

TO: Commission on Accreditation for Law Enforcement Agencies, Inc.
(CALEA®)

FROM: Major Randy M. Nichols

DATE: September

SUBJECT: On-site Assessment Report for the Oswego (IL) Police Department

A. Dates of the On-Site Assessment:

August 20 – 24, 2005

NOV 09 2005

B. Assessment Team:

1. Team Leader: Randy M. Nichols
Major
Pitt County Memorial Hospital Police Department
P. O. Box 6028
Greenville, NC 27835
(252) 847-5908
rnichols@pcmh.com
2. Team Member: Paul Forcier
Inspector
Niagara Falls Park Police Service
6075 Niagara Parkway
Niagara Falls, ON L2E 6T2
pforcier@cogeco.ca
3. Team Member: Don Pike
Accreditation Manager
Prince George's County Police Department
7600 Barlowe Road
Palmer, Maryland 20785
dapike@co.pg.md.us

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

Christie Goddard

Initial Accreditation, B size (53 personnel), Law Enforcement 4th Edition Standards

D. Agency Profile:

1. Community history and description

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

In 1835, two newly arrived businessmen, Lewis Brinsmaid Judson and Levi F. Arnold, laid out the Village of Oswego. They initially named the village Hudson. When the U.S. Government established a post office in the new Village in January 1837, it was named Lodi. Later that same year, citizens gathered and picked a permanent name that was neither Hudson nor Lodi. Instead, they picked Oswego.

In 1837, Oswego consisted of about 30 wooden buildings. In 1841, Kendall County was established with the county seat located in Yorkville. By 1845, Oswego Township had enough population to win a referendum on moving the county seat to Oswego. The county seat remained in Oswego until it was moved back to the more centrally located Yorkville in 1864.

The Village's population growth has been robust. In the 1990 U.S. Census, Oswego's population stood at 3,875. Just seven years later, a special census showed its population had risen above 9,000, making it the largest community in Kendall County. In the 2000 census, Oswego's population had grown to 13,326. Four years later a special census counted nearly 20,000 residents living in Oswego's municipal limits. The village continues to experience a period of rapid economic and population growth, with a current population estimated at over 24,000.

2. Governmental organization

Oswego functions under the Village form of government. The Board of Trustees for the Village of Oswego is comprised of seven elected officials, six Trustees, and one Village President. The Chief of Police serves as the Chief Executive Officer of the Police Department and is appointed by the President of the Village with the advice and consent of the Board of Trustees. The Chief of Police is in charge of all activities of the police department, subject to all existing ordinances of the Village, State and Federal law, and actions taken by the board of trustees.

3. Biography of CEO

Chief Dwight A. Baird began his law enforcement career in 1990 when he was hired by the Kendall County Sheriffs 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 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. After arriving at the Oswego Police Department, he completed his Bachelors Degree from Aurora University and his Masters Degree from Western Illinois University in Law Enforcement Justice Administration. He is well versed in law enforcement programs, operations and technology and has implemented and participated in numerous improvements to the Oswego Police Department through his innovative and modern philosophies.

During Chief Baird's tenure with the Oswego Police Department his positive attitude, ability to communicate and desire to professionalize himself and the department has set him apart from other police chiefs. This was immediately made apparent upon his appointment when he signed the agreement with CALEA for National Accreditation. His hands on approach to various situations have allowed him to solidify his commitment to maintain and enhance credibility, integrity, and confidence as he represents the Citizens of the Village of Oswego.

4. Agency history and description

Although the history is sketchy, it is believed that the Oswego Police Department was organized in the 1920's when one officer was hired to patrol the Village. The agency remained a one-man department until the 1960's when another officer was added to the force. The Village and the Police Department slowly developed until the area started experiencing rapid population growth around 1990. The original Police Department was located on Main Street until the current facility was built.

The Oswego Police Department is now located in the Oswego Law Enforcement Center, which was built in 1990/1991. The facility is approximately 23,000 square feet and is designed to accommodate a fifty-officer police department. The lobby is open and the front desk is staffed Monday through Friday from 8:00 a.m. until 12 midnight.

Chief of Police, Dwight Baird, oversees the forty-three sworn personnel, four part-time Community Service Officers and six non-sworn personnel department, which provides 24-hour a day police service. The Department organizational structure consists of three Police Captains, six Patrol Sergeants, one Detective Sergeant, one Administrative Sergeant, three Detectives, three School Resource Officers, one D.A.R.E. Officer, one Cooperative Police Assistance Team Officer, and twenty-three Patrol Officers. The Oswego Police Department uses thirty-two squad cars and six bicycles to provide police service to the approximately 24,000 residents and over eighty-five miles of roadway. Each marked patrol car is outfitted with a mobile laptop computer and many have video cameras to enhance effective police service. In 2004 the Oswego Police department responded to 24,642 calls for service and investigated 3,849 police reports. Police

services include but are not limited to: Child passenger safety seat inspections, vacation checks, crime prevention by environmental design, neighborhood watch, citizens' police academy, and student police academy.

The Oswego Police Department has police officers that are well trained in Investigations, Evidence Technicians, Juvenile Officers, Master Firearms Instructors, Truck Enforcement Officers, Accident Re-constructionist, Canine Officer, Bike Patrol Officers, D.A.R.E. Officers, High School and Junior High School Resource Officers, Gang Specialists, Breath Instrument Operators, Narcotics Officers, Special Response Team, and Crime Prevention Officers.

The Oswego Police Department currently partners with the residents, public officials, schools and business owners in order to identify needs and address concerns of the community. The agency believes that proactive patrol operations will minimize criminal incidents and traffic accidents. They use crime prevention notices to notify residents of potential safety risks in order to eliminate criminal activity. Mobile radar mounted on a SMART trailer is used to identify areas that might require traffic enforcement from a patrol officer.

The total operating budget for the Oswego Police Department for fiscal year 2003-2004 was 3.5 million dollars. Fiscal year 2004-2005 was 4.4 million and fiscal year 2005-2006 was just over five million.

Upon his appointment as Chief of Police in 2003, Chief Baird made a commitment to the community, to the department and to himself that the Oswego Police Department would be an accredited agency. An administrative sergeant was assigned the responsibility of drafting a new set of policies and procedures to guide department personnel in performing and complying with the standards set forth by CALEA.

5. Future issues facing this agency and its service environment

The Village of Oswego is located entirely within Kendall County, which, according to the United States Census Bureau, is the second fastest growing county in the Nation. The Village has been experiencing rapid growth since the early 1990s. This growth is both residential and commercial. With this type of growth come a variety of issues that must be addressed by the management of the Oswego Police Department. The Oswego Police Department will need to identify service and crime needs and then communicate these demands to the Village Board in order to maintain expected service levels that the residents have grown accustomed to. The agency will need to look at staffing, facilities, programs, services, traffic, crime, and the organizational culture to plan accordingly.

Since 1995 the Village population has increased annually by over 1,600 new residents. In response to the growth, the department has added 3.4 officers per year since 1995 and additional civilian positions to maintain the service levels. The agency plans to complete a staff analysis by looking at calls for service, pending developments and

crime trends to project the staffing levels that will be required to adequately serve the Village residents and visitors to the community.

The Oswego Police Department sees a need to effectively plan for a new police department within seven to ten years, as the current facility will become outgrown. At this time steps have been taken in an attempt to secure land in a strategic location based on the boundary agreements the Village has entered into with neighboring municipalities. The agency will continue to work with other emergency service providers within the village, county, surrounding counties, and the State in order to provide the most efficient and effective services available.

The agency believes that as the Village of Oswego continues to grow, the crime within the Village will change. Crime trends are changing throughout society; thus, as a community becomes larger, different types of crimes come with the growth. With more people in a community there tends to be more crimes against persons. This will be a challenge for the Oswego Police Department to work with other organizations in order to minimize that possibility. The agency plans to continue to increase their intelligence gathering, as well as improve and maintain communications with residents in order to effectively prevent crime. It is the goal of the Oswego Police Department to minimize the increase of crime at a rate less than the growth of the Village population.

Traffic has grown and will continue to do so; therefore, it will be important for the Oswego Police Department to have input with the Village Engineer and developers as to the infrastructure in the overall development of the community in order to obtain safe and effective vehicular travel. The agency has developed a Traffic Unit to analyze and identify the cause of traffic accidents and then allocates resources accordingly to maximize the desired results of reducing the number of traffic collisions.

As growth continues it will become even more important to provide the community with a sound foundation and a high level of confidence within the Oswego Police Department. The Oswego Police Department is seeking National Accreditation and once this is achieved it be their goal to maintain accredited status. The agency believes that as they have been progressing through the accreditation process, the organizational culture has been transforming in a more professional and dedicated police force.

E. Agency Demographics:

The Village of Oswego Department has an authorized staff of fifty-three personnel with forty-three being sworn and ten civilians. At the time of the on-site the agency was fully staffed. The agency has five sworn female employees, which equates to 12% of its total sworn personnel. The available work force population is estimated at 14% female (national average), 93% Caucasian, 2% African-American, and 5% Hispanic. The agency's current sworn makeup is 40 Caucasians (93%), one African-American (2%), and two Hispanic (5%). The department has a comprehensive recruitment plan in place and actively works to diversify the makeup of the agency through the recruitment of qualified minority candidates.

F. CALEA Agency Annual Report:

Each accredited or recognized agency submits an accreditation Annual Report to CALEA on the first and second anniversary of their accredited status. The annual report is a statement by the agency outlining their compliance status and significant events for the previous year. This section reviews, compliance and or non-compliance issues reported by the agency.

Since this was the agency's initial accreditation on-site, it has not filed annual reports.

G. Pre-assessment Planning:

The Oswego Police Department held a Mock Assessment on March 28, 2005. The mock team consisted of ten law enforcement professionals from area police agencies. Three of the members were CALEA certified assessors. The mock assessment team reviewed all CALEA files and made numerous suggestions to the agency. The agency advised they reviewed the recommendations and made changes to the files as necessary.

H. Previous Assessment Issues:

This section identifies areas that were reported as problematic during the previous on-site assessment to facilitate review and comparison with the current assessment. This includes the number of file maintenance, applied discretion, and non-compliance issues indicated in the previous report.

This was the initial accreditation on-site for the Oswego Police Department. Therefore, there were no previous issues to address.

I. On-site Assessment Summary:

1. Offsite standards review

The files for off-site review were shipped to assessors by United Parcel Service (UPS) and received by July 1, 2005. Assessors reviewed the files and returned the files to the agency by July 26. A total of one hundred thirty-one files were reviewed off-site. Of the files sent for off-site review, several required further attention during the on-site. Issues with the files were cleared up by on-site interviews and required no changes to the files.

2. Assessor and agency orientation

Assessors Paul Forcier and Don Pike arrived at Chicago O'Hare Airport between 1:00 and 2:00 p.m. Captain Jim Jensen and Cathy Nevara of the Oswego Police Department met them and escorted them to the AmericInns Hotel in Oswego. Chief Dwight Baird met Team Leader Nichols upon his arrival at 3:30 p.m. Chief Baird escorted Team Leader Nichols to the hotel, arriving around 5:15 p.m.

Assessors met for orientation and training in the hotel lobby at 5:30 p.m. Training covered an overview of the on-site, assessor responsibilities during and after the on-site, assessor protocol for file return, file problem solving, and resolution of issues that might arise. Assessors also covered protocol and assessor responsibilities during the panel reviews and discussed the use of the Electronic Assessment Reporting System (EARS). Administrative issues were addressed such as the completion and submission of expense reports, hotel bills, meal costs, and critique forms. Assessors also discussed the condition of off-site files, which were reviewed prior to the on-site.

3. Agency tours and displays

Captain Jim Jensen met assessors at the hotel at 7:50 a.m. on Sunday morning, August 21, 2005. Assessors then followed Captain Jensen to the Oswego Police Department, arriving at 8:00 a.m. Chief Dwight Baird met assessor in the parking lot and escorted assessors to the Administrative Conference room, which was set up as the assessor work area.

The agency tour began at 8:05 a.m. as assessors were escorted to the Front Lobby area of the facility. The Front Lobby is the entrance used by citizens to contact agency personnel. Citizens utilize a window in the lobby, which is manned during the day by Communications and Records personnel. Sgt. Jeff Burgner exhibited the recruitment display, which is used as a recruitment tool by officers. Located on the wall of the Lobby were copies of the agency's Mission Statement and Organizational Chart. Assessors also noted a display of photographs of department personnel in the Lobby. A Community Resource Directory was located on a table next to a box of gunlocks that are given to citizens. The lobby also contained numerous pamphlets and traffic safety materials for citizens.

As assessors left the lobby area, they were observed a community interview room just inside of the secure area. Detective Sergeant Rob Sherwood then showed assessors the offices of the Investigative Division. Assessors also observed computer systems and surveillance systems utilized by the unit. Officer Joe Geltz provided assessors the opportunity to view equipment he uses when processing evidence and Officer Bond displayed cameras used to process crime scenes. Detective Sergeant Mary Kay Zimmerman discussed her responsibilities and showed assessors where investigative and informant files are maintained as well as property tracking equipment in the evidence intake room. Sergeant Zimmerman also provided assessors a tour of the Property and Evidence Room.

Sergeant Kevin Norwood then gave assessors a tour of the Holding Facility. The area includes a booking area, interview rooms, four holding cells, and secured storage areas. Assessors observed the security systems in place and the audio and video surveillance equipment. Although the area is monitored by video camera, there is no video of the actual cells.

Sergeant Norwood then escorted assessors to the garage. In the garage, assessors talked with Officers Heller and Snow who were dressed in summer uniform. Officer

Blessing exhibited the agency's bicycles and bike officer uniforms. Assessors also saw the radar trailer and range trailer. The range trailer contained equipment utilized when the officers go to the firing range for practice or firearms qualifications.

In the rear parking lot, assessors viewed a DARE Jeep and a pickup truck utilized by the Community Services Officers (CSO), manned by CSO David Lach. Assessors also observed traffic enforcement vehicles displayed by Officer Mumm, marked and unmarked patrol vehicles by Officer Bond and the K-9 vehicle by Officer Wicyk and Ben. Officer Mumm also displayed the Truck Enforcement Vehicle and Sergeant Stark displayed the Mobile Command Unit.

Assessors then entered the rear of the agency where Sergeant Zimmerman provided an opportunity for assessors to observe the basement level evidence and property storage area, including bicycle storage and separate storage areas for currency, weapons, and drugs. Assessors then viewed the armory with the assistance of Officer Chad Dickey. Officer Dickey provided assessors an overview of the local multi-jurisdictional Special Weapons and Tactics Team (SWAT).

Captain Steven Plock escorted assessors to the computer storage room, which contains computer servers, telephone equipment, radio equipment, and emergency generator switches. Captain Jensen then showed assessors the agency's physical fitness workout room and explained the physical fitness-testing program.

Captain Nick Sikora then took assessors to the Training and Community Meeting room. Assessors then viewed the agency's break/lunch room and the Report Writing Room. Sergeant Mike Stark then escorted assessors the Squad Room, Library, and Patrol Sergeant's office area.

Sergeant Norwood then showed assessors the Records and Communications area, just behind the Front Lobby area. Assessors ended their tour back in the Administrative area as Captain Plock explained the office functions of the area. Assessors then returned to the assessor work area to begin file review.

4. On-site standards review

Assessors began initial file review after the agency tour, which ended at approximately 10:00 a.m., Sunday morning, August 21, 2005. Assessor continued file review until approximately 6:00 p.m., at which time they returned to the hotel.

Assessors arrived at the agency at 7:55 a.m. Monday morning, August 22, to continue file review and prepare for the panel reviews. Assessors participated in the panel reviews, reviewed files, conducted interviews, and attended shift roll calls. Assessors continued file review until 6:50 p.m., at which time they were escorted to the Police Training/Community Meeting Room on the lower level of the Center to prepare for the Public Hearing. After the public hearing, assessors returned to the work area and conducted further file review before leaving for the night.

On Tuesday morning, Assessors arrived at the agency at 7:55 a.m. Assessors continued file review, conducted interviews, and participated in ride-a-longs. Assessors continued file review until 5:30 p.m. Assessors then attended dinner with Chief Baird and the Accreditation Staff. After dinner, assessors returned to the assessor work area and completed file reviews before leaving for the evening.

On Wednesday morning, Assessors arrived at the agency at 8:00 a.m. to complete paperwork and prepare for the exit interview.

5. Panel standards review

The panel standards review presentations were conducted on Monday, August 22, 2005 from 9:00 a.m. until 2:00 p.m. Twelve members of the agency made presentations, addressing thirty-eight standards. Areas covered included Use of Force, Training, Recruitment, Field Training, Selection Process, Juvenile Services, Investigations, Crime Prevention, Citizen Surveys, and Traffic. All presenters were well prepared and provided assessors the opportunity to discuss department operations, independent of file documentation. The presenters were able to provide additional insight to the overall operation of the agency.

6. Key activities

At 8:15 a.m. on Monday morning, August 21, 2005 Assessors Nichols, Forcier, and Pike met with Chief Baird and his staff for introductions and group photographs. Present in addition to Chief Baird and the Assessors were Captain Jensen, Captain Steve Plock, Captain Nick Sikora, Cathy Nevara, and Denise Lee.

At 6:00 p.m. on Sunday, August 21 Assessor Pike attended the evening shift roll call. The roll-call was conducted by Sergeant Brad Delphey. Sergeant Delphey was very professional in appearance and demeanor.

Team Leader Nichols attended evening shift roll call at 5:55 p.m. on Monday, August 22. The Roll Call was held by Sergeant Larry Stefanski and was attended by five police officers and a Community Service Officer. Officer David Kiest provided roll-call training on the Character Counts! program and Sergeant Delphey made vehicle and section assignments.

At 1:15 p.m. on Tuesday, August 23, Team Leader Nichols interviewed Detective Sergeant Mary Kay Zimmerman concerning the storage of Property and Evidence. Team Leader Nichols found that all property and evidence processing and storage areas were very neat and orderly. Sergeant Zimmerman has been handling this section since 2003 and appears to be doing an excellent job. She was very knowledgeable of the entire process and was able to quickly locate property and reports during the interview. Team Leader Nichols randomly selected pieces of evidence from the logbook and Sergeant Zimmerman was quickly able to locate the property as indicated by the barcode system. When actual items of evidence were selected from an evidence bin, she was able to immediately locate the paperwork associated with it.

One selected item was logged into evidence before the barcode system was put in place, but Sergeant Zimmerman was readily able to provide the appropriate paperwork. Team Leader Nichols accompanied Sergeant Zimmerman to the basement level evidence storage area and checked the security of the caged area, as well as the locked cabinets containing firearms and other valuables. Team Leader Nichols selected a handgun and a bicycle from separate areas and Sergeant Zimmerman was again able to quickly locate the associated paperwork for each.

At 3:30 p.m. on Tuesday, August 23, Team Leader Nichols participated in a ride-a-long with Officer Steven Lawrence. During the ride-a-long Officer Lawrence was dispatched to a call of a suspicious person walking down the street with a bow and arrow. Officer Lawrence responded and located the subject, who was bow fishing on the edge of the Fox River. During the ride-a-long Officer Lawrence was very friendly, polite, and professional in every way.

At 4:00 p.m. on Tuesday, August 23, Assessor Pike participated in a ride-a-long with Officer Bryan Cummins. Officer Cummins was very professional in appearance and actions. During the ride-a-long, Officer Cummins responded to one call for a suspicious vehicle. Officer Cummins promptly responded, and located the vehicle. He interviewed the complainant, who was standing by the vehicle and checked to see if the vehicle was stolen. His interaction with the complainant was very polite and professional.

7. Public information

The agency developed a Public Information Plan and issued a Press Release and a Public Notice concerning their accreditation efforts and the upcoming on-site activities. Both explained the accreditation process and provided the telephone number and the time for the public call-in session as well as the Public Hearing. The public notice was posted in the front lobby of the police department, at the Village Hall, and on the Village and Police Department websites. The press release was also posted in the Oswego Public Library and Oswego Park District Buildings. The agency also distributed a Press Release to the *Oswego Ledger*, the *Kendall County Record*, the *Fox Valley Shopper*, the *Aurora Beacon News*, CLTV News, and WSPY Radio station.

The agency mailed approximately fifty mail-outs to community leaders and businesses encouraging their input during the on-site assessment. The mail packets contained an informational letter and an overview of the accreditation process. Letters were also sent to area and statewide law enforcement organizations, including the Illinois State Police, Kendall County State Attorney's Office, Kendall County Chiefs of Police Association, Illinois Law Enforcement Training Board, and local police departments. Chief Baird also made announcements at meetings of the Oswego Village Board, the Illinois Chief of Police, Kendall County Board, and the Oswego School Board.

Additionally, Chief Baird made an announcement at a departmental meeting and by email to employees. Employees were encouraged to distribute copies of the Public Notice to citizens they made contact with.

8. Team/agency conflicts

All agency staff and team members were friendly and highly professional. There were no conflicts of any type during the on-site.

9. Exit interview

At 9:00 a.m. on Wednesday, August 24, assessors arrived at the agency to complete paperwork, evaluations, and prepare for the exit interview. At 9:00 a.m. assessors met with Chief Baird and his Staff in the agency training room. Present at the meeting were Chief Dwight Baird, Accreditation Manager Captain James Jensen, Detective Sergeant Mary Kay Zimmerman, Sergeant Kevin Norwood, Executive Assistant Denise Lee, Administrative Assistant Cheryl Brant, Cathy Nevara, Assessors Randy Nichols, Paul Forcier, and Don Pike.

Team Leader Nichols began the exit interview by thanking Chief Baird and his staff for their cooperation and professionalism during the on-site. Nichols provided an overview of the files reviewed and returned, and the status of all files. All assessors summarized observations and findings regarding the chapters they reviewed and passed along recommendations. All assessors made positive comments about the agency, and members of the department. Team Leader Nichols stressed that any final decision on awarding accredited status is the prerogative of the Commission. Nichols ended the exit interview by again thanking the Chief and his staff for their cooperation.

After the exit interview, assessors completed final paperwork and prepared for transportation to the airport. Assessors left the agency at 10:15 a.m.

J. Table: Standards Summary:

	TOTAL
Mandatory (M) Compliance	316
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	94
(O) Noncompliance	0
(O) Elect 20%	6
Not Applicable	30
TOTAL	446

K. File Maintenance:

This section reports on the condition of the agency's files presented to verify proof of compliance with accreditation standards. This includes organizing and marking files for review, clerical issues, the adequacy, correctness, and currency of proofs used for compliance. Generally, this section indicates preparation and understanding of the

accreditation process. This section does not indicate compliance with standards or report on agency practices.

The agency's files were in good shape for an initial accreditation on-site. Proofs of compliance were light in some files, but proofs were located as indicated on the Individual Standard Status Reports (ISSR). The files were easy to follow and read. The assessors returned only three files for additional work. Each of those files required the addition of existing documentation to show proof of compliance with the standards.

L. Performance Activities:

The accreditation process has fifty time sensitive issues that require some type of agency action within specific time frames. Included are reports, analysis, reviews, inspections ranging in a time frame from weekly to periodically, or once in three years. These activities are important to agency operations, public safety, and liability concerns. This section reports on, summarizes the quality of the reports, and describes impact on the agency.

The Village of Oswego Police Department has a directive that clearly prohibits Bias Based Profiling by their employees. Policy calls for periodic reviews and training. Documentation was provided showing that agency personnel participated in this training in 2003 and 2005. An annual review was conducted in 2004, which included a review of bias based profiling complaints, actions taken, recommended training needs, and recommended policy changes (1.2.9b Training in biased based profiling issues) (1.2.9d Annual administrative review of bias based policing).

Officers are required to complete a written Use of Force Report every time an officer uses lethal or less lethal force. The only exception is if an officer uses a weapon to kill an animal that has been wounded or injured (1.3.6 Use of force occurrence reporting).

A comprehensive review process by supervisory and management personnel occurs for every submitted use of force report. These reports are reviewed and signed off by the Defensive Tactics Instructor/Range Master, Shift Supervisor, Field Operations Commander and the Chief of Police before being filed administratively (1.3.7 Review of use of force reports).

The Oswego Police Department conducts annual in-service training on Use of Force policies and firearms qualifications. The agency also conducts biennial In-Service training on their less lethal weapons (1.3.11 Use of force policies and lethal weapons proficiency) (1.3.11 In-service training for less-than lethal weapons).

During 2004 there were twelve use-of-force incidents reported. None of the incidents in 2004 required the use of pepper spray, baton or deadly force. Upon completion of the review, there were no patterns or trends that identified training needs or required policy revisions. A documented analysis of use of force reports for 2004 was included as proof of compliance (1.3.13 Documented analysis of use of force reports).

A report is generated on a monthly basis, which readily identifies the status of all time sensitive reports, audit, inspections, and reviews. The frequency and completion dates are recorded for each time sensitive activity for each year in the rating period (11.4.3 System for ensuring that periodic reports, reviews, and other activities mandated by applicable standards are accomplished).

The Chief of Police submits annual department goals while goals and objectives for Divisions are submitted through the Division Commanders. These goals are made readily available to members of the agency (11.5.1 Updating of agency goals and objectives).

The Criminal Investigations Commander with the assistance of records personnel is responsible for collecting, collating and analyzing crime data to aid agency patrol and investigative personnel. Sources include completed arrest and investigative reports, intelligence contact cards, monthly Uniform Crime Reports (UCR), citizen input and intelligence received from other law enforcement agencies. Most of the agency's crime analysis relates to burglaries from motor vehicles or homes and businesses under construction (15.1.1 Analysis of Crime Data).

The Oswego Police Department prepares an annually documented workload assessment. The Commander of each Division is responsible for submitting this analysis to the Chief of Police by August 31 of each year. Included as proofs of compliance were the documented workload assessments for the Field Operations, Criminal Investigations, and Support Services Divisions for 2004 (16.1.2 Workload assessments).

A list of specialized assignments is exhibited on the agency's Distribution Chart. Special Assignments include Field Training Officers, School Liaison Officers, Bike Officers, Arson Investigator, Canine Officer, and others. Detailed Statements of Purpose for each specialized assignment is included as an attachment to the agency's general order. In addition to the purpose of the specialized assignment are recommendations and justifications for each position, which are reviewed annually (16.2.1 Review of specialized assignments).

The Chief of Police prepares the departmental budget. The Commanders of each Division with the input of supervisors and other members of the police department prepare budget submissions. Appropriation requests from the Support Services and Investigations Divisions were submitted as proofs of compliance, as well as an overall proposed budget for 2005 (17.2.2 Major functions prepare written budget recommendations).

An in-house Purchase Order System used by the agency gives the Chief of Police the ability to view the real-time status of each account within the agency budget. Initial appropriations, balances, expenditures, and encumbrances can all be viewed for each account from the workstation located in the executive offices (17.4.1 Accounting system prepares monthly account reports).

Although agency policy requires an annual analysis of grievances, there were no grievances filed in 2004 (25.1.3 Annual analysis of grievances).

Sworn personnel within the Oswego Police Department receive comprehensive annual training that includes legal updates provided by the Illinois State's Attorney. Proofs included lesson plans, policy change orders, and training logs. Through the Commander, a very detailed annual review of training is documented for examination by the Chief of Police. This review includes the training topics delivered, the attendees who received the training, date and length of training as well as other comments (33.5.1 Annual training program for sworn personnel with legal updates).

The Oswego Police Department's written directive system requires a performance evaluation of each employee be conducted and documented quarterly. Copies of evaluations in file showed employees have been evaluated as required by policy (35.1.2 Annual employee performance evaluation) (35.1.3 Quarterly evaluation of probationary employees).

The agency placed the other than mandatory standard requiring an evaluation of the personnel early warning system into the 20% category (35.1.15c Early warning system).

Officers are required to complete a report whenever involved in a vehicle pursuit. Pursuit reports are reviewed through the chain of command. The agency conducts an annual analysis of pursuits in January of each year. The agency reported one pursuit in 2004. It was analyzed and no training or policy issues were identified (41.2.2j Vehicle pursuit reporting and administrative review) (41.2.3 Annual analysis of pursuit reports).

Agency policy provides guidelines for officers in dealing with persons suffering from mental illness. Agency policy requires training at least every three years. Refresher training was provided to all officers in March 2005 (41.2.8 Written directive for interaction with persons suffering from mental illness) (41.2.8e Documented mental illness refresher training of agency personnel).

The agency elected to place this standard requiring review and evaluation of juvenile programs into the 20% category (44.1.3 Juvenile enforcement programs review and evaluation).

Quarterly reports of the effectiveness of the agency's crime prevention programs are forwarded to the Chief of Police. Reports provided as documentation were very comprehensive (45.1.1 Evaluation of crime prevention program(s) effectiveness).

Quarterly reports are submitted to keep the Chief informed of community concerns and the progress made by the Oswego Police Department to address them. Documents offered as proofs of compliance demonstrate how responsive the agency is toward making Oswego a safe community (45.2.2 Quarterly report of community issues to CEO).

The agency conducts a citizen survey at least every three years. Known as the *Questionnaire on Crime and the Oswego Police Department*, the latest one was conducted in 2003. Chief Baird made an excellent presentation pertaining to the survey during the panel review. From the results of the survey, the agency found that it enjoys a very high approval rating from the almost 600 persons who responded to the survey (45.2.4 Survey of citizen attitudes and opinions).

The agency conducts a monthly inspection of special use equipment to ensure its ongoing state of readiness. Inspectors utilize a checklist and inspection reports were provided as proof of compliance (46.1.6 Inspection of unusual occurrence equipment readiness).

The agency has excellent plans in place for handling special events. The Village of Oswego does not have many special events, but plans are comprehensive for the events they do have. After Action Reports are in the file for the Prairie Soccer Festival 2005 and the Prairie Fest 2005 (46.1.10 Special events after action reports). The agency has a detailed system in place for activation of the Incident Command System (ICS). The agency has not had a situation calling for the activation of the plan since they entered into the accreditation process (46.1.11e Documented after action report). Members of the department received training in the Incident Command System during an eight hour Unified Command Class in both 2004 and 2005. The training and exercise was conducted by the Illinois Terrorism Task Force (46.1.11f Documented annual training exercise). The agency has conducted tabletop exercises and policy requires an analysis of incidents and training every three years. The agency has not activated the plan in an actual situation (46.1.11g Documented analysis of incidents, training every three years).

The agency places its annual Summary of Internal Affairs Complaints on its website. The 2004 analysis indicated the agency had six internal affairs complaints in 2004 (52.1.11 Internal affairs statistical summary).

The agency elected to place this standard into the 20% category (52.2.1 Staff reporting of organizational components and reporting).

The agency elected to place this standard into the 20% category (55.1.2 Analysis of victim/witness needs and available services).

The agency does not use, nor have responsibility for school crossing guards. Therefore, this standard is not applicable to the agency (61.3.5 Analysis and need and location of school crossing guards).

In the event of an escape of a prisoner, transporting officers are required to immediately notify the Shift Supervisor and the Communications Center, providing a description and last know location and direction of travel of the prisoner. The Officer is required to complete a detailed Incident/Offense Report. The agency reported that it has not had a prisoner escape during the self-assessment process (71.1.7 Escaped prisoner reporting).

The Field Operations Commander or designee inspects all fire suppression equipment at least weekly to ensure the equipment is operational and functional (72.3.1a 1 Weekly documented visual inspection of fire equipment). A semi-annual testing of all fire suppression equipment is conducted by qualified personnel (72.3.1a 2 Semiannual documented testing of fire equipment). The Oswego Fire Protection District conducts an annual fire alarms systems inspection of the holding facility (72.3.1b Documented testing of automatic fire detection devices/alarms).

The Field Operations Commander or designee conducts a weekly inspection of the Holding Facility and documents the results on a Holding Facility Inspection Log. The facility is inspected and treated for insects, rodents, or other vermin as needed (72.3.3 Documented weekly sanitation inspection of the facility). During the inspection, the facility is searched for weapons and other contraband (72.4.6 Holding facility security inspection for weapons and contraband).

Policy requires a report be completed on any and all incidences that threaten the facility or any person therein. The information is included in the Illinois Department of Corrections Report of Extraordinary or Unusual Occurrences (72.4.11 Report of incident or threat to holding facility or person).

A first aid kit is maintained in the holding facility. It is checked weekly and replenished as needed. Status of the first aid kit is documented on the Holding Facility Inspection Log (72.6.2 Weekly inspection of holding facility first aid kit).

The Oswego Police Department does not provide courtroom or courthouse security. Therefore standards in Chapter 73 are not applicable to the agency.

Both the Oswego Police Department and Kendall County Public Service Communications Center (KENCOR) provide an alternate source of electrical power that is sufficient to ensure continued operation of emergency communications equipment in the event of the failure of the primary power source. These generators are inspected and tested weekly (81.3.2 Communication Center alternate power source inspection and test).

Password and access codes protect all agency computers, including those with access to the central records computer. Personnel are limited to the files they can access, and need a unique password to access those files. An annual audit is conducted to verify passwords and access violations. Annual audits for the 2004 and 2005 were included in the file as proof of compliance (82.1.6 Audit of Central Records Computer System).

Agency policy requires Evidence Technicians file a written report detailing the crime scene processing activities regardless of the amount of evidence collected. Reports provided as documentation were detailed and well written (83.2.6 Crime scene processing report).

At the time evidence is collected it is logged into the computer system and bar labels are printed and placed on the property and the report. A detailed report is completed

identifying the property and the circumstances surrounding its recovery (84.1.1c Report on property coming into possession of agency).

The agency requires and documents semi-annual inspections of the Property/Evidence function to determine adherence to procedures. Several inspection reports were provided as proof of compliance (84.1.6a Inspection of property control procedures).

Policy requires the outgoing Custodian and the newly appointed Custodian conduct an inventory of property jointly whenever new personnel are assigned to the property/evidence function. However the current Evidence Custodian has been in place for several years (84.1.6b Inventory of property upon custodian change).

Agency policy requires quarterly audits of the Property Room by a supervisor not routinely or directly connected with the control of property or the property management function. Copies of inspections in the file documented compliance (84.1.6c Inventory by supervisor not directly connected with evidence function).

The Chief of Police conducts unannounced inspections of the property and evidence function. Documented inspections were conducted in 2004 and 2005 (84.1.6d Random unannounced inspections of property areas).

M. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, alteration of the physical plant, deficiencies in performance activities, and "wet ink" issues, where the written directive is newly issued.

The agency had no standards in applied discretion.

N. Standards Noncompliance Discussion:

This section does not apply.

O. Waiver Concurrence/Non-concurrence Discussion and Recommendation:

In unusual situations the Commission may grant the agency a waiver from complying with a standard or parts of a standard. Assessors must verify all Commission approved waivers.

No waivers were granted by Commission.

P. Standards Status Changed by Assessors:

This is primarily a CALEA administrative section that indicates changes to standards applicable to the agency. Changes result from modifications of agency responsibilities

and operations, assessor reevaluation of a situation, and revisions of standards by the Commission.

44.2.5 *Agency participates in and/or organizes community recreational youth programs. (O)*

The status of this file was changed from 20% to Other than Mandatory and the agency was found to be in compliance with the provisions of the standard.

Q. 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. This section administratively clarifies the standards for the agency, assessors, and CALEA Commissioners.

The agency was in compliance with 94% of applicable other-than-mandatory (O) standards.

The following seven standards were placed in the 20 percent category by the agency before the assessment began:

- 33.8.1 Training requirements for career development activities.
- 35.1.15 Personnel Early Warning System.
- 44.2.4 Agency has a school liaison program, a thru d.
- 44.2.5 Agency participates in and/or organizes community recreational youth programs.
- 53.2.1 Requirement for staff inspection function and includes provisions for, a thru e.
- 55.1.2 Analysis of victim/witness assistance needs and available services.
- 55.1.3 Policies and procedures that achieve at least, a thru d.

The agency elected to place no standards in the 20 percent category during the assessment.

R. Public Information Activities:

Public notice and input are a corner stone 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.

1. Public Information Session

The Oswego Police Department developed a Public Information Plan to ensure that the community was aware of the on-site. The press release was posted in numerous locations and was distributed to area newspapers and televisions stations.

On Monday night, August 22, 2005 a Public Information Session was held in the Oswego Police Department Training/Community Meeting Room at 7:00 p.m. In addition to Assessors and agency staff, there were twelve persons in attendance who made comments. The majority of those comments were very positive.

Phillip Brankin stated that he is the director of the area law enforcement training center, which is CALEA accredited. He advised that the agency believes in training and is an excellent police department.

Marilyn Oros stated that for the most part the agency was a very good police department, but there were some glitches. She stated that some officers have used "four letter words" when dealing with teenagers and have covered their badges so the teens could not see their name. After the meeting, Captain Jensen met with Ms. Oros in an attempt to get details of her comments. Captain Jensen provided Assessors a written follow-up to his meeting with Ms. Oros. He advised that Ms. Oros could not provide any specific details or times of any such incident.

Robert Wunsch stated that he was the retired Chief of Police of the Oswego Police Department. He advised that the agency is a very progressive agency and believes in providing management level training for their command staff. He stated that the agency was very professional and deserved national accreditation.

Tim McCann addressed assessors and advised he was a former prosecutor in the area. He said that the agency welcomes training, is always exemplary, and deserves accreditation.

Debbie Blocker advised she has been a resident of Oswego for twenty years. She advised she was active in civic organizations and has always found the Oswego Police Department to be very professional and always relates well with kids in the community

Allen Hergenbahn indicated he thought the public hearing was an opportunity to question assessors about the benefits of accreditation and the cost to the community. He also questioned the feasibility of accreditation since only three other agencies in Illinois were accredited by CALEA. Team Leader Nichols advised Mr. Hergenbahn that the public hearing was for citizens to provide comments and input to the accreditation team, but he would ensure that he received feedback on the questions he had. After the hearing, Team Leader Nichols met with Captain Jensen and discussed providing Mr. Hergenbahn with the information he requested. On Tuesday, Chief Baird mailed the requested information to Mr. Hergenbahn. Included in that packet was information on the Benefits of Accreditation and the fact that there are fifty-two law enforcement agencies in Illinois accredited by CALEA and twelve other agencies in the self-assessment process. The information also provided a breakdown of the cost associated with the accreditation process.

Brad Smith advised assessors he was the Chief of the Oswego Fire Department. He stated that the police department has moved a long way and that the two agencies

have an excellent working relationship. He advised that members of the Oswego Police Department have always been helpful and cooperative.

Dick Kuhn stated that members of the agency always handle themselves in "a gentlemanly manner." He indicated he was pleased with the accreditation process and it should help the agency attract additional good officers.

Frank Wooley stated he has been the president of a local bank for twenty years. He praised the agency and advised they had excellent protocols, were well educated, and very professional.

John Cody informed assessors that the agency was effective and their visibility was great. He advised he had received a building check notice under the door of his business and he liked the way officers were involved in crime prevention efforts.

Marti Neahrng advised she was an Administrator for the local School District. She stated that the agency shows great support for and is a partner with the School District. She said the agency plays an important role in young lives in the community.

Juanita Hughes advised she worked in the school system and complimented Chief Baird on his forward thinking. She stated that the whole department should be commended. She complimented Captain Plock and Captain Jensen on work they have done in the schools.

2. Telephone Contacts

On Sunday afternoon, August 21, a telephone call-in session was held from 1:00 p.m. until 5:00 p.m. During this time, assessors received four calls. All callers made positive comments about the agency.

Assessors received a call from Roy White, a resident of Oswego. Mr. White advised he was a local residential and commercial property owner. He advised that he owns a mini-storage complex and it has never been broken into. He advised that officers from time to time slip notices under his door that they have checked the property. He advised that his son was killed in a motor vehicle collision two years ago and that the current Chief and the former Chief came to his residence to notify him. He advised they were very professional, sensitive, and kind. He stated that the Oswego Police Department was a good department.

Assessors also received a call from David Schlaker, a resident of Oswego. Mr. Schlaker stated that he appreciated the job the Police Department was doing and the thought the Chief was a good influence on his staff and the community.

Debbie Pattermann called and advised she has lived in Oswego for seventeen years. She stated that every time she has called upon the agency, there have always been very responsive to her needs. She complimented Officer Page Bond on work in the local schools.

Tom Cross called and advised he is a member of the Illinois General Assembly and lives in Oswego. He praised the agency's house check program and stated that the agency does a good job in the community.

3. Correspondence

The Oswego Police Department received ten letters from citizens concerning the CALEA On-site process.

In a letter dated August 3, 2005 Kendall County Sheriff Richard Randall congratulated Chief Baird and the agency for seeking accreditation. Sheriff Randall made several positive comments about the agency and its staff and indicated he was confident they met and far exceeded CALEA standards.

A letter dated August 8, 2005 from The Oswego Fire Protection District indicated that the agencies have a high level of communication and cooperation and that they viewed the Oswego Police Department as one of the most professional law enforcement agencies in the state.

David Gerdes, the Chief of Police for the City of Joliet Police Department, indicated that he supports the Oswego Police Department in their accreditation efforts. In his letter he stated that the agency supports and participates in the Illinois Police Accreditation Coalition and is a highly professional agency.

David Behlow, Superintendent of Schools of the Oswego Community Unit School District, stated in a letter that the agency and staff are highly professional and are an asset to the community. He stated that the agency works closely with the School District and has an outstanding School Resource Officer Program.

In a letter dated August 16, 2005 Mr. James Guseman stated that he was a citizen of the community and a member of the Oswego Community Citizens Safety Committee. He advised he has observed the officers in numerous circumstances and it is his opinion that the Oswego Police Department is a superior agency with exceptional leadership.

In a letter dated August 19, 2005 Angelo Kleronomos stated that he and his wife are residents of Oswego and wanted to take the opportunity to commend Chief Baird and his team of outstanding law enforcement officers.

In a letter dated August 22, 2005 Tom Cross, the House Republican Leader of the Illinois House of Representatives stated that Chief Baird sets high standards for both himself and his staff, resulting in one of the most prestigious law enforcement agencies and communities in the area.

In a letter dated August 22, 2005 Tim Oelker, Deputy Chief of the Aurora Fire Department, advised that in every circumstance, their experience with the Oswego

Police Department has been positive and professional. He indicated that he looks forward to a continued strong professional relationship between the two agencies.

In a letter dated August 23, 2005 Richard Kuhn, a local business owner, advised he would like to see the agency receive accreditation as they strive to continue to better themselves and that the community feels confident in their hands.

An anonymous letter was also mailed to CALEA from a "Concerned Citizen." The writer made mention of a homeless man with a knife that was killed by the agency. It also mentioned a concern about the agency collecting Social Security Numbers from citizens. In a written response to Assessors from the agency, Captain Jensen advised that the agency was involved in a deadly force incident involving a man wielding a machete in one hand and a knife in the other. He advised that the suspect attacked officers and was shot after efforts to de-escalate the situation were not successful and only after the life of an officer was in imminent danger. He advised that the Illinois State Police were immediately called to the scene to conduct an independent investigation of the incident. Upon completion of that investigation, it was reviewed by the Kendall County Attorney's Office who ruled the actions of the officers involved were justified. Captain Jensen advised that at one time the agency did collect Social Security Numbers for inclusion on reports. He advised that in early August a decision was made to stop collecting these numbers except in the case of arrests or victims of identity theft. He advised that this new policy was discussed at the Village Board Meeting and printed in the local news media.

4. Media Interest

Although the local newspapers covered the upcoming assessment and Public Hearing in news articles, there was no media coverage or contact during the on-site.

On Friday, August 11, 2005, the *Ledger Sentinel* published an article on the Oswego Police Department's accreditation efforts and upcoming onsite. In a separate article on the same date, the *Ledger Sentinel* published an article concerning the public's opportunity to provide public input during the call-in session and during the Public Hearing. On Friday, August 19, *The Beacon News* published an article concerning the Oswego Police Department's participation in the CALEA Accreditation process. The article provided times and the telephone number for the call-in session and the time and place of the Public Hearing.

5. Public Information Material

The agency developed a detailed and informative Public Information Plan. The agency notified citizens of the on-site by posting public notices in various public locations, by mailing notices to community leaders and various law enforcement agencies, through the local print media, as well as local television stations. Agency personnel also passed out the information to citizens they came in contact with.

S. Exemplary Policies/Projects/Procedures:

An exemplary project is a unique or extraordinary program, practice, or procedure that enhances some aspect of law enforcement professionalism, or service, or impacts positively on the community. Exemplary projects do not have to address specific CALEA accreditation standards but they must meet established guidelines with measurable results. Exemplary projects are voluntary and the lack of exemplary projects does not affect an agency's ability to become accredited nor suggest the agency is somehow deficient.

The agency presented no Exemplary Projects for consideration.

T. Quality of Law Enforcement Service:

Based on chapters in CALEA's standards manual, this section presents a comprehensive view of the agency and indicates the quality of service provided. When appropriate, agency and individual strengths are emphasized and areas of needed improvement discussed.

Chapter 1 Law Enforcement Role and Authority

The agency's departmental policy manual contains a Code of Ethics, which all officers are required to abide by. The Law Enforcement Oath of Honor was observed hanging in the Roll Call Room during the agency tour. Comprehensive general orders outline the agency's role in the criminal justice and social service diversion programs. The agency has a policy governing the provisions for and limitations of discretion by sworn officer while performing their duties.

Written procedures for strip and body cavity searches are strictly controlled through Oswego Police Department General Orders and Illinois State Statute. Proofs indicated that agency personnel conduct themselves appropriately with regards to provision for privacy, sensitivity to gender and reporting requirements.

Under the agency's directives, persons arrested for traffic, regulatory or misdemeanor offences may not be strip searched except in cases where there is a reasonable belief that involves weapons or a controlled substance. Strip searches require the written permission of the shift supervisor and the authorization of the Kendall County States Attorney. Written reports are required in every case and must include all of the particulars of the accused. A written copy of the authorization is given to the accused. Search of all body cavities, with the exception of the mouth, require the execution of a search warrant. Training records were included indicating that all agency personnel have received instruction with respect to strip and body cavity searches and the agency conducted no strip searches in 2004.

The agency's written directive clearly prohibits bias based profiling through its law enforcement activities including traffic contacts, field contacts, asset seizure, and forfeiture. Bias Based training was provided with the assistance of the Institute for

Public Safety Partnerships at the University of Illinois and Community Oriented Policing Services, U.S. Department of Justice. Illinois Traffic Stop Data collected by Northwestern University was also utilized by the Oswego Police Department, which included benchmark strategies and observational studies. Lesson plans, PowerPoint presentations, and documented training sessions were included in the file as proofs.

While corrective measures are provided for through disciplinary procedures there was only one complaint concerning an allegation of bias based profiling, which was unfounded. As a result of the internal affairs investigation that followed the complaint, a standardized traffic stop greeting was developed by the agency.

The Criminal Investigation Commander summarizes Internal Affairs investigations for review by the Chief of Police on a monthly basis. This provides an excellent mechanism for tracking the progress of allegations relating to bias based profiling. An annual review was conducted in 2004 that included a review of bias based profiling complaints, actions taken, recommended training needs, and recommended policy changes. The standardized traffic stop greeting developed by the agency was also included as part of the Field Training Program for new members of the police department.

In May 2005 two members of the Oswego Police Department were involved in an incident requiring the use of deadly force. An investigation conducted by the Illinois State Police concluded that the actions of the Oswego police officers were justified. The Office of the State's Attorney for Kendall County also provided correspondence indicating that the involved officers were clearly justified in their use of force to prevent imminent harm from the subject. This determination followed the review of reports, witness statements, audiotapes, photographs, and videotapes of the incident.

A comprehensive and detailed series of general orders specifies all agency lethal and less lethal weapons approved for use. Requirements for the inspection, maintenance, storage, and inventory of lethal and less lethal weapons are clearly outlined in these directives.

Weapons Instructors have received their certification from the Police Training Institute through the University of Illinois, and the Northeast Multi-Regional Training Group in cooperation with the Federal Bureau of Investigation. Training and proficiency is documented in agency training databases, training evaluation forms, test documents, and qualification forms signed by the officers and the certified instructors. Agency directives include detailed minimum qualifications and training standards as well as provisions for remedial training.

A documented analysis of use of force reports for 2004 was included as proof of compliance. During 2004 there were twelve use of force incidents reported.

None of the incidents in 2004 required the use of pepper spray, baton or deadly force. Upon completion of the review, there were no patterns or trends that identified training needs or required policy revisions.

Chapter 2 Agency Jurisdiction and Mutual Aid

Current maps delineating the agency's jurisdiction were clearly posted in several areas throughout police headquarters. During the agency tour the assessment team observed through these maps the rapid pace by which the Oswego Police Department jurisdiction continues to grow as more incorporated areas are annexed into this continuously expanding community. Agency directives acknowledge the importance of the relationships with its law enforcement neighbors who have concurrent jurisdiction within their community, including the Kendall County Sheriffs Department, the Illinois State Police, and various federal law enforcement agencies. Mutual aid agreements exist with more than a half dozen other municipal police departments as well as the Kendall County Sheriffs Department. An inter-agency agreement also exists establishing a multi-jurisdictional task force known as the Kendall County Cooperative Police Assistance Team (KCPAT), of which the Oswego Police Department is a contributing member agency.

Chapter 3 Contractual Agreements

A contract exists between the Village of Oswego and the Board of Education of Oswego Community Unit District No. 308 that places school liaison officers from the Oswego Police Department in the local high school and junior high schools. Contracts also exist for law enforcement services to be provided to local community groups including a church, which contracts for traffic services on Sundays, and premises security for a local soccer club. The agency's directive concerning contractual agreements for law enforcement services clearly dictates that participating employees rights are not abridged by the provider agency.

Chapter 11 Organization and Administration

The agency's organizational structure is clearly defined in its directives and delineated generally by field operations, criminal investigations and support services. Captains command each division and are directly responsible to the Chief of Police. Current agency organizational charts were clearly depicted and posted throughout the Oswego Law Enforcement Center.

Performance development documentation, internal affairs memorandums, and other supporting proofs indicated that supervisory personnel are accountable for the activities of employees under their immediate control. A detailed and comprehensive directive exists within the agency specifying the agency's administrative reporting program with accountability for those required to produce the reports, the required frequency and distribution to internal and external agencies.

The Support Services Commander is responsible for the maintenance and control of agency forms. The Chief of Police submits departmental goals while goals and objectives for Field Operations, Support Services, and Criminal Investigations Divisions are submitted through the Division Commanders. Shift goals are also established through the Sergeants. In all cases the persons responsible for preparing the goals

and objectives were required to receive input from their immediate supervisors or commanders responsible for the organizational component within the agency.

The goals and objectives for the agency and its organizational components are made readily available to all employees and were observed by the Assessors during the agency tour. Shift Sergeants and the Detective Sergeant are responsible for submitting written reports regarding the progress made towards their annual goals and objectives. These reports are forwarded to the Chief of Police through the chain of command and are made available to all personnel by the end of June of each year. By the end of the calendar year performance evaluations are prepared to reflect the achievements made towards established goals.

The Administrative Sergeant is primarily responsible for the planning and research function of the police department and is accountable to the Support Services Commander. Appointments made to the Planning and Research function are made by the Chief of Police. The planning and research function has direct access to law enforcement related on-line services as well as readily available access to the Chief of Police. A number of analytical reports are utilized by the agency and are distributed to affected personnel.

Chapter 12 Direction

The authority and responsibility of the Chief of Police is designated through the Village of Oswego Ordinances. Agency directives provide command protocol for the police department in a manner that is consistent with all of the elements of accreditation standards. Written directives are clear with respect to the requirement to obey lawful orders from a superior to include those orders relayed from an employee of the same or lesser rank. Procedures are also in place to ensure that conflicting or unlawful orders are clarified by the supervisor who issued the conflicting order. Agency policies and procedures ensure coordination and communication between agency functions. It was clear to the assessment team that there is a great deal of communication between agency employees, and supervisors, and command staff. The Division Commanders meet weekly, while sergeants meetings are held every two months and roll-call occurs with patrol personnel at the beginning of each shift.

The agency has an effective written directive system, which is readily available to all members in both hard-copy and electronic format. The agency's mission statement is written in simple language to capture the basic purpose and goals of the police department. It is posted for both the public and the members of the police department itself.

General Orders include both Operations Orders and Administrative Orders, which relate to the day-to-day operations of the police department. These orders generally affect all departmental personnel and are issued by the Chief of Police. Agency Rules of Conduct and Department Regulations also exist as part of the police department's written directive system.

A document review process to include the planning and research function precedes the issuance of all new orders and directives. Members of the police department are given the opportunity to submit written comments to the issuing authority, or his or her designee, within five days prior to issue.

Chapter 15 Crime Analysis

The Criminal Investigations Commander, with the assistance of Records personnel, is responsible for collecting, collating, and analyzing crime data to aid agency patrol and investigative personnel. Sources include completed arrest reports, investigative reports, intelligence contact cards, monthly Uniform Crime Report (UCR), citizen input, and intelligence received from other law enforcement agencies. The Oswego Police Department's Investigative/Intelligence Tip Sheets are an excellent source of information for crime analysis and intelligence gathering.

Most of the agency's crime analysis relates to burglaries from motor vehicles or homes and businesses under construction. The latter crime is another testament to the incredible growth the community is experiencing. The agency's crime analysis function prepares analyses with full regard to temporal, geographical, and modus operandi factors. The work performed through the crime analysis function is made readily available to shift supervisors for dissemination to patrol personnel during roll-call training through electronic and document form.

Chapter 16 Allocation and Distribution of Personnel

The agency maintains an excellent Organization Chart that readily identifies each position within the organizational components of the agency. Included for each position are the names of the personnel, title, status, and responsibilities.

The Oswego Police Department prepares an annual workload assessment. The Commander of each division is responsible for submitting this analysis to the Chief of Police by August 31 of each year. Included as proofs of compliance were the documented workload assessments for the Field Operations, Criminal Investigations, and Support Services Divisions for 2004.

Following their workload assessment, the Criminal Investigations Division was able to focus personnel on more proactive duties including surveillance, preventative patrols, and educational efforts when it was noted that there was an overall reduction in cases assigned to investigators. It was also noted that the justification for additional investigative personnel no longer existed.

A list of specialized assignments exists within the agency's Organization Chart and includes Field Training Officers, School Liaison Officers, Bike Officers, an Arson Investigator, Canine Officer, and others. Detailed statements of purpose for each specialized assignment is included as an attachment to the agency's general order. In addition to the purpose of the specialized assignment are recommendations and justifications for each position.

The agency's directive meets all of the necessary elements of the standards relating to specialized assignments. Selection processes for special assignments were completed for vacancies and documentation for 2004 and 2005 included openings for Detective positions and School Resource Officers.

The agency provides a Citizens Police Academy for interested citizens. Graduates of the Academy who join the Alumni Association may be assigned to community service functions and assist with traffic direction and foot patrols at special events. The members may not be utilized for law enforcement activities. The members utilized to direct traffic at special events are trained by qualified agency personnel prior to assuming those duties. Included as proofs of compliance was the Traffic Control Training Module for the Alumni members and attendance sheets. The Alumni Associations members wear blue golf shirts and are clearly distinguishable from sworn staff.

Positions not requiring sworn personnel are specified as civilian positions and are staffed accordingly. The agency makes excellent use of their Community Services Officers who perform general assistance duties and perform public relations functions. While they are in uniform they are also clearly distinguishable from sworn personnel. The agency does not have a reserve officer program.

Chapter 17 Fiscal Management and Agency-Owned Property

The Chief of Police is designated as having authority and responsibility for the fiscal management of the police department through the Village of Oswego Code of Ordinances. While the Chief of Police prepares the departmental budget, the Commanders of each division with the input of supervisors and other members of the police department prepare budget submissions to submit to the Chief.

Detailed procedures for the requisition and purchase of agency equipment and supplies are included in agency general orders and the Village of Oswego Purchasing Manual. The Chief of Police is responsible for monitoring the day-to-day fiscal activities of the police department and is able to view real time budgetary data from a workstation located in the executive office at police headquarters.

Agency directives and Illinois Compiled Statutes require annual audit reports. The Finance Director of the Village of Oswego arranges for a comprehensive independent audit by a certified public accounting firm. Audits for 2003 and 2004 were included as proofs for this standard. The agency has a directive that establishes internal procedures for inventory control of agency property and equipment. The Department Inventory Log lists agency assets in addition to their description, which includes the item, manufacturer, model, serial number, vendor, cost, and other descriptors.

Chapter 21 Classification, Duties and Responsibilities

The agency contracted a private sector partner to complete a comprehensive series of task analyses for sworn positions within the police department. The analysis included the work behaviors, frequency, critical job related skills, knowledge, and abilities integral to the positions examined. The agency's classification plan is supplemented through the Village of Oswego Personnel Policy Manual.

Prior to the contracting of the private sector provider the classification plan was derived solely from the Village of Oswego Personnel Policy Manual. Position Analysis Questionnaires from the contracted company provided insight into the methods used to deliver the final product to the agency.

The ten page questionnaires sought information for each position regarding qualifications, communications with others, supervision received, consequences of errors (personal injury, delay or loss of service, monetary loss, legal repercussion, etc.), judgement, complexity, work environment, equipment used, physical demands, most frequent tasks, most essential functions performed, confidentiality, supervisory responsibilities, and other factors. The agency maintains the recently constructed job descriptions covering all employees in a manner that they are readily available to all employees.

Chapter 22 Compensation, Benefits, and Conditions of Work

The agency's salary program is explained in detail through Oswego Police Department General Orders and Village of Oswego Personnel Policies to include entry-level salaries, differentials between and within ranks, and overtime in addition to meeting the other requirements of the standard. Agency directives, Village of Oswego Personnel Policies, and the Compiled Statutes of Illinois prescribe agency leave. Leave is covered in these directives to include administrative leave, holidays, sick leave, vacation leave, military service and other authorized leaves of absence.

Illinois State law prescribes the majority of the agency's retirement program. Handbooks describing the retirement program are also provided to both sworn and civilian employees. Agency directives and the Oswego Village Personnel Manual reflect the provisions of state law. The agency's excellent support services are outlined in agency directives and the Oswego Village Personnel Manual. Procedures include agency support to employee families during personal injury accidents, support during treatment at hospital, and where an employee is killed in the line of duty.

Agency directives describe the provisions for clothing and equipment, including cellular phones, pagers, and other items. Tuition assistance is available to full time employees who have completed their probationary periods. Courses must be job related and accomplished outside of working hours. Tuition reimbursement is subject to the submission of receipts for tuition expenses and the availability of the funds approved by the budget process. Employees who do not remain with the agency for two years following educational assistance must reimburse the Village of Oswego.

Chapter 24 Collective Bargaining

There are no represented employees within the agency. Therefore, this chapter is not applicable by function.

Chapter 25 Grievance Procedures

While there are no collective agreements within the agency there are grievance procedures established in the general orders that are common to collective agreements in other jurisdictions. Agency directives establish the Chief of Police, or his designee, with the responsibility of coordination, maintenance, and control of grievance records. A note to the file was included as proof stating that there were no grievances filed during the self-assessment period.

The lack of grievances filed by members of the agency reflects well on the ability of the members of the Oswego Police Department to communicate with one another regardless of rank and position within the agency. It was obvious to the assessment team that the members of the police department work in a transparent and positive working environment.

Chapter 26 Disciplinary Procedures

The agency's code of conduct and appearance guidelines are readily available to all agency personnel through departmental General Orders, the Oswego Police Department Official Manual, and the Village of Oswego Personnel Manual regarding Standards of Conduct.

The Assessment team noted that all uniform personnel met during the course of the on-site appeared very professional and were very conscientious regarding their uniform appearance. The agency seems to be very sincere towards recognizing and rewarding employees for good performance. The directive relating to employee recognition was well constructed and a number of officers were observed wearing their service pins on their uniform shirts.

The Village of Oswego Personnel Manual and the Oswego Police Department General Orders regarding the Sexual Harassment Policy are well constructed and meet all of the necessary elements of the standard. The agency's internal affairs policy established the procedures and criteria for using training, counseling, and punitive actions with respect to discipline. There were very few incidents where punitive measures were taken in the interest of discipline, which is a reflection on the professionalism of the members of the department, the quality of supervision within the agency, and the atmosphere of positive coaching and counseling. Most incidents regarding discipline involved remedial training in Defensive Police Driving techniques.

The roles of supervisory and command staff are clearly distinguished in the agency's directive relative to disciplinary action. Steps for employees who wish to appeal disciplinary action are available through the agency's directive. Step One involves

verbally filing a grievance within fourteen days of the disciplinary action with their immediate supervisor. Should the incident not be resolved at Step One the employee may file a written grievance at Step Two with their immediate supervisor's superior. Step Three rests with the Chief of Police who is required to respond to the grievance within seven days of any discussions held.

The agency recorded no appeals to disciplinary proceedings by any of their personnel during 2004. While the agency's directives are in compliance with the standard there have been not been any incidents during the rating period when an employee was dismissed from the police department. Agency records concerning discipline, including oral and written reprimands, orders of suspension, and other disciplinary action are maintained in a secured cabinet by the Chief of Police.

Chapter 31 Recruitment

The agency is actively involved in the recruitment program in concert with the Board of Fire and Police Commission. Agency members actively involve themselves in criminal justice job fairs with local Universities and Colleges. In 2004 agency personnel attended several job fairs as a major participant, particularly at the College of DuPage.

Professionally prepared brochures and displays utilized in the recruitment efforts are used to attract potential candidates to this progressive and professional law enforcement agency. Personnel from the agency directly involved in recruitment activities have received training in Effective Recruit Strategies. The agency has a recruitment plan as well as having an ethnic and gender composition approximate to the proportion of the available workforce in the agency's community.

The agency's recruitment plan is prepared with a view towards attracting well-qualified applicants, particularly targeting female and minority applicants. Steps in the plan designed to achieve the agency's objectives include using current female employees and minority officers in recruitment activities. The agency also plans to participate in recruitment activities outside its geographical boundaries and target culturally diverse law enforcement groups and organizations with job announcements through the use of electronic advertisements and direct mailings. Planning for recruitment activities includes distribution to agency personnel for input, as well as a full review conducted following each recruitment phase, to determine if alternative means should be implemented to achieve organizational recruitment goals.

The agency's Equal Employment Opportunity Plan exists in agency directives including those related to Equal Opportunity, Recruitment, Harassment, and the Village of Oswego Personnel Policy. Strongly worded statements exist in the directives ensuring individuals are given equal opportunity for employment regardless of race, sex, creed, color, age and other protected grounds. Procedures for complaints are provided through the right to appeal under Village of Oswego policy. The agency advertises itself as an Equal Opportunity Employer on all advertisements for employment.

The Oswego Board of Fire and Police Commission is responsible for providing prospective employees with information regarding Equal Opportunity Requirements. The agency's plan also requires a review of present employment practices, policies and procedures that are relevant to the recruitment of minorities.

Job announcements and recruitment notices meet all of the necessary elements of the standards including a full description of the duties, responsibilities, qualifications, and official application deadlines. Proofs included job announcements and recruitment notices advertised on the internet, police department brochures, recruitment packages for job fair activities, local print media, and mailings that also advertised the agency as an equal opportunity employer.

Agency personnel do an excellent job of reaching out to the community when actively recruiting officers to the police department. This is done by posting job announcements and sending correspondence to a multitude of community organizations. These have included the Oswego Chamber of Commerce, Knights of Columbus, Japanese-American Citizen's League, Asian-American Law Enforcement Association, US Hispanic Leadership Institute, Community Colleges and Universities, and major media outlets.

Detailed documented Job Announcement Distribution Logs are maintained by agency personnel to ensure a thorough distribution of job announcements is completed for each recruitment effort. Documents included as proofs indicate that the agency, through the Board, communicates continuously with applicants as they progress through the selection process.

Chapter 32 Selection

Oswego Police Department policies state that the Board of Fire and Police Commission is responsible for administering and managing the selection process. This includes announcing job vacancies, administering written examinations, physical agility tests, administering oral interviews, and post certification examinations. The Board of Fire and Police Commissioners for the Village of Oswego structures their activities through the Rules and Regulations of the Board. These rules and regulations are consistent with Illinois Compiled Statutes governing recruitment, selection, and records management.

The assessment team had an opportunity to interview a member of the Board of Fire and Police Commission during the panel sessions of the on-site. Agency directives and the rules and regulations of the Board specify that the selection process only uses rating criteria and minimum qualifications that are job related. Reputable private sector service providers were contracted by the Board to assist them in ensuring that the agency's selection process was in compliance with acceptable business practices and accreditation standards.

Agency directives and Fire and Police Commission Rules and Regulations require that all elements of the selection process be administered in a uniform manner. Proofs

included a good sampling of candidate Physical Fitness Training Standards tests, entry-level examinations, and oral interview materials. Applicants are notified in writing by the Board concerning all elements of the selection process, the expected duration of the process, and policy on re-application. The overview of the process included as proof of compliance also included the number of vacancies available as well as the number of anticipated vacancies expected in the future.

Candidates who are determined as ineligible for appointment are advised in writing by the Board under the signature of the Chairman. All records of the Board are maintained in a locked file cabinet located in the training room of the police department. Only those authorized by the Board are granted access to these records, which are maintained according to Freedom of Information and Protection of Privacy legislation. A Board member supervises the destruction of candidate records.

Detective personnel within the agency conduct exhaustive background investigations on each candidate for sworn positions prior to their appointment to probationary status. This includes a verification of credentials, review of criminal records and verification of personal references. Background investigations include a review of driving, employment, and credit histories. Military service history is also examined where applicable. Detective personnel who perform background investigation on candidates receive Basic Background Investigation Training. Candidate background investigation records for both sworn and civilian positions are maintained by the Board of Fire and Police Commission for a period of five years.

Medical examinations are conducted for candidates prior to appointment to probationary status and reports are secured in the executive office. Several psychological examinations were included as proofs demonstrating compliance with the standard. The clinical psychologist utilized by the agency to conduct the examinations has been qualified by the Department of Financial and Professional Regulation for the State of Illinois. The retention of medical examinations, emotional stability, and psychological fitness examinations are managed according to departmental policy and Oswego Police and Fire Commission Rules and Regulations. The agency requires an eighteen-month probationary period prior to the recruit being granted permanent status.

Chapter 33 Training and Career Development

A training committee for the agency is composed of the Support Services Commander, three sworn employees, and one civilian employee. The committee meets annually and solicits input from all members of the police department to identify the annual training needs. Members of the agency are invited to fill vacancies on the training committee and those who seek to serve on the committee are appointed by the Chief of Police. The training committee also utilizes Career Development forms completed by members outlining their personal training and career goals.

The Training Coordinator provides advance notice to members concerning training assignments. The training notification form must be signed and returned to the Coordinator by the member. In emergency situations, supervisors may excuse a

member from training. The Training Coordinator must approve all other absences, excluding those for illness. Members are required to utilize departmental vehicles for travel wherever practicable. Lodging, meals and other travel expenses relating to training are reimbursed in accordance with Village of Oswego Personnel Policy.

An excellent proposed lesson plan format is utilized by the agency for training delivery and lesson plan development. The forms included all of the details concerning the format of the training to be delivered including the identification of the instructor, the methods of instruction (discussion, lecture, audio/visual, simulation, other), materials required for instruction, course objectives, and evaluation techniques. The comprehensive lesson plans developed by the agency contained exhaustive detail.

The agency maintains an excellent working relationship with the Suburban Law Enforcement Academy at the College of DuPage. The academy notifies the Chief of Police routinely every two weeks concerning the performance of agency recruits. This relationship is outlined in the agency's directive concerning field and recruit training. The Field Operations Commander is responsible for maintaining a liaison with academy staff and monitoring the progress of agency recruits.

Instructors with the Oswego Police Department have achieved the training requirements, including a forty-hour Instructor Development Course, as established by the Illinois Law Enforcement Training and Standards Board. Other members of the department have received Instructor training from the North-East Multi-Regional Training Group.

The agency has an excellent field-training program and probationary employees are required to work a minimum of six hundred and forty hours in order to complete the program. Field Training Officers are required to complete Daily Observation Reports and recruits receive continuous evaluation and support. These highly detailed Daily Observation Reports evaluates the Probationary Officer's deportment, attitude, knowledge of statues and departmental policies, performance relating to driving, report writing, investigative and interview skills, and their interactions with citizens and other members of the police department. Summary Reports are also submitted regularly during oversight of the Field Training Program.

Sworn personnel within the Oswego Police Department receive comprehensive annual re-training that includes legal updates provided by the Illinois State's Attorney. Training includes, but is not limited to, a review of agency directives, proper use of discretion, interviewing and interrogation, use of force, departmental evaluation processes, newly introduced legislation, courtroom testimony, civil liability issues and more.

The Assessors had an opportunity to attend several roll call sessions during the course of the on-site and found them to be informative and valuable to the officers performing their routine patrol duties. Proofs submitted by the Division Commander for newly hired sworn and civilian personnel in 2004 and 2005 demonstrate that familiarization training for accreditation is provided within a reasonable period of time. All agency personnel received familiarization training for the accreditation process during the self-assessment

period through departmental meetings and shift briefings. Updates were also regularly posted or provided through e-mails, memorandum, and roll call training.

The agency's directives identify Breath Test Operators, Evidence Technicians, Youth and Field Training Officers, Detectives, Traffic Accident and Arson Investigators, and others as requiring specialized training. Members having specialized training also receive on-the-job supervision and have received their certification through the North-East Multi-Regional Training Group and the Southern Police Institute located at the University of Louisville, Kentucky. The Arson Investigator received her eighty hours of training from the Illinois Fire Service Institute at the University of Illinois.

The Oswego Police Department is a participating agency in the Kendall County Special Response Team (SRT). Members of the team participate in readiness exercises at least one day a month for an eight-hour period. The training dates are provided in advance to the SRT members for the entire calendar year. Members of the team also completed training for Rapid Deployment Response, State and Local Terrorism Response, and Basic Emergency Services.

The agency has identified administrative personnel and Community Services Officers within the civilian ranks as requiring pre-service and in-service training. Training included Law Enforcement Agencies Data System (LEADS) certification and re-certification as well as word processing introduction. Other training for administrative personnel included development workshops provided through the Village. The non-sworn positions of Community Services Officers received training that included, but was not limited to, traffic direction, report writing, and radio procedures.

Newly promoted personnel receive job-related training as required. Sergeants have received instruction and successfully completed the forty-hour First Line Supervisory Skills Program with North-East Multi-Regional Training. Command Staff have successfully completed the FBI National Academy or the Command Officers Development Course at the Southern Police Institute, University of Louisville, Kentucky.

Chapter 34 Promotion

The Chief of Police coordinates the promotional process with the Board of Police and Fire Commission. The Board of Police and Fire Commission, pursuant to the ordinances of the Village of Oswego and statutes of the State of Illinois govern the promotion process.

For promotion to Sergeant, there is a written examination, oral examination, and "department merit and efficiency points" assessment. Points may be issued for: Continuing Education, Ability to Communicate, Motivation (of self and of subordinates), Personal Reflections (which involves the completion of a "reflection" paper that details why they have applied for this position, what makes them qualified for this position, and why they have earned this position. A candidate's total score consists of the combined scores of the written examination, oral examination, merit/efficiency rating, plus seniority, and veteran's preference points.

For promotion to the rank of Captain, department merit/efficiency points are issued by the Chief of Police based on continuing education, communication, motivation, and administration.

For its most recent promotional process in 2004, the agency used an outside vendor, Resource Management Associates. Supporting documentation in the file from the vendor proved compliance with the standard. In addition, substantial job-related reading lists for both Sergeant and Captain processes were in the file to show compliance. Promotional processes for both Sergeant and Captain positions were conducted in 2004.

Chapter 35 Performance Evaluation

The Oswego Police Department has a performance evaluation system in place that is specific to employee performance. Instead of rating employee performance annually as required, the agency rates performance quarterly. Employees are evaluated in March, June, September, and December. In addition, officers are rated daily during their field-training period. Performance evaluations provided as documentation had explanatory comments for each category, regardless of the rating given. Performance evaluations are signed by the employee, the rater, and by the supervisor of the rater.

Performance evaluations reviewed showed where some very worthwhile suggestions and recommendations were made to employees about career paths to pursue, taking advantage of career development opportunities, and courses of which they should consider. The performance evaluation form also contains an area for employee comments and signature. The agency has an appeal process in place, but indicated that there were no appeals of any performance evaluation from 2004.

The agency maintains performance evaluations in the employee's personnel file. By law, the agency must keep all such records for sixty years or until the employee is seventy-eight years old, whichever comes first. And, if the employee has not retired by age 78, the agency must keep the records an additional ten years.

Chapter 41 Patrol

Officers assigned to the patrol function typically work twelve-hour shifts, 6:00 a.m. to 6:00 p.m. and 6:00 p.m. to 6:00 a.m. Officers about to end their tours of duty cannot go off-duty until the on-coming shift of officers load their vehicles and are ready to assume patrol duties. When available, the agency utilizes a "power shift", usually 3:00 p.m. to 3:00 a.m. Officers are assigned to shifts through a bidding process.

The agency has the following special-purpose vehicles: DARE Vehicle (Jeep), Command Vehicle, K-9 dog and vehicle, Police Mountain Bicycles, and a Truck Enforcement Vehicle. The DARE Vehicle is a Jeep that is used as more of an attraction and "parade piece" and is not used for routine or general patrol purposes.

The Command Vehicle is a Ford Expedition that is equipped as a mobile command post. Utilized by shift supervisors only, it is fully outfitted with plans, maps, and equipment to handle command of a small-scale incident. Should a larger command post be needed, the agency can call upon neighboring Aurora for their larger command vehicle.

The agency's only K-9 is narcotics, search, and protection-trained. The vehicle used to transport the animal is also a well-equipped Ford Expedition. Like the Command Vehicle, the Truck Enforcement Vehicle is also a Ford Expedition. It contains scales for weighing large trucks, and associated equipment. It is also used for other types of traffic law enforcement. The Police Mountain Bicycles are popular among officers and are lightweight and well equipped.

The agency's Pursuit Policy meets all the requirements of the standard. Like other pursuit policies, Oswego's does not specify or list those offenses or situations for which a pursuit is authorized. Pursuits, however, are very closely monitored and supervised by the on-duty supervisor and reports are required per-incident. The supervisor must complete a separate supervisory review report to be submitted up the chain of command. Agency policy calls for an annual analysis of all pursuits in January of each year. The agency reported one pursuit in 2004. It was analyzed and no training or policy issues were identified.

The Agency has an excellent, very clear policy on field interviews. When acting in accordance with the provisions of their directive, officers use a Field Interview Card to document contacts with persons they encounter. Agency directives are very clear and comprehensive regarding first-responder notifications. They provide excellent guidance for officers that have arrived at the scene of an incident for which other officers, supervisors, and outside resources must be notified.

Agency policy regarding missing persons is very comprehensive. Detectives typically follow-up on missing person cases. The agency has a mobile command vehicle, mountain bicycles, and a Jeep that can be used to search rough terrain and off-road areas for missing persons. The agency's policy on missing children is to consider all children reported "missing" as "at-risk" until determined otherwise. The agency has not had the occasion to utilize the state's AMBER Alert system, but procedures are in place if the need arises. Reports provided in the file showed a real commitment on the agency's part to locate missing children.

The agency issues soft body armor to all officers and requires them to wear it unless the officer is re-assigned to administrative duties or has been granted a waiver by a physician for health reasons. Should an officer wish to purchase body armor, it must be approved by the agency. Agency policy requires all personnel who are involved in high-risk tactical duties to wear body armor, even those for whom an exemption was granted from wearing body armor on a daily basis.

Agency police vehicles are equipped with in-car camera systems. Many agency vehicles have switched technology from VCR tapes to DVD. Both systems are trunk-mounted and secure. Officers record all traffic stops.

The agency's patrol function is very professional, well equipped, and highly visible in the community.

Chapter 42 Criminal Investigation

The Oswego Police Department has an Investigative Function, but does not have full time 24-hour coverage. Investigators are always available by utilization of an "on-call" schedule of investigators. The agency's investigative section also has a Standard Operating Procedure.

Under the supervision of Detective Sergeant Mary Kay Zimmerman, the agency's case screening system utilizes solvability factors including, degree of seriousness of the crime, specialized skills or knowledge of investigators, and case load. The agency uses a Case Assignment Log to track the status of cases. Investigative files are only accessible to investigators, but information may be shared with other members of the department, as necessary. Oswego's patrol officers conduct preliminary investigations and investigators conduct follow-up investigations. The agency utilizes a very comprehensive Case Investigation Checklist that consists of thirty-five categories.

The Oswego Police Department goes to great lengths to identify and maintain on its website a map showing where convicted sex offenders reside, along with their photos. The agency tracks these offenders and updates its website when necessary. There is no distinction between rank, and titles, and salaries of Patrol Officers and Investigators.

The agency did not initially document a system for attendance by detectives at patrol roll-calls. The file was returned for further documentation. Existing documentation was added to show that a directive indicated that detectives would make efforts to attend roll-calls. Additional, existing proofs were added to show that detectives routinely attended patrol roll-calls twice a week.

The agency utilizes polygraphs during the course of criminal investigation. The polygraph operator utilized by the agency is properly trained and licensed, but a memo to the file indicated that no polygraphs were administered during 2004. The agency also has written directives in place, but reported no utilization of confidential informants during 2004. Detective Sergeant Mary Kay Zimmerman has provisions for secure maintenance and storage of Informant files, if necessary.

Chapter 43 Vice Drugs and Organized Crime

The Oswego Police Department participates in the Kendall County Cooperative Police Assistance Team (CPAT). The agency assigns one officer to that team, Inspector Rebecca Hayes. The focus of CPAT is predominantly on narcotics related crimes and gang related activities. The agency is also a member of the Kendall County Major

Crimes Task Force. Written agreements are in place governing both task forces. Although this standard was not included among those selected by the agency as a panel review standard, Inspector Hayes made a most informative presentation about CPAT during panel review.

Investigative files for vice and narcotics cases are secured in Sergeant Mary Kay Zimmerman's office, which is locked and accessible to only herself, Captain Jensen, and Chief Baird. Safeguards are in place to ensure that the files stay separate from public records.

The agency's surveillance and undercover equipment is securely maintained in the Investigative Section. The utilization of surveillance and undercover equipment is documented on sign-out sheets. Inspector Rebecca Hayes uses equipment supplied by the CPAT.

Chapter 44 Juvenile Operations

The Oswego Police Department is very involved with youth in the community. It has working agreements with Aunt Martha's Youth Services, a community-based program, which diverts juveniles away from the juvenile justice and child welfare systems. By state law, all law enforcement agencies are required to have at least one juvenile officer, but most officers of the agency are trained as juvenile officers. The agency also sends members to Kendall County Juvenile Officer meetings, and makes officers available to speak at community meeting and other groups. The agency is active in the Drug Abuse Resistance Education (DARE) program and has School Resource Officers in the high school. In addition, the agency is a participant in the Character Counts! Program. Through the "six pillars of character", which are Caring, Citizenship, Trustworthiness, Respect, Responsibility, and Fairness, the importance of being a good, responsible citizen is stressed.

Ms. Tina Varney of the Kendall County Probation Office reviewed the agency's policies in April 2004. Agency members also attend periodic meetings with members of various Kendall County committees and groups to discuss a variety of issues and concerns that impact policy.

Officers present the agency's Drug Abuse Resistance Education (DARE) program to fifth graders in five elementary schools, and the agency's Gang Resistance Education And Training (GREAT) program to sixth graders in two middle schools. In addition, the Village of Oswego has embraced Character Counts! throughout the community.

The agency also provides a Student Police Academy, which is taught by several Oswego Police Department members, and different guest speakers. The academy covers a multitude of law enforcement and community related topics during the seventeen week program.

Chapter 45 Crime Prevention and Community Involvement

The Crime Prevention efforts of the Oswego Police Department are very responsive to the community. The agency posts information on its web site, conducts classes, meets with residents, has at least one officer trained in Crime Prevention through Environmental Design (CPTED), and even checks the homes of residents. Whenever an officer checks a home, secures a door, picks up mail, etc., he/she leaves a notice of for the homeowner.

The Oswego Police Department is very proactive in meeting with community groups and interested community members. There are about thirty formal Neighborhood Watch groups in Oswego and officers are assigned as liaison officers for the various communities. A list of all the groups and the officers assigned to the various communities is posted on the agency's website. The agency actively assists any interested community group that wants to organize a Neighborhood Watch group. The agency also participates in the National Night Out Against Crime, Child Safety Seat Installation Program, and provides tours of the Law Enforcement Center.

The area is experiencing an increase in construction site thefts, which is attributable to the rapid growth in the Oswego area. Aside from that issue, traffic complaints and requests for extra enforcement of traffic laws seem to be the most frequently requested service.

Quarterly reports from different officers keep the Chief informed of community concerns and the progress made by the Oswego Police Department to address them. Documents offered as proofs of compliance demonstrate how responsive the agency is toward making Oswego a safer community. The department definitely takes the community's concerns seriously. The Chief of Police maintains regular contact with other Village officials, especially the City's Planning Director, to ensure concerns are shared. The agency utilizes a Community Concern log sheet, which is a running log of concerns expressed to the department.

Chief Baird discussed the agency's Citizen Attitude and Opinion Survey during the panel review. The agency's 2003 survey instrument was known as the Questionnaire on Crime and the Oswego Police Department. Based on the agency's assessment of the data collected, the agency found that it enjoys a very high percentage approval rating. Almost 600 persons responded to the survey.

Moreover, Chief Baird, as part of his Master's thesis, wrote about the survey in a document titled, "Perception and Attitudes towards The Oswego Police and the Fear of Crime and Victimization In the Village of Oswego, Illinois". Chief Baird obtained his Master's Degree of Arts in Law Enforcement and Justice Administration from the College of Education and Human Services of Western Illinois University.

Chapter 46 Unusual Occurrences and Special Operations

The Chief of Police of the Oswego Police Department is designated as the person responsible for planning for unusual occurrences. Based on the National Incident Management System (NIMS) model, the agency's Emergency Operations Plan is exceptional. It is comprehensive and contains excellent Functional Area Checklists. A memo to the file indicates that there have been no situations in 2004 when the plan was used. The agency did not report any situations for which the plan was used so far in 2005. Members of the agency have received NIMS training and some have received training in ICS during an 8-hour Unified Command class (through the Illinois Terrorism Task Force) in both 2004 and 2005. The training in 2004 and 2005 included tabletop exercises.

Emergency plans are accessible, and a copy is also available in the Command Vehicle. The agency uses equipment checklist and inspections are up-to-date. Equipment is inspected monthly and is documented. The agency has excellent plans in place for handling special events. The Village of Oswego does not have many special events, but plans are comprehensive for the events they do have. After-Action Reports are in file for the Prairie Soccer Festival 2005 and the Prairie Fest 2005.

The agency performs some limited search and rescue functions. It has a command vehicle, police mountain bicycles, and four-wheel drive vehicles with which to conduct searches. It also has the capability to call for air support, if necessary, from the Illinois State Police Airplane Service. The agency indicated there have been no search and rescue missions in the last year.

Chapter 51 Criminal Intelligence

The agency has a directive in place concerning collecting, using, storing, and purging Criminal Intelligence information. The Cooperative Police Assistance Team (CPAT) utilizes Criminal Intelligence information during its investigations. Detectives within the agency are involved in a limited amount of intelligence gathering activities. During the agency tour on Sunday morning, Detective Rob Sherwood demonstrated some intelligence gathering and surveillance equipment in the Investigative Section office. Intelligence records are securely stored in the Investigative Section by the Section Commander. When intelligence information is outdated or no longer of interest, the agency has an agreement with an outside contractor that comes to the agency and shred the documents on-site.

Chapter 52 Internal Affairs

Oswego Police Department policy provides that Supervisors can investigate informal complaints such as tardiness, rudeness, improper radio procedure, grooming, and dress. All other types of complaints are directed to Internal Affairs. The agency's Investigative Section doubles as the Internal Affairs Division. Captain Jensen, who is in-charge of the agency's Internal Affairs function, reports directly to the Chief of Police.

It is obvious that the agency takes seriously any complaints made against the agency or its personnel. Agency directives set a thirty-day time limit for the completion of internal

investigations. Policy also allows for the Chief of Police to approve extensions when extenuating circumstances exist. The agency keeps the complainant informed through the use of checklists and phone calls. To its credit, the agency does not generate many external complaints.

When a complaint is received on a member of the agency, they are notified of the investigation on an Employee Complaint Notification Form. For the purpose of an Internal Investigation, the Chief of Police can require an employee to submit to medical or lab exams, photos, participation in line-ups, provision of financial statements, instruments for the detection of deception. The agency indicated that no one was required to submit to any of the above during 2004.

A register is kept of all complaints and it and other records regarding complaints are maintained and secured in Captain Jensen's office, which has limited access. The 2004 Annual Report is available on-line. It indicates that the Police Department investigated six complaints in 2004. In an effort to keep the community informed, the agency makes available at its front counter area a brochure titled, How to File Good Service Recognition Letters and Complaints.

Chapter 53 Inspectional Services

Sergeants, who are Shift Supervisors, conduct line inspections for the agency. Inspection sheets are comprehensive and cover vehicles, equipment, and uniforms issued to personnel. Vehicles are inspected by officers at the beginning of each shift to ensure that the vehicle they will use is properly equipped. Supervisors are required to inspect all personnel on their shift at least once each month, and document the inspection. Agency inspection procedures appear to be effective as evidenced by very clean and appropriately equipped vehicles during the Sunday morning static display. In addition, all personnel during the on-site were neat, clean, and presented a professional appearance. It appears that all personnel, sworn and civilian, take great pride in their agency.

Chapter 54 Public Information

The Oswego Police Department has a policy on working with the media. Indications are that the agency is very open with the media and publishes press releases and other information on its web site. However, the Village of Oswego does not seem to generate that much media interest, in part because of the low crime rate. The Chief of Police and one other officer act as spokesmen for the department when there is media interest.

Chapter 55 Victim/Witness Assistance

The agency has an excellent directive that makes it clear to officers what the rights of a crime victim/witness are. Copies of incident reports and victim brochures provided as documentation were excellent.

The agency provides a high level of assistance to victims who have been threatened. The agency has an agreement with Aunt Martha's, a community-based resource center to help with youthful victims. The agency's detectives do an outstanding job during the follow-up investigation phase. An excellent, comprehensive checklist ensures that the victim is notified of arrests/post-arrest processing, and case status.

The agency has a very clear and comprehensive directive on death notifications, with the capability to have a Chaplain accompany the officer when making the notification. Officers have received training in making notifications as recently as March 2005.

Chapter 61 Traffic

The Oswego Police Department has an active Traffic Services Unit. The agency's selective enforcement activities are exceptional. The agency compiles, analyzes, and disseminates information concerning accidents, citizen requests for additional enforcement, and complaints. Sergeant Dan Kipper made an excellent presentation as part of his panel review and walked assessors through the agency's activities. In a rapidly growing area, the Oswego Police Department takes selective enforcement very seriously. The analyses done with traffic data are thorough and meaningful. The agency reported only one fatal traffic crash this year, compared with three last year. The assignment of officers to certain locations that have a high accident experience is consistent with the goals of their program. They evaluate their efforts quarterly and the Chief of Police is kept apprised as to agency efforts. The agency also has an officer specially trained and certified to inspect large trucks (commercial vehicle inspector). During the static display, Officer Mumm showed assessors the agency's Truck Enforcement Vehicle, a specially equipped Ford Expedition that contains scales and other equipment used in commercial vehicle enforcement.

The actions of officers when issuing citations to motorists are clearly listed in the agency's policy. In addition, the citation itself contains very specific directions for motorists with respect to paying a pre-set fine or requesting a court hearing. Officers in Oswego have court dates assigned to them and they indicate those court dates on the traffic citations they issue.

Agency traffic enforcement policies are clear. Agency policy governing enforcement actions pertaining to newly enacted laws or regulations provides that officers will issue warnings for the first 30 days, in the absence of a Special Order to the contrary.

The agency's practices governing visible traffic patrol, stationary observation, use of unmarked vehicles, and roadside safety checks all ties to the traffic enforcement goals. The rapidly growing greater Oswego area has some major thoroughfares, such as Route 34 that carry a lot of daily traffic. Therefore, aggressive traffic enforcement and education is crucial. The agency uses well-equipped marked and unmarked vehicles to enforce the traffic relations, and utilizes Radar and Lidar (laser) to enforce speed limits. They also utilize a speed trailer that can be placed in neighborhoods to remind motorists of their speeds.

The agency has a written directive governing stopping and approaching traffic violators. The agency requires all officers to say the same thing when greeting a traffic violator: "Hello, I am Officer _____ of the Oswego Police Department. The reason I have stopped you today is for _____. I need to see your driver's license and proof of insurance please." According to supplied documentation, this language was developed as the result of an unfounded bias-based profiling complaint. Officers were trained in 2004 on use of the greeting. There was no other evidence to show that any other bias-based policing complaints were received since the training.

In addition to the use of Radar and Lidar, police vehicle speedometers are used as speed-measuring devices for enforcement of speed limit laws. Police vehicles are equipped with modern equipment and officers are trained to use the equipment. In addition, the agency maintains adequate records of testing and calibration for their equipment. With the high volume of traffic in Oswego, and the nature of some of the citizen complaints and requests for extra enforcement, speed enforcement is very important to the agency and the community.

Based on written directives and training material provided as documentation, it appears that DUI enforcement is done professionally and effectively by officers of the agency. Officers also complete and submit Medical Reporting and Re-Examination Request Forms to the Illinois Driver Services, as needed. There are very clear provisions for use of the form and safeguards are in place to protect against abuse. Oswego Police Officers and Oswego Community Service Officers can cite violations of parking ordinances and regulations. The agency uses a State-mandated Illinois Traffic Crash Report. Reports completed by Oswego officers that were reviewed by assessors were well written, and legible.

The agency's response to the various types of accidents is governed by clear directives and training. The agency has one officer that specializes in accident investigation and is a certified Reconstructionist. The agency's Reconstructionist utilizes equipment known as "Total Station" that assists him in conducting a thorough and accurate investigation of the more serious crashes to which he responds. He is available on a call-out basis after hours and is also available to neighboring departments.

The agency provides assistance to motorists, mainly through the Community Services Officers (CSO). When working, they handle many motorist assist calls. In addition, police vehicles are equipped with Slim Jims to get into vehicles that have keys locked in them.

The Oswego Police Department maintains a well-stocked pamphlet rack in the lobby of the Law Enforcement Center and posts information on its web site. In addition to the Speed Trailer, the agency utilizes community signs, such as those outside banks, and service organizations to convey traffic safety information.

Chapter 71 Prisoner Transportation

Oswego Police Department policy requires officers transporting prisoners to search the prisoner prior to transport. Departmental reports provided as documentation indicated that officers were following policy and documenting activity in reports. Agency policy also requires that vehicles used to transport prisoners be searched prior to and after transport. The agency has a detailed policy that gives specific direction to officers when transporting prisoners. The policy covers transportation by one and two officers as well as transportation under unusual circumstances.

All vehicles used for transporting prisoners are equipped with security cages, and have window locks and child locks activated. Agency policy requires transporting officers not to lose sight of prisoners except in cases of medical attention requiring the officer to not be present during an evasive examination or as required or requested by medical staff.

Officers are required to secure their weapons upon reaching a destination facility with a prisoner, including the Oswego Police Department. Gun lockers are provided in the Sally Port and at entrances to the holding facility. Officers are required to complete prisoner transfer report, which provides for the name of the person receiving the prisoner, and potential medical or security hazards posed by the prisoner.

In the event of an escape of a prisoner, transporting officers are required to immediately notify the Shift Supervisor and the Communications Center providing a description of the last known location and direction of travel of the prisoner. Policy requires that the Illinois State Police Emergency Radio Network be notified as well as adjacent jurisdictions. As soon as possible after an escape, the Officer is required to complete a detailed Incident/Offense Report. The agency reported that it has not had a prisoner escape during the self-assessment process.

Agency policy requires the transporting officer to notify the court or another agency if the prisoner presents any unusual security risks. This is documented on the Receiving Department Sign Off Sheet as well as in the officer's regular report. Agency policy requires that all prisoners charged with criminal offense be restrained during transport. This is accomplished with handcuffs, flex cuffs or prisoner transport belts.

Agency policy provides officers guidelines on transporting sick, injured, or disabled prisoners. If possible, all prisoners are transported in police vehicles, but the fire department is contacted for assistance as needed. Police Officers are required to accompany any prisoner transported to a medical facility for treatment. Prisoners are restrained at all times, unless the restraints interfere with medical attention. The agency does not transport prisoners to funerals, visits to ill persons, reading of wills, or other such special situations unless ordered to do so the Court. In the event of a court order, the agency attempts to release the prisoner on bond, if allowed by Illinois law.

Agency policy requires that officers transporting prisoners identify each before transport by comparing with known photographs. Officers are required to take copies of

complaints or warrants, the prisoner's personal property, and all other booking paperwork.

The agency has detailed and specific policy in place to provide officers with guidelines for all types of prisoner transportation. Documentation provided as proof of compliance showed that officers routinely follow agency policy.

Chapter 72 Holding Facility

The Oswego Police Department maintains a prisoner holding facility. All sworn police officers receive training and instructions in Holding Facility Operation during their field-training period and as part of in-service training. All non-sworn personnel who provide matron duties receive training upon assignment to such duties. The agency limits access of non-essential personnel to the holding facility to cleaning services and maintenance personnel, when work is needed. Even then, access to areas where prisoners are is not allowed, unless there is an emergency.

The agency has policy and procedures in place to safeguard prisoner's records and maintain their constitutional right to privacy. Prisoner information is released in accordance with the Illinois Freedom of Information Act. The Holding Facility provides minimum comforts, space, privacy, and protection for the detainees. Minimum conditions for detainees are at least twenty-foot candles of light, circulation of fresh or purified air, access to a toilet, and drinking water. If the prisoner is detained for a period of eight hours, access to a washbasin or showers, and appropriate bedding is required.

The Holding Facility is routinely inspected by the Illinois Department of Corrections and is in compliance with the Illinois Municipal Jail and Lockup Standards. The agency conducts daily visual inspection of fire detection systems and the system is tested by the Oswego Fire Protection District as required by fire code. The agency has an emergency evacuation plan, which is posted in the holding facility. The Field Operations Commander or designee conducts a weekly inspection of the Holding Facility and documents the results on a Holding Facility Inspection Log. The facility is inspected and treated for insects, rodents, or other vermin as needed.

The agency requires all officers to secure their weapons before entering the holding facility. Gun lockers are provided a various entrances for this purpose. Officers may enter the holding facility with their weapons only in event of a fire or other disaster and securing the weapons would hinder the safe removal of detainees in the Holding Facility. Agency policy only allows police officers to enter occupied cells. Officers are required to notify other personnel before entry except in emergency situations or as deemed necessary by the Shift Supervisor.

When not in use, cell keys are secured in the key box located in the booking area. Duplicate keys are located in the command closet and maintained by the Field Operations Commander for use in emergency situations. Agency policy requires doors to the holding facility be secured at all times, including vacant areas and unoccupied cells. Prior to placing a detainee into an unoccupied cell, officers are required to ensure

it is clean of all debris, weapons, contraband and dangerous items, and to ensure those items necessary for the detainee's comfort.

The Field Operations Commander or designee conducts weekly inspections of the Holding Facility and documents the results on the Holding Facility Inspection Log. During the inspection, the facility is searched for weapons and other contraband. Agency policy provides that only plastic, paper, or foam eating utensils are use in the holding facility.

The Holding Facility is monitored by video and audio with monitoring equipment located in the Communications area of the Police Department. Additionally, officers are required to keep their portable radios on while in the Holding Facility.

The agency has policy in place to provide guidance in the event of an escape. In the event of an escape, the officer detecting the escape is required to immediately notify the shift supervisor and the communications center.

Policy requires a report be completed on any and all incidences that threaten the facility or any person therein. The information is contained on the Illinois Department of Corrections Report of Extraordinary or Unusual Occurrences. Officers conduct an inventory of all detainees at the time of booking and prior to entering the holding facility. Personal items are documented in a computer inventory file. Any items taken from detainees are secured in property bags and locked in the inmate property storage area of the facility.

Arresting officers complete a Detainee Jail Record when processing a prisoner. The record contains various information, including arrest information, medical conditions, trauma marking, personal property, and disposition information. Agency policy provides guidelines for detaining persons under the influence, violent, or self-destructive. Such persons are monitored and if necessary are taken to a medical facility, bonded out, or taken to the county jail. The facility also provides for separation of males, females, and juveniles.

A shift supervisor may authorize the use of the holding facility by an officer from an outside agency. The shift supervisor is required to assist in the safe processing, identification, and detention of the detainee. In the event of mass arrests, exceeding the capacity of the holding facility, the shift supervisor is authorized to request cell space form area agencies, including the Kendall County Jail.

To ensure the proper person is being released from the holding facility, the releasing officer is required to check the identity of the detainee by comparing his/her likeness with the booking photo. The officer is also required to question the detainee as to his/her name, date of birth, and place of residence. Before returning personal property upon the release from the holding facility officers are required to check against the Prisoner Possessions Report and verify everything is in order. Officers are required to sign the report indicating that items taken upon detainment are released to the person.

In addition to all officers being trained in the use of Automated Electronic Defibrillators (AED), CPR, and basic first aid, the agency has a policy approved by a licensed physician for handling detainees in need of medical treatment. A first aid kit is maintained in the holding facility. It is checked weekly and replenished as needed. Status of the first aid kit is documented on the Holding Facility Inspection Log. Procedures for gaining access to medical services are posed in English and Spanish in the holding facility. If a detainee requires prescription medication, it is administered by the Oswego Fire Protection District to ensure that the detainee actually takes the medication.

Agency policy and Illinois State law provides for the rights of detainees. The rights are posed in English and Spanish in the holding facility. Agency policy requires 24-hour supervision of detainees, including a count at least every eight hours. Policy also requires a visual check of all detainees every fifteen minutes. This check is documented on the Cell Check Form. The holding facility is monitored by video and audio equipment. This equipment is monitored in the Communications area of the agency and is not intended to violate or invade the personal privacy of the detainees. Agency policy requires that whenever possible, the department member responsible for the supervision of detainees will be of the same sex as the detainees.

Due to the temporary nature of the holding facility, personal items such as mail, money, check, money orders, food, and smoking material are not accepted for delivery to detainees. In the event there is no choice but to accept items, they are searched, inventoried and listed on the Inmate Possessions Form. Visitation is permitted at the holding facility at the discretion of the Shift Supervisor. Visitors are monitored and noted on the Visitor Log Sheet.

Chapter 73 Court Security

The Oswego Police Department does not provide security for a court system. Therefore, Chapter 73 is not applicable to the agency.

Chapter 74 Legal Process

The Oswego Police Department does not have the responsibility of receiving, entering or cancellation of warrants. It is the responsibility of the Kendall County Sheriff's Office and Kendall County Communications (KENCOM) to receive and record all warrants for entry into the Law Enforcement Agency Data System (LEADS).

The agency has a policy in place that governs the service of civil process. All attempts to serve civil process are documented on a form entitled Subpoena/Notice of Service Control Form. The agency documents and maintains this information when service of legal process is attempted or service completed. Execution of orders for civil arrests or writs requiring the seizure of real or personal property are also referred to the Kendall County Sheriff's Office.

On occasion the Oswego Police Departments serves or attempts to serve warrants that have been entered into LEADS. Prior to service, officers are required to verify warrant information, validity of the warrant, obtain a criminal history and other additional information, if available. Once served, they are required to notify KENCOM of the service. Agency policy also requires that arrest warrants be only served by sworn law enforcement officers. The Criminal Investigations Commander acts as the Seizure Coordinator for the Department and is responsible for preparing necessary documents and forms needed to seek forfeiture of money or other property.

Chapter 81 Communications

The Oswego Police Department entered into a contract in 1990 with Kendall County for the establishment of KENCOM Public Safety Dispatch Center. KENCOM provides radio communication and dispatch services for several area law enforcement agencies and fire protection districts. The KENCOM facility is located on the second floor of the Kendall County Sheriff's Department. It is the policy of the Oswego Police Department to provide and maintain continuous 24-hour communications between the Department and officers through the use of mobile radios, portable radios and Mobile Data Terminals. Emergency phone calls are handled by KENCOM through the E 9-1-1 system. KENCOM and the Oswego Police Department both have separate non-emergency telephone numbers for contact by citizens.

KENCOM enters all calls for service into a Computer Assisted Dispatch System (CAD). The system generates unique CAD numbers and serves as a basis for filing and retrieving subsequent detail to describe what action was taken and the result of any reported incident. KENCOM Telecommunicators have access to agency resources as needed to ensure proper and efficient Communication services. Resources include access to Supervisors, duty rosters, telephone numbers of personnel, maps of dispatch areas, as well as emergency operation and tactical plans.

KENCOM Telecommunicators are trained to judge from the characteristics of each call, whether the call is an emergency or non-emergency. Telecommunicators are required to inform victim/witnesses of the agency's response, including law enforcement services, and/or referral to other agencies. KENCOM Communications records all radio and telephone traffic coming into the agency and maintains those recording for at least thirty days. Additionally, Telecommunicators have immediate call-back capability of radio and telephone calls on each console. All recorded communications are maintained in a secure environment and agency policy requires written request from Supervisors for reviewing recorded conversations.

The agency participates in and maintains access to local, state, and federal criminal justice information systems, including: the Criminal Justice Information System (CJIS), the Law Enforcement Agency Data System (LEADS), the National Crime Information Center (NCIC), and the Area-Wide Law Enforcement Radio Terminal System (ALERTS). Additionally, all Oswego Police Department squad cars are equipped with radios that can operate on the Illinois State Police Emergency Radio Network (ISPERN) and the Illinois Radio Emergency Assistance Channel (IREACH).

Whenever a misdirected emergency call is received by KENCOM the Telecommunicator is required to transfer the call to the proper agency, or to take the appropriate information and notify the proper agency. Agency policy states that the agency will monitor and respond to private security alarms. The agency monitors a private alarm panel and also receives alarms by telephone. As an alternate means of providing police services while maintaining quality service, the Oswego Police Department accepts reports from those persons reporting a loss of property whereas a return to the Village of Oswego would be a hardship.

KENCOM personnel are trained in providing emergency first-aid instructions over the telephone and utilize protocol cards from PowerPhone Emergency Medical Dispatch. Access to KENCOM is limited to authorized personnel in the performance of their duties including KENCOM Telecommunicators, Chiefs of Police, Command and Supervisory personnel, and maintenance and technical repair personnel.

KENCOM has an alternate source of electrical power to ensure continued operation of emergency communications in the event of failure of the main electrical supply. Communication systems are equipped with an Uninterrupted Power Supply (UPS), which maintains constant power to systems until the emergency generator comes on line and restores power. The generator is tested each week to ensure proper operation when needed. Documentation of weekly testing was provided as proof of compliance.

It was apparent from observations of KENCOM and interviews with their personnel that KENCOM Emergency Dispatch Center provides a high level of communication services to the Oswego Police Department and meets all applicable CALEA standards.

Chapter 82 Records

The Support Services Commander is responsible for the Records Division. The Commander is responsible for the general security of the Records Room and associated files. Juvenile information is considered highly confidential and separated from adult records. All juvenile fingerprints and photographs are submitted to the Juvenile Division or the Field Operations Commander and stored or disposed of in accordance with the Illinois Local Records Commission standards. Agency policy requires the agency to comply with the records retention requirements of the Local Records Commission of the State of Illinois.

The Oswego Police Department collects and submits crime data to be included in the National Uniform Crime Report (UCR). It is the responsibility of the Support Services Commander to prepare and submit UCR forms to the Illinois State Police on a monthly basis. In addition to the UCR report, the Crimes against Children/Domestic Violence/Attacks against School Personnel form, and the Hate Crime Incident Report are required to be faxed to the Illinois State Police by the ninth day of each month.

Central Records information is accessible to Oswego Police personnel at all times by means of a computerized network located in secured areas of the agency. The Records Room is accessible Monday through Friday from 8:00 a.m. until 5:00 p.m. to

Records personnel, Commanders, and the Chief of Police. If access is needed to the Records room after hours, Records personnel can be contacted.

All printed hard copies of reports are secured and filed in the Records Room. Follow-up reports are completed and filed with the original reports. The primary case numbering system is maintained by the Computer Aided Dispatch through KENCOM. Report number verification is maintained by KENCOM and monitored by the Shift Supervisor for accuracy. Incident and Report Logs are faxed daily by KENCOM to the Police Department, where the numbers are again verified and checked.

Password and access codes protect all agency computers, including those with access to the central records computer. Personnel are limited to the files they can access, and need a unique password to access those files. An annual audit is conducted to verify passwords and access violations. Annual audits for the 2004 and 2005 were included in the file as proof of compliance.

Agency policy prohibits the installation of any computer software on a department computer without the consent of the Chief of Police. Agency policy requires a full system backup of the central records system computer files each day.

Access to computerized criminal history records is limited to authorized personnel by password protection. Records are maintained and released according to state records standards. All calls for service are dispatched by KENCOM and logged via a CAD number and a computer generated log. All field reports are required to be completed in their entirety by the assigned Officer prior to the end of their tour of duty. All reports are reviewed and signed off on by the Shift Supervisor and then forwarded to the Records Section. A Field Reporting Manual is available to provide guidelines to officers in completing reports.

Agency policy provides guidelines for the distribution of reports and records. The Records Section is responsible for the release and distribution of all police reports and records.

The agency maintains an alphabetical name index file that includes the names of persons identified in field case reports. The automated file is accessible through the department computer network. The file contains names of arrestees, victims, suspects, complainants, and witnesses. The agency also maintains an automated index of incidents by type, location, and stolen, found, or recovered property.

The agency has a very active traffic enforcement and safety program. It maintains computerized files of traffic collision data and traffic enforcement data. Citation books are maintained and secured in the Administrative area. Access is limited to Command Staff, Shift Supervisors, and Records personnel. When issuing citations the numbers are verified and logged in the Citation Log Book.

The Records Section is the central repository for all original copies of all incident/offense reports, arrest reports, citations, field reports, and other official reports. The

Investigative section maintains secured original files regarding the Department's intelligence and informant activities. Official personnel records are maintained in the office of the Chief of Police. The Support Services Commander maintains all department training records as well as other administrative files as deemed necessary by the Chief.

The agency keeps a criminal history file containing descriptive information on everyone arrested by the department. Arrestee criminal history file information is secured and access is controlled by use of passwords. Each person arrested and booked at the Oswego Police Department for a violation of the Illinois Compiled Statutes is assigned an identification number by the State of Illinois, if they have not been arrested before. In addition, persons booked by the agency are assigned a unique booking number. All subsequent arrests and information concerning that person are reference to this number. The file contains reports, fingerprints, and photographs.

KENCOM Public Safety Communications Center maintains warrants and wanted persons files for the agency. These files are available 24-hours a day. KENCOM enters the descriptive information into the appropriate automated systems. In the event that a warrant is served, KENCOM is notified and they update the status in the computer system.

Chapter 83 Collection and Preservation of Evidence

Certain members of the Oswego Police Department have been trained in specialty assignments such as Evidence Technicians, Juvenile, Traffic Crash Reconstruction, Arson Investigation, and Truck Enforcement. If an Officer trained in one of these specialties is not on-duty when needed, they are available 24-hours a day by an assigned call-out list. Evidence Technicians maintain a kit containing materials suitable for latent fingerprint recovery, photography, making crime scene diagrams, taking measurements, and the collection and preservation of physical evidence. The agency also has officers trained in the collection and preservation of computer evidence. A detailed policy provides officers guidelines in dealing with such seizures and requires that officers contact officers trained in this type of evidence collection for assistance.

The agency has specific policy in place that governs the collection, processing, and preserving physical evidence in the field. Department personnel are charged with the responsibility of thoroughly processing crime scenes for physical evidence. In more serious cases crime scene processing is conducted by trained departmental Evidence Technicians. Agency policy requires Evidence Technicians file a written report detailing the crime scene processing activities regardless of the amount of evidence collected.

The Oswego Police Department considers fingerprints as one of the most valuable types of physical evidence in the field of forensic science. The agency has policy in place to provide specific guidance to officers in the collection, preservation, and storage of fingerprint evidence. Photographs are taken at all major crime scenes, and at the discretion of the Evidence Technician or the Shift Supervisor. Video cameras can be

used to supplement standard still photography, but is never used in lieu of still photographs.

When property is brought into the Oswego Law Enforcement Center for future use as evidence, policy requires that it is immediately identified and recorded on a Property/Evidence Form. At any time there is a transfer of custody of property/evidence it is documented by signatures on the Property/Evidence Form.

When evidence is submitted the State Crime Lab, it is required to be packaged according to laboratory guidelines, documented on the State Evidence Receipt form, and a copy is retained for police records. The State Lab provides a written report of laboratory findings for all requests submitted for laboratory examination. These written reports are filed with a follow-up report and attached to the original case file.

Chapter 84 Property and Evidence Control

The Oswego Police Department has a detailed policy in place for receiving property and evidence. Officers are required to log property and place in temporary storage before end of tour of duty. Evidence/Property Report forms are completed providing a detail description of each item. Officers are also required to complete an Incident/Offense report detailing the circumstances by which the property came into the agency's possession. Agency policy also provides specific guidelines for packaging, marking and labeling evidence. Once property is in the custody of the Evidence/Property Custodian, they are required to notify property owners and return property to the rightful owners, if not needed as evidence. The Evidence Custodian is authorized to release property for specific purposes as indicated in policy. At any time property is transferred from the Property Room, it is documented by signature and also in the New World Property Room Processing computer system.

All evidence and property is maintained and stored in secure Evidence/Property Rooms and/or vault. Bicycles and larger items are stored behind a locked evidence cage in the basement of the Oswego Police Department facility.

The agency provides secured temporary evidence lockers in the booking area. Officers secure evidence in the lockers and drop the key through a key drop into the Property/Evidence Intake Room. The Evidence Custodian retrieves the property, logs it into the records system, and places the property in secure storage.

Unaccompanied access to the Evidence/Property Intake Room is limited to the Criminal Investigations Commander and the Evidence/Property Custodian. Routine access is limited solely to the Evidence/Property Custodian. The Chief of Police maintains a key for emergency access. All items of Property/Evidence are logged into the New World Property Room Process System and assigned a barcode label. Any transfer or destruction of property is logged into the system to ensure current status of items is available.

The agency requires and documented semi-annual inspections of the Property/Evidence function to determine adherence to procedures. Although the current Custodian has been in place for several years, agency policy provides for a complete inventory of all property/evidence upon the transfer of the Custodian. Agency policy requires quarterly inspections and audits of held property by the Administrative Sergeant. The Chief of Police conducted documented unannounced inspections in 2004 and 2005.

In an effort to maintain property and evidence in a proper and orderly fashion, agency policy provides that property and evidence should be disposed of within six months after legal requirements have been satisfied. The Chief of Police approves destruction and appoints a witness to the process. All property and evidence processing and storage areas were very neat and orderly.

U. Summary and Recommendations:

The assessment team found that the Village of Oswego Police Department provides a very high level of professional services to the citizens they serve. Agency personnel were found to be well trained and highly professional. Personnel were also knowledgeable and supportive of the accreditation process. The department enjoys a high level of support from the community it serves, as is evidenced by community involvement and comments made to the assessment team by members of the community.

During the on-site, the assessment team toured agency facilities, observed agency operations, interviewed employees, and closely examined the agency's CALEA files. Assessors were able to interview, or interact with approximately three-fourths of the agency's personnel. After evaluating the agency's performance and conducting a thorough and complete assessment of the Village of Oswego Police Department, assessment team members are confident that agency personnel provide a level of service that satisfies all applicable CALEA standards. This is an excellent agency with CALEA philosophies being part of the day-to-day operations. It is apparent that agency employees and the agency as a whole embrace the "spirit of accreditation." Therefore, the assessment team recommends that the Commission consider the Village of Oswego Police Department for accreditation.

Respectfully Submitted,

Randy M. Nichols

Major Randy M. Nichols
Team Leader