Assessment Report for the
Peachtree City (GA) Police Department

2012
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A. Agency Name, CEO and AM

Peachtree City, GA, Police Department
350 S. Highway 74
Peachtree City GA
770.632.4100

H.C. “Skip” Clark, Chief of Police
Captain Rosanna Dove, Accreditation Manager

B. Dates of the On-Site Assessment

August 26 – 29, 2012

C. Assessment Team

1. Team Leader: Chief B. A. (Jay) Murphy
Cape Coral Police Department
1100 Cultural Park Blvd. S.
Cape Coral, FL 33990
239.574.0623
jmurphy@capecoral.net

2. Team Member: Mrs. Synthia Nugent
Wilmette, IL, Police Department
710 Ridge Road
Wilmette, IL 60091
847.853.7565
nugents@wilmette.com

D. CALEA Program Manager and Type of On-site

Mr. Dennis Hyater, Program Manager
Sixth Re-Accreditation, B size, (personnel: 65 sworn, 7 non-sworn)
5th edition Law Enforcement Advanced Accreditation
Gold Standard Assessment
CACE-L is being utilized for file management purposes.
E. Community and Agency Profile

Community profile
In the 1950’s, a group of real estate developers amassed over 12,000 acres in Fayette County, Georgia, to build a planned community. Peachtree City was chartered March 9, 1959. The city was planned to be developed into villages, each with its own shopping areas, recreational facilities, and elementary schools. Peachtree City’s current villages are Aberdeen, Braelinn, Glenloch, Wilksmore, and Kedron. In the original plan, Peachtree City was expected to have between 75,000 and 80,000 residents. In the mid-1970s, the Land Use Plan was revised to allow for between 40,000 and 50,000 residents.

Although Peachtree City has grown steadily in the last two decades, the reduction in the number of homes built in comparison to the number of homes allowed in new developments will result in a further reduction in the final population, which will only reach approximately 36,000 residents with the current City limits. One additional village may become part of Peachtree City. Approximately 1200 acres lie on the city’s northwest boundary; and the City has indicated to the property’s various owners that, if a village comparable to the existing villages is planned, the City will consider annexing the property. The development of this area would add approximately 4,000 residents to Peachtree City, bringing the final population to approximately 40,000.

The City is governed under the City Manager-Council form of government. The Mayor and Council Members are elected at large and serve a four-year term. The Chief of Police, H.C. “Skip” Clark, reports to the City Manager.

Agency profile
On December 8, 1969, the City Council approved the Police Ordinance that created the agency. Chief Haskell Barber and Patrolman Orville Harris were sworn in and became the first members of the department. Since its inception, six individuals have served in the capacity of Chief of Police.

In spite of the declining economy, the agency maintained its staffing allocation for the past three years. The agency finds itself staffed with 65 sworn officers and four administrative support personnel. Additionally, the agency employs the use of 14 auxiliary officers who are equivalent to citizen volunteers. Auxiliary officers are empowered to enforce limited city ordinance violations and function in support of the agency. The department recognizes the importance of the ability
to employ the latest in investigative, patrol, and tactical technologies. As such, it has made, and is anticipating making, additional investments in the area of analytics and technology, thus ensuring the agency is equipped and prepared for the public safety demands of the twenty-first century within the financial constraints of the current economy.

The Patrol Division is the largest component of the Peachtree City Police Department, led by a Captain, and provides the basic police service of preserving the peace and protecting the lives and properties of others. The Patrol Division is divided into four teams, each led by a lieutenant.

The Detective Division, also commanded by a Captain, is composed of the Investigations Section, Narcotics, School Resource Officer, School Crossing Guards, Code Enforcement, and the Vice Section.

Two Captains, with minimal staff allocation, each lead one of the two remaining divisions, Administrative and Professional Standards. The agency is currently evaluating restructuring the organization. In anticipation of that restructuring, Chief Clark announced the hiring of a new Deputy Chief to take effect the week following the team’s departure.

Demographics
Peachtree City is located within Fayette County. The available workforce data is drawn from the Fayette County Municipal Statistical Area (MSA). The agency has been successful in attracting qualified applicants and closely mirrors the community it serves. During this accreditation period, 38 percent of those hired were members of one or more protected classes.

<table>
<thead>
<tr>
<th></th>
<th>Service Population</th>
<th>Available Workforce</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Male</th>
<th>Female</th>
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<th>Total</th>
<th>Male</th>
<th>Female</th>
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<tr>
<td>Caucasian</td>
<td>28296</td>
<td>18712</td>
<td>52</td>
<td>5</td>
<td>53</td>
<td>83%</td>
<td>8%</td>
<td>85%</td>
<td>7</td>
<td>11%</td>
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<tr>
<td>African-American</td>
<td>2557</td>
<td>1658</td>
<td>8</td>
<td>2</td>
<td>10</td>
<td>13%</td>
<td>3%</td>
<td>16%</td>
<td>2</td>
<td>3%</td>
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<tr>
<td>Hispanic</td>
<td>2442</td>
<td>975</td>
<td>2</td>
<td>2</td>
<td>3%</td>
<td>3%</td>
<td>3%</td>
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<td>3%</td>
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<tr>
<td>Other</td>
<td>1069</td>
<td>1421</td>
<td>1</td>
<td>0</td>
<td>1%</td>
<td>2%</td>
<td>0%</td>
<td>2%</td>
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<tr>
<td>Total</td>
<td>34364</td>
<td>22766</td>
<td>63</td>
<td>9</td>
<td>14%</td>
<td>62</td>
<td>11%</td>
<td>18%</td>
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Future issues
Two of the issues are logistical in nature and a third topic involves a multitude of issues.

The agency has demonstrated a need for multiple upgrades in both physical plant and technology. The current Records Management System (RMS) has reached its maximum return on investment. The resolution to the issue is the desire to integrate the RMS with the county-based CAD system. As with any project involving multiple governmental entities, the process has several factors that are external to the agency's control.

In addition, the agency has identified the need for additional storage space within the agency's facility. Presently, the agency is using Conex trailers and other mobile trailers for equipment storage. While funding is not available presently, the agency's location has sufficient land for expansion and minimal planning to relieve the storage concerns associated with evidence and quartermaster duties is underway.

An immediate issue that will affect the agency's future is the recommended changes to the organization's structure. Chief Clark has noted that the present structure does not lend itself to improved communication nor is it consistent with contemporary best practices associated with law enforcement agency alignment. The current reporting structure results in as low as 1:1 span of control in some areas. Chief Clark has proposed an organizational re-alignment that will allow for improved span of control, communication, and cost-saving measures for the agency. This proposal was submitted to City administration during the on-site.

CEO biography
Chief H. C. "Skip" Clark II is a 34-year veteran of law enforcement. He started his career with the Royal Palm Beach, Florida, Police Department in 1978. In October of 2000, Chief Clark began his service with the Town of Juno Beach, Florida, ascending to the rank of Police Chief before being appointed as the Chief of Police for the Peachtree City Police Department in April 2008.

Chief Clark is very active in law enforcement professional associations; he served as President for the Florida Police Chiefs Association, is an active member of the International Association of Chiefs of Police (IACP), the Florida Police Chiefs Association (Life Member), and the Georgia Police Chiefs Association.
Chief Clark was actively involved in law enforcement education and training, serving as a board member of Region XII Advisory Training Council for the State of Florida and as an adjunct instructor for Palm Beach Community College Criminal Justice Academy and the Indian River Community College Criminal Justice Academy.

Chief Clark has received his Master's Degree from Nova Southeastern University. He is a graduate of The Senior Leadership Program (SLP) - Florida Criminal Justice Institute, The Chief Executive Seminar (CES) - Florida Criminal Justice Institute, Senior Management Institute for Police, Police Executive Research Forum (PERF), the FBI - Florida Executive Development Seminar (FBI/FEDS), and the FBI National Academy, Session #219, in Quantico, VA.

F. Public Information Activities:

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

**Public Information Session**

The agency provided for a public hearing on Monday, August 27, 2012, which the team opened the meeting at 6 p.m. Approximately 15 individuals were present for the hearing, with six choosing to provide input at the hearing.

The first speaker was Mayor Don Haddix who complimented the agency's mutual aid agreements and the professional attitude of the officers. He summed it up in one sentence, "They listen and they care."

Two area Chiefs also provided their input, both noting the professionalism and willingness of the agency to aid smaller area agencies and the value of the mutual aid agreements put forth by Peachtree City. The City’s Fire Chief and Emergency Management Director spoke to the agency’s preparation and cooperation in matters of mutual concern and natural disasters.
Councilmember Imker and Judge Hankinson both praised the agency for its preparation of material, whether it be statistical material for the Council or case preparation prior to trial.

Telephone Contacts
The agency provided the team with a direct call-in line for the public. Telephone calls were received during the publicized telephone call-in hours of Monday, August 27, 2012, from 1 p.m. - 3 p.m. Ten individuals called to offer their support of the agency’s efforts toward reaccreditation.

Assistant Superintendent of Schools, Sam Sweat, called to support the agency and its SRO function. He opined that the local program had become a model for the State of Georgia.

Several Chiefs of Police called and offered their support. Chief McCarthy and Captain Mundy of Fairburn, Georgia, spoke about the multi-agency SWAT agreements and cooperative nature of law enforcement in the Metro-Atlanta area. Chief Orrick of Rosewell, Georgia, commented about the high level of service the agency provides its citizens and the assistance provided to other area agencies.

Chief Westenberger echoed the comments of his fellow Georgia chiefs. Chief Louis Dekmar of LaGrange, Georgia spoke to the agency’s cooperative attitude as indicated by the existing Memorandum of Understanding (MOU) and that the agency and its staff embodies the spirit and values of accreditation.

Correspondence
The team received four letters of support that described an agency that is committed to its community and the accreditation process. Perhaps the most informative letter was from a victim of domestic violence who chronicled the agency’s efforts to assist her during her greatest time of need. The now survivor of domestic violence continues to remain active with the department and speaks about her experiences in hope of giving comfort and hope to those who might be enduring the same at this time.

Media Interest
CBS Atlanta news reporter Mike Pauluska and Fayette Daily News/Today report Pat Cooper both commended the agency for its “excellent” working relationship
in regards to the reporting of criminal issues and in the development of human-interest stories relating to the agency’s law enforcement efforts.

One article was published in the Fayette Daily News after the team’s departure from the on-site.

Public Information Material
The agency’s announcements were posted throughout the community at various community centers. In addition, a notice was provided in the local paper informing the public of their ability to provide input to the process.

Community Outreach Contacts
During the on-site, the assessment team met with seven sources outside of the agency: Fayette County District Attorney Scott Ballard, Booth Middle School Principal Ted Lombard, Fayette County Victim/Witness Advocate Michelle Ivey, resident/crime victim Pam Ellicott, Assistant Superintendent of Fayette County Schools Sam Sweat, CBS news reporter Mike Pauluska, and Fayette Daily News reporter Pat Cooper.

Ted Lombard, principal of Booth Middle School, spoke highly of the SRO partnership that provides for a SRO in every Peachtree City school. The SRO is a valuable member of the administrative team, often utilized in discipline issues, traffic concerns, safety studies, and emergency drills.

Pam Ellicott, a domestic violence victim, now advocate, commended the agency on its professional response and continual support. Fayette County Victim/Witness Advocate Michelle Ivey commended the “outstanding” work by agency members in providing information, support, and follow-up to victims.

The team attended the quarterly Fayette County Law Enforcement/Educators meeting at the Fayette County Courthouse. This group was established to address school issues throughout the county and to provide for open communication to and from District Attorney Scott Ballard, the School Superintendent's office, building principals, area Chiefs and Fayette County Sheriff, along with the schools SROs. In order to meet both the needs of the school system and law enforcement, this group has recently finalized a comprehensive MOU that clearly defines the role of the SRO and law enforcement personnel's' actions within the schools.
G. Essential Services

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

The agency's policies ensure its officers are provided sufficient latitude to carry out their duties. The agency's use of force policy tracks both CALEA standard and the laws of the state of Georgia. All employees are sworn to uphold the constitution while remaining professional and ethical in their dealings with the public.

The agency provides ethics-based training on a regularly occurring basis. The training discusses a myriad of ethical issues and is a centerpiece of the refresher training offered to tenured employees.

Bias-Based Profiling

The state of Georgia requires probationary police officers attending the academy receive cultural diversity training. Additionally, all current police officers receive refresher training as updates become available. Employees involved in asset forfeiture receive additional training on the subject as it pertains to asset forfeiture proceedings. The agency has adopted a biennial schedule for refresher training for its personnel.

Bias-based complaints are consistent throughout this accreditation period. The agency fully vetted the complaints it received and determined insufficient evidence existed to sustain any of the complaints. Accordingly, the agency has not documented a need to modify its policies or training, nor has it had to defend any tort claims relative to biased-based policing.

<table>
<thead>
<tr>
<th>Bias-based Profiling Complaints</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traffic Contacts</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Field Contacts</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Asset Forfeiture</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

The agency tracks its traffic enforcement activity and conducts trend analysis on a scheduled basis. During the current rating period, the data has been consistent with approximately 70 percent of all enforcement involving Caucasian
drivers, 20 percent African-American drivers, with the remaining 10 percent involving Hispanics, persons of Asian descent or those not previously mentioned.

<table>
<thead>
<tr>
<th>Race/Sex</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian/Male</td>
<td>5760</td>
<td>8728</td>
<td>8587</td>
</tr>
<tr>
<td>Caucasian/Female</td>
<td>3769</td>
<td>5821</td>
<td>5534</td>
</tr>
<tr>
<td>African-American/Male</td>
<td>1475</td>
<td>2787</td>
<td>2831</td>
</tr>
<tr>
<td>African-American/Female</td>
<td>1157</td>
<td>2160</td>
<td>1837</td>
</tr>
<tr>
<td>Hispanic/Male</td>
<td>633</td>
<td>702</td>
<td>570</td>
</tr>
<tr>
<td>Hispanic/Female</td>
<td>220</td>
<td>389</td>
<td>257</td>
</tr>
<tr>
<td>Asian/Male</td>
<td>170</td>
<td>363</td>
<td>183</td>
</tr>
<tr>
<td>Asian/Female</td>
<td>179</td>
<td>296</td>
<td>161</td>
</tr>
<tr>
<td>Other</td>
<td>223</td>
<td>455</td>
<td>582</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13586</td>
<td>21701</td>
<td>20542</td>
</tr>
</tbody>
</table>

During the latest statistical period, 47 percent of traffic stops resulted in a citation being issued. African-American females were the least likely to be cited with 57 percent receiving a warning in lieu of a citation, followed by Caucasian females and persons not otherwise categorized at 53 percent. Conversely, Asian females and Hispanic males received a citation in 60 percent of traffic encounters.

Use of Force
The agency's policy on Use of Force tracks the intent of the Commission's standards. Officers are encouraged to use the force necessary to affect an arrest. In support of this standard, the agency provides the officers with numerous training opportunities and tools to meet this goal.

The Use of Force rate experienced by this agency is perhaps one of the lower rates team members have observed. While it could be said the rate has increased from 1:478 to 1:316, the latest rate is close to one-tenth that of other agencies.

The agency is not unlike others in that it requires all instances of use of force to be reported and reviewed by the command staff. In each case during this period, the command staff found the use of force to be appropriate, with the final disposition residing with the Chief of Police, who concurred in each instance.
Use of Force training is provided to all sworn personnel on an annual basis for lethal and biennially for non-lethal weapons. Use of Force training is included in all training evolutions involving the use of weapons. Training includes reviewing agency policy and any legal updates. Officers are required to demonstrate proficiency with a weapon before the agency allows them access or possession of the particular weapon.

The agency provides detailed information concerning the nomenclature of authorized weapons and ammunition. The agency’s armorer must approve personal weapons prior to the officer demonstrating proficiency with the weapon. In all cases, department and personally owned weapons must use approved ammunition.

The agency’s policies regarding weapons and use of force have assisted the agency in avoiding any tort actions or significant incidents during the current rating period. As such, there have been no significant policy modifications or changes in procedures or equipment.

Personnel Structure and Personnel Process (Chapters 21-35)

The city classification plan is developed and maintained by the city’s Human Resource Department. A comprehensive job task analysis was recently completed by a consulting firm at the request of the city for all positions. The analysis forms the basis for a compensation plan that allows for clear separation of the various positions within the agency and attaches unique compensation ranges to each
group of employees. The level of compensation is based upon a value-based analysis of each position. In addition, job descriptions outlining the requisite knowledge, skills, and abilities for each function are published upon adoption by the city.

An Employee Assistance Program addresses many personal needs of the employee. In addition, the agency has established procedures for line-of-duty incidents that prioritize the needs of the employee’s family and the agency family.

The integrity of the personnel process is ensured by strict policy adherence and oversight provided by management, internal auditors, and other compliance mechanisms. Supervisors are encouraged to employ progressive corrective action but also recognize that there are instances that may warrant immediate and severe disciplinary action. Sworn and non-sworn personnel are afforded certain rights in disciplinary procedures as defined in their respective labor agreements and as provided by Georgia State law.

Disciplinary Matters, and Awards and Recognition
The agency acknowledges that organizational discipline is crucial to the accomplishment of the agency’s mission. The agency has established a variety of programs designed to promote and reward behaviors by employees that exemplify organizational values and promote public trust.

Alternatively, the agency has an established system to correct an employee’s behavior that is determined to be contrary to the agency’s mission, values, and policies. Supervisors are tasked with maintaining accountability for themselves and their employees, and the agency affords these supervisors sufficient latitude in dealing with corrective action.

Supervisors are encouraged to employ progressive corrective action but also recognize that there are instances that may warrant immediate and severe disciplinary action.
The latest accreditation period does not indicate any dramatic variations from prior years.

**Grievances**

No formal grievances were filed during the latest accreditation period. The absence of grievances is indicative of management’s response to points of concern and its willingness to work with its employees in maintaining a harmonious work atmosphere.

**Recruitment and Selection**

The agency actively recruits employees in furtherance of the Equal Employment Opportunity policy in order to achieve the goal of employing a qualified workforce that represents the demographic composition of the community it serves. Although there are few vacancies, the agency continues to seek out qualified members of the protected classes. Five sworn officers and one civilian were hired during this assessment period utilizing a selection process that is shared between the City’s Human Resources Administrator (HRA) and the agency.

During this assessment cycle, the agency received 312 applications for employment, which is a 25 percent increase over the 239 received during the past assessment cycle. Unfortunately, lack of attrition, which in and of itself is not a negative issue, coupled with a hiring freeze results in a two-thirds reduction in hiring (25 v. 8) when compared to the last cycle.
Prudent fiscal management has allowed for no reduction in force during these difficult economic times. The agency has also been successful in increasing its percentage of members of the protected classes by hiring at a rate that is significantly higher than that of the percentage of available workforce.

Training

The agency places major emphasis on training and career development for its employees. The Commander of Professional Standards is responsible for the coordination of the training function for all employees. Training is provided to agency personnel through a broad range of training opportunities which include field training for new employees (which includes Reserve and Auxiliary Officers), in-service training through classroom, roll-call, and the newly-developed "loop training" where training segments are video recorded and played continually in the roll-call room.

Clayton Regional Law Enforcement Academy (CLREA) provides the 420 hours of mandated basic training for those recruits who are not certified, as the agency does not operate their own academy. The agency uses a systematic approach to its Field Training Program, which consists of 4-10 weeks of intensive on-the-job training and daily performance evaluations. In 2011, a Field Training Program was developed for newly-promoted Sergeants and those being re-assigned to the Patrol Division.

Advanced and specialized training courses are provided as a means to expand the employee's knowledge base. These opportunities include the Georgia
Command College, which is a Master's Degree program focused on police management techniques.

The agency's two canine handlers and the Special Response Team (SRT) are required to complete a minimum of 16 hours of training per month in order to maintain proficiency.

As a cost saving effort, the agency established a relationship with several nationally recognized training organizations to provide in-house training opportunities at their approved training site, resulting in a significant reduction in training costs. Agency personnel also benefit from 24-hour availability to on-line training opportunities through Power DMS and the Georgia Public Safety Training Center. This comprehensive approach enabled officers to receive a total of 7721 hours of training in 2011, which equates to over 125 hours per officer.

The agency has identified a need to improve training opportunities for its administrative support staff, which number only four and are responsible for a plethora of tasks. The lack of certain skill sets, such as crime analysis, detracts from the agency's effectiveness. As such, this is one of the first areas being addressed by the agency in 2012.

Promotions

The agency and City continue to work together to identify any possible employment practices that have the possibility of adversely impact members of the protected classes. As such all promotional opportunities are designed to eliminate the possibility of disparate treatment toward any particular group(s) of candidates.

The agency, in conjunction with the City, administers assessment center testing in the promotional process for the ranks of Sergeant and Lieutenant. Corporals are not considered a promotion, but a recognition based on tenure, education, and/or military experience.

With the exception of one male Caucasian being promoted from a previously administered promotional process that include a multi-phased assessment center and oral interviews, no other opportunities presented themselves during this accreditation period. The position of Major was reclassified to Assistant Chief and an external candidate was appointed to the position.
The police department realizes the importance of administering an employee evaluation system that promotes positive coaching by identifying both positive and negative traits in a fair and equitable manner. Probationary employees receive quarterly and final evaluations, while tenured employees receive annual evaluations.

In reviewing the 2011 performance evaluations, 29 percent of the employees were rated in the overall outstanding category, 45 percent were rated in exceeds standards category and 26 percent were rated in the fully satisfactory category.

The agency’s Personnel Early Warning System (PEWS) utilizes the Guardian Performance Software to identify employees that may require agency intervention and assistance through the analysis of their daily performance. Data collected includes complaints, disciplinary actions, sick leave usage, tardiness, job-related injuries, use of force and vehicle crashes.

Although it was not the designed purpose of PEWS, it was a 2010 PEWS alert on an overall increase of complaints regarding vehicle operation that prompted additional training in this area for all employees to address future complaints. The success in the vehicle operation issue has led the agency to examine other possible uses of the data collected within PEWS.

**Law Enforcement Operations and Operations Support (Chapter 41-81)**

Continuous patrol coverage is provided with four patrol teams, each working a twelve (12) hour shift. A Sergeant and Lieutenant supervise each team. The team sergeant determines all patrol sector assignments.

Officers routinely patrol in marked vehicles that are properly equipped for today's law enforcement professional. The agency’s quartermaster provides all necessary uniform items and accessories to the individual officer or employee. The agency reports that the installation of a mobile license plate reader system on one patrol vehicle has produced positive returns on the investment.

The city is known for its many miles of golf cart paths and the total inculcation of golf carts into the community’s transportation plan and activities. These paths produce unique challenges for the public safety community. Typical patrol car techniques are obviously not suitable; and therefore, the use of police bicycles, motorcycles, ATV and foot patrols become the alternative to effectively access the
over 100 miles of paved pathways used by the more than 1,700 registered golf carts.

The agency has two police K-9 dogs used for officer safety, drug detection, and subject and article tracking. The K-9 program began in 2009 with a second dog was added in 2010. The K-9 unit has logged 174 deployments, 76 drug arrests that have netted 530 grams of marijuana, over 173 kilos of cocaine, and significant cash seizures. Both dogs and their handlers received top awards at the annual, regional police patrol dog competition.

The agency is acutely aware of the need to train its personnel in the proper methods of identifying and responding to persons with mental illness. As such, initial training is provided at the academy, reinforced during the agency’s FTO program, and included in annual refresher training for all of the employees.

Crime Statistics and Calls for Service
Peachtree City enjoys a low crime rate. Annually, the city finds itself the safest or second safest city having a population greater than 25,000 in the state of Georgia, and 2011 was no exception, with the city being ranked second only to John’s Creek GA, an affluent northeast suburb of Atlanta.

The latest reported crime data continues the trend established many years ago. Violent crime is almost non-existent in Peachtree City with only nine being reported in 2011. This rate is so low it is difficult to express in terminology normally associated with crime data.

With only nine violent crimes being reported in a city of 34,757, the violent crime rate amounts to less than one-quarter crime per 1,000 residents, or one violent crime for every 3,861 residents.

At the same time, the agency has seen an increase in demand for service from the community.
<table>
<thead>
<tr>
<th>Offenses Known to Law Enforcement</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>35,147</td>
<td>33,956</td>
<td>34,757</td>
</tr>
<tr>
<td>UCR Index Crime</td>
<td>1881</td>
<td>1434</td>
<td>1338</td>
</tr>
<tr>
<td>Murder</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Forcible Rape</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Robbery</td>
<td>4</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Aggravated Assault</td>
<td>10</td>
<td>7</td>
<td>3</td>
</tr>
<tr>
<td>Burglary</td>
<td>44</td>
<td>44</td>
<td>48</td>
</tr>
<tr>
<td>Larceny - Theft</td>
<td>513</td>
<td>365</td>
<td>324</td>
</tr>
<tr>
<td>Motor Vehicle Theft</td>
<td>86</td>
<td>66</td>
<td>80</td>
</tr>
<tr>
<td>Arson</td>
<td>0</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Total Reported Crime</td>
<td>661</td>
<td>487</td>
<td>465</td>
</tr>
<tr>
<td>Calls for Service</td>
<td>49,020</td>
<td>55,798</td>
<td>68,681</td>
</tr>
</tbody>
</table>

The current computer aided dispatch (CAD) software does not lend itself to easy data manipulation. Accordingly, it is difficult to drill down into the data to determine what is the cause of these increases. However, the newly-acquired CAD software will provide a much clearer picture and a more effective use of data resulting in better analysis and subsequent better use of resources in the future.

**Vehicle Pursuits**

The agency provides that a vehicular pursuit may be initiated for forcible felonies and other offenses wherein human life may be at danger. Clear and concise policies are enumerated in the agency’s policy which authorizes the use of stop sticks, rolling and fixed roadblocks as tactical stopping techniques.

Georgia Police Officer Standards and Training Council (POST) requirements mandate successful completion of an Emergency Vehicle Operation Course (EVOC) during basic training. The agency supplements this with its internally mandated annual vehicle training that includes EVOC training, policy review, 68,681 roadblocks, practical deployment of stop sticks, and other techniques.

This training, coupled with the establishment of a Pursuit Review Board, has resulted in a steady decline in the number of officer-initiated pursuits.
<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Pursuits</td>
<td>6</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Terminated by agency</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Policy Compliant</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Policy Non-compliant</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Accidents</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Injuries</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Reason Initiated:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic offense</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Felony</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Misdemeanor</td>
<td>1</td>
<td>2</td>
<td>0</td>
</tr>
</tbody>
</table>

In 2011, specific attention to review and training has eliminated non-compliant pursuits and those initiated solely for misdemeanor offenses. The agency attributes the use of the Pursuit Review Board in assisting officers to understand pursuit dynamics and how it relates to agency policy.

Command staff reviewed each non-compliant pursuit and the agency undertook proper corrective action in each instance. The agency did not report any active or pending litigation as a result of any pursuits.

Criminal Investigations and Juveniles
Officers are encouraged to conduct follow-up investigations on cases that can be resolved within the city limits and in a relatively short period. Otherwise, the case is forwarded to Criminal Investigative Division (CID). The Division Commander reviews and assigns the case to one of the three investigators who each have an area of expertise for follow-up investigations. Of note is the agency's exceptional clearance rate associated with arrest of the offender, which increased from 11.7 percent of the cases in 2009 to 52.5 percent in 2011.

A recent success is the 2011 implementation of a three-month rotation of a patrol officer to the CID Unit that has improved communication with patrol, provided better understanding, and improved the quality of written reports. It also allows the agency to evaluate the officer's aptitude for potential CID assignment.

One investigator is a member of the Fayette County Tactical Narcotics Team (FCTNT), which also includes members from Fayetteville, Tyrone, and the
Fayette County Sheriff's Office. Established in 1989 under the United States Department of Justice and the US Department of Treasury Equitable Sharing Program for State and Local Law Enforcement Agencies, FCTNT’s goal is not only to cut off the flow of illegal narcotics into Fayette County, but also to take away and use the tools, proceeds, and property derived from any criminal activity. Since its inception, FCTNT has taken more than $38 million in drug money off the streets of the metro Atlanta area.

With FCTNT being comprised of several accredited agencies, its policies and procedures are all consistent with applicable accreditation standards.

Crime Prevention / Community Involvement
The agency is continually looking for additional opportunities to collaborate with the community. As noted in the following paragraphs, community involvement function is a department-wide initiative, for which the agency should be proud of its accomplishments. CID is tasked with the inception and coordination of a number of community relations events which include community cook-outs at many apartment complexes to foster better relationships with the residents.

The agency’s Community Response Team is responsible for public presentations utilizing the K-9 and motorcycle units, while SRO’s school involvement revolves around the GREAT and DARE programs.

CID’s sponsorship of the annual Christmas toy drive and neighborhood cook-outs provide officers opportunities to interact with the community in a positive light, while Citizen and Youth Police Academy classes provide an insight into the agency for the public. Community Emergency Response Teams (CERT), Teen CERT and Golden CERT enlist the community’s assistance during times of need; and the agency encourages the assistance of the residents and the business community through its Neighborhood and Business Watch Groups.

The agency’s Auxiliary and Reserve Officer Programs provide thousands of hours of in-kind services to the community each year, which assists the agency in sustaining its involvement in the over 50 annually planned civic events.

National Night Out attracts over 1000 members of the community each year and is the department’s largest community relations event. The evening is designed to heighten crime and drug prevention awareness, generate participation in local
anticrime efforts, and strengthen neighborhood spirit and community partnerships.

A very successful program is Shred Day, a semi-annual event to help battle identity theft, where the agency provides a trailer and shredder to allow residents to properly shred personal identification documents.

During the holiday season the agency undertakes "Lite of the Night", a Christmas toy drive that provides clothing and toys to over 100 children in Peachtree City.

The agency's continuing support of the Fayette County Board of Education School Resource Officer Program began in 1999 with the agency assigning an officer to the elementary, middle, and high schools. Each is responsible for the development of new approaches to positively influence the students and keep the school environment safe. An annual Safety Day training exercise is held to reinforce the proficiency and swiftness of school personnel, students, and first responders when reacting to various emergency situations.

Citizens made positive comments regarding the agency's I-Net Program. Crime prevention tips, alerts, and information are available via the City's website, e-mail or text alerts for those that subscribe to the service that alerts the community of upcoming events, traffic detours, potential hazards and possible weather events.

Critical Incidents, Special Operations, Homeland Security
The agency implemented a Special Response Team (SRT) in 1997 for use in high-risk situations and established an MOU with Fayetteville Police in 2009 that allowed for the sharing of personnel and equipment. The results of which is a well-equipped, properly trained 14 officer unit that includes team leaders, entry teams, snipers, hostage negotiators and tactical medics. The team trains an average of 16 hours each month. A similar MOU with the City of LaGrange Police Department was developed for training and mutual aid protocols in the event of large scale, large structure or extended high risk situations.

Peachtree City is a member of Fayette County's Local Emergency Planning Committee (LEPC) and the Georgia Area VII All Hazard Council. The Council's mission places great emphasis on preparedness, training, mitigation initiatives, and the community's ability to respond to a variety of man-made or natural disasters. Post event review and evaluation is included in the Council's stated purpose.
The agency participates in a variety of training exercises ranging from tabletop to state-wide preparedness drills. The agency has not experienced any major disasters during this assessment cycle. A review of its NIMS compliant policies, procedures and plans demonstrate Peachtree City's commitment to emergency preparedness.

The agency and Chief participate in regional groups whose purpose is to coordinate homeland security issues for the Metro-Atlanta regional area.

The CERT, Teen CERT (13-17 year olds) and Golden CERT (over 55 years) are not seen as “programs” but rather partnerships, where since 2005, over 700 local residents have received 10 weeks of emergency preparedness training including first aid, search and rescue, traffic direction and fire suppression to better prepare the City in the event of an emergency. The CERT program functions as a recruitment tool. Today, three current patrol officers and two Peachtree City firefighters began as CERT volunteers.

Since 1994, the agency has conducted Citizen Police Academies where residents and council members have received training in a variety of law enforcement functions. This program is designed to allow insight into the actual world of law enforcement and hopefully to dispel the CSI-effect that is prevalent in today’s society. As with all public programs, CID is responsible for coordination of the ten-week basic, and six-week advanced Citizens Police Academies.

Internal Affairs and Complaints against employees
The agency’s Internal Affairs function is assigned to the Office of Professional Standards (OPS), which is tasked with maintaining oversight of the agency's employees.

The agency has provided its residents with numerous ways by which the public may lodge a concern or provide a compliment about the employee. Currently this is facilitated using the agency’s webpage, placing a telephone call, or merely placing a letter or note in the complaint/suggestions box found in the police department lobby.
First line supervisors investigate minor complaints, while those of a more serious nature are investigated by OPS. All completed Internal Affairs reports are provided to the Chain of Command for approval and recommendation of corrective action.

<table>
<thead>
<tr>
<th>Complaint and Internal Affairs Investigations</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>External</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizen Complaint</td>
<td>30</td>
<td>50</td>
<td>31</td>
</tr>
<tr>
<td>Sustained</td>
<td>6</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>Not Sustained</td>
<td>7</td>
<td>13</td>
<td>7</td>
</tr>
<tr>
<td>Unfounded</td>
<td>5</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Exonerated</td>
<td>12</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td>Internal</td>
<td>2009</td>
<td>2010</td>
<td>2011</td>
</tr>
<tr>
<td>Directed Complaint</td>
<td>1</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Sustained</td>
<td>1</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Not Sustained</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Unfounded</td>
<td>0</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Exonerated</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

The types of complaints have remained consistent throughout the years. In 2010 the agency experienced a spike in the number of external complaints that reversed itself in 2011. The reason for the spike was not abundantly clear in the data. The vast majority of these complaints are minor in nature as evidence by the lack of severity in the corrective action assessed during this same period.

Traffic

It is apparent the agency takes its traffic safety responsibilities seriously. Although the responsibility for traffic enforcement and crash investigations rest the patrol officers, the agency utilizes a Community Response Team (CRT) for selective traffic enforcement operations and fatal traffic crash investigations. CRT operates as a specialized unit, focusing on non-traditional patrol techniques, and is staffed by Traffic Crash Reconstruction officers, K-9 handlers, and motorcycle officers.

As previously mentioned, CRT is staffed and equipped to patrol less accessible areas such as the city golf cart paths, parks, and recreation areas, by bicycle, ATV, motorcycle, and foot patrol.
The agency utilizes the Data Driven Approach to Crime and Traffic Safety (DDACTS). As such, the CRT supervisor generates monthly traffic safety analysis reports that include crashes by day of the week, type of crash, time of day, driver factors, speed limits, crash comparisons, and citation comparisons. The agency credits this analysis with improving the efficacy of its selective enforcement efforts. The community’s focus on traffic issues required the agency to develop a traffic concern reporting system that provides citizens a means of reporting 24/7 by internet web page, e-mail, or telephone any concern about traffic ranging from speeding autos, traffic hazards, or engineering matters.

The agency is one of the 63 member agencies that comprise the Metro Atlanta Traffic Enforcement Network (MATEN). The goal of MATEN is to reduce the number of traffic crashes, injuries, and fatalities through traffic safety education programs, and enforcement programs such as Click-It or Ticket, 100 Days of Summer Heat and Operations Zero Tolerance (Drive Sober or Get Pulled over), which have proven to be an effective way educating the public and addressing violations.

In 2011, the agency was the recipient of the MATEN Agency of the Year Award. It also earned 3rd place in the National Law Enforcement Challenge, which recognizes agencies for the implementation of traffic enforcement best practices.

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

The agency provides bailiffs for the Peachtree City Municipal Court. The officers assigned to the Municipal Court are provided with proper safety equipment and training to undertake the task. Emergency buttons are placed strategically throughout the courtroom, which also serves as City Council chambers when needed.

The agency’s arrest processing area is limited by its design. The agency does not house prisoners on-site, instead choosing to transfer them to the Fayette County Sheriff’s Office. The lack of sight and sound barriers severely restricts the usage of the facility. Although policies are in place that prohibits the occurrence, any plans to modify the physical plant should include this area in the discussion.

The agency participates in a multi-agency, 9-1-1 Communications Center. The Center serves the citizens of Fayette County and the public safety community. A
tour of the facility established that it meets or exceeds all accreditation standards relative to 9-1-1 communications.

Property and Evidence
The agency employs preservation and collection techniques that are consistent with the policies and procedures set forth by the Georgia Bureau of Investigation. Additional training is provided to patrol officers to assist them in identifying and preserving probable DNA evidence at crime scenes. Forensic assistance is available from the Georgia Bureau of Investigations should the need arise.

The agency employs the use of a bar code system for its evidence storage. Currently, two officers are assigned to the property/evidence function in the agency. During a walkthrough of the evidence facility, it was immediately apparent the agency is facing future challenges to provide sufficient evidence storage space. However, to the credit of the personnel assigned to this task they maintain an orderly evidence facility that is routinely audited and purged of non-essential items.

H. Applied Discretion Compliance Discussion

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

This section is not applicable to the agency.

I. Standards Noncompliance Discussion:

This section is not applicable to the agency.

J. 20 Percent Standards:

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

The agency complied with 90.7% of applicable other than mandatory (O) standards.
K. Future Performance / Review Issues

The team did not identify any standards as a Future Performance / Review Issue.

L. Table: Standards Summary

<table>
<thead>
<tr>
<th>Standards</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandatory (M) Compliance</td>
<td>308</td>
</tr>
<tr>
<td>(M) Noncompliance</td>
<td>0</td>
</tr>
<tr>
<td>Waiver</td>
<td>0</td>
</tr>
<tr>
<td>Other-Than-Mandatory Compliance</td>
<td>78</td>
</tr>
<tr>
<td>(O) Noncompliance</td>
<td>0</td>
</tr>
<tr>
<td>(O) Elect 20%</td>
<td>9</td>
</tr>
<tr>
<td>Not Applicable</td>
<td>85</td>
</tr>
<tr>
<td>TOTAL (Equals number of published standards)</td>
<td>480</td>
</tr>
</tbody>
</table>

M. Summary

The Peachtree City Police Department continues to demonstrate through practice its commitment and organizational inculcation of the spirit and values associated with the accreditation process. As in the prior assessment, there were no issues that required the team’s attention. The files that were reviewed in this Gold Standard Assessment were well prepared and indicative of an agency that is fully committed to the process.

The agency’s Annual Reports were properly prepared and submitted to CALEA staff in a timely manner. The team was able to verify that the agency has remained in compliance with all applicable standards since its last accreditation on-site.

Because of budgetary and time constraints, the agency did not conduct a survey during this assessment period. However, the team had numerous opportunities to engage several citizens in brief conversations. Without exception, the citizens expressed their appreciation of the agency’s efforts to maintain the city’s high level of quality of life and perception of safety.

In addition, the agency enjoys a high degree of respect from its peers and is viewed as an innovator and source of support for other area agencies. The agency’s willingness to enter into agreements to fulfill the mutual needs of all agencies is exemplary. In doing so, the agency has been successful in addressing several concerns and needs during these trying budgetary times.
Every statistic the team reviewed was trending in a positive manner. Crime is down, use of force is almost non-existent, and internal affair issues are on the decline. The agency has improved its employee diversification and bias based complaints were absent in 2011.

The agency is not remaining idle and resting on past success. Instead it is actively planning for the future, and continuing its pursuit of excellence in all that it does for the benefit of those it serves.

Respectfully Submitted,

B. A. Murphy
Team Leader