

# COMMAND

The Official Publication of the Illinois Association of Chiefs of Police



## Advancing Dialogue With Minorities



**MIRANDA: INVOCATION OF RIGHT TO COUNSEL; REASONABLE OFFICER TEST**

**BUILDING LONG, FRIENDLY BRIDGES EVER SINCE FERGUSON**

**SECRETARY OF STATE: EXPANDS ORGAN/TISSUE DONOR REGISTRY TO 16-17 YOA**

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**INTERVIEW WITH THE CHIEF OF POLICE: GARY J. SCHIRA**



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**On the Cover:** Thirty leaders of local community-police initiatives from around the state gathered Nov. 17, 2017, in Oak Brook for a day of sharing. Top photo: Northlake Chief Norm Nissen addresses the group while Regina Brent, president of the DuPage Unity Partnership, listens. Below left: Lisle Chief Dave Anderson and Bensenville Chief Frank Kosman also report on a small-group presentation. Other chiefs and citizens were there from Lake Zurich, Oak Brook, Springfield, East Moline, Bloomington, Normal, Champaign, Urbana, the Peoria Park District, and Hazel Crest.



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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



## FROM THE PRESIDENT CHIEF JAMES KRUGER – OAK BROOK PD

*MUCH ACCOMPLISHED, MUCH TO DO: CRITICAL ISSUES STILL FACE OUR PROFESSION*



**This article marks my last as your President and as is always said at these times, where did the last year go?** It's been an extremely busy year for the Association and one that I will soon not forget. The year began with several legislative hurdles and a list of priorities. We began almost immediately working with communities of diversity all across the state to open dialogue and build relationships. Shortly after that, we took a strong stand against recreational marijuana and refuted the false information put out by proponents of the bill.

While I don't want to take up much more of my column recapping the past, I do want to focus on the future and the work left for us to do. The Association has made incredible strides over the last couple of years and, in my humble opinion, has again been recognized as the true voice of law enforcement in Illinois. Legislators, media, and community members are coming to us to find out our positions and how certain issues will affect law enforcement and the public safety. While we as the Board of Officers have the honor of being the spokespersons for the law enforcement community, it is because of all of you, our members, that this Association has lived up to its mission and who we represent.



ILACP President Jim Kruger joined other Illinois leaders, including Governor Rauner, at a tollway plaza before the holidays in November 2017 to promote the "Move Over" campaign to promote highway safety.

There is work to do, however, as the law enforcement community is still plagued by a perception that we cannot police ourselves. A recent series of articles by a Chicago media outlet seemed to suggest that because there were no findings of misconduct in the use of deadly force in suburban Chicago, that meant there was mismanagement or a lack of oversight. They cited a lack of adequate policies and included remarks about them coming from a "legal zoom" for law enforcement, which I would imagine our friends at Lexipol would find disparaging. We know these investigations are properly handled by public integrity task forces and reviewed stringently by state's attorneys and by devoted chiefs and their municipal attorneys.

There has also been discussion by some candidates for Illinois Attorney General who have brought up the police licensing issue as a means to bring about some kind of additional oversight to law enforcement. Yet as we know, the Illinois Law Enforcement Training and Standards Board does have the authority to investigate claims as to whether an officer has violated the law and is subject to decertification by the Board. Another issue raised by the media was that individuals can be hired by multiple agencies after leaving their previous agency under a cloud. As we know, changes in the law effective in 2016 require agencies to report to the Training Board a sworn officer who resigns while under investigation. The Training Board keeps a database for this exact reason and we have no tolerance for passing on a bad cop to other agencies.



Kruger discusses the value of collaboration at a Unity Partnership daylong program on November 17, 2017, in Oak Brook. From left are Bloomington Police Chief Brendan Heffner; Rev. P. Wonder Harris of East Moline; Regina Brent, Unity Partnership president; Kruger; Marquel Oliver, Illinois State University student; and Malii Watts Carolyn, facilitator.

These are examples of the work we have yet to do as a profession, but for our sake it's not the only part of our story. Our ILEAP and Police Chief Certification programs continue to flourish and have become even more important because of the expectations of the communities we serve. Now more than ever do we need all of our agencies to demonstrate that we are true professionals and have subjected ourselves to scrutiny, not unwillingly but by desire to be the best we can be. There is no better way than to open ourselves up to a third party such as the Association and be willing to have our policies examined and proven through documentation that we do what we say we will do.

As I mentioned in my installation speech, these issues are not problems for law enforcement; they are tremendous opportunities for us to take the lead in the next big evolution in law enforcement and set the agenda. It has been a great honor to have been your chosen representative. I hope that I have led this organization by meeting your expectations and making a contribution to our honorable and chosen profession. I look forward to working with incoming President Brian Fengel in the coming year and serving the ILACP any way I can -- to give back to this Association that has given so much to me. Thank you for your trust and support. I hope to see you all at the Conference in April. ■

# LET YOUR VOICE BE HEARD!

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## JUVENILE EXPUNGEMENT, SROs, LEGAL POT AND MORE; PLUS A TRIBUTE TO LINDA AND LOUIS KUNZ

By Ed Wojcicki

Executive Director, Illinois Association of Chiefs of Police



**THE LAW SIGNED** last fall with new requirements for the expungement of juvenile records took a lot of us by surprise, and several of you contacted us to express your concerns. We paid attention, grew more concerned, and that's how making changes in this new law became a legislative priority this spring. We are working to fix some of the worst language in the law.

It was one of several issues discussed and highlighted January 19 when the Legislative Committee met at the Plainfield Police Department. The committee is establishing some new processes under the new chair, Chief

Marc Maton of Lemont. He has established a Core Policy Group, which will review bills and forward recommendations to the Board of Officers. Any ILACP member may join the Core Policy Group if you want to help review certain bills. Maton will also assign a "lead chief" on the most important bills and issues. For example, Chief Terry Lemming is the lead chief in the cannabis fight, Chief Roy Newton is the lead chief on the juvenile expungement issue, and Chief Jay Keeven is the lead chief of School Resource Officer legislation – especially on the desire of some legislators to stop funding.

**Always watch for updates on the "Legislative" menu button on our website,** because we're going to keep trying to be as current as possible there with our positions and legislative concerns. It's a fast-moving, fluid process and sometimes we get behind, but with the help of many, we'll be doing much better this year. Here are the big issues identified during and just after the January 19 committee meeting:

### ISSUES CARRIED OVER FROM 2017

1. Juvenile expungement. Will also attempt to work with the Records Supervisors Association and Cook County on language changes.
2. Recreational cannabis legalization. Opposed. We are going to ask to slow this down to see how Colorado, California and other states are impacted by legalized marijuana.
3. U visas. SB 32. We are already negotiating changes on this one.
4. Small cell towers. Lead spokesman: Communications and Technology Committee chair Craig Allen. SB 1451.
5. School Resource Officer standards. SB 435 and other attempts to stop funding for SROs. Will work with the Illinois Municipal League, Illinois Principals Association, and School Resource Officers Association. We are totally supportive of SROs and funding for them.
6. Police administrative shootings.
7. Attempts to repeal of anonymous police complaints. We are opposed.

Another shift for the Legislative Committee this year is to stop playing only defense – just trying to kill bad bills – and have a game plan to move legislation of interest to us. We will be reporting later and on our website what these issues are.



**MANY OF YOU KNOW LINDA KUNZ**, who started working here in 1990 and is retiring just after our Annual Conference this year. She has had a variety of titles and responsibilities over these 28 years. I arrived just more than three years ago, and I have benefited from Linda's experience and institutional knowledge every week I have been here.

Many members have benefited from her kindness and patience as she looks up information, responds to your inquiries, and helps at conferences. Oh yes, those conferences. Her husband Louis, a minister who is also retiring this year, has volunteered to help at more than fifty of our conferences – faithfully accompanying Linda, hauling supplies in his van, and providing manpower at our booth.



Linda and Louis Kunz (right) helped with all aspects of our 75th Anniversary Gala in Oakbrook Terrace on October 1, 2016, and are seated with other staff members Krista Kolis (left) and Karen Fagg.

I'm sure there's a lot more that I don't know, because my time here is only 11 percent of their time here. I have come to appreciate Linda's dedication to our members, her support of law enforcement, and her ability to articulate why things used to be done a certain way without insisting that the old way was the best way. She has seen a lot – working for more than 25 presidents and seven executive leaders, starting with George Koertge. That's a lot of change, probably more than one person should have to bear. The good news for all of us is that Linda is adaptable, competent, and the living definition of a team player. I will always be grateful to her for welcoming me, answering my hundreds of questions, and helping me find stashed-away documents and pictures.

I asked Linda what she wants members to know about her service, and she replied: "Wow! There's no short answer, and I realize I tend to give longer answers than short ones in general (just ask my husband!). If I'd been asked my 'career goals' when first hired, I never would have dreamed of making this a career or of being here for so long. God works in mysterious ways and He definitely has shown me many times where His work was active in Association matters. But that's for another question perhaps at another time. Working for and with the Illinois Chiefs has provided me with travel opportunities that included my spouse and even our children in years past; it's a privilege to be working for and supporting many of the finest law enforcement leaders in our state and nation, serving the best executive directors ever, having wonderful co-workers on our staff team, and working with such bright and cooperative authors in compiling **Command**. Many fond memories and life-long friendships."

So for the rest of us, saying thank you for greatness is never enough, and in this case it isn't. But it's a start, it's sincere, and it comes from the heart. Best wishes, Linda and Louis, as you enjoy retirement, your kids and grandchildren. She's around for two or three more months, so you still have time to wish her well. ■

*Ed Wojcicki*



## UPDATE ON INTERROGATION LAW

### MIRANDA: INVOCATION OF RIGHT TO COUNSEL; TEST FOR DETERMINING; “UNEQUIVOCAL AND UNAMBIGUOUS” REQUIREMENT FOR INVOCATION; REASONABLE OFFICER TEST

By James P. Manak

*Texas v. Norris, Jr., No. 14-16-00455-CR (Tx. App. 2017).*

<http://caselaw.findlaw.com/tx-court-of-appeals/1878595.html>

#### SUMMARY

In custody on suspicion of murder, defendant was read his *Miranda* rights and agreed to talk to an interrogator. Defendant stated, “Well give me a lawyer or something ‘cause I’m not sure I have,” and, “I just want to make a ‘phone call and call my sister and see if she could [interruption by interrogator] go get me a lawyer or something ‘cause that’s the only option I have.”

The court ruled that a reasonable police officer/interrogator could conclude that neither statement constituted an unequivocal and unambiguous invocation of the right to counsel. **The court said the statements were “forward looking” and joined with the defendant’s statement that he was “okay” talking to the officer, they did not constitute an unequivocal and unambiguous request for counsel and therefore his incriminating statements were admissible at trial.**

This was a decision of a three judge panel of an intermediate appellate court (not a state supreme court).

#### FACTS AND PROCEDURAL HISTORY

This is an interlocutory appeal from the grant of a motion to suppress a confession. Appellee Eric Cornelius Norris, Jr. was charged with capital murder in the course of a robbery. The trial court granted appellee’s motion to suppress his confession based on a finding that appellee had unequivocally and unambiguously invoked his right to counsel during questioning. Concluding that appellee did not, in fact, unequivocally and unambiguously invoke his right to counsel, we reverse the trial court’s order and remand for further proceedings.

#### The Interrogation

On July 31, 2014, appellee was interrogated by Detective Allen Mutchler and then by Detective Henry Garza, both of the Stafford Police Department, concerning a murder that occurred during the course of a robbery. At the beginning of the recorded interview, appellee answered Mutchler’s standard booking questions, and Mutchler read appellee his *Miranda* rights. See *Miranda v. Arizona*, 384 U.S. 436, 479 (1966). **Appellee stated that he understood his rights and agreed to talk to Mutchler.**

For over an hour, Mutchler questioned appellee about his links to other individuals, past criminal history, and ownership or possession of firearms. Mutchler also pressed appellee to tell him about the robbery, whose idea it was, how it transpired. **Mutchler told appellee that he was not going to walk out a free man because they knew that appellee was involved but appellee might mitigate his punishment by cooperating.** Appellee insisted that he did not know anything, but he also asked Mutchler questions, such as “so, basically, if I can’t come up with a story my charges go [ ] to capital?”

**About an hour and twenty minutes into the interrogation, appellee mentioned wanting to make a telephone call, and he mentioned obtaining a lawyer.** It is this part of the interrogation that formed the basis of appellee’s motion to suppress, which the trial court granted. At times, the audio quality of the videotape makes it difficult to determine the precise words appellant used. **The videotape and a transcript of it were admitted into evidence at the hearing on the motion to suppress, but no witness testified.** The most relevant portion of the transcript reads as follows:

Appellee: Am I gonna be here all day doin’ this?

Mutchler: It looks like. I was hopin’ you’d get tired of it and tell me the truth.

Appellee: I’m just ready to make my phone call.

Mutchler: You don’t like talking to me?

Appellee: Oh, it’s okay talking to you. I’m just sayin’ I can talk to you. **I just want to make a phone call and call my sister and see if she could—**

Mutchler: **Well, not ‘til we’re through here.**

Appellee: **Well, give me a lawyer or something ‘cause I’m not sure I have.**

Mutchler then asked appellee whether he would be able to post a bail bond and **told appellee that he would be able to make a phone call when he returned to the jail.**

In his findings of fact, the trial judge found that the transcript accurately reflected the last line excerpted above: “Well, give me a lawyer or something ‘cause I’m not sure I have.” And on the basis of that line, the judge concluded that appellee had “unequivocally and unambiguously invoked his right to counsel.” However, our review of the videotape reveals that the relevant exchange between appellee and Mutchler ended as follows:





Appellee: Oh, it's okay talking to you. I'm just sayin,' I can talk to you, I just want to make a phone call and call my sister and see if she could—

Mutchler: Well, not 'til we're through here.

Appellee: . . . go get me a lawyer or something 'cause that's the only option I have.

**As illustrated, Mutchler speaks over and interrupts appellee.** [As will be discussed in the final section of the opinion, we conclude that neither the line as reflected in the transcript nor as heard on the videotape constituted an unequivocal and unambiguous invocation of the right to counsel.]

Sometime after this exchange and further questioning by Mutchler, Mutchler left the interrogation room. Garza entered the room shortly thereafter, and, ultimately, appellee acknowledged that he had caused a person's death during the commission of a robbery. **In his motion to suppress, appellee complained of the continued interrogation after he mentioned obtaining a lawyer and that Garza did not again read appellee's *Miranda* rights when he began questioning appellee.** The trial court granted the motion based on the alleged invocation of counsel and therefore suppressed all appellee's statements after he mentioned obtaining counsel. **The trial court further found that the break between Mutchler's interrogation and Garza's did not warrant a new reading of appellee's rights. This State's appeal concerns only the alleged invocation of counsel.**

### THE COURT'S ANALYSIS OF THE MIRANDA ISSUE

We review a trial court's ruling on a motion to suppress under a bifurcated standard. *Delafuente v. State*, 414 S.W.3d 173, 177 (Tex. Crim. App. 2013). We afford almost complete deference to the trial court's determination of historical facts, especially when based on "an assessment of credibility and demeanor," but conduct a de novo review of mixed questions of law and fact that do not hinge on credibility or demeanor determinations. *Crain v. State*, 315 S.W.3d 43, 48 (Tex. Crim. App. 2010). When, as here, a trial judge makes express findings of fact, we view the evidence in the light most favorable to the ruling and determine whether the evidence supports these factual findings. *Valtierra v. State*, 310 S.W.3d 442, 447 (Tex. Crim. App. 2010). We will sustain the trial court's ruling if that ruling

is reasonably supported by the record and is correct on any theory of law applicable to the case. *Id.* at 447–48.

In his motion to suppress, appellee asserted that interrogating officers violated his Fifth Amendment right to counsel. See U.S. Const. amends. V, XIV; *Miranda*, 384 U.S. at 467; see also Tex. Code Crim. Proc. art. 38.22.3.



**Once a suspect invokes the Fifth Amendment right to counsel during questioning, interrogation must cease until counsel has been provided or the suspect reinitiates a dialogue.** *State v. Gobert*, 275 S.W.3d 888, 892 (Tex. Crim. App. 2009). **Not every mention of a lawyer, however, constitutes an invocation of the right to counsel; an ambiguous or equivocal statement does not require officers to halt an interrogation or even seek clarification.** *Id.* Whether a particular mention of a lawyer constitutes a clear invocation depends upon the contents of the statement itself and the totality of the surrounding circumstances. *Id.* **The test is objective in nature, i.e., "the suspect must articulate [a] desire to have counsel present sufficiently clearly that a reasonable police officer in the circumstances would understand the statement to be a request for an attorney."** *Id.* at 892 93 (quoting *Davis v. United States*, 512 U.S. 452, 458 59 (1994)).

### Application of Law to Facts

As set forth above, the trial judge found that the transcript accurately reflected appellee stating, "Well, give me a lawyer or something 'cause

I'm not sure I have." And on the basis of this statement, the judge concluded appellee had unequivocally and unambiguously invoked his right to counsel. On the videotape, appellee actually says, "I just want to make a phone call and call my sister and see if she could [interruption by Mutchler] go get me a lawyer or something 'cause that's the only option I have." **However, neither statement under the totality of the circumstances constituted an unequivocal and unambiguous invocation of the right to counsel.** [We note that even though the determination of historical fact from a videotape typically does not involve an assessment of credibility or demeanor, see *Carmouche v. State*, 10 S.W.3d 323, 332 (Tex. Crim. App. 2000), we still apply a deferential standard of review to the trial court's findings. See *Montanez v. State*, 195 S.W.3d 101, 109 (Tex. Crim. App. 2006). However, those determinations must still be supported by the record. See *Valtierra*, 310 S.W.3d at 447 48.]



Continued from page 7

Appellee's statement on the video indicated he wanted to call his sister so that she could try to locate a lawyer to represent him. **It was a forward looking statement, contemplating his sister's starting the process of obtaining a lawyer.** See *Collins v. State*, 727 S.W.2d 565, 568 69 (Tex. Crim. App. 1987) (holding defendant's inquiry regarding lawyer did not invoke right to counsel during interrogation because it was directed to whether counsel would be appointed in the future and not in reference to his custodial statement); *Massengale v. State*, 710 S.W.2d 594 (Tex. Crim. App. 1986) (holding defendant did not invoke right to counsel by telling his wife to hire a lawyer); *Curtis v. State*, 640 S.W.2d 615, 618 (Tex. Crim. App. 1982) (holding defendant's statement that he thought his brother was getting him an attorney referred to how he would be provided a court appointed attorney and was not an invocation of the right to counsel during questioning).

**Appellee's statement was neither unambiguously a request for counsel nor an indication that appellee wished to have counsel present for further questioning.** In fact, immediately before saying he wanted to call his sister, appellee stated that he was "okay" talking to Mutchler. **Viewed from the standpoint of a reasonable officer in Mutchler's position and under the totality of the circumstances, appellee's statement was not an unambiguous and unequivocal invocation of the right to counsel.** See *Davis v. State*, 313 S.W.3d 317, 338 41 (Tex. Crim. App. 2010) (holding statement "I should have an attorney" was not an unambiguous invocation under the circumstances); *Molina v. State*, 450 S.W.3d 540, 547 48 (Tex. App.—Houston [14th Dist.] 2014, no pet.) (holding statement "[i]f ya'll got videos [and] if y'all got all that then I'll wait til my lawyer comes in" was not an unambiguous invocation).

**Even the statement reflected in the transcript, "[w]ell, give me a lawyer or something 'cause I'm not sure I have," does not constitute an unequivocal and unambiguous invocation of appellant's right to counsel.** The statement is—at the least—incomplete. Moreover, viewed in conjunction with the first part of appellee's statement, which Mutchler interrupted, **the statement reflected in the transcript again appears to be forward looking.** Also as stated above, appellee had indicated that he was "okay" talking to Mutchler. **Viewed from the standpoint of a reasonable officer and under the totality of the circumstances, the statement in the transcript was not an unambiguous and unequivocal invocation of the right to counsel.** See *Davis*, 313 S.W.3d at 338 41; *Molina*, 450 S.W.3d at 547 48.

### THE COURT'S CONCLUSION ON THE MIRANDA ISSUE

Having concluded that the trial court erred in determining that appellee unambiguously and unequivocally invoked his right to counsel, we

sustain the State's sole issue and reverse the trial court's order striking the portions of the videotaped statement occurring after the alleged invocation of counsel. We remand for further proceedings consistent with this opinion.

### PRACTICE POINTER

It is reasonable to conclude that not all courts would agree with this decision. While it is true that "not every mention of a lawyer . . . constitutes an invocation of counsel," **interrogators in this situation would be well advised to at least make an effort to clarify the suspect's intentions before concluding that he had not invoked his right to counsel.** The court's conclusion that the suspect's statements were "forward looking," not unequivocal or unambiguous, requires an interpretation of at least two statements by the suspect of a **desire** to have a lawyer. Proceeding with an interrogation under these circumstances is problematic at best.

The scenario presented by this case requires a "reasonable police officer/interrogator" to interpret the concepts "unequivocal" and "unambiguous" in the fast-moving process of interrogation, when later a trial or appellate court will interpret the same words used by the suspect in the comparatively leisurely setting of an appeal, with briefs citing caselaw in opposite directions. ■



*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.*



## ILLINOIS CHIEFS: BUILDING LONG, FRIENDLY BRIDGES EVER SINCE FERGUSON

By Ed Wojcicki

Executive Director, Illinois Association of Chiefs of Police

Mountains of statistics and studies tilting in law enforcement's favor haven't resolved much in the national discourse as police have tried to build bridges to minority communities in recent years. The shouting and banners with statements such as "Stop Killing Us" are counterproductive.

There has to be a better way, and the Illinois Chiefs have found it -- a third way, a productive way, to respond to new challenges of dealing with minority communities and the media since the infamous Ferguson incident in August 2014. Our efforts include:

- Reaching out to the state-level NAACP and NOBLE representatives and being warmly embraced;
- Inviting NAACP leaders to speak at our Annual Conference and Midwest Expo every year since 2015, and them returning the favor and having us attend their annual convention for more productive dialogue;
- Hosting a series of leadership-level gatherings called "World Cafés" in Bloomington, the College of Lake County, the Quad-Cities, and Champaign;
- Hearing ILACP President James R. Kruger say that expanding the success of the Unity Partnership in DuPage County throughout the state will be one of his top priorities as president in 2017-2018, and then backing that up with a hosted luncheon in Naperville, along with the Unity Partnership. The featured speaker was Naomi Ruth King, the sister-in-law of Dr. Martin Luther King, Jr.;
- Finding about a dozen very localized community/law enforcement partnerships already thriving in different communities in the state, and hosting a lunch in Oak Brook with chiefs and minority leaders of these local initiatives;
- Collaborating with the NAACP on a set of "shared principles" regarding how police and minority communities view law enforcement. Some believe this could become a national model for state-level collaboration.

The result of all of these efforts, mostly behind the scenes and outside the headlines, is an increase in trust between law enforcement and leaders of minority groups in Illinois at the state level and in many communities. I have said at numerous meetings that we are witnessing two parallel narratives. One is the national discourse in which police are regularly depicted, falsely, as operating with discriminatory motives and practices. The other narrative, supported by a Gallup poll, is that Americans have a great deal of respect for the police in their area, and that level of respect is surging. Here is how the story has played out in Illinois.

Four months after Michael Brown was shot and killed by a police officer in Ferguson, Missouri, the ILACP Board of Officers talked about the national clamor at its December 2014 meeting. Then-ILACP President Fred Hayes followed up with a letter to then-NAACP Illinois State President George Mitchell of Evanston:

"We are keenly aware of the NAACP's concerns about racial profiling and widespread perceptions that African Americans are too frequently the victims of suspicion by police. Inflammatory rhetoric abounds from people on many sides of these issues. While it is raising awareness, I don't think it's helping to solve deep social problems. I think we can do better in Illinois. One thing that we in law enforcement have heard repeatedly in recent months is that we have not been listening enough. I am writing to request a private meeting between a small number of our association leaders and a small number of leaders from the Illinois State Conference of the NAACP. We want to listen to you. We are asking for the kind of conversation that we believe African American leaders have been seeking."



Regina Brent (center), President of the DuPage Unity Partnership, and some chiefs give a small-group report at the Oak Brook gathering on Nov. 17, 2018.

Early in 2015, four of us met in Evanston – Hayes, Mitchell, ILACP Past President Frank Kaminski, and I. Thus began a series of formal conversations between leaders of the Illinois Chiefs and the Illinois NAACP. Joining us in those conversations early on were Illinois leaders of the National Organization of Black Law Enforcement Executives (NOBLE) and the Center for Public Safety and Justice at the University of Illinois Chicago, first with Laura Kunard and then with Juliana Stratton. Kunard led a workshop at Chicago's NAACP west side office and explained community policing and procedural justice. The response from many of the African American leaders was: We didn't know you are doing all of this; more people need to know about it.

In those early conversations, we made a strategic decision to gather **leaders** of law enforcement with **leaders** of the African American community to have candid conversations. We scheduled an invitation-only meeting for central Illinois chiefs and NAACP leaders at the Bloomington Police Department on May 10, 2016.

Juliana Stratton of UIC facilitated the Bloomington meeting and recommended a three-hour "World Café" format. The "café" – so named because the setting was like a comfortable café in which a good conversation can occur. It included an overview of procedural justice and three rounds of dialogue around small tables.



Continued from page 9



Chiefs and community members exchange ideas at the World Café at the Champaign Police Department on July 12, 2017.

Twenty-eight people attended – eighteen from law enforcement and ten from the NAACP/NOBLE. At tables of four to six people each, they discussed three sets of questions:

1. What draws us together? To what degree might it be possible for me to see the world through your eyes?
2. What unique contribution can we each make? How can we support each other in taking the next steps?
3. What would it take to create change in this issue? What would engage more people in working toward change?

**Some of the key takeaways from this meeting were:**

- Chiefs must take the initiative;
- We are community. Stop saying “us vs. them”;
- Police need to start internal dialogues;
- Build better relationships with the media with shared messages;
- Legitimacy issues: Black community wants good quality professional policing. The police response: So do we!
- Honest dialogue is needed;
- Change evaluations of officers.
- Reduce barriers to hiring

The feedback from this first World Café was positive, and all parties agreed that additional World Cafés in other parts of the state would be beneficial for police-community relationships. With the help of Kaminski, chief in Park Ridge, the association received two grants from a foundation, which wishes to remain anonymous, to conduct additional World Cafés and other gatherings in 2017 and 2018.

**Three more World Cafés were planned:**

**June 7, 2017 – College of Lake County, Grayslake, Illinois**

**June 8, 2017 – The Heritage Center, Hampton, Illinois (Quad Cities area)**

**July 12, 2017 – Champaign Police Department**

The process from Bloomington a year earlier was repeated, again with rich conversation. Common themes emerged from all four locations:

**1. Continued communication**

This came up in every meeting and people expressed it in different ways. In Champaign they said there needs to be ongoing communication because it takes time. People said let’s talk to each other and not at each other. Some explicitly said there needs to be communication about biases.

**2. Relationship building**

Police and minority leaders said they need to be seen together in other than bad times, and they need to be accessible to each other. They also need to be intentional about getting together. There were also expressions of a desire for more meeting with people from the community – not just leaders. One said, “Ask the question: What will it take for blacks to believe there is quality professional policing?”

The concept of community policing also came up several times, particularly at the Lake County session, which also included a number of leaders from DuPage County. Police should spend more time out of their cars and interacting with people, and police should be rewarded for advancing police-community relations.

*Stop saying “us vs. them.”*

**3. Trust and Respect**

Juliana Stratton said: “You can have interaction without trust. You cannot have a relationship without trust.” The word “trust” was mentioned at every World Café, with emphasis on building trust and doing more to build trust in communities.

**4. Education of community**

Some said the public needs to be trained on how to engage with the police. Examples of this is happening in the Quad Cities with the Village of



Facilitator Juliana Stratton of UIC (upper right) listens to a table discussion at the World Café in Hampton, Illinois, in the Quad-Cities area on June 8, 2017. In the foreground are the Rev. P. Wonder Harris, Hampton Chief Terry Engle and former Monmouth Chief Bill Feithen.



Group and Location	Number of Participants at 4 "World Café" Discussions and Oak Brook community meeting					Total
	Bloomington May 10, 2016	Lake County June 7, 2017	Quad Cities June 8, 2017	Champaign July 12, 2017	Oak Brook Nov 17, 2017	
Chiefs/law enforcement	18	22	7	6	16	69
NAACP/minorities	10	9	9	16	12	56
<b>Total</b>	<b>28</b>	<b>31</b>	<b>16</b>	<b>22</b>	<b>28</b>	<b>125</b>

a Thousand Elders, an information card in the Bloomington-Normal area, and the "Flex Your Rights" video discussion led by Bob Moore (retired U.S. marshal and retired police chief) in Springfield. The Springfield office of the FBI has also produced a video about what to do when stopped by the police.

Also, the community needs to be aware of community policing and procedural justice concepts and how departments are trying to implement them at the local level.

**5. Recruiting of and training for police**

Among the topics mentioned as needed for police training were procedural justice (a formal program), community policing, cultural competency, deleting the code of silence, training in mental health issues (sometimes called "mental health first aid"), and "guardian mindset" training. Also, the training that NOBLE has been doing for twenty years. Another topic raised at several of the tables was a need to modify processes for recruiting police, to give new recruits training in cultural competency, and to work together so that more police officers from communities of color are successfully recruited.

**6. Media relations/public relations**

This came up at the most of the World Cafés: Get law enforcement's positive stories out. Several said that professional public relations firms should be utilized to help police and community leaders tell their stories. Showcase local NAACP and departments that already have partnerships. Some said *the media create the biases* and this needs to be addressed. Some said the NAACP and the police need to release shared messages to the media to reinforce their collaboration and partnership.

Also during 2017, James R. Kruger, Jr., was installed as the ILACP President. As chief in Oak Brook, he has been active in the DuPage County Unity Partnership, dedicated to building bridges between law enforcement and minority communities. One of his major goals as president is to expand the reach of the Unity Partnership statewide.

So when Unity Partnership President Regina Brent enticed Naomi King, the sister-in-law of Dr. Martin Luther King, Jr., to come to DuPage County in January 2018, she reached out to the Illinois Chiefs to be a partner with them. They planned a lunch in Naperville for January 16, 2018, and about seventy people attended, including a dozen police chiefs and command staff from the suburbs, as well as Springfield Police Chief Kenny Winslow.

Brent and others mentioned several times how Chief Dave Anderson of Lisle was so receptive and instrumental in building the Unity Partnership, but Anderson quickly credits other chiefs, such as Kruger, Woodridge Chief Brian Cunningham, and Darien Chief Greg Thomas. And others. Mrs. King inspired the audience with gentle pleas for relationship building, forgiveness,

reconciliation, and unity. She also said that access to education is a critical aspect of addressing race relations. The Unity Partnership and ILACP jointly gave Mrs. King a Distinguished Service Award.

This event occurred after another one in DuPage County – a daylong workshop in November 2017 on the McDonald's Corporation campus in Oak Brook. There was statewide representation of leaders, invited because of their local initiatives involving chiefs and minority community leaders. People attended from Bensenville, Northlake, Lake Zurich, Springfield, Champaign and Urbana, East Moline, Bloomington and Normal, Oak Brook, Lisle, Hazel Crest, the Peoria Park District, and the Union Pacific Railroad. Led by facilitators Maali Watts Carolyn and Deanna Shoss, they exchanged ideas about what works at the local level in building relationships.



Sharing a lighter moment at the Oak Brook gathering at Hamburger University are Champaign Chief Anthony Cobb (in back) and Hazel Crest Chief Mitchell Davis III (in front).

The World Cafés succeeded in bringing together fifty-three law enforcement leaders and forty-four NAACP/minority group leaders in four different Illinois cities, for a total of ninety-seven participants. Then there were another twenty-eight in Oak Brook and seventy in Naperville.

None of the events were designed to produce a program or prescription for improved police-community relationships. Instead, they were designed to bring people together and build trust and relationships. The participants did indeed build trust with each other in the course of the conversations, and just as importantly, they wanted more of these conversations and they wanted to include more people.

An immediate next step is for ILACP and NAACP leaders to work collaboratively on a set of "shared principles" about what effective police-community relationships would look like. As this magazine was going to the printer, several drafts had been shared and the Board of Officers had several robust conversations about them. After boards of both organizations have an agreed document, they will share it statewide.

There is reason for optimism that police-community relationships in Illinois will enjoy continuous improvement due to the formal and informal relationships being developed by the police at the local and state levels, and by a growing number of local partnerships. The Illinois Chiefs, the Illinois NAACP, NOBLE and many community leaders are committed to following up on the success of these activities in 2018 and beyond.

It seems clear that building stronger relationships of trust is the key. As ILACP President Kruger said at the Naperville lunch with Mrs. King: "What has become more apparent the more we work together is that we all want the same thing, to live in safe communities and the opportunity for everyone to be able to live out the American dream and prosper to their highest potential." ■



## WELCOME NEW 2018 ILACP MEMBERS

*(Added since publication of Command December 2017 Vol 27, Issue 4)*

### ACTIVE MEMBERS

City	Full Name	Title	Agency Name
Aurora	John Fichtel	Commander	Aurora Police Department
Arlington Heights	Mark Recker	Deputy Chief of Police	Arlington Heights Police Department
Bradley	Michael Johnston	Chief of Police	Bradley Police Department
Broadview	Kevin Eugling	Chief of Police	Broadview Police Department
Brookfield	Michael Pendola	Chief of Police	Brookfield Zoo Police Department
Chadwick	Randy Craft	Chief of Police	Chadwick Police Department
Chicago	Kevin Booker	Chief of Police	University of Illinois, Chicago P.D.
Chicago	Jeffrey Sallet	Special Agent in Charge	Federal Bureau of Investigation
Chicago	Marc Buslik	Commander	Chicago Police Department
Chicago	Sami Isbitan	Federal Law Enforcement	Federal Reserve Police
Forest View	Gary Wiseman Jr.	Chief of Police	Forest View Police Department
Glen Ellyn	James Nehls	Deputy Chief of Police	College of DuPage Police Dept.
Hoffman Estates	Darin Felgenhauer	Lieutenant	Hoffman Estates Police Dept.
Joliet	Marc Reid	Lieutenant	Joliet Police Department
Kankakee	Michael Downey	Sheriff	Kankakee County Sheriff's Dept.
Kankakee	Price Dumas	Chief of Police	Kankakee Police Department
Kankakee	Willie Hunt	Deputy Chief of Police	Kankakee Police Department
North Aurora	Joseph DeLeo	Deputy Chief of Police	North Aurora Police Department
Northbrook	Roger Adkins, Jr.	Chief of Police	Northbrook Police Department
Palos Park	John Sawyer	Commander	Palos Park Police Department
Park Forest	Brian Rzycki	Deputy Chief of Police	Park Forest Police Department
Rockford	John Pozzi	Assistant Chief of Police	Rockford Police Department
Rockford	Daniel Watton	Lieutenant	Rockford Police Department
Round Lake Beach	Gilbert Rivera	Deputy Chief of Police	Palos Park Police Department
Skokie	Paul Weinman	Deputy Chief of Police	Skokie Police Department
Urbana	Sylvia Morgan	Chief of Police	Urbana Police Department
Urbana	Bryant Seraphin	Deputy Chief of Police	Urbana Police Department
Wood Dale	William Frese	Deputy Chief of Police	Wood Dale Police Department
Woodstock	Arthur Lanz	Deputy Chief of Police	Woodstock Police Department
Waukegan	Jason R. Patt	Chief of Police	Lake County Coroner's Department
Waukegan	Jonathan Petrillo	Chief of Law Enforcement and Community Services	Lake County Sheriff's Department

### ASSOCIATE MEMBERS

Peoria	Jocelyn Watkins	Clery Compliance Coordinator	Bradley University
Stone Park	Sam Scala	Retired Chief of Police	Stone Park Police Department

### SUSTAINING MEMBER

St. Louis, MO	Drew Steward	Regional Sales Manager	Omnigo Software
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## SECRETARY OF STATE JESSE WHITE PASSES LAW TO EXPAND ORGAN/TISSUE DONOR REGISTRY TO INCLUDE 16 AND 17 YEAR OLDS



By Jesse White  
Illinois Secretary of State

Effective as of January 1, 2018, 16- and 17-year-olds can now register for the state's First Person Consent Organ/Tissue Donor Registry when they receive their driver's license or identification card.

I was proud to initiate this legislation that amends the Illinois Anatomical Gift Act allowing 16- and 17-year-olds to join the First Person Consent Organ/Tissue Donor Registry. Under the previous law, an individual had to be at least 18 years old to join the registry. Thousands of Illinoisans

are waiting for an organ and this new law is an important step in reducing the number of individuals on the waiting list.

By joining the First Person Consent Organ/Tissue Donor Registry, 16- and 17-year-olds will be giving consent to donate their organs and tissue at the time of their death, with a single limitation. The procurement

organizations, Gift of Hope Organ and Tissue Network and Mid-America Transplant, must make a reasonable effort to contact a parent or guardian to ensure that they approve of the donation. The parent or guardian will have the opportunity to overturn the child's decision. Once the 16- or 17-year-old turns 18, their decision would be considered legally binding without limitation. Those who join the registry will receive a letter of thanks from my office, which I encourage them use as a basis for discussing their choice with their parents.

There are 47 states that have enacted this legislation. In 2016, more than 350,000 16- and 17-year-olds in Illinois were issued driver's licenses and identification cards. Approximately 4,700 people are on the waiting list and about 300 people die each year waiting for an organ transplant. One person can improve the quality of life for up to 25 people. Currently, 6.3 million Illinoisans are registered with the state's registry. Illinoisans can register with the Secretary of State's Organ/Tissue Donor Registry at LifeGoesOn.com, by calling 1-800-210-2106, or by visiting their local Driver Services facility.

As Illinois Secretary of State, I salute your commitment as law enforcement officers to ensuring our roads are the safest possible. Thank you for your service. ■



**Special  
Olympics  
Illinois**

### Be a fan of Brrr-a very!

#### Polar #PlungeWITH Special Olympics Illinois!

Law enforcement officers across the state are invited to make a splash this season and Polar Plunge in the name of the Law Enforcement Torch Run (LETR) for Special Olympics Illinois!

Join thousands of others as they take a chilly dip in icy Illinois waters raising both money and awareness for Special Olympics athletes. The 2018 Polar Plunge season will run from Friday, February 16 through Sunday, March 25 at 23 locations across the state. In addition to our statewide locations, the 2018 Polar Plunge season will kick off with a SUPER Plunge, challenging an elite group of "Polar Bears" to Plunge 24 times in 24 hours.

This is the 20th year of the LETR Polar Plunge. In 20 years, more than \$18.4 million has been raised by more than 66,000 plungers.

All proceeds collected by plungers benefit the 23,000 traditional athletes and 21,000 Young Athletes of Special Olympics Illinois. The money raised allows athletes with intellectual disabilities to train, compete and travel at no cost to them.

The Illinois Law Enforcement Torch Run is the single largest fundraising vehicle for Special Olympics Illinois. In 2017 nearly \$4.4 million dollars was raised on a grassroots level by LETR partners statewide. Nearly \$2 million was raised by LETR Polar Plunges.

For more information, to register for one of the Plunges, or to support a plunger, visit the Special Olympics Illinois website at [www.plungeillinois.com](http://www.plungeillinois.com). Plungers are invited to join the conversation and share who they will #PlungeWith on Facebook, Twitter and Instagram. ■



## ***The Preferred Builder for Police and Public Safety***

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## ILACP FUNERAL ASSISTANCE TEAM

OFFICER THOMAS HOGAN, WOODRIDGE POLICE DEPARTMENT;  
STUDENT AT BENEDICTINE UNIVERSITY



### History

The Illinois Association of Chiefs of Police Funeral Assistance Team started with an idea from the heart. In December of 2013, Chief John Konopek of the Plainfield Police Department, Plainfield, Illinois, approached and asked permission of the Board Members to create a committee dedicated to serving family members of law enforcement officers. This committee would

assist families, whose loved ones lost their lives in a Line of Duty Death, Off-Duty Death, Retired Death or Police Canine Death. The ILACP unanimously supported the idea and a committee was formed. The need was clear, especially in the southern part of the State, and Chief Konopek put the idea into action.

Chief Konopek, along with the assistance of Chief Steve Neubauer of the Tinley Park Police Department, Tinley Park, Illinois, became the leaders of the committee. On March 4, 2014, this committee, which consisted of sworn and non-sworn members throughout the State of Illinois and the State of Indiana came together to begin working on protocols to assist any agency throughout the State of Illinois with funeral details.

### Mission Statement

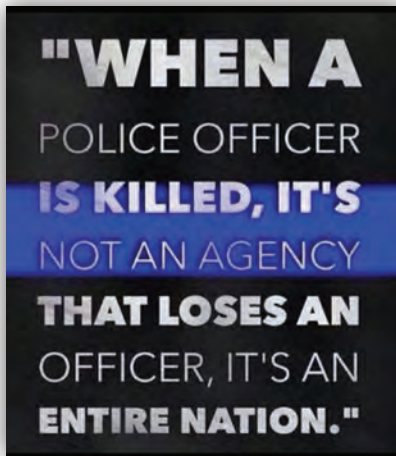
The mission of the ILACP Funeral Assistance Team is to provide support and assistance to a stricken agency and to the survivors of the fallen law enforcement personnel.

### Line of Duty Death

It is a beautiful day outside. You come into work and enter roll call as a team. The entire shift is there. Police officer humor fills the room and your shift has begun. The Sergeant or other Command member fills the team in on all the happenings in town. Good, bad, or indifferent we as police officers know one thing for sure, this could be our last shift.

Everyone hits the streets. Some officers get coffee, others meet car to car to share funny stories, family events, or vent about administration, and others pound the streets right away. During the shift, something terrible has happened, and you have learned first-hand your brother or sister in blue has died in the line of duty and everyone's world has changed in a minute.

Throughout the Nation, as of this writing, 119 officers have been killed in the Line of Duty in 2017 and of those, four deaths occurred in the State of Illinois. Auto accidents and gunfire led the way as the cause of death. What happens next? Families are in turmoil, the department is in turmoil, grief is everywhere. Now the family must prepare for the wake and funeral of the officer. Questions begin to surface. What do we do? Who do we contact? How much will this cost? What happens to my children's future? Why me? Why us? Why? Why? Why?



Too many lives taken way too soon, but help is here. Through a deep-rooted network of Officers' throughout the State of Illinois and with the help of the Illinois Chapter of Concerns of Police Survivors (COPS), families, departments, and fellow officers can request assistance from the ILACP Funeral Assistance Team. (A team of law enforcement members dedicated to helping with anything a family or fellow agency may need). Each team member is equal and egos are put aside. Individuals used to assist consist of; Officer In-Charge, Family Liaison Officer, Department Liaison Officer, Funeral Liaison Officer, Benefits Officer, Hospital Liaison Officer, Traffic Coordinator, and Honor Guard.

At some point and time a stricken agency will need assistance, whether it be a full team activation, guidance, counseling/mental health check, or just a brother or sister to talk to, the members of the team are there.

### Off-Duty Death, Retired Death, and Police Canine Death

Anytime a law enforcement family loses a family member it is devastating. The protocols change due to the type of death. Due to the seriousness of PTSD and recognizing the signs of suicide in law enforcement, death by suicide will be afforded the appropriate funeral protocols on a case by case basis, if the member didn't discredit themselves or the agency they worked for. The team can help with protocols, advice, and assistance for off-duty deaths, officer suicide, retired officer death, and K-9 deaths. Our goal is to appropriately honor all our brothers and sisters whether they are active duty or retired.

### Conclusion

The ILACP Funeral Assistance Team is active and ready to assist. The team is becoming stronger and stronger year after year. The team currently has a trailer to haul supplies such as a generator, flags, flag poles, water, casket (used for Honor Guard Units to practice ceremonial procedures), traffic cones, tape, lighting, and any other possible necessities to get through a day. Members have volunteered their time to outfit the trailer for specific use.

The team is currently looking for new members. You can go to [www.ilchiefs.org](http://www.ilchiefs.org), click on the Programs tab and then the Funeral Protocol, Funeral Assistance tab, and at the bottom of the page is the ILACP logo. Click on the logo and pull up the application to apply. Please review the requirements and commitment from your agency prior to filling out the application.

The committee would also like to put together a registry of Honor Guard Units, Bagpipers, and Buglers to share with ILEAS for any agency who is looking for those needed services. If you require additional information or need assistance please contact Chief John Konopek via email at [jkonopek@plainfieldpd.com](mailto:jkonopek@plainfieldpd.com) or if immediate activation is

needed you can contact Western Will County Communication Center (WESCOM) 24 hours a day at (815) 782-6782. ■

# REGISTER NOW!



## ILACP Annual Training Conference and Installation of Officers

Wednesday-Friday, April 25-27, 2018 in Peoria, IL

### THURSDAY KEYNOTE SPEAKER: RICHARD W. MYERS

- Former interim chief in Sanford, Florida (after the death of Trayvon Martin)
  - President/Chairperson of CALEA
  - Former chief of police in Lisle, Illinois (1991-1995)
- Currently Executive Director, Major Cities Chiefs Association



**Please Pre-Register No Later Than Friday, April 20, 2018**

### Choices and Costs are listed below:

- Full Registration: \$360 (includes All Training Plus on Thursday: Lunch and Host Chief's Reception; Fri: Lunch and Awards/Installation Banquet)
- Retired/Life Member Full Registration: \$175 (includes All Training Plus on Thurs: Lunch and Host Chief's Reception; Fri: Lunch, Awards/Installation Banquet)
- Thursday Evening Host Chief's Reception Additional Ticket ... \$25 per person.
- Friday Installation & Awards Banquet Additional Ticket ... \$70 per person. For a Table of 10, cost is \$700.

"Full" Conference Registration Fee(s) will include these Meal Events:

- \* Lunch on Thursday, with speakers
- \* Host Chief's Party, Entertainment, and Special Olympics Illinois Auction on Thursday Evening
  - \* Lunch on Friday
- \* Installation and Awards Banquet on Friday Evening

### Peoria Marriott Pere Marquette Hotel

501 N. Main Street—downtown Peoria, IL 61602



309.637.6500 Reservations Phone

Room Reservations Open Until April 11, 2018.

ILACP Room Block Rate is \$122.00  
Single/Double per Night Plus Taxes

**To Reserve Your Room,  
Visit Our Website [www.ilchiefs.org](http://www.ilchiefs.org)  
For the Hotel Link and Instructions.**

### Tentative Schedule:

#### WED.—APRIL 25

1-4PM Registration  
2PM Executive Board Meeting (open to all)  
3:30-5PM Opening Ceremony, General Session Mtg. & Legislative Update

#### THURS.—APRIL 26

8AM-4:30PM Registration  
8AM-5:30PM Vendor Exhibits  
8:30AM-NOON Keynote Speaker, Chief (Retired) Rick Myers  
NOON-1:30PM Sponsored Lunch for all attendees  
1:30-5PM Legal Update led by Don Zoufal and other attorneys  
5-8:30PM Incoming President/Host Chief Brian Fengel's Reception and Special Olympics Auction

#### FRI.—APRIL 27

7:30AM-3PM Registration  
7:30AM-3PM Vendor Exhibits  
8AM-NOON Breakout Sessions  
NOON-1:30PM Lunch for all attendees  
1:30-4:30PM Committee meetings and misc. business  
5-6PM Banquet Reception for all attendees  
6-8:30PM Awards Banquet and Installation of Officers; Bartonville Police Chief Brian Fengel will be sworn in as 2018-2019 ILACP President

Hospitality Room Hosted by the Illinois Railroad Chiefs Association  
Open Each Evening following Conference Scheduled Events

**To Register Go To:  
[www.ilchiefs.org](http://www.ilchiefs.org) and see the "Register Now" link.**



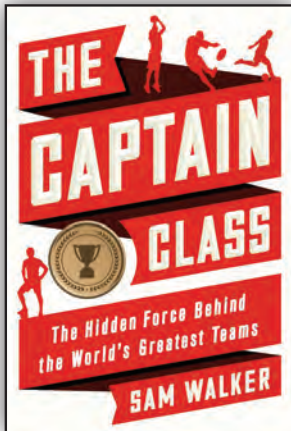
## THE CAPTAIN CLASS: THE HIDDEN FORCE THAT CREATES THE WORLD'S GREATEST TEAMS

BOOK REVIEW BY MARK W. FIELD, POLICE CHIEF (RETIRED), WHEATON, IL POLICE DEPARTMENT, P4 SECURITY SOLUTIONS

**AUTHOR:** SAM WALKER

**HARDCOVER:** 352 PAGES

**PUBLISHER:** RANDOM HOUSE; 1ST EDITION EDITION (MAY 16, 2017)



*By Mark Field*

Sports fanatic or not, the reader will learn from Sam Walker's extraordinary research-based analysis of what makes great leaders and great teams.

To summarize in three sentences: At the outset, Walker explains his criteria for deciding the 16 most successful sports teams in history – criteria that are naturally very controversial and contested. Walker further explores the singular characteristic that all of these super-elite teams had in common – each had a strong player-

captain who served as the glue and driving force that propelled these teams to break out from those which were great once, or twice, but sustained being great over a period of years – the “Greatest Of All Time.”

Finally, he explores each of seven characteristics he found common to each these team captains – and, there are some surprises here – before he concludes in Part III, with what he calls “The Opposite Direction – Leadership Mistakes and Misperceptions.”

Walker argues there are lessons learned that can make any team better – if a leader can find, and support the right “captain” within the organization, with the respect and moral authority to serve as a sparkplug, motivator, and disciplinarian within the team.

He does go to some effort to apply his criteria for excellence of team captains to settings outside of the most elite sports teams, including leadership in all types of organizations.

**The Seven Traits.** The heart of this book is Part 2, in which Walker dedicates a separate chapter to explore each of the seven qualities he found that the captains of his Tier 1 teams shared:

- Extreme doggedness and focus in competition;
- Aggressive play that tests the limits of the rules;
- A willingness to do thankless jobs in the shadows;
- A low-key, practical, and democratic communication style;
- Motivates others with passionate nonverbal displays;
- Strong convictions and the courage to stand apart; and,
- Ironclad emotional control.

Walker's overarching theme? If we define truly exceptional teams as those who have succeeded at the very highest levels for an extended period of time, that level of success may require a somewhat different style of leadership, than what works to be “merely” very good or great.

In doing so, Walker reveals, what for some, may be uncomfortable truths in his analysis. ■

*“A leader who isn't afraid to take on the boss, or the boss's boss, or just stand up in the middle of a team meeting and say, 'Here's what we're doing wrong,' is an essential component of excellence.”*



Mark Field is the retired police chief of Wheaton, Illinois, and a frequent contributor to Command magazine on the topic of leadership.



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 Oak Forest Police  
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 Park Ridge Police

Rock Island Police  
 Roselle Police  
 Round Lake Police  
 Skokie Police  
 Sycamore Police  
 University of Illinois Urbana Police

\* Visit the website at [www.ilchiefs.org](http://www.ilchiefs.org) or Contact Ed Wojcicki at 217.523.3765; Email: [ed@ilchiefs.org](mailto:ed@ilchiefs.org) \*

# JOIN THE CHIEFS FOR 2018

## Application for Membership NEW RENEW

Online: Click "Join/Renew" Option at [www.ilchiefs.org](http://www.ilchiefs.org)



I herewith present my application for membership in the Illinois Association of Chiefs of Police, promising if selected, to be governed by the Constitution and By-Laws of the Association. **Incomplete Applications will be RETURNED.**

Full Name: \_\_\_\_\_ First name (Nickname) for Nametags: \_\_\_\_\_  
(first) (middle) (last)  
 Title/Rank: \_\_\_\_\_ Date of Birth: \_\_\_\_\_ Private Email: \_\_\_\_\_  
 Name of Agency/Business: \_\_\_\_\_ Work Email: \_\_\_\_\_  
 Home Phone: (\_\_\_\_\_) \_\_\_\_\_ Business Phone: (\_\_\_\_\_) \_\_\_\_\_ Cellular: (\_\_\_\_\_) \_\_\_\_\_  
(area code) (area code) (area code)  
 Office Address: \_\_\_\_\_ Fax: (\_\_\_\_\_) \_\_\_\_\_  
(number/street) (city & state) (zip + four)  
 Home Address: \_\_\_\_\_ County (REQUIRED): \_\_\_\_\_  
(number/street) (city & state) (zip + four)

**\* New Member's Sponsor:** \_\_\_\_\_  
(IL Chief's Association Member's Name) (Title) (Agency)

**\*ALL NEW Applications for Active, Associate or Sustaining membership MUST be endorsed by an Active Member in good standing of this Association. Further, FINAL APPROVAL of membership shall be determined by the ILACP Membership Committee. Dues are renewable annually.**

In 2017 the ILACP began offering an additional membership benefit at no extra cost to your agency. As an ILACP member, if you would like to have an **Administrative Contact** who shall receive all of our weekly electronic Bulletins, Legislative Alerts and other Special Email messages, please provide:

- 1.) **full name of your administrative contact:** \_\_\_\_\_
- 2.) **their email address:** \_\_\_\_\_ You will be listed as the "sponsor" of this additional email contact.

NOTE: Applicants for Associate Membership shall, if so requested by the Membership Committee, provide documentation to indicate their qualifications for Membership by virtue of their training and experience in Police and other Law Enforcement activity, and other professional attainments in Police Science or Administration, or their legitimate special interest in Law Enforcement activity compatible with the goals of this Association.

*By returning your completed application with payment, you agree to allow ILACP to send your communications via fax (217.523.8352) and/or email ([ilacp@ilchiefs.org](mailto:ilacp@ilchiefs.org)). Your information will not be used for the purposes of telemarketing or Internet Spam of any kind.*

**I AM APPLYING FOR THE FOLLOWING MEMBERSHIP TYPE:** (Check applicable category below. For an explanation of membership types, consult Article III of the By-Laws on the website at [www.ilchiefs.org](http://www.ilchiefs.org).)

- Active** - 1<sup>st</sup> member of agency =  (1 to 10 sworn) \$110; or  (11 to 99 sworn) \$220; or  (100 or more sworn) \$330
- Active Other** - 2<sup>nd</sup>/add'l members of agency =  (1 to 10 sworn) \$85 each; or  (11 to 99 sworn) \$95 each; or  (100 or more) \$105 each
- Associate** - 1<sup>st</sup> member of agency/company =  \$170 **Associate Other** - 2<sup>nd</sup>/additional members of any agency/company =  \$110 each
- Sustaining or Business/Corporation Member** =  \$500 Persons and Corporations known to be consistent advocates of law enforcement who may desire to lend their aid to the forces engaged in that pursuit, may apply for sustaining membership.
- Life Associate Member** =  \$170 (**RENEWAL** option only for our LIFE members in full-time but non-law enforcement employment)
- Life Associate Other Member** =  \$110 (**RENEW** option only for our LIFE members in full-time, 2<sup>nd</sup> add'l member, non-law enforcement employment)

**NOTE:** Any current Retired Active Member should contact the ILACP Headquarters to verify their correct Dues Renewal Amount. (The Retired Active classification is reserved for any Active Member who retired from law enforcement with less than 10 years of membership but who desires to attain Life Membership status.)

**PAYMENT METHOD CHOICE:**

Please use this signed application as your invoice. Reference it as **INVOICE NUMBER**, using 1<sup>st</sup> six characters of your LAST NAME, dash, 1<sup>st</sup> six characters of DEPARTMENT NAME, dash, 18 (i.e. jones-peoria-18). A copy of this completed form **MUST** also accompany any check(s). If check covers multiple persons, attach copy of ALL individual member forms (**regardless of whether NEW or RENEWALS**).

**INVOICE NUMBER:** \_\_\_\_\_

**Signature of Applicant:** \_\_\_\_\_ **Date Signed:** \_\_\_\_\_

- Payment Enclosed with Check, payable to Illinois Association of Chiefs of Police.
- Please Charge My: VISA  / MASTERCARD  DISCOVER  Card # \_\_\_\_\_ Exp. Date: \_\_\_\_\_ 3Digit ID: \_\_\_\_\_
- Name on Credit Card: \_\_\_\_\_ (only VISA, MasterCard or DISCOVER accepted by ILACP)
- Billing Address: \_\_\_\_\_

Contributions or gifts to the Illinois Association of Chiefs of Police are not deductible as charitable contributions for federal income tax purposes. However, dues payments may be deductible by members as an ordinary and necessary business expense, when applicable.

# Excerpts from ILACP Constitution & By-Laws

## ARTICLE III – CLASSES OF MEMBERSHIP

### Section 1. ACTIVE MEMBERS

The following persons shall be eligible for active membership:

- a. Commissioners, Superintendents, Chiefs, Directors and Sheriffs having actual supervision of and receiving salaries from any legally constituted state, county, or municipal police department of any political subdivision or governmental jurisdiction of this state, having authority to adopt and enforce police regulations under the Constitution and the laws of the State of Illinois.
- b. Executive assistants, Executive heads, Assistant Chiefs, Deputy Chiefs, and Division, District or Bureau commanding officers, all of such persons having command authority, and including legal advisors who are employed full time by the same governmental unit, when their application is approved by the Chief Executive of the department. This approval by the Chief Executive of the department must be renewed annually.
- c. The executive head or commanding officer of federal law enforcement agencies stationed within this state; and division or bureau commanding officers of such department only when recommended for such membership by the commanding officer of such departments annually.
- d. The chief executive officers of railroad police systems that maintain offices within this State; chief executive officers of university police departments with statutory authority; and division or bureau commanding officers of such departments only when approved for such membership by the chief executive of these departments. This approval by the chief executive of these departments must be renewed annually.
- e. All applicants for active membership must be recommended by an active member in good standing.

### Section 2. ASSOCIATE MEMBERS

- a. Any person not eligible for active membership, but qualified by training and experience in police or other law enforcement activity, or by other professional attainments in police science or administration, or persons who have a legitimate special interest in law enforcement activity compatible with the goals of the Illinois Association of Chiefs of Police shall be eligible for associate membership in this Association. Associate members shall have all the privileges of active membership except:
  1. Associate members shall not hold office;
- b. All applications for associate membership shall be recommended by an active member who possesses knowledge of the qualifications and the character of the applicant.

### Section 3A. RETIRED MEMBERS

- a. Any person who has been honorably retired as an active member and who was an active member upon retirement, but who does not qualify in length of time of **membership** for life membership, may retain membership as a retired member.
- b. A retired member shall be required to pay dues as determined by the Executive Board, is eligible to vote, but may not hold elected office.
- c. A retired member, upon attaining the years necessary for life membership, may apply for life membership.

### Section 5. SUSTAINING MEMBERS

- a. Persons and Corporations known to be consistent advocates of law enforcement, who may desire to lend their aid to the forces engaged in that pursuit, may apply for sustaining membership.
- b. Corporations applying for membership shall designate one person to be representative of that membership.
- c. The corporation and representative(s) must be approved by the Executive Board and represent the quality and character required by the Association.
- d. Sustaining membership remains with the Corporation upon termination of the representative.
- e. All applicants shall be recommended by any member who possesses knowledge of the qualifications and character of the applicant.
- f. Sustaining members or their representatives shall have all the rights and privileges of active membership except that of voting or of holding office.

### Dues

- The annual dues for all membership classifications are determined by the Executive Board and reviewed on an annual basis. Article III, Section 7.
- Current dues structure is posted on the ILACP website.
- Dues shall be payable to the Illinois Association of Chiefs of Police on January 1st of each calendar year. New members joining after **September 30th** of any calendar year shall pay the total dues amount for the current year and shall be credited membership for the following calendar year.

### Important Reasons To Join The Illinois Chiefs Association

- Training Conferences
- Assessment Centers
- COMMAND Magazine
- Weekly Email Bulletins
- Linebacker "Interim Chief" Program
- Networking
- Legislative Email Updates
- Rising Shields Awards
- International Police Chiefs Conference Block Housing
  - Website [www.ilchiefs.org](http://www.ilchiefs.org)
- Positions Available Posted Online
- Voluntary Police Chief Certification Program
  - Traffic Safety Challenge Program
- Police Officer Selection Tests Discount
- Midwest Security & Police Conference/Expo (MSPCE)
  - Police & Citizen Awards Program
  - Online Membership Directory
- Life Memberships
- Command Training Scholarships
- Professional Voice for Legislative Issues

By returning your completed application with payment, you agree to allow ILACP to send you communications via fax and/or email. Your information will not be used for the purposes of telemarketing or Internet Spam of any kind.

**(NOTE: For a review of all membership classifications, see Article III of the By-Laws)**

Form Rev. AUGUST 2017



## 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.



#### **Chief Price Dumas, Kankakee PD**

##### **Age:**

**Agency:** Kankakee City Police Department  
Years in Law Enforcement 24

**Date Appointed Chief:** June 2, 2017

**E-mail contact:** p\_dumas@citykankakee-il.gov

**Phone:** 815-933-0400

**Family?** Single, no children

**Hobbies:** Golfing

**Tell us about your agency:** Kankakee City P.D. Has 67 sworn, and 4 non-sworn. Kankakee city P.D. has its own Gang Enforcement Unit. We partner with other agencies, Bradley PD, Bourbonnais PD, Kankakee County Sheriff police and the Illinois State Police, to form Kankakee area Metropolitan Enforcement Group (K.A.M.E.G.) Stolen auto task force.

**Tell us about your history in law enforcement:** I joined the Kankakee city police department in 1993. I worked as a patrol officer from 1993-2006. While with Kankakee I served as a juvenile officer, Dare officer, school resource officer, and also worked as an undercover agent in K.A.M.E.G. In 2006 I left Kankakee and joined the Illinois State Police. During my 11 years with the I.S.P. I worked patrol, Special Enforcement Team (S.E.T.). I also became a Field Training Officer (F.T.O.) Certified Instructor with I.S.P., certified for teaching Illinois Vehicle Code (I.V.C.) Domestic Violence, and Juvenile. After working 5 years patrol I was assigned to the Executive Protection Unit (E.P.U.) during which time I was assigned to Governor Pat Quinn's detail until his defeat in 2015. From there I was assigned to Zone 1 investigation where I received my Special Agent Status.

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

**What got you interested in a career in law enforcement?** Law enforcement was always my dream.

**When did you realize that you wanted to be a chief?** Can't really say when it came about, but liked being a police officer. Being a Chief is something I always thought of being.

**What are your plans/priorities for your agency?** One of the main concerns/issues is how to bring officers back to the city! So right now, we are working on Residence Officers Program (R.O.P.), Procedural

Justice, and building trust between the police department and citizens.

**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?** Yes

**If so, for how long?** Since October 2017

**What do you see as the greatest value of being a member of the Illinois Association of Chiefs of Police?** Diversity, and my willingness to learn from other agencies.

**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?** No

**Lastly, and most importantly:** CUBS  White Sox

**Other comment:** I support all Chicago teams.



#### **Chief Shanon Gillette, Downers Grove PD**

**Age:** 47

**Agency:** Downers Grove Police Department

**Years in Law Enforcement:** 24

**Date Appointed Chief:**

January 6, 2018

**E-mail contact:** sgillette@downers.us

**Phone:** 630-434-5693

**Family?** Wife, Debi, Daughters Amy (15) and Ella (10)

**Hobbies:** Playing guitar, running, and reading

**Tell us about your agency:** 73 sworn officers, 20 civilian employees; population 49,000. We have the following specialty units: 6 Detectives, 2 Tactical Officers, 2 School Resource Officers, 1 DEA Task Force officer, 1 officer assigned to DUMEG, 1 Community-Oriented Policing/CIT officer, and 2 Traffic Enforcement officers.

**Tell us about your history in law enforcement:** I began my law enforcement career at the Downers Grove Police Department in 1993, at the age of 23. I have served as a Community-Oriented Policing Officer, Field



Continued from page 21

Training officer, Detective, patrol Sergeant, Sergeant of Administration, Lieutenant of Operations, Lieutenant of Investigations, Deputy Emergency Management Coordinator, Deputy Chief of Administration and now as Chief. Downers Grove has been a wonderful community to serve and it is a privilege to be a part of this agency.

**Are you a graduate of SPSC, FBINA, SPI, etc.?** Yes, SPSC Class 252, FBI NA Class 263

**What got you interested in a career in law enforcement?** My brother, Michael Gillette, currently serves as Chief of Police in Round Lake, IL. He has been a mentor and role model throughout my career. He encouraged me early in adulthood to pursue a career in law enforcement.

**When did you realize that you wanted to be a chief?** Throughout my career, I have had many key leaders challenge me to prioritize continuing education and professional development. Supervisors should never underestimate the impact that a little encouragement can have on those around them.

**What are your plans/priorities for your agency?** Our priorities for 2018 include enhancing officer safety and wellness, conducting realistic, scenario-based training for low frequency/high-risk events, and expanding our Crisis Intervention Team to further integrate CIT into our daily operations.

**Are you a Certified Police Chief through the ILACP?** Yes. I encourage all members of ILACP to pursue certification.

**Are you a member of the ILACP?** Yes

**If so, for how long?** Since 2012

**What do you see as the greatest value of being a member of the Illinois Association of Chiefs of Police?** The ILACP is an excellent support network that provides timely updates on critical issues that impact the Illinois law enforcement profession. The ILACP also facilitates participation in a number of committees and programs to assist chiefs with maintaining positive relationships throughout the state.

**Are you interested in serving on a Committee?** I currently serve on the Education & programs Committee

**Lastly, and most importantly:** CUBS X White Sox X



**Adam Mefford, Jacksonville PD**

**Age:** 43

**Agency:**

Jacksonville Police Department

**Years in Law Enforcement:** 19

**Date Appointed Chief:** March 2017

**E-mail contact:**

amefford@jacksonvilleil.com

**Phone:** 217-479-3554

**Family?** Wife, Olivia Mefford (police sergeant 16 years); Daughter Mayh age 8 and Son Brandon age 5; 3 cats and fish

**Hobbies:** Dirt Late Model Racing; being Outdoors, and watching my kids' activities

**Tell us about your agency:** (#sworn/non-sworn, specialty units, population of community, etc.) Agency is 41 sworn, 7 civilian employees. Detective division, street crimes unit, Strike Force Team, SRT, DEA TFO, State Police Drug agent, and a K-9 unit. Jacksonville is roughly 20,000 inhabitants; however, we have two 4-year colleges, one community college and the Illinois School for the Deaf and Illinois School for the Visually Impaired are located here as well.

**Tell us about your history in law enforcement:** Just started 20 years with Jacksonville; I progressed through the ranks of Sergeant, Lieutenant, Investigative Lieutenant and to Chief.

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

**What got you interested in a career in law enforcement?** An intern with DNR during my senior year of college.

**When did you realize that you wanted to be a chief?** About 5 years ago.

**What are your plans/priorities for your agency?** My plan for the agency is to build stronger community partnerships by getting our officers to focus on working with the community not just in it. Our focus is on being transparent and adhering to an updated policy and procedure to ensure the integrity of our agency and its officers. Training is of utmost importance in that we provide our officers with as many training opportunities as we can. We just built a new state of the art training center that will allow us to train not only our officers but a variety of federal, state and local officers. The training center features an 80-seat class room with full audio and video capabilities, break room, and full 100-yard outdoor range.

**What are your plans for your agency?** Strengthen Community Partnerships; Training.

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

**If not, would you like to be?** Maybe

**Are you a member of the ILACP?** Yes

**If so, for how long?** One year

**What do you see as the greatest value of being a member of the Illinois Association of Chiefs of Police?** The networking and information that is shared.

**Are you interested in serving on an ILACP Committee?** Not right now.

**Any other information you would like members to know about you that we have not asked?** Nothing I can think of.

**Lastly, and most importantly:** CUBS White Sox Other: Bears!!

★ ★ ★



# JOIN THE ILLINOIS CHIEFS FOR 2018

Online Application and Easy-Pay

Membership Dues Registration at

<http://www.ilchiefs.org/JOIN THE CHIEFS>



## *Important Reasons To Join the ILACP*

- ☆ Training Conferences
- ☆ Rising Shields Awards
- ☆ Assessment Centers
- ☆ Department Accreditation Program (ILEAP)
- ☆ *COMMAND* Magazine
- ☆ Networking
- ☆ Legislative Updates
- ☆ International Police Chiefs Conference
- Block Housing
- ☆ Website [www.ilchiefs.org](http://www.ilchiefs.org)
- ☆ Voluntary Police Chief Certification Program
- ☆ Traffic Safety Challenge Program
- ☆ Police Officer Selection Tests Discount
- ☆ Midwest Security & Police Conference/Expo
- ☆ Police & Citizen Awards Program
- ☆ Online Membership Directory
- ☆ Command Training Scholarships
- ☆ Life Memberships
- ☆ Tenure Pins
- ☆ Professional Voice for Legislative Issues



## You Are Invited (please RSVP) ILACP ANNUAL LOBBY DAY And Legislative Reception Wednesday, April 11, 2018

10 AM	Briefing for all	ISP Headquarters, 5th floor
NOON	Lunch provided	ISP headquarters
1-5 PM	Lobbying/legislator visits	State Capitol/Stratton Building

**Reception with Legislators 6-8 PM**

**President Abraham Lincoln Hotel — 701 East Adams St.**

**Springfield, Illinois**

Kindly join us in our Reception honoring the Members of the  
100th General Assembly and our Public Officials of the Year for 2017

Senator Michael E. Hastings (D-Tinley Park)

Representative Elgie R. Sims Jr. (D-Chicago)



RSVP: Please reply with a simple email note to [ckent@ilchiefs.org](mailto:ckent@ilchiefs.org) that you will be attending the  
(a) Briefing and Lunch and Lobbying during the day and/or (b) the evening Legislative Reception.



## CHIEF GARY J. SCHIRA

INTERVIEW WITH THE CHIEF OF POLICE

By: Chief Gary Schira (Ret.) & Marla Friedman, Psy.D. PC, Police Psychologist



Chief Gary Schira

but later changed my focus to law enforcement. My father advised me to join a suburban police department and grow with it, rather than CPD where the sheer size limits the opportunity to have an impact. Great advice and it worked well for me.

I was in law enforcement in Illinois for almost 45 years—34 in the Bloomingdale Police Department in DuPage County (serving in various positions/ranks and as Chief of Police for the last 23 years) and then 11 years as Chief of Police of the Batavia Police Dept. in Kane County.

**MWF:** That's a lot of dedication. Can you tell us about your educational background and what level of education do you recommend for new recruits?

**GJS:** I have a B.A. in Criminal Justice Management from Aurora University and a Masters of Public Administration from Northern Illinois University. I'm also a graduate of the FBI National Academy (141st Session), of Northwestern University's Police Administration Training Program and of PERF's Senior Management Institute for Police (Harvard University) to name a few.

I would recommend people aspiring to be a police officer get a bachelor's degree in a law enforcement or communications and then, especially those who aspire to supervisory or upper management positions, pursue a graduate degree in public administration, business administration, management or a similar area of concentration to broaden their perspective, rather than law enforcement. Police officers should be "lifelong learners" and always have a "continuous improvement" mentality. It would be wise to speak, read and write Spanish as well. An emphasis on interpersonal communication would also be beneficial.

**MWF:** These are excellent recommendations because they are so comprehensive and it prepares them for a long and varied career, but have you noticed a lowering of the bar when it comes to hiring new officers?

**GJS:** I think it's critical to ensure the selection process targets the "best and the brightest" and eliminates those applicants who have no business being a police officer and who have little probability of success in the field. A thorough background investigation, polygraph exam, drug screen, psychological exam, and a thorough interview are a "must", to ensure applicants hired don't later become liabilities. Leadership should stand firm on this. Emotionally mature individuals with empathy and a true "service to others" mindset make the best police officers.

**MWF:** I agree and I have concerns myself about some evaluators who don't take the time and effort to fully identify qualities that produce a successful officer. On a related track, some say that the millennial generation is different than previous generations. Did you find your younger officers presented a different kind of challenge?

**GJS:** Hiring young officers injects new life into an organization and serves to re-energize older officers. They didn't present a management challenge, as long as I understood what motivates them. Generally, their main focus is maximizing their "off" time. Twelve-hour shifts are very popular with them. They aren't interested in working overtime. They "work to live", not "live to work". They often expect immediate gratification as to specialty assignments, promotions, etc. rather than having to "pay their dues". On the positive side, younger officers are well versed in computer skills, social media and technology. Their interpersonal skills might be lacking, because of over-reliance on e-mail and texting as a primary means of communication.

**MWF:** I've seen the same thing. What other changes have you seen?

**GJS:** Law enforcement is more professional as evidenced by the leap in technology and the strides in police training and specialty positions. When I started as a police officer in 1972, I worked in a 1-man squad car as an armed police officer for 1 year BEFORE I went to a Basic Police Recruit Training Academy and I drove a squad with only an in-car police radio. Portable radios, which are now a current officer's lifeline, didn't exist. If you left your squad, you were on your own. Unbelievable!

There is much more scrutiny of law enforcement and the public expects transparency in public officials to include police officers. Media exposure of negative police actions sways public opinion, when those are just the actions of a few. Police officers must realize they are in a fishbowl so should act accordingly.

**MWF:** How were you able to balance the needs of the department with the demands of the town or village board?

**GJS:** The needs of the department and the needs of the village board/city council should be one and the same, not at cross-purposes. It's not a competition. They are the policy makers. The chiefs use their expertise to implement those policies.

**MWF:** How did you juggle the job and your family time? What advice do you have for incoming officers?

**GJS:** My wife of 44 years, Mariann, has always been supportive of me professionally and understood my job responsibilities. Thank God for my wife, who did a fabulous job raising our two children, since I was often an "absentee" parent, missing school activities and sports events. I was immersed in my profession to a fault and I will be forever grateful for the many sacrifices made by my wife and children through the years.

I would advise incoming officers to read the book entitled, "Emotional Survival For Law Enforcement Officers and Their Families" by Dr. Kevin M Gilmartin. It's an eye-opener and urges police officers to have more balance in their lives, to not bring the job home, to spend quality time with loved ones and have friends outside of law enforcement to have a more realistic and optimistic perspective.

**MWF:** That's a lucky coincidence! Badge of Life is having our conference in Orlando, November 6-7. Bruce Sokolove, ("Coach Sok") President of Field



Training Associates and I are presenting as well as the top law enforcement trainers in the U.S. and internationally. Kevin Gilmartin, a friend to Badge of Life will be among our presenters. All Chiefs are invited.

Can you tell us about your involvement in ILACP?

**GJS:** As you know, I am a Past President of the ILACP (1997) and have enjoyed my involvement for over 34 years and the many friends I have made. A solid professional network is critical to one's success! I believe in giving something back to the profession and it's been a pleasure.

Currently, I co-chair the Ethics Committee with retired chief Russ Laine and co-chair the newly created Past Presidents Committee with retired chiefs Ray Rose and Chuck McDonald. In fact, we're embarking on compiling a pictorial/ narrative book on the 76-year history of the ILACP, which I'm very excited about. I also serve on the Executive Board and enjoyed my time last year serving on the 75th Anniversary Planning Committee with you Marla.

**MWF:** Thank-you Gary, I enjoyed working with you and that committee. Everyone was so cooperative. There was a wealth of law enforcement experience in that room. On another topic, what was the most interesting case you've ever worked on?

**GJS:** The three most interesting, disturbing and difficult cases all happened when I was in Bloomingdale.

The 1st case was a homicide. A motorcycle gang had taken over a bar in town and beat and kicked a stranger to death and beyond recognition. Tough case to solve because the body was dumped elsewhere and the only witnesses were fellow gang members. With perseverance and a lot of hard work, three gang members were charged and convicted of murder.

The 2nd case was the shooting death of a grandfather sitting with his family and grandchildren in the midst of 10,000 attendees during the fireworks display of our annual 3-day festival. A convicted felon with a stolen .44 magnum revolver was having a yard party one mile away and shooting at metal drums in his backyard. He insisted his drunken girlfriend shoot the weapon and she accidentally shot the gun upwards. The bullet came down one mile away and tragically hit the grandfather while seated in his lawn chair watching the fireworks. With some tireless canvassing, interviewing and great forensics work by the DuPage County Sheriff's Dept., the offenders were identified, charged and convicted.

**MWF:** Ok, another coincidence. In one of my CJ classes, that was one of the cases we studied. Great work under your leadership but what a tragic situation!

The 3rd case was the rape of a 35-year-old profoundly physically and mentally disabled resident of a skilled nursing facility, who could neither move nor talk. A 19-year-old aide employed there impregnated her and her pregnancy was only discovered months later. Since the victim couldn't speak or write, we had to wait until the baby was born and matched the baby's DNA with that of the offender. 75 other males, who either worked there or did business there, had to be eliminated as a suspect via their DNA. Simply no respect for humanity!

**MWF:** That's horrendous, thank goodness for modern technology. You can see why this profession can leave psychological scars. What was the most troubling issue you had to deal with as Chief?

**GJS:** The most troubling time I had as a Chief was dealing with the suicide of two of my police officers in back-to-back years shortly after I became the Chief of Police in Batavia. Both officers were veteran officers and it shook the very foundation of the department. No one saw it coming, even their closest friends. Afterwards, we had some intense counseling sessions and I brought in two specialists in the field of police suicide, Robert Douglas and Kevin Gilmartin to conduct training for all police officers in the region. It took quite awhile to get things to normalize in the department. I wouldn't wish this on any police chief!

**MWF:** That is devastating and is for any chief in that position. You handled that well. I train hundreds of FTOs in mental health and suicide prevention with Field Training Associates. I want to help them at the beginning of their careers. Did you refer officers for a Mental Health Check-In or therapy?

**GJS:** Both agencies where I worked had Employee Assistance Programs and all personnel were encouraged to avail themselves of this beneficial service. The Mental Health Check-In is a wise idea and being proactive is key. We must break down that emotional wall and stigma where it's considered "weak" to admit issues or ask for help, even of a colleague.

**MWF:** You're singing my song! How does it feel to be retired and what are your future plans?

**GJS:** It is absolutely wonderful. My whole professional life has been on a schedule. Now there's time for family, grandchildren and friends. My wife and I bought a second home in Naples, Florida, so we'll spend time at both of our residences. Our children and grandchildren all live in Illinois, so that will be our primary residence. I don't have plans to work full-time, but I may be lured into some occasional consulting, management studies or police chief selections. I feel quite content in retirement and have plenty of things to do with my time. I miss "being in the loop" and miss the friends and colleagues I worked with, but the pros easily outweigh the cons. I would caution all those who are putting retirement off to reconsider. Good health is guaranteed to no one! Enjoy your much-deserved retirement while you and your spouse are still in good health.

Lastly, knowing that both the Bloomingdale and Batavia Police Departments are being led by extremely dedicated and talented Chiefs, who I had the pleasure of working with and mentor for years, puts my mind at ease. It makes me very proud.

**MWF:** Chief, thank you I really appreciate you taking the time to talk with me today. I have always enjoyed working with you.

**GJS:** Likewise, I've always enjoyed working with you, Marla, and appreciate your genuine concern for the emotional health and well being of police officers and your active participation in ILACP. Thank you for giving me this opportunity to share my thoughts and insights. ■

Marla Friedman, Psy.D. PC is a national police trainer, public speaker, writer and maintains a fulltime therapy practice. She sits on the Board of Directors of Badge of Life and is the Chief Psychologist for Field Training Associates. Do not hesitate to contact her at: [Booklight@att.net](mailto:Booklight@att.net)



# COMMAND

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