | 7.27% | 4,163 | 7.27% |
| 45 - 54 | 3,102 | 5.87% | 2,307 | 5.76% | 4,332 | 7.57% |
| 55 - 64 | 2,010 | 3.80% | 1,496 | 3.73% | 2,777 | 4.85% |
| 65 - 74 | 1,763 | 3.34% | 1,137 | 2.84% | 2,760 | 4.82% |
| 75 - 84 | 1,524 | 2.88% | 923 | 2.30% | 2,605 | 4.55% |
| 85 and over | 731 | 1.38% | 308 | 0.77% | 1,196 | 2.09% |
| Median Age | 31 | | 31 | | 37 | |
| Male | 29 | | 31 | | 35 | |
| Female | 34 | | 32 | | 39 | |
| Households | 19,455 | | 16,454 | | 23,249 | |
| Average Household Size | 2.44 | | 2.43 | | 2.28 | |
| Families | 12,371 | | 9,411 | | 15,566 | |
| Average Family Size | 2.99 | | 3.17 | | 2.78 | |
| Housing Units | 21,284 | % Occupied | 18,179 | % Occupied | 24,107 | % Occupied |
| Occupied | 19,455 | 91.41% | 16,454 | 90.51% | 23,249 | 96.44% |
| Unoccupied | 1,829 | 8.59% | 1,725 | 9.49% | 858 | 3.56% |

**demographic data obtained from U.S. Census Bureau Census 2000

Summary of Call Data by District

| Dispatched (No SI) CFS by Hour & District | D1 | D2 | D3 | Others | Totals |
|---|--------|--------|--------|--------|--------|
| 12:00AM | 1,964 | 1,547 | 939 | 14 | 4,464 |
| 1:00AM | 1,599 | 1,298 | 813 | 12 | 3,722 |
| 2:00AM | 1,371 | 1,180 | 694 | 4 | 3,249 |
| 3:00AM | 1,078 | 838 | 469 | 8 | 2,393 |
| 4:00AM | 659 | 636 | 333 | 10 | 1,638 |
| 5:00AM | 509 | 443 | 330 | 11 | 1,293 |
| 6:00AM | 434 | 459 | 288 | 9 | 1,190 |
| 7:00AM | 815 | 736 | 542 | 27 | 2,120 |
| 8:00AM | 1,206 | 1,036 | 830 | 47 | 3,119 |
| 9:00AM | 1,542 | 1,225 | 878 | 52 | 3,697 |
| 10:00AM | 1,901 | 1,495 | 1,080 | 56 | 4,532 |
| 11:00AM | 1,935 | 1,612 | 1,184 | 53 | 4,784 |
| 12:00PM | 1,914 | 1,623 | 1,288 | 48 | 4,873 |
| 1:00PM | 1,908 | 1,647 | 1,295 | 48 | 4,898 |
| 2:00PM | 1,994 | 1,709 | 1,354 | 50 | 5,107 |
| 3:00PM | 2,042 | 1,678 | 1,320 | 36 | 5,076 |
| 4:00PM | 2,111 | 1,839 | 1,343 | 33 | 5,326 |
| 5:00PM | 2,308 | 1,979 | 1,445 | 31 | 5,761 |
| 6:00PM | 2,207 | 1,829 | 1,264 | 33 | 5,333 |
| 7:00PM | 2,120 | 1,750 | 1,099 | 24 | 4,993 |
| 8:00PM | 2,131 | 1,749 | 1,190 | 26 | 5,096 |
| 9:00PM | 2,216 | 1,801 | 1,128 | 18 | 5,163 |
| 10:00PM | 2,495 | 1,856 | 1,175 | 26 | 5,552 |
| 11:00PM | 2,175 | 1,781 | 1,016 | 17 | 4,989 |
| Total | 40,632 | 33,746 | 23,297 | 693 | 98,368 |
| All CFS | 63519 | 52253 | 36130 | 15403 | 167305 |
| CRU CFS | 5189 | 3521 | 3840 | | 12550 |

Data produced 2-23-11. Report used: UDT_CFS_Dispatch_NoSI_District_Hour

District 2 Top Reported Offense

| | |
|--|-------|
| CELLULAR 911 HANGUP Most Common Priority: 2 | 6,850 |
| TRAFFIC STOP Most Common Priority: 1 | 3,704 |
| DIS CONDUCT:OTHER Most Common Priority: 1 | 3,175 |
| DOMESTIC TROUBLE Most Common Priority: 1 | 3,166 |
| SUSPICIOUS PERSON Most Common Priority: 4 | 2,604 |
| INVESTIGAT NON-SPECI Most Common Priority: 5 | 1,912 |
| WELFARE CHECK Most Common Priority: 1 | 1,866 |
| SUSPICIOUS AUTO Most Common Priority: 4 | 1,828 |
| OTHER PUBLIC COMPLAI Most Common Priority: 6 | 1,540 |
| 911 HANG UP Most Common Priority: 2 | 1,494 |
| BUSINESS ALARM Most Common Priority: 0 | 1,405 |
| DEPARTMENT SERVICE/A Most Common Priority: 6 | 1,249 |
| WARRANT SERVICE Most Common Priority: 3 | 1,240 |
| 911 INFORMATION Most Common Priority: 6 | 1,209 |
| WEAPONS VIOLATION - Most Common Priority: 0 | 979 |



OFFENSE TOTALS BY BEAT



Last Month vs This Month

| GROUP A OFFENSES | | | |
|------------------|----------|----------|----------|
| | NOV 2010 | DEC 2010 | % CHANGE |
| City | 1,731 | 1,240 | -28.27% |
| District 1 | 701 | 502 | -28.38% |
| Beat 1 | 106 | 170 | -13.27% |
| Beat 2 | 142 | 112 | -21.13% |
| Beat 3 | 117 | 62 | -47.01% |
| Beat 4 | 246 | 158 | -35.77% |
| West ADP | 40 | 22 | -45.00% |
| West Weed & Seed | 35 | 32 | -15.70% |
| District 2 | 506 | 425 | -16.07% |
| Beat 5 | 159 | 106 | -32.91% |
| Beat 6 | 259 | 166 | -34.22% |
| Beat 7 | 169 | 123 | -34.92% |
| East ADP | 48 | 44 | -8.33% |
| East Weed & Seed | 126 | 86 | -29.37% |
| District 3 | 401 | 327 | -18.45% |
| Beat 8 | 136 | 90 | -33.82% |
| Beat 9 | 177 | 140 | -15.82% |
| Beat 10 | 88 | 88 | 0.00% |

YTD '09 vs YTD '10

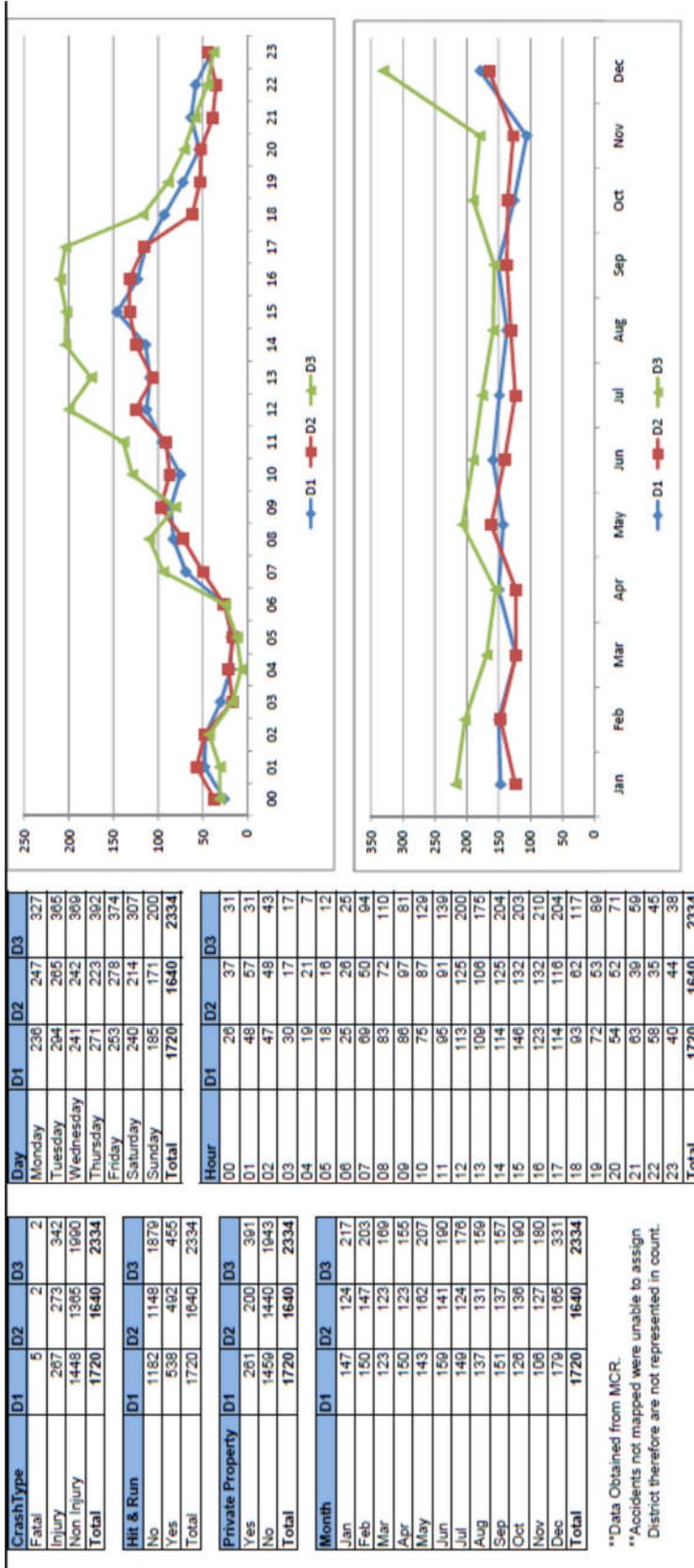
| GROUP A OFFENSES | | | |
|------------------|----------|----------|----------|
| | YTD 2009 | YTD 2010 | % CHANGE |
| City | 23,023 | 20,924 | -9.12% |
| District 1 | 8,878 | 8,744 | -0.50% |
| Beat 1 | 2,822 | 2,308 | -18.21% |
| Beat 2 | 2,217 | 2,026 | -8.59% |
| Beat 3 | 1,838 | 1,491 | -18.97% |
| Beat 4 | 3,002 | 2,920 | -2.79% |
| West ADP | 540 | 492 | -8.89% |
| West Weed & Seed | 594 | 582 | -14.21% |
| District 2 | 8,022 | 7,210 | -10.12% |
| Beat 5 | 2,350 | 2,044 | -13.02% |
| Beat 6 | 3,121 | 2,877 | -4.92% |
| Beat 7 | 2,541 | 2,188 | -13.55% |
| East ADP | 628 | 595 | -5.26% |
| East Weed & Seed | 1,582 | 1,552 | -1.90% |
| District 3 | 5,878 | 5,146 | -6.30% |
| Beat 8 | 1,848 | 1,558 | -15.80% |
| Beat 9 | 2,347 | 2,268 | -3.38% |
| Beat 10 | 1,483 | 1,320 | -10.50% |

| GROUP B OFFENSES | | | |
|------------------|----------|----------|----------|
| | NOV 2010 | DEC 2010 | % CHANGE |
| City | 1,032 | 933 | -9.59% |
| District 1 | 454 | 400 | -11.89% |
| Beat 1 | 99 | 86 | -14.14% |
| Beat 2 | 115 | 106 | -8.70% |
| Beat 3 | 91 | 60 | -24.18% |
| Beat 4 | 149 | 141 | -5.37% |
| West ADP | 19 | 21 | 10.87% |
| West Weed & Seed | 25 | 32 | 14.29% |
| District 2 | 277 | 309 | -18.04% |
| Beat 5 | 127 | 123 | -3.15% |
| Beat 6 | 169 | 118 | -31.55% |
| Beat 7 | 82 | 71 | -13.41% |
| East ADP | 37 | 16 | -59.40% |
| East Weed & Seed | 104 | 66 | -33.55% |
| District 3 | 183 | 211 | 15.30% |
| Beat 8 | 82 | 70 | 27.42% |
| Beat 9 | 74 | 78 | 5.41% |
| Beat 10 | 47 | 54 | 14.89% |

| GROUP B OFFENSES | | | |
|------------------|----------|----------|----------|
| | YTD 2009 | YTD 2010 | % CHANGE |
| City | 16,447 | 15,256 | -7.00% |
| District 1 | 6,851 | 6,066 | -2.71% |
| Beat 1 | 1,480 | 1,346 | -9.40% |
| Beat 2 | 2,000 | 1,959 | -2.06% |
| Beat 3 | 1,154 | 1,154 | 0.00% |
| Beat 4 | 2,211 | 2,207 | -0.18% |
| West ADP | 445 | 391 | -12.13% |
| West Weed & Seed | 694 | 724 | 5.85% |
| District 2 | 5,594 | 5,028 | -11.59% |
| Beat 5 | 1,886 | 1,696 | -14.85% |
| Beat 6 | 2,510 | 2,282 | -10.28% |
| Beat 7 | 1,288 | 1,107 | -6.36% |
| East ADP | 438 | 371 | -16.30% |
| East Weed & Seed | 1,554 | 1,524 | -1.91% |
| District 3 | 3,215 | 2,838 | -11.88% |
| Beat 8 | 1,030 | 995 | -6.31% |
| Beat 9 | 1,472 | 1,232 | -16.30% |
| Beat 10 | 713 | 638 | -10.80% |

| TOTAL CRIMINAL OFFENSES | | | |
|-------------------------|----------|----------|----------|
| | NOV 2010 | DEC 2010 | % CHANGE |
| City | 2,763 | 2,173 | -21.35% |
| District 1 | 1,155 | 902 | -21.90% |
| Beat 1 | 265 | 256 | -13.56% |
| Beat 2 | 267 | 217 | -18.56% |
| Beat 3 | 208 | 131 | -37.02% |
| Beat 4 | 395 | 299 | -24.30% |
| West ADP | 59 | 49 | -25.89% |
| West Weed & Seed | 66 | 64 | -3.03% |
| District 2 | 883 | 734 | -16.22% |
| Beat 5 | 285 | 228 | -19.60% |
| Beat 6 | 427 | 311 | -27.17% |
| Beat 7 | 271 | 184 | -28.41% |
| East ADP | 85 | 59 | -30.50% |
| East Weed & Seed | 230 | 159 | -31.30% |
| District 3 | 554 | 538 | -7.58% |
| Beat 8 | 198 | 180 | -14.65% |
| Beat 9 | 251 | 227 | -9.56% |
| Beat 10 | 135 | 142 | 5.19% |

| TOTAL CRIMINAL OFFENSES | | | |
|-------------------------|----------|----------|----------|
| | YTD 2009 | YTD 2010 | % CHANGE |
| City | 30,470 | 26,220 | -13.93% |
| District 1 | 10,530 | 10,409 | -0.78% |
| Beat 1 | 4,308 | 3,553 | -17.50% |
| Beat 2 | 4,217 | 3,884 | -7.59% |
| Beat 3 | 2,702 | 2,846 | 5.33% |
| Beat 4 | 5,213 | 5,127 | -1.55% |
| West ADP | 998 | 953 | -4.51% |
| West Weed & Seed | 1,276 | 1,406 | 10.22% |
| District 2 | 13,706 | 12,235 | -10.73% |
| Beat 5 | 4,235 | 3,550 | -16.20% |
| Beat 6 | 5,541 | 5,229 | -5.61% |
| Beat 7 | 3,828 | 3,356 | -12.36% |
| East ADP | 1,055 | 995 | -5.69% |
| East Weed & Seed | 3,298 | 3,178 | -3.67% |
| District 3 | 5,893 | 7,976 | 35.33% |
| Beat 8 | 2,878 | 2,521 | -12.40% |
| Beat 9 | 3,819 | 3,485 | -8.48% |
| Beat 10 | 2,196 | 1,962 | -10.65% |



**Data Obtained from MCR.
 **Accidents not mapped were unable to assign District therefore are not represented in count.

| Day of Week | District 1 | District 2 | District 3 | Total Crashes | % of Crashes |
|--------------|-------------|-------------|-------------|---------------|--------------|
| Sunday | 185 | 171 | 200 | 556 | 9.7% |
| Monday | 236 | 247 | 327 | 810 | 14.2% |
| Tuesday | 294 | 265 | 365 | 924 | 16.2% |
| Wednesday | 241 | 242 | 369 | 852 | 15.0% |
| Thursday | 271 | 223 | 392 | 886 | 15.6% |
| Friday | 253 | 278 | 374 | 905 | 15.9% |
| Saturday | 240 | 214 | 307 | 761 | 13.4% |
| Total | 1720 | 1640 | 2334 | 5694 | 100% |

| Time of Day | District 1 | District 2 | District 3 | Total Crashes | % of Crashes |
|-------------|------------|------------|------------|---------------|--------------|
| 0000 | 26 | 37 | 31 | 94 | 1.6% |
| 0100 | 48 | 57 | 31 | 136 | 2.3% |
| 0200 | 47 | 48 | 43 | 138 | 2.4% |
| 0300 | 30 | 17 | 17 | 64 | 1.1% |
| 0400 | 19 | 21 | 7 | 47 | 0.8% |
| 0500 | 18 | 16 | 12 | 46 | 0.8% |
| 0600 | 25 | 26 | 25 | 76 | 1.3% |
| 0700 | 69 | 50 | 94 | 213 | 3.7% |
| 0800 | 83 | 72 | 110 | 265 | 4.6% |
| 0900 | 86 | 97 | 81 | 264 | 4.6% |
| 1000 | 75 | 87 | 129 | 291 | 5.1% |
| 1100 | 95 | 91 | 139 | 325 | 5.8% |
| 1200 | 113 | 125 | 200 | 438 | 7.8% |
| 1300 | 109 | 106 | 175 | 390 | 6.9% |
| 1400 | 114 | 125 | 204 | 443 | 7.9% |
| 1500 | 146 | 132 | 203 | 481 | 8.5% |
| 1600 | 123 | 132 | 210 | 465 | 8.3% |
| 1700 | 114 | 116 | 204 | 434 | 6.7% |
| 1800 | 93 | 62 | 117 | 272 | 4.8% |
| 1900 | 72 | 53 | 89 | 214 | 3.9% |
| 2000 | 54 | 52 | 71 | 177 | 3.2% |
| 2100 | 63 | 39 | 59 | 161 | 2.8% |
| 2200 | 58 | 35 | 45 | 138 | 2.4% |
| 2300 | 40 | 44 | 38 | 122 | 2.1% |

| Space Name / Designation | # of Staff | Unit Size | Total Sq Ft |
|---------------------------------------|------------|-------------------|--------------|
| District Commander | 1 | 25 x 16 | 449 |
| Assistant Commander | 1 | 22 x 16 | 350 |
| Patrol Sergeants | 6 | 10 x 10 | 300 |
| Detective Sergeant | 1 | 12 x 15 | 180 |
| Neighborhood Response Sergeants | 2 | 12 x 15 | 360 |
| Traffic Investigators | 3 | 6 x 8 | 192 |
| Detectives | 8 | 8 x 9 | 864 |
| Neighborhood Response Team | 14 | 8 x 8 | 512 |
| Squad Room (Including Holding Cells) | --- | 18 x 32 | 576 |
| Patrol Work Stations | --- | 6 x 6 | 144 |
| Administrative Secretary | 1 | 10 x 15 | 150 |
| Roll Call Room | --- | 15 x 32 | 480 |
| Community Meeting Room | --- | 30 x 30 | 900 |
| Interview Rooms | --- | 10 x 10 / 10 x 8 | 520 |
| Locker Rooms (50 men's / 25 women's) | TBD | 20 x 25 / 20 x 15 | 800 |
| Showers | --- | 10 x 12 / 10 x 6 | 180 |
| Break Room | --- | 25 x 20 | 500 |
| Bathroom (Personnel) | --- | 22 x 9 | 396 |
| Bathroom (Public) | --- | 6X8 / 12x9 | 254 |
| Conference Room | --- | 15 X 20 | 600 |
| Training Room / Auditorium | --- | 36 x 48 | 1,728 |
| Evidence Lockers / Processing Area | --- | 16 X 24 | 384 |
| Storage Closet / Office Supplies | --- | 50 / ea. | 200 |
| Front Desk Officer Area | 1 | 10 x 10 | 100 |
| Public Waiting / Reception Area | --- | 12 x 15 | 180 |
| Copy Machine / Printer Area | --- | 50 / ea. | 150 |
| Mailroom / Mailboxes | --- | 10 x 10 | 100 |
| Entry / Officer Storage Area | --- | 6 x 20 | 120 |
| Workout Area / Gym | --- | 15 x 30 | 450 |
| Bicycle Storage / Equipment | --- | 15 x 30 | 450 |
| Overhead Garage Entry / Sally Port | --- | 20 x 60 | 1,200 |
| Video Monitoring / IT Room | --- | 8 x 9 | 72 |
| Equipment / Weapon Storage Room | --- | 10 x 10 | 100 |
| Miscellaneous (Industry Standard 20%) | --- | 15% | 2,091 |
| Total | | | 16032 |

PPD Real Estate Available - District 2 - April 2011

| ADDRESS | PATROL AREA | SQUARE FOOTAGE | PARKING | PRICE | PRICE PER FOOT | LEASE? | LEASE PRICE | Notes |
|-----------------|-------------|----------------|---------|--------------|----------------|--------|-------------|-------------------------------|
| 121 Hall St | 5 | 20058 | 40 | \$235,000.00 | \$11.72 | N | | State/Hall |
| 115 7th St | 5 | 12727 | 11 | \$207,000.00 | \$16.26 | N | | Rockford Mortgage Company |
| 220 Madison St | 5 | 43768 | 120 | \$350,000.00 | \$8.00 | N | | Millennium Center |
| 1015 Charles St | 5 | 14000 | 30 | \$445,000.00 | \$31.78 | N | | Sav-A-Lot |
| 1207 11th St | 6 | 9938 | 26 | \$80,000.00 | \$8.05 | N | | CarMax |
| 620 Buckbee | 6 | 50000 | 30 | \$120,000.00 | \$2.40 | N | | Testors - VERY poor condition |
| 1010 Broadway | 6 | 19522 | 10 | \$230,000.00 | \$11.78 | N | | Broadway Florist |
| 424 7th St | 5 | 23426 | 89 | \$325,000.00 | \$13.87 | N | | Amcore Offices |
| 903 3rd Ave | 5 | 33350 | 90 | \$473,000.00 | \$14.18 | N | | Amcore Datacenter |
| 401 7th St | 5 | 10150 | 0 | | | Y | \$6676/Mo | 7th St / 3rd Ave |
| 810 E. State St | 5 | 12970 | 50 | | | Y | \$8646/Mo | Old SOS office |

OFFICE OUTFITTERS INC

div of Used But Nice Office Furniture Inc

725 7th Street

Rockford, IL 61104

815.964.2121 815.964.2244 fax

officeoutfitters@tds.net www.office-outfitters.net

Estimate

| | |
|-----------|--------------|
| DATE | ESTIMATE NO. |
| 4/11/2011 | 92347 |

| |
|--|
| NAME / ADDRESS |
| ROCKFORD POLICE DEPT. 425 E STATE ST. ROCKFORD, IL 61104 |

| |
|---------|
| Ship To |
| |

| |
|---------|
| PROJECT |
| |

| QTY | ITEM | DESCRIPTION | COLOR | ETA | PRICE E... | TOTAL |
|--|------------|--|-------|--------------|------------|-----------|
| 1 | 0000 | PREMIERA RECEPTION UNIT | | | 890.00 | 890.00 |
| 3 | 0000 | 48 X 72 BULLETIN BOARDS | | | 105.00 | 315.00 |
| 2 | 9336P-S42L | 36 X 42 X 18 STORAGE CABINET (10.08) | | | 240.00 | 480.00 |
| 50 | OTG3915B | OTG LUXHIDE GUEST CHAIR (11P) | | | 145.00 | 7,250.00 |
| 132 | 2172C | COMET HEAVY DUTY SIDE CHAIR WITH CASTERS (11) | | | 135.00 | 17,820.00 |
| 6 | TS5450-3 | TRUFORM INTENSIVE USE HIGH BACK CHAIR (11) | | | 375.00 | 2,250.00 |
| 35 | TS5451-3 | TRUFORM INTENSIVE USE MID BACK CHAIR (11) | | | 305.00 | 10,675.00 |
| 2 | 3991 | ARTURO EXECUTIVE HIGH BACK LEATHER (11) | | | 470.00 | 940.00 |
| 24 | 6558 | SONIC STOOL WITH POLY SEAT & BACK (11) | | | 150.00 | 3,600.00 |
| 6 | 0000 | PORCELAIN 4 X 6 DRY ERASE BOARDS | | | 245.00 | 1,470.00 |
| 10 | 0000 | PORCELAIN 3 X 4 DRY ERASE BOARDS | | | 180.00 | 1,800.00 |
| 2 | A3672DP | 36 X 72 DOUBLE PEDESTAL DESK (10.08) | | | 660.00 | 1,320.00 |
| 30% Deposit required on all orders. Balance due upon receipt of product by Office Outfitters. | | | | TOTAL | | |

| | |
|-----------|------|
| SIGNATURE | DATE |
|-----------|------|

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Estimate

| | |
|-----------|--------------|
| DATE | ESTIMATE NO. |
| 4/11/2011 | 92347 |

| |
|--|
| NAME / ADDRESS |
| ROCKFORD POLICE DEPT. 425 E STATE ST. ROCKFORD, IL 61104 |

| |
|---------|
| Ship To |
| |

| |
|---------|
| PROJECT |
| |

| QTY | ITEM | DESCRIPTION | COLOR | ETA | PRICE E... | TOTAL |
|--|------------|--|-------|--------------|------------|-----------|
| 2 | A2072CK | 20 X 72 KNEESPACE CREDENZA (10.08) | | | 600.00 | 1,200.00 |
| 2 | 7876 | CITI LOUNGE 2 SEAT SOFA (11) | | | 625.00 | 1,250.00 |
| 24 | 25-200 | 25" 2 DR LETTER FILE (11) | | | 136.00 | 3,264.00 |
| 4 | 9336P-4F1H | 36" 4 DRAWER LATERAL FILE (11) | | | 525.00 | 2,100.00 |
| 34 | 25-400 | 25" 4 DR LETTER FILE (11) | | | 185.00 | 6,290.00 |
| 1 | 0000 | ADMIN SECRETARY STATION - ZIRA SERIES U SHAPED | | | 1,325.00 | 1,325.00 |
| 3 | 0000 | PATROL OFFICERS DESK - ZIRA SERIES L SHAPED | | | 995.00 | 2,985.00 |
| 3 | 0000 | SGT/SUPERVISOR DESK - ZIRA SERIES U SHAPED | | | 1,325.00 | 3,975.00 |
| 4 | 0000 | PATROL OFFICER CUBICLES - 6 x 6 WITH POWER | | | 3,200.00 | 12,800.00 |
| 4 | 0000 | TRAFFIC CUBICLES - 6 X 8 WITH POWER | | | 3,320.00 | 13,280.00 |
| 8 | 0000 | NEIGHBORHOOD OFFICER CUBICLES - 8 X 9 WITH POWER | | | 4,270.00 | 34,160.00 |
| 12 | 0000 | DETECTIVE CUBICLES - 8 X 9 WITH POWER | | | 3,970.00 | 47,640.00 |
| 30% Deposit required on all orders. Balance due upon receipt of product by Office Outfitters. | | | | TOTAL | | |

| | |
|-----------|------|
| SIGNATURE | DATE |
|-----------|------|

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Estimate

| | |
|-----------|--------------|
| DATE | ESTIMATE NO. |
| 4/11/2011 | 92347 |

| |
|--|
| NAME / ADDRESS |
| ROCKFORD POLICE DEPT. 425 E STATE ST. ROCKFORD, IL 61104 |

| |
|---------|
| Ship To |
| |

| |
|---------|
| PROJECT |
| |

| QTY | ITEM | DESCRIPTION | COLOR | ETA | PRICE E... | TOTAL |
|--|------------|--|-------|--------------|--------------|----------|
| 2 | A1844LC | ADAPTABILITIES MOBILE LECTERN | | | 360.00 | 720.00 |
| 10 | 91SBC3-42 | 13 X 42 X 41 METAL BOOKCASE (11) | | | 160.00 | 1,600.00 |
| 1 | 0000 | PREMIERA 24 X 71 TABLE WITH T LEGS | | | 300.00 | 300.00 |
| 48 | UTM3060 | 30 X 60 TABLE UTILITY TABLE WITH CORNER LEGS | | | 195.00 | 9,360.00 |
| 6 | 0000 | PUB HEIGHT 36" ROUND TABLES | | | 240.00 | 1,440.00 |
| 2 | A2222MT | 22 X 22 MAGAZINE TABLE (11) - INTERVIEW ROOM | | | 160.00 | 320.00 |
| 2 | G48CH | 48" ROUND TABLE WITH X BASE - COMMANDER/ASST COMMANDER | | | 315.00 | 630.00 |
| 2 | GRT10WX2BN | 48 X 120 CONFERENCE TABLE WITH SLAB LEGS - RACETRACK, BOAT SHAPE OR RECT | | | 570.00 | 1,140.00 |
| 1 | GRT22WX2 | 48 X 264 CONFERENCE TABLE - 2 PIECE TOP - 4 SLAB LEGS (11) | | | 1,525.00 | 1,525.00 |
| 10 | A2222MT | 22 X 22 MAGAZINE TABLE (11) | | | 160.00 | 1,600.00 |
| 30% Deposit required on all orders. Balance due upon receipt of product by Office Outfitters. | | | | TOTAL | \$197,714.00 | |

| | |
|-----------|------|
| SIGNATURE | DATE |
|-----------|------|

| <u>PPD Start-Up Expenses</u> | | | | |
|--|-------------------|-----------------|--------------|--|
| <u>Initial Costs</u> | <u>Unit Price</u> | <u>Quantity</u> | <u>Price</u> | |
| Used Furniture / Office Furnishings (new price \$197,714) | | | \$109,380.00 | Based on estimate from Office Outfitters (Dependent upon availability) |
| Computers | \$1,500.00 | 41 | \$61,500.00 | Based on estimates from Darrell Erdman |
| Internal Network Wiring | | 41 drops | \$10,000.00 | Based on estimate from KB Cable for 193 drop location (41081/193)*41 |
| Connection to City Network | | | \$15,000.00 | **Wireless connection - Line of sight required**Much higher with Fiber |
| Network Switches / Equipment | | | \$15,000.00 | |
| B&W Copy/Print Center | \$ 188/Mo | 1 | \$188.00 | |
| Color Copy/Print Center | \$ 349/Mo | 1 | \$349.00 | |
| PowerPoint Projectors/Sound | \$2,000.00 | 3 | \$6,000.00 | |
| Video Interview Room | | | \$3,000.00 | Total cost of video and recording equipment set-up |
| Internal Camera System | | | \$8,000.00 | 3 Cameras |
| Telephone System (39 telephones) | \$17.50 | 39 | \$682.50 | Based on an estimate from Glen Trommels |
| Unmarked vehicles for M3 use | \$36,300.00 | 3 | \$108,900.00 | Based on costs from DC Sweeney |
| Unmarked vehicles for administrators | \$26,300.00 | 2 | \$52,600.00 | |
| Total Start-up Costs | | | | \$390,599.50 |

| <u>PPD Operating Expenses</u> | | | | | |
|--------------------------------------|------------|-------------|--------------|--------------|---|
| Operating Costs | Unit Price | Monthly | Yearly | | Notes |
| Cleaning | | \$3,000.00 | \$36,000.00 | | Based on estimate from Peterson Cleaning (Mon-Fri Service) |
| Utilities and General | | \$4,630.00 | \$55,560.00 | | Based on averaged operating costs for 2 Madison substations |
| Incidentals for NRW | | | \$2,100.00 | | Bicycle Equipment/Promotional Materials/Event Items |
| Color Copy/Print Center | | \$349.00 | \$4,188.00 | | |
| B&W Copy/Print Center | | \$188.00 | \$2,256.00 | | |
| Phones | \$14.05 | \$547.95 | \$6,575.40 | | |
| Annual Total Without Leased Building | | | | \$106,679.40 | |
| Leased Building | \$8.00 | \$10,688.00 | \$128,256.00 | | Based on data from Gambino Realtors |
| Annual Total With Leased Building | | | | \$234,935.40 | |