

DECEMBER 2018

Volume 28 Issue 4

# COMMAND

The Official Publication of the Illinois Association of Chiefs of Police

## Traffic Safety Winners



**STATE POLICE DEDICATES  
NEW MEMORIAL**

**ILACP'S HISTORY WITH 100+  
RESOLUTIONS**

**TRICE: 3 KEYS TO GREAT LE  
LEADERSHIP**



# Law Enforcement Counts on IPRF.

## *The Leader in Workers' Compensation Coverage*

Since its inception in 1985, the Illinois Public Risk Fund has invited public entities and government agencies to examine its outstanding record for cost-effective workers' compensation coverage.

- It's AAA Exceptional Rating
- Money-Saving Grant Programs
- First Dollar Coverage with No Deductible
- Consistent Cost Savings Through Low Overhead and Investment Income
- A Dedicated Claims Unit with Easy Access and Aggressive Subrogation
- Interest-Free Premium Financing

Discover why nearly 700 risk managers rely on IPRF.

**IPRF**  
**ILLINOIS PUBLIC  
RISK FUND**

*Cost Control Through Cooperation Since 1985*

[www.iprf.com](http://www.iprf.com)

800-289-IPRF • 708-429-6300

FAX 708-429-6488



PROUDLY SERVING THE PUBLIC SECTOR



# COMMAND

The Official Publication of the Illinois Association of Chiefs of Police  
426 S. Fifth Street, Springfield, IL 62701  
Phone (217) 523-3765 — Toll-Free (877) 244-3345 — Fax (217) 523-8352



Volume 28 Issue 4 • December 2018

[www.ilchiefs.org](http://www.ilchiefs.org)

Welcome to the ILACP's December 2018 COMMAND magazine.

## ILACP BOARD OF OFFICERS

### PRESIDENT

**Brian Fengel** *Chief of Police*

### 1ST VICE PRESIDENT

**Steven Stelter** *Chief of Police, Westchester*

### 2ND VICE PRESIDENT

**James Black**, *Chief of Police, Crystal Lake*

### 3RD VICE PRESIDENT

**Mitchell R. Davis III**, *Chief of Police, Hazel Crest*

### PAST PRESIDENT

**James R. Kruger, Jr.**, *Chief of Police, Oak Brook*

### VICE PRESIDENT AT-LARGE – REGION 1

**Dan Ryan**, *Chief of Police, Leland Grove*

### VICE PRESIDENT AT-LARGE – REGION 2

**Dean Stiegemeier**, *Chief of Police, Maple Park*

### VICE PRESIDENT AT-LARGE – REGION 3

**William Kushner**, *Chief of Police, Des Plaines*

## PARLIAMENTARIAN

**Russell B. Laine**

*Chief of Police Retired*

## ILACP STAFF

### EXECUTIVE DIRECTOR

**Ed Wojcicki**

### COMMUNICATIONS AND

### MEMBER RELATIONS

**Sherrie Phipps**

### ASSISTANT BUSINESS MANAGER

**Carmen Kent**

### PROJECT DIRECTOR

**Krista Kolis**

### ASSISTANT TO EXEC. DIRECTOR

**Karen Fagg**

### LOBBYIST

**John Millner**

### ILEAP COORDINATOR

**Jeff Hamer**



**On the Cover:** Officer Samantha J. Holland, who has been with the Mendota Police Department since 2015, displays the special Bike/Pedestrian Safety Award that the Mendota department earned in this year's Illinois Traffic Safety Challenge. The Arlington Heights PD is also featured on the cover because it has won numerous awards at the highest levels for traffic safety over the years. A list of this year's Traffic Safety Challenge winners is on page 6, with photos of first-place winners on the following two pages.



From The President: A Special Concern During Holidays .....	3
From Ed: What The Chiefs Really Care About.....	5
Illinois Traffic Safety Challenge Winners.....	6
Casstevens: How Traffic Safety Became A Major Issue.....	9
Ilacp Resolutions Since 1962 Now Posted To Website.....	11
Thomas Trice: 3 Keys To Effective LE Leadership .....	12
National Law Enforcement Museum Opens In DC.....	17
State Police Dedicate New Memorial In Springfield.....	20

The COMMAND magazine is published by the Illinois Association of Chiefs of Police, 426 S. Fifth Street, Springfield, IL 62701. The magazine has been jointly produced and created by the staff of ILACP and Cedar Graphics Inc. of Peoria, IL. The entire contents of the magazine are subject to copyright protection and cannot be reproduced in any manner whatsoever without the express written consent of the Illinois Association of Chiefs of Police. All submissions for articles and ad placements are subject to acceptance and editing of ILACP. Copyright ©2018. All rights reserved.



# ILLINOIS ASSOCIATION OF CHIEFS OF POLICE

## 2018-2019 BOARD OF OFFICERS

Brian Fengel (Bartonville) - President  
Steven Stelter (Westchester) - 1st Vice President  
James Black (Crystal Lake) - 2nd Vice President  
Mitchell R. Davis III (Hazel Crest) - 3rd Vice President  
James R. Kruger, Jr. (Oak Brook) - Immediate Past President  
Dan Ryan (Leland Grove) VP At-Large, - Region 1  
Dean Stiegemeier (Maple Park) - VP At-Large, Region 2  
William Kushner (Des Plaines) - VP At-Large, Region 3

## PARLIAMENTARIAN

Russell Laine (Algonquin, Ret.)  
Past President, Illinois;  
President 2009, International Assn. of Chiefs of Police

## ACTIVE PAST PRESIDENTS

James R. Kruger, Jr. (Oak Brook)  
Steven Casstevens (Buffalo Grove)  
Frank Kaminski (Park Ridge)  
Fred W. Hayes (Elwood)  
Robert Porter (Huntley)  
Patrick O'Connor (Moraine Valley Community College)  
David Weigand (Crestwood)

## APPOINTED EXECUTIVE BOARD MEMBERS

### SERVE UNTIL APRIL 2019

Sylvester Bush (Peoria Park District)  
Robert Copley (Quincy)  
Jay Keeven (Edwardsville)  
Michael Kilbourne (Carpentersville)  
Daniel O'Shea (Rockford)  
Dawn Tondini (Marion)

### SERVE UNTIL APRIL 2020

Brendan Heffner (U.S. Marshal, Central Illinois)  
Tim McCarthy (Orland Park)  
Scott Mettile (Chillicothe)  
Bob Pavelchik (Willowbrook)  
Tom Smith (Mendota)  
Eric Van Hook (O'Fallon)  
Tom Weitzel (Riverside)  
David Wermes (Wauconda)  
Kristen Ziman (Aurora)

## SERGEANT-AT-ARMS

Robert Copley (Quincy)

## RETIRED PAST PRESIDENTS

Russell Laine (Algonquin)  
Raymond Rose (Mundelein)  
Gary Schira (Batavia)  
Eric C. Smith (Sherman)  
Lawrence Burnson (Homewood)  
R.T. Finney (Champaign)  
I. Joe Pena (Channahon)  
Robert D. Jones (Gurnee)  
F. Thomas Braglia (Elmwood Park)  
David Bradford (Glen Carbon)  
Douglas Hayse (Minooka)  
Charles Gruber (Elgin)  
Don Slazinik (O'Fallon)  
Darrell Sanders (Frankfort)  
John Millner (Elmhurst)  
James Roche (St. Charles)  
Roger Richards (Fairview Heights)  
George Graves (Downers Grove)  
Robert Bonneville (Prospect Heights)  
Charles McDonald (SIU-Edwardsville)  
Michael Haeger (Wheeling)  
M.E. "Duke" Gorris (Orland Park)  
*[List shows Agency at time of retirement; excludes Deceased Past Presidents]*

## LAW ENFORCEMENT TORCH RUN DIRECTOR

Steven Stelter (Westchester)

## HONORARY EXECUTIVE BOARD MEMBERS

Leo Schmitz (Illinois State Police)  
Eddie Johnson (Chicago Police)

## STANDING COMMITTEES AND CHAIRS (SUBCOMMITTEES)

*1st Vice President Stelter has Oversight.*

### FINANCIAL & STRATEGIC PLANNING

David Bradford (Glen Carbon, Ret.)  
John Furcon (Northwestern University Center for Public Safety)

### OFFICER WELLNESS COMMITTEE

Robert Marsh (West Frankfort)

*2nd Vice President Black has Oversight:*

### MEMBERSHIP COMMITTEE

John Tannahill (Lake Co. Forest Preserve)  
• Police & Citizen Awards – Mike Gillette (Round Lake)  
• Campus Law Enforcement

### EDUCATION & PROGRAMS

Ray Cordell (South Barrington, Ret.)

### TRAFFIC SAFETY

Lou Jogmen (Highland Park)

### HOMETOWN SECURITY

Vacant

*3rd Vice President Davis has Oversight:*

### PROFESSIONAL RECOGNITION

Patrick Rollins (Sugar Grove)  
• ILEAP - Jeff Hamer (Macomb)  
• Police Chief Certification  
• Police Chief Mentoring

### COMMUNICATIONS & TECHNOLOGY

Craig Allen (Illinois State Police, Ret.)  
Kelly Walter (Illinois State Police)

### CONSTITUTION, BY-LAWS & RESOLUTIONS

Phil Smith (Montgomery)

### LEGISLATIVE & POLITICAL ACTION (PAC)

Marc Maton (Lemont), Chair

*Immediate Past President Kruger has Oversight:*

### ETHICS

Russell Laine (Algonquin, Ret.)  
Gary Schira (Batavia, Ret.)

### PUBLIC & PRIVATE POLICE LIAISON

Paul Ohm, CPP (P4 Security Solutions)

### NOMINATING COMMITTEE

### PERSONNEL COMMITTEE

*President has Oversight of these special committees:*

- Funerals Protocol – John Konopek (Plainfield)
- Police Memorial – Daniel Watton (Rockford)
- Past Presidents – Ray Rose (Mundelein, Ret.)  
Gary Schira (Batavia, Ret.)  
Charles McDonald (SIU-E, Ret.)
- PR/Content Strategy – Andrew Johnson (Hanover Park)
- Legal – Donald Zoufal



## Illinois Association of Chiefs of Police Mission Statement

We promote the professional and personal development of our members through innovative services, training, and camaraderie.

We make a positive impact on the quality of life in the communities we serve through proactive leadership in:

Vision and Innovative Change  
Legislation  
Ethics and Integrity  
Professional Standards  
Knowledge and Information  
Dissemination  
Media Relations  
Community Partnerships



## FROM THE PRESIDENT CHIEF BRIAN FENGEL – BARTONVILLE PD

### *HOLIDAY GREETINGS, AND A WORD ABOUT OFFICER WELLNESS IN A SEASON WHERE WE ENCOUNTER MENTAL STRESS ON THE STREET*



#### **First of all I want to wish you Happy Holidays for 2018.**

Having survived the first “Blizzard of the Year,” a rarity for November, I hope everyone stayed safe and enjoyed their Thanksgiving.

I am pleased to report that the 10 Shared Principles document is becoming a reality throughout the state. More than 100 agencies have adopted them as their own, and more cities are set to host World

Cafes downstate, including O’Fallon, Carbondale, Springfield and Galesburg. Employing these principles in the daily operations of each department can only enhance community involvement.

The Illinois Association of Chiefs of Police continues to be a very strong influence throughout the state and looks forward to working with both incumbent and new legislators and the new governor in the upcoming months. I urge you to continue to communicate with your legislators in order to present the association’s positions. Watch our Weekly Bulletins, Legislative Updates that come via email, and our website for information. If you have new legislators in your area, please meet with them as soon as you can. The association’s new Communications and Member Relations staff person, Sherrie Phipps, came to us from a legislative staff in Springfield, and she will enhance our legislative communications in 2018.

Our Legislative Committee worked diligently during the Veto Session on some bills, and an update is available on our website. These bills affect our membership as well as the general public.

Next year, we are anticipating a push for the legalization of recreational marijuana in the State of Illinois. We have been working with a coalition in opposition to this, and we will be working with the Illinois State Police, the Illinois Sheriffs’ Association and the States Attorney Association on this issue to express our concerns and views.

Internally with our association, over the last several years we have been very vigilant about the budget and making sure we continue to be fiscally soluble and responsible, putting us in the black and keeping us there. Thanks to Ed Wojcicki, our Finance Committee, and

Board of Officers for watching our finances so carefully and allowing us to have the financial resources to implement our mission.

An issue I would like to briefly address in the winter season is officer mental health as well as what is encountered from the general public during the winter months. Prior to Christmas there seems to be an increase in stress, usually shown more in the general public due to financial and family issues, which in turn sometimes escalates to involve law enforcement and others. Officers who go on these calls need to recognize high-stress situations. Officers who recognize their own mental stress for whatever reason -- family, financial, job, etc. -- are entitled to obtain mental health help without jeopardizing their jobs, according to Illinois state law.

Many officers may feel threatened about this issue while working the job and ignore signs and symptoms, therefore inadvertently placing the general public at risk in a stressful or dangerous situation. All law enforcement agencies must try to communicate with all of their officers about their own health and wellness, and to advise them of the availability of counseling and other wellness resources if needed.

Happy holidays to all and thank you for your service to this noble profession. ■

*Brian Fengel*





## Illinois Association of Chiefs of Police Testing Program

Are You Hiring New Officers or Dispatchers?

Are You Planning an Upcoming Promotional Process?

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

Discounts apply for ILACP member agencies

- THE NATIONAL POLICE OFFICER SELECTION TEST (POST)
- THE NATIONAL DISPATCHER SELECTION TEST (NDST)
- THE NATIONAL FIRST AND SECOND-LINE SUPERVISOR TESTS (NFLST/NSLST)
- ASSESSMENT EXERCISES AND PROMOTIONAL ORAL BOARD INTERVIEW PROGRAMS

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



## Illinois Accreditation Adds Pride to Your Department and Your Community

List of 29 Illinois Accredited Agencies as of December 2018

- ◆ Reduce your risk of liability
- ◆ Save on insurance costs
- ◆ Send the message that you care about professional standards
- ◆ Give your officers and elected officials additional pride
- ◆ Full support from ILACP's ILEAP team

- |                             |                         |
|-----------------------------|-------------------------|
| Algonquin PD                | Northeastern Ill. U. PD |
| Bannockburn PD              | O'Fallon PD             |
| Benedictine Univ. PD        | Oak Brook PD            |
| Bensenville PD              | Oak Forest PD           |
| Braidwood PD                | Orland Park PD          |
| Champaign PD                | Park Ridge PD           |
| Channahon PD                | Rock Island PD          |
| Itasca PD                   | Roselle PD              |
| Kankakee PD                 | Round Lake Beach PD     |
| Lake County Sheriff's Dept. | Skokie PD               |
| Lake in the Hills PD        | SIU-Carbondale PD       |
| Lemont PD                   | Sycamore PD             |
| Macomb PD                   | U of I-Urbana PD        |
| Morton Grove PD             | West Chicago PD         |
| Mt. Prospect PD             |                         |

ILEAP Coordinator: Lt. Jeff Hamer  
jhamer@macombpolice.com 309.833.4505





## HOW WE DOCUMENT ISSUES OF GREAT CONCERN TO CHIEFS

By Ed Wojcicki

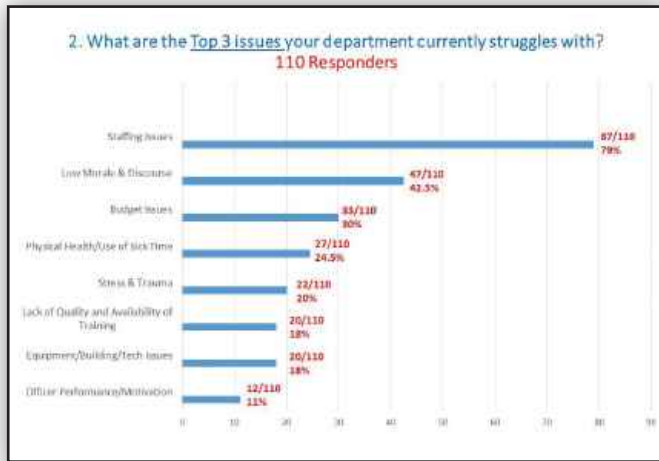
Executive Director, Illinois Association of Chiefs of Police



**IT'S AN ONGOING** question: what are the biggest issues facing chiefs? Interesting that among Illinois chiefs, staffing issues have come out on top in multiple surveys in the past couple of years.

This was the case twice this year in Illinois: in a survey of our members conducted by the Officer Wellness Committee, and among our own association leaders at our Annual Planning Meeting in Lemont. As the chart with the blue bars shows on this page, the top three issues facing chiefs in the Officer Wellness Committee's survey were:

1. Staffing issues
2. Low morale
3. Budget issues



ILACP Officer Wellness Committee 2018 survey of members

And when our Board of Officers and committee chairs met in September for our Annual Planning Meeting, they listed these as the top two issues:

1. Staffing
2. Financial pressures

By "staffing," our leaders talked about recruitment, hiring, retention, disability issues, training and standards, among other things. Part of the staffing issues emanate from the pressures resulting from not having enough money in the budget to do all the hiring and training that you want. And there's never enough money for equipment and other resources.

Those are internal issues for departments, with an overlap to some of the external issues that also were identified at our Annual Planning Meeting.

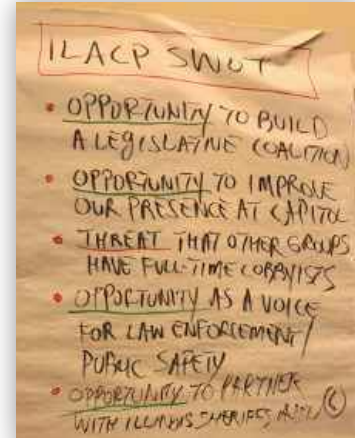
- Media relations
- Community relations
- Attacks by the legislature and a need to beat back bad legislation
- Legalization of marijuana likely coming to Illinois
- Consolidation of departments possibly on the horizon

The identification of these issues always leads to robust discussions about how we can and should respond.

### OPPORTUNITIES

When reviewing the list of issues and challenges, there's always a temptation to go all negative and sour, but fortunately, the leaders of our association spent time in September talking what we can do, and they identified these opportunities:

- Build a legislative coalition
- Improve our presence at the Capitol
- Be a voice for public safety/law enforcement
- Provide preparation to be chiefs and prepare for certification, all the way down to sergeants
- Initiate legislation
- Work with legislators to write bills
- Offer more satellite training, remote training, online training
- Enhance the profession by pushing ILEAP accreditation and chief certification
- Promote more engagement with and among members:
  - ✓ Find more times at Annual Conference and Expo for committees to meet
  - ✓ Get back to adopting resolutions honoring people for their accomplishments and supporting/opposing important legislation
  - ✓ Have chiefs suggest command staff members to serve on ILACP committees
  - ✓ Find creative ways for vendors, sponsors, and colleges/universities to have access to our leaders and members, because access is what they want
- Build more partnerships for specific purposes, such as education or training, and with the Illinois Sheriffs' Association in pursuit of a variety of positive outcomes for law enforcement



ILACP 2018 Annual Planning Meeting wall chart

These ideas help me set priorities for our work in ILACP headquarters and how I spend my own time. Here is where I intend to focus my time in 2019:

1. Legislative activity and communication with members about bills
2. Pushing professional development and training in three ways:
  - a. Our new Dale Anderson partnership
  - b. Our Annual Conference, Expo, and "special topic" sessions around the state
  - c. ILEAP and the benefits of accreditation
3. Building partnerships with external organizations, colleges and universities, and businesses that want access to you, the leaders in law enforcement.

What do you think?

*Ed Wojcicki*  
ed@ilchiefs.org



# 2017-2018 Illinois Traffic Safety Challenge Winners



Municipal 1-10 Sworn	Sheriff 1-25 Sworn
1 <sup>st</sup> – Elwood Police	No Entries
2 <sup>nd</sup> – Leland Grove Police	Sheriff 26-50 Sworn
3 <sup>rd</sup> – No Entry	1 <sup>st</sup> – No Entry
Municipal 11-25 Sworn	2 <sup>nd</sup> – No Entry
1 <sup>st</sup> – Pingree Grove Police	3 <sup>rd</sup> – No Entry
2 <sup>nd</sup> – Hinsdale Police	Sheriff 51-100 Sworn
3 <sup>rd</sup> – Chatham Police	1 <sup>st</sup> – No Entry
	2 <sup>nd</sup> & 3 <sup>rd</sup> - No Entry
Municipal 26-35 Sworn	Sheriff 101-250 Sworn
1 <sup>st</sup> – Lake Zurich Police	1 <sup>st</sup> – Lake County Sheriffs Police
2 <sup>nd</sup> – No Entry	
3 <sup>rd</sup> – No Entry	
Municipal 36-50 Sworn	Sheriff 251 +
1 <sup>st</sup> – Lake in the Hills Police	No Entries
2 <sup>nd</sup> – Woodridge Police	
3 <sup>rd</sup> – Oak Brook Police	
Municipal 51-65 Sworn	State Police Districts
1 <sup>st</sup> – Carol Stream Police	1 <sup>st</sup> - District 15
2 <sup>nd</sup> – Lombard Police	2 <sup>nd</sup> - District 21
3 <sup>rd</sup> – Hanover Park Police	3 <sup>rd</sup> - District 5
Municipal 66-100 Sworn	Part-Time Only:
1 <sup>st</sup> – Orland Park Police	No Entries
2 <sup>nd</sup> – Quincy Police	
3 <sup>rd</sup> – No Entry	
Municipal 101-250 Sworn	College/Campus Police
1 <sup>st</sup> – Naperville Police	No Entries
2 <sup>nd</sup> – Evanston Police	
3 <sup>rd</sup> – Elgin Police	
Municipal 251 + Sworn	Other Police Park Dist/S.O.S. etc.
1 <sup>st</sup> - No Entry	No Winners
2 <sup>nd</sup> - No Entry	
3 <sup>rd</sup> - No Entry	
Multi-Jurisdiction Agencies	Championship Class
No Entries	1 <sup>st</sup> – Arlington Heights Police
<b>Bike/Pedestrian Safety:</b> Mendota Police	2 <sup>nd</sup> – Buffalo Grove Police
<b>Commercial Vehicle:</b> Elwood Police	3 <sup>rd</sup> – Clarendon Hills
<b>Distracted Driving:</b> Naperville/Orland Pk. (Tie)	
<b>Impaired Driving:</b> Lombard Police	Looking Beyond The Safety Belt Winners
<b>Occupant Protection:</b> Carol Stream Police	Municipal Police: TBA
<b>Railroad Crossing Safety:</b> Bartlett Police	Sheriff's Police: TBA
<b>Rookie of the Year:</b> Roscoe Police	State Police: TBA
<b>Speed Awareness:</b> Evanston Police	Chicago Police: TBA
<b>Teen Driving:</b> Tazewell County	IACP Judges Award: TBA at awards breakfast





# Traffic Safety Challenge

*Winners*



Arlington Heights PD – first place, Championship Class



Elwood PD – first place, 1 to 10 sworn



Pingree Grove PD – first place, 11 to 25 sworn



Lake Zurich PD – first place, 26 to 35 sworn



*Continued from page 7*



**Lake in the Hills PD – first place, 36 to 50 sworn**



**Carol Stream PD – first place, 51 to 65 sworn**



**Orland Park PD – first place, 66 to 100 sworn**



**Naperville PD – first place, 101-250 sworn**



**Lake County Sheriff Dept. – first place, 101-250 sworn**



**Illinois State Police District 15 – first place, ISP districts**





## How traffic safety became such a strong program for the Illinois Chiefs

*And why traffic stops are an essential tool for reducing crime in your community*

*By Steven Casstevens*

Twenty-five years ago the Illinois Traffic Safety Challenge was known as Drive Safe Illinois and was coordinated by the Illinois State Police.

About 20 years ago I was a lieutenant working for the Hoffman Estates Police department and called up then-executive director of the Illinois Chiefs – George Koertge. I told him that I wanted to get more involved with the association and that I had a passion for traffic safety. I asked him who the chair of the Traffic Committee was and he said, “You are.” I told him that clearly he misunderstood me and I was wondering who the current chair of the Traffic Committee was and again he said, “You are.” I said that I was clearly missing something, and he said, “We haven’t had a chair of the Traffic Committee in years and you’re the first person to call and show any interest, so by the powers vested in me as Executive Director, you’re the new chair of the Traffic Committee.”

I asked what the Committee does and he said “whatever you want.” I asked who the committee members were and he said “whoever you want.”

So I hung up and called my good friend Paul Rizzo at Schaumburg Police and said, “Guess what? By the powers vested in me, I hereby appoint you as Vice Chair of the Traffic Committee.”

We decided that we wanted to take the Drive Safe Illinois program and turn it into the Illinois Traffic Safety Challenge, modeled after the IACP (International Association of Chiefs of Police) National Challenge. The State Police agreed to turn the program over to us and we acquired a grant from IDOT – Division of Traffic Safety. One of the first things that Paul Rizzo and I agreed upon was that every winning agency should walk away with something besides a plaque or trophy – something they could use to continue their efforts – a radar, lidar, PBT – something.

We immediately began to reach out to several companies to develop partnerships and asked if they would donate some of their product to the program – we were on a limited budget.

The first four companies we called were Laser Technology, Whelen Engineering, Ultra Strobe and Suburban Accents. All four agreed to support the program and all four continue to support the program to this day – 20 years later. Let’s give them a round of applause.

After several years, we added the Looking Beyond award and most

recently, the Highway Safety Leadership award – both recognizing individual efforts by officers, as opposed to departments.

I would be remiss if I didn’t thank all of the past and current ILACP executive directors as well as the past and current boards of officers for their continued support of the Challenge as one of the flagship programs of the association.

We should also thank IDOT for their years of grant funding support, knowing that the Challenge in turn supports the traffic safety priorities of IDOT. I must also thank my friend Dan Kent, former LEL supervisor, for his unwavering support for so many years.

For those in the room who have completed Challenge applications – it’s a great deal of work! Some may say that it’s nice to present awards to agencies and officers, but really, in the end, what does this program accomplish? Why do we continue to do it?

In the past several years, law enforcement has been under the media spotlight and the public microscope like never before. Our every move is recorded and edited and played back on the 5 o’clock news for pundits and self-proclaimed experts to analyze and criticize.

As law enforcement agencies we have redoubled our efforts to connect with our communities and re-emphasize the importance of community policing.

But where does community policing start? On paper? At a press conference? A special unit? A General Order? No – it starts with a traffic stop.

There are 18,000 law enforcement agencies in the U.S., employing over 850,000 officers, making millions of public contacts every week. Numerous studies have shown that the first time a citizen comes into contact with a police officer is more often than not, a traffic stop.

Let’s step back to 1829 – we all remember (or should), Sir Robert Peel – of the London Metro Police, who established his nine principles of policing – all still valid today. Peel’s third principle was “To recognize always that to secure and maintain the respect and approval of the public means also the securing of the willing cooperation of the public in the task of securing observance of laws.”





Continued from page 9

What happened to law enforcement agencies in 2008? The economy had a serious issue which, for law enforcement, resulted in thousands of police officer layoffs across the country. Countless police departments disbanded their traffic units, their community policing units and many outreach programs, to return to “core functions of policing.”

What has happened the last few years? Public and media say we need to “return” to community policing and re-connect with our citizens. (Most of us never stopped!)

The outcry against police resulted in the President’s Task Force on 21st Century Policing. The report came up with six pillars and nearly 100 recommendations. Pillar #4 specifically addressed Community Policing and Crime Reduction.

But – what does all of this have to do with Traffic Safety??

Peel said, and the 21st Century Report told us – law enforcement should work with their community in addressing issues in the community.

Law enforcement officers today are dealing with significant issues of homelessness, a sharp increase in calls for service related to mental health, and an unprecedented opioid crisis. Dealing with this tapestry of issues makes it easy to push traffic safety to the bottom of our concerns.

But consider this.

Impaired driving... distracted driving... speeding in our neighborhood... people dying in traffic crashes... are these real issues in our communities? Car burglaries, drug deals... are these real issues?

In the early 1980s the seat belt use rate was below 20%. It’s now well over 90%. How did we get there? Here’s a hint – traffic stops and enforcement/education.

In 2009, Illinois had 911 traffic fatalities – the first time below 1,000 since 1924. How did we get there? We held those numbers below 1,000 for several years, but the last few years that number has climbed back above 1,000.

**So let’s review the basics:**

1. Nearly 100 people a day die in car crashes nationwide.
2. Distracted driving is a serious issue.
3. Impaired driving – specifically alcohol and drug combination, is an issue in Illinois.
4. Bad guys drive cars! Criminals come and go in cars! I have yet to see a residential burglar walked down the road with a flat panel TV on his shoulder. They come and go in cars!
5. People who transport guns and drugs and burglary tools and

burglary proceeds and sometimes bodies... they do it in cars.

6. You want to reduce crime in your community? It starts with traffic stops.

7. Most citizens met a cop for the first time on a traffic stop.

8. You want to increase community policing? Consider EVERY traffic stop your officers make, as a public service announcement for your police department.

At the end of the day – community policing and traffic enforcement are the same thing.

An executive at Disney once related this story – he said, “You’ve always heard that the customer is always right? Well, here at Disney we don’t believe that. We believe that quite often, the customer is wrong. However, we believe they are allowed to be wrong with dignity.”

That’s how our officers should conduct traffic stops.

I congratulate each and every agency and officer here today for what they do for both traffic safety and community policing. It’s a noble profession that I’m honored to be a part of for 41 years.



*Buffalo Grove Chief Steven Casstevens gave this keynote address at the 2018 Traffic Safety Challenge breakfast in Tinley Park.*

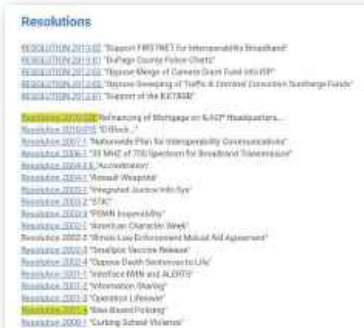


Chief Steven Casstevens, center, receives congratulations from Scott Kristiansen, ITSC director, after his speech at the breakfast on August 15, 2018.



# Association's history of resolutions: Language of resolutions since 1962 now posted to website

By Sherrie Phipps



Dating back to 1962, the Illinois Association of Chiefs of Police has record of adopting nearly 120 resolutions that support the message of the organization's mission to maintain compassion, integrity, accountability, fairness, professionalism, innovation, continuous improvement, diversity and inclusion.

A resolution is a written motion adopted by a deliberative body.

The substance of a resolution can be related to any subject matter and must be approved by the members of the Association to become effective.

In 2016, the Association celebrated its 75th Anniversary. The Board of officers identified the top five accomplishments in its first 75 years, one being legislative activity. The association has been instrumental in promoting legislation to support law enforcement and in advocating for public policies and programs that advance the cause of law enforcement to increase the safety of all Illinois citizens.

Of those pieces of legislation, resolutions have played a crucial role in the process of having resolved some of the issues members of law enforcement have faced.

For example, in 1970, the ILACP adopted a resolution to address the increasing number of assaults on members of law enforcement in the state and country. The measure noted that acts of assault were seriously impairing the public's safety at the time, and if not curtailed, would have eaten at the level of police efficiency and effectiveness. The resolution called on all law-abiding citizens and court officials to support the organization in retrieving justice for the officers who had been victims of assault.

It was with hope that by bringing awareness to the issue that it reached the public and Illinois General Assembly for further conversation, consideration and possibly legislative action.

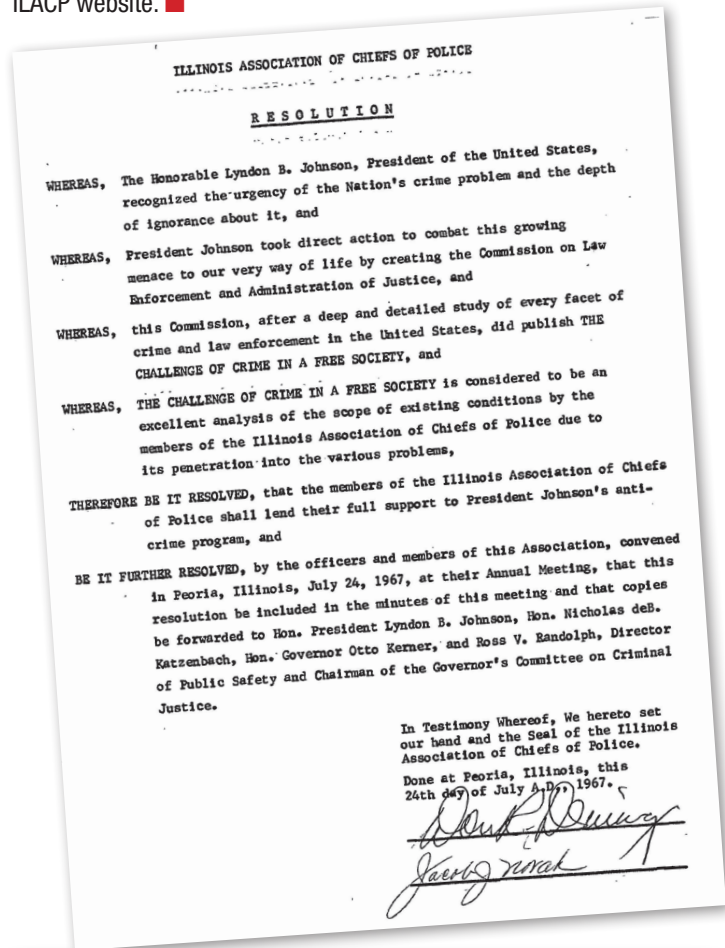
The Board of Officers also identified professional development and training as one of the top five accomplishments during its first 75 years.

In 1964, it was resolved by the association that every new officer must complete a basic training course. The resolution affirmed that basic training is the first and most important step in assuring the quality of law enforcement. The measure strongly urged all law enforcement agencies in Illinois to support legislation requiring the mandated basic training program. As times have changed and systems have evolved, the association revisited the idea of new officer training programs.

In 1973, the association adopted an amendment to the Illinois Police Training Act. The original act established an official mandatory training program for officers in the state. During that time, the Board noticed that

the duties of law enforcement officials had been increasingly requiring a higher degree of professional knowledge and skill. In some cases, officers are expected to exercise a higher degree of good judgment in the performances of his or her duties. The act was designed to address those needs by assigning new officers to a structured program of training. The resolution was delivered to the governor and the 78th Illinois General Assembly.

Over the years, the Association has proudly adopted resolutions that express consensus on a multitude of public policy matters and other issues. To view a full list of resolutions please click here or visit <https://ilacp.memberclicks.net/resolutions> in the members only section on the ILACP website. ■



**Sherrie Phipps holds the Communications and Member Relations position as a full-time staff member with the Illinois Association of Chiefs of Police.**



# Law Enforcement Leadership Through the Eyes of a Citizen: Why Real Leadership, Cultural Competency and Empathy Matter

By Thomas L. Trice, Jr.

With Naomi-Denise Oudshoorn, Peyton Rose, and Courtney Smith

## Abstract

A little more than three years ago, in 2014, Trice (2014) published an article that examined a theoretical framework for improving the relationship between law enforcement agencies and the communities they serve. That framework was based on empirical research of several scholars who investigated the impact of leadership characteristics and empathy. In that writing, and based on previous research, empathy appeared to be an antecedent to fostering trust. Trice (2014) further theorized that when the public perceives that the law enforcement agencies have empathy for the citizens it is charged with serving and protecting, community relationships may be strengthened. In this writing, we have expanded on Trice's (2014) previous theoretical framework by conducting extensive research on leadership, cultural competencies, and empathy. While this is not a literature review, we reviewed a significant number of scholars' empirical research findings related to these three concepts. From this, we have developed a suggested theoretical framework that brings together, for the first time, these three variables. We postulate that if the right leaders are identified, their leadership can be transformational to the organizational culture of that law enforcement agency. This transformation within can be pushed out into the community, significantly improving on existing community relationships, as well as improving negative relationships. When all three variables are present, we theorize them to be significant contributors in reversing the sliding tide relative to the negative relationships and perceptions between law enforcement and the public's trust.

It should always be the mission of law enforcement agencies to recruit and identify individuals with leadership qualities, high integrity, a good moral compass, and a proven ability to demonstrate they can work with diverse populations. In this article, we discuss three theoretical concepts (Leadership, Cultural Competency, and Empathy) that empirical research shows could be invaluable framework for law enforcement leaders to consider. These constructs have been shown to have a significantly positive correlation between law enforcement officers currently serving in the field and the communities they serve. Law enforcement professionals must move to utilizing more evidence-based and proven practices in policing their communities. We acknowledge upfront that this article does not offer a fully developed framework. However, it does provide a generalized framework of valuable evidence-based concepts for leaders of the law enforcement community and calls for law enforcement to examine policies that may impact their relationship with the community.

In a time where videos of law enforcement officers having negative encounters with citizens are released and viewed by hundreds of thousands of citizens on multiple social media platforms such as YouTube, Facebook, and Instagram, thereby driving the "us versus them" narrative, law enforcement needs to show they are learning

organizations. Utilizing evidence-based practices related to recruit and promote those individuals with the best leadership ability, cultural competencies, and empathy for the communities they serve may prove to be significant factors in changing this negative narrative. The three concepts propose taking theory to practice. They also bring together these three theoretical concepts that have independently shown to have positive impact in other public service fields such as Social Services, Health Care, and Education.

The current perception of law enforcement as a result of highly publicized incidents (e.g., Tamir Rice, a 12-year-old shot and killed by an officer while playing in a park with a toy handgun; Michael Brown, after being shot left lying in the street; and Eric Garner, died after being taken down by an officer) and many others have undeniably sparked a backlash resulting in a negative narrative about law enforcement. The public is demanding that leaders examine and consider ways to reverse this sliding tide of negative perception through the practice of "real" leadership. The public will not support and/or trust in leadership that appears to be fraudulent or counterfeit. In the book *Lincoln on Leadership*, Donald Phillips describes effective leadership as the ability to mobilize people for a socially useful outcome (Phillips, 1992). Today's law enforcement leaders more than ever must find new and innovative ways to effectively convey the agency's strategic





mission as it relates to community policing, and hold their personnel accountable for both criminal and administrative violations. Finally, they must do away with nepotism and promotional politics.

### **Leadership**

Much of the academic literature focuses on leadership styles (i.e., trait leadership, servant leadership, transformational leadership and adaptive leadership) and how these styles impact the follower-to-leader relationship. We propose instead an argument for what we refer to as “real leadership.” Utilizing Heifetz’s (1994) definition, we define real leadership “as an activity of a citizen from any walk of life mobilizing people to do something” (p.20). Law enforcement agencies must have effective and real leadership at every level within the organization. Real leaders are ethical, honest, and elevate others under their command both in performance and morally (Heifetz, 1994). One of the ways real leaders can be judged is by their ability to orchestrate conflict. Moreover, real leaders have an uncanny ability to teach others, they have an unbendable moral compass, they set clear expectations for their personnel, and they hold people accountable (Heifetz & Linsky, 2002).

### **Cultural Competency**

Other evidence suggests many of the negative views held by some communities related to law enforcement are a result of lack of cultural competency on the part of leaders and line officers (Brown and Frank, 2006). Hickey (2016) highlights this in detail and raises the question whether or not law enforcement officers needed to be tested on this prior to hiring. We have elected to use Rice’s (2008) definition for the purpose of this applied research. According to Rice (2008) cultural competency is defined “as the integration and transformation of knowledge about different cultures into possible standards, practices and attitudes used in appropriate cultural settings to increase the quality of response from police officers” (as cited in Hickey, 2016, p.26). Research suggests law enforcement leaders and officers with greater cultural competencies develop better relationships with the citizens they serve. Community trust between the two groups is vastly improved and this is found to especially be true when dealing with minors and minority communities (Hickey, 2016).

In taking theory to practice, we use a real-world case example (2008, St. Clair County Sheriff’s Department) involving a homicide investigation of a young black male murdered in a predominantly black community being investigated by predominately Caucasian investigators. The two lead investigators were an African-American male investigator and a Caucasian male investigator. Both had spent significant time cultivating a relationship with the citizens in

that community as patrol officers over the course of their careers prior to becoming investigators and had a deep knowledge of that community’s culture. They knew knocking on doors and asking questions about the homicide in the open view of other residents would result in negative information. Instead, they worked through sources they had developed within the community. Additionally, several of the residents met with them outside of the community neighborhood willingly because they knew they could trust them, and they knew their identities would be protected in exchange for information. Due to the relationship between the investigators and the citizens, the homicide case was solved within 72 hours of it occurring.

Although law enforcement officers have a stressful job and often respond to unknown situations, not understanding the individual(s) they are there to assist or confront, coupled with implicit biases, increases the potential of make things worse. Moreover, in many of these cases it has resulted in the death of individuals unnecessarily. Training in cultural competency may allow for law enforcement officers to be more self-aware of their biases and prevent micro-aggressions. As defined in the article, “Tackling Micro-Aggressions in Organizations,” micro-aggressions are verbal and nonverbal messages towards an individual that insults them due to gender, race, disability, and many other categories (Prieto, Norman, Phipps, & Chenault, 2016). Moreover, public service areas such as counseling and health care have instituted training of their personnel on cultural competency as part of their institutional objectives. As a result, research on these organizations found that these trainings have assisted with preventing language barriers and distrust between the providers and their clients. The research also suggested that law enforcement would have similar outcomes as the other public services did (Hickey, 2016). In a country that has become more diverse over the course of a half a century and is stratified by race, economic inequality, and social status, we need leaders and officers that are open-minded and understanding of these factors.

### **Empathy**

Empathy in law enforcement officers has been found to be a significant factor related to building trust with citizens and case solvability. While empathy is often confused with sympathy, there are very distinct differences between the two. Therefore, we provide clear definitions of both to differentiate them. Sympathy is the emotion of wanting to alleviate the suffering of another, while empathy is “the attempt of a self-aware person to comprehend without making judgments on both the positive and negative experiences of another” (Inzunza, 2015, p. 60). While much of the research related to empathy



*Continued from page 13*

and police characteristics have been conducted outside the United States, it has shown promising correlations related to effective community policing, effective communication skills, honesty, self-control, common sense, integrity and increased confessions during interviewing and interrogation (Inzunza, 2015; Oxburgh, Ost, Morris, & Cherryman, 2015; Denham, 2014; Oxburgh et al., 2014; Oxburgh, Williamson & Ost, 2016). Furthermore, empirical research has shown that officers' profiles that show them to have empathetic attributes have significantly higher levels of positive relationships and trust within the communities they serve, including communities that were primarily African-American and regardless of the officers' ethnicity (Inzunza, 2015; Schuck and Rosenbaum, 2005).

### **Review of videos**

Between 2015 and the start of 2018, there were more than 500 videos that captured law enforcement officers throughout the United States using force, such as: body slamming individuals, punching subjects with their fist, striking them with a baton, using a taser or mace and ultimately their assigned duty weapons. Many of these incidents involved officers responding to non-life-threatening calls, with the responding officers apparently escalating the situation as opposed to deescalating them. We reviewed more than 300 of these videos and discussed them with more than 800 law enforcement officers throughout the United States during trainings. In the initial onset of the conversations, 70 percent of the officers' visceral response were to initially defend the actions of the officers. While noble from a loyalty and brotherhood perspective, law enforcement must move from this tribal perspective of justifiable versus non-justifiable actions of officers into a deeper analysis of the incident and ask the question, "What if this was your family member?"

Not surprisingly, when this question was asked of officers, more than 90 percent of them looked at the incidents differently and discussed a number of factors that could have potentially deescalated the situations. Self-awareness and the ability to put themselves in the shoes of others is at the core of empathy. If law enforcement truly wishes to regain the public's trust and respect, then leadership, cultural competency and empathy appear to be concepts that need

to be considered going forward. Law enforcement officers must realize a paradigm change is happening, and those officers refusing to change will only continue to make the same miscalculation related to the treatment of American citizens. Leaders must reinforce within their organizations that it is an honor to wear the badge and that underneath that badge, officers are no more than a citizen with powers to take individuals' liberties. With that comes enormous responsibility and public trust that law enforcement agencies will only hire the individuals who can see their job duties through the lens of a citizen, which means being ethical, critical thinkers, and morally sound.



In the The President's Task Force Report on 21st Century Policing (2015) that was conducted by an independent task force of law enforcement officials and academic scholars, building trust and legitimacy were highlighted as the number one pillar out of six pillars for law enforcement agencies to work towards. While they looked at five other areas pertaining to policy, technology and social media, community policing and crime reduction training and education, and finally, officer wellness, trust

is the variable that moderates all other factors. Officers who are effective leaders, culturally competent and empathetic to their communities are the most self-aware and best perform their duties through the eyes of the citizens they serve. Law enforcement is one of the most complex and demanding occupations but has constantly been treated like a trade rather than a profession in some cities and states. If law enforcement wants to regain the community's trust, they must first turn an eye inward and address the cultural complexities inhouse, as well as the lack of minority leadership.

For these reasons and many others, it is imperative during the pre-employment screening process leaders consider ways to implement and utilize the concepts introduced in this article. They must also consider the diversity within their own agencies and how the lack of minority leadership and officers may be impacting the relationship with the communities they serve. Law enforcement is one of the most rewarding public service occupations in the world, and most law enforcement officers serve with integrity and courage. While the latter is true, law enforcement leaders and officers must



also be wide-eyed about officers who behave poorly and call them out in order to show the public that the masses in law enforcement do not support this behavior. ■

## References

- Annandale, N. O., Heath, M. A., Dean, B., Kemple, A., & Takino, Y. (2011). Cross-cultural sensitivity in state school crisis plans. *Journal of School Violence, 10*(1), 16-33.
- Beersdorf, W. (2017). Leadership Spotlight: Compassion in Law Enforcement. *FBI Law Enforcement Bulletin*.
- Boyles, A. S. (2015). *Race, place, and suburban policing too close for comfort*. Oakland, California: University of California.
- Bustamante, R., Sawyer, C., & Sloan, E. D. (2015). *Cultural Competence and School Counselor Training: A Collective Case Study*. *Journal Of Multicultural Counseling & Development, 43*(3), 221-235.
- Chen, Z.X., Hackett, R.D., Law, K.S., Wang, H., Wang, D. (2005) *Leader-Member Exchange as a Mediator of the Relationship Between Transformational Leadership and Followers' Performance and Organizational Citizenship Behavior*. *Academy of Management Journal, 48* (3), 420-432
- Colquitt, J.A., Piccolo, R.F. (2006). *Transformational Leadership and Job Behaviors: The Mediating Role of Core Job Characteristics*. *Academy of Management Journal, 49* (2), 327-340.
- Cross, B. (2010). Cultural Competency – Is it the third wave of diversity? *The Diversity Factor, 18*(4), 1-4.
- Denham, S., Strayer, J., Roberts, W. (2014). *Empathy, Anger, Guilt: Emotions and Prosocial Behaviour*. *Canadian Journal of Behavioral Science, 46* (4), 456-474.
- Dupré, M. (2012). Disability Culture and Cultural Competency in Social Work. *Social Work Education, 31*(2), 168-183.
- Georgellis, Y., & Tabvuma, V. (2010). Does Public Service Motivation Adapt? *Kyklos, 63*(2), 176-191.
- Green, T. C., Zaller, N., Palacios, W. R., Bowman, S. E., Ray, M., Heimer, R., & Case, P. (2013). *Law enforcement attitudes toward overdose prevention and response*. *Drug & Alcohol Dependence, 133*(2), 677-684.
- Heifetz, R. A. (1994). *Leadership without easy answers*. Cambridge, Massachusetts: Harvard University Press.
- Heifetz, R. A. and Linsky, M. (2002) *Leadership on the line*. Boston, Massachusetts: Harvard Business School Publishing.
- Hickey, R. (2016). *Should cultural competency be a part of police testing*. *Law Enforcement Executive Forum, 16*(2), 85-97.
- Inzunza, M. (2015). Empathy from a police work perspective. *Journal Of Scandinavian Studies In Criminology & Crime Prevention, 16*(1), 60-75.
- Mekawi, Y., Bresin, K., & Hunter, C. D. (2016). *White fear, dehumanization, and low empathy: Lethal combinations for shooting biases*. *Cultural Diversity & Ethnic Minority Psychology, 22*(3), 322-332.
- Maddox, L., Lee, D., & Barker, C. (2011). Police Empathy and Victim PTSD as Potential Factors in Rape Case Attrition. *J Police Crime Psych, 26*(2), 112-117.
- Maddox, L., Lee, D., & Barker, C. (2012). The Impact of Psychological Consequences of Rape on Rape Case Attrition: *The Police Perspective*. *J Police Crime Psych, 27*(1), 33-44.
- Najdowski, C. J., Bottoms, B. L., & Goff, P. A. (2015). *Stereotype Threat and Racial Differences in Citizens' Experiences of Police Encounters*. *Law & Human Behavior (American Psychological Association), 39*(5), 463-477.
- Nelson, J. A., Bustamante, R. M., Wilson, E. D., & Onwuegbuzie, A. J. (2008). *The School-Wide Cultural Competence Observation Checklist for School Counselors: An Exploratory Factor Analysis*. *Professional School Counseling, 11*(4), 207-217.
- Northouse, P. G. (2016). *Leadership – Theory and Practice*. California: Sage
- Otuvelu, F., Graham, W., & Kennedy, S. A. (2016). The death of Black males: The unmasking of cultural competence and oppressive practices in a micro-aggressive environment. *Journal of Human Behavior in the Social Environment, 26*(3-4), 430-436.
- Oxburgh, G., & Ost, J. (2011). The Use and Efficacy of Empathy in Police Interviews with Suspects of Sexual Offences. *Journal of Investigative Psychology and Offender Profiling, 8*(2), 178-188.
- Oxburgh, G., Ost, J., Morris, P., & Cherryman, J. (2015). Police officers' perceptions of interviews in cases of sexual offenses and murder involving children and adult victims. *Police Practice and Research, 16*(1), 36-50.
- Oxburgh, G., Ost, J., Morris, P., & Cherryman, J. (2014). The Impact of Question Type and Empathy on Police Interviews with Suspects of Homicide, Filicide and Child Sexual Abuse. *Psychiatry, Psychology and Law, 21*(6), 903-917.
- Oxburgh, G., Williamson, T., & Ost, J. (2006). Police Officers' Use of Emotional Language During Child Sexual Abuse Investigations. *Journal of Investigative Psychology and Offender Profiling, 3*(1), 35-45.
- Oxburgh, G., Ost, J., Morris, P., & Cherryman, J. (2014). The Impact of Question Type and Empathy on Police Interviews with Suspects of Homicide, Filicide and Child Sexual Abuse. *Psychiatry, Psychology and Law, 21*(6), 903-917
- Perry, J. (1997). Antecedents of Public Service Motivation. *Journal of Public Administration Research and Theory, 7*(2), 181-197.





Continued from page 15

Perry, J. (1990). The Motivational Bases of Public Service. *Public Administration Review*, 367-373.

Phillips D. T. (1992). *Lincoln on leadership*. New York, NY: First Grand Central Publishing.

Rice, M. (2008). A primer for developing a public agency service ethos of cultural competency in public services programming and public services delivery. *Journal of Public Affairs Education*, 14(1), 21-38.

Rosner-Salazar, T. A. (2003). Multicultural Service-Learning And Community-Based Research As a Model Approach to Promote Social Justice. *Social Justice*, 30(4), 64-76.

Schlosser, M. D., Cha-Jua, S., Valgoi, M. J., & Neville, H. A. (2015). Improving Policing in a Multiracial Society in the United States: A New Approach. *International Journal of Criminal Justice Sciences*, 10(1), 115-121.

Sweeten, G., Bushway, S. D., & Paternoster, R. (2009). Does Dropping Out Of School Mean Dropping Into Delinquency? *Criminology*, 47(1), 47-91.

Teasley, M. L., Baffour, T. D., & Tyson, E. H. (2005). *Perceptions of Cultural Competence among Urban School Social Workers: Does Experience Make a Difference?* *Children & Schools*, 27(4), 227-237.

Trice, T. (2014, September) The relationship between officers' empathy and the public's perception. *Illinois Sheriff's Association*. <http://www.ilsheriff.org>

United States Department of Justice (2015). *Civil rights division investigation of Ferguson*.

United States Department of Justice (2016). *Equal employment opportunity commission*.

Vandenberg, R., & Scarpello, V. (1994). A Longitudinal Assessment of the Determinant Relationship Between Employee Commitments to the Occupation and the Organization. *Journal of Organization Behavior*, 15, 535-547

Walters, K. L., Simon, J. M., Evans-Campbell, T., Udell, W., Johnson-Jennings, M., Cynthia P. R., MacDonald, M. M., & Duran, B. (2016). Mentoring the Mentors of Underrepresented Racial/Ethnic Minorities Who are Conducting HIV Research: *Beyond Cultural Competency*. *AIDS Behav*, 20(2), 288-293.

Yukl, G., O'Donnell, M., & Taber, T. (2009). Influence of Leader Behaviors on the Leader-Member Exchange Relationship. *Journal of Managerial Psychology*, 24(4), 289-299.



Dr. Thomas L. Trice, Jr., retired with the rank of Captain from the St. Clair County Sheriff's Department in 2015. He is currently an Assistant Professor at Lindenwood University in the Division of Social and Behavioral Sciences. Dr. Trice is also the President and CEO of TRIKEN Consulting, a company he founded that conducts background investigation for more than 20 law enforcement agencies and conducts National evidence-based trainings for both the private and public sectors. He has a doctorate degree in Leadership Management with a focus in psychology and society of leadership. He can be reached at : [ttrice@lindenwood.edu](mailto:ttrice@lindenwood.edu).

Three undergraduate students assisted with this research: Naomi-Denise Oudshoorn, Peyton Rose, and Courtney Smith.



YOUR POLICE PARTNER

**"NO TWO PROJECTS OR COMMUNITIES ARE ALIKE. MY FAVORITE PART OF MY JOB IS CRAFTING A DESIGN THAT BRINGS EACH CLIENT'S VISION TO LIFE."**

ANNABELLA ORLANDO  
Senior Associate

FGM ARCHITECTS

FGMARCHITECTS.COM



# National Law Enforcement Museum Opens in Washington, D.C.

**With hands-on exhibits and thousands of public safety artifacts, the one-of-a-kind museum gives visitors a comprehensive view of law enforcement**



The National Law Enforcement Museum at the Motorola Solutions Foundation Building opened on October 13, 2018, in Washington, D.C.'s Judiciary Square. The museum tells the story of U.S. law enforcement through experiences that let visitors “walk in the shoes” of the men and women who keep communities safe. It is the only museum in the country to represent nearly every aspect of American law enforcement.

Motorola Solutions has its headquarters in Chicago, and Motorola products and equipment are familiar to many Illinois law enforcement officers. “When I saw they opened this museum, I knew many of our members and many Illinois current and retired officers will be interested in seeing it,” said Ed Wojcicki, ILACP executive director.

The museum is the result of a close partnership between Motorola Solutions, the company's charitable foundation, and the National Law Enforcement Officers Memorial Fund. This partnership goes back to the late 1980s, when the fund, with support from Motorola, began planning for the National Law Enforcement Officers Memorial in Washington, D.C. – the nation's monument to law enforcement officers killed in the line of duty.

After the memorial was built, Motorola Solutions and the Motorola Solutions Foundation became first founding partners of the National Law Enforcement Museum, supporting the project with funding to support construction of the building, exhibits, programming and state-of-the-art communications and video technology to support day-to-day operations.

The partnership with Motorola Solutions is fitting, given the 90-year-old company's longtime commitment to public safety. “Our company has a long history of supporting causes important to the law enforcement community. When the idea for a museum that would honor those who serve began to take shape, we knew it was a project we absolutely wanted to support,” said Matt Blakely, executive director of the Motorola Solutions Foundation.

With more than 14,000 law enforcement artifacts, museum visitors have access to one of the most comprehensive collections of public safety artifacts in the world. Examples include a sheriff's writ, or court order, from 1703 and a helicopter used to rescue airplane crash survivors from the frigid waters of the Potomac River in 1982.

The museum also prides itself on its interactive exhibits. “Over the last decade, the National Law Enforcement Museum has worked with dozens of law enforcement experts, historians, academics and community leaders to develop the core of the Museum's exhibitions and programming to ensure an accurate, unbiased portrayal of American law enforcement,” said Museum executive director David Brant.

Some examples include the Reel to Real exhibit, which lets visitors compare real-life law enforcement with depictions in movies and on television. The Officers' Stories exhibit shares memorable stories about life on the job, told by the officers themselves. The 911 Emergency Ops exhibit, sponsored by Motorola Solutions, puts visitors into some of law enforcement's most stressful situations as they take on the critical role of an emergency dispatcher.





Continued from page 17

Visitors to the new National Law Enforcement Museum in Washington can see the U.S. Park Police helicopter used to rescue survivors from the Potomac River after an airplane crash in January 1982. All photos courtesy of National Law Enforcement Museum.



This interactive 911 exhibit is a featured exhibit at the National Law Enforcement Museum.

Perhaps the most moving portion of the museum is the Hall of Remembrance, where visitors can read inspirational stories and view personal mementos left for the fallen heroes whose names are engraved on the National Law Enforcement Officers Memorial.

“We’re thrilled for the museum to open to the public,” said Cathy Seidel, vice president of Government Affairs at Motorola Solutions and board member of the museum. “But the real value is in recognizing the incredibly important role that the men and women in law enforcement play in our communities and for our country.” ■

For more information, please visit [www.LawEnforcementMuseum.org](http://www.LawEnforcementMuseum.org).

Yo  
Do  
Unli  
This  
than  
We  
• N  
• M  
• F  
• F  
• H  
• V  
• A  
• A  
• F  
• F  
• F

Op  
v  
ha

\*All r  
Indiv  
of \$1



# GET SOCIAL WITH THE CHIEFS!



Twitter.com  
@ILPoliceChiefs



Facebook.com  
<https://www.facebook.com/IllinoisChiefs>



Ed's Blog  
<http://www.illinoischiefsblog.com/>



YouTube.com  
[https://www.youtube.com/watch?v=SwqkfD7V\\_jk](https://www.youtube.com/watch?v=SwqkfD7V_jk)

## ISPFCU

Your *Law Enforcement* Credit Union

### Don't settle for ordinary, join ISPFCU today!

Unlike a bank, ISPFCU – Your Law Enforcement Credit Union is a not-for-profit financial institution. This explains why our interest rates tend to be significantly better, and fees fewer and smaller, than at your local bank.

We offer everything you could possibly want in a financial institution including:

- New and Used Auto Loans
- Motorcycle, Boat, and RV Loans
- Fixed Rate Mortgages
- Fixed Rate Home Equity Loans
- Home Equity Lines of Credit
- Visa Platinum Credit Cards with Cash Rewards
- Access to nearly 85,000 Surcharge Free ATMs
- Access to over 5,000 Shared Branch Locations
- FREE Checking Accounts
- FREE Mobile Banking with Remote Deposit Capture
- FREE Online Bill Pay, and much more!



Open to all Illinois law enforcement personnel and their families, ISPFCU is ready to serve you and your entire department, regardless of where you live, with a wide array of online products and services. Join thousands of fellow Illinois law enforcement employees who have experienced why ISPFCU is a better value. Call us today at 800-255-0886 or visit us online at [www.ispfcu.org](http://www.ispfcu.org) for more information.

\*All rates are stated as an Annual Percentage Rate (APR). Rates quoted are for individuals with excellent credit. Individuals with less than excellent credit may be offered higher rates. Fixed loan rate of 2.99% equals payments of \$17.96 for 60 months for each \$1,000 borrowed. Federally Insured by NCUA. Equal Housing Lender.

Federally Insured by NCUA



## ILLINOIS STATE POLICE HERITAGE FOUNDATION DEDICATES NEW MEMORIAL PARK IN HONOR OF FALLEN OFFICERS



**SPRINGFIELD, IL** – Illinois State Police (ISP) Director Leo P. Schmitz announced the official dedication of the Illinois State Police Memorial Park on October 2, 2018. The 1.5-acre park is located just across Cook Street from the ISP Central Headquarters in Springfield. The ISP Memorial Park pays tribute to the lives and dedicated service of the 67 ISP officers killed in the line of duty since the inception of the ISP in 1922.



Many troopers gathered behind the audience at the dedication ceremony.

“This memorial park will always remind us of the values these heroes lived by: integrity, service and pride,” Governor Bruce Rauner said. “They were selfless in their conviction and passion for justice and from now on, every person who visits this memorial and reads the names on that wall will remember the men and women who gave it all for the people of Illinois.”

“This memorial park honors the men and women of the Illinois State Police who put the safety and well-being of others before their own,” stated ISP Director Leo P. Schmitz. “On behalf of all past, present, and future ISP employees, I want to thank the Illinois State Police Heritage Foundation for building this beautiful park to honor our fallen heroes.”

On hand for the dedication were many friends and family members of the fallen ISP officers. A few spoke during the ceremony. Many approached



Governor Bruce Rauner and Illinois State Police Director Leo Schmitz visit at the dedication of the Illinois State Police Memorial Park on October 2, 2018, in Springfield.

the solemn wall and had pictures taken with the etched names of the officers. The memorial park features an open outdoor concept that stretches between Sixth and Seventh streets, and can be visited free of charge any time.

These brave individuals who are honored were more than police officers; they were part of a family. Each served with distinction and went to work each day knowing the possibility of making the “ultimate sacrifice” while dedicating their life to protecting us. This memorial will allow us all to pay fitting gratitude to not only our fallen officers, but their families who have given so much as well.

The cost for the Memorial Park was approximately \$2.5 million. Funds for the Memorial Park were raised through the Illinois State Police Heritage Foundation (ISPHF) funded solely by private donations.



A wall of names honors the 67 Illinois State Police officers who died in the line of duty since 1922. The memorial park is located at 7th and Cook streets in Springfield, across the street from ISP Central Headquarters. It is free and open to the public.

No taxpayer funds were used. To date, significant donors include: State Farm, Motorola, Knight Engineers and Architects, and Berlin Packaging. The ISPHF held various fundraising events throughout the past ten years to supplement the major donations.

The ISP Heritage Foundation is a not-for-profit organization dedicated to preserving the legacy of the Illinois State Police (ISP) and its employees. Established in 2000, the foundation financed and constructed a museum located in Springfield. The museum is open to the public and provides a display of vehicles and items used by the ISP throughout the past 96-year history.

The Foundation also sponsored an Emmy-winning film - *Not Forgotten* (<https://youtu.be/dMzdfKISiH8>) - for the families of fallen officers of the Illinois State Police. The touching story is told through the eyes of family survivors, former Director Hiram Grau, President of the Illinois State Police Heritage Foundation, Ron Cooley, and former Illinois Governor James R. Thompson. ■





# SAVE THE DATES 2019 ANNUAL CONFERENCE

April 24-26, 2019

Doubletree Hotel, 1909 Spring, Oak Brook, Illinois

## Keynote Speaker: Ret. Lt. Col. David Grossman: "The Bullet Proof Mind"

The former Army Ranger teaches how to prepare your mind to be ready when you are on high alert. Grossman is the highly acclaimed author of *On Killing* (2014) and takes you through what happens to your blood flow, your muscles, your judgment, memory, vision and hearing. Fascinating!



### PLUS:

- Breakout sessions
- Leadership training
- Legislative Update
- Executive Board and ILACP Annual Meeting
- Election for 3rd Vice President
- ILEAP training
- Legal Update
- *The fabulous Oakbrook Centre just across the street!*

Installation of **Chief Steven Stelter**,  
Westchester Police Department,  
as ILACP's 71st President  
Friday evening, April 26, 2019



Watch our Weekly Bulletins and [www.ilchiefs.org](http://www.ilchiefs.org) for registration information





**Illinois Association of Chiefs of Police**  
426 S. Fifth Street  
Springfield, IL 62701

PRESORTED  
STANDARD  
US POSTAGE  
**PAID**  
Cedar Rapids, IA  
Permit No. 214



## Premier Builder of Police + Public Safety

Police Headquarters  
Sheriff's Facilities  
Holding Facilities  
Emergency Operations Centers  
Dispatch Centers  
Evidence Processing  
Evidence Storage  
Bullet Resistant Assemblies  
Security Systems  
Training Rooms  
Firing Ranges



[leopardo.com](http://leopardo.com)