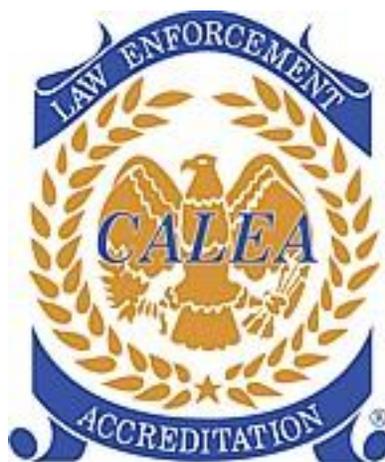




**Athens-Clarke County (GA) Police Department
Assessment Report**



2015

**Athens (GA) Police Department
Assessment Report
March 29-April 1, 2015**

Table of Contents

Section		Page
A	Agency name, CEO, AM	1
B	Assessment dates	1
C	Assessment team	1
D	Program Manager	1
	Type of Assessment	1
E	Community and Agency Profile	2
	Community Profile	2
	Agency Profile	2
	Demographics	3
	Future Issues	3
	CEO Biography	5
F	Public Information	5
	Public Information Session	5
	Telephone Contacts	5
	Correspondence	6
	Media Interest	6
	Public Information Material	6
	Community Outreach Contacts	6
G	Essential Services	7
	Use of Force	7
	Biased Based Profiling	9
	Personnel Structure and Personnel Process (Chapters 21-35)	10
	Grievances	10
	Discipline	11
	Recruitment/Selection	12
	Training	13
	Promotions	14
	Law Enforcement Operations and Operations Support (Chapters 41-61)	15
	Crime Stats and Calls for Service	15
	Vehicle Pursuits	16
	Citizens Survey	18
	Critical Incidents, Special Operations and Homeland Security	18
	Internal Affairs	19

	Detainee and Court Related Activities	
	Chapters 70-84	20
	Property and Evidence	21
H	Standards Issues	21
I	20 Percent Standards	21
K	Future Performance/Review Issues	22
L	Standards Summary Table	22
M	Summary	22

A. Agency name, CEO and AM

Athens-Clarke County (GA) Police Department
3035 Lexington Rd.
Athens, Georgia 30605

Interim Chief of Police: Carter Greene

Accreditation Manager: Sara Ivy

B. Dates of the On-Site Assessment:

March 29-April 1, 2015

C. Assessment Team:

1. Team Leader: James D. Fox
Retired Chief of Police
Newport News, Virginia
3905 SE 1st Ave
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2. Team Member: Raymond Cornford
Retired Lieutenant
739 Fox Run Drive
Rapid City, SD 57701
605-431-0551
Foxrun.5@rap.midco.net

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

Vince Daurio

Eighth reaccreditation, C size (305 personnel; authorized 239 sworn and 66 non-sworn)
As of February 28, 2015 the agency had 284, sworn 220 and 64 non-sworn.

5th edition Law Enforcement Advanced Accreditation

PowerDMS

The following report reflects a "Gold Standard Assessment", (GSA) designed to focus on outcomes in which standard-by standard file was not conducted. Select files for off-site review were identified by CALEA Assessment Manager Technical Support Specialist Christie Goddard, the agency's chief, accreditation team and the Assessment Team Leader. A conference call between the agency's accreditation manager, chief and the team leader took place on March 3, 2015. During the call, 49 files were selected for off-site review by the assessment team. Selected off-site files were based

on a final report format designed to identify changes in policies and procedures over the last three years. Additionally research was conducted by the assessment team with an overview of the Athens-Clarke County Police Department's strengths, weaknesses, opportunities and threats. On-site assessment activities focused on interviews and observations of agency activities, outcomes, practices and processes. It should be noted that the agency's Communications Center is also CALEA accredited. The Communications Center was visited; chapter 81 (Communications standards) were reviewed; however will not be a part of this report.

E. Community and Agency Profile:

Community Profile

In 1785 the General Assembly of Georgia passed a resolution establishing a state university. Sixteen years later the president of the university and a search committee purchased 633 acres and the land became the location for the University of Georgia. University trustees called the developing village *Athens*, as trustees wanted it to be the center of learning similar to Athens, Greece. The settlement began to grow and was chartered as a town in 1806. In December 1806, the town of Athens was officially incorporated and a three-member commission form of government was established. The town and university both grew in Clarke County. For many years, Clarke County had a Sheriff's Department and the City of Athens had a police department. Over the years both the sheriff's department and police department grew in size. The Clarke County Sheriff's Office became a police department and was one of the first in the State of Georgia to become CALEA accredited in the 1980's. As the 1980's drew to a close, the local community began to discuss and debate the idea of unifying the City of Athens and the Clarke County Government. A proposed charter for unified government was drafted and was adopted by a vote to the people in 1990. Effective January 14, 1991, the government and the two police departments were unified.

The unified government's day to day operations are overseen by a manager appointed by the Mayor and Commission. There are 24 main departments, divisions, and offices under the managerial group. The government is headed by an elected mayor and ten (10) elected commissioners from ten (10) geographical districts.

Athens-Clarke County is comprised of 125 square miles and is the smallest in land area of Georgia's 159 counties. Athens-Clarke County is located 65 miles northeast of Atlanta. The population according to the 2010 census was 116,714. One school district operates 13 elementary, four (4) middle, and three (3) high schools. Five (5) private schools also operate in the area. Athens-Clarke County is the home to the University of Georgia and Athens Area Technical College.

Agency profile

The Athens-Clarke County Police Department is a full-service law enforcement agency with specialized units and response capabilities including forensics, traffic enforcement, criminal investigations, and a tactical team. The department is presently commanded

by Interim Chief Carter Greene, who replaced long time Chief Joseph H. Lumpkin, Sr. in the fall of 2014. Chief Lumpkin assumed the role as chief in Savannah-Chatham County Georgia. The Manager of the unified government is presently conducting a search to replace former Chief Lumpkin. Interim Chief Greene is very familiar with the accreditation process, as he was the accreditation manager and is a CALEA team leader.

The organization's structure has two Assistant Chiefs reporting to the Chief of Police. Two Precinct Majors and a Central Investigations Major report to the Assistant Chief of Operations. A Captain and number of civilian and sworn managers report to the Assistant Chief of Support Services.

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

2014	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	74712	62%	49141	70%	185	84%	19	9%	190	83%	21	9%
African-American	31844	26%	12458	18%	28	13%	3	1%	32	14%	2	1%
Hispanic	12248	10%	4845	7%	7	3%	1	0%	6	3%	0	0%
Other	3674	3%	2769	4%	1	0%	0	0%	1	0%	0	0%
Total	122478	100%	69213	100%	221	100%	23	10%	229	100%	23	10%

The available work force is 70% Caucasian, 18% African-American, 7% Hispanic and 4% other. The majority of the 4% other are Asian. Of the 221 workforce of sworn officers; 184 (84%) are Caucasian, 28 (13%) are African-American, 7 (3%) are Hispanic and 1 is in the *other* category; 23 (10%) are females. Numbers have remained consistent since the last assessment. Although workforce numbers are disproportionate with African-Americans and Hispanic and slightly below percentages for females, a good recruitment plan is in place and organizational goals strive to improve complement numbers. Minority hiring has been difficult; however employees are working hard to hire more minorities living in the Athens-Clarke County community. The leadership and recruitment teams are aware of the disparities and have been working hard to improve on percentages.

1. Future issues

The police department's mission statement is, "as a nationally accredited law enforcement agency, is to form partnerships with law abiding persons which results in every neighborhood being safer as residents enjoy a higher quality of life". Respecting the dignity and worth of all people is valued. Ethically-based problem-solving partnerships are established in community neighborhoods with residents, while adhering to all Peelian Policing Principles.

Agency goals include; crime reduction, providing a good work environment for employees, improving the quality of life in every neighborhood via police-citizen partnerships, reducing agency attrition rates (below 8%), and improving social-media communication interface with citizenry.

The Department listed the following as Strengths, Weakness, Opportunities and Threats:

Strengths:

- Positive working relationships with other Athens-Clarke County Unified Government Departments
- CALEA accreditation for law enforcement and communications
- Use of public notifications systems that encourage public participation and feedback
- Open and transparent police culture
- New property and evidence facility
- Body-worn cameras
- Increased proactive community policing, and
- A holistic approach to crime prevention

Weaknesses:

- Information exchange/coordination between Police Department Division and teams
- Inability to develop and maintain information technology staff
- Inability to develop personnel and expose them to overall operations of the department
- Recruiting and hiring process is protracted and cumbersome and difficulty in maintaining staffing levels

Opportunities:

- Formation of a tactical dispatch team
- Technological upgrades
- Development of a communication network with local pharmacies
- Development of a Youth Services Unit
- Expansion of minority recruitment initiatives
- Classification study and leadership and career development for command level persons

Threats:

Unexpected departure of skilled senior people
Poor quality of applicants
Increased development of multi-family housing
Turnover rate

Increase in calls for service invoking the mentally ill, and
Violent crime associated with gang problems

During a discussion with the Interim Chief Carter Greene on critical issues, the Chief outlined the following:

- *Chief Appointment:* Chief Lumpkin retired from the agency last year to accept the responsibility of Chief of Police in Savannah, Georgia. Since that time Interim Chief Carter Green has been at the helm. Selection of the new chief is very important for stability and forward movement; however it appears that the appointment may not occur until June.
- *Recruitment:* A need to hire more females and minorities, and hire more people residing in Athens-Clarke County is recognized. Training and maintaining the right people is also acknowledged.
- *Community Outreach:* The agency must continue partnerships, good communications and stay connected with the community.
- *Fair and Impartial Policing:* Continue training within the community and the agency.
- *Body Cameras:* Continue with full implementation of the program
- *Taser:* Implementation of a Taser program
- *Funding:* Finances are required for technology upgrades

2. CEO biography

Carter Greene is serving as the Interim Chief of Police and has been employed with the Athens-Clarke County Police Department since unification in 1990. He began his career with the City of Athens Police Department in 1984; holds a B.S. degree from George Mason University and a Master's Degree in Public Administration from Columbus State University. He is a graduate of the FBI National Academy.

F. Public Information Activities:

Public notice and input are corner stones 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 Hearing was scheduled on Monday, March 30th at 6:30pm in the Commission Chambers. The Chief and staff members were present; however no persons from the public showed up to speak.

b. Telephone Contacts

The agency received three phone calls during the call-in session, which was on Monday, March 30th from 1:00pm to 3:00pm. Caroline Clarkson, a reporter

working for a student TV program at the University of Georgia, was given an interview during the on-site. She indicated that, at times, she had difficulties getting people to talk to her. Two additional phone calls were received; both callers made positive comments regarding the agency.

c. Correspondence

A letter was received from Mr. Johnny C. Fowler. The letter outlined that he has been in close contact with the department since his retirement as the Athens City Clerk-Treasury and Budget officer. It indicated that the agency has met and exceeds the professional standards for accreditation; that Athens is a complex community with the University of Georgia and the highest poverty rate in Georgia, and that the department has the patience and commitment to handle all issues.

d. Media Interest

An interview was given to a student reporter from the University of Georgia.

e. Public Information Material

The Police Department disseminated information directly to the media, mailed letters to over 100 community leaders, and distributed information using the County's TV station.

f. Community Outreach Contacts

The Athens-Clarke County Manager, Alan Reddish described the police department as "connected" because the previous chief and his staff had worked hard to communicate and interact with citizens in the county. Athens-Clarke County is unique because of the demographics, high poverty, and large University centered within the jurisdiction. The critical issues facing the county are naming the new police chief, and hiring minorities living in the community. The department is trusted by the community. The manager supports the accreditation process.

Dr. Brian Williams, a professor at the University of Georgia Department of Public Administration and Policy spoke very highly regarding the department. He stated that the department leadership was involved with and was trusted by the community. Because of the department's successful community engagement programs and processes, "social capital" was captured and was stored in the bank for future crises.

Richard Parker, the Athens Housing Authority Director, described the police department as very professional. Agency members worked very closely with him and his staff; employees were team players when assisting his staff with issues in public housing. Whenever a new initiative arose in public housing, police officers were always there as a part of the team.

Mayor Nancy Denson is a big supporter of the Police Department. She described the department as professional and compassionate; with strong leadership. She was aware of the issues in the community; knew that the department was trusted

by the majority within the community; however not everyone trusted the police. Future issues mirrored those of the County Manager; selection of the new chief and hiring minority employees from the county. She supports accreditation for the police department.

Chief Jimmy Williams from the University of Georgia Police Department described the agency as exceptional and the working relationship between the two agencies is outstanding. Police Department members *stand for the right things* and *treat people the right way*. Employees are trusted by the community and leadership within the department is worthy. Both agencies share resources and cooperate in numerous areas; including use of the University's Communication Center as back-up.

Scot Morrissey, Publisher of the *Athens-Banner Herald* stated that communications best described the police department because the previous chief had preached communications to personnel and most employees handled matters with good communications. The agency as a whole, is trusted by the community and members worked well with the community. The most critical issue facing the department was the selection of a new Chief of Police.

The Superintendent of Clarke County Schools described the agency as being *one, together* and *transparent*. The schools and police department worked closely together and communicated well. The department is well-respected and thought of within the community. The critical issues facing the department is the change in leadership, diversity within the department and the agency's ability to maintain community policing under the new leadership.

G. Essential Services

The Athens-Clark County Police Department is responsible for policing the entire county. A separate police department exists for the University of Georgia; and a small police department exists for policing the schools within the school district. Relationships between the various law enforcement agencies are outstanding.

Interim Chief Clark Carter Greene was an assistant chief and oversaw the accreditation process. Interim Chief Green knows the importance of maintaining connection with the community and the importance of ethical, fair and impartial policing. All officers swear to an oath of office and are required to abide by the Law Enforcement Code of ethics.

Officers receive basic and in-service training relating to criminal conduct and arrest procedures, including, opting for the least restrictive alternative in lieu of custodial arrest. Use of force guidelines, policy and procedures are in place for sworn personnel.

Use of Force

Written directives are very comprehensive. Officers are required to exhaust all other reasonable means before resorting to the use of force. Only force that is lawful, reasonable, and necessary is permitted. Directives clearly define physical force, reasonable belief, and serious bodily injury. Officers are trained in the use of force

continuum, which outlines the progressive application of force available to an officer in response to the level of compliance or perceived threat from a subject.

Deadly force can only be used when the officer reasonably believes that the action is in defense of human life, including their own, or in defense of any person in immediate danger of serious physical injury. Policy outlines specific authorized force on fleeing suspects and discharging firearms at fleeing vehicles. Warning shots and neck holds are prohibited. Policy also dictates that no officer should use a firearm to warn or otherwise supplement a verbal command, unless the situation dictates that the use of deadly force is justified. A Use of Force report is required for all use of force incidents, including the act of drawing the handgun. Qualifications occur every six (6) months with the primary duty handgun and annually with the shotgun. Training on the use of force policy and less lethal weapons is conducted annually. Officers presently carry OC and batons; Tasers (Electronic Control Weapons) will be implemented in the near future.

Use of Force

	2012	2013	2014
Firearm	80/0	78/0	68/0
ECW	0	0	0
Baton	5	7	5
OC	71	63	52
Weaponless	290	286	255
Total Uses of Force	366	356	312
Total Use of Force Arrests	238	232	220
Complaints	2	0	0
Total Agency Custodial Arrests	6023	5870	5227

Total Use of Force Arrests is lower than Total Uses of Force incidents because in most cases, several responses to aggression were involved in one single arrest event; 366 uses of force in 2012 versus 238 arrests; 356 uses of force in 2013 compared with 232 arrests; and 255 uses of force in 2014 compared with 220 arrests. Two use of force complaints were reported in the three year assessment period.

All areas within the chart showed a decrease throughout the reporting period. The dual numbers in the firearm section reflect the number of times an officer displayed the firearm versus the number of time it was fired. The numbers for displaying a firearm dropped from 80 to 78 to 68 from 2012 through 2014. Of the 226 firearm displays, no shot was ever fired. Electronic Control Weapons are not yet used; the police baton is seldom used, and OC use decreased from 71 to 63 to 52.

Of the 6023 custodial arrests in 2012, 5870 in 2013 and 5227 in 2014; weaponless physical force was predominantly used when force was required; 290 in 2012, 286 in 2013 and 255 in 2014. No law suits are pending regarding the use of force.

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

A graduate student from the University of Georgia is one of the planners in the police department’s Office of Planning, Budget and Research, which prepares the budget, grants, handles special projects, conducts research and manages the agency’s goals and objectives. The budget is prepared around goals and objectives. The 20 million dollar budget has been flat; very little growth has occurred for a number of years.

Guidelines are in place for the distribution and safeguarding of cash. Petit cash and cash accounts exist in the Drug Task Force and Criminal Investigations. All accounts are audited, including unannounced inspections. Results are forwarded to the chief. The unified government finance function follows all general accounting principles for conducting business.

Bias Based Profiling

The Bias Based Profiling policy respects the dignity and worth of each individual. All persons are treated with fairness, compassion and dignity, and all constitutional rights are guaranteed. Bias Based Profiling in traffic contacts, field contacts and in asset seizure and forfeiture will not be tolerated. The Training Unit Commander provides training to all officers for officer safety, courtesy, cultural diversity, search and seizure and interpersonal skills. Training is on-going with a program called “Fair and Impartial Policing”. All uniform officers are required to wear body cameras and record all interactions with the public. All complaints regarding bias based profiling are forwarded to Internal Affairs for investigation.

Bias Based Profiling Complaints

Complaints from:	2012	2013	2014
Traffic contacts	0	0	1
Field contacts	0	1	0
Asset Forfeiture	0	0	0

The agency had two complaints during the reporting period. None were sustained.

2012 Traffic Warnings and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	*	10818	10818
Caucasian/Female	*	6574	6574
African-American/Male	*	4474	4474
African-American/Female	*	3175	3175
Hispanic/Male	*	389	389
Hispanic/Female	*	100	100
Asian/Male	*	0	0
Asian/Female	*	0	0
OTHER	*	1055	1055
TOTAL	*	26585	26585

2013 Traffic Warnings and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	*	11010	11010
Caucasian/Female	*	6670	6670
African-American/Male	*	5270	5270
African-American/Female	*	3598	3598
Hispanic/Male	*	144	144
Hispanic/Female	*	46	46
Asian/Male	*	0	0
Asian/Female	*	0	0
OTHER	*	1994	1994
TOTAL	*	28732	28732

2014 Traffic Warnings and Citations

Race/Sex	Warnings	Citations	Total
Caucasian/Male	*	9504	9504
Caucasian/Female	*	6055	6055
African-American/Male	*	4364	4364
African-American/Female	*	3058	3058
Hispanic/Male	*	25	25
Hispanic/Female	*	17	17
Asian/Male	*	0	0
Asian/Female	*	0	0
OTHER	*	1583	1583
TOTAL	*	24606	24606

Warnings are not tracked. Numbers indicate that Caucasian received 61% to 65% of citations annually. African-Americans received from 28% to 30% of citations and Hispanic received 0.2% to 1.8% of citations issued. Chart numbers compared with the small number of Biased Based complaints reflects no significant issues.

Although the agency allows both verbal and written warnings, the decision on whether to cite or warn always rests with the officer. The increase in traffic citations in 2013 was due to additional enforcement efforts in School Zones. Since extra enforcement commenced, statistics show a 30% reduction in overall citations within school zones in 2014.

Personnel Structure and Personnel Process (Chapters 21-35)

Grievances

Per policy, a grievance is a claim initiated by an employee alleging that employment or productivity was adversely affected by unfair treatment, unsafe or unhealthy working conditions, erroneous or capricious application of departmental policies and procedures, or illegal discrimination. Directives outline an orderly process for grievance claims. The object is to reach a fair and equitable decision in a timely manner. Employees and supervisors are encouraged to resolve grievances before a formal procedure is initiated. Two (2) grievances were reported during the assessment period; one in 2013 and one in 2014. Both were filed with the Athens-Clarke County Unified

Government’s Human Resources Department in an attempt to reverse issued discipline. The hearing officer, in both cases, sustained the imposed discipline.

Formal Grievances

Grievances	2012	2013	2014
Number	0	1	1

Discipline

By promoting effective management and good employee relations, most matters which necessitate disciplinary action may be avoided. When disciplinary action is required, the severity should correlate with the gravity of the offense, should take into consideration the employee’s disciplinary record, his/her length of service and precedent cases. Types of discipline include; oral/written reprimand, suspension with or without pay, probation, demotion, dismissal, or any combination of discipline may be imposed.

Along with discipline, the need to recognize exceptional behavior through the use of commendations is required. Commendations can be given for a variety of positive behaviors, including citizen recognition, life-saving, valor, employees of the quarter, and several other positive behaviors. Commendations listed reflect those for all employees.

Personnel Actions

	2012	2013	2014
Suspension	7	6	9
Demotion	0	0	0
Resign In Lieu of Termination	0	1	0
Termination	1	1	2
Other	1	1	0
Total	9	9	11
Commendations	11	15	12

Total Personnel Actions annually ranged from 9 to 11; where 11 to 15 commendations were awarded annually from 2012 to 2014. Most disciplinary actions consisted of suspensions; from six (6) to nine (9). Four (4) terminations and 1 one (1) resignation in lieu of termination occurred during the reporting period. There were no demotions.

Although a slight increase in suspensions is displayed in the table, the general number is steady from year-to-year. The 2014 increase resulted from one investigation with several participants suspended due to involvement in one event. Increased employee accountability and increased diligence in supervisory accountability, ensured compliance with agency directives.

Performance evaluation procedures are in accordance with the Athens-Clarke County Personnel System. All raters are trained in accordance with Athens-Clarke County guidelines. Interim evaluations are completed for March 16 through September and final (annual) evaluations are completed for the year (March 16 through March 15). Evaluations are based on job performance during the rating period. Criteria are specific

to the employee's assignment. The employee is given the opportunity to read and sign the performance evaluation, and provided with a copy. The performance evaluation process, as it applies to the police department, is reviewed annually. *Guardian Tracking* software is used for the Early Warning System. Presently, no one is on the Early Warning list.

Recruitment and Selection

The recruiting program is administered and operated in conjunction with the Athens-Clarke County Human Resources Department. Responsibility for recruitment and selections rests with the Professional Responsibility Unit; headed by a Lieutenant. A recruitment plan is in place. Objectives include targeting universities and colleges, minority job fairs, the military, and various community organizations in Clarke County and Atlanta to attract qualified applicants. An Intern Program and Explorer Program assist in attracting applicants.

Sworn Officer Selection Activity in the Past Three Years

2012 Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	120	12	10%	40%
Caucasian/Female	10	2	20%	35%
African-American/Male	25	2	8%	8%
African-American/Female	10	2	20%	10%
Hispanic/Male	5	1	20%	4%
Hispanic/Female	2	0	0%	2%
Other	11	0	0%	1%
Total	183	19	10%	100%
2013 Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	101	6	6%	40%
Caucasian/Female	9	0	0%	35%
African-American/Male	23	1	4%	8%
African-American/Female	7	0	0%	10%
Hispanic/Male	6	1	17%	4%
Hispanic/Female*	0	1	100%	2%
Other	6	0	0%	1%
Total	152	9	6%	100%

* Officer Laila Becerill's application was received in 2012; however she was not hired until 2013

2014 Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of workforce population
Caucasian/Male	123	13	11%	40%
Caucasian/Female	11	0	0%	35%
African-American/Male	29	2	7%	8%
African-American/Female	8	0	0%	10%
Hispanic/Male	5	0	0%	4%
Hispanic/Female	0	0	N/A	2%
Other	10	0	0%	1%
Total	186	15	8%	100%

The selection processes for entry-level Police Officer and Communications employment are a progression of steps in a logical sequence. Once an official application is completed, an assessment commences with a standardized National Police Officer Selection Test, a physical agility test, a background investigation and a polygraph examination. The Chief of Police or designee, and a representative from the personnel department conduct an interview with all applicants who meet background requirements. Conditional offers are made prior to drug, auditory, physical, visual and psychological exams. Previous law enforcement experience, education levels beyond high school, past job experience, and knowledge of the Athens-Clarke County area are other factors taken into consideration during the selection process.

Agency employees are seen as the best recruits. A \$750.00 incentive is paid to employees if a recommended candidate makes it through probation; \$250 after graduation from the academy; \$250.00 after successful completion of the Police Training Officer Program and the last \$250.00 after probation completion.

During the three year assessment, 521 applications were received. Of the 521, 43 were hired. Thirty-one [31] (72%) were Caucasian males, two [2] (4%) were Caucasian females, five [5] (11%) were African-American males, two [2] (4%) were African-American females, two [2] (4%) were Hispanic males and one [1] (2%) were Hispanic females. No one was hired from the *other* category. The recruitment plan is designed to address the disparity for African-American, Hispanic and female employment numbers. Efforts are underway to emphasize recruiting and hiring persons living in the Athens-Clarke County area. A \$3,000 hiring bonus is in place for new recruits. One thousand dollars is distributed to the employee after graduation from the academy, one thousand dollars after successful completion of the Police Training Officer Program (PTO) and one thousand dollars after successful completion of probation.

Training

Police Officer recruits must successfully complete an 11-week Georgia State Regional Academy. Graduates are certified police officers in the State of Georgia. Athens-Clarke County officers must return to the agency for nine (9) weeks of training and participation in four (4) phases of Road Training.

Adequate classroom space is available to conduct all in-service and specialized training. The training function is called the Career Development Unit and falls under the Support Services Division. A lieutenant coordinates all training. Lesson plans are developed for all training programs; records are well-maintained. The Athens-Clarke County Police Department hosts many regional specialized training programs. All required Use of Force training is provided for the region; a Train-the-Trainer class for Tasers occurred during the on-site, as the agency is issuing Tasers to officers this spring. Many command staff personnel have attended the FBI National Academy. Career development and training is a top priority for the agency. Training on "Fair and Impartial Policing" is taking place for all department personnel and community groups.

Promotions (table)

Promotional procedures are utilized to yield valid information on which to base promotional decisions and to conform to Athens-Clarke County’s Personnel System and any applicable Federal, State and local ordinance. The process complies with Georgia Police Officer Standards and Training (POST) and CALEA standards. The rank of captain and above is considered an appointment. The promotional process for lieutenant and below begins with a “Notice of Promotion”, sent to candidates by Human Resources. The notice outlines procedures on the application process, time periods for application submission, testing dates and sources used for exam development. A study period of not less than 30 days is provided, to allow employees preparation time for the written examination, followed by an assessment center. Candidates for senior police officer and sergeant must pass the entry-level police officer Physical Assessment. Unsuccessful candidates are allowed to retake the physical assessment portion. The lieutenant’s process does not require a physical assessment. An oral interview may be conducted following, or in the absence of, the assessment center. The interview is conducted by the Chief of Police or designee, or a panel selected by the Chief of Police. Oral Board members have expertise in interviewing skills and the subject matter relating to the rank sought. Lists of successful candidates are presented to the Chief of Police in alphabetical order. Panel members offer recommendations at the discretion of the chief.

Sworn Officer Promotions

	2012	2013	2014
GENDER / RACE TESTED			
Caucasian/Male	23	22	19
Caucasian/Female	5	6	1
African-American/Male	6	6	8
African-American/Female	1	0	0
Hispanic/Male	1	2	1
Hispanic/Female	0	0	0
Asian/Male	0	1	0
GENDER/ RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	14	16	15
Caucasian/Female	3	3	0
African-American/Male	3	2	6
African-American/Female	0	2	0
Hispanic/Male	3	2	1
Hispanic/Female	0	2	0
Asian/Male	0	1	0
GENDER/ RACE PROMOTED			
Caucasian/Male	12	12	8
Caucasian/Female	1	1	0
African-American/Male	2	3	3
African-American/Female	1	0	0
Hispanic/Male	0	1	0
Hispanic/Female	0	0	0
Asian/Male	0	0	1

The Chief of Police selects from eligible candidates based upon objective, job-related considerations, including but not limited to productivity, performance, the nature of the

vacancy or assignment, specialized skills and training, education, disciplinary record, years of service, commendations, and awards. For the rank of Assistant Chief, Major, Captain and Administrator, the chief must present nominations for appointment to the County Manager for confirmation. Appointment for the Chief of Police position is per the County Manager’s authority.

Forty-five promotions were made from every gender/race group that tested; 27 officers were promoted to Senior Police Officers, 11 were promoted to Sergeant, four (4) to Lieutenant, two (2) to Major and one (1) to Assistant Chief.

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

The Assistant Chief of Operations runs the Uniform Patrol function. Two (2) Majors report directly to the Assistant Chief of Operations; one (1) operates the East Precinct and the controls the West Precinct. Officers work directly from the precincts and a downtown office. The University of Georgia campus is spread throughout the county; however the majority of student activity takes place in the downtown area. Many bars and restaurants cater to students. The downtown area is very crowded with student activity, especially on weekends when the University of Georgia Bulldogs football team plays a home game. A majority of personnel are used for crowd and traffic control on game days. Agency members have an outstanding relationship with the University of Georgia Campus; both agencies work together to deal with student related activities.

Multi-family, public and subsidized housing, poverty issues, and crime are concerns throughout the jurisdiction, which lends to the constant challenge of building trust within the communities; thus community policing and problem solving is the predominant method for policing. Officers work diligently to maintain great relationships with a diverse community. Officers wear vests, body cameras, are well equipped and well trained to handle issues.

Crime Statistics and Calls for Service

Year End Crime Stats

	2012	2013	2014
Murder	5	2	4
Forcible Rape	48	37	39
Robbery	158	125	125
Aggravated Assault	244	240	205
Burglary	1149	967	762
Larceny-Theft	3210	2912	2846
Motor Vehicle Theft	242	195	188
Arson	20	18	26

E-911 Call Volume – Incoming 911 Calls		
2012	2013	2014
135,403	131,610	135,473
Computer Aided dispatch (CAD) Events		
155,825	170,008	160,463

Crime reduction and safe communities are emphasized. Crime statistics show reductions in all categories other than arson. The clearance rate for murders in 2014 was 100%. Robberies reduced from 158 in 2012, to 125 in 2013 and 2014. During the on-site, officers were investigating a number of robberies in the downtown area. Burglary and larceny statistics were the highest; however each showed a significant decline from 2012 to 2014 (approximately 400 each category). Motor vehicle thefts decreased from 242 in 2012 to 188 in 2014.

Evidence of gang activity will need to be addressed. Monthly Compstat meetings and weekly Strategic Meeting take place to discuss crime issues and trends. Two crime analysts prepare reports, look for trends and prepare crime maps.

Vehicle Pursuits

The agency's policy is fairly liberal. Pursuits are permitted for incidents involving an immediate threat to public safety either due to suspected violent felony or dangerous driving prior to police involvement. Policy allows pursuit of traffic violators, if officers reasonably believe, and can articulate that, existing conditions warrant the pursuit. Factors to be considered include, but are not limited to; time of day, volume of traffic, pursuit location, weather and road conditions, speed, police car quality, and identification of the vehicle pursued.

Vehicle Pursuits

PURSUIITS	2012	2013	2014
Total Pursuits	19	20	32
Policy Compliant	9	9	14
Policy Non-compliant	17	19	30
Accidents	2	1	2
Injuries: Officer	1	5	4
: Suspects	0	2	0
: Third Party	1	2	2
Reason Initiated:			
Traffic offense	17	17	21
Felony	2	1	6
Misdemeanor	2	2	3

* Traffic offenses include both misdemeanor and felony violations

The number of pursuits has increased from 2012 to 2014. Although annual analyses were completed, no patterns or trends were identified as a reason for the increase. The majority of pursuits are policy compliant. Non-compliant pursuits resulted in discipline and additional training. Most pursuits took place within one (1) to two (2) minutes. Employees and supervisors are quick to terminate a pursuit, if required. Analyses indicate that most pursuits result from an attempt to stop traffic violators.

The overall number of pursuits is not viewed as an issue within the department; although it is realized that the numbers could significantly reduce by simply discontinuing pursuits for traffic violations. Five (5) vehicle crashes, ten (10) officer

injuries, five (5) third-party injuries, and two (2) suspect injuries, resulted from the 71 pursuits initiated in the past three (3) years.

Field reports are recorded in the Intergraph Records Management System (RMS) called I-LEADS. Completed reports are approved by a supervisor and forwarded to Criminal Investigation Division (CID) lieutenants for follow-up by various investigators. Follow-up contact with victims is required within seven days. Progress is tracked during daily meetings. CID lieutenants meet with individual investigator monthly to formally review open cases.

Line-ups are composed utilizing pictures that are similar in appearance. A third party to the investigation is used to administer and record the line-up in order to negate the chance for feedback by an investigator. Audio/video recordings are used to record results. Use of a show-up is permitted, providing that potential identification is accomplished within one hour of the incident; otherwise identification is attempted by utilizing a photo line-up.

Interviews are conducted in designated interview rooms and are audio/video recorded. Weapons are not allowed in interview rooms; lockboxes are provided for weapon storage. Individuals are not left unattended in the interview rooms. All interviews are either monitored by a second investigator in the room, or by watching the interview in an adjacent room via a video system.

Intelligence information is defined as information relating to specific crimes and criminal activities. The agency is involved with and utilizes the Athens Area Crime Information Sharing Network (AACISN), which provides a regional system to facilitate the timely sharing of information among law enforcement and criminal justice agency personnel in an effort to prevent and control crime, while respecting the privacy and constitutional rights of individuals.

The Homeland Security Coordinator inspects all intelligence gathering and dissemination practices annually to ensure compliance with federal guidelines and directive provisions.

The budget provides for investigative funds and activities in three separate line-items. Funds are utilized for investigative activities as well as funding vice, drug, and organized crime investigations. Confidential informants are used; a background check, driver's license check and probation/parole check, if applicable is conducted on an informant prior to use. Informants are assigned a number and code name for tracking purposes.

Agency members participate in Crime Prevention programs within the schools and conduct presentations to civic and neighborhood organizations throughout the Athens-Clarke County area. Although the Centralized Criminal Investigations, Youth Investigations Unit, deals with cases involving juvenile offenders, victims, and cases of

child abuse, neglect, and related cases; all officers are encouraged to participate in the juvenile relations function.

Six (6) officers are assigned to the School Resource Officers (SRO) function. Officers work in two (2) high schools and four (4) middle schools. SROs work for the police department; however a contract for SRO services exists between the School District and the Athens-Clarke County Unified government.

The School Safety Patrol program has been sponsored by the AAA Motor Club since 1936 and has been active in the public and some private schools since 1938. Selected students must maintain a good record and good grades. The Crime Prevention Unit administers the oath to all School Safety Patrol members and serves as a resource and role model throughout the year.

A survey of citizen attitudes and opinions is conducted every three (3) years to determine the community's thoughts and opinions regarding the Department, personnel, and the overall feelings of the community safety as well as any recommendations or suggestions for agency improvement. Four hundred residents responded to survey questions; 83% were somewhat to very satisfied with the police department. Although results indicate a slight reduction in satisfaction in a few areas, overall satisfaction of the agency remains high; while crime in responding citizen's neighborhood is better than in previous years.

The Crime-Free Multi-Housing Program assigns sector officers to some housing complexes. Officers are trained in Crime Free Multi-Housing program as well as Crime Prevention Through Environmental Design (CPTED). Three full-time officers are assigned as Neighborhood Safety Officers, responsible for the Neighborhood Watch program, the Neighborhood Safety Program, and a Next Door Program (an electronic Neighborhood Watch Program, similar to a Facebook Account, for neighbors to communicate within a specific geographic area regarding suspicious activity, meetings, and events). There are over 120 Neighborhood Watch groups within the community.

The Citizen's Police Academy has been used for several years as a recruiting tool for volunteers. Once citizen's graduate from the academy, the agency's volunteer coordinator recruits new volunteers to assist with Crime Prevention programs. Volunteers assist with National Night Out, Seniors We Care Program, and a citizen's emergency response assistance program. Since 2006, volunteers have donated approximately 875,996 hours of assistance.

Critical Incidents, Special Operations and Homeland Security

All personnel receive training on Incident Command System (ICS) and National Incident Management System (NIMS) according to guidelines set forth by the Department of Homeland Security. At least annually, the agency participates in mock and/or tabletop exercises.

A new directive on Response to Active Threats was created to work within the parameters of Incident Command and geared toward initial response by patrol officers. Initial tactical command and requirements to minimize the threat were outlined. Agency response is interwoven utilizing fire, emergency management, EMS, and Central Communications. Directives require an annual review of policy and training needs dealing with response to active threats; however the timeline for review has not yet passed.

Incident Command is utilized regularly for large-scale events within the city, associated with the University of Georgia-Athens (UGA) sporting events. Approximately 96,000 people regularly attend UGA football games. Without proper planning and utilization of ICS, events could easily present huge issues for the agency, the college and the community.

Internal Affairs and Complaints against employees

The Office of Professional Responsibility is responsible for the investigation of agency complaints. All complaints, including anonymous complaints, are investigated. Once a complaint is received, the complainant is contacted and informed that a full investigation will take place. The complainant is given status updates and notified of the outcome. Issues dealing with violations of law, and racial profiling are handled by Internal Affairs. Inquires or policy issues are investigated by line supervisors. Punishment for rules violations or other substantiated complaints is based on the “Douglas Factors” progressive discipline. Annual Internal Affairs statistical data is released via public notice. Notices are posted in the police lobby and are available on the police department website.

An Internal Affairs and complaint investigations policy review was on-going during the assessment. The review objective is to build more accountability for all levels, simplify, and clarify policy. With new technology emerging; the agency is working to ensure that videos from both in-car and body-worn cameras are reviewed to confirm that employees are providing proper service to Athens-Clark County citizens.

Complaints and Internal Affairs Investigations

External	2012	2013	2014
Citizen Complaint	5	3	2
Sustained	0	1	1
Not Sustained	5	0	0
Unfounded	0	2	1
Exonerated	0	0	0
Internal	2012	2013	2014
Directed complaint	4	4	4
Sustained	3	4	4
Not Sustained	1	0	0
Unfounded	0	0	0
Exonerated	0	0	0

IA investigations resulted from increased accountability for supervisors. Two (2) videos per month for either body-camera or in-car audio/video recordings is required for each employee by a supervisor. Traffic Stops, pursuits, and individual contacts are among the videos reviewed. Citizen complaints are steadily declining; the availability of audio/video recordings is partially credited with the decline. Audio/video recordings viewed by the complainant often clear the officers of any wrong doing, and complaints are often dropped.

A Public Information Assistant acts as the point for daily press releases. Complicated or sensitive releases are reviewed by a supervisor prior to release. Supervisors are authorized to prepare press releases on weekends and holidays. The Duty Officer, generally a Captain, prepares releases.

The agency owns and houses victims' services in two (2) on-campus buildings. *The Cottage*, is for Sexual Assault victims and is a Child Advocate Center. Personnel conduct follow-up meetings with victims in a friendly environment, which eases forensic interviews for both adult and juvenile victims. Employees offer support, education, and counseling services for victims. The *Family Protection Center* houses police investigators, counselors, Victim advocates (employed by the City Solicitors or the County District Attorney's office), and Sexual Assault Response Team (SART) members, including the SART Nurse. The Center is used for investigating Domestic Violence and Sex Crimes. An exam room, very similar to any emergency room or doctor's office exam room, is located within the facility and contains specific equipment for forensic evidence collection required for sexual and domestic assault prosecutions. Most SART Nurses are volunteers. The program is extremely successful. In 2014, 109 victims were cared for by SART nurses in the *Family Protection Center*.

Seventeen officers are assigned to the Traffic Unit. Three officers are dedicated to DUI enforcement, as a result of the Highway Enforcement Aggressive Traffic (HEAT) grant. Roadside safety checks, seatbelt checks, vehicle checkpoints and Pedestrian Safety Enforcement are conducted via the HEAT grant. Vehicle versus pedestrian crashes are frequent; thus emphasis is placed on pedestrian right-of-way enforcement.

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

All vehicles used for prisoner transports are equipped with cages to separate the driver from the prisoner. The back seats of transport vehicles are checked at the beginning of each shift, as well as before and after transporting prisoners, to ensure no evidence or contraband remains in the vehicle. All detainees are handcuffed and searched prior to transport. A transport van is used during mass arrests or for disruptive arrestees.

Detainees are transported directly to the county jail. An area is designated in the police department for processing persons arrested for DUI. Detainees are not left alone or without constant supervision.

Records are available 24/7 on the Agency Records Management System (RMS). Records access is determined by various security levels based need. The agency is currently working on implementing advanced authentication for mobile devices; required by Federal Law.

The Forensic Unit is responsible for collecting, processing, and preserving evidence. Forensic Unit members work from 8:00am to 11:00pm daily. On-call employees cover off-hours. Five (5) full-time employees work in the Forensic Unit and are trained in latent print examinations, DNA collection, and use of alternate light sources to identify and collect bodily fluids. Employees working in the Financial and Cyber-Crimes Unit are specifically trained to investigate fraud, embezzlement, and a variety of computer crimes.

Property and Evidence

A new evidence facility was recently built. The agency is conducting a 100% audit/inventory of property while in the process of moving all property and evidence into the building. During the audit, it was discovered that some items were not well packaged, labeled or identified. It is believed that items in question were from the Athens Police Department and Clark County Sheriff Department merger in 1991. Auditors are tracking the history of items to determine the status.

An electronic Records Management System (RMS) is currently used to label and track all evidence coming into the facility. At the time of the merger, evidence was checked in utilizing a paper system for tracking. Paper records were kept and are currently being used to research and match items that were poorly marked with the proper paper documentation. Once accomplished, property still considered as evidence will be moved to the new facility; property/evidence slated for destruction will be documented and authorization sought for disposal.

During the on-site the assessors conducted a quick two-tiered mini audit. Evidence personnel were able to properly track all evidence items.

H. Standards Issues:

This section does not apply.

I. 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 90.2% of applicable other-than mandatory (O) standards.

J. Future Performance / Review Issues

This section does not apply.

K. Table: Standards Summary:

Standards Summary	TOTAL
Mandatory (M) Compliance	305
Other-Than-Mandatory Compliance	68
Standards Issues	0
Waiver	0
(O) Elect 20%	7
Not Applicable	107
TOTAL	484

L. Summary:

The CALEA accreditation on-site served as the Athens-Clarke County Police Department's eighth reaccreditation process and the second Gold Standard Assessment (GSA). The agency has 305 authorized personnel; 239 sworn and 66 non-sworn. As of February 28, 2015 the complement was at 284 personnel, 220 sworn and 64 non-sworn.

The on-site was the first for Interim Chief Carter Greene as chief, as the previous long-term chief retired in the fall of last year. Interim Chief Greene is very familiar with the accreditation process, as he was the accreditation manager for years and is a CALEA team-leader.

Athens-Clarke County Georgia is located 65 miles northeast of Atlanta with a population of 166,714. The county is comprised of 125 square miles and is the smallest county in land-size in the State of Georgia. The poverty level in the county is very high, compared with others in the state and nation. The County School District oversees 13 elementary, four (4) middle and three (3) high schools; five (5) private schools are also located in the area. Athens-Clarke County, Georgia is the home of the University of Georgia.

Since 1991, a unified government for Athens-Clarke County has been in place. A County Manager, appointed by the Mayor and Commission, oversees day-to-day operations. The government is headed by an elected mayor and ten (10) elected commissioners from geographical areas districts.

The Police Department is well known and well respected in Georgia and within the region as a leader in policing and training. Two Assistant Chiefs report directly to the Interim Chief; one oversees Operations and the other oversees Support Services. Two precincts; one east and one west, and a downtown office, provide space for officers working in the precincts. The downtown office is where most of the student activity takes place.

The agency is well equipped to handle issues arising from a major university located within the city; a mass of multi-family housing, including public housing; and a poverty level much higher than most communities.

Employees are committed to the accreditation process. Accreditation has become a part of the organization's culture. Forty-nine files were selected for off-site review. All files were well documented; there were no issues with the files. Multiple interviews took place with employees; twelve interviews took place with people outside of the organization. Assessors conducted a ride-along with several officers, toured specific areas to determine compliance with standards, attended briefings, and attended a meeting with a neighborhood group.

Working with the accreditation team, staff, and all employees was a pleasure. It was evident that employees were aware of the CALEA process and were familiar with applicable standards.

A survey of citizen attitudes and opinions is conducted every three (3) years to determine the community's thoughts and opinions regarding the Department, personnel, and the overall feelings of the community safety as well as any recommendations or suggestions for agency improvement. Four Hundred residents responded to survey questions; 83% were somewhat to very satisfied with the police department. Although results indicate a slight reduction in satisfaction in a few areas, overall satisfaction of the agency remains high; while crime in responding citizen's neighborhood is better than in previous years.

The Public Information Session took place on Monday, March 30th at 6:30pm in the Commission Chambers. The Chief and staff members were present however no speakers attended. Three phone calls were received during the call in session on Monday, March 30th from 1:00pm to 3:00pm. Caroline Clarkson, a reporter for a student TV program at the University of Georgia stated that she sometimes has a hard time getting people to speak with her. During the on-site, she interviewed the team leader on camera. The two other phone calls received were both positive. One positive letter was received, twelve outreach contacts were made, and numerous interviews were conducted. All external interviews were not made a part of this report due to space limitations.

No issues arose regarding biased-based policing, use of force or pursuits. Internal Affairs complaints were low for an agency with 284 to 305 employees.

All detainees are taken directly to the Clarke County jail unless a detainee requires DUI processing. No detainee is held at the police headquarters or other police facility.

A very modern property and evidence facility was recently built. Employees are in the initial phase of moving into the facility. Evidence personnel are presently conducting a 100% audit/inventory of property and evidence. An *I-Leads* Records Management

System (RMS) is used to label and track 100,000 pieces of evidence in the facility. During the 100% audit/inventory, auditors found some items that were not properly packaged and labeled. It is believed that items in question were from the Athens Police Department and Clark County Sheriff Department merger in 1991. At the time of the merger, evidence was checked in utilizing a paper system for tracking. Paper records were kept and are currently being used to research and match items that were poorly marked with the proper paper documentation. Auditors are tracking the history of items to determine the status. Once accomplished, property still considered as evidence will be moved to the new facility; property/evidence slated for destruction will be documented and authorization sought for disposal. During the on-site, assessors conducted a two-tiered audit; all items were properly tracked in the evidence room and in agency records.

The Athens-Clarke County Police Department is well led by Interim Chief Carter Greene and his staff. The department has a long history of excellence with CALEA Law Enforcement accreditation and within the last few years, the Communications Center was separately accredited with CALEA. The team was impressed with employees' positive attitudes; especially during a time when the County Manager is conducting a national search for a Chief of Police. It was also very evident that the Mayor, County Manager and many others in the city were very proud and supportive of the Athens-Clarke County Police Department.

A handwritten signature in black ink, appearing to read "James D. Fox", is centered on a light beige rectangular background.

James D. Fox
Team Leader

Date of final approval: 05/23/15