

Thank you for coming today.

We invited you here to talk about the Metra Police Department and how we plan to implement the recommendations of the Hillard Heintze report. We've given you a copy of the in-depth assessment of the department that was conducted by Hillard Heintze, a nationally recognized law-enforcement advisory firm. It's important to point out we ***proactively initiated*** this assessment in late 2012, because we wanted our department to be well-prepared to ensure the safety and security of Metra's riders, workers and infrastructure. This was the first such assessment that Metra has ever done.

Whenever you invite scrutiny like we did, you are going to find out your shortcomings. No one likes to see those spelled out like this, including us. But we knew the assessment would identify areas that needed to be addressed – that's why we initiated the process. So even though the assessment stings, it is going to help us accomplish our goal of creating the best possible police department.

Before I go on, I want to make two important points:

1. Our trains are safe, and we think our riders know that.
2. And the men and women who make up our police department are top-notch professionals who are committed and dedicated to their jobs. I am proud of the excellent work they do every day.

Hillard Heintze recognized that we have a solid foundation and dedicated workforce, but we need to modernize our department. The department was structured to meet its original mandate to protect assets. Of course, we were and are concerned with passenger safety, crime prevention and homeland security, but the culture didn't keep up

to deal with those ever-changing challenges in the most efficient way. That's why we commissioned this assessment. We now have a roadmap to move forward and revise our department and bring it into conformance with best practices currently in use by leading police agencies.

Much of that work has begun already, as you will hear shortly. Other recommendations from the report will be implemented in the weeks and months ahead. I am committed to doing everything we can within our existing resources, and to keeping the public informed in an open and transparent way. Releasing this unredacted report today is part of that process. We also will provide frequent updates about our progress at our monthly board meeting.

This report was completed August 28, 2013. Even before then, however, we started making important changes to the department's operations, including addressing several of the report's key findings. For instance, we

- **Increased uniform and covert police presence on trains.** The department has created an interim patrol strategy for the rail system focusing on high-priority areas and conducted more than 3,400 patrols in 2013.
- **Initiated a strategic review and update of all policies** and the development of a revised policies and procedures manual that will be reissued in the near future.

- **Reestablished quarterly firearms training** and use-of-force training for all sworn officers
- **Trained all officers in CPR and AEDs** early last year.
- **Reduced the workload of the operations commander**
- **Completed the upgrade of our police radios**
- **Replaced 8 police vehicles last year** and will replace 13 more this year
- **Completed the installation of new cameras** at many downtown stations and other locations.

The key next steps are to clarify the mandate for our department, realign the department's mission with its mandate and develop a formal strategic plan for the department. Accomplishing those tasks is a prerequisite for many of the other recommendations contained in the Hillard Heintze report. Another key step is finding someone to lead the department after Chief Sanford retired.

We've decided to retain Hillard Heintze to help us find a new chief and develop a roadmap to implement the recommendations. Now I'd like to introduce Arnette Heintze, CEO of Hillard Heintze, to say a few words.....