

Village of Park Forest 2021/2022 Budget

POLICE DEPARTMENT

DEPARTMENT MISSION AND FUNCTION

The mission of the Police Department is to protect life and property and to enhance the quality of life through increased safety for all citizens by enforcing the laws of the State of Illinois and the ordinances of the Village of Park Forest, in accordance with Constitutional rights. The men and women of the Police Department, working under the motto “*Proud to Serve*”, take pride in providing professional police service to the community they have sworn to protect. The Police Department is committed to serving all citizens equally, in a manner that is both procedurally just and transparent.

The Police Department is budgeted for forty-one sworn officers with one additional sworn officer position fully funded by the Illinois Statewide Auto Theft Taskforce, and nine full-time civilian employees. Part time employees are utilized to assist with Records Division duties, fulfill the Community Service Officer (CSO) role, and seasonally serve as Crossing Guards.

The Police Department is divided into two divisions; Support Services and Field Operations. Both divisions are supervised by a Deputy Chief who reports directly to the Chief of Police.

SUPPORTS SERVICES

The Support Services Division consists of a Deputy Chief who oversees a Commander, the Records Supervisor and the entire Records Section staff, and the Community Engagement Coordinator. One Police Facility Maintenance Worker, two part-time CSO’s, and the Crossing Guard Program are also part of the division.

The **Support Services Deputy Chief’s** responsibilities include overseeing the functions of the Records Division, management of the lock-up facility and related processes, managing the police department vehicle fleet and quartermaster system, overseeing evidence retention processes and the evidence room, building maintenance, overseeing the debt collection process, the crossing guard program, and other functions and processes which support field operations. This position is also responsible for overseeing administration of both the Administrative Adjudication Program and the Vehicle Seizure Program, as well as Crime Free Housing.

The **Administrative Adjudication Program**, or M-court, provides an alternative method for adjudicating parking violations, municipal ordinance offenses and violations of the Village’s vehicle seizure ordinance. An appointed local hearing officer adjudicates parking tickets and/or municipal citations; however, his/her ruling can be appealed through the Circuit Court. The program is intended to reinforce the Village’s commitment to deal with

minor breaches of public order as outlined by Village Ordinance, along with illegal parking, vehicle sticker violations, and many offenses committed by juveniles, without the need for referral to the formal criminal justice system.

The Vehicle Seizure Ordinance is intended to send a strong message to violators that committing crimes while using a vehicle is not tolerated and results in the impoundment of involved vehicles and a fine of up to \$500. At the direction of the Village Board, 20% of all vehicle seizure fines are directed to the Police Department to be used as additional funding for youth services, which has historically resulted in over \$20,000 being spent on the youth of Park Forest through programs such as the Youth Violence Prevention Engagement (YVPE), Unity Day, Safe Halloween, and Teen Zone, and by generally enhancing services to youth.

The **Records Supervisor**, a civilian senior staff position, supervises the Records Section. The Records Section ensures the Police Department is fully compliant with all state standards for record dissemination, retention, and expungement, preparing court/bond transfers, complying with Freedom of Information Act requests, maintaining police reports and related documentation, and maintaining 24-hour service at the front desk. The Records Section is staffed by five full-time and five part-time Records Clerks (when fully staffed) and one full-time and one part-time Administrative Assistant.

The position of **Community Engagement Coordinator** is a full-time civilian position which focuses on youth services, especially where juvenile delinquency and juveniles who have experienced trauma intersect with law enforcement, as well as victim services. The position manages the Youth Violence Prevention Engagement and also coordinates the screening program (ACCESS) of all juveniles in Police Department custody for Adverse Childhood Experiences (ACE) and the associated resources to which the Police Departments facilitates connection. The position also oversees Handle With Care, a new program implemented in early 2020 that allows the Police Department to make notification to schools when the Police Department becomes aware that a student has been part of a traumatic experience, while ensuring the schools are equipped to provide trauma-informed responses.

FIELD OPERATIONS

The **Field Operations Deputy Chief** oversees a division that includes both the Patrol Division and Investigations Division. It is staffed with 5 Commanders, 6 Sergeants, and 27 personnel the rank of patrol officer, which includes one officer assigned to the Illinois Statewide Auto Theft Taskforce through grant funding.

The **Patrol Division** currently operates on a 12-hour shift format on two-month rotations between night and day shift. Officers proactively seek to prevent, interrupt, and solve crime, enforce ordinance violations, traffic violations, and parking violations and respond to calls for service to maintain order and preserve public peace. The Patrol Division is currently staffed by four squads each consisting, when fully staffed, of one Commander, one Sergeant and five Patrol Officers. An extra Sergeant position is used to assist with supervisory shortages and overall staffing levels of the Patrol Division.

The Police Department increases functionality and efficiency by having members assigned to several **multi-jurisdictional task forces**. Two personnel are generally assigned to each team which includes the South Suburban Emergency Response Team (SSERT), the Suburban Major Accident Reconstruction Team (SMART), and the Illinois Emergency Alarm System (ILEAS) Mobile Field Force, a regional team responsible for responding to natural disasters, man-made disorders and other Homeland Security issues. Having personnel serve as part of multi-jurisdictional teams provides the dual benefits of the availability of those team's resources for use in Park Forest when needed and providing valuable experience, training, and networking opportunities to personnel assigned to those teams.

The **K9 Unit** consists of one multipurpose patrol dog used for narcotics detection, offender apprehension and search/rescue.

The **Investigations Division** consists of a Detective Commander, a Detective Sergeant and 5 Detectives and is responsible for more serious and complex criminal investigations, as well as conducting background checks and other duties. The unit is tasked with investigating serious crimes against persons such as Homicides, Sexual Assaults, Armed Robberies, etc, as well as other high-priority felony crimes. It is also responsible for tracking and referring serious juvenile offenders to both Cook and Will County Juvenile Courts. Several detectives are assigned to the South Suburban Major Crimes Task Force (SSMCTF), a multi-jurisdictional homicide unit.

COMMITMENT TO MEETING YOUTH NEEDS

The Police Department focus on providing youth services includes what was formerly the Saturday-morning Community Service program. Since 1998, the Village has used its M-Court to divert juvenile offenders from the Cook and Will County Juvenile Court systems when appropriate. In 2017 this program, which formerly assigned juveniles found liable in municipal hearings to partake in restorative-justice community service tasks, was transitioned to the **Youth Violence Prevention Engagement (YVPE)**. This program, overseen by the Community Engagement Coordinator and one police officer, provides curriculum-based, trauma-informed education and mentoring to juvenile offenders for 4 hours on Saturdays for a total of 16 hours. The goal of this program is to provide needed services to at-risk youth to reduce recidivism and to help youth adopt healthy life-outlooks. A result of this program has been the implementation of a drop-in program for youth who have completed the YVPE. The **Law Enforcement Adolescent Development Drop-In (LEAD Drop-in)** arose organically after youth expressed a desire to remain connected with structured adult mentoring.

In early 2018 the Police Department implemented a program whereby all juveniles taken into custody at the Police Department are screened for Adverse Childhood Experiences (ACE) through the **Adverse Childhood Critical Events and Safety Screener (ACCESS)**. Juveniles who provide a positive response to any of the questions are linked with resource providers based on the need. Screening is conducted by the Community Engagement

Coordinator or by officers who are certified juvenile officers and who have received trauma-informed training.

The Police Department also implements additional initiatives aimed at meeting youth needs, including the B.I.C.Y.C.L.E. program (Better Involvement Concerning Young Children's Learning Experience) which allows police personnel to give bicycles and/or computer tablets to school children in each of the Park Forest elementary through junior high schools each month. Unity Day, National Night Out, and the Eastgate Pop-Up Party are Police Department-led events to foster positive interaction between law enforcement and youth, while the Police Department also participates in many other youth programs that are run by or in partnership with other Village departments such as Youth Day, Kids Back to Parks, Safe Halloween, and 4th of July activities. Police personnel also serve as police liaison officers at Michelle Obama School of Technology and the Arts and at the Library, and participate in school programs such as judging science and art fairs and partaking in career days. Unfortunately, most of these events could not take place in 2020 due to the pandemic.

PROBLEM ORIENTED POLICING

The Police Department continues its implementation of the **Problem Oriented Policing (POP)** program which pairs individual patrol officers with specific neighborhoods as liaisons between the community and the Police Department. While an on-duty officer is always dispatched to a call for service, the neighborhood's POP Officer may be tasked with addressing longer-term problems or quality of life issues that cannot be handled within one shift, and is the neighborhood's personal contact with the Police Department. POP officers also attend neighborhood meetings, block parties, and provide additional patrol to their assigned neighborhood.

The **Village's Crime Free Housing Ordinance (CFH)**, enacted in March of 2008, compels landlords to obtain a Crime Free Housing license and take an active interest in the well-being and actions of their tenants. All landlords are mandated to register for a license, attend a CFH seminar presented by the Police Department, provide minimum standards of home security on their properties, and take eviction action against tenants who violate lease agreements through criminal activity. The Police Department works with property owners to improve their properties and provides low-cost tenant screenings through the Department's membership in the Illinois Crime Prevention Association.

COVID-19

Any reporting on Police Department activity, programs, enforcement, and budgeting through 2020 and into 2021 necessarily requires recognition that the COVID-19 pandemic had a significant impact on public safety operations. Due to the pandemic, Illinois Governor Pritzker declared Illinois a disaster area on March 9, 2020, issuing an Executive Order effective March 21, 2020, which ordered all individuals living within Illinois to remain at home, with exemptions provided. For the remainder of 2020 and as of the writing of this document in early 2021, the ability for people to gather, for business establishments to conduct normal business operations at full capacity, and for meetings to be conducted in-

person were either eliminated or greatly restricted. The Police Department administration issued multiple Special Orders throughout 2020 pertaining to protective measures and complying with the Governor's Executive Order as information regarding the pandemic changed, each of which had an impact on operations. In the early portion of the pandemic when the health risks and effective preventative measures were still unknown, self-initiated activity for the Patrol Division was intentionally drastically reduced in an effort to reduce interpersonal contact. And due to humanitarian concerns caused by both the health impact and financial impact on citizens, the issuing of citations was limited to the most serious violations. As an example of the seriousness posed by the pandemic, on April 2, 2020, the Police Department lobby was closed to public use, the first known time of this occurring in the department's over 70-year history. It was reopened with health and safety guidelines in place by Special Order on June 1, 2020. As of the writing of this document, those guidelines, as well as the use of Personal Protective Equipment (PPE) and social distancing for all personnel remain in effect.

Information provided on crime and traffic data, enforcement efforts, community relations events, and budgeting should be viewed in light of the extraordinary circumstances presented by the pandemic, which resulted in anomalies in the data compared to prior years.

PROTESTS

Following the tragic death of George Floyd while under the knee of a Minneapolis Police Officer on May 25, 2020, protests erupted across the country and continued throughout the summer and into fall. Protests were numerous, widespread and varied, with many peaceful displays of 1st amendment rights but also many which erupted into significant violence against persons and property, including in Chicago and the surrounding suburban area. Numerous communities, including Park Forest, issued nightly curfews during the height of the regional violence. The Police Department facilitated or assisted with 3 separate peaceful protests in Park Forest and did not directly experience the violence associated with some of the events outside of Park Forest. Policing in general, however, was impacted by the widespread calls for reform in policing and by an increased voicing of distrust in law enforcement as an institution, creating a noticeable impact on police personnel, regardless of the historically good relationship between this Police Department and residents. While the Police Department prides itself on its history of transparency and accountability, working to always find ways to enhance these approaches to building trust with the community, this will be the first time that use-of-force data is included in annual reporting. This is possible due to more formal and detailed tracking of use-of-force since June of 2017. Additionally, the 2018/2019 budget was the first in which the Police Department began reporting citizen complaint data, and it continues in this document.

ACCOMPLISHMENT OF 2020/2021 IMPLEMENTATION OF THE BOARD'S GOALS:

1. Generate Economic and Business sustainability for the Village.

The Police Department will continue to use the Directed Focus to maintain officer foot patrols in commercial and multi-family residential areas, including Downtown Park

Forest and Village facilities such as the Library and Aqua Center, increasing the safety and well-being of area business owners, patrons, and residents, and increasing the perception of Park Forest as a welcoming and safe place to do business.

The Police Department continued concentration on officer foot-patrols in business areas, albeit social distancing and with PPE, and with vehicle patrols when businesses were shuttered. During these business checks officers often interacted with others where possible in an effort to promote a safe environment in business districts (when open) and to prevent crimes like burglaries when closed. In 2020 officers reported conducting over 5,251 business checks of this type. The dual goal of business checks is both a crime prevention measure and also to create opportunities of positive interaction in a community-policing effort. Due to the pandemic, traditional seasonal events including 4th of July activities, Unity Day, National Night Out, Safe Halloween, among other events throughout the Village business districts were not conducted. Other events such as Main Street Nights and the Farmer's Market remained open with social distancing and/or modified arrangements, and officers continued to conduct community-policing oriented foot patrols while utilizing PPE at those events.

2. Create an infrastructure capital plan that is flexible in dealing with trouble spots.

The Police Department will continue to respond to problem areas and specific issues impacting Village infrastructure, specifically roadways, through Directed Focus initiatives via the Patrol Division.

Traffic enforcement was impacted by the pandemic as attempts were made to limit interpersonal contact during spikes in positive cases of COVID-19 and the Directed Focus was not widely used to encourage traffic enforcement through much of 2020. However, in late 2020 and early 2021 the Directed Focus again included traffic initiatives, including stop sign violations in November of 2020 and snow route enforcement during the heavy snowfalls of February 2021.

The Patrol Division will continue to be utilized to keep Park Forest roadways safe for travel for motorists, cyclists, and pedestrians, enforcing traffic laws and Village ordinances.

Despite the reduction in traffic enforcement in 2020 due to the pandemic, in that patrol period police officers conducted over 2,600 traffic stops and reported handling over 1,600 illegal parking situations. While both of these totals are below typical enforcement levels, they demonstrate that enforcement was still taking place. Traffic stops led to 116 vehicle seizures, which resulted from using a vehicle in offenses such as DUI (24 total DUI arrests were made in 2020), driving with an invalid driver's license, possession of drugs, and other misdemeanor and felony charges. An additional 223.5 hours of traffic enforcement was provided by the Police Department partaking in Illinois Department of Transportation-funded DUI, seatbelt, and distracted driving enforcement initiatives throughout the year. This amount would have been higher, but the enforcement initiative in April was completely cancelled due to the pandemic and budgeted enforcement hours remained unused.

The Investigations Division will focus a portion of resources on obtaining and executing search warrants for locations narcotics are determined to be sold. The Community Action Team will be re-implemented as staffing levels permit.

The Community Action Team was not implemented through 2020 due to the pandemic and the inability to have 2-person units through most of the year, however the Investigations Division still focused on proactive investigations when possible and served 6 search warrants which resulted in the recovery of 2 rifles, 4 handguns (3 reported stolen), over 500 rounds of ammunition, over \$6,000 cash, over \$4,000 in counterfeit money, stolen goods, and illegal drugs including heroin, ecstasy, and illegally possessed cannabis and THC products.

3. Develop a renewed, contemporary youth program.

The Police Department will continue to implement the Youth Violence Prevention Engagement in partnership with the Urban Youth Trauma Center and seeks ways to improve and/or expand services.

The Police Department continued to provide a juvenile court diversion program for juveniles found liable through the M-court system when possible, due to limitations imposed by the pandemic. When it occurred, the Youth Violence Prevention Engagement (YVPE) took place on Saturday mornings with social distancing and all participants in face masks. During the program the Community Engagement Coordinator and a police officer provided mentoring and training through a curriculum-based violence prevention program to a total of 42 youth in 2020. This program served to keep low-level offenders out of the formal juvenile justice system while providing needed mentoring and resources to reduce the likelihood of re-offending, especially through violent crime. As of February of 2021 the program had an overall recidivism rate of just 9%. The Police Department continued to implement ACCESS- Adverse Childhood Critical Events and Safety Screener- a screening that is completed with all juveniles in Police Department custody, with a goal of identifying at-risk factors in a juvenile's environment and directing them and their families to community resources. In 2020 the Police Department provided case management to 86 juveniles, including referrals for Adverse Childhood Experiences (ACE) through the use of the ACCESS screening tool, with 86 positive responses including sexual abuse, running away, physical abuse, and parental abuse. Those with positive responses were connected with the appropriate resources.

Police personnel will build/maintain relationships with students at Rich East High School, the Michelle Obama School of Technology and the Arts and the eight Park Forest grammar schools through liaison programs and continue involvement in their activities and the BICYCLE program.

Despite widespread community opposition, Rich East High School was closed by School District 227 at the end of the 2020 school year. Additionally, due to the pandemic, all area schools transitioned to e-learning in early 2020. While both of these circumstances

drastically limited police-youth interactions in the school setting, the Police Department continued giving away computer tablets in the eight grammar schools across Park Forest, raffled off to those students who attained goals encouraging positive behavior set out by the individual schools as part of the sixth year of the BICYCLE program. In 2020 the Police Department gave Park Forest students 45 computer tablets purchased with asset forfeiture and/or vehicle seizure funds. Additional tablets were given away through the limited number of community events, such as the Christmas on Main Street Toy Drive.

The Police Department will continue to offer the Police Athletics and Activities Center (PAAC) program in the summer with a strong concentration on involvement from Park Forest youth.

The Police Athletics and Activates Center (PAAC) program was not held in the summer of 2020 due to the Governor's Executive Order and the impact on groups gathering. Due to uncertainty regarding the impact of the pandemic on the summer of 2021 and the need to begin hiring and planning in early 2021, PAAC will not be held in 2021. Additionally, as the Police Department continues to focus on at-risk youth, it is likely that PAAC will not be held in its historical format in future years.

The Police Department will partner with Recreation & Parks in joint programming by providing funding from the vehicle seizure program and mentoring youth involved in those programs with Police Officer participation when resources allow.

Due to the pandemic, most Recreation and Parks activities were not held in 2020 and the ability to partner was limited.

The Police Department will continue to identify and develop opportunities to have positive, meaningful, interactions with the youth of Park Forest in a variety of non-traditional settings.

Despite the impact of the pandemic on interpersonal interactions, the Police Department sought to make an impact where possible.

With three report taking rooms for persons to file complaints at the Police Department, the frequency of which children are present at the police department accompanying parents or for other reasons, including being in protective custody, resulted in the determination that one of the rooms could be converted to a child-friendly room for limited cost. Utilizing labor from Village personnel only, a child-friendly room was finished in early 2021, complete with a television, child library, play equipment, comfortable seating for adults, and child-focused decorations on the walls. This area allows children to be made to feel as comfortable as possible, regardless of the reason they are at the Police Department.

In June of 2020 the Police Department completed their leg of the Special Olympics Illinois Torch Run, despite it not being officially held due to the pandemic, raising over \$7,000 for that cause.

While 4th of July festivities were cancelled for 2020, the Police Department participated in a community policing initiative leading up to and including the holiday where inflatable beach balls, sprinklers, inflatable splash pads, glow sticks, and other items were given to youth and their families by on-duty personnel as those residents were about in the community.

In July of 2020 the Police Department held a social media driven photo contest, which resulted in 18 entries and over 1,700 votes by members of the public. The winning photo was from one of the peaceful protests held in Park Forest that summer.

In September of 2020 the Police Department participated in 7-Eleven's Operation Chill, providing free Slurpee coupons during interactions with youth in the community.

In November of 2020 the Police Department made a large donation of winter clothing to the Community Relations Christmas On Main Street Hats, Scarves and Gloves Drive. Police personnel also assisted in delivering the gift packages to residents in December.

In December of 2020 the Police Department conducted an in-house food drive, with the donation given to the St. Irenaeus Catholic Church food pantry.

4. Improved Code Compliance based on existing studies and innovative solutions.

The Police Department will continue its activities with the Problem Oriented Policing (POP) program and community outreach with a focus on resolving issues with Code Compliance through communication, education, and enforcement, when necessary.

The POP program continued with police officers assigned to specific neighborhoods as liaisons between the police department and the community. Quality of life issues were addressed with emphasis on compliance, rather than issuing citations as a first resort. Officers continued to engage citizens and have positive interactions while patrolling their assigned Problem Oriented Policing areas. An on-line interactive map was launched in April of 2016 which allowed residents to identify and contact their POP officer and was continued through fiscal year 2020/2021. Additionally, the Police Department continued to actively utilize social media platforms to both educate and interact with the public regarding community concerns, many of which are directly connected to Code Compliance.

The Police Department will continue to partner with the Building Department and other Village departments to ensure properties are maintained to code and other ordinances are enforced.

The Police Department continued active enforcement of code and ordinance violations throughout 2020. As an example, 96 junk/abandoned vehicle issues were resolved in that year. Additionally, partnership with the Building Department resulted in notification of homes that were found to be uninhabitable through response to calls for

service, and the Police Department assisted the Building Department with inspections when they occurred.

The Police Department will continue to assist and partner with the Building Department to ensure properties are maintained to identifying landlords who are not keeping their property up to code and continue to use the Crime Free Housing ordinance to warn, and when necessary, evict rental tenants who commit crimes in Park Forest.

The Police Department and Building Department continued to partner in identifying problem households and landlords who were not keeping properties up to code or who were engaging in criminal activity. The Crime Free Housing Ordinance addressed problem tenants that adversely impact quality of life in Park Forest. In 2020, the Police Department issued 861 Crime Free Housing licenses and 198 Municipal Ordinance Violation citations were issued to property owners for failure to obtain a Crime Free Housing license. As of early 2021 there were 4,620 properties registered through the Crime Free Housing program. In 2020 the Police Department issued 31 warning notices to landlords regarding minor criminal or quasi-criminal behavior on the part of their tenants or visitors at the rental property. Five Notices of Eviction for serious criminal offenses were sent to landlords in 2020. In several cases the problem tenants moved out voluntarily with no action required by the Village, but due to the COVID-19 pandemic, court-involved evictions were completely halted from early March 2020 through the writing of this document. Although the eviction moratorium did not apply to evictions for violations of Crime Free Housing, the Housing Courts were closed and did not hear eviction cases. The Police Department was also unable to host Crime Free Housing Seminars for landlords due to the pandemic. While the effectiveness of the Crime Free Housing program was impacted by the pandemic, it is anticipated that more normal activity will resume in the near future. As a testament to the effectiveness of the Crime Free Housing Program, almost 120 problem renters have been removed from properties since the program's inception in March of 2008, with less than 10 resulting in court-ordered evictions.

In 2017 the Police Department began partnering with the Water Department to gain compliance with the Vehicle Registration Ordinance. After analysis of registration data provided by the Illinois Secretary of State, in early 2021 approximately 1,400 tickets were issued to residents who failed to purchase their vehicle sticker.

The Police Department will continue to review Village ordinances it is tasked to enforce, to ensure the ordinances are relevant, clear, and in line with Village goals.

On January 1, 2020, Illinois legislation legalized recreational cannabis under certain conditions. Throughout 2019 the Police Department worked with other Village departments and legal counsel to update Village ordinance language to reflect the changes in Illinois law as well as provide for a new cannabis business licensing process. Department-wide in-house training was conducted in January 2020 to ensure familiarity with the updated legislation and corresponding change in local ordinance. That training followed on-line training through the Police Law Institute the month prior.

The Police Department provided insight/advice to the Department of Economic Development and the Department of Public Works on various ordinance changes as needed. For example, in May of 2020 the stop light intersection at Forest Blvd. and Lakewood Blvd. was transitioned to a stop sign intersection through the collaboration of the various departments.

5. Fiscal and Service sustainability based on the triple bottom line concept.

The Police Department will continue renovating the nearly 70-year old police facility, keeping it as an example of sustainability and the re-use of current resources. Goals for the 2020/2021 fiscal budget included remodeling of the break room and the complaint taking rooms, including adding a child-friendly room.

Through the 2020/2021 fiscal year the Police Department completed renovation of the break room, which had not been remodeled in recent memory. Remodeling of the complaint taking rooms off of the lobby was also completed, which included adding one additional complaint taking room (for a total of 3), one of them child-friendly. This also resulted in the conversion of a former complaint taking room to be used for records retention storage. A majority of the labor was performed by the Maintenance Facility Worker and Building and Grounds personnel, saving thousands of dollars in labor costs.

The Police Department will continue to seek grant funding to supplement equipment and training needs. The Police Department will also efficiently use funds from the state and federal asset forfeiture funds to obtain resources and supplement the budget.

In April of 2020 the Police Department entered into an agreement with the Illinois Statewide Auto Theft Taskforce. The Police Department provided one officer to this multi-agency taskforce, of which 100% of the officer's salary, fringe benefits, and overtime are grant funded. The current grant funding runs to July 1, 2023. The approximate value is \$135,000 per year.

In July of 2020 the Police Department received \$5,000 in grant funding from the University of Illinois-Chicago for the Youth Violence Prevention Engagement.

In October of 2020 the Police Department received \$20,000 in funding from the University of Illinois-Chicago for officer wellness initiatives.

*In October of 2020 the Police Department received \$495 in funding from the Chicago Chapter of the National Organization of Black Law Enforcement Executives to purchase the licensing rights to the film, *Walking While Black: Love Is the Answer*. The film was used in the Commander's Command Staff Leadership Workshop in 2020 and is intended to be used in additional department training in 2021.*

In October of 2020 the Police Department was awarded \$35,750 in grant funding from the Cook County Southland Juvenile Justice Council to fund youth services coordinated

by the Community Engagement Coordinator, with funding provided for staff salary and consulting fees for the Urban Youth Trauma Center for the management of the Youth Violence Prevention Engagement and related services.

The Police Department utilized over \$14,800 in Illinois Department of Transportation STEP grant funding for traffic enforcement initiatives for occupant protection, speeding, distracted driving and impaired driving through the IDOT fiscal year 2020.

In January of 2021 the Police Department was awarded a \$10,000 grant from the Intergovernmental Risk Management Agency for funding for the body worn camera program.

In late 2019 the Police Department was part of a collaborative that received a grant of \$284,000 through the Illinois Criminal Justice Information Authority, awarded to implement TACTIC, Total Access Collaborative for Trauma Informed Care (TACTIC) initiative in 2020. The program is a cross-system collaborative that allows the Police Department to recognize and identify youth who have experienced trauma, make notification to the child's school, and fund resources for mental health partners, while also ensuring all parties are trained in trauma-informed responses. In January of 2021 the Police Department learned that the collaborative had been awarded over \$378,000 for funding services in 2021.

The Police Department received just over \$2,200 in state asset forfeiture funds in 2020.

The Police Department utilized \$27,000 from state asset forfeiture funds to assist with the purchase of new radios. The model of radio that had been in use prior to the purchase was scheduled to become inoperative in January of 2021 due to changes in the communication system by Cook County Emergency Telephone System Board.

6. Sustain the Village's role as a catalyst for innovative change in the region.

The Police Department will continue its innovative training program, utilizing in-house, certified instructors, on-line training, membership in regional training groups, outside training courses and conferences, and use of Command Staff Leadership Workshops to ensure all personnel remain highly trained and at the forefront of modern policing concepts.

The Police Department remained at the forefront of providing up-to-date training to its officers despite the pandemic. Much in-person training was cancelled in 2020 due to social distancing requirements and stay-at home orders, so the Police Department maintained high levels of training by utilizing on-line training, including through the Illinois Law Enforcement Training and Standards Board (ILETSB). Mandatory department-wide training through ILETSB in 2020 included the topics of Trauma Informed Response to Sexual Assault, Sexual Harassment, Psychology of Domestic Violence, Procedural Justice, Mental Health Awareness, Laws of Arrest Refresher, Hate Crimes, Cultural Competency, Crime Scene Investigation, Constitutional Authority, Basic Spanish for Law Enforcement, and a Review of the Use of Force with a

Firearm. The requirement of monthly training through the Police Law Institute also continued. In-person training was utilized when and where available. For example, outdoor range training was still held in September of 2020 and included patrol rifle, handgun, less lethal shotgun, and use of force training.

The Police Department held its 5th annual Command Staff Leadership Workshop (CSLW) for Commanders in November of 2020 at Irons Oaks in Olympia Fields. Training included a viewing of the video, Walking While Black: Love is the Answer, followed by a discussion about law enforcement and community relations with producer A.J. Ali, as well as a group project analyzing department policy as it relates to custody and lock-up procedures. The Sergeant CSLW was postponed until June of 2021 due to known positive cases of Covid-19 among staff occurring when originally scheduled.

The Police Department will continue to work towards the goal of having all sworn personnel certified as Juvenile Officers and certified in Crisis Intervention Training and Interview and Interrogation as new officers are hired.

New legislation in 2018 required police officers to have 2 years of service prior to receiving Crisis Intervention Team certification. The Police Department had all but two Field Operations personnel who qualified certified in that advanced training as of early 2021. Until new officers are eligible to become Crisis Intervention Team certified, they receive crisis and mental health-related training. All sworn personnel but two were certified Juvenile Officers, and all non-probationary officers but one had attended interview and interrogation training or were scheduled to attend in early 2021.

The Police Department will focus on procedural justice and fair and impartial policing in both training and in practice and will continue its focus on juvenile justice issues and continue to seek ways to expand services for Park Forest Youth.

The Police Department will be a leader in law enforcement transparency.

In January of 2019 the Police Department implemented the use of body-worn cameras. While serving multiple purposes, one of the intents of body-worn camera use is to increase transparency of Police Department responses. The Chief of Police also appeared in a video produced by the Intergovernmental Risk Management Agency promoting the use of body worn cameras in law enforcement in the fall of 2020.

In September of 2020 the Chief of Police participated in an interview with eNews Park Forest, a local media outlet, regarding procedural justice and police-community relations in the wake of the protests following the death of George Floyd.

Reporting of annual data on citizen complaints and their resolutions is continued in the 2021/2022 budget and the reporting of annual data on use of force was included for the first time. This document is also posted on the Village website.

In June of 2020 the Police Department added a number of department policies on the Village website, including policies on Body Worn Cameras, Use of Force, Biased-Based

Policing, Child and Dependent Adult Safety, Communicating With Persons With Disabilities, Brady Material Disclosure, Crisis Intervention Incidents, Homeless Persons, Community Relations, and Limited English Proficiency Services.

In the fall of 2020 the Police Department updated its citizen complaint process to include offering an email address to which someone could submit a citizen complaint. This is in addition to citizen complaints being available on-line and in the police department lobby.

The Police Department continued to use social media throughout 2020/2021 to inform the public about serious events taking place within in the Village and other information impacting police service and public safety.

The Police Department will continue its presence on social media and interacting with the community in an on-line format, and will continue to facilitate opportunities for police officers and the public to interact in positive settings in person.

The Police Department is at the forefront of law enforcement interacting with the community through social media and is known both regionally and nationally for efforts in building community relations through this format, being repeatedly featured in Chicago news market programming and beyond.

Additional efforts at meeting the goal of sustaining the Village's role as a catalyst for innovative change in the region in 2020 include the following:

In January of 2020 the Police Department was featured in the Chicago Tribune, highlighting the department's innovate approach to dealing with juvenile delinquency through the Youth Violence Prevention Engagement and other youth services, and was highlighted in Police Beat Magazine in February of 2020 regarding the same topic.

In May of 2020 the Chief of Police was appointed to the Illinois Association of Chiefs of Police Diversity Committee.

In July of 2020 Police Department was featured by FOX 32 Chicago news regarding the department's implementation of the Community Engagement Coordinator position and increased youth and victim services.

In August of 2020, the Chief of Police was interviewed for a podcast by the Illinois Public Employer Labor Relations Association regarding the use of the Community Engagement Coordinator position to enhance police services.

At the request of the Illinois Association of Chiefs of Police, in October of 2020 the Chief of Police testified before an Illinois General Assembly Senate Committee Hearing regarding traditional police model alternatives and co-responder models, speaking about the department's implementation of the Community Engagement Coordinator position.

PERFORMANCE MEASURES:

The ultimate performance measures of a police department are the crime that it prevented and the relationships it created within the community, both of which are difficult to measure. That said, data reflecting incidents that occurred in a community, crimes solved, and enforcement action taken are relevant indicators of what a police department encountered and accomplished within a year.

Police Calls for Service

SouthCom Dispatch Center was established in 2000 and began dispatching calls for service in 2002. In 2003 they began utilizing Sungard HTE for Computer Aided Dispatch (CAD) and Records Management System (RMS). In May 2011, a new CAD and RMS system, FREQUENTIS, was implemented, and in July of 2016, that system was replaced with Spillman. As each of these systems utilized different criteria for identifying and tallying calls for service, a comparison of total calls for service between those years provides an unreliable performance measure. Additionally, different police administrations have chosen to set different criteria for generating an official number for a call for service. Such differences make it difficult to compare calls for service between time periods when different CAD and RMS systems were in use and when such administrative changes were implemented. As it is anticipated that SouthCom will continue to use Spillman into the foreseeable future, year to year comparisons will become more reliable from 2016 and beyond. The following chart represents call totals by year.

Park Forest Police Calls for Service by Year									
2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
16,504	18,052	15,644	17,126	17,529	19,509	19,113	17,251	17,651	18,432

It should be noted that calls for service do not reflect police activity for which no call number was generated or for traffic stops which did not result in arrests.

Criminal Incidents

In 1930, Uniform Crime Reporting (UCR) was implemented nationwide as a way to record information on crime statistics. UCR statistics are collected, published, and archived by the FBI. However, as UCR reporting criteria has changed throughout the years and the analyzation of police reports for UCR statistics cannot be automated and requires human judgement, using UCR data alone as a performance measure is unreliable, especially for year-to-year comparisons over a longitudinal period.

UCR data the Police Department recorded for Index Crimes for the preceding 7 years is presented in the following chart. Index Crimes are the 8 crimes the FBI combines to produce its annual crime index and include criminal homicide, forcible rape, robbery, burglary, aggravated assault, theft, motor vehicle theft, and arson. For 2014, "Clearance" indicates the number of crimes cleared by arrest *and* exceptionally cleared. "Exceptionally cleared" cases are where a perpetrator was not charged with that particular incident for reasons outside the control of the Police Department. Starting in 2015, only clearances in

which the offender was charged with the crime (and not “Exceptional Clearances”) are listed in order to mirror the data supplied to the State of Illinois for Uniform Crime Reporting.

Park Forest UCR Crimes by Year														
	2014	**	2015	##	2016	##	2017	##	2018	##	2019	##	2020	##
Criminal Homicide	0	0	1	0	2	1	1	1	1	1	1	2	1	0
Rape	7	1	14	6	2	0	6	4	4	4	12	6	6	0
Robbery	30	8	26	6	35	10	26	20	24	12	25	10	12	3
Aggravated Battery	31	28	29	17	32	24	25	14	32	19	35	24	50	26
Burglary	110	10	95	12	112	20	70	7	74	8	62	6	30	4
Theft	254	74	279	75	210	43	217	36	219	27	251	30	151	7
Vehicle Theft	20	9	21	3	33	11	41	3	51	2	50	11	42	2
Arson	1	0	3	0	5	0	3	0	7	0	3	1	2	0
Total Index Crime	453	130	468	119	431	109	389	85	412	73	439	90	294	42

** Clearances by arrest *and* exceptionally cleared

Clearances by arrest only

As stated, clearance data after 2014 does not include all cases cleared, but only those cleared by arrest. Additionally, under UCR reporting a single event can have more than one clearance. For example, the Police Department cleared one criminal homicide in 2019 with the arrest of two persons, resulting in data for one incident but two clearances. Additionally, the number of incidents reported does not necessarily reflect the number which occurred in a single year. For example, while 6 rapes were reported in 2020, some of the reported incidents occurred several years prior or more. For those reasons, understanding year to year crime trends requires looking beyond UCR reporting alone.

The Investigations Division is assigned most Index Crimes as well as other serious crimes as determined by the Investigations Division Commander. The following chart presents data on the total number of active cases the division handled each year, and will include cases that remained active from any previous year.

PFPD Investigations Unit Cases by Year									
Year	2012	2013	2014	2015	2016	2017	2018	2019	2020
# Cases Investigated	333	263	273	286	223	225	297	408	391

Clearance rates include all cases cleared by arrest of the offender (CBA) and cases which are exceptionally cleared, which includes cases in which the victim chooses not to assist in the investigation or no longer wishes to prosecute, the alleged crime is determined through investigation to be unfounded, or the case is otherwise solved but does not result in criminal

charges. Cases that are closed “Inactive” are considered to have all possible investigative leads exhausted and are not expected to be cleared without additional and unexpected information being received. As such, the clearance rate is the number of cases successfully closed each year (CBA and exceptionally cleared) divided by the total number of cases closed that year. For example, in 2020 the Investigations Division closed out 215 cases, of which 203 were Cleared By Arrest or Exceptionally Cleared.

PFPD Investigations Unit Clearance Rate by Year										
Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Clearance Rate	87%	87%	89%	94%	85%	72%	78%	89%	87%	94%

Cases which are actively being investigated are not factored into the clearance rate. Many cases are cleared or placed in inactive status in years subsequent to their assignment, so clearance rate totals reflect the total number of cases closed within the calendar year, rather than all of those assigned.

Traffic, Parking, and Municipal Ordinance Enforcement- Citations

Traffic and parking enforcement is conducted to ensure roadways are safe and free from obstructions. In 2015, Illinois law eliminated the use of traffic citation data to compare officer performance, and as such, the tracking of traffic citations through self-reporting was eliminated. Total traffic stop data for 2015 to 2020 is provided below. Traffic stops may be resolved through moving citations, compliance citations, or with a warning.

Park Forest Police Traffic Stops by year						
	2015	2016	2017	2018	2019	2020
Traffic Stops	4,042	3,668	4,576	3,579	3,390	2,602

Parking citation data for 2012 through 2020 is reflected in the below chart.

Park Forest Police Parking Citations by Year									
	2012	2013	2014	2015	2016	2017	2018	2019	2020
Parking	3,161	3,093	3,132	3,012	3,271	5,241*	4,470*	4,268*	3026*

* In 2017, the Police Department, in partnership with the Water Department, began issuing parking citations to registered owners of all vehicles registered to Park Forest who were not in compliance with Village Sticker purchase. These numbers are reflected in the parking ticket totals.

Unlike the traffic stop data, parking citation data reflects numbers of citations written and not the number of incidents handled, as many incidents are resolved informally through warnings and/or compliance and may not be formally recorded in all cases.

For less serious offenses, the enforcement of municipal ordinance violations allows law enforcement to address criminal and quasi-criminal activity without referral to the formal criminal justice system. The following is a breakdown of the municipal citations issued by year from 2013 to 2020:

Park Forest Police Ordinance Citations by Year								
	2013	2014	2015	2016	2017	2018	2019	2020
Alarms	357	7	383	149	318	421	367	18
Alcohol	12	26	11	18	11	21	18	12
Animal	42	50	54	59	95	108	121	82
Assault	0	4	7	4	2	2	4	3
Battery	10	21	24	21	12	7	18	9
Cell Phone/ While Driving*	14	91	88	27	174	57	223	1
Curfew	13	4	14	18	23	6	7	12
Crime Free Housing	27	54	241	180	294	170	194	198
Criminal Damage	7	6	1	4	5	5	4	4
Discharge Air Gun	2	1	0	2	1	2	2	0
Disorderly Conduct	39	23	60	34	23	31	35	9
Disorderly House	1	4	3	3	0	3	4	3
License, Registration	166	304	304	104	353	88	54	33
Junk Vehicles	1	6	4	3	6	7	1	1
Obstruct/Resist Police	13	5	6	9	10	13	11	6
Possession of Cannabis**	46	86	113	128	170	148	117	34
Possession of Drug Paraphernalia**	3	11	12	24	36	37	21	2
Possession of Tobacco	2	3	4	2	1	5	1	3
Theft	6	13	30	9	13	5	2	3
Trespass	20	9	12	12	25	5	9	6
Truancy	11	2	8	8	8	7	4	0
Unattended Vehicle							34	12
Miscellaneous***	41	33	2	118	69	130	129	84
Total	833	763	1381	936	1649	1278	1380	535

* As of 2020, distracted driving citations could not be written on municipal citations any longer.

** New legislation in 2020 legalized the possession of cannabis under certain circumstances.

*** Miscellaneous- noise violations, vehicle equipment violations, fireworks, violation of park rules, etc.

Traffic Crashes

A goal of the Police Department is to reduce traffic crashes through traffic enforcement. While a variety of factors contribute to the number of traffic crashes reported each year, the combined efforts of public education and enforcement are expected to impact this number.

Park Forest Traffic Crashes by Year					
Year	Total Collisions	# Fatality Collisions	# Injury Collisions	# Killed	# Injured
2020	371	0	84	0	126
2019	391	0	109	0	155
2018	403	0	89	0	125
2017	416	0	98	0	143
2016	348	1	79	1	113
2015	335	1	61	2	77

Community Relations

In 2016, the Police Department began systematically tracking citizen complaints. Citizen complaints include any allegation of misconduct or improper job performance that, if true, would constitute a violation of department policy or of federal, state or local law. Inquiries about conduct or performance that, if true, would not violate any of the above may be handled informally by a supervisor and are not considered a citizen complaint. Such inquiries generally include clarification regarding policy, procedures or the response to specific incidents by the Police Department. Citizen complaints are investigated by a supervisor and each case is closed with one of the four following dispositions:

Unfounded - When the investigation discloses that the alleged acts did not occur or did not involve department members.

Exonerated - When the investigation discloses that the alleged act occurred but that the act was justified, lawful and/or proper.

Not sustained - When the investigation discloses that there is insufficient evidence to sustain the complaint or fully exonerate the member.

Sustained - When the investigation discloses sufficient evidence to establish that the act occurred and that it constituted misconduct.

The below chart provides citizen complaint data regarding police officer conduct by year:

Park Forest Police Citizen Complaints by Year					
Year	Total Citizen Complaints	Unfounded	Exonerated	Not Sustained	Sustained
2020	4	1	2	0	1
2019	5	1	4	0	0
2018	13	7	3	1	2
2017	7	2	5	0	0
2016	4	3	1	0	0

In many cases exonerated complaints are found to have originated due to a citizen’s misunderstanding of police authority by law or basic law enforcement procedures. Complaints which are sustained result in discipline and/or additional training. Additionally, citizen complaints may be found to be unsubstantiated but their investigation still result in the discovery of performance-improving steps that can be taken. All citizen complaints are taken seriously.

In an effort towards continually increasing transparency, the Police Department is publicly reporting use of force data for the first time. This is possible, in part, due to increased rigor in department policy since June of 2017 as it pertains to the requirements for reporting and reviewing all uses of force. Under policy, a Use of Force Report Form is completed by every individual officer who uses any type of force, with a separate form completed for every individual against whom force was used. Also under policy, “use of force” includes the pointing of a firearm or Taser at a person, even if the weapon or control device was not fired. (Most displays of a firearm or Taser do not result in a discharge.) The below chart indicates the total number of incidents each year in which any use of force was used, the total number of officers and suspects injured in use of force incidents, as well as the total number of firearm and Taser discharges each year.

PFPD Use of Force by Year		
Year	2019	2020
# of Incidents	74	54
# Officer Injured	5	7
# Suspects Injured	8	5
# Firearm Discharges	0	0
# Taser Discharges	7	4

Given the above data, it should be clear that use of force incidents are relatively low compared to the total number of police-citizen contacts. For example, the total number of formal incidents in 2020 was 20,707 (calls for service plus traffic stops), and does not include the numerous informal interactions which did not result in an incident number being generated. As a result, use of force was used in 0.26% of all police incidents which resulted in an incident number. That percentage is far lower when the numerous amount of informal police-citizen contacts is considered. Finally, as of the writing of this document, submitting certain use of force data to the FBI National Use-of-Force Data Collection site for law enforcement agencies is voluntary and not required by law. The Police Department has been voluntarily submitting this data since January of 2020.

The Police Department has engaged in community outreach via social media since 2011 when the Park Forest Police Facebook page was created. While on-line engagement will never replace face-to-face interaction between a law enforcement agency and the community it serves, social media allows for exponential reach, which becomes vital for public education, crime prevention, community notifications and crime alerts, obtaining public assistance in identifying offenders, and maintaining the public’s trust. The following chart shows the Police Department’s continued increasing reach via social media:

PFPD Social Media Followers			
	Facebook	Twitter	Instagram
	# of followers		
March 2021	18,300	3,300	4,200
March 2020	16,400	3,000	4,000
March 2019	12,300	2,600	3,600
March 2018	10,700	1,800	3,300
March 2017	8,500	750	2,300
March 2016	3,500	300	100
March 2015	2,000		

The Police Department also has footprints on NextDoor, LinkedIn, Vimeo, and YouTube, and is continually evaluating its social media strategies. In spring of 2018 the Police Department transitioned from one personnel managing all Police Department social media accounts to a social media team being formed to handle social media outreach. A significant portion of social media messaging in 2020 was in response to the pandemic, both educating the public and thanking the numerous individuals and organizations who made donations of sanitizing products and face masks or who brought food to the Police Department. Additionally, social media content was used to address public sentiment and concern due to the protests and civil unrest in response to the death of George Floyd, in an effort to continue to build trust with the community.

Training

The Police Department is committed to having a highly trained police force and accomplishes this through several strategies. First, the Police Department utilizes personnel to serve as in-house instructors after having successfully completed instructor courses. Instructors have been selected to teach a variety of core topics required by state mandate or which are essential to basic police functions. The Police Department currently retains instructors certified in firearms, control devices, Taser, fitness, use of force, and various other topics.

In-house instructors generally teach curriculum during in-service training days, however, due to the pandemic and social distancing requirements, in-person, in-house training was limited in 2020. In-house training occurred in January and February of 2020 prior to the onset of the pandemic, and did not again resume until September for outdoor range training, where use of force, and less lethal shotgun training also took place. An additional in-house training was held in October of 2020 which covered baton, oleoresin capsicum (OC, or pepper spray), and Taser use. Because of the inability to hold in-person training, on-line training was extensively used to fill in any training need gaps. The Department subscribes to the Police Law Institute, an on-line training service which provides monthly training for police personnel on legal and procedural updates. This training fulfills the requirements of state mandated training and all sworn personnel are required to complete this monthly training. Additionally, the Illinois Law Enforcement Training and Standards Board (ILETSB) website was used for mandatory on-line training in lieu of in-person training in 2020, and included the topics of Trauma Informed Response to Sexual Assault, Sexual Harassment, Psychology of Domestic Violence, Procedural Justice, Mental Health Awareness, Laws of Arrest Refresher, Hate Crimes, Cultural Competency, Crime Scene Investigation, Constitutional Authority, Basic Spanish for Law Enforcement, and a Review of the Use of Force with a Firearm.

Generally, select personnel attend a variety of training conferences relevant to their special assignments or positions, both in- and out-of-state. Additionally, newly promoted Sergeants attend a 1-week first line supervisor training course and in-house training program, and newly promoted Commanders attend a 10-week law enforcement executive leadership training program. None of these training activities took place in 2020, however, due to the pandemic. The Police Department also holds a yearly Command Staff Leadership Workshop (CSLW) separately for Commanders and Sergeants where advanced leadership topics are address. While the CSLW for Commanders took place in November of 2020, the training event for sergeants was postponed until 2021 due to positive cases of Covid-19 among staff.

Personnel also receive advanced training through outside Mobile Training Units (MTU) such as the North East Multi-Regional Training Group and the Tri-River Training Group, though this was drastically reduced in 2020 due to the pandemic.

The Police Department continues to seek ways to implement and improve training, and adds curriculum as deemed necessary and as resources allow.

STAFFING:

<u>Positions</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2020/22</u>
Chief of Police	1	1	1	1	1
Deputy Chief	2	2	2	2	2
Police Commander	6	6	6	6	6
Police Sergeant ¹	6	6	6	6	6
Police Officer	26	27	27	26	26
Transitional Officer ²	1	0	0	0	0
ISATT Replacement Officer ³	0	0	0	1	1
Community Engagement Coordinator ⁴	0	0	0	1	1
Records Supervisor	1	1	1	1	1
Records Clerk (FT)	5	5	5	5	5
Records Clerk (PT) (FTE)	1.9	1.9	1.9	1.9	1.9
Admin. Assistant/Housing Analyst	1	1	1	1	1
Community Service Officer (PT) (FTE)	1	1	1	1	1
Crossing Guard (PT) (FTE)	2.2	2.2	2.2	2.2	2.2
Facility Maintenance Worker	1	1	1	1	1
Total Positions	55.1	55.1	55.1	56.1	56.1

¹The rank of Corporal was administratively converted to Sergeant in July of 2017.

²Transitional Officer was a temporary replacement for an injured officer. It became a permanent position in 2017.

³In March of 2020 the Police Department joined the Illinois Statewide Auto Theft Taskforce which included the grant-funded reimbursement for the assigned officer’s salary and fringe benefits. A replacement officer position was added and is anticipated to remain until June 30, 2023 when the grant is completed. Unless additional funding is provided, that position will be eliminated through attrition closer to that date.

⁴In 2019 the Police Department discontinued participation in the HIDTA Task Force and the corresponding police officer position was eliminated. The Community Engagement Coordinator position was created and the sworn personnel previously in the Community Policing Unit was transferred to the Field Operations Division to assist with staffing shortages. As a result, the number of Police Officers was reduced from 27 to 26, but the civilian Community Engagement Coordinator position was added.

FT-Full-time PT-Part-time FTE-Full-time equivalent