



CITY OF DUNWOODY

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MEMORANDUM

To: Honorable Mayor and City Council
From: Billy Grogan, Chief of Police
CC: Warren Hutmacher, City Manager
Date: September 18, 2009
Item: **FY2010 Personnel Requests**

As you know, the Dunwoody Police Department began providing police services to the citizens of Dunwoody on April 1, 2009. As part of the developmental process leading up to the go live date, staffing levels for the department and budget requests were submitted and approved by Council. The staffing level included 40 sworn officers and 8 civilian positions of support. The 40 sworn officer positions include 24 police officers in Uniform Patrol and 4 Detectives in Investigations.

In the first five months of operation, the men and women of the Dunwoody Police Department have worked hard to provide a high level of customer service and be responsive to the needs, issues and concerns of the community.

Once the FY2010 budget process began, a detailed analysis was conducted using standard workload measures. These measures included:

- Calls for Service
- Part 1 Crime (Includes murder, rape, robbery, aggravated assault, larceny, burglary, motor vehicle theft & arson)
- Arrests
- Incident Reports
- Accident Reports
- Citations

We have collected five months worth of data so far. Listed below is the data for the first five months.

April-August, 2009

Calls for Service	Part 1 Crime	Arrests	Reports	Accidents	Citations
16,405	880	924	2,285	879	3,799



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The numbers for the Dunwoody Police Department were projected out for a 12 month total and then compared to a 12 month period for two additional agencies.

Agency Comparison

Department	Pop	Sworn	Calls	Part 1	Arrests	Reports	Accidents	Citations
Dunwoody	37,500	40	39,375	2,112	2,220	5,484	2,112	9,120
Kennesaw	33,221	59	26,540	586	1,038	4,869	1,108	9,968
Peachtree City	34,947	57	27,354	637	2,091	5,221	1,183	6,865

In addition to the above workload measurements, a comparison was made between the Dunwoody Police Department and the two agencies above comparing the number of Part 1 Crimes per 10,000 persons and the ratio of police officers to citizens. A comparison was also made with a number of other agencies in the metro Atlanta area. The FBI publishes a Uniform Crime Report each year which provides crime data as well as police employee data. The crime data is provided as a raw number as well as a ratio so comparisons can be made between communities of various sizes. In addition, police employee data is provided as a raw number, within geographic areas, as well as a ratio so comparisons can be made between communities of the same size as well as various sizes. The results are listed here.

Part 1 Crime Comparison & Ratio of Police Officers

Department	Pop	Sworn	Off. Per 1,000	Part 1 Crime	Part 1 Crime per 10,000
Dunwoody	37,500	40	1.06	2,112	563
Kennesaw	33,221	59	1.78	586	176
Peachtree City	34,947	60	1.72	637	182
Alpharetta	50,051	115	2.30	1,976	395
Smyrna	49,534	93	1.88	1,986	401
Acworth	19,130	38	1.99	656	343
Decatur	19,287	34	1.76	943	489

As this table demonstrates, the Dunwoody Police Department is understaffed when the ratio of police officers to residents is compared to our neighboring agencies. This is also true when the ratio



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of police officers to residents in Dunwoody is compared against the national average for Cities in the 25,000-49,999 range and to the ratio for police agencies in the south.

- 1.8 is the National Average of police officers to residents in the 25,000-49,999 population range.
- 2.2 is the average of police officers to residents in the south in the 25,000-49,999 population range.

On September 14, 2009, an article appeared in the Atlanta Journal Constitution (<http://www.ajc.com/news/metro-atlanta-cities-with-138067.html>) which identified the top ten metro Atlanta cities with the highest crime rate in 2008. Using the information from above, the City of Dunwoody's 563 Part 1 crimes per 10,000 people would place the City of Dunwoody 10th on the list.

In addition to the workload measurements, ratio of police officers to residents and crime comparison, an analysis was made using a statistical formula used by the International Association of Chiefs of Police (IACP) and the Georgia Association of Chief of Police (GACP) which provides guidance in the proper staffing level of uniform police officers who answer calls for service. This analysis is only used to determine the recommended number of uniform police officers needed to answer the calls for service. This formula does not take into account the number of supervisors needed, investigators, support staff or any other function of the department. The IACP and GACP recommend the time of a uniform police officer be divided into 1/3 segments. These time segments should be divided equally between answering calls for service, administrative functions (completing reports, lunch, court, etc.), and pro-active community policing efforts and directed patrol. An analysis of our calls for service reveals the following recommendation based on the analysis:

- 31 uniform police officers is the recommended number needed to answer our calls for service.

We also looked at the unique challenges of policing in Dunwoody. The City of Dunwoody has an extensive retail and office environment at Perimeter Mall, the PCID and in the surrounding area which is absent in most communities. This area is a heavy consumer of police resources. Although our nighttime population is estimated to be 37,500, our daytime population is significantly higher. By some estimates, the daytime population is nearly 100,000.

In addition, the area in and around Peachtree Industrial Boulevard has a number of large rundown apartment complexes and businesses which require constant attention. Lastly, traffic enforcement



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has been one of the most requested services provided by the department. The City of Dunwoody has many residential neighborhoods and traffic enforcement in these areas is important and a priority to the residents in these areas. In addition, the main thoroughfares in Dunwoody are extremely congested with commuters and with student traffic from Georgia Perimeter College and require constant monitoring and attention.

We also looked closely at our investigative function. Right now, we currently have four Detectives and one supervisor. We compared the number of investigators in the Dunwoody Police Department to the departments listed above. Here are the results.

Department	Part 1 Crimes	Ratio of Part 1 Crimes	Investigators
Dunwoody	2,112	563	4
Kennesaw	586	176	3
Peachtree City	637	182	4
Alpharetta	1,976	395	8
Smyrna	1,986	401	10
Acworth	656	343	3
Decatur	943	489	5

A Detective's workload is primarily determined by the level of Part 1 Crime occurring within the jurisdiction that he or she has to investigate. In addition, the types of crimes occurring and their solvability factors play a significant role as well. Also, there is an expectation in many communities that if a person is a victim of a crime, a Detective will call them. Unfortunately, whether that happens and to what level is driven by the workload of the investigators.

In the first five months of operation, the Detectives have had many unique and challenging investigations. Many of these investigations required at least one Detective and tied that Detective up on that single case for a week to two weeks. In addition, there were several cases which involved multiple Detectives for multiple weeks.

Some of these cases include several credit card fraud cases which originated in Dunwoody and because of the scope of the investigations, were handed off to the Secret Service. One case in particular involved over 8,000 stolen identities bought from a foreign country. Additionally, the Detectives investigated a complicated prostitution ring in Dunwoody operating from at least six



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apartments. Lastly, the Detectives have conducted a number of serial Burglary investigations since April 1, 2009. These investigations were very time consuming and required a large amount of resources.

In many of the jurisdictions listed above, their investigators do not investigate credit card fraud cases, prostitution cases or other similar cases because those type cases are investigated by either the local Sheriff's Office or a countywide task force. In the City of Dunwoody, our Detectives investigate all crimes.

Traditionally, a heavy Detective caseload leads to lower solvability rates because the Detectives will only put their main efforts into the cases which are highly likely to be solved. However, if they have more time, Detectives will take the time to more thoroughly investigate the cases where the outcome is not so obvious. In many of the cases like these, the Detectives are able to actually solve the case because of the thorough investigation.

Since April 1, 2009, the Dunwoody Police Department has made a number of drug arrests. Most of these have been a result of a traffic stop or a street level encounter including the seizure of over 100 packages of marijuana and \$8,000. However, these small level drug transactions are not the only ones we have been involved in. Just prior to our taking over from Dekalb, the Dekalb Police Department made a 500lb marijuana arrest in an apartment on Ashford Dunwoody Road which was a stash house. Additionally, the department worked a kidnapping case and recovered 20lbs of marijuana from an apartment on Ashford Dunwoody Road as well. According to our sources, some of the high end apartments located in Dunwoody are used for stash houses or for other drug transactions for high level drug dealers. The assignment of an officer to the High Intensity Drug Trafficking Area (HIDTA) task force or the Organized Crime Drug Enforcement Task Force (OCDETF) would give us access to their resources in addition to the ability to participate in asset forfeiture sharing.

In conclusion, after a thorough and exhaustive examination of many workload factors, statistical analysis and comparisons with other agencies, I respectfully request the addition of the following personnel:

- 2 Police Officers
- 1 Detective
- 1 Officer who will be assigned to a regional drug task force



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This additional manpower will help the department maintain the high level of quality service for the citizens of Dunwoody who have grown to expect that quality service from the Dunwoody Police Department. The Dunwoody Police Department's goal is to continue to work hand in hand with our community in partnership, to continue providing excellent quality service, reduce crime, improve the quality of life for residents and have a positive impact in our community.