

by the majority of the officers I interviewed that Chief Caudill promoted his friends over more highly qualified candidates. I do not find sufficient evidence to support this complaint<sup>32</sup>. Once again, it is the perception that the process is unfair which is of concern. If officers believe that promotions are a result of anything other than hard work and merit, there is an obvious adverse effect on morale. As discussed later in this report, I do not support the current promotion system which vests total discretion in the Chief to appoint any officer on the candidate list (The City of Park Ridge Board of Police and Fire Commissioners Administrative Rules is attached as Exhibit 6). This broad discretion serves to enhance the belief that the system is inherently unfair.

#### ROLE OF ELECTED OFFICIALS IN THE ENFORCEMENT OF LAWS

Many of the current and former officers I interviewed expressed to me their concern over the involvement of the elected officials in the manner in which the law is enforced in Park Ridge. Several situations were cited where elected officials were alleged to have made statements of concern over the arrest of too many Park Ridge residents. It has been alleged that elected officials did not want aggressive enforcement of the ordinance prohibiting crossing the railroad crossing while the gates were down because the officers were arresting too many Park Ridge residents. Officers informed me of directions given by elected officials concerning where to enforce the seat belt laws.

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<sup>32</sup> I found evidence that Caudill promoted individuals who do not appear to have had a close relationship with the Chief and that friends of the chief were passed over for promotion. Some of the promotions went to officers who were apparently "friendly" with Caudill.

Many officers believe the concerns expressed by elected officials over enforcement of the underage drinking laws were motivated out of concerns expressed by the constituents of the elected officials.

Section 3-6-6 of the Park Ridge Municipal Code sets forth the duties of the City Manager. (Attached as Exhibit 7). The pertinent language states as follows:

“The City Manager shall be the chief administrative officer of the City and shall be responsible to the Mayor and to the City Council for the management and operation of all of the affairs and the departments of the City. As such administrative officer, the City Manager shall have the management and control of all matters and things pertaining to the operation and the maintenance of the properties of the City and all of the departments of the City, including the Department of Public Works, the Fire Department, the Police Department.....”

I understand and respect that the elected officials of Park Ridge have a valid and understandable concern over the operation of each department of the City. Those concerns, however, should be passed along to the City Manager who will exercise his oversight of the police department in a consistent fashion. Concerns of elected officials may be the product of communication with concerned citizens whose knowledge of certain incidents may be limited. There is often two sides to how an incident occurred and it is not the function of elected officials to make determinations as to police conduct or procedures.

Elected officials pass laws and the police department is responsible for the enforcement of those laws. Elected officials should not engage in attempts to influence how the police enforce the law. At the very minimum, the perception exists in this department that the elected officials too often want the police to enforce laws differently for residents and non-residents. This perception is extremely detrimental to (1) the

morale of the department; and (2) for effective law enforcement.

Not only does this situation affect the morale of the department, it also causes what could be called "mixed messages" being given to the police department. Police officers are vested with a great deal of discretion in their enforcement of the law. They need to have a clear understanding of what is expected of them. When elected officials advance the concerns of their constituents, whether legitimate or not, citizens will often form the belief that officers are engaging in the improper administration of the law. This creates heightened distrust of the department. I believe that this is currently occurring in Park Ridge.

#### TREATMENT OF CHIEF CAUDILL'S SON

I spent a great deal of time investigating the allegation that preferential treatment was afforded to Chief Caudill's sons. As to this issue, I again believe that perception is more important than the reality of whether this occurred in the past. Officers expressed to me their opinion that preferential treatment was given to the Chief's son. Others claim that this did not occur. The bottom line is that this belief, even if it is not true, has had a detrimental effect on the morale of at least a portion of the department. As indicated later in this report, any appearance of preferential treatment by the police department to any person must be avoided in the future.

#### LACK OF STRONG LEADERSHIP

There is the general belief that there has been the failure of strong leadership within the department. Credible evidence was provided to me that there was a general