



ILETSBEI NEWS

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[September 21-22, 2017](#)

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Illinois Correctional Association
[October 13-14, 2017](#)



Professional Standards Investigations: The Value of Independence and Transparency

By: Debra Kirby



An incident involving a suspect quickly escalates. In a blur, a member of the public is shot by the police, and the individual dies. There is body-worn camera video. There is in-car camera video. And there is “public” video –

bystanders to the event who captured it on their smart phone cameras.

Social media ignites, with multiple parties claiming knowledge of the situation – or to have witnessed it – stating the police had no basis to shoot the person. Published interviews and statements sweep across the internet – all condemning police acts in the event. Barely three hours have passed since the incident.

Public Opinion Weighs In – Almost Immediately – as the Agency Investigates

The loudest voices claim the police murdered the individual – illegally and without any attempt to find alternatives to a fatal outcome. And before the police agency can get its incident command mobilized, the court of public opinion has reached a verdict. Rarely is this decision favorable for the police or supportive of community-police relations.

Internally, the police department does what it normally does – it investigates on its own. The department gathers the evidence, interviews and documents witnesses, reviews videos, documents its action and awaits evidence processing. It consults with prosecutors and seeks direction on additional issues to be addressed. City leadership and attorneys are informed, often resulting in risk-mitigation strategies. Because an officer is involved, administrative processes kick in, sometimes

limiting access and timing of interviews.

Given these prosecution issues, risk mitigation strategies and the officer’s legal protections, the department involved provides the public with minimal information in the initial aftermath of the incident. As the investigation continues, there are generally few, if any, updates. At some point, a decision is made by the prosecutor not to charge the officer after identifying the officer as “justified” in the use of deadly force. Following such a decision, most departments often close the matter internally – with no disciplinary outcome.

Unfortunately, this decision comes months – and in some cities, years – after the initial determination by the public that the officer acted wrongly. Long investigations, in which the police essentially investigate the police, compounded by a lack of transparency around internal investigations, drive the belief held in many communities that the police are not accountable for their actions.

Meeting Public Expectations for Transparency and Independent Investigations

How internal investigations are conducted, managed and communicated directly impacts the police-community relationship and the overall trust they have in the law enforcement agency. While there may be valid evidentiary and legal reasons for maintaining a close hold on investigative information, this information vacuum results in the erosion of community trust. Therefore, assuring the integrity and independence of any professional standards investigations must begin before the event. The public needs to know and understand their police department’s investigative processes, what it can expect and when and must be assured that the process will be transparent.

Third Party Engagement Brings Integrity and Independence to Internal Professional Standards Investigation

One of the best ways to gain the public's trust – and widespread recognition for the integrity of the process – is to have an independent third party conduct the investigation. A variety of options exist, from informal mutual aid arrangements with other law enforcement agencies to contracted services with an independent investigative firm. In some parts of the country, independent civilian investigations or oversight bodies are used to assure the integrity of investigations into officer conduct. In other jurisdictions, it is legally required that another law enforcement agency investigate an officer-involved critical incident. For example, Wisconsin law mandates that when an officer-involved critical incident results in the death of an individual, the investigation is to be conducted by a team of two from an independent agency. Gaining ground in law enforcement is the use of an external investigative firm that operates independently of the criminal investigation, but fully investigates the actions that fall within the administrative process. In the private sector, it is far more common to use an independent investigator. Relying upon external investigators for internal investigations can be most valuable when, for example, the investigation involves a high-ranking senior member of the department, the in-house investigators lack the skills and experience for complicated inquiries or do not have the bandwidth to complete the work as required or the investigation involves vested interests or potential conflicts for other agency stakeholders.



Whichever means are used to establish independent investigations – e.g., mutual aid, civilian review and investigation or professional investigation services – it is important to outline responsibilities fully to ensure the agency executive has direct engagement, receives timely information updates, and matches actions to organizational needs for investigative integrity and independence.

Much More than Just “Internal”

Internal affairs matters can have far-reaching and significant impact on the officers, the community and the agency involved. No longer can departments allow investigations into critical incidents involving police officers to proceed behind the scenes without some form of communication to the public especially given the prevalence of video and surveillance devices, both public and private, as well as social media sharing and the internet.

Absent engagement by the department through an informed, thoughtful investigative and communication protocol, community distrust only grows – even where proper actions result.

Ensuring internal investigations are independent, impartial, accurate and thorough – while maintaining an effective communication strategy – is time-consuming and requires significant internal resources. The most effective process may be one that engages an external investigation team. Such a practice contributes to an impartial investigation and provides assurance to the community of the investigation's integrity.

When considering external investigators, however, the agency would be well served to determine in advance, before a crisis occurs, communication and information-sharing strategies, both for internal audiences and external audiences. In the end, the public has to have trust in the ability of the police to act lawfully and appropriately in all communities for the police to be effective in providing public safety. Providing transparency and integrity to internal investigations is one method to help restore community trust.

11 Critical Questions to Ask when Assessing Internal Investigative Protocols

1. Is my agency sufficiently resourced and skilled to conduct the investigation?
2. Is there a potential conflict of interest, perhaps on the part of a senior executive?
3. Do my current practices support a professional, impartial and timely investigation?
4. What risk is presented to the agency or local unit of government as a result of current internal investigative practices?
5. What privacy issues protect or limit information disclosures?
6. When and how will video evidence be disclosed?
7. When and how will involved-officer information be disclosed?
8. What internal and external notification processes will be followed prior to disclosure?
9. How does the community benefit from current investigative practices?
10. What harm might occur to the department's due to its current investigative practices?
11. In the case of critical incidents, how are my resources most efficiently and effectively used?

How Hillard Heintze can help your law enforcement agency provide transparency?

Find out more [here](#). Or contact me at Debra.Kirby@hillardheintze.com or 312.229.9809.

The Leadership Fellow



The Leadership Fellow Program: A True Growth Opportunity for Leaders in the Profession

Hello fellow public safety practitioners! My name is Will Rogers. I am a 20-year veteran with the Illinois State Police, and I am proud to also serve as the first Leadership Fellow with the Illinois Law Enforcement Training and Standards Board Executive Institute.

In this article, I would like to share with you an overview of the Illinois Law Enforcement Training and Standards Board Executive Institute (ILETSBEI) Leadership Fellow program. This is an incredible program that offers visiting fellows the opportunity to immerse themselves in various projects and programs sponsored by the Institute.

You may be wondering what exactly a fellow does. The Leadership Fellow serves in a collaborative partnership with the Institute to work in training development, technical assistance, and research. Those selected for the fellowship will collaborate with ILETSBEI staff on projects and events that are of benefit to the fellow, her or his home agency, and the Institute. The Leadership Fellow will work with the fellowship manager, Dr. Joanne Kurt-Hilditch, to craft a written plan that outlines the projects and participation in events that meet the needs and interests of all of the stakeholders involved. It is a tremendous way for the Leadership Fellow to network with other public safety professionals across Illinois along with learning about new skills and resources that can be brought back to the fellow's home agency for the benefit of the agency.

Some of the initiatives I am currently working on include collaborating on a use of force suggested policy and practices guide, writing a course for the ILETSBEI Online Learning Network, and assisting with the preparation of the annual

Problem-Oriented Policing Conference in East Peoria this September, among others. Regardless of whether it has been collaborating on initiatives, speaking with event participants, or sharing ideas with ILETSBEI staff, the networking, interaction, and exposure to new resources and ideas have been incredible. In a profession where building relationships is critically important, the Leadership Fellow program can play a key role in that process. I would encourage anyone interested in expanding their leadership and professional development potential to closely consider this program.

Selection as a Leadership Fellow is a competitive process. Those interested in applying for the fellowship should consider tailoring their resume or curriculum vitae to highlight the managerial and leadership successes they have had in their careers along with the various functional competencies they hold. Examples may include achievements in patrol or investigative leadership, corrections leadership, or various administrative skills such as technology or training. Prospective candidates should prepare for an interview with the Institute. For the interview, candidates will need to be able to discuss how their leadership backgrounds fit with the values, goals, and objectives of the Institute.

The duration of the fellowship can be approximately six months, depending on the goals that have been developed between the fellow, the Institute, and the fellow's home agency. Residency during the fellowship can be located in Macomb. If travel and residency in Macomb are not possible, residency can be at the fellow's home agency. In return for the investment in the Leadership Fellow program, agencies receive returning fellows who have a broader viewpoint on policy development, training and curriculum, and networked contacts and resources that benefit agency operations and administration. The result is a mutually advantageous outcome from which all participants benefit.

Anyone interested in applying for the program should contact Dr. Kurt-Hilditch via email at j-kurt-hilditch@wiu.edu. Good luck with your applications, stay safe, and I hope to have the opportunity to work with you in the near future!



2018
WOMEN IN CRIMINAL JUSTICE CONFERENCE
BLOOMINGTON-NORMAL MARRIOTT
NORMAL, ILLINOIS
APRIL 11 – 12, 2018
WATCH FOR MORE DETAILS COMING SOON!

New Drug Kits Save Police Dogs From Opioid Overdose

Police departments have begun carrying naloxone on drug raids to protect their K-9 partners from ill effects of sniffing out drugs such as fentanyl, a painkiller that is often mixed with heroin. Naloxone has long been used to reverse human opioid overdoses. Massachusetts State Police started carrying naloxone for their K-9s in March, and police in Hartford, Conn., started in January. Boston Police said a small amount of powdered fentanyl can sicken police officers, so dogs are even more at risk. For both humans and dogs, naloxone can be administered through an injection or a nasal spray.

The article is written by Denis Lavoie on the York Dispatch website. Denis is an AP legal affairs writer.

Click [HERE](#) for the full article.

Grants

Developing Future Victim Specialists for Indian Country

The goal of this project is to begin building a pipeline of victim service professionals that will serve American Indian / Alaska Native victims in locations that are often remote and where positions are often hard to fill.

This program will work to identify students in relevant disciplines (e.g., sociology, social work, psychology, etc.) to serve in victim service positions either at BIA or in tribally based victim service programs.

For more information click [here](#).

Crisis Intervention Training Conference

The Illinois Law Enforcement Training and Standards Board (ILETSBE) and the ILETSE Executive Institute hosted the 2017 Illinois Crisis Intervention Team (CIT) Conference in Normal, IL on July 19th to the 20th. Since 2003, ILETSE has provided state-certified CIT training to law enforcement officers throughout Illinois. Participants of this one week (40 hour block) of instruction receive intensive training on recognizing and addressing individuals in the community who have a mental illness or other behavioral disability. ILETSE trained officers are trained as response specialists who can provide an immediate and effective response to calls involving a mental health crisis.

The CIT conference had many speakers and keynote speakers such as Sam Cochran, Paton Blough, Mike Veny, and more.

Major Sam Cochran is nationally known for his work developing the CIT model. He was the Coordinator of the Memphis Police Crisis Intervention Team which started in 1988 from an outpouring of community partnerships. He retired from the Memphis Police Department after 33 years of service which include numerous assignments including Coordinator of the Memphis Hostage Negotiation Team. Major Cochran has presented the Crisis Intervention Team model to numerous organizations and communities, including presentations on national public radio stations, CBS Television 60 Minutes II and at the White House Conference on Mental Health. His passion stems from tenacious efforts to reduce unnecessary incarcerations, injuries, and deaths.



Cochran says how CIT is not a panacea, but it is a necessary start for our future- promoting excellent services with hope and dignity. CIT is the calling by which to embrace and capture a new "heart"-yes, CIT is "MORE" than just training.

Since 2009, Paton Blough has helped train more than 1,000 police officers, correctional officers, and first responders on the finer points of CIT. He uses his story of past struggles with bipolar disorder that included 6 arrests and 6 psychiatric hospitalizations to show people how to properly handle someone in a crisis and to also show that recovery is

possible. Paton founded the organization ReHinge which he uses to bring awareness to mental health issues, fight stigma, and to band advocates behind common sense legislation. In 2015, he initiated the SC Mental Health Court Program Act and drove the legislation all the way to the Governor's desk.

Mike Veny is one of America's leading mental health speakers and a high-energy drum circle facilitator. He

delivers educational, engaging, and entertaining presentations to meetings and conferences throughout the world. As a 2017 PM360 ELITE Award Winner, Mike was recognized as one of the 100 most influential people in the healthcare industry. He starred in several OC87 Recovery Diaries documentary films, two of which were featured at the 2017 Reel Minds Film series. Mike is fiercely committed to wellness, suicide prevention, and helping people work together more smoothly.

For more information about CIT Training, click [here](#).



2017 ILLINOIS PROBLEM-ORIENTED POLICING CONFERENCE

SEPTEMBER 21 - 22, 2017

EMBASSY SUITES EAST PEORIA
100 Conference Center Drive
East Peoria, IL 61611

EARLY BIRD REGISTRATION

Ends September 1, 2017

| | |
|-----------------------------|-------|
| Single Registrant | \$100 |
| Agency Group Rate | |
| <i>First Registrant</i> | \$100 |
| <i>Each Additional</i> | \$ 85 |
| Out of State/Federal | \$125 |

Rates Effective September 2, 2017

| | |
|----------------------|-------|
| Single | \$125 |
| Group | \$100 |
| Out of State/Federal | \$140 |

Register Online Now!

PAYMENT OPTIONS

Accepted Payments include credit card, Paypal, purchase order or check. Registrations must be paid in full no later than September 14, 2017.

TRANSFER OF REGISTRATION

Registration may be transferred to another person within the organization through September 14, 2017. Submit requests to registrar@iletsbei.com.

CANCELLATION POLICY

Paid registrants will be reimbursed 50% of the registration fee through September 14, 2017. Cancellations after this date or no-shows will not be reimbursed. Registrants with an unpaid registration fee, and who cancel on or before September 14, 2017 will be assessed 50% of the registration fee. Registrants with unpaid registrations fees, and who do not attend the conference, will be assessed the full registration fee.



Problem-oriented policing places a high value on new responses that are preventive in nature, engages other public agencies, the community, and the private sector when their involvement contributes to the reduction of a problem.

PLANNED KEYNOTE

Lieutenant Todd Clingenpeel - City of Roanoke, Virginia Police Department, Lead Instructor Virginia Center for Policing Innovation



PLANNED SESSIONS

- Responding to Cyber/bullying and Sexting Issues
- Using Modern Technology to Disrupt Prostitution
- Building Social Capital Through Social Media
- Understanding "Radicalization to Violence"
- Police Referral to Treatment Models & Safe Passage
- Addressing Gun Violence: Lessons from the Field
- Data Analysis and Problem-Oriented Policing
- Data-Driven Analytics

All Sessions Subject to Change

LODGING

A group rate of \$115 per night is available at the East Peoria Embassy Suites. Click [HERE](#) for the link to the hotel reservations. Use group code **FOR**. Group rate expires August 30, 2017.

PTB ID Number

Illinois **local** law enforcement registrants are required to use the new PTB ID, a unique identification number assigned to individual officers by the Illinois Law Enforcement Training and Standards Board. To lookup an individual PTB ID click [HERE](#).

All other registrants may use the last 4 numbers of their SSN.

2017 CONFERENCE SPONSORS





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Online Learning Network

The Executive Institute recognizes budgetary constraints or a tight schedule can limit officers from attending a traditional classroom course. That is why we introduced a series of cost-free online courses that gives the officer the flexibility to learn from home or at work. Click [HERE](#) for more information.

The Online Learning Network:

- Provides opportunity to work from a location with an Internet connection anytime, anywhere;
- Has interactive learning activities;
- Has built-in learning and knowledge assessments;
- Meets current statutory requirements;
- Has a library of relevant topics for law enforcement;
- Tracks and retains officer training records;
- Provides a Certificate of Completion for training records.

Law Enforcement Executive Forum

The Law Enforcement Executive Forum provides the criminal justice community with best practices and emerging technology for law enforcement leaders. The Forum is written for and by criminal justice professionals and scholars to share their opinions and success with others.

Published quarterly, the journal provides readers with current issues, trends, and evidence-based practices in the field of criminal justice.

Subscribe to the Law Enforcement Executive Forum today!

If interested in submitting an article, please submit it to the Law Enforcement Executive Forum **Scholastica**.

Media Resource Center

Looking for supplemental training materials for in-service training or another activity? The Media Resource Center is your one-stop shop for a variety of training materials.

The Media Resource Center is a cost-free lending library of various media for Illinois criminal justice practitioners. It is a progressive and comprehensive collection of criminal justice programs including titles in DVD and/or VHS, computer-based training programs and books. These programs are available to law enforcement educators and agencies throughout Illinois on a cost free basis.

Let us know if there are titles that should be included in the Media Resource Center! Contact Program Manager Jenessa Lundgren at jm-lundgren@wiu.edu or call (309)298-2646. We wish to ensure the titles available are the newest and most applicable to the criminal justice world.