



Commission on Accreditation for
Law Enforcement Agencies, Inc.
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October 21, 2014

Mr. Dwight A. Baird
Chief of Police
Oswego Police Department
3525 Route 34
Oswego, IL 60543

Dear Chief Baird:

Enclosed is the Assessment Report for the Oswego Police Department. Your agency is scheduled for a review committee hearing at the next Commission Conference in Albuquerque, New Mexico on Saturday, November 22, 2014.

You and/or other members of your agency are invited to attend the hearing and assist with the presentation. While the Commission does not require an agency representative's presence at the hearing, it invites their participation when they are available.

Contingent upon the recommendation of the review committee, formal presentation for Law Enforcement Accreditation to the full Commission will occur at the Awards Banquet, Saturday evening November 22, 2014.

We look forward to seeing you in Albuquerque, New Mexico.

Sincerely,

W. Craig Hartley, Jr.
Executive Director



Assessment Report
Oswego (IL) Police Department
2014



**Oswego (IL) Police Department
Assessment Report
August 2014**

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A. Agency name, CEO and AM

Oswego Police Department
3525 Route 34
Oswego, IL 60543

Dwight Baird, Chief of Police

Ms. Cathleen Nevara, Accreditation Manager

B. Dates of the On-Site Assessment:

August 3-6, 2014

C. Assessment Team:

1. Team Leader: D. Scott Bowen
Chief of Police
Lebanon Police Department
406 Tennessee Blvd.
Lebanon, TN 37087
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2. Team Member: Sharon Massey
Assistant Chief
Deer Park Police Department
2911 Center Street
Deer Park, TX 77536
(281) 930-2101
smassey@deerparktx.org

D. CALEA Program Manager and Type of On-site:

Christie Goddard, Program Manager; Karen Shepard, Assessment Manager.

Third reaccreditation, B size (59 personnel; authorized 49 sworn and 10 non-sworn) 5th edition (5.18) Law Enforcement Advanced Accreditation. The agency utilizes the PowerDMS program.

The following report reflects a Gold Standard Assessment (GSA) designed to focus on outcomes in which a traditional standard-by-standard file review was not conducted. Select files for off-site review were identified by CALEA Assessment Manager Karen Shepard, the department's accreditation team and the assessment team. A conference call between the department's accreditation team and the CALEA assessment team

took place on Wednesday, July 11, 2014. During this call, 40 files were selected for off-site review by the assessment team. The selection of the 40 files was based on a final report format designed to identify the department's strengths, weaknesses, opportunities and threats. The selection was also based on research conducted by the assessment team along with the input of CALEA staff and the department. Onsite assessment activities focused on interviews and observation of department activities, practices and processes.

E. Community and Agency Profile:

1. Community profile

Located about 50 miles west of Chicago at the confluence of Waubonsie Creek and the Fox River in Kendall County, Oswego was settled, at least in part, for its transportation potential. A limestone shelf creates a natural, smooth-bottomed, ford across the river just above the mouth of the creek, making it a favored crossing first for Native Americans and then for the American settlers who began arriving in the 1830s.

William Smith Wilson and his wife, Rebecca, were the first settlers on the site of what is now Oswego. Wilson and his brother-in-law, Daniel Pearce, scouted the area in 1832, permanently moving their families to their claims in 1833. The area began growing that year, and in 1834 two newly arrived businessmen, Lewis Brinsmaid Judson and Levi F. Arnold, platted a new village they called Hudson. One of the early roads to Galena crossed the Fox River ford at the new town, and in 1836 the Temple, later Frink & Walker, stagecoach line began regular service in the "High Prairie Trail" branch of the Chicago to Ottawa Road through the village.

Population growth was steady until the early 1990s when it surged once again, driven by economic growth along the U.S. Route 34 corridor. In the 2000 census, Oswego's population had grown to 13,326 and by the start of the year 2005, Oswego's estimated population stood at 21,000. Today, Oswego, with its two rail lines, three state highways, and two U.S. highways, is lined with shopping centers catering to the influx of new residents who have arrived, driving the village's population from about 4,000 in 1990 to more than 30,000 today.

2. Agency profile

Until the 1960s, the Village of Oswego only had part-time police officers. In 1961, the village passed an ordinance creating the Oswego Police Department and hired its first full-time officer. There was a red telephone signal light that was installed on top of the street light at the corner of Washington and Main Streets so that the Village's night watchman was able to determine when a call came in for the police without having to be at the village hall. Whenever a call came in during the night, the red signal light would go on and the officer would return to

the village hall upon seeing it and accept the call. In 1991, the Department's 12 full-time officers moved headquarters from village hall into the newly constructed Oswego Law Enforcement Center at 3525 Route 34, Oswego, Illinois. The facility is approximately 23,000 square feet and was designed to accommodate a fifty-officer police department.

Chief of Police Dwight Baird oversees the current (authorized) 49 sworn, 10 full-time civilian and 10 part-time civilian personnel department, which provides 24 hour a day police service. The department is divided into four distinct divisions which are Administration, Field Operations, Criminal Investigations and Support Services.

3. Demographics

The demographic composition of the service area and agency are represented in the following table:

Race	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	23700	78	1330	82	45	92	5	10	44	92	3	6
African-American	1518	5	135	8	1	2	0	0	1	2	0	0
Hispanic	3556	12	110	7	3	6	1	2	3	6	1	2
Other	1581	5	40	3	0	0	0	0	0	0	0	0
Total	30355	100	1615	100	47	100	5	12	48	100	4	8

The department has maintained a predominantly Caucasian composition throughout their accreditation history, beginning in 2005. The most recent census reflected an increase in minority representation. The department maintains and utilizes a recruitment plan in efforts to continue to attract and hire qualified applicants, especially women and minorities. In 2014, the department lost two recruits from minority categories.

4. Future issues

Command

Chief Baird is running unopposed in the November 2014 election for Kendall County Sheriff, as he won the primary. In mid-July, Village President LeClercq appointed Captain Jeffrey Burgner to serve as the department's next Police Chief. Captain Burgner will take over command of the department in November. A new command structure will be put into place wherein Chief Burgner will be able to appoint two

deputy chiefs to replace the current three division captains. While the department and the Village are confident in a smooth transition and uninterrupted professional police services, the agency will be faced with several new practices, and challenges may arise.

Technology and Growth

The Village is expected to continue to grow in size and population. The continued growth affects police radio transmissions and receptions, as more buildings are put into place. The department views dispatching/radio operations as one of the most important public safety functions provided to its residents and public safety personnel (police and fire), as it is the first point of public contact. For the agency to continue to provide efficient service to its community and visitors, it may require an ordinance that will require repeaters and equipment to allow for radio reception in any new stores and other commercial buildings. Additionally, the area is experiencing a series of major highway improvements that began in 2013 and will continue through the next few years. These projects will relieve congestion, improve safety and provide for anticipated traffic growth; however, during the construction there will be many closures and delays. The department will continue to monitor its response times during this project.

5. CEO biography

Chief Dwight A. Baird began his law enforcement career in 1990 when he was hired by the Kendall County Sheriff's Department as a Patrol Deputy. In 1992, Chief Baird was hired as a Patrol Officer for the Oswego Police Department where he served in that capacity until 1995. In 1995, Chief Baird was assigned to the Kendall County Cooperative Police Assistance Team (CPAT) as a Narcotics Inspector. Chief Baird was promoted to the rank of Sergeant in 1998 and then to the rank of Captain in 2002. In 2003, a nationwide search was conducted to fill the position of Chief of Police in the Village of Oswego. Several candidates applied for the position of Chief of Police and with overwhelming support, Chief Baird was appointed in 2003.

Chief Baird is a graduate of the FBI National Academy and is recognized as a Certified Police Chief through the Illinois Association of Chiefs of Police. He was named 2014 Police Chief of the Year by the Illinois State Crime Commission for his service, proactive crime prevention, community outreach and involvement in professional and civic organizations.

F. Public Information Activities

Public notice and input are corner stones of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

a. Public Information Session

A public hearing was conducted at 6:00 p.m. on Tuesday, August 5th, 2014. The hearing was conducted at the Police Department in the Training Room. Ten people attended the public hearing with four providing comments to the assessment team. All four speakers were complimentary of Chief Baird and the Department. A common theme was the professionalism displayed by the police employees when working with other agencies and the public.

b. Telephone Contacts

A public call-in session was conducted from 1:00 p.m. until 3:00 p.m. on Monday, August 4th, 2014. The Assessment Team received three calls during the call-in session. Callers praised Chief Baird and his staff for their responsiveness to the needs of the community. Callers mentioned that employees have the right attitude and mindset when dealing with the public.

c. Correspondence

The Team Leader received four letters related to the on-site assessment. Two of the letters were from surrounding accredited law enforcement agencies and two were from local companies. The letters praised the agency and its employees for their professionalism. The letters spoke of the dedication the agency has towards maintaining the CALEA standards. All letters were supportive of the department's reaccreditation.

d. Media Interest

There was no media attention generated during the on-site assessment.

e. Public Information Material

Prior to the on-site, a comprehensive public information plan was distributed. A media release was made available to the local print media, the local television channel and local radio stations. Public notices were placed in several City Buildings, including City Hall and the Police Department.

The plan allowed both employees and citizens of the department's service area an opportunity to provide comments related to the department's performance.

f. Community Outreach Contacts

The Assessment Team found occasion to speak with the Village Administrator, Mr. Steve Jones and the Village President, Mr. Brian LeClercq. Both were very complimentary of the agency and Chief Baird. Both are very supportive of the agency being re-accredited and discussed the importance of accreditation and risk management.

The assessment team found occasions to interview several members of the department, as well as members of the Village. In discussions, a common

conclusion was the fact that the department provides a high level of public safety to the Village. In the observations, it was clear to the assessment team that members of the department are very competent, well trained, and skilled in providing quality police services to the community.

The assessment team also spoke casually with various members of the community including, hotel staff, restaurant staff, and members of other entities within Village government. Everyone spoke in support of the department and commented on the professional demeanor of the department's employees. All were supportive of the department's reaccreditation.

G. Essential Services

Law Enforcement Role, Responsibilities, and Relationships and Organization, Management, and Administration. (Chapters 1-17)

All officers, prior to assuming sworn status, are required to take and subsequently abide by an oath of office to enforce the local and State law and uphold the Constitutions of the United States and the State of Illinois. All employees (Civilian & Sworn) are mandated to abide by a code of ethics adopted by the Department. Ethics training is provided to all employees on a biennial basis.

Bias Based Profiling

The department prohibits bias based profiling in traffic stops, field contacts and asset seizure/forfeiture efforts, as well as any other discriminatory practice. All officers receive initial cultural diversity, including racial and ethnic sensitivity training and uniform and non-discriminatory enforcement of the Illinois Vehicle Code at the basic recruit training academy. All personnel receive training in bias based profiling issues including legal aspects as well as periodic review on the prohibition of profiling. This training and continuing education includes an emphasis on the fact that the primary purpose of enforcement of the Illinois Vehicle Code is safety and equal and uniform enforcement under the law.

2011 Traffic Warnings and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	3062	1069	4131
Caucasian/Female	2557	733	3290
African-American/Male	467	237	704
African-American/Female	340	132	472
Hispanic/Male	764	735	1499
Hispanic/Female	425	274	699
Asian/Male	51	13	64
Asian/Female	56	20	76
Other	0	0	0
TOTAL	7722	3213	10935

2012 Traffic Warning and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	3267	983	4250
Caucasian/Female	2881	722	3603
African-American/Male	460	198	658
African-American/Female	355	133	488
Hispanic/Male	641	499	1140
Hispanic/Female	411	247	658
Asian/Male	48	17	65
Asian/Female	45	10	55
Other	13	2	15
TOTAL	8121	2811	10932

2013 Traffic Warning and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	3515	1166	4681
Caucasian/Female	3278	888	4166
African-American/Male	405	207	1012
African-American/Female	361	130	491
Hispanic/Male	641	409	1050
Hispanic/Female	428	206	634
Asian/Male	58	15	73
Asian/Female	44	9	53
Other	42	9	51
TOTAL	8772	3039	11811

Traffic stop data is entered into a program for the State of Illinois and the average percentage calculated for each category (includes males and females together). Since its inception, the statistics mirror the department's service population.

Bias Based Profiling Complaints

Complaints from:	2011	2012	2013
Traffic contacts	0	0	3
Field contacts	0	0	0
Asset Forfeiture	0	0	0

There were three bias based complaints received in 2013. One complaint was made against an officer by a driver claiming he was stopped because he was African-American. The officer had stopped the person for not having a functioning license plate light. The complaint was investigated and determined to be unfounded. The second complaint was made against a Sergeant by a complainant who felt she was rushed and not listened to because she was Hispanic. The complaint was investigated and determined to be unfounded. The third complaint was found through an internal audit of traffic stop data. An officer was found improperly coding violator ethnicity on the back of traffic citations and written warnings. Officer training and counseling occurred and quarterly audits were conducted to monitor compliance.

Use of Force

The department places great emphasis on use of force and weapons related training with officers training four hours six to eight times annually. The Assessment Team was able to view a video of a recent firearms training scenario. Assessors were highly impressed with the amount of detail and attention that was included in the training.

	2011	2012	2013
Firearm	0	0	0
Baton	0	0	0
OC	0	0	0
Weaponless	54	32	46
Total Uses of Force	54	32	46
Total Use of Force Arrests	25	12	18
Complaints	0	0	0
Total Agency Custodial Arrests	1270	1180	899

In 2011, 23 officers deployed physical force to affect an arrest or overcome resistance on 28 occasions resulting in 25 arrests and 54 total uses of force. In 2012, 22 officers deployed physical force to affect an arrest or overcome resistance on 16 occasions resulting in 12 arrests and 32 total uses of force. In 2013, 21 officers deployed physical force to affect an arrest or overcome resistance on 21 occasions resulting in 18 arrests and 46 use of forces.

One area of concern for officers and supervisors alike is the trend of the Use of Force on suspects who are under the influence or who are emotionally disturbed. Seventy-four percent (74%) of total Use of Force incidents from 2011-2013, involved substance abuse impairment and/or emotionally disturbed persons.

No injuries to arrestees/offenders and/or officers exceeded superficial wounds (scrapes, contusions, abrasions or lacerations). All use of force incidents involved physical control methods (Contact Control Tactics) including take downs, wrist locks and pressure points. No lethal force was employed.

Use of force incidents are reviewed by the reporting officer's supervisor, a defensive tactics instructor, the Field Operations Captain and the Chief of Police. All but one of the reports reviewed this assessment period were deemed to be in compliance with policy. In 2012, an officer assisting another officer placing a subject into the rear compartment of a squad car was found to have applied a hypoglossal pressure point technique when it did not appear that the subject was still resisting. While doing so the officer used profanities. The officer received a suspension and remedial training to include policy review, case law review and alternatives to use of force.

Personnel Structure and Personnel Process (Chapters 21-35)

The Metropolitan Alliance of Police (MAP) is the certified representative of employees classified as police officers. The current labor contract expired in April 2013. Negotiations on a new contract are in arbitration and are ongoing. In accordance with the Illinois Public Labor Relations Act, 5 ILCS 315/1, the Union Bargaining Team, the Village of Oswego and their representatives participate in negotiations based on the principle of “good faith” bargaining. Agreements reached are reflected in written contractual language. The Union and the Village are committed to abide, in both letter and spirit, by the negotiated agreement that has been signed by management, labor representatives and ratified by the bargaining unit and the Village Board.

Grievances

Grievance procedures are outlined by Village policy and by the applicable union contract. Employees have ample opportunity to have their grievance heard internally and externally. Grievance steps and timelines are well defined by policy or by the union contract.

Formal Grievances			
Grievances	2011	2012	2013
Number	0	2	2

There have been four grievances filed in the last three years. Two were resolved and two are pending:

2012 Map Chapter 516 Grievance – Work Hours and Scheduling. Grievance was filed regarding officers to be compensated for having to set up their squads prior to start of their shift. *Resolved: Officers set up their squads after roll call.*

2012 Map Chapter 516 Grievance – Work Hours and Scheduling. Investigators requested memorandum regarding Summer SOG Schedule and were denied memorandum. *Pending: arbitration.*

2013 Map Chapter 516 Grievance – Officer filed a grievance regarding compensation for Officers-In-Charge. *Pending: negotiation of new bargaining contract.*

2013 Map Chapter 516 Grievance – Two officers grieved that their protective vests were not replaced in a timely manner. *Resolved: Officers received new vests.*

Disciplinary

The department implemented an Employee of the Month and Employee of the Year recognition program in 2010. These are meant to recognize one employee each month that makes the department a better place to work. Nominations for the monthly award can be submitted by fellow employees or citizens. Nomination forms can be found on the Department web site for citizens wishing to make a nomination for an action by an employee. Criteria considered when nominating and selecting the candidate shall be: loyalty, superior performance, initiative, influence on the morale of fellow employees or the community, creativity / resourcefulness and a demonstrated commitment to the mission and values of the Department. All nominations for a month are due by the third day of the following month and are reviewed by the chain of command.

The monthly award winner is decided by the Chief of Police and the Division Commanders who review each submittal and then select the one winner for the month. The monthly award winner is given a "reserved" parking space to use for the following month. The Employee of the Year award winner is selected from all of the monthly winners from the year. Those award submittals are then reviewed by the Chief of Police and the Division Commanders to decide on the most deserving of the 12 monthly winners to be selected as the overall winner for the yearly recognition. That Employee of the Year is then awarded with a "reserved" parking space to use the following year plus eight hours of compensatory time off that must be used in that year.

Personnel Actions			
	2011	2012	2013
Suspension	3	2	1
Demotion	0	0	0
Resign In Lieu of Termination	0	1	1
Termination	0	0	0
*Other	3	1	4
Total	6	4	6
Commendations	58	58	45

*Other includes Counseling and Written Reprimand

Recruitment and Selection

The Department has not historically experienced challenges in filling and maintaining staffing within its allocated sworn positions. Recruiting efforts continually result in significant numbers of applicants, typically reflective of the community's diversity. Large numbers of these are commonly reduced to few competitive candidates by the time the hiring process is completed. The hiring assessment frequently eliminates unsuitable candidates, yet the department has been experiencing challenges in retaining the police recruit during the field training program. A lack of decision making and hesitancy to "take charge" has been identified in a number of failures. The agency is deliberating how best to determine if this is more of a generational issue and, if so, how to get the most out of their recruits, in addition to providing them opportunities for success and satisfaction.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications received	Applicants hired	Percent hired	Percent of Available Workforce Population
Caucasian/Male	42	6	7	68
Caucasian/Female	12	2	8	14
African-American/Male	1	0	0	5
African-American/Female	0	0	0	3
Hispanic/Male	8	0	0	4
Hispanic/Female	4	1	25	3
Other/Male	2	1	50	3
Other/Female	0	0	0	0
Unknown Race	35	0	0	0
Total	104	10	7	100

In October 2012, the Oswego Board of Fire and Police Commissioners conducted a selection process for sworn personnel. The eligibility list lasts for two years. The Board received 104 total applications for employment with 54 of those being Caucasian candidates. Ten sworn officers were selected for employment during this accreditation period. Of those 10, eight were Caucasian and three were female.

Training

Recruit Officers hired by the department start by attending a police academy for 12 weeks of basic training. The department uses both the Suburban Law Enforcement Academy in Glen Ellyn and the Police Training Institute in Champaign. After graduation from the academy, recruit officers are required to successfully complete a Field Training Program at the department. This 20 week training program is conducted by selected Field Training Officers (FTO's) appointed by the Chief of Police and consists of at least 800 hours of training broken into four phases. As the recruit completes each phase, he / she is given more responsibility until they are simply being observed with no input from the FTO. Each FTO must have positive yearly reviews, be recommended by their Sergeant and complete a 40 hour State Certified FTO training program prior to starting duty as an FTO.

Sergeant Blessing is the Field Training Coordinator and oversees this program. During the 20 week training period, the recruit officer is trained in a variety of areas, mainly taking what was taught at the academy and applying it to everyday activities. The training is documented daily on DOR's (daily observation reports) in 31 categories under multiple areas including knowledge, performance and attitude. The comprehensive training is intensive and always under direct supervision of an FTO. The Recruit is trained by a minimum of three different FTOs who complete the reports.

Promotions

The department is committed to promoting sworn personnel in a manner that is consistent with Illinois State Law, Village Ordinance, and the Board of Police and Fire Commission Rules and Regulations. Procedures used for promotion are based on merit and competitive examinations and are job related and non-discriminatory. The promotional process for Sergeants and Captains are done by the Board of Police and Fire Commission. Promotion to the rank of Deputy Chief is done by the Chief of Police.

Sworn Officer Promotions			
PROMOTIONS – 2011-2013			
	2011	2012	2013
GENDER / RACE TESTED			
Caucasian/Male	8	0	0
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	1	0	0
Hispanic/Female	1	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	8	0	0
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	1	0	0
Hispanic/Female	1	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/ RACE PROMOTED			
Caucasian/Male	1	1	0
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0

The department conducted a promotional testing process for the rank of Sergeant in 2011, with two Caucasian males being promoted. The department utilizes Resource Management Associates to assist with the testing process to ensure each testing element is both job related and non-discriminatory. The current eligibility list for Sergeant expires in October 2014.

Law Enforcement Operations and Operations Support (Chapters 41-61)

The Department provides continuous 24 hour patrol utilizing a 12 hour schedule where officers work five days one week and two days the next, never working more than three days in a row. Shifts are bid annually by seniority, per union contract. Patrol is broken down into A-shift and B-shift, with one Sergeant per shift. The on-duty shift Sergeant is responsible for notifying the Kendall County Communications Center of the daily duty roster at the beginning of their tour. The city is divided into three beats; East, Central, and West Side and the officers are assigned beats randomly to reduce boredom. Beat assignments are made during roll call briefing, as well as being advised of any alerts or significant events in which the officers need to be aware.

The agency provides a support vehicle that has the ability to provide lighting, barricades and cones and any other back-up equipment that might be needed on any first responder scene.

Anytime an adult or child is reported missing under any circumstance, a report is immediately taken, which includes verification of the accuracy of complaint information along with a description of the missing person and the circumstances surrounding their disappearance.

Crime Statistics and Calls for Service

The department's calls for service continued to increase with 2013 showing a 1.2 percent increase over 2011. The department attributes the increases to the continuing increase to their population, as well as several campaigns towards educating citizens regarding theft from motor vehicles and the reporting of same. The department encourages citizens to report any theft, even if the citizen may have considered it inconsequential, such as if someone stole change from their vehicle, they may not report it.

Year	Calls for Service
2011	22,812
2012	22,945
2013	23,087

The department continues to make crime prevention its top priority. In 2013, the department experienced decreases in several crime categories, including aggravated assaults and arsons. The department reported one homicide, which occurred in 2011

and was domestic related. The homicide suspect shot and killed himself after killing his former girlfriend. The department has seen theft related cases rise since 2011.

Year End Crime Statistics

Crime Type	2011	2012	2013
Murder	1	0	0
Sexual Assault	5	6	10
Robbery	2	1	3
Aggravated Assault	13	9	5
Burglary	54	50	52
Larceny-Theft	297	363	381
Motor Vehicle Theft	3	5	8
Arson	3	0	2

Vehicle Pursuits

The agency had an issue with pursuits in that over the period of three years between 2011 and 2013, six of the eleven pursuits that occurred were not in compliance with policy. A pattern did not emerge until a three year analysis was conducted in 2014 and it became apparent that a problem did exist. It should be noted that it wasn't the same few officers that were in violation. Upon review of the non-compliant pursuits, it was determined that the policy was not clear as to when and why an officer should initiate a pursuit.

A Power Point scenario based training was conducted and it was determined that the policy needed to be changed to provide a clear definition of when an officer could initiate a pursuit. The agency convened a policy review committee consisting of command staff, a sergeant, patrol officers, and the Records supervisor who conducted research and drafted changes to the existing policy making it much more restrictive. The policy was reviewed and approved by the City Attorney. The new policy states that the suspect must be evading and must have committed or attempted a forcible felony involving the infliction or threatened infliction of great bodily harm; the qualifying initiating events are listed on the pursuit driving report form.

The agency conducts debriefings of pursuits in monthly Sergeants meetings, and the actual pursuit report forms are reviewed at each level in the chain of command. The agency authorizes the use of deflation devices but strictly prohibits the use of roadblocks, boxing in/rolling roadblocks, vehicle contact action or heading off.

Vehicle Pursuits

PURSUIITS	2011	2012	2013
Total Pursuits	6	3	2
Terminated by	4	2	2

agency			
Policy Compliant	3	2	0
Policy Non-compliant	3	1	2
Accidents	0	0	1
Injuries: Officer	0	0	0
: Suspects	0	0	0
: Third Party	0	0	0
Reason Initiated:			
Traffic offense	6	3	1
Felony	0	0	1
Misdemeanor	0	0	0

In 2011, the department was involved in six vehicle pursuits while initiating 9,868 traffic stops. A pursuit was initiated in .06% of those incidents. Of the six vehicle pursuits, three were in compliance with departmental policy and three were not. The three that were not in compliance involved minor violations which were immediately corrected with policy review training.

In 2012, the department was involved in three vehicle pursuits while initiating 9,658 traffic stops. A pursuit was initiated in .03% of those incidents. Of the three vehicle pursuits, two were in compliance with departmental policy and one was not. The one that was not in compliance involved minor violations which were immediately corrected with policy review training.

In 2013, the department was involved in two vehicle pursuits in a total of 10,018 traffic stops. This equals .019% of the stops. Both pursuits were not in compliance with departmental policy. Both pursuits involved policy violations which were immediately corrected with policy review training and oral reprimands.

The Criminal Investigations Division (CID) operates two eight hour shifts from 8am until 10pm and then has an investigator available for call out on a 24 hour basis, seven days a week. The call out list is posted on a monthly basis and is made available to the KenCom Center.

The agency's CID investigates all crimes from petty theft to homicide. The CID Sergeant reviews every case that is written and uses a solvability factors check list for case assignment. The unit utilizes other checklists to aid in criminal investigations as well. Detectives attend the 6PM patrol roll call on a regular basis to facilitate the exchange of information between divisions.

The agency has one "cold-case" unsolved homicide that is brought out periodically to have fresh eyes look at it in the hopes that it may one day be solved.

Hard copy intelligence files are maintained by the CID Captain and are kept locked in a file cabinet in his office. These files are audited and purged according to the State of

Illinois Records Retention schedule, however they prefer to archive the majority of the files and not get rid of them.

The agency has a limited amount of surveillance equipment available for use. The equipment is secured until signed out by an investigator.

The agency has a detailed policy on the use of confidential informants. The list and responsibility for this activity rests with the CID Sergeant. The CI files which are kept in a locked file in the CID Sergeant's office are never purged.

The Department participates in the Kendall County Cooperative Police Assistance Team (CPAT), a multi-jurisdictional task force headed up by the CALEA Accredited Illinois State Police which includes members from the Kendall County Sheriff's Office, Oswego Police Department, Plano Police Department, Yorkville Police Department and the Illinois State Police. The DeKalb County Sheriff's Office is also a member; however they provide no manpower, only financial support. The Illinois State Police indemnifies the task force members so they are able to operate anywhere in the state. The task force predominantly targets street level drugs, gangs and guns. Bi-monthly, a Board of Directors comprised of members from the State's Attorney's Office, CPAT and supervisors from each member agency meet to go over cases, arrests, expenditures and training.

The agency has only received one tip in reference to Homeland Security and on average, about six tips per year on other criminal intelligence related activities. Most are drug related and are referred to CPAT for investigation. The Criminal Investigations Division (CID) maintains a fund of anywhere from one to two thousand dollars in a locked safe located in the CID Captain's office and only the CID Captain and Sergeant have the combination to the safe. The fund is audited on a monthly basis by the CID Sergeant and then every third month is audited in the presence of a City of Oswego Finance Department member. Confidential informant files are locked in a file in the CID Sergeant's office and the intelligence files are kept secured in a locked file in the CID Captain's office.

The Department conducts Juvenile Operations using the Balanced and Restorative Justice model. The four factors of this model are to protect citizens from juvenile crime, to hold each juvenile offender directly accountable for his or her acts, to equip juvenile offenders with the education, vocational, social, emotional and basic life skills which enable a juvenile to mature into a productive member of society and to ensure that the constitutional rights of juveniles are protected. All department components and personnel participate and share in the responsibility of the juvenile.

The agency strives to effectively control juvenile delinquency and crime through utilization of proven programs administered through close coordination with the school district and other agencies. The agency participates in several programs that target youth in the community, such as the week long Junior Police Academy, the Student Police Academy at both high schools, and the Explorer program. They also work with

local businesses and members of the community to bring awareness for Special Olympics through the Law Enforcement Torch Run.

Juveniles accused of committing status offenses are not permitted to be placed in a jail, municipal lockup, detention center or correctional facility. Examples of status offenses are: underage consumption, underage possession of alcohol, underage possession of tobacco, runaways, and curfew and truancy violations.

Once the juvenile is taken into custody for a status offense, the officer may release the juvenile to the custody of a parent or guardian with a verbal warning or release the juvenile to the custody of a parent or guardian with a referral to Kendall County Juvenile Probation.

An officer may arrest any minor when probable cause exists to believe the minor is a delinquent minor or a minor wanted on a juvenile warrant. An officer who takes a minor into custody with a warrant, immediately makes a reasonable attempt to notify the parent or other person legally responsible for the minor's care, or person with whom the minor resides that the minor has been taken into custody; and where the minor is being held. Minors alleged to have committed a crime, which for an adult would be a felony, are referred to a Juvenile officer, and that officer contacts the On-Call State's Attorney for felony approval. Once felony approval has been obtained, contact will be made with Juvenile Probation utilizing the Detention Screening Instrument to determine if the Juvenile will be detained. In every case, officers employ the least coercive measure available when handling juvenile matters to include the outright release with no further action, issuing written citations or referral to the juvenile court system.

All employees of the Department share in the responsibility for reducing crime by making crime prevention and community relations a part of their daily activity. The Criminal Investigations Captain is the point of contact for all information and crime analysis data collected from agency employees. The CID Captain is responsible for submitting quarterly reports to the Chief of Police, which include a description of current concerns voiced by the community, the description of potential problems that have a bearing on law enforcement activities within the community, recommended actions that address identified concerns and problems, as well as any progress made toward addressing identified concerns and problems. The agency has three Crime Prevention Inspectors who are certified in Crime Prevention through Environmental Design (CPTED) through the University of Louisville who provide input into the development and revision of zoning policies, building and fire codes, and residential and commercial building permits. The agency has a School Resource officer in each of the two high schools, and these officers are constantly providing instruction or giving presentations in the classrooms on various topics related to crime prevention. They also teach a Criminal Justice class through Waubensee College that provides students with dual credit.

The agency hosts a Citizens' Police Academy which provides instruction on police procedure during a 12 week program to residents and business owners of the Village.

The Department, working with Kendall County TRIAD, provides a county wide Senior Citizens Police Academy. This one (1) day program targets seniors from the entire county, including the Village of Oswego, and teaches on a variety of topics to include identity theft, senior safety, scams, personal health and safety and financial responsibility. The agency also offers a summer Police Explorer program for students who are graduates of the 8th grade and are at least fourteen years old. The Explorers meet twice a month with their police advisors and are trained in aspects of policing, such as traffic direction and crime scene processing. Explorers are used as volunteers at special events and are encouraged to apply to be Cadets when they become old enough.

Critical Incidents, Special Operations and Homeland Security

The Field Operations Captain is designated as the person responsible for planning a response to critical incidents. The agency has an "All Hazard" plan for responding to critical incidents such as natural disasters, civil disturbances, mass arrests, bomb threats, hostage/barricaded persons, acts of terrorism and other unusual incidents. The agency utilizes the National Incident Management System (NIMS) concept of emergency planning and unified command. The agency conducts annual training of the All Hazard plan and the assessors were able to on-view training for Records personnel who will be utilized as scribes in the event of a critical incident.

The agency has a comprehensive plan for handling special events to include weather mapping and designating specific cars for officers to drive during the event. Plans are developed with the cooperation of the fire department and the Parks Board.

Internal Affairs and Complaints against employees

The department receives and investigates all complaints in a manner that will assure the community of prompt corrective action when Department members conduct themselves improperly and to protect the Department and its members from unwarranted criticism pursuant to the discharge of official duties.

To ensure the integrity of the Department, all complaints and/or allegations of suspected personnel negative conduct or behavior is thoroughly investigated, to include those complaints from anonymous sources. The Criminal Investigation Captain is responsible for the investigation and management of all complaints and allegations. Investigations are completed in thirty days or less; extenuating circumstances require approval for an extension. Both the subject of the investigation and the complainant are kept apprised of the investigation up to and including the conclusion. All completed internal affairs investigations are stored in a secure area within the office of the Chief of Police and are only accessible by him and his Administrative Assistant. Personnel who are assigned to conduct Internal Affairs investigations are required to insure the investigative file remains secure at all times. The Investigations Captain or any officer conducting an Internal Affairs investigation reports directly to the Chief of Police.

The agency publishes its complaint filing procedures on the website and also provides pamphlets in the lobby of the police building that describe the procedures to file a complaint on an employee. Annual statistical summaries are made available to the public and agency employees via the agency's website, as well.

Complaints and Internal Affairs Investigations

<i>External</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>
Citizen Complaints	14	16	11
Sustained	2	2	3
Not Sustained	0	0	0
Unfounded	12	12	8
Exonerated	0	2	0
<i>Internal</i>			
Directed Complaints	3	3	2
Sustained	3	2	2
Not Sustained	0	0	0
Unfounded	0	1	0
Exonerated	0	0	0

The department received 41 external complaints and eight internal complaints during this assessment period. All complaints were thoroughly investigated with seven (17%) of the 41 external complaints being disposed of as sustained. Seven of the eight (88%) internal complaints were disposed of as sustained.

The Department has a comprehensive directive that establishes the processes and procedures that enable the agency to execute its traffic related responsibilities and services. Traffic related issues and speeding vehicles are the number one complaint within the city. The department utilizes a radar trailer for high speed areas and for citizen complaints. The department utilizes warnings, citations and arrests incidental to traffic enforcement. The agency notifies all motorists at the time a citation is issued of the court date, whether or not appearance is mandatory, and if they are allowed to enter a plea or pay the fine by mail. When working accident scenes, officers wear reflective vests to ensure visibility for passing motorists. Accidents are reported to the Illinois State Police via email. The Traffic Sergeant keeps a detailed spreadsheet of traffic related activity which is regularly reviewed and analyzed for future deployment of traffic resources.

The Traffic Unit is responsible for handling most traffic related incidents, such as crash reports, motorist assists, road obstructions and road rage incidents. Of the 821 crashes that occurred in the Village of Oswego in 2013, the traffic unit handled 453 (55%) of them and other police officers handled the rest. The investigation of traffic complaints is managed by the Traffic Unit. Sergeant Norwood reviews each complaint and develops a comprehensive plan to determine its validity. These complaints are also given to the assigned officer / liaison for the specific Homeowner's Association (HOA) area or business area.

Resolution to these complaints may include: Illinois Vehicle Code review, traffic sign review utilizing the Manual of Uniform Traffic Control Devices, ordinance reviews / creation, traffic studies, and the use of CPAAA members, speed reminder devices and enforcement / educational efforts.

For the past five years, the Department's Traffic Unit has participated in the Oswego School District's Operation Impact. The program was developed by members of the Rotary Club of Oswego, the Oswego School District and the Oswego Police Department. The program was developed in 2008 after a crash occurred that killed five teenagers. This program allows students to go through scenarios that they could encounter while driving and for them to make responsible decisions behind the wheel. Sergeant Dan Kipper advised that nearly 8,000 students have taken part in the program since its inception. In March 2013, the department participated in the making of an Operation Impact video.

Detainee and Court Related Activities; Auxiliary and Technical Services (Chapters 70-84)

The agency has a detailed policy regarding prisoner transportation for ensuring the safety and security of the prisoner, the transporting personnel and the general public. All prisoners must be thoroughly searched each time they come into the transporting officer's custody in order to locate weapons, contraband, and concealed evidence. Transporting officers are required to conduct a pat down search of all prisoners prior to transport. Whenever practical, male officers transport and search male prisoners and female officer's transport and search female prisoners. Strip searches and body cavity searches are not permitted and are considered beyond the scope of the transporting officer's authority.

When there is only one officer, the prisoner is placed in the rear seat of the passenger opposite the driver, so the prisoner can be observed. The prisoner is handcuffed and seat belted in to prevent injury to the individual. When there are two officers, one officer may, depending on the circumstances, ride in the rear compartment with the prisoner, if so directed by the Supervisor or in an immediate emergency situation. No more than two prisoners are allowed to be transported in any one squad car. If there are multiple prisoners, additional vehicles or the transport van is used. The transport van can be utilized for up to nine prisoners; adult males and females can be transported together with a Sergeant's approval, but must be segregated by compartments.

Juvenile prisoners are transported in the same manner as adults. Adult and juvenile prisoners will not be transported together unless the adult is a parent or legal guardian. All officers transporting prisoners are required to keep the person being transported in their sight at all times to prevent the possibility of escape.

When a person is being transported to a medical facility for treatment, officers must stay with the prisoner at all times. The exception to this will be if the prisoner needs to

use the washroom or is undergoing an invasive examination or as otherwise requested or required by medical personnel.

All officers transporting prisoners must proceed directly to the proper destination and will not divert from the transport unless an extreme emergency exists. If such a situation arises, the officer may stop and render emergency assistance and/or summon appropriate aid in those cases where the risk of serious or fatal injuries is apparent and the risk to the prisoner is minimal. At no time during the transport will an officer allow the prisoner to communicate with anyone other than the officer.

When transporting a prisoner, the transporting officer must have the required paperwork and documentation required by the receiving agency. Prior to releasing custody of a prisoner to another agency, the releasing officer will obtain the name and badge number of the officer who is taking custody of the prisoner. Upon arrival at the destination facility, the officer will also advise the receiving agency of any potential medical or security hazard.

The agency utilizes an area within the holding facility for the processing and temporary detention of certain prisoners. Weapons lockers are provided outside the entrances to the detention area for officer's firearms. There are benches with O-rings for handcuffing detainees while being processed. The area is monitored by cameras and recorded. All officers have been provided the required training on the monitoring of temporarily detained individuals, and there are stipulations in place that mandate this will be taught every three years.

The Holding Facility operated by the Department is a facility for the temporary detention of persons held for investigation pending disposition of their case by the judiciary, awaiting transfer to another institution or awaiting the posting of bond. The agency has a comprehensive policy ensuring that any person detained in the holding facility is afforded their rights under the law, is treated humanely, and is provided with the proper food, shelter, and if required, the proper medical treatment. The maximum period of detention in the holding facility is 72 hours, except when detention occurs at the beginning of a weekend or holiday. Minors under 18 years of age charged with a criminal offense are kept separate from confined adults and are not at any time kept in the same cell or room, with adults confined pursuant to criminal law. Those charged with status offenses may be taken into the Community Room or one of the three interview rooms to be booked. They can be brought into the holding facility for fingerprints and booking photos, but are kept separate from any adults. Officers are required to conduct a visual check of all detainees and document the checks on the cell check form every 15 minutes.

The Department does not have the responsibility of receiving, entry or cancellation of warrants. Warrant entry into the Law Enforcement Agency Data System (LEADS) computer system is accomplished by the Kendall County Sheriff's Office and the Kendall County Communications Center (Kencom).

On occasion, the Department will either serve or attempt to serve active/valid warrants that have already been entered into the LEADS computer by other agencies (i.e., traffic stops, calls for service, fax copy assist other agency). Prior to serving the warrant, Oswego police officers are required to verify warrant information (name, identifiers, charge, and bond), warrant validity, warrant geographic boundaries, and obtain a criminal history (CQH) and any other additional information if possible. They must also notify Kencom when a warrant has been served.

The service of original criminal warrants that are generated by the Department or another law enforcement agency/jurisdiction, on non-compliant persons will be done in accordance with current applicable laws pertaining to an officer's authority to arrest. Warrants will only be served by Sworn Law Enforcement Officers.

Civil process that is issued by the Village (Liquor Commission hearing, Building and Zoning, violation notices, etc.) may be served by sworn personnel. All other civil process that originates from outside the jurisdiction of the Village will be referred to the Kendall County Sheriff's Office for service. This will include service that is related to property that has been seized in connection with the commission of a major crime. Execution of orders for civil arrests or writs requiring the seizure of real or personal property will also be referred to the Sheriff's Office.

The Department operates on the county wide cell based radio system maintained by the Kendall County Sheriff's Department. FCC licensing is held by Kendall County. There is a 24 hour toll free emergency number available and TDD capabilities for the hearing impaired. There is continuous two-way radio communication capability between the Communications Center and the officers on duty via radio. All pertinent info is recorded into the EnRoute computer aided dispatch/records management system (CAD/RMS) on any call for service that is received in the Communications Center. This system allows for immediate playback of all telephone calls and radio traffic. Procedures are in place and practiced regarding the request for a recorded copy of any telephone call or radio transmission. Backup units are dispatched on all Priority 1 calls. There is a clearly defined policy on when a supervisor will be dispatched to respond to a scene.

The agency participates in local, state, and federal criminal justice informational exchange. The Communications Center is secured by electronic locks and all antennas and transmission lines are secured within locked fencing. If the radio consoles fail, a portable radio is available for use. In a catastrophic emergency, AT&T automatically reroutes all calls to an identical communications center at the Bristol Kendall Fire Department in Yorkville. The agency has an emergency generator located adjacent to the building that is monitored by cameras on a twenty-four hour basis, not within a secure fenced area. The generator is tested every morning for 30 minutes. The dispatch supervisor was not aware of "tactical" dispatch plans; however, when told what they were, she was able to pull up different procedures for different situations, which were located in a data base on the computer system that was readily assessable.

The Records function is a 24 hour operation and while the office itself is not secure, the records, as well as all issued citations, are stored in locked file cabinets and only the records staff has access. Juvenile and adult files are kept separately. All records are stored and/or retained according to Illinois law. The agency utilizes the Uniform Crime Reporting (UCR) system for dissemination to the Illinois State Police, who in turn forwards the information to the FBI. The Department is utilizing New World Records Management System that provides a computerized master name index which includes all persons having contact with the agency through crimes reported, persons arrested, traffic enforcement and traffic accidents. The New World system also provides a case-numbering function that designates a unique number for every case that is entered into the system. The system is password protected; passwords are required to be changed every 35 days. Oswego follows the legal retention schedule and organizes records for destruction according to anticipated destruction dates.

The Records unit is responsible for Public Information. Three employees are FOIA (Freedom of Information Act) certified through the State and are responsible for the release or withholding of requested information. They have the ability to cite exemptions to the Freedom of Information Act to withhold information that they believe is not releasable under color of law.

Property and Evidence

All Department personnel are responsible for the proper collection and preservation of evidence; however, the evidence technician has the specialized training, equipment, and supplies necessary for certain types of evidence collection, including recovery of latent fingerprints, photography, sketching and diagramming, and collection and preservation of physical evidence to include DNA, especially at major crime scenes. The technician is trained and certified through the Illinois State Police. The evidence technician falls under the supervision of CID and is available on a 24-hour basis to process crime scenes. Any evidence collected for processing from a crime scene is documented in a supplemental report, and the transfer of evidence between any officers or entities is properly documented to ensure the chain of custody of the evidence.

Whenever property comes into the possession of an officer, he/she is responsible for preparing the Oswego Police Department Record of Evidence/Property Received form with careful attention being made on describing each item of property obtained. A complete Incident/Offense report is also completed detailing the circumstances by which the property came into the agency's possession. All Oswego officers are required to enter any property coming into their possession into Property and Evidence before the end of their tour of duty.

The agency has two property and evidence rooms. Items requiring added protection, such as money, jewelry, narcotics or weapons, are stored in a separate, locked and secure location within the Property room in the basement. Evidence requiring refrigeration is also stored in a locked refrigerator in the basement property room. The

upstairs property and evidence room contains miscellaneous property and evidence. Firearms and high quantities of drugs that need to be processed are taken to the Illinois State Police Joliet Forensic Science Laboratory by the evidence technician. Smaller quantities of drugs or other evidence can be transported to the lab by a Community Services officer.

The Evidence Technician is responsible for logging all property into the Records Management System as soon as possible. The agency utilizes the New World Records Management System where the status and location of each piece of property is reflected via bar-coding. Access to the property room is limited, and anyone who enters is required to sign in and out. All inspections, inventories and audits have been completed.

H. Applied Discretion Compliance Discussion:

The agency had no standards identified as applied discretion.

I. Standards Noncompliance Discussion:

The Department had no standards identified as noncompliant.

J. 20 Percent Standards:

CALEA agencies must be in compliance with at least 80% of applicable other than mandatory (O) standards. The agency is free to choose which standards it will meet based on their unique situation.

The agency was found to be in compliance with 91% of applicable other than mandatory (O) standards.

K. Future Performance / Review Issues

This section reports on directives that appear to meet the intent of standards but the directives initial established time line for completion of required activities has not be met ("wet ink"). These requirements are reported to emphasize that these activities must be completed in the appropriate time frame.

The agency currently does not apply the courtroom security standards. Their position is that Captains attend administrative hearings as representatives from the police department for matters of protocol, not to provide security. They assist the adjudicatory officer with police matters such as answering questions, testifying in place of an officer and verifying required reparations have been met. Captains are the preferred police department representative personnel as they are an exempt status and their attendance does not result in overtime.

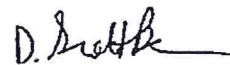
L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	326
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	78
(O) Noncompliance	0
(O) Elect 20%	8
Not Applicable	<u>71</u>
TOTAL	483

M. Summary:

A resident and business survey was conducted in April 2012 by the department. Of the 1,033 citizen questionnaires distributed, 351 were returned. Nearly two-thirds of Oswego residents had contacted the police department for assistance. Of those residents contacting the police, over 90% were satisfied with the service they received. Overall, the citizens returning the questionnaire gave the Police Department high marks for patrolling the community and traffic control. Citizens also gave the department high marks for their community relations.

Assessors found that the department enjoys an extraordinary amount of support from the community in which it serves. It was obvious to the assessment team that the agency is committed to maintaining or exceeding those standards set forth by the Commission on Accreditation of Law Enforcement Agencies Inc. The team's interviews, interactions and observations of the Oswego Police Department were very positive. Assessors were highly impressed with the professionalism displayed by the department's personnel. All personnel were forthcoming with knowledgeable with information related to their duties.



D. Scott Bowen
Team Leader