

To: Mayor and City Council
From: Billy Grogan, Chief of Police
Date: January 18, 2012
Subject: **Dunwoody Police Department – Staffing Recommendations**

BACKGROUND

Since the Dunwoody Police Department was formed, we have worked hard to hire the best staff and to establish a positive relationship and partnership with our community. I have also worked to assess the challenges facing our department, the level of crime and disorder facing our community and our staffing needs to adequately serve our community.

I have prepared a chart which compares Dunwoody's staffing and crime to surrounding and similar cities and included it as the last page of this memorandum. Based on our existing staffing level, our officers are asked to be more productive, respond to more incidents, and address more crime incidents than their counterparts in virtually all of our surrounding and similar cities.

DISCUSSION

Although I believe our existing staff has done an exceptional job of shouldering the additional workload and demands without complaint, I am concerned about the long term effects of the high workload if our staffing levels remain stagnant. From my thirty years of public safety experience, the higher workload will eventually deteriorate staff morale, increase turnover rates, increase staff fatigue, reduce officer safety, limit work production, decrease community interaction, and result in incomplete investigations.

In addition, I am concerned about services our department currently does not offer but should based on our daytime and nighttime population, types of crimes, crime rate, traffic issues, geographic location, professional norms and community needs.

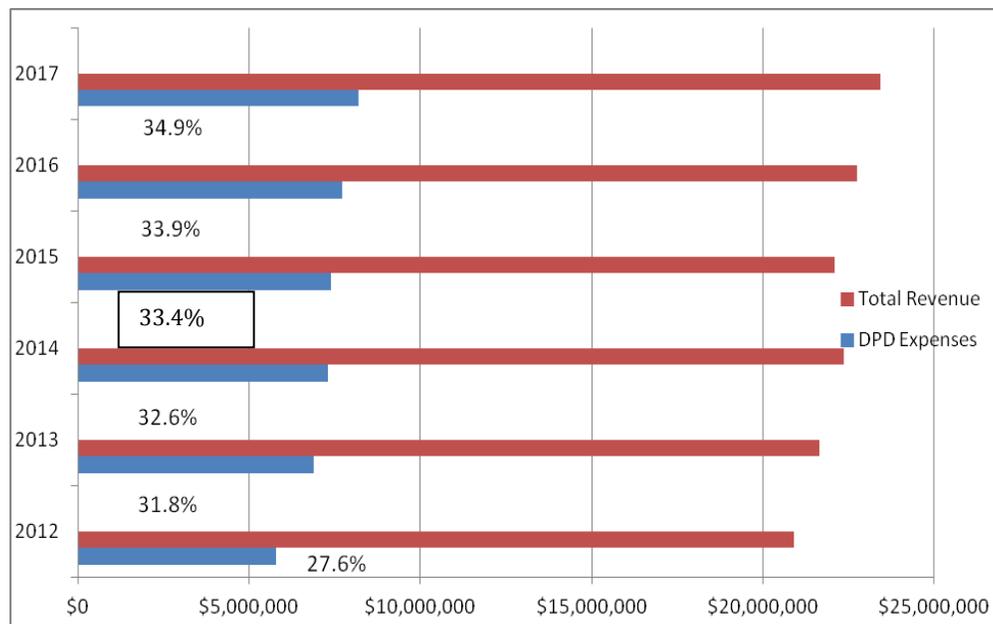
I understand the financial constraints facing the City and that even if the Council reaches consensus to make changes to our police staffing, any change will take time to address and potentially many years to fully implement.

With this strategic balance in mind, as your Police Chief, I believe there are several functional areas we should consider augmenting over the next few years. These staff additions will provide considerable relief and will address staff deficiencies. I believe it is my responsibility to provide you all of the necessary information so you can make an informed decision. These areas are outlined on Attachment A in no particular order.

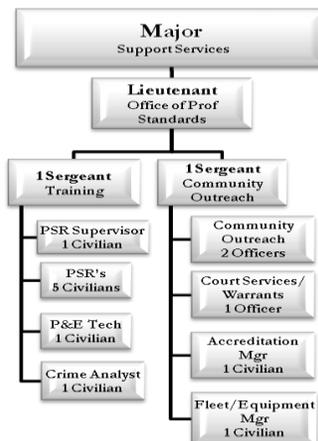
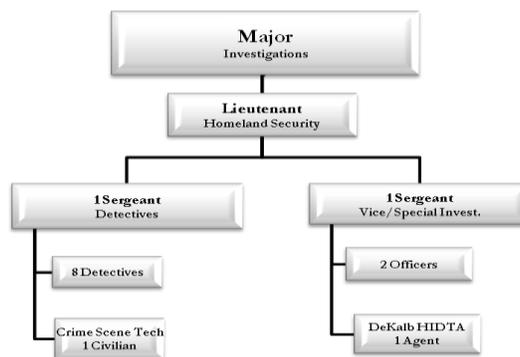
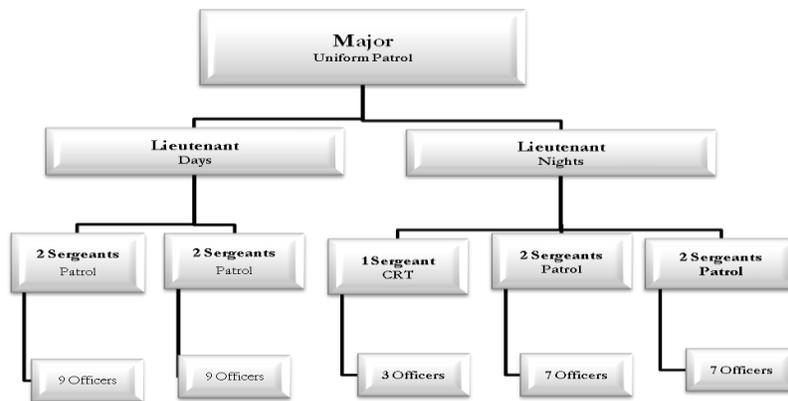
Listed below is a chart outlining our suggested priorities for the next five years along with the associated marginal costs.

2013	2014	2015	2016	2017
1 Sergeant & 3 Officers on Crime Response Team	3 Majors, Accreditation Manager & Crime Analyst	1 Detective, 1 Officer & 1 Community Outreach Officer	Lieutenant Homeland Security/Investigations, 1 Fleet Maintenance/Equipment Civilian & 1 Detective	1 Detective & 2 Officers
\$480,622	\$396,501	\$339,522	\$286,999	\$346,636

I have taken the revenue projections for the City of Dunwoody and have added the additional expenditures to the police department's budget and provided what percentage the police department's budget will be of the total City of Dunwoody budget if these positions are added each year. I have included 2012 as a baseline.



I realize that adding supervisory and administrative positions to the department can be difficult. However, it is important for any organization to have a solid foundation and establish the needed infrastructure to be successful and provide the proper services to the community. Right now, approximately 28% of our sworn staff is supervisors. If this plan is fully implemented, it would be 31%. This is in line with departments of similar size. Approximately 12% of our staff are civilians. If this plan is fully implemented, it would be 14%. This is somewhat below departments of our size. Listed below are organizational snapshots of what these changes would do to our organizational chart.



SUMMARY

I am very cognizant of the City of Dunwoody’s limited financial resources and the competing needs of all of the departments. However, I believe public safety should be the first priority of any government.

Although we have had a number of high profile homicides over the last several years, the majority of our crime are crimes against property. Having said that, we have had a number of other crimes against persons including fifty armed robberies in 2011. The majority of our crime occurs in the perimeter area and on the eastside of Dunwoody. In addition, our

apartment complexes are targeted by criminals as well. The Dunwoody Police Department's job is to provide fair and impartial police services no matter where the crime in Dunwoody occurs. Our job is to protect and serve our entire community. Even though the majority of our crimes are crimes against property, to the victim it is a traumatic event. The perimeter area attracts thousands of visitors each day. When one of our visitors is victimized, they will likely tell their friends about it and their friends will tell others. Before long, the perimeter area could be "perceived" as a high crime area and an area visitors want to avoid. This reputation could have a negative impact on economic development as well.

I have listed the needs of the department and provided a detailed explanation of what those needs are, why we have them and the potential issues that may arise if these needs are not met. I believe an adequate staffing ratio for our department is 1.56 officers per 1,000 citizens. This is well below the national average and less than the average of the seven cities mentioned in the table below. I believe it is important to note that the 1.56 ratio is less than Kennesaw and Peachtree City which have a very low crime rate and Alpharetta which has a low crime rate as well.

The process we currently use to add positions to the budget can be a difficult undertaking for both the City Council and staff. My hope is that with these different functional areas in mind the City Council can agree on our staffing needs and develop a long-term plan to fund those needs over the coming years.

Part 1 Crime & Ratio of Police Officers Comparison

Department	Pop	Sworn	Officers Per 1,000	Part 1 Crime	Part 1 Crime per 10,000	Prop CRIME 1,000	Viol CRIME 1,000	Crimes Per Off	Crimes Per SM
Dunwoody	46,267	46	.99	1,794	388	36.53	2.25	39	148.3
Alpharetta	57,551	106	1.84	1,516	263	25.49	.85	14.3	70.8
Marietta	56,579	139	2.46	2,963	587	50.50	8.17	23.9	143.1
Smyrna	51,271	87	1.70	2,127	415	35.77	6.28	24.4	141.8
Peachtree City	34,364	63	1.83	487	142	13.82	.35	10.5	28.4
Dalton	34,299	86	2.51	1,258	367	34.46	2.22	15.7	68.2
Kennesaw	33,060	59	1.78	546	165	17.66	.67	10.8	68.0
Douglasville	32,586	74	2.27	2,382	731	66.69	6.41	32.2	111.3
Avg of 7	42,816	86	2.06	1,662	381	35	4	18	87
Sandy Springs	93,853	127	1.35	2,855	304	28.41	2.01	22.5	75.7

Attachment A

Homeland Security

The City of Dunwoody has a number of potential homeland security issues, potential targets in our area and a need for emergency preparedness. We need a Lieutenant over Investigations who can supervise that function and be responsible for the homeland security function. This Lieutenant would conduct threat assessments, develop all hazard and emergency preparedness plans, plan training exercises, and keep up to date with homeland security issues and potential grants in this area.

Majors – Administrative Workload/Crime Reduction

By adding three Major positions, which would act as Division Commanders, the administrative workload could be distributed more evenly. Majors would be responsible for rolling out new projects or equipment in a timely fashion (which our Lieutenants currently juggle with their other duties). The Majors would also be able to devote some of their time to the efficient and effective operation of their division toward specific goals and operational outcomes. In addition, each Major would be assigned as the person accountable for crime reductions in each of our three beats. We would hold monthly crime response meetings to discuss crime in their beats and their strategies to reduce crime and build community and business partnerships, which we are currently lacking.

Sergeants – Shift Supervisors

Although the Council graciously added two Sergeants to our original staffing plan, in order to adequately cover each shift we need two Sergeants on each team. This would mean the addition of two additional Sergeant positions. These additions would remove the Sergeant duties which are regularly covered by our Lieutenants and provide adequate coverage on the shifts without schedule changes.

Crime Analyst

By having a dedicated Crime Analyst we can better identify and address crime patterns and respond appropriately. A Crime Analyst can be one of the most valuable members of our staff and truly make a positive impact on the reduction of crime. Our Crime Analyst would provide real time crime data, crime trends and crime "hot spot" analysis for our investigators, supervisors and officers. Certain information could be pushed to the community as well. The Crime Analyst would provide detailed monthly reports for our crime response meetings.

Accreditation Manager

There are several benefits to being an accredited agency. Accreditation creates a greater sense of accountability within the agency; reduces departmental and City risk and liability exposure; provides a stronger defense against civil lawsuits; and provides objective evidence of our department's commitment to excellence in leadership, resource management and service delivery. Additionally, accreditation helps increase community advocacy because it embodies the precepts of community oriented policing. For most departments, pursuing accreditation and then maintaining accreditation requires a full time position for documentation and intense effort which cannot be absorbed with existing staffing.

Community Outreach

Although our existing Community Outreach unit is first rate, they are stretched to the limit maintaining their current projects, initiatives and responsibilities including court duties. An additional Community Outreach Officer would allow us to tackle projects

including the development of a comprehensive crime prevention strategy which may include public service announcements, crime prevention videos, publications and website content. Based on needs identified in our community, we would like to hold a firearms training class and educational classes about identity theft, dangers of prescription drugs, online safety for parents and teens and similar classes. In addition, we have identified a need for such programs as Crime Free Housing, development of a Community Emergency Response Team (CERT), Citizens on Patrol and an expansion of our volunteer program.

Detectives

Our Detectives have the responsibility of investigating all of the reported crime in Dunwoody. They investigate more crime than Detectives with the Alpharetta Police Department, yet with half the number of investigators. Many of the cases are extremely complicated, involved multiple suspects and multiple agencies. By adding Detectives, we could better address our existing caseload and conduct more thorough investigations.

Special Investigations

We need a unit to appropriately address many of the long term issues and complaints received by our department that is difficult for our traditional Detectives to find the time and resources to investigate. Many of these types of investigations are extremely complicated and may take months to investigate. Some of these include vice and prostitution complaints, organized retail theft rings, pain management clinics, gangs, financial transaction card fraud involving organized groups, bank fraud and similar offenses. A Sergeant and two investigators could adequately handle this workload.

Crime Response Team

Adding a Crime Response Team would be of great benefit to the community. The unit would conduct directed traffic enforcement targeting areas of complaint as well as areas with high incidents of accidents and crime. The primary responsibility of officers who work the road is to answer calls for service. Traffic enforcement is a secondary function, sometimes even a lower function due to crime patterns. A Crime Response Team would be made up of a Sergeant and three officers. This unit would use the Data Driven Approach to Crime and Traffic Safety (DDACTS) as the basis for their operations. This unit would also be used to investigate all fatality crashes and conduct our traffic safety outreach to the community. As mentioned last year during the budget process, this unit would have a net zero impact on the budget.

Officers in Uniform Patrol

The department needs additional officers on the shifts in Uniform Patrol. This additional staff answering calls for service will improve our response times and increase our visibility in the community, particularly in our high crime areas and neighborhoods. Visibility is one of the key factors in reducing our crime. Additional uniform patrol officers will also provide needed workload relief and will enable officers to be more proactive.

Other Positions

Lastly, a Sergeant assigned to Training, a civilian PSR Supervisor, a Court Security/Warrant Officer, civilian Prisoner Transport Officers and a civilian Fleet/Equipment Manager are needed as well. In most cases, these positions perform critical tasks that are being divided right now between current staff or are not being performed at all. In other cases, these positions would increase our effectiveness and efficiency in the area and free up current staff to focus on their primary responsibilities.