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Assessment Report

Glendale Heights (IL) Police Department

2014

LAW ENFORCEMENT CALEA ACCREDITATION

Glendale Heights (IL) Police Department
Assessment Report
April 2014

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A. Agency name, CEO and AM

Glendale Heights (IL) Police Department
300 Civic Center Plaza
Glendale Heights, IL 60139

Michael Marron, Chief of Police
Sgt. Lawrence Pincsak, Accreditation Manager

B. Dates of the On-Site Assessment:

April 13-16, 2014

C. Assessment Team:

1. Team Leader: Stephen M. Seefchak
Major
Aventura Police Department
19200 W. Country Club Drive
Aventura, FL 33029
(305) 466-8986

2. Team Member: John Clifton
Major
Johns Creek Police Department
11445 Johns Creek Parkway
Johns Creek, GA 30097
(678) 474-1584

D. CALEA Program Manager and Type of On-site:

Christie Goddard

Second reaccreditation, C size (75 personnel; authorized 52 sworn and 23 non-sworn)
5th edition Law Enforcement Advanced Accreditation

The agency uses the CACE-L accreditation software program.

E. Community and Agency Profile:

1. Community profile

The Village of Glendale Heights is located in DuPage County, Illinois, approximately 25 miles northwest of the Chicago Loop and 15 miles southwest of O'Hare International

Airport. Formerly a large rural area, Glendale Heights was incorporated as a village in 1959 with a population of 104 people.

With an area of about six square miles and a growing, culturally diverse population, Glendale Heights is a developmentally balanced community with a variety of zoned areas. In addition to approximately 11,500 residential properties, the Village is home to a number of industrial, retail and religious venues, as well as four public school districts, two fire protection districts, a hospital, a golf course, and numerous parks and sports fields.

Glendale Heights is a "home rule" municipality with a Village President/Administrator form of government. The Village President, Village Clerk and six district Trustees serve staggered four-year election terms. Ms. Linda Jackson serves as the Village President. Management oversight of department heads and the 197 full time employees is provided by the Village Administrator, Raquel Becerra.

2. Agency profile

The Glendale Heights (IL) Police Department is commanded by a Chief of Police appointed by the Village President in accordance with Village Code.

The agency reorganized itself from three divisions: Administration, Patrol Operations, and Support Operations, into two divisions, Operations and Support, in November of 2013.

The Operations Division, headed by a Deputy Chief of Police, is responsible for providing 24-hour police services and includes patrol officers and sergeants, community service officers, and a canine unit. The Operations Division also includes the Investigations Section, Special Operations/Gang Tactical Unit, and School Resource Officers.

The Support Division, headed by a Deputy Chief of Police, includes the Records Section, Communications Center, Community Outreach Specialist, Evidence Officer, school crossing guards, emergency management, accreditation, planning and research, technical services, and grant management.

The agency has 52 full time sworn officers. Sworn personnel include the Chief of Police, two Deputy Chiefs of Police, eight sergeants, thirty two patrol officers, four detectives, two special operations/gang tactical officers, two school resource officers and one DuMEG (DuPage County Metropolitan Enforcement Group) agent. The agency has six part time reserve officers.

The agency has 23 full time civilian personnel and 18 part time civilian personnel. Civilian staffing includes a telecommunications, records technicians, clerical support, community outreach, community service officers, evidence officer, emergency services coordinator, and school crossing guard personnel.

The agency has 17 volunteer positions. The majority of these positions is within the Village's Emergency Services and Disaster Agency (ESDA), which is overseen by the agency's emergency management function. The position of volunteer chaplain is currently vacant.

The agency moved into a new police facility in June, 2012, adjacent to the Village Hall. The new facility replaced an outdated and cramped police station within the Village Hall. The new facility includes a Training Room/Emergency Operations Center, a modern shooting range, Communications Center, stronger building security, and greatly expanded workspace and storage areas. Observations made during the tour of the facility indicated that CALEA standards influenced several areas based upon the design and features.

3. Demographics

The demographic composition of the service area and agency are represented in the following table:

Demographics Report

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	13,438	39.3	368,045	72.2	48	94.1	6	11.5	50	94.4	8	15.1
African-American	1,939	5.7	22,632	4.4	1	2.0	0	0	1	1.8	0	0
Hispanic	10,512	30.7	63,782	12.5	2	3.9	0	0	2	3.8	0	0
Other	8,319	24.3	55,326	10.9	0	0	0	0	0	0	0	0
Total	34,208	100	509,785	100	51	100	6	11.5	53	100	8	15.1

The demographic composition of the agency is within the acceptable parameters as it pertains to the available workforce in the area. A recruitment plan is in place and includes targeting minority candidates that are underrepresented within the current workforce in order to achieve a work force that is more closely in proportion to the composition of the area. A key activity listed in the recruitment plan is to conduct additional recruitment activities that targets females and minorities, especially Hispanic and Asian applicants.

4. Future issues

While recognizing the need for municipalities to maintain conservative fiscal practices, it is also recognized that demands for police services remain high, and that the agency must strive to efficiently and effectively deliver those services with the resources it has.

The economic downturn has significantly impacted the ability of the agency to hire additional officers and staff, and the focus has become maintaining services with fewer employees. The agency has gone from 56 sworn officers to 52 sworn officers since 2008. The agency recently underwent a major reorganization as the result of the retirement of a Deputy Chief of Police in 2013. Additional sworn officer retirements are anticipated in the next three years. The agency must carefully evaluate its staffing each time it loses an officer and may be required to further reorganize internal staffing in order to meet workload demands. The agency is evaluating the functions and responsibilities of the school resource officers.

5. CEO biography

Michael S. Marron was appointed Chief of Police for the Glendale Heights Police Department on October 6, 2005. Chief Marron grew up in the community and began his career with the Glendale Heights Police Department in January 1987, after serving in the United States Army as a military police officer. During his 27 years of service, Chief Marron served as a patrol officer, investigator, crime prevention officer, juvenile officer, and Drug Abuse Resistance Education (D.A.R.E.) and Gang Resistance Education and Training (G.R.E.A.T.) Instructor. He was promoted to Patrol Sergeant in July 1998 and Commander of Support Operations in June 2000.

Chief Marron holds an Associate's Degree from the College of DuPage. He is a graduate of Northwestern University's School of Police Staff and Command, and is a member of the International Association of Chiefs of Police (IACP), the Illinois Association of Chiefs of Police (ILACP), and the DuPage County Chiefs of Police Association. Chief Marron is on the Executive Board of the DuPage Metropolitan Enforcement Group (DuMEG) and is a member of the DuPage County Interoperable Radio System's Policy Advisory Committee.

F. Public Information Activities:

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

The Public Information Session was held on Monday, April 14th, beginning at 7 p.m. The session was held in the Glendale Heights Village Board Room, adjacent to the police facility. Approximately 15 people were in attendance including the agency staff and employees.

Five speakers addressed the Assessment Team, including the Village President, Linda Jackson, and three members of the Village Board of

Trustees, Bill Schmidt, Chester Pojack, and Michael Light. All were extremely supportive of reaccreditation as they spoke of the numerous programs and accomplishments of the agency.

One resident of Glendale Heights also spoke in favor of reaccreditation for the agency. Rita Dudley is a 24 year resident of the Village and she has great admiration for the police department. She spoke of her first experience with them. She was walking her dog and the sidewalk was in a state of disrepair and there was substantial litter on the side. She took a bag of litter to the agency and a week later, the sidewalk was fixed and the litter problem that was caused by people drinking in the area was eliminated.

It should be noted that a steady snowfall that began earlier in the day was peaking around the time of the public hearing and that may have impacted attendance.

b. Telephone Contacts

A telephone phone-session was held on Monday, April 14th between the hours of 1 p.m. and 3 p.m. Ten calls were received by the Assessors. All callers were positive in nature and supportive of the agency's reaccreditation. Bob Berlin, the States Attorney for DuPage County stated that it starts with the Chief on down. He indicated that his office is able to work through any issues with the Chief and that his experience with accredited agencies in the area has been positive.

Dr. Richard Jorgenson, the DuPage County Coroner, also advised that his office works together progressively with Glendale Heights Police. He spoke about the difficult time the area is having with the number of heroin cases, and rather than not address, Glendale Heights Police Department addressed the issue "head-on" with Heroin Forum for the community about 4-6 weeks ago.

c. Correspondence

Six letters of support for the agency were received by CALEA and forwarded to the assessors for review. The letters were from Chiefs of Police in nearby agencies and the Chairman of the Emergency Telephone System Board of DuPage County. One additional letter was received at the agency from the President of the Illinois Police Accreditation Coalition (I-PAC) that was also supportive of the agency being reaccredited.

d. Media Interest

The assessors did not meet or speak with any members of the media during the onsite process.

e. Public Information Material

The agency had a comprehensive Public Information Plan that was implemented in advance of the onsite. Public notices were distributed in several locations throughout the Village including the Village Hall and police department lobby, the Glenside Public Library, and local stores and other business establishments. The notice was also posted on the Village cable network and the Village website, and was distributed to all Village employees. The notice was prepared in English and Spanish.

A media release was prepared and distributed to the prominent print media in the area, including a Spanish newspaper. The Village Public Relations Department included the release in the Village newsletter that is sent to all residents. The agency also sent approximately 40 letters to community leaders and citizens as well as area and statewide law enforcement organizations.

f. Community Outreach Contacts

Following the Public Hearing, the assessors met informally with the Village President, Linda Jackson and the Village Manager, Raquel Becerra. Both were enthusiastic about the onsite and the accreditation process. Ms. Becerra indicated that she is adopting some of the accreditation standards into other departments within the Village. It was evident that the agency enjoys strong support from the Village governing body and administration and the status that being accredited brings.

Rick Schwerdtner, the Chairman of the Village Police Commission met with the assessors and spoke about the Commission's role. The three members of the commission serve staggered three year terms so one member is up for reappointment each year. Mr. Schwerdtner has served on the commission for 15 years. State law provides for the creation of police commissions and grants the legal authority. Mr. Schwerdtner indicated that the Commission has the final say on the promotion process and the hiring of new officers. Previously, the Commission was the final step in the appeals or grievance process but that has changed in recent years through the collective bargaining process.

The assessors met with Mike Heimbecker, the newly appointed Emergency Management Coordinator. Mr. Heimbecker is a full-time fire lieutenant in a neighboring jurisdiction who was recently hired to the part-time position with Glendale Heights. He advised that he has big shoes to fill as the previous Emergency Management Coordinator did such a great job in developing emergency plans for the Village. His immediate focus is on updating the comprehensive emergency plan that is updated every two years. He spoke of the strong support and understanding that Village officials have as it relates to the emergency management function.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

The Glendale Heights Police Department is actively involved in Juvenile Diversion. First time juvenile offenders who have committed a misdemeanor or felony property offense and meet the criteria may be offered diversion in lieu of a formal court proceeding. Referrals that have been approved for eligibility will be forwarded to the agency's Community Outreach Specialist for enrollment in the diversion program. The School Resource Officer (SRO) also works with the program. A program checklist that lists officer responsibilities and copying and routing instructions is used to provide guidance to agency members.

The Community Outreach Specialist is a member of the agency who provides an appropriate counseling or referral program for those in need and provides a variety of victim/witness and social services to individuals, families, groups, and organizations within the community. The Community Outreach Specialist works under the direct supervision of the Deputy Chief of Support. The importance of the position to the agency is apparent as the Specialist is provided with an office in the administrative area in the new facility.

Law enforcement authority is provided to members by Illinois State Law under a section titled Duties and Powers of Police Officers, and by Glendale Heights Village Ordinance. The written directive provides responsibilities for officers both on and off duty. The carrying of agency authorized weapons, both on and off duty and regardless of jurisdiction, is governed by state law under the "Peace Officer Firearm Training Act".

Illinois law states that an oral, written, or sign language statement of the accused, made as a result of custodial interrogation at a police station of other place of detention, for any of 16 specified crimes, shall be presumed to be in admissible unless an electronic recording is made of the custodial interrogation and the recording is substantially accurate and not intentionally altered. The agency has sound guidelines contained in policy for conducting interviews and interrogations including the contacting of counsel when appropriate.

Agency policy identifies 16 types of warrantless searches that may be conducted and guidelines for each. As part of the daily review process, supervisors shall assess the circumstances and apparent justification for an officer's decision to conduct a warrantless search.

Mutual Aid Agreements in Illinois is through the Illinois Law Enforcement Alarm System (ILEAS). ILEAS maintains a website for participating agencies. Each officer responding to a mutual aid request has the same authority as they would in their local jurisdiction as per state law. The agreement has basic information in it and references

state law and the State Constitution and is supplemented by agency policy and ILEAS protocols.

Contractual agreements exist with neighboring agencies and at three high schools outside of the agency's jurisdiction to provide an officer at the schools since a substantial number of students who attend those schools are from Glendale Heights. The agreements are with the Villages of Lombard, Carolstream, and Glen Ellyn, and are in effective for two years. The contracts automatically renew for successive two year periods unless terminated.

Goals and objectives are established annually for the entire agency as well as each organizational component. The Chief of Police shall formulate a comprehensive statement of Departmental goals and objectives. The timing will allow for the development of goals and objectives at the division level. The Deputy Chiefs shall formulate written statements of goals and objectives for each component within their respective divisions. Both long and short term goals will be submitted. At the conclusion of the formulation process, every member shall receive a copy of the agency and division goals and objectives. Each Deputy Chief will provide quarterly and annual written evaluations that detail the progress that has been made by each component toward the accomplishment of the stated goals and objectives. Supervisors are responsible for ensuring that goals and objectives are being attained and written explanations must be provided for any shortcomings.

Workload assessments are conducted at a minimum of once every three years by the Deputy Chiefs for components within their respective divisions. Recommendations for staffing levels based upon the assessments shall be submitted to the Chief for budgeting considerations as part of the planning process. Members are asked to complete Workload Assessment forms. In areas where there are a large number of employees, such as patrol, then a sampling is taken from each shift. Job descriptions are also reviewed as part of the process. Recommendations are submitted to the Chief and are included in the budget recommendations.

A Reserve Officer is defined as "an armed sworn police officer who works less than full time, with compensation, and who, by assigned function implied by his/her uniform, performs duties associated with those of a police officer". Reserve officers are authorized by Village ordinance, and are members of the agency except for pension purposes. They have the same authority as full time officers, but shall not be used as permanent replacements for full time officers. Reserves have the same selection criteria as full time officers. Former Glendale Heights Police Officers who left the agency in good standing with the previous five years and who served in a full time capacity for at least three years may continue to serve as a Reserve at the discretion of the Chief of Police.

The agency has an auxiliary program that uses civilians affiliated with the agency in a part time, non-sworn capacity, without compensation in a support capacity. They are very active during special events and assist in areas relating to emergency

management including participation in table top exercises. Many have also received CERT (Community Emergency Response Training) and have completed courses in the Incident Command System (ICS).

Responsibility for fiscal matters is assigned by Village ordinance, agency policy, and job description to the Chief of Police. The Chief and Deputy Chief are responsible for the coordination of the annual budget preparation.

All expenditure requests are formulated in accordance with Village ordinance and the *Village Purchasing and Accounts Payable Policies and Procedures Handbook.* The Village Finance Department handles the significant purchasing requests on behalf of other departments. Many items are purchased through the State of Illinois Purchasing Contracts or through governmental purchasing agreements. The Records unit takes in cash for several purposes including water bills (after hours), bond collection, and towing fees. Interviews with the Records supervisor and observation of the documentation showed the accounts to be in excellent order.

Bias Based Profiling

Agent policy states that bias-based policing, racial profiling, and other discriminatory practices by members of the Glendale Heights Police Department are strictly prohibited. In the absence of a specific report or information, the race, age, gender identity, sexual orientation, religion, economic status, or cultural background shall not be a factor in determining reasonable suspicion for detaining a person, nor shall it be a factor in determining probable cause for the search or arrest of any individual. Officer must be able to articulate specific facts, conditions, and conclusions that support the existence of reasonable suspicion and probable cause in all cases, including but not limited to, traffic stops, field contacts, arrests, searches, and asset seizures.

Illinois has provisions for a Traffic Stop Statistical Study in state law that requires law enforcement officers to record specific information about an alleged violator and the reason for the stop. The information must be gathered whenever an officer is issuing a traffic or warning citation. The information that must be obtained includes the drivers name, address, gender, and the officer's subjective determination of the driver's race, certain vehicle information, the location, date, and time of the stop, and whether or not a consent search contemporaneous to the stop was requested and granted or denied. Additional information about a search must also be documented such as whether the driver or passengers were searched and whether or not any contraband was found. The officer list their name and identification or badge number as well.

The information gathered is submitted to the Illinois Department of Transportation (IDOT) to be analyzed and compiled in a report that is submitted to the governor.

All agency members receive training regarding the detrimental effects of bias-based policing, racial profiling, and other discriminatory practices. A review of the current General Order and current applicable laws and cases are also included. The training has been provided on an annual basis through PowerPoint presentations that were

distributed to personnel through the PowerDMS software program. Tests are include that must be completed to in order to acknowledge the training.

Traffic Warnings and Citations 2011

Race/Sex	Warnings	Citations	Total
Caucasian/Male	937	1793	2730
Caucasian/Female	568	1014	1582
African-American/Male	184	342	526
African-American/Female	107	214	321
Hispanic/Male	366	769	1135
Hispanic/Female	151	349	500
Asian/Male	149	286	435
Asian/Female	75	149	224
OTHER	1	16	17
TOTAL	2538	4932	7470

Traffic Warnings and Citations 2012

Race/Sex	Warnings	Citations	Total
Caucasian/Male	809	1292	2101
Caucasian/Female	442	789	1231
African-American/Male	153	254	407
African-American/Female	109	169	278
Hispanic/Male	263	551	814
Hispanic/Female	145	289	434
Asian/Male	83	176	259
Asian/Female	43	115	158
OTHER	41	90	131
TOTAL	2088	3725	5813

Traffic Warnings and Citations 2013

Race/Sex	Warnings	Citations	Total
Caucasian/Male	839	1330	2169
Caucasian/Female	483	790	1273
African-American/Male	162	250	412
African-American/Female	129	168	297
Hispanic/Male	298	557	855
Hispanic/Female	145	296	441
Asian/Male	93	180	273
Asian/Female	51	120	171
OTHER	14	10	24
TOTAL	2214	3701	5915

A review of the number of traffic citations issued over the last three years shows consistency over the last three years and with no significant anomalies between the percentages of citations issued to a group when compared to the composition of the population of the Village. Approximately 57 percent of citations issued over the time period examined (2011-2013) were issued to Caucasian drivers and Caucasian's represent about 39 percent of the population. African-Americans were issued approximately 11 percent of the citations while comprising six percent of the population. Hispanic drivers were the only group issued at a rate (23%) lower than the percentage of population that they comprise (31%).

All supervisors are charged with the oversight and examination of the actions of subordinates. Supervisors who receive an allegation or complaint that relates to bias-based policing, regardless of the validity of the complaint that is known at the time the complaint is made, shall immediately forward notification of the allegation or complaint to the Deputy Chief of Operations for review. The Deputy Chief shall handle the allegation in accordance with the Internal Affairs policy. Members who are found in violation of the agency policy on bias-based profiling shall be subject to discipline up to and including dismissal. The agency also holds all members accountable as well as discipline may be imposed upon any member who fails to report and observed or known violation. If a complaint is sustained, the member who is in violation shall also receive additional diversity and sensitivity training in addition to any discipline that is imposed. An officer may also be disciplined for failure to properly document a traffic stop in accordance with the Traffic Stop Data collection.

Bias Based Profiling Complaints

Complaints from:	2011	2012	2013
Traffic contacts	0	0	1
Field contacts	0	1	0
Asset Forfeiture	0	0	0

There were two complaints received in the last three years that were related to bias-based profiling. One complaint in 2012 involved a field contact associated with a homeless person. The complaint did not reflect discrimination based upon race but it was based upon disparate treatment based upon economic status. The officer was exonerated when an investigation revealed the officer acted lawfully and properly during the encounter.

The second complaint was received in 2013 and involved a person who was arrested. The allegation was that the officer made racial slurs during the encounter. The incident was recorded on audio and video. It was determined that the officer violated other agency policies, but at no time was a racial slur used and there were not any violations related to a bias-based policing nature.

The agency completes a comprehensive annual review of agency practices and community concerns that related to bias-based policing. A review of the data submitted to IDOT as part of the required data collection is performed to see if there is any statistical evidence of profiling or bias-based policing. An annual summary is generated and issued in the form of a report. The summary indicates that a true measure of discretion used by officers is the consent search and it examines the number of stops compared to the number of drivers by each race.

Use of Force

According to agency policy, officers may only use the amount of force that is reasonably necessary to protect life and enforce the law under guidelines established by the United States and Illinois constitutions, established state and federal laws, and in accordance with the policies and procedures of the agency. Any use of force must be objectively reasonable and based upon what a reasonable and prudent officer would use under the same or similar circumstances. A Use of Force Continuum is provided in policy. It is based upon use of force guidelines established by the Illinois Law Enforcement Training and Standards Board (ILETSB).

Officers are authorized to use deadly force when it is reasonable and necessary to protect the officer or others from an imminent threat of death or great bodily harm. There have not been any deadly force incidents over the last three years. The use of warning shots is prohibited and there have not been any occurrences during this reaccreditation cycle.

When deadly force is not justified or authorized, officers may only use the level of force that is objectively reasonable to bring an incident under control. Less lethal weapons are authorized including an electronic control weapon (ECW), Oleoresin Capsicum (OC) aerosol spray, and a number of impact weapons that are listed in policy. The policies are well written and provide excellent guidelines for the use of less lethal weapons.

Use of Force

	2011	2012	2013
Firearm	10	12	12
ECW	11	1	4
Baton	0	0	0
OC	0	1	1
Weaponless	24	15	9
Total Uses of Force	45	29	26
Total Use of Force Arrests	39	24	15
Complaints	0	0	0
Total Agency Custodial Arrests	1655	986	836

The agency had only one actual incident where a firearm was discharged in the last three years and that was to euthanize a deer that had been struck by a car. In tracking use of force incidents, the agency includes all cases where a firearm was actually pointed at a person. The agency has a similar policy for the use of an ECW. Many of the reported ECW incidents were for the pointing of the weapon at an individual in order to gain compliance and not actual discharges. Each use of force is documented through a reporting process. Within seven calendar days, when possible, of the receipt of Officer's Defensive Action report, the Deputy Chief of Operations will convene a Use of Force Review Board to review the details of the incident. The Board consists of the Deputy Chief of Operations, three sergeants, and five patrol officers.

Personnel Structure and Personnel Process (Chapters 21-35)

There are three Collective Bargaining Agreements (CBA) in place that cover most agency members. The FOP Patrolman's CBA, the FOP Sergeant's CBA, and the AFSCME CBA all expire in April 2015. The respective CBA's cover most members of the agency and help to shape and govern the salary and benefit packages of each group. A copy of each CBA is on the agency's intranet for all personnel to have access.

An Employee Assistance Plan (EAP) is available to employees 24 hours a day through an 800 phone number or through a provider website. The service is free to members. The vendor is Perspectives, a workplace resources firm specializing in the nationwide delivery of EAP's, Managed Behavioral Healthcare, Worklife Services, and Organizational Development and Wellness. Employees may contact the service on their own or referrals may be made by supervisors. Mandatory participation is tasked to the Chief of Police. Training for the EAP, including the role of supervisors in the process was held in March 2014.

The Village has implemented a physical fitness program for officers that is voluntary and uses fitness standards that are addressed by the Illinois Law Enforcement Training and Standards Board. Members who meet the standards shall receive eight hours of additional pay. The Village reserves the right to require each member to submit to a medical exam on an annual basis at no cost to the employee.

Employee evaluations are based on a Behaviorally Anchored Rating Scale to evaluate the job performance of all patrol officers and detectives. The system is consistent with the tasks required of the members in their current assignment. Civilian evaluations are job task and performance based. Training on conducting evaluations is provided during the initial training provided to supervisors upon promotion. All sworn personnel below the rank of sergeant, and all civilian personnel receive a six month review and an annual evaluation at 12 months.

Sworn probationary personnel receive a monthly evaluation with a final probationary evaluation at the end of the 18 month probationary period. Civilians have a 12 month probation and receive evaluations at months two, four, six, and nine prior to their annual evaluation. Part time officers are evaluated on the same schedule as full time officers.

Grievances
The process to file a grievance is set forth in the respective collective bargaining agreements with the FOP and the AFCSME. Employees not covered by a collective bargaining agreement may file an Administrative Appeal that is provided in the Village of Glendale Heights Personnel Policies.

Time limits are clearly defined for each process. If the matter is not resolved at the Village Administrator's level, it may proceed to arbitration. The Chief of Police and the Labor Council shall each appoint a representative to the arbitration panel. The two arbitrators in turn will select a third arbitrator. If they cannot agree, a list of seven recognized arbitrators from the American Arbitration Association or the Federal Mediation and Conciliation Service will be provided. Each side will alternate striking one name from the list until only one remains. That person shall serve as the Chairperson of the panel. The decision of the arbitration panel is binding.

Personnel policies slightly differ as Human Resources will assist in forming a three member panel. The employee selects one member and the Chief selects one. The third member is appointed by the Human Resources Director to serve as a chairperson. The decision is reviewed by the Village Administrator. The decision of the Administrator is final.

Formal Grievances

Grievances	2011	2012	2013
Number	5	5	3

There were 13 grievances filed by employees over the last three year. The five grievances filed in 2011 were down from eight the previous year. Almost all of the grievances were related to contract issues or discipline. One issue related to an interpretation of the contract pertaining to overtime and the call-in of personnel, mainly detectives. This was a recurring issue in 2012 and 2013. It was resolved in 2012 but a new grievance was filed in 2013. Three of the disciplinary issues arose from the same incident in 2012 where three officers were issued verbal reprimands. All three were lumped into one case and were slated for arbitration. There is also one case that is pending arbitration from 2013 where an officer was terminated as a result of an internal investigation.

Disciplinary
The agency has a strongly worded policy that states all members have the right to work in an environment free of all forms of sexually harassing conduct, harassment, and discrimination and that any form of harassment or discrimination by any member will not be tolerated or condoned. The agency will take immediate action to prevent and stop such behavior. A member who believes that they have been subject to harassment or discrimination shall either contact their immediate supervisor, a Deputy Chief, the Chief of Police, or the Human Resources Director. An internal investigation will commence to look into the allegation.

Positive discipline is the primary method desired by the agency and may include coaching, training, and supervisory counseling. Negative discipline includes verbal and written reprimands, suspension, demotion, and termination. Training may be employed by itself or in conjunction with one or more of the other components in the system. Counseling is used for minor misconduct and the supervisor should seek to identify and define the area needing improvement and communicate expectations to the member. The agency uses two types of counseling. The supervisor is expected to control and direct the conversation as a means of disciplining the member and clarifying specific information for the member. The indirect approach is used when the member is expected to do most of the talking in order to think through the situation, choose alternatives, and works to resolve the problem.

Supervisors have the authority to relieve a member from duty, with pay, without approval from a higher authority, if in the supervisor's opinion, the member is unfit, insubordinate, or creates a safety hazard in their official position. Sergeants and civilian supervisors also have the authority to issue a verbal reprimand or to recommend more serious discipline.

Personnel Actions

	2011	2012	2013
Suspension	3	2	9
Demotion	0	0	0
Resign In Lieu of Termination	0	0	0
Termination	1	0	3
Other	0	0	0
Total	4	2	12
Commendations	116	51	38

The agency issued 61 commendations in 2011 to both sworn and civilian members for their part in responding to a blizzard in February 2011 that was reported to be the third worst in area history. In 2013, several members were disciplined for an incident related to the property function. This included discipline for some members who failed to take the appropriate action and make the proper notifications when a possible security breach was discovered.

Recruitment and Selection

The agency works cooperatively with the Village Human Resources Department and the Board of Police Commissioners and actively participates in the development and implementation of recruitment and selection activities. The Deputy Chief in charge of Operations is responsible for recruitment efforts and is the liaison with the other Village entities for all recruiting efforts for sworn officers. The Deputy Chief in charge of Support is the liaison for non-sworn personnel.

An ongoing recruitment effort is maintained and officers are assigned to recruiting at events such as the Glendale Heights Fest, and career and job fairs at area educational institutions such as the College of DuPage and Western Illinois University. Documentation suggests that the agency is active in recruitment efforts and does regularly attend and participates in opportunities to promote careers with the Village.

Officers who participate in recruitment activities have received training in areas such as salary and benefits, community background, selections components, disqualifying characteristics, cultural awareness and the Village Equal Employment Opportunity Plan.

The agency does have a recruitment plan that includes a statement of objectives and key activities. The objectives focus on targeting classes that may be underrepresented within the agency with a particular emphasis on targeting female recruits as well as those of Hispanic or Asian descent. The current plan was adopted in 2011and an annual analysis was conducted in each of the following two years. There was only one selection process that occurred and that was in 2012. The number of applicants (172) dropped significantly from a process that occurred in 2010 when 241 applications were received. The continued rebound in the economy and the increase in job opportunities in other sectors is believed to be the main reason for the decrease.

Females accounted for 14% of the applications. Hispanics, African-Americans, and Asian/Pacific Islanders accounted for 23%, 10%, and 10.7% percent respectively. Applicants were also asked to complete a survey to determine how applicants learned of the selection process. Sixty-six percent of the applicants indicated it was through a law enforcement recruitment website known as *The Blueline*. The Village website was second with 18%. It's unknown how many applicants had an initial encounter with Village recruiters at a job fair or other event, but it seems clear that the majority of applicants are familiar with how to find out about anticipated openings and when an agency is hiring.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	79	6	100	72.2
Caucasian/Female	8	0	0	
African-American/Male	11	0	0	4.4
African-American/Female	4	0	0	
Hispanic/Male	24	0	0	12.5
Hispanic/Female	9	0	0	
Other/Male	11	0	0	10.9
Total	146	6	100	100

Years reported 2011-13
Population percentage based on 2010 Census

State law and municipal ordinance vests the authority to conduct examinations and appoint probationary police officers with a Board of Police Commissioners. The Board maintains a file that describes all components of the patrol officer application process. The Board is responsible for the administration and coordination of the police officer selection process.

Attendance at an orientation session is mandatory for all applicants for sworn positions. Applicants are provided with an overview of the selection process. The written test accounts for 100% of the applicants score. All other components of the process are evaluated on a "pass/fail" standard. Additional components include a physical aptitude/agility test, oral interview, background, polygraph, psychological evaluation, and a medical exam with a drug screening test. The Board may add five points to any applicant is entitled to military, education, or law enforcement certification points and whose name appears on the final eligibility list providing the request is made in a timely manner.

The written exam in provided by a private vendor that specializes in testing for public safety positions. The vendor provides reliability and validity documentation prepared by a consulting psychologist. The agency provides the basis for establishing the job relatedness for other components within the process.

New hires must successfully complete a probationary period of 18 months.

Training

The agency has a training committee that is composed of the two deputy chiefs, the in-service training coordinator, one sworn officer, and one civilian member. The members are selected by the Chief based upon letters of interest submitted by agency members. At a minimum, the committee will meet annually in order to assist in the identification of annual training records and needs and to set training objectives. The committee shall make budget proposals and recommendations for specific training requirements.

The Glendale Heights Police Department utilizes the Suburban Law Enforcement Academy (SLEA) as its primary training facility for new recruits. The Deputy Chief in charge of Operations maintains a close liaison with the staff of SLEA in order to maintain open communications and to monitor the progress of probationary officers who attend the academy. Progress reports and evaluations are provided regularly by the academy. The new officer must complete the certification program established by the Illinois Law Enforcement Training and Standards Board (ILETSB). Until such time as the certification is awarded, the agency restricts the police powers and the carriage of weapons by probationary officers. Officers are required to complete the minimum standards Basic Law Enforcement Officers course prior to any assignment in which the officer is allowed to carry a weapon or be in a position to make an arrest. Weapons may be issued to new offices in order to train and meet academy requirements, but they are not authorized to carry them at this point.

Upon completion of the basic training, new officers return to the agency to continue job training through the Field Training Program (FTP). The FTP will generally be 14 weeks but may be lengthened or shortened if probationary officer needs retraining or shows exceptional progress. The FTP is separated into four distinct phases. The first three phases are approximately four weeks in duration. An observation phase will be completed by the probationary officer with a Field Training Officer (FTO) prior to being released for solo patrol.

The FTP shall be supervised by the Field Training Coordinator who holds the rank of sergeant and is supervised by Deputy Chief of Operations. The coordinator is responsible for the planning, directing, and controlling of the FTP as well as selecting FTO's along with the Deputy Chief. New FTO's are evaluated based upon agency criteria desired for a FTO. New FTO's will attend a 40 hour training course as well as in-service training. Probationary officers are evaluated by the use of several reports including the Daily Activity Report, Weekly Performance Summary, the assessment worksheet, the Patrol Activity Log, and the Supervisory Summary report.

Officers promoted to the rank of sergeant will work with a Watch Commander who has more than two years of experience as a police supervisor. The Watch Commander shall review the *Sergeant's Training Guide* with the newly promoted sergeant. The guide contains a list of common patrol sergeant tasks, assignments, and responsibilities. One section also deals with many of the key General Orders such as pursuits, inspections, and grievances. New sergeants will work all three shifts during the probationary period in order to learn the responsibilities and duties of each. New sergeants will also attend Northwestern University's two week *Supervision of Police Personnel* class at the earliest opportunity after being promoted.

Ethics

All members are required to adhere to and abide by the ethical principles set forth in the Law Enforcement Code of Ethics, the Six Pillars of Character, and other guidelines as established by policy. The Village of Glendale Heights also has a local ordinance entitled Ethics that contains provisions for an ethics commission and an ethics advisor as designated by the Village President with the advice and consent of the Village Board of Trustees.

Training is provided for all personnel at least once every two years. Training may be in the form of classroom instruction, shift briefing, computer based training and bulletins, or any combination of methods. Training was provided in 2012 and 2013 for all personnel using a PowerPoint presentation that was distributed through PowerDMS and documented in the training database.

The Six Pillars of Character are the basic values that form the foundation for the Josephson Institute of Ethics. The Village subscribes strongly to the Josephson program. The Village website contains a "Character Counts" webpage that lists the Pillar word and color of the month and the Character Counts Coalition looks for individuals that demonstrate outstanding character. The police department is a

member of the Character Counts Coalition. The agency's *Compliment and Complaint Procedures* brochure also contains a reference to Character Counts and the Six Pillars of Character.

New employee training and in-service training
The agency provides a formal orientation for new employees to provide an introduction to several topics including the CALEA process, Community Policing concepts, select Village Ordinances, personnel policies, the organizational structure, and Village facilities. Sworn personnel attend the orientation after completing the police academy and also receive additional firearms training.

A list of each position or assignment that requires specialized training that includes the courses that are required or suggested for each. Areas that require retraining or recertification are also identified along with the required training for each.

Roll call or shift briefing training shall be completed by Watch Commanders each month based upon topics chosen by the In-Service Training Coordinator, or topics deemed appropriate by a supervisor. The In-Service Training Coordinator will choose two topics each month for roll call training. Generally, the topics are limited to areas defined in policy but there is also freedom to choose others that are deemed appropriate by the Deputy Chiefs or the Chief of Police. Roll call training should not generally exceed 15 minutes, but extra time may be allowed to view videos. Roll call training is documented in the training software program.

Promotions
The agency conducted one promotional process in the past three years and that was in 2012 for the rank of sergeant.

The authority and responsibility for administering the promotional process is vested with the Chief of Police who meets regularly with the Board of Police Commissioners and the Village Trustees who have an opportunity for input in the development of the measurement instruments used in determining the skills, knowledge, and abilities of candidates for the position.

The primary responsibility of establishing job descriptions and necessary qualifications for the position rests with the agency. Selection recommendations are forwarded to the Board of Police Commissioners. The Chief of Police has input of up to 10 points of the final promotional score based upon evaluations and his opinion of the candidate's demonstrated qualification potential. Civilian supervisory appointments are made by the Chief. Deputy Chiefs are also selected and appointed by the Chief without a promotional process.

Any aspect of the promotional process for sergeant can be challenged within 10 days of the posting of the eligibility list. The Police Commission shall have the final determination of the review procedure. The ranking system is based upon the total score the written exam, the oral interview or assessment center, seniority, and veteran's

points if applicable. An officer must be a sworn police officer for no less than five years as of the date of the exam. The eligibility list is good for three years. There is a one year probationary period for new sergeants. At the end of the year, the Chief will submit a recommendation to the Police Commission to terminate probationary status and accept the person as a sergeant.

Sworn Officer Promotions			
	2011	2012	2013
GENDER / RACE TESTED			
Caucasian/Male	0	7	0
Caucasian/ Female	0	0	0
African-American/Male	0	0	0
African-American/ Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	3	7	0
Caucasian/ Female	1	0	0
African-American/Male	0	0	0
African-American/ Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	0	1	0
Caucasian/ Female	0	1	0
African-American/Male	0	0	0
African-American/ Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Even though the agency had a promotional process in 2012, there have not been any promotions that have occurred so far as a result of that process. There were two promotions that occurred in 2012, but both were promoted based from the eligibility list that was established in 2009. The current list is good until 2015.

Law Enforcement Operations and Operations Support (Chapters 41-61)

Patrol shift assignments are determined by the patrol officer bargaining unit. A bidding system based on seniority and special medical accommodations are utilized as criteria in the shift selection process. Officers must submit their selection in December of each year. Patrol coverage is accomplished through the use of three patrol squads, day, afternoon, and midnight shift. A power shift and early car assignments maintain police service coverage during the changing of the primary shifts. Daily shift assignments are assigned by the watch commander. There are four primary beats within Glendale Heights. Officers work a rotating cycle of four weeks of two days off and six days worked, and two weeks of three days off with five days worked. Patrol supervisors conduct shift briefings at the beginning of each shift. The Watch Commander conducts a roll call briefing at the beginning of each shift. The Assessment Team attended two roll calls and observed the professionalism and interaction among the officers. It was apparent that the officers possessed an awareness of the community and the current crime trends.

The agency is well equipped for a variety of responses. Bicycles are used for patrol at times within the Village. Operators are trained in the use and operation of the police bicycle. A Mobile Command Vehicle that contains equipment and supplies for emergencies is available for deployment for critical incidents or special events. The agency did have one K-9 team, however the handler passed way and the dog was retired to the family. The agency is in the process of selecting a new handler and acquiring a new canine that will be on call around the clock.

The agency is committed to investigating and locating missing adults and juveniles. Investigators are assigned to follow up. Missing person bulletins are distributed to neighboring communities and information is entered into law enforcement data bases. Documentation indicates that the agency has been quite successful with locating and recovering missing persons.

A sound policy and procedure regarding recognizing and dealing with persons suffering from mental illness is in place. Training in mental illness is provided to all new recruits and documented through the FTO checklist. Mental illness response training for all personnel was provided in 2013. Civilian employees receive introductory training as well upon hire.

Investigators are available through an "on call" system 24 hours a day. Cases are assigned by a sergeant based upon solvability factors or the seriousness of the offense. Investigative files are accessible to all investigators as well as those authorized to view the cases in the chain of command. There are four investigators and a sergeant assigned to the criminal investigation function. Investigators regularly attend shift briefings to interact with patrol officers for the exchange of information.

The agency is active with the DuPage Metropolitan Enforcement Group (DuMEG), an internet crimes against children task force, a DuPage County Major Crimes Task Force,

and the DuPage County Fire Investigation Task Force. An operations manual containing guidelines for investigation and participation is in effect for each task force.

The agency has an excellent procedure for using photographic lineups in eyewitness identification. The procedure includes provisions for using video and/or audio recording, keeping multiple eyewitnesses separated, instructions for the witness prior to viewing the lineup, and maintaining the overall ethical and legal integrity of the lineup. All lineups and results are properly documented in an incident report and are filed accordingly.

The investigations unit is responsible for handling cases related to vice, drugs, and organized crime activities. Complaints are checked through the Chicago HIDTA (High Intensity Drug Trafficking Area) Task Force for any conflicts. Cases are tracked through a special software program. The agency uses Official Advance Funds to support investigative efforts. The Deputy Chief of Operations is responsible and accountable for the distribution of funds. A quarterly audit of the funds is conducted by the Village Finance Department.

The agency works with the Youth Commission for the Village. Members of the Commission include the Chief of Police, a member of the police department, and representatives of the DuPage Sheriff's Office, Village Fire Department, school districts, Glen Oaks Hospital, a member of Parks and Recreation, and representatives of various communities within the Village.

The agency is proactive in the community in crime prevention and community involvement efforts. The Community Oriented Policing (COP) Coordinator has been instrumental in aiding the development and maintenance of groups such as Neighborhood Watch, and with other groups in both the residential and business communities. Areas of focus are identified through an analysis of local crime date. COP Officers regularly provide presentations to the community on a variety of crime prevention topics. The COP coordinator provides a detailed quarterly report that summarized concerns of the community in order to keep the Chief of Police and his staff informed.

Crime Statistics and Calls for Service

The Village is fortunate in that it enjoys a relatively low incidence of crimes against person which are normally of a violent nature. There was a slight surge in larcenies and motor vehicle thefts in 2012, but burglaries and aggravated assaults have declined over each of the last three years.

Year End Crime Stats

	2011	2012	2013
Murder	0	0	0
Forcible Rape	14	14	16
Robbery	10	5	8

Aggravated Assault	25	17	16
Burglary	161	146	133
Larceny-Theft	381	420	341
Motor Vehicle Theft	17	28	11
Arson	4	1	1

There has been a decline in the number of calls for services over the last several years, but according to the agency's annual reports, there has been an increase in overall activity in areas such as extra watches, foot patrols, and anti-gang checks where the action is documented but a case number is not required. The agency examined all activities but could not find any trends that directly lead to the decrease in the calls for service. The improved economy could also be a factor.

Calls for Service

2011	2012	2013
18428	16875	15661

Vehicle Pursuits

A comprehensive vehicle pursuit policy is in effect that is in compliance with Illinois Code. The agency uses a pursuit matrix to assist officers to determine when to pursue and when to terminate. Shift supervisors may terminate the pursuit at any time they deem necessary. Personnel are to refrain from pursuits that transit through their jurisdiction, but may, with the approval of the shift supervisor, become involved if requested by the pursuing agency. The primary role of Glendale Heights officers will be as a back-up.

Participation in pursuits requires personnel complete both an agency Incident Report and an Illinois Law Enforcement Training and Standards Board Pursuit Driving Report. Officers submit completed reports to their immediate supervisors for review, approval and continuation in the department chain of command.

Annually, the Chief of Police conducts a review and analysis of all pursuits within the calendar year. The analysis is comprehensive in its consideration of pertinent factors from which the Chief draws his conclusions and recommendations. Glendale Heights Police did not engage or participate in any pursuits in 2011, 2012, or 2013, however, the Chief did complete the Annual Pursuit Analysis for each year in compliance with agency policy.

Critical Incidents, Special Operations and Homeland Security

The agency's Deputy Chief of Support acts as the agency's Critical Incident Officer who is the principal planner and advisor on critical incidents. The Village employs a part-time Emergency Management Coordinator who reports to the Deputy Chief of Support. There was a recent transition in this position as the current coordinator was recently hired to fill a vacancy that occurred when the person who previously held the position

retired. The new coordinator works full-time as a lieutenant with a fire department in a nearby jurisdiction and has a background in emergency management operations.

The All Hazard Plan addresses all major aspects of the Incident Command System (ICS) and provides responsibilities for each. Communications during a major incident is accomplished through an incident-based communications center. The incident commander designates the location of the communications center. In multiple jurisdiction or multi-agency involvement, interoperable radio communications are accessible to all agencies involved.

To ensure readiness of equipment to be used in support of emergency operations, the agency conducts documented inspections on a monthly basis that exceeds the CALEA standard. All associated equipment and resources are listed within the inspection and any shortcomings or failures are noted and actions are taken to correct the issue.

All sworn personnel, communication operators and division managers receive training on the agency's All Hazard plan at least annually.

The agency has detailed procedures for special operations activities. In addition, the agency maintains specially trained teams of officers to provide police service in high-risk situations and those situations requiring specialized skills and/or equipment. The agency has an Intergovernmental Agreement with the DuPage County Sheriff's Office regarding the DuPage County SWAT team. The Glendale Heights Police Hostage Negotiation Team trains with the county SWAT team on a semi-annual basis utilizing operational scenarios and simulations. The agency also participates with the Illinois Law Enforcement Alarm System (ILEAS), which is an alliance of law enforcement agencies within the State for mutual aid, homeland security, and the combining of resources for public safety. One example of this is the ILEAS Weapons of Mass Destruction Special Response Team. Each special response team trains a minimum of 100 hours annually, as determined by the respective team commander.

Over the last three years, the agency has been called upon to provide dignitary protection for a Congresswoman, and to handle several special events. One such event is the Glendale Heights Fest which is a five day event that is held each year within the Village.

Internal Affairs and Complaints against employees

The Glendale Heights Police Department investigates all complaints filed against the agency and its employees, to include anonymous complaints. Line Supervisors complete an initial complaint fact finding report. Based on that report, the Chief of Police will determine what type of administrative investigation is appropriate and then assign it for investigation. Complaints are recorded and registered in a tracking system, and are secured in confidence the Police Chief's administration office.

By policy internal affairs investigators must complete an investigation within 45 business days. An extension may be granted by the Chief of Police when extenuating

circumstances exists. Employees are notified in- writing of a complaint to include the employee's rights and responsibilities relative to the investigation.

A statistical summary of internal investigations is compiled annually and made available to employees and the public on the agency's website. Summaries of the last three years are currently on the website

Complaints and Internal Affairs Investigations

External	2011	2012	2013
Citizen Complaint	4	3	3
Sustained	1	0	1
Not Sustained	0	0	0
Unfounded	2	1	2
Exonerated	1	2	0
Internal			
Directed complaint	2	2	4
Sustained	1	2	3
Not Sustained	0	0	1
Unfounded	0	0	0
Exonerated	1	0	0

During the past three years the agency investigated 10 external complaints and eight internal complaints. Each investigation into a complaint is given a conclusion of fact.

The Internal Affairs policy was revised and implemented in February 2014. The policy will assist the agency in tracking citizen complaints. Previously, not all complaints were tracked. Minor complaints handled at the line level were not documented and included in the annual statistics. The new policy will provide improved methods of tracking citizen complaints that will provide a more accurate overview of the complaints that are received.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

All vehicles used to transport prisoners are searched at the beginning of each shift as just prior to placing a detainee into the secured compartment to be transported. The vehicle is searched again upon arrival at the detention facility to ensure the detainee didn't leave anything behind.

Detainees are not permitted to speak to anyone when being transported. One transport was interrupted for emergency purposes in 2012. Documentation indicated that all procedures were followed. Detainees are generally transported to the police facility for booking purposes and then those charged with felonies are taken to the county jail.

Procedures are in place should a detainee escape while being transported. There have not been any escapes in the last three years. Upon arrival at the receiving facility,

officers make the proper notifications if a detainee is an escape or suicide risk or has any medical concerns.

A temporary detention area is available for juveniles who are brought in for processing. Juveniles are not detained for very long as personnel are encouraged to complete the processing as quickly as possible in order to minimize the time the juvenile is in the facility. Each detainee is checked at regular intervals and each cell is equipped with a toilet and drinking fountain that are specifically designed for secure facilities. Evacuation routes are clearly marked and easy to follow. The area is inspected at the beginning of each shift to ensure that they are free from contraband and in good working order.

The agency also operates a detainee holding facility where persons charged with misdemeanors or traffic offenses may be detained for more than a few hours. Officers are trained in agency policies and procedures and in the operation of fire suppression equipment. Sight and sound separation procedures for males and females, and adults and juveniles are in place. Detainees are strategically located within the facility in order to prevent contact. Duress alarms are located within the facility and monitored in the agency's communications center.

A local licensed physician has reviewed and approved the procedures for securing medical assistance for detainees. Signs instructing detainees how to request medical assistance are posted in key locations within the facility in English, Spanish, and Polish. The agency does allow members of the immediate family, clergy, attorneys, and other police officers or representatives of the States Attorney's office to visit detainees.

The agency has limited court security responsibilities. Administrative hearings that are civil in nature are conducted in the Glendale Heights Civic Center. The facility is equipped with duress alarms, a first aid kit, and an external defibrillator in case an emergency arises. An operable telephone and the portable radio carried by the police officer who provides security at the hearings provides external communications capabilities.

The agency is responsible for the service of limited criminal process such as arrest or search warrants. Civil process is the responsibility of the Sheriff. The agency maintains logs to show when service was attempted or made.

The Communications Center serves as a Public Safety Answering Point (PSAP) for 911 calls within the Village. Information is entered into the Computer Aided Dispatch (CAD) system and is routed to the dispatcher for assignment and broadcast. Communications Center personnel are well trained professionals who do perform their job well. The facility is well equipped and has the capability of monitoring video feeds from throughout the facility. Security measures are in place to limit access to the work area and as well as transmission lines, antennas, and alternate power sources. Redundant systems are in place in case the primary equipment is compromised.

All sworn members and selected non-sworn members of the Glendale Heights Police Department are granted access to the department RMS computer. All members' level of access to the system programs is determined by their position assignment. All central records are maintained in the Records Division file room. The files are located within a restricted area allowing access to only records section and administrative personnel.

The storage, dissemination and release of agency records are in accordance with agency directives and the Illinois Freedom of Information Act. Records maintained within the agency's records management system are clearly labeled for adults and juveniles. Hard copies are kept in different files which distinguish between adult and juvenile records.

Trained evidence technicians are available 24 hours a day to respond to process crime scene and serious crashes. Technicians are equipped with specialized equipment needed for crime scene investigations such as lighting equipment, specialized photographic equipment, fingerprint kits, dusting agents and protective equipment and clothing. The primary responsibility for processing crime scenes rests with the Evidence Technicians. A responding officer or investigator may develop and lift latent prints and elimination prints from victims and/or witnesses. If any other processing is needed, including photographs and/or DNA, an Evidence Technician is requested.

The agency's procedures for processing, collecting and marking of DNA evidence is in accordance with the guidelines. These methods ensure the preservation of the condition of DNA evidence during collection and ensure the sample's completeness and integrity as much as possible and practical.

The agency maintains documented records of the transfer of custody of all physical evidence from the initial acquirement of the evidence to its final disposition. When the agency submits evidence to a forensic laboratory, the Property Personnel is responsible for ensuring that the evidence is submitted to the laboratory in a timely manner for examination.

Property and Evidence

The property and evidence function has been greatly enhanced in the new facility. Additional security measures and provisions created for the temporary of storage of items brought in after hours are the most notable improvements. One example is an area that leads from a secure garage into the property room. In addition to storage lockers used for the temporary storage until the property is officially secured within the property room, there is a large area in the garage immediately outside of the property room where items that are too large to fit into lockers can be placed and secured through the use of a roll down door that can be locked until opened by personnel assigned to the property and evidence function. There are also special, secured cabinets where items of a flammable, incendiary, or explosive nature can be stored.

Property is tracked through a well known property management software program known as "The Beast".

The Deputy Chief of Support, or his designee, conduct semi-annual inspections of the evidence vault to verify compliance with procedures. The inspections are conducted in January and June of each year.

An audit shall be conducted any time an Evidence Officer is assigned or transferred from the position. The audit includes a complete documented accounting of all high risk items, including cash, precious metals and other jewelry, firearms, and drugs. While there was not a change in custodians, one incident did trigger the agency to conduct a special inventory of the property room.

In August 2012, an officer noted that one of the doors that provided access to the property room was open and that the room was unattended as it was after hours. A supervisor was notified and the room was secured. A formal investigation was initiated and a complete inventory was ordered. The agency hired a former sergeant who had experience in the property room to conduct the inventory. He was assisted by a current agency Community Service Officer. Over ten thousand items were inventoried and 142 errors were initially found that were mostly due to minor entry errors. Fifty-seven items were initially found to be missing but were located on the wrong shelves. In the end, two items could not be located, one of which (a packet containing a latent fingerprint lift and photos from a 2008 residential burglary) was later located. Evidence tape had partially obstructed the case number. The other item was associated with an accident where no charges were filed. The investigation revealed that the Property Custodian erred by leaving the door open and failing to secure it before going off duty.. Discipline was administered. The agency also disciplined officers who notice the door was open but failed to take action and make notifications. This case is an excellent example of the importance placed on the property function by the agency.

All other required audits and inspections were completed in a timely fashion. An inventory of the property room was also conducted just prior to the move of the property from the old facility into the new facility. One item was found to be missing but was later discovered. It was possibly misplaced during an early part of relocation of items to the new property room.

H. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had one standard in applied discretion.

1.3.8: *A written directive requires that any employee, whose action(s) or use of force in an official capacity results in death or serious physical injury, be removed from line-duty assignment, pending an administrative review.* (M)

ISSUE: The existing policy only addressed sworn personnel and did not include civilian employees.

AGENCY ACTION: The agency made minor changes in the directive to bring it into compliance with the standard.

I. Standards Noncompliance Discussion:

This section does not apply.

J. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was in compliance with 87.9% of applicable other-than mandatory (O) standards.

K. Future Performance / Review Issues

There was not any future performance or review issues.

L. Table: Standards Summary:

	TOTAL
Mandatory (M) Compliance	355
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	67
(O) Noncompliance	0
(O) Elect 20%	11
Not Applicable	49
TOTAL	482

M. Summary:

The Glendale Heights Police Department has demonstrated improvement in its ability to comply with CALEA standards with each onsite. There was only one applied discretion issue discovered by the assessors and no files were returned for file maintenance issues. A high degree of transparency exists as the agency maintains assessment reports from each of the two previous reviews online for the public to see.

The commitment to the accreditation process was observed in several ways. The files were well organized and contained all necessary proofs of compliance. It was quite apparent that CALEA standards had an influence on several areas of the new facility. The Accreditation Manager's office is located in the Administrative area, two doors away from that of the Chief of Police for easy access. Finally, personnel throughout the agency were familiar with the process and most had an understanding as to how accreditation improved the agency and impacted their performance. The commitment extends to other areas of the Village as well as evidenced by the remarks of the Village Manager about implementing aspects of accreditation in other departments.

There were not any issues that required attention or caused concern during this onsite. The assessors reviewed all standards and found them to be in compliance with agency practices meeting the intent of CALEA standards.

In an effort to provide a means for community input and measure citizen attitudes and opinions, the agency conducts a survey of citizen feedback. All items were analyzed and documented within the report and recommendations were forwarded to the Chief of Police for future consideration. The survey is ongoing and is available through the agency website.

Community Policing principles are embraced by the agency. There is a strong sense of community on the part of agency members and it is obvious that the agency goes above and beyond to help resolve issues and improve the quality of life in the area.

An exit interview was held on the morning of April 16th. The interview was held in a large training room so that all available personnel could attend. Over thirty members were in attendance. The assessors each shared their respective observations and commented on several agency strengths. It was explained that the onsite visit was but one step in the accreditation process and that the job of the assessment team was to document compliance with the CALEA standards. It was emphasized that the final decision on accreditation was up the Commission at a future conference.

Stephen M. Seefchak
Team Leader
June 25, 2014

Revised:
02/13/08
02/19/09
03/26/10