



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



**2018**

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Assessment Report  
April 2018**

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**A. Agency name, CEO and AM**

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

R. Scott Freeman, Ph.D. Chief of Police  
Katrina Taylor, Accreditation Manager

**B. Dates of the On-Site Assessment:**

March 26-29, 2018

**C. Assessment Team:**

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

Vince Dauro

9th reaccreditation, C size 318 personnel, authorized sworn 254 and 64 non-sworn, 5th edition Law Enforcement Advanced Accreditation.

PowerDMS

**E. Community and Agency Profile:**

**1. Community profile**

Athens-Clarke County is comprised of 125 square miles and is the smallest in landmass of Georgia's 159 counties. It was the twenty-fifth county created in the state and is

located roughly 65 miles Northeast of Atlanta. The University of Georgia was founded in 1785 as the nation’s first land-grant institution and is located in Athens-Clarke County. In 1990, the citizens of the City of Athens and Clarke County voted to unify their governments. In doing so, Athens-Clarke County became the second consolidated government in Georgia and the 28th in the nation. In 2015, The Athens-Clarke County Planning Department estimated the population at 123,967.

The Athens-Clarke County governing body is composed of an elected mayor and 10 elected commissioners from different geographical districts. The mayor and commissioners serve four-year staggered terms. A manager is appointed by the mayor and commission to oversee the day-to-day operations. The chief of police is appointed by and reports to the county manager.

**2. Agency profile**

The Athens-Clarke County Police Department is the eighth largest police department in Georgia. The agency provides all the customary law enforcement services of a large contemporary police department. Housed in the Office of the Chief are Human Resources, Planning and Research, Budget, Accreditation, Public Information, and Professional Standards. The officers assigned to the Patrol Division provide the initial response to request for service. The Criminal Investigations Division completes follow-up investigative work on property and person crimes. The Special Operations Division consists of specialty units such as Crime Suppression, Traffic Enforcement and the Drug Task Force. The Support Services Division maintains records, computer services, property and evidence. The Community Outreach Division plans and hosts events and participates with other community groups to encourage positive interactions between agency members and the community. The call answering and dispatching services are accomplished through the agency’s CALEA accredited 911-Communications Center.

**3. Demographics**

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

**Demographics Report**

	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	69,836	56	37,997	61	198	85	19	8	190	83	21	9
African-American	34,918	28	15,565	25	26	11	3	1	32	14	2	1
Hispanic	13,718	11	5,603	9	7	3	2	1	6	3	0	0
Other	6,235	5	3,113	5	3	1	1	0	1	0	0	0
Total	124,707	100	62,258	100	234	100	25	11	229	100	23	10

The table reveals there is an over representation of Caucasian officers and under representation of African-Americans and Hispanic officers when compared with the service population and available work force. The agency is committed to recruiting qualified underrepresented protected class candidates to reach demographics that reflect the available workforce and has created a recruitment plan to assist them. As reflected in the table, the total number of female officers increased slightly during this accreditation cycle and now represents 11% of the sworn officers.

#### **4. Future issues**

There are several issues that have the potential to affect the Athens-Clarke County Police Department's delivery of services. As one united team, the mayor, commissioners, county manager, and the citizens must work together with the agency's staff to locate funding sources to pay for the cost of these needs. They include:

- The need to increase compensation.
- Completion of the review and revision of all current written directives.
- Maintaining staffing levels so that the agency can continue to provide the level of service the community is accustomed while maintaining a reasonable budget.

#### **5. CEO biography**

Chief R. Scott Freeman Ph.D. began his law enforcement career while in high school, working as a part-time dispatcher in the 911 Center of the Rockdale County Sheriff's Office. After graduating high school, Chief Freeman joined the Conyers Police Department as a dispatcher. During his 22-year career, he progressed through the ranks, held the rank of major when he left the agency in 2012 to serve as the chief deputy for the Rockdale County Sheriff's Office. In July 2015, Chief Freeman was selected as chief of the Athens-Clarke County Police Department.

Chief R. Scott Freeman Ph.D. in public policy and administration from Walden University, a Master of Public Administration degree from Walden University and a Bachelor's degree in Organizational Leadership from Mercer University. He is also a graduate of the FBI National Academy. Chief Freeman is an active member of the International Association of Chiefs of Police and the Georgia Association of Chiefs of Police. He is also active in the community and communicates using social media with residents.

#### **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

A public information session was convened on Tuesday, March 27, 2018 at 6:30 p.m. at City Hall in the Commission Chambers room 205, 301 College Avenue Athens, Georgia. There were four agency members in attendance. No one addressed the assessment team publicly. However, an area police chief spoke with the team privately and expressed concern that the agency was not following its pursuit policy regarding prohibiting pursuits for misdemeanor crimes. The team reviewed the agency pursuit policy. The policy was revised in October 2017 and again in January 2018. The policy that was in effect prior to October 2017 allowed pursuits for misdemeanor crimes. The current policy does not. The assessment team also addressed the concern with Chief Freeman. He pointed out that corrective action to include discipline has been taken for policy violations.

b. Telephone Contacts

A telephone call-in session convened on Tuesday, March 27, 2018 from 1:00 p.m. to 3:00 p.m. and one call was received. Mr. Todd Denton said he is a lifelong resident of the county and works in security. Further, because of his profession he often interacts with members of the agency. Mr. Denton said "the officers are remarkable" and he is proud of the great job they do providing services.

c. Correspondence

The assessment team received one letter during the onsite from Chief Mark Scott of the City of Americus. Chief Scott said in part, "Chief Freeman and the ACCPD staff have maintained their commitment to the accreditation process over the past three years and should be awarded reaccreditation."

d. Media Interest

The assessment team did not receive any requests or inquiries from the media during the on-site.

e. Public Information Material

A news release was provided to area media organizations requesting them to inform the community about the on-site assessment. The release contained the dates for the assessment, public information session, telephone call-in period, and informed the community members about the opportunity to submit letters to the Commission. In addition, a notice containing the same information was posted in the lobby at headquarters and the precincts, and other locations patronized by members of the community. The news release was also posted on the agency's website.

f. Community Outreach Contacts

During the onsite, the assessment team reached out to members of the community for comments about the agency and its members. Ms. Shanna Griffin, the night manager at the Hilton Garden Inn said the officers are quick to respond when called and remain visional throughout the night, which makes her feel safe. Mr. Oliver Booker the Chief Executive Officer of Advantage Behavioral Health Systems said he has nothing but good things to say about the staff and officers. They are great to deal with and very open when he or his staff are communicating with them. Athens-Clarke County Fire Department Assistant Fire Chief Mark Melvin said the two agencies work well together. Ms. Sally Sheppard, Executive Director of the Cottage Sexual Assault and Children's Advocacy Center said the officers are committed to helping victims. Clarke County Sheriff Ira Edwards said his agency has an outstanding working relationship with the leadership team and officers. Dr. Steve Sampson said he is very impressed with the way the officers go above and beyond to help people. Mr. Blaine Williams, Athens-Clarke County Manager, expressed praise for the work the agency members do every day.

**G. Essential Services**

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

Upon employment, the chief administers an oath to all new-hire sworn personnel. Police officers are required to affirm a commitment to uphold, support, and defend the Constitution of the United States, and the State of Georgia. Further, they are informed they are expected to obey the agency's written directives and impartially enforce the laws and ordinances.

The ethical expectations on and off-duty are explained through ethics training for all new-hires and reinforced biennially thereafter during in-service training. Every sworn officer and civilian member is informed they must abide by the "Law Enforcement Code of Conduct and Ethics" while on and off duty with the exception of the communications members. They must abide by the Association of Public Safety Communications Officials Public Safety Telecommunicators' Code of Ethics.

Each employee is provided training regarding his or her duties, responsibilities, and limits of authority. The authority for agency's members to carry out their duties and responsibilities are found in the State of Georgia Code and the Charter of Athens-Clarke County. Sworn officers have jurisdiction and full arrest authority throughout Athens-Clarke County and are permitted to carry firearms while on and off duty. However, officers are encouraged to use discretion and to use alternatives to physical arrest such as giving a warning, or issuing a citation when the circumstances permit. Officers are



also encouraged to refer individuals to social services organizations for drug treatment, mental health counseling, and other programs when appropriate. Officers are provided training to ensure compliance with all the constitutional rights of individuals during interviews, interrogations, searches, including when access to counsel must be allowed.

Supervisory approval is required prior to conducting a strip or body cavity search. The search must be completed or witnessed by members of the same gender and conducted in a secure area. The officer conducting the search must complete a report documenting the circumstances justifying the search, and the outcome of the search. Officers witnessing the search must also complete a report documenting their actions.

A search warrant must be secured for body cavity searches with the exception of the mouth. Body cavity searches are completed by medical personnel under the supervision of a licensed physician at a medical facility. There have been a limited number of strip searches and no body cavity searches during this accreditation cycle. All of the strip searches were completed in accordance with written directives.

When an officer makes an arrest they complete a report, the individual is fingerprinted, photographed, and when required consular notifications are made. There has only been one arrest that required consular notification during this accreditation cycle.

### **Bias Based Profiling**

The Athens-Clarke County Police Department prohibits officers from engaging in bias based profiling. Training regarding the agency's bias based profiling policy is provided upon employment and annually thereafter. When a complaint alleging bias based profiling is received, an internal investigation is completed.

#### **Bias Based Profiling Complaints**

Complaints from:	2015	2016	2017
Total Complaints	2	1	2

The agency only had five complaints alleging bias based complaints. Each complaint was investigated and it was determined no bias based profiling had taken place. It is apparent the training and policies are having the desired results.

The agency does not track the number of citations and warnings issued. The data in the following tables were provided by the Athens-Clarke County Municipal Court. The Court tracks the total number of citations issued by race of the individuals who received a citation and then collected by gender. These numbers will never match because sometimes gender or race is not marked or only one or the other is marked on the citation.

**Traffic Citations**

2015		2016		2017	
Race/Sex	Citations	Race/Sex	Citations	Race/Sex	Citations
Caucasian	9,905	Caucasian	8,082	Caucasian	8,281
African-American	5,322	African-American	4,967	African-American	5,306
Hispanic	9	Hispanic	112	Hispanic	409
Asian	2	Asian	52	Asian	206
OTHER	9	OTHER	21	OTHER	1,086
TOTAL	15,247	TOTAL	13,234	TOTAL	15,286
Male	9,655	Male	8,181	Male	8,500
Female	6,680	Female	5,857	Female	6,017
Unknown	3,756	Unknown	2,621	Unknown	803
Total	20,091	Total	16,659	Total	15,320

During this accreditation cycle, there were 43,767 interactions between agency members and community members that resulted in citations.

**Use of Force**

Officers are only authorized to use agency issued weapons and ammunition. The less-than-lethal weapons include, batons, Oleoresin Capsicum chemical spray, and Tasers. Lethal weapons include handguns, shotguns, and rifles. Officers are trained by certified instructors regarding the agency's use of force policy and are required to demonstrate proficiency with all weapons prior to approval for use. After which all sworn members must demonstrate proficiency with less lethal weapons, shotguns, rifles and Tasers annually. They must demonstrate proficiency with their handguns annually and attend an evening firearms training proficiency program.

If an officer does not successfully demonstrate proficiency on demand with a firearm they are not allowed to carry a firearm until they do so. Remedial training is scheduled and the officer is placed in an administrative assignment until such time as re-training and qualification is complete. After completing, the training if they still cannot demonstrate proficiency they can be released from employment. This has not occurred during this accreditation cycle.

An officer determines the appropriate level of force to use based on the response to the resistance of the individual(s) they are dealing with. They are taught to use only the amount of force necessary to accomplish lawful objectives. The agency defines deadly force as force that can reasonably be expected to cause death or serious bodily injury. Deadly force is restricted to the protection from what is believed by the officer to be an imminent threat of death or serious injury to them or another person.

Each use of force must be reported to a supervisor and a report must be written. All reports are reviewed by the officer's chain of command with final review completed by the chief to ensure the use of force was in compliance with policy.

**Use of Force**

	2015	2016	2017
Firearm Displayed	65	56	85
Firearm	0	1	1
Electronic Control Weapon display	*	*	56
Electronic Control Weapon	3	17	39
Baton	3	1	1
Oleoresin Capsicum	35	2	1
Weaponless	214	149	89
Total Types of Force	268	204	272
Total Use of Force Arrests	202	168	222
Complaints	3	3	5
Total Agency Custodial Arrests	4,581	4,168	4,337

As reflected in the table, officers made 13,086 custodial arrests; however, only 5% of the total custodial arrests required some type of force with some of those arrests requiring more than one type of force to be applied.

When an officer applies force that causes an injury, an individual alleges they have been injured, or the officer reasonably believes the individual should be medically cleared; the officer is required to provide immediate treatment within their training and summons emergency medical personnel.

The agency shares concurrent jurisdiction with federal, state and municipal law enforcement agencies. Any shift supervisor may authorize a request for the assistance of any other municipal, state, or federal law enforcement agency. There has not been a need for the National Guard during this accreditation cycle, but in the event their assistance was needed, the mayor would make the request.

Agency members have access to the written directives using PowerDMS. They are responsible for accepting and reading them. This requirement is verified by the employee's electronic signature. As the agency's written directives are being revised they are being posted on the agency website to allow members of the community access. A host of daily, monthly, and annual reports are also created by various agency members to ensure community members and employees who need to be informed of the agency's activities are kept informed. The approval of the information and technology technician is required before any software and/or hardware can be installed, removed or modified on an agency owned computer. Agency members are also forbidden from installing agency software on a personally owned computer.

The agency maintains an organizational staffing chart that tracks every allocated position by title and if the position is filled or vacant. The agency does not have an

established Reserve Officer Program, but they do have non-sworn volunteers who perform a multitude of task such as data entry after they received the required training. These individuals save the agency money and free-up agency members to perform other tasks.

There is a clearly established chain of command that is to be followed for the daily operation of the organization starting with the first line supervisor and concluding with the chief. When personnel from different components are involved the supervisor assigned the functional responsibility is in charge. There are also procedures in place to allow circumventing the chain of command in exceptional situations. In absences of the chief, the deputy chief acts on his behalf. Employees are required to follow lawful orders; however, they are not required to obey an order that is contrary to local ordinance or state and federal law. If an employee does not follow an order because they believe it is contrary to law they are required to provide a written account of their actions for the review by the chief. Upon receipt of any order conflicting with a previous order or instruction, the employee is required to inform the individual issuing the order causing the conflict. When directed, the latter command must be obeyed and the employee is not held responsible for disobedience to the first order.

The chief is actively involved with the agency's planning and research activities. He relies on his command staff and the planning and research coordinator to collect, compile, and analyze information used in planning for the future of the agency. Input is encouraged from all personnel for establishing, tracking and accomplishing annual and long-term objectives and the creation of the agency's multiyear plan.

Each year, the county manager distributes a packet containing general budget instructions and the budget calendar. The chief, with input from various staff and supervisory personnel, creates the agency's budget. Both long term and annual goals and objectives are directly linked to the budget. The chief and his staff present the budget to the county manager. Then the budget goes to the mayor who reviews it and submits it to the commission for approval.

After the budget is approved, the budget and finance technician tracks the initial appropriations, expenditures, encumbrances and balances. The agency complies with the Athens-Clarke County's established purchasing guidelines and procedures when purchasing equipment, products, or services. The accreditation manager performs a quarterly audit of the agency's three cash funds and the Athens-Clarke County Finance Department conducts an unannounced audit annually. The agency also receives an external audit each year in accordance with the Athens-Clarke County policies. The most recent audit was completed in December 2017. An unmodified ("clean") opinion was issued for the Athens-Clarke County Unified Government's financial statements for the year ending June 30, 2017.

The Athens-Clarke County Finance Department conducts a physical inventory of every county government department once every three (3) years under the direction of a

member of their Accounting Division. The individual who is issued equipment must ensure it is operationally ready and the agency property technician is responsible for maintaining the operational readiness of all stored property. The agency provides all the required uniforms and equipment needed for officers to perform their assigned task. The agency has an internal Property Management System for tracking these items. After the initial issue, worn items are replaced as needed. Upon separation from the agency, all uniforms and equipment must be returned, and depending on the condition of the item it may be reissued to another employee.

### **Personnel Structure and Personnel Process (Chapters 21-35)**

The agency's practices related to pay, benefits, retirement, and other conditions of work are explained in the agency's written directives and Athens-Clarke County policies. The health programs include medical options, dental, vision benefits, and disability insurance. Basic life insurance and accidental death and dismemberment Insurance is provided at no cost to the employee in an amount equal to two times the employee's annual salary and they can purchase additional life insurance at a minimal cost. The pension plan is designed to provide a monthly retirement income. An employee is vested in the plan after completing 10 consecutive years of service. Normal retirement age is 60 for sworn and age 62 for non-sworn. The agency also offers a deferred compensation package with a 1% match on the first 4% of salary contributed to the plan.

There is not a requirement for members to complete an annual physical. However, all employees and their family members are encouraged to take action to stay healthy. They are further encouraged to participate in the Athens-Clarke County wellness program. The program offers weekly health education and fitness classes, monthly 5k walk/jogs, annual risk reduction and weight-loss programs, fitness challenges, personal training, annual on-site screenings hearing, skin cancer, bone density, allergy & asthma, mammograms, flu-shot clinics, blood draw, and body fat analysis. As an incentive, employees enrolled in the agency health insurance plan who complete their annual Health Risk Assessment receive a reduction in their health insurance premium. The chief may require an employee to be examined by a qualified physician when there is a concern about their ability to perform their assigned duties. All costs of the examination or subsequent follow-up examinations are paid by the agency.

The agency provides an Employee Assistance Program (EAP) for agency personnel and their family members. Employees and their family members can voluntarily access the program directly for assistance concerning relationships, legal or financial matters, and many other services. Supervisors receive training about indicators to look for that signal an employee may be in the need of assistance. When an employee exhibits indicators of needing assistance if it is determined that it would be in the best interest of the employee and/or the agency, an employee may be required by the chief to receive assistance through the Employee Assistance Program.

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No employee was seriously injured or killed during this accreditation cycle. In the event this should occur, the agency has protocol in place. A supervisor makes the notification to the family. An individual is assigned to assist the family at the hospital and provide support during criminal proceedings (if any) and maintain long-term contact with the family to provide for their needs. There are also similar procedures in place for when an employee has experienced an injury, death or other tragedy.

The agency also has an Early Warning Program for identifying agency members whose performance suggests that they may be having problems dealing with workplace or personal issues. The program utilizes several factors to trigger a need for intervention, such as disciplinary actions, use of force incidents; duty related accidents, vehicle accidents, sustained citizen complaints, excessive use of sick leave and uncharacteristic behavior. A review of each activation revealed the reason for activation did not require any further action. The Professional Responsibility Unit completes an annual evaluation regarding the effectiveness of the early warning system and potential areas for improvement. The reviews during the past three years determined the system is activating as designed and the criteria for activation did not need changing. All agency's policies and procedures are applicable when working extra duty assignments. Requests to participate in off duty employment or extra duty assignment must have approval of the division commander.

When an agency member is activated for military service, an exit meeting takes place with the chief when they are expected to be deployed longer than 180 days. The member is required to turn in all agency owned weapons for safekeeping until they return. The Human Resource Department provides responses for related questions. An agency member maintains contact with the member and their family while they are deployed via telephone or through e-mails. Upon returning to duty, another meeting is scheduled with the chief. All training missed including qualifying with lethal and non-lethal weapons, must be completed and the member is informed about any policy changes. The member is also encouraged to seek the services of the Employee Assistance Program as needed.

The agency provides training on the performance evaluation system for supervisory personnel. Probationary members are evaluated quarterly and all non-probationary members are evaluated annually. Evaluations are the responsibility of the employee's immediate supervisor. The supervisor meets with the member and discusses the evaluation with the member. The completed evaluation is reviewed by whom the supervisor reports to. Employees are evaluated based on criteria specific to their job assignment and earn a ranking from, unacceptable, marginally meets standards, fully meets standards, superior, and exemplary. During the rating period and prior to the end of the rating period, supervisors must document any unacceptable job performance and provide it to the employee so they have an opportunity to improve the performance.

When an employee is presented their evaluation future goals are discussed. If the individual disagrees with a rating, they can contest the evaluation with the supervisor. If

not satisfied with the response they can appeal through their chain of command to the chief. There were no appeals.

### **Grievances**

The Athens-Clarke County Police Department's procedures for grievance resolution define issues that may be grieved and the process for filing a grievance. The procedures for which an unfavorable response to a grievance may be appealed are explained to include time restraints for each step and the position within the agency the appeal is to be routed. In certain situations, the agency affords an employee the opportunity to have their grievance heard by the Athens-Clarke County personnel-hearing officer. The personnel hearing officer is a member of the State of Georgia Bar Association and appointed by the mayor. The personnel hearing officer is the final appeal. The division commander where a grievance was filed is responsible for tracking the status of the grievances as it progresses through the processes. Grievance records are maintained by the administrative assistant to the chief.

#### **Formal Grievances**

Grievances	2015	2016	2017
Number	0	0	3

During this accreditation cycle, there were only three grievances filed and the grievances were for various reasons. A review of the annual analysis revealed there was no need for policy revision.

### **Disciplinary**

Agency members are required to be honest, comply with the agency directives, all laws and present a professional appearance. These expectations are explained in the agency written directives. Employees are informed corrective action will be taken when the expectations are not met. The agency has a zero tolerance policy for harassment and members are informed that sexual or other forms of harassment will not be tolerated. While there have not been any allegations made during this accreditation cycle employees can report an allegation directly to the chief, a division commander, or the human resources director.

The discipline administered includes oral reprimand, written reprimand, suspension, demotion, extended probationary period, and dismissal. All supervisory personnel can take corrective action in the form of training, counseling or oral reprimand when warranted. Supervisors may also immediately relieve an employee of duty when there is an allegation that would justify such action. All other forms of discipline require the approval of the chief or deputy chief.

When non- probationary members are dismissed from employment, it requires the approval of the chief in conjunction with the human resources director. Probationary members may be dismissed by the chief without cause. The dismissed member is

provided with a written summary of the reason, effective date and the status of their fringe and retirement benefits. Depending on the disciplinary action members can appeal to either the chief or the Athens-Clarke County personnel hearing officer. The agency maintains records of disciplinary actions in accordance with the Georgia State Records Retention and Disposition Schedule.

Agency members who have distinguished themselves in the performance of their duties are eligible for 18 different awards. They include but are not all inclusive, the Medal of Honor which is given when an individual places their life at risk above and beyond the call of duty, Police Officer of the Year, and the Civilian Employee of the Year. Employees also receive commendations for noteworthy actions. Any agency member can nominate an individual for an award. After which the nominations are submitted to the Commendation Awards Review Committee to ensure they meet the requirements for the award requested. The chief is the final reviewer and approval.

#### Personnel Actions

	2015	2016	2017
Suspension	8	4	3
Demotion	0	0	0
Resign In Lieu of Termination	0	1	0
Termination	2	0	1
Termination during probationary period	1	2	2
Total	11	7	6
Commendations	1,389	1,481	1,216

As reflected in the table, the agency only had 24 personnel actions of which 62% were suspensions, while 4,086 members received commendations.

#### Recruitment and Selection

The agency actively participates in recruiting for applicants in partnership with the Athens-Clarke County Human Resources Department. The agency has a Recruitment Plan that is designed to assist with recruiting qualified individuals with an emphasis on attracting qualified protected and underrepresented candidates. The methods outlined in the plan for accomplishing the listed objectives include advertising employment opportunities on the Internet, Facebook, YouTube, and PoliceOne.com. Additionally, job announcements are posted at universities, colleges, local media and the Georgia Municipal League. Agency members also participated in various job fairs such as the Athens Veterans Career Fair and Government and Nonprofit Career Fair. The recruitment plan is reviewed often by the chief with the county manager and revised at least annually to ensure current strategies are being used.

The selection methods for sworn members include a psychological assessment, extensive background investigation, a polygraph test, visual examination and medical examination. Applicants are informed of his or her status throughout the process.



Individuals who fail any portion of the testing process can reapply for the same position once the mandated retest wait period for the portion of the process failed has elapsed. All new hires must serve a six-month probationary period and their applicant records are retained in their personnel files during their employment. Applicants not selected are informed in writing of the decision and records of those individuals are retained in accordance with the State of Georgia records retention schedules. Applicants not selected can reapply if nothing in the individual's background has permanently disqualified them, but they must complete the entire process. All personnel records are retained in accordance with the State of Georgia records retention schedules.

**Sworn Officer Selection Activity in the Past Three Years**

Race/Sex	Applications Received	Applicants Hired	Percent Hired	Percent of Workforce Population
Caucasian/Male	422	55	13	85
Caucasian/Female	82	8	8	
African-American/Male	195	7	4	11
African-American/Female	78	3	4	
Hispanic/Male	35	5	14	3
Hispanic/Female	10	1	1	
Other	55	4	7	1
Total	877	83	9	100

As reflected in the table, 83 of the total applicants for sworn positions were hired during the last three years. The new hires included 14% females, 8% African-American males and 6% Hispanic males.

**Training**

Lesson plans have been created for in-service classes to ensure the material is being presented consistently. The Career Development Unit maintains an automated database of courses presented which includes the topic presented, hours attended and if the student passed or not. The agency also pays for mandatory and approved non-mandatory training courses and mandates employees attend the scheduled training. Failure to attend a training course without a reasonable justification can result in being denied further elective training.

The agency does not operate a training academy. Therefore, the agency requires all new hire sworn members to complete a State of Georgia Police Officer Training Commission sanctioned Basic Law Enforcement Academy. After successful completion of the police academy, which is 11 weeks in duration, the recruit completes a five-week classroom-training program on policies, procedures and agency practices. Then the recruit is assigned to a 15-week Field Training and Evaluation Program. A team of experienced officers train, coach and mentor the new-hire.

The chief and uniform division commander select police-training officers based upon their supervisor's recommendation and the officer's past performance. Police training officers are required to complete an agency sanctioned 40-hour certification class prior to training new hires and receive additional training while serving as a training officer. After which sworn members are required to complete 20 hours of training annually.

Some of the topics presented during the past three years included crisis intervention response, Narcan safety, along with newly enacted or revised federal, state and local laws. The appropriate agency members or other individuals present roll call training on a variety of topics to keep personnel up-to-date between formal training sessions. Some of the topics presented were ethical policing, hit and run investigation and work place violence prevention, readiness, and response.

The agency pays tuition for sworn officers for third and fourth year courses for a Bachelor's degree. The degree must enhance their ability to serve the community. Officers who receive tuition funds are required to participate in an initiative such as mentoring, reading or tutoring programs, which allow them to give back to the community. The agency pays for a maximum of six semester hours per student per semester. New-hire civilian employees receive training regarding the agency's role, their rights as an employee, working conditions, purpose of written directives and other training that is job specific.

### **Promotions**

The chief and the Athens-Clarke County Human Resources Department partner in administering the promotional process. The promoted ranks are corporal, sergeant, and lieutenant. The ranks of deputy chief and captain are appointed positions. The promotional process begins with the chief releasing an announcement 30 days prior to the start date of the process. The announcement contains the eligibility requirements, and a schedule of dates, times, and locations of all processes. Interested individuals are required to submit an application to participate in the process, which consist of an assessment center.

Candidates deemed by their cumulative score from the assessment center as highly qualified or qualified are placed on an eligibility list that remains in effect for one year. The chief can select any candidate listed as highly qualified. Once all of those candidates have been selected the chief can select any candidate listed as qualified. Upon the selection, the chief presents the candidate to the Athens-Clarke County Promotion Review Board for conformation.

Newly promoted supervisors are provided on the job training and must attend supervisory and management training presented through the Athens-Clarke County Organizational Development Office. These programs include how to counsel employees for personal and professional development. A one-year probationary period is mandatory for all newly promoted supervisors.

**Sworn Officer Promotions**

GENDER/RACE TESTED			
	2015	2016	2017
Caucasian/Male	13	9	36
Caucasian/Female	4	1	5
African-American/Male	2	1	14
African-American/Female	1	0	0
Hispanic/Male	1	0	0
Hispanic/Female	1	0	0
GENDER/RACE ELIGIBLE AFTER TESTING			
Caucasian/Male	13	9	35
Caucasian/Female	4	1	5
African-American/Male	1	1	14
African-American/Female	1	0	0
Hispanic/Male	1	0	0
Hispanic/Female	1	0	0
GENDER/RACE PROMOTED			
Caucasian/Male	15	3	14
Caucasian/Female	4	0	2
African-American/Male	1	0	4
African-American/Female	1	0	0
Hispanic/Male	1	0	0
Hispanic/Female	1	0	0

During this accreditation cycle, 46 individuals were promoted. The promotions consisted of 18% Caucasian males, 13% Caucasian females, 11% African American males, 2% African-American females, 2% Hispanic males, and 2% Hispanic females.

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

The Athens-Clarke County Police Department patrol officers are assigned to one of two precincts. Each precinct is comprised of three 10-hour watches that overlap the previous watch. At the beginning of each tour of duty officers attend briefing. During briefing, an in-house system called the Athens Crime Information Sharing Network, referred to by officers as “Facebook for Cops” is used. The network ensures the same information is provided to all shifts at each precinct in real-time. Information about the status of wanted persons, stolen vehicles, major investigations, and community-based initiatives is projected on a large screen and the entire shift reviews the entries together. Training is also presented, and uniforms, vehicles and other equipment are inspected during this time.

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In the previous two years, the agency has procured 74 new vehicles and implemented a replacement policy for aging vehicles. Patrol officers operate marked and unmarked vehicles equipped with emergency lights, siren, two-way radios and onboard laptop computers that are password protected. The use of seat belts is required by individuals operating or riding in an agency vehicle. All officers are also outfitted with bullet resistant vests and are required to wear them. Officers are equipped with body worn cameras and both line level and supervisory personnel have embraced the addition of the cameras. The agency deploys bicycles from their downtown substation. The area has a high pedestrian presence. Bicycle officers can easily navigate the congested streets and are accessible to the public. Shift commanders dictate deployment based on weather and staffing considerations. The agency has recently initiated a drone program. The program is in its infancy and the agency has temporarily adopted the Federal Aviation policy for use while they create an agency specific policy.

The chief requested crisis intervention practices to be an area of focus by the assessment team. Officers are well versed on the indicators of mental crisis and are provided crisis intervention training during the in-house New Officer Basic Course when they are employed. After which annual refresher training is provided. The agency works in partnership with the Athens Clarke County Fire Department regarding high-risk missing individuals. The fire department runs a search grid while agency personnel search the immediate area and home of the missing individual. Agency members have access to local resources such as a helicopter for air support and K-9 teams for searching. An investigator responds to the scene to complete follow-up and determine if a region or nation-wide alert should be issued. When the individual is located, the agency's policy stipulates the local and national databases are updated.

The agency's Case Management System tracks the assigned case until the investigation is completed and can be accessed electronically by any employee who has an agency created password and an employee generated password. Cases are assigned to detectives for follow-up based on solvability factors such as witness to the crime, identified suspect(s), traceable property, latent fingerprint evidence or other physical evidence that identifies a suspect. Investigative updates are entered in the system using supplemental reports. During times when detectives are not on-duty, they are available through an on-call system.

The agency participates in the High Intensity Drug Trafficking Task Force with the University of Georgia Police Department, Clarke County Sheriff's Office, and the Oglethorpe County Sheriff's Office. The agency assigns five members to the task force. When an investigation regarding vice, drugs, or organized crime is warranted the investigation is completed by the Drug Task Force. The intelligence information specific to these types of offenses and the actual complaints, along with the case reports relating to them, are stored separate from other investigative records. The information is only accessible only to officers assigned to the agency's Crime Suppression Unit. A fund is maintained for investigative cost and payment of informants. These funds receive audits by the Accreditation Coordinator, an employee Athens-Clarke County

and the Criminal Justice Coordinating Council. All transactions are documented, tracked and verified by supervision for accountability. There is supervisory oversight regarding the issuance, utilization, maintenance and inventory of the equipment used for these investigations. In addition, the chief is continually briefed on the progress of these investigations.

All officers are encouraged to use discretion and the least coercive methods possible when investigating offenses involving juveniles. For example, when status offenses, which are less serious transgressions, not considered a misdemeanor or felony if committed by an adult, the officer could release the offender to the parent(s) when the circumstances permit. When a crime occurs involving a juvenile and an interview is necessary, officers provide the juvenile with a full explanation of Miranda warnings. The officers do not conduct interviews at the juvenile's school. Further, they attempt to contact the parent(s) prior to the interview and afford them an opportunity to be present during any interview.

The agency assigns a school resource officer to each of the middle and high schools in their service area. The Gang Resistance Education And Training Program (GREAT) is taught over a 13-week period to all sixth grade students. The agency also has a safety program in the schools where students ensure order is maintained in the hallways by reporting any concerns to the school resource officer. During the summer months, the school resource officers hold two youth summer camps for eight to 14 year old youths. The camps are focused on building relationships and providing role models. Each camp is held from 8:00 a.m. to 4:00 p.m., Monday through Friday. The youth are fed breakfast, lunch and snacks while engaging in educational and sports activities. In addition to the youth camp, agency members serve as mentors for area youth. Another activity involves agency members participating in a chess tournament with middle and high school students.

The Athens-Clarke County Police Department is committed to strong community relations. They offer a host of crime prevention tips and programs on the agency website. They include a home security checklist, burglary prevention tips, and a guide on how to start a Neighborhood Watch Program. Officers assigned to the Community Outreach Division organize such events as Shop with a Cop, Easter Egg Hunts, and Coffee with a Cop. Their most successful event last year was the Trunk or Treat Haunted House. This event brought several thousand residents to the event.

The agency employs a holistic approach to victims of family and sexual crimes. The Family Protection Center is housed in a stand-alone repurposed home adjacent to police headquarters. Victims and witnesses of sexual assault and family crimes respond to this building for immediate crisis intervention. Inside this repurposed building, victims and witnesses have access to medical care, counseling services and investigative personnel. The environment is set up to put the victims and witnesses at ease after having either experienced or been witness to significant trauma.

After the initial medical and investigative triage experienced at the Family Protection Center, the agency then ushers victims and witnesses into a healing phase located on the same campus in a building called The Cottage. In The Cottage, family advocates ensure victims; witnesses and family members are provided follow-up care in the form of ongoing counseling and therapy sessions. Staff at both facilities participate in training line level members on their response to traumatic crimes and the subsequent victim and witness processing through both the Family Protection Center and The Cottage.

In 2016 the agency created a Public Information Unit and hired a public information officer. The agency is committed to transparency and uses an array of social media to get the agency's message out and sell the agency brand. In addition, television stations, newspapers, and radio stations are used for dissemination of newsworthy information. The agency also publishes press releases on its website.

### **Crime Statistics and Calls for Service**

The agency's crime analysis function is responsible for systematic retrieval and analyzing of data from offense and incident reports. The information is used for planning crime reduction strategies and providing information to the media, neighborhood watch coordinators, schools, hospitals, other governmental components and businesses. In addition to line level officers receiving the daily crime information, a weekly meeting is convened, and the division commanders review the crime patterns, trends, and strategies and provide input.

**Year End Crime Stats – Part I Crimes**

	2015	2016	2017
Murder	3	4	5
Forcible Rape	57	54	57
Robbery	116	163	123
Aggravated Assault	328	312	335
Burglary	936	822	684
Larceny-Theft	3,109	3,052	3,016
Motor Vehicle Theft	237	225	234
Arson	30	15	13
Calls For Service	184,454	169,031	159,818

When comparing 2015 and 2017 there was a decrease in the number of burglaries, vehicle thefts and arson; further, the request for services has decreased each year.

The agency's Traffic Unit has 10 well-trained officers available to investigate crashes involving serious injuries or deaths and perform targeted enforcement activities. Three of the 10 officers are tasked with enforcing impaired driving violations, speed violations and safety violations. Seven of the officers are trained in accident reconstruction.

When officers observe traffic violations, if warranted, they can arrest the violator, issue a traffic citation, or give a verbal warning.

**Vehicle Pursuits**

The chief requested vehicle pursuit practices be an area of focus by the assessment team. The focus revealed recommendations provided in the pursuit analysis were used to revise the pursuit policy. The current directive went into effect January 2018. The most significant change was no longer allowing pursuits for misdemeanor offenses. When an officer determines a motor vehicle pursuit is warranted or should be continued they are required to consider a multitude of things that include, the nature of the offense, traffic conditions, pedestrian traffic, and weather conditions. They must also decide if the necessity to apprehend the fleeing suspect outweighs the inherent risk of the pursuit or if alternative means of apprehension exist. The use and prohibition of physical intervention tactics such as roadblocks and ramming of a pursued vehicle is addressed in the directive. With supervisory approval, an officer can deploy tire-deflating devices to disable a fleeing vehicle.

Upon notification that a vehicular pursuit is in progress, the on-duty supervisor assumes responsibility for monitoring and controlling the pursuit as it progresses. The pursuing officers' report is reviewed by their chain of command for policy compliance. The report is further used to perform an annual analysis of all vehicle pursuits to determine if the agency's training and policy are sufficient or if there needs to be a revision. A review of the last three analysis revealed that each analysis improved from the previous year.

**Vehicle Pursuits**

PURSUIITS	2015	2016	2017
Total Pursuits	34	25	40
Terminated by Agency	8	8	10
Policy Compliant	32	25	36
Policy Non-compliant	2	0	4
Accidents	0	1	11
Injuries: Officer	0	0	0
Suspect	0	1	3
Third Party	0	0	1
Traffic Offense	29	15	29
Felony	4	7	6
Misdemeanor	25	18	30

There were 99 pursuits initiated during this accreditation cycle and 94% were policy compliant. The pursuits involved felonies 17% of the time, misdemeanors 43% of the time and traffic offenses 74%. The pursuits resulted in a crash 12% of the time and

26% were terminated. When policy violations occurred corrective such as training, counseling or discipline was taken.

### **Critical Incidents, Special Operations and Homeland Security**

The agency partners with the University of Georgia, the Georgia Bureau of Investigations, the Federal Bureau of Investigations, and Athens-Clarke County Fire Department when responding to critical incidents. The agency utilizes the National Incident Management System (NIMS) while operating at event scenes or disasters. Personnel are trained on the Incident Command System (ICS) and officers participate in a training exercise annually with their partner agencies. The most recent exercise portrayed an active shooter requiring a response from numerous first responders.

The agency maintains a Strategic Response Team and a Crisis Negotiations Team. All of the agency's specialty teams are staffed by officers who volunteer for the assignments as collateral duties. The agency has a defined selection process for officers interested in becoming a member of these teams. The selection process tests physical fitness abilities, critical thinking abilities, and firearm skills. It concludes with an oral interview board. If selected for the team, members attend eight hours of training monthly in-house. Team members also attend advanced training outside the agency. The officers assigned to these teams are responsible for responding to hostage situations, barricaded individuals, serving high-risk search and arrest warrants and providing dignitary protection.

The agency also recognizes the need to quickly assess terrorism-related intelligence and direct that information to organizations best suited to analyze and evaluate such information. Agency members attend quarterly meetings with the Northeast Georgia Intelligence Network. Additionally, the individual responsible for Crime Analysis and Homeland Security monitors the Department of Homeland Security website. A relationship is also maintained within the Georgia Information Sharing and Analysis Center to report and receive homeland security information. The agency's website and social media is used to provide the community terrorism-related information.

### **Internal Affairs and Complaints against employees**

As part of the agency's commitment to providing quality services they have created a user-friendly process for providing positive and negative feedback about the agency and its members. Complaints and compliments can be made in person, by telephone, email, and letter, or via the agency's website. The agency also investigates an allegation of misconduct reported in a newspaper or on Facebook.

Depending upon the nature of the allegation, the complaint is either investigated by the member's supervisor or the Professional Responsibility Unit. When the allegation is a



major violation of agency policy or involves criminal or possible criminal activity, the Professional Responsibility Unit, the assistant chief of police, and the chief of police are notified. The employee whom the complaint is lodged against is informed and provided a summary of their rights and responsibilities regarding the investigation.

As a general rule, the investigation of a major policy violation must be concluded in 30 days, unless circumstances necessitate additional time and minor complaints are often handled immediately. When the complainant has provided a means to contact them they are informed the complaint has been received and assigned for investigation. The complainant is kept informed during the investigation. Upon completion of the investigation the complainant and employee are informed in writing of the outcome of the investigation.

**Complaints and Internal Affairs Investigations**

<b>External</b>	2015	2016	2017	<b>Internal</b>	2015	2016	2017
Citizen Complaint	20	44	55	Directed Complaint	6	4	3
Sustained	0	3	4	Sustained	4	1	2
Not Sustained	6	1	3	Not Sustained	1	0	1
Unfounded	11	40	12	Unfounded	1	2	0
Exonerated	3	0	36	Exonerated	0	1	0

There were 132 complaints about the agency and its members that required an investigation by the Professional Responsibility Unit. The investigations revealed 11% of the complaints were sustained, 9% were not sustained, 63% were unfounded, and 30% were closed with the employee being exonerated. The agency posts data about the complaints on its website.

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

The Athens-Clarke County Police Department requires officers to search their assigned vehicle at the beginning of their tour of duty, prior to detainee transport and after the transport. Detainees are placed in restraints and a search of the detainee is completed prior to transport. However, officers are allowed some latitude regarding placement (rear or front) of restraints if the detainee is injured.

Officers are also permitted to utilize specially designed vehicles from the Athens Regional Medical Center and Athens-Clarke County Transit Department for detainees with special needs. These agencies have vehicles equipped for this purpose. However, during this accreditation cycle, all detainees were transported in patrol vehicles with safety barriers with interior rear window and door handles removed or in the agency’s prisoner transport van. Once transport has begun, detainees are prohibited from communicating with anyone and officers cannot delay the transport unless they encounter an extreme emergency requiring immediate law enforcement

action. When transferring custody of the detainee to personnel at a receiving facility, the officer is required to convey crucial medical, psychological and security related information and if the detainee is injured. Further, the officer is not permitted to remove the restraints until the detainee is inside a secure facility. Although no escapes have occurred, the agency has procedures in place that prescribes the actions to be taken in the event of an escape.

The agency has areas that are used to process impaired drivers and take fingerprints when needed. During processing, the individual remains under the supervision of the arresting officer or the detective. Training on the operation of the processing areas is provided to all new hires with refresher training provided every three years. There are strategically located lock boxes in the areas for securing firearms. However, the agency does not have any temporarily detention areas.

The agency does not have any holding facilities and the Athens-Clarke County Sheriff's Office is responsible for courtroom security. Sworn officers in accordance with the provisions of governing statutes and internal procedures fulfill the tracking and execution of criminal process. However, the agency does not serve any civil process, this is responsibility of the Athens-Clarke County Sheriff's Office.

The Athens-Clarke County Police Department Communications Division is operated as a public safety answering and dispatch center. On July 30, 2016, the Commission on Accreditation for Law Enforcement Agencies Inc. awarded the center-accredited status from the Public Safety Communications Accreditation Process. The center is licensed by and complies with all associated Federal Communications Commission regulations. Further, the agency's practices regarding the standards from that process that are interrelated with those found in the law enforcement process were found to be in compliance with the requirements. The Communications Division was awarded the 2018 Communications/911 Center of the Year Award by Georgia Emergency Communications.

The Athens-Clarke County Police Department records function is located at the agency headquarters and citizens can acquire copies of reports Monday through Friday from 7:00 a.m. to 5:00 p.m. While the agency provides access to public records through a walk-in service, most requests are received via email. After these hours, the area is secured and under video surveillance, but is accessible to supervisors. The agency provides a comprehensive report-writing manual for officers that provides detailed guidance for the preparation of reports and the content required. Each officer is required to complete their assigned reports prior to the end of their tour of duty. Prior to the end of their tour of duty, supervisors secure a listing of all case numbers issued that watch. The supervisor verifies all listed reports have been submitted.

The storage, dissemination, and release of agency records are in accordance with agency directives and the Georgia Law Enforcement Open Records Act. The retention of juvenile records, as well as other agency records, is in accordance with the Georgia

Secretary of State's Records Retention Schedule for Local Governments. The computer system coordinator categorizes offenses and makes the data available monthly to the Georgia Bureau of Investigation Crime Information Center for Uniform Crime Reporting (UCR) purposes. An anti-virus protection system has been installed on the agency's computer system and daily system back-ups are performed and properly stored. Agency members are required to change their password every 90 days. When they do not change their password, they are automatically locked out of the system. Further, during a 12-month period they cannot repeat the use of a password. An annual computer security audit is also completed.

The Athens-Clarke County Police Department is committed to holding those who commit crimes accountable for their actions and understands that physical evidence is paramount in criminal cases. The officer at a crime scene is responsible for the overall management of the scene and ensuring evidence is collected. All officers are trained in the basic steps to follow when collecting items of evidentiary value including Deoxyribonucleic Acid (DNA) evidence.

When the officer on scene determines the processing or evidence collection needed is beyond their capabilities they confer with a supervisor. Detectives assigned to the Forensic Unit are available 24-hours a day with expertise in the collection and preservation of evidence. These detectives have primary responsibility for processing crime scenes and when requested major vehicle accident scenes. The Forensic Unit detectives are equipped with specialized equipment needed for crime scene investigations such as; lighting equipment, specialized photographic equipment, metal detectors, infrared capabilities, blood and fingerprint kits.

The services of the Georgia Bureau of Investigation laboratory are used for testing of drugs, DNA evidence and ballistics. Investigators trained in computer forensics, respond to scenes to collect and process computers for evidence. Written reports are required of all personnel involved in processing a scene and/or taking custody of evidence or other property. The items collected must be delivered to the agency's storage facility or temporary storage locations prior to the member's tour of duty ending. Once received at the storage location every item is bar coded and stored in designated secure areas with additional security provided for those items of high value and tracked until its final disposition.

The agency built a new property and evidence facility in 2015. A complete inventory of the property and evidence was completed during the move by the agency's current property and evidence custodian. All visitors are logged in and escorted while in the facility. Each item is documented from the time it comes into the possession of an agency member until its final disposition. An evidence technician demonstrated the capabilities of the electronic record keeping system used for property disposition. Secure temporary storage is available when the property/evidence facilities are closed. The agency also has procedures in place to regulate the use and security of controlled substances that are used for training purposes. The chief assigns a supervisor to

complete an annual unannounced inspection with the most recent having been completed in June 2017. The evidence custodian is responsible for the property evidence function and completes a semi-annual inspection to ensure established procedures are being adhered to and the storage areas are orderly. The most recent semi-annual inspection was completed in August 2017. The inspection revealed the disposal of property was not being completed timely and corrective action was taken. The accreditation coordinator led the team that completed the most recent annual audit, which was completed in September 2017. The assessment team observed items were being maintained within policy and accreditation guidelines.

Property acquired through the civil process is auctioned through an online system after it is released to the agency by the courts. The agency procedures require the approval of the chief to convert items to agency use. The agency has an on-call system for calling in a property custodian to assume control of item(s) too large to place in the temporary storage lockers. There was not a change in the property during this accreditation cycle.

**H. Standards Issues 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.

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 complied with 93% of applicable other-than mandatory (O) standards.

**J. Future Performance / Review Issues**

This section does not apply.

**K. Table: Standards Summary:**

	<u>TOTAL</u>
Mandatory (M) Compliance	<u>305</u>
Other-Than-Mandatory Compliance	<u>67</u>
Standards Issues	<u>0</u>
(O) Elect 20%	<u>5</u>
Not Applicable	<u>107</u>
TOTAL	<u>484</u>

**L. Summary:**

The assessment teams reviewed 135 standards, which included all the time sensitive standards. All of the standards that were reviewed were found in full compliance and no standards were placed in the standards issues category. The onsite observations revealed the agency's practices were meeting the intent of the standards. The agency complied with the requirements of 93% of the applicable other than mandatory standards. The required annual reports were filed on time.

During the off-site review, several questions were generated regarding proofs of compliance. Once on-site the accreditation manager was able to demonstrate the required proofs already existed within the PowerDMS files; however, if the agency had participated in a mock on-site the process would have been less time consuming. Further, the agency had begun revising and streamlining existing written directives, but the process was placed on hold because of the lack of resources. The team recommended a mock onsite in preparation for future assessments and making the directive revisions a priority.

The assessment team attended a roll call, completed a ride along, and toured the headquarters facility, which included the communications center and records area. The team also toured the property and evidence facility, a precinct facility, down town station, traffic unit facility and Family Protection Center. This resulted in interaction with, interviews, and observations of 8% of the agency members. They included sworn and non-sworn, ranking and non-ranking individuals. Each individual demonstrated an understanding of the accreditation standards related to the jobs they perform and a commitment to serve the community. The Athens-Clarke County Police Department is a full service law enforcement agency that offers all of the traditional services to meet the needs of their customers. The agency is committed to attracting and retaining the best-qualified group of diverse individuals to serve the community and provides them with all the tools and training necessary to carry out their assignments.

The agency is committed to being transparent with the community. They constantly seek input from the community on how they are doing in the delivery of services by placing a comment card at the public access areas of their facilities and on their website. They also conduct a citizen survey every three years and consistently receive positive comments from the community. Additionally they have filled the agency website with useful statics about training, personnel actions taken, crime rates and trends, internally generated reports and externally created reports about the agency to keep the community informed.

Sincerely,

*Paul A. Baggett*

Paul A. Baggett, M.P.A., MSHRM, CPM  
Team Leader