



Auburn (ME) Police Department
Assessment Report



2016

**AUBURN (ME) Police Department
Assessment Report
July 2016**

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A. Agency name, CEO and AM

Auburn Police Department
60 Court Street
Auburn, Maine 04210
(207) 333-6650

Phillip L. Crowell, Jr., Chief of Police
Elizabeth Allen, Accreditation Manager

B. Dates of the On-Site Assessment

July 17-20, 2016

C. Assessment Team

1. Team Leader: Chief Gary L. Vest
Powell Police Department
47 Hall Street
Powell, Ohio 43065
(614) 396-3344

2. Team Member: Lieutenant Rae Ferguson (retired)
P.O. Box 7148
Asheville, North Carolina 28802
(828) 779-1093

D. CALEA Program Manager and Type of On-Site

Paul McMillan, Program Manager

Third reaccreditation, B Size (62 authorized personnel; authorized 54 sworn, actual 52 sworn, 8 non-sworn)

5th Edition Law Enforcement Advanced Accreditation

Power DMS is used for file management.

E. Community and Agency Profile

Community Profile

Established in 1869, the City of Auburn is Maine's fourth largest City with a population of 23,055. Auburn is a municipality rich in history that maintains its traditional values and yet continues to move forward. Etched on the walls of the newly renovated City Hall

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Building are the words "*Vestigia Nulla Retrorsum*" which translates to "No Backward Steps."

Auburn was first settled in 1786. Prior to that, it constituted a part of the Town of Minot from which it separated and incorporated on February 24, 1842. The Town of Danville was annexed to Auburn on February 26, 1867, and the area became the City of Auburn on February 22, 1869, at which time the Charter was adopted.

As long ago as 1835, the factory system of making shoes was originated in Auburn. Shortly thereafter, in 1839, the preparation of the development of water power on the Lewiston side of the Androscoggin River had a great effect on Auburn and the phenomenal growth that made industrial history for the State of Maine began in both the "Twin Cities."

Auburn has always been a leader in promoting and accepting new ideas. The first railroad was built in 1849; street railway transportation began in the early 1870s and the first airport was established in 1928. Clarence Rand invented the first steam automobile just across the river at the turn of the century.

Auburn was the first city in Maine, and the second in New England, to adopt the Council/Manager form of government. Under this form of government adopted in 1917, the Manager is the full-time administrative head of the City. The non-partisan Council is composed of seven members elected for two-year terms.

Agency Profile

The Auburn Police Department is charged with preserving life and property, maintaining the public order, and enforcing local, state and federal laws in a manner that fosters good relations between the department and the citizens of Auburn.

The Department has five divisions: Administration, Patrol Division, Support Services Division, Criminal Investigations Division and the Proactive Community Enforcement Division (PACE). Prominently placed at various locations in the police facility is the following:

OUR MISSION | To prevent crime and protect our community
OUR VISION | To be community focused in all that we do
OUR VALUES | Honor, excellence, loyalty & professionalism
OUR MOTTO | Expect excellence

Demographics

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

Demographics Report

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	21594	94%	63299	92.8%	52	100%	2	4%	52	100%	4	8%
African-American	570	2%	2456	3.6%	0	0	0	0	0	0	0	0
Hispanic	349	2%	1091	1.6%	0	0	0	0	0	0	0	0
Other	532	2%	1364	2%	0	0	0	0	0	0	0	0
Total	23045	100%	68210	100%	52	100%	2	4%	52	100%	4	8%

Population data source: 2010 US Census.

Available Workforce data source: 2010 US Census data for Androscoggin County; and Maine Department of Labor, Center for Workforce Research & Information, Local Area Unemployment Statistics Program (LAUS) in Cooperation with US Bureau of Labor Statistics.

During the assessment period, the agency hired one African-American officer as well as one Hispanic officer. The African-American officer left to work for another agency; the Hispanic officer did not clear Field Training and resigned.

Future Issues

Consolidation with Lewiston

Consolidating the 'sister cities' of Auburn and Lewiston (just across the Androscoggin River) is not a new concept; it has been a topic of discussion for close to 100 years. The matter resurfaces again and again, and it is always a sensitive subject for both communities.

The conversation continues today. In 2015, a Joint City Charter Commission was formed to evaluate the feasibility of a merger, and to create a charter which, if approved by the voters, will result in a unified government for the two communities.

Consolidation would generate a unique set of challenges for the Auburn Police Department. It would lead to extensive internal restructure; a realignment of staff and

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resources; administrative reorganization; redefinition of jurisdiction, agency/city name, police beats and so much more. Everything from recruitment and selection, to direction and training would undergo a transformation.

While both the Auburn and Lewiston Police Departments are nationally accredited by CALEA, there are considerable philosophical and operational differences in the two agencies. Consolidation is certainly the most significant future issue facing the Auburn Police Department.

Facility

In the spring of 2010, the Auburn Police Department was relocated to its current home in Auburn's City Hall building. The agency had outgrown its previous facility at One Minot Avenue which was built in the 1970s. The building also had some significant maintenance issues that were not properly funded for repair.

The APD's move to Auburn Hall was intended to be temporary solution. The challenges of this space are many and the benefits are few. Communication among police department staff is challenging at best. The physical separation (with Patrol Division in the basement and Administration, CID, PACE and Support Services on the third floor) has effected morale, created inefficiencies, and has been difficult for everyone involved.

Police and city staff have, for the most part, made the best of the situation. Small modifications to the building have been made to improve things, but there are fundamental barriers to long term success in this location: lack of locker rooms and rest rooms for Patrol staff; cruisers parked in the courtyard (and the lights and sirens that accompany such vehicles); evidence storage in the underbelly of the parking garage; 24 hour public accessibility to the building. The list of challenges is extensive.

APD's presence in City Hall has been disruptive for other departments, and space is definitely a challenge. With the anticipation of future growth, police headquarters at 60 Court Street will exceed its capacity.

Construction of a consolidated public safety facility with the fire department (and potentially the LA 911 Communications Center) makes sense operationally and from a staff perspective. Research has shown that a combined public safety headquarters leads to increased efficiency for first responders as well as office support staff.

Relocation of police department staff and equipment to a permanent and suitable Public Safety or Police Headquarters is a pressing need for the City of Auburn.

CEO Biography

Chief Phillip L. Crowell, Jr. is a lifelong resident of Auburn, Maine. He began his law enforcement career in 1986 during his service as a military police officer in the U.S. Army. He joined the Auburn Police Department as a Patrol Officer in 1993. He served as a Patrol Officer, School Resource Officer, Detective, and Deputy Chief. In 2006, he was promoted to Chief of Police.

Chief Crowell has been responsible for many initiatives which have ranked the Auburn Police Department among the best in the State. Some examples include starting Auburn's Citizens Police Academy, the first Somali Citizens Police Academy and the first Youth Court for the State of Maine. In November 2007, the APD became one of only two accredited agencies in the state. In November 2013, the APD was the first law enforcement agency in the state to participate in the Gold Standard accreditation process.

Chief Crowell serves on numerous local and state boards including President of Auburn PAL, State of Maine Juvenile Justice Task Force member, and Past President of the Maine Chiefs of Police Association. He is a Commission on Accreditation for Law Enforcement Agencies (CALEA) Assessor and Team Leader and also an instructor at the Maine Criminal Justice Academy.

He is actively involved with human trafficking initiatives locally and internationally, serving as a board member on the Foundation for Hope and Grace, Co-Founder of the Not Here - Justice in Action Network, and a member of the Maine Attorney General's Human Trafficking Task Force.

He has received numerous awards recognizing his efforts to enhance law enforcement which include: "Officer of the Year" by the National Exchange Club, the City of Auburn's "Vision Award", Excellence in Aging Award by the Maine Association of Area Agencies on Aging for his efforts in implementing a Silver Alert System in the State of Maine, 2014 Champion for Maine Children Award, and the Public Leadership Award by the Androscoggin Chamber of Commerce.

Chief Crowell is a graduate of the FBI National Academy Session 218 and earned a Bachelor's degree in Criminal Justice from the University of Maine at Augusta. He lives in Auburn with his wife and two children.

F. Public Information

Public notice and input are a cornerstone of democracy and CALEA accreditation. This section reports on the community's opportunity to comment on their law enforcement

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agency and to bring matters to the attention of the Commission that otherwise may be overlooked.

Public Information Session

A public hearing was held at 5:00 p.m., Tuesday, July 19, 2016, in the City Council Chambers, 60 Court Street, Auburn, Maine. A total of eight people addressed the team:

Ms. Sheila Christakis was raised in Auburn and has been a resident since her retirement. She believes that the police department does an excellent job on a daily basis and has great community outreach. She is a graduate of the citizens police academy.

Mr. Ken Edgerly has been a resident of community since 1987, a graduate of the citizens police academy, and a volunteer. He said his experiences with the police department have been an "eye opener." He feels the volunteers are appreciated by the agency and it is a pleasure to serve. The agency is like family and "may God bless them all."

Ms. Tricia Grant is a victim of teenage sex trafficking and an advocate for education and prevention. She complimented Chief Crowell and the officers for their support and efforts to combat human trafficking.

Interim Police Chief Brian O'Malley of the Lewiston Police Department spoke of the strong relationship between the police departments and the professional interaction they have on a variety of venues.

Mr. Fred Lidstone is a high school teacher at the Alternative School. Mr. Lidstone thanked Chief Crowell for pursuing a grant to hire an individual to teach and assist at-risk teens to develop their self-esteem and get jobs.

Ms. Sabrina Best is the local Recreation Director for Auburn. Although she has been a resident for only six months, she has been "blown away" by what outreach the police department does in the community. She added that the officers are innovative and open to ideas; they solve and prevent problems. Clear and effective communication has helped prevent misunderstanding. Ms. Best said the Auburn Police Department is top notch.

Ms. Priscilla Miller, a resident, said the police respond quickly and are very respectful from the top down. She expressed her gratitude to the police in light of the recent shootings (national).

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Mr. Jerry Webster, a citizen patrol volunteer, said the agency's "professionalism is outstanding."

Telephone Call-In Session

Ms. Phyllis Gamache, Director of the Lewiston-Auburn 911, was very complimentary of the Chief and Deputy Chief and the Auburn police leadership as being on top of things; adding that they are administratively and operationally open.

Auburn Fire Chief Geoff Low said that Chief Crowell and Deputy Chief Moen have taken a leadership role in emergency management situations and work well with the fire service as a team.

Ms. Bonnie Blodgett, an Auburn resident and citizens police academy graduate, complimented the police department for a wonderful education and their participation with the neighborhood watch groups with specific praise for Lt. Harrington for problem solving.

Correspondence

The assessment team did not receive any correspondence.

Media Interest

The assessment team was not contacted by any media representatives, nor was there media coverage during the onsite assessment.

Public Information Material

Public notice was distributed as follows: placed in the Police Department lobby; two copies were forwarded to Sue Clements-Dallaire, Auburn City Clerk, for posting on the public bulletin boards located within Auburn Hall; a public notice was posted at the Auburn Public Library; and a public notice was posted on the City of Auburn website – www.auburnmaine.org; the Auburn Police Department website – www.auburnpd.com; as well as the Auburn Police Department Facebook and Twitter pages and the agency's "MyPD" smartphone app.

A press/media release announcing the on-site assessment was distributed to the *Lewiston Sun Journal*, Gleason Media (six local radio stations plus a daily local news email), *Twin City Times*, *Auburn Highlights*, Great Falls TV (public access television), WCSH6 NBC, WMTW8 ABC, WGME13 CBS, and WPXT51 FOX.

Community Outreach

During the on-site, the assessment team spoke with sources outside the agency, as well as people of various positions and ranks within the agency. Team members rode with patrol officers and attended a shift briefing.

Mayor Jonathan LaBonté spoke of the police department's strong community outreach and particularly their efforts in the "Hero Initiative" to combat drug abuse. Mayor LaBonté complimented Chief Crowell for having the data to validate the activities of the police department. He characterized Chief Crowell as a good communicator who is able to respond appropriately to public inquiry. Mayor LaBonté would like to have greater council involvement in the police department's major outreach programs like the Police Activities League.

President Scott Knapp of the Central Maine Community College, refers to the Auburn Police Department as very "customer service oriented." He states that the officers have "uniformly good counseling skills" and they "exercise real patience." He has never had a negative experience with the police department during his tenure of eighteen years.

David Gonyea, the Director of Housing, Athletics, and Security at the Central Maine Community College, spoke of the very positive relationship between the college and the Auburn Police Department.

Matthew Tifft, a former officer from Auburn PD, is the Department Chair of the Criminal Justice program at the Central Maine Community College. Mr. Tifft is very supportive of the police department, and they have a strong collaborative relationship.

Auburn patrol Officer Scott Laliberte is a 20-year member of the military reserve forces and a 12-year veteran of the department. Officer Laliberte expressed appreciation for the members of the police department who stayed in touch with him via Skype and sent care packages while he was deployed overseas for a year and a half in Afghanistan and other deployments.

City Manager Howard Kroll commended the Auburn police officers for being very approachable, well respected, and having great rapport with the community. The police department provides good customer service and does well marketing the department.

Assistant City Manager Denis D'Auteuil spoke of the positive impact the police department has on the community and other departments within the city government. Mr. D'Auteuil believes that accreditation adds to the professionalism of the police department and raises the bar as an example to other departments in the city.

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United States Attorney Thomas Delahanty spoke of his history with the Auburn Police Department. Mr. Delahanty was a local District Attorney before serving 26 years as a Maine Superior Court judge (felony court). Mr. Delahanty has been in his current position for six years. Mr. Delahanty has always found the members of the Auburn Police Department to be very professional and helpful. Mr. Delahanty worked on the collaborative "Not Here – Human Trafficking" program with Chief Crowell.

United States Marshal Noel Marsh, serving the District of Maine, said that the Auburn Police Department is a partner and collaborator in connecting with the youth and particularly with immigrant youth. Badges for Baseball has been very successful with outreach efforts. The Marshal's Office works closely with the Auburn Police Department regarding the Adam Walsh Act/fugitive sex offenders.

District Attorney Andrew Robinson offered his support for the Auburn Police Department and commented on their professionalism.

United States Congressman Bruce Poliquin stopped by to speak with members of the Auburn Police Department on the current affairs in the nation regarding law enforcement. He offered his support of law enforcement and commented on the Auburn Police Department being one of the best in New England.

Mr. Bill Legere is the founder and director of The Foundation for Hope and Grace, a nonprofit 501(c)3 organization that works against child abuse and human trafficking. Mr. Legere spoke of this strong partnership with the Auburn Police Department for helping at-risk children. He spoke of the collaboration among service providers, the business community, and the criminal partners referenced by US Attorney Thomas Delahanty.

Auburn police chaplains Irwin "Sruli" Dresdner, Richard Walker, and Roger Cousineau are three of the four chaplains for the department. They are very supportive of the police and expound upon the leadership within the department. They stated that the police department is well respected and "we love Chief Crowell."

G. Essential Services

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

Maine Revised Statutes Annotated (M.R.S.A.), specifically Title 30-A M.R.S.A. Section 2671, and within the limits established by the Constitution of the United States and the State of Maine, provide the Auburn PD sworn officers the basis for their authority. Guidelines on the use of force are defined in Title 17-A M.R.S.A. Sections 15, 107 and 108; Chapter 2 of the Maine Law Enforcement Manual; and agency directives.

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The agency requires that all interrogations and interviews be conducted in compliance with existing laws and policies to assure the legal rights of all suspects. The agency has detailed policy and procedures in place to govern search and seizure without a warrant.

Bias Based Profiling

The department has a policy that prohibits the detention, interdiction or other disparate treatment of an individual based solely on the race, ethnicity, age gender or sexual orientation of the individual. The department complies with Maine state law and reports traffic activity by race, ethnicity, and gender.

Traffic Warnings and Citations

2013			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	1822	531	2353
Caucasian/Female	1323	306	1629
African-American/Male	125	32	157
African-American/Female	46	11	57
Hispanic/Male	25	6	31
Hispanic/Female	16	5	21
Asian/Male	17	2	19
Asian/Female	9	1	10
OTHER	0	0	0
TOTAL	3383	894	4277

2014			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	2916	934	3850
Caucasian/Female	2162	681	2843
African-American/Male	165	45	210
African-American/Female	59	30	89
Hispanic/Male	58	8	66
Hispanic/Female	28	4	32
Asian/Male	23	6	29
Asian/Female	11	7	18
OTHER	2	2	4
TOTAL	5424	1717	7141

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2015			
Race/Sex	Warnings	Citations	Total
Caucasian/Male	2835	849	3684
Caucasian/Female	2116	554	2670
African-American/Male	177	46	223
African-American/Female	63	15	78
Hispanic/Male	33	7	40
Hispanic/Female	23	6	29
Asian/Male	25	4	29
Asian/Female	14	3	17
OTHER	1	0	1
TOTAL	5287	1484	6771

The significant jump in the number of traffic stops in 2014 can be attributed to the implementation of our Traffic Enforcement Unit.

On November 19, 2014, the Lewiston-Auburn newspaper published a story: "Civil rights group: Racial arrest disparity in Auburn." The article stated: "African-Americans are arrested at four times the rate of other races, according to a news release circulated by the American Civil Liberties Union of Maine." Chief Crowell responded in the article to address not only the data but to a "look at all enforcement issues." Mayor Jonathan LaBonté is very supportive of the documentation and efforts of the police department to remain transparent on this topic.

There were no complaints of bias-based profiling.

Use of Force

The Auburn Police Department recognizes and respects the value and integrity of each human life. Agency policy provides guidelines on the limits of officer authority and the restrictions on the use of force. Officers are directed to "make every attempt to achieve control through advice, warnings, or persuasion. When resistance to police action or a threat to life or safety is encountered, however, police officers have a duty to exercise their authority and to use force to protect themselves and the public they serve."

Officers are issued a primary duty weapon, and they may also carry a department issued secondary pistol. All required or permitted lethal and less-lethal weapons and training requirements are clearly defined in policy and directives.

Use of Force

	2013	2014	2015
Firearm	29	14	21
ECW	26	23	19
Baton	0	0	0
OC	0	2	0
Weaponless	63	77	63
Total Uses of Force	118	116	103
Total Use of Force Arrests	81	64	51
Complaints	1	3	0
Total Agency Custodial Arrests	978	974	848

Agency counts *display of taser* and *display of firearm* as a use of force action. These are not included in the 'weaponless' total.

Planning and Research

The Auburn Police Department Multi-Year Strategic Plan is updated annually with specific performance measures for each component of the organization. The plan includes an assessment of the workload, major task responsibility, and associated cost, when appropriate.

Crime Analysis

Steve Harmon serves as the agency's full-time crime analyst/GIS coordinator and serves as a member of the Proactive Community Enforcement (PACE) Division. Mr. Harmon is responsible for gathering and submitting UCR/NIBRS data, crime mapping, and managing the flow of intelligence information. The agency is networked with the Maine Information and Analysis Center (MIAC). The agency is responsible for sex offender registration within their jurisdiction. The agency provides online crime mapping and other pertinent information to the public via social media and the web.

Personnel Structure and Personnel Process (Chapters 21-35)

Compensation, Benefits, and Conditions of Work

The Auburn Police Department provides its officers and their families a Survivors Handbook with information regarding family support, benefits and funeral arrangements. The manual describes Federal Government and State of Maine benefits related to a line of duty death and a financial information packet. There is also information relating to permanent and total disability.

The agency has a strong support program and re-acclimation program for personnel on military deployment and return to duty.

Labor Management

The police leadership and the union work well together and meet monthly to discuss current issues and concerns. One union representative described an “ebb and flow” relationship where both sides have concerns. Increased concern for officer safety and equipment has been elevated by national events. The physical layout of the police building precludes casual hallway communication and dampens the *esprit de corps*. Most interactions between the line operations and administration must be intentional. Chief Crowell has gone on ride-alongs with the several officers in an attempt to stay connected.

Grievance Procedures

Formal Grievances

2013	2014	2015
2	2	1

Disciplinary Procedures

Personnel Actions

	2013	2014	2015
Suspension	3	0	3
Demotion	0	0	0
Resign In Lieu of Termination	0	0	0
Termination	0	0	0
Other	10	12	7
Total	13	12	10
Commendations	54	45	38

Recruitment and Selection

Sworn Officer Selection Activity - 3 Years

2013/2014/2015				
	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	DID NOT COLLECT RACE DATA	8	72.7%	92.8%
Caucasian/Female		2	18.2%	
African-American/Male		1	9.1%	3.6%
African-American/Female		0	0	
Hispanic/Male		1	0	1.6%
Hispanic/Female		0	0	
Other		0	0	2%
Total		77	11	100%

The agency did not collect race data on applicants.

Promotions

Sworn Officer Promotions

	2013	2014	2015
GENDER/RACE TESTED			
Caucasian/Male	13	0	8
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
GENDER/RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	13	0	8
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

GENDER/RACE PROMOTED			
Caucasian/Male	3	0	4
Caucasian/Female	1	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

The agency did not hold a promotional process in 2014.

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

Crime Statistics

Year End Crime Stats

	2013	2014	2015
Murder	0	0	0
Forcible Rape	6	7	7
Robbery	10	5	4
Aggravated Assault	20	18	12
Burglary	197	112	88
Larceny-Theft	858	755	620
Motor Vehicle Theft	17	18	19
Arson	2	1	2

Total Calls for Service

2013	2014	2015
23,816	28,716	30,338

The significant increase in the number of calls for service can be attributed to the implementation of the Traffic Enforcement Unit, as well as the addition of property site checks.

Patrol

Officers who comprise two platoons, commanded by lieutenants, conduct patrol functions. The agency restructured in January of 2016 which resulted in two lieutenants being reassigned to new responsibilities. Each platoon commander has four sergeants: two assigned to day shift, and two assigned to night shift. Officers' works eleven hour

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shifts, but are paid for twelve hours, with three days on and three days off. The additional hour each cycle results in four days that the agency uses for mandatory training. Officers bid for shifts annually based on seniority.

The agency deploys two German Shepard police K9s in the patrol division that are patrol and narcotics certified. A written directive authorizes handlers to have access to stored drugs for training purposes. A K9 locker in the temporary storage area of the property and evidence section is accessible to handlers only. The lieutenant in support services must be notified, and drugs are logged when removed and when returned.

Recently, Officer Donald Cousins and his K9 partner Rocky graduated from the 31st K9 Patrol School at the Maine Criminal Justice Academy. During the ceremony, they were awarded the first annual Colton Guay Award. This distinct honor was given to the top K9 team in the class; the team that demonstrated not only excellence in their skills and performance, but exceptional leadership, problem-solving skills, and more.

Officers patrol four beats in marked vehicles equipped with mobile data terminals (MDTs) and mobile video cameras. Cameras are activated when emergency equipment is activated, but can be manually turned on if the officer feels it is necessary. Video is wirelessly uploaded to a server when the vehicle enters the parking area. Currently there are no body cameras in use. Officers may complete reports on MDTs. If the report is long, officers have access to four desk computers in the police station. Officers are issued AR-15 rifles that are mounted in the driver compartment of the vehicles.

Officers may not engage in a pursuit if it is a Class E, non-violent, traffic related, property crime, civil violation, City Ordinance infraction, the suspect is able to be identified, is not a risk to the public, and the pursuit is not in a school area. Intra/interjurisdictional pursuits are allowed if agency policies and procedures are followed, and a supervisor authorizes the pursuit to continue. Rolling roadblocks and ramming are not allowed. A pursuit worksheet was used to review the actions of all involved, and was forwarded through the chain of command. Since the agency obtained the Blue Team software, pursuits and agency crashes will be tracked in the program. The deputy chief conducts an annual analysis of all pursuits, as well as a review of policies and reporting procedures.

Vehicle Pursuits

There were a total of six pursuits during the assessment period: four in 2013, zero in 2014, and two in 2015. This is a one half decrease from the last assessment. In 2013, one pursuit was non-compliant, and the officer crashed the vehicle and was disciplined. In 2015, one pursuit was non-compliant having been started for a traffic stop. The officer was disciplined. The analyses and reviews reveal that the more strict restrictions on pursuits implemented in 2012, and the ability to review the mobile camera footage has improved judgment decisions by officers.

Vehicle Pursuits

	2013	2014	2015
Total Pursuits	4	0	2
Terminated by agency	0	0	0
Policy Compliant	3	0	1
Policy Non-compliant	1	0	1
Accidents	3	0	1
Injuries:			
Officer	0	0	0
Suspects	0	0	0
Third Party	0	0	0
Reason Initiated:			
Traffic offense	1	0	1
Felony	0	0	0
Misdemeanor	3	0	1

The agency did not have any pursuits in 2014. A *pursuit justification* change in policy in 2012 has led to the steady decline in pursuits.

Criminal Investigations

Criminal investigations are managed by the use of a case screening system using solvability factors. TriTech is the records management system (RMS) employed by the agency. Lieutenant Tim Cogle commands the division and has one sergeant, four general assignment detectives, and three school resource officers (SROs) on staff. The sergeant reviews all cases and makes assignments with the RMS. In this way, cases can be reviewed regularly, and the conclusion of an investigation can be determined.

The agency has two interview rooms that are video and audio recorded. Officers are allowed to remain armed when in the interview rooms. Suspects are not restrained to non-moveable devices. If a polygraph is needed as part of a criminal investigation, the agency contracts with a retired law enforcement officer who conducts the examination.

Criminal intelligence is a stated function of all employees, and all personnel are trained upon hiring. Periodic in-service training is conducted as well. The Criminal Investigations Commander is responsible for the management of criminal intelligence and preparing an annual review and necessary purges. The annual reviews are detailed and thorough with regard to processes and practices and include statistics on intelligence meetings and received and disseminated information. The crime analyst is responsible for managing electronic criminal intelligence coming into the agency, and

for preparing a weekly intelligence report for personnel. Hard copy intelligence is kept in a locked cabinet in the office of the lieutenant. Access to intelligence information is limited to the crime analyst and the lieutenant.

Vice and Organized Crime

In January of 2016, the agency created the Proactive Community Enforcement Division. (PACE) The division is comprised of a lieutenant, a sergeant, the agency crime analyst, two task force detectives, one who is assigned to the Drug Enforcement Agency (DEA), and one to the Maine Drug Enforcement Agency (MDEA). Two traffic enforcement officers will be assigned when officers currently in field training are released to patrol responsibilities.

The mission of the division is to facilitate community enhancement activities such as crime-free multi-housing and to be an enforcement unit for low level vice and narcotics investigations, prostitution, and for human trafficking investigations. Lt. Anthony Harrington commands the division. He explained that the division is developing its mission based on both statistical and empirical data. Activities will involve community outreach projects, as well as enforcement activities. Historically the agency has not used confidential funds for informant payments or purchasing stolen property. Funds were added to the current budget, and are held and distributed by Lt. Harrington.

An Auburn officer assigned (undercover) to the U.S. Drug Enforcement Administration, recently received recognition from the Federal Executive Association of Southern Maine for his "exemplary contributions and dedicated service to the U.S. Government and to express the Federal Executive Association's sincere appreciation for [his] continued commitment to pursue excellence.

Juveniles

The agency demonstrates the absolute belief that engaging children and youth when they are young and impressionable will negate many future problems with addiction and involvement with the criminal justice system. The SROs are considered the backbone of numerous and successful diversion programs for juveniles. School relationships and interaction with students, parents, and educators provide opportunities for changes in negative behavior.

By written directive, officers use the least coercive measures to handle juveniles who are involved in status offenses or criminal activity. SROs are the investigators assigned to most situations involving juveniles. Programs include the Lewiston Auburn Youth Court, where first time offenders with parents may choose to accept the punishment of peers, and must plead guilty. After successful completion of the sentence, there will be no criminal record for the participant. Community interest and participation in the program has declined over the assessment period.

Officer Chaine manages the Project Lifesaver program for children with issues that might cause them to wander, as well as providing the same service for seniors for the same reason. Other programs that have proved to have a major positive impact on at-risk youth are specifically the Police Activities League (PAL), the Suspension Diversion Program, and the Work with Me project.

Community Outreach and Crime Prevention

The agency operates an extraordinary outreach program for at-risk students. The Police Activities League (PAL) was created after a four-year crime trend study conducted by the agency. Results showed that 23% of all crimes committed by youth offenders occurred in an area less than half a square mile. Twenty five percent of all calls for service came from the same area, and 28% of youth victims were also in the same area. The belief that community based intervention could have a positive effect was the catalyst for the program. Officer Tom Poulin who is a school resource officer (SRO) is the primary force behind the success of the program. He spoke of a student at 15 years old, taking care of three brothers, who found his way to Chef Poulin. He was failing at the Franklin Alternative School. Through the program, he learned to cook and cater, began to wear a tie to school every day, and bring his grades up, while also working two fast food jobs. The young man was one of 16 youth from around the country selected to come to Washington D.C. for special recognition.

There are five basic PAL programs that serve both young children and youths, including Afterschool, Summer, Healthy Meals, Gardening, and Science Through Cooking. The center is open from 3-6 p.m. Monday through Friday during the school year, and participants can engage in sports and recreational events. Additionally, criminal justice students from Central Maine Community College are required to volunteer at the PAL Center, participate in activities, and provide tutoring services. Summer programs include recreational and educational activities; a structured running program, and the center is open from 8:00 a.m. – 3:00 p.m. during the week. It is an open center, all who come are welcome. A healthy breakfast and lunch are served. During the summer months, it is not unusual for 60 children to receive breakfast and lunch.

The Gardening program is a cooperative effort with the Maine Extension Service. Master Gardener Dennis Galloway teaches students how to grow food. Students start plants from seedlings and nurture them until planting. From that point on, the gardens are tended by the students who also maintain a compost pile for fertilizer. Plants are harvested and either used in cooking or processed for canning.

The Science Through Cooking program is a unique and creative undertaking that is designed to mentor students through becoming proficient in the art of cooking, food preparation, and kitchen management. Officer Poulin is a trained chef and past restaurant owner. A fully equipped institutional kitchen has been constructed through a small grant and donations from restaurants and community members. Chef Poulin

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conducts classes for at-risk high school youth. He has 25-30 students at any time, and saw 61 in the last year. Additionally, 99% of his students go to technical community college, cooking school, or college. Many of the youth are homeless, and Chef Poulin provides a lifeline for them. The youth kitchen has a published catering menu and caters weddings, conferences, school functions, and any other requests that are made. Food that is prepared during classes is taken home by the students.

Mr. T.J. Abacha, who immigrated to Auburn from Nigeria in 2007, wanted to work in the community and recognized the need for youth to have positive role models. He is a professional soccer coach and decided to buy three balls and hang out at a park. He soon had 150 youth playing soccer. He used the platform to mentor youth who had problems or were getting in trouble. His interaction and commitment lead to his appointment as Coordinator of the Suspension Diversion Program: a joint effort of the agency and the Auburn School Department.

Mr. Abacha reported that in 2014, 500 students were suspended from school and getting into mischief or trouble during the suspension. In 2015, the number is down to 150. Students suspended now must report to the PAL center on those days, and perform work projects assigned by staff in addition to keeping up with assigned schoolwork. Mr. Abacha counsels students to get at the real problems getting them into trouble and work toward permanent solutions. Since the program started, juvenile arrests have decreased by 12.5%. In May 2015, PAL received the "Harvard Center Community Partner Award for Outstanding New Initiative" from the Harvard Center for Community Partnerships at Bates College.

In 2015, a Community Development Block Grant was awarded for assisting at-risk and homeless youth. The Work with Me program was created to assist students in finding employment through classes such as Workplace Communications, Preparing for Your Job Interview, Writing a Resume, Mock Interviews, Dressing for an Interview, and Career Exploration. Ms. Jennifer Morin is the Coordinator of the program. She works with Chef Poulin, local businesses and career centers. She pointed out that she does not get jobs for them, but assists them in seeking employment and the correct ways to do it. She previously worked in a corporate situation, but could not hide her enthusiasm when describing the change in self-esteem and pride when a student is able to dress nicely and succeed in the process.

The agency conducted a citizen survey both in paper copy and online via Survey Monkey. Paper copies were distributed at community meetings, neighborhood watch groups and in the lobby of the police department. The agency received a very favorable rating overall, with drugs, traffic, and burglaries presenting the most concern for citizens. The agency uses the survey as a tool to improve service, and the three troubling issues are being targeted with the new PACE division.

Officers are assigned as representatives to community groups and the seven active neighborhood watch groups. Assessors met with several members from different groups and found the members to be very supportive of the agency and efforts of personnel in the community.

All Hazard Plan and Unusual Events

Deputy Chief Moen is responsible for planning responses to unusual occurrences and special events for the agency. The Emergency Operations Plan for the City is the All Hazard Plan for the agency.

Raymond Lussier is the NIMS coordinator for the City of Auburn and is responsible for the overall management of critical incidents. Contingencies for man-made or natural disasters, barricaded or hostage situations, bomb threats, active shooters, or special events are included in the plan. The agency has purchased Simunitions training equipment, and a full-scale school shooter training exercise is scheduled for all personnel the week after the assessment. The agency participates in two tabletops and one full-scale functional exercise each year. The agency belongs to a haz-mat team consisting of personnel from Auburn Police, Auburn Fire, and the Androscoggin County Sheriff's Office. Mr. Lussier commented that the agency is very progressive in planning and operations.

The agency does not have a team of tactical operators nor negotiators. The Maine State Police provides these resources if required. The agency does have a mobile command vehicle that can be deployed during an incident. It was purchased with a Homeland Security Grant. The agency has a VIP Plan, but did not have any VIP visits during the assessment period.

Internal Affairs

Deputy Chief Moen is responsible for the internal affairs function of the agency. Written directives specify that all complaints are taken and investigated. The deputy chief investigates serious allegations, and the employee's supervisor handles less serious allegations. In either case, any allegation is forwarded to the deputy chief who determines if it should stay at his level, or be handled at the supervisor level. Investigations must be completed within 30 days, but the chief of police may grant an extension if necessary.

All files and information involving an allegation of misconduct are maintained in a secure file in the office of the deputy chief. The agency purchased the IAPRO and Blue Team software during the assessment period, and now also tracks information within the system. Security rights protect system access. Annual statistical summaries are available on the agency's website.

Complaints and Internal Affairs Investigations

External	2013	2014	2015
Citizen Complaint	6	6	4
Sustained	4	1	0
Not Sustained	0	0	0
Unfounded	1	1	4
Exonerated	1	4	0
Internal	1	5	1
Directed complaint	0	0	0
Sustained	0	2	0
Not Sustained	0	0	0
Unfounded	0	1	0
Exonerated	1	2	0

Note: there was one internal investigation conducted in 2015. The officer resigned before the investigation was completed.

In 2013, six citizen complaints for minor infractions were lodged. One officer was responsible for three of the sustained complaints and was disciplined. One internal investigation of unbecoming conduct resulted in the employee being exonerated. In 2014, six citizen complaints were filed for minor infractions. These were investigated at the supervisor level, with one policy violation sustained, and one being unfounded. Five internal investigations resulted in excessive force tort allegations, which were unfounded; one officer misconduct was unfounded; and two were sustained policy violations. In 2015 four citizen complaints for minor infractions resulted in being unfounded. One internal affairs investigation for association with a known criminal resulted in the employee resigning before the investigation was completed. No policy revisions were identified in the analyses.

Inspectional Services

Supervisors are tasked with informally inspecting personnel on a daily basis and addressing any deficiencies at the time. Formal inspections for personnel and equipment are conducted monthly. Deficiencies are noted on an inspection form, with directives for correction, and follow-up by the supervisor confirms that corrective measures were taken.

The agency did not conduct staff inspections during the assessment period.

Public Information

The deputy chief is designated as the agency public information officer. (PIO) Ms. Liz Allen works with the deputy chief to maintain the active Facebook page and Twitter account. Additionally, the agency uses the MyPD App that provides access to the Facebook page through links from their smartphones. In this way, citizens can receive alerts that pertain to traffic, community, or safety issues. In addition, Bair Software markets RAIDS Online for communities to provide timely crime mapping services to residents and visitors. Information may be accessed by logging in to the application on the web, or an account can be created that provides automatic updates to the subscriber. Members of the community mentioned how valuable they feel these services are.

Victim/Witness Assistance

The agency is committed to providing assistance for victims as soon as possible. The agency is engaged with regional service providers to address prevention of domestic violence and sexual assaults. Officers with specific training are designated to follow up with the victim no later than 72 hours after a domestic violence incident. These services are provided around the clock, and victims are provided with information for accessing services, maneuvering through the court system, and safety precautions. Agency personnel work closely with the Androscoggin Child Advocacy Center and the Sexual Assault Prevention and Response Services (SAPARS) which use a multi-disciplinary approach for conducting forensic interviews of child victims. Both directors praised officers and Chief Crowell for the work that officers perform. Chief Crowell is in front of an effort to create a Family Justice Center where all providers can be co-located for more effective service. Each officer in the agency is assigned a registered sex offender to monitor and verify on a monthly basis that the offender is in compliance with registration and restrictions. In late 2013, the Auburn Police Department's Criminal Investigations Unit received the Community Advocate "Making a Difference" Award from Sexual Assault Prevention and Response Services.

Traffic

Traffic enforcement is the responsibility of all patrol personnel. In the past, officers have been assigned to a selective traffic enforcement team, but when adequate staffing is a problem, the officers are reassigned to regular patrol duties. The PACE Division has slots for two traffic enforcement officers, and when current personnel in field training are released to solo service, the traffic officers will assume those duties. The agency does provide unmarked vehicles for traffic enforcement activities. The Data-Driven Approaches to Crime and Traffic Safety (DDACTS) model is currently used to identify and address traffic issues.

Detainee and Court Related Activities (Chapters 70-74)

Detainee Transportation

Officers are required to check vehicles prior to and after transporting detainees. Vehicles are equipped with barriers between the driver and prisoner compartments. Vehicles have been modified to prevent the escape of a detainee. There were two incidents where a detainee escaped, but both were caught, and proper follow up was completed.

The agency does not have a temporary detention facility, nor conduct any processing or testing of detainees. Officers transport detainees directly to the Androscoggin County Detention Facility for processing and booking.

Legal Process

Agency personnel do not serve civil legal process or hold warrants and wanted files. Warrants are held at the Androscoggin County Sheriff's Office. Wanted files are the responsibility of LA911 personnel. Upon taking a report for wanted or missing persons or stolen items, officers complete an agency form with all pertinent and identifying information available, fax or scan it to LA911, and the Center is responsible for entering the information into the National Crime Information Center. Wanted files cannot be removed until a request from the agency is made.

Auxiliary and Technical Services (Chapters 81-84)

Communications

Agency communications are provided by the Lewiston Auburn 911 Center (LA911), for police, fire, and emergency medical services. The Communications center was initially CALEA accredited in 2009, with the most recent reaccreditation in 2015. The board of directors includes the chiefs from Lewiston and Auburn. The Center also provides contract dispatch service for the town of Poland, Maine. Dispatchers are trained to provide emergency medical information to callers, including one who recently guided her fifth delivery over the phone. The Center recently began receiving 911 texts.

Records

Agency records are stored in locked filing cabinets. Juvenile records are filed separately from adult files, and are clearly designated as such. Traffic citation books are issued to officers from the records unit, where they are also turned in for accountability. Computer passwords must be changed every 90 days, or the user will be locked out. Passwords must meet the characteristics of industry standard "strong." No breaches to the system occurred during the assessment period.

Collection and Preservation of Evidence

All patrol personnel are trained in evidence collection techniques. Equipment and supplies are available at all times. Patrol officers usually collect and process evidence unless it is a complicated crime scene. In that case, a CID detective is on-call around the clock and will respond as required. If a crime scene is beyond the scope of training for agency personnel, or involves large or multiple scenes, the Maine State Police will respond.

Officers use a dedicated area for processing and packaging evidence. Sexual assault kits are stored in refrigerators until transferred to the laboratory. Anything that requires a laboratory examination is taken to the state lab by the property and evidence custodian.

Property and Evidence

As the agency has limited space, the property and evidence storage facility is in a parking garage adjacent to police headquarters. A floor to ceiling steel gate surrounds the outer area of the storage facility and is used for police motorcycles, bicycles, and vehicles considered evidence. The gate is fitted with heavy black security covering, blocking anyone from seeing the contents. An electronic keypad controls access into the temporary storage area, and the room is alarmed. The custodian or her backup will be called in after business hours to store evidence too large for the temporary lockers.

Officers bring property to the temporary storage area, complete vouchers and paperwork, and place items in lockers that can only be accessed by the custodian and her backup, Officer Michael Chaine. A bar code system is used to label and track property and evidence using TriTech software. The agency has appropriated funds for two-way lockers that will be installed in the near future.

High-risk items are kept in separate and secure locations. Money and jewelry are in one of two combination safes, drugs are in locked cabinets, and guns are in locked cabinets on the opposite side of the storage area. Property is returned to owners as soon as the district attorney's office authorizes the release. If the owner cannot be located after statutory requirements are met, the property is then placed for auction with PropertyRoom.com

There has been no change in custodian during the accreditation period, but the agency chose to conduct a full audit, and no irregularities were identified. All inspections and audits as required have been completed within directed timeframes. Assessors conducted a spot audit and all items were accounted for both by location and records.

A drug bin is located in the lobby of the police department. The property and evidence custodian checks it each Friday with a witness. If it is full, she removes the bag, and secures it in the property room. Twice a year, Drug Enforcement Agency personnel collect it for destruction.

H. Standards Issues

This section does not apply.

I. 20 Percent Standards

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

The agency complied with 91.25% of applicable other-than-mandatory (O) standards.

J. Future Performance / Review Issues

The team did not identify any standards as a Future Performance / Review Issue.


K. Standards Summary Table

	TOTAL
Mandatory (M) Compliance	274
Other-Than-Mandatory Compliance	73
Waiver	0
Elected 20%	7
Not Applicable	130
Total	484

L. Summary

The Auburn Police Department is deeply engaged with the community through strong partnerships and outreach programs. The influence of the CALEA process is evident in all facets of the organization. The assessment team believes that the Auburn Police Department exemplifies the Gold Standard of CALEA.

Internally, the personnel make daily strides to accommodate the physical constraints of the building layout that was not designed as a law enforcement facility. The police department is separated by other city departments. While the layout does not prevent the agency from meeting any of the CALEA standards, the pedestrian traffic flow between critical components of the law enforcement functions create some unnecessary vulnerability. This is a high performing agency that is maximizing the resources available.


Gary L. Vest
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