



The President's Task Force on 21st Century Policing

As Applied by the Hanover Park, IL Police
Department

Prepared by: Deputy Chief Andy Johnson, June, 2016

The recent President's Task Force on 21st Century Policing raised a number of concerns and recommendations regarding the performance of policing in the United States. This report provides an analysis of what the Hanover Park, IL Police Department has done and is doing as it pertains to this report and its primary recommendations for police agencies.



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Introduction

In recent times, much dialogue has begun on the relative levels of trust the public have in the police departments that serve them across the United States. A series of high profile use of force incidents has led to a national debate on the issues of police legitimacy, transparency, and procedural justice within the American criminal justice system.

In light of this climate, President Barack Obama commissioned the President's Task Force on 21st Century Policing in December of 2014. The Task Force submitted their final report, which included numerous recommendations for law enforcement agencies, in May of 2015. The recommendations span the full spectrum of the administration of justice in the United States, with some aimed at smaller local agencies, others aimed at larger agencies, and still more directed to Federal agencies and the U.S. Department of Justice. The report organized these recommendations as falling into one of six main topic areas or "pillars" – Building Trust and Legitimacy, Policy and Oversight, Technology and Social Media, Community Policing and Crime Reduction, Officer Training and Education, and Officer Safety and Wellness.

Upon review of this report, citizens, community leaders, and other stakeholders may desire some clarification as to the relative compliance of their local police departments with these recommendations. The purpose of this paper is to examine these

What is the President's Task Force on 21st Century Policing?



This Task Force was created by President Obama to identify best practices in policing and provide guidance on how to promote effective crime control while focusing on building public trust in the police. The Task Force was chaired by Philadelphia Police Commissioner Charles Ramsey and George Mason University Prof. Laurie Robinson. It included law enforcement professionals, community leaders, youth leaders, and academics.

Following a lengthy process, the Task Force presented their final report in May of 2015.



recommendations as they apply to the Hanover Park Police Department. It will also illustrate to what extent the Department is complying with these recommendations currently, if future compliance is anticipated, or if the recommendations apply to the agency.

In the sections below, the recommendations from the original President's Task Force Report will be presented in black text font; our responses will appear in blue text font.

The Six Pillars of the President's Task Force

Pillar One: Building Trust and Legitimacy

The first pillar emphasizes the importance of the faith of the community in its law enforcement officers. The notion that people are more likely to obey the law when they believe it is being enforced fairly and thus legitimately is highlighted. The Task Force goes on to define "procedurally just" behavior as behavior based on four principles: Treating people with dignity and respect, giving individuals a 'voice' during encounters, being neutral and transparent in decision making, and conveying trustworthy motives. Within this pillar, the following recommendations are made:

1.1 Recommendation: Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

Building trust and legitimacy requires transparency, an emphasis on building community partnerships, and maintaining accountability internally and externally within a police agency. Clearly, citizens' views regarding legitimacy are guided by factors other than just the 'rule of law'—fairness and due process must be provided to all. Procedural justice is provided when citizens are treated with dignity and fairness, when they are given an opportunity to present their 'side of the story' (whether that be in a formal hearing or when speaking with an officer or supervisor), and when decision making regarding actions taken are transparent and explained to them. These principles guide our administrative function on a daily basis. Going forward, training in procedural justice and related concepts will be a part of the training curriculum at HPPD. As President of the DuPage County Chiefs of Police Association, Chief Webb will help sponsor county-wide training for police officers in procedural justice.



1.2 Recommendation: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

While we understand these significant issues within the larger framework of American criminal justice—we also acknowledge that we can confidently say that we have never experienced a pattern of injustice or discrimination within the Hanover Park Police Department. We have several measures in place to prevent these problems and identify potential warning signs. For example, as a CALEA (Commission on the Accreditation of Law Enforcement Agencies) Gold Standard accredited agency, we must adhere to industry best practice standards that include taking ALL complaints from citizens regardless of the manner of transmission and investigating them fully. Additionally, we have put administrative measures in place, such as routinely reviewing the racial and ethnic data on stops made by officers and ensuring that no pattern of discrimination arises.



For more information on CALEA and the Gold Standard Accreditation, visit <http://www.calea.org/content/calea-gold-standard>

1.2.1 Action item: The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publicly acknowledged by law enforcement agencies in a manner to help build community trust.

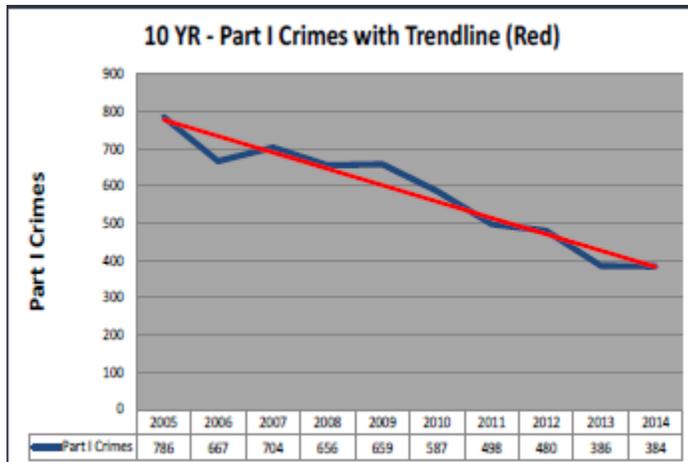
1.3 Recommendation: Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision making is understood and in accord with stated policy.

1.3.1 Action item: To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's

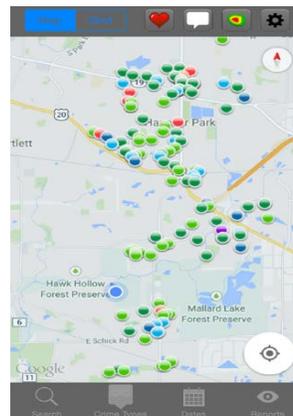


website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

We accomplish this by the production of our Annual Report, which is available for public viewing on the police department section of the Village website. Department policies are available to the public upon request. Additionally, we publish incident and crime data via our free online public crime map, hosted by raidsonline.com. This program allows residents to map incidents by geographic location, set up alerts for incidents that occur in their neighborhoods, map sex offenders' residences, and more. Beginning in 2017, we are planning to publish stop, citation, and arrest data by officer on our website.



Crime data, such as this table above, are published in the Annual Report



Our crime map is located at www.raidsonline.com and is free for the public



1.3.2 Action item: When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

We maintain a good working relationship with local media and maintain citizen communication via social media channels. The public information officer function is maintained by the Deputy Chief of Support Services. Interaction takes place between department supervisors and citizens via our social media channels, including Facebook.



Facebook allows another means to connect with residents aside from traditional 911 calls



1.4 Recommendation: Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

1.4.1 Action item: In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

This occurs within the Department Training Committee, which reviews policies and procedures and provides a final recommendation on policy and procedure decisions which are then sent to the Chief of Police. All Department units are represented on the Training Committee. Also, the Chief of Police meets with all collective bargaining units in a labor management committee. Ideas for improving the department are discussed and implemented as needed or allowed.

1.4.2 Action item: Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

Our internal disciplinary process is based entirely on procedural due process principles. We adhere to the principles of progressive discipline—moving from verbal warnings, written warnings, suspensions, and termination—in all but the most serious cases. Disciplinary investigations for serious offenses are accompanied by written notification of the investigation and what specifically is being investigated. The Peace Officers' Bill of Rights is strictly followed, and labor contracts are recognized and applied to the letter. Union leadership is involved as officers are afforded legal rights to representation as needed. Our procedures and policies on discipline have been reviewed multiple times by numerous outside professionals and have passed multiple CALEA accreditations.

1.5 Recommendation: Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

This has always been a top priority for us. We strive to increase community engagement both in-person at events such as our COPS Day Picnic, ART Area Meetings, attendance at block parties, and other events. Additionally, we actively engage our community virtually via the numerous social media platforms established within our outreach program, PACC (Police and Citizens Connected). The Area Response Team (ART) Program provides many avenues for open communication between officers and residents from the area they are tasked with serving for the year. Officers have the opportunity to get to know the residents, businesspeople, and other stakeholders within their assigned area. Conversely, residents get to know the officers working



in their neighborhood personally, and this has led to a greater comfort level and more fluid information sharing between HPPD and the community.

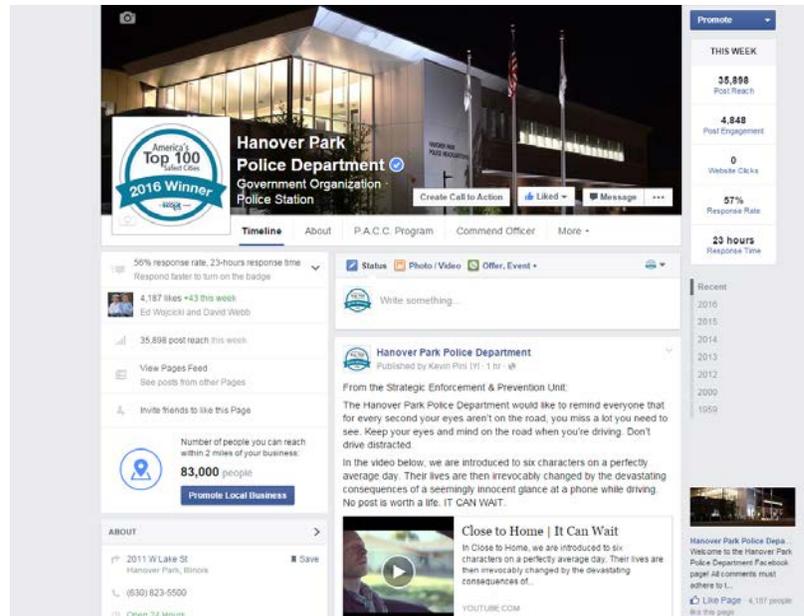


COPS Day Picnic, 2015

1.5.1 Action item: In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.

This occurs on a frequent basis, as we solicit feedback from the public by a variety of communication channels. This feedback drives our enforcement planning and the formation of problem solving strategies. This feedback is obtained by individual officers on calls, at public meetings, and via social media platforms. During the annual budgeting process, the community is invited to give input, not only for the police department, but for the entire Village. This input is utilized during the development of the final budget.

The President's Task Force on 21st Century Policing



Hanover Park PD Facebook Page

1.5.2 Action item: Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

1.5.3 Action item: Law enforcement agencies should create opportunities in schools and communities for positive non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

Our officers make these efforts on a daily basis. Within the schools, we have been recognized for our School Familiarization Program in which officers walk through each school at varying times on several occasions per month. This both prepares officers to respond to critical incidents should they occur by enhancing their knowledge of the buildings while at the same time promoting relationship building with school staff and students. Additionally, we offer a School Assembly Team that provides presentations to students and staff on a variety of relevant topics.



Officer George Sullivan at Ontarioville School

Additionally, the Police Department coordinates annual Kids at Hope Fair, which seeks to engage the community to promote and provide information regarding various opportunities and activities for youth and families in the Village of Hanover Park. The event involves participation from local businesses, schools, places of worship, and recreational and philanthropic organizations dedicated to providing safe, fun activities for children and youth in our community.



Kids at Hope Fair, 2015



1.5.4 Action item: Use of physical control equipment and techniques against vulnerable populations—including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others—can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

We are aware of this, and train our officers to be cognizant of these populations. Officers receive training in physical control tactics on a regular basis, and qualify with each carried weapon to ensure they have knowledge of safety precautions and have demonstrated proficiency. Each time force is used, a report is completed and an investigation is conducted by a supervisor to ensure appropriateness and compliance with policy. The supervisor's recommendations are then reviewed also by the Deputy Chief of Operations. An annual report of all uses of force is completed at the end of the year. This report analyzes all force used and makes recommendations as needed.

1.6 Recommendation: Law enforcement agencies should consider the potential damage to public trust when implementing crime fighting strategies.

Our 'crime fighting strategies' are developed by the command staff utilizing feedback from citizens and from analysis of crime and incident trend data. This occurs both on a daily basis and at regularly scheduled command staff meetings in which data is analyzed and presentations are made. Officers utilize discretion while still fulfilling their charge of maintaining order and enforcing laws and ordinances within the Village. Compliance measures are instituted to ensure that disproportionate action is not taken against any particular group. Follow-up is then conducted, and the process begins again utilizing the new information. We refer to this as our Neighborhood Impact Strategy.



HPPD "Neighborhood Impact Strategy"

1.6.1 Action item: Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.

1.7 **Recommendation:** Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

Our CALEA accreditation requires the issuance of community surveys every three years. Historically we have found the feedback on these surveys to have been overwhelmingly positive. We also obtain feedback from residents via Facebook and our smartphone app, MyPD.



1.7.1 Action item: The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

1.8 Recommendation: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

Minority recruitment remains a priority for HPPD. We advertise specifically to the Hispanic community via print media, and priority is given in the selection process for bi-lingual Spanish speaking candidates. We currently have a percentage of female officers that is slightly higher than the national average for local police departments in the United States (approximately 15% vs 12% nationally), and we recently promoted the first female lieutenant in the history of the agency. We will continue to prioritize maintaining a diverse workforce going forward, and will continue to advertise positions via the National Organization of Black Law Enforcement Executives (NOBLE).

1.8.1 Action item: The Federal Government should create a Law Enforcement Diversity Initiative designed to help communities diversify law enforcement departments to reflect the demographics of the community.

1.8.2 Action item: The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement agencies.

1.8.3 Action item: Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.

1.8.4 Action item: Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsiveness.

1.8.5 Action item: Law enforcement agencies should be encouraged to explore more flexible staffing models.

Staffing models at HPPD provide room for a variety of different work hour assignments. 12-hour patrol shifts, 10 hour power shift, and 8 hour specialty assignments are all options within the patrol officer ranks. A minimum staffing level is set to ensure safety and adequate response



time for both officers and residents; however, officers may utilize benefit time as well within that framework.

1.9 Recommendation: Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

Hanover Park is home to a large Hispanic community. Some of this population consists of Spanish-speaking households. In an effort to welcome and include these residents, we offer one of our ART Program meetings entirely in the Spanish language. This meeting provides an opportunity to share information on programs, events, and initiatives, as well as provide a dialogue for information on crime trends and neighborhood concerns.



Ofc. Morales speaking at a Spanish ART Meeting

1.91 Action item: Decouple Federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.

This has been our operating procedure – Federal immigration authorities are NOT contacted as a result of routine policing activities. Only in cases of serious violent crime, gang and drug crime, and upon the discovery of a Federal arrest warrant are Federal immigration authorities contacted.

1.92 Action item: Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with the police or who enter the criminal justice system.



Hanover Park is fortunate to have numerous fluent Spanish-speaking officers on staff, as well as a wide variety of other foreign language-skilled officers. Officers receive a contractually set financial incentive based on their scores on language skills testing. Additionally, we have access to mutual aid from other local agencies for language translation needs, and the Illinois Law Enforcement Alarm System (ILEAS) maintains a listing of officers within the State and which languages they are able to provide translation for. A language line is also available for 911 calls via our dispatch service, DuComm.

1.9.3 Action item: The U.S. Department of Justice should not include civil immigration information in the FBI's National Crime Information Center database.

Pillar Two: Policy and Oversight

The second pillar emphasizes the rights of citizens to enjoy freedom of expression, including the right to peaceful demonstration. The Task Force recognizes the importance of sensible, practical policies – especially those involving use of force – in the relationship between police and community. Officers should, according to the Task Force, adopt a ‘sanctity of life’ philosophy, which should be accompanied by use of force training, data collection, and oversight by management. Within this pillar, the Task Force makes the following recommendations:

2.1 Recommendation: Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

This is occurring within the framework of the ART Program, as discussed at length above. We remain committed to the ART Program going forward.



ART Meetings are heavily advertised to encourage attendance and participation from residents.

2.1.1 Action item: The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.

2.2 Recommendation: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

These policies have been and will continue to be in effect within the HPPD. We utilize both scenario-based and classroom-style use of force training for our officers. A separate Use of Force Report is completed for EACH incident in which force was used by an officer. These are investigated by the supervisor, and data is collected on use of force for the entire department. This data is analyzed by the Deputy Chief of Operations and is also reviewed by the Deputy Chief of Support Services. Incidents of inappropriate use of force are extremely rare, and are dealt with promptly and firmly as they occur. Counseling, re-training, and discipline are all available options for supervisors as needed.



2.2.1 Action item: Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

2.2.2 Action item: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

This is the case, and it is IL State law as well that outside agencies would conduct these types of investigative inquiries. Generally, the Illinois State Police Public Integrity Unit would be the investigating agency.

2.2.3 Action item: The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

2.2.4 Action item: Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.

2.2.5 Action item: Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

2.2.6 Action item: Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer-involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

Again, we would utilize the Illinois State Police as an independent, professional third party to handle the investigation into the incident. Any internal investigation conducted by HPPD would work in concert with the Illinois State Police.

2.3 Recommendation: Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

These occur most often in the form of post-incident debriefings conducted by supervisors and involving all involved personnel. During these sessions, lessons learned and considerations for future incidents are discussed and analyzed.

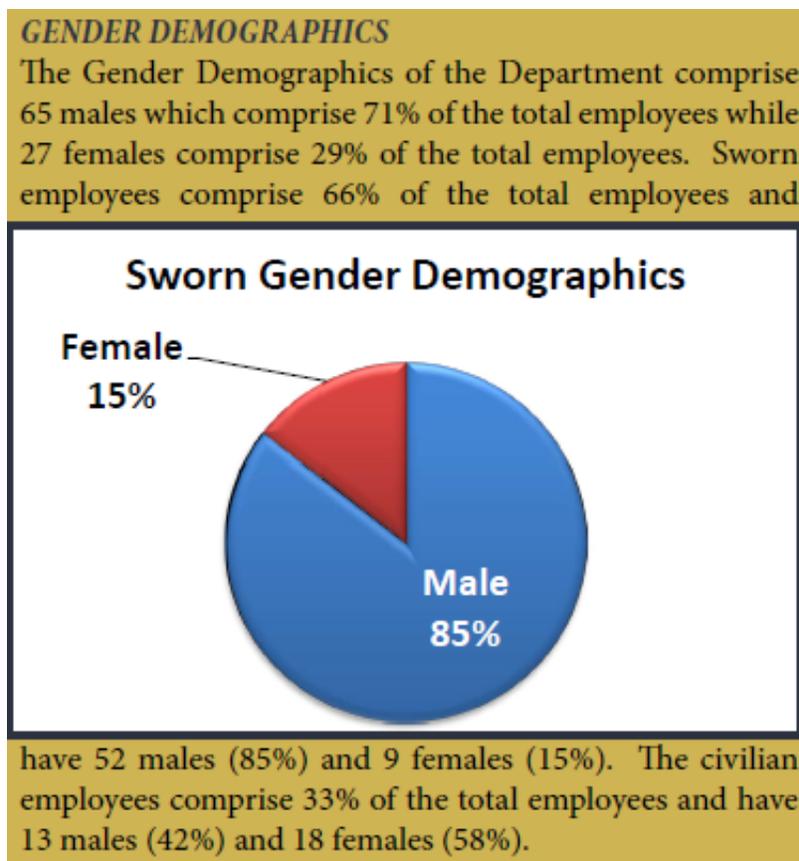
2.4 Recommendation: Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.



As a result of a new State law, our lineup identification procedures have changed. A computer program is used for photographic lineups, and officers are trained to be in compliance with the requirements of the law that seek to eliminate presenter bias. Physical lineups of suspects are conducted at outside facilities (generally, the DuPage County Jail).

2.5 Recommendation: All federal, state, local, and tribal law enforcement agencies should report and make available to the public census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

Department demographics have been included in our Annual Reports.



Excerpt from the 2014 HPPD Annual Report

2.5.1 Action item: The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.



2.6 Recommendation: Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.

This is occurring as a result of the new Illinois State law requiring the collection of this type of data on all stops, frisks, searches, summons, and arrests. It is also incorporated into our policy manual (CALEA Directive 105-A).

2.6.1 Action item: The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.

2.7 Recommendation: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

We are a member agency of the Northern Illinois Police Alarm System (NIPAS), which includes a Mobile Field Force Team that is trained and equipped to provide a response to mass demonstrations on a mutual-aid type call-out basis. These officers undergo regularized training in proper response tactics and weapons training.



For more information on NIPAS, visit <http://www.nipas.org/>

2.7.1 Action item: Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.



2.7.2 Action item: The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.

2.8 Recommendation: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

2.8.1 Action item: The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.

2.8.2 Action item: The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.

2.9 Recommendation: Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

There is an Illinois State law forbidding the use of 'quota' systems. We comply with this statute. It should be noted that we have not utilized any type of ticket quota system for many years.

2.10 Recommendation: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

Our officers are trained in lawful search and seizure procedures. Our officers are trained that searches of persons and property require a warrant, probable cause, or consent. Written consent forms are used in incidents and situations in which time permits.

2.11 Recommendation: Law enforcement agencies should adopt policies requiring officers to identify themselves by their full name, rank, and command (as applicable) and provide that



information in writing to individuals they have stopped. In addition, policies should require officers to state the reason for the stop and the reason for the search if one is conducted.

Our officers have always been required by policy to identify themselves. Additionally, we are in compliance with the new State law that requires stop receipts to be issued under certain circumstances when citizens are stopped by police officers. Training has been conducted and measures are in place to ensure officers are in compliance.

2.11.1 Action item: One example of how to do this is for law enforcement officers to carry business cards containing their name, rank, command, and contact information that would enable individuals to offer suggestions or commendations or to file complaints with the appropriate individual, office, or board. These cards would be easily distributed in all encounters.

Business cards and stop receipt cards are available and issued to our officers.

2.12 Recommendation: Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President's Advisory Council on HIV/AIDS (PACHA) to cease using the possession of condoms as the sole evidence of vice.

2.13 Recommendation: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, religion, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, or language fluency.

This is in place per our compliance as a CALEA accredited agency. Bias based profiling is and has been strictly prohibited (Directive 105-A).

2.13.1 Action item: The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the Police Public Contact Survey.

2.13.2 Action item: The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward community members, and in particular LGBTQ and gender-nonconforming people, by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.



2.13.3 Action item: The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.

2.14 Recommendation: The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

2.15 Recommendation: The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies within the United States and its territories.

Pillar Three: Technology and Social Media

This pillar provides a framework within which police agencies may seek to utilize modern technology and social media platforms to engage, educate, and form partnerships within their communities. We are proud to state that this strategy is something that we have employed and prioritized for several years now, with great success. Additionally, this pillar provides recommendations for the use of technology in such a way that it does not infringe upon privacy concerns of create undue conflict between citizens and law enforcement officers. Within this pillar, the following recommendations are made:

3.1 Recommendation: The U.S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdictions and maintain civil and human rights protections.



3.1.1 Action item: The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.

3.1.2 Action item: As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.

3.1.3 Action item: Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.

We maintain an electronic evidence management system which includes a barcode system for evidence tracking. The evidence and property storage areas are highly access restricted utilizing a prox card door system. Additionally, routinized audits of property and evidence are conducted as required by CALEA.

3.2 Recommendation: The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

3.2.1 Action item: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

3.2.2 Action item: Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from members of the community.

When we implemented our community outreach strategy (PACC), we solicited feedback from the community and from our officers internally. A one-year evaluation of the program was conducted, and the feedback received was overwhelmingly positive. Our levels of engagement on Facebook and Twitter continue to grow, as do the number of residents utilizing our smartphone app MyPd and the online crime map. Our PACC Program has also been recognized by the International Association of Chiefs of Police:



THE SOCIAL MEDIA BEAT

COMMUNITY OUTREACH THROUGH SOCIAL MEDIA: AN AGENCY-WIDE APPROACH

By: Guest Blogger
Date: Wednesday, April 02, 2014

Guest Blogger

The Social Media Beat periodically features guest bloggers who share their perspective on the topic of social media and law enforcement.

READ FULL BIO...

Lt. Andy Johnson is a 15-year veteran of the Hanover Park, IL Police Department. He currently serves as Commander of Investigations and oversees detectives, special operations, and crime analysis. Andy has served in a variety of roles within the Hanover Park PD including patrol sergeant, detective, special operations officer, and patrol officer. Andy led a committee tasked with developing a social media outreach initiative for the Hanover Park Police Department, known as the Police and Citizens Connected (PACC) Program. The PACC Program is a department-wide initiative which includes a presence on Facebook, Twitter, YouTube, and other applications.

Much has been written regarding the hesitation amongst many law enforcement agencies to embrace the growing trend towards social media. While there are clear advantages, there are significant concerns for agency administrators to consider, ranging from privacy and confidentiality issues, manpower demands, technological capabilities of staff, and many others. These concerns existed within the Hanover Park Police Department as well. Our agency of 61 sworn officers serving a population of around 30,000 had sought a means to enhance community outreach as part of a wider policing strategy focused on community policing and partnerships between officers and residents. An inevitable foray into investigating social media as a means to accomplish this was conducted. The staggering statistics regarding the use of social media amongst all age groups shifted the question from "why social media?" to "why not social media?" quite quiddy.

As we set forth, we knew that we didn't want to simply open up a Facebook page or Twitter account just to say we did it--nor did we want to flesh out an idea that would become another dusty binder on a shelf. What we wanted was a program that would not only accomplish our outreach goal but also something that would become a lasting organizational philosophy. A committee was established to brainstorm and provide a framework for what would become the Police and Citizens Connected (PACC).

<http://blog.iacpsocialmedia.org/Home/tabid/142/entryid/357/Default.aspx>.

3.2.3 Action item: Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

3.3 Recommendation: The U.S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

3.3.1 Action item: As part of the process for developing best practices, the U.S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.

3.3.2 Action item: The U.S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources.



3.3.3 Action item: Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

We are aware of this document and have reviewed it closely. We are currently planning to employ body worn cameras in the future; however, there are numerous roadblocks to this implementation, including cost and storage requirements that are still being worked out at this point.

3.4 Recommendation: Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

3.5 Recommendation: Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

Our agency does have a social media policy that was developed as a result of a thorough research process of industry best practices and recommendations.

3.6 Recommendation: The Federal Government should support the development of new "less than lethal" technology to help control combative suspects.

3.6.1 Action item: Relevant federal agencies, including the U.S. Departments of Defense and Justice, should expand their efforts to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, constitutionality, and officer safety.

3.7 Recommendation: The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal, and federal public safety agencies a top priority.

Pillar Four: Community Policing and Crime Reduction

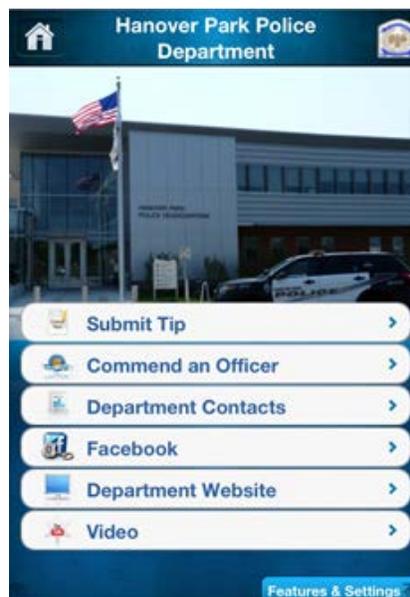
Pillar four emphasizes the importance of utilizing community policing as the underlying, guiding principal philosophy for all criminal justice entities. To fulfil this charge, agencies must form



lasting partnerships based on trust and respect in the process of collaboratively identifying problems and implementing solutions to issues and problems in the community. Agencies practicing community policing must focus on at-risk populations and youth to empower citizens equally and ensure equal access to the efforts of the agency. The following recommendations are made within Pillar Four:

4.1 Recommendation: Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

Within the PACC and ART Programs, a central goal is expanding the opportunities AND the platforms available to residents to engage with us on a regular basis. Face to face meetings are scheduled on a regular basis; however, we realize that not everyone's schedule permits attendance. Thus, we have included social media channels such as Facebook, Twitter, and a smartphone app known as MyPD. On MyPD, residents can access department contact information, send confidential tips on a 24/7 basis, send a compliment for an officer, receive national weather and terrorism alerts, and more.



For more information on MyPD, visit <http://mypdapp.com/>



4.1.1 Action item: Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs or warnings and citations in lieu of arrest for minor infractions.

Officers have always had the ability to exercise discretion for minor infractions. Supervisory oversight is maintained via the report approval process.

4.2 Recommendation: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

Community policing principles encompass every position within the department. Community policing is not just the job of one officer or one group of officers, rather it is part of everyone's job. Whether it be attendance at community meetings, making contacts at schools and businesses, interacting on social media, or participating in community events, our officers are engaged at every level with the community.

4.2.1 Action item: Law enforcement agencies should evaluate officers on their efforts to engage members of the community and the partnerships they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

This is in fact a primary aspect of officers' performance evaluations. They are expected to attend their ART meetings, provide content for social media posts, conduct regularized school familiarization patrols, and perform face-to-face contacts with businesses in their areas.

4.2.2 Action item: Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

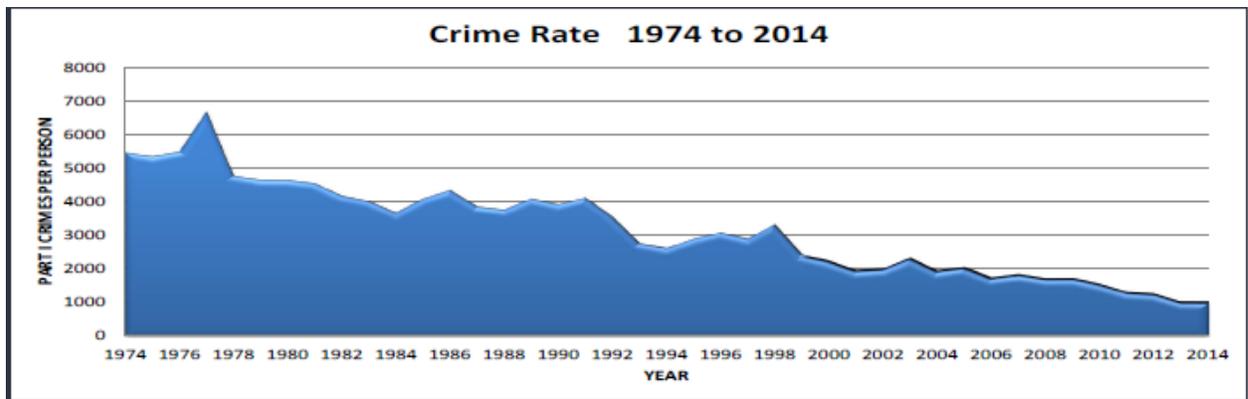


Neighborhood interaction is a primary focus of HPPD patrol activities



4.2.3 Action item: The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

Our neighborhood impact strategy coupled with intelligence-driven policing principles has led to six straight years of record low Part I crime in the Village. This has been recognized by numerous safest cities lists, including Neighborhood Scout's America's Top 100 Safest Cities and Safewise's Safest Cities in Illinois lists.



4.3 Recommendation: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

The Crisis Intervention Team model for responding to incidents involving juveniles and subjects suffering from mental illness is an emerging trend in law enforcement. We have an officer trained in this model as of February of 2016, and we will be looking to train more



officers in the future. Expansion of the number of officers trained in CIT is a priority of many chiefs' organizations such as the DuPage County Chiefs of Police Association.

4.3.1 Action item: The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.

4.3.2 Action item: Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

Support counseling is available both to Hanover Park residents who are in need as well as to our first responders. The police social worker conducts short term crisis counseling and has a vast array of referral resources that can be suited to an individual's specific needs. For our responders, critical incident stress debriefings utilizing peer counselors are conducted following major traumatic incidents by which responders may have been affected.

4.3.3 Action item: Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

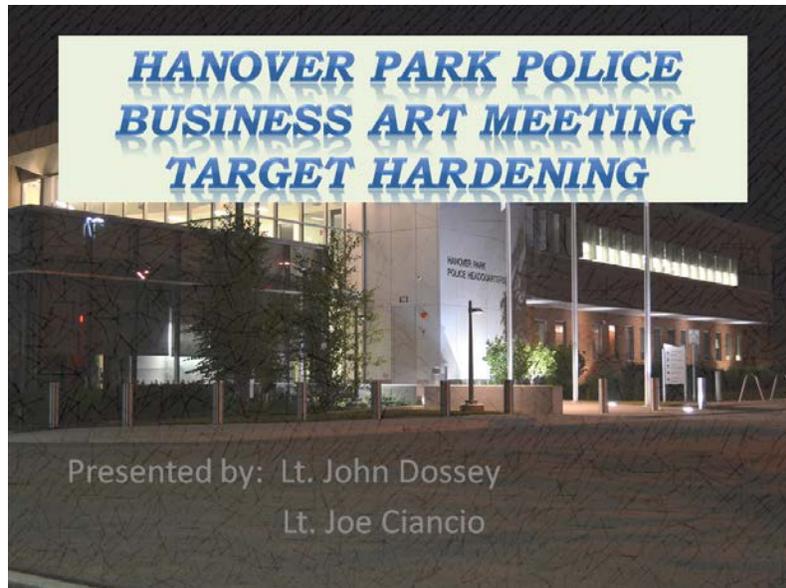
4.4 Recommendation: Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

4.4.1 Action item: Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

This is and has been part of our written policy.

4.4.2 Action item: Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

As illustrated above, many programs and opportunities for this are available for officers. In 2015, a Business ART Meeting was held at the police station for officers to specifically engage with business owners on the topics of crime prevention, safety measures, target hardening strategies, and other topics.



Meetings for local businesses have been held at HPPD in which information and crime prevention strategies have been shared.

4.5 Recommendation: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

4.5.1 Action item: Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

Community ART meetings are held on a quarterly basis. At each ART meeting, the area supervisor and each officer assigned to that area are in attendance. A PowerPoint presentation is made, sharing crime trend and other incident data. Input is then solicited from residents on problem areas and issues within their neighborhood or area. Follow-up is conducted, and officers then make personal contact with the individual who brought the issues forward. If necessary, further action and feedback is conducted.

4.5.2 Action item: Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, ride-alongs, problem solving teams, community action teams, and quality of life teams.

Ride-alongs are frequently conducted with our patrol officers, and we are always recruiting for community members to join our Community Emergency Response Team (CERT). Our officers



are engaging with youth on foot patrols, at open gyms, in conjunction with School Assembly Team activities, at community events, and other avenues.

4.5.3 Action item: Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

While these types of committees do not currently exist, we would consider implementing them if clear demand and participation levels dictated. This is already occurring on an informal basis.

4.5.4 Action item: Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

This occurs in several ways. Our officers maintain a high presence in areas in which construction is being undertaken, both to protect equipment and facilities and also to welcome new business owners and residents. Many of our events, including COPS Day Picnics and Kids at Hope invite local businesses and provide them an opportunity to engage and interact with residents and potential customers. We also regularly attend the Hanover Park Business Connect (Committee on Networking, Education, and Community Teamwork) Meeting, which seeks to promote Village business opportunities and support local businesses within the community.

4.6 Recommendation: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

An example of our efforts in this area is our Safe Home Program. The Safe Home Program seeks to provide youth intervention to those who have become involved in gang and other criminal activity at an early stage in that process, as research has shown that the younger and earlier intervention is provided to youth, the higher the success rate. Referrals to the Safe Home Program are made by teachers, school administrators, counselors, parents, relatives, police, and other interested parties. Safe Home involves a coordinated, multi-disciplinary approach, involving both police officers and the police social worker. Police officers and the police social worker conduct a home visit, educating the parents and the at-risk child and assessing the need for further intervention services. Following the visit, follow-up is conducted to help keep the youth and family on track and to ensure that proper service referrals are issued.



About the Hanover Park Safe Home Program

The Hanover Park Safe Home Program is an intervention strategy, the goals of which are to identify gang membership or potential gang membership at an early stage, educate parents as to the warning signs of gang involvement, identify resources for parents to use, increase communication between parents and the Police Department.

A referral will be made to the Social Worker with the Hanover Park Police Department if officers locate indicators of gang involvement.

The Police Social Worker will provide information regarding gang intervention strategies and additional resources for parents. The Social Worker will follow-up with both the juvenile and the parent in individual counseling sessions.



Parental Responsibility

The parents of children involved in gang activity can be held criminally or civilly responsible for the actions of their child. The Hanover Park Police Department aggressively enforces laws regarding parental responsibility when parents do not actively take steps to prevent their child's participation in gang activity and other criminal activity.

In addition to state laws, the Village of Hanover Park also has local ordinances relating to parental responsibility. Parents are expected to exercise reasonable control to prevent their child from committing any delinquent act. Examples of delinquent acts include but are not limited to curfew violations, truancy, possession of weapons, air rifles, fireworks, drugs or alcohol. The Penalty for violating this ordinance is a minimum fine of \$100. See Hanover Park Municipal Code Section 66-31 and 66-46.



**Hanover Park
Police Department**

2011 Lake St.
Hanover Park, IL 60133
Phone: 630-823-5500



The poster for the Safe Home Program features the Hanover Park Police Department logo at the top left. The text "SAFE HOME PROGRAM" is prominently displayed in large, bold, red and blue letters. Below the text is a photograph of a modern, multi-story brick residential building. In the foreground, a police officer in a dark uniform with "POLICE" on the sleeve is smiling, with a young girl in a pink jacket standing next to him.

The Safe Home Program seeks to identify at-risk youth and provide early intervention strategies

4.6.1 Action item: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

We have always employed alternative juvenile justice strategies that avoid simply processing juveniles into the court system. With most first-time or minor juvenile offenders, we utilize the station adjustment adjudication on a frequent basis. A station adjustment allows the juvenile officer to meet with the juvenile and parent/guardian to discuss the offense and the implications with a focus on education and behavior modification as opposed to strict punishment. Common station adjustment sanctions might include writing apology letters, conducting community service activities, victim compensation or other restorative justice measures, or writing short research papers on the impact or potential risks of the delinquent activity.

4.6.2 Action item: In order to keep youth in school and to keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of



alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

4.6.3 Action item: Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

We recognize the importance of maintaining open and consistent communication with our local school administration and staff. We respond to any reports of criminal activity within our schools and take appropriate action. We would be open to assisting our school administrators with some ideas on how they could implement a restorative justice strategy as an alternative to student suspensions. However, we maintain that school discipline for non-criminal matters should be handled in the manner in which school administrators see fit.

4.6.4 Action item: Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavior skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

4.6.5 Action item: Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

As stated above, we would be open to providing consulting services for school administrators looking to address these issues. It should be noted that corporal punishment and 'electronic control devices' are not utilized by any of our schools.

4.6.6 Action item: Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

4.6.7 Action item: Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

These types of functions are primarily handled at the county level, with youth probation divisions of the Cook County and DuPage County State's Attorney's offices. We work closely with both agencies to address matters of mutual concern.



4.6.8 Action item: Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.

While we currently do not have any officers serving as school resource officers, we recognize the importance of a separation between school administration of routine discipline and police involvement. For that reason, our involvement is limited to criminal matters. It should also be noted that Hanover Park has no high schools.

4.6.9 Action item: The Federal Government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.

4.7 Recommendation: Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth-led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

4.7.1 Action item: Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent, and persistent interaction between youth and police.

4.7.2 Action item: Communities should develop community- and school-based evidence-based programs that mitigate punitive and authoritarian solutions to teen problems.

We recognize the importance of positive police/youth interactions. Building trust and partnership with youth means that every interaction with police should not be of a negative nature. We will continue to focus on our Safe Home Program, Kids at Hope, and other community events as a means to initiate positive contacts. It is important to note that while programs such as DARE no longer exist within our schools, we are continuing to seek involvement utilizing the school assembly team and through our involvement in school safety drill activities. Coupled with the School Familiarization Program, our students see our police officers on a very frequent basis, not just when there is a problem.



Interaction with youth should not only occur in negative circumstances

Pillar Five: Training and Education

The focus within Pillar Five is on the training and education needs of law enforcement officers. The line personnel and leaders of modern policing are faced with a litany of complex challenges, including changing laws, a growing mental health crisis, coping with larger social issues such as poverty, substance abuse, and equal access to services, and changing expectations regarding the use of force. Within this pillar, the following recommendations are made:

5.1 Recommendation: The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

5.1.1 Action item: The training innovation hubs should develop replicable model programs that use adult-based learning and scenario-based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.



5.1.2 Action item: The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

5.1.3 Action item: The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).

5.2 Recommendation: Law enforcement agencies should engage community members in the training process.

5.2.1 Action item: The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.

We have historically involved community members in our training process. For example, full-scale active school shooting exercises have been conducted that involved school personnel and volunteers. Our officers have participated in other functional exercises that have included community members, including a recent active shooter drill at a local shopping mall. Additionally, our personnel have participated in training activities for our Community Emergency Response (CERT) Team. These activities have included search and rescue table top exercises and first aid programs. Our officers take part in weather spotter certification courses that are jointly attended by members of the community as well.





5.3 Recommendation: Law enforcement agencies should provide leadership training to all personnel throughout their careers.

Leadership training is a key component of the training function within HPPD. We accomplish this in several ways. First, when officers are selected for promotion, we utilize the Northwestern University Center for Public Safety to provide comprehensive management training. Northwestern offers both a two-week course and a more intensive 10-week course known as the School of Police Staff and Command. The Police Staff and Command Program is a prestigious, internationally recognized police administrative management program that attracts attendees from all over the United States and from foreign countries as well. Many attendees of Staff and Command are mid to upper management level—however, we firmly believe that making the substantial investment in our supervisors early in their management careers will pay dividends. We also know that all supervisors start at the rank of sergeant, and our sergeants are our future upper command leaders. Therefore, we send every supervisor to the full Staff and Command school as sergeants. Additionally, we utilize a leadership training module internally that seeks to identify personnel with an aptitude and interest in future leadership positions. These officers are sent to management and supervisory training programs and are given practical opportunities in the field to develop their leadership skills through the mentoring of a supervisor. For instance, officers might be assigned to be in charge of a shift on a given day under the watch of a supervisor, or be tasked with completing administrative staff work that would normally be done at a level above their current assignment. These activities strengthen their development and broaden their organizational thinking, thereby preparing our future leaders from an early stage.





For more information on the Northwestern University Center for Public Safety, visit <http://sps.northwestern.edu/program-areas/public-safety/about-nucps.asp>

5.3.1 Action item: Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

5.3.2 Action item: The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

5.3.3 Action item: The U.S. Department of Justice should support and encourage cross-discipline leadership training.

5.4 Recommendation: The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

5.5 Recommendation: The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

5.6 Recommendation: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

5.6.1 Action item: Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.



5.7 Recommendation: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

5.8 Recommendation: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

5.9 Recommendation: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

5.9.1 Action item: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

This will be an area of focus going forward, as a new Illinois state law mandates this type of training. It should be noted that cultural diversity training was already being offered as part of recruit basic academies. However, we will seek to include these topics in our regularized in-service training program.

5.9.2 Action item: Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

5.10 Recommendation: POSTs should require both basic recruit and in-service training on policing in a democratic society.

5.11 Recommendation: The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

The Village of Hanover Park offers tuition reimbursement to police employees seeking to further their education. In terms of incentivizing, while our collective bargaining contracts and



compensation packages do not currently include direct financial incentives for education, levels of formal education are considered as part of our promotional processes in the department.

5.11.1 Action item: The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

5.12 Recommendation: The Federal Government should support research into the development of technology that enhances scenario-based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

5.13 Recommendation: The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

5.13.1 Action item: The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

5.13.2 Action item: The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.

Pillar Six: Officer Wellness and Safety

The final pillar in the Task Force Report emphasizes the critical importance of officer wellness and safety. To ensure the community is protected, its law enforcement professionals must be healthy and capable of providing effective police services. Within this pillar, the following recommendations are made:

6.1 Recommendation: The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

6.1.1 Action item: Congress should establish and fund a national "Blue Alert" warning system.



6.1.2 Action item: The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.

6.1.3 Action item: The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.

6.1.4 Action item: Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.

6.1.5 Action item: Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder (PTSD).

6.2 Recommendation: Law enforcement agencies should promote safety and wellness at every level of the organization.

We recognize this and there are a variety of means in place to help ensure the safety and wellness of our personnel. For example, a department-wide Safety Committee meets regularly to discuss safety related concerns and make recommendations for improvement. Our agency provides bullet proof vests at no cost to officers, and policy mandates they be worn. Financial incentives aimed at safety are in place, including a bonus for remaining traffic accident free. Also, officers may take advantage of a performance-based incentive from participating in a physical agility test on an annual basis. Regularized driver training is provided to officers in the field to ensure safe driving skills. Further, policies are in place that mandate the wearing of seat belts and the use of safety equipment such as gas masks and traffic safety vests under certain circumstances. An employee assistance program is available to all employees on a 24/7 basis that may be utilized to assist with counseling, financial issues, family problems, and other critical issues. Regular weather drills and tests of the emergency notification systems are conducted within the department and throughout the Village campus. Also, as discussed previously, critical incident stress debriefings are routinely offered in the wake of tragic incidents. Lastly, officer wellness is monitored utilizing the Personnel Early Warning System matrix report that is conducted by the Deputy Chief of Support Services. This system seeks to identify developing problems by noting the number of disciplinary incidents, at-fault traffic crashes, and sub-standard evaluations. Officers with high point totals on the matrix are referred to services.



6.2.1 Action item: Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.

6.3 Recommendation: The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

6.3.1 Action item: The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48-hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).

Our officers within the patrol division are assigned to 12-hour shifts. Supervisors are aware of the fatigue factor and officers' work hours are monitored to ensure their safety. Outside of extenuating circumstances, our officers are not permitted to work in excess of 16 hours. In emergency situations, precautions are taken to monitor officers and provide relief as appropriate.

6.4 Recommendation: Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

This is something that has been HPPD policy for many years. Each officer is issued a "Go-Bag" at the start of each tour of duty which includes extra ammunition and first aid supplies including tactical bandages. Additionally, our supervisor vehicle is equipped with extra first aid equipment. Also, every officer is issued a bullet proof vest at no cost and is required to wear it at all times on duty. In 2016, we will be seeking to outfit each patrol car with an automated external defibrillator (AED).





Hanover Park Police "Go Bags"

6.4.1 Action item: Congress should authorize funding for the distribution of law enforcement individual tactical first aid kits.

6.4.2 Action item: Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

6.5 Recommendation: The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and "near misses."

6.6 Recommendation: Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

This is the case in Hanover Park. We take these issues very seriously as we are aware that traffic crashes are the number one cause of law enforcement officer deaths.

6.7 Recommendation: Congress should develop and enact peer review error management legislation.

6.8 Recommendation: The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention "smart car" technology that will reduce the number of accidents.

7.1 Recommendation: The President should direct all federal law enforcement agencies to review the recommendations made by the Task Force on 21st Century Policing and, to the extent practicable, to adopt those that can be implemented at the federal level.

7.2 Recommendation: The U.S. Department of Justice should explore public-private partnership opportunities, starting by convening a meeting with local, regional, and national foundations to discuss



the proposals for reform described in this report and seeking their engagement and support in advancing implementation of these recommendations.

7.3 Recommendation: The U.S. Department of Justice should charge its Office of Community Oriented Policing Services (COPS Office) with assisting the law enforcement field in addressing current and future challenges.

Summary and Future Considerations

The President's Task Force Report clearly contains a comprehensive set of recommendations for police agencies in the United States to improve community relations, strengthen problem solving, provide for adequate training, and responsibly implement technological innovations. As one can see, a great many of the recommendations included in the Task Force Report were concepts that were already being undertaken in Hanover Park. The Report is primarily focused on agencies policing jurisdictions in which there is a fracture or disconnect between officers and the community. While we are fortunate to have enjoyed a much different relationship with our community, it is imperative to note that that circumstance did not arise by accident—and steps must be taken to maintain and expand upon what has been achieved to this point. In order to achieve that maintenance and expansion, there are several key areas of focus within each pillar for our agency going forward:

PILLAR ONE - *Building Trust and Legitimacy*

Community engagement and transparency are the essential components of trust for law enforcement agencies. To this end, we should consider:

1. Moving ART meetings out into the community. This may include schools, businesses, places of worship, or other sites.
2. Opening our policies and procedures to the public for viewing.
3. Releasing not only crime data, but also arrest/citation/use of force data as well as demographic data on the makeup of our department.
4. Continuing to expand our community outreach by adding special events and live-posting to social media; consider the creation of a department blog series with varying authors.



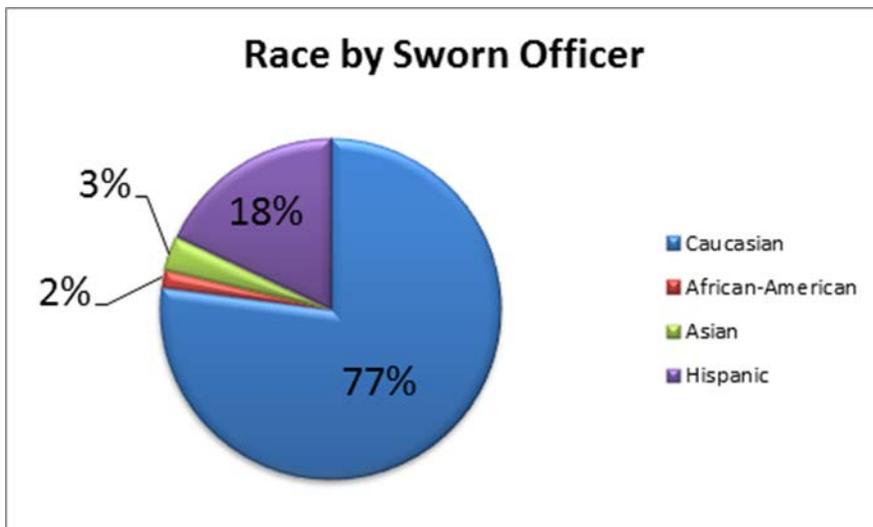
We must strive to build a workforce that reflects the diversity of the community we serve.

One of the primary takeaways from the Task Force Report is the importance of the legitimacy of law enforcement agencies. The perception of legitimacy is impacted, in part, by the degree to which the community sees itself reflected in the demographic makeup of the agency. While we have made strides in the area of minority recruitment, this must remain an area of focus into the future. Specifically, the recruitment of both Hispanic and African-American officers will remain a strategic priority of our recruitment strategy.

Hanover Park, IL Demographics

Demographics (2010) ^[1]			
White	Black	Asian	
58.5%	7.0%	15.2%	
Islander	Native	Other	Hispanic (any race)
0.02%	1.0%	18.2%	38.3%

(Source: 2010 US Census)





PILLAR TWO – *Policy and Oversight*

Pillar Two contains many recommendations that are aimed at ensuring that law enforcement policies and procedures reflect community values.

1. We must continue to strive to solicit feedback from residents from as many avenues as possible to ensure we are providing a high level of service and meeting the community's needs. This feedback may also be solicited regarding our policies and procedures once they are released, as discussed above.
2. We should expand our officer's training in the areas of de-escalation strategies, verbal judo, and the appropriate use of force.
3. We should consider the creation of a citizen advisory board to meet regularly and discuss department initiatives and community expectations.

PILLAR THREE – *Technology and Social Media*

Pillar Three is an area in which the Hanover Park Police Department was clearly ahead of the curve and has exceeded the recommendations of the Task Force.

1. We must continue to utilize the most modern technological advances available to deliver effective police services. This should include developments in social media programming trends and platforms. Public feedback on the programs utilized should be included.
2. Our training programs should seek to prepare employees to participate in our social media outreach program at all levels.
3. We should begin the practice of live-streaming and making available recordings of our ART meetings to reach those residents whose schedules are not conducive to physical attendance.

PILLAR FOUR – *Community Policing and Crime Reduction*

Pillar Four focuses on the critical collaboration of residents and law enforcement developing positive, productive partnerships to reduce crime and enhance community livability.

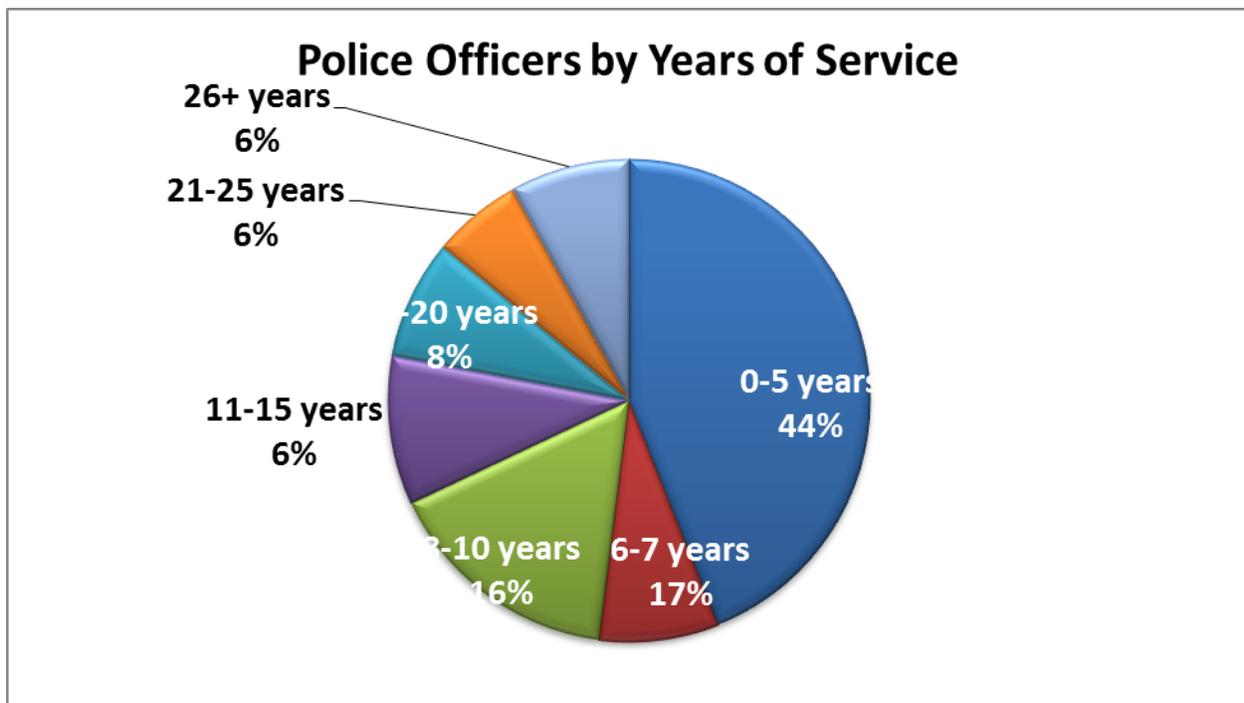
1. We must strive to create as many opportunities for regular interaction between officers and community residents and stakeholders.



2. Officers should be evaluated on their level of commitment to community policing strategies, and department performance goals should reflect this commitment.
3. Supervisors must continue to be held accountable for their responsiveness and commitment to solving problems and keeping crime low in the community.

PILLAR FIVE – *Training and Education*

Pillar Five covers the critical area of the development of a law enforcement agency – its training program. It is through proper training that we ensure that our officers have the skills and knowledge necessary to carry out their duties. An effective training program protects both officers and the community and ensures the professionalism of the agency. The Hanover Park Police Department as it is currently composed is a relatively young agency:



This provides us with both a unique opportunity and a critical responsibility – we must ensure that we provide our workforce with the skills necessary to continue to develop professionally. Given the recommendations of the Task Force, we should consider:

1. We should expand our Crisis Intervention Team training module to include a phase in of the entire department. Responding to calls



involving those suffering from mental illness remain some of the most dangerous for officers and residents, and handling these situations with a careful, treatment-oriented approach is the strategy we should employ when at all possible.

2. We must identify potential future leaders and begin developing their skills by providing them with management and leadership training as soon as practicable.
3. We should employ as much scenario-based use of force and rapid deployment training as possible to prepare officers to adequately respond to critical incidents properly, safely, and within the parameters of law.
4. As discussed previously, training in de-escalation strategies, cultural competency, and policing diverse populations should remain a focus of our training program.

PILLAR SIX – *Officer Wellness and Safety*

The sixth and final pillar in the Task Force Report turns the focus to criminal justice practitioners themselves and offers suggestions for ways in which agencies can take steps to ensure the mental, physical, and emotional wellbeing of its employees. While we already employ many of the strategies suggested in the Report, we should consider:

1. Providing training opportunities for employees in the areas of nutrition and physical fitness.
2. Expand mental wellness training to personnel.
3. Increase training in the use of emergency equipment to ensure competency and comfort of use.

With these focus areas in mind, we remain committed to keeping Hanover Park safe and delivering professional, responsible, and community-focused policing services on a daily basis. We will continue to adhere to industry best practices and provide these services with integrity and pride.



Hanover Park Police Mission

The mission of the Hanover Park Police Department is to provide quality law enforcement services, maintain and improve community livability by working with all citizens to preserve life, maintain human rights, protect property, and promote individual responsibility, community commitment and involvement.