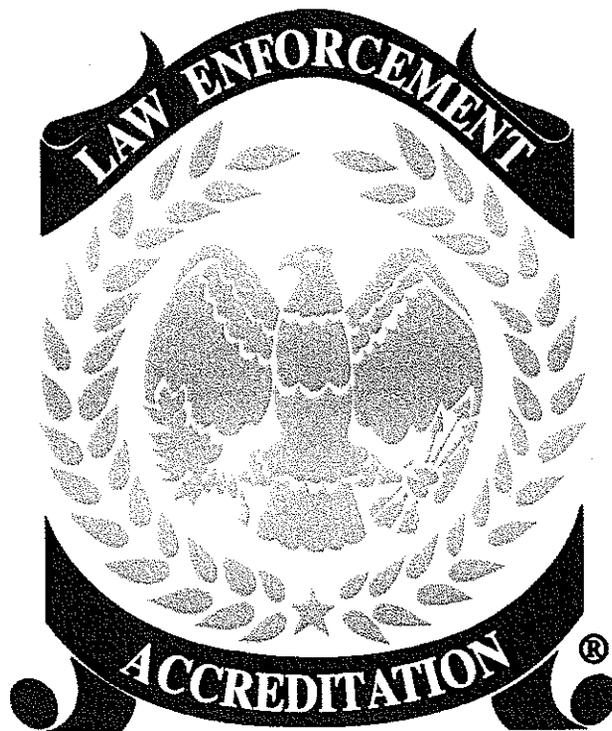


**The Commission on Accreditation
for Law Enforcement Agencies, Inc.**



**Assessment Report for the
Auburn (ME) Police Department**

2010

**Auburn, (ME) Police Department
Assessment Report
August 21-24, 2010**

Table of Contents

Section		Page
A	Agency name, CEO, AM	1
B	Assessment dates	1
C	Assessment team	1
D	Program Manager	1
	Type of Assessment	1
E	Community and Agency Profile	2
	Community Profile	2
	Agency Profile	2
	Demographics	3
	Future Issues	3
	CEO Biography	4
F	Public Information	5
	Public Information Session	5
	Telephone Contacts	5
	Correspondence	5
	Media Interest	5
	Public Information Material	6
G	Essential Services	7
	Chapters 1 – 17	7
	Biased Based Profiling	9
	Use of Force	11
	Chapters 21 – 35	12
	Grievances	14
	Discipline	14
	Recruitment	15
	Promotions	18
	Chapters 41 – 61	20
	Vehicle Pursuits	23

	Critical Incidents, Special Operations and Homeland Security	23
	Internal Affairs	24
	Chapters 70 – 84	25
H	Applied Discretion	27
I	Non-compliance	28
J	20 Percent Standards	28
K	Future Performance/Review Issues	28
L	Standards Summary Table	28
M	Summary	29

A. Agency name, CEO and AM

Auburn Police Department
One Minot Avenue
Auburn, Maine 04210

Phillip L. Crowell, Chief of Police
Liz Allen, Accreditation Manager & Police Planner

B. Dates of the On-Site Assessment:

August 21-24, 2010

C. Assessment Team:

1. Team Leader: Cynthia P. Aaron
Commander
Burleson Police Department
225 W. Renfro
Burleson, TX 76028
(817)426-9920
caaron@burlesontx.com

2. Team Member: Brian Weimer
Captain
University of Missouri Police Department
901 Virginia Avenue
Columbia, MO 65211
(573)882-5923
weimerb@missouri.edu

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

Stephen Mitchell, Program Manager

First reaccreditation, B size (56 personnel; authorized 50 sworn and 7 non-sworn)
5th edition Law Enforcement Accreditation.

The agency utilizes the CACE-L software program.

E. Community and Agency Profile:

1. Community Profile

The City of Auburn, Maine, situated on the Androscoggin River across from its twin city Lewiston, was first settled in 1786. On February 24, 1842 it was incorporated as a town and became a city in 1868. Originally a part of Cumberland County, Auburn became the county seat of Androscoggin County at its creation in 1854. Geographically, Auburn has grown into the largest municipality east of the Mississippi with 66.83 square miles and a population of 23,203. This was a result of annexing land from towns around them including part of Poland in 1852, Minot in 1873 and all of Danville in 1867.

With the construction of the bridge to Lewiston in 1823, and the arrival of the Atlantic and St. Lawrence Railroad in 1848, the community developed into a mill town. The mills were built to operate by water power from falls on the Androscoggin and Little Androscoggin rivers. The shoe manufacturing system originated in Auburn in 1835. The city's population grew from 4,000 in 1860, to 12,000 in 1890. This was due to the shoe factories attracting French Canadian immigrants, many arriving by train. In 1917 one factory in Auburn was producing 75 percent of the world's supply of white canvas shoes. The City Seal depicts a spindle with different types of shoes at each outside point recognizing the City's dominant industry of shoe manufacturing. After WWII the shoe industry began to decline, with the largest manufacturers closing their factories.

Auburn was the first City in Maine - the second in New England - to adopt the Council/Manager form of government. Under the Council/Manager 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 a two-year term.

Though rich in history and maintaining traditional values, the city is committed to moving forward. This is evident by the words etched on the wall of the newly renovated City Hall building, "Vestigia Nulla Retrorsum", which translates to "No Steps Backward."

2. Agency Profile

The Auburn Police Department is under the command of Chief Phillip L. Crowell. Chief Crowell reports directly to the City Manager of the City of Auburn. 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 agency is divided into the Administrative Division, Criminal Investigations Division, Patrol Division and Support

Services Division. The agency is a full service agency, providing a wide array of services to the community. The authorized strength of the agency is fifty sworn and seven civilian employees with 84% of the budget committed to personnel services.

The agency is committed to meeting the needs of the community. In March 2010, the agency had it's first televised annual report to the community. The report was televised on the Great Falls television channel, with approximately ten employees presenting information on projects the agency is involved in. The employees answered questions that citizens were able to call in or submit by facebook. The response was so positive Chief Crowell advised he hopes to make it an annual event.

3. Demographics

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

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%*	#	%	#	%*
Caucasian	22,517	96	18,087	98	48	98	3	100	47	100	2	100
African-American	137	1	66	<1	1	2	0	0	0	0	0	0
Hispanic	169	1	129	<1	0	0	0	0	0	0	0	0
Other	549	2	241	1	0	0	0	0	0	0	0	0
Total	23,372	100	18,523	100	49	100	3	100	47	100	2	100

Supervisors in the Auburn Police Department expressed the difficulty in recruiting officers due to the competition with other law enforcement agencies. They participate in job expos, local community college career fair, sponsor law enforcement explorers, and publicize widely. Job opportunities are also forwarded to the State of Maine Career Center for posting on a national job web-site. The agency has been able to maintain a representation of minorities in their sworn ranks that is fairly representative of their community. Recognizing the 6% of female representation of sworn officers is low, the agency has taken steps to recruit more female officers. They have also included a female officer in the selection process. The agency did add a female officer to the patrol division during this past year.

4. Future Issues

The Auburn Police Department is coping with the economic down-turn that is affecting so much of the US. This down-turn is evidenced by an increase in certain types of calls for service as well as the poverty increase within the community. The City of Auburn has the second highest poverty rate in the State of Maine. Through crime and

geographical analysis, this agency has been able to identify one square mile within the city's 67 square mile jurisdiction which represents twenty five percent of the police calls for service and also has the highest poverty population within the city.

Strategic efforts are being made to tackle this problem. The first is through data-driven approaches – deploying officers strategically within this area to prevent crime from occurring. The second approach will be providing services to the youth in this area. The agency, with the partnership from the community, will be establishing a Police Activities League (PAL) Center in the area. With the utilization of police officers and police Explorer cadets, mentoring programs and after-school activities will be held in the center to meet the needs of these economically challenged youth.

Through analysis, it was also determined that nearly 30% of youth victims and youth offenders reside in the area. It was also learned that 26% of all school-aged children in the City of Auburn also reside in this less than one square mile. Identifying and creating a solution to this problem is the stage the agency is currently at. The next phase will be the implementation which will be a challenge with competing demands and reduction in resources.

5. CEO biography

Phillip L. Crowell, Jr. is a lifelong resident of Auburn, Maine. He began his law enforcement career in 1986 during his service in the U.S. Army. He joined the Auburn Police Department as a Patrol Officer in 1993. He served as a 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 in 2005; and the first Youth Court for the State of Maine. He understands that a successful Police Department is dependent upon having a close working relationship with the community. Chief Crowell has made it a priority to develop a vibrant and active volunteer program. One of the reasons Auburn is such a great community in which to live is the quality of the neighborhoods, the overall safety of the community, and the dedication of the community volunteers.

Chief Crowell serves on many local and state boards, including the Boys and Girls Club, Sexual Assault Crisis Center, State of Maine Juvenile Justice Task Force; he is a CALEA Assessor and Team Leader, a member of Fight Crime: Invest in Kids; and he is an instructor at the Maine Criminal Justice Academy and Central Maine Community College.

He was named "Officer of the Year" in 1999 by the National Exchange Club and received the City of Auburn's Vision Award in 2007. He is a graduate of the FBI National Academy and earned a BS degree in Criminal Justice from the University of

Maine. Chief Crowell lives in Auburn with his wife Jennifer and their two children Megan and Jonah.

F. Public Information Activities:

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

a. Public Information Session

A public information session was held on Monday, August 23, 2010 at approximately 6:30 p.m. in the City Council Chambers of Auburn Hall. The hearing had originally been scheduled for 6:00 p.m., but due to a special called meeting of the council it started later than scheduled. There were approximately 15 in attendance, including some members of the Auburn Police Department. Two individuals spoke at the hearing.

Mike Bussiere, Chief of Police from the twin city of Lewiston, spoke. Lewiston is also the only other city in the State of Maine to receive accredited status. Chief Bussiere spoke of how closely his agency works with the Auburn Police Department. They conduct OUI checkpoints and Citizen Police Academies together as well as a joint Hazmat Team. He believes they are able to work together so well because both are accredited and know they can count on the professionalism each exemplifies. He said the Auburn Police Department is dedicated to the community it serves. He said in working with the members of the Auburn Police Department he believes they meet the standards set forth.

The second speaker was Dwight Hines. Mr. Hines is a resident of Peru, Maine. Mr. Hines' comments regarding Auburn Police Department were positive in nature. He had received prompt responses when requesting information from Auburn Police Department and was provided all the materials he had asked for. He was impressed with the employees he had contact with there. He said it appeared the department was "well ran." However, Mr. Hines did not speak as favorably regarding CALEA and his ability to obtain information from them. Mr. Hines evidently views CALEA as a resource to retrieve data on numerous agencies for analysis. The assessors had the opportunity to speak with Mr. Hines prior to and after the hearing also. He was provided with contact information to contact CALEA with his concerns personally.

b. Telephone Contacts

A call-in session was conducted from 1:00 p.m. until 3:00 p.m., Monday, August 23, 2010. During this time there were seven telephone calls received.

Some of the calls received were from fellow members of the New England Police Accreditation Coalition (PAC). The callers spoke of the strong support the Auburn Police Department offers PAC members. Some of the callers had also been a part of the mock assessment for the Auburn Police Department. Guy Desjardins, the Sheriff of Androscoggin County said he is fortunate that his office and jail are located in the City of Auburn. His agency has worked on many projects in the past including OUI roadblocks and grant proposals with Auburn Police Department. He values the professionalism of the Auburn Police Department, and knows he can always count on their assistance. All callers provided positive comments about the agency and it's staff.

c. Correspondence

There was no correspondence received by the team members during the on-site assessment.

d. Media Interest

There was no formal contact with the media by team members during the on-site assessment. However, the public information session was televised live on the local Great Falls Television Cable channel.

e. Public Information Material

The agency distributed a press release to all the local media including television and print. An article was published in the local Sun Journal regarding the upcoming assessment activities that included the dates and times of the public information and call-in sessions. The Great Falls TV cable channel aired information regarding the on-site assessment activities. A public notice was posted in local government buildings, on the City of Auburn website, as well as the Auburn Police Department's website, Facebook and Twitter pages.

f. Community Outreach Contacts

During the on-site, the assessors interacted with and interviewed several members of the agency. Assessors also participated in ride-a-longs with patrol officers and a Community Resource officer. All agency personnel were professional and enthusiastic about the opportunity to work in their community. It was obvious the agency personnel were familiar with problem oriented policing and utilizing those tools.

Assessors were able to talk with several members of the community in person and by telephone, during the course of the on-site. Dr. Scott E. Knapp is the President of Central Main Community College. The college is located in the City of Auburn and is serviced by the Auburn Police Department. Dr. Knapp advised the police department has always provided

good service and often extra details. Approximately six years ago the campus received a threat. The police department set up security checks without disrupting the campus schedule. The college has participated in Emergency Management training with the Auburn Police and Fire Departments. The college hosts summer children camps and the Auburn PD operates the Police Camp. When the college decided to add a law enforcement curriculum, Chief Crowell was the first person he called on for input. Currently Chief Crowell and Deputy Chief Moen both serve on the advisory board. He said he can always count on the expertise of the Auburn officers to serve as guest lecturers.

The public school was not in session yet, but the team was able to contact school personnel on campus preparing for the upcoming year. James Miller is the principal of Edward Little High School, the only public high school in Auburn. Mr. Miller has been with the Auburn School District for thirty-four years. He had worked with Chief Crowell and Deputy Chief Moen when they served as School Resource Officers. He was consulted and assisted in the creation of the School Resource Officer program. He said it is obvious by their actions, the Auburn Police Department understands one of the main purposes of the SRO program is to open communications with the youth. Mr. Miller advised that the schools and the agency have a good working relationship/partnership. He has been asked to serve on promotional boards for the agency. The officers train at the school when it is vacant. The agency conducted a "lockdown" exercise for the high school administration and staff providing instruction. While at the campus the team was also able to speak with Rob Bennett, one of the assistant principals. Mr. Bennett's office is located next to SRO Matt Tiff's office. Mr. Bennett advised he can always rely on Officer Tiff for any law enforcement needs or legal advice. He said Officer Tiff works extremely well with the school administration and the students. Mr. Bennett said it is not unusual to go by Officer Tiff's office and find students gathered there in conversation with the officer. He said Officer Tiff is committed to his profession and enjoys working with the youth.

Marty McIntire, Director of the Sexual Assault Crisis Center, and Jane Morrison, the Executive Director of the Abused Women's Advocacy Project both praised the department for working with their agencies in meeting the needs of victims. Ms. Morrison commented on the assignment of officers to the agency's Domestic Violence Safety Team. These team members work with her agency on following up with victims.

G. Essential Services

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

The City Charter gives the City Manager the authority to appoint the Chief of Police. The charter also outlines the duties and responsibilities of the Chief of Police. The Auburn Police Department identifies each organizational component and the assigned responsibilities in the agency's standard operating procedures. Job tasks and functions are clearly stated for each position. The agency's structure and chain of command is detailed in an organizational chart. The organizational chart is disseminated as part of the standard operating procedures manual and posted on the department bulletin board. The organizational chart is reviewed and updated on an annual basis. The agency is divided into four divisions Criminal Investigations, Support Services, Administrative and Patrol. Policy insures that personnel at all levels within the agency are given the necessary decision-making authority to allow them to effectively execute their responsibilities, and ensures they are accountable for the use of delegated authority.

There are several maps posted throughout the department that clearly showed the city's service area. However, the Auburn police officers are also sworn constables for the Androscoggin County Sheriff's Department. This allows them to provide assistance to that agency whenever requested.

The agency utilizes several forms of departmental communication such as Weekly Criminal Activity Reports, Roll Call Information Sharing, Shift/Watch Commander Log, Command Meetings and Command Retreats. Information from all reporting systems is used by the crime analysis function. The results of the analysis is published and discussed at staff meetings.

A Planning and Research Committee consisting of the Chief of Police, Deputy Chief, the CID Commander, Support Services Commander, Patrol Watch Commanders, the Police Planner and the Office Manager has been established to complete the following:

1. Research and study recommendations for the activities of all units of the agency
2. Supervise orders, forms and procedures to prevent conflict with rules, regulations and procedures
3. Review department rules, orders and procedures and recommend amendments
4. Provide ongoing review of crime data
5. Research and make recommendations regarding staffing needs, equipment, training, and resource allocation.

The agency has two auxiliary programs, the Police Explorers and the Volunteers in Police Service (VIPS) program. The VIPS supplement and support the agency. They are used as Citizens on Patrol to unlock vehicles for citizens, conduct home security checks, securing found property, handicap parking enforcement, traffic control at accidents, animal control, tow vehicle standby, subpoena services, clerical duties,

Project Good Neighbor (voluntary code enforcement) and in community services activities. The training they receive depends on the assignment. It will vary from orientation to job specific duties and city policies to an eight hour classroom instruction and hands-on training for those conducting Citizen Patrol activities.

The agency does not have a reserve program.

Bias Based Profiling

The agency’s directives clearly prohibit stops, detentions, searches, or asset seizure and forfeiture efforts based solely on race, ethnicity, gender, sexual orientation, religion, economic status, age, cultural group or any other group identifier by members of the department. It is the Auburn Police Department’s policy to enforce the law with an “impartial attitude.” The records management system is designed for data collection on race, ethnicity and gender. This system aids the agency in conducting annual analysis of call actions including drug asset forfeitures, to insure there are no patterns of bias based profiling (arrest, field interviews citations, vehicle tows and warnings). During this assessment period no such patterns were identified. Officers receive training on professional conduct and bias crime investigations during the field training program. Additionally biannual training on bias based profiling is conducted in-house through roll-call training and on line. The documented annual review of agency practices, including citizen concerns is conducted by the Deputy Chief of Police. At that time any necessary training issues or policy changes are addressed.

Traffic Warnings and Citations 2007

Race/Sex	Warnings	Citations	Total
Caucasian/Male	Data not collected	679	679
Caucasian/Female		374	374
African-American/Male		18	18
African-American/Female		10	10
Hispanic/Male		50	50
Hispanic/Female		24	24
Asian/Male		5	5
Asian/Female		3	3
OTHER		0	0
TOTAL		1163	1163

Traffic Warnings and Citations 2008

Race/Sex	Warnings	Citations	Total
Caucasian/Male	1768	922	2690
Caucasian/Female	1214	580	1794
African-American/Male	61	36	97
African-American/Female	35	12	47
Hispanic/Male	53	23	76
Hispanic/Female	23	19	42
Asian/Male	11	7	18
Asian/Female	5	1	6
OTHER	1	0	1
TOTAL	3171	1600	4771

Traffic Warnings and Citations 2009

Traffic Warnings and Citations 2009 Race/Sex	Warnings	Citations	Total
Caucasian/Male	2133	793	2926
Caucasian/Female	1409	477	1886
African-American/Male	81	33	114
African-American/Female	27	15	42
Hispanic/Male	18	6	24
Hispanic/Female	18	9	27
Asian/Male	11	4	15
Asian/Female	11	3	14
OTHER	0	0	0
TOTAL	3708	1340	5048

The agency did not collect data on warning citations for 2007. The charts indicate a steady increase from 2007 to 2009 in traffic citations with the exception of Hispanic males and females. There has been a decrease in those two groups.

Bias Based Profiling Complaints

Complaints from:	2007	2008	2009
Traffic contacts	0	0	0
Field contacts	0	0	0
Asset Forfeiture	0	0	0

As indicated in the table above, the agency did not receive any complaints of bias based profiling during this assessment period.

Use of Force

The Auburn Police Department's policy, and Maine State law, allows that officers use only that amount of force, either deadly or non-deadly reasonably necessary to control a situation, effect an arrest, overcome resistance or defend themselves or others from harm. The reasonableness of a particular use of force should be judged from the perspective of a reasonable officer on the scene at the time of the incident. The agency prohibits the use of a firearm for warning shots, at or from a moving vehicle, unless the circumstances justify the use of deadly force, when there is a clear and obvious danger of hitting bystanders who may be in or near the line of fire or as an impact weapon. The authorized duty weapons are the Heckler & Koch .45 caliber USP semi-automatic pistol and the Bushmaster M-4 .223 caliber rifle. Before any officer is allowed to carry a non-issued concealed firearm off duty, they must get the approval from the Chief of Police. Officers must satisfactorily complete the department qualification course prior to their authorization to carry any approved firearm. Mandatory firearms qualifications are conducted on an annual basis by academy certified firearms instructors. Any member who fails to qualify is provided remedial training. In addition to qualifying scores, officers must clean their firearm and pass an inspection by the firearms instructor. Authorized less-lethal weapons used by officers demonstrating proficiency included Oleoresin Capsicum Spray, flashlights (smaller than 4-cell), pepperball system and the TASER electronic control device.

A Use of Force Report must be completed anytime an officer uses lethal or less-lethal force. In addition officers are required to take immediate action to obtain medical attention whenever a use of force incident results in any injury. Upon completion, the Use of Force Report is immediately forwarded to the supervisor who reviews it for accuracy. The Deputy Chief of Police completes the final review of the reports and prepares the annual analysis of the use of force occurrences. The only exception is dispatching an animal. In those cases a memo detailing the incident is forwarded to the Deputy Chief of Police. The Chief of Police has the discretion to convene a Critical Incident Review Panel when an officer is involved in an incident that results in death or serious bodily injury. The review panel consists of agency members and is solely for the internal purpose of the agency. The annual analysis of use of force reports showed a large amount (75%, 75% and 59%) involved

suspects under the influence of alcohol. The largest number of incidents occurred during the night shift (18:30-06:00).

Use of Force

	2007	2008	2009
Firearm	0	1	0
ECW	3	8	9
Baton	0	0	0
OC	0	0	1
Weaponless	63	104	88
Total Types of Force	9	10	11
Total Use of Force Arrests*	52	95	76
Complaints	1	0	1
Total Agency Custodial Arrests	1006	1049	950

There was one reported use of lethal force during this assessment period. An officer shot a fleeing felon after the suspect began ramming the dump truck he was driving into the patrol vehicle the officer was operating. This placed the officer in fear of his life. The suspect was able to continue fleeing and repeated the same assault on another officer. The suspect survived and the trial for his prosecution began when the assessment team was on-site.

Personnel Structure and Personnel Process (Chapters 21-35)

A detailed job task analysis is completed for each position within the agency. These are used to establish job descriptions with minimum qualifications and guidance on duties and responsibilities. Reclassification of a position is done only at the direction of the Chief of Police. A salary differential is maintained between ranks. Benefits are clearly defined that includes retirement under Maine Public Employees Retirement System or ICMA Retirement Corporation, Workers Compensation Insurance, health insurance, life insurance, overtime or compensation time for sworn employees, uniform provisions, sick leave, holiday and vacation leave.

The negotiating team for the City of Auburn consists of three members. The spokesperson is the City Manager or his designee. The Maine Association of Police represents patrol members, detectives and the Command Unit. They operate based on provision of the Municipal Public Employees Labor Relations Law of Maine. Copies of all agreements are maintained in each division office as well as the shift commander's office for the use of all supervisory personnel. Ground rules for negotiations are specifically listed. The interests of non-sworn employees within the agency are defined in the City of Auburn Personnel Policy and Procedures Manual.

Officers under the bargaining unit follow a step pay plan based on years in the position. Step progression is subject to eligibility and performance evaluation. Officers and Detectives can elect to accrue compensatory time or overtime at the same rate. Non-union employees are compensated in accordance with the Position Classification and pay plan. An additional incentive pay is applied weekly to those who have passed an EMT course or maintain EMT certification. An education incentive is also provided to those officers with college credits and degrees. Off-duty employment requires the officer to sign a waiver and notification of the Chief of Police. Outside jobs are administered by the Support Services Commander.

The City of Auburn encourages physical fitness of their employees. All employees are required to take a physical exam each year at the City's expense. The City has many incentives for encouraging physical activities and wellness. The agency has a well equipped workout area in the police facility and provides fitness challenges.

Permanent employees receive annual evaluations beginning on their anniversary date. Probationary employees are evaluated monthly during the probation period. The Auburn Police department employs performance evaluations that have clearly defined terms of measuring performance. The evaluation has instructions included for their use and defines key areas to cover. Rating criteria for performance evaluations are based on the position's job description as developed by the job task analysis. Employees responsible for evaluating subordinates are provided the necessary training to ensure consistency. The evaluations are well written with ratings of unsatisfactory or superior requiring a narrative explanation.

Specific performance goals are addressed with employees at the conclusion of the evaluation. An employee may contest an evaluation score by filing an appeal in writing to their respective Divisional or Watch Commander. The performance evaluation remains in the employee's file for three years.

The Auburn Police Department has implemented a detailed early warning system to monitor employee performance and identify any patterns of deficiencies. Remedial action, in accordance with established departmental guidelines is instituted for the purpose of correcting any defined pattern of conduct or behavior. The Deputy Chief is responsible for evaluating the system annually.

The City of Auburn provides an Employee Assistance Program through St. Mary's Community Clinical Services Program. The program meets federal and state guidelines regarding confidentiality. Agency supervisors are provided training on the program. The Chief of Police may require an employee to contact the program as a part of a disciplinary action to evaluate a specific need or problem.

The agency has established procedures for notification of member's families in the case of injury or death. Family Liaison Officers, Department Liaison Officers, and Benefits Coordinators are designated to assist at the hospital and with arrangements.

Grievances

Procedures for grievances are addressed in the City's collective bargaining agreements and the City of Auburn Administrative manual. An employee may file a grievance for any dispute or disagreement against the city involving interpretation or application of the collective bargaining agreement, or in the interpretation or application of the City of Auburn Employee Handbook. Employees are encouraged to communicate the problem to concerned parties as soon as they arise and attempt to resolve them at the lowest level. Specific time frames are established and the progressive steps explained up to binding arbitration. All grievances must be filed in writing stating the specific wrongful act, any harm done, identification of any supporting documentation and statement of the remedy sought. Representation is allowed during the grievance meetings.

An annual analysis of grievances was conducted by the Deputy Chief who maintains all such records. Access to these records is limited to the Deputy Chief, Chief of Police and immediate staff.

Grievances	2007	2008	2009
Number	0	8	10

The team discussed the increase in grievances filed during this assessment with the agency staff. They attributed the increase to new city management that encourages the filing of grievances as a "healthy mechanism to continued good labor relations". The annual analysis for 2009 noted that seven out of the ten grievances filed were resolved at the Chief's level. Only one was scheduled for an arbitration hearing.

Disciplinary

A Code of Conduct and uniform policy is readily available to all employees by computer file. The agency has established several levels of discipline to address deficient behavior. Levels of discipline range from informal types such as counseling between a supervisor and employee, counseling services outside the agency, training to improve performance to punitive action such as suspension or termination. A command officer or supervisor may relieve an employee from duty with pay if they are deemed physically or psychologically unfit to perform their duties or they refuse to obey a direct order. However, the supervisor must notify the Deputy Chief of the action immediately. The Chief of Police makes the final decision of disciplinary or corrective action. Disciplinary action may be appealed following the procedures provided in the City's collective bargaining agreement. All disciplinary records are maintained in the employee's personnel file, and purged in accordance with respective collective bargaining agreements.

Employees can initiate a harassment complaint with the City's Director of Personnel Department, through the collective bargaining agreement grievance procedure, or through the Maine Human Rights Commission. The internal complaint procedure is explained in the City of Auburn Employee Handbook. Educational literature is posted with the department viewable by all employees.

Personnel Actions

	2007	2008	2009
Suspension	1	1	3
Demotion	0	0	0
Resign In Lieu of Termination	0	1	0
Termination	0	0	0
Other	28	36	30
Total	29	38	33
Commendations	29	35	44

As indicated above, the majority of personnel actions that were taken fall under the "Other" category. These include minor levels of discipline such as verbal and written reprimands.

Recruitment and Selection (Chapter 31 and 32, below are items to consider)

The Auburn Police Department is strongly committed to the City policy of equal opportunity to obtain employment regardless of race, sex, age, creed, color, national origin, religion, sexual orientation or disability which would not affect job performance. The Chief of Police is held responsible by the City Manager for administering and controlling activities within his jurisdiction to ensure full compliance with the EEO policy and Affirmative Action Plan.

The agency participates in recruiting activities that include job expos, local community career fair, high school and technical school presentations and law enforcement explorer's sponsorship. Job opportunities are publicized in local newspapers, on the city website, and forwarded to the State of Maine Career Center where they are placed on a national job website.

The Maine Criminal Justice Academy administers the entry-level written and physical fitness testing for sworn candidates. The agency's Deputy Chief is responsible for administering the oral board, background investigation, polygraph examination, job suitability assessment and physical examination. Qualified professionals are used to evaluate the applicant for emotional stability, and

psychological and physical fitness. Validity of the selection process is determined by criterion-related validation, construct validation or content validation. Rating criteria or minimum qualifications for all elements of the selection process are job-related and non-discriminatory. Selection material is secured in the office of the City Personnel Department when not in use.

Evaluation of the recruitment plan showed the agency was lacking in their objective to have a workforce composition reflective of their community demographics. This was in the area of female officers. Steps have been taken to address this, such as including a female Corporal in the selection process.

The State of Maine legislation requires a probation period of one year after an officer completes the Maine Criminal Justice Academy, or from the date the board waives the basic training requirement.

Selection

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	43	2	4.65%	98%
Caucasian/Female	7	1	14.29%	
African-American/Male	2	1	50%	<1%
African-American/Female				
Hispanic/Male				
Hispanic/Female				
Other				
Total	52	4	7.69%	

Years reported -2007 thru June 2010

Population percentage based on 2000 U.S. Census (<http://factfinder.census.gov>) available workforce of 18,523

The selection process was utilized twice during the assessment period of August 2007 thru June 2010. Caucasian males accounted for 83% of the applicants while Caucasian females accounted for 13%. The total Caucasian applicants were slightly lower than the available workforce population of 98%. African-American males accounted for 4% of applicants, which is higher than the available workforce population of less than 1%. It is important to note that the race data is not collected upon application.

Training

The Auburn Police Department does not operate a training academy. This service is provided by the Maine Criminal Justice Academy. The Support Services Commander serves as the liaison to the MCJA, and the agency also provides personnel for instructional purposes. The command staff has access to members of the MCJA Board of Trustees for input. In calendar years 2008 and 2009, the agency did not have any recruits in the basic course. There was documentation provided on relevant task covered in the curriculum and evaluations completed on recruits for 2010 participation.

The agency has established a training committee composed of a member of the police administration, a representative of the Maine Association of Police Command Unit, MAP Patrol/Detective Unit, and a civilian staff member. Members are appointed by the Chief of Police based on recommendations from each bargaining unit and the administration division. The committee receives input from personnel, conducts field observations, and training class evaluations to make recommendations to the Training Coordinator. The Training Coordinator approves all lesson plans prior to the training. A directive specifies testing procedures and minimum scoring.

Sworn officers are required to complete a field training program for a minimum of eleven weeks and maximum of nineteen weeks upon completion of MCJA basic instruction academy. Patrol Corporals serve as the field training officers. They are required to make a minimum commitment of two years to the program. They must complete training in instruction, supervision/leadership, and peer support as well as training in the FTO program. Trainees are rotated through at least two FTOs during the program.

Roll call training is conducted on a continuing basis using lecture, videotaped presentations and guest lecturers. Shift supervisors require each officer to present roll call training at least twice per month. The assessment team observed roll call training on Canadian driver's license and identifying other fake driver's license. Attendance rosters are completed for each training session.

Remedial training is coordinated by the Training Coordinator and may include removal from line-duty. There were two officers that received remedial firearms training in 2008. It was noted that in October 2007 the agency made the change from 9mm duty weapons to the H&K .45. No other remedial training was administered during this assessment period.

Directives specify those positions that require specialized training as well as the type of training required. All training records are computerized and maintained by the Training Coordinator.

Promotions

The City of Auburn Human Resource Department administers the promotional process in the presence of the Chief or Deputy Chief for sworn personnel. Promotional testing consists of written test, an oral board and bonus points for years of service, and educational points for college credits and degrees in law enforcement or law related field. The promotional oral board is composed of the Deputy Chief, two police officers holding equal or greater rank than the position interviewed for, a ranking member of an outside law enforcement agency, a city department director and a member of a community organization. Candidates are ranked by overall highest final score in descending order on the certified promotion list. Directives specify the time in grade or rank requirements to be eligible for the promotional process. Only those appearing on the eligibility list shall be considered for promotion. Eligibility lists are in effect for one year from the date on which it was drawn up by the City HR Director. The Chief of police gives the final approval for the entire promotional testing process.

Employees have the right to review and contest any aspect of the promotional process. Appeals are reviewed by the HR Director, Police Chief and City Manager. Upon recommendation, the Chief will decide if retesting and/or reevaluation are necessary. It was noted that there were no appeals of the promotional process during this assessment period. All promotional materials are secured within locked containers in the City HR department.

Promotions

	2007	2008	2009
GENDER/RACE TESTED			
Caucasian/Male	14	6	0
Caucasian/Female	1	1	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	9	5	0
Caucasian/Female	1	1	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	3	0
Caucasian/Female	0	1	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Officers not meeting the requirements of time in service or rank may still participate in the promotional testing, but are not eligible for promotion. While the agency had females holding the rank of Corporal previously, they had never had a female promoted to a higher rank. The agency promoted the first female to the rank of Sergeant during this assessment period in 2008. Upon promotion, employees are subject to a twelve month probationary period.

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

The Auburn Police Department provides 24 hour/ 7 day a week coverage by the patrol unit utilizing a schedule set by the Chief of Police. The Patrol Division is divided into four teams with Lieutenants, Sergeants and Corporals assigned to each. Officers are assigned geographic beats and work twelve hour shifts. In the upcoming year the agency will be realigning the beat areas due to changes in population, housing, industrial development and retail growth. To achieve an emphasis on high visibility to suppress criminal activity, the agency employs patrol through foot, bicycle, motorcycle and automobiles. A canine unit is also utilized during regularly scheduled shifts to conduct building searches, assist in arrest or prevent the escape of serious or violent offenders, protect officers and others, track suspects or lost/missing persons and for narcotic detection.

Through a Homeland Security Grant Program – Metro Funding, the agency was able to bring a records database on line that would connect all local agencies. This grant also ensured all department vehicles were equipped with mobile data terminals. The information from this system is utilized during shift briefings to transfer information from previous shifts. Patrol vehicles are also equipped with mobile video equipment that automatically activates when the vehicle's emergency equipment is in operation.

The Criminal Investigations Division consists of a Lieutenant, Sergeant and three Detectives. One Detective is assigned to juvenile crimes. The detectives are available 24 hours a day through the use of an on-call schedule. The CID commander or his designee reviews all cases to determine follow-up investigation and case assignment to detectives. When a case is assigned it is entered in the appropriate computer program designated for that purpose. The program has the ability to assign priority in accordance with instructions provided in policy and solvability factors. The computer program allows the commander to track the case status, investigator's progress, and ensures investigative files are properly maintained and purged.

The agency has available trained polygraph examiners. There are procedures in place to use informants, but the agency does not pay informants for information or assistance. All records of confidential informants are maintained in a locked file cabinet in the office of the division commander. There are two interview/interrogation rooms within the police facility that provide audio and video recording capability.

The Auburn Police Department participates with the Maine Drug Enforcement Agency by providing two officers for narcotics investigations. These officers report directly to the CID commander.

The Auburn Police Department is committed to implementing programs that promote the mental, emotional and physical development of juveniles in their community. They seek input from other elements in the criminal justice system in the development of the department's policies and procedures. On an annual basis the agencies juvenile

directives and all procedures relative to the handling of juveniles is reviewed and commented on by the agency's Command Staff, the District Attorney's office, the Department of Human Services and the offices of probation and parole.

The agency employs three school resource officers who are the key component to the agency's interaction with juveniles, their parents and members of the community with juvenile concerns. One is assigned to the elementary schools, one to the middle schools and one is assigned to the high school. The officers not only act as a liaison between the school and department, but additionally teach curriculum to the students. One of these courses is P.E.A.C.E (Police Educating Against Child Endangerment). This program was developed by the agency to meet the needs they identified in their community. The agency also offers other programs, including an after school Sous Chef program organized by Officer Tom Poulin. Officer Poulin, who is assigned to the elementary schools, and is know in the community as Officer Friendly (the nick name given the officer assigned to elementary schools), received the Auburn's 2009 Citizen of the Year Award.

The agency's commitment to the youth of their community is evident by their involvement in the Boys and Girls Club, their Police Explorers and Chief Crowell's participation in the State of Maine Juvenile Justice Task Force, his involvement in Invest in Kids and the fact that the agency created the first youth court in the state.

Victim/witness assistance is available 24 hours a day through the Lewiston-Auburn 911 Communications Center who forwards all inquiries to the Watch Commander. The agency has a Domestic Violence Safety Team that assists victims of domestic violence by conducting follow up contacts to ensure victim's needs are met. The team also monitors parties who have been served an order of protection to ensure compliance with the orders. The agency makes every attempt to notify victims of a suspect's arrest, the charge and changes to custody status if known.

The Auburn Police Department places a duty on all officers to observe, detect and prevent violations of traffic laws and take appropriate action. Officers are provided guidance on arresting, citing or issuing a verbal or written warning to violators. The agency makes a strong effort to educate the community of potential traffic issues that can lead to accidents, injuries and potentially death. Three featured programs are in the areas of driving while impaired, red light violations and speed.

To combat red light running the department implemented a three-pronged approach with education being the first prong involving coloring contests, a signature drive which involved sending signup sheets home with elementary and middle school students so adults could pledge to always stop for red lights, and an educational "Stop for ME" event at the local middle school. Prong two was observation where volunteers and Explorer cadets collected data at busy intersections for a three week period. Then prong three was enforcement utilizing an analysis of the data collected.

Crime Statistics and Calls for Service

It is the goal of the Auburn Police Department to provide their citizens with specific information and programs to assist in making families, residences and business more secure and less vulnerable. The agency employs a fulltime GIS Coordinator who provides information to address crime trends. The agency recently demonstrated the use of their data collection in identifying a square mile area of their city where 25% of their calls for service occurred, 28% of their youth victims resided, 23% of crimes committed by youth offenders occurred, 26% of all students in the Auburn School District lived, and the school in that area had 65% of students receiving free or reduced lunches. The agency is in the process of developing a Police Activities League for that area. They have already identified a location and plan for mentoring programs and after school activities.

The agency utilizes the Enhanced Neighborhood Policing concept as a guide and members evaluate the effectiveness of crime prevention programs. All members of the department are encouraged to initiate crime prevention activities. Officers are encouraged to actively participate in organizing crime prevention groups in residential and business areas within their assigned beats and maintain liaison with them and interested groups. The agency conducts neighborhood watch, citizen police academies, business community policing, senior outreach, and distributes crime bulletins among other things to build and organize groups to fight crime.

Under the direction of the Support Services Commander the agency provides for a community involvement function. Some recent innovative new interaction with the community is a Facebook page and twitter. These options provide a great deal of interaction and the ability to answer questions or address concerns of citizens.

Year-End Crime Stats

	2007	2008	2009
Murder	2	1	0
Forcible Rape	7	7	7
Robbery	10	13	13
Aggravated Assault	11	19	13
Burglary	153	121	140
Larceny-Theft	633	596	680
Motor Vehicle Theft	32	24	21
Arson	3	0	3

The Auburn Police Department responded to 23,342 calls for service in 2009. The agency experienced an increase in the crime rate of 13% from 2008 to 2009. They

were able to solve approximately 60% of those crimes reported. While property crimes have increased, they have experienced a decrease in reported aggravated assaults.

Vehicle Pursuits

The Auburn Police Department requires each officer involved in a pursuit to complete an agency Pursuit Worksheet. These worksheets are reviewed by the Patrol Division Commander who is required to complete an administrative review of the report before forwarding it up the chain of command. The reports are then forwarded to the Maine State Police Traffic Division. The Deputy Chief uses the data to conduct an annual review and analysis of pursuits.

PURSUIITS

PURSUIITS	2007	2008	2009
Total Pursuits	9	5	4
Terminated by agency	2	1	0
Policy Compliant	9	5	4
Policy Non-compliant	0	0	0
Accidents	2	1	0
Injuries: Officer	0	0	0
Injuries: Suspects	1	1	0
Injuries: Third Party	0	0	0
Traffic offense	4	0	0
Felony	0	1	0
Misdemeanor	5	4	4

Critical Incidents, Special Operations and Homeland Security

The Deputy Chief is responsible for planning responses to critical incidents. The agency has a plan in place to address critical incidents and policy and procedures outlining the command and operation function. Bomb threats, the forced landing of an airplane, and the Liberty Festival have caused the activation of these functions during this assessment period.

The Auburn Police Department relies on the Maine State Police for tactical team and hostage negotiators. The agency does have a public safety dive team due to the large amount of water ways within their city. The team consists of civilian and sworn

personnel who are highly trained and properly certified for underwater search and recovery missions. The team allows the department to place a trained police officer underwater to locate underwater crime scenes and ensure the proper storage and documentation of evidence.

The Support Services Commander is responsible for planning and coordination of special events. One of the city's large events, the Balloon Festival, was taking place during the on-site assessment. The assessment team witnessed the large attendance to the festival and the agency's response to the activities.

Internal Affairs and Complaints against employees

The Auburn Police Department accepts and investigates all complaints of employee misconduct including anonymous complaints. It is the duty of the watch commander to log each complaint in as they are received and then forward them to the Deputy Chief. The Deputy Chief reviews the complaint and designates the complaint for investigation by either a Watch/Division Commander or an Internal Affairs Investigator. Serious violations are investigated by internal affairs and minor rule infractions are typically investigated by the Watch Commander.

Procedures to make a complaint are made available to the public through the department's web site. There are also brochures available in English and Somalian available at the police department and City Hall that outline the complaint procedure.

All investigations are required to be investigated to a conclusion within thirty days. An extension of the investigation can be granted by the Chief of Police. The employee involved must be notified of the reason for the investigation extension. The complainant and the employee are notified in writing of the conclusion. An annual summary of internal affairs investigations is included in the agency's annual report. This is made available to the public through the agency's website.

Complaints and IA

External	2007	2008	2009
Citizen Complaint	4	3	6
Sustained	1	2	1
Not Sustained	0	0	0
Unfounded	2	1	4
Exonerated	1	0	1
Internal			
Directed complaint	4	3	4
Sustained	3	2	2
Not Sustained	0	0	0
Unfounded	0	0	1
Exonerated	1	1	1

The number of external complaints for 2009 was only six, but showed a 50 % increase from the previous year. However, four (66%) of those were unfounded. Complaints both external and internal have remained minimal.

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

The agency has policies and procedures in place to provide guidance when officers are involved in prisoner transports. Patrol vehicles used for transporting prisoners have been modified to have window cranks removed and interior door handles deactivated. Officers are required to search all prisoners for weapons, contraband and medical alert devices before placing the person in the police vehicle and prior to transport.

If a prisoner escapes from custody the officer notifies the communications center or the appropriate agency immediately. The officer is also required to notify the on-duty Watch Commander as soon as possible. During the assessment period there was one escape from custody. An investigation revealed the officer had not followed proper procedures and disciplinary action was taken.

The agency does not have a holding facility or a temporary detention area, but utilizes the county jail for housing prisoners. Located within the Auburn police facility, in the hallway outside the interview rooms, is a processing/testing area. Prisoners/Suspects are never left alone in this area, and are normally only present for minutes at a time. Procedures are in place for weapon control during the processing and prisoners remain

handcuffed unless performing an intoxilyzer test. A panic alarm is located in the processing room and officers have panic buttons on their mobile radios.

The Auburn Police Department utilizes the Lewiston-Auburn 911 Emergency Communication Center which is a CALEA accredited communications center. The center receives and dispatches emergency traffic by radio and mobile data terminals in each patrol vehicle.

The agency shares a records system with the Lewiston-Auburn 911 Center which performs back-ups daily of the system. The department uses a system that requires a strong password in addition to requiring individuals to change their passwords every ninety days. This is verified through screen shots of the system and the records system manual.

All reports have a unique number that is automatically generated. The agency allows for reports to be taken by telephone for thefts, lost property, found property, parking complaints, obscene/annoying phone calls, criminal mischief, criminal trespass, towed vehicles, police information and miscellaneous activities. The primary factor in determining the appropriateness of accepting telephone reports is the citizen's willingness to do so.

All original copies of written records are securely maintained in the Records area of the police facility. Original reports may only be removed with permission of the records staff. A log is maintained that shows if a record is removed and the reason. During a tour of the agency, the records cabinets were checked and found to be secure. Personnel do have access to report information 24 hours a day through the department's computer system. The agency has a written records retention schedule that is governed by the office of the Maine State Archivist.

Property and Evidence

The agency makes available personnel, equipment, and supplies to process crime scenes. Personnel are provided departmental policy and procedure and a department evidence manual to ensure items of evidence are properly collected, processed, and recorded in the field. Crime scenes are to be photographed or videotaped prior to conducting a search for evidence.

Policy and procedure also give guidance for the seizure of computer equipment and electronic devices. The agency has a person specifically trained for recovery of computer data and analysis. There are also procedures for submitting DNA and other physical evidence to the Maine State Police Crime Laboratory and the FBI Laboratory for examination. The "Handbook of Forensic Science" provides methods for packaging and transmitting evidence to the lab.

All property seized is secured within the evidence room or designated storage areas. Extra security measures are in place for narcotics/dangerous drugs, firearms, money and jewelry. Temporary secured storage areas are also provided.

The Evidence/Property Coordinator is responsible for temporary and final release of property and evidence including submission of evidence to the labs. A locker has been put in place allowing officers to return property in the absence of the Evidence/Property Coordinator. A key for this locker is kept with the watch commander and must be checked out to return the property. The Evidence/Property Coordinator then updates the department's records upon their return. A bar code system is used for tracking purposes.

During a tour by the assessment team, the property areas were found to be well organized. It appeared that property is disposed of in a timely manner.

In February/March of 2008 the Evidence/Property Coordinator changed and a complete inventory/audit was conducted of property to ensure proper storage and recording. Annual audits are conducted at the end of the calendar year utilizing a department form to count and record the number of items audited. After the 2009 audit the command staff noticed the forms were not properly completed and had another audit conducted to ensure compliance.

H. Applied Discretion Compliance Discussion:

This section provides specific information on standards found to be in compliance after on-site "adjustments" were made. Adjustments may include modifying agency policies and directives, creating documentation, and an alteration of the physical plant.

The agency had two standards in applied discretion.

- 1.3.11 In-service training for other less lethal weapons and weaponless control techniques shall occur at least biennially. (M)
 - b. training and proficiency must be documented

ISSUE: Biennial training for less lethal OC spray had not been conducted.

AGENCY ACTION: This was pointed out to the agency upon the return of off-site files. The agency immediately began OC certification classes. Some had been conducted prior to the assessment team arriving for the on-site. Additional instruction was completed and reported after the on-site. Documentation of the training was provided.

- 42.2.11 A written directive describes the procedures for using photographic or physical line-ups in eyewitness identification to include the following: (M)
 - b. using video and/or audio recording

ISSUE: The agency directive did not provide procedures for using video and/or audio recording for line-ups.

AGENCY ACTION: The agency added wording to the existing directive stating, "Video and/or audio recording devices will not be used to document line-ups."

I. Standards Noncompliance Discussion:

This section does not apply.

J. 20 Percent Standards:

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

The agency was in compliance with 84% of applicable other-than mandatory (O) standards.

K. Future Performance / Review Issues

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

No issues were observed in this area.

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>285</u>
(M) Noncompliance	<u> </u>
Waiver	<u> </u>
Other-Than-Mandatory Compliance	<u>70</u>
(O) Noncompliance	<u> </u>
(O) Elect 20%	<u>13</u>
Not Applicable	<u>96</u>
TOTAL [Equals number of published standards]	<u>464</u>

M. Summary:

The assessment team found the agency files to be well organized and the agency prepared for the assessment. There were six files returned for additional documentation which the agency was already in possession of. This was a large reduction from the original accreditation on-site when thirty-three (33) files were returned. During this assessment the agency had two standards in Applied Discretion, which was less than the five found in the last assessment.

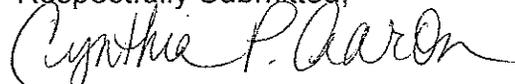
Time sensitive reports were submitted in a timely manner. The assessment team reviewed all standards and found them in compliance with agency practices meeting the intent of CALEA standards.

There were no problems encountered during the assessment on-site. The agency had conducted a mock assessment on June 1, 2010. Approximately eight members of the New England PAC provided a good review of files and suggestions.

A Community Survey was conducted in September 2009. Data was collected on several topics, from demographics and customer service to service delivery and how the community prioritizes special police services. Results showed the Auburn citizens wanted the police to target drug and DWI enforcement. The survey asked if specialty enforcement was reduced what was viewed as the most critical to maintain. Citizens indicated drug investigations and the School Resource Officer program were the most critical. The results of the survey indicated that 79% of the citizens felt safe in their community. Only 5% indicated they did not feel safe.

On the wall of the Auburn Police Department's training room is printed the Mission Statement and the Purpose Statement. The Purpose Statement begins with "in partnership with the community". This best describes the attitude of the Auburn Police Department. The agency is involved in all aspects of their community. The agency demonstrates Problem Oriented Policing and Community Oriented Policing at it's best. They are sensitive to the changing needs of their community. They exceed in cooperative efforts with other city departments, other law enforcement agencies, their school district, residents and businesses. All members the assessment team had contact with showed a commitment to making Auburn the safest community possible. The members were professional and aware of the accreditation process.

Respectfully Submitted,



Cynthia P. Aaron
Team Leader

September 15, 2010