

# LAW ENFORCEMENT ACCREDITATION

## Altoona (WI) Police Department

### Agency

Altoona (WI) Police Department  
1904 Spooner Ave  
Altoona, WI 54720

### Chief Executive Officer

Chief of Police  
Kelly Bakken

### Methodology Overview

CALEA serves as the premier credentialing association for public safety agencies and provides accreditation services for law enforcement organizations, public safety communication centers, public safety training academies, and campus security agencies. The standards are promulgated by a board of 21 commissioners, representing a full spectrum of public safety leadership. The assessment process includes extensive self-assessment, annual remote web-based assessments, and quadrennial site-based assessments. Additionally candidate agencies are presented to the Commission for final consideration and credentialing.

CALEA Accreditation is a voluntary process and participating public safety agencies, by involvement, have demonstrated a commitment to professionalism. The program is intended to enhance organization service capacities and effectiveness, serve as a tool for policy decisions and management, promote transparency and community trust, and establish a platform for continuous review.

CALEA Accreditation is the Gold Standard for Public Safety Agencies and represents a commitment to excellence.



### *Law Enforcement Accreditation*

CALEA standards reflect the current thinking and experience of Law Enforcement practitioners and researchers. Major Law Enforcement associations, leading educational and training institutions, governmental agencies, as well as Law Enforcement executives internationally, acknowledge CALEA's Standards for Law Enforcement Agencies© and its Accreditation Programs as benchmarks for professional law enforcement agencies.

#### **CALEA's Founding Organizations:**

- **International Association of Chiefs of Police (IACP)**
- **Police Executive Research Forum (PERF)**
- **National Sheriffs Association (NSA)**
- **National Organization of Black Law Enforcement Executives (NOBLE)**

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## EXECUTIVE SUMMARY

### *Overview:*

The Altoona (WI) Police Department is currently commanded by Kelly Bakken. The agency participated in a remote assessment(s), as well as site-based assessment activities as components of the accreditation process. The executive summary serves as a synopsis of key findings, with greater details found in the body of the report.

### *Compliance Services Review:*

CALEA Compliance Services Member(s) Chris Smith/ Danny Messimer remotely reviewed 184 standards for the agency on 7/11/2024 using Law Enforcement Manual 6.19. These standards included specific time-sensitive issues, as well as all standards applicable to the agency by size and function. If standard issues are found they are listed below.

- 1.2.3 – Compliance with Constitutional Requirements (LE1) (MMMM) – ISSUE: Bullet a, interviews (including field interviews), assuring compliance with all applicable constitutional requirements. The statement "assuring compliance with all applicable constitutional requirements" could not be located in the directive.. AGENCY ACTION NEEDED: Suggest agency add a directive or revise the provided directive to show the required language. AGENCY ACTION TAKEN: The agency revised the directive by adding language meeting standard requirements.
- 1.2.9 – Biased Policing\* (LE1) (MMMM) – ISSUE: The directive was unclear and said if a member becomes aware of any violation of "departmental" by a member and omitted what "departmental" referred to. AGENCY ACTION NEEDED: Suggest agency clarify the directive to show the required language. AGENCY ACTION TAKEN: The agency revised the directive by adding language clarifying the standard and meeting standard requirements.
- 17.4.2 – Cash Fund/Accounts Maintenance\* (LE1) – ISSUE: Bullet a, system that identifies initial balance. The fund initial balance category could not be located in the financial balance sheet. AGENCY ACTION NEEDED: It is suggested to add the initial balance to the balance sheet. AGENCY ACTION TAKEN: The agency added the initial balance and revised the balance sheet to meet the standard requirements.
- 22.4.1 – Grievance Procedures (LE1) – ISSUE: Bullets d and f. Bullet d, the standard required the type of information to be submitted when filing a grievance. Could not locate the types of information to be submitted when filing a grievance in the directive. Bullet f, criteria for employee representation, located representative in the policy, but the criteria for employee representation could not be located. AGENCY ACTION NEEDED: Suggest agency add a directive or revise the provided directive to show the required language. AGENCY ACTION TAKEN: The agency revised the directive by adding language meeting standard requirements.
- 46.1.4 – Operations Function (LE1) – ISSUE: - The agency's emergency's operations plan did not fully address providing for detainee transportation, processing, and confinement nor for directing and controlling traffic. AGENCY ACTION NEEDED: - It is recommended that the agency include in their emergency operations plan provisions providing for detainee transportation, processing, and confinement and for directing and controlling traffic. AGENCY ACTION TAKEN: The agency revised their emergency operations plan to include provisions providing for detainee transportation, processing, and confinement and for directing and controlling traffic.
- 46.1.5 – Planning Function (LE1) – ISSUE: - The agency's plan did not provide guidance and address responsibilities pertaining to preparing a documented incident action plan and it did not provide guidance on how demobilization should take place. AGENCY ACTION NEEDED: - It is recommended that the agency provide guidance and address responsibilities pertaining to preparing a documented incident action plan and it did not provide guidance on how demobilization should take place. AGENCY ACTION TAKEN: The agency amended their emergency operations plan to provide guidance and address responsibilities pertaining to preparing a documented incident action plan and to provide guidance on how demobilization should take place.

- 46.1.7 – Finance/Administration Function (LE1) – ISSUE: - The agency's emergency operations plan did not provide guidance on recording personnel time, procuring additional resources, recording expenses, documenting injuries and liability issues, and preparing appropriate reimbursement documents. AGENCY ACTION NEEDED: - It is recommended that the agency include in their emergency operations plan further guidance on performing the tasks required by the standard. AGENCY ACTION TAKEN: The agency revised their emergency operations plan to include guidelines on recording personnel time, procuring additional resources, recording expenses, documenting injuries and liability issues, and preparing appropriate reimbursement documents.
- 1.2.10 – Duty to Intervene (LE1) (MMMM) – ISSUE: Bullet b, annual refresher training in biased issues including legal aspects. Legal aspects could not be located in the directive. AGENCY ACTION NEEDED: It is suggested to add including legal aspects to the directive. AGENCY ACTION TAKEN: The agency revised the directive by adding language meeting standard requirements.
- 46.1.13 – Continuity of Operations Plan (LE1) (M M M M) – ISSUE: - The agency's COOP plan did not adequately cover the continuing of operations specifically for the police department. The city's overall plan was provided, but police operations were not covered sufficiently. AGENCY ACTION NEEDED: - It is recommended that the agency include in their COOP plan provisions for the continuing of operations for the police department. AGENCY ACTION TAKEN: The agency added additional guidance for continuing police operations during an emergency situation. The agency will be reviewing the plan again in the future and addressing their operations further.

***Site-Based Assessment Review:***

From 8/19/2024 to 8/21/2024, John Bruce (Assessor) visited the agency following a consultation with the chief executive officer regarding critical issues impacting the organization since the last assessment.

***Findings:***

During the Site-Based Assessment Review, the assessment team conducted 20 interviews regarding the topical areas previously defined. The interviews were with agency members and members of the community. The approach not only further confirmed standards adherence, but also considered effectiveness measures, process management and intended outcomes.

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## CHIEF EXECUTIVE OFFICER PROFILE

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### *Kelly Bakken*

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An experienced leader with over 25 years in the law enforcement industry, Kelly Bakken is the Chief of Police for the City of Altoona. Bakken has over ten years of experience in executive management, having held executive law enforcement positions in both police and sheriff's departments. Bakken has extensive experience in executive management, investigations, patrol, and corrections.

Bakken has a bachelor's degree in criminal justice and an associate degree in protective services. She is a graduate of the University Wisconsin Law Enforcement Command College, Northwestern University School of Police Staff & Command, and the FBI National Command Course.

In February 2022, Bakken was elected to the executive board of the Wisconsin Chiefs of Police Association (WCPA) and currently serves as 1st Vice President, and will serve as President in 2025. Bakken is a governor-appointed member of the Wisconsin Law Enforcement Standards Board. Bakken also chairs the WCPA Mentorship program and is a mentor to other police chiefs, as secretary of the International Chiefs of Police Smaller Agency Section, National Command Course Association Board, Chippewa Valley Technical College Criminal Justice Advisory Chair, Board of Directors for Chippewa Valley Technical Foundation, as well as many other boards and committees.

Bakken is passionate about community-oriented policing, progressive law enforcement partnerships, and training programs. Bakken has built partnerships and created numerous progressive community programs focused on building trust, legitimacy, and a safer community for all community members. Bakken's emphasis on community policing and training has positively impacted law enforcement in the community she serves. It has increased the public trust in the police department and created better communication and collaboration between officers and community members. Her initiatives set a high bar for continuing education and development in the department, leading to highly skilled officers with a deep commitment to serving their community.

## COMMUNITY PROFILE

Altoona, Wisconsin, was originally platted around the railroad yards as East Eau Claire. Upon incorporation in 1887, Altoona became named after the famous Altoona Pennsylvania railroad yards. The city began to grow quickly as the presence of the railroad attracted businesses and housing construction. While Altoona remained relatively small for many decades, during the 1970s, the city doubled in size. Since that time, Altoona has continued to grow into a full-service community, the 2020 census revealed a population of over 8,000 residents. The 2023 estimated population was 9,535, a 4.33% growth rate from the previous year. For the past ten years, Altoona has consistently been one of the top five fastest-growing cities in the state of Wisconsin.

Located in west-central Wisconsin, Altoona is bordered by the City of Eau Claire (8th largest city in the state) to the west and south, Lake Altoona, Eau Claire River, and the Town of Seymour to the north, and by the Town of Washington to the east and southeast. Regionally, the city is within the greater Chippewa Valley, straddling Eau Claire County and Chippewa County, which includes the City of Eau Claire, City of Chippewa Falls, Village of Lake Hallie, and surrounding towns. As of 2021, the city encompassed approximately 3,200 acres or 5 square miles.

Altoona's location near Interstate 94 provides direct, efficient access between the greater Minneapolis and Madison areas. The community also has direct access to Chippewa Falls and northern Wisconsin via USH 53, Wausau and eastern Wisconsin via STH 29, and greater Eau Claire County via USH 12. Freight rail service continues today, connecting the city with Eau Claire, Minneapolis, central Wisconsin, and points beyond. The rail yard remains the region's primary rail switching facility. Combined, this provides the city with access to regional employment, shopping, cultural, and entertainment destinations.

The city is also surrounded by high-quality natural resources, including lakes, rivers, streams, woodlands, wetlands, and agricultural lands. Some of the most notable are Lake Altoona, Otter Creek, Eau Claire River, Chippewa River, and Lake Wissota. The Chippewa Valley exists along the edge of the Driftless region, with its hills, valleys, and river systems, the Northwoods of the upper Midwest with its large forests and thousands of lakes, and the prime agricultural areas of the west-central area of the state. Each of these landscapes influences the history, culture, economic, and recreational opportunities of the region's inhabitants.

The city boasts a prime location with miles of biking and walking trails, modern city parks, and many other regional outdoor recreation activities. Both visitors and locals enjoy the diverse local food options, summer concert series, U.S. Croki curl Championships, River Prairie Ginormous Pumpkin Festival, seasonal festivals, and opportunities for fishing and kayaking the Eau Claire River and Lake Altoona.

Altoona is home to key industries such as health care, railroad, light industry, and retail. Chippewa Valley Technical College and the University of Wisconsin Eau Claire are within two miles of Altoona. The city's top employers are the School District of Altoona, Lippert Manufacturing, Woodman's Food Market, and OakLeaf Surgical Hospital. The city has an estimated total population of 9,535, 3,974 housing units, and 369 businesses. Its median home value is \$269,000.

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## AGENCY HISTORY

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Upon incorporation in 1887, the City of Altoona relied on a system of constables and marshals to enforce the charter ordinances. On April 19, 1887, Fred L. Brown was elected by the citizens as the first constable. In the years that followed, constables were elected or the council-appointed marshals. The two offices had the same authority, but only one was filled at a time.

The following served as constables or marshals:

1887 – Fred L. Brown

1888 – Charles T. Hubbard

1889 – Charles Hawker

1890-1891 Gustav A. Smith

1892 – Eugene Clapp

1893 – G.K. Ives

1894 – Conrad Courie

1895 – G.K. Ives

1896 Charles Erickson

1897-1898 Roman F. Monznetz

1899-1900 Herman J. Schilling

1901 – Geroge Wallace

1902-1903 Peter P. Hage

1904-1905 Gustav A. Smith

1906-1907 P. O'Mara

1908-1909 Gustav A. Smith

1910-1911 George J. Thompson

1911-1912 Herman J. Schilling

1913-1917 Thomas J. Riley

This method of police protection served the city well for many years. From 1918 to 1947, the elected aldermen provided the sole law enforcement at the city level. The county sheriff's office handled the more serious calls, while the constables, marshals, or aldermen handled the minor violations.

In 1947, it was decided that a full-time police officer was needed. The Altoona Police Department was officially formed on May 1, 1947, when Wyman A. Frion was appointed police chief. Since the formation of the police department, the following have served as police chief:

Chief Wyman A. Frion 1947-1949

Chief Orville Larson Sr. 1949-1950

Chief Isaac J. Hickok 1950-1962

Chief Elwin L. Rumphol 1962-1968

Chief William Thomas Larson 1968-1970

Chief Dave O'Donahoe 1970-1999

Chief Todd Chaney 2000-2011

Chief James Small 2011-2013

Chief Jesse James 2013-2018

Chief Kelly Bakken 2019 – Current

In 1952, the first relief (part-time) officer was hired to work weekends and assist when the chief was on vacation. By 1962, the city had hired several relief officers to fill in on the weekends and during the chief's vacation time. The police

and fire commission was created in 1968, and in 1969, the city hired one full-time patrol officer to assist the chief. A second full-time patrol officer was added in 1972, and by 1987, the police department consisted of six full-time patrol officers, a secretary, and the chief. The ranks of sergeant and corporal were added to the department in 1987. The city population was more than 5,400, school enrollment was over 1,200, and there were approximately 115 businesses and nearly 36 miles of road to patrol. The average yearly call volume was 3,240.

There have been remarkable transformations in the police department over the decades, reflecting the city's commitment to progress and safety. The current department, a testament to this growth, consists of 15 full-time sworn officers, a chief, a full-time administrative assistant, and multiple part-time non-sworn and sworn staff. We have officers who are members of the regional SWAT team, the regional Special Events Team, a drone program, computer forensic lab, as well as other joint programs and specialty assignments, demonstrating our readiness to adapt to the evolving needs of our community.

The police department has numerous instructors capable of instructing all of the required state training, including firearms, defense and arrest tactics, emergency vehicle operations, vehicle contacts, physical fitness, Taser, Pepperball, and tactical response.

Since Chief Bakken was sworn in as police chief, the department has taken great strides to be forward-thinking and at the forefront of modern-day policing. Over the last five years, the police department has gone from an FTO model of training to a PTO model of training. The department has focused on officer wellness, has implemented a Peer Support Program and Therapy Dog Program, and is in the process of building a Fitness Center. The department has implemented technology such as body cameras and license plate reader cameras and upgraded the drone program.

We have invested in officer safety by ensuring officers are well-trained and well-equipped. In the last couple of years, we have added new gas masks, riot gear, tactical vests, handguns, rifles, and pepperball launchers.

The department has focused on continued education, including management and leadership training for the department supervisors, instructor development, and in-house instructors. Supervisors and officers have the opportunity to build their skills and abilities and prepare themselves for future advancement.

Chief Bakken created a Community Service Officer (CSO) Program, which allows the department to hire part-time college students as non-sworn personnel to enforce minor ordinance violations such as parking and nuisance violations. The CSO program has successfully recruited, trained, and retained staff who eventually become full-time sworn officers.

The department's unwavering focus has been on community policing, a testament to our commitment to working with the community through partnerships to solve community problems. We are dedicated to providing professional, fair, and just service to the community, fostering a sense of trust and partnership that is the cornerstone of effective law enforcement.



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## AGENCY STRUCTURE AND FUNCTION

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The department is under the direction of Chief of Police Kelly Bakken. Lieutenant Scott Kelley is the second in command. The lieutenant oversees the administrative/records staff (1 full-time and 2 part-time), community services officers (CSOs), and two sergeants. The sergeants supervise 12 patrol officers, 1 school resource officer, and 1 detective.

The agency has been growing in response to a quickly growing community. We continue to request additional positions, particularly in supervision and investigations to provide a better span of control and more investigators to decrease investigation backlogs.

Our patrol staff work 12-hour shifts with two officers working an overlap 10-hour shift during high call volume times. Officers can work 5 am-5 pm or 6 am-6 pm. The 10-hour shifts are 1 pm-11 pm during the week and 6 pm-4 am on weekends. This was developed to focus the most officers on high volume times. Patrol officers are expected to handle many minor investigations as our one detective is primarily assigned significant cases, child abuse/neglect, violent crimes, and serious financial crimes.

Our detective works regular business hours and handles major cases as assigned. There is also a working relationship with the county Department of Human Services. The School Resource Officer handles cases at the school, and often, cases that occur outside of the school involve students. The SRO is often relied upon to do juvenile investigations. During non-school time, the SRO does general investigations.

Our administrative staff are responsible for assisting visitors, maintaining and releasing records, and other administrative tasks.

Previously, patrol officers were trained as evidence technicians and managed the evidence room. As the city continues to grow and the department caseload increases, we are phasing sworn officers out of the evidence room and placing non-sworn administrative staff members in that position. This transition will ensure patrol officers are working patrol and make it easier for property to be released during business hours.

## AGENCY SUCCESSES

Our department has been very agile in the past few years, which has pushed us towards accreditation and many other modern policing advancements. Our very young department helps drive change.

Starting in 2021, the department began switching the new officer training model from the traditional FTO model to the PTO or Reno Model. As of 2024, the department has worked through the challenges of a new program, developed a quality training program, trained all staff involved, and successfully trained several new officers using this model. This model encourages training officers to invest in their trainees' learning, encourage them by doing so, and adopt adult learning methods to ensure the highest level of learning is being achieved. The training model adopts a lot of new technological organization methods and is a recognized agency at one of the largest trainings of this model in the state.

In 2022 and 2023, the department was able to add additional patrol officer positions. This addition, along with positive work with our police officers union, allowed the department to modify the shift schedule and move towards a minimum of two officers on shift at all times with additional during high call volume times.

We have made several equipment advancements in the last couple of years -

The department started a boat patrol unit in 2022. This was outfitted with a new boat in 2023 that is more appropriate for Lake Altoona. The boat patrol has reduced complaints on the lake, increased the department's response to complaints and rescue operations, and allowed officers to expand their community involvement to recreationists on the water. It also allows officers a different patrol option during the summer.

In 2023, we transitioned our vehicle fleet to Enterprise-leased vehicles. This increases our replacement time and decreases repair costs. With a newer fleet of vehicles, we proudly represent our beautiful community, which aids the department in increased recruitment and retention.

The department has outfitted all department vehicles with Pepperball Launchers. These are designed to provide officers with non-lethal options to end situations safely. While not a commonly used tool, pepperball launchers have been used to successfully end violent incidents without the need for lethal force. The program began in 2022, and as of 2024, all squads are equipped with launchers and locking launcher storage racks.

The department has purchased a drone with infrared technology. We have used this to locate missing people, document crime/crash scenes, and conduct officer safety operations during search warrants or other high risk operations.

The department outfitted all officers with new squad rifles and handguns to replace aging weapons. These weapons are much easier to handle and accommodate officers with smaller arm spans and hands.

The department added Flock license plate reader (LPR) cameras, which assisted the department in well over 100 cases and recovered over \$50,000 in stolen property in the first year. The department also worked with local partners to fund additional cameras. The addition of LPR cameras has saved the department countless hours of investigation time, allowing officers and detectives to focus on other pressing issues.

The department replaced all body cameras, interview room cameras, and dash cameras with Axon cameras. The addition has streamlined data entry, records retention, and open records requests. The addition has made our video evidence more effective and efficient. The addition added AI support for records redaction which saves the records clerk countless hours. The addition of Axon squad cameras has also allowed the department to activate license plate readers in all of our marked squads.

In 2024 the department obtained a Wrap device to assist officers with securing combative people. This allows officers to secure the person, reduce respiratory distress, and prevent them from injuring themselves or others.

The department has switched to a digital radio system to provide increased radio clarity, range, and better radio service inside buildings. All squads and officers were outfitted with new radios.

The building shared by the police and fire departments is undergoing renovation and will become only the police department. The fire department has relocated to a different building. This will allow for additional large evidence storage, additional inside vehicle storage, a soft interview room, and additional office and training space. The updated building will be more secure with a new cameras system, door sensors, and door security system. Construction has been a challenge, but long-term, the change will be a huge benefit to the department and city.

Finally, accreditation has been a major success. Our department started with our CALEA accreditation and added our state (WILEAG) accreditation. We have successfully achieved our WILEAG core accreditation. The accreditation process has taken a lot of focus and dedicated time but has forced the department to evaluate our policies and practices. Through the process some deficiencies have been identified and corrected. Because of this process the department is better equipped and trained to handle situations. The department prides itself on providing professional, fair and just service to all community members and we are thrilled to show the community that we want to be held to the highest standard in law enforcement. We hope to obtain our CALEA accreditation and after, finish the second phase of our state accreditation.

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## FUTURE ISSUES FOR AGENCY

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We expect that staffing will be a major issue as the city continues to grow and expand. We are in critical need of additional investigation staff and supervisors.

Investigations involving complex digital forensics and financial crimes are rising, and these cases are frequently given lower priority than crimes against people. This causes a backup of cases that have to be moved to patrol or supervisory staff to complete.

In 2022, we had a very complex homicide case, which highlighted our personnel deficiencies and lack of investigative abilities. The case investigation was supplemented by supervisors and patrol staff, causing supervisor tasks to fall behind. Later the same year, we had a fatal pedestrian hit-and-run, which consumed additional investigation time. Our hope is to add another investigator in the next few years to help compensate for these issues. Our patrol officers continue to get busier with the growing populations, increasing the investigatory strain.

During the accreditation process, we identified several roles that needed to be filled by supervisors and best practices that needed to be completed. We currently have two first-line supervisors and one command supervisor. This puts a huge strain on those positions to accomplish all the tasks associated with accreditation management and required tasks associated with standards. These are all tasks that benefit the department. Currently there are a number of tasks that should be completed by upper management but are being completed by first-line supervisors, taking the first-line supervisors away from their daily tasks. In the future, the department is requesting an additional lieutenant to divide the department more definitively into divisions and distribute those command-level tasks.

The city's land mass continues to expand as they annex additional property and increase the boundaries, creating new areas and residents for us to adapt to. The continuous increase in housing units will continue to strain our department and require us to remain flexible as we work to provide the best service possible for our changing city.

Space is also an issue for our government services. Our fire department recently relocated, leaving the currently shared building to the police department. While the fire department has relocated, we will continue to share training space. The current building is undergoing a renovation, which is creating issues with functioning in a space that is under construction.

The department will continue managing and planning to expand city services to meet population needs while continuing to document and request additional staffing to maintain the level of police services expected by our community. Allocating funding for additional staffing will likely be a challenge in the future.

## INITIAL REMOTE WEB-BASED ASSESSMENT

Compliance Services Member: Chris Smith/ Danny Messimer

On 7/11/2024, the Initial Remote Web-based Assessment of Altoona (WI) Police Department was conducted. The review was conducted remotely and included 184 standards from the CALEA® Standards for Law Enforcement Manual. The following standards were reviewed and the findings are denoted:

Standards	Findings
1 Law Enforcement Role and Authority	
1.1.1 Oath of Office (LE1) (MMMM)	<b>Compliance Verified</b>
1.1.2 Code of Ethics* (LE1) (MMMM)	<b>Compliance Verified</b>
1.2.1 Legal Authority Defined (LE1) (MMMM)	<b>Compliance Verified</b>
1.2.3 Compliance with Constitutional Requirements (LE1) (MMMM)	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: Bullet a, interviews (including field interviews), assuring compliance with all applicable constitutional requirements. The statement "assuring compliance with all applicable constitutional requirements" could not be relocated in the directive.. AGENCY ACTION NEEDED: Suggest agency add a directive or revise the provided directive to show the required language. AGENCY ACTION TAKEN: The agency revised the directive by adding language meeting standard requirements.</p>	
1.2.4 Search and Seizure (LE1) (MMMM)	<b>Compliance Verified</b>
1.2.5 Arrest with/without Warrant (LE1) (MMMM)	<b>Compliance Verified</b>
1.2.8 Strip/Body Cavity Search (LE1) (MMMM)	<b>Compliance Verified</b>
1.2.9 Biased Policing* (LE1) (MMMM)	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: The directive was unclear and said if a member becomes aware of any violation of "departmental" by a member and omitted what "departmental" referred to. AGENCY ACTION NEEDED: Suggest agency clarify the directive to show the required language. AGENCY ACTION TAKEN: The agency revised the directive by adding language clarifying the standard and meeting standard requirements.</p>	
1.2.10 Duty to Intervene (LE1) (MMMM)	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: Bullet b, annual refresher training in biased issues including legal aspects. Legal aspects could not be located in the directive. AGENCY ACTION NEEDED: It is suggested to add including legal aspects to the directive. AGENCY ACTION TAKEN: The agency revised the directive by adding language meeting standard requirements.</p>	
3 Contractual Agreements for Law Enforcement Services	
3.1.1 Written Agreement for Services Provided (LE1) (MMMM)	<b>Compliance Verified</b>
4 Use of Force	
4.1.1 Use of Reasonable Force (LE1) (MMMM)	<b>Compliance Verified</b>
4.1.2 Use of Deadly Force (LE1) (MMMM)	<b>Compliance Verified</b>
4.1.3 Warning Shots (LE1) (MMMM)	<b>Compliance Verified</b>
4.1.4 Use of Authorized Less Lethal Weapons (LE1) (MMMM)	<b>Compliance Verified</b>
4.1.5 Rendering Medical Aid Following Police Actions (LE1) (MMMM)	<b>Compliance Verified</b>

Standards	Findings
4.1.6 Vascular Neck Restrictions (LE1) (MMMM)	<b>Compliance Verified</b>
4.1.7 Choke Holds (LE1) (MMMM)	<b>Compliance Verified</b>
4.2.1 Reporting Uses of Force* (LE1) (MMMM)	<b>Compliance Verified</b>
4.2.2 Written Use of Force Reports and Administrative Review* (LE1) (MMMM)	<b>Compliance Verified</b>
4.2.3 Removal from Line of Duty Assignment (LE1) (MMMM)	<b>Compliance Verified</b>
4.2.4 Analyze Reports* (LE1) (MMMM)	<b>Compliance Verified</b>
4.3.1 Authorization: Weapons and Ammunition (LE1) (MMMM)	<b>Compliance Verified</b>
4.3.2 Demonstrating Proficiency with Weapons (LE1) (MMMM)	<b>Compliance Verified</b>
4.3.3 Annual/Biennial Proficiency Training* (LE1) (MMMM)	<b>Compliance Verified</b>
4.3.4 Prerequisite to Carrying Lethal/Less Lethal Weapons (LE1) (MMMM)	<b>Compliance Verified</b>
<b>11 Organization and Administration</b>	
11.1.1 Description of Organization (LE1) (MMMM)	<b>Compliance Verified</b>
11.3.1 Responsibility/Authority (LE1)	<b>Compliance Verified</b>
11.3.3 Notify CEO of Incident with Liability (LE1)	<b>Compliance Verified</b>
<b>12 Direction</b>	
12.1.1 CEO Authority and Responsibility (LE1)	<b>Compliance Verified</b>
12.1.2 Command Protocol (LE1)	<b>Compliance Verified</b>
12.1.3 Obey Lawful Orders (LE1)	<b>Compliance Verified</b>
12.2.1 The Written Directive System (LE1)	<b>Compliance Verified</b>
12.2.2 Dissemination and Storage (LE1)	<b>Compliance Verified</b>
<b>15 Planning and Research, Goals and Objectives, and Crime Analysis</b>	
15.2.1 Annual Updating/Goals and Objectives* (LE1)	<b>Compliance Verified</b>
<b>17 Fiscal Management and Agency Property</b>	
17.4.2 Cash Fund/Accounts Maintenance* (LE1)	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: Bullet a, system that identifies initial balance. The fund initial balance category could not be located in the financial balance sheet. AGENCY ACTION NEEDED: It is suggested to add the initial balance to the balance sheet. AGENCY ACTION TAKEN: The agency added the initial balance and revised the balance sheet to meet the standard requirements.</p>	
17.5.2 Operational Readiness (LE1)	<b>Compliance Verified</b>
<b>21 Classification and Delineation of Duties and Responsibilities</b>	
21.2.2 Job Description Maintenance and Availability* (LE1) (M M M M)	<b>Compliance Verified</b>
<b>22 Personnel Management System</b>	
22.1.3 Benefits Program (LE1)	<b>Compliance Verified</b>

Standards	Findings
22.1.5 Victim Witness Services/Line of Duty Death (LE1)	<b>Compliance Verified</b>
22.1.8 Employee Identification (LE1)	<b>Compliance Verified</b>
22.1.9 Military Deployment and Reintegration (LE1)	<b>Compliance Verified</b>
22.2.2 General Health and Physical Fitness (LE1)	<b>Compliance Verified</b>
22.2.5 Extra-Duty Employment (LE1)	<b>Compliance Verified</b>
22.4.1 Grievance Procedures (LE1) <b>Notes:</b> ISSUE: Bullets d and f. Bullet d, the standard required the type of information to be submitted when filing a grievance. Could not locate the types of information to be submitted when filing a grievance in the directive. Bullet f, criteria for employee representation, located representative in the policy, but the criteria for employee representation could not be located. AGENCY ACTION NEEDED: Suggest agency add a directive or revise the provided directive to show the required language. AGENCY ACTION TAKEN: The agency revised the directive by adding language meeting standard requirements.	<b>Compliance Verified</b>
<b>26 Disciplinary Procedures and Internal Investigations</b>	
26.1.1 Code of Conduct (LE1)	<b>Compliance Verified</b>
26.1.3 Harassment (LE1)	<b>Compliance Verified</b>
26.1.4 Disciplinary System (LE1)	<b>Compliance Verified</b>
26.2.1 Complaint Investigation (LE1)	<b>Compliance Verified</b>
26.2.2 Records, Maintenance and Security (LE1)	<b>Compliance Verified</b>
26.2.4 Complaint/Commendation Registering Procedures (LE1)	<b>Compliance Verified</b>
26.3.2 CEO, Notification (LE1)	<b>Compliance Verified</b>
26.3.3 Investigation Time Limits (LE1)	<b>Compliance Verified</b>
26.3.5 Statement of Allegations/Rights (LE1)	<b>Compliance Verified</b>
<b>31 Recruitment and Selection</b>	
31.2.1 Recruitment Plan (LE1)	<b>Compliance Verified</b>
31.4.1 Selection Process Described (LE1)	<b>Compliance Verified</b>
31.4.7 Selection Criteria (LE1) (MMMM)	<b>Compliance Verified</b>
31.5.1 Background Investigations (LE1)	<b>Compliance Verified</b>
31.5.7 Emotional Stability/Psychological Fitness Examinations (LE1)	<b>Compliance Verified</b>
<b>33 Training and Career Development</b>	
33.1.5 Remedial Training (LE1)	<b>Compliance Verified</b>
33.1.6 Employee Training Record Maintenance (LE1)	<b>Compliance Verified</b>
33.4.1 Recruit Training Required (LE1)	<b>Compliance Verified</b>
33.4.2 Recruit Training Program (LE1)	<b>Compliance Verified</b>
33.4.3 Field Training Program (LE1) (M M M M)	<b>Compliance Verified</b>

<b>Standards</b>	<b>Findings</b>
33.4.4 Limited Function Alternate Training Requirements (LE1) (M M M M)	<b>Not Applicable by Function</b>
33.5.1 Annual In-Service Training Program* (LE1) (M M M M)	<b>Compliance Verified</b>
33.5.3 Accreditation Process Orientation (LE1)	<b>Compliance Verified</b>
33.6.2 Tactical Team Training Program (LE1)	<b>Compliance Verified</b>
33.8.2 Skill Development Training Upon Promotion (LE1)	<b>Compliance Verified</b>
<b>34 Promotion</b>	
34.1.1 Agency Role, Authority and Responsibility (LE1)	<b>Compliance Verified</b>
<b>35 Performance Evaluation</b>	
35.1.2 Annual Evaluation* (LE1)	<b>Compliance Verified</b>
35.1.9 Personnel Early Intervention System* (LE1)	<b>Compliance Verified</b>
<b>40 Crime Analysis and Intelligence</b>	
40.2.3 Criminal Intelligence Procedures* (LE1)	<b>Compliance Verified</b>
<b>41 Patrol</b>	
41.1.5 Police Service Canines (LE1)	<b>Not Applicable by Function</b>
41.2.1 Responding Procedures (LE1)	<b>Compliance Verified</b>
41.2.2 Pursuit of Motor Vehicles* (LE1)	<b>Compliance Verified</b>
41.2.3 Roadblocks and Forcible Stopping* (LE1)	<b>Compliance Verified</b>
41.2.4 Notification Procedures (LE1)	<b>Compliance Verified</b>
41.2.5 Missing Persons (LE1)	<b>Compliance Verified</b>
41.2.6 Missing Children (LE1)	<b>Compliance Verified</b>
41.2.7 Mental Health Issues* (LE1)	<b>Compliance Verified</b>
41.2.8 Administration of Pharmaceuticals (LE1)	<b>Compliance Verified</b>
41.3.2 Equipment Specification/Replenishment (LE1)	<b>Compliance Verified</b>
41.3.5 Protective Vests (LE1)	<b>Compliance Verified</b>
41.3.6 Protective Vests/Pre-Planned, High Risk Situations (LE1)	<b>Compliance Verified</b>
41.3.8 In-Car Audio/Video/Body-Worn (LE1)	<b>Compliance Verified</b>
<b>42 Criminal Investigation</b>	
42.1.3 Case File Management (LE1)	<b>Compliance Verified</b>
42.1.6 Exculpatory Evidence (LE1) (M M M M)	<b>Compliance Verified</b>
42.2.1 Preliminary Investigations Steps (LE1)	<b>Compliance Verified</b>
42.2.6 Informants (LE1)	<b>Compliance Verified</b>
42.2.8 Interview Rooms (LE1)	<b>Compliance Verified</b>



Standards	Findings
43 Vice, Drugs, and Organized Crime	
43.1.1 Complaint Management (LE1)	<b>Compliance Verified</b>
43.1.5 Covert Operations (LE1)	<b>Compliance Verified</b>
44 Juvenile Operations	
44.1.1 Juvenile Operations Policy (LE1)	<b>Compliance Verified</b>
44.2.1 Handling Offenders (LE1)	<b>Compliance Verified</b>
44.2.2 Procedures for Custody (LE1)	<b>Compliance Verified</b>
44.2.3 Custodial Interrogation and Interviews (LE1)	<b>Compliance Verified</b>
45 Crime Prevention and Community Involvement	
45.2.3 Accreditation Public Comment (LE1) (M M M M)	<b>Compliance Verified</b>
46 Critical Incidents, Special Operations, and Homeland Security	
46.1.1 Planning Responsibility (LE1)	<b>Compliance Verified</b>
46.1.2 All Hazard Plan (LE1)	<b>Compliance Verified</b>
46.1.3 Command Function* (LE1)	<b>Compliance Verified</b>
46.1.4 Operations Function (LE1)	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: - The agency's emergency's operations plan did not fully address providing for detainee transportation, processing, and confinement nor for directing and controlling traffic. AGENCY ACTION NEEDED: - It is recommended that the agency include in their emergency operations plan provisions providing for detainee transportation, processing, and confinement and for directing and controlling traffic. AGENCY ACTION TAKEN: The agency revised their emergency operations plan to include provisions providing for detainee transportation, processing, and confinement and for directing and controlling traffic.</p>	
46.1.5 Planning Function (LE1)	<b>Compliance Verified</b>
<p><b>Notes:</b> ISSUE: - The agency's plan did not provide guidance and address responsibilities pertaining to preparing a documented incident action plan and it did not provide guidance on how demobilization should take place. AGENCY ACTION NEEDED: - It is recommended that the agency provide guidance and address responsibilities pertaining to preparing a documented incident action plan and it did not provide guidance on how demobilization should take place. AGENCY ACTION TAKEN: The agency amended their emergency operations plan to provide guidance and address responsibilities pertaining to preparing a documented incident action plan and to provide guidance on how demobilization should take place.</p>	
46.1.6 Logistics Function (LE1)	<b>Compliance Verified</b>

Standards	Findings
46.1.7 Finance/Administration Function (LE1) <b>Notes:</b> ISSUE: - The agency's emergency operations plan did not provide guidance on recording personnel time, procuring additional resources, recording expenses, documenting injuries and liability issues, and preparing appropriate reimbursement documents. AGENCY ACTION NEEDED: - It is recommended that the agency include in their emergency operations plan further guidance on performing the tasks required by the standard. AGENCY ACTION TAKEN: The agency revised their emergency operations plan to include guidelines on recording personnel time, procuring additional resources, recording expenses, documenting injuries and liability issues, and preparing appropriate reimbursement documents.	<b>Compliance Verified</b>
46.1.9 All Hazard Plan Training* (LE1)	<b>Compliance Verified</b>
46.1.10 Active Threats* (LE1)	<b>Compliance Verified</b>
46.1.13 Continuity of Operations Plan (LE1) (M M M M) <b>Notes:</b> ISSUE: - The agency's COOP plan did not adequately cover the continuing of operations specifically for the police department. The city's overall plan was provided, but police operations were not covered sufficiently. AGENCY ACTION NEEDED: - It is recommended that the agency include in their COOP plan provisions for the continuing of operations for the police department. AGENCY ACTION TAKEN: The agency added additional guidance for continuing police operations during an emergency situation. The agency will be reviewing the plan again in the future and addressing their operations further.	<b>Compliance Verified</b>
46.2.7 Special Events Plan (LE1)	<b>Compliance Verified</b>
46.3.2 Hazmat Awareness (LE1)	<b>Compliance Verified</b>
54 Public Information	
54.1.3 Media Access (LE1)	<b>Compliance Verified</b>
61 Traffic	
61.1.2 Uniform Enforcement Procedures (LE1)	<b>Compliance Verified</b>
61.1.4 Informing The Violator (LE1)	<b>Compliance Verified</b>
61.1.5 Uniform Enforcement Policies (LE1)	<b>Compliance Verified</b>
61.1.7 Stopping/Approaching (LE1)	<b>Compliance Verified</b>
61.1.10 DUI Procedures (LE1)	<b>Compliance Verified</b>
61.3.2 Direction/Control Procedures (LE1)	<b>Compliance Verified</b>
61.3.3 Escorts (LE1)	<b>Compliance Verified</b>
61.4.1 Motorist Assistance (LE1)	<b>Compliance Verified</b>
61.4.2 Hazardous Roadway Conditions (LE1)	<b>Compliance Verified</b>
61.4.3 Towing (LE1)	<b>Compliance Verified</b>
70 Detainee Transportation	
70.1.1 Pre-Transport Prisoner Searches (LE1)	<b>Compliance Verified</b>
70.1.2 Searching Transport Vehicles (LE1)	<b>Compliance Verified</b>
70.1.6 Procedures, Transport Destination (LE1)	<b>Compliance Verified</b>
70.1.7 Procedures, Escape* (LE1)	<b>Compliance Verified</b>

<b>Standards</b>	<b>Findings</b>
70.1.8 Notify Court of Security Risk (LE1)	<b>Compliance Verified</b>
70.2.1 Detainee Restraint Methods (LE1)	<b>Compliance Verified</b>
70.4.2 Rear Compartment Modifications (LE1)	<b>Compliance Verified</b>
<b>71 Processing and Temporary Detention</b>	
71.1.1 Designate Rooms or Areas (LE1)	<b>Compliance Verified</b>
71.2.1 Training of Personnel* (LE1)	<b>Compliance Verified</b>
71.3.1 Procedures (LE1)	<b>Compliance Verified</b>
71.3.3 Security in Designated Temporary Detention Processing and Testing Rooms/Areas (LE1)	<b>Compliance Verified</b>
71.4.1 Physical Conditions (LE1)	<b>Not Applicable by Function</b>
71.4.2 Fire Prevention/Suppression (LE1)	<b>Not Applicable by Function</b>
71.4.3 Inspections* (LE1)	<b>Not Applicable by Function</b>
<b>72 Holding Facility</b>	
72.1.1 Training User Personnel* (LE1)	<b>Not Applicable by Function</b>
72.4.1 Securing Weapons (LE1)	<b>Not Applicable by Function</b>
72.5.3 Sight and Sound Separation (LE1)	<b>Not Applicable by Function</b>
<b>73 Court Security</b>	
73.1.1 Role, Authority, Policies* (LE1)	<b>Not Applicable by Function</b>
73.3.1 Weapon Lockboxes (LE1)	<b>Not Applicable by Function</b>
73.4.2 External Communications (LE1)	<b>Not Applicable by Function</b>
73.5.12 Securing Weapons (LE1)	<b>Not Applicable by Function</b>
73.5.18 Designated Control Point (LE1)	<b>Not Applicable by Function</b>
<b>74 Legal Process</b>	
74.1.1 Information, Recording (LE1)	<b>Compliance Verified</b>
<b>81 Communications</b>	
81.2.1 24 Hour, Toll-Free Service (LE1)	<b>Compliance Verified</b>
81.2.2 Continuous, Two-Way Capability (LE1)	<b>Compliance Verified</b>
81.2.3 Recording Information (LE1)	<b>Compliance Verified</b>
81.2.4 Radio Communications Procedures (LE1)	<b>Compliance Verified</b>
81.2.5 Access to Resources (LE1)	<b>Compliance Verified</b>
81.2.6 Calls for Service Information Victim/Witness Calls (LE1)	<b>Compliance Verified</b>
81.2.7 Recording and Playback (LE1)	<b>Compliance Verified</b>

<b>Standards</b>	<b>Findings</b>
81.2.10 Emergency Messages (LE1)	<b>Compliance Verified</b>
81.2.11 Misdirected Emergency Calls (LE1)	<b>Compliance Verified</b>
81.2.13 First Aid Over Phone (LE1)	<b>Compliance Verified</b>
81.3.1 Communications Center Security (LE1)	<b>Compliance Verified</b>
81.3.2 Alternate Power Source* (LE1)	<b>Compliance Verified</b>
<b>82 Central Records</b>	
82.1.1 Privacy and Security (LE1)	<b>Compliance Verified</b>
82.1.2 Juvenile Records (LE1)	<b>Compliance Verified</b>
82.1.6 Computer File Backup and Storage* (LE1)	<b>Compliance Verified</b>
82.2.1 Field Reporting System (LE1)	<b>Compliance Verified</b>
82.2.2 Reporting Requirements (LE1)	<b>Compliance Verified</b>
82.2.3 Case Numbering System (LE1)	<b>Compliance Verified</b>
82.3.4 Traffic Citation Maintenance (LE1)	<b>Compliance Verified</b>
<b>83 Collection and Preservation of Evidence</b>	
83.1.1 24-Hour Availability (LE1)	<b>Compliance Verified</b>
83.2.1 Guidelines and Procedures (LE1)	<b>Compliance Verified</b>
83.2.4 Equipment and Supplies (LE1)	<b>Compliance Verified</b>
83.2.6 Report Preparation (LE1)	<b>Compliance Verified</b>
83.3.2 Evidence, Laboratory Submission (LE1)	<b>Compliance Verified</b>
<b>84 Property and Evidence Control</b>	
84.1.1 Evidence/Property Control System (LE1)	<b>Compliance Verified</b>
84.1.2 Storage and Security (LE1)	<b>Compliance Verified</b>
84.1.3 Temporary Security (LE1)	<b>Compliance Verified</b>
84.1.4 Security of Controlled Substances, Weapons for Training (LE1)	<b>Compliance Verified</b>
84.1.5 Records, Status of Property (LE1)	<b>Compliance Verified</b>
84.1.6 Inspections and Reports* (LE1)	<b>Compliance Verified</b>
<b>91 Campus Law Enforcement</b>	
91.1.1 Risk Assessment and Analysis* (LE1)	<b>Not Applicable by Function</b>
91.1.3 Campus Background Investigation (LE1)	<b>Not Applicable by Function</b>
91.1.4 Campus Security Escort Service (LE1)	<b>Not Applicable by Function</b>
91.1.5 Emergency Notification System (LE1)	<b>Not Applicable by Function</b>
91.1.6 Behavioral Threat Assessment (LE1)	<b>Not Applicable by Function</b>

Standards	Findings
91.1.7 Security Camera Responsibilities* (LE1)	<b>Not Applicable by Function</b>
91.1.8 Emergency Only Phones and Devices* (LE1)	<b>Not Applicable by Function</b>
91.1.9 Administrative Investigation Procedures (LE1)	<b>Not Applicable by Function</b>
91.2.1 Agency Role and Responsibilities (LE1)	<b>Not Applicable by Function</b>
91.3.1 Agency Role and Responsibilities* (LE1)	<b>Not Applicable by Function</b>
91.4.1 Position Responsible for Clery Act* (LE1)	<b>Not Applicable by Function</b>

***Comments:***

No report comments provided.

***Area of Interest: Property and Evidence***

An interview was conducted with the lieutenant who oversees property and evidence and a patrol officer who is the designated property room officer. The processes deployed by the agency clearly define the agency's operations in developing and maintaining strict measures for the receipt, handling, security, and disposition of property. The agency's written directives are based on best practices of property and evidence procedures and provide a process and guidelines which are effective in supporting and controlling all property coming into its control and custody. These guidelines protect the integrity of the evidence, the chain of custody, and all personnel and the agency.

Training is provided to all sworn personnel during PTO (Patrol Training Officer) by the assigned patrol training officer on the collection, labeling, packaging, and recording of property into evidence. The agency attempts to as soon as possible have officers attend an evidence tech program in a local community college. All property room officers must receive training on managing a property room.

Supervisors have no additional duties pertaining to property and evidence other than the responsibility to approve the officer's report detailing the dropping of evidence.

All property and evidence must be recorded and placed under the control of the property and evidence function by the end of the officer's shift. Entry into the packaging and drop-off area is controlled by a key fob each officer must use to enter the area. The officer enters the property into the system, packages the property, prints out a bar code label and attaches it to the property. The property is then placed in the pass-through locker into the custody of property and evidence. Each morning, one of the two property officers will retrieve the property from the pass-through locker from within the evidence locker side and determine based on the property where it is to be stored. Once determined, it is entered as a piece of evidence and placed into its storage location. Separate areas of storage are provided for all high-risk items. There are storage areas available for large items within a cage in the department's garage. Within the cage, there are large lockers in which items can be stored. Should an officer not be able to complete the evidence submission process before the end of their shift, there are large lockers in which the officer can store the evidence and secure it with an individual lock. The officer is required to record in the report the storage of the property in that location to maintain the chain of custody and for supervisors to approve the reporting. The officer can retrieve the property on the next shift and complete the submission process. Should there be an error discovered with the property, the property officer will contact the submitting officer to have the issue corrected. The agency has a process for found property that consists of holding property for 30 days when the owner is known, and property is held for 90 days when the owner is unknown. The agency is required to provide public notification on all found property. Any evidence that is incorrectly submitted is placed in a temporary locker an email is sent to the officer and their supervisor notifying them of the error and what is needed to correct the error and have the item submitted back to evidence.

The agency purges items from property and evidence when the property has no evidentiary value or has reached the

statute of limitations. Before destroying items, the District Attorney is contacted to confirm if the property can be destroyed. Twice a year, purged items are taken to an incinerator for destruction.

The agency conducts all the required audits, inspections, and inventories on the items under the control of the evidence function to ensure the integrity of the property system and for accountability of property. The property room is inspected to ensure it is being maintained in a clean and orderly fashion, and that agency orders or directives concerning the property management system are being followed. Inspections also ensure that property is being protected from damage or deterioration, that proper accountability procedures are being maintained, and that property that has been found, recovered, and no longer needed because all legal requirements have been met or there is no further evidentiary value is conducted by the agency. During the quarterly audits conducted by property lieutenant, twenty items are randomly chosen to determine if they were packaged properly, and the chain of custody was maintained. In the previous year's inspections, the agency has not discovered any issues in their audits and inspections that could not be easily rectified.

### *Area of Interest: Training*

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The agency lieutenant and an officer who is a police training officer and training instructor were interviewed regarding training. The agency administers a training program that meets federal, state, local, and Wisconsin Law Enforcement Standards Board (LESB) training requirements. This department prioritizes providing continuing education and training for its personnel's professional growth and progressive development.

The agency's training directives are complete and guide the training function. The directives cover the agency's philosophy on training, training objectives, and mandated training. The directives also cover academy training, training requirements, remedial training, and lesson plans. Training programs are designed to comply with CALEA and State Of Wisconsin requirements, and officers are asked for input on designing training topics. Lesson plans are approved, and remedial training is provided for those who need extra assistance. The agency has a comprehensive firearms training program and training on less lethal weapons. The agency also uses training software systems to deliver online training. Legal update training is also provided, and local assistant district attorneys are used to provide this training.

The agency has two non-sworn types of staff: community service officers who enforce ordinance-type violations and administrative staff. The community service officers receive training on various topics and participate in a field training program with other community service officers. The administrative staff also receives crisis training and is trained by employee mentors. Notably, the agency is transitioning to a non-sworn member managing the property room, and this employee will be attending a one-week property and evidence training session, demonstrating the agency's commitment to expanding the roles of its staff and providing them with necessary training.

There is a police training officer program for new police officers who need field training. The agency is also committed to training new supervisors in supervisory training, and it has sent supervisors to a command college and other supervisory and management courses. The agency has a career development program, which is part of the evaluation system. The agency has positions that require specialized training, including those members of the regional special response team.

The lieutenant has received training in firearms and law enforcement supervision and is also a training instructor. A sergeant oversees the training effort and is assisted by agency instructors. The lieutenant reports directly to the police chief. The agency reviews training data and operations each fall and spring and develops a schedule for the rest of the year. The agency uses suggestions from officers' training performance and evaluations and develops training to comply with CALEA and State of Wisconsin training requirements.

### *Findings*

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Each member interviewed during the annual assessment demonstrated a knowledgeable understanding of the agency's policies and processes as they apply to their area of operation and responsibility. In its commitment to continuous

improvement, the agency complies with all standards in its selected areas of interest for this assessment. The agency uses well-considered written directives to establish administrative and operational work processes to meet accreditation standards and serve the agency's needs.

The agency has processes in place for training for sworn and non-sworn employees. These processes guide agency employees to perform their jobs well and serve the public. The agency prioritizes the training of employees. The agency has a detailed use-of-force analysis and sound use-of-force directives. The goals and objectives system is good, as well as the employee benefits area. The code of conduct is thorough and has standards of conduct that are consistent with the values and mission of the department and are expected of all department members. The early warning system directives establish a sound review process supporting agency personnel.

The traffic enforcement processes and procedures enable the agency to execute its traffic safety-related responsibilities and services. The records directives support the administration, field-reporting, and central records activities. The processes and guidelines for the submission and retention of evidence and property ensure that property is kept secure and the chain of custody is maintained. Inspections are audits that are conducted to protect the integrity of evidence. A process is in place to ensure that property is purged on a consistent basis, either through the destruction of the property or by returning the property to the owner.

Agency personnel receive training that includes agency policy intended to support professional operations in the service area. Supervisory personnel actively monitor and review operations, and performance accountability exists. The agency's use of data and completion of required reviews and reports, which serve as the basis for evaluation and improvement by executive-level commanders, underscores its commitment to evidence-based decision-making. An agency member replied: the self-assessment phase has forced the agency to look hard at its policies and review some processes to make them more accessible, better documented, and more managed. The agency has also used the accreditation process to discover where the areas of weakness are and address those weaknesses.

The agency provides many services to the local community and takes pride in service and performance. The agency has made a commitment to accreditation, and has the directives and work processes to meet the needs of the community.

### ***Public Portal Summary***

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The Altoona Police Department received no correspondence for this initial review through the CALEA Public Portal System.

### ***Statistical Data Tables***

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The data tables provided by the agency are complete and consistent with the established reporting parameters.

### ***Summary:***

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**Number of Interviews Conducted:** 2

**Compliance Services Member(s):** Chris Smith/Danny Messimer

**Web-Based Assessment Start Date:** 06/28/2024

**Web-Based Assessment End Date:** 07/06/2024

<b>Standards Issues</b>	0
<b>Waiver</b>	0
<b>Applicable Mandatory (M)</b>	164
<b>Applicable Other-Than-Mandatory (O)</b>	0
<b>Not Applicable</b>	20
<b>Total:</b>	184
<b>Elect 20% (O)</b>	0

**Percentage of applicable other-than-mandatory standards:**

%

***Response from Agency Regarding Findings:***

CEO Feedback not provided.



## SITE-BASED ASSESSMENT

9/3/2024

### *Observable Standards Review*

During this site-based assessment, all applicable observable standards were examined for compliance. The agency was found to be in full compliance with those accreditation standards. The agency prepared a static display which gave assessor a great overview of the agency's capability to include equipment, facility, and personnel.

### *Summary of Agency Adjustments to Standards Issues*

No standards issues were identified or requested by the agency or ASM.

### *Summary Public Access Portal*

The Altoona Police Department utilized the CALEA Public Access Portal. Relevant information was posted on the agency's website, and notice of the agency's participation in the process was also posted on the agency's Facebook page and other social media sites.

Since the completion of the CSM review on July 11, 2024, the agency has not received any comments on the portal.

### *Area of Interest: Mental Health Response*

The Altoona Police Department is committed to providing a consistently high level of service to all members of the community and recognizes that persons in crisis may benefit from intervention. The Department will collaborate, where feasible, with mental health professionals to develop an overall intervention strategy to guide its members' interactions with those experiencing a mental health crisis. This is to ensure equitable and safe treatment of all involved.

The agency has several good policies that assists employees when confronting someone in crisis. These include responding to critical incidents, homeless persons, and emergency detentions. They train all employees upon starting with the agency on interacting with persons in crisis and provide annual refresher training. Most of the officers have received the forty-hour crisis intervention training.

When officers interact with a person in crisis, they make a quick assessment for everyone's safety. If no one is in immediate danger, they contact a third-party vendor to further assess the situation and develop a safety plan for the individual. If they are in danger to themselves, the agency may take them for an emergency detention under state law. They coordinate with the Department of Human Services (DHS) and also the third-party vendor to ensure follow-up services are given. Assessor spoke with a DHS personnel. They advised that DHS follows up on all cases. Their largest concern is not enough beds and local resources because an area business shut down its hospital and clinic.

Supervisors are required to respond to all calls involving persons in crisis. Some of their duties include attempting to secure appropriate and sufficient resources, closely monitor any use of force, considering strategic disengagement, and ensuring all reports are completed. The Lieutenant and Chief review reports and make any recommendations for changes to policy, procedure, or training.

Internally, the agency is equally concerned for the health and welfare of its employees. They recently implemented a wellness program, peer support team, and a local celebrity therapy dog appropriately named "Donut". Officers are encouraged to take the physical readiness test annually for a small financial bonus. They are currently remodeling their station to include a well-equipped fitness center. The department has an Employee Assistance Program (EAP) in which each officer gets four free visits and one annual wellness training. In addition to EAP, officers are required to attend

one wellness counseling meeting each year. Supervisors are tasked with knowing their assigned personnel well so they can intercede early if needed and get appropriate assistance.

Donut is in the schools every day. The youth enjoy seeing him in the halls. Additionally, Donut spends a fair amount of time in the Altoona Emergency Services building, greeting law enforcement officers, civilian visitors, and fire and EMS staff. The staff appreciates having Donut in the office; several have mentioned they wanted to work for Altoona because Donut is in the office. Having Donut to pet after a rough call for service has been valuable to the well-being of our staff.

### *Area of Interest: Technology*

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The Altoona Police Department utilizes technology to enhance evidence collection but also as a force multiplier. They have in-vehicle and body worn camera systems and mobile data center. They also have a fixed and stationery license plate readers program. They also have an unmanned aerial system program. They have good policies for each use of technology.

The Unmanned Aerial System (UAS) program allows the deployment of a small drone that has can assist officers in looking for suspects or missing persons. A recent change to the policy was to require operators to have the proper certification from the FAA. They also added training requirements. They track UAS deployments, whether training or not, within a third-party software. Supervisors are responsible to ensure the UAS is only utilized in lawful situations. They also ensure training and reporting occurs. The agency would like to increase the number of training operators and also number of available drones.

The agency operates a public safety video surveillance system to complement its anti-crime strategy, to effectively allocate and deploy personnel, and to enhance public safety and security in public areas. Cameras may be placed in strategic locations throughout the city to detect and deter crime, to help safeguard against potential threats to the public, to help manage emergency response situations during natural and man-made disasters. Coupled with the cameras in public spaces they have fixed and mobile license plate readers (ALPR) throughout the community. They received donations from four different donors to purchase five additional cameras. Those additional cameras were placed near specified businesses and schools. ALPRs are used to convert data associated with vehicle license plates for official law enforcement purposes, including identifying stolen or wanted vehicles, stolen license plates and missing persons.

Supervisors should monitor video surveillance access and usage to ensure members are within department policy and applicable laws. Supervisors should ensure such use and access is appropriately documented. All department members authorized to operate or access public video surveillance systems shall receive appropriate training. The Chief includes a section in the annual report to discuss their usage.

### *Area of Interest: Use of Force*

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The Altoona Police Department has an extensive use of force review process, including documentation of all interactions that exceed typical handcuffing. Reported incidents are reviewed by a supervisor and forwarded to the Lieutenant for additional review. In addition, the department completes an annual analysis on a department-wide level, looking for any trends or patterns in use of force that might require a review of policy, training, or equipment. Incidents are reviewed multiple times to ensure compliance with department policy and procedure.

A Supervisor should respond to a reported application of force resulting in visible injury. The supervisor is expected to obtain the basic facts from the involved officers and ensure that any injured parties are examined and treated. A supervisor shall review all related materials and complete a summary of the use of force and surrounding incident. They should review relevant policies and their applicability to the incident. They should discuss the appropriateness of the use of force and compliance with policy and make any recommendations on training for the involved officer(s) or department.

Officers receive annual training on this policy and must demonstrate their knowledge and understanding. They also receive periodic training on guidelines regarding vulnerable populations, including but not limited to children, elderly, pregnant persons, and individuals with physical, mental, or intellectual disabilities.

During the self-assessment period, the agency began collecting more data fields about their use of force incidents. Based upon the annual reviews, they implemented several policy changes related to use of force incidents. These changes included the addition of the Wisconsin Defense and Arrest Tactics (DAAT) to the department policy to ensure officers are expected to use force based on that training model. Additional definitions were added to our policy including definitions for Imminent, Objectively, Reasonable Force, Totality of the Circumstances, Choke Hold, Vascular Neck Restraint, and Great Bodily Harm. These aimed to clarify other sections of the policy. The department also added additional language to department policy about objectively reasonable force to ensure that officers are considering all factors and stopping force once the objective has been achieved. This was not an issue previously, but these additions strengthened our policy to ensure we were achieving our goals.

The Lieutenant stated that they adjusted their training based upon the number of incidents in the annual analysis. Most of the adjustment were within the DAAT training, specifically, control of suspects when grounding them. Assessor was shown a lesson plan that included the adjustments.

Assessor recommended adding the option for the Lieutenant to have a subject matter expert review the use of force from a training point of view. Agency was agreeable to this option.

### ***Area of Interest: Written Directives Management and Revision***

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The Altoona Police Department has an extensive written directive system. They utilize a third-party vendor for the base directives. The vendor makes update recommendations regularly based upon court cases and changes in law. The agency has to customize the base directives to better fit the culture of the agency and its style of policing. As they were reviewing, updating, or creating new policies during the self-assessment period, the Chief would task officers or supervisors who were subject matter experts to review and make recommendations. Once they create a draft policy or revision, they circulate it for comments. They include subject matter experts on the review. The final proposals are submitted to the chief for approval.

The Chief stated that as they reviewed policies for meeting standards, they also made sure they were following the policies. The vendor also sends out daily training bulletins based upon the base policies. The Chief or the Lieutenant reviews and modifies the content to be in synch with their written policies. This allows officers and professional staff to stay well versed in the policies and procedures.

They have created a three-year review cycle for policies and procedures. They meet quarterly. They follow the same above-mentioned process of review for any submitted changes. When changes are finalized, the Chief sends out an email explaining the changes. If it is a major change, she intends to have a department meeting to explain it in person.

The Chief believes that transparency is the best policy and is planning on publishing the policies on the City website later this fall after it is revised. The Chief stated, "I believe in holding myself and the department to a high standard, and going through the accrediting process is good for transparency, for the public to know that the entire department is held to state and national standards." She further stated, "We are seeing increased community satisfaction already. They see us out and about, engaged in the community, and we are providing a better service to our community by holding ourselves to a higher standard."

### ***Findings***

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The Altoona Wisconsin Police Department is a full-service professional law enforcement agency comprised of 16 sworn and 1 fulltime professional staff. They have two additional parttime sworn officers and 4 parttime professional

staff. The agency is well-respected in the regional law enforcement community and has close relationships with other agencies. The agency's mission is to promote a high quality of life for the citizens of the city by ensuring a safe, secure, and peaceful environment in accordance with the principles and values of the organization. Throughout the onsite, assessor observed a highly engaged workforce. Numerous examples and comments were fielded from citizens about how the employees are approachable, professional, and compassionate.

Based on discussions with CALEA Assessment Service Manager Bart Connelly and Chief Kelly Bakken, four areas of interest were identified, Mental Health Response, Technology, Use of Force, and Written Directives Management and Revision. This assessment was its first accreditation process.

The Chief stated that during the self-assessment period, they learned that training is highly important to being a professional and accredited agency. They identified that they had to take a step back and look at what they were training on. This allowed them to increase the number of training hours and made them more qualitative. The State of Wisconsin only requires twenty-four hours of training each year. They are now averaging about seventy hours per year.

The Chief is concerned with managing technology and balancing it with staffing. She recognizes that technology is a great force multiplier but it still requires human involvement to achieve great community involvement and support. To assist managing technology and personnel, the Chief continues to make budgetary requests for two additional supervisors.

The Chief strives for continuous improvement and believes that the processes put into place through the CALEA process will help them to improve. Altoona is the fastest growing cities in Wisconsin and the Chief is leaning on the CALEA process to help develop a roadmap for success. She believes in setting reasonable expectations and holding people accountable for their actions.

The agency collects data on numerous topics like training, use of force, complaints, and early personnel intervention. Supervisors are always reviewing the data in order to stay on top of things and prevent major breakdowns. The agency knows its policies and procedures and are well received in the community because they are well trained and well mannered.

### *Interview: Agency*

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Personnel within the agency were the primary source of information for this onsite assessment. Five different agency personnel were interviewed about issues, areas of interest, and the agency in general. This included the Chief, Lieutenant, two Sergeants, Detective, and several Patrol Officers. Additionally, assessor had short conversations with several professional staff. All personnel were very positive regarding the accreditation process, the department, and the profession itself. Each demonstrated a strong desire to serve and to perform in the most professional manner possible. They were all very good examples of professional law enforcement with a commitment to serving their community in the best possible way.

### *Interview: Parent/Partner Agencies*

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A number of persons were interviewed that have a higher-level relationship with the agency, including representatives of many organizations, agencies, and entities that work with the police department. These included the Mayor, City Administrator, Alder member, Fire Chief, Sheriff, School Superintendent, and the Communications center manager.

All persons interviewed have interacted with the agency for many years. They all spoke highly of the agency and their abilities to get the job done. Some of the comments included, "openness, friendly, engaging," "approachable," "professional and engaged," "forward thinking and leaning forward," "invested in community," and "a great department."

### *Interview: Community*

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Several persons were interviewed that are involved in the community. Two were HOA Board members and two were local business owners. No one had anything negative to say about the agency. Positive comments included, “helpful and visible,” “involved,” “kind and thoughtful,” and “reliable.”

Additionally, assessor spoke with numerous individuals that were encountered during meals or in local businesses. Many of them were familiar with the agency and felt safe in the community. Several had had contact with the agency but no one had anything bad to say about the agency. These were ad hoc conversations and not scheduled or arranged by the agency. All comments were positive and supportive of the agency.

***Summary:***

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**Number of Interviews Conducted:** 20

**Assessors' Names:** John Bruce (Assessor)

**Site-Based Assessment Start Date:** 08/19/2024

**Site-Based Assessment End Date:** 08/21/2024

## STATISTICS AND DATA TABLES

### Overview

The following information reflects empirical data submitted by the candidate agency specifically related to CALEA Standards. Although the data does not confirm compliance with the respective standards, they are indicators of the impact of the agency’s use of standards to address the standards' intent

### Traffic Warnings & Citations - Initial Accreditation

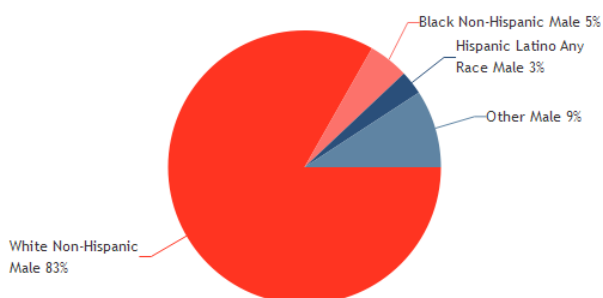
**Data Collection Period:** 1/1/2023 - 12/31/2023

Race/Sex	Warnings	Citations	Total
White Non-Hispanic Male	680	420	1100
Black Non-Hispanic Male	39	36	75
Hispanic Latino Any Race Male	23	54	77
Other Male	75	48	123
White Non-Hispanic Female	479	217	696
Black Non-Hispanic Female	23	10	33
Hispanic Latino Any Race Female	9	9	18
Other Female	57	23	80
<b>TOTAL</b>	<b>1385</b>	<b>817</b>	<b>2202</b>

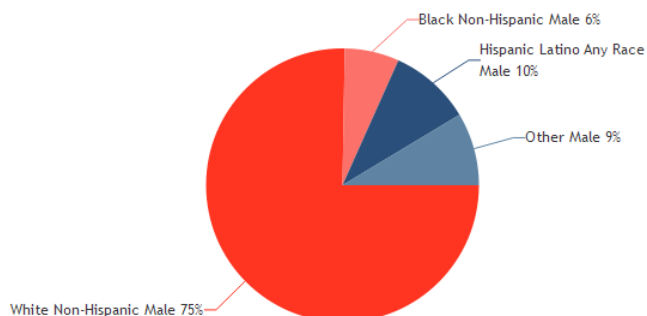
### Initial Accreditation Notes:

Many of the citations issues to Hispanic males are related to operating while intoxicated incidents which result in multiple citations for driving without insurance, driving without a license, and other traffic violations.

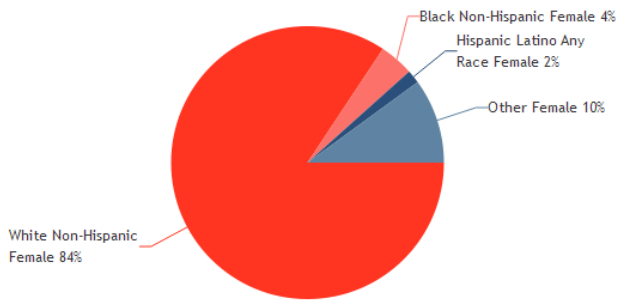
**Male Warnings**



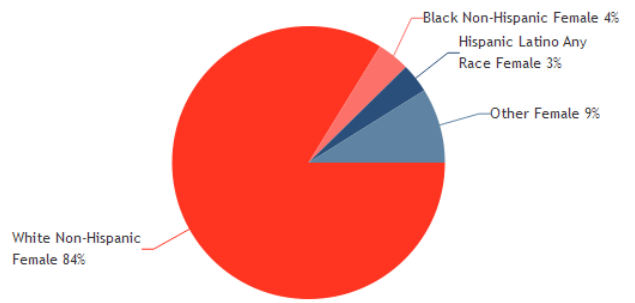
**Male Citations**



## Female Warnings



## Female Citations



### Legend

White Non-Hispanic Male	
Black Non-Hispanic Male	
Hispanic Latino Any Race Male	
Other Male	

***Biased Based Profiling***

**Initial Data Collection Period: 1/1/2023-12/31/2023**

Complaints from:	Initial
Traffic Contacts	0
Field Contacts	0
Asset Forfeiture	0

***Initial Accreditation Notes:***

There were no complaints that were related to bias.

**Complaints**

***Legend***

Traffic Contacts	
Field Contacts	
Asset Forfeiture	



**Use Of Force - Initial Accreditation**

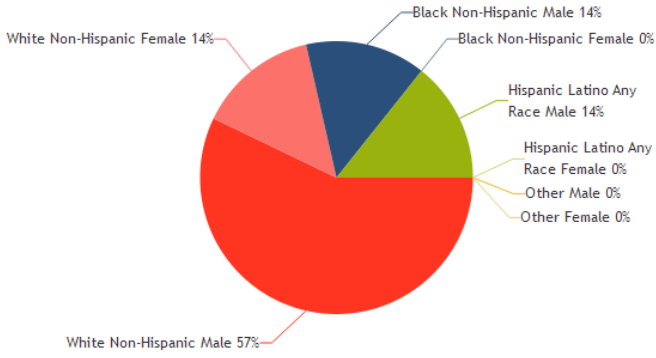
**Data Collection Period: 1/1/2023 - 12/31/2023**

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Firearm									14
Discharge	0	0	0	0	0	0	0	0	0
Display Only	8	2	2	0	2	0	0	0	14
ECW									8
Discharge Only	2	0	0	0	0	0	0	0	2
Display Only	4	0	2	0	0	0	0	0	6
Baton	0	0	0	0	0	0	0	0	0
Chemical/OC	0	0	0	0	0	0	0	0	0
Weaponless	10	3	0	0	0	0	0	1	14
Canine									0
Release Only	0	0	0	0	0	0	0	0	0
Release and Bite	0	0	0	0	0	0	0	0	0
Total Uses of Force	24	5	4	0	2	0	0	1	36
Total Number of Incidents Resulting In Officer Injury or Death	4	0	0	0	0	0	0	0	4
Total Use of Force Arrests	12	3	0	0	0	0	0	1	16
Total Number of Suspects Receiving Non-Fatal Injuries	2	0	0	0	0	0	0	0	2
Total Number of Suspects Receiving Fatal Injuries	0	0	0	0	0	0	0	0	0
Total Agency Custodial Arrests	123	39	25	2	2	0	14	6	211
Total Use of Force Complaints	1	0	0	0	0	0	0	0	1

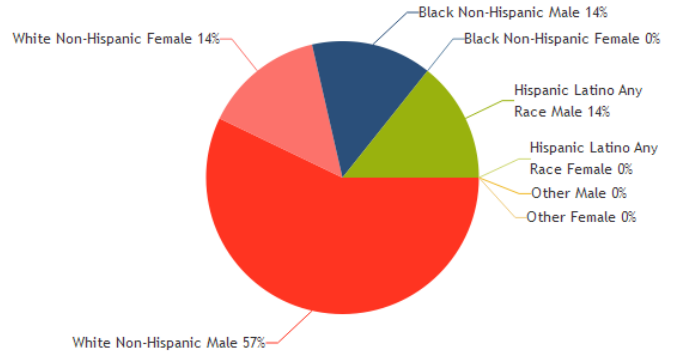
**Initial Accreditation Notes:**

The complaint related to use of force was that a taser was pointed at the subject. It was deemed justified by a supervisor.

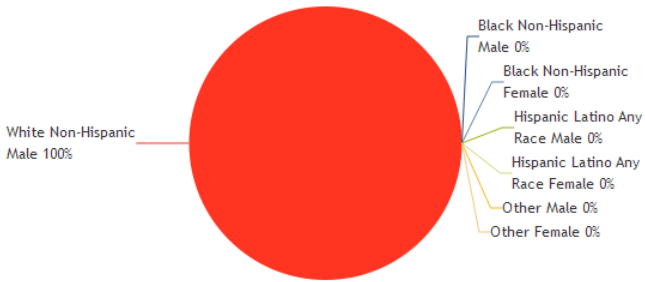
### Total Firearm



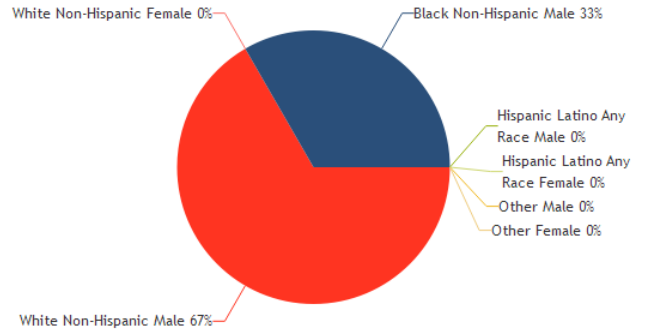
### Firearm Display



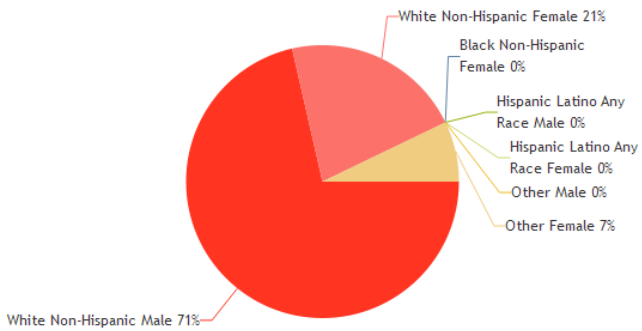
### ECW Discharge



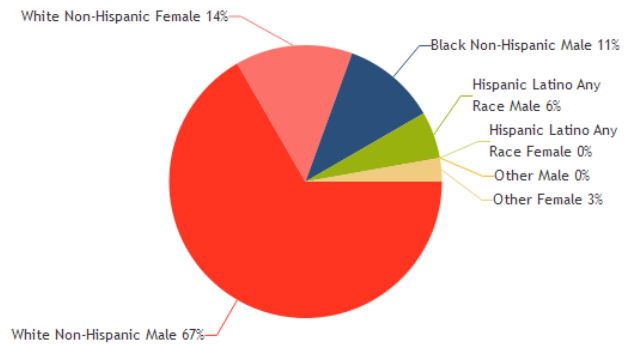
### ECW Display



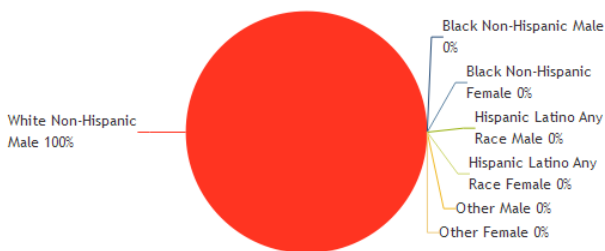
### Weaponless



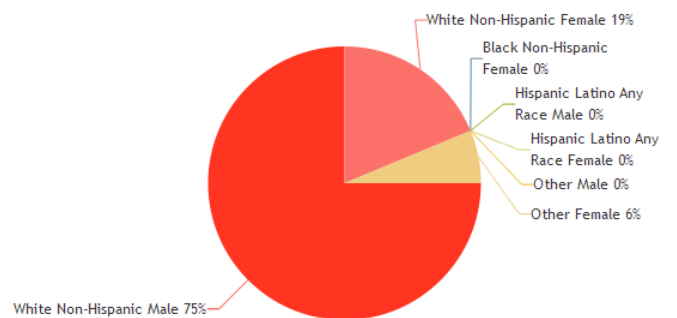
### Total Uses of Force



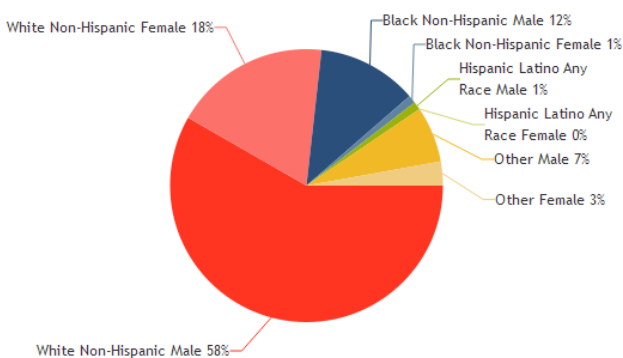
### Total Number of Incidents Resulting in Officer Injury or Death



### Total Use of Force Arrests



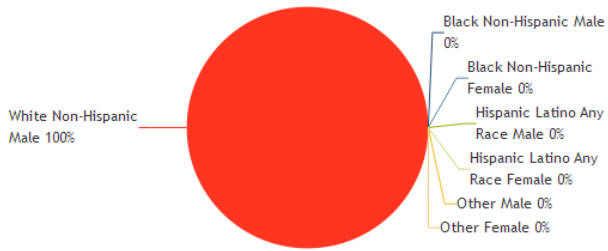
### Total Agency Custodial Arrests



### Total Use of Force Complaints



## Total Number of Suspects Receiving Non-Fatal Injuries



### Legend

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

## Grievances

**Initial Data Collection Period: 1/1/2023-12/31/2023**

Grievances	Initial
Number	0

*Personnel Actions*

**Initial Data Collection Period: 1/1/2023-12/31/2023**

	Initial
Suspension	0
Demotion	0
Resign In Lieu of Termination	0
Termination	0
Other	0
Total	0
Commendations	33

## *Complaints and Internal Affairs - Initial Accreditation*

**Data Collection Period:** 1/1/2023 - 12/31/2023

	Initial
<b>External/Citizen Complaint</b>	
Citizen Complaint	6
Sustained	2
Not Sustained	1
Unfounded	1
Exonerated	2
<b>Internal/Directed Complaint</b>	
Directed Complaint	1
Sustained	1
Not Sustained	0
Unfounded	0
Exonerated	0

### *Initial Accreditation Notes:*

We dramatically improved our complaint process over the summer of 2023 to move towards accreditation compliance. This resulted in more data was from the second half of the year. We expect better data moving forward.

*Calls For Service / Crime Data - Initial Accreditation*

**Data Collection Period:** 1/1/2023 - 12/31/2023

	Initial
<b>Calls for Service</b>	
Calls for Service	3845
<b>Crime Data</b>	
Murder	1
Forcible Rape	8
Robbery	0
Aggravated Assault	6
Burglary	7
Larceny-Theft	269
Motor Vehicle Theft	9
Arson	0

*Motor Vehicle Pursuit*

Initial Data Collection Period: 1/1/2023-12/31/2023

	Initial
<b>Pursuits</b>	
Total Pursuits	2
Forcible stopping techniques used	0
Terminated by Agency	1
Policy Compliant	2
Policy Non-Compliant	0
<b>Collisions</b>	
<b>Injuries</b>	
Total Collisions	0
Officer	0
Suspect	0
ThirdParty	0
<b>Reason Initiated</b>	
Traffic	2
Felony	0
Misdemeanor	0

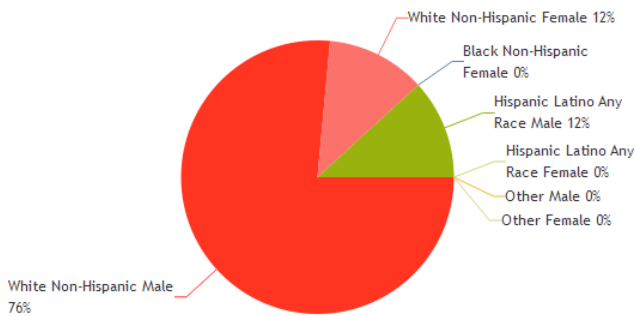


**Agency Breakdown Report - Initial Accreditation**

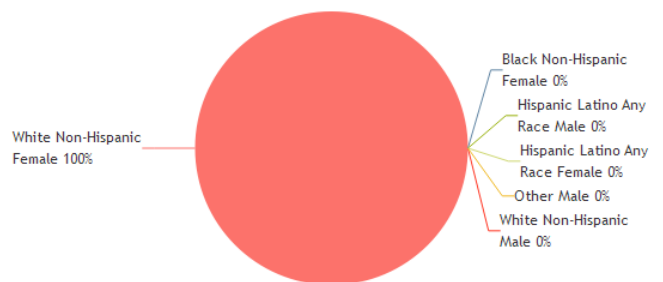
**Data Collection Period: 12/31/2023 - 3/31/2024**

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
<b>Sworn Personnel</b>									
Executive	0	1	0	0	0	0	0	0	1
Command	1	0	0	0	0	0	0	0	1
Supervisory Positions	2	0	0	0	0	0	0	0	2
Non-Supervisory Positions	10	1	0	0	2	0	0	0	13
<b>Sub Total</b>									<b>17</b>
<b>Non Sworn Personnel</b>									
Executive	0	0	0	0	0	0	0	0	0
Managerial	0	0	0	0	0	0	0	0	0
Supervisory Positions	0	0	0	0	0	0	0	0	0
Non-Supervisory Positions	1	3	0	0	0	1	0	0	5
<b>Sub Total</b>									<b>5</b>
<b>Total</b>									<b>22</b>

**Total Sworn Personnel**



**Sworn Personnel: Executive**



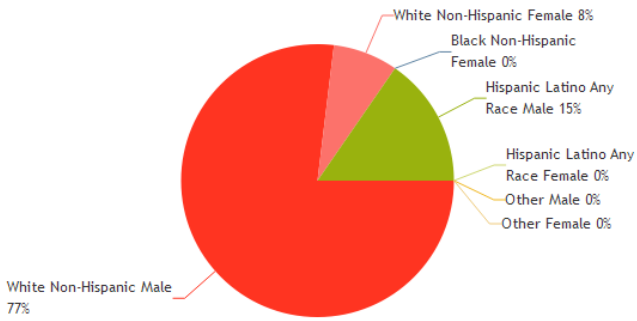
**Sworn Personnel: Command**



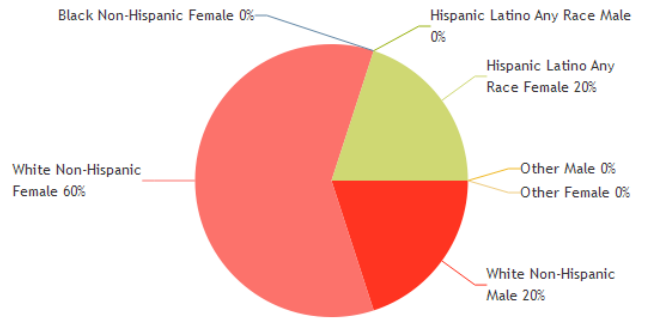
**Sworn Personnel: Supervisory Positions**



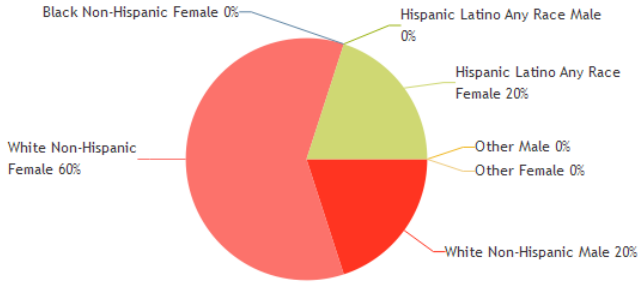
## Sworn Personnel: Non-Supervisory Positions



## Total Non-Sworn Personnel



## Non-Sworn Personnel: Non-Supervisory Positions



### Legend

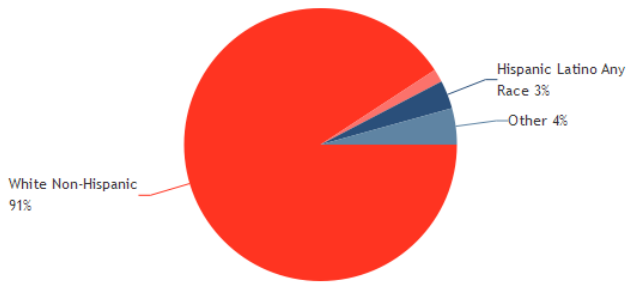
White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

**Agency Demographics Report - Initial Accreditation**

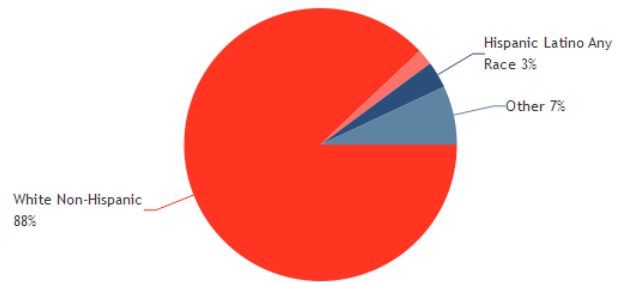
**Data Collection Period: 1/1/2023 - 12/31/2023**

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Sworn Officers		Prior Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
White Non-Hispanic	7226	91%	106176	88 %	15	88%	2	12%	0	0%	0	0%
Black Non-Hispanic	124	2%	2295	2 %	0	0%	0	0%	0	0%	0	0%
Hispanic Latino Any Race	267	3%	3825	3 %	2	12%	0	0%	0	0%	0	0%
Other	342	4%	8412	7 %	0	0%	0	0%	0	0%	0	0%
<b>Total</b>	<b>7959</b>		<b>120708</b>		<b>17</b>		<b>2</b>		<b>0</b>		<b>0</b>	

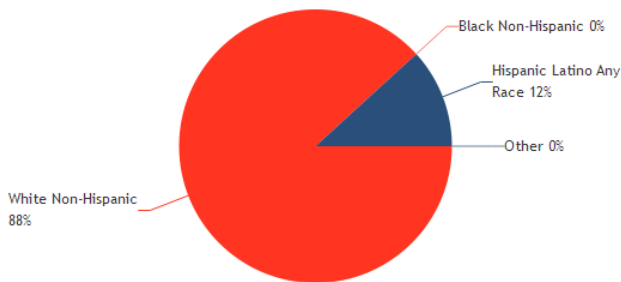
**Service Population**



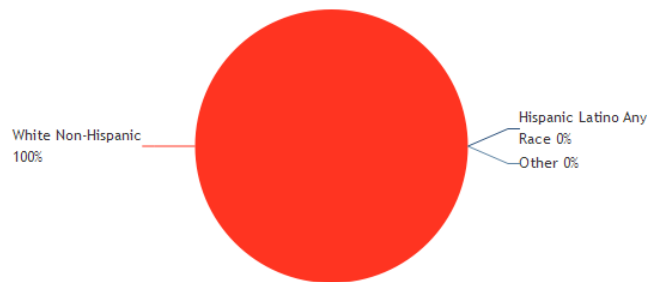
**Available Workforce**



**Current Sworn Officers**



**Current Sworn Female Officers**

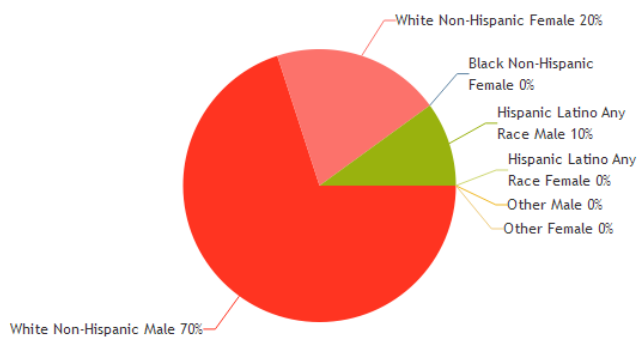


**Sworn Officer Selection - Initial Accreditation**

**Data Collection Period: 1/1/2023 - 12/31/2023**

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Applications Received	7	2	0	0	1	0	0	0	10
Applicants Hired	2	0	0	0	0	0	0	0	2
Percent Hired	29%	0%	%	%	0%	%	%	%	N/A
Percent of Workforce Population	12%		0%		0%		0%		N/A

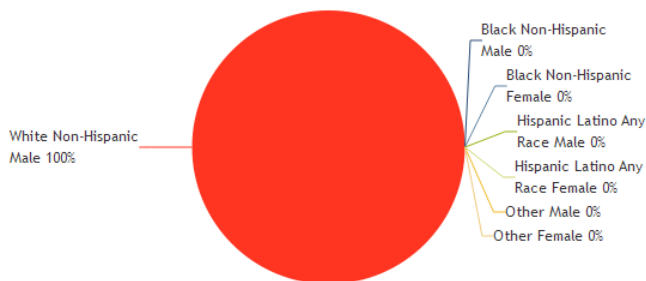
**Applications Received**



**Applicants Hired**



**Percent Hired**



**Percent of Workforce Population**



**Legend**

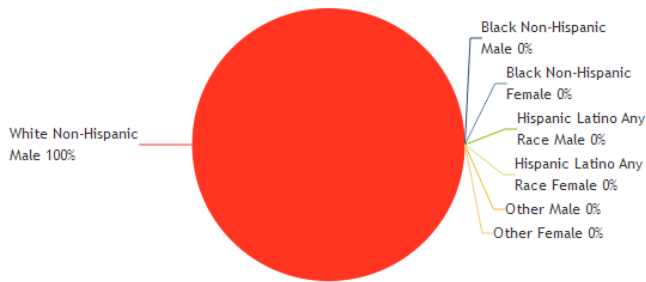
White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

**Sworn Officer Promotions - Initial Accreditation**

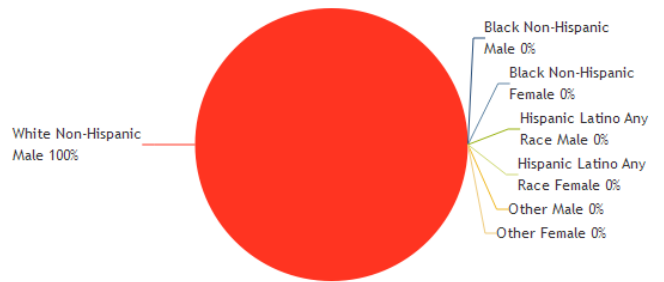
**Data Collection Period: 1/1/2023 - 12/31/2023**

	White Non-Hispanic		Black Non-Hispanic		Hispanic Latino Any Race		Other		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Tested	3	0	0	0	0	0	0	0	3
Eligible After Testing	3	0	0	0	0	0	0	0	3
Promoted	1	0	0	0	0	0	0	0	1
Percent Promoted	33 %	%	%	%	%	%	%	%	N/A

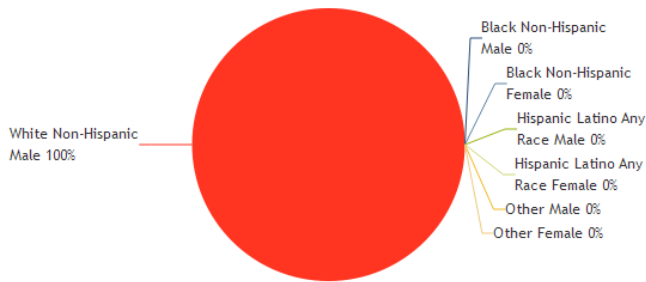
**Tested**



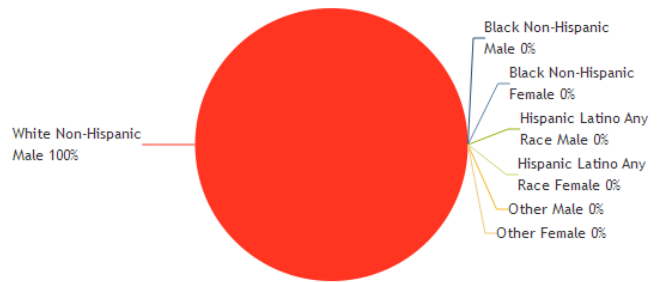
**Eligible After Testing**



**Promoted**



**Percent Promoted**



**Legend**

White Non-Hispanic Male	
White Non-Hispanic Female	
Black Non-Hispanic Male	
Black Non-Hispanic Female	
Hispanic Latino Any Race Male	
Hispanic Latino Any Race Female	
Other Male	
Other Female	

