CALEA

Assessment Report for the Glendale Heights (IL) Police Department

2011

Glendale Heights (IL) Police Department
Assessment Report
August 2011

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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 27-30, 2011

C. Assessment Team:

1. Team Leader: Barbara J. HOPKINS
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2. Team Member: Stephen SPEAR
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D. CALEA Program Manager and Type of On-site:

Christie Goddard

First reaccreditation, C size (80 personnel; authorized 56 sworn and 24 non-sworn)
5th edition Law Enforcement Accreditation

The agency uses CACE-L Version 2.0 software for the accreditation process.

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 of 34,208 (2010 census) people, Glendale Heights has approximately 11,500 residential properties and 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 200 full time employees is provided by the Village Administrator, Donna Becerra.

2. Agency profile

Law enforcement in Glendale Heights began with an elected police magistrate and one officer in 1959. The one officer was shortly replaced by three part-time officers. In 1964 the department moved into its first physical building. Today the Glendale Heights (IL) Police Department is commanded by a Chief of Police who is appointed by the Village President in accordance with the Village Code. The agency is organized into three divisions: Administration, Patrol Operations, and Support Operations. The Administration Division, commanded by the Deputy Chief of Police, is responsible for accreditation, planning and research, technical services, internal affairs, community outreach, and grants management. The Patrol Operations Division, supervised by a Division Commander, includes the patrol function, community service officers, and the canine unit. The Support Operations Division, supervised by a Division Commander, includes investigations, evidence, special operations/gang tactical unit, school resource officers, records, communications, school crossing guards, and emergency services.

3. Demographics

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

	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	395,175	83.3	50	94.4	8	15.1	52	92.8	9	16.1
African-American	1,939	5.7	14,495	3.1	1	1.8	0	0	2	3.5	1	1.8
Hispanic	10,512	30.7	38,749	8.2	2	3.8	0	0	2	3.5	0	0
Other	8,319	24.3	25,863	5.5	0	0	0	0	0	0	0	0
Total	34,208	100	474,482	100	53	100	8	15.1	56	100	10	17.9

The data is from the 2010 United States Census. The available workforce data covers DuPage County, the county in which Glendale Heights is located.

The Glendale Heights Police Department's sworn complement is 94.4 per cent Caucasian, 3.8 per cent Hispanic, and1.8 per cent African American. Female officers total eight, or 15.1 per cent of the agency's sworn workforce. A comparison of the ethnic composition of the actual sworn strength of the agency to the available workforce, finds that African-American, Hispanic, and other minorities are slightly underrepresented, comprising only 5.6 per cent of the agency's sworn complement, while being 16.8 per cent of the available workforce. The gender composition of the agency is in approximate proportion to the available workforce. The agency has a recruitment plan and actively participates in job fairs and local college events. The most recent evaluation of the plan included a study of applicant demographics, which indicated a marked increase in the percentage of Hispanic applicants and positive increases in overall minority participation in the recruitment process.

4. Future issues

A new police facility is being constructed adjacent to the current building. The project is due for completion in 2012 and will include a new indoor firing range to replace the current range which is about 30 years old. In order to keep pace with rising demands for service, the agency would like to increase the number of sworn officers to 60, an increase of seven sworn personnel, 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 Investigations Section, as well as add a dedicated traffic officer and one additional supervisor. The current economic downturn has significantly impacted the ability of the Department to hire new personnel to maintain the current complement, and the focus has become providing services with fewer employees.

5. CEO biography

Michael S. Marron was appointed Chief of Police for the Glendale Heights Police Department on October 6, 2005. He grew up in the community and joined the Department in January 1987 after serving in the United States Army as a military police officer. His assignments prior to becoming Chief, included patrol, investigations, crime prevention, and Drug Abuse Resistance Education (D.A.R.E.) and Gang Resistance Education and Training (G.R.E.A.T.) instructor.

Chief Marron holds an Associate's degree in Criminal Justice from the College of DuPage and is currently completing his Bachelor's degree 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), the Illinois Association Chiefs of Police (ILCPA), and the DuPage County Chiefs of Police Association. Chief Marron is also a member of the Executive Board of the DuPage

Metropolitan Enforcement Group (DuMEG) and is currently the project manager of the new Glendale Heights Police Department building.

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, August 29, 2011 at 7:00 P.M. in the Village Council Chambers at 300 Civic Center Plaza, Glendale Heights, Illinois. There were 16 persons in attendance, including government officials, employees, and citizens. Five persons spoke at the session. Three of the speakers were village officials and two were citizens. All comments were positive and expressed appreciation for the many ways in which the department serves the community.

b. Telephone Contacts

The telephone contact session was held on Monday, August 29, 2011 from 1:00 P.M. to 3:00 P.M. Nine calls were received. Eight calls were from officials with other law enforcement or public safety agencies and one from a local school administrator. All callers spoke highly of the professionalism and cooperative spirit of the agency.

c. Correspondence

Six letters of support were received concerning the agency's reaccreditation. All of the letters were from the chief executive officers of neighboring law enforcement agencies. The letters indicated that the Glendale Heights Police Department is a well-respected agency in the region known for its service to the community and to cooperation with other area law enforcement agencies.

d. Media Interest

There was no contact with the media during the on-site. The Public Notice concerning the on-site was published in the local newspaper.

e. Public Information Material

The Glendale Heights Police Department did an excellent job of informing the public of the on-site assessment. Several types of print and electronic media were used including printed notices, the Internet, and cable television. The

Public Notice was published in both English and Spanish. These notices were posted in various public buildings and retail establishments, including libraries, the Village Hall and convenience stores. All Village employees, members of the department's Neighborhood Watch program, and local school and service organization officials were notified by email. Information was posted on the Village and the police department's web sites. Letters were sent to area law enforcement agencies and copies of the notice, in both English and Spanish, were provided to patrol officers for distribution to interested citizens.

f. Community Outreach Contacts

The assessment team had the opportunity to speak with a number of Village officials and department employees, including Mayor Linda Jackson, Village Administrator Donna Becerra, Assistant Village Administrator and Human Resources Director Roger Mabbit (also the former Chief of the Glendale Heights Police Department), Human Resources Manager Raquel Becerra, and Chairman of the Board of Police Commissioners Frederick Schwerdtner. Officer Randy Logan, President of the patrol officers union, Mr. Anthony Rickard, President of the non-sworn employees union also spoke with the assessors. All of the Village officials and employees expressed a cooperative spirit in working with the agency. Ms. Cynthia Church, principal of a local elementary school, told the team that throughout her career she has been impressed by and enjoyed working with the members of the Glendale Heights Police Department on school matters.

G. Essential Services

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

The Glendale Heights Police Department emphasizes ethics in all of its activities. In addition to its ethics policy and the Village ethics ordinance, it participates in the national Character Counts initiative. All employees receive ethics training biennially, with session documented in 2008 and in 2010. Sworn officers are encouraged to use discretion in their contacts with the public involving criminal activity. Alternatives to arrest, such as warnings, referrals to other social agencies, and diversion programs are encouraged for minor offenses. Cases involving juveniles are handled by trained juvenile officers and may be referred to a formal Juvenile Diversion program which is overseen by a community outreach specialist. The agency complies with all legal requirements for arrests, interviews and search and seizure incidents. Arrest procedures are in place for both adult and juvenile offenders. Strip and body cavity searches are permitted under certain conditions and with the approval of the watch commander. Documentation of strip searches conforming to policy was presented. There were no body cavity searches during this assessment period.

The Glendale Heights Police department participates in the Illinois Law Enforcement Alarm System, established under state law for purposes of providing mutual aid among law enforcement agencies. The plan works well for agencies in the region. To enable swift communications the agencies have multiple radio channels available and use plain English instead of 10-codes.

The Village of Glendale Heights has a contractual agreement with the Glenbard Township High School District No. 87 for the provision of one school resource officer who works in three high schools. Due to the composition of the student population resource officers from two other jurisdictions are also involved in these schools, allowing for more information sharing among the agencies. This school resource officer position began in 2008 and is reviewed each year. The school board covers a portion of the officer's salary and benefits, while the officer retains the status of a full-time employee of the Village.

The agency began using a fully automated written directive system in 2009. This system enables the agency to track the issuance and receipt of all directives as well as to provide and document training on the policies. Directives may only be issued under the authority of the Chief of Police. Each employee is initially provided a hard copy of the written directives manual. Any employee may make a suggestion for a new or revised policy. General updating reviews are the responsibility of the command staff with the Chief of Police having the final approval for any modifications. Interdepartmental communications are extensive by means of formal and informal meetings, memos, emails and roll call briefings. The accreditation manager maintains the scheduled for periodic reports and reviews electronically, sending a reminder to each division commander on January 1 of each year for the reports specific to their respective commands.

Planning is a priority in the agency. The multi-year plan is reviewed and updated annually. Population trends and triennial workload assessments are considered. Recently agency the agency began working on placing video cameras in all patrol vehicles. Nine of the 15 vehicles now have the equipment. Another current project involves participation in the county-wide interoperable radio system scheduled for completion in late 2011. The agency updates the Village administration regularly on progress toward its goals.

Specialized assignments include detective, school resource officer and canine officer. A selection process for the assignments is conducted by the commander of the division in which the assignment exists. The process includes a written announcement, a written test, and oral interview and a review of personnel records. The Chief of Police may appoint an employee to the assignments if no qualified candidates apply. Temporary assignments are also permitted for no more than three months' duration.

The reserve officer program was established by Village ordinance in 2008. The six reserve officers are assigned to the Patrol Division. These personnel work part time and without compensation. They are subject to the same selection and training

requirements as are full time sworn personnel. The Illinois Law Enforcement Training and Standards Board requires each reserve officer to complete Basic Part Time Law Enforcement Training within two years of appointment. Uniforms and equipment are the same as for full time officers. When on duty they are assigned a full time officer as a partner. Training for the reserve officers occurs at a monthly training day when they are brought up to date on all training provided to full time officers. Personnel and training records for state requirements, including weapons training, for all reserve officers are documented and complete.
The agency has 14 auxiliary personnel who are all assigned to the Village's Emergency Services Disaster Agency Program (ESDA). They are part-time unpaid civilian personnel who are trained in and perform tasks such as weather spotters and traffic control for special events, storms, and other public safety emergency situations. The auxiliaries work under the direction of the Village emergency management coordinator and are assigned to the police department's Support Operations Division. The Glendale Heights ESDA may also assist other ESDA units in DuPage County during weather-related or public safety events. The auxiliaries attend monthly meetings and training sessions and are provided uniforms by the agency. The uniforms differ from those of sworn personnel.

The Chief of Police is responsible for the fiscal management of the agency. The Village fiscal year runs from May 1 through April 30 of the following year. Division commanders are responsible for the preparation of budget recommendations for their areas of accountability. Additionally they are responsible for monitoring their cost centers during the fiscal year. A mid-year review of agency expenditures is required. Cash accounts include a petty cash fund in the office of the Chief of Police and investigative funds managed by the Support Operations commander. The Records Section collects payments for parking tickets, incident reports, bond money and other Village fees. These funds are balanced and transmitted to the Finance Department each day. The Community Outreach Specialist is responsible for an Emergency Cash Fund set up by the Glendale Heights Foundation to assist residents in need of emergency funds. Disbursements from this account are limited to $50.00 and are subject to availability of the funds. All cash funds are governed by directives limiting access and are audited at least quarterly. Each division commander is responsible for storing equipment for personnel and functions under his command. All personnel are responsible for maintaining property assigned to them. Unissued property is maintained in a state of operational readiness by the commander storing the property.

Bias Based Profiling

Agency directives and State law prohibit bias based profiling. Annual training is provided for all personnel. Any violations of policy are investigated through the disciplinary process and may result in additional training or discipline up to termination. The Deputy Chief of Police conducts an annual documented administrative review of agency practices and citizen concerns. There have been no recommendations for changes to policy or training during this assessment period.

Traffic Warnings and Citations – 2008*

Race/Sex	Warnings	Citations	Total
Caucasian/All	1291	2868	4159
Caucasian/Female	N/A	N/A	N/A
African-American/All	268	485	753
African-American/Female	N/A	N/A	N/A
Hispanic/All	397	1030	1427
Hispanic/Female	N/A	N/A	N/A
Asian/All	188	430	618
Asian/Female	N/A	N/A	N/A
OTHER	1	31	32
TOTAL	2145	4844	6989

Traffic Warnings and Citations - 2009*

Race/Sex	Warnings	Citations	Total
Caucasian/All	2120	3022	5142
Caucasian/Female	N/A	N/A	N/A
African-American/All	440	532	972
African-American/Female	N/A	N/A	N/A
Hispanic/All	721	1034	1755
Hispanic/Female	N/A	N/A	N/A
Asian/All	329	401	730
Asian/Female	N/A	N/A	N/A
OTHER	10	79	89
TOTAL	3620	5068	8688

Traffic Warnings and Citations – 2010*

Race/Sex	Warnings	Citations	Total
Caucasian/All	2151	3041	5192
Caucasian/Female	N/A	N/A	N/A
African-American/All	411	513	924
African-American/Female	N/A	N/A	N/A
Hispanic/All	761	1067	1828
Hispanic/Female	N/A	N/A	N/A
Asian/All	298	341	639
Asian/Female	N/A	N/A	N/A
OTHER	4	48	52
TOTAL	3625	5010	8635

*The agency does not collect traffic stop data by gender.

In 2008 there was one traffic contact complaint filed. Following an investigation, this complaint was not sustained. Two complaints were filed in 2010 in relation to field contact incidents. One involved an investigator's actions and was not sustained and the

other, regarding a parking ticket, was unfounded. No further action was necessary on any of these complaints.

Bias Based Profiling Complaints

Complaints from:	2008	2009	2010
Traffic contacts	1	0	0
Field contacts	0	0	2
Asset Forfeiture	0	0	0

Use of Force

All officers, including reserve officers authorized to carry weapons, must qualify quarterly, semi-annually with the rifle and annually with the shotgun. Weapons qualifications are overseen by a certified firearms instructor. The agency has an indoor range which will be upgraded as part of the police facility construction project. Approved less lethal weapons include the Advanced Taser X26, Capstun oleoresin capsicum spray and the ASP baton. Officers are allowed to carry secondary weapons with the approval of the Chief of Police. The agency provides an approved list of weapons that may be carried in this capacity or as off-duty weapons. Community Service Officers are trained in and issued Capstun spray to be used as part of their animal control function. Biennial training for all less lethal weapons is conducted by agency instructors.

The agency follows the use of force continuum established by the Illinois Law Enforcement and Standards Board. Any use of force requires that the officer complete an Officer Defensive Action Report, describing all circumstances and actions taken. This report, along with the Supervisor's Inquiry Report, is forwarded through the chain of command to the Chief of Police is detailed and submitted through the chain of command to the Chief of Police. A Use of Force Review Board is charged with reviewing each use of force incident within seven days of its occurrence to determine compliance with policy and to recommend any disciplinary action. The Deputy Chief of Police chairs this board which is further composed of three sergeants and five officers who are appointed by the Chief of Police for two year terms.

Use of Force

	2008	2009	2010
Firearm	7	22	21
ECW[1]	6	9	10
Baton	0	0	1
OC[2]	1	1	0
Weaponless	108	108	125
Total Uses of Force	122	140	157
Total Use of Force Arrests*	28	27	34
Complaints	2	0	0
Total Agency Custodial Arrests	2,010	1,922	1,752

*Number reflects reported incidents. In some cases there were several responses to aggression captured in one event.

The agency considers verbal commands a reportable use of force and there is a block on the Officer Defensive Action Report for verbal commands. It is of importance to the agency that officer's give verbal commands prior to using any other force. Verbal commands are included in weaponless category and could be the only force used in an incident. At the end of each calendar year the Deputy Chief of Police completes an analysis of all use of force incidents. For this assessment period the only recommendation following the analyses was for training in interpersonal skills for the officers involved in the use of force complaints. No use of force policy violations were evident.

Personnel Structure and Personnel Process (Chapters 21-35)

In the interest of maintaining a fit workforce the Glendale Heights Police Department encourages its officers to annually take a voluntary fitness test. The test is based on the Illinois Law Enforcement Training and Standards Boards Peace Officer Wellness Evaluation Report (POWER) test. A monetary incentive is provided for those who pass. There is no penalty for not passing the test. All employees may participate in the annual Village health fair and have use of the Village gym adjacent to the police facility. Sworn employees participate in the Glendale Heights police pension, while non-sworn employees are covered by the State of Illinois pension fund. Tuition reimbursement for work-related academic courses is available for all employees.

Sworn police officers below the rank of sergeant are represented by the Illinois Fraternal Order of Police Labor Council, Patrolman's Bargaining Unit Lodge 52. Their latest contract was settled in August 2011. Sergeants are represented by the Illinois Fraternal Order of Police Labor Council, Sergeant's Bargaining Unit Lodge 52. Their latest contract expired in April 2010 and was in arbitration at the time of this on-site. Civilian personnel are represented by the American Federation of State, County and Municipal

[1] Electronic Control Weapon
[2] Oleoresin Capsicum/Chemical spray

Employees (AFSCME) Council 31. The AFSCME contract is current through April 2012. Ratified contracts are available to all personnel on the Village's Intranet.

All employees receive an annual performance evaluation on the anniversary date of their employment. The agency uses the Behaviorally Anchored Rating System (BARS) for this purpose. Under this system employees are rated on categories specifically related to their assignment. The BARS program provides raters with detailed instructions and examples for rating categories and scales. Raters are provided with training at the time of attainment of a supervisory rank. In cases of employees who have worked for more than one supervisor during a rating period, the affected supervisors meet to determine an appropriate rating. The agency's Personnel Early Warning System (PEWS) guideline requires commanders to review agency employee databases every six months to determine potential performance issues. The databases include awards, complaints, use of force instances, and supervisory counseling sessions. If criteria for review are met, a conference is conducted with the commander, supervisor and employee to determine if any action is necessary. All supervisors have received training in the monitoring of the system. The Deputy Chief of Police is responsible for completing an annual review of PEWS. The 2008 review commented on some logistical issues with the system since not all databases had been computerized. In 2009 all data was made available electronically. Two personnel were identified by the system in 2009 and three in 2010. Following supervisory/employee conferences no additional action was necessary in any of the cases.

Grievances

Grievance procedures are clearly outlined in labor agreements and in Village policy. Employees who are covered under bargaining units may proceed to outside arbitration if a grievance cannot be resolved within the Village administration. For those employees not covered by bargaining agreements the Village Administrator is the final authority in the resolution of a grievance. In practice, it appears that all involved work hard to resolve grievances at the earliest step in the process. Grievance files are securely maintained in the Chief's office.

Formal Grievances

Grievances	2008	2009	2010
Number	3	3	7

The Deputy Chief of Police is responsible for completing an annual analysis of grievances to determine any patterns or trends. There were three grievances in each of the first two years of this assessment period and seven in the third year. The grievances in 2008 involved scheduling issues for and involved both sworn and civilian employees. These were resolved by modifications to supervisory responsibilities for the supervisors. There were no patterns evident in the 2009 grievances. The seven grievances for 2010, concerned health benefits, overtime and scheduling issues. Two were dropped by the grievant and two had not been resolved by the time of the on-site.

Disciplinary

The Glendale Heights Police Department encourages recognition of exemplary performance. The agency's recognition program includes memorandums from supervisors or division commanders up to the Medal of Valor and the Life Saving Award. Most of the awards are presented at staff meetings or roll calls while the highest level recognition and all citizen awards are presented at Village Board meetings. The disciplinary system seeks to resolve performance issues at the lowest level, empowering supervisors to immediately counsel an employee for minor infractions. Training and coaching are also employed for less serious infractions. More serious incidents are reported through the chain of command to the Chief of Police. Oral and written reprimands, suspension, termination and dismissal are included in the disciplinary system. When dismissal is the final recommendation, the Board of Fire and Police Commissioners is the final authority for sworn employees and the Village Administrator for civilian employees. All forms of harassment and discrimination are prohibited. During this assessment period there was one complaint of sexual harassment which was investigated and not sustained.

Personnel Actions

	2008	2009	2010
Suspension	3	2	5
Demotion	0	0	0
Resign In Lieu of Termination	2	1	1
Termination	0	3	4
Other	0	0	0
Total	5	6	10
Commendations	60	27	96

Personnel actions are closely monitored by the agency. Investigation of and action on infractions are thorough, while exemplary performance is recognized. In reviewing agency records for the three years there were no special circumstances to account for the high number of commendations in 2010. It appears that good performance is encouraged and recognized.

Recruitment and Selection (Chapter 31 and 32, below are items to consider)

The Glendale Heights Board of Police Commissioners is responsible for the selection process for the agency. The Board is composed of three persons who are appointed by the Village Board of Trustees. The agency works with the Board of Police Commissioners and with the Village Human Resources Department in the selection process for employees. The Deputy Chief of Police is the liaison for the sworn officer selection process and the commander of the Support Operations Division is the liaison for the non-sworn selection process®. The agency has a recruitment plan in place and desires to attract and hire qualified candidates whose diversity reflects that of the available workforce. Personnel participate in college and other local job fairs. Job announcements are advertised on

® Indicates post-review staff revisions approved by Review Committee Chair.

the Internet and are sent to various print and broadcast media, particularly targeting minority and female applicants. All employees are reminded that they can be effective recruiters in their positive interactions within the community. The Deputy Chief of Police is responsible for conducting an annual analysis of the recruitment plan. The most recent analysis occurred in 2010. The analysis revealed that the Internet and job fairs were the most productive recruitment activities in terms of attracting applicants. Female applicants as a percentage of all applicants had declined from the previous selection process while the percentage of other minority applicants had increased. The number of applicants overall had also increased. The analysis concluded that lack of turnover and the general economic condition is slowing progress in improving diversity in the agency, as very few personnel can be hired.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of workforce population
Caucasian/Male	203	0	0.0	85.5
Caucasian/Female	36	1	2.8	0.0
African-American/Male	25	0	0.0	3.0
African-American/Female	4	0	0.0	0.0
Hispanic/Male	53	0	0.0	7.9
Hispanic/Female	16	0	0.0	0.0
Other	13	0	0.0	3.6
Total	350	1	0.3	N/A

Years reported [3] 2008, 2010. There was no testing process in 2009.
Population percentage based on [4] 2000 Census. Data not available by gender.

The selection process for sworn personnel includes an application, written exam, physical aptitude, oral interview, psychological exam, drug screening and background investigation. The Board of Police Commissioners administers the process. The Chief of Police assigns officers trained in background investigations to complete that portion of the selection process. The Board of Police Commissioners presents an orientation program describing the process. Attendance is mandatory for all applicants. The most recent selection process was conducted in 2010 with the eligibility list set to expire in October 2012. One officer was hired from the 2008 process.

Training

Recruit officers receive their entry level training at either the Suburban Law Enforcement Academy at the College of DuPage in Glen Ellyn, IL or at the Cook County Sheriff's Police Training Academy at Triton College in River Grove, IL. Both academies meet the basic training standards of the Illinois Law Enforcement Training and Standards Board.

[3] Insert years reported on the table
[4] Name date and source of population information

All recruit officers are assigned to the field training program which ranges from four to 16 weeks depending on the skill levels or prior experience for officers with previous certification. Field training officers are selected by the patrol operations commander based on expressed interest in the assignment, experience and performance evaluations. Field training officers must have at least three years on the job and must attend a field training officer program as well as periodic in-service training. The patrol operations commander assigns a patrol sergeant to serve as field training coordinator for each field training cycle.

A training committee chaired by the patrol operations commander meets at least annually to assist in developing and evaluating training needs. Other members of the committee include the support operations commander, the in-service training coordinator, one sworn officer and one civilian employee. The accreditation manager also attends to address accreditation compliance issues. The committee forwards its recommendations to the Chief of Police. In-service training for sworn employees is developed by the in-service training coordinator with one major topic for each month. Other than weapons training the State of Illinois does not mandate any particular topics. Officers receive training predominantly at roll call briefings in topics such as critical incidents, legal updates, officer safety and homeland security issues. Training is presented as lectures, case studies, video or computer based. Training records are maintained in a database.

All new employees receive training and orientation related to the agency and Village policies and procedures. Civilian employees, including telecommunicators, crossing guards and police records technicians receive extensive training related to heir job assignments. Officers in specialized assignments, such as breath alcohol operator, school resource officer, and juvenile officer receive training specific to their assignment.

Promotions

Promotional processes are conducted for the ranks of sergeant and commander. The Board of Police Commissioners conducts the promotional process for the rank of sergeant. Any officer with at least five years experience with the agency may apply. This process consists of a written exam, an oral interview, an assessment by the Chief of Police, and seniority. All testing materials are provided by an outside consultant and are job-related. Eligibility lists remain valid for three years. The Chief of Police may select from the top three candidates to fill a vacancy.

The Human Resources Department is responsible for promotional process for the exempt rank of commanders. A written exam and an oral interview are components of this process. Testing materials are job-related and provided by an outside consultant. Senior law enforcement personnel from outside agencies serve on the oral interview panel. The Chief of Police appoints commanders from the eligibility list. The list remains in effect for two years.

Sworn Officer Promotions			
	2008	2009	2010
GENDER / RACE TESTED			
Caucasian/Male	0	6	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
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	2	4	3
Caucasian/ Female	1	1	1
African-American/Male	0	0	0
African-American/ Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	0	1	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
Other/Male	0	0	0
Other/Female	0	0	0

The last promotional testing was conducted in 2009. One male officer was promoted to sergeant from the eligibility list. Four candidates remain eligible for promotion. The list will expire in 2012. The promotional process for commander occurs when there is a vacancy and there is no eligibility list. The last process for commander was conducted in 2006. There is no current vacancy or eligibility list.

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

Patrol officers work eight hour shifts. The regular shifts are supplemented by an early car for continuous coverage and by a power shift of an additional patrol officer and an evening K-9 officer for times of increased call volume. Roll Calls are conducted at the beginning of all shifts. In addition to dissemination of information on incidents and investigations, supervisors use this time to provide training and discussion of agency and general law enforcement issues.

The agency is in the process of placing mobile data terminals in all of its patrol vehicles. Vehicles are also equipped with mobile video systems. Patrol coverage is also provided by the Bike Patrol. Patrol officers who have received certified bike officer training may also take a bicycle with them for combined vehicle/bike patrol.

The Glendale Heights Police Department employs selective traffic enforcement activities based in part on an analysis of traffic patterns, violations and vehicle accident reports generated by the agency's Records Division and the annual evaluation and analysis of traffic enforcement activities by the Patrol Operations Commander. Techniques include visible stationary observation, visible area patrol, and concealed stationary traffic observation.

Patrol officers are responsible for conducting all preliminary investigations. Investigators are available 24 hours a day for serious incidents. The Investigations supervisor reviews each offense report and assigns follow- up investigations to patrol officers or to investigators depending on the nature of the incident. Investigators periodically attend patrol roll calls to provide exchange of information. The Investigations supervisor monitors the status of each investigation to determine efficient use of resources. Case information is maintained in a database with access available only to investigators. The Support Operations Commander conducts a semi-annual purge of closed investigations files from the database.

The agency participates in several regional task forces, including the Chicago High Intensity Drug Trafficking Area (HIDTA) and the Illinois Attorney General's Internet Crimes against Children (ICAC) Task Force. One investigator is assigned full time to the DuPage Metropolitan Enforcement Group (DuMEG). The Support Operations Commander is responsible for monitoring the agency's formal task force involvement. For temporary or ad hoc task forces, the Investigations supervisor is responsible for submission of a quarterly written status report to the Chief of Police that assesses the results of the task force and the need for continued involvement.

All sworn personnel receive training in the collection and dissemination of criminal intelligence information. Agency directives detail the type of information to be collected. The Investigations supervisor is responsible for the review, classification, storage, and purging of criminal intelligence information. The Official Advance Funds (OAF) account

is maintained by the Support Operations Commander for payment of confidential informants and other investigative purposes. This fund is audited quarterly. The agency possesses specialized pieces of equipment for use in surveillance and undercover investigations, including tracking devices and thermal imaging equipment. All equipment is securely stored and usage is accounted for by means of a log book.

The Glendale Heights Police Department is committed to ensuring that juveniles are provided all legal rights when they are suspected of being involved in criminal activity. Specially trained juvenile officers handle most incidents involving juveniles and they, along with the community outreach specialist arrange for counseling or other referral services as part of the department's Juvenile Diversion Program for first- time offenders who have committed minor offenses. Agency personnel work closely with other elements of the criminal justice system, including the DuPage County Juvenile Probation Department, the Juvenile Division of the State's Attorney's Office and the Illinois Department of Children and Family Services to develop and review policies and programs for juveniles. Additionally the department is involved in several programs for juveniles. School Resource Officers work in several of the local schools and Drug Abuse Resistance Education (D.A.R.E.) and Gang Resistance Education and Training (G.R.E.A.T.) are provided. A Junior Citizen's Police Academy, a summer camp and a fishing derby are also offered. The Junior Citizen's Police Academy is designed for students in grades 5 through 8 and allows the participants to experience the entry level testing process, evidence collection, and traffic stops.

A patrol sergeant is designated as the Community Oriented Policing Coordinator. The primary responsibility of this job is the formation and organization of Neighborhood Watch groups within the community. Neighborhood Watch meetings are held monthly. Crime prevention programs sponsored by the agency include residential and business security checks and a Citizen's Police Academy. The community participates in the Code Red community notification system which alerts residents to emergencies or hazards in the community. This system is also used to check on senior citizens during weather emergencies.

The Police Department participates in the Village's Crime Free Rental Housing program, providing training for landlords and property managers as well as maintaining a liaison relationship with them. Training includes providing awareness to crimes that are occurring on their property. This allows them to initiate crime prevention measures. Second, to inform managers specifically of criminal or nuisance activity related in some manner (other than being a victim) to a tenant. This allows the managers the ability to deal with the matter in an effort to reduce crime and nuisance activities.

Crime Statistics and Calls for Service

Crime Statistics 2008-2010

Offense	2008	2009	2010
Murder	0	1	0
Rape	7	14	10
Robbery	17	23	12
Aggravated Assault	20	17	18
Burglary	192	242	194
Larceny	463	364	371
Motor Vehicle Theft	39	29	17
Arson	0	6	3
Total	738	696	625
Calls for Service	21,540	18,502	18,683

Calls for service and criminal offenses are continuing a downward trend which has been in effect for several years. Crimes against persons account for approximately seven per cent of all offenses. An analysis of robbery offenses for 2009 revealed that many were occurring in residential neighborhoods and apartment complex parking lots. Increased patrols and surveillance decreased those incidents. The agency employs a number of computer based databases for crime analysis, including Geographic Information System (GIS) software applications and spreadsheets. Analysis reviews factors such as type of offense, geographical and temporal aspects, and modus operandi. This information is used by the agency for deployment purposes and also presented to the public at Neighborhood Watch and other meetings.

Vehicle Pursuits

The agency's pursuit policy is detailed, clearly stating the roles for all participants, including primary, secondary and telecommunicators. The agency does not authorize more than two vehicles to participate in a vehicle pursuit without explicit permission from the supervisor. Patrol vehicles with non-sworn individuals as passengers may not participate in pursuits. Unmarked units are restricted from initiating a pursuit without the authorization of a supervisor, unless there is an imminent threat to live or great bodily harm represented by the continued freedom of the suspect.

The agency employs a decision making "matrix" that defines the situations or conditions where a pursuit should be terminated. The primary pursuing Officer is responsible for completing an agency incident report and the Illinois Law Enforcement Training and Standards Board (ILETSB) Pursuit Driving Report. Supervisors then complete a written review of their findings regarding if the pursuit was within agency policy parameters and to identify any training deficiencies or areas needing attention. These reports are forwarded through the chain of command to the Chief of Police. A copy of the ILETSB Pursuit Driving Report is sent to the ILETSB for inclusion in an analysis of all pursuits in the State.

Vehicle Pursuits

PURSUITS	2008	2009	2010
Total Pursuits	3	2	2
Terminated by Agency	2	2	1
Policy Compliant	3	1	0
Policy Non-compliant	0	1	2
Accidents	1	0	2
Injuries: Officer	0	0	0
: Suspects	0	0	0
: Third Party	0	0	0
Reason Initiated:			
Traffic offense	3	0	2
Felony	0	0	0
Misdemeanor	0	1	0

Annually, a panel composed of the Chief, the Deputy Chief of Police and the Patrol Operations Commander conducts an analysis of all pursuit activity to identify any additions, deletions or modifications warranted in the Department's pursuit procedures and training. The findings are documented in a formal report and maintained in the Office of the Chief of Police. During this assessment period three of the agency's seven pursuits were deemed not in compliance with policy. In each case the officer received counseling and a letter of reprimand. No training or policy modifications have been determined necessary as a result of the annual analyses of pursuit activity.

Critical Incidents, Special Operations and Homeland Security

The Support Operations Commander is responsible for coordinating the critical incident and emergency planning functions. The Village employs a part-time Emergency Services Disaster Agency (ESDA) coordinator. The person currently in this position is a firefighter in a neighboring community. The ESDA coordinator is responsible for maintaining all emergency plans and for training all department personnel in emergency management. He also oversees the fourteen volunteer ESDA team members (auxiliaries). The ESDA team assists in unusual occurrences, Village events and conveying and setting up the agency's mobile command vehicle during non-critical events. In conjunction with the area fire protection district the Department also conducts a Citizen's Emergency Response Team (CERT) program.

The Village/Agency's All Hazard's Plan is an impressive document that provides guidance for a variety of plausible events. Roles and responsibilities are clearly displayed providing every level of employee an actionable response to unforeseen events and requests for assistance.

The Department acquired a new mobile command center in 2010. The vehicle is equipped with a telescoping video camera system, a conference room with a large multimedia display that is visible both on the interior and exterior of the vehicle, and a portable dispatch facility. The conference room can be broken down to provide a large open interior that can be used for evidence processing.

Proofs of compliance for command center activation and notification of additional personnel and resources included a missing child investigation in 2009 and assists to area fire departments in reference to an appliance fire in 2009 and a residential structure fire in 2010, and at the scene of an unintentional detonation of home-made fireworks in 2011.

The village's EOC was activated February 1-3, 2011 in response to a snow storm that struck the region. Following established plans, agency personnel were held over their assigned shifts to ensure the ability to provide basic police services; hotel rooms were offered to those who were in doubt of their ability to return for subsequent shifts. Additional aid and assistance was provided by Du Page County in conjunction with the American Red Cross and Benedictine University who established a regional shelter. The Village's Department of Public Works targeted its plowing efforts in response to requests from the Village Emergency Operations Center after identifying areas with high volumes of motor vehicle accidents. A comprehensive after action report was completed that reviewed actions taken, strengths and possible improvements.

The agency provides annual training to all personnel. Methods include roll call training, tabletop, and live exercises and Internet-based training. In 2009 on-line incident command system courses were offered as well as a tabletop exercise involving all Village departments and many personnel, including the Mayor. In 2010 the agency participated in a county-wide tabletop exercise.

The Glendale Heights Police Department does not maintain a tactical team but participates in the DuPage County Sheriff's Office tactical team, with one officer currently assigned as a negotiator. The agency also participates in the Illinois Law Enforcement Alarm System (ILEAS) Weapons of Mass Destruction Special Response Team (WMDSRT), a regional tactical team. Agency personnel are assigned to the team based on interest and the completion of a rigorous selection process.

Internal Affairs and Complaints against employees ®

All complaints against personnel, including anonymous complaints are investigated. The Deputy Chief of Police reviews all complaints and directs the internal investigations process. Formal complaints, such as brutality or criminal misconduct are assigned to an appropriate investigator. Informal complaints, such as rudeness or tardiness are assigned to the employee's supervisor for investigations. Department employees are notified in writing within a reasonable time frame of a complaint against them. If the complaint transitions to a formal complaint of a sworn officer, the employee is provided his/her rights pursuant to the Uniform Peace Officers Disciplinary Act, and a Formal Investigation Interrogation Fact Sheet. The Deputy Chief of Police compiles an annual

report of Internal Affairs complaints which is made available to the public upon request. Information regarding the agency's complaints process is available at the agency's web site and in the Police Department lobby.

Complaints and Internal Affairs Investigations

External	2008	2009	2010
Citizen Complaint	6	3	2
Sustained	0	3	1
Not Sustained	1	0	0
Unfounded	3	0	1
Exonerated	2	0	0
Internal			
Directed complaint	5	5	6
Sustained	3	3	4
Not Sustained	2	2	1
Unfounded	0	0	1
Exonerated	0	0	0

Most of the complaints against personnel investigated come from internal rather than external sources. The Personnel Early Warning System flagged two employees in 2009 and three personnel in 2010 for review. Following further examination no additional action was necessary in any of the cases.

The Glendale Heights Police Department does not designate one employee to serve as its Public Information Officer. Directives authorize the on duty Supervisor or Watch Commander to control the release of information to the media and to public. Ample guidance is provided in agency directives. Copies of press releases are maintained in the Press Release folder maintained in the Records Division. The Records Section Supervisor is responsible for ensuring the documents in the Press Release Folder have been properly redacted. This includes a daily CAD activity press release log.

The Community Outreach Specialist coordinates victim/witness assistance. However, agency directives identify the responsibility of all Police Department personnel to ensure the fair and compassionate treatment of victims and witnesses and facilitate the delivery of appropriate services as necessary. The Community Outreach Specialist is tasked with maintaining relationships with victims throughout an investigation and serves as the Department's liaison to other outside victim/witness resource services. A review of agency victim/witness programs is conducted very three years by the community Outreach Specialist. The most recent review was conducted in February 2011 and concluded that the services provided were sufficient but concerns regarding diminishing funds overshadowed future program health.

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

The agency requires the transportation of all detainees by marked patrol units. All of these units are equipped with prisoner separation partitions. The agency does provide authorization to transport via unmarked vehicles or vehicles without partitions, in the event no other vehicle is available.

All detainees are processed in the temporary detention area. Detainee Intake Forms are completed online. Digital photographs and fingerprints, by means of Live Scan equipment, are taken of each detainee in accordance with agency policy. The area is monitored by audio and video in the communications center. In the event that two detainees are being processed and are of the opposite sex, one is processed in the agency's adult booking area while the other is processed in the juvenile processing area. Juveniles are not detained in the same areas as an adult. Detainees who are not able to post bond within a reasonable time or are considered threats to themselves or staff are transported to the DuPage County Jail.

The Glendale Heights Police Department's Holding Facility is inspected annually by the Illinois Municipal Jail and Lockup Standards (IMJLS) body. Lighting, ventilation bedding and plumbing fixtures are installed in each cell and are of institutional quality and nature. The holding facility is equipped with a water based fire suppression system that includes smoke detectors, pull actuators and automatic lock and latch actuators. Policies are in place for escapes and unusual occurrences. There have been no escapes during this assessment period. The Deputy Chief of Police conducts a triennial review of the detention area. The last review was conducted on March 29, 2011 and no irregularities or recommendations were noted.

Civil hearings for Village ordinance violations not carrying criminal penalties are ® conducted in the Village of Glendale Heights Council Chambers. The Glendale Heights Police Department provides security for these hearings. Officers assigned to the hearing complete a seven point Administrative Hearing Pre-Inspection Report which is completed and submitted to the Watch Commander. A triennial survey of hearing security procedures is performed by the Patrol Operations Commander. This includes a review of the agency's related policy and procedure, the Civic Center's Evacuation Plan and any suggestions or recommendations for changes offered by the Hearing Officer. The most recent survey was completed on October 5, 2010 with no recommended modifications to the procedures in place.

Criminal process service is performed only by sworn personnel. Most civil matters are referred to the DuPage County Sheriff's Office for service. Examples are emergency orders of protection and documents for liquor control commission hearings.

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Each item of legal process, whether criminal or civil, is recorded in the agency's database upon arrival at the police department. All pertinent information, including all appropriate categories of data and identification are logged into the Records Management System (RMS). The document or writ is tracked via the agency's Record Section Legal Process Tracking Sheet. The Warrant Control Form is completed and attached to the hardcopy of the warrant. The file is stored in the Communications Center which is accessible by Communications Center personnel 24 hours a day.

The Glendale Heights Police Department maintains its own Communications Center staffed by a Dispatch Coordinator and six telecommunicators. The center maintains two alternate power sources to ensure the facility is provided un-interrupted power in the event of general power failure; a diesel generator and temporary battery back-up. The center also maintains secondary communications equipment in the event of general equipment failure. Generators are located in a secure area and are monitored by security cameras. The generators are fueled by diesel power. They are inspected and tested under load monthly to ensure operational readiness. Documentation is maintained by the Emergency Management Coordinator. Communications antennae are located on two separate water towers within the community. Each tower is surrounded by a six foot security fence topped with barbed wire and intrusion alarms that are monitored by the communications center.

Access to the communications facility is controlled by proximity cards for those with authorized access and two-way intercom system for visitors controlled via CCTV cameras and remote locks controlled by Communications personnel.

The agency's Computer Aided Dispatch (CAD) system automatically provides officer status and Automated Vehicle Location (AVL). Telecommunicators have access to state and local databases, radio communication with various area public safety agencies, personnel schedules and emergency contact information. They also monitor the agency's sally port, temporary detention and holding facility visually and audibly. Immediate playback of telephone and radio transmission is available at the console or in the coordinator's office by means of a digital recording system. Communications staff observed were very efficient, knowledgeable and professional.

The Records Section is staffed by a supervisor, five full time and two part time Records Technicians. This allows the agency to keep the Records Section open until 10:30 P.M. during the week and for several hours on Saturdays. Personnel serve as receptionists and providers of general information to persons who come into the police lobby or call on the phone. Other responsibilities include collecting fines and fees for reports, bonds and police reports.

All original offense reports and arrest records are maintained in the Records Section. Officers have access to reports by means of the password protected Records Management System (RMS). Adult and juvenile records are maintained separately. The RMS is backed up to tape drives which are stored off-site.

The Records Section is responsible for the external release and distribution of all police reports and records. The agency conforms to all state and federal privacy and security regulations The Records Supervisor is responsible for reviewing any requests for information under these regulations. Personnel in this section take their responsibilities very seriously and pride themselves on efficient customer service. Personnel were observed in several interactions with the public, including one in Spanish.

Property and Evidence

The agency has several officers who have been trained in evidence collection for crime scenes and traffic accident investigations. These officers are assigned to all duty shifts to provide the evidence technician function in addition to their normal patrol duties. In the event of a major crime or fatal traffic crashes, the Watch Commander can call in a team of evidence technicians. The Patrol Operations Commander assigns and maintains an on-call list of evidence technicians. The DuPage County Sheriff's Office is available if more resources are needed.

Procedures are in place for the packaging and submission of evidence by the evidence technicians. Blood and urine evidence requiring analysis for alcohol or drugs is submitted to the Illinois State Police Lab. All other evidence is typically forwarded to the DuPage County Crime Lab for examination and analysis.

The Glendale Heights Police Department uses the Barcode Analysis Statistical Tracking System (BEAST) for evidence tracking and accountability application. Other agencies in Du Page County also use this system. The BEAST system is beneficial for tracking property as property that is scanned "out" at the police department can be scanned "in" at the DuPage County laboratory and easily tracked and located.

There are four evidence storage facilities. Two of these are at headquarters. One is the primary evidence storage facility used to maintain the majority of property and evidence controlled by the agency. Access is restricted to the Evidence Officer and the Commander of Support Operations. Within this area is a sub area used to store firearms, cash, narcotics and valuables. Oversized items are stored in a secure area on the ground floor of the police facility. There are two off-site locations. One is at the Village's former pumping station building and is used to house recovered bicycles. It is secured and equipped with an intrusion alarm monitored by the Communications Center. The other off-site location is at the Village's Department of Public Works building and is used to maintain vehicles that are held for evidentiary purposes or in the seizure process. This location is secured by perimeter fence and barbed wire and is equipped with an intrusion alarm. Both off-site storage facilities are subject to routine patrol by district officers.

The Commander of Support Operations conducts a semi-annual inspection to determine adherence to agency procedures for the control of property. This is completed in June

and December of each year. One inspection noted a lapse in neatness of one are in the property room. This situation was corrected. There has been no change in the evidence custodians during this assessment period; therefore, no inventory of property was required. Audits and unannounced inspections were completed as required with no discrepancies or issues noted.

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.

1.3.9 *A written directive requires that only weapons and ammunition authorized by the agency be used by agency personnel in the performance of their responsibilities. The directive shall apply to weapons and ammunition carried both on and off duty, and must address:*

> *(c) The procedure for review, inspection, and approval of all weapons intended for use by each employee in the performance of duty, prior to carrying, by a qualified weapons instructor or armorer. (M)*

ISSUE: The agency directive did not require that the electronic control weapon (Advanced Taser) be inspected by a weapons instructor prior to issue to an employee certified to carry the weapon.

AGENCY ACTION: The agency changed the directive to require that each Advanced Taser be inspected by an Advanced Taser instructor prior to being issued to an employee.

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 88.2% of applicable other-than-mandatory standards.

K. Future Performance / Review Issues

This section does not apply.

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%	9
Not Applicable	49
TOTAL	480

M. Summary:

The Glendale Heights Police Department was prepared for this reaccreditation on-site. During the agency's' initial on-site three years ago there were 42 file maintenance and ten applied discretion issues. This on-site had four file maintenance and one applied discretion. This is an indication of the agency's commitment to the accreditation process. The files were neatly and consistently prepared with pertinent information easily marked for the assessors' review. There were no areas of concern and all accreditation reports were current. The assessors reviewed all standards and found all applicable standards to be in compliance.

The accreditation manager is very involved in the Illinois Police Accreditation Coalition (IPAC). Several members of the agency have attended CALEA conferences. Member of IPAC completed a mock assessment for the agency in April 2011. Other members of the Village administration, including Village President, Mayor Linda Jackson, Assistant® Village Administrator Roger Mabbitt and Village Human Resources Manager Donna Becerra are well versed in and supportive of the accreditation program. In speaking with the president of the Patrol Officers Bargaining Unit, Officer Randy Logan and the president of AFSCME, Anthony Rickcard, both expressed the value of the accreditation process to their membership. Having clear policies and procedures is seen as a definite benefit for the employees. Other employees encountered on ride alongs and in casual conversations expressed similar opinions.

The Village of Glendale Heights, Illinois is an ethnically diverse community that provides numerous recreational activities for its community, including a recreation center and a number of parks that can be used for sports or organizational events, such as car

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shows. There is a great deal of information for citizens available on the agency's web site, including the complaint process and terrorism awareness. The web page has links to various federal agencies specializing in terrorism. The previous accreditation report and Village annual reports are also available online.

The Use of Force Review Board, in which patrol officers participate, is an excellent way of reviewing each use of force incident. Having reviews from officers as well as supervisors allows all perspectives to be considered. This Board also reviews policies, training and weapons related to use of force and makes recommendations for modifications. The Personnel Early Warning System process serves the agency well in identifying potential problem employees. By means of having information available in electronic databases supervisors can easily track employee performance. Use of force incidents have increased, primarily due to the change in requiring the reporting of verbal commands as a use of force. There were two complaints of use of force which were properly investigated. Grievances increased during this period from two to 13 with the major issue being scheduling. This has been addressed through changes to the scheduling process and through labor negotiations. The agency has a good policy of encouraging input from its employees and effectively addresses issues.

Under the leadership of Chief Michael Marron the Glendale Heights Police Department has become committed to the accreditation process. Several employees have noticed the benefits in increased training and assignment opportunities. The agency has embraced the process and has committed the resources to making the program a success. Chief Marron is now serving as the project manager for the construction of the new police facility adjacent to the current structure. This major project has not taken the agency away from its commitment to the accreditation process.

Barbara J. Hopkins

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Team Leader

October 17, 2011