

A. Agency name, CEO and AM:

Manchester Police Department
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Mr. David J. Mara
Chief of Police

Mr. Gregory J. Murphy
Accreditation Manager

B. Dates of the On-Site Assessment:

December 13-17, 2008

C. Assessment Team:

1. Team Leader: Mr. Andrew F. CANNADY (Retired)
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D. CALEA Program Manager and Type of On-site:

Mr. Dennis Hyater, Program Manager

Sixth Law Enforcement Reaccreditation. C size agency (292 authorized personnel, including 225 fulltime sworn and 67 fulltime nonsworn employees). Fifth Edition Standards for Law Enforcement Accreditation.

The agency uses CACE-L program.

E. Community and Agency Profile:

Community Profile:

Manchester is the largest city in New Hampshire. The city is located in south central New Hampshire in the heart of the Merrimack valley in Hillsborough County. It was originally incorporated as the Town of Derryfield in 1751 and was renamed Manchester in 1810.

The city, rich in New England tradition, has a history of orderly growth. It was once a major textile center and it has now evolved into a successful transportation, financial, manufacturing and retail area. There are 21 public schools in the Manchester School District, seven colleges and three hospitals in the area. The city was named one of the nation's best places to live in 2004. The median age in the community is 37 and the median family income is \$63,460.

The Board of Mayor and Aldermen govern the city. The form of government is strong Mayor with 12 aldermen elected from wards and two at-large. The Mayor appoints the majority of the city officials and is responsible for the oversight of daily municipal operations.

Agency Profile:

The Manchester Police Department (MPD) dates to 1846 when the first City Marshall was appointed. The Chief of Police reports to the Mayor, and a five-member Police Commission advises the department. The Professional Standards and Legal Unit reports directly to the Chief of Police. All other divisions, report to one of three Deputy Chief positions and are grouped by function: Patrol, Investigative and Administrative. Captains command major components, assisted by Lieutenants. Sergeants supervise the three patrol reliefs and the detective squads. The agency operates centrally from a facility located in the downtown area. There are several offsite storefront substations that are staffed by volunteers in various neighborhoods and other areas.

The agency enjoys a positive relationship with the Sheriff of Hillsborough County who operates the jail, has responsibility for civil process service and handles court security. The police department operates a temporary lockup where arrestees are held prior to posting bail or transfer to the county jail. The agency has excellent professional relationships with other local jurisdictions as well as state and federal law enforcement agencies with concurrent jurisdiction.

Demographics:

Demographics Report								
	Service Population*		Available Workforce		Current Sworn Officers		Current Female Sworn Officers	
	#	%	#	%	#	%	#	%
Caucasian	95,581	89	DNA	DNA	216	98	15	7
African-American	2,246	2	DNA	DNA	0	0	0	0
Hispanic	4,944	5	DNA	DNA	3	1	1	0.4
Other	4,235	4	DNA	DNA	2	1	1	0.4
Total	107,006	100	DNA	DNA	221	100	17	7.7

DNA = Data Not Available

The agency is currently authorized 225 fulltime sworn positions and 67 fulltime nonsworn positions for a total complement of 292. The authorized sworn complement was increased since the last reaccreditation. The chart above reflects the actual sworn strength of the agency as of November which totals 221 sworn officers and 59 nonsworn positions currently filled. In addition, there are 20 authorized Reserve Officer positions, 11 of which are currently filled.

The service population is overwhelmingly Caucasian and approximately 2.1 % African-American. The agency currently has no African-American officers. There are currently 17 female sworn officers (7.7%), significantly below the industry standard of 14%. During the last reaccreditation on-site, the agency reported 12 female officers (6%). The agency is aware of these ratios and targets recruiting efforts to increase the number of minority and female applicants. There were substantial proofs of the recruiting efforts provided to the assessors.

Future Issues:

The agency cited four critical issues facing the department now and in the future.

Recruiting police officers - The Manchester Police Department has seen a significant decrease over the past several years in the number of applicants for the position of police officer. In 1995, there were over 800 applicants taking one exam. The most recent exam administered in September 2008 drew only 140 applicants. Therefore, finding qualified applicants has been a struggle. The agency continues to place a lot of emphasis on recruitment efforts by attending job fairs, speaking at colleges and high schools and advertising in area newspapers and publications. The Manchester Police Department has decreed it will not lower the standards used to recruit and hire police officers. Positions will not be filled if the agency does not feel that the most qualified candidates are available. The MPD will continue the efforts for years to come and hopes to find more creative ways to attract more people to the field of law enforcement.

Training - As a law enforcement agency, the MPD views training as a critical part of giving officers the tools they need to do the job effectively. Fundamental training, including use of force and firearms training is provided to all officers. Supplemental training is provided during roll call in the form of video training. However, the agency feels that it is necessary to provide additional training above and beyond the basic requirements. In order to provide this additional training, funding is critical. Currently, the MPD does not have the funds to provide this additional training due to serious budgetary issues that the city is facing. The agency recently added an additional officer to the Training Unit with the intention of having him provide training to officers while they are on duty. This will help the agency to provide additional and necessary training while keeping the costs to a minimum.

Space issues - The Manchester Police Department is facing serious space issues within the building. The current facility was built in the mid 1970's for a staff that is half the current size. Each division is cramped into small spaces with everyone trying to make do with what they have. The agency is currently seeking funding through the city for a new building, and is trying to obtain an off-site facility for training purposes on state-owned property within the city limits. The agency's leadership feels that in order to be the most effective and efficient police department, they need a building that will meet current needs and allow the agency to continue to grow. They also noted that they have the support of the City of Manchester's Board of Mayor and Alderman to assist in this endeavor, and efforts are currently underway to secure funding for a new state-of-the-art facility in five years.

Lack of funding for technology and equipment - Funding has always been an issue for the agency. With over 92% of the budget going to salary, there are limited resources for technology and other purchases. Accordingly, the main source of funding for technology has been through federal grants. With the restrictions on what can be purchased, however, there are still a number of items that are needed with no funds to acquire them. New and updated computer equipment and audio/visual equipment are both needed. The MPD also would like to equip all officers with Tasers. Unfortunately, these have not been accomplished due to lack of funding.

CEO Biography:

Chief David J. Mara is 1984 graduate of Northeastern University with a Bachelor of Science degree in criminal justice. He also holds a law degree, which he earned from the New England School of Law, and is a member of the New Hampshire Bar Association.

Chief Mara began his career with the Manchester Police Department on September 7, 1986. He served as a patrolman for nine years and was a member of the agency's Special Reaction Team for 13 years. After earning his law degree in 1995, Chief Mara took a one-year leave of absence from the police department to serve as a prosecutor

in the City Solicitor's Office. He returned to the department in August of 1996, and in October of that year was promoted to Sergeant.

Chief Mara provided his law expertise to the department by serving as its prosecutor and continued in that role through his promotion to Lieutenant in 2001 and until his promotion to Captain in 2003. From 2003 to his appointment as Chief on April 28, 2008, Chief Mara served as head of the department's Professional Standards and Legal Unit.

F. Public Information Activities:

Public notice and input is a cornerstone 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:

The public information session was held on Monday evening at the Manchester Public Service Company's public meeting room at 380 Commerce Street. There were approximately 45 attendees in addition to the assessors and 20 speakers. Most of the speakers were complimentary of the agency and the accreditation effort, although three speakers provided negative comments and two of those speakers specifically recommended against reaccreditation:

Manchester Alderman Dan O'Neil spoke as the chair of the Manchester Police Athletic League and praised the department for the commitment to the youth of the community. As an Alderman, he stated that the department is to be applauded for their ability to reduce crime while working with such a diverse population as Manchester.

United States Marshall Steve Monier, a former CALEA Commissioner was highly complimentary of the MPD and their assistance with "Operation Street Sweeper." He commented on the agency's professionalism, support and spirit of cooperation and said, "CALEA is a part of how they do business every day."

United States Attorney Robert Kinsella said that he is continually impressed with the MPD's professionalism and he emphasized the MPD is the most committed agency in the state in fighting terrorism. Ms. Holly Fraumeni, Resident Agent in Charge of the Manchester Secret Service Office was highly complimentary of the MPD for their "stellar" performance in assisting with dignitary protection during presidential visits and primaries.

Resident William Demenico was concerned about the information provided to officers during call dispatching and cited a specific example. He was directed to department personnel for assistance.

Mr. Leo Doucy, Resident Agent in Charge of the New Hampshire DEA Office stated the MPD has provided officers to the drug task force since 1999, and he was highly complementary of the professionalism of the MPD and its long standing relationship with DEA. Verizon Arena Security Manager Lloyd Doughty, a retired MPD officer stated the department provides professional and thorough police service to the community and continues to develop leaders in the community.

Deputy Attorney General Jim Norris works with the MPD officers assigned to the Joint Terrorism Task Force and stated the MPD officers become task force supervisors because of their experience. Deputy Attorney General Bud Fitch complimented the agency's professionalism and relayed the sentiments of the Attorney General who wanted it known that the MPD is the "epitome of professionalism in law enforcement."

YWCA Director of Youth and Community Services Katie Schelzel stated that she receives enormous support and dedication from the department as the MPD has assisted with designing the YWCA Supervised Visitation Center for victims of domestic violence. Mental Health Executive Vice President Bill Rider complemented the agency on its participation with wellness checks on persons in need of services.

Manchester citizen Ryan Marvin was upset with the MPD due to an encounter in which two acquaintances were treated improperly after the MPD responded to a call of suspicious armed subjects. He felt he was targeted due to his open homosexuality and recommended against the agency's reaccreditation. He said he had filed a complaint and had not heard anything for four months. He was directed to department personnel for assistance.

The local ATF Resident Agent in Charge, Cliff Elston said that the MPD serves with pride, sense of ownership, and that the officers give their very best. ATF Special Agent Ernie Yernington said he works with MPD officers frequently and has never been more welcomed or treated so well. Director of City of Manchester Office of Youth Services, Marty Boldin stated, "The single greatest asset the Office of Youth Services has is the relationship with the department" and he stressed the importance of the work of the MPD to bridge the gap between refugee students and the community to break down the previously-held beliefs.

Mr. Don Vittum, Director of the New Hampshire Police Standard Training Council was highly complementary of the partnership with the MPD and described them as a "highly professional organization." Ms. Nicole Rodler, local Weed and Seed Coordinator complimented the MPD, particularly the Community Policing Division on its dedication to quality of life issues in Manchester.

Ms. Ivy Walker complained of unfair treatment during a recent arrest of her and her husband. She felt that the officer had not lived up to identified department standards and recommended against the agency's reaccreditation. She was encouraged to

provide the assessors with her extensive written documentation but chose not to do so. She also was offered the opportunity to file a formal complaint with the agency.

Chief Pat Sullivan of the Goffstown Police Department described the MPD as “the premier drug enforcement agency in New Hampshire.” Sergeant Gary Bartis of neighboring Auburn was very appreciative of the continued support given his agency on cases of mutual interest.

b. Telephone Contacts:

The public telephone line was active on Monday afternoon from 2:00 – 4:30 PM. The telephone line was tested and found to be functional. Five calls were received.

The accreditation manager of the University of Vermont Police Department called in support of the agency and recommended accreditation. A Captain from the New Hampshire State Police and a resident of Manchester said he has worked with the agency on several initiatives and he knows agency personnel are diligent about following their own directives.

A Manchester citizen stated the agency is doing a great job with programs for kids and he appreciates the substations. The accreditation manager from the South Burlington, Vermont Police Department said he has called upon the agency accreditation team on several occasions and they are always able to help him with issues.

A Manchester citizen called to praise the agency’s Police Athletic League where her son participates in the judo program. The accreditation manager of the Hudson, New Hampshire Police Department said the agency is top-notch and he has gone to the agency accreditation team on several occasions for advice.

c. Correspondence:

The assessors are unaware of any correspondence received regarding the accreditation efforts of the agency, although one of the speakers at the public information session indicated she was going to send some documentation to CALEA staff to support her comments.

d. Media Interest:

There were no inquiries from the media to assessors regarding the on-site. A reporter from *The Manchester Express* attended the public information session and indicated he planned to contact the accreditation manager on Wednesday to discuss the on-site.

e. Public Information Material:

The public notice was developed by the accreditation team and was distributed by the team and by the Community Policing officers. The notice included information

regarding the on-site assessment, the public information session and the public telephone call-in session. Extra copies of the announcement and the on-site agenda were made available to agency members.

The notice was posted on the MPD intranet system and distributed to neighborhood watch groups. On-site information was posted on the agency's daily blog www.manchesterpd.com. A copy of the notice was posted in the lobby of police headquarters and at all the police substations. The notice was also posted at City Hall, the City Hall annex, the Manchester Community Resource Center and the Salvation Army.

The press release was faxed to the *Manchester Union Leader*, *The Concord Monitor*, and the *Hippo Press/Manchester Express* newspapers as well as to the Associated Press. Television stations WMUR and WNDS were notified, as were radio stations WZID, WGIR and WFEA.

Mailings were made to numerous community leaders and citizens encouraging their input. Letters of announcement or emails were sent to various area and statewide professional law enforcement organizations.

f. Community Outreach Contacts:

The team leader contacted several members of the community during the onsite.

Mr. Tim Beckert is General Manager of the Verizon Wireless Arena, a major downtown event center. He is familiar with the work of the agency both as a citizen and as an employer of officers for concerts, hockey games and other special events at his facility. He has the highest regard for the agency and its officers. He said he has always observed MPD officers to be professional and thorough in their work. Mr. Beckert mentioned he sees it equally important that the officers of the MPD have compassion for the community and have a human side as well as a professional side.

Mr. Greg Muller is the Manchester City Solicitor. He is responsible for prosecution of most of the traffic cases, ordinance violations and misdemeanor cases brought by MPD officers. In that capacity, he deals most often with the patrol officers. He said court attendance is very good, the agency's handling of evidence is excellent, and case preparation is good for the most part. He suggested officers might be better prepared for testimony if they were provided a copy of their original report as an attachment to the subpoena. Mr. Muller is very positive about the work of the agency, particularly in the area of Community Policing and the Police Athletic League.

Mr. Arthur Gatzoulis is a local defense attorney who represents defendants of cases brought by MPD officers. He handles approximately 100 cases of all types each year involving agency personnel. He was complimentary of the officers' court attendance, case preparation, evidence handling and testimony. He said the defense bar would

rank the MPD officers highly compared to some other agencies and he feels the overall public opinion of the agency is overwhelmingly positive.

Officer David Conare is the President of the Manchester Police Patrolman's Association (MPPA) which covers approximately 180 officers and related employees. Officer Jamie Gallant is MPPA Chief Steward. They indicated the city is addressing its relationship with the MPPA in good faith and in a positive manner. They also said they are confident the police department would promptly change any policy that became in conflict with a ratified contract. Both officers stated the union and the city are on good terms. One said, "It is the best it has been."

Ms. Marguerite Wageling is the Manchester County Attorney. She is responsible for prosecution of the majority of crimes of all types brought by MPD officers. She said he personally prosecutes some of the complex offenses and assigns all the cases to the other prosecutors, so she is very familiar with the performance of MPD officers within the court system. She was very complimentary of the court attendance and preparation of the MPD officers and was specifically complimentary of the evidence handling processes used by the agency. She also stated the department understands the way to handle internal issues that may result in criminal activity. "I have publicly stated before that they are very transparent and I am pleased with what I see from them."

Please note that the extreme weather in the area during the on-site forced cancellation of an interview with a local school principal.

G. Essential Services:

Law Enforcement Role, Responsibilities, and Relationships; and Organization, Management, and Administration (1-17):

Officers of the Manchester Police Department take an oath of office and receive periodic training on the agency's code of ethics. The authority and responsibility of the department and its officers is clearly defined by New Hampshire statutes and by agency policies. Officers are presented with concise rules governing arrest, search, and alternatives to arrest including the special handling of juveniles, the apparently mentally ill and those who may be sick or injured. The agency provides academy and occasional in-service training regarding the handling of foreign nationals and consular personnel.

The jurisdiction serves an area of approximately 34 square miles. The territorial jurisdiction of the MPD is clearly described on maps placed strategically throughout the agency. There are three patrol sectors. Patrol officers are supplemented by community policing, canine and traffic officers. Special units such as Street Crimes and the Special Reaction Team also provide support to patrol when appropriate.

The agency has standing mutual aid agreements with surrounding jurisdictions in accordance with New Hampshire state law. The Manchester Police Department provides School Resource Officers to the three high schools and four middle schools.

This arrangement is outside the contractual law standards, however as the city actually operates the schools. The department has a clearly defined organizational structure that follows traditional and logical lines of command. The current organization structure took effect in October 2008 and the assessors learned there were some additional changes to that structure pending. The agency uses a comprehensive system of periodic administrative reports and supplements the written reports with staff meetings at various levels.

There is an effective intranet system that serves as a resource for employees on many aspects of agency operation. This intranet system is widely available throughout the building and includes standard operating procedures, local ordinances, training videos and access to the agency records management system. The patrol cars are also equipped with mobile terminals that can be used to access most of these items.

The agency follows industry standard procedures regarding span of control and unity of command. There are clear designations regarding command in absence of the Chief and other ranking personnel, and inter-unit cooperation is required.

The MPD is involved in a continuous process of self evaluation and long range planning. The agency develops and reviews goals and objectives annually and supplements that effort with a semiannual update.

The Program Specialist is responsible for agency planning and research activities. On Monday mornings, crime statistics for the past week are presented and compared. Commanders are required to report on operational developments over the weekend. In addition, the agency holds biweekly meetings regarding crime in which the Program Specialist presents detailed information from the records management system and the agency's crime analysis program. The various commanders are required to develop goals and objectives to handle those contemporary issues and must report on the progress made on issues since the last meeting.

The Chief and Deputy Chiefs meet regularly with the various commanders to review short- and long-term operations and results. Special events are handled regularly and are critiqued. During the command staff meeting, assessors observed discussion of preparation for and handling special events. It was apparent the agency is committed to quality of life issues as well as tactical/operational concerns.

The agency currently has 11 reserve officers. Criteria for selection and training are to standard, and those officers are used to supplement patrol forces. The MPD has effective volunteer program. One of the volunteer activities is staffing the substations during designated hours. There is a Police Explorer Post and a class of the Citizens Academy was scheduled for graduation just after the on-site.

The agency uses civilian employees in positions of program management (accreditation), records management, communications, animal control, building and vehicle maintenance, extra details assignment, crime analysis and evidence control.

Agency policies specify minimum staffing levels in some assignments and supervisors have wide latitude when filling minimum staffing requirements on short notice.

The Manchester Police Department is funded primarily through revenues received from local government taxes, supplemented by some grant proceeds and an enterprise fund. The agency's budget for fiscal year 2008-2009 is \$18,978,469 which represents approximately 8% of the total city budget. Police salaries total \$17,579,894 (92.6%) of the agency budget. One reason for the apparently low percentage of the total city budget allotted to the police department is the fact the Manchester School District is also a part of the overall city budget. In addition, many of the employee benefits such as health insurance, retirement contributions and capital expenditures such as vehicles and computer services are provided elsewhere in the city budget and are not reflected in police department operating accounts.

The assessors noted apparently high levels of skills and morale among the employees with whom they interacted. There was some frustration regarding lack of funds for what would normally be termed essential items of technology and equipment, and there is a definite need for additional space in beyond the aging agency headquarters building. Assessors observed many units and individuals operating from very cramped quarters.

The agency experienced a line of duty death in October 2006 when a decorated officer was murdered on a city street as he was handling a situation. A suspect was arrested and the trial was coming to a close in Manchester during the on-site. Agency personnel and the citizenry were deeply affected by this tragedy and have displayed many acts of unity and support in honor of this fine officer.

In September 2008, the agency experienced significant flooding in the lower areas of the headquarters building due to rain from the remnants of tropical storm Hannah. Some parts of the police facility were under six feet of water and many items of furniture, equipment and even some vehicles were lost. The agency is proud, however that the employees pulled together during the crisis and police services were not interrupted. The assessors were very impressed by the spirit of the agency in the way that incident was handled. As of the on-site, the agency had over a million dollars in insurance claims as a result of the flooding.

Interestingly, the New England area experienced a major winter storm in the days just prior to the on-site, resulting in a state of emergency and activation of the Emergency Operations Center in Manchester. Many residents, including the Chief of Police lost electrical power for several days. The assessors witnessed the area beginning to recover during the on-site, and noted that police operations continued without interruption.

Bias Based Profiling

The MPD has a policy that prohibits bias based profiling that includes a detailed, understandable discussion of the philosophy regarding the issue. Training is conducted in the academy for new employees. Incumbent employees receive periodic in-service training designed by the US Department of Justice on cultural diversity. Members found to be in violation of bias-based policies are subject to discipline and remedial training, although there have been no policy violations during the reporting period. Data is collected by the Professional Standards Division on a per-incident basis, and each year, the Division prepares an analysis of bias based complaints and training with recommendations when appropriate.

Traffic Warnings and Citations (2006)			
Race/Sex	Warnings*	Citations	Total
Caucasian/Male	x	**	**
Caucasian/Female	x	**	**
African-American/Male	x	**	**
African-American/Female	x	**	**
Hispanic/Male	x	**	**
Hispanic/Female	x	**	**
Asian/Male	x	**	**
Asian/Female	x	**	**
Other	x	**	**
TOTAL	x	**	**

Traffic Warnings and Citations (September 25 – December 31, 2007)			
Race/Sex	Warnings*	Citations	Total
Caucasian/Male	x	1874	1874
Caucasian/Female	x	1065	1065
African-American/Male	x	163	163
African-American/Female	x	64	64
Hispanic/Male	x	135	135
Hispanic/Female	x	30	30
Asian/Male	x	14	14
Asian/Female	x	10	10
Other	x	33	33
TOTAL	x	3388	3388

Traffic Warnings and Citations (2008) YTD			
Race/Sex	Warnings*	Citations	Total
Caucasian/Male	x	5603	5603
Caucasian/Female	x	2770	2770
African-American/Male	x	531	531
African-American/Female	x	154	154
Hispanic/Male	x	515	515
Hispanic/Female	x	118	118
Asian/Male	x	46	46
Asian/Female	x	35	35
OTHER	x	83	83
TOTAL	x	9855	9855

*Agency doesn't track written or verbal warnings.
 **Prior to switching to a new computer system in September 2007, the old system did not track this data by race/ethnicity.

Biased Based Policing Complaints			
Complaint type	2005	2006	2007
Incidents	0	0	2
Motor Vehicle Stops	2	2	0
TOTAL	2	2	2

As noted in the charts, the agency has a high level of traffic enforcement activity and a very low number of bias-based complaints. The agency did not assimilate the data by ethnicity until mid-2007. The bias-based complaint data is easily retrievable from Professional Standards files.

Use of Force

All officers are issued a Sig Sauer model 229 .40 caliber handgun. Officers may also carry a secondary handgun that meets official criteria. The agency has a number of .223 rifles that may be signed out and there are shotguns and chemical munitions available in the armory. Qualification with all weapons is required.

In addition to lethal weapons, agency personnel are provided with and trained in the use of the collapsible (ASP) baton and Oleoresin Capsicum (OC) spray, as well as weaponless defense. Officers assigned to specialized units are issued certain other

weapons for tactical or special event deployment. All weapons and ammunition must be approved by the agency.

A detailed Use of Force report is completed whenever an officer points or utilizes a firearm or takes an action that results in injury or death of another person. Agency policy also requires a report when less-than lethal weapons and certain tactical devices are employed. The reports are approved by the officer's supervisor and routed through the chain of command for evaluation. The Professional Standards Division completes an annual analysis of all use of force incidents. The training coordinator also reviews the reports and makes recommendations for training or policy adjustment when appropriate.

Agency personnel receive annual training in the use of force continuum during firearms qualification. Less-than lethal training is also completed as required by the standard. The MPD does not issue less-than lethal weapons to any civilian employees with the exception of specialized weapons issued the Animal Control section.

Use of Force			
Type of Force	2005	2006	2007
Firearm (Sig 229, Shotgun, M4)	15	15	65
Baton	6	7	1
OC	29	26	23
K9	13	7	4
Flashlight	0	2	1
Ballistic Shield	0	1	1
Cruiser door	0	1	0
Weaponless	67	66	95
Less lethal shotgun (bean bag)	2	0	1
Tranquilizer (Animal Control)	0	7	3
Total Types of Force	132	132	194
Complaints	8	10	7
Total Use of Force Arrests	**	**	**
Custodial Arrests	5,505	5,662	5,435

**This information not captured on Use of Force Report

The 2007 spike in use of firearms was due to a policy change that added pointing of a firearm as a reportable event. In addition, the agency began increased emphasis on weaponless force training and has required more diligent reporting of those instances which resulted in the 2007 increase in that category. Otherwise, the department has shown a relatively consistent rate of use of force in every category since 2005. Complaints generated from arrests are low, yet the numbers of arrests are high.

Personnel Structure and Personnel Process (Chapters 21-35):

All MPD job descriptions are created and maintained by the Human Resources Department with the input and collaboration of MPD staff. When a job is reclassified or requires modification, the MPD works with the Human Resources Department for the promulgation of the updated or modified job description. All job descriptions are available in a folder on computer desktops located throughout the agency.

All sworn police officers and firefighters are members of the New Hampshire Retirement System and are considered "Group II" members. The City of Manchester contributes a portion to the retirement and sworn members contribute approximately 9.4% of their wages. Officers must serve 20 years and reach the age of 45 before being eligible for retirement benefits. All non-sworn employees are members of the City of Manchester Contributory Retirement System.

All officers hired after 2001 are required to comply with physical fitness requirements mandated by the State. In the event an officer fails the physical fitness test, the Training Unit provides physical fitness training and re-administers the test within six months. No MPD officer failed the state mandated test this assessment period.

Most employees of the MPD are represented by one of three collective bargaining units: the Manchester Police Patrolman's Association (MPPA), the Manchester Association of Police Supervisors, or the Manchester Police Support Service Group. All contracts are current through June 30, 2010. The Chief and Deputy Chiefs are not members of any bargaining unit.

All MPD probationary employees are evaluated monthly per agency policy. Sworn personnel have a one year probationary period. Non-sworn employees have a six month probationary period. After successful completion of their respective probationary periods, employees are evaluated annually. Evaluations reviewed were found to be comprehensive and completed within the time period required by agency policy.

Grievances

The Deputy Chief of Administration is responsible for the coordination of the grievance function. Clear policy and union contractual language outline the scope, type, procedural steps and the appeal process, including time limitations, for filing and responding to grievances.

Formal Grievances			
	2005	2006	2007
Number	2	7	3

The relatively low number of formal grievances filed during this assessment period is attributed to a healthy and trusting working relationship between union representatives and the agency. Grievance matters are often resolved prior to a pre-arbitration meeting.

Disciplinary

The Manchester Police Department has a very comprehensive set of rules and regulations in place outlining the agency's expectation of department members' conduct, with appearance guidelines and prohibited behavior. A detailed Professional Conduct procedure is in place prohibiting sexual and other forms of harassment in the workplace, including a mechanism for reporting outside the chain of command when appropriate. The agency's disciplinary system includes provisions for remedial training, employee counseling, and various types of discipline including a written reprimand, demotion, suspension and dismissal. Records related to disciplinary actions are maintained in the Human Resources Department. The agency also maintains an excellent employee awards program.

Personnel Actions			
	2005	2006	2007
Suspension	0	4	5
Demotion	0	0	0
Resign In Lieu of Termination	0	1	1
Termination	0	0	0
Total	0	5	6
Commendations	14	15	47

Formal discipline was imposed on 11 occasions during this assessment period. Nine incidents resulted in suspension and two resulted in resignation in lieu of termination. The large increase in commendations in 2007 is attributed in part to the tragic loss of the officer who was murdered in the line of duty in 2006. The outstanding professional performance of the many department members participating in the investigation and subsequent arrest of the offender was recognized by the agency.

Recruitment and Selection

Officer Scott Page, the agency's full time recruiting officer is directly involved in all aspects of the MPD's hiring process for both sworn officers and civilian employees. He attends job fairs at local colleges and has travelled to northern Massachusetts and Vermont in his recruitment efforts. The agency has a residency requirement of 20 miles from Manchester city limits which potentially may reduce the applicant pool. The MPD conducts a testing process for sworn officers two times per year.

Sworn Officer Selection Activity in 2006			
Race/Sex	Applications Received	Applicants Hired	% hired
Caucasian/Male	100	12	12%
Caucasian/Female	9	0	0
African-American/Male	2	0	0
African-American/Female	0	0	0
Hispanic/Male	7	0	0
Hispanic/Female	2	0	0
Unknown Male	28	n/a	n/a
Unknown Female	0	n/a	n/a
Other	1	n/a	n/a
Total	149	12	8%

Sworn Officer Selection Activity in 2007			
Race/Sex	Applications Received	Applicants Hired	% hired
Caucasian/Male	169	28	17%
Caucasian/Female	10	2	20%
African-American/Male	4	0	0
African-American/Female	0	0	0
Hispanic/Male	12	1	8%
Hispanic/Female	1	0	0
Unknown Male	41	n/a	n/a
Unknown Female	1	n/a	n/a
Other	3	n/a	n/a
Total	241	31	13%

Sworn Officer Selection Activity in 2008 (YTD)*			
Race/Sex	Applications Received	Applicants Hired (YTD)	% hired
Caucasian/Male	160	11	7%
Caucasian/Female	13	2	15%
African-American/Male	13	0	0
African-American/Female	0	0	0
Hispanic/Male	22	0	0
Hispanic/Female	3	1	33%
Unknown Male	17	n/a	n/a
Unknown Female	0	n/a	n/a
Other	2	n/a	n/a
Total	230	14	6%

*Agency reports they are in the process of hiring 11 Sworn Officers as of 11/08

During this assessment period the agency has received 620 applications for sworn officer and hired 57 officers. Of those hired, five were female and two were Hispanic. Presently, the agency is underrepresented in both female and minority categories. The agency is continuing its efforts in female and minority recruitment and is striving to achieve and maintain a sworn work force representative of the population of the City of Manchester.

Responsibility for the selection process is shared between the MPD and the City Human Resources Department. Included in the selection process are prescreening, written exam, physical agility testing, polygraph exam, background investigation, psychological exam, medical inquiry and a personal interview with the Chief of Police. Polygraph examinations are conducted in-house by certified polygraph examination officers.

Training

The MPD Training Unit consists of a sergeant and four officers assigned full time. The unit administers pre- and post-academy recruit training and field training. The Training Unit is responsible for annual in-service training including legal updates, use of force, firearms and weapons training, as well as the roll call training system. The unit also serves as the agency's quartermaster.

Under the direction of Chief Mara, in-house training has increased and includes a new partnership program with the New Hampshire State Police Academy in which the MPD has become a satellite site for advanced training typically held at the academy in Concord. This partnership is clearly a win-win situation for the agency and for the academy for financial and space-availability reasons. The agency also has a unique relationship with Sig Sauer Firearms in nearby Exeter which allows two for one attendance at Sig's advanced firearms courses.

Promotions

The Human Resources Department is responsible for the administration of all promotional testing and controls the testing materials. Chief Mara works closely with Human Resources to validate the testing procedure, ensure job relatedness and ensure the process is not discriminatory. Minimum requirement for testing to each promotional level in the agency are clearly spelled out in agency directives.

The examination for sergeant includes a written test and an oral interview. Extra points are awarded for longevity and education, and the Chief of Police is allowed to promote from the top two-thirds of the eligibility list. Selection for promotion to the ranks above sergeant is the prerogative of the Chief of Police. A probationary period of six months is placed on all newly promoted personnel.

Promotions – 2005-2007			
	2005	2006	2007
Gender/Race tested			
Caucasian/Male	16	22	5
Caucasian/Female	0	1	1
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Promotions – 2005-2007			
	2005	2006	2007
Gender/Race eligible after testing			
Caucasian/Male	8	13	4
Caucasian/Female	0	1	1
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

Promotions – 2005-2007			
	2005	2006	2007
Gender/Race promoted			
Caucasian/Male	1	7	8
Caucasian/Female	0	0	0
African-American/Male	0	0	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0

As of November 2008 the agency employed 16 female officers. Since 2006, only three females were eligible to test for the rank of sergeant due to a minimum five year requirement for eligibility. Of the three eligible only one female participated in the process and she was promoted May 2008. Additionally, a female sergeant was promoted to the rank of lieutenant in May 2008.

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

The patrol shifts are the traditional design of day, afternoon and evening shift of eight hour tours. The shifts have an early and late roll call which allows a thirty minute overlap for uninterrupted coverage and vehicle exchange. The officers are assigned shifts and days off based on seniority with the necessary percentage of experienced officers per shift decided by union contractual restrictions. Patrol vehicles are equipped with Mobile Data Terminals for utilization in receiving calls for service, information dissemination and field based reporting.

The agency has a canine unit that is utilized for drug detection, tracking, building searches and apprehension. Vehicles are equipped with a canine partition and hydraulic assist doors. Assessors found it unusual that canine officers were required to transport their animals to and from work in a personal vehicle and then assume the canine vehicle at shift change. In fact, it was determined there are no take-home vehicles assigned to anyone in the agency except the Chief of Police.

The agency has a volunteer Special Response Team composed of members throughout the agency who are trained and equipped to perform high risks operations. The agency has an excellent working relationship with other agencies to assist when those resources are needed.

The investigative function has seven day a week staffing consisting of day and afternoon shifts, with after-hours coverage performed on an on-call basis. A legal unit continually reviews criminal cases to identify serious or habitual offenders for bail consideration and prosecution. The legal unit ensures that prosecutors are aware of the

previous or continual behavior of the offenders. Personnel have the availability of four interview rooms with all having access to secure weapons storage and installed panic alarms.

The agency stresses the seriousness of response to calls of missing adults, missing juveniles and the mentally ill, with reports provided to the Officer in Charge immediately. Departmental personnel work in partnership with community mental health professionals to identify those persons in need of services and the agency performs wellness checks on those persons at risk. The relationship that exists between the mental health professionals and the agency personnel provides opportunities for both the agency and the mental health community to receive the benefits of mutual respect and training.

The department has a strong commitment and dedication to its juvenile residents as evidenced in the amount of attention given to this function. During the reporting period the annual reviews revealed statistics indicating a 22% reduction in the amount of juvenile victims and a 47% reduction in the number of juvenile court referrals. Although it would be difficult to determine a direct causal relationship, the effort directed toward juvenile operations as provided for review is exceptional. The department continues its ownership of the Manchester Police Athletic League (MPAL) with recent statistics of participation by hundreds of local kids. There is also a Police Explorer Post.

In an effort to focus attention on youthful offenders, the department utilizes the Juvenile Offender Locator Team (JOLT), which is an effort undertaken in partnership with juvenile probation/parole officers to conduct periodic unannounced home visits of children on probation or parole. JOLT is normally reserved for the most serious offenders. Likewise, the department participates in Project Safe Neighborhood anti-gang initiative, and Weed and Seed Summer Youth Employment Program. Both are examples of strategies that serve to prevent, control, and reduce violent crime, drug abuse, and gang activity in a targeted high crime area in Manchester

The department's use of statistical data is evidenced by their efforts to address quality of life concerns through the Neighborhood Enhancement Teams. These teams are composed of members from police, fire, health, highways, parks, building codes and other providers. The teams take a multi-pronged approach to deal with community concerns or those identified through statistical data. They continually evaluate their efforts to ensure that the programs are meeting the community's needs. The community has responded to the department's efforts to improve quality of life and have partnered to formalize 34 new neighborhood watch groups in addition to the 15 previous groups.

The Crime Prevention Unit reinstated the Officer Friendly Program in 2006. Staffed by Officer Rondeau, this program works to establish relationships with children of elementary school age and younger. In an effort to address issues presented with the refugee influx that has caused 80 different languages being spoken in the schools, the

department began its Student Refugee Relationships program, a proactive approach toward dispelling the beliefs brought into the relationships by the students.

The department makes available to all citizens the opportunity to provide their opinions through survey instruments, either from their website or in-person contact. The department utilized the assistance of Hesser College students to document and analyze the surveys, which recently reaffirmed that the citizens were satisfied with the Manchester Police Department.

The agency provides traffic services including accident response and investigation, accident analysis, selective enforcement and directed patrols. All officers are trained in the use of speed detecting devices and regularly receive roll call instructions for directed traffic enforcement duties at locations identified through analysis as problem areas. The department works in conjunction with the Committee on Public Safety, Health and Traffic to address traffic related issues and to resolve patterns of concern revealed with traffic analysis. Educational material and programs are made available to the public through the Traffic Services Unit and by Officer Friendly.

The department's emphasis on professionalism is demonstrated by its daily use of inspections at roll call. Assessors observed officers' uniforms, weapons and ammunition being inspected by the sergeant prior to roll call and deficiencies were noted.

The agency has a positive working relationship with the local media and encourages media attendance at training exercises. While on the scene of critical incidents or special events, the media is continually apprised of the available information and provided access as the situation allows.

The agency's Domestic Violence Unit (DVU) provides services to victims of domestic violence and sexual assault. All other victim services are available through the Hillsborough County Victim Services Unit.

Crime Statistics and Calls for Service

Crime Statistics and Calls for Service			
Crimes	2005	2006	2007
Murder	4	4	4
Rape	73	46	22
Robbery	141	163	182
Aggravated Assault	83	109	94
Burglary	707	806	825
Larceny	2,585	2,456	2190
Motor Vehicle Theft	274	253	238
Arson	40	68	45
Calls for Service	99,992	104,968	101,360

The agency recognized an 8.5% decrease in the amount of property crime and a 0.3% increase in violent crime. Although a reduction in calls for service between 2006 and 2007 the department recognized a 1.4% increase in call for service during the reporting period.

Vehicle Pursuits

The pursuit policy is brief and only allows for one officer to be engaged in a pursuit unless otherwise directed by a supervisor. The duties of all persons involved are described with a large portion of the responsibility belonging to the Officer in Charge of the shift. The pursuits are reviewed for policy or training issues. The decision to terminate a pursuit is considered based on specific factors. The department prohibits the utilization of forcible stopping techniques.

Vehicle Pursuits			
	2005	2006	2007
Total Pursuits	32	31	30
Policy Compliant	32	29	26
Policy Non-compliant	0	2	4
Accidents	2	5	5
Injuries (officer/suspect/third party)	2	5	1
Traffic offense	27	22	26
Felony	2	1	2
Misdemeanor	22	15	17

The above statistics indicate a 6.3% reduction in the number of pursuits during the reporting period. During 2007 four of the pursuits were identified as being not compliant which led to officer discipline. Although there was a slight increase in the number of accidents related to the pursuits the resulting injuries were reduced.

Critical Incidents, Special Operations and Homeland Security

The agency utilizes an All Hazard Plan in conjunction with the City of Manchester Emergency Operations Plan. Facing the multitude of situations that could have posed issues for the agency their utilization of their plan led to successful conclusion of events such as parades, high risk warrant service, dignitary protection during the presidential campaign, and events as small as their minor league baseball games.

The agency's commitment to readiness is evidence by its annual training ranging from a full Homeland Security Exercise in 2006 to a department initiated active shooter exercise at the Mall of New Hampshire in 2008. Equipment for chemical, biological,

radiological or nuclear responses is available for agency employees, and the Special Response Team has additional equipment due to its function.

During the on-site, the assessors attended a detailed raid briefing involving the planned arrest of several high-risk individuals at multiple locations. At the briefing, assessors observed presentation of a written plan, mapping of the target areas and significant interagency cooperation between MPD units and state officers. It was obvious that this type planning was the way business is done at the MPD. The raid was successful and the persons were apprehended without injury to anyone.

Internal Affairs and Complaints against Employees

The Office of Professional Standards is responsible for the control of all complaints against members, however the overall authority and responsibility remains vested with the Chief of Police. All complaints involving violations of law or civil rights are investigated by internal affairs investigators. Violations of rules and regulations or procedural issues are forwarded to the first line supervisor for investigation unless otherwise directed by the Chief of Police.

The complaint files are securely maintained in the Office of Professional Standards. Observation of the files indicates accurate maintenance and control of those records. The agency keeps the complainant informed of the status and the findings of internal investigations.

Complaints and Internal Affairs Investigations			
External	2005	2006	2007
Citizen Complaint	78	71	64
Sustained	17	14	10
Not Sustained	8	0	10
Unfounded	46	42	43
Exonerated	7	15	4

Citizens have access to the complaint procedure through the agency's website, by telephone or in person with any employee of the organization. The department has recognized an 18% reduction in the number of citizen complaints during this period.

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

Clear and concise policy language outlines the agency's role in the execution and delivery of legal process services in a properly documented and timely fashion. The Manchester Police Department has limited participation and jurisdictional authority in the service of civil process in that officers only serve domestic related mandated paperwork. The agency actively participates in criminal warrant service and the delivery of subpoenas for criminal matters. The Hillsborough County Sheriff's Office is

responsible for all other civil process related matters. The MPD does not have temporary detention rooms/areas and does not perform any court security functions.

The agency staffs and operates a prisoner transport van with a secure steel rear prisoner insert compartment designed to minimize the risk of escape. As a back up to the van, two standard police units are equipped with plastic rear seats and shield/barriers with rear locking mechanisms removed. Officers making arrests summon the prisoner transport van or one of the cars for transport to the MPD. Arresting officers search prisoners who are then searched again by prisoner transport personnel. The agency reports no escapes during transport this assessment period.

The agency has a large holding facility capable of securely detaining males, females and juveniles separated by sight and sound. All cells and cell hallways are monitored via camera by the MPD communications center and there are redundant locking systems for the doors. A houseman officer is assigned to the holding facility at all times to perform the traditional functions of a jail keeper. Typically, detainees are not held longer than three hours. A bail commissioner, an agent of the State court is available on-site for the purpose of setting bail when the courts are not in session. Defendants who cannot post bail are transported by the MPD to the Hillsborough County House of Corrections.

There are seven employees assigned to the Records Division. The MPD uses Intergraph Law Enforcement Automated Data System (I/LEADS) as the records management system (RMS). All reports are approved electronically within the system, with final approval by the Records Division. The public has access to the Records Division during normal business hours via a secured window in the main lobby. The Records Division houses hard copies of adult records in a secure room, and is currently migrating to a paperless incident report system through the I/LEADS RMS. Hard copies of juvenile records are securely maintained separately in the Juvenile Division. Computer technology through the I/LEADS system ensures the separation of electronic adult/juvenile criminal records.

Telecommunications Manager Rachael Page supervises the day-to-day operations of the communications center and the Police Service Specialists. All 911 calls originating in New Hampshire are first routed to the New Hampshire Emergency 911 center in Concord. 911 calls for MPD service are immediately transferred to the MPD communications center and calls for fire response and medical assistance are routed directly to the Fire Department. The computer aided dispatch (CAD) system is Intergraph Computer Aided Dispatch (I/CAD). The Police Service Specialists handle walk-up traffic, complete low priority police reports, handle administrative duties and submit found property into evidence that is brought into the lobby.

While the communications center dispatches exclusively for the MPD, it has interoperable technology and equipment to communicate with all law enforcement agencies in New Hampshire. That ability is extremely beneficial in multijurisdictional operations such as the complex tactical operation observed during the on-site.

Property and Evidence

Agency policy provides clear guidelines for the collection and packaging of evidence, including DNA evidence. Evidence collection and preservation is primarily the function of MPD investigators. Two civilian evidence technicians are available or on call to respond to a crime scene if needed. These two technicians perform the duties of evidence/property custodian in addition to crime scene processing. During the agency tour, assessors observed a well equipped, albeit cramped for space evidence processing area with super glue tanks, drying cabinets, and evidence collection supplies. Evidence requiring further examination or testing is submitted to the New Hampshire State Police forensic laboratory in Concord.

The Evidence and Property room was found to be in what technician Dave Dydo described as “organized chaos.” While the agency has a large amount of property/evidence and very limited space, a system is in place that impressively demonstrated the agency’s ability to quickly locate and account for items in their possession. Unfortunately, the current system does not provide the agency with a mechanism to determine exactly how much property/evidence is on hand at any given time as it only tracks individual entries. To rectify that issue and for overall efficiency, the agency is migrating to a barcode system through I/LEADS. Money, firearms, jewelry and other items of high value were properly secured separately in a fenced in area. No exceptions regarding evidence/property were noted this assessment period and all required inspections and audits were conducted in a timely manner.

H. Applied Discretion Compliance Discussion:

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

During this on-site, the agency had three standards in applied discretion.

46.1.8 Inspection for operational readiness (M)

ISSUE: Agency policy requires adherence to federal standards for monthly inspection and testing of certain types of equipment, such as protective masks. While the agency has been conducting some of those inspections and tests, the agency policy required additional testing.

AGENCY ACTION: The agency acknowledged the shortcoming and the Chief of Police issued a directive requiring the training officer to immediately develop and follow a definite schedule that followed agency policy. That item was added to the file and the revised ISSR was approved. This item is also addressed in Section K of this report.

26.1.6 Appeals procedures (M)

ISSUE: Agency directive did not provide a clear procedure for employees who wish to appeal a disciplinary action. At issue was lack of appeal procedures for lower-level actions, such as reprimands.

AGENCY ACTION: Agency revised the directive to reflect a clear appeal procedure for all disciplinary actions. That item was added to the file and the revised ISSR was approved.

70.2.1 Detainee transports (M)

ISSUE: Agency directive only referred to handcuffs as restraining devices. In speaking with agency personnel it was determined the agency had additional restraining devices, including ankle shackles, flex culls and restraint belts.

AGENCY ACTION: Agency revised the directive to include the above identified restraints and methods to be used. That item was added to the file and the revised ISSR was approved.

I. Standards Noncompliance Discussion:

This section does not apply.

J. 20% 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 upon its unique situation.

The agency was in compliance with 88% of applicable other-than (O) mandatory standards.

K. Future Performance / Review Issues:

In reviewing the agency files for compliance, the assessors noted two performance standards that may require close review by a future on-site team:

41.2.3 Roadblocks and forcible stopping (M)

Agency is in compliance as there is a current policy that prohibits the activities described in the standard. However, the agency has recently purchased stop sticks and plans to develop a new policy for their deployment. This policy will take effect before the stop sticks are issued. This not a performance standard by definition, but may need future review.

46.1.8 *Quarterly inspection of equipment for operational readiness (M)*

Agency policy indicates this is to be done monthly.

L. Table: Standards Summary:

	TOTAL
Mandatory (M) Compliance	335
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	67
(O) Noncompliance	0
(O) Elect 20%	9
Not Applicable	49
TOTAL	460

M. Summary:

The assessors reviewed all standards and related issues and found them to be in compliance with agency practices. The accreditation staff did an excellent job of responding to identified shortcomings in a prompt and positive manner. Agency files were found to be generally well organized and any requested modifications were promptly made. During the last reaccreditation onsite, the agency had eight files that required formal file maintenance and four files that required applied discretion. During this on-site, there were 12 files that required formal file maintenance and three files that required applied discretion. None of the applied discretion files were repeats from the last reaccreditation on-site. There were two issues that will require future review by the next team.

This is an interesting agency. It was obvious to the assessors that there has been a recent spike in morale since the appointment of Chief Mara. Assessors observed a positive work atmosphere, apparent hard work by employees and supervisors who were willing to be leaders. The relationship between and among department components seemed strong and there was tremendous support from the community and from criminal justice partners. In addition, the labor/management relationships seemed positive.

This agency values community policing and commits serious resources to that function. The community understands and embraces that posture. Unfortunately, the agency is operating from aging and cramped facilities, yet there is an attitude of getting the job done despite that situation. The various sworn and nonsworn employees of the agency are well-trained, energetic and prepared to meet the challenges of a dynamic agency in an evolving criminal justice environment.

N. Recommendation:

The on-site assessment team conducted a comprehensive evaluation of the agency's files, policies, procedures, facilities, equipment and operations as specifically related to the CALEA standards. That evaluation included cross checks, interviews and "ride-alongs" with several agency sworn and civilian employees at various levels in the department.

The on-site team is pleased to recommend that the Manchester Police Department be awarded accreditation status at a future meeting of the Commission. The agency was advised of that recommendation during the exit interview; yet was cautioned that the findings and recommendations of the on-site team may be modified or rejected and the final accreditation decision will be made by the Commission.

Andrew F. CANNADY, Team Leader

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 - Section A: Chapter Review Chart
 - Section B: Self-assessment Logs (copies)
 - Section C: File Maintenance Log
 - Section D: Standards Status Changed
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 - Section F: Administrative Issues
2. Supporting Documentation for Noncompliance Findings (copies)
3. Supporting Documentation for Applied Discretion Applied Discretion (copies)
4. Public Information
 - Section A: Speaker List (original)
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List date and approximate time assessors arrived for the assessment:

<u>Assessor</u>	<u>Arrive Date</u>	<u>Arrive Time</u>	<u>Leave Date</u>	<u>Leave Time</u>
Cannady	December 13	1:54 PM	December 17	5:00 PM
Benson	December 13	4:26 PM	December 17	4:00 PM
Gragg	December 13	3:14 PM	December 17	3:00 PM

(Assessment team training was held beginning at 6:00 PM on December 13 at hotel)
Please note there were significant delays on the return for all assessors due to weather.
The departure times listed above are from the airport and are estimates.

List below interesting programs, activities, or accomplishments that may be considered for the *CALEA Update* magazine as an article or for the "Accreditation Works" section:

This is a good agency; however assessors identified no items to report in this category.

Unreported conflicts or problems:

None.

Other issues:

None to report.