



- McHenry County Chiefs of Police
- North Suburban Assn of Chiefs (Cook)
- South Suburban Association of Chiefs (Cook)
- West Suburban Chiefs of Police (Cook)
- Police Chiefs of Will County

Electronic voting – open to all active members – will take place April 23-25, 2018. The winner of that election will be sworn in on Friday night, April 27, 2018, at the Annual Conference banquet in Peoria.

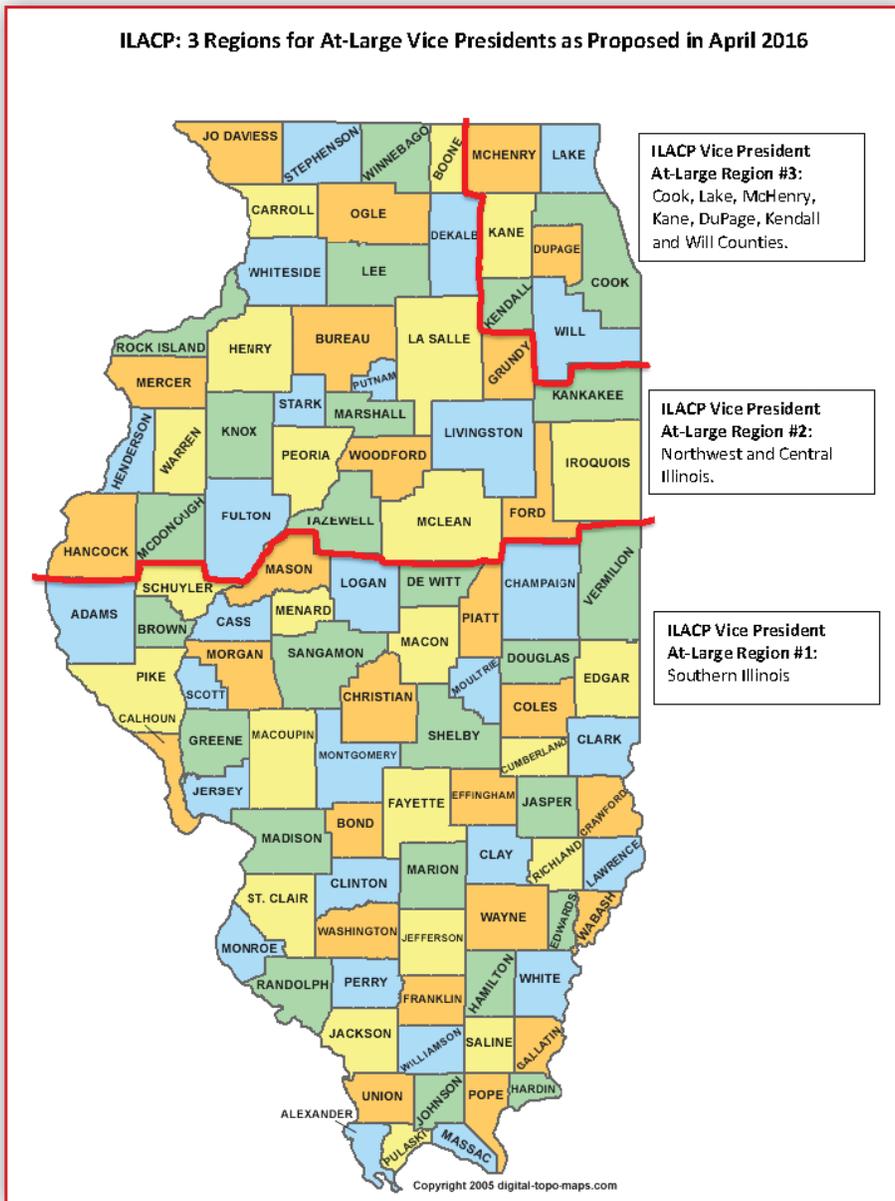
How to Announce Candidacy

Nominations are now open for 3rd Vice President and the Vice President At-Large Positions in Regions 2 and 3. They will remain open until mid-February 2018.

Our bylaws state: “Any member seeking office shall file a declaration of candidacy by filing a letter of intent to run for office with the Executive Director at least 60 days before the opening date of the ILACP Annual Conference where the election will be held.”

Candidates for these vice president positions should write a letter of intent to run for office and email it to Executive Director Ed Wojcicki at ed@ilchiefs.org. Examples of such letters can be found on the ILACP home page. Candidates should also send Ed a head shot to be used on the ILACP website and in our Weekly Bulletin. Most candidates submit their formal portraits in dress uniform.

Anyone with questions about the process or the commitment of a member of the Board of Officers should contact Ed or any member of the Board of Officers, or any past president, for more information. ■





Illinois Association of Chiefs of Police Testing Program

Are You Hiring New Officers or Dispatchers?

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Try these quality written examinations developed by Stanard & Associates, Inc. and offered by the Illinois Association of Chiefs of Police. Exams are easy to administer, job-related, and affordable.

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- ASSESSMENT EXERCISES AND PROMOTIONAL ORAL BOARD INTERVIEW PROGRAMS

For more information about these testing products and services or to place an order, please call the **ILACP** at (217) 523-3765



Data for Decisions in Management

Illinois Accreditation Works!

Professional Recognition for Your Agency!

A Proven Management Model!

Reduced Risk!

Member Pride!

Community Support!

Target Hardening for the Police!



The Illinois Accreditation Council congratulates the following agencies for their achievement.

Algonquin Police
 Bannockburn Police
 Benedictine University Police
 Bensenville Police
 Braidwood Police
 Carbondale Police

Champaign Police
 Channahon Police
 Itasca Police
 Kankakee Police
 Lake in the Hills Police
 Macomb Police

Morton Grove Police
 Mount Prospect Police
 Northeastern Illinois University Police
 Oak Forest Police
 Orland Park Police
 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 or Contact Ed Wojcicki at 217.523.3765; Email: ed@ilchiefs.org *



ILACP PARTNERS WITH POWERDMS TO STREAMLINE ACCREDITATION PROCESS

HIRES LT. JEFF HAMER AS ILEAP COORDINATOR



Lt. Jeff Hamer
ILEAP Coordinator

ILACP members now have an electronic process to obtain accreditation through the Illinois Law Enforcement Accreditation Program (ILEAP). We have officially partnered with PowerDMS to deliver web-based accreditation to our members. PowerDMS estimates that the average PowerDMS customer cuts their accreditation preparation time by as much as 50 percent.

“This will give Illinois agencies an option to do everything electronically instead of on paper,” Wojcicki said.

But agencies will still have the paper option if they so choose.

The association’s Professional Recognition Committee, chaired by Chief Pat Rollins of Sugar Grove, recommended PowerDMS, and Executive Director Ed Wojcicki signed a contract with PowerDMS, making PowerDMS the exclusive electronic partner with our ILEAP program.

For the time being, the cost of ILEAP accreditation stays the same, at \$500 for Tier 1 and \$1,000 for Tier 2. “Those costs will go up at some point in the future, because those are bargain rates,” Wojcicki said. He encourages agencies to get started now with the accreditation process. Rates will increase in late 2018 or early 2019.

Agencies choosing to use PowerDMS will pay an annual fee to that company. ILACP has negotiated exclusive pricing on PowerDMS for our members. For \$850 a year, ILACP members can access PowerDMS Standards. That is a 25% discount off of the regular \$1,150 annual cost. ILEAP members also receive three complimentary PowerDMS Policy licenses for mapping internal policies to ILEAP standards. PowerDMS even notifies users when a change to a policy or ILEAP standard could impact compliance.

Why PowerDMS:

PowerDMS currently works with CALEA and more than 35 state and national accrediting organizations to equip public safety agencies with electronic accreditation tools. More than 1,400 accredited law enforcement agencies across the nation have cut accreditation prep time by up to 50% and saved thousands of dollars in paper costs each year with PowerDMS.

Why Accreditation:

Obtaining accreditation benefits your agency and community by reducing your agency’s risk and liability, improving defensibility against lawsuits and boosting your agency’s reputation within the community. ILACP leaders had the foresight to create this Illinois accreditation program a decade ago, and interest is growing.

To learn more about PowerDMS for ILEAP accreditation or to schedule a demo, visit <https://www.powerdms.com/ileap-accreditation/>.

To learn more about the ILEAP accreditation process, visit <http://www.ilchiefs.org/> and click on the Programs menu.

Also, PowerDMS Training allows you to save money by delivering training online. Online training not only avoids the hassle of scheduling in-person training for all shifts, but reduces overtime costs by delivering training remotely, on employee schedules. To learn more about PowerDMS for Policy or Training management visit <https://www.powerdms.com/product/>. ■



Lt. Jeff Hamer of the Macomb Police Department began serving at our association’s ILEAP Coordinator earlier this year. He has become the new first-point-of-contact for agencies inquiring about ILEAP accreditation. He serves as the Macomb PD’s accreditation manager and has done a great job at the department and for the association. He has a master’s in organizational management from Lewis University and is a graduate of Northwestern University’s Staff and Command program. He can be reached at jhamer@macombpolice.com.



MORTON GROVE POLICE AWARDED ACCREDITATION THROUGH THE ILLINOIS ASSOCIATION OF CHIEFS OF POLICE

MARCH 13TH, 2017



On March 13th at 7:00 pm, a representative from the ILACP presented Chief Michael Simo and Mayor Dan DiMaria with this prestigious award at the regular Village Board Meeting.

The Illinois Law Enforcement Accreditation Program (ILEAP) is a two tier program designed for law enforcement agencies to attain excellence in policing. The Morton Grove Police Department had to prove that they complied with over 180 law enforcement standards pertaining to Administration, Operations, Personnel and Training in order to attain Tier 2 Accreditation. Tier 1 status requires compliance with 67 standards.

This 18 month process involved all members of the Morton Grove Police Department, but was directed by Chief Simo and members of his command staff, most notably Investigations Commander Paul Yaras, who serves as the police department's Accreditation Manager. The Accreditation Manager is responsible for overall coordination of the program.

Throughout this process, policies and operations were reviewed to ensure compliance while pre-inspections were performed with the assistance of other accredited law enforcement agencies to assist in preparation for the on-site inspection.

In December 2016, an Assessment Team sent by the ILACP to review our policies and observe operations also spoke with our citizens and Village staff in order to confirm that we met the ILACP's high standards. This was a two-day process and the department successfully passed the inspection.

Chief Simo is very pleased that the Morton Grove Police Department will be recognized as a Tier 2 law enforcement agency, and he is proud of the extraordinary effort that his staff put forth in making this goal a reality. He has commended Commander Yaras for his work as the Accreditation Manager.

He also stated that, "Moving forward, the Morton Grove Police Department will continue to serve our community in the professional manner our community deserves and we will continue to be the top tier agency that this award represents." ■

ILEAP Accredited Agencies

<u>Agency</u>	<u>Tier</u>	<u>Date of Accreditation</u>
Algonquin Police	Two	Mar. 2013
Bannockburn Police	One	Jan. 2014
Benedictine University Police	One	Jun. 2013
Bensenville Police	One	Jan. 2015
Braidwood Police	One	Mar. 2011
Carbondale Police	Two	Dec. 2010
Champaign Police	Two	Jan. 2010
Channahon Police	One	Jan. 2010
Itasca Police	One	Jan. 2017
Kankakee Police	Two	Aug. 2009
Lake in the Hills Police	Two	May, 2014
Macomb Police	One	Oct. 2012
Morton Grove Police	Two	Feb. 2017
Mt. Prospect Police	One	May 2017
Northeastern Illinois University Police	One	Dec. 2015
Oak Forest Police	One	Jan. 2015
Orland Park Police	One	Apr. 2012
	Two	Jan. 2015
Park Ridge Police	One	Oct. 2012
Rock Island Police	One	Jun. 2013
	Two	Jan. 2014
Roselle Police	One	Jan. 2012
Round Lake Beach Police	Two	Mar. 2012
	One	Feb. 2016
Skokie Police	One	Jan. 2012
Sycamore Police	One	Aug. 2014
University of Illinois-Urbana Police	Two	Oct. 2012





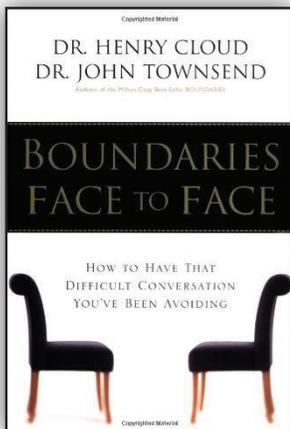
BOUNDARIES FACE TO FACE: HOW TO HAVE THAT DIFFICULT CONVERSATION YOU'VE BEEN AVOIDING

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

AUTHORS: HENRY CLOUD & JOHN TOWNSEND

HARDCOVER: 272 PAGES

PUBLISHER: ZONDERVAN; 1ST EDITION (2003)



By Mark Field

Peers, subordinates, and students have related to me that one of their more challenging tasks is to confront those that they lead about substandard performance, misconduct, disciplinary issues, and unacceptable interpersonal skills – just to name a few.

After brief conversations, I learned the primary reason was they were ill-equipped to act productively and resourcefully when confronted with

such circumstances. Consequently, many avoided confrontations altogether.

A leader's adversity to conflict and confrontation can lead to disastrous consequences when they dismiss negative behaviors, ignore behaviors even exist, or hope the behavior or conduct will resolve itself – just to name a few.

Some leaders understand that if they let their people run amuck doing whatever they please, whenever they please – without boundaries – will create even greater problems than the original problem. Others are totally devoid of potentially negative consequences that will inevitably result in negative outcomes for them and their organization.

Cloud and Townsend lead the reader through practical approaches for positive confrontation and present a convincing argument that successful leaders people “confront well.” They know that setting healthy boundaries ultimately improves relationships thereby building a leader's trust and respect based on their honesty and transparency. They have discovered that uncomfortable – even dangerous – situations can often be avoided or resolved through direct conversation.

Most leaders do not know how to go about having difficult conversations. They see confrontation as intimidating or adversarial. They are anxious to talk with an employee about a drinking problem or even address a relational conflict the employee may have with another peer.

Cloud and Townsend apply their principles to a variety of the most common difficult situations and relationships by:

- Explaining why confrontation is essential to all of life's arenas.
- Showing how healthy confrontation can improve relationships.
- Presenting essentials of a good boundary-setting conversation.

- Providing tips on how to prepare for a conversation.
- Showing how to tell people what you want, how to stop bad behavior, and how to deal with counterattacks.
- Giving actual examples of conversations to have with your boss, co-workers, and subordinates, and more.

From the Book: “Sometimes leaders become confused in a confrontation because the employee either leads them into an emotional trap or succeeds in getting them off track.

If that happens, remember this formula. Empathize with their feelings or position, and return to your issue.

Here's an example. Joe: 'I can't believe you were offended by my comments. You joke around more than anyone here. That's pretty hypocritical.'

You: 'I understand it's hard for you to see, and I'm glad you meant it as a joke and weren't trying to be hurtful. What I'm telling you, though, and what I don't want you to miss, is how it affected me. It hurt me and I don't want to be talked to like that.' ■



“A boundary is a definite place where your responsibility ends and another person's begins. It stops you from doing things for others that they should do for themselves.”

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



ILLINOIS ASSOCIATION OF CHIEFS OF POLICE LAUNCH NEW WEBSITE

IMPORTANT NOTICE TO ILACP MEMBERS



HOW THE NEW WEBSITE AFFECTS YOU:

1. Watch your email for a notice that the new website has been launched. Same URL: www.ilchiefs.org
2. Follow the instructions on that email. Every time you go on the website, look for the "Member Login" button in the upper right.
3. The first time you log in, you will create your own password.
4. Browse the new website:
 - a. The "Newsroom" menu item is new. We will be telling our story more aggressively.
 - b. The "Members Only" section is enhanced with additional content ... and more to come. You will be prompted to log in whenever you select a link that is for MEMBERS ONLY.
5. "Update Your Profile" after you log in. Review the information in our database, add to it, and correct any mistakes. We encourage you to fill in any empty information fields as well if they are applicable to you.
6. In your Profile, we are now asking for your COUNTY where you work. If you are retired, please identify the county where you live – using the drop-down list. This is important because in elections for regional at-large vice presidents, you only vote in one region, which is defined by county borders.

RENEW YOUR MEMBERSHIP/PAY YOUR DUES FOR 2018

1. You will receive an automated email telling you it is time to renew your membership. Click on the link in that email and complete the form.
2. There is an option to save a printed form if you need to circulate it within your department, village, or city for payment of your dues.

GO MOBILE!

Try it on your phone! Go to www.ilchiefs.org. Everything in our new system is mobile friendly. You should be able to renew your membership, update your profile, and register for events on your smartphone, tablet, iPad, laptop and desktop computer. Give it a try.

TECHNICAL SUPPORT

We expect most of the new system to be user friendly and intuitive. If you have any issues with the new system, please send emails to ilacp@ilchiefs.org. We will respond as quickly as possible. In your email, please also leave a phone number where we can reach you.

JOIN THE CHIEFS FOR 2018

Application for Membership NEW RENEW

Online: Click "Join/Renew" Option at 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). 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.)

- Active** - 1st member of agency = (1 to 10 sworn) \$110; or (11 to 99 sworn) \$220; or (100 or more sworn) \$330
- Active Other** - 2nd/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** - 1st member of agency/company = \$170 **Associate Other** - 2nd/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, 2nd 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 1st six characters of your LAST NAME, dash, 1st 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
- 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.



Joseph Switzer

Age: 49

Agency: Monmouth Police Department

Years in Law Enforcement: 25

Date Appointed Chief: July 3, 2017

E-mail contact: joe.switzer@monmouthpolicedepartment.com

Phone: 309-734-8383

Family: Wife, Marci, married for 21

years; son, Blake, 20 years old, at Eureka College; daughter, Addisyn 12 years old; Shih-Tzu named Tessa.

Hobbies: Golfing

Tell us about your agency: 19 sworn officers, 1 public service officer, 1 administrative assistant, 8 full-time telecommunicators, and 3 part-time telecommunicators; West Central Illinois Task Force member; population of approximately 9400; when Monmouth College is in session, approximately 10,600. Monmouth is noted as the birthplace of Wyatt Earp.

Tell us about your history in law enforcement: I started in law enforcement as a telecommunicator, after that I have held positions of Patrol Officer, FTO, Senior Patrol Officer, Investigator, Sergeant, Lieutenant and Deputy Chief of Police.

Are you a graduate of SPSC, FBINA, SPI, etc.? Yes, SPSC Class 257, FBINA 255th Session; New Chiefs Orientation 2014

What got you interested in a career in law enforcement? My father was a police officer in the 1960's and 1970's. I have a twin brother (Bill) who is a police officer at Peoria Heights Police Department. It runs in the family.

When did you realize that you wanted to be a chief? Early on in my career I knew that I wanted to aspire to or do what I needed to do in order to become a Chief of Police. I also retired from the Illinois National Guard as a First Sergeant. I want to continue working in a leadership role, and there is no better position to continue growing as a leader and providing leadership, than being a Chief of Police.

What are your plans/priorities for your agency? My first priority is to provide stability to my department, establishing my leadership team (administrative officers) and to establish the direction that I want the department to move in. Next priority would be to ensure that the department, once moving in a positive direction, continues to move in a positive direction. I want to develop the next leaders of my department. I won't be around forever and someone will have to replace me, my lieutenants and sergeants. If I don't develop them to be future leaders of this department, then I haven't done my job. Most importantly, I want to provide the best leadership that I possibly can to the officers of MPD, the City of Monmouth and the citizens of this great community. I want to leave my department in better condition than it was when I was appointed.

Are you a Certified Police Chief through the ILACP? Hopefully yes by the time this is published.

Are you a member of the ILACP? Yes **If so, for how long?** For about a year.

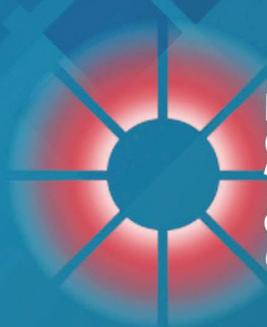
What do you see as the greatest value of being a member of the Illinois Association of Chiefs of Police? Having the access to the some of the best knowledge and people around I feel is the greatest value. The ILACP is a great resource for information.

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: ABSOLUTELY NOT

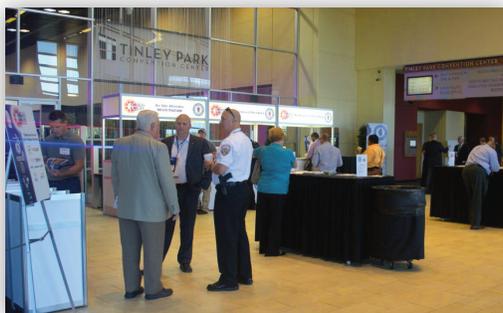
White Sox: NO **Other:** CARDINALS!



MIDWEST SECURITY & POLICE CONFERENCE/EXPO

August 15-16, 2017
Tinley Park Convention Center
Tinley Park, IL

FREE Education, Training, Camaraderie, and Networking







INTERNAL AFFAIRS CAN NO LONGER REMAIN INTERNAL: 3 KEY STEPS TO DEMONSTRATE LEADERSHIP INTEGRITY, INDEPENDENCE AND TRANSPARENCY IN PUBLIC STANDARDS INVESTIGATIONS

BY KEN BOUCHE AND DEBRA KIRBY

An officer-involved in a shooting that resulted in the death of a community member. A Freedom of Information Act request that uncovered salacious material on officers' department-issued phones. An officer caught on closed-circuit television pocketing stolen property. In each of these examples, community members will demand answers long before all the facts are known. Indeed, communities across the country are raising similar concerns in the wake of critical incidents, accusations of scandal or suspicion of corruption: police departments take too long to investigate their own and the outcomes of investigations fall short.

Internal Affairs (IA) typically handles an agency's internal investigations. However, ensuring every department member behaves ethically does not happen in isolation; it is an organizational responsibility extending far beyond IA. Policing has reached a pivot point, and past experience and practice no longer provide an appropriate or sufficient model for responding to current issues. To avoid unfairly becoming a national example of poor policing and management, agencies need to acknowledge the issues and expectations of their local communities. Community engagement ahead of an officer-involved critical incident provides an agency with ready access to key community stakeholders.

BALANCING THE DEMANDS OF A THOROUGH INVESTIGATION AND PUBLIC EXPECTATIONS

Internal investigations take time, often with good reason. An agency's reputation is on the line. However, when public consensus is that the outcome is – or ought to be – clear, then a lengthy investigation gives the appearance of evasion or, worse, a cover-up. Agencies cannot cut corners to satiate public demand. Internal investigations should be treated as any other serious investigation: with review and oversight in place to ensure ongoing, timely and appropriate interviews, evidence collection and investigative action.

In addition, agencies need to acknowledge that public opinion forms in the absence of clear communication from leadership. Therefore, executives need to take three key steps to increase transparency around internal investigations, earn community confidence and maintain departmental morale:

1. Understand the new dynamic.
2. Prepare your communication plan.
3. Develop trust through increased transparency.

Agencies of all sizes can implement this three-point strategy to address critical events and demonstrate leadership integrity, independence and transparency in their engagement with the public.

1. UNDERSTAND THE NEW DYNAMIC

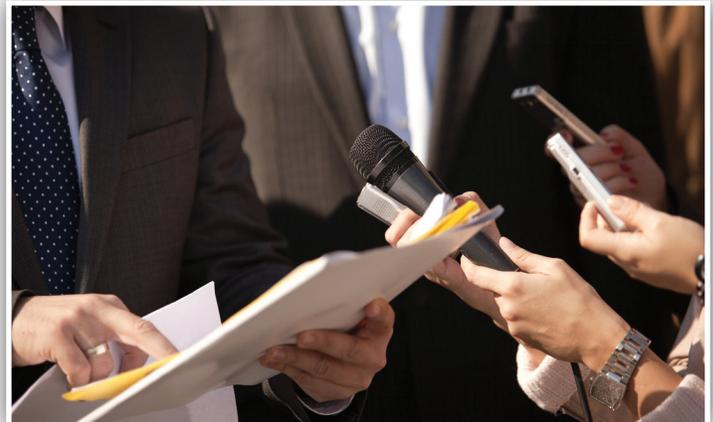
Police agencies used to own the narrative of critical events. Agencies could take their time conducting their own internal review and investigation of any officer interactions that raised community or departmental concern. Today, however, cell phones, the 24-hour news cycle and social media outlets like Facebook and Twitter mean that communities across the country expect real-time updates of officer-involved incidents. So too, department morale hinges upon prompt internal communication, as officers are also consumers of external communications. The audience and its appetite for information has changed.

From the perspective of officers, public discussions of ongoing investigations may not seem appropriate or fair. Most officers and the agencies they work for are committed to upholding the law and Constitution. In the wake of a critical incident, officers may feel that their personal and professional reputations are at

risk before the facts are known. Therefore, agencies need to articulate early the independence and integrity of the investigative process.

From the perspective of community members, the majority of an agency's work remains opaque. Labor agreements, best practices and litigation concerns all factor into an agency's decision to keep a close hold on information related to ongoing investigations. However, public information announcements that are slow or non-existent – coupled with a finding that publicly questioned incidents were justified or within policy – tend to have counterproductive effects on the police-community relationship. In highly visible incidents, limited communication from an agency often becomes a catalyst for further discontent. Therefore, it is crucial that agencies acknowledge the particular needs and interests of the communities they serve and provide prompt, clear answers to their questions.

To meet the expectations of community and department members, police executives need to get proactive and transparent in their communications. At a minimum, agencies should identify known facts and acknowledge public concerns, addressing them either in the ongoing investigation or as part of their communication strategy. A fact too often forgotten is that communication requires active listening – to officers and members of the community. A critical tool for increased and improved communication – occurring before, during and after a critical incident – is a well-defined communication plan that leverages social media.



2. PREPARE YOUR COMMUNICATION PLAN

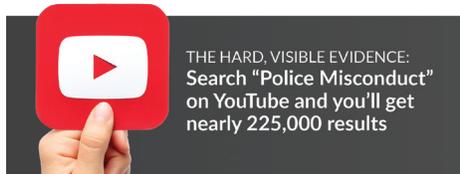
Social media can generate a tsunami of unwanted or unanticipated attention following an officer-involved incident. However, social media also provides immediate, interactive and scalable content to a large and diverse audience. Facebook and Twitter, for example, can have direct and immediate impact on internal and external audiences. Strategic use of social media outlets can help a department (1) develop and maintain a brand identity, (2) disseminate information, and (3) collect community input.

Before a critical incident occurs, law enforcement agencies should be working actively to establish their presence – their brand – in the minds of department personnel and the community. As we know, "in order to function effectively, police must be concerned with community perceptions and values." Branding may sound like it belongs in the purview of corporations, but a law enforcement agency's brand is a critical component of its efforts to ensure public safety, to earn the trust and respect of the communities it serves and to create an emotional connection among the community, the agency and its officers.

1 National Internal Affairs Community of Practice. 2008. Standards and Guidelines for Internal Affairs: Recommendations from a Community of Practice. Washington, D.C.: Office of Community Oriented Policing Services. <https://ric-zai-inc.com/Publications/cops-p164-pub.pdf> (accessed March 30, 2017).

2 International Association of Chiefs of Police. "IACP Center for Social Media." <http://www.iacpsocialmedia.org/getting-started/social-media-an-introduction/> Accessed April 3, 2017.

3 Gorby, David M. "The Failure of Traditional Measures of Police Performance and the Rise of Broader Measures of Performance." *Policing*, 2013, 7 (4): 393.



When deployed effectively, social media can be an extremely useful tool for immediate dissemination of information. Police agencies can reach local audiences and beyond without having to wait until the next news cycle or relying on traditional news media outlets as an intermediary.

Social media provides a highly interactive opportunity to engage meaningfully with community members, empowering agencies to collect community input and feedback – and provide community members with the satisfaction of knowing their concerns are being heard in real time – without the constraints of traditional bureaucratic processes. When guided by a communication plan, social media can provide an effective avenue for collaborative problem solving.

Social media has its downsides – bad news can travel as quickly as good. Engaging in positive communication and demonstrating a true commitment to transparent, good-faith communications help to develop your brand, fortify your reputation and create key contacts online. In the wake of a critical incident, a strong brand and a dedicated community helps limit uninformed commentary.



3. DEVELOP TRUST THROUGH INCREASED TRANSPARENCY

The final step of this three-point strategy aims to reduce uninformed commentary before it begins: by proactively sharing department data, especially data about citizen complaints and discipline. Acknowledging dissent is the first step in developing trust in the department – particularly in the wake of critical or controversial incidents. In practice this means listening attentively and acknowledging public comments and concerns. The importance of engaging with the community cannot be overstated.

Confidentiality remains the norm regarding public access to police discipline records. However, the law is beginning to trend toward disclosure. Further, technology is driving the public's demand for transparency, as an increasing number of websites regularly track and report on police misconduct.

Departments should not wait for independent parties to collect and publish their complaints and disciplinary data. Instead, law enforcement leaders should carefully consider their processes regarding officer complaints and discipline with a view to greater transparency. Questions to ask include:

- What legal basis and organizational support exist for current practices?
- Do they remain valid?
- Is the information available through request or other sources?

- What benefit derives to the community through disclosure?
- What harm occurs for the department through disclosure?

In addition, agencies should consider publishing complaint data, even if anonymized, online. By addressing community concerns through factual information, agencies can take away the power of the unknown. The platitude “the best defense is a good offense” applies – by anticipating the community's concerns and acknowledging their voice – even those voices of dissent or dissatisfaction – agencies can better develop trust.

CONCLUSION

Ensuring internal investigations are independent, impartial, accurate and thorough is time-consuming and requires significant internal resources. However, internal affairs are no longer internal, and enhanced communication represents a cost-effective and immediate way to improve internal investigations and police-community relations. For some departments, implementing the three steps outlined in this article may represent radical reform; for others, it may reflect innovation or fine-tuning existing protocols. In either case, implementing external and internal communication around internal investigations represents an opportunity to facilitate the community's co-ownership of local policing and to recognize and empower the community's role in problem solving. ■

Authors:



Ken Bouche is Chief Operating Officer of Hillard Heintze. Ken Bouche has established a career as an executive leader and senior advisor at the forefront of applying best practices in management, government, technology, information sharing and intelligence to the highly specialized needs of the law enforcement, homeland security and justice communities. Ken dedicated 23 years to the Illinois State Police where, as Colonel and CIO, he was responsible for modernizing the agency's technology functions. He recently served

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Debra Kirby, Esq., is Senior Vice President, Law Enforcement Consulting, for Hillard Heintze. Debra Kirby has been a lifelong champion for change and improved policing practices in the U.S. and in Ireland. She served as Deputy Chief Inspector of Garda Siochana Inspectorate, an agency tasked with making policy and practice recommendations for An Garda Siochana, the national police force of Ireland. Prior to her service overseas, she retired as the highest-ranking female in a major city police

department, having developed expertise in labor management; officer-involved shooting investigations and policies; criminal investigations; large scale demonstrations and emergency preparedness; and, internal affairs and accountability within law enforcement. She holds a Master of Arts in Homeland Security from the Naval Postgraduate School and a Juris Doctor from the John Marshall Law School in Chicago.

4 Phibs, W. Michael and Tait, Frank A. “Perspective: Taking Ownership of the Local Law Enforcement Brand. FBI Law Enforcement Bulletin. Federal Bureau of Investigation. <https://leb.fbi.gov/2014/february/perspective-taking-ownership-of-the-local-law-enforcement-brand>. Accessed April 3, 2017.

5 International Association of Chiefs of Police. “IACP Center for Social Media.” <http://www.iacpsocialmedia.org/getting-started/social-media-an-introduction/> Accessed April 3, 2017.

6 Lewis, Robert, Noah Veltman and Xander Landen. “Is Police Misconduct a Secret in Your State. WNYC News. <https://project.wnyc.org/disciplinary-records/> Accessed April 3, 2017.



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TRAUMA-INFORMED RESPONSE TO SEXUAL ASSAULT: THE SEXUAL ASSAULT INCIDENT PROCEDURE ACT

BY ATTORNEY GENERAL LISA MADIGAN



In 2015, after over a decade of working to change sexual assault laws to improve reporting rates and law enforcement response, I reached out to the Cook County State's Attorney, the St. Clair County State's Attorney and the Executive Director of the Illinois Coalition Against Sexual Assault (ICASA) and asked them to join me in creating a Joint Sexual Assault Working Group. My goal in starting the Working Group was to look at how the criminal justice system handles sexual assault from start to finish and address

troubling statistics that only a small percentage of sexual assault victims report their assaults to law enforcement authorities. We brought together stakeholders from the criminal justice, victim advocacy and medical communities, as well as state agencies, and our work culminated in the Sexual Assault Incident Procedure Act, P.A. 99-801, to improve the response of the criminal justice system to victims of sexual assault and sexual abuse.

According to the U.S. Department of Justice, the trauma of sexual assault and sexual abuse often leads to severe mental, physical and economic consequences for the victim. A victim's ability to recover has been directly linked to first responders; often this is a member of law enforcement when a victim comes forward to report a crime. How law enforcement responds can directly impact a victim's ability to heal as well as her or his willingness to actively participate in law enforcement investigation and prosecution.

Improving the response of the criminal justice system to victims of sexual assault and sexual abuse is also critical to the identification and prosecution of sexual predators, and ultimately, in preventing offenders from staying in our communities and committing additional crimes.

The Sexual Assault Incident Procedure Act, 725 ILCS 2-03/15(a), requires that "on or before January 1, 2018, every law enforcement agency shall develop, adopt, and implement written policies regarding procedures for incidents of sexual assault or sexual abuse." These policies must be "consistent with the comprehensive guidelines developed and made available by the Office of the Attorney General in consultation with the Illinois Law Enforcement Training and Standards Board and the Illinois State Police."

The Comprehensive Guidelines developed pursuant to Section 15(a) reflect an evidence-based, trauma-informed, victim-centered approach to responding to sexual assault and sexual abuse. To assist law enforcement agencies with the development of their sexual assault and sexual abuse response policy, sample policy language consistent with the Comprehensive Guidelines has been developed and is available at http://www.illinoisattorneygeneral.gov/victims/improvingresponsetosa_il.html. Law enforcement agencies are not required to adopt language identical to the sample but may use or modify the language to meet the needs of their officers.

The Sexual Assault Incident Procedure Act also requires agencies to develop protocols to implement certain provisions of the Act. The Act specifically requires:

1. A protocol for providing information to a victim on the storage of sexual assault evidence collected at a hospital and how the victim can consent to the testing of evidence once she or he has left the hospital. 725 ILCS 203/30(e)
2. A protocol for responding to victims who want to sign a written consent to have sexual assault evidence, currently being stored by the agency, tested. 725ILCS 203/30(f)
3. A protocol to ensure that victims who requested to be notified prior to the end of the period for storing sexual assault evidence are provided with notice prior to the disposal of the evidence. 725 ILCS 203/30(f)

With the enactment of the Sexual Assault Incident Procedure Act, Illinois joins a growing number of states that require law enforcement officers to undergo training on trauma-informed and victim-centered response to sexual assault survivors. Trauma-informed responses to sexual assault survivors have been proven to not only help the survivor but also elicit more cooperation and information critical to apprehending predators.

In addition, my office, with the Illinois Law Enforcement Training and Standards Board, ICASA, and the Illinois Office of the State's Attorney Appellate Prosecutor will be working to:

- Educate instructors on how to provide training to Illinois law enforcement on evidence-based, trauma-informed, victim-centered techniques and procedures for responding to survivors of sexual assault;
- Develop a curriculum and an online training module for Illinois law enforcement officers and first-responders on evidence-based, trauma-informed, victim-centered response to survivors of sexual assault;
- Facilitate trainings for law enforcement officers and investigators statewide focused on evidence-based, trauma-informed, victim-centered interview and investigative procedures and techniques and hold similar trainings for prosecutors focused on effective prosecuting methods for sexual assault crimes; and
- Coordinate with law enforcement, advocates and prosecutors throughout the state to share resources and assist in the successful prosecution of sexual assault crimes in Illinois.



Please contact Cordelia Coppleson, Assistant Attorney General and Law Enforcement Training Project Coordinator, with any questions regarding the Act or to request a Microsoft Word version of the policy and protocol documents at 312-814-2824 or ccoppleson@atg.state.il.us.

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