

SUMMER 2022
VOLUME 32, ISSUE 2

COMMAND

The Official Publication of the Illinois Association of Chiefs of Police



**OUR 74TH PRESIDENT LOU JOGMEN, PROUD
OF ILLINOIS LAW ENFORCEMENT! OPTIMISTIC
ABOUT THE FUTURE.**

**In this issue:
Guide to servant leadership
The benefit of therapy dogs**



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COMMAND

The Official Publication of the Illinois Association of Chiefs of Police

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Welcome to the ILACP's Summer 2022 COMMAND Magazine

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On The Cover

Chief Lou Jogmen, Chief of Police of Highland Park PD was sworn in as the 74th president of ILACP in April. He is pictured (center) on the cover with his team, (left to right) Commander Jerry Cameron, Deputy Chief Bill Bonaguidi, Chief Jogmen, Commander Chris O'Neill, and Commander Jenny Olson. In his first public remarks as president, Jogmen said: "We have a lot to be proud of in Illinois law enforcement and I truly am optimistic about our path forward." Read President Jogmen's message to membership on page 5.

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The Board of Officers is part of the Executive Board.

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Illinois Association of Chiefs of Police Mission Statement

We promote the professional and personal development of our members through innovative services, training, and camaraderie.

We make a positive impact on the quality of life in the communities we serve through proactive leadership in:

Vision and Innovative Change
Knowledge and Information
Legislation
Dissemination

Ethics and Integrity
Media Relations
Professional Standards
Community Partnerships





PRESIDENT'S MESSAGE

Louis Jogmen

Focusing on what we are getting right; Introducing "2 and 8 Across the State"

For some time now, there has been a focus on what law enforcement is not getting right. Nationally and locally, we have seen calls for change, reform and new legislation, all of which seem designed to address the perceived, widespread problems in policing. We recognize and accept that in this challenging, dangerous and unpredictable business, we may not always get it right. That said, law enforcement certainly always works to make it right.

In fact, Illinois Law Enforcement has led, and continues to lead, in the area of professionalizing policing. Since 1941 the Illinois Association of Chiefs of Police (ILACP) has worked to provide training, education and leadership development of the highest quality to meet the career needs of our members and their agencies. In addition, the ILACP continues to have a proactive role and impact on legislation and public policies that affect policing and public safety throughout our state. Finally, the Association has worked to develop a portfolio of timely and meaningful services, accreditations, and certifications that enhance the professional effectiveness of our members and the operational effectiveness of their respective agencies. We have a lot to be proud of as an Association. We also have a lot to be proud of as the Illinois law enforcement community.

In light of all that our officers and public safety employees do, day in and day out, it is clearly time for a renewed focus on what we, collectively and individually, are getting right in law enforcement. Let us start with the numbers of successful police contacts. In Illinois, officers respond to 38,000 calls for service every day – 14 million a year. These numbers demonstrate what we in law enforcement know. That is, police officers throughout the state continue to serve and perform honorably and effectively despite the challenges we all face as well as the dangers and the uncertainties of the job. Undoubtedly, we can all look within our organizations and easily find examples of laudatory and impressive work by our members. Likewise, a quick review of social media or the traditional media depicts stories about the bravery, kindness and professionalism of our officers. Those stories are out there and each of us does a tremendous job ensuring the public is aware of the work Illinois law enforcement does.

It is imperative that we continue to share this work and these messages. It is in this way that our communities will come to know what we know. That here in Illinois, we have the finest and most professional police officers and police civilian staff in the nation. Police officers who are relentless in their

"Given all that we are experiencing in our country, our state and in our communities, it is incumbent on all of law enforcement to work through the noise, the distractions, and the rhetoric. These things all serve to divert us from our true mission of providing effective police services and detract from our ability to do the work needed to keep our communities safe. "

commitment to serving and protecting their communities. Civilian and support staff who are dedicated to providing the utmost in public safety services.

As law enforcement leaders, we must embrace the fact that significant challenges lie before us. Recruitment, retention, morale and maintaining the community trust will continue to test each of us and our organizations. As frustrated as I know many of our law enforcement leaders are, we must remember that we have a duty and a moral responsibility to support our staff in every way that we can and to ensure that our communities have the trust in us to do the same.

Sir Robert Peel's Policing Principles from 1829 continue to have meaning today, especially the following:

To maintain at all times a relationship with the public that gives the reality to the historic tradition that the police are the public and the public are the police, the police being the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

2 And 8 Across the State

Over the next year, I am committed to working with anyone, and everyone, to meet this objective. In partnership with the NAACP, the ILACP will develop and implement a program designed to bring our communities and police together through a shared understanding of the



ILLINOIS POLICE OFFICERS RESPOND TO MORE THAN



THAT'S AN AVERAGE OF:



WITH A VERY SMALL NUMBER OF COMPLAINTS EACH YEAR.

#POLICEPROTECTRIGHTS



Illinois Association of CHIEFS OF POLICE

experiences of each other. Based on the Ten Shared Principles of Public Safety, the 2 and 8 Across the State in 2022 initiative will bring into focus the “shared” component of these 21st Century Peelian Principles. In an effort to highlight the shared piece of these Principles, this program will work to establish a foundation of, mutual understanding by concentrating on:

Principle #2 - All persons should be treated with dignity and respect, AND

Principle #8 - We believe that law enforcement and community leaders have a mutual responsibility to encourage all citizens to gain a better understanding and knowledge of the law to assist them in their interactions with law enforcement officers.

The overriding, consistent message we hear from our public is that they want to be treated with respect by law enforcement during all interactions. Similarly, law enforcement has, for

decades, had the hope that the public will earnestly work to understand the true complexities and dangers officers face daily, how decisions must be made within the confines of legislation and, even when a situation looks “awful,” the vast majority of times it is lawful. This initiative is designed to address these things and to enhance the relationship between the community and Illinois law enforcement.

I am proud of Illinois law enforcement and I am optimistic about the future. The Association will continue to do all that we can to support our officers, to assist our police administrators and to partner with our communities to ensure the best in public safety. I ask that you share this message with your staff and that you reach out to any of the Board members with any questions or recommendations. We are here to serve you and to support Illinois law enforcement in any way that we can. ■



“It is with a sense of gratitude to Illinois police chiefs that I muse and reminisce in this final column for Command magazine”

EDITOR'S NOTE

Ed Wojcicki, Executive Director

Parting thoughts on eight years in this seat

A month after I interviewed for this job with the Illinois Chiefs, Michael Brown died in Ferguson on August 9, 2014, launching a new era in law enforcement, justified or not. I accepted the job even as some family and friends were outwardly questioning my decision to work for a police organization. Looking back, I think I was in the right place at the right time eight years ago.

Now I'm moving on.

The basics

I am retiring at the end of August. This has been my third career. The first was in journalism as a young man in Monmouth, Galesburg and Springfield. The second was in higher education administration at the University of Illinois Springfield. Now I have been an association manager with the Illinois Chiefs for almost eight years. That adds up to three careers in 46 years.

What's next

My primary goal is to spend time sitting in my living room chair, reading and enjoying family and friends. I also hope to do a little freelance writing and write another book. The new book will be on my favorite topic: celebrating the ordinary. If I follow Eleanor Roosevelt's advice, "You must do the thing you cannot do," then I will also work on a second new book, applying the hero's journey to specific professions, such

as cops and nurses and teachers. And I plan to volunteer here and there in Springfield, a wonderful city to raise a family and retire.

ILACP's top five achievements

Within months after I began working for the Chiefs, we organized an ILACP 75th Anniversary Committee to plan a celebration of the association's achievements. Learning that so much excellent work had occurred long before I got here reminded me that we're all a part of what Simon Sinek calls an "infinite game," as opposed to a finite game with clear winners and losers. You cannot "win" at law enforcement or association work. You just stay in the game, doing your best, until you get out and leave the work to others. Here is what our Board of Officers finalized as our top five achievements from 1941-2016; it's a list worth repeating because it was not only instructive in 2016, but it has also guided me the rest of my time here:

1. Professional development and training
2. Legislative advocacy and policy making
3. Leadership in the International Association of Chiefs of Police
4. Special Olympics and the Law Enforcement Torch Run
5. Traffic Safety advocacy, including the Traffic Safety Challenge

Those categories, in addition to our membership surveys, kept me





▲ Above: Ed (left) on the day the Ten Shared Principles were signed on March 22, 2018, in the Old State Capitol in Springfield, with Robert Moore, Teresa Haley and then-President James R. Kruger, Jr.

forever focused on what is important to our members.

From 2014 to 2022

It's not unfair to say that our association has carefully noted the signs of the times and built on past successes by responding honestly, candidly and innovatively to what life is asking of us.

- Michael Brown and George Floyd: The deaths of these men in 2014 and 2020 led directly to new major Illinois reform laws first in 2015 (Police Improvement Act) and then in 2021 (SAFE-T Act). The deliberations before and after their passage consumed us, and I remind you that your ILACP leaders were in the rooms and on Zoom for all of this, trying to educate legislators about how their ideas will affect officers on the street. These laws have given us some heartburn, but I assure you they would have been a lot worse without our input.

- Accountability, transparency and training: Throughout those discussions and in the media, our leaders became consistent calming voices in saying law enforcement should indeed be held to high standards – including calls for more transparency and saying let's make it easier to get rid of bad cops. We became the voice of reason in contentious discussions, and I am so proud of our chief-leaders who stayed in the arena on behalf of all of you. One of our presidents described us as the voice of sanity in an insane world.
- Social media, video, and messaging: We have put a lot of energy into Facebook, LinkedIn, and interacting with print and broadcast reporters throughout the state. It is essential to do this if we are to be relevant, and so we do.
- Ten Shared Principles of Public Safety: Our public agreement with the NAACP Illinois State Conference is the first of its kind in the nation between a statewide



▲ Above: Ed presenting the ILACP Medal of Valor in 2020 to Sgt. Trin Daws of the Waterloo PD



▲ Above: Ed speaking in the Blue Room at the State Capitol in 2020 at a press conference of the Law Enforcement Coalition

civil rights organization and a statewide law enforcement association. It was our leaders who reached out to the NAACP and asked if we could work together on police-community relations. Ironically, both organizations have heard criticism from their own members for engaging the other, but I firmly believe this is a relationship that will endure for the

long-term betterment of race relations in Illinois. We are building trust one conversation at a time, so it's important to be in it for the long haul.

- A voice of hope: Time and again, I have heard our leaders remind other members that we will get through this! And the pendulum will swing back in favor of

law enforcement. We are already seeing this. I saw plenty of evidence of it in Springfield this spring. It is healthy for all of Illinois law enforcement that we remain calm voices of hope for one another and for our command staffs. After times of darkness and struggles, for those who are patient, there is always a rebirth of some kind. In fact, the struggles are essential to professional and personal growth. That's the hero's journey.

It's a "membership" organization

The good news is that all our achievements and responses to crises are the result of somebody stepping up. Cumulatively, in all we do, it's a lot of somebodies. When I'm with a group of members discussing any topic, the wisdom is always in the room, not inside my head. There have been occasions where I backed off from what I considered a brilliant idea either because the Board of Officers wanted to go in a different direction or nobody else in ILACP seemed



▲ Above: Ed with 22 past presidents of ILACP at the 75th Anniversary Gala in 2016 in Oakbrook Terrace



▲ Above: Ed and then-President Mitchell R. Davis III saluting the ILACP staff in 2022 at the Annual Conference

interested. Either way, I was wrong, and I always felt capably led by those you elected and the many, many members who interacted with us and one another.

Things not done

One thing nags at me. It is my literal list of “undone things” residing on unorganized index cards and old legal pads. Not getting things done was my own fault. One example is that ILACP launched its e-Learning platform with the Executive Institute in Macomb but never got into a rhythm of uploading new courses regularly. We will do better at this because online is the wave of the present, not the future. Another example is that some phone calls and many emails never got a response from me, and I left some money on the table by not getting every sponsorship and advertising dollar that might have come our way. Some say it’s not about the money, but it’s always about the money. Our association was basically broke in 2014 and now we

have more than \$300,000 in reserves for my successors to use wisely or waste, whatever they wish.

Suffice it to say that I disappointed at least one person every day, and one disappointment a day adds up to too many over the span of eight years. But I accept that as a necessary and predictable pitfall of leadership. There will always be critics and



▲ Above: Ed in 2017 with then-consultant Juliana Stratton (right) at a World Café in Hampton, Illinois, two years before she became the Illinois lieutenant governor

adversaries, but a good leader listens to them and learns from them, and also learns to accept their rightful place in the organization. If everybody agreed on everything, there would be no need for discussions, collaboration and compromise.

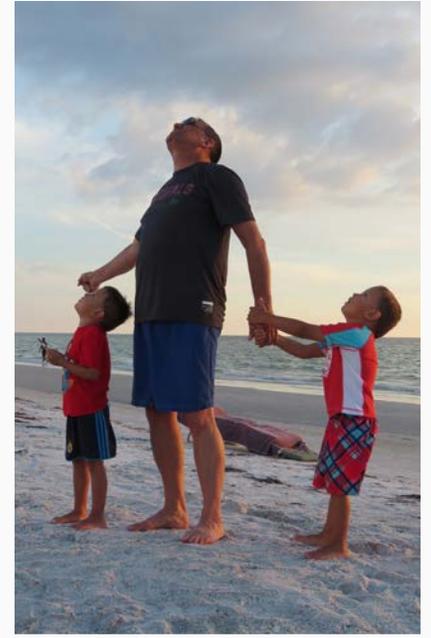
The good news is that my successor will see things differently and likely will

History of ILACP Executive Leadership

| | | |
|-------------|----------------------|---------------------|
| 1942-1973 | Jacob Novak | Secretary-Treasurer |
| 1973-1981 | Howard “Bud” Heinen | Secretary-Treasurer |
| 1981-1984 | Ivan Schraeder | Executive Director |
| 1984 -1990 | Donald Derning | Executive Director |
| 1990 - 2003 | George Koertge | Executive Director |
| 2003 - 2008 | G.A. “Jack” Pecoraro | Executive Director |
| 2008 - 2009 | Stacey Puckett | Executive Director |
| 2009 - 2011 | Mark Wilkans | Office Manager |
| 2011- 2014 | John Kennedy | Executive Director |
| 2014 - 2022 | Ed Wojcicki | Executive Director |



▲ Above: Ed recognizing the Southern Illinois University Carbondale PD for achieving ILEAP accreditation in 2018



▲ Above: Ed in 2017 with his twin grandsons, Augie and Charlie Jimenez, flying kites in Florida

say “Why the hell didn’t Ed do x, y and z?” and then run with those ideas he/she considers beneficial to the association. That’s the blessing of any change in management.

Stepping in and showing up

If there’s one thing I might want to be remembered for, it would be for showing up. I stepped into every arena I could and learned to appreciate that somebody there would advance the cause of law enforcement or our association. Whether it was the Orland Park PD or Edwardsville PD allowing us to use their meeting rooms for training, or churches in Fairview Heights, Galesburg and Springfield welcoming us for a training event or World Café with the NAACP, or localities greeting me to lead an assessment center in Durand, Quincy or Richton Park, or present an award in Waterloo, Niles, or Southern Illinois University at Carbondale, I always felt warmly received. There were

dozens more places where I was grateful for the interaction and connection, but I cannot name them all.

I wish I had kept a more organized record of all the places I went, but alas, my style was to just go to the next place and do what I could on that occasion. Tom Peters’ famous term for showing up is “management by wandering around (MBWA),” a guidepost for me for 40 years and counting.

Gratitude

With all of that said, my primary sentiment is gratitude. Writing three gratitudes a day changes us for the better. Here are my three today:

I am grateful to our members for welcoming me to the inner sanctum of the unique police culture. I am not a sworn officer, yet I was accepted, and that is humbling. One thing I especially loved about this job was interacting with professionals with two and three

decades of experience. They have been around the block many times, and that makes them less likely to react or respond hastily or inappropriately to me and to our fellow members. They have learned to focus on solutions and ideas, not problems and gossip. For them, the sky is never falling. That has been refreshing.

I am also grateful to everyone on the ILACP staff, past and present, for their dedication to the mission. That unfortunately sounds like a cliché, but their fire in the belly inspires me. We have developed a harmonious team here, all for the benefit of our members. We preach “member services” to one another and also take care of one another. Working with this staff is a pleasure every day, and I trust our members also notice their high level of responsiveness and customer service.

CONTINUED ON PAGE 31



MIDWEST SECURITY & POLICE CONFERENCE/EXPO

AUGUST 18 & 19

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Registration Form

August 18 & 19, 2022
Tinley Park Convention Center
Tinley Park, IL

Registrant Information *(Please print)*

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Company/Org. _____
Address 1 _____
Address 2 _____
City _____
State/Province _____ Zip/Postal Code _____
Phone _____ Ext. _____
Fax _____
Email _____

I am a member of:

(please check one only)

- Illinois Association of Chiefs of Police
- FBI National Academy Associates
- Illinois Security Professionals Association
- Illinois Drug Enforcement Officers Association
- Illinois Campus Law Enforcement Administrators Association
- Municipal Fleet Managers Association
- None of the above
- Other *(please specify)*

Primary Business

(please check one only)

Buyers/End-Users of Police, Security & Safety Products & Services

- Banking/Financial
- Contractor/Installer
- Consulting
- Education
- Government (US, State, Local, or Municipal)
- Healthcare
- Hospitality
- Industrial/Manufacturing
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- Insurance/Risk Management
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- Retailing/Commercial
- Transportation
- Other *(please specify)*

Suppliers of Police, Security & Safety Products

- Association/Publication
- Systems Integrator
- Consulting Firm
- Retailer
- Distributor
- Manufacturer's Representative
- Private Security
- Other *(please specify)*

Primary Job Function

(please check one only)

- Building Owner/Manager
- Chief of Police
- Consultant
- Corporate Management
- Facility/Plant Management
- Information Systems
- Law Enforcement/Public Safety (all ranks of Municipal, State, County, Federal)
- Loss Control/Prevention
- Safety/Security Manager
- Private Security**
- Sales/Marketing
- Technician/Installer
- Other *(please specify)*

Products & Services Purchased by Your Organization

(please check all that apply)

- Access Control Systems
- Alarm/Detection Systems
- CCTV equipment
- Communications Equipment
- Computer Security
- Crime Scene Aids
- Deterrent Equipment
- Education/Training
- Guard Equipment/Supplies
- Hazmat Storage/Handling
- Identification Systems & Supplies
- Intrusion/Fire Alarm Equipment
- Law Enforcement Equipment/Supplies
- Outdoor Perimeter Protection
- Personal Protection Devices
- Security Services
- Security Systems Integration
- Software Tools
- Vehicles
- Weapons
- Other *(please specify)*

Involvement in Purchasing Decision

(please check one only)

- Make Final Purchasing Decision
- Specify
- Recommend
- No Involvement

Email Approval

- I authorize the release of my email address to approved vendors.
- Do not release my email.

This form can be copied for additional registrants

No one under 18 allowed in conference sessions or Expo Hall

By Amy Rourke Jones, ILACP Communications Director

Humanizing The Badge: The Value Of Therapy Dogs

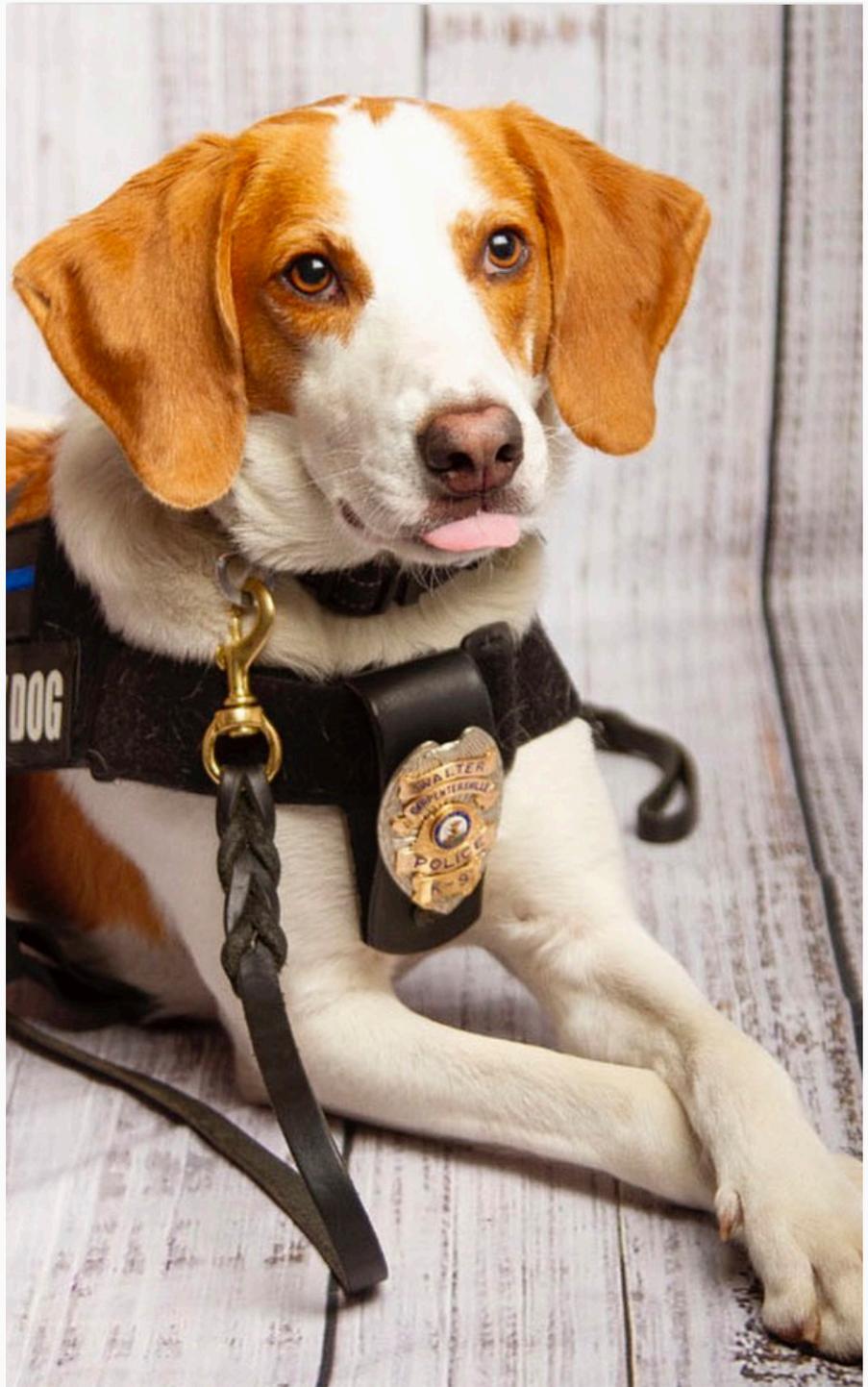
The situation is tense. Highland Park officers have been called to a chaotic scene to assist a single mom. Her two kids are violently destroying the family home, and she has been unable to de-escalate the situation.

One of the kids is so distressed he has climbed into the clothes dryer and is refusing to get out. The mother is visibly upset. Officers don't want to physically remove the child and risk injury. They think quickly and then start to turn the mood in the home with a single question.

"What if I let you meet my partner?" an officer asks. He has the kid's interest now. The officer then shares that his partner is a four-legged canine who goes by the name "Vinny Duke," or just Duke for short. Minutes later the young boy is sitting on the couch petting Duke and answering the officer's questions calmly.



▲ Above: Vinny Duke, therapy dog for Highland Park PD.



▲ Above: Walter, therapy dog for the Carpentersville PD.

Calls like this are becoming more commonplace according to Highland Park Police Chief Lou Jogmen, current president of ILACP. Because of the diverse range of calls law enforcement officers handle daily, therapy dogs, also referred to as comfort dogs or wellness animals, have also gained popularity in recent years.

Jogmen says that although Duke has only been a part of the department for a few months, he has already impacted officer wellness, community engagement, and team morale. He describes Duke as another tool in the belt of professional law enforcement.

“Bringing Duke to Highland Park has been a wonderful experience. Anywhere he goes, he puts people at ease. It’s amazing to see so many faces light up to see him – everyone from community members to our officers,” Jogmen said.

The process to add Duke to the department began in January 2022, when the Highland Park PD connected with Sheriff Wayne Ivey of the Brevard County Sheriff’s Office. Ivey’s office runs Paws and Stripes College, a unique program that selects rescue dogs with the correct temperament to be trained by experienced jail inmates to become police therapy dogs. The program provides the animals to law enforcement at no cost – often departments pay only for the travel of handlers to complete the four-day mandatory training.

While Duke has two main handlers, he lives full-time at the police station in Highland Park. The team has enthusiastically adapted to a schedule for feeding, walking and caring for Duke. On the plus side, he gets constant companionship and affection, but Jogmen says his level of community care takes coordination and communication.

“We are all trainers on some level,” explains Jogmen. “We are working to make sure we are consistent – just imagine, it’s almost like having 75 different parents.”



▲ Above: Social Worker Meg Krase (center) of the Carpentersville PD leads a presentation on therapy dogs at the 2022 Annual Conference. The panel presentation featured therapy dogs and their handlers from throughout the state.



▲ Above: Officer Mike Lodesky (kneeling) and Officer Darren Graff of the Highland Park PD meet Duke at the Florida training site for the first time.

Meg Krase, social services coordinator in Carpentersville, who also acquired her program's therapy dog Walter through the Paws and Stripes College, says it's important that departments structure their therapy dog program in whatever way works best for them. While a rescue dog may be perfect for some teams, others may want to look at a breeder who trains dogs from birth for this type of work.

Many programs, like the one in Carpentersville, opt for the dog to live at the home of a trained handler and just visit the station or community events during the handler's shift. Krase advises that there is no one-size-fits-all approach.

"It really depends on what program you go through what you're looking for," she said. "Personally, I like the fact that Walter is a rescue dog because I think it gives me a great story. He was a stray who was found on the streets and now he has a whole new life."

In April, Krase led a popular, standing-room-only educational session about therapy dogs during the ILACP conference. She spoke about her experience having Walter on her team as a social worker and gave practical advice for those considering a similar addition.

"I love to share Walter's story and talk about the value he has brought to our community," said Krase. "He has an amazing ability to humanize the badge and allow us to connect with people."

For those interested in learning more from someone who has been through the process, she said that she is willing to travel with Walter to visit other departments.

A PDF of Krase's presentation from the conference is available on the ILACP website or by request. For more information about Walter, follow him @K9.Walter on Instagram. ■

Considering a therapy dog? As you go through the process, follow these tips from Chief Jogmen and Social Worker Krase:

1. Choose a Program

There are several facilities across the country that provide trained therapy dogs. You can choose from a program that works with rescues like Stars and Stripes College or one that breeds and trains dogs from birth for this type of work. Krase says that going with a rescue may mean you are doing more continual training on the job, whereas a breeder may provide a dog that does not require as much work. Be sure to do a lot of research before choosing a program.

2. Get Department Buy In

Decide how you will structure the care and living arrangements based on the qualifications and availability of your team. While a therapy dog will greatly enhance many aspects of your program, everyone on the team who is making a commitment to care for the animal should understand the benefits. Dedicated trainers who are committed to the program are a must.

3. Connect with the community early

Because a therapy dog will enhance the community, it's important to communicate and find partners in your community as you start planning. Connect with local schools, community organizations and any groups that serve animals. Think outside of the box and don't limit your options. Build support for the program and maximize the chances of success with early planning.

4. Define Your Goals

What are your internal and external department needs? Figure out what is

most important to your department, so you have a clear plan once your dog joins the team. Prioritize goals and plan to grow the impact of your therapy dogs over time. For instance, you may choose to focus more on internal morale or perhaps you have a youth population that you need to reach.

5. Keep Your Costs Low

Determine the costs of care and providing equipment and work on finding sponsors early. Local pet care businesses, nonprofits, and even community members can chip in. You may be surprised to learn that people are happy to provide items from an Amazon wish list or that your local pet store or even Walmart will cover the cost of food, bedding and more. Consider a fundraiser for larger expenses such as vehicles equipped to transport dogs.

6. Choose Handlers Who Will Enhance The Positives of Your Therapy Dog

First, make sure your handler understands the basics of dog care. There is a time commitment along with a certain level of understanding about animal care that is important. Secondly, remember that a therapy dog will undoubtedly draw people in. Make sure your handler is outgoing and comfortable working with a diverse population of people in various situations. Your handler will need to ensure the therapy dog can work to the maximum benefit of the community and your department.

Looking back: The 2022 Annual Conference in Northbrook

Thank you to everyone who made our annual conference a success. Together, we enjoyed a memorable three days in Northbrook, Illinois. The association has received a lot of positive feedback about our insightful speakers, expert presenters, and many opportunities to network and celebrate the successes of the past year.

The following pages highlight our biggest event of the year – from the educational sessions to our awards ceremony, it was a busy few days that will undoubtedly set the tone for the coming year.

Education & Exhibit Hall

As leaders in law enforcement, ILACP members are invested in lifelong learning. This year's slate of presenters included experts from within the membership and industry leaders who spoke on a variety of topics relevant to law enforcement professionals. Some of our topics included leadership, line of duty death benefits, ILEAP accreditation, therapy K-9s, officer wellness, and collaborating with the NAACP.

Between sessions, attendees were invited to engage with dozens of exhibitors in a relaxed atmosphere. These vendors represented companies from across the country who have pledged support to police and are dedicated to helping law enforcement be more effective in keeping communities safe.



▲ Above: A group gathers to hear a speaker in the main hall.



▲ Above: Pictured, from left to right: Jonathan Howell (Chief of Police, Plano PD), James Jensen (Chief of Police, Yorkville PD), and Andrew Whitmarsh (360 Hazardous)



▲ Above: Chief Dave Funkhouser traveled from Wisconsin to share a humorous and moving presentation about dynamic leadership. The room was packed for his presentation.



▲ Above: Bob Moore, a former police chief and Criminal Justice Chair, speaks during a session on the Ten Shared Principles of Public Safety.



▲ Above: The session by the NAACP and ILACP on the Ten Shared Principles was interactive and engaging.

ILACP VENDOR BINGO

This is the official ILACP Annual Training Conference vendor game card. We invite you to check out the wonderful vendor booths we have on display this year!



▲ Above: Terrence Pruitt, Adrienne Clarke, and Nathan Leatherwood of Civic Eye in the exhibit hall.

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▲ Above: Each of the vendor's logos was placed on a Bingo card so members could track which booths they had visited. Those who visited 10 or more booths were entered for a chance to win prizes including a big screen TV and a Yeti cooler. Many attendees entered the drawing and several even filled out their entire cards by visiting every booth in the exhibit hall.

11 families of fallen officers receive Police Cross in remembrance

A sacred tradition of the Illinois Association of Police Chiefs is to recognize Illinois officers who died in the line of duty in the previous year.

This year, 11 families of the fallen officers who died in 2020 and 2021 were presented with the Police Cross at the ILACP annual banquet on April 29 in Northbrook.

Through this ceremony, ILACP joins law enforcement in making a commitment to never forget these officers who gave their lives to protect and serve their communities. The Board of Officers extends an invitation to family members to be a part of this important ceremony.

Our special partner for the banquet this year was the 100 Club of Illinois, whose chief executive officer, Caitlyn Brennan, served as the master of ceremonies. A portion of the proceeds were donated to benefit the 100 Club of Illinois, whose mission is to provide resources, financial support, access to training, and moral support to both the families of first responders killed in the line of duty and active duty first responders throughout the state of Illinois.

The officers listed below were remembered with the Police Cross presented to their families with the gratitude of all police chiefs in Illinois:

Officer Joseph T. Cappello
Melrose Park Police Department

E.O.W. 04-24-2020

Officer Gary Hibbs
Chicago Heights Police Department

E.O.W. 03-12-2021

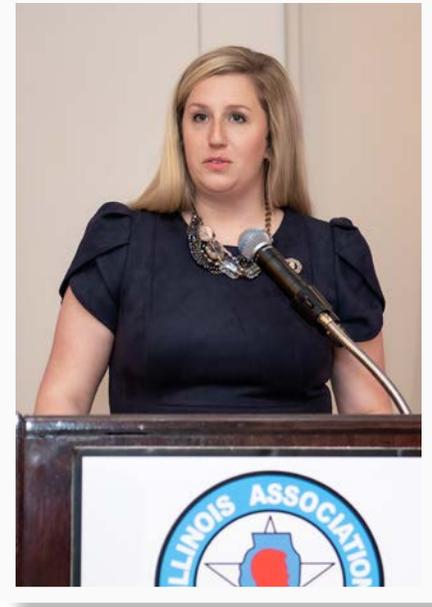
Senior Master Trooper Todd A. Hanneken

Illinois State Police
E.O.W. 03-25-2021



▲ Above: Lyn Stua, wife of Sergeant Marlene Rittmanic, receives the Police Cross in her honor from ILACP President Mitchell R. Davis III.

▶ Right: Caitlyn Brennan of the 100 Club.



▲ Above: Brooklyn Police Chief Thomas Jeffrey accompanies Brian and Tammy Pierce as they accept the Police Cross in memory of their son Brian Pierce, Jr.

Lieutenant James Kouski
Hometown Police Department
E.O.W. 04-03-2021

Officer Allen Giacchetti
Cook County Sheriff's Police
E.O.W. 04-30-2021

Officer Christopher Oberheim
Champaign Police Department
E.O.W. 05-19-2021

Officer Brian Russell Pierce Jr.
Brooklyn Police Department
E.O.W. 08-04-2021

Officer Ella French
Chicago Police Department
E.O.W. 08-07-2021

Officer Tyler Timmins
Pontoon Beach Police Department
E.O.W. 10-26-2021

Officer Sean Riley
Wayne County Police Department
E.O.W. 12-29-2021

Sergeant Marlene Rittmanic
Bradley Police Department
E.O.W. 12-30-2021



▲ Above: Pictured on April 29, 2022: Bensenville police Sgt. Michael Ptak, Detective Kristian Casillas, Officer Steven Kotlewski, Officer Patrick Scanlan and ILACP Immediate Past President Mitchell R. Davis III (Hazel Crest).

Illinois Chiefs honor heroic Bensenville officers with Police Medal of Valor

During the annual awards banquet on April 29, ILACP presented the Police Medal of Valor to Bensenville Police Officer Steven Kotlewski, Sergeant Michael Ptak, Detective Kristian Casillas and Officer Patrick Scanlan for their heroic actions performed with significant bravery and courage in the face of imminent risk or death.

The incident for which they were recognized occurred just after midnight on Nov. 6, 2021, when the Bensenville Police Department was notified of a domestic disturbance between mother and son.

Arriving on the scene first, Officer Kotlewski was invited into occupant's apartment and attempted to speak with all parties to deescalate the situation. Without warning, the son pulled a handgun from behind his back and ultimately emptied the ten-round magazine into Officer Kotlewski. The rounds broke both of his legs.

As Kotlewski attempted to leave, the offender followed him out the door and fired into his back. His vest stopped one of

the rounds, but at least one made it under his vest and entered his back. The rounds that entered his leg severed his femoral artery and he was bleeding profusely.

Officer Scanlan came on the scene and immediately began life-saving measures by applying a tourniquet to each leg, knowing the armed offender was in close proximity and remained a threat. Medics would not bring an ambulance into the area until the scene was secured, so Ptak brought a squad car onto the lawn, and the officers moved Kotlewski to the back seat to transport him to a safe location to meet the medics.

With the other officers working to save Kotlewski, Officer Kristian Casillas remained at the scene to locate the offender. He was able to get the suspect to the ground at gunpoint, with an officer from Elmhurst arriving and assisting in handcuffing and taking him into custody.

"Every day, our officers put their lives on the line to protect their communities, walking into situations that may or may not erupt into life altering scenarios. These officers displayed exemplary and heroic actions that day and will forever be remembered

for their courage," said Ed Wojcicki, ILACP Executive Director.

After undergoing five surgeries and countless hours of therapy, Officer Kotlewski returned home just six weeks after the incident, receiving a warm welcome from friends, family and the Bensenville community. He continues to work at physical therapy to overcome the injuries he sustained.

"It's troubling to have one of our own become victim to an act of senseless violence, however, despite such tragedy, our department has been inspired and continues to be inspired by the outpouring support from the community and above all, by the composure and selflessness from the officers that responded to the call that day," Bensenville Police Chief Dan Schulze said. "We're honored to see these officers receive such a commendable award."

The officers were honored at ILACP's annual banquet in Northbrook, with a portion of the proceeds from the event was dedicated to the 100 Club of Illinois in support of the families that have lost loved ones in the line of duty.

Annual banquet offers moments for reflection, remembrance, and recognition

The Illinois Association of Chiefs of Police honored outstanding law enforcement officers during the awards banquet on Friday, April 29, 2022, at the Renaissance Chicago North Shore Hotel.

The banquet program was hosted by Caitlyn Brennan, CEO of the 100 Club of Illinois, and a portion of the proceeds went to the nonprofit. More than 300 people including law enforcement professionals, elected officials, community leaders and families of fallen officers attended the event.

Two notable awards include the Chief of the Year awarded to East Dundee Police Chief James R. Kruger, Jr., and Officer of the Year which was given to Sergeant Trent Raupp of the McHenry County Sheriff's Office.

The Board of Officers selected Chief Kruger to receive the Chief of the Year award based on his extraordinary leadership and service to the association. Kruger's experience as a chief includes 10 years at the Oak Brook Police Department, during which time he also served a year as the president of the Illinois Chiefs. He previously had been the chief of police in Roselle and Winfield after spending 20 years in the Carpentersville Police Department. He started at East Dundee last month.

"Chief Kruger has been a mentor to so many law enforcement officers over the years, and he is respected broadly as one of the best chiefs in Illinois," Immediate Past President Mitchell R. Davis III (Hazel Crest) said.

Kruger has continued to serve the association on the Legislative Committee



▲ Above: The awards table includes Chief of the Year honors and the Police Crosses for the families of fallen officers.



▲ Above: Highland Park Police Department Honor Guard kicks off the banquet.

advocating for policies that support police and make communities safer. For more than a decade he has been a leader on diversity issues for the Illinois Chiefs. Building on the work of his ILACP predecessors, he worked to bring the historic Ten Shared Principles to fruition in 2018.

Besides Kruger's police duties, he is an advocate for Special Olympics, the founding Director of the Criminal Justice Management program at Judson University as well as an Adjunct Professor at Judson and Elgin Community College.

Sergeant Raupp of the McHenry County Sheriff's Office in Woodstock, Illinois, was recognized as the 2022 Most Outstanding Law Enforcement Officer of the Year.

Raupp has held several roles in law enforcement including his first role as a correctional officer in 2007, and later as deputy sheriff and detective. He has been with the McHenry County Sheriff's Office for 15 years and was promoted to sergeant in early 2022.



▲ Above: The Illinois Chiefs extend their thanks to 2021-2022 President Chief Mitchell R. Davis III and his wife Carla Davis for their tireless efforts over the past year to support law enforcement professionals in Illinois.

◀ Left: Sergeant Trent Raupp (McHenry County Sheriff's Office) receives the Officer of the Year award.



▲ Above: The Board of Officers and Executive Director Ed Wojcicki.



▲ Above: The banquet marked the beginning of Chief Lou Jogmen's (Highland Park PD) year as president which will continue through 2023. Chief Jogmen, who was sworn in at the banquet.

◀ Left: Chief Lou Jogmen pictured with his wife Mindy Jogmen.



▲ Above: First Vice President Chief Laura King (McHenry County Conservation District) and her husband Keith Von Allmen.

◀ Left: Parliamentarian Chief Steven Casstevens (Buffalo Grove PD) and his wife Petey Casstevens.



▲ Above: Second Vice President Chief Marc Maton (Lemont PD) and his wife Barbara Maton.

▼ Below: Vice President at Large (Region 3) Chief Shanon Gillette (Village of Downers Grove PD) and Vice President at-Large (Region 1) Chief Dan Ryan (Village of Leland Grove).



In his nomination, Prim cited the critical role that Raupp played in investigating the disappearance of Michelle M. Arnold-Boesiger who was reported missing to the Holiday Hills Police Department in early January 2021. Along with a team of officers, Raupp's diligent work and thorough investigation led to the discovery of Arnold-Boesiger's body and the arrest of her boyfriend for her murder.

ILACP Executive Director Ed Wojcicki said that the persistence displayed by Sgt. Raupp throughout the investigation and his overall outstanding work led to him being chosen as Officer of the Year.

Raupp said he is "truly honored and humbled" by the recognition he has received from the McHenry County Sheriff's Office Administration and ILACP. He also credited the team of law enforcement professionals he has worked alongside.

"Thank you to my fellow investigators, supervisors and deputies who assisted untold hours to bring the case to a close, as I could not have done it without them," he added. "Finally, I'd like to thank my family for their never-ending support throughout my career."

Other honorees include the recipients of the Medal of Valor, Bensenville Police Officer Steven Kotlewski, Sergeant Michael Ptak, Detective Kristian Casillas and Officer Patrick Scanlan. Palatine Police Officer Nick Heuertz received the Rising Shield of Law Enforcement, given to rising professionals under the age of 45.

The evening also included the association's sacred tradition to recognize Illinois police officers who died in the line of duty in the previous year by presenting members of their families with the Police Cross, and the swearing in of the Board of Officers for 2022-2023.

Three welcomed to the Board of Officers

John A. Bucci, chief of police for the Algonquin Police Department, joined the ILACP board as the 3rd Vice President. Chief Bucci's law enforcement career spans 23 years, the last 21 years spent with the Algonquin Police Department. He also served as Chief since 2014 and is an active ILACP member and International Association of Chiefs of Police member.

Bucci's involvement with the Illinois Chiefs includes assisting with legislative reviews and participating in Lobby Days, conferences and trainings. He was appointed to serve on the Executive Board through April 2021. He also belongs to the Kane County Chiefs of Police Association and the McHenry County Chiefs of Police Association where he previously served as secretary and currently serves as Sergeant at Arms. He also serves as Treasurer on the board for the McHenry County Major Investigative Assistant Team (MIAT).

Bucci holds a bachelor's degree in psychology from Millikin University and a master's degree in public safety administration from Lewis University. He attended the FBI National Academy, Class 246. In his letter for candidacy, Bucci wrote, "My experience, strong work ethic and dedication to the profession will assist our association to move progressively into the future." He thanked his family, including his wife Amy and their four children, for their ongoing support and encouragement.

Bucci added, "I would be honored if elected to serve on the board and as I promised when sworn in as Chief of Police, every decision I make will be for the best of the organization. Although



▲ Above: Incoming 3rd Vice President Chief John A. Bucci (Algonquin PD)

we are facing challenging times in law enforcement, I am excited and encouraged to be part of a great organization."

Darren J. Gault, Chief of Police of the Moline Police Department will serve as Vice President at-Large, Region 2.

Chief Gault also has 23 years experience in law enforcement, serving the City of East Moline and the City of Moline. He has been chief in Moline since 2019. He holds a bachelor's degree in business administration and political science and a master's degree in organizational leadership. He is a 2017 graduate of the FBI National Academy and an ILACP Certified Police Chief.

Gault also serves on the board of directors for the Quad Cities Metropolitan Enforcement Group, Quad Cities Open Network and Quad Cities Rush soccer.

Steven Casstevens will serve as parliamentarian for ILACP. He is the



▲ Above: Incoming Vice President at-Large, Region 2 Chief Darren J. Gault (Moline PD)

Chief of Police with the Buffalo Grove Police Department. He began his law enforcement career in the Military Police with the U.S. Army's 101st Airborne Division in 1976. In 1979 he left the Army and worked for the Mendota, IL Police and Peru, IL Police, prior to being hired in Hoffman Estates in 1981.

He retired in 2011 as an Assistant Chief with the Hoffman Estates Police Department, where he served for nearly 30 years. He then served as Chief of Police with the Cary Police Department for over two years prior to being hired in Buffalo Grove. Casstevens has served as a member of the IACP Executive Committee, as the President of the Illinois Association of Chiefs of Police, as the IACP SACOP representative for Illinois, and as a member of the IACP Highway Safety Committee. He has authored numerous articles for Police Chief Magazine, Command Magazine and Law and Order. He served as an adjunct instructor for Northwestern University Center for Public Safety for the School of Police Staff & Command.

Casstevens is a graduate of the 51st class of Northwestern University's School of Police Staff & Command (1991), the Executive Management Program and a member of the 216th session of the FBI National Academy (2004). He received his bachelor's degree in Criminal Justice Management from Judson University.

Special thank you to Immediate past president James R. Black (Crystal Lake), Vice President at large (Region 2) Dean Stiegemeier (Maple Park), and Parliamentarian Frank Kaminski (Park Ridge) whose terms with the board have ended. From the entire association, we are grateful for your service. ■



▲ Above: Outgoing Vice President at Large (Region 2) Chief Dean Stiegemeier (Maple Park)

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 **@ILchiefs**  **www.youtube.com/channel/UCi5CnSp-AhYfntlBoO5u4Yw**



By Chief James R. Kruger, Jr. Outstanding Chief of the Year

A Guide to Servant Leadership

There are many leadership styles and theories in business that eventually make their way to the public sector. I have found over the years that it usually takes a good ten years before a new private sector theory makes its way to government. It's getting a little quicker, but because we don't have a profit margin to make quarterly, we are little slower to change.

One leadership philosophy that has been talked about in government for only about the last twenty years is servant leadership. Servant Leadership was a concept coined by Robert Greenleaf in his 1970 essay, "The Servant as a Leader." I first became acquainted with the term during my undergrad and graduate studies in leadership in the mid-1990s. The first thing someone thinks when they hear the term is usually something less than a leader or being a weak leader, but the opposite is actually true.

So, let's look at this often-used term in promotional interviews and define what it actually is. As an assessor you hear it, but do we have a good understanding of what it entails? We will discuss whether it is applicable in today's society, some examples, and what can you do as a leader to actualize servant leadership.

Servant leadership, as coined by Robert Greenleaf, is a practical philosophy which supports people who choose to serve first, and then lead as a way of expanding service to individuals and institutions. It places the role of the leader to focus on being a servant first

to make sure that other peoples' highest priority needs are being met. This is in contrast to a traditional leader whose primary focus is on the organization and the accumulation and exercise of power.

What makes Greenleaf's thesis important for us is that he wasn't just talking about an individual. He furthered his work several years later to include the institution as servant. He recognized that an organization has the responsibility to care for its people. In this way, the individual and the organization prospers. Greenleaf believed that his concept would ultimately build a better society. While the ultimate goal is certainly one that we should all aspire to, I also believe that there are practical, immediate benefits of espousing servant leadership.

There are some concepts to think about when embarking on the road to servant leadership. First, it must be genuine and authentic. You can't fake servant leadership. A leader can be inclusive, participatory, or even laissez faire and think they are a servant leader, but they are no more a servant leader than a task-first, old theory x leader. It is true that a servant leader is a servant first, but they are also a facilitator and are responsible to build others to their highest potential. A leader perceived as weak would not be able to have the confidence of their staff to do those things.

The discussion on leadership in general will focus on the concepts of power and authority. The five common types of power are expert, referent, legitimate, reward, and

3 ways a chief can be a servant leader

- Take the time to learn what your people need from you, that no one else can provide, so that they can perform to their highest potential.
- Create an environment where people know that creativity and experimentation of new methods solutions is encouraged.
- Do not be afraid to have the tough conversations. Focus on what's best for the person and the organization; they're not mutually exclusive.

-- Chief Jim Kruger



▲ Above: Then-ILACP President James R. Kruger, Jr., and Teresa Haley NAACP Illinois President sign the original Ten Shared Principles in 2018 in Springfield

coercive power. Authority is the legal and formal right to exercise power, give orders and commands and make decisions. The servant leader does something only a leader can do: give power away. This is slightly different than empowerment. We've become familiar with empowerment and delegation. While empowerment allows employees to act on their own behalf so they can take initiative and make decisions, delegation is often task-based, giving an officer the opportunity to act on behalf of the supervisor.

Servant leadership demands more than just transactional empowerment. It requires the leader to give away some of their power in a personal manner. The subordinate must be able to believe and understand that the leader trusts them with the power they have been entrusted with. The leader actually becomes stronger, not weaker, giving some of their

power away.

Integrity becomes the main ingredient in servant leadership. The first rule is the servant leader should manager their own lives, homes, and affairs, managing and disciplining themselves, before leading others. I have long believed in the "rule of the theater" -- leaders are always on stage. Whether at work, or off duty walking through the mall with your family, or attending social events, a leader is always being watched by their subordinates. If appearances demonstrate that we cannot hold ourselves accountable, we will never have the moral and ethical standing to hold anyone else accountable. What lies behind and what lies beyond holds little significance when compared to what lies within. It all begins with me.

Servant leaders know success is

Research finds specific benefits of servant leadership in law enforcement

Emerging academic research supports the idea that servant leadership in law enforcement creates a "serving culture [that is] positively related to employee job performance, creativity, and customer service behaviors." That is a conclusion in a recent article by George Mason University instructor Amie Bowman in the *International Journal of Arts, Humanities & Social Sciences* (October 2021).

She writes that empirical research into servant leadership points to these and other remarkable benefits. Leaders' behavior that is consistent with the attributes of a servant leader will:

- Favorably influence the well-being of officers and their motivation to do their jobs well.
- Facilitate "officers' emotional health, thereby bolstering the officers' ability to manage their emotions during conflicts with the public."
- Create "relationships that help to repair connections between the police and the communities they serve."
- "Will result in mid- and front-line officers demonstrating initiative to enhance the social welfare of communities through more robust social programs and service delivery."
- Facilitate "the social process which allows a common understanding of public problems to develop between police officers and the communities they serve."
- Create "a sense within the community that the police organization can be trusted."

In other words, a "servant leader" in law enforcement can improve employees' morale and well-being, improve officers' performance on the street, and build trust in community-police relations.

-- Ed Wojcicki

impossible without sacrifice and character. Success without character is short-lived. Servant leaders influence others through vision, faith, courage, and example. They must be able to communicate the vision, so it becomes shared. While servant leadership is rooted in a faith dimension, I recognize that not everyone shares a personal faith life, but servant leadership at its core requires that the leader has an intrinsic value system that there is a greater good and an inherent duty to care for others. It is a much easier concept for those that share a faith life or relationship with God, but not impossible. What is required is through personal management skills, servant leaders find wisdom and inner strength.

There are ten principles of servant leadership (sound familiar?).

1. The first is Listening. Traditionally, leaders have been valued for their communication and decision-making skills. Servant leaders must reinforce these important skills by making a deep commitment to listening intently. Servant leaders seek to identify and clarify the will of a group. They seek to listen receptively to what is being said (and not said). Listening also encompasses getting in touch with one's inner voice and seeking to understand what one's body, spirit, and mind are communicating.
2. The second is empathy. Servant leaders strive to understand and empathize with others. People need to be accepted and recognized for their special and unique spirit. One must assume the good intentions of coworkers and not reject them as people, even when forced to reject their behavior or performance.
3. Third, Healing. Learning to heal is a



▲ Above: Then-President Kruger (right) listens to Public Official of the Year, Senator Elgie Sims.

4. Fourth, Awareness. General awareness, and especially self-awareness, strengthens the servant leader. Making a commitment to foster awareness can be scary--one never knows what one may discover! As Greenleaf observed, "Awareness is not a giver of solace - it's just the opposite. It disturbs. They are not seekers of solace. They have their own inner security."
5. Fifth, Persuasion. Servant leaders rely on persuasion rather than positional authority in making decisions. Servant leaders seek to convince others, rather than coerce compliance. This particular element offers one of the clearest distinctions between the traditional authoritarian model and that of servant leadership. The servant leader is effective at building consensus within groups.
6. Sixth, Conceptualization. Servant leaders seek to nurture their abilities to "dream great dreams." The ability to look at a problem (or an organization) from a conceptualizing perspective means that one must think beyond day-to-day realities. Servant leaders must seek a delicate balance between conceptualization and day-to-day focus.
7. Seventh, Foresight. Foresight is a

characteristic that enables servant-leaders to understand lessons from the past, the realities of the present, and the likely consequence of a decision in the future. It is deeply rooted in the intuitive mind.

8. Eighth, Stewardship. Greenleaf's view of all institutions was one in which chief executive, staff, directors, and trustees all play significant roles in holding their institutions in trust for the greater good of society.

9. Ninth, Commitment to the Growth of People. Servant leaders believe that people have an intrinsic value beyond their tangible contributions as workers. As such, servant leaders are deeply committed to the personal, professional, and spiritual growth of each and every individual within the organization.

10. And tenth, Building Community. Servant leaders are aware that the shift from local communities to large institutions as the primary shaper of human lives has changed our perceptions and has caused a feeling of loss. Servant leaders seek to identify a means for building community among those who work within a given institution.

Servant leadership is not soft on people. The servant leader understands that hard decisions need to be made by the leader. Sometimes those decisions even entail separating an employee. It is the servant leader's responsibility to do what is best for the employee and the organization. There are times when we have a certain employee who is either ill-suited for the profession or just refuses to be a team player. Law enforcement does a fairly good job of weeding out someone who just cannot grasp the responsibilities or expectations of being a police officer. We have field training programs and

probationary periods to give us the opportunity to identify deficiencies that the employee may not be able to overcome.

The area our profession that has a tough time with is fit. The private sector does a much better job of ensuring an employee also meshes with the organizational culture and expectations, and if they do not, even if operationally

capable, they are more prone to separate the employee. I'm sure there have been times we have heard from friends or family that they may have been let go from their job and three or six months later will say that even though it was extremely difficult in the beginning, they discovered it was the best thing that ever happened to them -- whether they looked inward and found out they really

Practical, Predictable Byproducts Of Servant Leadership: Roll Call Can Look Different, And Policies Are Easier To Implement

By Kent Williams

The style of the servant leader should be facilitative, not directive.

Look at how a roll call might be led. Instead of just explaining the day's hot spots, imagine asking officers what they see on their beat and what resources they need to address their concerns. People like being asked what they think and what they need. Imagine asking questions about important police priorities as they pertain to limited resources and discussing how those resources should be allocated today and in the future. More often than not, the officers will have ideas as effective as any mandates dropped on them.

Imagine a department where the sergeants capably facilitate discussions of the day's concerns, addressing community events and societal issues. Imagine leaders facilitating conversations where innovative approaches to issues facing law enforcement are openly shared. These would include acknowledging the personal stresses of being on the street. Officers would be encouraged to share at a vulnerable level in order to create an empowered culture where individuals feel safe, valued, and collectively part of something greater than themselves.

When leaders emerge with their primary motivation being a deep desire to serve others, great organizational innovation can happen. With a high level of servant leadership embedded in the culture, here are the predictable byproducts in law enforcement:

- Officers do more on patrol.
- There is greater organizational trust.
- Conflicts will be professional and productive.
- Officers buy into the culture because they created it.
- Policies are easy to implement because they are developed collaboratively.
- There is greater organizational output because everybody wrote the policies and agreed on procedures.
- There is mutual accountability, starting with the leader but demanded by everybody in the organization across the board.

*This is an excerpt from a forthcoming book by retired Bartlett Chief Kent Williams, entitled *Breach Point: How Cops Find and Achieve a Balanced Life and Career*. It is reprinted with permission.*

weren't a good fit for the organization, or it led them to a new future and a new success they would never have found. This is why servant leadership is just as important for the individual as it is the organization.

So, is servant leadership applicable for today and are servanthood and leadership compatible? Leaders stand out from the crowd and do the unexpected. They challenge the status quo and focus on achievement, sometimes even being self-absorbed on their dedication to achievement. Managers on the other hand are focused on fulfilling the mission and problem solving. They work to control activities and functions and tend to watch the bottom line.

Servanthood and leadership have a slightly different focus. Servant leaders are devoted to serving the needs of organization's members and meeting the needs of those they lead. They coach others and encourage their self-expression. They facilitate growth in all who work with them and listen to them in order to build a sense of community.

What can you do to help build yourself into a servant leader? We are not always in a position to exercise servant leadership, depending on the organizational culture or the leader we may work for, but don't let that stop you. The aspiring servant leader should continue to learn more about what makes a servant leader and read about servant leaders and how they made the transition in their own organizations. There is a myriad of possibilities to exercise these skills in church organizations, fraternal and

community groups, giving back working with nonprofits and even educational opportunities. Take that small step within your own organization and you will witness an impact, even in a small workgroup.

There is a definite synergy between the concepts of servant leadership and the principles of procedural justice. We need to put into practice the same pillars of voice, respect, neutrality, and trust as a servant leader, just as we would when actualizing internal procedural justice. As leaders, we must take responsibility for our people and set the tone that their success means that the organization is also successful. We cannot take the position that those two concepts are mutually exclusive. Once we make the decision to transform into a fully committed servant leader, there's no going back. You will witness the transformational effect you have on the organization and the people around you. It will give you a sense of fulfillment unlike any other leadership theory or concept because it will be sincere, and your people will come to know it.

Chief James R Kruger Jr., M.S., C.I.C., is chief of the East Dundee Police Department and past president of ILACP (2017-18). He expresses appreciation for the reference material from the Robert K. Greenleaf Center for Servant Leadership, Seton Hall University. ■

CONTINUED FROM PAGE 11

And I am grateful to the many external people throughout the state who crossed paths with us to elevate the police profession in Illinois. That includes our critics who give us pause to reflect and reconsider, and most especially it includes our allies/citizens/public officials who spread the word that the police are essential in maintaining and restoring order in a civilized society. Law enforcement has many friends in the neighborhoods of Illinois' cities and villages; let us never forget that and be humbly grateful for it.

The et ceteras

Alas, I consider myself one of the billions of what Chicago author Studs Terkel described as "the et ceteras of history." That description of common people helps to explain my passion for celebrating the ordinary. As Robert F. Kennedy said to a group of students in South Africa in 1966: "Few will have the greatness to bend history, but each of us can work to change a small portion of events, and in the total of all these acts will be written the history of this generation."

That is our legacy, together. Amidst the chaotic turbulence thus far in the 21st century, we have indeed positively affected a small portion of events in Illinois. Stepping aside, I am confident that those who carry the torch in the future will light our state and all who serve it, and the glow from their leadership will be an inspiration to everyone in Illinois who cares about law enforcement as much as we do. ■



-Ed Wojcicki, Executive Director

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LEGISLATIVE UPDATE

By Kenny Winslow and Ed Wojcicki - From ILACP Headquarters in Springfield

Legislative Update: ILACP unfinished business as we look to veto session

The 2022 legislative session will be remembered for its fast pace and for its end date of April 9, several weeks earlier than the normal adjournment date of May 31. We have already shifted our focus to what still needs to be accomplished. As with all sessions, there are some wins, losses, and ties. While we are thankful for the recent legislation that help fund some of our many mandates and provided law enforcement with needed resources and equipment, only a couple of the bills passed directly addresses the increase in crime we have experienced over the past two years.

Why the increase in crime

The Illinois Association of Chiefs of Police (ILACP) has been pressing legislators to address the rise in crime. Fueling this increase is a sense of anonymity and a feeling of empowerment among those committing crimes. Crimes have increased as the likelihood for detection and accountability has evaporated. The mobility of suspects and their criminal acts along with a lack of fear of consequences has emboldened those involved in criminal activity. For criminals, it boils down to the risk versus reward equation, or in simpler terms, “What’s going to happen if I get caught?”

Not much movement to really address crime

We proposed multiple bills this past session in effort to address this issue.

Unfortunately, while there was some valuable discussion, there was not much movement on our initiatives or an appetite for penalty enhancements to hold those responsible for this spike accountable. Our strategy should be to use laws, tactics, and technology to defeat the anonymity of crime while embracing best practices to deter crime from occurring and holding those responsible accountable.

Good news on four bills that did not advance

Sometimes the best thing that can happen to a bill is nothing. Here are four bills that did not advance, and that is good news because these were at the top of our list of bills we opposed this spring. We also indicate where the bills are in the legislative process:

HB 451 - Oppose

Would have banned no-knock warrants (House Rules).

HB 1727 - Oppose

Would have eliminated qualified immunity and tort immunity for officers at the state level (Passed out of committee, on 2nd reading in House).

HB 2779 - Oppose

Would have banned all consent searches (House Rules).

HB 3447 - Oppose

Would have reduced penalties and defelonized controlled substances (Narrowly passed in House and is on 1st reading in Senate).

Common-sense solutions

Our initiatives and strategies would address crimes such as vehicle thefts and car jackings. We pushed for advancements of technology such as Unmanned Aerial Vehicles (UAVs or Drones) and License Plate Readers (ALPRs); cleanup of the 2015 Body Camera Act, along with bills addressing the ever-increasing and dangerous crime of fleeing and eluding. While there was attention to some of these topics, there are still many issues yet to be addressed in Springfield.

ILACP Initiatives and Priorities for the Veto Session – mostly unaddressed

These are the bills that were our top priorities as the session came to an end. For bills that did not pass both houses, we indicate their status:

HB 3893 - Support

Extends the eavesdropping exemption for law enforcement for four years.

Signed into law.

HB 3904

Corrects language to remove Taser from definition of lethal weapon. (Postponed-Senate Executive Committee).

HB 4383 - Support

Bans ghost guns. Signed into law

HB 4700 SA 1,2 (Harris-D)

This budget implementation bill increases county sheriffs’ salaries and creates a statewide 988 program for

suicide prevention and mental health crises. In doing so, it sweeps \$5million from E911 to 988 programs, which was unknown to law enforcement. Since its passing, we have received calls and heard concerns about how the sweeping of funds could negatively impact operations and the ability to obtain federal funds in the future. We will be working with our law enforcement partners to address this issue. This bill passed both Houses and was signed by the governor; so we are seeking a remedy prior to or during the veto session.

HB 4481 - Support

Allows expansion of cameras on expressways to cover 21 additional counties. Signed into law

HB 4608 - Support

Creates a waiver process for out-of-state officers wishing to work in Illinois.

HB 5452 - Support

Freedom from Drone Surveillance. Allows for more law enforcement usage to include use over public events for real time intelligence. The ACLU opposed portions and we continue to speak in effort to work through their objections (House Rules).

HB 5533 - Support

In-Service Training Consolidation. We would like a requirement of 40 hours every three years with ILETSB setting the priorities, rather than continuing to require all the mandated requirements every year or every three years (House Rules).

SB 3072 - Support

Police not liable for injury or death of driver or passenger as result of fleeing in stolen vehicle (Senate Assignments).

SB 3820 - Support



▲ Above: ILACP Executive Director Ed Wojcicki participated in a press conference in the State Capitol on April 2, 2022, at the invitation of ILACP Public Official of the Year, Sen. Rachele Crowe, who was introducing some law enforcement legislation.

“Residential burglary” would include auto theft on private property (Senate Assignments).

SB 3821 - Support

Fleeing and Eluding in Stolen Vehicle penalty enhancements (Senate Assignments).

Body Camera Act of 2015 updates

(No number assigned) Updates language to address and clarify various issues and concerns. We would like a sunset clause on the notification requirements; clarification and modification language as to when BWCs can be turned off; clearly define “in uniform” and modify language regarding who is required to wear BWCs; funding for storage, personnel, etc.

Trailer Bill 3 to SAFE-T Act

Early in the session we were told there would be no trailer bill 3 to the SAFE-T Act this session. However, at the last

moment SB2364 was introduced without any input from law enforcement. Ultimately the Senate adjourned and did not act on the bill. While the bill conceptually addressed some of our concerns it was lacking in several areas. It is our preference to have seat at the table and address all remaining issues in one comprehensive bill versus having to keep coming back with separate pieces of legislation.

Some of the identified issues for a Trailer Bill 3 are:

- Taser definition (HB 3904) – a Taser should not be labeled a lethal weapon.
- Citations in lieu of custodial arrests for Class B and C misdemeanors. Effective January 2023.
- Bail Reform and pretrial detention.
- Training cap and funding (HB 5533)-

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LEGISLATIVE UPDATE

Governor signs bill creating co-responder pilot program supported by Peoria chief; another bill gives \$10M for recruitment, retention

Another bill will put \$10 million into a new Law Enforcement Recruitment and Retention Fund to be administered by the Training Board

Governor Pritzker signed HB4736 on May 10 in Peoria, authorizing the creation and funding of the Co-Responders Pilot Program. The pilot will support police in areas across the state in teaming up with social service agencies. Initial programs will launch in Peoria, Springfield, East St. Louis, and Waukegan in the next six months.

The City of Peoria and Chief Eric Echevarria took the lead on the bill, with the program being allocated \$10 million for all four cities. The chief spoke at the bill signing. You can watch his presentation from this link.

“This will allow the Peoria Police Department to partner with Unity Point to have social workers within our juvenile and adult investigations units,” Echevarria said, “and to create a team that would focus on the resolution of violent, emotional, distressed persons that would be more appropriate and effective, taking into consideration alternatives to arrest to ensure the best possible long-term outcomes.”

The Illinois Chiefs supported this bill in the spring session and will now monitor how the \$10 million is allocated and how

the four pilot programs are implemented.

The governor said: “This program combines the necessary skills of police with the specialized training of social workers and mental health professionals to address the root causes of crime compassionately and safely. This is supported by data and by what law enforcement officers on the ground are telling us about the incidents they’re addressing.”

The bill also mandates trauma-informed training for homicide investigators, authorizing funding to the Violent Crime Witness Protection Act (previously the Gang Crime Witness Protection Act), and creating a grant program to create tip hotlines or other victim and witness resources.

\$10 million for recruitment, retention

Another bill signed into law (HB3863 SA1) creates the Law Enforcement Recruitment and Retention fund and provides \$10 million to administered by the Training Board. Because the law is brand new, the Training Board does not yet have a process yet for distributing the money. That will be considered in the near future, we are told.

The Illinois Chiefs had asked for \$40 million to provide an immediate retention bonus for all sworn officers. “We met in the governor’s office to discuss this and other funding requests, and we are

pleased the governor’s office was listening,” said Ed Wojcicki, Executive Director.

The law says the recruitment and retention fund shall be used “to award grants to units of local government, public institutions of higher education, and qualified nonprofit entities for the purpose of hiring and retaining law enforcement officers.

(c) When awarding grants, the Board shall prioritize:

- (1) grants that will be used to hire, retain, or hire and retain law enforcement officers in underserved areas and areas experiencing the most need;
- (2) achieving demographic and geographic diversity of law enforcement officers that are recruited or hired by applicants that are awarded grants;
- (3) maximizing the effects of moneys spent on the actual recruitment and retention of law enforcement officers; and
- (4) providing grants that can impact multiple employers.

The governor’s press release says this law addresses “the strain put on first responders and the difficulties associated with attracting and retaining officers. This fund recognizes the challenges and stresses presented by a career in law enforcement and offers retention incentives and recruiting funds to preserve force numbers.”



▲ Above: Peoria Chief Eric Echevarria speaks at the ceremony when Governor Pritzker signed HB4736 on May 10 in Peoria, authorizing the creation and funding of the Co-Responders Pilot Program.

ILACP has already been in contact with the Training Board about these funds and will attempt to have an impact on how this is rolled out.

New Crime Reduction Task Force

HB4736 also creates a new Crime Reduction Task Force (not mentioned in the governor's press release), whose purpose "is to develop and propose

policies and procedures to reduce crime in the State of Illinois."

This will be a large task that includes the executive directors of the Illinois Chiefs and Illinois Sheriffs or their designees. The Illinois Criminal Justice Information Authority will oversee this task force, which is asked to produce a report by March 1, 2023. ■

CONTINUED FROM PAGE 34

we want 40 hours every 3 years with ILETSB setting the priorities.

- Mental Health screenings- it should be emphasized that there is currently no state mandate to conduct annual mental health screenings or check-ups on officers. With that said, we would like clarification on what meets ILETSB standards and what occurs if someone is identified as having issues. Additionally, we would like some type of online preliminary screening tool and if needed a follow-up with mental health professional. In effort to offset cost, we would like to do one-third of the officers in each department annually. It has been suggested that a pilot program to work through unforeseen issues would be valuable. On a positive note, (HB 1321) which creates the First Responder Mental Health Grant Program, passed with \$10 million allocated. It is still unknown how the funds will be made available.

- Confidential vs. Anonymous

complaints- We would like ILETSB and the legislature to adopt our language regarding the investigation of confidential complaints. Anonymous complaints are difficult to investigate and inhibits our ability to follow-up with the complainant to gather additional information. Effective January 2023.

- Postponing the implementation date of BWCs until adequate funding for BWCs to include storage, hardware, software, and personnel are addressed.

In closing, these are what we see as our priorities for the Fall Veto session. If there is something we forgot or that needs to be included, please contact us.

Be safe and remember--We are the Voice of Professional Law Enforcement in Illinois! ■

LEGISLATIVE UPDATE

State budget allocates \$183 million in new money for LE and doubles appropriation to the Training Board

This is the latest in our series of updates from the spring legislative session in Springfield.

An ILACP analysis shows the new state budget for FY2023 allocates \$183 million in new money for law enforcement purposes and more than doubles the budget for the Illinois Law Enforcement Training and Standards Board. (See ILACP Analysis table)

Deputy Director Kenny Winslow combed various aspects of the budget and derived the \$183 million figure. “It’s difficult to know if we found everything, because the budget identifies funding for law enforcement in different ways,” he said. “For example, there are specific line items

for a Retention Pilot Program (\$10 million) and new money for the Camera Grant Fund (\$30 million) in the Training Board’s budget, and then there is \$10 million to the Department of Human Services to assist with mental health screenings.”

In addition to the Training Board’s allocations, the Illinois Criminal Justice Information Authority also has been designated to oversee several new grants, such as funding for crime reporting tip lines (\$1 million), a new state-level witness protection program (\$30 million) and grants to agencies for less-lethal equipment and training (\$20 million).

The fact is, it is not known yet how local agencies might be able to apply for

these funds and other grants or how the state agencies will make the grants available. ILACP has been told those details would be worked out and agencies would be notified when the processes are in place.

In addition to those grants, it is noteworthy that the Training Board’s total budget increased by 164 percent from \$55 million in FY2022 to \$145 million in FY2023, and an astounding 667% from just \$18 million in FY2021. There is a major shift to funding the Training Board with state money rather than from the surcharge fund. Some of the new money is for new grants but much of it is to implement new provisions of the SAFE-T Act, such as investigating complaints and

WE NEED FUNDS TO KEEP ILLINOIS COMMUNITIES SAFE.



759M TOTAL NEED

60%

PERCENTAGE OF IL DEPARTMENTS SHORT STAFFED

The law enforcement profession in Illinois is at a critical juncture. Here are the areas of major need:



TECHNOLOGY & EQUIPMENT



RECRUITMENT AND RETENTION



ILETSB & TRAINING



OFFICER WELLNESS



COMMUNITY POLICING AND ENGAGEMENT

Our communities are experiencing rising crime rates, specifically violent crime.

We need funding along with additional resources and time to comply with mandates and meet the needs of the communities we serve.

putting an infrastructure in place for all of the new certification and decertification reporting and requirements.

Close to the end of the spring session, ILACP Executive Director Ed Wojcicki and Deputy Director Kenny Winslow were called to the Governor’s Office to meet with six people to explain ILACP’s request for \$759 million in funding for law enforcement. The highest priorities were for less lethal tools to equip officers with needed resources for rapidly evolving incidents and technology such as license plate readers, and full funding for body camera equipment, storage and personnel.

The ILACP also proposed a state-supported minimum salary of \$60,000 for full-time officers and \$25 an hour for part-time officers, as well as retention bonuses of \$5,000 per full-time officer and \$2,000 per part-time officer for the next five years. We also suggested bringing back the Regional Institutes on Community Policing to do research and recommend data-driven programs on community policing.

“We can tell by the final allocation that they paid attention to our plea for new money due to all of the mandates, issues with recruitment and retention and the SAFE-T Act,” Wojcicki said. “While our biggest-ticket items did not make it into the budget except for tremendous new funding for the Training Board, those creative ideas are now on the table and should become a part of future discussions in Springfield.”

Complete details of the ILACP request for \$759 million are on our website at <https://ilacp.memberclicks.net/le-funding-analysis-march-2022>. Here are the major categories and amounts we requested:

| ILACP suggested \$759 million in new funding | |
|--|-----------------|
| Technology and Equipment | \$206.5 million |
| ILETSB and Training | \$96.5 million |
| Community Policing and Community Engagement | \$100.0 million |
| Recruitment and Retention | \$276.4 million |
| Officer Wellness Programs | \$80.0 million |

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Submitted by the Cook County Sheriff's Office

Cook County Sheriff's Police at 100: How a police agency within a sheriff's office promotes safety

In April 2022, the Cook County Sheriff's Office proudly began the centennial celebration of the Cook County Sheriff's Police Department.

Over these 100 years of service, this agency has grown from patrolling Cook County with fewer than three dozen sworn officers to a dynamic operation of nearly 500 officers and many other professionals devoted to promoting public safety, social services and mental health. Such growth could hardly be envisioned when our mission began.

In December 1921, Cook County Sheriff Charles W. Peters proposed that the Sheriff's Office create a police force responsible for patrolling the roadways and other areas of suburban Cook County. Sheriff Peters initially requested a budget to hire 125 officers, as the need for police enforcement in the suburbs had outgrown the turn-of-the-century system in which several Cook County agencies contributed employees at random to patrol highways.

The new proposal of a formally organized department met with much resistance from some elected officials reluctant to have a Cook County Sheriff with control over personnel. But a

Chicago Tribune editorial supported the creation of the Sheriff's Police Department. It said, "... an efficient highway police system will safeguard...the lives and property of automobile owners and others..."

In early January 1922, the hiring of 70 Cook County Highway Patrol Officers was approved by Cook County, and on April 1, 1922, the first 32 were officially sworn in. These officers were required to patrol on their own motorcycles and each was paid \$125 per month, along with a small stipend for the upkeep of their vehicle.

Several police stations were strategically opened throughout the county. The first, known as Station 1, was at Waukegan Road and Dempster Street until a permanent building was completed in 1924 in Maine Township. Other locations were proposed, with one near 147th Street and Western Avenue, and another in Palos Park.

Eventually, the Highway Patrol deputies were reorganized into a Sheriff's Police force, and their responsibilities continued to grow throughout the 1940s and 1950s, corresponding with post-war suburban population growth. Their ranks also grew with 100 more officers added in 1959, the first notable increase in 20 years. More would follow as communities continued their growth.



▲ Above: Cook County Sheriff's Police investigators at the John Wayne Gacy house in December 1978.

In the early 1960s, Sheriff Richard Ogilvie worked with state legislators to create a Merit Board to test police applicants and review credentials for positions. The name “Cook County Sheriff’s Police Department” (CCSPD) was adopted, and colors of tan and brown were introduced for the new Sheriff’s Police uniform. Limited by law in that era to just one term in office, Sheriff Ogilvie was nevertheless credited with turning the Department into a well-funded, well-trained and efficient agency that embraces technology. Ogilvie was later elected as Illinois’ governor and served one term from 1969-73.

“The history of the Sheriff’s Police Department shows an ability to adapt and grow along with the needs of the people we serve,” said Sheriff Thomas J. Dart. “Those of us serving as stewards of this important part of public safety in Cook County know we must always be diligent in maintaining strong connections to the community and knowing its needs.”

Today, the Sheriff’s Police Department is the third-largest police department in the State of Illinois. It is divided into five principal divisions: Field Operations, Criminal Investigations, Street Crimes, Communications Operations, and Operational Support. The Department is under the command of Chief of Police Leo Schmitz, appointed by Sheriff Dart in 2019. Chief Schmitz has been a highly visible and active member of the Illinois Association of Chiefs of Police since he joined ILACP in 2015 and served as director of the Illinois State Police.

Over the years, CCSPD has handled many key cases such as the De Mau Mau murders (1972), John Wayne Gacy murders (1978), crash of American Airlines Flight 191 (1979) and Burr Oak



▲ Above: Captain Edward T. Vassar of the Cook County Sheriff’s Police (second from left) with Dr. Martin Luther King, Jr. in 1959, the year in which Captain Vassar became the first African American to hold that rank in CCSPD.

Cemetery burial plots scandal (2009). Flight 191 and Burr Oak were the largest scenes ever processed by the agency.

The agency continues working to identify remaining unnamed victims of Gacy, successfully using genetic genealogy to determine this year that

Francis Wayne Alexander was among them. In September 2021, the CCSPD Missing Persons Project began with an initial focus on finding missing women, a goal applauded by communities throughout Cook County.

“The Sheriff’s Police Department is a

leader in protecting the health and safety of residents throughout the county and a trusted partner to numerous local police agencies,” Sheriff Dart added. “The fact that the organization that has grown from a small number of people patrolling county roads a century ago to become the multi-faceted and nationally recognized agency it is today is an achievement every Cook County resident can take pride in.”

Sheriff’s Police currently provide primary police services to more than 126,000 residents in unincorporated Cook County as well as the Village of Ford Heights. The Department also provides backup services to several suburbs that have significant budgetary constraints, as well as ancillary services to scores of suburbs, including a K9 unit to help locate missing individuals, crime scene technician services to help solve crimes, and the Community Safety Team, which provides proactive policing in areas of high violence.

The Cook County Sheriff’s Office is acutely aware of the risks faced each day by children. Key efforts by the Sheriff’s Police Department reflect that awareness. The Child Rescue Unit (CRU) has located and safely returned more than 1,000 children missing from Illinois Department of Child and Family Services-arranged homes. This unit was created in 2012 at the direction of Sheriff Dart.

In 1997, the Sheriff’s Police Child Exploitation Unit (CEU) began its work. There had never been such a unit in any agency in Illinois dedicated solely to cracking down on Internet-related sex crimes against children – and it was also one of the first in the United States. During its first five years alone, more than 100 arrests were made and a 100 percent conviction rate of cases completed in



▲ Above: Left to right: Executive Officer Theodore Stajura, First Deputy Chief Terrance Tabb, Sheriff’s Police Chief Leo Schmitz, Cook County Sheriff Thomas J. Dart, and Undersheriff Marlon Parks, in 2022.

court was achieved. Several years ago, CEU personnel were folded into an FBI task force fighting the same crimes, and they are full-time members of that team.

CCSPD Street Crimes Command includes the Tech Unit, Out-of-state Fugitive Extraditions Unit, Street Crimes Suppression Unit (SCSU) and Gun Suppression Team. They take “ghost” guns and other illegal firearms off the street, target “straw” gun purchasing, weapons trafficking, FOID revocations and high-volume illegal narcotics dealers who often cross jurisdictional boundaries. They also seize ill-gotten assets and combat growing suburban criminal faction activities.

The Cook County Sheriff’s Police have been on the cutting edge in other areas of law enforcement, implementing additional programs which include:

- Treatment Response Team (TRT): This initiative was developed in 2019 to integrate clinicians and social workers with the police department to prevent

involvement in the criminal justice system of individuals who are suffering from addiction and mental illness. The clinicians work closely with individuals to help them engage in treatment.

- Co-Responder Program: Sheriff’s Police launched a virtual co-responder program in 2021 that provides officers the assistance of a trained clinician during mental health-related calls for service. The team of clinicians work with individuals and their support networks to identify and navigate appropriate treatment options. The program is currently being used by suburbs including Oak Lawn, Blue Island, and Northbrook.
- Hostage Barricade Team (HBT): This team is trained to respond to hostage and terrorism incidents. These specialists and SWAT officers work to resolve hostage or barricade situations without injury to civilians, victims, police or offenders.

CONTINUED ON PAGE 46

Get online training on legal issues for your officers every month; Illinois Chiefs have partnership with CourtSmart



Dale Anderson



Anthony A. Polse



Steven J. Scheller



Jim Volpe

ILACP has a partnership with CourtSmart, a firm consisting primarily of attorneys committed to helping officers understand the legal rules on the street and in court. CourtSmart's motto is that officers don't have to know the law as well as attorneys; **officers have to know it better** -- as officers must act and react at a moment's notice. Attorneys, meanwhile, can research the law for months, or even years, and later second-guess officers with judges and juries.

This partnership puts ILACP's endorsement on CourtSmart's training and encourages police departments throughout the state to consider what CourtSmart offers. The agreement was reached by the ILACP Board of Officers and Dale Anderson, an attorney who works with CourtSmart and has provided training in Illinois for many years.

The other three CourtSmart attorneys besides Anderson are Anthony A. Polse, Steven J. Scheller, and retired Chief Jim Volpe.

The price per officer is only \$60 per year if his/her department's chief, sheriff, or similar chief executive is a member of ILACP. For other departments, the price is \$100 per officer.

What CourtSmart Can Do For A Police Department

CourtSmart provides four comprehensive standardized approaches to ongoing learning and to professionalization:

1. **Legal source books** that are updated every year and available both in hard copy and e-book, which officers can use for educational and research purposes;
2. **Monthly recent case updates** that help officers keep up with the changes in the law, particularly constitutional law;
3. **Quizzes on the monthly updates and possibly satisfying the state mandates**, with the results of the quizzes available to supervisors selected by the department. If your officers answer seven out of ten questions correctly, they may be eligible to be certified for the legislative mandates, if your local Mobile Training Unit approves. ILACP is working on these relationships with the MTUs. "I must be transparent in saying that most MTUs have not yet certified this training to satisfy the mandates," ILACP Executive Director Ed Wojcicki said. "But we are reaching out to the MTUS, and we will be encouraging our members to contact their MTU directors to ask that this training be certified."
4. **Questions answered** by e-mail for officers as CourtSmart's time allows.

How to Sign Up

If you would like more information about beginning CourtSmart through the Association, contact Dale Anderson at daa2000@aol.com or call him at 815-861-0320. The website for CourtSmart is www.leotraining.com.



TESTIMONIAL

"I can't overemphasize my belief that the CourtSmart program is an invaluable product. The aspect that it can satisfy mandated training requirements is value added. The mandated requirements do not provide the ongoing training that today's officers need and CourtSmart provides. We are a Chiefs' organization and we are marketing this to Chiefs to make their lives easier. If I sound a little rah rah on this, I am. I was a Dale Anderson / CourtSmart fan long before mandated training ever came out. From my perspective as a former Deputy Chief, the value and importance of the information provided by Dale reduces liability and improves officer confidence and productivity."

Chief Ray Cordell,
Chairman, ILACP Education
and Programs Committee



Thomas J. Lemmer is the founder and president of Secure 1776 – Public Safety Professional Resource, LLC and a former deputy chief of the Chicago Police Department. He has extensive experience directing, managing and assessing law enforcement supervisors and executives. He holds B.A. and M.A. degrees in Criminal Justice, and for seven years he was an adjunct faculty member at Loyola University Chicago. He is a member of the International Association of Chiefs of Police, Illinois Association of Chiefs of Police, Illinois Sheriffs' Association, Police Executive Research Forum, Police Futurists International, the Fellowship of Christian Peace Officers, and the Fraternal Order of Police, among other professional organizations. He can be contacted at Lemmer@Secure1776.us.

By Thomas J. Lemmer

Introducing the Eight Levels of Supervisory Engagement: Identifying (and then avoiding) disruptions, damage, and sabotage

All who have worked any significant length of time in law enforcement have had an exposure to a wide variety of supervisors. Fortunately, many are inspiring leaders who can be relied upon for their proactive engagement, skill, knowledge, and leadership. They simultaneously safeguard their officers, successfully implement department strategies, and in so doing, they help their agency overall to meet its public safety mission – consistent with community expectations.

Unfortunately, not all supervisors in policing exemplify excellence. I can still vividly recall an exchange I had in 1987, as a young officer, with a “less than excellent” sergeant. Rather than excellence, the sergeant exemplified the “don’t call me and I won’t call you” approach to supervision. Frustrated that he had been summoned to an incident that required the presence of a supervisor, he posed the following question to me: “Do you know what your problem is?” When I responded “no,” he filled me in with: “You’re still under the impression that what you do matters.” To which I replied: “No, Sarge. I realize that I am just a little cog in a big machine; but if that machine stops working, it won’t be because my little wheel isn’t spinning.”

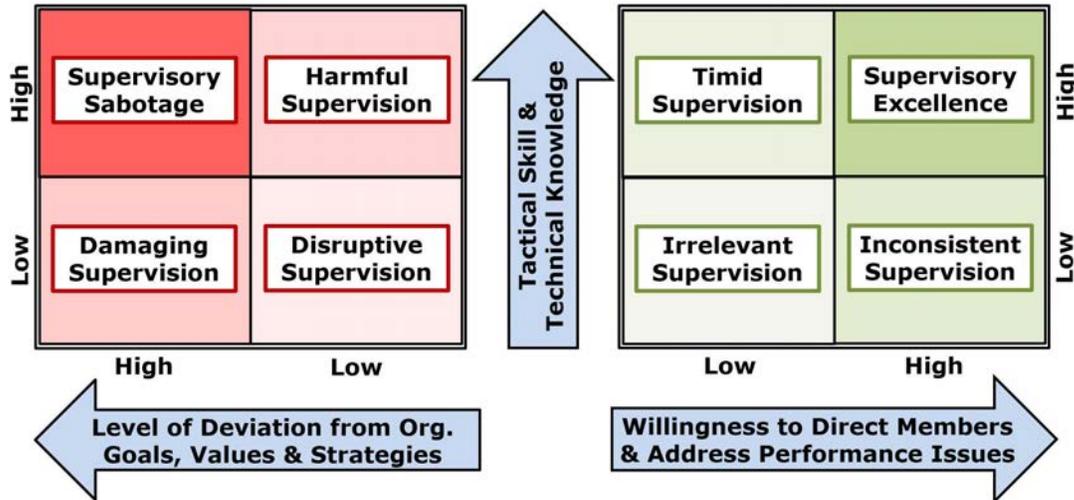
I have worked in public safety positions for 40 years, of which more than

34 years were with the Chicago Police Department (CPD), including nearly a quarter of a century as a supervisor. I remain inspired by that day’s vivid example of what “supervisory excellence” does not look like. Chicago is one of the nation’s most challenging policing environments, and CPD has developed some of the profession’s most impressive law enforcement leaders. However, the department has also had its fair share of lackluster supervisors and worse. For more than two decades, I directed, managed, and assessed CPD supervisors and command personnel. First, as a lieutenant, captain, and commander, and then ultimately as the deputy chief tasked with overseeing the department’s management accountability processes under CompStat. These roles provided many lessons about supervision.

A Model to Identify Supervisory Types:

I created the “Eight Levels of Supervisory Engagement Model” to formalize what I had learned about the wide range of supervision within the profession. A fundamental truth of organizations, including law enforcement agencies, is that underperforming and problem employees exist. When the underperforming or problem employee is a supervisor, the need for the

Eight Levels of Supervisory Engagement



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▲ Above: Figure 1 - Eight Levels of Supervisory Engagement

organization to respond is elevated. This is true even when supervisors are merely ineffective, as ineffective supervisors foster a less effective workforce. However, the impact on the agency is even worse, when supervisors do not support the organization's values, goals, and strategies. With these supervisors, the need for the agency to respond becomes essential, as such supervisors can crush the organization's ability to meet its mission.

All of us have seen a standard two-factor matrix. With the standard matrix, four "high-low" quadrants are possible. Early on in the role of assessing the quality and effectiveness of supervision, two key factors were observable that helped to clarify the distinctions between police supervisors. However, in my experience, these two factors alone could not account for the full range of variations among the supervisors that I had encountered. As described below, a third factor was identified, which created two groups of four "high and/or low" combinations. In

combining the two groups, there are a total of eight corresponding supervision levels. With the three variables, the model better addressed the full spectrum of observed supervision types.

The first factor, on the vertical axis, considers the level of technical knowledge and tactical skill. Both how well the supervisors know their job (and that of their subordinates), as well as their skills proficiency in turning their knowledge into action. While some supervisors may demonstrate a very limited level of knowledge and little skill in applying what they know, zero is still the bottom. As such, the model does not have or need a downward vertical, or "negative" variation, of this variable.

The second factor, extending to the right on the horizontal axis, examines the willingness of a supervisor to direct subordinates and proactively address performance issues. The willingness to take the initiative – to act, to ensure compliance with key policies, to address

issues before they escalate – is an essential element of excellence. However, relative to this "willingness" to engage subordinates, a negative variation had been observed.

With some supervisors, the key question was less about their willingness to engage their subordinates, and more a question about the nature of their engagement. In short, some supervisors were rowing in a different direction. For these supervisors, the third factor, extending to the left along the horizontal axis, was best described as the level to which the supervisor has come to reject (that is deviate) from the organization's values, goals, and strategies.

The Eight Engagement Levels:

Beginning with the left side of the matrix, we have the first four engagement levels. The greatest dangers to an organization occur when its own supervisors are not supportive of the agency or its mission. It is this internal

opposition that comprises the negative variable of “Level of Deviation from Organizational Goals, Values and Strategies.” The negative impact of this group is heightened when the involved supervisor also ranks high for the “Tactical Skill and Technical Knowledge” variable. A higher level of skill and knowledge can increase the credibility of these problem supervisors among many within the agency.

- **Supervisory Sabotage** – At this level the supervisor is actively opposing organizational goals, and may have alternate objectives. In the worst extremes, these supervisors are engaged in serious, even criminal misconduct. Given their high knowledge/skills level, they can draw others into their negative activities.
- **Damaging Supervision** – Here supervisors actively question organizational approaches, and discourage others from positive performance. But, as they are less knowledgeable and skilled than the saboteur, they have a lesser – although still damaging – reach among subordinates.
- **Harmful Supervision** – At this level, these supervisors have the knowledge and skills to lead positively, but focus instead on finding fault with the organization and profession. They criticize strategies and approaches advanced by the department without offering positive alternatives.
- **Disruptive Supervision** – These supervisors passively oppose the department, are not particularly skilled, and they are not looked to for guidance on how to do things correctly. They grumble constantly,

and tell everyone who will listen about “how much “time they have left” before they can quit or retire.

Moving to the right side of the matrix, we have the second group of engagement levels. Without question, organizations thrive when their supervisors exhibit high levels of two key variables. First, the level of a supervisor’s “Tactical Skill and Technical Knowledge” is again core to supervisory impact. Fortunately, with this group the impact potential of these supervisors is positive. As such, the horizontal assessment variable seeks to examine their “Willingness to Direct Members and Address Performance Issues.” In short, examining whether these supervisors are proactive in carrying out their duties.

- **Irrelevant Supervision** – These supervisors are limited in their knowledge and skills, and they also show little willingness to proactively direct their subordinates. They bring little to the table, and they take supervisory action only when specifically directed to do so by higher authority within the organization.
- **Inconsistent Supervision** – Here the supervisors are willing (even eager) to act, but they are often confused on what to do. They may be newly promoted or new to their current supervisory role. Even if long-serving in their current role, the issue is a lack of knowledge or limited skills proficiency.
- **Timid Supervision** – At this level, the supervisors know what is needed, but they are afraid or simply fail to act. They may have previously been at the excellence level. If so, what happened?

The key in developing these supervisors is to identify and address what it is holding them back from excellence.

- **Supervisory Excellence** – Supervisors at this level are the platinum standard of supervision. Police executives should maximize their impact and potential. They know what is needed, they know how to do it, and they positively direct others. Supervisors performing at the excellence level propel the agency forward, and they are essential to establishing a highly -effective organization capable of meeting its public safety mission.

Now What? Training on the Model:

The model also provides guidance on what can be done to foster supervisory excellence, as I remain under the impression that what we do as police officers matters. What we do as police supervisors and executives matters as well. Over the course of my career, I have interacted with supervisors from across all eight levels. Without question, unit and agency performance were directly impacted by the quality of their supervision. In working with supervisors to guide them toward excellence, 19 approaches proved useful.

The identified response strategies are: communication, coaching, training, direction, redirection, counseling, expectations setting, close monitoring, corrective action, delegation, mentoring, acknowledgement (praise), encouragement, goal setting, assignment matching, listening, collaboration, behavior modeling, and exit planning.

By identifying where a supervisor falls within the matrix, police executives can

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| Response Strategies | Irrelevant Supervision | Inconsistent Supervision | Timid Supervision | Supervisory Excellence | Disruptive Supervision | Harmful Supervision | Damaging Supervision | Supervisory Sabotage |
|-------------------------|------------------------|--------------------------|-------------------|------------------------|------------------------|---------------------|----------------------|----------------------|
| Communication | U | U | U | U | U | U | U | U |
| Behavior modeling | U | U | U | U | U | U | U | U |
| Coaching | P | P | P | | P | | | |
| Training | P | S | | | P | | | |
| Direction | P | P | S | | P | | | |
| Redirection | | | | | P | P | P | P |
| Counseling | | | S | | S | P | P | |
| Expectations setting | P | | P | | P | P | P | P |
| Close Monitoring | S | S | | | S | P | P | P |
| Corrective action | | | | | | W | W | W |
| Delegation | | | | S | | | | |
| Mentoring | | | | P | | | | |
| Acknowledgment (praise) | W | W | W | W | W | | | |
| Encouragement | P | P | P | | | | | |
| Goal setting | | P | | P | | | | |
| Assignment matching | S | S | S | | S | P | P | P |
| Listening | | | | S | P | P | S | S |
| Collaboration | | | | P | | | | |
| Exit planning | S | | | | S | S | S | P |

P = Primary S = Secondary U = Universal W = Whenever Appropriate

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▲ Above: Figure 2

properly select from the 19 corresponding strategies to mitigate and eliminate negative engagement, while also providing approaches that foster supervisory excellence within the organization.

The model has been accepted by the Executive Institute of the Illinois Law Enforcement Training and Standards Board, and presented to police chiefs and sheriffs from across Illinois. Efforts to expand the reach of the model are ongoing, including directly with agencies committed to excellence.

The Way Forward:

At this year’s annual conference of the Illinois Association of Chiefs of Police (ILACP), I had the privilege once again to present this model. What I had not anticipated was the timing of

my session – immediately following the session on the “Ten Shared Principles.” The work of the ILACP in partnership with the National Association for the Advancement of Colored People (NAACP) has been exceptional.

The identified principles acknowledge the sanctity of life, foster improved police-community relations, and emphasize the highest ideals of the policing profession. I have proudly added my firm’s name to the list of signers to the shared principles, and I encourage others to do so.

As police agencies continue to move forward, building and maintaining supervisory excellence will be key to both their successful implementation of these principles and their overall ability to enhance public safety. ■

- Juvenile Justice & Advocacy Unit (JJAU): This unit is tasked with advocating for children who fall between society’s cracks. It is comprised of officers who have received special training on how to engage young people. It also participates in several Sheriff’s Office outreach programs and coordinates scholarships for Cook County students.
- Carjacking Initiative: Developed in 2021, this unit combines detailed data analyses with partnerships with automobile manufacturers and other law enforcement agencies to rapidly recover stolen vehicles before they can be used in other crimes.
- Chicago Initiative: Sheriff’s Police set up a permanent presence in the 15th District on Chicago’s West Side in 2018 to work alongside Chicago Police to address violence. The effort has included community policing, bike patrols, foot patrols and deep engagement with local organizations. The initiative has contributed to a decrease in shootings and homicides. CCSPD also assists Chicago Police in numerous other areas of the city including River North, where a new command post opened in April of this year, and Chinatown, where Sheriff’s Police officers now have an increased, consistent presence.

Winners of the International Association of Chiefs of Police Officer of the Year Award have twice come from the ranks of CCSPD: Lawrence Ostrowski and Ginny Georgantas.

“I am honored to have this centennial celebration happen under my watch.” Sheriff Dart said. “As a department, we are all looking forward to continuing to serve and advocate for Cook County residents with integrity, compassion, professionalism, diversity and transparency.” ■

By Katie Risley, Director of Development- Law Enforcement Torch Run | Special Olympics Illinois

Law enforcement raises money and awareness for the Special Olympics through Torch Run

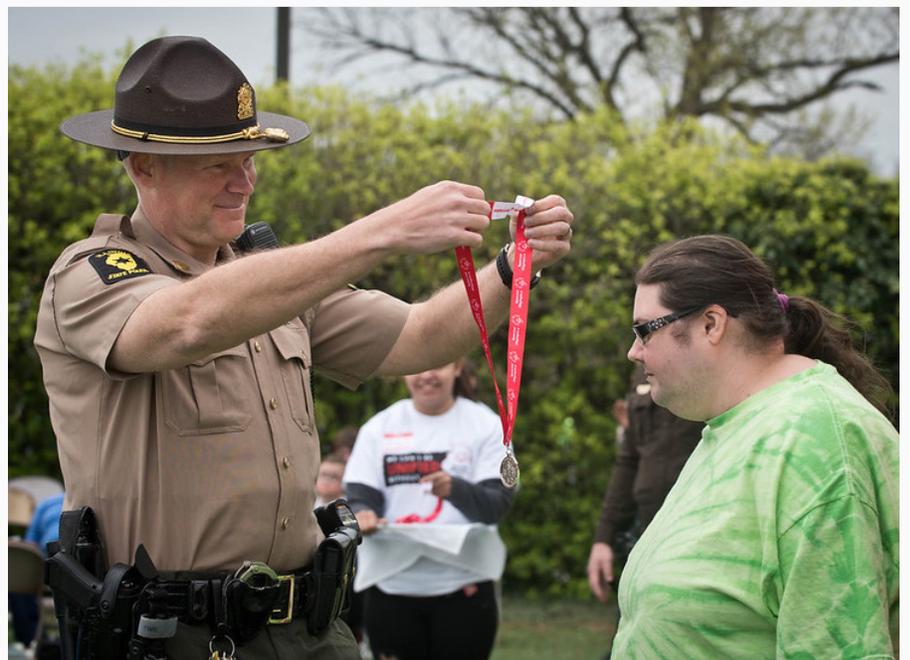
The Law Enforcement Torch Run is the single largest year-round fundraising movement benefiting Special Olympics Illinois. The Torch Run has two goals – to raise money and to gain awareness for the athletes who participate in Special Olympics Illinois.

The Law Enforcement Torch Run includes an annual intrastate relay conducted by officers representing every branch of law enforcement within the state. Approximately 3,000 officers carry the Flame of Hope nearly 1,500 miles, running through thousands of Illinois communities via 23 different legs (routes) to its final destination – the Opening Ceremony of the Special Olympics Illinois Summer Games in Normal.

In addition, the Law Enforcement Torch Run hosts a variety of annual fundraising events including Polar Plunges, Dunkin’ Cop on a Rooftop, Truck Convoys and Plane Pull events. In 2021, the Illinois Law Enforcement Torch Run made a major comeback after facing many setbacks during the COVID- 19 pandemic.

More than \$3.3 million was raised to benefit the athletes of Special Olympics Illinois. The dedication and passion of the law enforcement in Illinois is unmatched. Your commitment to the athletes is inspiring and life changing!

The Illinois Law Enforcement Torch Run has selected “Guardians of the





Flame” as the theme for 2022 and will be using #ILTorchRun22 on social media to inspire officers and departments to spread the word about how the Torch Run transforms the lives of Special Olympics athletes in Illinois.

Each February, the Law Enforcement Torch Run hosts a kickoff conference at the Doubletree Hotel in Bloomington. This is a great opportunity for new and longtime officers to share best practices, network, and engage with Special Olympics athletes. The 2023 date is

slated for Friday, February 10.

Follow the Illinois Torch Run on Facebook, Instagram, and Twitter to stay up to date on events and activities. If you would like to join the LETR Mailing List, email torchrun@soill.org ■

SAVE THE DATES:

| | |
|--|--|
| Dunkin' 2022 Cop on a Rooftop event | <i>Friday, August 19 From 5 A.m. - 12 P.m.</i> |
| Camper Raffle (Sponsored by the Maple Park Police Department) | <i>Tickets Sold Through October 2022</i> |
| Harley Raffle (Sponsored by George and Sue Ann Tragos, owners of Chi-Town Harley-Davidson) | <i>Tickets Sold Through October 2022</i> |

SEE ALL UPCOMING EVENTS HERE

[Law Enforcement Torch Run Signature Events – Special Olympics Illinois \(soill.org\)](https://www.soill.org)

Welcome New 2022 ILACP Members

Added since publication of Command November 2021 Volume 31, Issue 3

| Name | Title | Department | City |
|-----------------------|---------------------------|---------------------------------------|---------------|
| John Burke | Assistant Chief of Police | Barrington Police Department | Barrington |
| Leanne Chelepis | Chief of Police | Frankfort Police Department | Frankfort |
| Jim Clark | Training Coordinator | University of IL (Urbana) PD | Urbana |
| John Combs | Deputy Chief | Wauconda Police Department | Wauconda |
| Robert Copeland | Deputy Chief | Lake Forest Police Department | Lake Forest |
| Cory Cornett III | Chief of Police | Paxton Police Department | Paxton |
| Troy Daniels | Chief of Police | Parkland College Police Department | Champaign |
| Kurt Detmer | Sergeant | Breese Police Department | Breese |
| Victor DiVito | Deputy Chief | Hanover Park Police Department | Hanover Park |
| Ty Eagleson | Lieutenant | Rockford Police Department | Rockford |
| Peter Fajman | Deputy Chief | Steger Police Department | Steger |
| Patrick Feldhake | Lieutenant | O'Fallon Police Department | O'Fallon |
| Michael Fillback | Director of Police | Edwardsville Police Department | Edwardsville |
| Jacob Frund | Chief of Police | Ladd Police Department | Ladd |
| Anton Galati | Sergeant | Highland Park Police Department | Highland Park |
| Daniel Geil | Chief of Police | Hartford Police Department | Hartford |
| John Haase | Sergeant | East Dundee Police Department | East Dundee |
| Ron Hain | Sheriff | Kane County Sheriff's Office | St. Charles |
| Bobby Helmers | Chief of Police | Chester Police Department | Chester |
| Travis Hooker | Lieutenant | Elgin Police Department | Elgin |
| Thomas Jeffery | Chief of Police | Brooklyn Police Department | Brooklyn |
| Barry Jones | Lieutenant | Edwardsville Police Department | Edwardsville |
| Sarah Kinkin | Deputy Chief | Spring Valley Police Department | Spring Valley |
| Charles Kohlberg | Commander | Edwardsville Police Department | Edwardsville |
| Mark Kotte | Chief of Police | Hudson Police Department | Hudson |
| Scott Marth | Chief of Police | Mount Carroll Police Department | Mount Carroll |
| Michael Mund | Chief of Police | Pecatonica Police Department | Pecatonica |
| Tim Ogan | Commander | Naperville Police Department | Naperville |
| John Parnitzke | Sergeant | Palos Heights Police Department | Palos Heights |
| Jesse Phillips | Deputy Chief | Shiloh Police Department | Shiloh |
| April Prete | Patrol Officer | Highland Park Police Department | Highland Park |
| Matthew Riedel | Deputy Chief | Hanover Park Police Department | Hanover Park |
| Andrew Ritter | Sergeant | East Dundee Police Department | East Dundee |
| Brent Roalson | Chief of Police | Ottawa Police Department | Ottawa |
| Michael Schoening | Deputy Chief | Rock Valley College Police Department | Rockford |
| Jason Seeley | Deputy Chief | Mundelein Police Department | Mundelein |
| Matt Sinnokrak | Chief of Police | Livingston Police Department | Livingston |
| Chuck Smith | Commander | Antioch Police Department | Antioch |
| Nate Stenger | Sergeant | Algonquin Police Department | Algonquin |
| Christopher Sullivan | Chief of Police | Aledo Police Department | Aledo |
| Rodney Swartzendruber | Deputy Chief | Sycamore Police Department | Sycamore |
| Alexander Thomson | Chief of Police | Greenview Police Department | Greenview |
| Ryan Tone | Chief of Police | Hampton Police Department | Hampton |
| David Wentz | Chief of Police | Highwood Police Department | Highwood |
| Jeff Wig | Deputy Chief | Sycamore Police Department | Sycamore |
| Brad Wilkey | Chief of Police | Maroa Police Department | Maroa |
| John Williamson | Interim Chief of Police | Henry Police Department | Henry |
| Robert Wood | Deputy Chief | Streator Police Department | Streator |
| Princeton Youker | Deputy Chief | Wheaton Police Department | Wheaton |



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ILEAP and Federal Use of Force Certification Coordinator:
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Illinois Association of Chiefs of Police

426 S. Fifth Street
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Coming soon: *NEW* online training sessions from ILACP!

We are adding two new courses to e-training platform in August:

- Investigating and Prosecuting Violent Crime in Federal Court, presented by Ronald L. DeWald, Jr, US Attorney's Office for Northern District of Illinois, and Kali Thomas, LEC for the Northern District of IL
- Understanding the Eight Levels of Supervisory Engagement, presented by Thomas Lemmer

These sessions are:

- Informative and valuable.
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- ILETSB-approved for our members to use toward your 20 hours (currently being reviewed for which mandates they will cover).
- FREE for members!

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