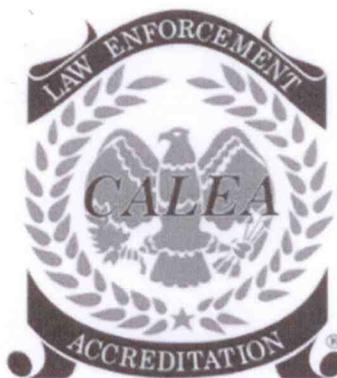




Assessment Report
Marietta (GA) Police Department
2013



**Marietta, GA Police Department
Assessment Report
October 2013**

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A. Agency name, CEO and AM

Marietta Police Department (MPD)
240 Lemon Street
Marietta, Georgia 30060-1668
(770) 794-5300
<http://www.mariettaga.gov/city/police>

Dan Flynn, Chief
Lieutenant Tanya Twaddell, Accreditation Manager

B. Dates of the On-Site Assessment:

October 6 – 9, 2013

C. Assessment Team:

1. Team Leader: Tim Hazlette
Colonel (ret)
Kentucky State Police
101 Lantern Way
Nicholasville, KY 40356
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2. Team Member: Mark Schwobel
Lieutenant
Hurst Police Department
1501 Precinct Line Road
Hurst, TX 76054
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marks@ci.hurst.tx.us

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

Vince Dauro, Program Manager

Fifth reaccreditation, C size (166 personnel; authorized 136 sworn and 37 non-sworn)
5th edition Law Enforcement Advanced Accreditation

The agency utilizes CACE-L Advanced Version 2.0 SP3 Tiered Manual Version 5.15

E. Community and Agency Profile:

1. Community profile

Incorporated as a village in 1834 and as a city in 1852, the city of Marietta is organized under a form of government consisting of a Mayor, City Council and City Manager. The City Council is made up of representatives elected from each of seven districts within

the city and a Mayor elected at-large. The City Council is the governing body of the city with the authority to adopt and enforce municipal laws and regulations. The Mayor and City Council appoint members of the community to sit on the City's various boards and commissions, ensuring that a wide cross-section of the community is represented in the city government. The City Council appoints the City Manager, the city's chief executive officer. The Council-Manager relationship is comparable to that of a Board of Directors and CEO in a private company or corporation. The City Manager appoints city department heads and is responsible to the City Council for all city operations. The City Council also appoints the city attorney who serves as the city's chief legal officer and the City Clerk who maintains all the city's records. Terms of office are for four years and the numbers of terms a member may serve are unlimited. There are seven councilmen, each representing a separate ward.

The City of Marietta is a full-service municipality distinguished by its unique history, sense of community and modern quality of life. The city's economic development, police, fire, parks and recreation, public works, environmental services, power and water departments serve citizens and businesses. Marietta is fifteen miles northwest of Atlanta and the Cobb County seat. At twenty-three square miles, Marietta is one of Georgia's most populous cities, with over 56,579 (2010) residents calling the city home. The National Civic League judged Marietta one of the ten best communities in the nation as a 2006 All-America City, the oldest and most-respected community recognition award in the country. CNNMoney.com named Marietta one of the top twenty-five places in the United States to retire in 2011.

2. Agency profile.

The Marietta Police Department is a fully accredited police organization with a modern, well-educated, highly competent staff. The agency values high integrity, the community policing philosophy and continually strives for excellence in all that they do. In this regard, their primary focus is on protecting and serving their citizens with the highest possible levels of devotion to duty by all members of the Department. In accordance with their community policing philosophy, they use advanced strategic planning methods to move the department toward becoming less incident-driven and more proactive in addressing the root causes of crime and disorder in the community. The agency strategies include advanced analytic problem-solving techniques; teamwork with all stakeholders of neighborhood problems coupled with collaboration of the full resources of local government; and candid open communications dialogue with the Marietta community. Most importantly, the bedrock of the Marietta Police Department is the set of values with which they approach everything they do: honesty, integrity, respect, teamwork, professionalism and loyalty.

The Marietta Police Department utilizes a formal chain of command which includes a chief of police, two deputy chiefs, five majors, eight lieutenants, fifteen sergeants, 99 patrol officers, and thirty-six civilian employees. One deputy chief commands the Support Services Division and Investigative Services Division and the other commands the Uniform patrol Division. Majors serve as shift commanders and serve a command

function in Support Services and Investigative Services. In addition, four of the five majors are responsible for a zone in the department's M-STAR (Marietta Strategically Targeting Areas with Resources) program. The Support Services Division manages administrative functions, which support Uniform Patrol and Investigative Services. Their responsibilities include property and evidence, training, records, accreditation, homeland security, permits, fleet maintenance, and public information. The Investigative Services Division is responsible for investigating unsolved crimes, and handling long-term investigations related to gangs, narcotics, and other organized crimes. The Uniform Patrol Division is primarily responsible for responding to calls for service and patrolling the community. It is comprised of three patrol shifts, the CRU Unit (Community Response Unit), the STEP Unit (Selective Traffic Enforcement Program), and the CIU Unit (Crime Interdiction Unit). CRU is responsible for coordinating programs, such as the citizen's academies, and the Explorers. CIU is responsible for investigating street level narcotics, and targets areas with surveillance and proactive saturation patrols as needed to address specific criminal activity.

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	30449	48.3	222900	59	114	87.6	13	10.0	116	87.2	13	9.7
African-American	18311	29.0	93425	25	13	10.0	0	0.0	15	11.3	0	0.0
Hispanic	11749	18.6	39000	11	3	2.3	1	.07	2	1.5	1	.07
Other	2531	4	19639	5	0	0.0	0	0.0	0	0.0	0	0.0
Total	63040	99.9	374964	100	130	99.9	14	10.7	133	100	14	10.5

The data represented in the table above was derived from the Georgia Office of Labor Statistics and the U.S. Census Bureau relating to Cobb County; Marietta population estimates and the available workforce. The available workforce numbers exceed the service population due to these representing the workforce of Cobb County, which Marietta serves as the county seat. Overall, MPD reflects a demographically representative workforce compared to the community. The command recognizes the slight under-representation of African-Americans. However, in view of their suspended recruitment efforts during the assessment cycle, the agency has not realized the full effect of their recruitment plan strategies. Moreover, the department established a dedicated website for recruitment; www.joinmariettapd.com.

4. Future issues

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Marietta, GA Police Department (MPD)

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Chief Flynn invoked the slogan of "Policing with a Vision" shortly after assuming the duties in Marietta. The Chief continues to plan for future growth while anticipating issues the department is sure to be faced with. Chief Flynn described the following as the issues he believes the agency must prepare for or address;

Information Management: better managing the "information overload" policing struggles with on a daily basis. Information sources have expanded and have directly affected the agency. Among the sources are social media; which the Chief searches for methods to integrate it into the department for benefit of the agency's mission.

Technology: Policing has become bombarded with advances in technology. Staying abreast of the advances and applications for policing is a challenge. Chief Flynn is concerned agencies acquire technologies because they are new rather than identify those applications which are helpful to the department. Implementation challenges are also present, therefore the evaluation of how specific technologies assist or advances the police agency's ability to better serve their constituents.

Employee Development: Chief Flynn is convinced for the need to continue to train and develop personnel. Many agencies are lacking in the advancement of supervision and management skill sets to lead agencies. Chief Flynn used the analogy of "parenting" as it relates to training and developing personnel. Among the critical areas is tough love and discipline; adult learning methodologies; balancing theory and practice; and the Police Training Officer (PTO) program.

Visioning: Remaining focused and astute of what the future holds. Strategic planning is a vital component; adopting a proactive police philosophy that is data driven, problem solving, embracing public-private partnerships, avoiding old labels of crime fighters and adhering to a public safety professional image. Identifying harmful acts adversely affecting citizens, especially the elderly, as well as self-inflicting behaviors young persons may engage in. A stronger emphasis on crime prevention will bode well with this philosophy.

5. CEO biography

Chief Dan Flynn is currently the Chief of Police, appointed January 15, 2007. Chief Flynn has enjoyed over a 40-year career in law enforcement rising to the rank of Major with the Miami-Dade Police Department where he served as a District Commander, as well as Commander of the Narcotics, Professional Compliance, and Special Patrol Bureaus. Following his career in Miami-Dade, he served as Chief of the Savannah, Georgia Police Department, and ultimately, Chief of the 800 member Savannah-Chatham Metropolitan Police Department. He holds Bachelors and Masters Degrees in Public Administration, as well as post-graduate certificates from the University of Miami and George Washington University. He is a graduate of the FBI National Academy and Senior Management Institute for Police. He has authored several law enforcement publications for the International Association of Chiefs of Police, Police Executive Research Forum, and Community Policing Consortium. He has served as a consultant

to numerous law enforcement agencies and professional associations. He has served as a principle planner and Police Commander or civilian director of numerous major special events including the Super Bowl, World Series, Woodstock 99 Music and Arts Festival, G-8 Summit and others.

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

The public information session was conducted on Tuesday October 8, 2013 in the Chambers of the City Council beginning at 6:30 PM. A total of two speakers were present to address the assessment team. Both spoke of their admiration for the Marietta Police Department and its personnel.

b. Telephone Contacts

The public telephone call-in session was conducted on Monday October 7, 2013 beginning at 1:00 PM and ending at 3:00 PM. A dedicated telephone number was established to receive calls inside the assessment work room. A total of two calls were received, one of which was from Chief Louis Dekmar – CALEA Commissioner. Both callers expressed their support for the Marietta Police Department and shared their admiration for how the agency has advanced accreditation throughout Georgia.

c. Correspondence

The assessment team received one letter during this assessment cycle. The writer is a resident of Marietta and shared their experience as a graduate of the Marietta Police Citizens Academy. The writer expressed support and admiration for the agency and its personnel.

d. Media Interest

The assessment team was not contacted by any media sources during the on-site.

e. Public Information Material

Officer David Baldwin, Public Information Officer prepared bulletins and information packets for distribution at selected locations. Distribution of these materials began on September 30, 2013 and was initially available in the department's lobby and the City Information Desk. Moreover, notices of the reaccreditation assessment were posted on department Facebook page; electronically distributed through department community outreach source (NIXLE); and distributed to Community Groups which included the NAACP, Homeowners Associations, Business Organizations, and MSTAR Zone distribution lists. Media sources also received notice in a news release.

f. Community Outreach Contacts

The assessment team was afforded the opportunity to meet several members of MPD of all ranks and from a variety of assignments. All of the personnel the team spoke with demonstrated a strong sense of loyalty to the department, and were very professional in expressing their pride of service. Moreover, the team spoke with a number of persons outside the department who were very complementary of the agency, its leadership and personnel. Among them were business owners, high school principal and civil leaders in the community.

G. Essential Services

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

The Marietta PD is organized in traditional manner. The organizational chart depicts the chain of command, lines of authority, and rank structure. The Department consists of the Chief; Deputy Chief; Major; Lieutenant; Sergeant; Officer; Civilian employees. Authority and responsibility are vested to all in supervisory positions. All supervisors are responsible for their assigned personnel. City Ordinance grants authority to the Chief of Police as the chief executive officer for the department.

MPD officers are required to subscribe to an Oath of Office prior to executing their sworn duties. Moreover, personnel abide by an adopted Code of Ethics and a Canon of Ethics as part of their core values. Ethics training is part of the annual curriculum, exceeding the Standard.

Marietta City Code provides a detailed written description of the geographical boundaries which establishes the jurisdiction for the Police Department and all of city government. It is further illustrated by a map depicting the city boundary. The Marietta Police has concurrent jurisdiction with the Cobb County Sheriff and Cobb County Police within the city limits of Marietta. Moreover, the Official Code of Georgia (OCGA) provides for mutual aid between jurisdictions when requested by established protocols. Georgia State law also provides for assistance to local governments for Emergency Management provided by the Georgia National Guard. Policy gives guidance for the request for assistance from Federal agencies. According to the file, there have been no instances where National Guard or Federal assistance was requested during the assessment period

Bias Based Profiling

Biased based policing is strictly prohibited by MPD policy. Traffic stops or detaining of persons may only be made based on probable cause or reasonable suspicion. Enforcement action is based solely on conduct or behavior. All enforcement personnel receive training pertinent to biased based policing. The file reflects this training occurs on an annual basis. The Deputy Chief of Patrol is responsible for the annual analysis of biased based police complaints. Subsequently, the Deputy Chief prepares and submits an analysis report annually for the Chief.

Traffic Warnings and Citations 2011

Race/Sex	Warnings	Citations	Total
Caucasian/Male	0	6,210	6,210
Caucasian/Female	0	3,166	3,166
African-American/Male	0	4,361	4,361
African-American/Female	0	3,103	3,103
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Asian/Male	0	108	108
Asian/Female	0	66	66
Other	0	886	886
Total	0	17,900	17,900

Traffic Warnings and Citations 2012

Race/Sex	Warnings	Citations	Total
Caucasian/Male	0	5,023	5,023
Caucasian/Female	0	2,687	2,687
African-American/Male	0	3,440	3,440
African-American/Female	0	2,400	2,400
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Asian/Male	0	87	87
Asian/Female	0	45	45
Other	0	698	698
Total	0	14,380	14,380

Traffic Warnings and Citations 2013

Race/Sex	Warnings	Citations	Total
Caucasian/Male	0	2,874	2,874
Caucasian/Female	0	1,577	1,577
African-American/Male	0	2,078	2,078
African-American/Female	0	1,482	1,482
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Asian/Male	0	36	36
Asian/Female	0	40	40
Other	0	449	449
Total	0	8,536	8,536

Citation data indicates a consistent distribution of enforcement activity during the assessment period. MPD does not issue written Warnings; therefore, no data is available.

Bias Based Profiling Complaints¹

Complaints From:	2011	2012	2013

¹ Identify years at the head of each column on all charts as appropriate

Traffic Contacts	0	1	0
Field Contacts	1	0	1
Asset Forfeiture	0	0	0

According to the file, there was one complaint of biased based policing in 2012 as a result of officers attempting to search a residence. Personnel on the scene had secured the residence and were waiting on a search warrant when the home owner returned and wanted to enter the residence. Officers refused and the complaint was levied. All personnel were exonerated after the matter was fully investigated. Additional review of 2012 showed no issues with disparate citation issuance or negative comments from the citizen's survey. The analysis for 2011 documented one biased based complaint from an African-American motorist who was stopped in a known drug area was cited one time. An investigation into the matter revealed the person had acquaintances in the neighborhood and was himself a professional, well respected person. Officers were apprised of his identity and background and instructed to cease any further action unless the person clearly violated the law. The complainant was satisfied with the resolution and the matter was closed. No other issues were identified in 2011. The 2010 annual review identified one incident of alleged biased based policing. The complaining party accused officers of uttering racial slurs. An internal investigation determined the allegation was unfounded and there was no violation of policy. No other issues were identified in 2010.

Use of Force (1.3)

Policy clearly dictates the use of force parameters and illustrations in the file demonstrate use of force reports in accordance with policy. The use of deadly force is authorized to protect life and must meet three criteria; the ability or apparent ability of the violator to cause serious physical injury or death to the officer or a bystander; the opportunity to cause serious physical injury or death to the officer or a bystander; and has the suspect (violator) placed the officer or bystander in jeopardy. Officers are not permitted to draw or exhibit their firearm except as necessary under the provisions of policy. Warning shots are prohibited. Use of force policy also covers the use of fixed roadblocks if the person pursued is a violent felon. The file documents the use of deadly force by an officer in May 2011 where a suspect of a possible armed robbery was holding a hostage at gunpoint and negotiations had exhausted a peaceful outcome. The investigation exonerated the officer of any criminal or policy violations. Less lethal options are clearly defined and identified in policy. Options of less lethal force include physical strength and skill; chemical agents (SWAT Team only); handcuffs; Oleoresin Capsicum (O.C.) Spray; electronic control weapons; and impact projectiles.

Use of Force

Category	2011	2012	2013
Firearm	0	1	0
ECW	28	24	9
Baton	0	0	0

Oleoresin Capsicum (OC)	4	1	0
Weaponless	11	45	16
Total Types of Force	43	71	25
Total Use of Force Arrests	34	33	17
Complaints	3	3	3
Total Agency Custodial Arrests	4,500	4,343	2,216

The use of force by MPD personnel appears to have been consistent during the assessment period. In view of the large number of arrests and volume of calls for service, the incidence for use of force is significantly low.

A Use of Force report is generated each time an officer uses force resulting in the following; suspect had visible injury; complaint of injury; use of O.C. spray; electronic control weapon; discharge of firearm in a confrontational situation; or the officer exercises physical force beyond soft hand control techniques. Officers involved in incidents where serious physical injury or death results, they are placed on leave from duty with pay until the investigation is completed or approved to return by the Chief after evaluation by the city mental health specialist. The file contained documentation of two incidents in 2011 where officers were placed on leave pending an investigation of a death as a result of police action. There were no incidents in 2012 or 2013. Use of Force reports are analyzed annually by the Internal Affairs Officer. The report is used to review training and to determine if policy or training needs revisions. The file contained use of force analysis for 2010, 2011, and 2012.

The MPD planning and research function is organizationally within the Support Services Division and reports to the Office of Professional Standards. The Sergeant assigned to this function has ready access to the Chief and a myriad of resources to perform the function. MPD has a multi-year plan in place for the time span of 2013 – 2017, which addresses workload, infrastructure needs, and anticipated population growth in the Atlanta Metro area. The department strategic plan is updated annually and is available to all personnel on the department intra-net (gemNet). Progress reports are generated addressing each strategy, goal and performance measure. These are input into the gemNet intra-net for review by all personnel.

Crime analysis is performed using a variety of data sources including incident reports, arrest reports, daily activity reports, field interview reports, collision reports, other law enforcement agency reports, the department computer system, and state and national crime databases. Quarterly reports are distributed to all shifts and units. This includes crime and traffic trends based on zone, day of week, time of day and totals. M-STAR (Marietta Strategically Targeting Areas with Resources) meetings are conducted quarterly to discuss progress and address current issues.

Every three years the Deputy Chiefs conduct a workload and personnel allocation analysis for submission to the Chief. The allocation formula is adopted from the Georgia Police Chiefs Association. MPD does not utilize reserve officers. However, the agency

does use Explorers and Volunteers under their auxiliary program. Training occurs at the bi-monthly meetings. Volunteers are required to attend the Citizens Police Academy. The Chief of MPD is vested with the authority and responsibility for financial management for the entire department. Deputy Chiefs are responsible for the planning and preparation of their operational budgets. Each division prepares a budget request for items or projects. However, during the assessment cycle, the department has experienced a decline in revenue due to economic stagnation. In 2011 the police budget was reduced by seven percent (7%). No capital projects have been requested or approved during the assessment cycle.

Personnel Structure and Personnel Process (Chapters 21-35)

The City of Marietta has established a position classification and compensation plan and is defined by City Ordinance. Each grade of sworn position is clearly defined by a class specification and position description. Moreover, each job title is separated by different compensation levels as established by the City Human Resources Department. The last documented compensation and classification study was conducted in 2009. Administration and maintenance for the classification and compensation plan rests with the Director of Human Resources. The department maintains all job descriptions on file. Merit increases are provided for and are tied to performance; however, there have not been any merit increases during the assessment period.

Salary is differentiated based on special skills. Field Training Officers (FTO) are paid an increased level. Moreover, those designated as Senior Police Officers or assigned to Special Weapons and Tactics (SWAT) are compensated at a higher rate as determined by the city council. The department implemented a Police Education and Experience Compensation Program in January 2009. This program recognizes attainment of certifications and education to enhance the officer's skills and abilities. Within the Police Officer grade there is an entry point, a Level 2 (5% above the minimum), and Level 3 (10% above minimum). In addition, there is established an additional grade of Senior Police Officer, distinguished by a minimum of four years service, a bachelors degree, and advanced certification from Georgia Police Officers Standards and Training (GAPOST).

The City of Marietta provides for employee assistance in the form of counseling and restorative programs that address personal ills which may affect job performance. Moreover, the MPD has established policy and protocols to address situations when employees are injured or killed while on duty. In February 2012, the MPD established a *Families to Families Program* to provide comfort, both emotionally and financially, to all employees of MPD and their families during a crisis that ultimately affects the individual family as well as the MPD family. Also, there is a Marietta Employee Charity Contribution Account (MECCA) established to assist those families or employees in need. Lastly, the City of Marietta has a third party Employee Assistance Program available to all personnel and their families. Personnel may contact Life Works [www.lifeworks.com] at a toll-free number for program assistance. Participation in the

EAP is voluntary unless the employee is referred by a supervisor for cause. During the assessment period, the MPD referred two sworn and two non-sworn to the third party EAP provider for personal issues. In 2012, the agency referred two sworn and four non-sworn employees for personal issues. No instances of EAP referrals in 2013.

Supervisors are trained by the Third Party EAP provider to recognize behaviors or signs indicative of employee issues which may affect their performance or actions. No line of duty deaths or serious injuries during the assessment period.

Grievances

Marietta Police officers are not represented by collective bargaining. The City of Marietta has adopted an Ordinance to address grievances. Specifically, a grievance is defined in the ordinance as unfair treatment in the application or interpretation of personnel rules, regulations, department rules or administrative directives; an appeal for a disciplinary action of adverse nature; or for the opportunity to correct an alleged discriminatory action. The Ordinance outlines the formal grievance procedure as a series of steps toward resolution. Included in the grievance form is a description of the grievance and a desired remedy.

The file states there have been no grievances filed during the assessment period 2011-2013.

The City Director of Human Resources is responsible for the coordination and record keeping of grievances within the City of Marietta government. Within MPD, the Internal Affairs office is responsible for the annual analysis of grievances. Since there have been no grievances filed, data does not exist to analyze. However, the MPD did review the processes in concert with the Director of Human Resources to evaluate the effectiveness of the procedures in place. Based on that review conducted in March 2013, there were no revisions or recommendations submitted.

Disciplinary

MPD policy clearly defines standards of conduct under general headings of General Responsibilities consisting of 33 standards; General Conduct consisting of 52 standards; Public Activities consisting of six (6) standards; and Judicial, Administrative, and Investigative Activities consisting of 20 standards.

Employee recognition is an integral part of MPD culture and policy. Guidance is provided from the Chief for how to recognize and openly praise personnel for their accomplishments. In addition, a formal awards and recognition program exists which includes a Commendation Committee which is appointed each January for the purpose of evaluating and recommending awards to employees. Award categories consist of written commendations; Officer of the Quarter; Officer of the Year; Employee of the Quarter; Employee of the Year; Rising Star; Marksman of the Year; Patrol Rifle Marksman of the Year; Meritorious Service; and Medal of Valor. Personnel may also be recognized by entities outside the department. Proofs in the file mention the awarding of a Distinguished Service Award.

Harassment of any type is strictly prohibited according to City Ordinance and Policy. File documents state no incidents of harassment have been reported during the assessment period. Policy prescribes a range of corrective actions to include counseling and training. Punitive discipline (adverse actions) options include Oral Reprimand; Written Reprimand; Suspension with Pay; Suspension without Pay; Demotion; and Dismissal. Supervisors have the authority to issue or use counseling and reprimands. For more serious actions, supervisors recommend actions but the authority to enact these actions is vested only in the Chief. Personnel who receive a disciplinary action of an adverse nature may appeal the action through the City Grievance Procedure. All disciplinary actions are provided in writing describing the cause for the action, date, and duration. Also included in dismissals is an explanation of benefits. All disciplinary files and records are maintained by the Office of Professional Standards.

Personnel Actions

	2011	2012	2013
Suspension	0	5	0
Demotion	0	0	0
Resign In Lieu of Termination	0	0	0
Termination	0	0	0
Other	45	45	19
Total	45	50	19
Commendations	50	50	50

MPD is a highly disciplined organization as evidenced by the data above. Serious sanctions are few and the less serious sanctions have remained constant or reduced slightly during the assessment period.

Recruitment and Selection (Chapter 31 and 32)

The City of Marietta and the MPD engage in an active recruitment program of actual or anticipated vacancies. Included in the recruitment initiative are aggressive community outreach targeting career or job fairs, churches, and advertising. The recruitment plan is evaluated annually or more often as needed by the Training Unit personnel in conjunction with the Human Resources Department measuring the effectiveness of recruitment activities against quantitative objectives, recruitment method effectiveness, and recommendations for improvement.

Sworn Officer Selection Activity in the Past Three Years

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	1,007	9	0.9	31.8
Caucasian/Female	133	3	2.3	27.1
African-American/Male	819	3	0.4	11.2
African-American/Female	280	0	0.0	13.5

Hispanic/Male	139	2	1.4	6.8
Hispanic/Female	25	0	0.0	3.6
Other	84	0	0.0	5.0
Total	2487	17	0.7	99.0

Years reported ²2011-2013 Population percentages based on ³ U.S. Census 2012 estimates.

According to analysis in the file, the majority of applicants were recruited through the internet in 2013. In 2012 and 2011, the evaluation suggests that current MPD employees were the major source for recruiting applicants. Further, a note in the file stated that all recruitment and hiring was suspended in 2011 due to a hiring freeze placed by the City.

The Recruitment Plans in the file acknowledge the department is not reflective of the demographics of the community with regard to females and minorities. In an attempt to be more visible, the recruiters reach out through the Explorer Program and to veterans. Moreover, the department established a dedicated website for recruitment; www.joinmariettapd.com.

MPD policy and City Ordinances prescribes the application and selection process for both sworn and non-sworn positions. Each phase and step is clearly articulated and described to include the testing, interview and disqualification criteria. All selection components are statistically documented for job relatedness to better predict the candidate's future performance. Also, the agency commits to use components which have validity, utility, uniformity, and minimal adverse impact. This is achieved by using a third party examination provider – IOSolutions [www.iosolutions.org] as the selected vendor. Also, the psychological examination and polygraph are administered by contractors using a standardized examination recognized by industry standards and court tested.

Training

MPD does not operate a training academy, however MPD does assign an officer as a liaison to the North Central Georgia Training Academy where recruits attend the basic police school. MPD has a Training Committee appointed by the Chief. The Training Coordinator serves as the only permanent member while the remaining members serve one year terms. The membership composition reflects a cross-section of the department representing various levels and ranks. The committee is tasked with assisting in the development of in-service and roll-call training curriculum and selecting training aids such as video. All MPD training activities are coordinated with the GAPOST. MPD personnel receive in-house training regarding their (MPD) policies and procedures. Officers assigned to Instructor duties are required to attend the POST Instructor Certification Course. The file contains information of the next officer scheduled to attend Instructor School in October 2013.

² Insert years reported on the table
³ Name date and source of population information

Policy clearly stipulates the mandatory attendance of scheduled training and prescribes the expected appearance for all personnel. The file documents one officer who failed to attend required scheduled training in 2011 and received a written reprimand. There were no instances of this in 2012 or 2013.

New officer recruits attend the GAPOST prescribed training consisting of 408 hours basic school. MPD places new officers who graduate from the Basic School in the Advanced Law Enforcement Recruit Training (ALERT). ALERT phase consists of agency Standard Operating Procedures (SOP) manual; firearms; OC spray; TASER; Georgia Crime Information Center (GCIC) certification; ethics; M-STAR; and Mobile Data Computer (MDC) training. Upon successful completion of this phase the new officer is placed in the Field Training Officer (FTO) program. The FTO program consists of three phases with multiple rotations in each. Phase I is for a period of four weeks, Phase II is four weeks in length, and Phase III is for four weeks. The FTO program has a duration of twelve (12) weeks which exceeds the standards of four (4) weeks. FTO's receive a minimum forty (40) hour course to prepare them for their task. Refresher training is assigned when needed or appropriate. FTO's complete a Daily Observation Report on recruits

All new personnel receive training and instruction on the accreditation process thirty days after their hire and again prior to the onsite. The file documents training for all personnel in 2010 and again in 2013 prior to each respective onsite. Persons assigned as Accreditation Manager is required to receive training within one year of their assignment by both the Georgia Chief's Association and by CALEA. The current Accreditation Manager is documented as having attended the CALEA training and a conference as recent as 2013 in Charleston, SC.

Non-sworn (civilian) personnel receive training prior to the assumption of their duties to educate them about the agency's role, purpose, goals and objectives, policies, procedures, and overview of the accreditation process. City ordinance and policy require employees be instructed on work conditions and general procedures, including the rights and responsibilities of all employees. According to the file, MPD has not hired any civilian personnel since 2011.

Promotions

MPD promotional process is defined in policy and calls for the Chief to notify the Director of Human Resources of his need and intent to initiate the promotional process. An Officer of equal or higher rank to that which is being tested is appointed as liaison to work with Human Resources in the development of the components of the process. Components include a written exam, assessment center, oral interview, and personal interview. Ranks of Lieutenant and above forego the written exam and instead submit an Informational Packet. Promotional eligible lists are good for a minimum of one year and may be extended for up to three years. There were no promotions in 2011.

Promotional requirements include minimum year's service; examination of any disciplinary issues; work performance; education and training; and advanced (command school) training. Written exams are obtained through contract from the Georgia Association of Chiefs of Police and are of a standardized variety. Moreover, the assessment center is constructed and provided by a third party contractor consultant. The file states there were no appeals or review requests submitted in the 2012 process. All promotional materials are securely stored in the City Human Resources Directors office. Newly promoted personnel serve one year probation.

Sworn Officer Promotions

Race/Gender	2011	2012	2013
GENDER/RACE TESTED			
Caucasian/Male	0	20	0
Caucasian/Female	0	2	0
African-American/Male	0	3	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER / RACE ELIGIBLE			
Caucasian/Male	0	18	0
Caucasian/Female	0	2	0
African-American/Male	0	2	0
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0
GENDER/RACE PROMOTED			
Caucasian/Male	0	4	6
Caucasian/Female	0	0	0
African-American/Male	0	0	1
African-American/Female	0	0	0
Hispanic/Male	0	0	0
Hispanic/Female	0	0	0
Other/Male	0	0	0
Other/Female	0	0	0

MPD has compiled a comprehensive performance rating manual which clearly defines the rating criteria and dimensions. ~~Included as rating dimensions~~ are performance of duties, safety habits, employee development, communication and interpersonal skills, and problem solving policing and initiative. Evaluations are performed on an annual

basis during the anniversary month of the employees hire date. Probationary employees are evaluated quarterly. Completed evaluation forms become a permanent part of the employees personnel file

MPD has instituted personnel Early Warning System (EWS). The system is designed to alert supervisors and leaders of the agency when certain conduct or behaviors are exhibited by personnel which are indicative of potential work issues or which may reflect poorly on the agency. The predetermined activation criteria includes two sustained complaints in any twelve month period; five un-sustained complaints within a twelve month period; any unjustified use of force; four justified uses of force within a twelve month period; two consecutive unsatisfactory performance evaluations; three employee performance notices within a twelve month period; two at fault or preventable traffic collisions within a 24 month period; and the identification of any behaviors or actions deemed atypical for the employee. Events are reported to the EWS on prescribed forms. Once a threshold has been reached by an employee, notification of the employee's superiors is made and a review begins. The file reflects an employee review in 2012 based on an employee reaching three Employee Performance Notices.

Annually the EWS is evaluated by the Accreditation Manager and the Internal Affairs Officer to determine if the system is functioning as designed. The annual reviews indicate that in 2012, seven EWS notifications were completed including two reviews of the same officer. In 2011 there were eight reviews including two officers who were subject of two reviews each during the year. In 2010 there were seven reviews including one officer who was subject to three reviews during the year. Policy provides for remedial training in instances where the EWS alerts superiors of a deficiency. Moreover, employees who meet or exceed the thresholds for EWS activation may be directed to the EAP. According to the file, one employee was referred to EAP in 2011 and two were referred in 2012.

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

MPD patrol division is responsible for staffing the patrol schedule. A Major is the designated Watch Commander having a Lieutenant as Assistant Watch Commander and supplemented with Sergeants. The agency provides twenty-four hour coverage by deploying three shifts of personnel known as the morning watch (2300-0700); day watch (0700-1500); and evening watch (1500-2300). Officers work four days and off two and do not use a rotation schedule. Officers are assigned within patrol zones (geographical areas) to better assist them in being acquainted with the citizens and businesses within the specific area of the city. A roll-call briefing takes place at least twelve minutes before the start of any shift. During the roll-call briefing, officers are apprised of issues which need attention, policy changes, instructions, and zone assignments.

Crime Statistics and Calls for Service

Crime	2011	2012	2013
Murder	6	2	3

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Forcible Rape	27	13	7
Robbery	135	142	58
Aggravated Assault	155	128	45
Burglary	631	513	215
Larceny-Theft	1,884	1,862	870
Motor Vehicle Theft	206	185	73
Arson	6	2	1

Theft and larceny crimes appear to be the most prominent types addressed by MPD. Of lesser frequency of occurrence are the more serious offenses such as assault and robbery. Murder and rape have steadily decreased during the assessment period. Moreover, calls for service have shown a slight decline in most of the past five years. In 2008, MPD responded to 69,057 calls for service. Subsequently, there was an eighty-six (86%) percent drop the following year – 2009 (59,848). The years following (2010 – 2012) illustrate a near plateau for calls for service at 60,972; 58,155; and 59,721 respectively. So far this year (2013), MPD has responded to 48,189 calls for service which appears on par with previous years totals.

Vehicle Pursuits

MPD pursuit policy defines the parameters for pursuit. Generally, pursuits are prohibited unless it can be established one of the following circumstances exist; murder, voluntary manslaughter, involuntary manslaughter, aggravated assault, kidnapping, rape, armed robbery, or arson 1st degree. These circumstances cannot be used after the initiation of the traffic stop has occurred and the driver refuses to stop. Generally, unmarked vehicles are not permitted to pursue unless exigent circumstances are present creating a public safety risk. There were no pursuits involving unmarked or specialty vehicles during the assessment period. Pursuits are limited to two vehicles.

Pursuits are documented on prescribed forms and are routed through the chain of command to the Risk Analysis Board for review. Additionally, an annual review is conducted of all pursuits by the Office of Professional Standards. The analysis addresses the service time of the officer; suspect analysis; initiating offense; injuries; duration; distance; pursuit termination; time of day; pursuit review; and summary.

Vehicle Pursuits

Pursuits	2011	2012	2013
Total Pursuits	11	4	5
Terminated by Agency	5	2	3
Policy Compliant	10	0	4
Policy Non-compliant	1	0	1
Accidents	4	2	0
Injuries: Officer	0	0	0
Injuries: Suspects	0	0	0
Injuries: Third Party	0	0	0
Reason Initiated:			
Traffic Offense	4	3	1
Felony	4	0	1
Misdemeanor	3	1	2

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In 2012, there were four pursuits reported. No injuries occurred as they traveled less than five miles; nor were tire deflation devices (stop sticks) deployed. One pursuit was terminated by the officer; one terminated by a supervisor; one pursuit ended when the pursued vehicle wrecked; and one pursuit was ended by a precision immobilization technique (PIT maneuver). All pursuits were within prescribed policy. In 2011, there were eleven pursuits reported. No injuries occurred as two pursuits lasted over five minutes; nine traveled less than five miles, two spanned over ten miles but less than 20 miles. Moreover, five were terminated by the officer or monitoring supervisor; in three incidents the suspect stopped; in two incidents the suspect wrecked. None of these pursuits required the use of stop sticks or PIT maneuvers, however, one pursuit was found not in compliance with established policy which resulted in a verbal reprimand to the offending officer. In 2010, there were fourteen pursuits reported. No injuries occurred as twelve pursuits lasted less than five minutes and two less than ten minutes. Twelve pursuits traveled a distance of less than five miles and two traveled a distance less than ten miles. Twelve of the pursuits terminated by either the suspect stopped, was discontinued, or wrecked, while two terminated due to PIT maneuver or rolling road block. All pursuits were policy compliant. Roadblocks and the use of tire deflation devices must be authorized by a supervisor. There were no forcible stops recorded in 2011. Policy and deployment methods are reviewed and practiced during the annual training sessions of the agency.

MPD responds to missing persons calls with detailed protocols for how to investigate. A list of basic identification factors are collected according to entry requirements for the Georgia Crime Information Center (GCIC). In cases involving a person over the age of 21, GCIC requires specific information and all entries must be completed within twelve hours of the report to police. Persons deemed to be endangered or a juvenile are entered immediately in GCIC. In cases of missing children, policy provides specific instruction and categorizes these as "Usual" or "Unusual" depending on the criteria. Supervisors are notified immediately of cases deemed "unusual" in nature. AMBER Alerts are prescribed in detail providing officers with an outline to follow to initiate activation. The file states there have been no AMBER Alerts during the assessment period.

MPD has implemented guidelines to assist officers identify persons of diminished mental capacity (mentally ill). Georgia state code provides for the commitment and evaluation of person suspected of diminished mental capacity and categorizes them as voluntary and involuntary evaluations. Officer personnel receive training in basic school and additional training during their ALERT stage after graduation. In-service training on this topic is addressed and covered at least every three years. Proofs show the last session occurred in 2011.

The Criminal Investigations unit is an integral and well-connected part of the organization. There are many two-way channels of communication in place to share information about active cases and offenders in the community. While the assessors were on site, two juveniles were arrested and charged with murder stemming from a

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drug-related offense. The detectives orchestrated a solid piece of investigative work both in the investigation of the case and the management of information from and to community members, who were stakeholders in one way or another in the case.

Incoming cases are screened and categorized before they are assigned to the appropriate detective. Detailed policies offer guidelines for benchmarks in the most common cases. Detectives make use of several sophisticated internal resources to include a cyber crime technician, a satellite Cobb County victim's assistance liaison representative as well as two highly-trained crime scene detectives. Externally, the detectives have immediate access to the resources in the Marietta/Cobb/Smyrna Narcotics Unit (MCS) who also attend M-STAR meetings.

Within Cobb County, the department participates in the Marietta-Cobb-Smyrna Narcotics/Organized Crime Unit (MCS/OCU). One small area in the city is particularly plagued by drug and vice offenses. This area is mostly comprised of aging apartment complexes that have increasing code issues and a growing number of offenders residing in this corridor. Assessors accompanied officers in this zone and saw several offenders known to officers and a number of field contacts. The zone officers, in addition to assertive, direct engagement of offenders; displayed a solid sense of community and strategies for general nuisance abatement to improve the quality of life in this specific community. The agency SWAT team participates in saturation details in this area and others to target specific crimes once per month on a random schedule.

The agency partners with a host of local organizations and groups to prevent and control juvenile delinquency. Three school resource officers (SRO) deploy a number of liaison programs and classes to connect with local juveniles. The school district administration is extremely supportive and appreciative of their interaction with the agency, well beyond their participation with the three SRO's. The agency sponsors and coordinates the Marietta Police Athletic League (PAL) Youth Track Club. In 2011, the PAL Cheerleaders won second place in a regional contest held in Daytona Beach, Florida. While some grant-funded programs are ending, the Community Outreach Section of the department is highly-active in the community. "Text-a-Cop", Police Explorers and Gang Resistance Education and Training (GREAT) are a few of the active programs. The three School Resource Officers are completely engaged with the children and faculty in the school. During an assessor interview with Marietta High School Principal Leigh Colburn, she commented that her two officers make contact with over 2,500 Marietta residents every day and she demands the best.

The agency uses a form of COMPSTAT meetings known as Marietta Strategically Targeting Areas with Resources (M-STAR). These monthly, documented meetings incorporate crime data, complaints and other sources of information. The data is used to develop strategic responses, crime prevention plans and communicates with the community through a host of outreach programs and avenues. Assessors observed an M-STAR session where the zone commanders and section leaders offered brief presentations on the progress of each zone and section. Throughout the session, there

was collegial sharing of important information and many comments from leaders expressing their sincere appreciation for the assistance of other sections assisting them in their mission. It appears each section, in addition to their own work, is working to help other agency units at every opportunity. Zone commanders displayed true ownership of their communities. They spoke of progress made in different areas and components, mostly through open dialogue with citizens in conversations or town hall meetings at various venues. For example, while at lunch with several senior staff members, a woman approached Major Hathaway and said, "Pardon me, but I believe you are my zone commander." They then discussed an issue she was having with skaters loitering at her church and damaging property. He set up a time to have her sign the necessary paperwork to allow police officers to issue criminal trespass warnings on her behalf. This was an excellent snapshot of the true level of connection the agency has achieved with the community. Another example of direct involvement is seen in the Community Outreach Police Services (COPS) program which built upon basic neighborhood watch concepts to fully involve citizens in realizing and expressing their concerns as an educated, cohesive body.

In speaking with the City Manager, he heralded the agency's role in public forum where the police officers and zone commanders not only take on the responsibility to solve crime problems, but actively engage citizens as a point of contact to help with other quality-of-life issues. The City Manager exhibited an in-depth working knowledge of the police department operations, personnel and real-time crime issues. He praised the police for their training and development of personnel to respond professionally in their team effort to work with the community, no matter the issue.

The department deploys the Crime-Free Multi-Housing model that is growing in strength as a clear community focus is directed at a number of problem apartment complexes. This effort, coupled with an effort at Crime Prevention Through Environmental Design (CPTED) offers a promising outlook for those voicing concern for their communities.

Critical Incidents, Special Operations and Homeland Security

The agency has a comprehensive all-hazard plan modeled upon Incident Command System (ICS) protocols and training. Prepared mobilization templates identify two pre-determined rosters of personnel with overlapping coverage. All supervisors receive ICS training commensurate with their position and role. Operational policies govern planning and staffing special events which include a number of parades, races and other community events, typically centered on or around the town square.

Internal Affairs and Complaints against employees

The agency has an established internal affairs model which is receptive to complaints from both internal and external sources. The agency conducts complete investigations of all complaints which are well documented. The annual statistical summaries are complete, but do not speak to some significant recent trends. This review period saw an apparent increase in external complaints of 37% over the previous accreditation cycle. Perhaps more important is a 73% increase in sustained external complaints.

Complaints and Internal Affairs Investigations

Complaints	2011	2012	2013
EXTERNAL			
Citizen/Directed Complaint	26	21	9
Sustained	10	8	1
Not Sustained	2	2	0
Unfounded	12	5	7
Exonerated	2	6	1
INTERNAL			
Citizen/Directed Complaint	1	7	1
Sustained	1	7	1
Not Sustained	0	0	0
Unfounded	0	0	0
Exonerated	0	0	0

An Interview with Major Kish revealed a 2012 policy change was implemented to increase uniformity in complaint processing which directed more complaints to him for disposition, rather than relying on field supervisors to resolve complaints. The increase in sustained complaints is a product of how complaints are processed. If any police violation is discovered during an investigation, a sustained status is assigned whether or not the violation is part of the original complaint.

Public Information Officer David Baldwin actively and regularly engages the media in his role. He strives to initiate contact with the media related to news-worthy events rather than waiting for them to call. He is also active in sharing program information related to police efforts in the community. Assisting him in his mission are the highly visible and involved zone commanders. Officer Baldwin takes the lead in sharing information about events like the 2013 National Prescription Drug Take-Back day. While the department's media policy has not changed significantly in some time, Officer Baldwin plans to re-communicate with local media representatives about their input to future updates to the policy.

The agency conducts quarterly and annual traffic reports including data on types of collisions and traffic citations. The both reports include causation analysis and recommendations. Highly-productive Safety Check-Points are conducted as local statutes allow. While a specialized traffic unit has the primary role of traffic enforcement, patrol officers exhibited a significant supporting interest in traffic enforcement to support the mission of the organization as well as assertively looking for offenders in their assigned work zone. Patrol officers exhibited strong work ethic and displayed knowledge of their community well beyond their years. The Selective Traffic Enforcement Program (STEP) unit provides data-driven saturation enforcement activities in problem areas as discussed in departmental M-STAR sessions.

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

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The agency contracts with the Smyrna Police Department for all detainees housing. A Marietta officer and civilian employee transport officer bring detainees back to the Marietta Municipal Court as needed. These civilian transport officers undergo a more rigorous set of hiring standards than other civilians to include the same physical standards as sworn officers and training to include less-lethal force options and defensive tactics. All transports occur within policies and standards and vehicles are equipped with standard barriers and safety equipment. Detainees appearing at court are received by a staff of two court liaison officers who perform exceptional court security operations. In addition, the agency only utilizes temporary four-hour detention cells for short-term investigative purposes prior to transport to the appropriate Cobb County detention destination. Facility inspections are completed regularly and documented.

There is an exhaustive court security plan that addresses responses to all manner of court threats like fire, medical emergencies, bomb threats, and high-risk trials and emergency evacuation. Weapons screening and lock-boxes are in place. The court officers have immediate access to emergency communications by radio and phone. The judge and court officers have access to three alarm (panic) buttons which sounds an alarm in the police department at the front desk, the patrol and detectives' areas, which are adjacent to the courtroom building.

The agency participates in all the standard information systems for state and federal access. Internally, case and name information is controlled by number and records personnel verify the master name index to prevent duplications and erroneous information. The agency does not serve civil process documents.

The hallmark for the agency is a detailed procedure for search and seizure that offers a roadmap for searches, search warrants, seizures, exigent circumstances, stop and frisk, containers, abandoned property, to illustrate a few. The policy includes specific benchmarks and supporting case law to guide an officer through the most difficult of scenarios.

The agency and officers have continuous access to two-way phone and radio communication with the locally combined and accredited Cobb County Law Enforcement Communications Center. Daily communications are conducted within Cobb County communications policy which governs the use of radios. Interoperability is achieved via plain text, shared signal codes and both shared channels and direct access to each other's channels.

Property and Evidence

The department has a comprehensive policy guide for the processing of crime and collision scenes and works as a guide to define the needed equipment and suggested techniques to ensure a complete crime scene investigation is performed. The roles and responsibilities of major crime scene work fall on two detectives permanently assigned to crime-scene duties. About half of other patrol officers regularly deploy field crime

scene kits to collect the majority of evidence to be processed later by the two detectives.

Officers have the equipment and training to collect Deoxyribonucleic acid (DNA) material in the field. While there are many cameras presently distributed to patrol, the immediate plan is to issue a digital camera to all patrol officers to further the evidence-collection capabilities of the agency. Detailed procedures guide personnel in the proper photography of scenes as well as the protocols for ensuring verified upload of photos to the secure system. Efforts are ongoing to further standardize the base level of knowledge among field personnel in crime scene photography. The agency, for its size, has an impressive electronic forensic capability to include an on-site Automated Fingerprint Identification System (AFIS) station. The two crime scene detectives have the ability to log processed evidence into the bar-code system and package evidence to reduce time by the property technicians. Temporary storage vaults, cabinets, drawers and drop boxes are in place for the receipt of daily items of property and evidence. There are mechanisms and controls in place to receive, store and transfer property as required. In-house property audits are quite extensive and include recommendations for improvements to work flow.

Due to space restrictions, there are two over-flow areas. One is for property only and the other is for evidence. In addition, there is an external storage container for the storage of marijuana. This external unit is alarmed and secured in the same manner as the primary evidence room. Sectioned areas and coded boxes separate types of property and valuables are in a separate locked area within the property room. All those entering the property room must sign in on a log with the property technicians. The agency is working to best comply with the inspection schedule by completely separating their inspection types to ensure the unannounced inspections stand alone.

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 did not have any standards in applied discretion.

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 93.2% of applicable other-than mandatory (O) standards.

K. Future Performance / Review Issues

There are no issues noted for future review.

L. Table: Standards Summary:

	<u>TOTAL</u>
Mandatory (M) Compliance	320
(M) Noncompliance	0
Waiver	0
Other-Than-Mandatory Compliance	68
(O) Noncompliance	0
(O) Elect 20%	5
Not Applicable	88
 TOTAL	 481

M. Summary:

The files examined by the assessment team were found to be well organized, well documented and generally constructed in such a manner, which made assessor review easy and efficient. It is obvious the accreditation team takes great pride in the preparation and maintenance of the department's files. Three files were returned for additional proofs of compliance that were already in possession of the agency compared to sixteen returned in the 2010 onsite. All time sensitive standards were found in compliance through a very effective tracking system used by the agency. The agency did not have any files identified in Applied Discretion compared to seven such files during the 2010 onsite. The assessment team reviewed all standards and found them to be in compliance with agency practices meeting the intent of CALEA standards, an improvement from the 2010 assessment where two files were determined to be non-complaint. The agency provided annual reports to CALEA in the time frame required all containing complete information.

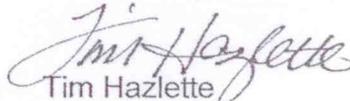
The Marietta Police Department is a full service law enforcement agency whose mission is to fulfill the law enforcement needs of the people with the highest degree of fairness, professionalism and integrity, and protect the inherent rights of the people to live in freedom and safety. To this end, department employees perform their respective patrol, investigative, and support functions to the best of their ability and cooperate with other local, state, and federal agencies.

In July of 2011, the Marietta Police Department was awarded the prestigious Curtis McClung Award for our Firearms Safety Seminar presentations to the general public. This program is designed to educate the public on the following topics: Firearms/ weapons safety and laws; home defense and alternative weapons. This award is given through the Georgia Association of Chiefs of Police (GACP). In July of 2013 the Marietta Police Department was honored by receiving second place for the Curtis

McClung Award for the Fatal Decision Program designed for high school aged children. This program is designed to be a real life reenactment of a fatal car crash that is performed in front of high school students to teach them the reality and dangers of driving impaired. Chief Flynn was nominated and awarded the Georgia Chief of the Year in July of 2010 by the GACP , in addition to being inducted into the Evidence-Based Policing Hall of Fame at the Center for Evidence-Based Policing Annual Symposium at George Mason University in Fairfax, Va., in August 2010.

All of the comments concerning the agency were positive, stressing cooperation, professionalism and caring. Callers and interviewees expressed their sense of safety and the commitment of agency personnel. These sentiments express the spirit of CALEA – providing and promoting positive interactions between the agency and the citizens they are sworn to serve.

Respectfully submitted,


Tim Hazlette
Team Leader

Date of final approval
