



The President's Task Force on 21st Century Policing

As applied by the Bartlett, Illinois Police Department

Prepared by:

Bartlett Police Department Round Table Team May 2017-December 2017

Updated by Round Table Team – December 2020

The 2015 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 Bartlett, Illinois Police Department has done and is doing as it pertains to this report and its primary recommendations for police agencies.

The President's Task Force on 21st Century Policing

As applied by the Bartlett, Illinois Police Department

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.

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 its 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 recommendations as they apply to the Bartlett 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.

Bartlett Police Department has long embraced the procedural justice principles. Procedural justice is based on four central principles: "treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives." Bartlett Police Department's Mission and Vision is "Serve With Care, Protect With Confidence." We address these principles through numerous avenues including:

- *Chief's Open Door policy*
- *Department annual report published on Village website*
- *Citizen surveys posted on Village website*
- *Mobile Outreach Program*
- *National Night Out events*
- *Summer foot patrols*
- *Affirmation of Ten Shared Principles – Adopted in 2018 by the Illinois Association of Chiefs of Police and the Illinois NAACP*
- *Drug and Veterans Court Diversion Program*
- *School Safety Task Force at Bartlett High School*
- *Teen Citizen Police Academy*
- *Minority Alliance Club*
- *Staff/Student Mentoring Program*
- *Speaking with school clubs and activities*

Ongoing training in procedural justice and related concepts is a part of the training curriculum at Bartlett Police Department for all officers.

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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 Bartlett Police Department.

- *As a CALEA (Commission on the Accreditation of Law Enforcement Agencies) accredited agency since 1997, we must adhere to industry best practice standards that include taking all complaints from citizens, including anonymous complaints, and investigating them fully.*



For more information on CALEA Accreditation, visit
<https://www.calea.org>

- *We train our officers on bias-based profiling regularly and include issues of cultural diversity, discrimination, field contacts, traffic stops, search issues, arrests and community contacts.*
- *Supervisors also evaluate individual officers and civilian staff on compliance, as well as provide periodic reminders at our annual department meetings and at roll calls.*
- *Annually, we complete a thorough review of the police department's equal employment opportunity plan. This review assesses the department's practices in recruiting and selection, promotions, compensation, termination, benefits, work assignment, career progression, and shift assignments. As a part of this review, we survey every employee and ask for their input into whether or not they have experienced any discriminatory employment practices, policies or procedures.*
- *Supervisors conduct regular reviews of racial and ethnic data on traffic and pedestrian stops made by officers to ensure no pattern of discrimination occurs.*
- *Annually, the data is compiled and reviewed for our Village Administrator; this review includes all agency practices in traffic contacts, field contacts, and in asset seizure and forfeiture efforts.*

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.

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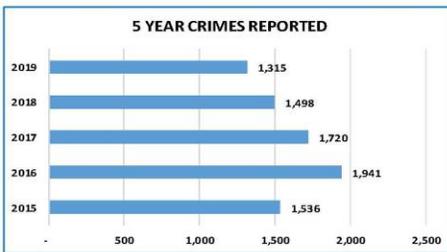
1.3.1 Action item: To embrace a culture of transparency, law enforcement agencies should make all department policies available for public review and regularly post on the department's website information about stops, summonses, arrests, reported crime, and other law enforcement data aggregated by demographics.

- We accomplish this by the production and publication of our Annual Report, which is available for public viewing on the police department section of the Village website. <https://www.village.bartlett.il.us/government/police/police-annual-reports>

Crime and Arrest Data

| 2019 PART I CRIMES | 212 |
|---------------------------------------|--------|
| Homicide/Attempt | 1 |
| Criminal Sexual Assault | 7 |
| Robbery | 3 |
| Aggravated Battery | 7 |
| Aggravated Assault | 5 |
| Burglary | 22 |
| Burglary to Motor Vehicle | 78 |
| Theft | 79 |
| Motor Vehicle Theft | 9 |
| Arson | 1 |
| 2018 PART II CRIMES | 1,102 |
| Battery | 134 |
| Assault | 0 |
| Deception | 150 |
| Theft Other | 19 |
| Criminal Damage/Trespass to Property | 188 |
| Deadly Weapon | 4 |
| Sex Offenses | 5 |
| Gambling | 2 |
| Offenses Involving Children | 34 |
| Cannabis Control Act Violation | 78 |
| Controlled Substance Act Violation | 20 |
| Drug Paraphernalia Act Violation | 18 |
| Liquor Control Act Violation | 110 |
| Motor Vehicle Offenses | 186 |
| Disorderly Conduct | 51 |
| Interference with Public Officials | 14 |
| Intimidation | 57 |
| Visitation Interference/Kidnapping | 0 |
| Other Offenses | 32 |
| SERVICES AND ACTIVITIES | 25,222 |
| Services to Other Agency | 552 |
| Public Service | 7077 |
| Public Complaints | 4163 |
| Lost/Found/Missing | 278 |
| Mental Health Calls | 73 |
| Suicides | 6 |
| Suicide Attempts | 0 |
| Sudden Death Investigations | 29 |
| Traffic & Traffic-Related Activities | 9478 |
| Traffic Crashes | 1039 |
| Canine Assists | 63 |
| Possession of Tobacco By Minor | 23 |
| Miscellaneous Departmental Activities | 2441 |
| 2019 TOTAL | 26,536 |

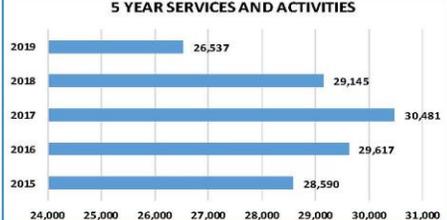
5 YEAR CRIMES REPORTED



| | 2015 | 2016 | 2017 | 2018 | 2019 |
|-------------|-------|-------|-------|-------|-------|
| CRIME RATE* | 3.7 | 4.7 | 4.2 | 3.6 | 3.2 |
| POPULATION | 41208 | 41208 | 41208 | 41208 | 41208 |

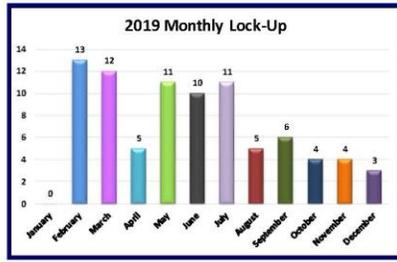
*based on all Part I and II crimes reported
Crime rate numbers represent how many people in a group of 100 would likely be a victim of a crime.

5 YEAR SERVICES AND ACTIVITIES



| ARRESTS | Total | Adults | Juveniles |
|-----------------|-------|--------|-----------|
| PART I CRIMES | 41 | 31 | 10 |
| PART II CRIMES | 691 | 575 | 116 |
| SERVICE ARRESTS | 284 | 278 | 6 |
| TOTAL ARRESTS | 1,016 | 884 | 132 |

2019 Monthly Lock-Up



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Crime data, such as these tables and charts, are published in the Annual Report

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- *Most department policies are available to the public upon request.*
- *Strict responsiveness to the Freedom of Information Act (FOIA) process.*
- *Annual police department Open House*
- *Citizen Police Academies – Adult, Teen, and Police Family*
- *Station tours*
- *Ride-along program*
- *Website postings*
- *Social Media – Twitter and Facebook*

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.

- *Bartlett maintains a good working relationship with local media and maintains citizen communication via social media channels.*
- *The public information officer function is maintained by the Deputy Chief of Support Services and a Patrol Commander.*
- *CodeRED Emergency Community Notification System*
- *Social Media*
- *Press Releases and “The Bartletter” Village Newsletter*



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Village of Bartlett Facebook Page

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.

All employees of the Bartlett Police Department are encouraged to submit suggestions for policy and procedure changes. Bartlett has utilized the following approaches when developing policies and procedures:

- Training committee is composed of the Deputy Chief of Operations who will act as the Training Coordinator, five sworn employees and one civilian employee. This committee meets annually and solicits input from all personnel to assist in the identification of annual training needs of the department and to set training objectives. In connection with the preparation of the annual training budget proposal, the committee reviews the current training program and will suggest additions and enhancements to the program, as well as make recommendations for specific training assignments to the Chief of Police.*
- 2007 – Policy Review Committee formed. This committee consists of four employees below the rank of supervisor and is overseen by the Accreditation*

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Manager. The committee reviews current and new directives, including a check of existing directives and applicable laws to ensure there is no contradiction or conflict. Other members of the department are encouraged to submit suggestions for directive reviews by the Policy Review Committee members.

- *2011 – Round Table Team was created. The Round Table Team consists of 12 members from differing responsibilities and titles who serve a staggered two-year term. Team members are first and foremost colleagues who are representative of their co-workers and are expected to report back to those they work with. The Round Table Team provides a safe and transparent environment for colleagues to discuss personal and group perspectives on various issues important to our mission, vision and the overall health of our department. All employees can submit ideas and concerns to the Chief's Office for consideration by the Round Table Team. This can be done either formally through the chain of command or informally via email or through ideas placed in the agenda suggestion boxes that are placed within the department.*
- *2019 – Use of Force Policy Committee formed.*
- *Employee of the Month and Year selection process builds internal legitimacy. All employees may submit nominations for Employee of the Month and Civilian and Officer of the Year. The Round Table Team selects the awarded employee from these nominations.*



2020 Bartlett Police Department Round Table Team

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.

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- *Our internal disciplinary process is based entirely on procedural due process principles. We adhere to the principles of progressive discipline—moving from counseling, performance improvement plans, oral 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 Illinois Peace Officers' Bill of Rights is strictly followed, and the labor contract is 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.*
- *2020 – The department's Round Table Team is currently developing a Values Statement for the police department.*

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.

- *Mobile Outreach Program: During the summer, we participate in the newly formed Mobile Outreach Program to encourage positive community relationships between residents and police, while also displaying the Incident Command Vehicle for families to walk through. Looking to the future, we plan on expanding this program to include more locations and dates in the Village.*
- *National Night Out events including Twilight Skate Park Bash, Family Fun Night and Pool Party, Neighborhood Block Parties, Golf Skills Competition, Touch-a-Truck event, and the Picnic in the Park. The PAWS on Patrol Program designed to enlist dog walkers as extra eyes and ears for the police department in this crime awareness program.*
- *Citizen Police Academies*
- *Crime Prevention presentations*
- *Summer foot patrols and Slurpee coupon giveaways*
- *Neighborhood Watch Program*
- *Bicycle Patrol Program*
- *Sworn and non-sworn department members are encouraged to make positive non-enforcement community contacts and document them in the Frontline computer system.*

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.

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Bartlett encourages and receives feedback from the public on a regular basis 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, during crime prevention presentations, and through social media platforms. Some of the channels used for feedback include:

- *Social media – Twitter and Facebook*
- *Open public meetings and presentations*
- *Online form on the Village's web page can be used to submit questions or concerns.*
- *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 Village's strategic plan.*
- *During CALEA on-site assessments, public input is encouraged. A press release is issued and an announcement is posted on the Village website with the dates and times of open public call-ins and a public hearing. During these assessments, anyone is welcome to offer comments about the department and its ability to comply with the professional standards set by CALEA.*

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

Currently, Bartlett has not instituted a residency incentive program.

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.

- *Bartlett has one officer assigned to Bartlett High School and one officer assigned to Eastview Middle School. These school resource officers (SRO) provide a safe and secure building for students to learn in, while making positive relationships with the students, staff, and employees of District U-46.*

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- *The High School SRO teaches classes on 4th and 5th amendment rights, gang awareness, health issues on the use of illegal drugs and alcohol, Avid class on careers in law enforcement, and teen driving/license restrictions, and distracted driving.*
- *The High School SRO also attended meetings between other schools to collaborate on school safety and culture.*



- *The High School SRO helps coordinate our six-week Teen Police Academy for Junior and Senior students interested in Law Enforcement.*
- *The Middle School SRO teaches Project Alert classes for all 7th grade students, in this seven-week program.*
- *Bartlett officers participate in school fun fairs, the high school Hawk Fest and homecoming week activities.*

- *The D.A.R.E. (Drug Abuse Resistance Education) Program is a collaborative effort between law enforcement, elementary schools, and parents to help students make healthy choices about saying no to drugs, and also build positive peer friendships. Each year, fifth graders from seven elementary schools in Bartlett participate in the 11-week "Keepin' It*



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Real" D.A.R.E. curriculum that concludes with a graduation ceremony. We also created a modified curriculum to include the MLP (Modified Learning Program), ILP (Individual Learning Program) and LD/BD (Learning Disabled and Behavioral Disorder) students at the four elementary schools that offer these types of programs.

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.

- *Twice a year, Bartlett Police Department trains in Physical Skills (Defensive Tactics). In the training, we teach many techniques to include handcuffing a compliant subject as well as techniques to use when dealing with a combative subject. We teach a "swarm" technique where all officers are assigned a limb to restrain; we teach officers to roll the subject onto their side once handcuffed. If the subject is still combative (i.e. kicking) once handcuffed, we teach officers to hobble their legs together to prevent injury to the officers, or the subject. If a subject is kicking the window of a squad from the inside, we teach officers to hobble their legs to prevent damage to Village property. We will never "hog tie" subject's hands behind their back to their feet. This is not what the hobble is used for and not what we teach.*
- *Officers qualify with authorized firearms and less lethal weapons 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 by the Use of Force Supervisor, the Deputy Chief of Operations, and finally by the Chief of Police. An annual report of all uses of force is completed at the end of the year. This report analyzes all force used, as well as current policies and practices, and makes recommendations for training or policy changes, as needed.*
- *De-escalation is taught to all officers as a means to safely resolve a tense situation without the use of force.*
- *Crisis Intervention Team (CIT) training and certification is given to all officers who have been on the department for more than two years.*
- *The department has a policy on Limited English Proficiency (LEP) and a policy for Persons with Disabilities.*

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

- *Bartlett's operations are designed to reduce crime and create a safer environment for all residents and visitors. 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 regular and as-needed basis and at regularly scheduled command staff meetings.*
- *The primary duties for our patrol employees entail investigating complaints and responding to emergencies and calls for service. However, when not on a call, the officers also patrol neighborhoods and businesses, enforcing traffic laws and building positive relationships with the community.*
- *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. Bartlett's foot patrols, bike patrols, and Mobile Outreach Program are conducted in varied areas of the Village, not just high crime areas to be all-inclusive.*
- *Bartlett's Directed Patrol Team is a dedicated group with functions including high visibility traffic enforcement, narcotics investigations, warrant service, and residential burglary patrols. The Team proactively addresses a variety of issues and resolves citizen complaints.*

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.

- *In an effort to become more effective and efficient in the deployment of our personnel, the department has continued its use of intelligence-led policing. This approach utilizes an analysis of crime and traffic crash data to deploy officers to specific areas on days and times that crashes and/or crimes are most likely to occur in those locations. The use of this method has proven to be successful in reducing crime "hot spots" within the community, and has been instrumental in solving specific crimes as well.*

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.

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- *Our CALEA accreditation requires the issuance of community surveys every two years. The survey is continuously posted on the Village website. Residents and business owners can return the survey at any time.*
- *Via the Village's website, all citizens can transmit questions and concerns.*
- *We utilize social media extensively and obtain feedback from residents on the Village's page.*
- *We receive feedback from our Citizen Police Academy and Teen Citizen Police Academy students.*

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.

- *Our Recruitment Team actively participates in various activities aimed at attracting quality candidates who would be well-suited to provide quality police service to the residents of Bartlett. Bartlett Police Department strives to recruit only the most qualified persons to fill vacant sworn officer positions. Efforts to recruit qualified applicants are guided by manpower needs of the Department and applicable opportunity considerations utilizing Equal Employment Opportunity (EEO) guidelines and affirmative action principles. Minority recruitment remains a priority for Bartlett, we regularly extend recruiting efforts beyond the Village's jurisdictional boundaries. This may include on-site visits to schools, civic organizations and minority mass media. We also advertise specifically to the Hispanic community via print media.*
- *We currently have a percentage of female officers that is slightly higher than the national average for local police departments in the United States (22% vs 12% nationally), and continue to recruit female candidates.*
- *Looking to the future, Bartlett conducts annual analysis of our recruiting efforts. These are used to formulate recruitment plans which stay in touch with current technologies and workforce trends.*



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Police Officer Orientation Session

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 Bartlett Police Department provide for a variety of different work hour assignments. 12-hour patrol shifts, 10-hour CSO shifts, 10-hour Records shifts, and 8-hour specialty assignments are all options within the department.*
- *Minimum staffing levels are set to ensure safety and adequate response time for both employees and residents.*
- *Our patrol shifts have moved from a 28-day rotation, to a 56-day rotation period to increase our employee wellness levels.*

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- *Village of Bartlett also offers benefit time, including personal days, paid FMLA, holidays, and vacation days for employees to utilize.*
- *Several staffing models have been explored in the past, including power shifts, and permanent rotations. Looking toward the future, we will continue to evaluate these options for what best suits our employees and residents.*

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

- *Bartlett Police Department has established numerous outreach programs to connect with our immigrant populations. Some of these include:*
 - *Assisting the B.A.P.S. (Shri Swaminarayan Mandir) community with celebration activities and presentations.*
 - *Assisting the Jain Society with celebration activities.*
 - *Mobile Outreach Program in the Deere Park Circle neighborhood, which consists of many Spanish-speaking residents.*
 - *U-Visa and T-Visa Program for victims of certain crimes with nonimmigrant status.*



B.A.P.S. Children's Health and Safety Fair

1.9.1 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 (ICE) 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 check are Federal immigration authorities contacted.

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1.9.2 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.

- *Bartlett Police Department is fortunate to have several fluent Spanish-speaking officers on staff, as well as a wide variety of other foreign language-skilled officers.*
- *Additionally, we have access to mutual aid from other local agencies for language translation needs, and both the Illinois Law Enforcement Alarm System (ILEAS) and the Northern Illinois Police Alarm System (NIPAS) maintain listings 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.*
- *DuComm has TDD/TTY available for hard of hearing residents as well.*
- *Bartlett Police Department has a Limited English Proficiency policy in place.*

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 community relations programs Neighborhood Watch, National Night Out block parties, bicycle patrols, meet and greets, and the Paws on Patrol-Dog Walker Watch.



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.

Our use of force policy includes training, investigations, prosecutions, data collection, and information sharing. We utilize both scenario-based and classroom-style use of force training for our officers. The policy requires a separate Use of Force Report to be completed for each incident in which force was used by an officer. These are reviewed by

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the supervisor, the Use of Force Supervisor, the Deputy Chief of Operations, and the Chief of Police. 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. The data is collected on use of force for the entire department and is analyzed each January by the Use of Force Supervisor and the Accreditation Manager. The analysis is also reviewed by the Deputy Chief of Support Services and the Deputy Chief of Operations. Policies are available to the public through the Freedom of Information Act procedure. Training is based on the PERF ICAT Training Guide as well as use of force training certified by the Illinois Law Enforcement Training and Standards Board (ILETSB).

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.

- *Twice a year Bartlett Police Department trains in Physical Skills (Defensive Tactics). In the training, we teach many techniques to include handcuffing a compliant subject as well as techniques to use when dealing with a combative subject. We teach a "swarm" technique where all officers are assigned a limb to restrain and that assignment depends on the officer's position prior to engagement. We teach officers to roll subjects onto their side once handcuffed. If the subject is still combative (i.e. kicking) once handcuffed, we teach officers to hobble the subject's legs together to prevent injury to the officers or the subject. If a subject is kicking the window of a squad from the inside, we teach officers to hobble the subject's legs to prevent damage to Village property. We will never "hog tie" a subject's hands behind the back to the feet. This is not what the hobble restraint is used for and not what we teach.*
- *Our policy on use of force now discusses the use of de-escalation techniques, duty to intervene, and prohibitions on chokeholds and vascular neck restraints.*
- *A significant percentage of our officers are trained in Crisis Intervention (CIT) techniques to reduce the use of force.*
- *We communicate with other law enforcement agencies to determine the best practices in de-escalation and use of force.*

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.

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It is required by policy and Illinois State law that outside agencies would conduct these types of investigative inquiries. Following a use of force incident involving death or great bodily harm, an Officer-Involved-Death (OID) task force will be contacted according to the county of jurisdiction. The task force will also investigate any in-custody deaths.

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.

We have agreements with the DuPage Metropolitan Emergency Response and Investigation Team (MERIT), Cook County Major Case Assistance Team (MCAT) to investigate police use of deadly force, officer-involved shootings, and in-custody deaths. If these task forces are not available, the Illinois State Police Public Integrity Task Force can investigate.

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.

Bartlett Police Department currently collects and maintains all use of force data. Our use of force data collection includes data on pointing of conducted energy weapons and firearms. Bartlett Police Department will report all required data to the FBI "National Use of Force Data Collection" national database.

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.

Bartlett Police Department complies with all Freedom of Information Act requirements. Information on requesting documents can always be found on the Village of Bartlett's website:



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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.

We would utilize the appropriate Officer-Involved Death task force according to county of jurisdiction as an independent, professional third party to handle the investigation into the incident. Any internal investigation conducted by Bartlett Police Department would work in concert with the task force.

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 the Crisis Intervention Team, supervisors, and all involved personnel. During these sessions, lessons learned and considerations for future incidents are discussed and analyzed. The department has a Traffic Crash Review Board for review of all employee-involved crashes.

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.

This is required by policy, and it is Illinois State law as well. Our lineup identification procedures require an independent administrator. A computer program is used for photographic lineups using the sequential method. Photographic lineups are audio and video recorded. Officers are trained to comply 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) and are photographed. All eyewitnesses receive advisory notice that the administrator of the lineup will provide no feedback.

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.

In the future, Department demographics will be included in our Annual Reports. Presently, our demographics are provided in our CALEA annual status reports and our annual recruitment plan analyses, which are available via the Freedom of Information Request process. The following tables provide the most recent demographic information.

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| Bartlett Police Department Demographics | | | | | | | | | |
|---|--------------------|--------|--------------------|--------|--------------------------|--------|-------|--------|-----------|
| | White Non-Hispanic | | Black Non-Hispanic | | Hispanic Latino Any Race | | Other | | |
| | Male | Female | Male | Female | Male | Female | Male | Female | Total |
| Sworn Personnel | | | | | | | | | |
| Executive | 3 | | | | | | | | 3 |
| Command | 3 | | | | | | | | 3 |
| Supervisory | 5 | 2 | | | | | | | 7 |
| Non-Supervisory | 29 | 8 | 3 | | 2 | 1 | 1 | 2 | 46 |
| Sub Total | | | | | | | | | 59 |
| Non-Sworn Personnel | | | | | | | | | |
| Executive | | | | | | | | | 0 |
| Managerial | | | | | | | | | 0 |
| Supervisory | | 1 | | | | | | | 1 |
| Non-Supervisory | 6 | 9 | | 1 | 1 | 1 | | | 18 |
| Sub Total | | | | | | | | | 19 |
| Department Total | | | | | | | | | 78 |
| As of 12-31-2020 | | | | | | | | | |

| CALEA Demographics Report | | | | | | | | | | | | |
|--------------------------------------|----------------------------------|------|----------------------------|------|-------------------------------------|------|--------------------------------------|--------|--|------|---|-----|
| | Service Population (2010 Census) | | Available Workforce (IDES) | | Current (2020) Total Sworn Officers | | Current (2020) Female Sworn Officers | | Prior Assessment (2015) Total Sworn Officers | | Prior Assessment (2015) Female Sworn Officers | |
| | # | % | # | % | # | % | # | Dept % | # | % | # | % |
| Caucasian | 32,397 | 79% | 4,765 | 86% | 50 | 85% | 10 | 17% | 47 | 84% | 8 | 14% |
| African-American | 966 | 2% | 335 | 6% | 3 | 5% | 0 | 0% | 2 | 4% | 0 | 0% |
| Hispanic | 3,557 | 9% | 230 | 4% | 3 | 5% | 1 | 2% | 6 | 11% | 1 | 2% |
| Other | 4,288 | 10% | 185 | 3% | 3 | 5% | 2 | 3% | 1 | 2% | 1 | 2% |
| Total | 41,208 | 100% | 5,515 | 100% | 59 | 100% | 13 | 22% | 56 | 100% | 10 | 18% |
| <i>Data current as of 12-31-2020</i> | | | | | | | | | | | | |

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 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.

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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 belong to the DuPage County Chief's Incident Management Assistance Team, (IMAT) which helps local police departments in DuPage with the command and control of large-scale events such as an active-shooter situation or big protest. Bartlett Police Department has two command level officers assigned to IMAT. Over two dozen officers from 13 municipalities train monthly on the logistics of responding to these incidents. In 2020, the department revised its "Police Position to Preserve Peace" policy which governs police response to peaceful protests, demonstrations, and civil disorder. The department conducted crowd control training in 2020 based on a new CALEA standard.

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.

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. We are also a member agency of the DuPage Metropolitan Emergency Response and Investigation Team (MERIT) which provides a SWAT response upon request.



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

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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.

Bartlett's Board of Fire and Police Commissioners makes rules concerning appointments, promotions, suspensions, and removals, in accordance with the Illinois Municipal Code. The Board of Fire and Police Commissioners consists of three residents appointed by the Village President with the consent of the Board of Trustees. Each commissioner serves a three-year term.

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 for evaluating police officer performance. We comply with this statute. Our merit-based evaluation system does not include traffic enforcement numbers such as tickets, citations, arrests, or summonses.

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

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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 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.

All officers are issued business cards and employment identification cards.

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.

Our Department has added these populations to our detainee transport, strip search, and holding facility policies.

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 as part of our compliance as a CALEA accredited agency. Bias-based profiling is and has been strictly prohibited by policy. Profiling and discrimination are not a part of our agency culture. We actively engage in bias-based policing training.

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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 or 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.

The Department's new Small Unmanned Aircraft System (sUAS) program addresses privacy concerns for drone usage in accordance with Illinois and federal law. sUAS operators are certified to comply with Federal requirements and Illinois statutes regarding privacy.

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 utilize the "BEAST", an electronic evidence management system which includes a barcode system for evidence tracking. The evidence and property storage areas are highly access restricted to the Property Control Custodian, Property Control Custodian Assistant, and the Property Supervisor only. The areas are also equipped with an alarm system, video surveillance, and a key reader system that logs who enters the facility. An audit trail system exists for tracking each entry into the vault. Additionally, routine

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audits and inspections 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.



In September 2017, the Village launched a new mobile pay app plus a parking lot reconfiguration for a faster, easier and more efficient commute for Bartlett Metra riders. The PassportParking Mobile Payment App for Metra Riders offers Metra train commuters the option to pay for their daily parking space by utilizing the PassportParking mobile pay application. The PassportParking mobile pay application can be downloaded on a smartphone or accessed online. Metra riders also can continue to use the pay boxes at the train depot to pay for their daily parking stall space if they do not want to be charged the additional fee for using the PassportParking mobile pay application.

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.

The department has formed a committee and is actively investigating the purchase of body-worn cameras and integrating them with our in-car mobile video recorder (MVR) system.

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.

- As part of our Persons with Disabilities policy, we have placed communication tools in our document management system, available in squad cars and on smartphones, to assist in communication with persons who are deaf or hard of hearing.*
- Our 9-1-1- center, DuComm, uses a TDD/TTY system to communicate with persons who are deaf or hard of hearing.*
- A charging station in the police department lobby and an I-Pad are available for*

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persons to check out in the lobby.

- *The Illinois Premise Alert Program and Smart911 are both available to disabled or special needs residents, whereby they give their personal information to the Bartlett Police Department, who will then share the information with our 9-1-1 emergency dispatch center, DU-COMM. The confidential information is stored in a computer database so first responders such as police and fire personnel will have immediate access to it in the event of an emergency situation. This program is also available to parents, family members, guardians, and caregivers on behalf of a disabled or special needs resident.*
- *Bartlett Police Department established a Crisis Intervention Team (CIT) in May of 2011. In 2020, our department has 40 officers trained in Crisis Intervention. CIT officers network with surrounding mental health/addiction recovery agencies.*
- *Residents are encouraged to register themselves and family members on SMART911 at www.smart911.com to facilitate fast and accurate communication with 9-1-1. Resources are also available through the National Alliance on Mental Illness (NAMI) website, www.nami.org.*

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 exploring and have created a committee for the use of body worn cameras for the future, which may integrate with our existing in-car mobile video recording (MVR) technology.

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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.

- *The Village has a social media policy that has been in place since 2013 and is posted on its web site.*
- *Our levels of engagement on Twitter continues to grow, with over 4,000 followers in 2020. The police department also posts on the Village's Facebook page regularly. The page has over 7,000 followers and is monitored by Village Administration.*
- *The public can report a problem or send a question or comment to the Village, using the GoRequest System. The GoRequest app is also available for smartphones or other electronic devices.*
- *An upcoming community access portal for the public will have access to FEMA documents and the ability to submit damage information required by FEMA for potential reimbursement.*
- *Frontline software is available for the public to submit vacation watches and overnight parking requests.*
- *The Village web site and the police department officer recruitment web site provide information for employment opportunities with the Village.*

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.

Our policies and strategies encourage community engagement, including: Resident Assistance, Special Events, Citizen's Police Academy, Ride Along Program, Mobile Outreach Program, Annual Police Open House, Crime Prevention Through Environmental Design, Elderly Services, PAWS on Patrol-Dog Walk Patrol, Bartlett Community Care Collective, and Hanover Township.

We also use social media networks Facebook and Twitter, as well as the Village webpage for residents to access department contact information, send confidential tips on a 24/7 basis, send a compliment or complaint for an officer, find victim/witness information, receive national weather and terrorism alerts, and more. The Village web page features a frequently asked questions page where the public can ask for more information if their question is not listed.



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.

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Officers have always had the ability to exercise discretion for minor infractions. Bartlett's arrest alternatives include referrals to resources outside of the law enforcement realm. The purpose of our referral policy is to divert non-serious and/or social problems from the formal criminal justice system to solve individual and community problems by means of community and regional resources specific to the needs of the individual. Examples of these problems include mental health issues, substance abusers, juvenile station adjustments, traffic court diversions, local adjudication process for ordinance violations, and the Bartlett Nuisance Abatement program.

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

Community policing principles are embraced and encouraged within the department. Community policing is part of everyone's job, no matter their position. Whether it be attendance at community meetings, making contacts at schools and businesses, with civic groups or participating in community events, our employees 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, and included in their annual review of specific goals and objectives. Employees are expected to conduct regular school patrols, check vacation house watch requests, and perform face-to-face contacts with residents and 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 Bartlett patrol activities. In addition, patrol officers participate in the summer Mobile Outreach Program, National Night Out, and Crime Prevention presentations.

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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.

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 40 trained officers, and plan to have every eligible officer trained in the future. Our Elderly Services Officers are trained to assist senior citizens in crisis. The Bartlett Community Care Collective assists the public with short-term financial assistance for food, lodging, and transportation.

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 residents who are in need, as well as to our first responders. The police psychologist 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 in which responders may have been affected. Bartlett has several officers trained in Critical Incident Stress Management who assist fellow employees who are exposed to job-related stress or a critical incident.

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.

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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. Officers regularly receive de-escalation training as part of their scenario-based use of force training. Forty officers are trained in Crisis Intervention.

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. Crime Prevention programs regularly allow for officers to specifically engage with business owners on the topics of crime prevention, safety measures, target hardening strategies, and other topics. Some of these programs include Crime Prevention Through Environmental Design, Business and Home Security Checks, Bank Robbery Awareness Training, the "Paws on Patrol" program, Run Hide Fight training with faith-based organizations, Citizens Police Academy, CPR training for day care personnel, social media pages Twitter and Facebook, and the Ring Doorbell program.

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.



Twice a month, Village Board meetings host an open Town Hall session during which residents are invited to comment on any Village function. The Chief of Police currently operates on an open-door policy for anyone to provide input. Coffee with a Cop has been temporarily postponed due to the pandemic.

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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.

Our officers are engaging with youth on foot patrols, in conjunction with school activities, at community events, and other avenues including. Bartlett operates an adult Citizens Police Academy and a teen Citizens Police Academy. Ride-alongs are frequently conducted with our patrol officers. We also offer an Internship Program to qualifying college students. A newly-formed Bartlett Community Care Collective helps solve problems for persons needing short-term assistance. We participate in Illinois Emergency Management Agency (IEMA) joint training exercises with outside organizations such as the Fire Protection District, Park District, local townships, school district U-46, Village departments, hospitals, and other police agencies.

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. Our Crime Prevention through Environmental Design experts also offer input to Community Development on new businesses and construction projects. We work with the Village Public Works Department on traffic analysis and design for new road projects.

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.

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.

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We have always employed least coercive 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 and local 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. Officers work with parents on parenting strategies. Use of in-school discipline is an alternative to the court system.

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.

Bartlett's School Resource Officers work with U-46 school administrators on alternatives for these youth. School administrators and the SRO also practice at home visits to work with families on keeping the youths on track.

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.

School consequences are preferable when applicable for student discipline. Officers also use station adjustments and student counseling.

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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.

School discipline policies are developed and monitored by School District U-46 with input and collaboration from the police School Resource Officers. 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.

Our School Resource Officers and police administration work with the schools on an ongoing basis to address these concerns.

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, Kane, and DuPage County State's Attorney's offices. We work closely with these 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.

We have one school resource officer in the high school, and one school resource officer in the middle school. Both SROs are placed in the schools in accordance with a signed agreement between the Village of Bartlett and School District U-46. The officers' involvement in student discipline is limited to criminal matters and any discipline enforced is done so in agreement with school officials.

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.

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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.

We have created numerous programs to encourage interaction between youth and police. Some of these programs include the Youth Skatepark Bash, Teen Citizen's Police Academy, Slurpee coupon handouts, Special Olympics, Mobile Outreach Program, Maryville Friends and Family Picnic, Eastview Middle School's SRO Programs, and Bartlett High School Homecoming events.

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

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.

- *We have historically involved community members in our training process. For example, full- scale emergency training exercises, and school lockdown drills have been conducted that involved school personnel and volunteers.*
- *Our Citizen Police Academy classes for adults and teens teach attendees our process and include many hands-on experiences for situational awareness.*
- *We conduct lock down training with faith-based organizations.*

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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.

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

Leadership training is an integral part of the Bartlett police training program. We accomplish this in several ways. First, when officers are selected for promotion, we utilize the Northwestern University Center for Public Safety, Police Staff and Command Program to provide comprehensive management. This 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 first to the two-week Supervision of Police Personnel program and then to the ten-week full Staff and Command school as sergeants. Higher level command officers are provided an opportunity to attend the FBI National Academy or the Senior Management Institute for Police Class Program (SMIP). SMIP is a program of the Police Executive Research Forum that provides senior police executives with intensive training in the latest management concepts and practices used in business and government. It also features discussions of the most challenging issues facing law enforcement executives today.

Additionally, we utilize an internal Officer in Charge and Records Clerk in Charge program 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 leading patrol shifts. These activities strengthen their development and broaden their organizational thinking, thereby preparing our future leaders from an early stage. We also develop internal leaders through programs such as the Field Training program and instructor development through mentoring and continuing education classes. Officers are given the opportunity to lead roll calls and do roll call training. The Round Table Team and Policy Review Team help shape policies. Officers may serve as Lead Instructors at the Suburban Law Enforcement Academy.



For more information on the Northwestern University Center for Public Safety, visit:

<http://sps.northwestern.edu/program-areas/public-safety/about-nucps.asp>

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Senior Management Institute for Police
Class of 2017
Deputy Chief Charles Snider

For more information on the Senior Management Institute for Police, visit:

<https://www.policeforum.org/smip>

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.

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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.

Cultural diversity training is a part of police recruit basic academies. We continue this training with an in-house program taught to all employees every two years. We conduct implicit bias training and fair and impartial policing training, and have our own in-house instructors.

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.

This training is a part of police recruit basic academies. We also continue anti-discrimination training through our Human Resources division every year. The Department recently implemented a policy for Limited English Proficiency and is incorporating LGBTQ language into its detainee transport, strip search, and Holding Facility policies.

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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 Bartlett may offer tuition reimbursement to police employees seeking to further their education. In terms of incentivizing, levels of formal education and military service are considered as part of our initial hiring and promotional processes in the department. Uniformed employees may also wear an education ribbon on their uniforms designating their higher education accomplishments.

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. These include a Village-wide Safety Committee that meets regularly to discuss safety related concerns and make recommendations for improvement. Regular weather drills and tests of the emergency notification systems are conducted within the department and throughout the Village campus.*
- *In 2020, the department issued an extensive COVID-19 Operational Plan to help*

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keep our officers safe while on the job and off-duty. We updated our standard personal protective equipment (PPE) in 2020 to include gowns, safety goggles, and medical masks.

- We provide bulletproof vests at no cost to officers and CSOs, and policy mandates they be worn. We have our range officers complete regular lead and hearing testing. Incentives aimed at safety are in place, including a safe driving award for any employee who remains traffic accident free. Also, officers may take advantage of a performance-based incentive from participating in a physical agility test on an annual basis. Regular driver training is provided to patrol officers 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. We also have a police psychologist available on call for any employee to speak with. We have a Chaplain Program with several local clergy available to our employees.*
- We understand financial stress and planning for the future is important. We send officers to local NEMRT training for Retirement Planning, and the Village offers regular ICMA webinars on financial planning for retirement.*
- Other outside training courses include Below 100 (Officer Safety), Officer Wellness, and Officer Fitness.*
- As previously discussed, critical incident stress debriefings are routinely offered in the wake of tragic incidents. Lastly, officer wellness is monitored utilizing the Early Intervention System matrix report that is conducted by the Deputy Chief of Operations. This system seeks to identify developing problems by noting the number of disciplinary incidents, use of force incidents, and sub-standard evaluations. Officers reaching a preset threshold on the matrix may be referred to services. Examples of good work and positive interactions with the public are recorded in this system.*

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.

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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).

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 Bartlett policy for many years. Each patrol squad contains a medical kit and AED. Each officer is provided with a tourniquet and personal protective equipment. Biennial medical first responder/first aid training is completed for every employee. Every officer is issued body armor at no cost and is required to wear it at all times on duty. We also have ballistic shields, blankets, and helmets available for officers.

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.

Bartlett Police Department is a long-time member of the Bulletproof Vest Partnership (BVP) program, which reimburses the Village for half the cost of each bulletproof vest we purchase for our officers. Between 2018 and 2020, we applied for and received over \$12,000 in reimbursements for bulletproof vests.

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 Bartlett – we require seat belt use and bulletproof vests. We recognize that traffic crashes and shootings are significant causes of law enforcement officer deaths.

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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 Bartlett. 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.

Bartlett Police Mission and Vision:

“Serve with Care, Protect with Confidence”

(Mission and Vision Statement developed by the Round Table Team in 2020)