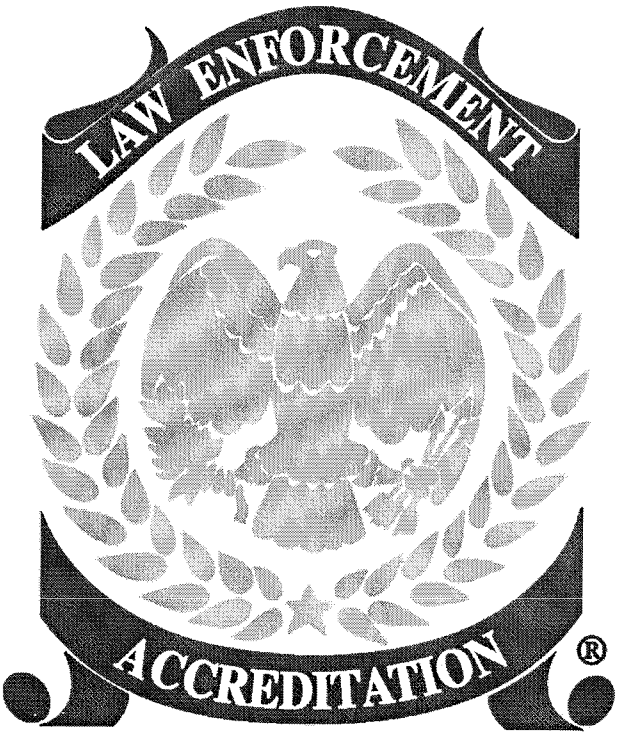
The Commission on Accreditation for Law Enforcement Agencies, Inc.



Assessment Report for the Glendale Heights (IL) Police Department

August 2008

Glendale Heights (IL) Police Department
Assessment Report
August 23-27, 2008

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A. Agency name, CEO and AM:
Glendale Heights (IL) Police Department
300 Civic Center Plaza
Glendale Heights, IL 60139

Michael S. Marron, Chief of Police
Lawrence J. Pincsak, Sergeant and Accreditation Manager

B. Dates of the On-Site Assessment:
August 23-27, 2008

C. Assessment Team:

1. Team Leader: William R. BLEYLE
Captain
Manlius Police Department
1 Arkie Albanese Avenue
Manlius, NY 13104
(315) 682-2212

2. Team Member: Steven O. LEWIS
Lieutenant
Chesterfield Police Department
690 Chesterfield Parkway West
Chesterfield, MO 63017
(636) 537-6737

3. Team Member: Vincent E. DEMAIO
Sergeant
New Canaan Police Department
174 South Avenue
New Canaan, CT 06840
(203) 594-3519

D. CALEA Program Manager and Type of On-site:
Ms. Christie Goddard, Program Manager

Initial Accreditation, C size (80 personnel; authorized 56 sworn and 24 non-sworn)
5th edition Law Enforcement Accreditation (type of program)

CACE-L Version 2.0

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

With a total area of approximately six square miles and a growing population of approximately 31,765 people, Glendale Heights is a developmentally-balanced community with a variety of zoned areas of somewhat equal size. In addition to approximately 11,500 residential properties, the village is home to a number of industrial, retail, and religious venues, as well as two public school districts, a hospital, a golf course, and numerous parks and sports fields.

The Glendale Heights community is culturally diverse. According to the 2000 Census, 40.9% of the village's population speaks a language other than English while at home.

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 224 full-time employees is provided by the village administrator, Ms. Donna 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 Title 10, Chapter 1, *et seq.* of the Village Code.

The agency is organized into three divisions: administration, patrol operations, and support operations. The Administration Division, headed by the deputy chief of police, is responsible for accreditation, planning and research, technical services, internal affairs, community outreach, grant management, and other administrative tasks. The Patrol Operations Division, supervised by a division commander, provides 24-hour police services and includes patrol officers, community service officers, and canine. The Support Operations Division is supervised by a division commander, performs tasks in support of patrol operations, and includes the Investigations Section, Special Operations/Gang Tactical Unit, school resource officers, Records Section, Communications Center, evidence officer, volunteers, and school crossing guards.

The agency has an authorized strength of 56 sworn officers and 24 civilian personnel. Sworn personnel include the chief of police, a deputy chief, two division commanders, eight sergeants, 35 patrol officers, four detectives, two special operations/gang tactical officers, two school resource officers, and one DuMEG (DuPage County Metropolitan Enforcement Group) agent. Civilian staffing includes telecommunications, records

supervisor and technician, clerical support, community outreach, administrative aide, evidence, and school crossing guard personnel.

3. Demographics:
The demographic composition of the service area and agency is represented in the following table (based on 2000 U.S. Census):

Demographics Report

	Service Population (2000 Census)		Available Workforce (DuPage County)		Current Sworn Officers		Current Female Sworn Officers		Prior On-site Sworn Officers		Prior On-site Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	20,263	63.8%	452,073	85.5%	52	92.8%	9	90.0%	N/A	N/A	N/A	N/A
African-American	1,537	4.8%	15,943	3.0%	2	3.6%	1	10.0%	N/A	N/A	N/A	N/A
Hispanic	5,842	18.4%	41,883	7.9%	2	3.6%	0	0.0%	N/A	N/A	N/A	N/A
Other	4,123	13.0%	18,911	3.6%	0	0.0%	0	0.0%	N/A	N/A	N/A	N/A
Total	31,765	100%	528,810	100%	56	100%	10	100%	N/A	N/A	N/A	N/A

Fifty-two of the Glendale Heights Police Department's sworn officers are Caucasian (92.8%), as compared to 85.5% of the available workforce (i.e., DuPage County) and 63.8% of the agency's service population. African-Americans, Hispanics, and other minorities comprise approximately 36.2% of the agency's service population and 14.5% of the DuPage County available workforce. Sworn female officers total ten (17.9% of the agency's sworn workforce).

A comparison of the ethnic composition of the actual sworn strength of the agency to the available workforce, and the population of the Village of Glendale Heights, finds that African-American, Hispanic, and other minorities are underrepresented, comprising only 7.1% of the agency's sworn workforce. The gender composition of the agency is in approximate proportion to the available workforce.

A recruitment plan exists which contains a statement of goals and objectives, key action steps with recommended measures, and procedures to be used in evaluating efforts.

4. Future issues:
While recognizing the need for municipalities to maintain conservative fiscal practices, it is also recognized that demands for police services rise each year, and that the agency must strive to efficiently and effectively deliver those services with the resources it has.

In order to keep pace with rising demands, the agency would like to increase the number of sworn officers to 60 from the current 56, and increase the number of community service officers from five to six. This would help alleviate the workload demands on the community service officers and the Department Investigations Division, as well as add a dedicated traffic unit and one additional supervisor.

Advances in law enforcement technology and post-September 11, 2001 changes in police procedures require constant expenditures and forward planning. The agency has expressed a desire to replace aging equipment, such as patrol rifles, the pistol range, and the Mobile Command Post, with more modern equipment. Discussion has also begun about building a new police station to meet future needs.

The department recognizes the rapidly-changing ethnic make-up of the village and the need for the agency to reflect the population. The agency is engaging in a recruitment program to draw members of various diverse ethnic groups into the police service. The agency also wants to increase its community involvement through participation in more community events and increasing its community-oriented policing activities.

5. CEO biography:
Chief of Police Michael S. Marron serves as the chief executive officer (CEO) of the Village of Glendale Heights (IL) Police Department.

Chief Marron began his law enforcement career with the Glendale Heights Police Department in January 1987 after serving in the United States Army as a military police officer. Throughout his career, Chief Marron served as patrol officer, juvenile officer, crime prevention officer, D.A.R.E. and G.R.E.A.T. instructor, evidence technician, and investigator. He was promoted to patrol sergeant in July 1998, commander in June 2000, and was appointed the agency's chief of police on October 6, 2005.

In addition to his law enforcement experience, Chief Marron received his A.A.S. degree in criminal justice from the College of DuPage and is currently a B.A. candidate at Northwood University. 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) and the DuPage Chiefs Association.

F. Public Information Activities:

Public notice and input are a corner stone 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.

1. Public Information Session

The Public Information Session was held on Monday, August 25, 2008, at 7:00 P.M. in the Glendale Heights Village Board Room. Approximately 34 persons were in attendance, including seven agency personnel. Eleven individuals and a group of three village officials (mayor, village administrator, and assistant village administrator) elected to address the assessment team. All spoke very highly of the agency's service to the community and its efforts to become accredited.

a. Telephone Contacts

An open telephone line was held on Monday, August 25, 2008, from 1:00 P.M. to 3:00 P.M. The telephone number was published in the agency's public information materials and was widely advertised. Nine calls were received, and all but one caller spoke highly of the agency's services and its efforts to become accredited.

A male caller claimed poor treatment by the agency regarding a complaint he made about a neighbor harassing him. He also claimed that officers illegally entered his apartment and that officers were since harassing him. The caller's allegations were reviewed with the agency's chief and deputy chief, and the internal affairs file was examined. The assessment team determined that the caller's complaint was appropriately documented and investigated by the agency, and that the agency's complaint investigation was in full compliance with applicable CALEA standards.

b. Correspondence
Six letters supporting the agency's accreditation efforts were received prior to the on-site assessment. Five letters were from the chief executive officers of neighboring law enforcement agencies, and one was from an Illinois state senator. One e-mail was received from a citizen praising the agency's Citizen's Police Academy and its emergency preparedness activities.

c. Media Interest
Public notice regarding the on-site assessment and public information opportunities was published in the *Daily Herald* newspaper on August 5, 2008, and in the *Press* newspaper on August 15, 2008. The public information session was covered by a reporter from the *Daily Herald*, and the following day, the assessment team was photographed by the paper for an article regarding that appeared in the August 29, 2008 edition of the *Daily Herald* regarding the assessment team's visit.

d. Public Information Material
The Glendale Heights Police Department did an exemplary job with its public information plan. The public notice was distributed in both English and Spanish and widely distributed throughout the community, to include public buildings, libraries, neighborhood watch meetings, and local stores. One telephone caller reported that he saw the notice posted in a grocery store that caters to the Hispanic community. The notice was included in the Village Newsletter and a local cable television channel, and sent to various media outlets. Notice was also included with water bills, posted on village marquee message boards, and sent via e-mail to all village employees. Approximately 100 letters were sent to community leaders and professional law enforcement organizations.

e. Community Outreach Contacts
The assessment team had two occasions to interact with Glendale Heights Village President Linda Jackson, Village Administrator Donna Becerra, and members of the Village Board of Trustees. In addition, the assessment team heard from or spoke to: Vicki Tabbert, Superintendent of the Queen Bee School District; Raquel Becerra, the village's human resource manager; Police Commission Chairman Rick Schwerdtner; Debbie McKenzie, the agency's community outreach specialist; Bloomingdale and Glendale Heights Fire Chiefs; and a number of area citizens. Everyone with whom we talked spoke highly of the agency.

G. Essential Services:

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

The Glendale Heights Police Department has an authorized strength of 80 full-time employees that includes 56 sworn officers and 24 civilians (e.g., community service officers, telecommunicators, records, and office technicians). The agency also employs part-time civilians (e.g., school crossing guards) and utilizes civilian volunteers in an auxiliary capacity.

The legal authority and responsibilities of sworn officers, whether on or off duty, are defined by 65 Illinois Compiled Statutes (ILCS), Glendale Heights Village Ordinance, and agency General Order #110, "Authority and Responsibility." The authority of officers to carry and use weapons is governed by 50 ILCS 710, the "Peace Officer Firearm Training Act."

The mission of the Glendale Heights Police Department is: "Working in partnership with our community to maintain safe and secure neighborhoods, reduce crime, and improve the quality of life for our citizens through ethical, courteous, and professional police service." This statement is made available to all personnel, published on the agency's website, and boldly posted in the roll call room.

Agency directive requires all members of the Glendale Heights Police Department to ensure that the civil rights and constitutional privileges of all persons are protected. As a law enforcement agency located in an ethnically-diverse community, the Glendale Heights Police Department has experienced a number of incidents where foreign nationals have been arrested. Proofs demonstrated that agency personnel follow directives in regard to consular notification and access requirements.

Strip and body cavity searches may only be performed in specific circumstances for officer safety or to seize evidence pursuant to a lawful criminal investigation. Conditions for conducting these searches are promulgated in agency directive, as well as 725 ILCS (Illinois Compiled Statutes) 5/103-1. The agency reports that it has not conducted any strip or body cavity searches during 2006, 2007 or 2008.

The agency's written directive system consists of general orders, operating procedures, rules and regulations, and memoranda. Written directives were found to be thorough, clear, and concise. Only the chief of police may issue written directives other than memoranda; the only exception being in the event the chief was unable to serve and an acting or interim chief had been named by the village administrator. Each member of the agency is issued directive manuals upon being hired and is responsible for upkeep of the manual, including additions and revisions. Electronic versions of the manuals are also available.

Goals are established annually, and each organizational component establishes objectives aimed at accomplishing those goals. The method used by the agency encourages coordination of effort of the various components towards accomplishing common goals. The agency maintains a multi-year plan communicated by the chief of police to the village president, village administrator, and all police department personnel.

The agency's crime analysis activities include Patrol Alert bulletins and a number of statistical reports, including Beat Crime Analysis and Monthly Reports. The records management system (NetRMS) produces a number of administrative reports that support crime analysis efforts.

The Glendale Heights Police Department maintains a formal mutual aid agreement as part of the Illinois Law Enforcement Alarm System (ILEAS). Established pursuant to the Constitution of the State of Illinois, the Illinois Intergovernmental Cooperation Act, the Local Governmental Employees Tort Immunity Act, and the Illinois Municipal Code, this manpower box alarm system of mutual aid is well established and effective. The agency maintains a strong working relationship with neighboring agencies.

The agency does not provide contractual law enforcement services. However, a contractual arrangement with the schools is currently being considered for a school resource officer (SRO) at the high school. If the agency enters into a contractual arrangement, there will be a need to come into compliance with chapter three.

The agency disbanded its reserve program in May 2008, disarming its reserve officers and assigning them to auxiliary duty status. This was largely due to the fact that the reserve officers did not meet training requirements promulgated by CALEA. Just prior to this on-site assessment, a former reserve officer became eligible to attend the training academy, and the agency reinstated the reserve officer program as the result of Village Ordinance 2008-51, passed and approved by the village president and the board of trustees on August 7, 2008.

An auxiliary program exists, consisting of six unpaid volunteers serving as members of the village's Emergency Services and Disaster Agency (ESDA). The ESDA, lead by the emergency management coordinator, is responsible for: assisting during the event of natural and man-made disasters; assisting with crowd control and other functions as

needed during festivals, parades, and celebrations; aiding in traffic direction and control; and community relations events.

Glendale Heights Village Ordinance 10-1-9-3 prescribes that the chief of police shall be responsible for the management and fiscal management of the police department, subject to the supervision of the village administrator. Detailed monthly budget reports support the chief in his fiscal management responsibilities. An annual audit of the village, including the police department, is conducted by an independent auditor pursuant to Illinois Compiled Statutes.

Purchasing authority and procedure is well defined through agency written directive, Glendale Heights Village Ordinance, and the "Glendale Heights Purchasing and Accounts Payable Policies and Procedures Handbook."

Cash funds maintained by the agency include a petty cash fund for incidentals, official advance fund for investigative purposes, a community outreach emergency fund, and a Records Section fund relating to the collection of customer fees. The agency also maintains non-cash funds related to asset forfeiture, seized currency, Drug Abuse Resistance Education (DARE), and its Safety Town program. All funds are audited quarterly by the Village Finance Department. Each fund was inspected during the assessment, and it appeared that agency procedures for cash funds were being followed.

Bias Based Profiling

Agency General Order #115 prohibits bias based policing, racial profiling, and other discriminatory practices in making law enforcement decisions. Race and ethnicity may not be the sole basis for probable cause and reasonable suspicion, and officers are required to be able to articulate specific facts, circumstances, conditions, and conclusions that support their enforcement decisions relating to traffic stops, field contacts, arrests, searches, and asset seizures.

On January 1, 2004, Illinois state law established a study of traffic stops to collect data to identify racial bias. The Glendale Heights Police Department must complete a Traffic Stop Data form for each traffic stop and report data to the Illinois Department of Transportation (IDOT). Statistical reports provide the agency with significant comparative data regarding traffic stops and the ethnicity of offenders. This information has been effectively used by the agency in conducting effective administrative reviews of agency practices. The annual review of agency practices and citizen concerns was very well done.

2005 Traffic Warnings and Citations*

Race/Sex	Warnings	Citations	Total
Caucasian/All	1497	3810	5307
Caucasian/Female	N/A	N/A	N/A
African-American/All	273	604	877
African-American/Female	N/A	N/A	N/A
Hispanic/All	491	1069	1560
Hispanic/Female	N/A	N/A	N/A
Asian/All	185	382	567
Asian/Female	N/A	N/A	N/A
Other/All	4	48	52
Totals	2450	5913	8363

2006 Traffic Warnings and Citations*

Race/Sex	Warnings	Citations	Total
Caucasian/All	1427	3327	4754
Caucasian/Female	N/A	N/A	N/A
African-American/All	270	509	779
African-American/Female	N/A	N/A	N/A
Hispanic/All	505	976	1481
Hispanic/Female	N/A	N/A	N/A
Asian/All	180	485	665
Asian/Female	N/A	N/A	N/A
Other/All	4	22	26
Totals	2386	5319	7705

2007 Traffic Warnings and Citations*

Race/Sex	Warnings	Citations	Total
Caucasian/All	1348	3327	4675
Caucasian/Female	N/A	N/A	N/A
African-American/All	283	484	767
African-American/Female	N/A	N/A	N/A
Hispanic/All	542	1014	1556
Hispanic/Female	N/A	N/A	N/A
Asian/All	211	328	539
Asian/Female	N/A	N/A	N/A
Other/All	5	65	70
Totals	2389	5128	7607

* Note: The agency does not collect traffic stop data relating to gender.

During the past three years, the Glendale Heights Police Department received one citizen complaint of discriminatory practices. That complaint occurred in 2007, and involved a white male complainant who alleged that a white male officer uttered an ethnic slur during a traffic stop. The complaint was not sustained and no action was taken against the officer.

Bias Based Policing Complaints

Complaints from:	2005	2006	2007
Traffic Contacts	0	0	1
Field Contacts	0	0	0
Asset Forfeiture	0	0	0

Use of Force

Glendale Heights Police Department personnel may only use the force necessary to accomplish lawful objectives, and may only use deadly force when it is reasonably necessary to protect the officer or others from an imminent danger of death or great bodily harm.

Lethal weapons approved by the agency for use by its sworn members include: the SIGARMS Model P226, P229, and P239 .40 caliber pistol; Colt AR-15, Bushmaster XM-15E2S and XM-15ES V Match, or .223 Remington rifles; and the Remington 870 12-gauge shotgun. Less-than-lethal specialized weapons include: the 37mm launcher, beanbag shotgun, Advanced Taser Model M26 and X26, OC aerosol spray, ASP expandable baton, solid straight baton, and a riot baton. Officers in special units or assignments (e.g., narcotics enforcement or tactical units) may carry alternative weapons as approved by the chief of police. Officers may carry secondary back-up and off-duty officers weapons approved by the chief, subject to meeting requirements as promulgated in the agency's directives.

The agency reported that it had 66 arrests requiring a use of physical force during the last three years, and no incidents of the use of deadly force. An increase in uses of force reported in 2007 is primarily due to enhancements in the agency's reporting procedure.

Use of Force

	2005	2006	2007
Firearm	16	8	28
Electronic Control Weapon	5	6	7
Baton	0	2	6
OC	0	0	2
Weaponless	16	59	170
Total Types of Force	37	16	31
Total Use of Force Arrests	16	16	34
Use of Force Complaints	0	0	0
Total Custodial Arrests	2,123	2,006	2,025

The watch commander must be notified and an Officer Defensive Action Report form completed whenever an employee discharges a firearm, takes action that results in injury or death to another person, applies force through the use of a lethal or less-than-lethal weapon, or applies weaponless force beyond that normally used in affecting an arrest or likely to cause, or lead to, unforeseen injury. The agency's report form is extensive, as is the accompanying Supervisory Inquiry form. A chain of command review is conducted, including a review by a Use of Force Review Board.

Agency annual use of force analysis reports were included for 2006 and 2007, and were extremely well done. They contained detailed information, often graphically depicted, examining use of force events; dates/times/locations; subject and officer injuries; related charges; involved officer summary; and a training, equipment, and policy needs summary. The agency is to be commended for the thoroughness of the analysis reports.

Personnel Structure and Personnel Process (Chapters 21-35)
Glendale Heights personnel, with the exception of the command staff and the accreditation assistant, are represented by collective bargaining units. Police officers are represented by the Illinois Fraternal Order of Police Labor Council, Lodge 52, while police sergeants are represented by the Illinois Fraternal Order of Police Labor Council, Lodge 52, Sergeants Bargaining Unit. Civilian personnel are represented by the American Federation of State, County and Municipal Employees (AFSCME) Council 31, AFL-CIO, Local 3768. Collective bargaining is conducted in accordance with 5 ILCS 315, the Illinois Public Labor Relations Act.

Representatives from all three unions were interviewed by the assessment team. They spoke highly of the agency and their relationship with the chief of police. The union representatives said that the agency follows its procedures as they relate to the department's membership and collective bargaining agreements, and were supportive of the CALEA accreditation process.

Personnel policies regarding employee benefits, including salary, retirement programs, health and disability benefits, liability protection, and educational benefits are established pursuant to General Order #1000, "Benefits," Village Administrative Policy, Village Personnel Policy, Illinois Compiled Statutes (ILCS), and any applicable collective bargaining agreements. An Employee Assistance Program (EAP) provided by Creative Care Management is available to all employees.

General Order #1105, Line of Duty Serious Injury and Death, is extraordinarily well done, containing 17 pages of detailed information regarding initial procedures and notification, assistance for affected members, liaison, support while awaiting trial, post-incident stress, benefits, and visitation and funeral protocol.

Specialized assignments within the agency are posted at least two weeks in advance of a vacancy being filled. The selection process for specialized assignments includes minimum requirements (e.g., off probation, length of service, education, required skills, knowledge, and abilities), written testing, interview, and a review of a candidate's personnel file and performance evaluations. The chief of police has the final authority and discretion over appointment to specialized assignments and temporary assignments.

Extra-duty employment is allowed where a government, profit-making, or not-for-profit entity has a contract agreement with the agency. Types of extra-duty services that may

be contracted for include: traffic control, crowd control, and pedestrian safety; security and protection of life and property; and routine law enforcement for public authorities.

The Glendale Heights Police Department conducts annual performance evaluations on all employees through the rank of chief of police. The evaluations are clear, concise, and measurable, and have an excellent system for feedback and review. The agency exceeds the requirement to rate probationary sworn officers quarterly by rating them monthly. Civilian probationary employees are rated a total of five times within their twelve-month probationary period.

Grievances

Grievances are defined by Glendale Heights Personnel Policy as, "an expression of dissatisfaction of any employee with working conditions, pay or benefits, disciplinary actions, or administrative policies." Grievances, as they apply to agency collective bargaining agreements, are additionally defined as disputes or differences involving the application, meaning, or interpretation of the provisions of the applicable agreement. Procedures are defined in village personnel policy and applicable bargaining agreements.

Formal Grievances

Grievances	2005	2006	2007
Number	1	1	0

During the last three years, only two grievances were filed: one in June 2005 (a claim that non-junior officers had their shifts changed contrary to the agreement), and one in January 2006 (a claim that an overtime opportunity was missed). The first grievance was resolved in favor of the officer, the second resulted in no action taken due to the fact that it was not filed in a timely manner. Management and rank and file should be complemented on their cooperative working relationship, resulting in a relatively small number of grievances, given that the agency has undergone significant policy and procedural changes during the self-assessment period.

Disciplinary

The agency has established a system of awards and recognition for members of the police department, as well as agencies that provide assistance and members of the public who aid the department. Awards include: Chief's Award of Merit; Chief's Award of Valor; Citizen's Special Recognition Award; Department Commendation; Division Meritorious Performance Award; Honorable Mention; and Life Saving Award.

The agency's disciplinary system consists of training, supervisory coaching, counseling, and punitive actions. Formal disciplinary measures include verbal reprimand, written reprimand, suspension, demotion, and dismissal from service. Formal discipline is governed by agency directive, Village of Glendale Heights Personnel Policy, applicable bargaining agreements, and 50 ILCS 725, the Uniform Peace Officers' Disciplinary Act. Disciplinary actions may be appealed in accordance with prescribed grievance procedures. No disciplinary actions were appealed in 2006, 2007, or 2008 year to date.

There were no disciplinary terminations since the agency's written directive went into effect in December 2007.

Personnel Actions

	2005	2006	2007
Suspension	6	1	6
Demotion	0	1	0
Resign In Lieu of Termination	2	1	1
Termination	0	1	0
Other	0	0	0
Total	8	4	7
Commendations	50	36	36

Over the past three years, there have been 19 negative disciplinary actions (i.e., suspension, demotion, resignation in lieu of termination, and one termination), and 122 positive disciplines (commendations).

Recruitment and Selection (Chapters 31 and 32)
The Glendale Heights Police Department maintains a "Recruitment and Equal Opportunity Plan," dated April 2008, with a goal to attract and employ a qualified workforce, whose ethnic and gender composition is in approximate proportion to the makeup of the available workforce for Glendale Heights, Illinois. The plan includes cooperative efforts between the agency, the Village of Glendale Heights Board of Police Commissioners, and the village's Human Resources Department, and contains all required elements, including a statement of Equal Employment Opportunity (EEO).

Recruitment notices are widely advertised through a variety of sources, including: news releases; village water bills; RecruitMilitary.com; Village of Glendale Heights newsletter and webpage; Glendale Heights Neighborhood Watch Newsletter; theblueline.com; *Dziennik Zwiazkowy Piatek* (Polish newspaper); *Chicago Defender* (African-American newspaper); *El Mercurio* (Hispanic newspaper); extranews.net; *Glendale Heights Press*; and the College of DuPage Central Network Services.

The village of Glendale Heights' Police Commission is established pursuant to Illinois statutes to receive applications from candidates for police department vacancies, conduct competitive examinations, review applicant qualifications, and establish an eligibility list. Applicant testing takes place when vacancies occur, and the list of qualified candidates is either expired or exhausted. The testing for candidates is provided by a private company who uses tests specific to those agencies within the Chicago area and that have been validated as law enforcement tests.

Over the past three years, the agency hired five sworn officers, including an African-American male and an African-American female. Ethnic and gender minority candidates comprise 40% of the agency's sworn hires over the past three years. Two African-American officers (one male and one female) are currently attending the basic training academy.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received* (2006 cycle)	Applicants Hired	Percent Hired*	Percent of Workforce Population
Caucasian/Male	N/A	3	N/A	46.3%
Caucasian/Female	N/A	0	N/A	38.25%
African-American/Male	N/A	1	N/A	1.63%
African-American/Female	N/A	1	N/A	1.36%
Hispanic/Male	N/A	0	N/A	4.36%
Hispanic/Female	N/A	0	N/A	3.64%
Other	N/A	0	N/A	4.2%
Total	96	5	5.2%	100%

(Note: Agency was unable to locate 2006 Testing Cycle demographics)

The Glendale Heights Police Department requires an 18-month probationary period for newly-hired officers, far exceeding the six-month minimum requirement.

Training

The Glendale Heights Police Department has a very well-documented and structured field training program. The agency takes pride in its program, which consists of fourteen weeks of training among several different field training officers. The trainee is reviewed and tested on his or her knowledge, skills, and abilities, which are consistent with the position of police officer, and the overall program is well supervised, with a great deal of accountability built into the process.

Shift briefing training is used on a regular basis to supplement other forms of training. Topics are presented by the shift supervisors on a monthly basis and cover such areas as legal updates, court case review, and officer safety topics and issues.

Supervisory training for all new supervisors is provided at the Northwestern University Center for Public Safety, and they take a two-week intensive Supervision of Police Personnel class. Additionally, within the first five years of becoming a first line supervisor, all members are required to attend the ten-week School of Police Staff and Command, also offered at the Northwestern University Center for Public Safety.

The agency has a superior methodology relating to remedial training. This training focuses on a number of areas, including the utilization of annual evaluations, disciplinary action, or conduct identified by supervisory personnel. The department uses a Performance Improvement Plan, which follows detailed guidelines as to the training required to effect the required actions of the employee.

Promotions

The Glendale Heights Police Commission is authorized, pursuant to Illinois statute and local ordinance, to promote up to the rank of sergeant. A written test and assessment centers are administered to candidates. In accordance with the Board of Police Commissioners rules, the chief of police is responsible for administering the department's part of the promotional process and may assign up to ten points to a

candidate seeking promotion to sergeant. An eligibility list is valid for up to three years. For the rank of commander, the police chief selects a testing agency. Candidates passing the written test are then administered an oral interview. The chief has the discretion to promote the person of his choosing to the rank of commander.

Sworn Officer Promotions

Note: Commander and Sergeant Testing done in 2006

PROMOTIONS – 2005-2008			
	2005	2006	2007/2008
GENDER / RACE TESTED			
Caucasian/Male	0	4 Cmdr. 9 Sgt.	0
Caucasian/Female	0	3 Sgt.	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	9	4 Cmdr. 3 Sgt.	0 Cmdr. 2 Sgt.
Caucasian/Female	2	0 Cmdr. 2 Sgt.	0 Cmdr. 2 Sgt.
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	2 Cmdr. 1 Sgt.	0
Caucasian/Female	0	0	1 Sgt. (2008)
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Promotional eligible lists are established for a three year period following testing. There were no African-Americans or Hispanics of either gender available for promotional consideration in the most recent promotional testing, which occurred in 2006. Two female officers were eligible for promotion to the rank of sergeant as the result of the 2006 testing. One female officer was promoted to sergeant in 2008. A second female officer remains eligible until the list expires in 2009.

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

Patrol shifts and assignments are made in the best interest of the village and in keeping with the agency's community-oriented policing philosophies. Officers are assigned semi-permanent beats, areas, and work shifts in accordance with collective bargaining agreements. Shift briefings take place at each roll call at the start of each of the primary shifts on a daily basis. During this roll call, reviews are conducted of notable

incidents, bulletins, updates on major investigations, and any training or reviews of department directives as needed.

The agency has a successful K-9 program; the current K-9 officer has served in that capacity for 17 years, and the current dog has served for seven years. Police bicycle patrol officers are deployed to suppress crime and apprehend criminals in the midst of illegal activities. Bike officers also patrol parks and areas that would normally be inaccessible under routine patrol.

The Glendale Heights Police Department has an investigative component consisting of four detectives and one detective supervisor. Each of the investigators wears several hats, including all being trained as juvenile officers. Investigators use a case file management system to track cases by type of assignment, solvability factors, and severity of crime. Investigators work as a part of several investigative task forces, including the DuPage County Metropolitan Enforcement Group (DuMEG)

Guidelines used for conducting both preliminary and follow-up investigations were well written. The agency uses investigative checklists which are provided both to patrol and investigators. Interviews are conducted in secure rooms with clear guidelines as to the handling, safety, and security of all parties.

The agency conducts covert operations and surveillances on a regular basis. Equipment is available to the officers for the utilization of covert surveillance, and proof in file detailed the proper use of this equipment. The agency controls the use of confidential funds for the purposes of criminal investigations, and verified strict adherence to good financial policy.

The Glendale Heights Police Department participates in numerous programs aimed at preventing juvenile delinquency and victimization. The agency's school liaison program provides for a good every-day working relationship between the schools and the police department. School resource officers currently provide services to the local middle school locations, as well as supplementing in the grade schools. In addition, the agency presents the D.A.R.E./G.R.E.A.T. program and holds a Junior Police Academy each summer for middle school students. The agency maintains a "Safety Town" where children come to learn safe practices ranging from crossing the street to escaping from a fire.

Juvenile arrest procedures and directives were very clear. Proofs on file verified the agency's commitment to the rights and safe handling of juvenile offenders.
The agency is dedicated to organizing prevention groups for the community. Throughout the on-site assessment, community members were highly complimentary of the agency and the programs it provides. Some of the highlighted activities included contact with Neighborhood Watch groups, monthly beat analysis, and work with the various condominium association groups.

Victim/witness needs are taken very seriously by the Glendale Heights Police Department. Proofs of compliance detailed many situations where victims were given ample access to services, including shelter in domestic situations, children's services, and victims' advocacy services. The agency employs a civilian community outreach specialist who is available 24 hours a day to respond to the needs of the community. This includes the provision of financial, residential, transportation, or medical assistance at any time. Services are available through initial or follow-up cases, and contact is maintained through the advocacy services with victims of crimes such as domestic battery.

The Glendale Heights Police Department has an open media policy with proofs in file showing a concerted effort to work with the media to cover those items of interest and newsworthy issues that affect the community it serves.

Crime Statistics and Calls for Service

Calls for service have remained steady over the last three years, while reported crimes (Part I and II offenses) and arrests increased in 2007.

Agency Activity and Offense Statistics

	2005	2006	2007
Calls for Service	22,550	23,761	22,410
Incident Reports (Part I & II Offenses)	5,095	4,842	5,365
UCR Part I Crimes	825	788	727
Arrests/Apprehensions	1,080	1,035	1,122
Traffic Citations	9,148	8,384	7,819
Miles Driven	380,673	316,135	328,875

UCR Part I crimes remained fairly steady over the last two years, however, homicides and attempted homicides have increased.

Yearly UCR Part I Crime Statistics

	2005	2006	2007
Murder	0	2	4
Forcible Rape	15	12	8
Robbery	11	7	12
Aggravated Assault	33	25	27
Burglary	217	257	216
Larceny-Theft	462	424	428
Motor Vehicle Theft	78	60	26
Arson	9	1	6

Vehicle Pursuits

In controlling the conduct of motor vehicle pursuits, the Glendale Heights Police Department has an excellent written directive. This directive includes specific factors to consider when determining whether an officer should initiate a pursuit; this includes a Vehicle Pursuit Decision Matrix, detailing, both visually and in writing, those risk categories to the public versus the risk of allowing the suspect to flee unabated. In

addition to the excellent directive, the department guidelines and follow-up responsibilities of both officers and supervisory staff are to be commended.

The annual documented analysis of the pursuit reports in file was superior. Numerous factors were evaluated and each incident was detailed in a clear and concise manner, examining each aspect of the pursuits and determining actions needed, if any, on the part of supervisory personnel, the officers, or the department as a whole. The methodology used, and the obvious attention to the seriousness of pursuits and their potential for harm to the general public, is clearly a priority of the police department.

Vehicle Pursuits

PURSUITS	2005	2006	2007
Total Pursuits	3	3	5
Policy Compliant	1	2	4
Policy Non-compliant	2	1	1
Accidents	1	1	2
Injuries (officer/ suspect/third party)	0	0	0
Traffic offense	1	1	3
Felony	2	2	2
Misdemeanor	0	0	0

An increase in pursuits from the year 2006 to the year 2007 was not indicative of any discernible factors, but merely representative of non-related factors and the nature of policing. While there were accidents involved in two of the five pursuits recorded for 2007, neither crash was serious or resulted in any injuries to the officers or the suspects.

Critical Incidents, Special Operations and Homeland Security

In the area of emergency planning, the Glendale Heights Police Department employs a part-time fire commander to manage and support its emergency operations and response planning function. This position, the Emergency Services Disaster Agency (ESDA) coordinator, is responsible for the implementation and maintenance of an emergency plan, the training of department members, and the mandating of appropriate response to any event that meets the criteria for an unusual occurrence or major civil event. The ESDA coordinator also oversees the agency's ESDA volunteers (auxiliary).

The agency has a very well-designed and functional All Hazard Plan. The plan thoroughly addresses the response to critical incidents by the agency, as well as integrating several components within the city services. Training is conducted on the plan and is ongoing. An interview with the ESDA coordinator detailed that the agency is fully compliant with the requirements of the National Incident Management System (NIMS).

In May of 2007, the agency conducted a large scale training drill, utilizing the emergency operations plan and several members of the police department in concert with other first responder agencies. The drill received a great deal of media attention,

and proofs in file detailed the success of the plan. Information garnered from the plan in place at the time of the drill, was later used to revise it.

The agency has one member of the department who is assigned to a tactical squad, which is a consortium of DuPage County agencies providing tactical response capabilities for all the agencies involved. The members train biweekly and are equipped with state of the art issued gear to conduct all operations.

Internal Affairs and Complaints against employees
It is clear that the Glendale Heights Police Department takes its responsibility for the maintenance of professional conduct of the agency very seriously. The department provides citizens with a well-defined procedure for either complimenting an employee or filing a complaint against an employee.

A review of internal affairs reports shows an excellent system of complaint investigation, balancing both the public's right to complaint with the employee's right to a fair process for investigation. The subsequent investigation and procedures follow both CALEA standards and best practices. Complaints are handled in a timely manner, with most investigations being completed within 30 to 45 days. Complainants are kept apprised throughout the process and are notified at the conclusion of the outcome of the investigation.

The agency has experienced a very low incidence of external complaints. Complaint totals reflect a higher number of investigations brought about as a result of internal supervisory observations.

Complaints and Internal Affairs Investigations

External	2005	2006	2007
Citizen Complaint	4	2	2
Sustained	2	0	0
Not Sustained	0	0	1
Unfounded	2	2	1
Exonerated	0	0	0
Internal			
Directed complaint	7	6	13
Sustained	5	4	11
Not Sustained	0	1	1
Unfounded	2	1	1
Exonerated	0	0	0

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)
The Glendale Police Department has clearly-defined procedures for prisoner transportation, including specific exceptions for the rare instances when vehicles without safety barriers are used for prisoner transports. All of the vehicles used regularly in prisoner transportation are well equipped for that purpose; all have disabled

rear locks and windows, full safety barriers, and many have one piece plastic seat inserts.

The agency has a clean and well-appointed temporary detention and processing area. This area is monitored by audio and video from the communications center, and is also fully equipped with modern devices for criminal arrest processing, including an Automated Fingerprint Identification System (AFIS), digital mug-shots, and computerized intake forms and records. The holding area has numerous fixtures designed for the temporary detention of persons, including a large cage and several benches with anchor points to affix handcuffs. Prisoners are not kept at the Glendale Heights Police Department.

The holding facility is immaculate; it is clean, well lit, free of filth and vermin, and adequately appointed with water, fresh air, and essentials required for humane treatment of detainees. Signs for requesting medical information are posted in English, Spanish, and Polish, and fire evacuation routes are also clearly posted. The facility provides good sight and sound segregation of male, female, and juvenile detainees. There were no escapes or evacuations from the holding facility during the assessment period. The holding facility is only used on rare occasions, as all arrestees who do not post bond are immediately transported to the DuPage County Lock-Up facility.

The agency's Records component maintains the records of all legal process, both criminal and civil, to a meticulous standard. All legal process received by the agency are scanned into electronic format for quick retrieval and organization into an agency database. The agency mainly serves criminal process and customary civil process such as emergency orders of protection. Traditional forms of civil process are served by the DuPage County Sheriff's Office.

A fully functional communications center is operated by the agency and staffed with civilian telecommunicators. The center provides continuous communications coverage for the agency, communicates with field units via an 800 MHz radio system, and receives emergency (E911) and non-emergency (seven-digit number) calls. Fire calls and calls for medical assistance are transferred to the appropriate fire district.

Telecommunicators were found to have a high degree of knowledge and professionalism. The agency conducts a vigorous four-month training process for its communications personnel, placing them on different shifts with different training officers during the training period.

Communications personnel have access to state and local databases, emergency and non-emergency telephone lines, and multiple radio channels for the various local, county, and state agencies. Telecommunicators also have the ability to monitor the agency's salley port, temporary detention area, and holding cells, both visually and audibly. They also monitor cameras which view the exterior of the facility.

All radio transmissions and telephone calls are digitally recorded and are securely stored in the coordinator's office. They are also available for immediate playback by dispatch personnel. Any officers wanting to listen to a recorded radio transmission or phone call must forward a form through a shift supervisor to the communications supervisor for review of recorded conversation.

The Glendale Heights Police Department's central records room is secured by proxy card, which allows only authorized personnel access. All of the agency's paperwork is scanned into electronic format and placed on a secure, password-protected database. This system ensures that all paperwork associated with a case file remains inside the central records room and allows for copies to be available through proper request.

During an interview with the records supervisor, it was evident that agency records are maintained to the highest standards and held to the strictest level of security. The records area was found to be neat, clean, and well organized. The supervisor was able to immediately retrieve any information that was requested by the assessment team, and answer all questions concerning compliance with CALEA standards, thus demonstrating a full understanding of the standards, as well as the state and federal laws pertaining to the retention and release of information.

The agency utilizes the "Net/RMS" records management system, which is linked to the department's computer aided dispatch (CAD) system. The system will generate reports based upon CAD entries made, and reporting officers' notes typed into their mobile computer terminals, thus creating a retrievable report from all entries logged into the CAD system.

Property and Evidence

The Glendale Heights Police Department has a good system for evidence collection and preservation, with the ability to react both quickly and with the required degree of sophistication. Patrol shifts are staffed with at least one officer who is trained as an evidence technician; they handle minor scenes and more routine crimes. In the event of a serious crime or more involved scene, the shift supervisor has the ability to activate an on-call evidence team, which is comprised of specially-trained members of the agency. The agency also has access to the DuPage County Evidence Team for major crimes.

Overall, the property management function is very well run. The facilities are clean and orderly, and the procedures are well defined and followed by agency personnel. The agency uses the Bar coded Evidence Analysis Statistics and Tracking (BEAST) system to track all items entered into the property management function.

The agency undertook a major initiative beginning in 2006, performing a complete and thorough audit of the property management function. Every case which had evidence or property associated with it dating back to the previous audit of 1998 was reviewed. The initial audit discovered that 150 cases had missing property or items. The agency

was able to account for over 95% of the items discovered missing; investigators were assigned to locate the remaining missing items. The few items that were subsequently found were minor in nature, ranging from a photograph to a small amount of marijuana (less than one gram). This major undertaking demonstrated that the agency has fully adopted the CALEA standards; a definite problem in the property management area was identified and thoroughly addressed, providing the agency with a "clean slate" from which to move forward.

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 ten standards in applied discretion.

1.2.9 The agency has a written directive governing bias based profiling and, at a minimum, includes the following provisions:
(b) Training agency personnel in bias based profiling issues including legal aspects. (M)

ISSUE: Written directive required training enforcement personnel in bias based profiling, but did not include training in legal aspects.

AGENCY ACTION: Agency amended General Order #115, "Bias Based Profiling," to include training in legal aspects.

1.3.11 At least annually, all agency personnel authorized to carry weapons are required to receive in-service training on the agency's use of force policies and demonstrate proficiency with all approved lethal weapons and electronic control weapons that the employee is authorized to use. In-service training for other less lethal weapons and weaponless control techniques shall occur at least biennially. (M)

ISSUE: Agency community service officers were issued, and carry on-duty, oleo-capsicum (OC) spray. They are provided training at the time of initial issue, but have not received training since.

AGENCY ACTION: The agency provided in-service training for its community service officers (CSO) during the on-site assessment. All but one CSO, who was out of town on vacation, were trained; that CSO will be trained upon his return.

35.1.7 *A written directive requires that each employee be counseled at the conclusion of the rating period, to include the following areas:*
(d) career counseling relative to such topics as advancement , specialization,

or training appropriate for the employee's position. (M)

ISSUE: The agency did not formally document career counseling. During interviews with several staff members, it was verified that the agency was conducting clear counseling; however, it was not being conducted consistently with all personnel and at the conclusion of the rating period.

AGENCY ACTION: The agency amended its performance evaluation form to include a section for documenting career counseling, ensuring consistent compliance with the standard.

61.1.13 *If parking enforcement is conducted by the agency, a written directive describes the agency's parking enforcement activities. (M)*

ISSUE: Written directive allowed "seasonal enforcement officers" the authority to issue parking and code violations the same as sworn officers and community service officers. Seasonal officers only have the authority to issue village ordinance violations.

AGENCY ACTION: Written directive was amended to differentiate the authority of seasonal enforcement officers.

61.2.3 *A written directive specifies collision scene responsibilities for responding officers, including:*
(a) determining the officer or investigator who is in charge at the scene; and
(f) controlling property belonging to collision victims. (M)

ISSUE: Written directive did not define who was (a) in charge at the scene of a traffic collision, and (f) did not clearly identify how property belonging to crash victims should be handled.

AGENCY ACTION: The agency amended the written directive to clarify that the initial responding officer was in charge until such time as relieved by supervisory personnel or those with specialized training in crash investigation. The agency also added language on how to secure the property of crash victims.

72.1.1 *A written directive requires that personnel receive initial training on the operations of the holding facility, to include fire equipment suppression equipment provided for use by the agency, and retraining at least once every three years. (M)*

ISSUE: File documentation lacked proofs of compliance to show fire suppression training. An interview confirmed that training on fire suppression equipment was part of the initial training received by all personnel, although there was no written documentation of this training.

AGENCY ACTION: The agency formalized fire suppression training procedures during the on-site, to include documentation procedures and a PowerPoint training presentation. Also provided was a memo which outlined that the presentation would be used for all initial and triennial refresher training.

81.3.1 *Security measures for the communications center are in place to:*
(d) provide security for antennas, transmission lines, and power sources. (M)

ISSUE: The generator was located in a corner of the building off the back of the police vehicle parking lot. The generator enclosure was locked, and the area was swept by a camera that was monitored in the communications center. There was no fencing or barriers protecting the generator from a vehicle that might attempt to ram it.

AGENCY ACTION: The agency had the highway department place a vehicle barricade in front of the generator as a measure of ram protection and was investigating the best option for fencing.

81.3.2 *The agency has an alternate source of electrical power that is sufficient to ensure continued operations of emergency communication equipment in the event of the failure of the primary power source. A documented inspection and test of the alternate power source is conducted at least monthly, or in conformance with manufacturer recommendations, and tested or operated under full load at least once a year.*

ISSUE: Assessors found that the agency's generator had not been tested or operated under full load in 2007.

AGENCY ACTION: A memo from the Agency CEO was placed in the file explaining that the reason for failure to load test in 2007 was tied to a budgetary issue. A full load test was conducted in May 2008; the agency is now in compliance with the standard.

82.1.6 *The agency has a process for maintaining the security of the central records computer system to include:*
(d) password audits, at least annually. (M)

ISSUE: The agency's general order directing annual password audits was put into effect in November 2006. The agency did not conduct the required password audit in 2007.

AGENCY ACTION: The annual password audit was done in February 2008, three months past due. The agency explained that this was due to a newly-promoted commander in the position responsible for the audit, and assured that the department would be more diligent in the future.

84.1.1 *A written directive establishes procedures for receiving all in-custody and evidentiary property obtained by agency employees into agency control, to include:*
(b) requiring all property to be placed under the control of the property and evidence control function before the officer ends his/her tour of duty or under exception circumstances as defined by policy. (M)

ISSUE: Assessors identified a conflict within the agency's written directive as to the time frame in which property must be entered into property management. In addition, the directive did not adequately address exception circumstances.

AGENCY ACTION: Written directive was revised to eliminate the contradiction, and language was added to clarify exceptions to the standard requirement of placing evidence into property management by the end of the tour of duty.

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 its unique situation.

The agency was in compliance with 86.6% of applicable other-than-mandatory (O) standards.

K. Future Performance / Review Issues:
This section reports on directives that appear to meet the intent of standards but the directives initial established time line for completion of required activities has not be met ("wet ink"). These requirements are reported to emphasize that these activities must be completed in the appropriate time frame.

1.1.2 A written directive requires that ethics training be conducted for all personnel, at a minimum, biennially. (M)

The agency adopted a code of ethics in a written directive that was effective on January 18, 2008. Biennial ethics training for personnel had not yet been done. The agency was in the process of developing an in-house training presentation to meet the training requirement.

1.2.9 A written directive governing bias based profiling that includes training enforcement personnel in bias based profiling issues. (M)

The agency directive regarding bias based profiling training went into effect on August 13, 2008 and calls for annual training of all personnel. While entry level personnel have

received training, the agency has not yet conducted training for all of its personnel. The agency intends to complete this training by December 2008.

16.3.5 Reserve officer in-service training equivalent to that required for full-time officer. (M)

The agency's only reserve officer was hired on or about August 7, 2008. That officer is currently assigned to basic recruit training and has not yet received any in-service training.

16.3.6 Reserve officer trained in use of force policy and tested for weapons proficiency. (M)

The agency's only reserve officer was hired on or about August 7, 2008. That officer is currently assigned to basic recruit training and has not yet received use of force policy training or had the opportunity to demonstrate weapons proficiency.

16.3.7 Reserve officer performance evaluations. (M)

The agency's only reserve officer was hired on or about August 7, 2008. That officer is currently assigned to basic recruit training and has not yet participated in a performance evaluation.

17.2.2 Major components within the agency prepare budget recommendations. (O)

Agency General Order #800 was issued on January 15, 2008. While the agency has had a practice of asking for budget recommendations from division commanders during a staff meeting, the agency has not yet gotten to this point in formulating the budget for 2009.

35.1.8 Rater Evaluation. (O)

The agency did not have a formal method of evaluating the rater on his or her ratings of subordinates prior to March 21, 2008. A memo to file from the chief of police detailed that this was a new procedure put into place to comply with the standard.

35.1.9 Personnel Early Warning System. (M)

Due to the newness of the agency's Personnel Early Warning System, bullets c, e, and f were not able to be verified due to the lack of occurrence. Processes were in place to meet the PEWS requirements, and an annual review under bullet c was in progress, with information in file detailing statistical data necessary for an annual review being conducted.

41.2.7 Mental Illness. (M)

The agency's written directive was issued in April of 2008. In regard to entry level training (bullet d), no new employees have been hired since the written directive was put into effect. Documented refresher training (bullet e) had not yet been completed and was scheduled to be completed by the end of 2008.

84.1.6 Property and evidence control, inspections and reports. (M)

The agency's written directive was issued in October 2007, thus the agency has limited proofs of compliance in the file for the time-sensitive inspections. The assessment team emphasized the importance of maintaining the continuity of the time-sensitive inspections and audits required by this standard.

L. Table: Standards Summary:

	TOTAL
Mandatory (M) Compliance	345
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	65
(O) Noncompliance	0
(O) Elect 20%	10
Not Applicable	40
TOTAL (Equals number of published standards)	460

M. Summary:
The Glendale Heights Police Department is a full service law enforcement agency that enjoys tremendous support from both the community and elected officials. From its community outreach program to its involvement with the schools and its "Safety Town" facility, the agency is clearly an integral part of the community. The agency went to great lengths to invite community participation in the public information component of the on-site assessment. Assessors heard from community leaders, a school official, fire chiefs, a local pastor, fellow law enforcement practitioners, members of the agency's auxiliary, and community members. Support for the agency and its accreditation efforts was overwhelmingly positive.

During the on-site, the assessment team closely examined the agency's CALEA accreditation files, interviewed sworn and civilian employees, and observed agency facilities, equipment, and operations. Assessors were able to interview, interact with, or observe 49 of 84, or 58%, of Glendale Heights Police Department personnel. Agency personnel at all levels of the organization were found to be well-trained, professional, and knowledgeable about agency policy and procedures. Personnel were also found to be supportive of the CALEA accreditation process.

The Glendale Heights Police Department had 42 File Maintenance issues and ten Applied Discretions during this, its initial assessment. The agency's self-assessment period had been problematic, changing accreditation managers and attempting to find a methodology that worked for the department. After a mock assessment determined that the agency was not ready, a one year extension on the on-site assessment was sought and granted. A second mock assessment showed that the agency was better prepared, but that there was still work that needed to be done. To the agency's credit, the department rallied in its efforts and was committed to achieving its goal of CALEA accreditation.

While File Maintenance issues were mildly problematic, the assessment team found the agency to be in compliance with all applicable standards. Although there was not a long history of time-sensitive activity performance due to this being an initial accreditation, the team found that the agency had embraced the spirit of accreditation and accomplished with distinction those reports that had been done. Annual analytical reports such as use of force and vehicle pursuits were extraordinarily well done. The agency appears very committed to moving forward with the accreditation process.

The agency has done an admirable job in recruiting ethnic- and gender-minority sworn personnel. During the past three years, there was one complaint alleging bias based policing; that complaint (i.e., alleged ethnic slur) was thoroughly investigated and resulted in a finding of not sustained. Uses of force incidents have increased in the last year; uses of force appear to be appropriately investigated and analyzed, and no complaints have been filed. Grievances were very low, with only two in the last three years. The agency receives very few external citizen complaints; the majority of the agency's internal affairs investigations are generated through supervisory action. The agency recorded 19 instances of negative discipline over the last three years, while it issued 122 commendations for positive actions by its members. UCR Part I and II crimes and calls for service have remained fairly steady over the last three years.

N. Recommendation:

The assessment team found that the Glendale Heights Police Department provides a commendable level of professional service to the citizens of the village of Glendale Heights, Illinois. After having completed a thorough assessment of the agency, the team found it to be in compliance with all applicable CALEA standards. Acknowledging that the CALEA Commissioners have the final accreditation decision, the assessment team respectfully recommends that the Commission accredit the Glendale Heights (IL) Police Department.

William R. BLEYLE
Team Leader