

POLICE COMMITTEE
June 16, 2014
6:00 P.M.
Police Department Training Room
1710 Plainfield Road

1. Call to Order
2. Public Comment and Communications
3. Approval of Meeting Minutes – April 21, 2014
4. Agenda Memo – DuPage MEG “Fair Share” Contributions
5. Agenda Memo – Surplus Property
6. Guardian Tracking - DEMONSTRATION
7. Monthly Report / Two Year Report
8. Next Meeting Date – July 21, 2014
8. Adjournment

**POLICE COMMITTEE
MEETING MINUTES
April 21, 2014**

Call to Order

Chairman McIvor called the meeting to order at 6:00 p.m. in the police department training room. In attendance: Chairman/Alderman McIvor, Alderman Kenny and Alderman Belczak, Chief Brown, Deputy Chief John Cooper, Administrator Vana.

Public Comment and Communications

There were no public comment or communications presented.

Minutes

The minutes of the February 18, 2014, Police Committee meeting were unanimously approved.

K-9 Vehicle purchase

Staff advised the FYE15 budget includes the replacement of a 2006 Chevrolet Tahoe PPV K9 vehicle that has come to the end of its useful service life. The mechanic rated this vehicle and advised it should be replaced using the City's vehicle replacement policy. Staff now comes to the Committee and Council to order and purchase the vehicle. The total cost of the project was budgeted at \$39,000 from line item 40-4815. The committee unanimously approved recommending the vehicle purchase.

Crime Free Housing Ordinance Schedule

Staff reviewed the Crime Free housing Ordinance implementation schedule for May through September.

Conceal and Carry Policy, Officials, Employees, and Agents

Staff advised the State of Illinois recently passed the Illinois Firearms Concealed Carry Act, which allows people to carry certain weapons in some places while following regulations in the law. Our legal counsel has advised us to implement a policy on weapons on City property. Staff advised the proposed policy prohibits employees and visitors from carrying weapons on City property, which is also prohibited in the Illinois Firearms Concealed Carry Act. Additionally, City Officials are prohibited from carrying weapons while acting on behalf of the City, even where firearms are allowed. Police officers authorized to carry weapons are listed as an exception in this policy. At the February 17th Police Committee meeting, a questions was asked as to whether this impacts conceal and carry at Heritage Center businesses. This policy does not change the status of weapons at the Heritage Center. As a government owned building, weapons are not allowed there under the existing Act. The committee approved recommending the policy by a 2-1 vote. (Chairman/Alderman McIvor and Alderman Belczak voted yes, Alderman Kenny voted no.

Training Demonstration – Firearms Simulator

The Police Department provided a demonstration on the firearms simulator used for police officer firearms training.

Adjournment The Committee Meeting was adjourned at 7:00 p.m.

Approved: _____
Date

Alderman: _____
Joseph Kenny

Chairman: _____
Sylvia McIvor

Alderman: _____
Thomas Belczak

AGENDA MEMO
Police Committee
June 16, 2014

ISSUE STATEMENT

Approval for the payment of annual dues for the Darien Police Department participation with the DuPage Metropolitan Enforcement Group (DUMEG).

BACKGROUND/HISTORY

The City, through its police department, participates in a county-wide drug enforcement task force managed by the Illinois State Police. The DuPage Metropolitan Enforcement Group (DUMEG) is staffed and funded by its member agencies within the county. The Darien Police Department is not a manpower contributor to DUMEG, but rather a fair share contributor. The fair share calculation is \$520 per authorized officer (34) for a total financial contribution of \$17,680. This budgeted expense will be taken from the General Fund (01-40-4337).

STAFF/COMMITTEE RECOMMENDATION

Based upon the above information, staff recommends that the City approve the annual dues payment for DUMEG.

ALTERNATE CONSIDERATION

The alternate consideration would be to not participate in the county-wide drug enforcement task force.

DECISION MODE

This item will be placed on the July 7, 2014, City Council Agenda for formal Council approval.



DU PAGE METROPOLITAN

Narcotics and Dangerous Drugs

ENFORCEMENT GROUP

May 6, 2014

Chief Ernest Brown
Darien Police Department
1710 Plainfield Road
Darien, IL 60561

Dear Chief Brown:

As approved by the DuPage MEG Policy Board your "Fair Share" contributions for FY2015 to DuPage MEG is \$17,680.00.

This figure is based upon \$520 per authorized officer, as approved by the DuPage MEG Policy Board.

Please send your contribution directly to DUMEG by July 31, 2014 so that proper budgeting for FY15 may be implemented.

If you have any questions regarding your contribution, please feel free to contact me.

Sincerely,

Chief Bradley Bloom
Chairman, DuPage MEG

DUMEG

P.O. BOX 162 • CLARENDON HILLS, ILLINOIS 60514-0162

630 - 325 - 4784

FAX: 630 - 325 - 4762

**AGENDA MEMO
Police Committee
June 16, 2014**

ISSUE STATEMENT

Approval of an ordinance authorizing the disposal of surplus property.

BACKGROUND/HISTORY

Staff is requesting that the following property be declared as surplus property and auctioned using an on-line auction service “Public Surplus” or disposed of.

	ITEM	EXPLANATION
1	Federal Signal Remote Siren	Obsolete, no longer useful to City
2	Brother-Intellifax 2820 w/extra toner (DADC)	No longer useful to City
3	(6) HT750 Motorola New Portable Batteries	No longer have radios
4	HP Printer	No longer useful to City
5	2006 Chevy Tahoe D10 – Old K9 Squad	No longer useful to City
6	(2) Dell Vostro 410 Computers-Fried Motherboards Serial #50X6NH1 & #30X6NH2	Broke, no longer useful to City
7	(2) 19" LCD Burned out Monitors	Broke, no longer useful to City
8	(1) HP/Compaq Laptop Serial #CNF5401FTC – Does not work	Broke, no longer useful to City

STAFF/COMMITTEE RECOMMENDATION

Based upon the above information, staff recommends that the items listed above be declared surplus property and be auctioned or disposed of.

ALTERNATE CONSIDERATION

Not approving this ordinance at this time would be an alternate consideration.

DECISION MODE

If approved by the Committee, this item will be placed on the July 7, 2014 City Council Agenda for formal Council approval.

CITY OF DARIEN
Police Department
MEMO

TO: Members of the Police Committee
FROM: Chief Ernest Brown
DATE: June 16, 2014
SUBJ: **Guardian Tracking Demonstration**

The Darien Police Department purchased the Guardian Tracking Employee Performance Documentation / Early Intervention & Recognition System Software in April of this year. This is an important management tool for our department and I wanted to provide a demonstration of the software as information to the Committee.

CITY OF DARIEN

Police Department

POLICE PERIOD REPORT

May 2014

May 5, 2014 thru June 1, 2014

Professionalism

Integrity

Respect

Compassion

Inside This Issue

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DEPARTMENT HIGHLIGHTS

May 2014

END OF SCHOOL MEETING

The Administrative Staffs of Darien schools met with Chief Brown at the police department to discuss many end of year issues. The purpose for this meeting was to discuss the first school year transition away from D.A.R.E and to determine if there were other areas that the department could offer the schools in terms of presentations or presenting different law enforcement based information. Most of the school officials were pleased with the presence, but added that the officers could be more engaging. I advised that this area of police work is a work in progress and we would continue to hone our department-wide skills in that area. The meeting was also used as a forum to discuss the theft issue at HSHS and provided us an opportunity to meet Stephanie Palmer, the new Principle.

Finally, the Darien Police Department has been seeking to enhance its outreach capability to our citizens. As a result of the meeting, all three school districts offered to use their respective e-mail blast systems to aid in the process.

With the assistance of Sergeant Gerry Piccoli, who is our emergency preparedness liaison, all of the required schools have completed their state required Lock-Down drills and are in compliance. The police department is working with the schools to reduce thefts. Much was learned by both schools and the police department at this meeting.

UPCOMING RETAIL THEFT SEMINAR

On June 16th at 1:00 p.m. there will be a seminar for Darien retails stores to discuss retail theft and how to reduce it.

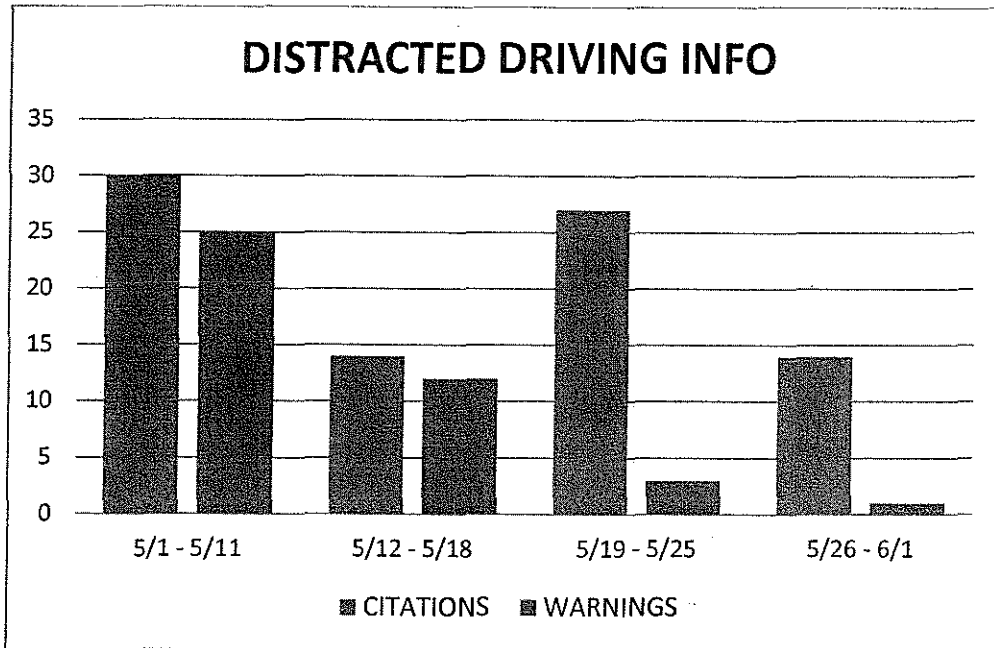
SURVEILLANCE CAMERA REGISTRY

Last month we began a surveillance camera registry. The idea behind this registry was to create a force multiplier in terms of opportunities to catch offenders in the act of committing a crime through the use of video surveillance systems that are owned by private citizens or commercial camera systems. The way the registry works is that anyone wishing to participate and register their camera, would contact the Darien Police Department's Crime Analyst, Stacy Sherman. Stacy can be reached via email at Ssherman@darienil.gov, or via telephone at 630-353-8145 to register your surveillance system. Logistically, if a crime occurs at or near your residence or place of business and your surveillance system is registered, the Darien Police Department would ask to view your tape and or copy it depending on the evidentiary value.

DISTRACTED DRIVING TICKETS

Several weeks ago we asked our shift managers to develop a strategy designed to enhance the enforcement of distracted driving, (driving while using electronic devices) and other forms of distracted driving. The basis of the decision was because research has revealed that a significant portion of traffic accidents are the result of distracted driving. A new law requires all cellular devices to be hands free. The results of the initiative are below:

	CITATIONS	WARNINGS
5/1 - 5/11	30	25
5/12 - 5/18	14	12
5/19 - 5/25	27	3
5/26 - 6/1	14	1



AWARD FOR OUR OFFICERS

On Saturday, May 31, 2014, three of our officers were recognized by the Dar-Wood Fire Department with a life-saving award. The three officers arrived on the scene of an individual who was not breathing and administered medical attention until fire service personnel arrived. The victim made a full recovery and was released from the hospital. At the 19th Annual Recognition Ceremony and Family Outing, the three officers were recognized with certificates. The three honorees were; Sergeant Steve Liss, Police Officer David Milazzo, and Police Officer Kevin Yeo. A Darien Police Department award will shortly follow.

PUBLIC STORAGE ISSUE

There have been a number of thefts at the “Public Storage” storage facility along Frontage Road in Darien. Our detectives have followed up on a number of thefts and burglaries at this location. As part of the Darien Police Department’s on-going effort at preventing crime and providing our officers with the maximum opportunity to solve a crime if it occurs, we are making efforts to work with Public Storage at a corporate level to assist us through the installation of cameras and requesting photo-identification from storage renters and then retaining an informational file on the renter. We will keep you updated on the process.

DELIVERY AND RETROFFITING OF NEW K9 VEHICLE

As most of you may recall, last year we enlisted a new canine and appointed a new canine handler. Shortly after joining Officer Tony Hruby with his canine partner "NIKO", it became apparent that the older canine vehicles would not serve the best interests of the citizens, the canine program or the new canine. The department requested, and was granted, funding to purchase a new canine vehicle. During the middle of May we took delivery on that vehicle and it is now in the process of being retrofitted with the canine cage and other law enforcement equipment as necessary.

CRIME PREVENTION AND DETECTION:

Ruse Burglars Return to Darien – 2 WITHIN MONTH

Burglary, like most of the crimes that we see, can be prevented. Burglary is opportunistic, but it is not random. What that means is that a thief or burglary to motor vehicle offender will seize an opportunity to enter your vehicle or steal property, but to be clear; the target was a location or vehicle that was vulnerable at the time. With residential ruse burglars, they target residences where they believe a vulnerable victim can be found. As citizens, we create the opportunity when we don't make their efforts as difficult as possible. We must remember that the same attributes of safety and security that cause residents to find Darien attractive, also make it attractive to the criminals. As residents we tend to believe that we are safe, so we don't lock doors or secure windows, or we will leave valuables unattended or in plain view. The criminal preys on that sense of security and will use every opportunity to take advantage

DETECTIVE UNIT:

The Detective Unit is currently investigating forty four active criminal cases ranging from illegal identity theft to residential burglary. There are roughly seven cases at the crime lab pending analysis for a variety of offenses. The detectives are also receiving additional quotes on the technology for the redesign of the evidence room. More updates to follow as the process moves forward

SAFETY TIPS

Police Work in Darien:

- May 7th Involuntary Committal. A violent male in his twenties who was threatening to hurt himself and others had to be Tasered and forcibly restrained for transport to the hospital. During the incident two officers were injured.
- May 11th Domestic. A violent domestic between husband and wife occurred. The wife was stabbed repeatedly with a fork. The husband was located the following day and arrested for domestic battery.
- May 16th Criminal Damage/Hate Crime. Rear of buildings and City signs were spray painted with race based graffiti at 737 Plainfield, Jewel Plaza and Bentley/Chestnut.
- May 17th Residential Burglary. Officers Rumick, Foyle-Price, Lorek, Murphy and Liska received a call of a burglary in progress at 6900 Brookbank. Officers located a male juvenile in the area with burglary tools. A search of the juvenile's home turned up proceeds from at least two other residential burglaries from the previous week. The juvenile was charged with the burglaries.

May 20th Flooding. A severe rain storm that dropped almost three inches of rain in a short time flooded many areas of the City. Officers responded to numerous calls regarding the flooding.

DUI – A single car crash in the 7800 block of Cass damaged an electrical pole, knocked out power and damaged a fence and shed. The driver was arrested and charged with DUI.

Ruse Burglary. Elderly females at Holly Avenue and Honey Locust Lane allowed a male who identified himself as a City worker into their homes. While the male kept the elderly females occupied, another person entered the residence and stole jewelry and cash.

CITIZEN TIPS

Gun Safety:

With the passing of the concealed carry law in Illinois, it will slightly change gun ownership and in-home handling. We will migrate from event-based ownership to an everyday ownership of weapons. In other words, prior to the concealed carry for most of us, we kept our guns locked up until we were ready to go hunting or to the firing range. With concealed carry and the tendency for guns to be readily at hand, there could be a tendency to be less vigilant about security. Safety is always important, but even more so if there are children in the home.

- Always secure firearms, in a safe or with a trigger or other locking device in place
- Never leave firearms unattended
- If your children are visiting friends or neighbors, you should inquire as to whether there is a weapon in the home and if so, how is it secured

Talking to Kids About Gun Safety -

Teach kids to follow these rules if they come into contact with a gun:

- stop what they're doing
- Do not touch the gun
- Leave the area where the gun is
- Tell an adult right away

It's particularly important for kids to leave the area to avoid being harmed by someone who doesn't know not to touch the gun. A child as young as 3 has the finger strength to pull a trigger. It's also important for kids to tell an adult about a gun that's been found.

If You Have a Gun in Your Home

Many kids are raised with guns in the home, particularly if hunting is a part of family recreation. If you keep a gun in the home, it's important to teach your kids to act in a safe and responsible way around it. To ensure the safest environment for your family:

- Take the ammunition out of the gun
- Lock the gun and keep it out of reach of kids. Hiding the gun is not enough
- Lock the ammunition and store it apart from the gun
- Store the keys for the gun and the ammunition in a different area from where you store household keys. Keep the keys out of reach of children

- Lock up gun-cleaning supplies, which are often poisonous
- When handling or cleaning a gun, adults should never leave the gun unattended

Fireworks:

We are approaching the fireworks season once again, please remember:

- Fireworks are dangerous and result in serious injury
- Fireworks should only be viewed at an official fireworks display that is hosted by the City and operated by pyro technique experts
- Fireworks are illegal
- You can be arrested, ticketed and or fined for the use, possession or display of illegal fireworks
- Fireworks will be confiscated and destroyed

Anti-Burglary Tips:

- NEVER admit anyone into your home who claims to be a contractor or other service provider if you did not call and request the services.
- NEVER admit anyone into your home claiming to be a city worker without proper identification.
- NEVER leave your doors unlocked when you plan to leave home or even visiting a neighbor
- Install a camera and or alarm system
- ALWAYS turn on your alarm system when you leave home, even if it for just a short time.
- NEVER share personal and/or financial information over the telephone or in person with an individual that you don't know.

OFFENSE AND INCIDENT REPORT

5th Period 2014

May 5, 2014 thru June 1, 2014

Type	May 2014	May 2013	May 2012	Percent Change	YTD 2014	YTD 2013	YTD 2012	Percent Change
Assault	1	0	1	NC	2	2	2	NC
Burglary	1	3	4	-66.6%	6	16	13	-62.5%
Criminal Damage	2	11	11	-81.8%	8	32	32	-75%
Criminal Trespass	1	2	0	-50%	2	5	1	-60%
Disorderly Conduct	7	4	4	+75%	20	20	11	NC
Domestic Violence	14	14	14	NC	70	74	57	-5.4%
Drug Offense	1	2	6	-50%	12	17	26	-29.4%
Theft	7	9	12	-22.2%	51	39	37	+30.8%
Robbery	0	0	0	NC	4	0	0	NC
BMV	1	4	3	-75%	14	19	16	-26.3%
CSA	0	0	0	NC	0	1	0	-100%
Battery	6	4	2	+50%	19	11	13	+72.7%
DUI	4	0	9	NC	11	24	33	-54.2%
TOTAL	45	53	66	-15.1%	219	260	241	-15.8%

KEY STATISTICS
5th Period 2014
May 5, 2014 thru June 1, 2014

Type	5th 2014	5th 2013	5th 2012	Percent change	YTD 2014	YTD 2013	YTD 2012	Percent Change
Events Created	2735	1407	1813	+94.4%	12096	6494	9592	+86.3%
911 Calls	568	567	567	+0.2%	2544	2456	2423	+3.6%
Domestic Calls	28	20	28	+40%	118	129	118	-8.5%
Loud Party	1	3	3	-66.6%	5	11	12	-54.5%
Adult Arrest	52	34	94	+34.6%	280	258	463	+8.5%
Juvenile Arrest	13	6	7	+116.6%	33	45	34	-26.6%
Business Checks	307	73	159	+320.5%	804	140	1312	+71%
Lock Out	16	23	25	-30.4%	123	134	127	-8.2%
House Checks	15	3	59	+400%	114	112	204	+1.8%
Assist Other Agency	2	2	1	NC	8	14	9	-42.9%
Motorist Assists	17	17	16	NC	114	124	120	-8.1%
Suspicious Activity	63	54	70	+16.6%	274	279	292	-1.8%
School Visitation	37	NA	NA	NC	232	NA	NA	NC
School Presentation	2	NA	NA	NC	8	NA	NA	NC
Park Duties	4	NA	NA	NC	13	NA	NA	NC
Community Engagement	37	39	NA	-5.1%	19	39	NA	387.1%
Warrants	3	7	8	-57.1%	21	34	66	-38.2%

ARREST STATISTICS
 5th Period 2014
 May 5, 2014 thru June 1, 2014

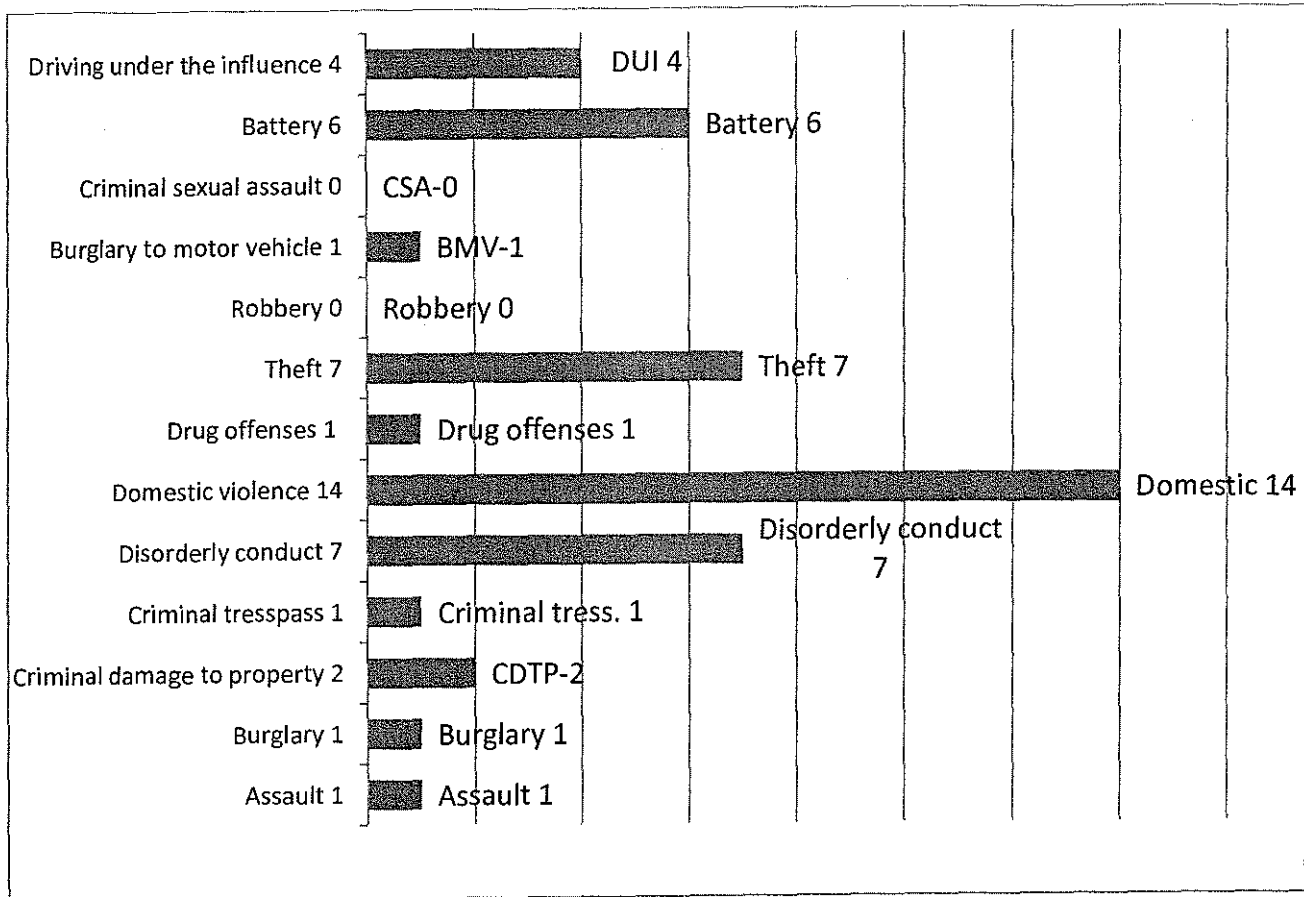
	May 2014	May 2013	May 2012	Percent change 2014- 2013	YTD 2014	YTD 2013	YTD 2012	Percent Change 2014- 2013
Number of Arrests:	52	34	94	+52.9%	280	258	463	+8.5%
<i>Charges Filed:</i>								
Battery	1	1	0	NC	4	3	4	+33.3%
Domestic Battery	3	3	1	NC	9	11	16	-18.2%
Theft	0	0	1	NC	1	1	3	NC
Retail Theft	8	3	3	+166.6%	46	4	28	+1050%
Drug Offenses	2	3	7	-33.3%	24	24	35	NC
Illegal Possession of Alcohol by a Minor	0	0	0	NC	0	1	1	-100%
Illegal Consumption of Alcohol by a Minor	0	0	3	NC	5	1	6	+400%
DUI	4	0	14	NC	23	23	46	NC
Illegal Transportation of Liquor	0	1	2	-100%	3	2	5	+50%
Disorderly Conduct	0	2	0	-100%	0	7	2	-100%
TOTAL	18	13	31	+27.7%	115	77	143	+49.4%

911 Calls Distribution by Shift

Shift	Dispatched	Time	Conversion to Hours	% of Total 911	% of Total Time
Day Shift	233	25306.35	421.8	41%	31.8%
Afternoon	262	31446.84	524.1	46.1%	39.6%
Midnights	73	16974.43	282.9	12.9%	21.4%
Mini-Mids *	29	5775.28	96.3	5.1%	7.3%
Totals	568	79502.9	1325.0	100%	100%

Note: The dispatched calls column tabulates the 3 shifts only. The count For mini-midnights is already included in the count of midnight calls.

OFFENSE CHART
5th Period 2014
May 5, 2014 thru June 1, 2014



OFFICER ACTIVITY STATISTICS

5th Period 2014
May 5, 2014 thru June 1, 2014

<i>Officer Statistics</i>							
<i>Officer</i>	<i>Patrol Shifts Worked</i>	<i>Citations</i>	<i>Traffic Warnings</i>	<i>Self-Initiated</i>	<i>Traffic</i>	<i>911 Calls</i>	<i>Average 911 Per Day</i>
<i>First Shift – Mids</i>							
<i>Sgt. Rentka</i>	19	0	0	2	0	0	NC
<i>Sgt. Liss</i>	20	0	0	27	8	0	NC
<i>Ofc. Yeo</i>	20	11	2	306	8	37	1.85
<i>Ofc. Skweres</i>	18	5	7	239	10	19	1.05
<i>Ofc. Simek</i>	14	5	3	107	7	7	0.5
<i>Ofc. Zimny</i>	18	5	12	358	14	19	1.05
<i>Ofc. Milazzo</i>	20	7	8	141	12	20	1
<i>Total</i>	129	33	32	1180	59	102	3.6
<i>Second Shift – Days</i>							
<i>Sgt. Piccoli</i>	19	0	0	10	0	1	0.05
<i>Sgt. Greenaberg</i>	19	0	0	33	14	13	0.68
<i>Ofc. Foyle-Price</i>	20	27	10	114	27	56	2.8
<i>Ofc. Kosieniak</i>	13	0	4	31	3	19	1.46
<i>Ofc. Bischoff</i>	12	3	1	31	4	22	1.83
<i>Ofc. Hruby</i>	19	18	11	54	25	31	1.63
<i>Ofc. Camacho</i>	20	39	10	186	36	52	2.3
<i>Total</i>	122	87	36	459	109	194	6.9
<i>Third Shift – Afternoons</i>							
<i>Sgt. Topel</i>	19	0	0	26	0	4	0.21
<i>Ofc. Murphy</i>	16	3	9	57	9	20	1.25
<i>Ofc. Stutte</i>	20	43	15	125	50	43	2.15
<i>Ofc. Lorek</i>	20	28	7	43	28	32	1.6
<i>Ofc. Renner</i>	15	11	15	45	21	27	1.8
<i>Ofc. Rumick</i>	18	5	8	41	14	55	3.05
<i>Ofc. Jump</i>	20	7	2	14	8	4	0.2
<i>Ofc. Dollins</i>	20	21	18	65	37	42	2.1
<i>Ofc. Liska</i>	19	8	4	37	7	25	1.31
<i>Ofc. Hellmann</i>	19	7	6	75	11	20	1.05
<i>Total</i>	186	133	84	528	185	272	9.71

COMMUNITY ENGAGEMENT

5th Period 2014

May 5, 2014 thru June 1, 2014

VEHICLE BURGLARY PREVENTION HANG ONS - ELDERLY SERVICES - TOURS OF PD - TALKS WITH YOUTH GROUPS - ETC.

Number of Engagement Locations	20
Contact Time in Minutes	1,297.44

LOCATION	1001 Hinsbrook	133 Plainfield	2101 75th	2153 75th	2189 75th	401 Plainfield	7100 Clarendon Hills Rd	7335 Cass	7414 Cass	7502 Cass
TIME IN MINUTES	54.77	143.48	18.52	5.75	16.32	9.18	244.41	51.04	9.38	55.57

LOCATION	7511 Lemont	7516 Cass	7533 Comstock	7617 Brookhaven	8100 Cass	8226 Cass	8301 Lemont	8404 Cass	8700 Carriage Green	Cass / N Frontage
TIME IN MINUTES	51.12	239.97	17.17	133.52	14.02	50.75	39.57	100.55	21.13	21.22

Schools/Visits	Cass	Concord	Eisenhower	Eliz- Ide	Lace	Lakeview	Mark Delay	OLOP	Prarieview	Kingswood Academy
Number of Visits	59	6	6	8	6	6	5	6	5	9
Total Time In Minutes	999.99	132.33	85.45	95.29	107.59	56.12	43.05	103.96	118.8	189.15
										68.25

Most schools have advised they are comfortable with a maximum of two visits by officers per week. They find more visits than this can be disruptive because the students have their attention drawn to the officers and the questions it creates for the teachers. Shifts will keep visits to this amount in general unless there is a need to change to a different visitation schedule.

CITY OF DARIEN

Memorandum

TO: Mayor, City Council, City Clerk, City Treasurer, City Administrator
FROM: Ernest Brown, Police Chief
DATE: June 10, 2014
RE: 2 Year Report

In November 2011 I assumed command of the Darien Police Department. During those early days I conducted a cursory assessment of the department. That assessment revealed a department that was capable of response, courteous to the public, adept at interactions with the public and had recently successfully investigated the tragic Kramer homicide.

During the 2012 goal setting session I provided an in-depth review of the department. That review led to substantial organization changes based on modern police management practices. Organizational change takes from five to eight years to fully implement and can be a daunting task.

The Police Committee requested me to prepare a report that summarizes the status of the department and the changes that have taken place since I began as Chief. It is my hope that this report will describe the changes and explain why they were necessary. One thing that should be clear is that the changes are all interwoven into a plan to which creates a new and better police service delivery model. A model that better serves the public, uses industry wide best practices, and better prepares the officers for service and leadership well into the future.

This report is presented with narrative and statistical information and includes the following categories:

- Data/Intelligence
- Management Principles and Accountability
- Analyzing Crime and Investigations
- Technology
- Firearms Training
- Community Engagement
- Auxiliary Police

This report will be presented to the Police Committee at its June 16, 2014 meeting. I will also summarize the report at the June 16, 2014 Council meeting.

DARIEN POLICE DEPARTMENT

A TWO YEAR SUMMARY



TWO YEAR MANAGEMENT REPORT

Data/Intelligence Model

The first step in looking at how police services are delivered is to examine the available data. In our case, we had to develop the data and a means of mining it for our use. The purpose in looking at the data is to establish benchmarks that will aid in the department's ability to make sound management decisions about every aspect of police operations. The practice of looking at data and making decisions based upon data is not dissimilar to what goes on in business throughout the corporate world. It is only recently, within the last fifteen years or so that the use of data has become increasingly present in law enforcement decision making. Prior to November of 2011, the data was either not available or not used in the manner that it is currently being used by the Darien Police Department.

The first look at data involved looking at the call volume of 911 calls received by the Darien Police Department. Table #1 shows the historical data of calls dating back to 2011. The 2011 call volume is unavailable, because in 2011 the City of Darien migrated to a regional Call taking/dispatch center (DuComm).

TABLE #1

911 CALLS	2011	2012	2013	2014
TOTAL	Unavailable	7029	6550	1976
TOTAL TIME	Unavailable	111,712.2	308,254	106,474.7
IN HOURS	Unavailable	1,861.9	5,137	1,774.6

Table #1 above reflects 911 calls received. At this point it is important to make a language distinction. All police activity is recorded under a CFS (Call for Service). Every call for service is assigned an event number. The event number becomes the internal identifier that distinguishes one event from another. However, it is important to note the source of the incident. The source indicates how/where the event number was originated. Some events originate from a 911 call by a citizen. Other events are self-generated by the officers. Table #1 ONLY indicates 911 calls received at the dispatch center as a result of a 911 call. The next table, Table #2 below, shows the calls that are self-initiated by officers.

TABLE # 2 - DISCRETIONARY EVENT/TIME TOTALS

Discretionary	2011	2012	2013	2014
Event Count	NA	15,711	13,439	6,668
Hours	NA	4,008.9	9,278.9	4,911.6
Null Beats	NA	7,829*	1,711	

Policing is a service industry, one of and maybe the most important services that we render are the response to 911 calls for service. They are important because a 911 call is a reflection of both citizen demand and citizen expectation. Equally as important to understanding the volume of 911 calls is the understanding of self-generated event activity. Self-generated activity is self-explanatory because by its name it indicates that it was generated based upon the officer's initiative. It is also important because it is largely discretionary and identifies activity conducted by an officer when there is no demand on the officer's time from a citizen based 911 calls. This time is known as discretionary time. Table #2 reflects the discretionary time expended.

In that there is no demand or immediate expectation on the part of the citizenry, management has the ability to direct how, where and when this time is spent. Therefore, establishing how much discretionary time is at an officer's disposal is very important. The use of this data and some other data resulted in an analysis of workload.

The workload analysis examines the available work hours compared against demand (911) hours. In other words, how many possible hours an officer works during a given time frame, contrasted against the portion of those hours for which a demand is made, either by training or a 911 call. In the case of the Darien Police Department, it is the number of hours available contrasted against the amount of time expended in response to and duty related work associated with a 911 response.

The next examination of data involved the distribution of 911 calls. In viewing call distribution there are two values that must be evaluated, in terms of time of day and geographic location of occurrence. The first view is the time of day distribution based upon shift. It is critical in terms of allocating resources for managers to know when the demand for police services is greatest, because it is at that point that the presence of police officers should also be the greatest. Tables #4 and #5 below provide a wider understanding of what time of day that 911 calls are occurring and as such, when the demand for police services is the greatest. For the manager, recognizing the time of day when demand is greatest MUST lead to the reallocation of resources to where they are needed most at the time they are most needed.

TABLE #3 - CALL DISTRIBUTION

SHIFT	2011	2012	2013	2014
DAYS	NA	2772	2594	805
AFTERNOONS	NA	3177	3022	868
MIDNIGHTS	NA	1080	934	303
MINI-MIDNIGHT	NA	502	365	127
TOTALS	NA	7029	6550	1976

In examining Table #3 above, we see that in 2011 the call distribution data in terms of time of day was not available. In 2012 and 2013 we can see that the pattern or trend remains

consistent in that, the afternoon shift (3:00 p.m.-11:00 p.m.) consistently received the highest number of calls. It is equally clear that the day shift (7:00 a.m.-3:00 p.m.) received the second highest number of 911 calls. It is also apparent that the trend realized in the two prior years is continuing in 2014. The calculations for 2014 were completed at the end of April, if these numbers were extrapolated to the end of the year, the trend would continue in the same manner as prior years.

NOTE: WHEN LOOKING AT THE FIGURES AND SUMS IN TABLE #3, THE MINI-MIDNIGHTS RAW NUMBERS ARE ALREADY INCLUDED IN THE MIDNIGHT SHIFT NUMBERS AND THEREFORE ARE NOT ADDED TO THE TOTALS.

TABLE #4 - CALL PERCENTAGES

SHIFT	2011	2012	2013	2014
DAYS	NA	39.4%	39.6%	40.7%
AFTERNOONS	NA	45.2%	46.1%	44.0%
MIDNIGHTS	NA	15.3%	14.2%	15.3%
MINI MIDNIGHT	NA	7.1%	5.5%	6.4%

By also looking at the percentages of 911 calls for each of the shifts, we are able to determine that the trend in the proportion of calls to each shift also remains consistent throughout the time frame. It should also be noted that there was a 5.5% decline in 911 call volume from 2012 to 2013. We will determine at the end of 2014 if that trend also continues.

The second manner of assessing 911 call distribution is examining how 911 calls are distributed throughout the City. As managers, we need to know what beats are most active for 911 calls. It is through understanding these numbers that we are able to determine the location of directed patrols, crime prevention and detection mission, and how to otherwise identify and direct discretionary activity of the officers on a given shift. Table #6 below provides the raw data for that decision making process. However, the raw numbers when viewed annually don't underscore the decision making that takes place at the management level on a day to day, week to week basis because those numbers may change and require changes in management decision in order to address crime and call trends.

TABLE #5 - 911 CALL DISTRIBUTIONS BY BEAT

BEAT	2011	2012	2013	2014
1	NA	2183	2161	584
2	NA	1699	1693	539
3	NA	2944	2686	806
NULL	NA	203	10	47
TOTAL	NA	7029	6550	1976

One of the keys in understanding the best manner in which to allocate resources is knowing where and when the demand is greatest. Once gained, that understanding should lead to the application of resources where they are needed or likely to be needed the most, and directing those resources to engage in those activities most likely to prevent crime and chronic disorder and simultaneously address the needs of the citizens of Darien.

TABLE#6 - WORKLOAD COMPARISON

Categories	2011	2012	2013	2014
Total 911 Hours	NA	1,861.8	5,137.5	1,774.5
Total Self-Gen	NA	4,008.9	9,278.9	4,911.9
Training in Hours	3,807.75	3,832.2	5,763.6	3,468.7
Total Allocated	NA	9,702.9	20,180	10,155.1
Total Work Hours		39,585	39,585	TBD
Total Unallocated	NA	29,882.1	19,405	TBD

The figures above related to total hours worked are based upon the following:

- For 2012 and 2013, I used 21 sworn personnel and multiplied that number times 1,885 hours.
- Hours for total hours, was calculated by including times for multiple dispatches.
- 1885 hours is 7.25 hours per day/20 days per police period and 13 police periods.
- Sergeants were not considered in this calculation, nor were detectives or Task Force officers.

What is most telling about the figures in Table #6 is the data categorized as *unallocated*. This is the amount of time available for the command staff to manage and direct officer activity toward preventing those activities that threaten or compromise the safety and security of the citizens of Darien. With 30,000 hours per year to manage, it bodes well for our ability to continue to drive crime and disorder lower and create a continuum of safety in Darien. The other critical metric identified in Table #6 is the continued and growing commitment to training. As you can see, the amount of time expended on training has continued to grow each year. In looking at the figures for this year and expanding them out to year's end, we will likely exceed last year by a significant number. Managing time, especially discretionary time, allows for increased capacity for proactive policing, community engagement and interaction, crime prevention training and enhanced ability to manage crime.

Management Model

The management model is based upon the concept that as managers, we have the capacity and responsibility to manage all of the resources entrusted to us by the public. Beyond acquisition and use of data, one of the more significant organizational changes is represented by the

management model. That model seeks to redefine the role of Sergeants, not so much as supervisors, but as managers of all department resources assigned to them. This change in philosophy makes sense, because it is the Sergeant who is the “boots on the ground” manager and face of the Command Staff when the Chief and Deputy Chief have left for the day. It is the Sergeant that oversees the day to day inner workings of the shift that he is assigned to.

With that process in mind, the Sergeant is asked to manage, not just have oversight for; the vehicles, the manpower, the detectives, resource distribution, scheduling* vehicle up keep, task readiness of employees, and training just to name a few. This expanded role also comes with expanded expectations and expanded accountability. To better clarify the distinction between managing and supervising; a supervisor ensures that an individual shows up at work, the manager ensures that the work that the individual does is consistent with the goals and objectives established for the agency.

One other component of the management model is the discussion of a concept known as ROI, or **Return On Investment**. Essentially, this concept examines the relationship between benefit to the City, department, and citizenry when weighed against the commitment of resources. To be clear, the ROI does not necessarily examine an economic return or benefit. The ROI may, in fact, assess the benefit in terms of social, human or crime prevention benefit for engaging in a particular law enforcement activity. One area where this question recently arose was the idea of overweight truck enforcement. This enforcement activity is fairly labor intensive, discretionary by nature and since most of the roads are county roads and not Darien roadways, and because the citizens of Darien derive little direct benefit from this activity, we took a hard look at overweight truck enforcement. The first part of the assessment involved the benefit, which was entirely economic. Enforcement activity in this area had paid for the purchase price of the scales during the life of the program, and in some cases met the overtime expended on the effort. The analysis of ROI, however goes much deeper. The following questions were asked as part of that analysis:

- What is the benefit to the city of Darien, especially if we look beyond the economics related to enforcement?
- Are there other discretionary activities that the officers could engage in that would be more beneficial to the citizens of Darien or the social fiber of our City?
- What are those activities; community engagement, residential burglary prevention, prevention efforts aimed at damage to property, burglary to motor vehicle prevention just to list a few.
- Is there going to be a negative impact related to eliminating overweight truck enforcement?

Based upon the examination of ROI for the overweight truck enforcement, it was determined that we would cease overweight truck enforcement and apply that discretionary time to other areas. In addition to burglary prevention and other activities, human trafficking is an area that clearly has a larger social impact, does impact our community and from an economic perspective would be far more beneficial.

Accountability Model

Once Sergeants have been given managerial responsibility and authority, they will also have shared or group accountability. So I seek their input in terms of them setting goals and objectives and expecting those goals to be met go hand in hand with the redefined managerial roles. The Sergeant now becomes accountable for managing the overtime on his shift, crime and disorder conditions, implementing strategies to detect and prevent crime, problem solving, and in the future, developing his own strategies based upon problem solving and community engagement to address crime and disorder problems before they arise. Nowhere do the management and accountability models link themselves any more than in the area of scheduling. A look at the data reveals that there are definitive differences between the volumes of demand on different shifts. This distinction in demand has remained consistent and required the manager to re-think the notion of scheduling. It had to change for scheduling based upon balance and what may happen, to an idea based upon what is most likely to occur based upon historical data.

Crime Prevention Model

The overarching theory and theme of the crime prevention model is that if an event is predictable, then it is preventable. Here is where the data comes in in crime prevention; data identifies the patterns that make events predictable. The manager in turn makes decisions about resource allocation and scheduling and thus makes those predictable events preventable. The secondary theme is that by examining crime data and seeking out a causal relationship if the relationship can be identified then it lends itself to some predictability and as such some level of preventability. We have used this theory early on when looking at fireworks calls, problems at the Darien Community Park, Problems at McDonald's, asking the various other agencies that host events to provide us with calendars of events to allow us to prepare more efficiently.

The acquisition of data led to a number of management decisions:

- Determination of how many 911 calls were received and handled by officers.
- How much time was expended by those calls?
- How much time was being spent on discretionary activity and the types of activity being engaged in by officers?
- How much free time was available for allocation or reallocation?
- Where the bulk of 911 calls were originating (what shift) and how to allocate officers to different shifts in order to meet the demands of different shifts.
- Which beats were receiving the most calls, which led to determination on how to distribute officer patrol times on beats?
- In addition, it also revealed what types of activities were most problematic and identified alternatives to previously engaged in activities.
- The determination on how best to manage nuisance calls such as fireworks during the 4th of July weekend.

- Allowed management to determine that would, could and should assign an officer to Darien Community Park, thereby eliminating a crime and disorder problem there.
- Assisted management in identifying the balloon effect when the park district officer's presence displaced crime and disorder activity in the park and resulted in the activity moving to McDonalds.
- Led to identifying where and who the most active burglary to motor vehicle offenders were resulting in a 40+% decline in burglaries to motor vehicles.
- Led to a careful analysis of residential burglaries causing us to initiate an anti-burglary campaign. Both projects were embraced in tandem with Darien citizens.
- The acquisitions of large amounts of raw data that needed to be turned into actionable intelligence warranted the addition of a Crime Analyst.

Crime Analyst

A Crime Analyst is a specially trained department member who is tasked with converting raw data into actionable intelligence. By tapping into existing resources within the records section of the Darien Police Department, we were able to hire a Crime Analyst without increasing the budget. In addition to a large number of other duties, the Crime Analyst has had an impact and continues to grow in an array of the following areas:

- Collaborating with other departments to identify crime trends and then publishing the results.
- Identifying crime trends in retail outlets.
- Identifying crime trends within Hinsdale South High School.
- Working with adult and juvenile probation and parole and identifying dangerous parolees being released to Darien, exacting geographic restrictions on known offenders known to be actively engaged in criminal behavior in Darien.
- Working with landlords groups to identify problem tenants.
- Disseminating crime alerts and crime patterns.

This process is very much an on-going work. Despite that fact we have seen early success and we expect even loftier success to result from this endeavor. Please see Table #7 below for an examination of crime trends and the success of our initiatives thus far. To be sure, the success is not a victory, but it is a credit to the Deputy Chief for helping create strategies, the Sergeants who ultimately implement and manage them, the citizens of Darien who work with us and heed the barrage of alerts and crime tips that we publish. In other words, successfully combatting crime is a success for everyone.

TABLE #7 -CRIMES

Category	2011	2012	2013	2014
Robbery	1	3	3	4
Res Burglary	27	28	30	1
Burglary	31	39	30	6
Domestic Battery	39	54	52	17
Theft Under	88	86	88	35
Theft Over	35	41	44	14
Criminal Sex. Asst.	3	2	5	0
Battery	49	32	32	15
BMV	106	80	44	15
Criminal Damage	95	165	68	7
Disorderly Conduct	58	54	56	14
Total	532	584	452	128

A look at Table #7 reveals the crime decreases that clearly show the amount of scrutiny and attention that has been given those issues and proves, beyond a doubt, that the crime prevention theory is true. The other issues reflected in decreases in certain crime categories are directly related to the management and reallocation of discretionary time.

Investigations

Under the auspices of the investigations section, are three active criminal investigators consisting of two Detectives and a Sergeant who actively engage in follow-up investigations on criminal cases reported to the Darien Police Department. Also included in Detectives, is the Crime Analyst, School Resource Officer and now a Darien officer assigned to a Federal drug task force.

In 2011, there were three active investigators and a Sergeant assigned to the Detective Unit. The School Resource Officer was managed by the Detective Sergeant, but during the time he was not assigned to the High School he engaged in patrol duties.

Due to the unique nature of the follow-up investigative duties of the unit, data used to examine Detective Section functions was markedly different than the metrics used for patrol officers. In that instance management looked as factors such as:

- Case Loads, how many open and active investigations did an investigator have.
- Clearance rate, a calculation based upon the number of total cases investigated and the number of cases closed by arrest and prosecution or an exceptional clearance.
- The length of time between when a case report was taken and when it was assigned to an investigator. This factor has been shown to have a direct impact on the solvability of a case.
- The amount of time a case remained open and under investigation.
- Investigative practices used.
- How was evidence handled in the property room?

In looking at this information, such as clearance rates, there are examinations on national clearance rates that are used to compare detective efficacy. We also looked at some practices that were not taking place, but should have and implemented those. Please see below some of the decisions that resulted from the examination of the Detective Section:

- The removal of the third detective and assigning him to the Federal task force.
- The task force officer has participated in the seizure of over 2 million dollars and the Darien Police Department has received over \$100,000.00 due to those efforts, monies that we would not otherwise have been awarded.
- Changed the way cases are classified.
- Eliminated the way certain cases were classified.
- Implementing the use of gun-shot residue tests for cases involving discharge of a firearm.
- The need to remodel and update our property control room to ensure its continued integrity.
- Hiring a part time property control officer without increasing police budget.

Technology/Liability Model

Likely, the greatest concern for a Mayor, City Administrator or body of elected officials consisting of a city council or village board, must be liability. In light of the fact that the police department comprises a significant portion of the City's overall budget, and constitutionally are allowed to exercise decision making over freedom and are duly authorized to use force, it should be a concern. We have taken a proactive approach in terms of liability and are seeking to integrate technology in an effort to mitigate liability. Below are some examples of the effort:

Firearms/Range

- Eliminated the practice of returning an officer to street duty who failed to meet basic qualification criteria on the range.
- Integrated a fully defensible judgment based training program that includes after action debriefing for officers involved in a shooting. We accomplished this goal through the acquisition of a firearms simulator that places officers in a variety of situations designed to challenge and improve judgment. This is one critical area of litigation where many cities have faced hefty judgments without such training.

- Created an inventory system for ammunition to track on going use after each live fire shoot, giving us the ability to measure live fire efficacy and place ammunition orders based upon need. This practice allowed us to trim a substantial amount from our budget request this year.

Another area that is certain to cause a department significant economic strain is a mandate requiring federal intervention by way of consent decrees. The areas of department management most often cited is the complaint and disciplinary process, inconsistency in discipline and failing to have an early warning system related to inappropriate employee behaviors. We have addressed this in a multi-tiered strategy:

- Implemented a complaint and disciplinary process that requires every complaint to be logged, even if it need not be investigated.
- Established an investigative process that follows set guidelines on how an investigation should occur.
- Obtained tracking software (Guardian Tracking) that provides an early warning system for inappropriate behavior. The system also allows offices to see entries made to their files by management. The process will also aid in the implementation of the performance evaluation system and we fully expect to provide our offices with the first performance evaluations at the end of this year (2014).
- We have a fully operational “in-car” camera system that records activity engaged in by officers.
- We are looking at the effects of fatigue on officer efficiency, traffic crashes involving department vehicles.
- We have streamlined the traffic crash review process, assigning responsibility and making determinations about the officer’s responsibility in such crashes and requiring disciplinary action where appropriate.
- We have requested budgetary approval to update our evidence and property room with a state of the art remodel and by placing bar coding and RFID (Radio Frequency identification) technology to more accurately track the movement of evidence and property.
- Another area where we are seeking to mitigate liability in decision making is the review process for solicitor applications. The process involves a background check of the firm and individual seeking the solicitor permit. The requestor is required to provide a telephone number of the company. Currently, even if there are no detractors in the requestor’s background, the application request is rejected unless the telephone numbers provided can be directly connected to a local business within Darien or one of the surrounding jurisdictions. It is the belief that in providing an approval, the police department has tacitly sanctioned the notion that the individual is who he/she claims to be. If we cannot confirm all such data, the application is rejected.

COMMUNITY ENGAGEMENT MODEL

Community engagement is best defined as the manner in which the police department interfaces with the community. Our current model is essentially a precursor of a community

policing service delivery model. The community policing service delivery model involves three substantive changes in the way that we have provided service in the past:

- The use of data in management decision making.
- Redefining the relationship between the police department and the community.
- Redefining the idea of what the professional traits are that make for a well-rounded police officer.

In enumerating each of these paradigm shifts, let's see how we are changing:

- We have already seen how the use of data both frames and drives our management decision in terms of resource allocation and use of discretionary time to prevent crime.
- We want to redefine our relationship with the public by focusing on an enhanced sharing of information which leads to an informed and thus empowered community. We will take some giant strides in this direction with the newest crime mapping product. The new product which is underway now will allow each resident to identify an area around their homes and receive alerts of specific types of crime via an e-mail notification.
- What we have already commenced is community education programs and crime tips through the monthly newsletter, flyers and door hangers. These informational resources have discussed protection against and prevention of burglary to the motor vehicle, residential burglary, locker thefts at HSHS, and the dangers of fireworks.
- We also anticipate enhancing communication through regular community meetings that are established based upon beats where the community and the police officers will sit and discuss problems of crime and chronic disorder.
- We will also be seeking problem solving training for our community stakeholders.
- Last, and certainly not least, we will be continuing to establish citizen led subcommittees that will aid the department in coping with such critical issues as violence against women (criminal sexual assault and domestic violence) and elder services.
- We will also continue forging relationships with local retail merchants and multi-unit apartment complex managers, as well as with the local schools.

In redefining the metrics for our officers we have looked at what, in the past, constituted a good police officer; tactical readiness, crime identification, making arrests, response to 911 or radio assignments. The missing component here is the interweaving of community policing into every aspect of the department. The idea of tactically prepared police officers who are fully engaged on a professional level, are not mutually exclusive. What we have done and will do are:

- Transition the single point of contact into an entire department of officers who are willing, capable and comfortable in delivering presentations, speeches and walking the beat exchanging information and conversation with Darien residents and visitors.
- Problem solving training for the officers. Such training creates proactivity rather than reactivity.

The use of Auxiliary Police Officers has long been a part of the Darien Police department fiber. One of the ideas that came as a result of mining data was the following questions:

1. How could we begin to reduce the administrative burdens on responsibilities for sergeants and free them to engage in more field duties?
2. What were the tasks that the Auxiliary Officers engaged in?
3. How could they be utilized more efficiently?

The result of the evaluation revealed that our Sergeants are required to expend a large amount of time engaging in administrative duty. It also showed that the Auxiliary Officers engage in quite a few tasks that frees both officers, and could potentially free supervisors, from administrative duty. Finally, it showed that the volunteer cadre of Auxiliary Officers could be utilized more efficiently by assigning them to a Sergeant. The following changes are underway as it pertains to Auxiliary Officers:

- We hired five additional Auxiliary Officers bringing our full complement to nine officers.
- We created a training program to ensure that they are properly trained.
- Once trained, each Sergeant will have one Auxiliary Officer assigned and will be tasked with administrative duties as the Sergeant deems appropriate.

TABLE # 8

Tasks that we current do or plan on engaging in:

CATEGORY	OLD	NEW
School Visitation	X	X
Top 20 Offenders		X
Fireworks Flyers		X
Burglary Door Hangers		X
BMV Hangers		X
Darien Community Park		X
Retail Theft Seminar		X
Crime Analysis HSHS		X
Elder Services Officers		X
Graffiti Initiative*		X
Monthly Newsletter		X
E-Mail Initiative**		X
McDonald's Collaboration		X
Collaborate w/IDOC		X
Video Surveillance Registry		X
Change in Badge Placing		X

Hair Follicle Testing	X
Elderly Service Officers	X
Regular Property Manager's meetings	X

*In conjunction with Public Works-Dan Gombac

**In conjunction with all three school districts

In summary, organizational change, at its best is a daunting process. It is filled with natural human resistance and requires a great deal of soul searching by all involved. The men and women of the Darien Police Department are law enforcement professionals who seek to do the best job possible for the citizens of Darien. With that in mind, I am comfortable that we are headed in the proper direction and will in time achieve the changes that will prepare us for any eventuality, and guide us into the future of law enforcement.

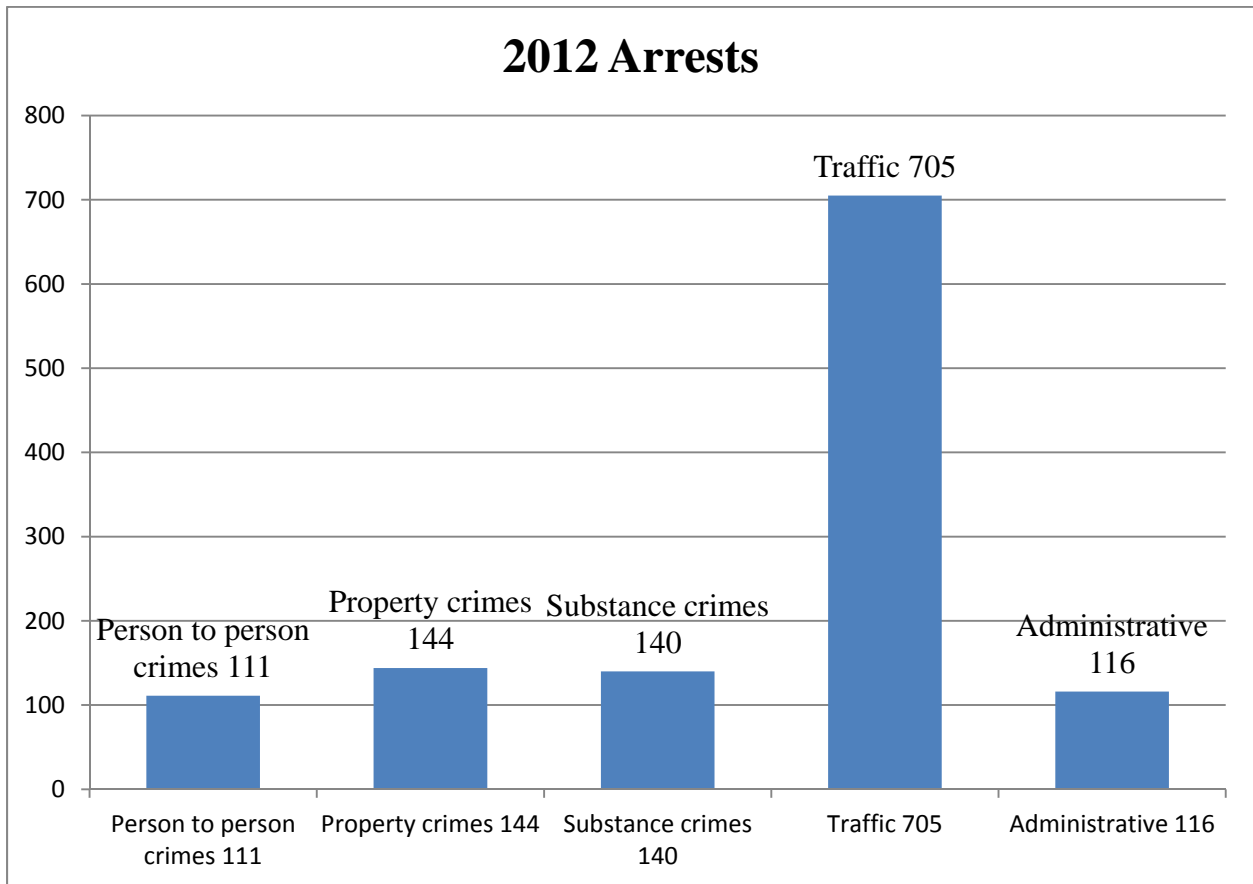
A significant step we have undertaken beyond the other changes is to expand the horizons of our officers and Command Staff through exposure to global police culture rather than just DuPage County. What is evident is that the strategies that we are implementing and forge, and the organizational changes that we are engaged in are not limited in scope, but such strategies are being used, developed or implemented by police departments across the globe.

- Rotate attendance at the International Association of Chiefs of Police conference so that the Chief or Deputy Chief attends with one of the shift commanders (Sergeants).
- Recently sponsored a table at the Chicago Police Department's 53rd Annual Recognition Ceremony, three Sergeants attended.
- Using local corporate training programs so that the department management practices and principles are not all unique to police work, but accepted management practices for any type or sized organization.
- Sent officers for terrorism training in Socorro, New Mexico. The training was provided by the Department of Homeland Security and the Department incurred no charge, but the officers described the course content as valuable.
- Command staff attended a (compstat) management and accountability meeting in Chicago.
- Continuing to send officers to the IDEOA Illinois Drug Enforcement Offices Association Conference, ITOA, Illinois tactical officers Association.

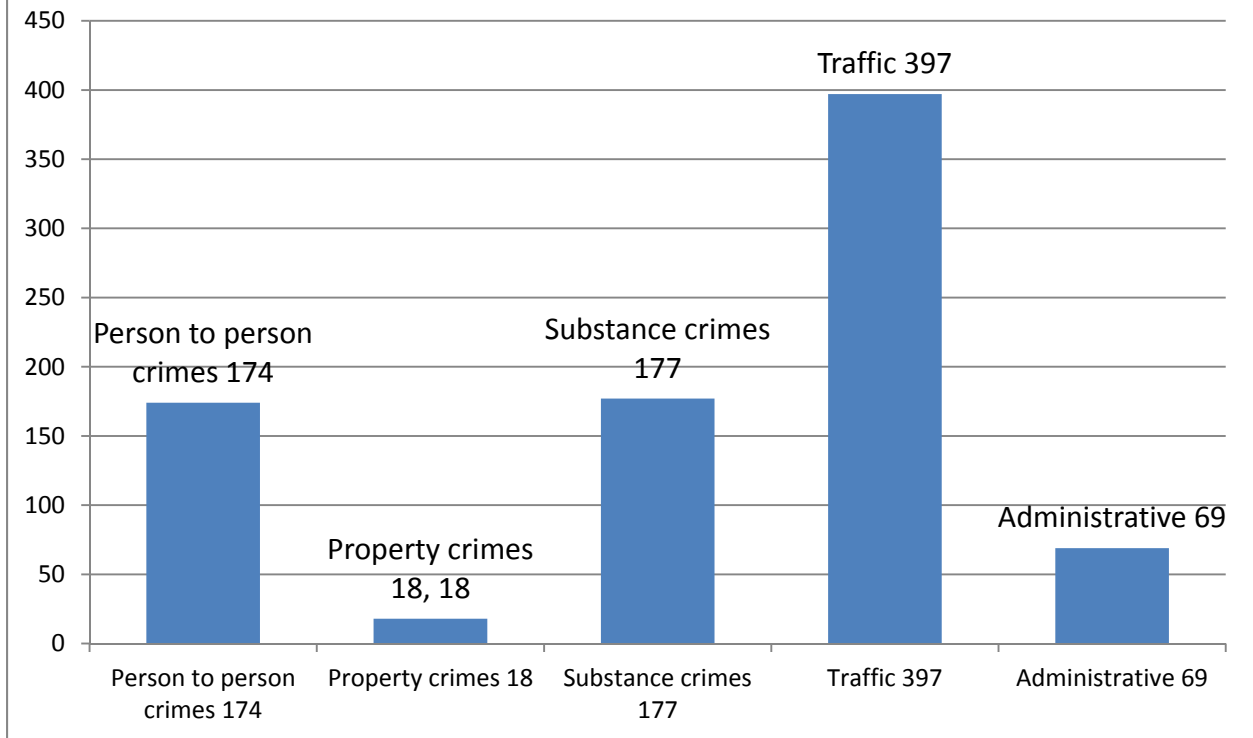
The process of organizational change is one that is evolutionary in that it continues to evolve. In that when we complete one set of goals and objectives, we will be identifying new objectives to achieve, with the goal of creating the best police service delivery model to the citizens, continuing to reduce, eliminate or displace crime and chronic disorder and in the process creating the best trained most professional police department in the United States of America.

As I close in on the anniversary of my third year of having the privilege of serving the citizens of Darien, I would like to see the change in management that we are currently engaged in continue. I am more than confident, first, that this is the correct pathway and second, with perseverance and commitment we can change an already good police department into one that is great.

ADDENDUM



2013 Arrests



2014 Arrests

