

**MEMORANDUM**

**To:** Mayor and City Council

**Thru:** Eric Linton, City Manager

**From:** Billy Grogan, Chief of Police

**Date:** February 4, 2016

**Subject:** **5 Year Staffing Plan for Police Department**

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During the 2016 budget process, the Budget Committee appointed by the Mayor asked that an updated five year staffing plan be presented to the City Council during the 2016 Council Retreat. This document has been prepared in response to that request.

In analyzing the needs of the department for this report and recommendations, I have considered a number of factors including our current staffing level, current daytime population, current overnight population, level of crime, workload of staff, police visibility, how we compare to like cities, how we compare nationally, anticipated population growth, anticipated business growth and anticipated future crime levels and issues of concern.

The recommendations contained in this memo are based upon analysis of the public safety needs of the City of Dunwoody.

Although Dunwoody is a safe community, our proximity to I-285 & GA400 combined with our bustling perimeter area and our almost 10,000 apartments contribute greatly to the challenges we face today and in the future. In 2015, we experienced a -4.4 % decrease in our Part 1 Crime for a total of 2,125 crimes, which is our second highest total since becoming a city. As you know, Part 1 Crime is defined as murder, rape, armed robbery, aggravated assault, burglary, larceny and motor vehicle theft. In spite of the overall decline, our Crimes Against Persons increased by 35.4 % increasing from 65 to 88.

I believe a comparison of crime, staffing and population with similarly sized cities or affluence is helpful.

2015	Population	% Difference	Officers	% Difference	Per 1,000	% Difference	Part 1 Crime	% Difference	Crime Rate	% Difference
Dunwoody	47,531		54		1.14		2,146		45.1	
Sandy Springs	101,180	112.9%	128	137.0%	1.27	11.4%	2,904	35.3%	28.7	-36.4%
Johns Creek	84,093	38.3%	66	8.2%	0.78	-22.9%	654	-74.9%	7.8	-179.0%
Roswell	95,373	100.7%	146	170.4%	1.53	34.7%	1,991	-7.2%	20.9	-53.8%
Alpharetta	63,442	33.5%	104	92.6%	1.64	44.3%	1,305	-39.2%	20.6	-54.4%
Smyrna	53,080	11.7%	94	74.1%	1.77	55.9%	1,695	-21.0%	31.9	-29.3%
Brookhaven	50,000	5.2%	69	27.8%	1.38	21.5%	1,423	-33.7%	28.5	-37.0%
Peachtree City	34,706	-27.0%	63	16.7%	1.82	59.8%	452	-78.9%	13.0	-71.2%

Compared to most of the cities in this chart, our Part 1 Crime rate is unacceptably high. The City of Alpharetta has an approximate population of 63,442, which is 33.5 % larger than Dunwoody, yet they report -39.2 % less Part 1 Crime and a -54.4 % lower crime rate. They also have 92.6 % more officers with a 44.3 % increase in their ratio of police officers to citizens.

Similarly, the City of Roswell has a population of more than 100 % the size of Dunwoody at (95,373) yet we reported 7.2 % more Part 1 Crime than Roswell in 2015. Similar statistics are available for many of our surrounding cities.

Although the department has done an outstanding job addressing our crime issues, demonstrating transparency and building and maintaining a positive relationship with our community, we are still challenged with our staffing and police visibility in our crime fighting efforts.

Further, the workload of our patrol officers continues to rise as new businesses and residents move into Dunwoody. The addition of State Farm and several new hotels will only contribute to our growing challenges. The two new hotels are expected to add over 300 calls for service per year and approximately 50 Part 1 crimes. These calculations do not take into consideration the added restaurants and other outparcels adjacent to these sites which will increase calls for service to over 500 and increase Part 1 crimes to over 100.

As the phases of the State Farm complex are completed and employees are moved from their current location to their new campus, the space vacated will be leased adding thousands of people and vehicles to Dunwoody, which will increase the challenges for the department. The High Street Development is expected to begin soon and this massive development will significantly increase the demand for police services.

In 2015, our calls for service were up 3.9 %. The department reported 45.1 crimes per officer, which greatly exceeds all other agencies in our area. The Brookhaven Police Department already has 69 sworn officers which is 27.8 % higher than the Dunwoody Police Department.

**2017-2021 Manpower Requests**

2017	2018	2019	2020	2021
Police Service Representative	3 Patrol Officers	Sergeant - SIU	2 Patrol Officers	3 Patrol Officers
Permit Technician	Detective	3 Patrol Officers - SIU	Detective	
1 Prisoner Transport Officer				
1 Community Outreach Officer				
\$262,504				

I have listed additional information below specific to the positions requested.

### ***Police Service Representative***

Our Police Service Representatives are the public face of our department. When a citizen comes to headquarters for anything, they typically will speak to the PSR. We currently have four PSR's who work and cover the front desk area 24 hours a day, 7 days a week. The heavy workload of the front desk, coupled with the challenges of getting time off, has contributed to this position having the highest turnover rate for the department.

Several changes have been made internally to better address the time off issue. Having said that, an additional PSR position is needed to help with the workload and provide an additional resource to help with scheduling time off. A significant amount of o/t resources are expended to keep the front desk covered.

### ***Permit Technician***

This would be a brand new position. Currently, fingerprints and permitting are handled by various administrative positions which take them away from their normal duties and negatively impacts their job duties. The other option we use is to pay PSR's overtime to take care of the task on their off day.

In 2015, this function handled the following tasks:

- 173 Permits
- 819 Fingerprints

Permitting and fingerprinting is only done several times each week. A full-time person performing this function would give us the ability to expand the hours of services. Having this additional position would give the department the ability to shift several other tasks, like fulfilling Open Records Requests, from overworked staff positions to this new position thereby improving the overall effectiveness and efficiency of these positions.

### ***Community Outreach Officer***

Our Community Outreach Unit is first rate. Unfortunately, their success is also one of our biggest challenges. Our citizens expect more and more interaction as well as more programs. The unit is stretched extremely thin with their responsibilities including court, which has multiple sessions per week, and the department's State Certification. The Community Outreach Unit is the foundation to developing a comprehensive crime prevention strategy including the development of a yearly plan and the delivery of crime prevention materials to our community.

Our department is recognized for our use of social media to interact with our community. In order to maintain our level of interaction and continue to improve upon it, we need additional resources. We also need to reach out to and interact with our business community. Another community outreach officer would make these tasks more effective, as well as improve the efficiency of our current outreach efforts.

We have had many requests to expand our use of volunteers and develop a Citizens on Patrol program. A Citizen on Patrol program was included in our 2016 budget and we will be implementing it later this year. We have also been asked on many occasions about creating a volunteer Community Emergency Response Team (C.E.R.T) which many of our local communities already have. C.E.R.T. trained citizens can provide our community with much needed resources in instances of an emergency. This additional position will provide the required resource to manage C.E.R.T. and other volunteer efforts.

We have sporadically offered a number of important, safety related classes to our community. However, our capacity to do more is limited. This new Community Outreach Officer will provide the needed resources to respond to the needs and requests of our citizens.

### ***Patrol Officers***

I have reviewed our staffing level based on a number of factors including workload measurements for uniform patrol, crime comparisons and ratio of police officers to residents. All such reviews have indicated that our department is understaffed. In order to bridge this gap, I am requesting these additional patrol officer positions be funded for the department over the course of the next five years. These additional positions would be assigned to patrol the streets of Dunwoody, answering calls for service and helping us increase our visibility in the community. Unfortunately, the heavy workload of our officers leaves little time for proactive policing and greatly diminishes our visibility in the community. The addition of these positions will also provide some incremental relief to the workload of our officers.

### ***Civilian Prisoner Transport Officer***

The Prisoner Transport Officer for the department does an excellent job. He frees up officers so they can go back into service while he transports the prisoners to jail. The PTO also transports prisoners to court each week. Unfortunately, one position cannot fully meet our needs. With over 2,100 arrests each year, the department needs another Prisoner Transport Officer in 2017.

### ***Detectives***

The Dunwoody Police Department has six detectives and one sergeant supervisor. The department has been budgeted one additional Detective, which will be added later this year. Our Detectives are tasked with investigating all of the crime reported in the City of Dunwoody. This includes our major Part 1 Crime as well as many other crimes not counted as a Part 1 Crime. Many of the cases they investigate are extremely complicated involving multiple suspects and multiple departments. Some of our credit card fraud, forgery and other fraud cases are the most complicated and time consuming. On almost a weekly basis, our Detectives are coordinating a number of investigations with our federal partners involving multiple jurisdictions and multiple suspects.

Our detectives are doing an outstanding job. However, they carry a heavy workload which affects the completeness of their investigations. Our detectives also have to transport their own prisoners to court for arraignments; which is unusual. A quick comparison of the workload of Detectives from Dunwoody, Alpharetta and Smyrna highlights the significant differences.

Department	# of Detectives	# of Supervisors	Part 1 Crime	Ratio per Detective
Dunwoody PD	6	1	2,146	358
Alpharetta PD	8	2	1,305	163
Smyrna PD	10	2	1,695	169

As you can see, the workload of our detectives is very high and not comparable to some of our similar sized neighbors. In addition, the Smyrna detectives do not work any of the forgery and fraud cases that our detectives spend so much time investigating, which are not counted as a Part 1 crime. Traditionally, a heavy detective caseload leads to lower solvability rates because the detectives put their primary efforts into cases which have a higher probability of producing results. However, if they have more time, detectives can afford to more thoroughly investigate the cases victimizing our citizens and businesses. In many cases like these, the detectives are able to actually solve the case because of a more thorough investigation.

Unfortunately, many visitors and residents of Dunwoody will become victims of a crime. Although this circumstance cannot always be avoided, we can make their experience as painless as possible by providing outstanding customer service by assigning the necessary resources to the investigation of the crime and allowing our investigators to devote the amount of time needed for a successful resolution. The additional detective positions will help us achieve this goal.

The investigation of complicated cases, such as vice and fraud investigations, overwhelm the resources that are available. Further, being properly staffed allows our Detectives to devote the time and energy in each case to investigate it fully to its conclusion.

### ***1 Sergeant & 3 Patrol Officers for Special Investigation Unit (SIU)***

Certain crimes take significant resources to investigate and to apprehend the suspects. The traditional methods used may not work. In many cases, units working in an undercover capacity and using specialized technology have the greatest chance for success.

We need a dedicated unit to investigate certain types of crimes which include prostitution, gambling, street level narcotics, cybercrime, entering autos, and other similar crimes. The current level and complexity of technology used in the commission of these offenses is high and will increase in the future. To respond to this ever changing threat, we need officers specially trained with the skills and ability coupled with having the dedicated time to properly investigate and prosecute these perpetrators. This unit could have a significant positive impact on these types of crimes.

### ***Conclusion***

I realize there is a significant cost for these requests. However, I can assure you that I would not ask for these additional resources if I did not believe they were necessary for the continued operational success of our department and to the benefit and safety of the citizens of Dunwoody. The requested positions are critical components to improve the safety of our community; provide



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additional programs of interest and need to citizens; provide the much needed workload relief for our staff; and add functions that are simply not being performed at this time. Your consideration of these requests is most appreciated.