

GSUPD Action Plan Implementation

Submitted by Interim Chief Anthony Coleman
December 2020

Goal / Expected Outcome: Reimagine the GSU Police Department to ensure equitable treatment and accountability.

Action Steps	Responsible	Deadline	Resources	Potential Barriers	Result
Review of all GSUPD Standard Operating Procedures to ensure equitable treatment and accountability, make recommended changes (GSUPD Report Appendix "A")	Chief Spillane ¹ , Assistant Chief Coleman, GSUPD Accreditation manager Sgt. Regina Davis	October 1, 2020	Internal Personnel	None	Task Completed September 12, 2020
Make changes to Standard Operating Procedures per recommendations from review (GSUPD Report Appendix "A")	Accreditation Manager Sgt. Regina Davis, Chief Spillane	November 1, 2020	Internal Personnel, legal review (In some cases)	CALEA made changed to some standards which will need to be incorporated into the amended Standard Operating Procedures/ Will meet deadline	All standard operating procedures are being changed and will be included in GSUPD Report Appendix "A"

¹ For historical accuracy in this document, for any action step that was implemented or completed as of Dec. 1, 2020, references to the position and rank of the chief of police remain as they were prior to former Chief Spillane’s resignation. For any task that was ongoing or had not yet been completed at the time of the former chief’s resignation, the new title and appointment of Anthony Coleman as interim chief of police is used.

<u>Action Steps</u>	<u>Responsible</u>	<u>Deadline</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Result</u>
Creation of A GSU Police Advisory/Accountability Board to review policies and examine complaints brought against any GSUPD Employee/Review Use of Force Reports/Make Recommendations	Interim Chief Coleman, President/Provost, Legal Affairs, Deans, Public Affairs, Student Government Association, others	Summer Semester 2021 Possibly sooner (Spring Semester 2021)	Research on Police Advisory/Accountability Boards nationwide. Build team from within GSU to form framework for Board	Will take dedicated personnel assigned or volunteers to build framework and execute the creation of the Police Advisory/Accountability Board	Research has begun, will seek guidance from President/Provost
Implement the Six Pillars from the President’s Task Force on 21st Century Policing (Published May, 2015) See GSUPD Report Appendix “B”	Interim Chief Coleman, all Employees of GSUPD	December 31, 2020 On-Going	Creating Lesson Plans now and reviewing Pillars.	Pillars Will be implemented and reviewed quarterly	Anticipated Completion December 31, 2020

<p>Implement a new Internal Affairs Tracking System with an early warning component and a demographic tracking module (for bias based policing annual report)</p>	<p>Chief Spillane, Assistant Chief Coleman, Major Lawton, all Supervisors</p>	<p>October 1, 2020</p>	<p>Software costs, contract routing, legal review, purchase, training on system</p>	<p>Implementation of new system occurred July, August and September 2020</p>	<p>Guardian Tracker software purchased, installed and trained. Completed September 6, 2020</p>
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Maintain Georgia Association of Chiefs of Police Accreditation with the State of Georgia	Chief Spillane, Assistant Chief Coleman, Accreditation Manger Regina Davis	Annual, 2020 Complete September 2020	Personnel to meet all 29 State Standards set by State as “best practices” to maintain State Accreditation	Personnel changes/Retirement will require a new Accreditation Manger. Will assign personnel to Accreditation to be trained prior to May 2021	Completed September 15, 2020. Next Assessment September 2021.
Maintain Accreditation through the Commission on the Accreditation of Law Enforcement Agencies (CALEA)	Interim Chief Coleman, Major Hammond, Accreditation Manager Sgt. Regina Davis	On-Going, Annual on-site, 4 Year Award (2022), 2020 Complete	Personnel to meet all 460 Standards set as “best practices” to maintain CALEA accreditation	Costs associated with maintaining CALEA/Budget Cuts. Personnel Changes (Retirement) Will keep a priority in annual budget.	Annual complete Summer 2020 with on-site inspection, 4-year Accreditation expires March 2022.
Maintain Accreditation through the International Association of College Law Enforcement Administrators (IACLEA)	Interim Chief Coleman, Major Hammond, Accreditation Manager Sgt. Regina Davis	On-Going, Annual on-site, 4 Year Award (2022), 2020 Complete	Personnel to meet all 18 Standards set as “best practices” to maintain IACLEA accreditation	Costs associated with maintaining CALEA/Budget Cuts. Personnel Changes (Retirement)	Annual complete July 2020 with on-site inspection, 4 year

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Review all Training given to GSUPD members to ensure it includes training items listed in GSUPD Report Appendix “C”	Interim Chief Coleman, Training Coordinator Sgt. Ashley Hurst	December 31, 2020	Department Training Instructors, Nationally Certified MHFA Instructors, GBI CIT Instructors, Equipment (Simulators, etc.), Classrooms	Budget Cuts in other agencies may prevent implementation of some aspects Overcoming by internal certified trainers with exception of CIT, which is a GBI Program (Must use GBI Instructors)	Lesson Plans written, scheduling of classes on-going, 80% of items complete, anticipate meeting deadline.
Purchase and Install a three screen TI Systems De-escalation/Use of Force Simulator	Chief Spillane, Legal Affairs, Training Team, Contractor	September 15, 2020	Funding, Contract Routing, Contractor, Define Space, Install System, Training	Non-Approval of funding or contract Walk contract through, get prior funding approval	System Purchased and installed at Stadium (\$140,000), Trainers Trained, on-going In-Service Training.
Review GSUPD’s Transparency in our Day-to-Day operations, rework web site to enhance transparency	Interim Chief Coleman, Major Hammond, PC Systems Manager Cassandra Davis, Social Media Team	Spring Semester 2021	System specialist to re-work web page	None foreseen	Review of current web-site on-going. Anticipate meeting goal.

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Offer a “Citizen/Student Police Academy” to include simulator training, ride-a-longs, Criminal Law and Procedure, crucial conversations	Interim Chief Coleman, Major Hammond, Recruiting and Training Section	Summer Semester 2021	Training Personnel, Equipment, funding, classroom space, Range Time	Budget Cuts, having enough interest from Faculty, Staff and Students	Initial planning stages have begun, met with Ga. Tech and have their program outline.
Enhance GSUPD’s Social Media Footprint to build legitimacy and trust in the community we serve	Interim Chief Coleman, Major Hammond, Social Media Team	December 31, 2020	Additional Social Media Personnel, Training on Social Media Platforms and Hootsuite	Interest in “following” GSUPD.	Added a person to the Social Media Team, Training on Hootsuite completed September 15, 2020. Will continue to build followers and content.
Culture Changes: Not everybody needs to go to jail or be criminally charged. More education and less enforcement on certain minor offenses that can be referred to Dean of Students or mediated.	Interim Chief Coleman Command Staff, GSUPD Supervisory Staff	On-Going in Roll Calls and anticipate implementing guidelines in the 2021 In-Service Training which occurs Summer 2021	All GSUPD Employees	Resistance to change, difficult to change culture	Began more warnings and less traffic tickets (tracking offenders), training in mediation, on-going programs to change culture.

<u>Action Steps</u>	<u>Responsible</u>	<u>Deadline</u>	<u>Resources</u>	<u>Potential Barriers</u>	<u>Result</u>
Implement Crisis Response Team to partner with Counseling Center and Grady Memorial Hospital to respond more efficiently to people in crisis	Interim Chief Coleman, Major Hammond, CIT Certified Officers	Spring Semester, 2021 however internally GSUPD has certified CIT Trained and will Implement Response Team by December 31, 2020	CIT Certified Officers, Crisis Response Vehicle (Unmarked), Counselor's, Grady Hospital Crisis Response Team	Personnel Shortages (Due to elimination of positions), Budget for Crisis Response Vehicle, resistance of GSU Counselors to join the team (currently do not respond to issues on-street, referral only)	Plan and Standard Operating Procedure will be complete by December 31, 2020. Team will be deployed and will build from there
Implement Peer Support Team at GSUPD to provide emotional and tangible support to officer's in times of crisis.	Chief Spillane, Assistant Chief Coleman, Lieutenant McClenton	November 1, 2020	4 Peer support officers, training	None foreseen	Lt. McClenton and 4 Officers trained September 12, 2020. Scheduled for Law Enforcement Alliance for Peer Support training October 16, 2020.

GSUPD Report Appendix A

Georgia State University Police Department
Task Force for Racial Equality
Action Plan Progress, CY 2020
Appendix A – Review of all Policies and Procedures

1. Review of all Policies and Procedures to address:
 - a. Chokeholds (should be barred by policy and training)
 - i. Although Chokeholds are not trained by GSUPD as a restraint technique, GSUPD Amended Use of Force Policy to specifically ban Chokeholds (July 2020)
 - b. Neck Restraints of any kind (should be barred by policy and training)
 - i. Although neck restraint techniques were not trained by GSUPD as an acceptable control method, GSUPD Amended Use of Force Policy to prohibit neck restraints of any kind. (July 2020)
 - c. “Hog Tying” is a leading cause of positional asphyxiation and should be barred
 - i. This restraint method was already barred by GSUPD Policy.
 - d. Prohibition against shooting people with rubber bullets
 - i. GSUPD does not own or operate any weapons capable of firing rubber bullets nor does GSUPD train on the use of rubber bullets as a less than lethal force option. Our less than lethal force options are OC Spray, ASP Baton, Electronic Control Weapon (ECW) or Taser, and bean bag shotguns.
 - e. Policy against “piling on” (several officers on the back of one individual) or holding a person in the prone position after being handcuffed. The person should be immediately moved to a recovery position. This policy would prevent positional asphyxiation and agonal breathing.
 - i. On-going review
 - f. Prohibition against using “stun grenades”
 - i. On-going review
 - g. A requirement to report violations of policies and procedures to a supervisor immediately or face the same discipline the offending member would face.

- i. Added to policy July 2020

- h. A “Duty to Intervene” requiring officers who witness improper or illegal use of force to act to stop the improper or illegal use of force or face the same discipline the offending officer would face.
 - i. Duty to intervene added to policy, reviewing with new CALEA Guidelines

- i. Require by Policy ALL GSUPD Sworn Members become Crisis Intervention Team Certified. (CIT)
 - i. All GSUPD Sworn Officers must be CIT Certified before being put on the streets.

- j. Requirement by Policy that all GSUPD Security Members attend a nationally certified Mental Health First Aid Training (MHFA) session.
 - i. All GSU Security Guards must attend a one-day Mental Health First Aid Class (MHFA) and GSUPD has two Nationally Certified MHFA Instructors. (Chief Spillane and Lt. McClinton)

- k. Require GSUPD Officers and Supervisors to activate their Body Worn Camera (BWC) on any encounter with the public
 - i. Revised BWC Policy to require the BWC, if issued, is turned on during encounters with the public.
 - ii. On-going procurement of BWC’s for the Perimeter Campuses delays this requirement.

GSUPD Report Appendix B

President's Task Force on 21st Century Policing

https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

GSUPD Report Appendix C Training Review

1. Review of all Training given to GSUPD members which must include:
 - a. ALL GSUPD Sworn Members become Crisis Intervention Team Certified. (CIT)
 - i. Implemented
 - b. ALL Security Guard Members attend Mental Health First Aid (MHFA) course
 - i. Implemented
 - c. Enhanced de-escalation techniques using our new TI System simulator
 - i. Implemented
 - d. Additional bias based policing courses (in addition to the annual course requirement)
 - i. By December 31, 2020
 - e. Enhanced judgmental use of force training in our new TI Training System Simulator
 - i. Lesson Plan in progress, by In-Service 2021
 - f. Enhanced Community Policing training to ensure our role as Guardians and Ambassadors to the GSU Community remains clear.
 - i. Lesson Plan in Progress, estimated completion December 31, 2020
 - g. Enhance class on Positional Asphyxiation and Agonal Breathing, how to recognize it, and how to recover a person from it.
 - i. Completed, will be in annual refresher training in-service every year.
 - h. Enhanced Roll Call Training discussions on current event topics that impact all agencies.
 - i. Implemented additional roll-call training which must be signed for in PowerDMS
 - i. In Addition to De-escalation, minimum necessary force and other means to have a peaceful conclusion to an encounter with GSUPD, explore the possibility of Disengaging from the situation and resolving it at a later time, especially if suspect is known. (recent example: APD Officer shoved by a demonstrator on University, Officer de-escalated and disengaged the protestor identifying him from body worn camera footage and taking out arrest warrants at a later time)
 - i. In-progress, will be completed Spring Semester 2021

- j. Implement training in emotional and physical well-being of GSUPD to include a formal health and wellness program
 - i. In-progress, Health and Wellness Training is being developed.
Estimated go-live date for formal program June 1, 2020
- k. Implement a peer to peer counseling model within GSUPD. These models have shown to reduce officer anxiety and stress which reduces the likelihood of an officer “snapping” at a citizen.
 - i. In-Process