

COMMAND

The Official Publication of the Illinois Association of Chiefs of Police



**NEW ILACP PRESIDENT,
CHIEF STEVEN R. CASSTEVENS**

**DOMESTIC VIOLENCE AND
WORKPLACE STALKING**

UPDATE ON INTERROGATION LAW

RISING SHIELDS AWARDED

**LOBBY DAY AND LEGISLATIVE
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On the Cover: ILACP President 2016-2017, Chief Steven R. Casstevens of the Buffalo Grove Police Department, was installed into office on April 22, 2016. Chief Casstevens is also current fourth vice president of the International Association of Chiefs of Police (IACP). He is pictured here with two of his deputy chiefs. Left to right: D.C. Mike Szos, President Casstevens, and D.C. Roy Bethge.



Table of Contents

President's Message	3
From the ILACP Headquarters	5
Update on Interrogation Law	6
Illinois Secretary of State: Working Together	10
Domestic Violence & Workplace Stalking	11
Special Olympics Illinois Summer Games	17
Chiefs: Setting an Example	19
IL L.E. Administrative Professionals Assn.	21
Six Questions For Your Auto Dealer	23
Rising Shield Awards Presented	24
ILACP Annual Conference Highlights	25
ILACP Welcomes New Members	28
2016 ILACP Lobby Day and Reception	29
Meet Some New Police Chiefs.....	31
Developing a Basic Communications Strategy	34

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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
Legislation
Ethics and Integrity
Professional Standards
Knowledge and Information
Dissemination
Media Relations
Community Partnerships



PRESIDENT'S MESSAGE



Greetings to each and every member of the Illinois Association of Chiefs of Police (ILACP). I am pleased to open this message with notes of thanks, anticipation, and progress for 2016.

First, I extend my appreciation to all of the dedicated members, sponsors, speakers, and honored guests who joined us at the Annual Training Conference and Installation in April. The pride and hard work of our organization – in particular our headquarters

staff - was reflected in every presentation, reception, and special event. Additionally, I would like to thank the ILACP as an association, and the individuals who comprise it, for the support and encouragement I received during my campaign for the Fourth Vice Presidency of the International Association of Chiefs of Police (IACP). The campaign was successful and I regard the positions with both the ILACP and IACP as a serious and solemn responsibility to represent the noble profession of law enforcement at a local, state, national, and international level.

Looking to the future, in particular the opportunities for the evolution of the ILACP, I would like to examine three topics: first, the newly adopted tagline of the association, "Illinois' Voice of Professional Law Enforcement". This maxim may seem brief, but it carries tremendous weight and accountability as we move forward in a constantly changing and often challenging environment. We must embody this statement, individually and collectively, as we make our voice heard to the communities we serve, the administrations to whom we report, and the legislators who make critical decisions that affect us all. Each of these stakeholders should be engaged, educated, and informed; this is our duty.

Additionally, I am proud to share with you that as of April 2016, the ILACP counts a total of 1,204 members. We have every right to be happy with this figure, but we can do better. There are 34,518 full time law enforcement officers across the state of Illinois, each of whom is working, training, and hopefully reaching

for excellence and advancement in our field. Before we became chiefs, we were officers. It may seem a long time ago for many of us, but let's take a moment and remember a supervisor, a chief, or other mentor who took us under a wing and gave us at least one piece of good advice. Find the time and become that mentor for an Illinois law enforcement officer. Become an ambassador for this organization to provide not only opportunities for that young sergeant or lieutenant, but also an avenue for growth and expansion for the ILACP. You will be hearing more about the 2016 President's Membership Drive, in which we are developing new incentives for those who bring in new members.

Finally, I would like to update you on a proposal which was recently passed by the ILACP Executive Committee and which I think appropriately addresses an issue of concern to our members. The ILACP Board will be restructured in 2017 to include three new "Vice President at Large" positions. The Executive Committee agreed to a division of the state into three regions, each of which will contribute a Vice President at Large. Candidates interested in serving in these positions would follow the same process as a candidate for 4th vice president. Eventually, this inclusion of Vice Presidents at Large will result in the elimination of the 4th Vice President position in 2018, with the ultimate goal of an inclusive association that is more truly reflective of Illinois law enforcement.

I will end as I began, with a mention of thanks. Thank you to the staff, and to the men and women of the ILACP for their service on committees, legislative efforts, participation in meetings and training conferences and all manner of last minute calls for assistance on behalf of professional policing in our state. You are the lifeblood of this association and through your commitment, capability,

and compassion, this association will continue to thrive. Please join me on the path to an exciting future for the ILACP that includes expansion, innovation and inclusion, all safe under the omnipresent mantle of honor with which we all serve. ■



Steven R. Casstevens

Chief of Police

Buffalo Grove, Illinois Police Department

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3 TIPS FOR TELLING YOUR STORY BETTER

By Ed Wojcicki

Executive Director, Illinois Association of Chiefs of Police



I'M HEARING it everywhere: Law enforcement needs to do a much better job of crafting a narrative about the good work we're doing. I hear it from Illinois chiefs and officers who feel beat up by the media. I heard it from my peers in Washington at the midyear meeting of the State Association of Chiefs of Police (SACOP). It's a national problem. I heard it from the chair of our PR Committee,

Chief Dave Webb of Hanover Park, who wants to tell more positive stories on behalf of Illinois police departments. And I heard it from our new president, Chief Steve Casstevens of Buffalo Grove, in his acceptance speech at our annual Installation of Officers.

So what to do? The association brought in a consultant to help us shape a message in the next few years. After talking to some of our members and some legislators, the consultant believes we have the potential to be a much stronger voice for law enforcement if we communicate strategically and declare what is true: *that our association is a force for the public good. We advocate for good public policies and programs that foster safe communities. We promote the highest professional standards in policing and advance these throughout the state with training, certifications, and accreditation.*



Teresa Haley of Springfield, president of the Illinois NAACP, poses with Park Ridge Deputy Chief Lou Jogmen in a "Selfies for Support" promotion. Reporter Craig Wall tells the story on Chicago's Fox 32 on April 27, 2016.

Many chiefs have had public relations training and have Public Information Officers who are using social media effectively. That's really good. What we contribute at the statewide level is to give the sum of all your stories a larger impact. We are, after all, **"Illinois' Voice of Professional Law Enforcement"** – our new tagline. We can amplify and unite your voices so that you sound like a symphony instead of individual musicians toiling in various remote areas. With that in mind, here are my three suggestions:

- Share your good stories with us by sending them to stories@ilchiefs.org and to pr@ilchiefs.org. Often, this will be as simple as sending a link or your own content, already created, to those email addresses. You can also share statewide on Facebook by using the @Illinois Association of Chiefs of Police in your Facebook posts.
- Be disciplined about staying on message. This is difficult. You might begin by echoing what your association says: *Your department is a force for the public good. You advocate for good public policies and programs to make your community safer. You promote the highest professional standards in policing and advance these with training, certifications, and accreditation.* Repeat often. "Staying on message" doesn't mean that these are the only things you say. But the more you repeat these refrains, and other chiefs and PIOs do, too, the more we speak with one voice in Illinois.
- Use pictures and video. These are more powerful than words. It's what audiences want. We're moving the association in that direction. When I first wrote this column, I had too many words because I needed a picture. Everybody likes pictures. So I had to eliminate 120 of my precious words, and then another 40, to make room for the picture on this page. And the page is much better with the picture, isn't it? ■

Ed Wojcicki

Ed Wojcicki
Executive Director
Illinois Association of Chiefs of Police



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UPDATE ON INTERROGATION LAW

MIRANDA: INTERROGATION; WHAT CONSTITUTES; FUNCTIONAL EQUIVALENT

By James P. Manak

People v. Wright, No. 11-CF-233 (Ill. App. 2016).

<http://www.illinoiscourts.gov/Opinions/AppellateCourt/2016/5thDistrict/5120310.pdf>

SUMMARY

Defendant was taken into custody on suspicion of committing robberies, placed in a police car, handcuffed, and taken to a place where his girlfriend, who was innocent of any involvement, was being questioned by the police. Defendant made incriminating admissions without *Miranda* warnings. The arresting officer testified that he did not issue the *Miranda* warnings because he did **not intend** to interrogate defendant, although there was “banter” between defendant and the officer that led to incriminating admissions.

The court ruled that even without formal questioning by the officer, the setting was the “functional equivalent” of interrogation and failure to give the *Miranda* warnings rendered the incriminating admissions inadmissible. Their use at trial was not harmless error and defendant’s conviction was reversed.

THE COURT’S ANALYSIS

The first issue is whether the trial court erred in denying defendant’s motion to suppress. Defendant raises **three arguments with regard to this issue:** (1) the trial court’s finding that defendant initiated the exchange with Prather [officer] is against the manifest weight of the evidence and shows the trial court’s factual findings are wrong and not worthy of deference by this court; (2) **Prather did, in fact interrogate defendant;** and (3) the State cannot prove admission of defendant’s incriminating statements was harmless beyond a reasonable doubt. **The State concedes defendant was in custody for purposes of *Miranda* at the time he made the statements to Prather and that defendant was not Mirandized, but argues the trial court did not err in denying the motion to suppress because Prather’s testimony and the video showing defendant in the holding cell indicate that defendant is the one who asked questions, claimed his innocence, and offered to assist the police with their investigation. Officers were merely responding to defendant.**

The fifth amendment provides no person shall be compelled in any criminal case to be a witness against himself. U.S. Const., amend. V. Pursuant to *Miranda v. Arizona*, “the prosecution may not use statements, whether exculpatory or inculpatory, stemming from custodial interrogation of the defendant unless it demonstrates the use of procedural safeguards

effective to secure the privilege against self incrimination.” 384 U.S. at 444. These safeguards include the now familiar *Miranda* warnings or their equivalent.

In *Miranda*, the Supreme Court concluded that “without proper safeguards the process of in custody interrogation of persons suspected or accused of crime contains inherently compelling pressures which work to undermine the individual’s will to resist and to compel him to speak where he would not otherwise do so freely.” 384 U.S. at 467. **Defendant contends that because he received no *Miranda* warnings, his statements should have been suppressed. While the State concedes defendant was in custody at the time he made the statements, it insists Prather’s conduct did not constitute interrogation.**

When reviewing a trial court’s denial of a motion to suppress, a bifurcated standard of review is applied. We review the trial court’s factual findings under a manifest weight standard, but we apply a de novo standard to the ultimate question of whether the evidence should be suppressed. *People v. Bonutti*, 212 Ill. 2d 182, 188, 817 N.E.2d 489, 492 (2004).

Miranda suggests interrogation refers only to actual “questioning initiated by law enforcement officers” (384 U.S. at 444); however, later clarification by the Supreme Court indicates ***police practices can be a violation of *Miranda* even though no express questioning by police is involved.*** For example, in *Rhode Island v. Innis*, 446 U.S. 291 (1980), the Supreme Court reviewed the “interrogation environment” and found some police practices violate *Miranda* even without express questioning, specifically stating as follows:

“[T]he *Miranda* safeguards come into play whenever a person in custody is subjected to either express questioning or its functional equivalent. That is to say, the term ‘interrogation’ under *Miranda* refers not only to express questioning, but also to any words or actions on the part of the police (other than those normally attendant to arrest and custody) that the police should know are reasonably likely to elicit an incriminating response from the suspect. **The latter portion of this definition focuses primarily upon the perceptions of the suspect, rather than the intent of the police.** This focus reflects the fact that the *Miranda* safeguards were designed to vest a suspect in custody with an added measure of protection against coercive police practices, without regard to objective proof of the underlying intent of the police. **A practice that the police should know is reasonably likely to evoke an incriminating response from a suspect thus**



Continued from page 7

amounts to interrogation. But, since the police surely cannot be held accountable for the unforeseeable results of their words or actions, **the definition of interrogation can extend only to words or actions on the part of police officers that they should have known were reasonably likely to elicit an incriminating response.**" (Emphasis in original.) 446 U.S. at 300.

Accordingly, our focus is on defendant's perceptions, not on Prather's intentions.

Unfortunately, in the instant case, the focus at the suppression hearing was on Prather's intentions rather than defendant's perceptions. At the hearing, Prather said he did not issue *Miranda* because defendant was "old school" and Prather never expected to get a confession out of him or even expected him to talk about it, so "[i]t wasn't my intent to even interrogate him." Later in the hearing, Prather admitted he did not advise defendant of his *Miranda* rights even when he put defendant in the holding cell because Prather felt the video was strong enough evidence that he did not need to interrogate defendant. Prather specifically stated interrogation "was never my intent."

In *Innis*, police officers arrested the defendant for robbery with a sawed off shotgun, but found him unarmed. While in transit to the police station, the officers had a "brief conversation" with each other about the missing shotgun, which everyone in the car including the defendant heard. *Innis*, 446 U.S. at 303. Referring to a nearby school for handicapped children, one officer said to another, "[i]t would be too bad if [a] little [handicapped] *** girl *** pick[s] up the gun, maybe kill[s] herself." 446 U.S. at 295. At this point, the defendant interrupted the officers' conversation and offered to show them where the gun was located. 446 U.S. at 295. The Court ruled the officers' conversation did not constitute interrogation for *Miranda* purposes because the entire conversation consisted of "no more than a few off hand remarks" and was not "a lengthy harangue in the presence of the suspect." 446 U.S. at 303. The officers' comments were not "particularly 'evocative'" and there was no evidence the officers were "aware that the [defendant]

was peculiarly susceptible to an appeal to his conscience concerning the safety of handicapped children." 446 U.S. at 302. The Court concluded the officers should not have known their conversation was reasonably likely to elicit an incriminating response from the defendant and therefore did not subject the defendant to the functional equivalent of interrogation under *Miranda*.

In the instant case, to the contrary, we find Prather's language and actions particularly evocative. Not only did Prather handcuff defendant, place him in the back of a patrol car, and engage him in ongoing conversation, including asking at least one question and discussing the evidence against him, but also Prather drove

defendant to an area where defendant could see Sharon, the mother of his three children, being questioned by police. Defendant saw Sharon remove money from her bra and place it on a table. He then saw her being placed in the back of another police car, at which time he assumed she was being arrested for a crime in which she was not involved. Unlike the police actions in *Innis*, the police actions here are particularly evocative and likely to elicit an incriminating response from defendant. Most people would be susceptible



after seeing their loved one implicated in a crime in which he or she had not participated.

At the suppression hearing, Prather admitted that after he placed defendant under arrest, he not only defended his position to defendant that defendant was guilty, but also continued to engage defendant in conversation. Prather also admitted defendant did not say anything about either a gun or a mask until after defendant saw Sharon being questioned by police. **Under these circumstances, the trial court's finding that the "banter" between defendant and Prather did not approach the type of situation in which the concerns that govern *Miranda* are implicated is against the manifest weight of the evidence. The fact that Prather never intended to question defendant and never expected defendant to make an admission or incriminating statements is not what matters. Nor does it matter that the trial court found Prather "completely credible." What**



matters is defendant's perception of the events. What happened to defendant was the "functional equivalent" of a police interrogation, and it clearly undermined defendant's privilege against self incrimination.

Looking at the totality of the circumstances from defendant's vantage point, it is clear Prather subjected defendant to an interrogation likely to elicit an incriminating response without providing him the warnings demanded by Miranda. The trial court committed constitutional error by allowing the State to introduce defendant's statements at trial, and we must reverse unless the State establishes that the improper admission of defendant's statements was harmless beyond a reasonable doubt. *People v. Daniels*, 391 Ill. App. 3d 750, 793, 908 N.E.2d 1104, 1137 38 (2009). In order for an error to be harmless, a reviewing court must be satisfied beyond a reasonable doubt that the error did not contribute to the defendant's conviction. *Daniels*, 391 Ill. App. 3d at 793, 908 N.E.2d at 1138.

In the instant case, during closing, the prosecutor argued as follows:

"Is it just a coincidence that even notwithstanding all the other things I've told you, when **Sergeant Prather made contact with this defendant he made statements no innocent man would make.** And that's really the bottom line. Let Sharon go, she doesn't know anything about it. Let us both go and I'll lead you to the gun and mask and the real robber. Is that how somebody who is told, you know what, you are being arrested for two armed robberies, is that how they respond if they know they didn't do it? And not only know they didn't do it, but know who did it? No, they don't bargain, they don't respond that way. They say, whoa, you got the wrong guy, I know who did it and it was so and so. But that's not what we heard here. And when that didn't work, to go on to say – confronted him because he's wearing the exact clothing from the Huck's video. Say, well, let me go and I'll tell you who I borrowed these clothes from in the two-hour frame of when the robbery occurred and when you found me which is just ludicrous on its face. It's ludicrous."

Under these circumstances, where the prosecutor specifically asserted to the jury that "the bottom line" in the case was that defendant made statements no innocent man would make, we cannot say the admission of defendant's statements was harmless beyond a reasonable doubt.

THE COURT'S CONCLUSION

We find the trial court erred in denying defendant's motion to suppress and the admission of defendant's statements was not harmless beyond a reasonable doubt. Therefore, we reverse the trial court's erroneous

admission of defendant's inculpatory statements and remand for a new trial. Because the first issue raised by defendant is dispositive, we need not address the two additional issues raised in this appeal.

For the foregoing reasons, we reverse the judgment of the circuit court of Marion County and remand for a new trial.

Note: A vigorous dissent took the position that the majority opinion/decision was a misapplication of the *Innis* rule and that the defendant was not subjected to custodial interrogation within the meaning of *Miranda*.

PRACTICE POINTER

The case illustrates that a police officer's objective intention not to interrogate a suspect in custody does not necessarily negate a finding of the "functional equivalent" of interrogation. **An officer needs to evaluate the surroundings of a custodial setting to determine whether a "functional equivalent" of interrogation is present. If it is, mere "banter" can fall under the shadow of *Miranda* interrogation if incriminating admissions result. Obviously, giving the warnings is the safest course of action in this type of situation. ■**



Mr. Manak is Amicus Advocate for Americans for Effective Law Enforcement; Adjunct Counsel at the Center for Public Safety, Northwestern University, Evanston, IL; Adjunct Professor of Law at John Marshall Law School, Chicago, IL; and has served as consultant to the National District Attorneys Association.

Mr. Manak is the present and former author/editor of several law enforcement publications, including Criminal Law and Its Administration (7th Ed. 2008), coauthored with the late professor Fred E. Inbau; the Illinois Law of Criminal Investigation; the Law Enforcement Legal Defense Manual; the Law Enforcement Legal Review; and Case Commentaries and Briefs, formerly published by the National District Attorneys Association.



FROM THE OFFICE OF IL SECRETARY OF STATE JESSE WHITE WORKING TOGETHER TO SAVE LIVES



Jesse White, Secretary of State

Over the last 17 years, it has been my privilege to work with members of the law enforcement community to reduce injuries and fatalities and to make Illinois roads safer. Without the commitment of law enforcement and the enhancements in our traffic safety laws, this accomplishment would not have been possible.

When I became Secretary of State, more than 1,400 people were dying on Illinois' roadways every year. In 2014, according to the National Highway Traffic Safety Administration (NHTSA), Illinois lost 924 lives to traffic crashes, a 34%

reduction in highway deaths, which is a significant improvement.

During a time of dissention on budgetary issues in this state, the change to Illinois' traffic safety laws over the last decade show that interested parties can come together for a common goal to save lives.

Over the last 15 years, with the support of law enforcement organizations such as the Illinois Association of Chiefs of Police and victim advocate groups, I was able to obtain bipartisan support from members of the General Assembly to make significant enhancements to Illinois' traffic safety laws. I believe these changes have helped law enforcement as well as played a major role in reducing Illinois' traffic injuries and fatalities.

The Teen Driver Safety Task Force, the Distracted Driving Task Force and the ongoing Advisory Council on Traffic Safety have been just a few of the tools used to identify problems, develop solutions and pass legislation to help Illinois lead the efforts to combat driving fatalities. Due to the diligent work of these groups, including law enforcement, Illinois has enacted strong traffic safety laws which include:

- Establishing a centralized database for all traffic violations, making it accessible to court officials.
- Unmasking court supervision adjudications of commercial motor vehicle operators to keep dangerous truckers off the road.
- Limiting court supervision adjudications for drivers involved in crashes resulting in fatalities.
- Requiring Breath Alcohol Ignition Interlock Device (BAIID) installation on vehicles of all first-time DUI offenders.
- Prohibiting texting while driving.
- Banning cell phone use while driving.

- Enhancing penalties for DUI with a BAC of .16 or more.
- Enhancing penalties for DUI with a minor child in the vehicle.
- Allowing vehicle seizures for multiple DUI offenders.
- Requiring mandatory jail time for persons habitually driving a vehicle while suspended or revoked.
- Enhancing penalties for drivers who excessively drive above the posted speed limit.
- Limiting the number of court supervisions per year for traffic violations.
- Requiring passenger limitations during the first year of driving for teen drivers to help avoid distractions.
- Limiting the number of moving violations per year for teen drivers. Requiring additional enhancements, including nighttime driving restrictions, to the Graduated Driver License Program to ensure teen drivers are better trained to operate a vehicle.

With the passage of these pieces of legislation, Illinois continues to be the leader by developing and enacting strong traffic safety laws and messages.

As you know, we still have more work to do. I hope to develop and see even more stringent laws passed to combat drunk driving and stop texting and cell phone use while driving. Toward that effort, I need the continued support and input from law enforcement. Your ideas about new methods to educate and eliminate these behaviors are imperative. I also look to you to provide input on new and better ways to help enforcement efforts.

Thank you for all you have done and continue to do every day.

Stay safe. ■





TEN THINGS A POLICE CHIEF NEEDS TO KNOW ABOUT DOMESTIC VIOLENCE AND STALKING IN THE WORKPLACE

By Pamela A. Paziotopoulos, Esq.



Pamela A. Paziotopoulos, Esq.

There has been a long standing perception that law enforcement merely reacts to crimes after they are committed instead of taking substantial steps to prevent crimes. Historically, there have been no policies or procedures in place that were geared toward avoiding further violence. The mentality was just to “wait and see.” Years ago, on domestic violence cases, officers would respond to a call and leave the parties to sort it out

among themselves. The officers would simply give the offender time to calm down, and then they would leave without making an arrest. Victims often would say, “Do I have to wait for him to kill me for you to do something?”. It is now 2016, and law enforcement have changed their ways dramatically when it comes to handling domestic violence cases. Police officers now respond, arrest and write thorough police reports. Violations of orders of protection are taken very seriously. In some areas violations are not misdemeanors, but felonies. Many departments have created mandatory arrest procedures for violations of orders of protection.

We all know that offenders who violate protective orders are often on the path to committing serious violence. For example, on Black Friday November 28, 2014, Nadia Ezaldein, a 22-year old woman, and a seasonal employee at Nordstrom on Michigan Avenue in Chicago, was fatally shot by Marcus Dee, her ex-boyfriend. Dee walked into the accessories department in Nordstrom “exchanged words” with Ezaldein, then fatally shot her at about 8:30 p.m. Friday night. He shot her in the head and neck region, and then turned the gun on himself.

When these types of shooting cases emerge, the questions frequently posed are “Who could have predicted this?” and “This tragedy is an isolated incident.” When one considers that one out of every four American women report intimate partner abuse, rest assured the risk of any mid to large sized corporation to experience intimate partner violence within their workplace is a strong possibility.

The most important tool that can prevent these active shooter situations from occurring at your workplace is to create a culture where employees, including those hired seasonally, to feel comfortable sharing sensitive, personal information with their managers and co-workers.

To create such an ambience within the workplace every corporation or organization should have a workplace violence policy that is used as a manual to instruct and train their staff on how to be proactive in maintaining a safe work setting and how to act if they are exposed to intimate partner violence. Remember: Individuals never snap. There are always pre-incident indicators.

In the Nordstrom shooting, the victim had been physically and mentally abused throughout her relationship. One example was when he inserted a handgun into her mouth, resulting in a hospital visit.

Even after she broke up with him, he continued to harass her and her family. She changed her phone number three times in an effort to escape from his presence. Relatives of the victim said that she was hesitant to report any abuse or harassment she was encountering, because his parents were Chicago police officers. She tried to obtain an order of protection, but backed out because Dee threatened to kill himself if she went through with it. In this case were there pre-incident indicators? Absolutely.

What did this cost Nordstrom? Nordstrom was closed the following day on Saturday, November 29, 2014. We can only imagine what it “cost” to Nordstrom to close the Saturday of Black Friday weekend. This tragedy destroyed holiday shopper’s sense of safety. Sales personnel throughout the Chicago-land area feared for their own lives.

What if something like that was repeated in their workplace? Aside from creating a policy, employers need to train managers and supervisors on the importance of understanding how intimate partner violence infiltrates the workplace. The most effective method of conveying protocol this is to provide training to front line employees, supervisors and security personnel. Training should include identifying warning signs that an employee may be in a domestic violence situation. Once the employee is identified, then how do you deal with that person. Often, Supervisors look the other way or assume that it is a “private” matter.

We know that if these situations are neglected, it cannot only be lethal for the victim, but for co-workers as well. Some of the warning signs include:

- Unexplained bruises
- Difficulty concentrating
- High absenteeism rate
- Repeated upsetting phone calls
- Signs of anxiety or depression
- Disruptive visits from former partners to call the police if they see him or her near your house



Continued from page 11

Employers should designate a security director, or another senior manager, to start the process of assessing an employee that may be in an abusive relationship. They can then refer the situation to the experts when appropriate. There are numerous identifiable red flags in these situations. A threat assessment team comprised of HR, Security, Legal, and other appropriate personnel can be very helpful in reviewing these types of cases. Every organization and corporation should strongly consider forming an incident response team or threat assessment team to assess potential workplace violence scenarios.

This team should also make certain that an employee that faces abuse by a partner or former partner is safe at home and at work. Safety at work includes asking the employee to:

- Give a copy of an order of protection to their workplace
- Provide a photograph of the abuser
- Vary their routes to and from work
- Arrange for someone to escort them to their car, bus or train during difficult times
- Move to a non-public workspace if possible

Victims should also be encouraged to develop a safety plan for their homes and discuss it with their children. The plan should be reviewed as often as possible. The plan may include:

- changing the locks and installing devices to secure the windows
- making sure the children's school, day-care center, or camp knows who is authorized to pick up the children.
- telling neighbors and landlords that your abuser no longer lives there and ask them to call the police if they see him or her near your house.

Let's identify the top ten things Police Chief's need to know about intimate partner violence and how it infiltrates the workplace.

1. COSTS

Corporate America loses \$5 billion annually in lost productivity and absenteeism while realizing increased healthcare and security costs due to domestic violence erupting in the workplace. On-site security directors cite domestic violence as their number one concern. Courts and lawmakers have begun to hold employers increasingly accountable for workplace violence.

Of those victims who are employed, 96% report having some problem in the workplace as a direct result of their abuse or abuser.⁴ Incidents of domestic violence on company property are reported by 71% of human resources and security personnel surveyed.⁵ However, 92% of those who are physically abused by their partners do not discuss the incidents

with their physicians, and 57% do not discuss the incidents with anyone. These victims may be your friends, neighbors, co-workers, employees or family members.

Domestic violence is estimated to cost the nation billions of dollars in lost productivity, increased healthcare costs, absenteeism, and workplace violence. Consider the following statistics about employed battered women:

- 74% of the abuser will be at work, either in person or over the telephone;
- 56% of the victims will be late for work at least five times a month;
- 28% of the victims leave early at least five days a month; and
- 54% of the victims miss at least three full days of work a month.

These statistics demonstrate just some of the hidden costs due to domestic violence: employee tardiness, absenteeism, and decreased ability to concentrate causing lost productivity—to an employer. Other costs include lower employee moral, higher turnover, and higher risk for liability.

2. EFFECTS ON CHILDREN

Being raised in a home with domestic violence can have lifelong consequences. Approximately 3.3 million children witness their parents interpersonal violence each year.⁶ Reports by battered mothers show that 87% of their children witnessed the abuse.⁷ Children exposed to domestic abuse often have behavior problems. They often have difficulty concentrating in school, and often engage in rebellious behavior. Mothers who are victims of abuse will often have to field calls at work from their child's school about these problems. These mothers will often need time off from work to go to counseling sessions with the child. This obviously increases the stress for mom and for the child.

3. ESTABLISH A POLICY AGAINST DOMESTIC VIOLENCE

We know that with one out of three women experiencing domestic violence in her life, any mid to large size company is certain to have employees dealing with this every day. What can employers do? They can start by creating a policy that addresses this topic. A policy sends a strong message from the employer. It defines domestic violence, addresses how an employee who is a victim can get assistance, and how that particular workplace has taken steps to ensure a safe working environment. It also clearly defines the roles of the Director of Security, Human Resources and Supervisors in addressing the spillover of domestic violence in the workplace. The policy can be distributed to all employees via the employee handbook, brochures, a company produced video, and company wide training.



4. CREATE MANAGEMENT AWARENESS

From the top of the organization on down, a message to the managers/supervisors must be conveyed that domestic violence is an important business issue that cannot be ignored. This issue needs to be raised at every level of the organization. The most effective method of conveying the importance of this issue within the organization is to provide training to front line employees, supervisors and security personnel.

5. KNOW THE WARNING SIGNS OF DOMESTIC VIOLENCE

If someone appeared at work under the influence of alcohol, a Supervisor would generally refer them to HR or the EAP program. However, when someone appears at work with a bruised eye, fewer managers take the person aside and ask how they can help. Unfortunately, despite the fact that domestic violence is so widespread, and in the news on a regular basis, Supervisors often look the other way or assume that it is a "private" matter. We know too well, that if these situations are neglected, not only can it be lethal for the victim, but for co-workers as well.

Some of the warning signs include:

- Unexplained bruises or explanations incongruent with injuries
- Signs of distraction or difficult concentrating
- High absenteeism rate
- Repeated upsetting phone calls
- Signs of anxiety or depression
- Fluctuations in the quality of work for no apparent reason
- Noticeable changes in the use of makeup
- Inappropriate clothes
- Disruptive visits from current/former partners
- Frequent/unexplained use of leave time
- Discomfort when communicating with others
- Sudden/unexplained requests to be moved from public locations
- Frequent financial problems
- Requests for time off to attend court
- Reluctance to field calls from former partners
- Sudden changes of address or reluctance to divulge where she is staying
- Reluctance to participate in informal activities outside of work



6. INQUIRE INTO THE SITUATION

Responding to the situation can be uncomfortable for all parties. Some suggested approaches when opening the topic include: "Is it possible that your partner is mentally or physically abusing you?" The employee

may seem confused, or tell you that they "don't know".

Domestic violence is about using power and control.

Continue to address these methods in your questioning.

- Does your partner try to isolate you from your friends and family?
- Does your partner prefer you to spend all your time together or at home?
- Does your partner say things to criticize you?
- Does your partner say things to make you feel bad?
- Does your partner humiliate you in public?
- Does your partner play mind games with you to make you think you are losing your mind?
- Does your partner use your children as blackmail or threaten to take the children away?

7. TALK ABOUT THE ABUSE

Although difficult, the best method is to address the situation as soon as possible. If you see an employee with an unusual bruise on their face, or body, let them know what you have observed. Say something like, "I've noticed the bruises you had last week and you look upset and worried today." Let them know that you think someone is abusing them. You may want to say, "I thought it was possible that you are being hurt by someone and I am concerned about you." You also may want to make a statement of support by saying "No one deserves to be hit by someone else." ⁸

8. ASSESS THE SITUATION

Domestic violence cases are complicated. Often times these cases look innocuous, especially where there is no physical evidence or additional witnesses to corroborate the case. For example, there are cases where the batterer is charged

with phone harassment, or violating a protective order by showing up at the victim's house, it may not be apparent that this case may soon become a homicide. In these cases, we are searching for ways to gain insight on how far along the offender is on his path to acting out in a violent manner against the victim.

When a serious incident of workplace violence occurs, many people tend to say that the individual just "snapped". It is well recognized among threat assessment professionals that people don't just "snap", and that there are pre-incident indicators that suggest the potential for violence. The goal for the Director of Security, or anyone conducting the assessment, is to identify the potential problem early enough to prevent or defuse the situation. Non-expert managers and co-workers can and should be willing to start the process of assessment, and then refer the situation to the experts when appropriate.



Continued from page 13

The following is a list of a few red flags that should be incorporated into an assessment. For a more comprehensive list of red flags or lethality indicators in domestic violence and stalking cases, please see, "*Workplace Violence Prevention: A Practical Guide*," book chapter, "Domestic Violence in the Workplace", STP Specialty Publishers, Published, Fall, 2002, or "Domestic Violence Policies and Procedures" Deskbook for Prosecutors, January 2001.

Status of Relationship: One of the most critical pieces of information is whether or not the victim is still in the abusive relationship, or whether she has terminated the relationship. It is well known that in most domestic violence homicides the victim had recently communicated to the perpetrator that the relationship was at an end, or had left the relationship. If the answer is "yes", then it is imperative to construct safety plans for the victim at home and at work. During this time, stalking behavior is quite common. The offender no longer knows where she lives, but knows where she works. Thus, it is common to see phone harassment, violations of protective orders, appearing at victim's workplace during that stalking stage. This is the most dangerous time for the victim and, potentially, her co-workers.

Abuser's Reaction: How has the abuser reacted to the termination of the relationship? Did he try to prevent her from leaving? Rip out the phone? Follow her to a friend's house? Become obsessed with finding her? Violence is most likely to escalate during this time.

Orders of Protection: How has the offender reacted to being served with an order? If he violated it, it can be inferred that he has no regard for the criminal justice system, and that it will not act as a deterrent to him. You should put safeguards for the victim in place before he is served with the order, especially if the offender has exhibited volatile behavior in the past when served.

Suicide: It is not enough to inquire whether the defendant has ever attempted suicide. Prosecutors should inquire as to the specificity of the plan and whether or not the offender has also conveyed a desire to kill the victim or children. The more concrete the details and specificity of the plan, the higher the risk to the victim.

Guns: The recent acquisition of a gun is often a more ominous indicator of violence than a long-term possession of a firearm.

Substance Abuse: Many domestic violence offenders have problems with alcohol or drugs. It is important to determine if the offender has recently increased his usage.

Fear: One can speculate about how lethal the situation may be, but only the victim holds the true answer to this question. If the victim has ever visited a shelter before, it will be a good indication of real fear, because hiding from the offender is an excellent indication of real danger.

Location of Violence: If the violence was conducted in a public place, it is likely that it will be repeated. This is because the offender is confident enough (or desperate enough) to move the exercise of his power and control from the home (a private domain) to a public domain, despite the risk of escalating the jeopardy to himself. This is where you will see surveillance/stalking type behavior. Even if there is not enough to charge the offender with stalking, it is noteworthy to learn if the offender has followed the victim or acted in any other persistent manner.

Strangulation: The ultimate in symbolic violence is removing the victim's voice. Often, this is the last step before homicide. Incorporating these red flags into the assessment of a case will enable the investigator to make more informed decisions. It will also be helpful in making the appropriate referrals and community links for victims.



9. SAFETY AT HOME

Victims should be encouraged to develop a safety plan and discuss it with their children. The plan should be reviewed as often as possible. The plan may include:

- Changing the locks and installing devices to secure the windows
- Making sure the children's school, day care center, or camp knows who is authorized to pick up the children.
- Telling neighbors and landlords that your abuser no longer lives there and ask them to call the police if they see him or her near your home.

10. SAFETY AT WORK

If the victim has an order of protection, they should be encouraged to keep it with them at all times. Copies should be given to their employer, school officials, and local police. Building Security and the receptionist at their workplace should be given a copy of it as well as a photograph of the abuser. Obviously, this is why it is critical for companies to have policies in place that encourage victims to come forward and share this information. Victims should vary their routes to and from work and arrange for someone to escort them to their car, bus or train during difficult times.

Some states have passed laws allowing for domestic violence victims to take time off of work without any penalty from their employer. For instance, Illinois enacted the Victims' Economic Safety and Security Act⁹ or VESSA, which allows eligible employees to take unpaid leave from employment to address domestic violence, dating violence, sexual assault, or stalking (for medical attention, victim services, counseling, safety planning, or legal assistance or other specified purposes).¹⁰ It allows employers to require certification of the need for such leave. HR Directors should check to see if their state has enacted a similar law. HR directors should also be aware of other legal ramifications of domestic violence in the workplace. Workplace violence may create causes of action under negligence theories, OSHA fines, sexual harassment theories, workers compensation statutes, as well as the Family and Medical Leave Act and the American with Disabilities Act.

All employers can be vulnerable to the spillover of domestic violence in their workplace. That is why it is critical for businesses to get involved in creating internal programs to address domestic violence. Employers do have the power to save money and save lives. ■

IT IS YOUR BUSINESS!

¹ Harvard University School of Public Health, 1997:30

² U.S. Department of Justice, Bureau of Justice (BJS) Statistics, *Violence Against Women: Estimates from the Redesigned Service (NCJ-154348), August 1995, page 3.*

³ U.S. Department of Justice, *BJS Census of Fatal Occupational Injuries, 1992-94 (1994).*

⁴ Connie Stanley, *Domestic Violence: An Occupational Impact Study.* (Tulsa, OK 1992).

⁵ Isacc, Nancy E., Sc. D., *Corporate Sector Response to Domestic Violence* (Cambridge, Massachusetts: Harvard University School of Public Health, 1977).

⁶ B.E. Carlson, "Children's Observations of Interpersonal Violence." In *Battered Women and Their Families: Intervention Strategies and Treatment Programs.* (New York: Springer Publishing Co., 1984): p.59

⁷ Lenore Walker, *The Battered Woman Syndrome.* (New York: Springer Publishing Co., 1984): p.59

⁸ This list of questions has been prepared from materials compiled by the Family Violence Prevention Fund: see www.endabuse.org.

⁹ Illinois Public Act 93-0591

¹⁰ Eligible employees are those who work for an employer with 50 or more employees and who are victims of domestic or sexual violence or are employees who have a family or household member (e.g., spouse, parent, child, and persons jointly residing in the same household) who is a victim of domestic or sexual violence. Employees may take up to 12 weeks of unpaid leave during any 12-month period. This 12-week leave is not in addition to the unpaid leave permitted by the federal Family and Medical Leave Act. The leave may be taken intermittently or on a reduced work schedule. Employees may use paid leave such as vacation time in lieu of unpaid leave.

About the Author

Pamela A. Paziotopoulos, Esq. is a nationally recognized expert on Domestic and Workplace Violence, Pam provides policy guidance and professional consulting support for both public and private organizations. She currently has her own consulting company, The Paziotopoulos Group, Ltd., located in the Chicago, Illinois area.

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OFFICERS NEEDED FOR TORCH RUN WEEK SPECIAL OLYMPICS ILLINOIS SUMMER GAMES

Law enforcement officers across Illinois are invited to take part in the Law Enforcement Torch Run annual intra-state relay leading up to the 2016 Special Olympics Illinois Summer Games. Approximately 3,000 officers representing every branch of law enforcement from local police officers to FBI agents are anticipated to participate in this year's Torch Run. These individuals will carry the Flame of Hope nearly 5,000 miles between June 5 and 10, running through thousands of Illinois communities via 23 different legs (routes) to its final destination – the Opening Ceremony of the SOILL Summer Games in Normal on June 10. Officers are also encouraged to hand out medals to athletes at our various competitions that weekend.

This year marks the 30th anniversary for the Illinois Law Enforcement Torch Run. Illinois LETR has selected “Guarding the Flame Since 1986” as our theme for 2016 and will be using #ILTorchRun30 on social media to inspire officers and departments to spread the word on how the Torch Run transforms the lives of Special Olympics athletes in Illinois.

The Torch Run began in 1986 with fewer than 100 runners carrying the torch along five legs; north (starting in South Beloit), south (starting in Cairo), east (starting in Danville), west (starting in Quincy) and the city of Chicago. Illinois' first Torch Run raised just \$14,039.93, but the seed was planted for future growth. The Torch Run raised \$500,000 in 1997. Illinois easily surpassed the \$1 million mark in 2001, reached the \$2 million mark in 2006 and the \$3 million mark in 2013. Last year, the Torch Run reached another milestone when it raised more than \$4.1 million.

If you would like to find out more information about Torch Run Week, Summer Games or the Illinois Law Enforcement Torch Run in general, please contact Sandy Nash at snash@soill.org or 309-888-2562. ■

Sandy Nash | Senior Director of Development - Torch Run
Special Olympics Illinois
605 East Willow | Normal, IL 61761 | P: 309-888-2562
F: 309-888-2570 | C: 618-974-9010 | www.soill.org





The ILACP is pleased to offer advertising opportunities in connection with **COMMAND** magazine, which has been published since September 1991. We continue to offer up-to-date information about “what’s happening” in the public safety arena to our members within the law enforcement executive leadership community and other interested parties. The Association strives to aggressively improve production and media relations with advertisers and sponsors, which will further provide excellent customer service and communications. It is not too late to get in front of the major decision makers of law enforcement in Illinois. We will be accepting ad placements on a continuing basis. Details to assist in your advertisement planning are provided below.

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	FULL PAGE		8.75	11.25		N/A
	½ PAGE	3.75	10.5	8.0	5.0	
	¼ PAGE	3.75	5.0	8.0	2.25	
	BUSINESS CARD	N/A	N/A	3.5	2.0	

The ILACP Command magazine is created and produced by Cedar Graphics Inc. in Peoria, Illinois in conjunction with the Illinois Association of Chiefs of Police. In the event of questionable ad content, the advertisement will be approved at the discretion of the Illinois Association of Chiefs of Police and its staff.

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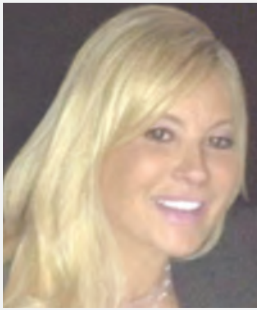


CHIEFS: SETTING AN EXAMPLE

By

Robin Kroll, PsyD, ABPP

Board Certified Police and Public Safety Psychologist



Dr. Robin Kroll
Clinical Psychologist

Max leaves his agency at 0900 hours because he needs to get to an important meeting. He is the Chief of Police and has been for the last 7 years. He loves his job, but being Chief isn't easy. The stressors of commanding an agency have its ups and downs – quite literally. Managing up and managing down is no easy task to accomplish.

Chief Max has experienced this on numerous occasions. While he is assured his officers appreciate and value him as a boss, he knows how quickly he can lose their vote of confidence when having to make an unpopular decision. Managing up, working with the Mayor, and making politically correct decisions can have a direct influence on his relationship with his officers.

He remembers being a young patrolman. He started his career truly believing that his choice to come on the job was based on the conviction that he wanted to make a difference in the community he served. He wanted to help people, he wanted to be that shining example citizens looked up to with respect. In light of the current issues facing law enforcement, he thinks, "How do we get that back?" Community respect and community relations have certainly been a struggle to manage. The chief is experiencing stress, a familiar emotion, and one he very much wants control over.

"The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy."

Martin Luther King, Jr.

He reflects on all the transitions he made on the job while moving up in rank: being a new recruit; his cowboy phase where only numbers mattered; still enjoying his young family and civilian friends; excited about putting on his uniform; making his furloughs count; and catching bad guys. He also recalls having his first unexpected reaction when responding to a shaken baby call after having his first newborn; when he began using police humor to hide his emotions;

phasing out his civilian friends, and finding it hard to communicate stressors. What a journey...

He thinks about his many commendations, his first and only shooting, seeing all the ugly and learning to shut down his emotions. Those times he felt invincible and proud, those times he felt fear and vulnerability. With all his success, were parts of him broken? All those experiences...

He thought about his last 7 years as chief, and the politician he had to become. Did he evolve? Did he lose something along the way? And, what about retirement? When, where, and what will he do? So much on his mind...

He pulls into the parking lot at his meeting location. As he enters in his uniform, he passes a patrolman who happened to have the appointment before him; he nods and says, "Hello."

The officer smiles and says, "Hello sir."

He thinks to himself, Glad to be setting an example.

"Leadership is not about titles, positions or flowcharts. It is about one life influencing another."

John C. Maxwell

Max is greeted by the police psychologist and the two sat down to debrief about his last couple weeks. They begin their typical stress management exercises: regulated breathing, calm place exercises, progressive muscle relaxation techniques, and imagery work to enhance his internal resources. When they are finished, he feels like he has just awoken from a solid 8 hours of sleep. He schedules his next appointment and returns to work excited to lead. He is a good chief...

SETTING THE EXAMPLE

As a chief, it's important to set an example to the men and women you lead. The stressors of being in law enforcement are considerable and the results can cost an officer their life. Cumulative stress, critical incidents, addiction, the propensity for health issues, and police suicide are a reality. Taking care of one's mental health is essential, especially in the high stress occupation that is law enforcement.

Good mental health is key to a long-enduring law enforcement career.



Continued from page 19

What comprises good mental health?

- Psychological wellbeing
- Ability to enjoy life
- Healthy expression of emotions
- Ability to cope with the ordinary demands of life
- Ability to socialize and work productively
- Ability to be psychologically resilient

These are all abilities that demonstrate effective policing and leadership. Effective policing and leadership also have much to do with using one's emotional intelligence. What is emotional intelligence? Emotional intelligence is a "Soft Skill," and is characterized by relationships with others. It incorporates one's personality traits, communication style, language and tone, personal habits, friendliness, managing people, and leadership ability. Emotional intelligence is key to effective policing and psychological resilience. Emotional intelligence can be thought of more holistically by examining its constituent parts:

- The ability to be aware of, control, and express one's emotions
- The ability to maintain interpersonal relationships with empathy
- The ability to understand, interpret, and respond to the emotions of others
- Key to personal and professional success
- Key to good leadership

When officers first begin their training, they are taught to develop their "Hard Skills." What are hard skills? They are skills that are quantifiable and measurable:

- Tactical training
- Qualifying with one's firearm
- Driving skills
- Promotional exams
- Special unit training

Developing hard skills in law enforcement can, over time, lead to an eclipse of soft skills. Effective policing and great leadership requires both. As chiefs, leading by example sets the tone in your agency. You have a direct influence on morale and engagement within your agency as well as in your community. What are some qualities that make a great leader?

- Good stress management
- Quick decision making and problem solving
- Strong communication and tone

- Working well with others
- Multi-tasking
- Demonstrating assertiveness, acting courageously even in the face of fear
- Taking responsibility and possessing integrity
- Being resourceful and showing initiative

WELLBEING VISITS

As a chief, taking care of yourself physically, mentally, and spiritually is setting the example and guiding the way for your officers. One of the key reluctances that officers have about therapy is the stigma that seeking psychological support means you are damaged, and if found out, can lead to termination or a fit-for-duty evaluation. This could not be further from the truth.

Support systems come in all varieties and the various definitions include: "To keep from weakening or failing; give confidence or comfort to"; "To act in a secondary or subordinate role to (a leading performer); "To offer help or advice regarding."

Are these not the qualities of a great leader as well?

If we are to truly remove the stigma of talking things out, therapy doesn't need to be a covert operation. Your desire to maintain privacy is understandable; however, it is perfectly acceptable to use your insurance, code appropriately, and walk into a therapist's office with pride and dignity. HIPAA was set in place to protect our health care records and maintain confidentiality.

When entering a clinician's office, an officer of any rank does not need to concern themselves about who might recognize them, but rather what they will accomplish by arriving. As chiefs, you have the honor and platform to promote officer wellness by setting an example. After all, that's what a great leader does...

"A leader takes people where they want to go.

A great leader takes people where they don't necessarily want to go, but ought to be."

Rosalynn Carter

Be safe ■



THE ILLINOIS LAW ENFORCEMENT ADMINISTRATIVE PROFESSIONALS ASSOCIATION

The Illinois Law Enforcement Administrative Professionals Association (Illinois LEAP) was founded in 1999. This association was created by law enforcement administrative staff to provide for the first time, an environment of professional development for similar administrative professionals. This essential group of individuals includes all administrative staff to Police Chiefs, Sheriffs, Public Safety Directors and Command Staff in an Illinois policing agency. Founded on the goal of Professional Development, the association allows this group of professionals the opportunity to make a collaborative effort within their field to share data, knowledge and specialties which are used to enhance their individual organizations, professional goals and continuing education.

Originally known as the DuPage County Police Chief's Secretaries Association, the group made multiple expansions through the years and was renamed more than once to reflect its growth. First in 2007 it was renamed Suburban Law Enforcement Administrative Professionals (Suburban LEAP) to include members in other suburban areas outside of DuPage County. Then again in 2015, the association was renamed the Illinois LEAP (Illinois Law Enforcement Administrative Professionals) when it had its largest and most exciting expansion thus far and became a statewide organization.

Always looking to grow membership, the Illinois LEAP Association welcomes administrative professionals who support personnel holding the title of Police Chief, Sheriffs, Public Safety Directors or Command Staff level in an Illinois policing agency. As a member of this rewarding association, the benefits received include professional development and growth achieved through

member collaboration of knowledge, skills, attendance at our monthly meeting and training. Networking is unbelievable among our members – it is amazing how quickly answers are provided, whether you are looking for information on salaries, red-light cameras, shift schedules, body worn cameras, vendors used, job descriptions and policies, just to name a few. In addition, members gain access to knowledgeable emails, surveys and keynote speakers; all of which are designed to assist in finding solutions to everyday administrative issues. Many close friendships have been formed through this very special group.

The Illinois LEAP Association is pleased to announce that for the first time ever, the association will host a professional conference to be held September 20-22, 2017. This is an exciting opportunity for existing members, and also an exciting time for the organization to gain new membership and continue the association's expansion. For information about Illinois LEAP, becoming a member of our Association, and the 2017 Illinois LEAP Conference, check our website out at: www.illinoisleap.com. Additional details pertaining to the conference will be forthcoming, so please continue to check our website, or watch for announcements through the Illinois Association of Chiefs of Police and NCJTC/Fox Valley Technical College.

The annual one-day training seminar was hosted on May 18, 2016 at the Bolingbrook, IL Community Center. If you wish to be a guest at one of our monthly meetings, please contact us via our website and state that you would like to attend. ■



Membership present at the March 9, 2016 monthly meeting

Top Row: Rosemary Gonzalez, Ada Rippenger, Kathy Koubek, Gail Zuley, Maggie Bjur, Kim Hodge, Randi Baker, Cheryl Franklin, Jennifer Wisniewski, Cindy Sliwinski, **Center Row:** Sheri Steinke, Anita Johnsen, Linda St. John, Carol Murphy, Jami Carrington, Sara Cass, Donna Babica, Heidi Atkinson, Susan Duffy, Laura Schwarting, Theresa Fisher, Cindy Davies, Eileen Schultz. **Front Row:** Jennifer Marshall, Deb Rice, Rita Geltz, Denise Lawrence (Secretary) Elaine Thompson (Vice President) Kathy Tomlinson (President), Audrey Priorello (Treasurer) Dee Wunderlich, Pat Mason, Christine Miller.

ISPFCU

Your *Law Enforcement* Credit Union

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- Auto Loan rates as low as 2.15%
- Motorcycle and Boat Loan rates as low as 3.49%
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- Fixed Rate Home Equity Loan rates as low as 2.25%
- VISA Platinum Credit Card rates as low as 7.40%
- Access to thousands of surcharge free ATMs
- Fixed Rate Mortgages
- FREE Checking Accounts
- FREE Online Account Access
- FREE Mobile Banking
- FREE Remote Deposit Capture
- FREE Online Bill Pay, and much more!



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*All rates are stated as an Annual Percentage Rate (APR). Rates are subject to change at any time. Rates quoted are for individuals with excellent credit. Individuals with less than excellent credit may be offered higher rates. Fixed loan rate of 2.15% equals payments of \$17.59 for 60 months for each \$1,000 borrowed. Rates are accurate as of 03/31/16.

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Thank You

for your recent support of ILACP's Political Action Committee

- Southern Illinois Police Chiefs' Association
\$5,000
- Illinois Campus Law Enforcement Administrators
\$1,000
- Northwest Illinois Law Enforcement Executives Association
\$500
- Limey Nargelenas
\$500





SIX QUESTIONS YOUR AUTO DEALER HOPES YOU CAN'T ANSWER

by Matt Wiseman Director of Marketing, ISPFCU

Navigating automobile financing can be one of the biggest financial headaches you'll encounter. But, unless you want to walk everywhere, it's something you'll have to deal with. The biggest hurdle is figuring out the angles and understanding the entities that stand to profit from the transaction. Let's go through some of the more challenging parts of automotive financing by addressing some of the questions about automobile financing your dealer hopes you won't ask.

1) How do dealerships secure financing?

Car dealers usually have a department that is responsible for setting up financing and insurance, commonly referred to as F&I. These people take the estimated price of the car, the actual value of the car, and your credit history to a number of different credit providers. These include major national lenders, auto manufacturer financial departments, and depending on the dealership, some local lending institutions. These vendors each quote an interest rate and other fees.

Car dealers usually have longstanding business relationships with their lenders, which often include incentives for the dealer as a "reward" for financing a loan through that lender. Because the lenders are competing for the dealer's business, not necessarily for yours, those incentives are for dealers and not consumers. While the dealer knows that lower interest rates make you more likely to buy a car, in this transaction, you're not the customer. You're the product. The dealer is trying to sell your business to a lending organization and usually makes a profit on the transaction.

2) When should I tell the dealership I already have financing?

Let's be clear: Financing is profitable for dealerships in many ways. If they know they can't turn a profit from financing, they're more likely to push harder to find profit elsewhere. You're almost always better off keeping the auto loan for the last part of your transaction with the dealership, particularly if you plan on securing outside financing. This doesn't mean, though, that you don't want to think about financing until that point in time. Discuss your plans with a representative at a financial institution you trust, including the type of vehicle you are planning to purchase. By doing your research ahead of time and knowing what financing options are available to you, you can let the dealer think there's still money to be made in the financing, which may strengthen your negotiating position on other parts of the transaction, like the price of the car or the value of the trade-in.

3) How do dealerships make money offering 0% financing?

If you're shopping for a car because you've seen an advertisement for 0% financing, you're not alone. Campaigns, like Toyota's "Toyotathon," offer manufacturer's deals like 0% financing for 60 months and are incredibly popular for car buyers and dealers alike. If it were honestly a losing proposition for the manufacturer, they wouldn't keep doing it. This might invite you to ask how they could possibly make money on the financing. The answer is two-fold: volume and selectivity.

The volume part of the money-making strategy is simple. 0% financing gets people on the lot and encourages them to think about buying a specific brand of car. The manufacturer and the dealer both make money on each car sold, so the 0% financing trades some profit per car in the hopes that they'll make up for it in number of cars sold.

Selectivity is the other side of volume. Not everyone who comes to a 0% financing event will qualify for that rate. Because most people who get to the point of discussing financing have decided to purchase a car, they'll settle for a non-zero rate when it's presented to them. Between these two strategies, advertising 0% financing does pretty well for a car dealer.

4) Does my salesperson benefit from financing my car purchase?

This really depends on the dealership. Most of the time, your salesperson only benefits from the price of the car, the warranty, and some high-markup items, like undercarriage treatment, upgraded tires, and other products. The financing department – the people who are responsible for getting quotes and delivering them to the salesperson – is likely to be the folks who receive any kind of commission on the financing. In these instances, it's also very likely that the salesperson with whom you're dealing has little to no control over your financing. He or she might be able to go back to the financing department and ask them to attempt to negotiate a better rate, but this negotiation may not have much success. In any case, someone at the dealership profits from getting you a loan.

5) What is GAP insurance, and is it right for me?

"GAP" or guaranteed asset protection insurance is automobile insurance that covers the difference between the total amount of the loan and the value of the car. It provides protection against the worst-case scenario, that you total a car (or the vehicle is stolen) and you owe more than it is worth. Your comprehensive insurance coverage will only pay out the value of the car, leaving you on the hook for the remaining interest and finance charges. A dealer may require you to purchase GAP insurance as a condition of financing your purchase. The cost of the insurance is almost always paid up front as part of the financing charges.

GAP insurance is designed for long-term, high-interest, or low down-payment financing. If you are buying a car without putting a lot of money down, or if your credit history is not stellar, you should consider getting GAP insurance. But, like any other purchase, you should shop around. Because most financing arrangements require you to purchase GAP insurance, dealerships maintain institutional arrangements with insurance agencies, expecting you to purchase it without much thought. It's one last effort to make money off your purchase, and they rely on you to not notice.

6) What steps can I take to avoid being railroaded by last-minute financing changes?

Financing is among the easiest places for dealers to make money, because it's almost always the last stop in the car-buying process, and they expect you to be both committed to purchasing a car and exhausted from making a series of decisions. High-pressure salespeople use this fact to their advantage. When it comes time to talk financing, frequently, the license plates are off your old car, and you're sitting down with a sales manager. While it may seem counter-intuitive, this is the best time to walk away and get a second opinion on financing. If you have not already sought pre-approval from them, see if a financial institution you trust can offer you a better rate, lower fees, or a more flexible term. Ask them to commit as much as possible to a price on an offer sheet. Then, tell them you'd like to take some time to think about it. If you come back with a cashier's check in hand, the sales manager may hem and haw a bit. But, at the end of the day, they'd rather make the sale than make a little extra on financing. ■

Matt Wiseman is the Director of Marketing at ISPFCU – Your Law Enforcement Credit Union. Membership at ISPFCU is open to all Illinois law enforcement employees and their families. Join ISPFCU today at www.ispfcu.org. Matt can be reached by email at mwiseman@ispfcu.org or by phone at 800-255-0886.



ILACP ANNUAL CONFERENCE RISING SHIELD AWARDS FOR 2016



Sgt. Tino Cipolla – Woodstock Police Department

Sgt. Constantino Cipolla strongly believes in the culture of a positive attitude and physical fitness. Sgt. Cipolla remains at the forefront of firearms and tactical response/critical incident training and strives to maintain a high level of training as the department's Range Master and tactics instructor. Sgt. Cipolla regularly participates in and organizes various law enforcement charity functions such as Law Enforcement Torch Run (Special Olympics), ILETRSO Polar Plunge, McHenry Co. Police Charities, "Shop w/ a Cop" programs, and Woodstock Food Pantry Food Drive via Woodstock Police Explorers.

In January of 2012 Sgt. Cipolla created the Woodstock Police Explorers Post #765 from inception and now leads one of the largest posts in McHenry County.

Sgt. Cipolla is committed to inspiring, guiding and training the next generation of law enforcement officers and continues to strive to maintain a very challenging and rewarding training curriculum for these young adults. Sgt. Cipolla also started and oversees the WPD's first-ever internship program, and continues to maintain a challenging field placement program in the WPD to provide the best educational opportunities to those college level students who participate in the program.



Three up-and-coming leaders in various fields of law enforcement were selected by the Illinois Association of Chiefs of Police as the 2016 recipients of "Rising Shields of Law Enforcement" for their leadership in advancing the field. These men received their awards on April 22, 2016 at the ILACP Annual Conference in Schaumburg, IL.



Special Agent Matthew Poulter – Illinois State Police Zone 4 (Macomb)

At the time he was nominated, Poulter was a trooper in District 20 (Pittsfield).

He was a Field Training Officer, mentoring young officers and demonstrating his leadership skills on a daily basis. His motivation and dedication to go above and beyond the call of duty cannot be overstated. His strong work ethic serves as an example to other officers. He also serves on the Illinois State Police Honor Guard Team, serving at funerals and other details.

Trooper Poulter was nominated for Trooper of the Year and led the district in DUI arrests in 2014. He has always been interested in law and places a strong emphasis on education and routinely provides presentations to community members, students, and public safety partners in order to build relationships, ascertain concerns, and promote law enforcement.

By the time he was honored at the April 22 banquet, he had been promoted to Special Agent, conducting investigations in Illinois State Police Zone 4 (Macomb).



Deputy Vincent Sciarone – Lake County Sheriff's Department

Deputy Vincent Sciarone became a member of the Lake County Sheriff's Office in 2012, after having spent six years with the Round Lake Beach Police Department. Deputy Sciarone brought with him a wealth of knowledge and training as he specialized in DUI Enforcement and Investigation, Drug Enforcement and Investigations, and is considered a Juvenile Specialist. As a member of the Sheriff's Office, Sciarone quickly became leader among the rank and file. In just three years, Sciarone obtained the status of Field Training Officer, Drug Recognition Expert and Evidence Technician.

Sciarone's aggressive pursuit of DUI drivers led to 20 arrests in 2014 and 40 arrests in 2015. He has been recognized for achievement in the area of DUI Enforcement. His relentless efforts have helped to keep Lake County's roadways safe.

Sciarone grew up in a law enforcement family; his father, Tony Sciarone, is the police chief of the Island Lake Police Department.

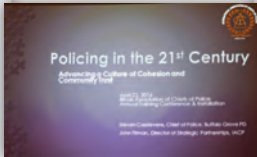




ILACP 2016 ANNUAL TRAINING CONFERENCE HIGHLIGHTS



The Annual Training Conference was held Thursday and Friday, April 21 and 22, 2016, at the Chicago Marriott Schaumburg Hotel in Schaumburg, Illinois. The training theme again focused on Law Enforcement Leadership with our keynote presentation “The Key is in the Questions” on Thursday afternoon by Brian Willis of Winning Mind Training, a company dedicated to help men and women of law enforcement Embrace the Suck, Focus on What’s Important Now, and Dare to Be Great. Willis was a full-time police officer for 25 years and has more than 26 years of law enforcement training experience. Also, many training breakout sessions were offered, such as but not limited to: State NAACP Leaders Talk About Law Enforcement; 21st Century Policing; Leadership in Times of Crisis and Change; Resiliency, and the Key to Leadership; along with the always popular Legal Update.



Buffalo Grove Police Chief, and 4th VP of the International Association of Chiefs of Police, along with John Firman, Director of Strategic Partnerships IACP, were among Friday break out training session presenters.



Above: Brian Willis shares leadership insights with attendees.



Matt Kellam and Yvette Heintzelman were part of the team presenting this year’s Legal Update session.



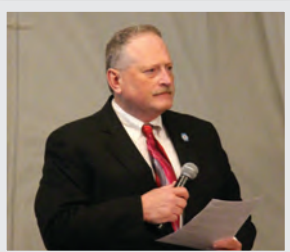
Paul Ohm (left) and Tony Ramos (far right) spoke on the values of a strong Public and Private Partnership in Law Enforcement.



ILACP and the state NAACP have been in leadership-level conversations for a year about what can be done to improve police relationships with their communities. Presenters included Teresa Haley, President, Illinois NAACP; Robert Moore, NOBLE; and Austin Randolph (not pictured), Illinois Department of Corrections, Retired Deputy Director of Operations for Northern Region.

Retired Chief Doug Hayse, ILACP President in 2003, heads up sale of 75th Anniversary Raffle Tickets at the conference.

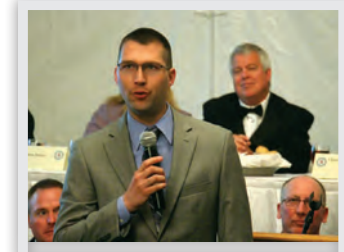
2016 SCHOLARSHIPS AWARDED



Ray Cordell (So. Barrington Ret.), chair of the Education & Programs Committee, tells attendees about the two scholarship programs and how the committee makes its selections each year.



Mr. John Furcon (above right), on behalf of NUCPS, presented the Jacob J. Novak Scholarship to Lt. Donnell Austin of the Kankakee Police Department.



Sgt. Eric Blowers of the Batavia Police Department, recipient of this year’s Carol Dobbs Memorial Scholarship, expresses thanks to the ILACP and NUCPS for the honor of being selected for this paid tuition 10-week program.



ILACP 2016 INSTALLATION & AWARDS BANQUET



Schaumburg Police Department Honor Guard presented colors at the Opening Ceremony and Installation Banquet.



Chief Timothy McCarthy of the Orland Park Police Department was presented with the first Police Chief of the Year Award.



Hanover Park Police Chief David Webb received this year's President's Award from Frank Kaminski.



Tony Ramos of Integra Security Alliance receives the Laurence P. Mulcrone Private Security Partnership Award from Retired Chief Dan McDevitt on behalf of the Mulcrone family.



Three Police Cross Medals were awarded to the families of officers killed in the line-of-duty during 2015.



ILACP 2016 INSTALLATION & AWARDS BANQUET



Master of Ceremonies for the banquet was Chief Pat O'Connor, Moraine Valley Community College PD, who welcomed the attendees.



Special Olympics Global Messenger Garrett Anderson presents the Oath of Office to new ILACP President Steve Casstevens on April 22 at the Annual Conference, as ILACP Parliamentarian Russell Laine (chief in Fox Lake) assists.



President Casstevens presents out-going-president gift to Past President Frank Kaminski in honor of his service to ILACP.



New ILACP President Steve Casstevens and his wife, Petey, enjoy the banquet event program.



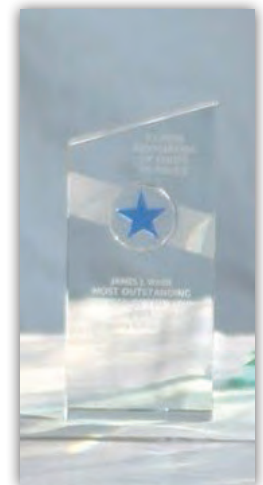
James J. Wade Most Outstanding officer of the Year awarded to Detective Kevin Bretz of the Batavia Police Department.



ILACP Parliamentarian Russ Laine leads the Board of Officers in their Oath for 2016-2017. From left to right: Chief Steve Stelter of Westchester as third vice president; Chief James Kruger of Oak Brook as first vice president; Chief James Black of Crystal Lake as fourth vice president; Chief Brian Fengel of Bartonville as second vice president; and Chief Frank Kaminski of Park Ridge as Immediate Past President.



ILACP Executive Director Ed Wojcicki and his wife, Sally, greet attendees at the 2016 Installation banquet.





WELCOME OUR NEWEST 2016 ILACP MEMBERS

(Added since publication of Command Winter 2016 Vol 25, Issue 1)

ACTIVE MEMBERS

City

Aurora
Aurora
Aurora
Bellwood
Belvidere
Belvidere
Bloomington
Bloomington
Buffalo Grove
Buffalo Grove
Buffalo Grove
Buffalo Grove
Chicago
Cicero
Coal Valley
Crystal Lake
Crystal Lake
Decatur
Downers Grove
Downers Grove
Downers Grove
East Moline
Elmhurst
Elmhurst
Evanston
Flossmoor
Fox Lake
Hanover Park
Hazel Crest
Holiday Hills
Maywood
McHenry
Mt. Prospect
Norridge
North Utica
Northlake
Oak Brook
Quincy
Rock Island
Schaumburg
South Barrington
Springfield
Springfield
Springfield
Sterling
Swansea
Waukegan
Waukegan
Woodstock
Yates City
Yorkville

Full Name

Keith Cross
Keefe Jackson
Michael Doerzaph
Andre' Harvey
Anthony Martin
Shane Woody
Kenneth A. Bays
James G. Sutherland
Thomas Nugent
Vince J. Positano
Tara Elaine Anderson
Michelle Kondrat
Maurice Macklin
Jerry Chlada Jr
Jack E. Chich
Ron W. Joseph
Richard A. Neumann
James E. Getz
Robert Meeder
David Schneider
Ed Petrick
Thomas Reagan
Michael McLean
Robert Tannehill
Jason Parrott
Keith Taylor
Michael Keller
Michael Menough
Mitchell Davis
Antonio Colatorti
Theodore Stajura
Laura L. King
Joseph Garris
Dave Disselhorst
James Strand
Jay Militello
Benjamin Kadolph
Shannon Pilkington
Thomas M. Phillis
Kurt Metzger
Jeffrey S. Lang
Allen, David
Chandler, Thomas
Judd, George
Morgan, Timothy L.
Johnson, Steven G.
James M. Elliot
Vincent Sciarrone
Constantino Cipolla
Benson, Randy
Peters, Michael J.

Title

Commander
Deputy Chief of Police
Commander
Director Pub Safety
Deputy Chief of Police
Deputy Chief of Police
Asst. Chief of Police
Asst. Chief of Police
Lieutenant
Sergeant
Sergeant
Sergeant
Commander
Superintendent of Police
Chief of Police
Commander
Commander
Chief of Police
Lieutenant
Lieutenant
Lieutenant
Captain
Deputy Chief of Police
Deputy Chief of Police
Deputy Chief of Police
Sergeant
Interim Police Chief
Deputy Chief of Police
Chief of Police
Chief of Police
Police Inspector
Commander
Commander
Deputy (Acting) Chief
Asst. Chief of Police
Deputy Chief
Sergeant
Deputy Chief
Chief of Police
Commander
Sergeant
Captain
Investigator/Lieutenant
Chief of Police
Operations Lieutenant
Chief of Police
Deputy Chief
Deputy Sheriff
Sergeant
Chief of Police
Commander

Agency Name

Aurora PD
Aurora PD
Aurora PD
Bellwood PD
Belvidere PD
Belvidere PD
Bloomington PD
Bloomington PD
Buffalo Grove PD
Buffalo Grove PD
Buffalo Grove PD
Buffalo Grove PD
Cook Co. State's Attorney
Cicero PD
Coal Valley PD
Crystal Lake PD
Crystal Lake PD
Decatur PD
ISP Dist. 15, Toll Authority
ISP Dist. 15, Toll Authority
ISP Dist. 15, Toll Authority
East Moline PD
Elmhurst PD
Elmhurst PD
Evanston PD
Flossmoor PD
Fox Lake PD
Hanover Park PD
Hazel Crest PD
Holiday Hills PD
Cook Co Sheriff's Office
McHenry PD
Mount Prospect PD
Norridge PD
North Utica PD
Northlake PD
Oak Brook PD
Quincy PD
Augustana College PD
Schaumburg PD
South Barrington PD
IL Sec of State PD
IL Sec of State PD
Benedictine University PD
Sterling PD
Swansea PD
Lake County Sheriff Dept.
Lake County Sheriff Dept.
Woodstock PD
Yates City PD
Kendall Co Sheriff Dept.

ASSOCIATE MEMBERS

City

Aurora
Belleville
Belleville
Buffalo Grove
Chicago
Chicago
Elmhurst
Franklin Park
Sugar Grove
Westchester

Full Name

Dale Arentsen
Olivia N. Johnson
David H. Hayes
Linda R. Paul
David Bayless
Jason Sikora
Mark Maciuszek
Paul Ohm
Dr. Jada Hudson
Margo Ely

Title

Chief of Campus Security
Doctor/Founder
Director
Records Supervisor
Founder & Principal
Business Development Manager
Police Clinician
Director of Security
Counselor
Executive Director

Agency Name

IM&SA
Blue Wall Institute
S.I.L.E.C.
Buffalo Grove Police
Bayless Communications
Premier Security Corporation
Hahn & Associates
Allied Barton Security
Hudson Clinical Counseling
Intergovernmental Risk Management



ILACP LOBBY DAY ON APRIL 13, 2016 AND PUBLIC OFFICIALS OF THE YEAR 2015 AWARDS



In the absence of Congressman Darin LaHood, who was unable to attend, ILACP President Frank Kaminski presents a Public Official Award to Nathan Hoffman, representing Congressman LaHood.



Senator Tony Muñoz (second from right) and DuPage County Coroner Richard Jorgensen were honored as two of the association's Public Officials of the Year for 2015 during a ceremony in Springfield. Joining them were Western Springs Police Chief Pam Church (left), State Rep. Patti Bellock, and Oak Brook Police Chief Jim Kruger.



Director Ed Wojcicki thanks State Rep. John Anthony for attending the 2016 Reception.



Above are State Rep. Chris Welch and Maywood Police Chief Valdimir Talley.

**The Illinois Association of Chiefs of Police
2016 Legislative Reception**

**On Wednesday, April 13, 2016 — 6 PM until 8 PM
President Abraham Lincoln Hotel — Doubletree by Hilton
701 East Adams St., Springfield, Illinois**

Kindly join us in our Reception honoring the Members of the 99th General Assembly and our Public Officials of the Year for 2015:
Senator Antonio Munoz (D-1, Chicago)
Congressman Darin M. LaHood (R-18, Peoria)
Richard A. Jorgensen, DuPage County Coroner



Another legislator attending the reception was State Rep. Donald Moffitt and his wife.



Director Wojcicki congratulates Senator Tony Muñoz upon receiving his Public Official of the Year Award for 2015.



ILACP Lobbyist John Millner (former Elmhurst Police Chief and Illinois Senator) welcomed Rep. Linda Chapa LaVia to the Annual Reception in honor of Members of the Illinois General Assembly.



Police Chief Pat O'Connor of Moraine Valley Community College is pictured above with State Rep. Carol Sente.



Award recipient Richard Jorgensen (center), DuPage County Coroner, with ILACP Board of Officers (left to right) Director Ed Wojcicki, Chiefs Jim Kruger, Steve Casstevens, Frank Kaminski, Brian Fengel and Steve Stelter.

LET YOUR VOICE BE HEARD!

By Supporting the Illinois Association of Chiefs of Police
POLITICAL ACTION COMMITTEE

Benefits to you and the association:



- *Regular legislative updates from our Legislative Committee*
- *Legislative Alerts when necessary*
- *Support for our annual Lobby Day in Springfield, when we present our Legislator of the Year awards*
- *Support for our active legislative activity to influence critical legislation*

YES, I am pleased to provide my support of the ILACP Legislative endeavors through my contribution to the ILACP PAC FUND (suggested donation \$50).

Name of Contributor/Agency (Please print clearly.)

- Enclosed is my personal check for \$_____.
- Please charge my [] Visa [] MasterCard [] Discover
- Card # _____
- Exp. _____ Signature: _____
- Security # _____ (3 digits on back of card) Billing Zip: _____
- Billing Address: _____
- Printed Name: _____
- Employer (required disclosure) _____

Please return this form, along with your credit card information OR personal check, payable to the ILACP PAC Fund to:

Illinois Association of Chiefs of Police
426 South Fifth Street - Springfield, IL 62701
Phone: 217-523-3765 Fax: 217-523-8352





COMMAND MAGAZINE NEW CHIEFS ARTICLE

In the Spring 2014 issue of Command, the Illinois Association of Chiefs of Police debuted a new article featuring new police chiefs that have been appointed throughout the state. Every year, law enforcement agencies in Illinois experience retirement of police chiefs and new chiefs are appointed. Quite often, we are not aware of these appointments for some time. Even for those that we are aware of, we may not know a lot about the new chief.

This recurring article will give all members the opportunity to know about new chiefs appointments and to get to know more about them personally. We will continue to feature as many as we can in each edition of Command magazine, and we encourage our members to notify us when you are aware of new appointments. New chiefs will be sent a simple questionnaire to complete and return, along with a photo. Please take the time to call, send an e-mail, and welcome these new police chiefs! Also, please convey their contact information to ILACP Membership Committee Chair, John Tannahill, Chief of Police, Lake County Forest Preserve District, 847-968-3405 or jtannahill@lcfpd.org. Thank you.

Are you a Certified Police Chief through the ILACP? No.

If not, would you like to be? Yes.

Are you a member of the ILACP? Have applied for membership.

What do you see as the greatest value of being a member of the Illinois Association of Chiefs of Police? The opportunity to network, share ideas, learn.

Are you interested in serving on a Committee? Not at this time.

Lastly, and most importantly: CUBS ___ White Sox ___ X ___ other: ___



Christopher Fletcher

Chief of Police, Calumet City Police Department

Age: 52

Years in Law Enforcement: 29

Date Appointed Chief: 04/16/2015

E-mail contact: cfletcher@calumetcity.org

Phone # 708-473-1048

Family? (wife, kids, pets):
Two children

Hobbies: Golf, Tennis, Music

Tell us about your agency (#sworn/non-sworn, specialty units, population of community, etc): Community (37,000 pop); sworn officers 87

Tell us about your history in law enforcement: Served 29 years (Chicago Police Department)

What got you interested in a career in law enforcement? Was fascinated by police officers as a child.

When did you realize that you wanted to be a chief? After making sergeant in 1998, I became aware of my desire to be a chief.

What are your plans/priorities for your agency? Priorities are to strengthen relationship with the police and the community.

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Dwayne Wheeler
Chief of Police,
Kincaid Police Department

Age: 47
Years in Law Enforcement: 17
Date Appointed Chief: 02/28/2015
E-mail contact: dwheeler.kincaid@mediacombb.net
Phone # 217-237-5568

Family? (wife, kids, pets): Married with three children, ages 12, 11 and 8 years; one dog

Hobbies: Coaching baseball, football, reading and boating.

Tell us about your agency (#sworn/non-sworn, specialty units, population of community, etc): We serve the Village of Kincaid, Village of Jeiseyville and Village of Bullpit. Population of approximately 2,000. No special units. Have a four-member force.

Tell us about your history in law enforcement: I was a Police Sergeant for Maywood, IL and an Investigator for the Cook County Medical Examiner.

Are you a graduate of SPSC, FBINA, SPI, etc.? No.

What got you interested in a career in law enforcement? My family and passion for the profession when growing up.

When did you realize that you wanted to be a chief? My mentors in law enforcement encouraged me to go in that direction.

What are your plans/priorities for your agency? Since becoming the Chief, I have implemented the use of body worn cameras. My priority is officer safety, physically and mentally. Also to grow the department to meet the needs of community.

Are you a Certified Police Chief through the ILACP? Not yet.

If not, would you like to be? Plan to take the test in May 2016.

Are you a member of the ILACP? Yes

If so, for how long? Since January 2016.

What do you see as the greatest value of being a member of the Illinois Association of Chiefs of Police? Keeping up with current events and legislation.

Are you interested in serving on a Committee? Yes

Any other information you would like members to know about you that we haven't asked? Yes, be safe and smart. Law Enforcement has changed in the last decade. Take good care of your men and women in your department. Listen to their concerns.

Lastly, and most importantly: CUBS ___X___ White Sox ___other: ___



Kristen Ziman
Chief of Police,
Aurora Police Department

Age: 42
Years in Law Enforcement: 23
Date Appointed Chief: 01/12/2016
E-mail contact: zimank@apd.aurora.il.us
Phone # 630-256-5001

Family? (wife, kids, pets): Spouse: Chris; Children: Bailey (17) and Jake (15); Step Children: Megan (22) and Jimmy (18)

Hobbies: Writing, fitness, reading, Apple Products

Tell us about your agency: (#sworn/non-sworn, specialty units, population of community, etc.): Population of Aurora is 220,000; Sworn Officers: 289; Civilians: 73. The Department Divisions are Patrol, Gang, Narcotics, Investigations, Traffic, Community Policing, K-9

Tell us about your history in law enforcement: I started in 1991 as Police Cadet at APD and became a sworn officer in 1994. I have served in Patrol, Community Policing, Investigations as a Domestic Violence Detective, Honor Guard, Field Training Officer. I was promoted to Sergeant in 2005 and spent those 5 years in Patrol. I was promoted to Lieutenant in 2010 where I worked in Administrative Services (budget) and as the Midnight Shift Watch Lieutenant. I was promoted to Commander in 2012 and oversaw the Patrol Bureau for 3 years and the Investigations Bureau for 2 years. I was promoted to Chief of Police in January of 2016.

Are you a graduate of SPSC, FBINA, SPI, etc.? I am a graduate of the FBI National Academy #249, Harvard Kennedy School of Government Program (Executives in State and Local Government), Senior Management Institute for Police (SMIP) and the Kellogg School of Management Program.

What got you interested in a career in law enforcement? I could never see myself working at a desk for 8 hours (ironic given my current position). I was drawn to the idea of problem-solving and had an overwhelming draw to a service profession.



When did you realize that you wanted to be a chief? When I was promoted to Lieutenant, it started to occur to me that I could potentially serve as a Chief in the future. It's a mindset. I started to think, "Why not me?"

What are your plans/priorities for your agency? Crime reduction is always the first priority so I want to implement better processes to streamline information-sharing among our divisions so our action plans are aligned. Aside from crime reduction, my vision for our police department is to tap into the talents and creativity of all of our people. That means creating an environment where problem-solving from any rank becomes the culture. In addition, I want to implement a full time Crisis Intervention Team (CIT) to address the many incidents of mental health that result in incarceration. (To name a few!)

Are you a Certified Police Chief through the ILACP? NO

If not, would you like to be? Hadn't considered it.

Are you a member of the ILACP? YES

If so, for how long? 5 years (?)

What do you see as the greatest value of being a member of the Illinois Association of Chiefs of Police? The Collaboration with other organizations and information-sharing/networking among other members.

Lastly, and most importantly: CUBS White Sox Other:

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For ILEAP information, contact the ILACP at 217-523-3765 or ed@ilchiefs.org.



DEVELOPING A BASIC COMMUNICATIONS STRATEGY

*By Chief David Webb Hanover Park Police Department
Chairman, Public Relations & Content Committee*




Chief David Webb

Hanover Park Police Department

Do you think your department is communicating effectively with your community? Do you think as police chiefs our voice on law enforcement issues is being heard? We need to get the message out of what a great job our police officers are doing on a daily basis and as police executives, our input matters when it comes to shaping responsible law enforcement policy and legislation. If you are like me, I think we as a profession could do a lot better. This all starts with having a basic communication strategy for your department that will outline and define how your agency

communicates with the outside world. Being able to effectively get your message out is at the heart of any communications strategy. The Board of Officers for the Illinois Association of Chiefs of Police recognized the need to boost its public profile and created the Public Relations and Content Committee. The committee was charged with reviewing the communication strategy and coming up with a plan. The following are some basic steps to follow to create a basic communication strategy.

Step One: What does your agency want to accomplish with your communication strategy? The starting point for this should be the established goals of your agency. If your agency doesn't have any set goals from year to year, you need get some. It sets the tone for what your department wants to achieve. Any communications strategy should reflect directly back on these set goals and promote them. Your strategy should result in messaging that directly helps you meet these goals. In the case of the Public Relations and Content Committee, our association already had set goals from the 2013-2016 Strategic Plan:

 Illinois Association of Chiefs of Police 2013 – 2016 GOALS	
Goal 1:	Enhance the operational effectiveness of Illinois law enforcement agencies to improve the safety and quality of life of the public in our state.
Goal 2:	Prepare and deliver, on a continuing basis, education and leadership development of highest quality to our members to meet their career needs.
Goal 3:	Ensure that the Board of Officers, Executive Board, and all committees are organized and operate to achieve the mission of the ILACP.
Goal 4:	Demonstrate a proactive voice and impact in legislative matters that enables the ILACP to be the voice of law enforcement in Illinois and to ensure passage or defeat of relevant legislation.
Goal 5:	Commit to being an organization which encourages inclusion and behavior respectful of diversity on the part of all Illinois law enforcement.
Goal 6:	Provide for the long-term financial integrity, sustainability, and growth of the association.
Goal 7:	Continue and improve operational effectiveness through the development of intellectual, human, infrastructure, and capital assets.

We set goals specific to our communication strategy in order to promote the goals in the Strategic Plan. Here are the goals the Committee came up with:

1. Create a format for mass notification to legislators, media, general public and the association membership using social media and other communication platforms.
2. Increase the promotion and awareness of the ILACP's key messages: legislative issues, training, positive police stories and ILACP's 75th anniversary celebration.
3. Develop a procedure or policy to quickly respond to issues that affect the association.
4. Increase the association's presence in the media.

Step Two: Who is your target audience? This might sound like common sense but knowing exactly who you want to reach with your message is very important. You can then prioritize your efforts based on how you rank the audience. A prioritized list identifies where you need to focus your efforts. Often this will relate to an area you want to improve on. In the case of the ILACP, it was identified that a weakness was how we were getting our message out to legislators and the media. It was decided these two subjects would be priorities. The committee identified the target audience as:

1. Legislators
2. Media and general public
3. Association membership
4. Police Officers
5. Municipal Organizations

Step Three: What is the best way to communicate with your target audience? Once you know your target audience, the next step is to identify the most efficient and reliable way to connect with them in order for your message to have impact on them. Already having set Strategic Plan goals, put the committee in the position of reviewing all the ways it is currently communicating such as Facebook, webpage, email updates and face to face meetings. The review should facilitate a discussion of what is working, what needs to be improved and what can we do differently. The social media explosion gives you many new alternatives to traditional communication. Decide what social media site works best for the type of messaging you want to do. For example, a main target of the ILACP was improving outreach to legislators. After reviewing different ways to reach them, it was discovered that approximately 50% of Representatives and 75% Senators have established Twitter accounts. Twitter offers a great forum to message them directly as well as publicly display our message. The committees decided a Twitter account would be established and link it to our existing Facebook and website.

Step Four: How are you going to implement it? After all this brainstorming and planning has occurred, now somehow has to do the work. The implementation phase often brings reality into the play when figuring



out who is responsible for carrying out your plans. Deconstructing each idea and figuring out what it will take to get this accomplished is next. It may cause you to alter your strategy based on manpower, budget, technical skill, etc. Having a large, talented committee is a good start. The 14 member Public Relations and Content Committee fits that bill! Regardless, once you have ironed that out, it is important to assign each task and responsibility to the appropriate person(s). The committee's implementation objectives looked like this:

1. Create group email and contact lists for all area media, legislators, and municipal organizations in order to quickly correspond with them individually or as mass notification.
2. Create a Twitter account that will link with the association Facebook page and website.
3. Contact legislators and media to increase the following and exposure to our social media platforms.
4. Add administrators to the accounts for ease of use and groups of individuals to post and release information.
5. Develop a mechanism to facilitate the approval process of social media posting and release of information to the media in a timely fashion.
6. Develop a central repository where departments can share positive stories so the association can share via social media.
7. Develop better relationships with the media and local reporters.
8. Develop a series of short public service videos to promote the association's commitment to the public.

Step Five: How did you do? With any strategy, you need to evaluate if you met your goals or better yet, did you accomplish what you set out to do? When it comes to communication strategies this may be hard to directly measure because it may be a matter of opinion or perception. How do measure if the Associations profile has increased or legislators are now listening to us more? Individuals may disagree on that. As much as possible, come up with some metrics to help gauge success: Did the number of Facebook "likes" increase? How many views did your posts get? How many media interviews did you do? Create an annual report detailing these and how you did. The results in the report will help you determine if you are on the right track and help you determine what you need to do in the future. In our case, we will be reporting back to the Board of Officers. I don't have an example for you here. The committee is in its first full year and a review will be done at the end of 2016. ■

Have an idea how the Illinois Chiefs of Police Association can use to communicate better? Contact me at dwebb@hpil.org.

Chief David Webb is the Police Chief for the Hanover Park Police Department since 2009 and has been with the department for 26 years. Chief Webb received his bachelor's degree from Western Illinois University in Law Administration and his master's degree in Police Psychology from Adler University in Chicago. He is a graduate of Northwestern University's Police Staff and Command #188. He is President of the DuPage Chief of Police Association, and chairman of the Public Relations and Content Committee for the ILACP.



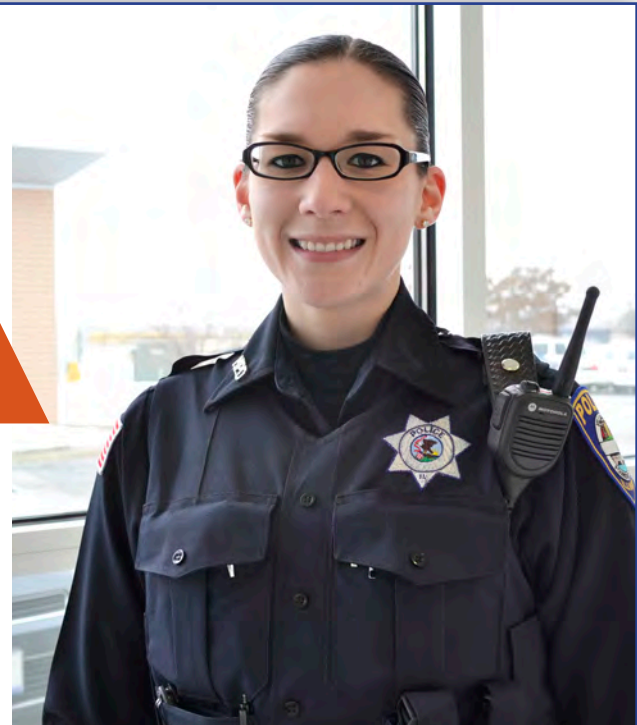
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