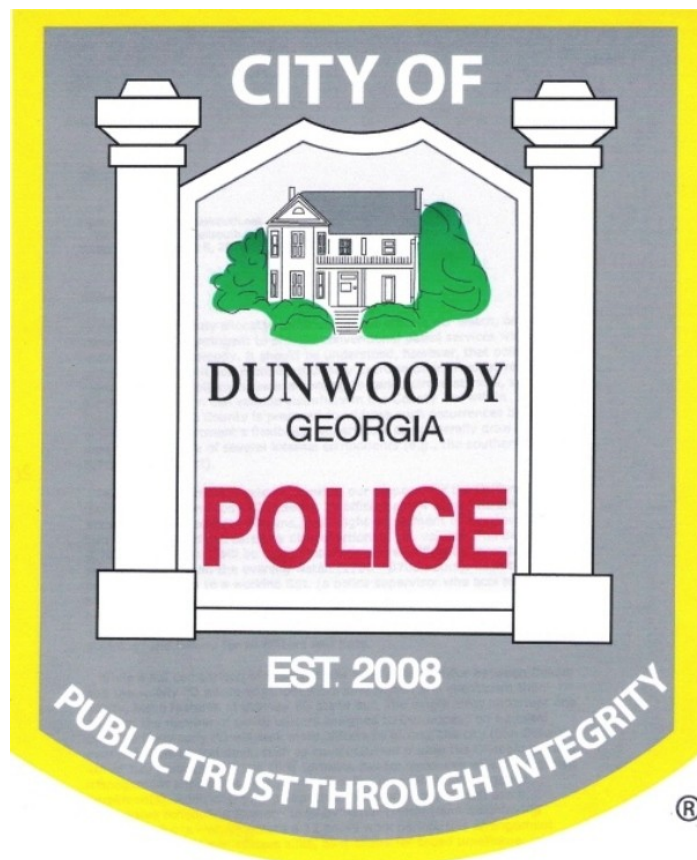


DUNWOODY POLICE TASK FORCE®

The Citizens Dunwoody

Date: August 16, 2008



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INTRODUCTION

This report presents the findings and recommendations of the Citizens for Dunwoody (CFD) Police Task Force (PTF). The PTF was assigned the responsibility of creating recommendations for the establishment of a police force for the City of Dunwoody. The Police Task Force was one of ten task forces¹, created by the CFD to prepare for the possible creation of the City of Dunwoody. The Police Task Force was formed in May 2008, prior to the successful referendum to establish cityhood for Dunwoody that was held on July 15, 2008.

Objectives

The primary objectives of the Police Task Force included:

- ❖ Policing needs of the citizens of Dunwoody
- ❖ Police operations and staffing levels
- ❖ Organization and command structure
- ❖ Personnel costs
- ❖ Equipment: vehicles, uniforms, weapons, office equipment and supplies
- ❖ Initial start-up costs and ongoing operating expenses

Scope

The scope of the Police Task Force did not include the following topics:

- ❖ Occupancy and real-estate recommendations
- ❖ 911 / emergency response solutions
- ❖ Recommendations on the selection process for the police chief and other police leadership positions.
- ❖ Sources of funds for the police budget
- ❖ Fuel suppliers
- ❖ Unrelated information technology

Information Sources

The Police Task Force used a variety of methods to gather information including:

- ❖ Interviews of law enforcement professionals. This method of information gathering had some challenges in that many active law enforcement professionals wanted to maintain their confidentiality. There was concern that their current employer would look negatively at any participation in another potential law enforcement agency's activities.

¹ Police, Parks & Recreation, Administration & Finance, Information Technology, Code Enforcement, Permits & Inspections, Roads Drainage & Storm Water, Courts, Zoning & Planning, Human Resources

- ❖ Visits to police departments in nearby cities and municipalities. Many police departments were extraordinarily helpful in providing information to and assisting the Dunwoody Police Task Force.
- ❖ Experienced law enforcement professionals² who were members of the Police Task Force. For the purpose of full disclosure, several members of the Police Task Force are considering the possibility of employment with the City of Dunwoody Police Department.
- ❖ Government (federal, state, county, city) publications.
- ❖ Vendors of law enforcement uniforms, equipment and vehicles.

Academic Research

The Police Task Force also used two reports prepared by the Carl Vinson Institute^{3,4} (CVI) at the University of Georgia. These reports were commissioned to determine the feasibility and practicality of converting Dunwoody from being an unincorporated area of DeKalb County, Georgia into being a city within DeKalb County. Initially these two reports were used by the Police Task Force as a benchmark for budget expenses, staffing, and solutions to issues that will be faced by the City of Dunwoody. As the task force progressed it became readily apparent that the recommendations of the two CVI studies were, at best outdated, and at worst not in Dunwoody's best interests. The recommendations in this report are compared to data provided by the two CVI studies where possible. In addition to the CVI studies, other university studies were utilized.^{5,6}

The Police Task Force Was Initially Divided Into Four Committees:

- ❖ The Equipment committee examined all types of equipment ranging from office furniture to vehicles.
- ❖ The Operations committee looked into such matters as shifts, patrols, and deployment of resources (both people and equipment).
- ❖ The Budget, Administration, & Manpower committee
- ❖ The 911 committee

The 911 committee was separated from the Police Task Force and will present its findings separately. Because of overlapping responsibilities and duplicate efforts, the Equipment, Operations, and Budget, Administration & Manpower committees were consolidated during the process.

Determining The Number Of Sworn And Civilian Positions Required For The City Of Dunwoody.

² The Police Task Force had a mix of active and retired, local and Federal law enforcement professionals.

³ Carl Vinson Institute of Government, The University of Georgia, Fiscal Analysis – Phase One of Revenue and Expenditure Analysis of a Proposed City of Dunwoody, March 2006

⁴ Carl Vinson Institute of Government, The University of Georgia, Revenue and Expenditure Analysis of a Proposed City of Dunwoody, January 2008

⁵ The Law School, The University of Chicago, Predicting Crime, April 2008

⁶ US Department of Justice, Understanding Hot Spots, August 2005

This was perhaps the most difficult area of work undertaken by the Police Task Force given the many approaches to staffing which exist in the law enforcement field

The Police Task Force assumed early on that necessary staffing levels were the key driver of operations, equipment, and budget.

Based upon crime analysis, discussions with other law enforcement agencies, and the experiences of Police Task Force law enforcement professionals, the committee determined which law enforcement activities must be carried out directly by the Dunwoody Police Department, and determined which functions could be accomplished through inter-governmental agreements.

BENCHMARKS AND METRICS

Nationwide, the generally accepted benchmark for sworn police officer staffing of municipal departments is set forth in the U.S. Department of Justice's 'Bureau of Justice Statistics' reports. Based upon information obtained from 2,859 police agencies located in this country, the benchmark is expressed as a ratio of full-time officers per 1,000 residents. The survey established that the average ratio for all agencies is 2.5. However, a ratio of 1.8 was the average for any department serving a population of 25,000 to 99,999; that is the present ratio for the city of Sandy Springs.

Due to the widespread recognition and application of the formula as a staffing guideline for police agencies, we have applied it to our case. The resulting ratio, presupposing a population of 37,500 and 44 sworn police officers, is 1.2. To place us at the average of 1.8, our proposal would require an additional 23 sworn officers.

We are confident that the number of sworn personnel recommended by the Police Task Force reflects that which a prudent examination of relevant empirical factors would prescribe. The favorable demographic structure of communities such as Dunwoody is not factored into the Justice Department's analysis. This distinction reduces the necessity for vast diversification of law enforcement services (e.g., broad ranging drug enforcement activities with regular multi-jurisdictional task force participation) and proportionate staffing.

Additionally, we have knowledge of current deployment of sworn personnel and volume of police activity in Dunwoody and have based our proposals in part on matching or improving upon current service. (The array of specialized service, such as aerial support and SWAT, will be the subject of inter-agency agreements and contractual arrangements).

The measure of performance of law enforcement activities is a long-term, rather than short-term, review of standardized statistical data, such as numbers of crimes in their various categories, as compared with the percentage of those solved, and arrests and convictions. Other data is seizure and value of forfeited property, traffic statistics of accidents, citations and arrests, and police response times. Additionally, citizen participation in public and business outreach and public comments and complaints must be considered.

The real significance of any of these categories can only be determined over the course of the operation of the Dunwoody Police Department, and while existing data from DeKalb County, where available, can be used initially as a base line, the overall performance of the new department will only emerge over time. For example, it would be expected that the important category of response times would immediately improve because of the new resources dedicated exclusively to the city, but much of the other performance data will only be obvious as the result of continuing operations.

At the writing of this report, data on some events such as traffic activities – accidents, citations, etc – is not readily available for future comparison as the statistical information kept by the DeKalb Police Department is not separated to identify those events occurring within the area of the new City of Dunwoody.

The CVI study used Toccoa, GA as a comparative model for Dunwoody. Toccoa is a rural area with 9300 residents. It is not bordered by an interstate highway (I-285), nor is there a major shopping and commercial center (Perimeter Mall area) within its border. Dunwoody, however, is a suburban, if not urban, area with a night time population of 37,000+ residents, and a daytime population of over 150,000. Our police will also be responsible for policing six or seven miles of I-285. To suggest adequate police services could be provided with 28 officers is just not possible. Using the 1.66 officers per thousand as in the CVI study for Toccoa, Dunwoody would need 61 officers. We feel a start up number of 44 sworn officers (full time and part time) plus seven civilian positions will allow us to provide bare bones, but certainly adequate services.

The CVI study only provides a patrol function and two detectives. This is for a proposed city with 1,394 Part 1⁷ crimes within its borders during 2007. That is 3.8 major crimes every calendar day! There were also an equal number of lesser crimes recorded within our borders for the same time period. Each call would take a patrol officer out of service a minimum of one hour. In addition to patrol functions, a police department must also have personnel to log in evidence, fingerprint permit seekers, provide community relations functions, work with the schools, etc. when not engaged in their enforcement duties. Finally, the CVI study does not address the need for animal control officers, school crossing guards, and court security staffing.

ESTIMATED LEVEL OF SERVICES FROM DEKALB COUNTY

Dunwoody is now served by the DeKalb Police Department (DKPD) North Precinct, which encompasses a much larger area and more diverse population than that of the City of Dunwoody. Consequently the estimate of the extent of current services applicable to Dunwoody is not exact, but rather is derived from an examination of the area demographics and crime rate as well as current policing experience within Dunwoody as compared to the much broader overall precinct activities.

The Police Task Force determined the current level of service of the larger North Precinct to be:

⁷ Part 1 crimes include: murder and non-negligent manslaughter, robbery, forcible rape, aggravated assault, burglary, larceny/theft, motor vehicle theft, and arson.

- ❖ Eight police patrol territories which are divided into multiple beats within each territory that often go unfilled due to manpower shortages
- ❖ Three territories with multiple beats in the city limits of Dunwoody
- ❖ A criminal investigations division (CID) which include six property crimes (fraud, burglary, identity theft, etc.) detectives, plus two non-investigative supervisors

The following are available on an as-needed basis to the North Precinct:

- ❖ Crimes against persons (Part 1 crimes) investigators
- ❖ Traffic specialists (vehicular death investigators and re-constructionists)
- ❖ Crime scene investigators
- ❖ S.W.A.T.
- ❖ Special Operations (commercial vehicle inspections unit, motorcycle unit, helicopter unit, K9 unit, tactical enforcement unit)
- ❖ HEAT (Highway Enforcement of Aggressive Traffic)
- ❖ DUI task force
- ❖ Animal control

The Police Task Force quickly determined through reliable sources that the number of police officers assigned within the city limits of Dunwoody are consistently not the same as the number of police officers actually deployed there. The Police Task Force was unable to obtain from DeKalb County the empirical data necessary to determine the actual day-to-day operations of the North Precinct.

Therefore, the Police Task Force considered all of these factors in determining the current services of the North Precinct that actually have direct application to Dunwoody on a normal basis, and its conclusions and recommendations reflect this consideration.

LEVEL OF SERVICE

In arriving at its conclusions as to appropriate levels of police service for the City of Dunwoody (target level of service – minimum and maximum) the Police Task Force examined current availability of and actual need for the overall resources now assigned to the North Precinct, and weighed these against their application to a Dunwoody-specific police operation.

There were also additional assumptions made which are based on law, customary inter-department police relations, and best practices in department operations.

As established by law, DeKalb County is required to accept all prisoners from the City of Dunwoody. However, the Police Task Force recognized that directly transporting prisoners to the county jail is an unnecessary expenditure of manpower and additional costs. The City of Doraville maintains a state recognized jail for housing suspects being detained. They have agreed to accept Dunwoody's detainees at a cost of \$40 per day, for a maximum of 72 hours during which time they will be arraigned and afforded a bond. Suspects, who cannot post bond, or who are not given a bond, within that time will automatically be transported to the county jail at the expense of the DeKalb County Sheriff's office.

Mutual aid agreements will exist between adjoining/other departments for unusual situations where additional resources are needed to supplement in-house resources, including:

- ❖ Crime Scene Specialists
- ❖ K-9 resources
- ❖ Traffic Specialists
- ❖ Helicopter resources
- ❖ S.W.A.T. resources

MANPOWER JUSTIFICATION

The Police Task Force carefully considered the comprehensive modeling developed by the Federal Bureau of Investigation, Department of Homeland Security, Department of Justice, National Associations of Chiefs of Police, and prominent universities and institutes which specialize in the study of criminology, in order to determine the minimum acceptable force structure for cities the size of Dunwoody. The committee also looked at estimated day and night populations, while taking into consideration the estimated 3,000 additional single family apartments and rentals which will become available by year's end, to determine the optimum force structure for the City of Dunwoody Police Department. Unfortunately, constrained by budgetary demands to bring a new city to life, the committee was unable to construct and equip a police force that would meet the minimum recommendations modeled by these prestigious and highly regarded organizations.

However, the Police Task Force believes that it did model a strong compromise to these recommendations by designing an operational police department that will exceed the level of services the city currently receives from DeKalb County without compromising officer safety, while significantly improving the quality of life and safety for the citizens of Dunwoody. Although this model exceeds the initial CVI estimated operating police budget, the committee believes strongly that with fiscal due diligence the newly elected city council, will be able to allocate sufficient funds from other areas of the startup budget to meet this increase.

The Police Task Force carefully considered responses received during interviews conducted with residents of the new City of Dunwoody, as to the need, desire, and demand for a strong and responsive police force, even if it exceeds the initial budget. These factors are shown the organization chart in this report.

The organizational chart is divided into seven categories under the Chief of Police. They are Uniform Patrol Officers, Traffic Officers, Part-time Uniform Patrol Officers, Detectives, Crime Scene and Evidence Technicians, Administrative Support Personnel.

The initial sworn compliment of police officers for the City of Dunwoody Police Department will consist entirely of experienced officers at all levels, certified by the Georgia Police Officers Standards and Training Council, (P.O.S.T.) bringing to the new department a variety of basic and advanced law enforcement skills which will present the city with a veteran force on the first full day of operation. These levels of experience will

significantly reduce training costs and time necessary to deploy an operational police force. The integration of experienced non-sworn administrative law enforcement personnel, who are trained to P.O.S.T. standards and reporting, certified by the Georgia Crime Information Center (GCIC) and the National Crime Information Center (NCIC) reporting systems will exponentially enhance the deployment of this fledging force. Experienced Crime Scene and Evidence Technicians will be required to complete the organization.

- ❖ To attract the most capable officers to the new department, it will be necessary to have a highly competitive salary structure as well as other non-monetary incentives.
- ❖ Additional staffing and resources likely will become available through revenue collection, grants, and other sources, including private enterprise, civic organizations, and parent - teacher associations.
- ❖ Future hires will be entry-level personnel thereby reducing some personnel costs. Military personnel who are leaving the service are excellent candidates and highly desirable to fill these needs. Qualified recruits, sponsored by the City of Dunwoody, who attend the Georgia Police police academy, where the state absorbs the training costs and the city absorbs only the cost of the recruits' salary, come with an added benefit of guaranteed service for two years to the City of Dunwoody.
- ❖ As appropriate, increased resources are necessary in high-density population and traffic areas such as Perimeter Mall/Center, Dunwoody Village, churches, and on the 12 miles I-285 corridor within Dunwoody's jurisdiction.
- ❖ Sufficient resources should exist to permit response to citizen's reports of all substantive matters to be in person wherever possible. Ideally, telephonic reports should be held to a minimum.
- ❖ Community outreach and police visibility are key to having a viable two-way communication and understanding between the citizens and the department.

Chief of Police

The Chief of Police at all times shall be responsible for the overall management and conduct of the police department. The Chief shall maintain adequate police reports as prescribed for by the Georgia Police Training and Standards Council (P.O.S.T). In addition, accident records as prescribed for by the Georgia Department of Motor Vehicles and Licensing. The Chief shall actively participate in crime prevention, and the apprehension and detention of criminal suspects. The Chief shall, from time to time, make recommendations to the City Manger and City Council on all matters pertaining to the needs and improvement of the police department .

Uniformed Patrol Officer

The uniformed patrol officer is the heart and soul of a police department. The image and professionalism they project reflects directly on the community they serve. Patrol

officers work in partnership with the public and are in the front line in the fight against crime and the fear of crime. They are citizen-focused, responding to the needs of individuals and communities. Using the latest technology, police officers are trained to manage information and intelligence in order to secure successful prosecutions.

Specially trained for real world crisis, the uniformed patrol officer is the 911 first responder and is the primary deterrent of crime. Under the general direction of the shift sergeant, the patrol officer performs a full range of police duties necessary to enforce the law and keep the peace. They often work autonomously and are required to make life threatening and split second decisions, which will be analyzed, theorized, studied, applauded, criticized, and judged for years after the fact. The level of training and experience is therefore critical.

The work of the uniformed patrol officer is both challenging and diverse. It is the gateway to specialized roles and advance training in areas such as special traffic enforcement units for DUI detection and enforcement, traffic accident re-constructionists, firearms and tactics instructors, criminal investigation, drug interdiction and narcotics, as well as selection to joint multi-jurisdictional task forces.

Following are some of the essential duties and responsibilities of a patrol officer:

- ❖ conducts patrol duties on foot and by car and bicycle
- ❖ responds to calls of criminal activity, domestic disputes, fires and public disorder
- ❖ checks on the welfare of family members as requested by distant relatives or concerned citizens
- ❖ responds to road-related incidents including collision scenes, vehicle check points and traffic offences
- ❖ delivers death and hospital messages to families
- ❖ responsible for keeping the peace at public meetings, social events, processions, trade disputes or strikes
- ❖ conducts initial investigations, preserves evidence, takes both oral and written statements, and is responsible for generating reports of incidents both criminal and non-criminal, the initial finder of fact for follow on investigations conducted by criminal investigation detectives and arson investigators
- ❖ interviews suspects, victims and witnesses employing the relevance of existing written laws and protections afforded citizens and suspects by the constitution of the United States
- ❖ searches individuals, personal property, vehicles, premises and land
- ❖ affects arrests with due regard for the human rights, security and health and safety of detained individuals, members of the public, colleagues and self

- ❖ adheres to and administers custodial procedures as an arresting officer
- ❖ gathers, records and analyses intelligence to achieve community safety and crime reduction objectives
- ❖ testifies and presents evidence in court and at other hearings
- ❖ adheres to and completes administrative procedures
- ❖ builds and maintains community relations, including advice and support in areas such as crime prevention and personal safety, and
- ❖ works as a team player, constantly striving to improve cooperation and participation with other specialist within the force structure and other jurisdictional agencies.

Traffic Officer

The Police Task Force carefully examined the need for specialized traffic enforcement officers as distinct from patrol officers. The combination of heavy traffic flow through the City of Dunwoody from Fulton, Gwinnett, and other counties, and heavy daily traffic volume in and around Perimeter Mall area, as well as the 12 miles of the I-285 corridor within the city limits, argues strongly for a separate unit to be deployed apart from the physical constraints of the patrol districts and their fixed hours of operation. Moreover, with a specialized traffic unit and 12 miles of interstate, the police department will automatically qualify for federal funding, sponsored and fully funded through the Governor's Office of Highway Safety in Georgia's Highway Enforcement of Aggressive Traffic program (H.E.A.T.).

One significant example of current lack of services in Dunwoody concerns speeding in school zones. It is fair to say that this has not been a priority in our community, yet poses a serious threat to our students. One of the duties of a separate traffic enforcement unit would be to deploy to school zones at appropriate times. The Police Task Force listened carefully during interviews it conducted with members of the Parent Teachers Association (PTA), members of Home Owners Association, and residents who live on heavily traveled corridors throughout the city. They want dedicated traffic enforcement to the extent they are even willing to raise funds independently of the police budget to purchase and donate motorcycles for this highly specialized type of enforcement. One area of specific interest from the PTA would be to paint a motorcycle to match an individual school color for the school that raised the most funds, promoting strong safety standards for students, a stake in ownership, and camaraderie with other schools.

Another frequent traffic-related problem is a major accident on I-285, which, because of the speed and traffic volume along that stretch of road, poses unusual and very dangerous situations for the officers and the public. While patrol units may assist as needed, the separate traffic unit would not require territory patrol cars to leave their assigned territories.

Given these rather specialized activities, the Task Force believes that a separate traffic-focused element in the department is essential as part of an overall, efficient, task-oriented police department.

Part-time Uniformed Patrol Officer

The part-time patrol officer is neither unique nor new to modern law enforcement. Police agencies throughout Georgia and small cities across our nation have successfully deployed part-time officers as a force multiplier, to reduce manpower expenditures for tight budgets, and augmentation for departments where recruiting of full-time officers has become challenging because of costs of living in a particular region or city.

The Police Task Force has included six part-time officers on the organizational chart at an estimated cost of \$350,000 per year. This reflects over a twenty percent increase in manpower at a fraction of the cost for a full-time police officer.

Immediate cost savings are recognized in utilizing the part-time police officers because they do not require benefits and retirement packages, take home vehicles, and work contractually at the will of the Chief of Police when demands for end strength are highest.

Detective

The City of Dunwoody Police Department's Criminal Investigation Division will consist of five detectives. Working supervisors include detective sergeant and one detective lieutenant. These seven individuals will be responsible for the handling of all Part I crimes, with the exception of arson, and the majority of Part II⁸ crimes.

From April 1, 2007 to April 30, 2008, there were a total of 3,518 crimes within the boundaries of the City of Dunwoody that would fall under Part I and Part II crimes. If all 3,518 crimes were assigned to detectives, this would be approximately 500 cases per detective, per year.

Administrative Support Personnel

The administrative positions appearing on the organizational chart supply the necessary civilian support, secretarial, and administrative staff to the department, whether in the administration of the department, as executive to the chief, or in support of its patrol or investigative components. These are non-sworn persons, who possess specific skills and experience directly relating to their assignment and invaluable to the proper functioning of the department.

Crime Scene and Evidence Technician

⁸ In Part II, the following categories are tracked: simple assault, curfew offenses and loitering, embezzlement, forgery and counterfeiting, disorderly conduct, driving under the influence, drug offenses, fraud, gambling, liquor offenses, offenses against the family, prostitution, public drunkenness, runaways, sex offenses, stolen property, vandalism, vagrancy, and weapons offenses.

The Crime Scene Technician positions are important to the successful prosecution of criminal activity, and these specialized positions are integral to the combined work of the patrol officer and investigator in building a criminal case. While all law enforcement officers are trained in recognizing and evaluating the importance of evidence connected to a crime, the focus of the Crime Scene Technician is the collection and preservation of physical evidence using specialized equipment and techniques, while the investigator is more broadly focused. The importance of the collection of physical evidence cannot be overstated, and moreover, this process is strictly governed by the requirements of the law that such evidence to be admissible against a defendant must be appropriately identified and accounted for from the time of collection through prosecution. The combination of the investigator and crime scene technician is fundamental to effective police operations.

The Police Task Force believes that the appropriate organizational location of these non-sworn Crime Scene Technicians should report to the lieutenant of the Criminal Investigation Division. Specifically, the Crime Scene Technician performs these functions:

- ❖ Collection and examination of evidence from or relating to a crime scene or as the result of the execution of a search warrant as well as testifying when necessary
- ❖ Preservation of the required legal chain of custody of all evidence collected
- ❖ Controlling the transfer of evidence - and its return - in cases where evidence is examined by an outside authority or used in court
- ❖ Managing storage and disposal of evidence

Note: The Task Force anticipates that a vehicle sufficient to transport necessary equipment, and for use exclusively by those engaged in the collection and preservation of evidence, may be acquired by the department at little or no cost.

Part-time Animal Control Officer

Another specialized position, although not on the organizational chart but one that will be required, is an Animal Control Officer, a non-sworn employee. It is anticipated this will be a part-time employee, and likely filled on a contract basis, is a non-sworn employee. The demand for these services cannot be accurately estimated, however, it is certain that this position is necessary for an area the size of the City of Dunwoody.

Other cities examined by the Police Task Force have been able to contract with animal control officers of adjacent jurisdictions to service their local needs, and this is the most likely avenue for the City of Dunwoody.

TRANSITION APPROACH

Ideally, when the city officially begins operations on December 1, 2008, the police department would be in place, fully staffed and equipped. However, with the need for such fully-equipped experienced personnel in all positions to begin operations it is unrealistic to assume that this date will be met. The potential management and operational employees require vetting and transition time from their current employment, as well as the internal development and policies of the new police department. Lead-time is also required for the purchasing of equipment and services.

Nevertheless, activities should begin immediately upon the city obtaining operational authority to take the essential step of hiring a Chief of Police, followed shortly thereafter with the appointment of other senior officers. Essential equipment such as vehicles, which have a delayed delivery time, will be ready for contracting at this same early date, along with most other important equipment and services.

With the chief and his senior assistants on board as soon as possible, they will be able to provide some oversight to these ongoing functions, including the investigation and hiring of the full compliment of sworn and unsworn personnel, while moving forward on developing operational policies and procedures along with a variety of other administrative duties.

The complete process will consume substantial time even though it is begun at the earliest moment, and it is uncertain when all of the pieces will be in place. Although the department will have an incrementally-growing staff, the probability is that the department will not be operational for several months after the city itself begins operations. Assuming this will be the case, it will be necessary to contract with DeKalb County on a month-to-month basis for continuation of police services to the extent they are today.

The Police Task Force is concerned about DeKalb's performance in such a situation, so the contract will have to be carefully drawn to prevent any reduction in service and/or increase in cost to Dunwoody. Even though the senior command to some extent will be in place during this period, and although occupied with the overall development of the department, they will be of assistance in insuring compliance with the contract.

RISKS

There are several potential risks and impediments that may have to be overcome. Some possible scenarios are:

- Attracting enough experienced, quality officers in a short time frame;
- Potential equipment delivery delays considering that multiple vendors will likely be used for vehicles, communications equipment, weapons, uniforms, etc.;
- Budgetary constraints;
- 'Cold case' investigative files inherited from the DeKalb Police Department that have languished for long periods;
- A rush to start up sooner than ready, due to a less than favorable contract or agreement reached with DeKalb County for police services (This was specifically mentioned by SSPD personnel at our meeting with them); and,

- Difficulty in finding suitable accommodations for a police headquarters, whether temporary or permanent.

GROUP SPECIFIC ITEMS

The Police Task Force sought to maximize the value of all capital and non-capital expenditures over the expected life of each item purchased or leased without compromising quality or delivery, while seeking to avoid costly equipment errors which seem to have plagued other start-up police departments. Substantial time was spent with neighboring departments, both established and new, and the committee was able to benefit from their experiences in methodology of sourcing, pricing and contracting, to the extent that we are confident that the Dunwoody Police Department will have the benefit of best practices in securing the best equipment.

Sourcing

To the maximum extent possible, all suppliers of both major and minor equipment, such as vehicles, uniforms, duty gear, patches, badges, software etc., have been triple-sourced. The single major exception was for sidearms which we recommend be purchased from Glock, Inc. Glock is an in-state manufacturer of sidearms, with their brand used by roughly 70% of the in-state police departments.

Firearms

The recent experience of a neighboring, relatively new police department, in which they initially purchased two other major brands with unfortunate performance results, convinced the committee to focus on the Glock, and the third generation of the Glock Model 21, a .45 caliber pistol, has been selected for use by uniformed officers.

Another model of the Glock was selected for undercover officers, detectives and supervisors which is a more concealable, yet high capacity compact Glock G 30, a .45 caliber, pistol, and which provides the benefits of the interchange of ammunition and many parts. In both of these selections of the Glock product, the committee considered the importance of minimal shots to stop a perpetrator and one shot assured stopping, both for the safety of the officer and the public. For vehicle use, the committee suggests the Remington 870 Police pump shotgun, which is suitable for immediate force augmentation purposes. In due course, the committee would suggest adding the approved variants of the AR-15 that will also be vehicle trunk-mounted.

Patrol Vehicles

The committee reviewed the police pursuit vehicle experiences of a number of departments and identified one department which has used all three of the principal brands of patrol vehicle. Their experience is that the different brands each had different results of upkeep, fuel economy and maintenance. For them, this disparate purchase process has proven to be very costly from the standpoint of both maintenance and fuel consumption. The police pursuit vehicle is not a major category of equipment in which there is either a fixed price or fixed delivery schedule, but rather it is subject to shifting delivery times and quotes as well as demand.

For example the most common vehicle used by the police, and ultimately suggested by the officers on this Police Task Force, is the Police Interceptor Model of the Ford Crown Victoria. This particular model is the workhorse of law enforcement vehicle because it is reliable and dependable and, from an officer's prospective, it is comfortable and adequate interior room for the required equipment, and prisoner transport safety. The committee received quotes from three sources and the cost figures in this report reflect those currently most accurate. However, it should be noted that the industry trend at the time of this writing is for vehicle price increases and longer delivery times, which may be as long as 120 days.

Supervisory Vehicles

The committee also recommends that those vehicles assigned to lieutenants and detectives, including the detective sergeant, be unmarked, without a light bar, the transport seat, or the cage as normal patrol vehicles are generally equipped. Other vehicle equipment will be identical to that of the marked patrol vehicles.

Motorcycles

The committee visualizes a plan to use six motorcycles for traffic control, but to pay for only three through a donation/sponsorship program. These "motors" are intended for school zone speed regulation and for specialized traffic and escort duties.

Fuel

Fuel cost at this time is one of the most expensive items for patrol operations. There are at least four options for lowering our fuel costs:

- ❖ Fuel credit cards, as used by some departments;
- ❖ Using DeKalb Fire Station 21 bulk fuel storage;
- ❖ Bulk purchases from state approved sources;
- ❖ Futures market purchases. This is money-saving procedure as used by some neighboring departments, and requiring joint fuel purchasing agreements with these departments. When the Dunwoody Police Department is permanently located, the two optimum fuel savings plans require us to bulk store our own fuel in our own tanks. This must be factored into any permanent home location considerations.

Uniforms

In our efforts to determine appropriate materials, colors, and corresponding costs, we made inquiry of four distinct sources. One regional supplier has Georgia based manufacturing operations; another is a nationwide distributor; a third is used by Alpharetta and Decatur, and the fourth is a smaller scale operation with quality products.

For clothing materials, we strongly suggest a polyester-rayon blend; our research indicates that this fabric is durable, comfortable, and relative to others available can be obtained at a mid-price point. The most widely stocked color with the broadest selection

of sizes is police navy blue. This color combined with a dark gray stripe on the trousers, color coordinated with one of the proposed shirts, the jacket, and the city patch, are recommended. As new hires, most metro-Atlanta officers are issued four shirts, four trousers, a raincoat, hat, traffic vest, boots, jacket, and a high quality bullet resistant vest.

Duty Gear

The Police Task Force was guided by the recommendations of the Sandy Springs Quartermaster in locating the highest quality duty gear, including the best GSSA approved source for police vests, with the lowest pricing. As pricing for vests is highly competitive, utilizing this source will lower our unit costs significantly while providing our officers with one of the most reliable safety products. We suggest that other standard duty gear, such as Sam Brown belts, be acquired through the same source.

Badges

We have located several manufacturers of badges and propose that we use a solid metal content badge for purposes of long-term quality, and one that is made in the U.S.A. for speedy delivery. The badge, if possible, should bear the distinctive design - or at least the shape - of the City of Dunwoody patch.

Gear Specifics

With the exception of one significant recommendation, the equipment that we have suggested for use does not differ from that of other police departments today. The addition consists of a non-lethal TASER, which provides officers with a use of force alternative to their firearms when faced with a need to protect the public or themselves from individuals who present an imminent threat of physical harm. The general public is currently so well apprised of its effectiveness that its display alone often prevents further aggression. Knowledge of these dynamics has lead to the issue of TASERS at many police departments.

Software

Police departments today use computer software to enhance productivity at all levels of operation, both sworn and civilian. Without it, production is regularly stifled. For example, an officer can complete his traffic citation or accident report in a fraction of the time required to produce such documents by hand. These computer generated records can be transmitted to the repository (e.g., record room). If no supportive software is available to facilitate this, hard copies are produced and collection, sorting, copying, and delivering must be rendered by other personnel.

Because the products are ubiquitous, we can easily use local agencies as models - to emulate methods which are proven in practice - and then obtain the necessary software. Please note that the equipment acquisition chart does not include a software cost and would need to be taken into consideration.

Hardware

By means of hardware such as the Panasonic Toughbook portable computers, each officer will have the tools to interface with data bases (e.g., GCIC, GDMV), to retrieve current information as to outstanding warrants, stolen property, and arrest history. At headquarters, personal computer systems will be utilized for communications and documentation purposes.

Communications

Each officer and vehicle will have digital Motorola radio equipment to enable clear channel long range communications equipment

Headquarters

Based upon the experiences of surrounding police departments, the committee has considered the possibility of two moves - initially to transitional offices, followed by a move to a more permanent headquarters. Consequently, at the outset our office furniture and related equipment will likely be surplus quality, so that moving damage will not affect the low costs that the committee projects. As a permanent home for the department is secured, upgrades will be phased in. The State of Georgia has single-sourced the approved supplier of office furniture, and this is what should be considered at the time the department obtains certified status.

Equipment Summary

The Police Task Force has reviewed the principal equipment needs in some specificity. The topic is broad, and it is anticipated that there will be subsequent detailed discussions on particular item.

CONCLUSION

The proposed City of Dunwoody has the unusual opportunity to create an entirely new police department and in doing so to design police functions, staffing and best practices to fit this specific geographical area, its demographics, businesses and residential areas without having to work with an existing structure. The Police Task Force was fortunate to have been composed of those experienced in law enforcement and those with a wide range of expertise in business, financial and management aspects of a new enterprise, reaching their conclusions as set out above in the confidence that the people of Dunwoody would be well served.

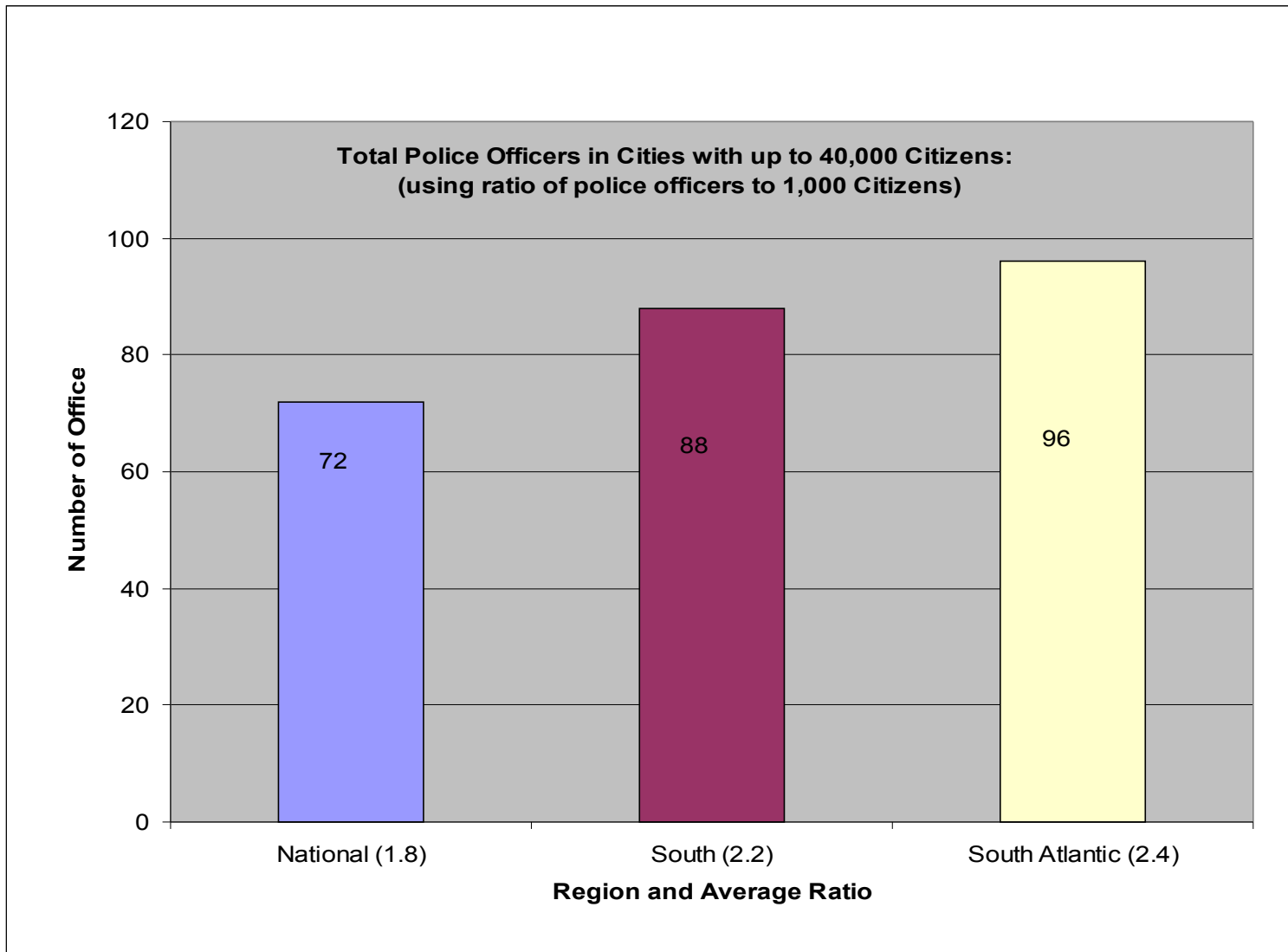
There is no one-size-fits-all police department, the opportunity to tailor the new department to its community within the financial restraints was a unique challenge and opportunity for all of the Task Force members, and all are convinced that the Dunwoody community will begin with the best quality department possible.

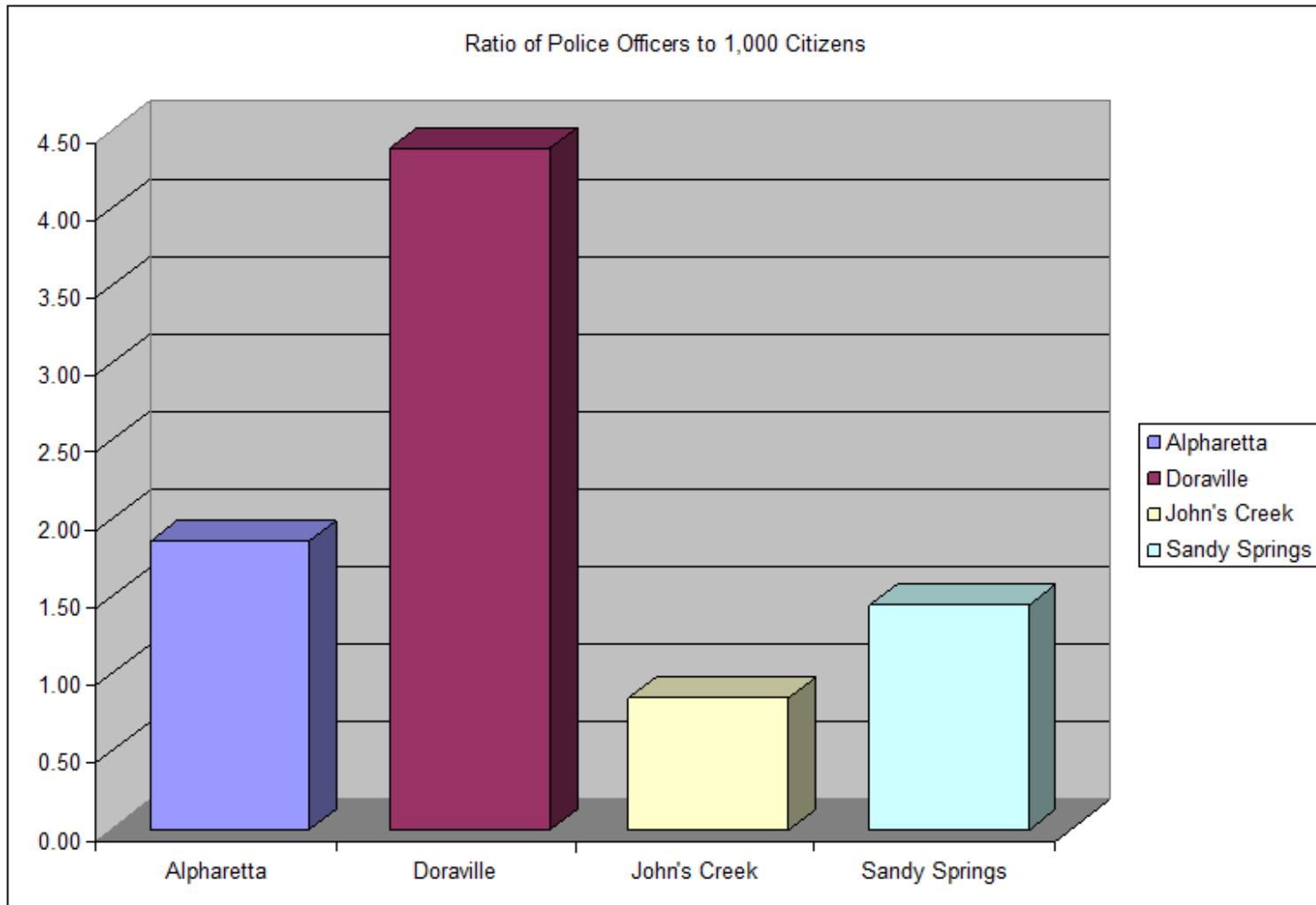
Appendix 1

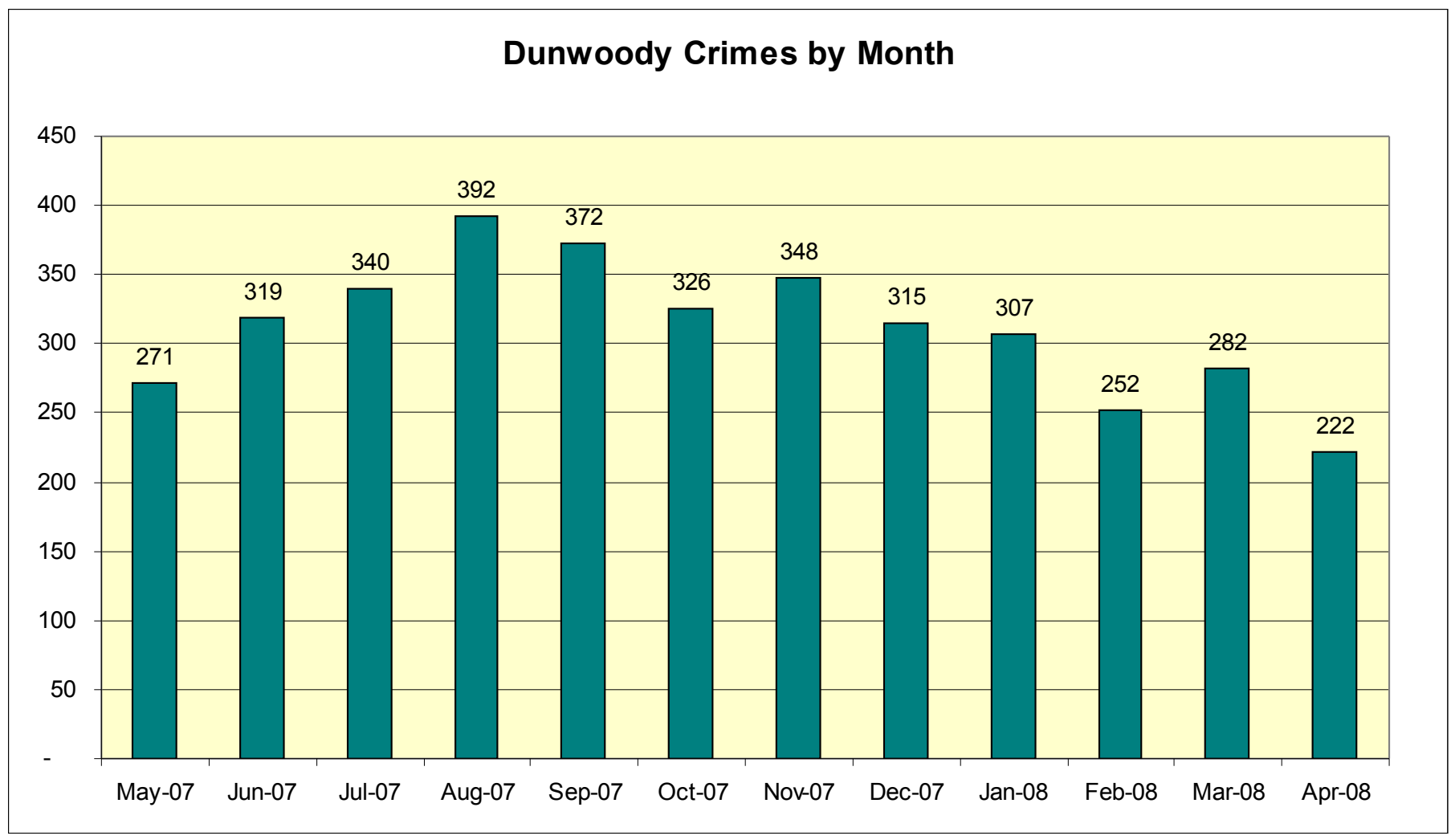
Agencies with Full-time Law Enforcement Officers as of October 31, 2004								
Range in Rate per 1,000 Inhabitants								
by Population Group								
[2004 estimated population]								
Rate range		Total cities ¹ (9,917 cities; population 185,926,671)	Group I (69 cities, 250,000 and over; population 52,558,631)	Group II (174 cities, 100,000 to 249,999; population 26,030,515)	Group III (409 cities, 50,000 to 99,999; population 28,064,440)	Group IV (785 cities, 25,000 to 49,999; population 27,052,123)	Group V (1,783 cities, 10,000 to 24,999; population 28,246,568)	Group VI (6,697 cities, under 10,000; population 23,974,394)
.1-.5	Number	97	0	0	1	2	8	86
	Percent	1.0	0	0	0.2	0.3	0.4	1.3
.6-1.0	Number	563	1	12	28	52	86	384
	Percent	5.7	1.4	6.9	6.8	6.6	4.8	5.7
1.1-1.5	Number	1,853	9	64	141	228	397	1,014
	Percent	18.7	13.0	36.8	34.5	29.0	22.3	15.1
1.6-2.0	Number	2,574	26	36	136	283	623	1,470
	Percent	26.0	37.7	20.7	33.3	36.1	34.9	22.0
2.1-2.5	Number	1,840	12	35	68	129	383	1,213
	Percent	18.6	17.4	20.1	16.6	16.4	21.5	18.1
2.6-3.0	Number	1,083	7	13	15	61	180	807
	Percent	10.9	10.1	7.5	3.7	7.8	10.1	12.1
3.1-3.5	Number	645	5	14	12	21	64	529
	Percent	6.5	7.2	8.0	2.9	2.7	3.6	7.9
3.6-4.0	Number	379	1	0	5	7	26	340
	Percent	3.8	1.4	0	1.2	0.9	1.5	5.1
4.1-4.5	Number	226	3	0	2	1	8	212
	Percent	2.3	4.3	0	0.5	0.1	0.4	3.2
4.6-5.0	Number	172	4	0	0	0	2	166
	Percent	1.7	5.8	0	0	0	0.1	2.5
5.1 and over	Number	485	1	0	1	1	6	476
	Percent	4.9	1.4	0	0.2	0.1	0.3	7.1
Total cities	Number	9,917	69	174	409	785	1,783	6,697
Percent ²	Percent	100.0	100.0	100.0	100.0	100.0	100.0	100.0

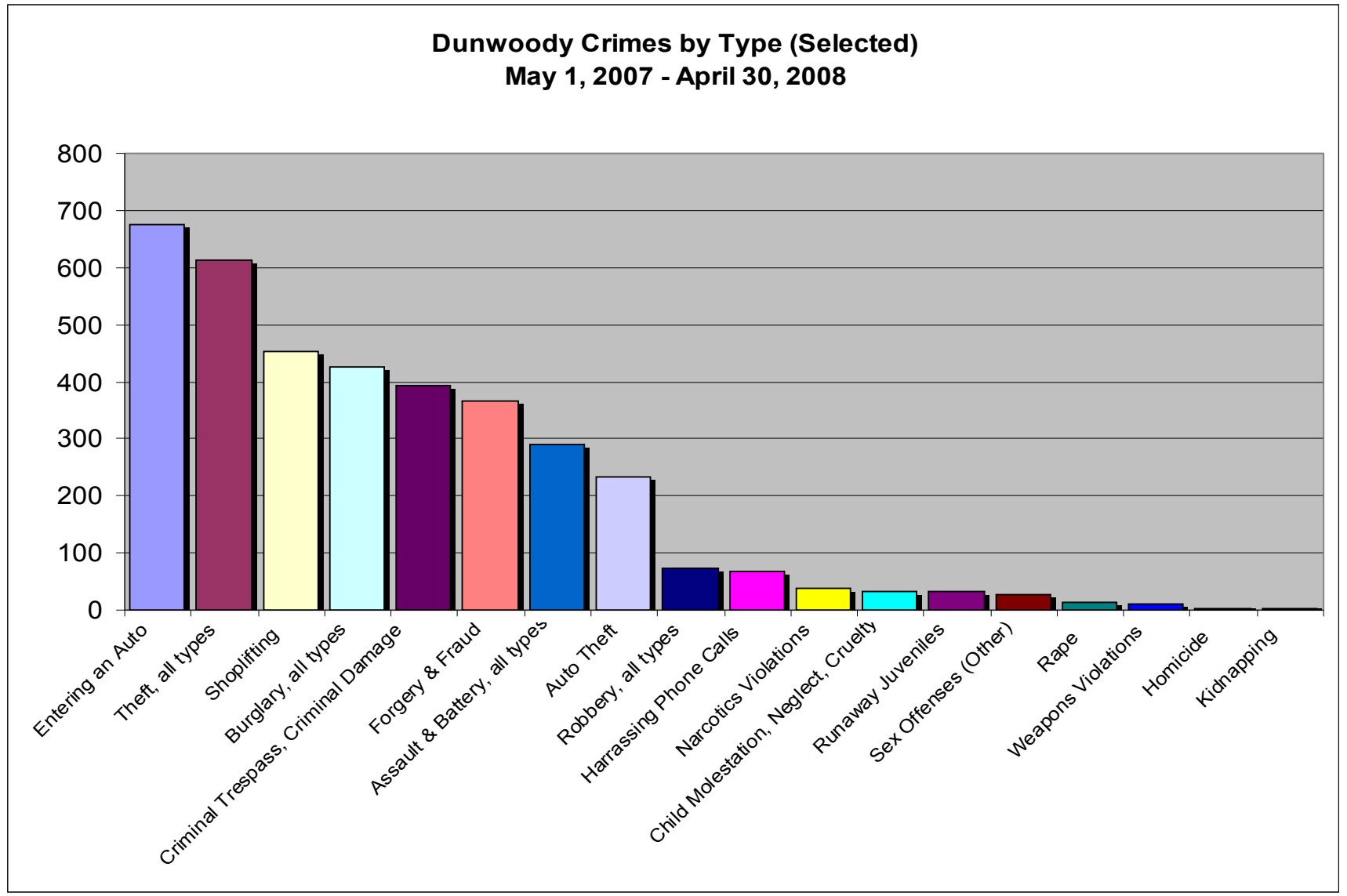
¹ The number of agencies used to compile these figures differs from the other Law Enforcement Officer tables because agencies with no resident

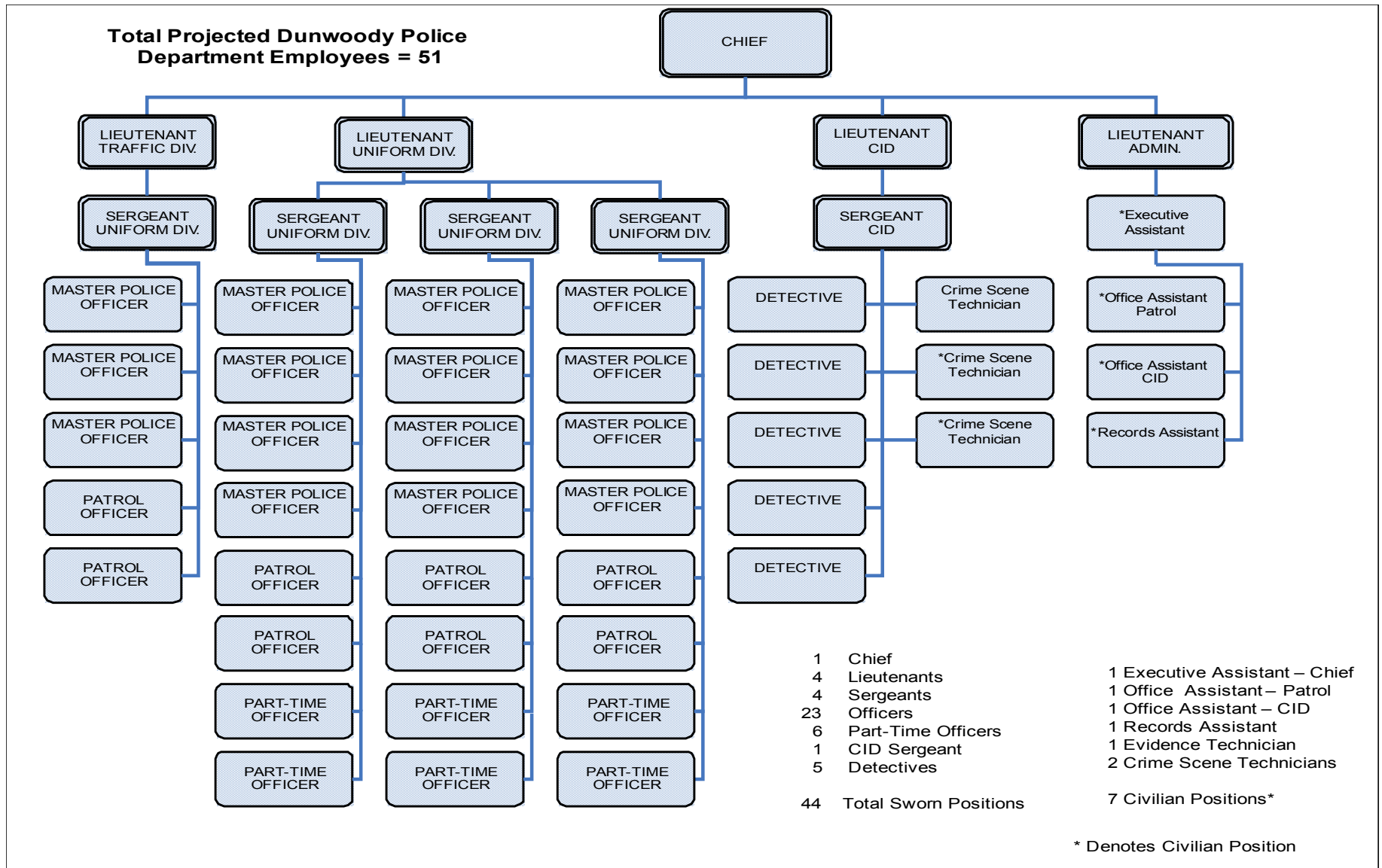
² Because of rounding, the percentages may not add to 100.0.











Appendix 7

(Dunwoody) Payroll										
Payroll Expenses	Number of Positions	Sworn "S" or Civilian "C"	Starting Salary Range	Ending Salary Range	Average Salary	Total Salary	Benefits	Overtime	Salary & Benefits & OT for Position	Total Salary & Benefits
Chief of Police	1	S	\$105,000	\$117,000	\$111,000	\$111,000	\$33,300	\$11,544	\$146,964	\$146,964
Lieutenant	4	S	\$65,000	\$70,000	\$67,500	\$270,000	\$81,000	\$28,080	\$87,750	\$351,000
Sergeant	5	S	\$58,000	\$60,000	\$59,000	\$295,000	\$88,500	\$30,680	\$76,700	\$383,500
Master Police Officer	15	S	\$49,000	\$53,000	\$51,000	\$765,000	\$229,500	\$79,560	\$66,300	\$994,500
Patrol Officer	8	S	\$42,000	\$45,000	\$43,500	\$348,000	\$104,400	\$36,192	\$56,550	\$452,400
Detectives	5	S	\$53,000	\$55,000	\$54,000	\$270,000	\$81,000	\$28,080	\$70,200	\$351,000
Part - Time Patrol Officers ¹	6	S	\$0	\$0	\$0	\$58,800	\$17,640	\$6,115	\$58,800	\$352,800
Evidence Technician	1	C	\$30,636	\$36,492	\$33,564	\$33,564	\$10,069	\$3,491	\$43,633	\$43,633
Crime Scene Technician	2	C	\$30,636	\$36,492	\$33,564	\$67,128	\$20,138	\$6,981	\$43,633	\$87,266
Executive Assistant	1	C	\$38,000	\$44,000	\$41,000	\$41,000	\$12,300	\$4,264	\$53,300	\$53,300
Uniform Patrol Assistant	1	C	\$31,000	\$38,000	\$34,500	\$34,500	\$10,350	\$3,588	\$44,850	\$44,850
Criminal Investigations Assistant	1	C	\$31,000	\$38,000	\$34,500	\$34,500	\$10,350	\$3,588	\$44,850	\$44,850
Record / Property Room Assistant	1	C	\$25,000	\$31,000	\$28,000	\$28,000	\$8,400	\$2,912	\$36,400	\$36,400
Subtotal Sworn	44					\$2,117,800	\$635,340	\$220,251	\$563,264	\$3,032,164
Subtotal Civilian	7					\$238,692	\$71,608	\$24,824	\$266,666	\$310,300
Totals	51					\$2,356,492	\$706,948	\$245,075	\$829,930	\$3,342,464
									Total Salaries, Benefits, Overtime	\$3,063,440

(Dunwoody) Other HR Related Expenses				
<i>Description</i>	<i>Cost</i>	<i>Quantity</i>	<i>Total Expense</i>	<i>Comments</i>
Background Checks	\$ 110.00	77	\$ 8,470	Cost per test is \$110. Ratio is 1.5 per officer hired
Polygraph Tests	\$ 100.00	66	\$ 6,600	Cost per test is \$75. Ratio is 1.3 per officer hired
Psych Test	\$ 350.00	56	\$ 19,600	Cost per test is \$400. Ratio is 1.1 per officer hired
Pre-employment Medical	\$ 158.00	51	\$ 8,058	Includes background checks, polygraph, psych and other testing.
Total Other HR Expenses			\$ 42,728	

Appendix 9

Dunwoody Equipment Acquisition											
Description	Cost	Number	Total Cost	Acquisition Method	Years	Lease APR	Finance APR	Annual Lease Payments	Annual Finance Payments	Yearly Rental Expense Annual	Cash Purchase
Cameras - crime scene	\$ 3,000	3	\$ 9,000	Finance	3	5.00%	4.10%		(\$3,249)		
Cameras (for officers)	\$ 100	27	\$ 2,700	Cash		5.00%	4.10%				(\$2,700)
Cell phones	\$ 100	4	\$ 400	Rental	2	5.00%	4.10%			\$200	
Code Books and Manuals	\$ 125	1	\$ 125	Cash		5.00%	4.10%				(\$125)
Crime Scene Kits	\$ 940	2	\$ 1,880	Cash		5.00%	4.10%				\$940
Desktop monitors	\$ 720	15	\$ 10,800	Rental	3	5.00%	4.10%			\$3,600	
Handguns	\$ 800	50	\$ 40,000	Cash		5.00%	4.10%				(\$40,000)
Intoximeters	\$ 800	9	\$ 7,200	Cash		5.00%	4.10%				(\$7,200)
Laptops - Non Vehicle	\$ 2,400	12	\$ 28,800	Lease	3	5.00%	4.10%	(\$10,576)			
Laptops (for vehicles)	\$ 3,900	25	\$ 97,500	Lease	3	5.00%	4.10%	(\$35,803)			
Lasers	\$ 3,725	10	\$ 37,250	Finance	3	5.00%	4.10%		(\$13,448)		
Office Furniture	\$ 29,670	0	\$ 29,670	Rental	5	5.00%	4.10%			\$5,934	
Printers / Copiers B&W	\$ 249	12	\$ 2,988	Rental	3	5.00%	4.10%			\$996	
Printers / Copiers Color	\$ 1,800	1	\$ 1,800	Rental	3	5.00%	4.10%			\$600	
Radio - Personal	\$ 330	41	\$ 13,530	Cash		5.00%	4.10%				(\$13,530)
Radio - Vehicle	\$ -	30	\$ -	Cash		5.00%	4.10%				\$0
Rifles	\$ 725	7	\$ 5,075	Cash		5.00%	4.10%				(\$5,075)
Shotguns	\$ 400	32	\$ 12,800	Cash							
Shredder - Heavy Duty	\$ 1,200	1	\$ 1,200	Rental	3	5.00%	4.10%			\$400	
Software			\$ -	Cash		5.00%	4.10%				\$0
Tasers	\$ 810	27	\$ 21,870	Cash		5.00%	4.10%				(\$21,870)
Telephones (office)			\$ -	Lease	2	5.00%	4.10%	\$0			
Uniforms & Gear Belts (include level III vest)	\$ 4,270	51	\$ 217,770	Cash		5.00%	4.10%				
Vehicle - Patrol Car	\$ 35,000	28	\$ 980,000	Lease	3	5.00%	3.00%	(\$359,864)			
Vehicle - Unmarked	\$ 29,229	8	\$ 233,832	Lease	3	5.00%	3.00%	(\$85,865)			
Video - Vehicle	\$ 5,300	22	\$ 116,600	Cash		5.00%	4.10%				(\$116,600)
			\$ 1,872,790					(\$492,108)	(\$16,698)	(\$11,730)	(\$206,160)
							Grand Total		\$726,696		

Appendix 10

Dunwoody Operating Expenses		
<i>Expenses</i>	<i>% of Budget</i>	<i>Amount</i>
Ammunition, Range Fees, Supplies	5%	\$27,597
Expenses, Other	6%	\$31,047
Cell Phones, Wireless Cards	14%	\$75,628
Choicepoint	0%	\$929
DUI Testing Supplies	1%	\$4,312
Equipment R & M	0%	\$1,990
Evidence Expenses	1%	\$6,700
Fuel	57%	\$315,116
Office Supplies	4%	\$24,081
General Supplies	4%	\$19,902
Investigation Expenses	2%	\$10,283
Machinery & Equipment	1%	\$7,961
Training, Professional Fees	5%	\$25,862
Total Expenses	100%	\$551,419.00

Appendix 11

(CVI) Other HR Related Expenses		
<i>Description</i>	<i>Year One</i>	<i>Ongoing</i>
Regular Salaries and Benefits	\$1,778,270	\$1,778,270
Overtime Salaries & Benefits ¹	\$142,261	\$142,261
Recruitment	\$18,968	\$1,897
Uniforms	\$85,400	\$8,540
Radios and Technology ²	\$190,400	\$47,660
Administrative ³	\$320,089	\$320,089
Vehicles ⁴	\$204,820	\$204,820
Office Equipment	\$41,800	\$41,800
Contingency ⁵	\$0	\$200,000
Estimated Dept. Budget⁶	\$2,782,008	\$2,745,337

(CVI) Payroll Expenses							
	<i>CVI Number of Positions</i>	<i>CVI Salary</i>	<i>Total Salary</i>	<i>CVI Benefits</i>	<i>Salary & Benefits</i>	<i>CVI Overtime and Holiday</i>	<i>CVI Total Payroll</i>
Chief ⁷	1	\$105,000	\$105,000	\$31,500	\$136,500	\$10,920	\$147,420
Lieutenant	1	\$68,700	\$68,700	\$20,610	\$89,310	\$7,145	\$96,455
Sergeants	3	\$61,100	\$183,300	\$54,990	\$238,290	\$19,063	\$257,353
Senior Patrol Officer ⁸	6	\$48,000	\$288,000	\$86,400	\$374,400	\$29,952	\$404,352
Patrol Officers ⁹	14	\$40,000	\$560,000	\$168,000	\$728,000	\$58,240	\$786,240
Detectives	2	\$54,300	\$108,600	\$32,580	\$141,180	\$11,294	\$152,474
Community Outreach	1	\$54,300	\$54,300	\$16,290	\$70,590	\$5,647	\$76,237
Recruitment ¹⁰	NA	NA	NA	NA	NA	NA	\$18,968
Total Year One	28		\$1,367,900	\$ 410,370	\$ 1,778,270	\$142,262	\$1,939,500

Appendix 11 (cont.)

<p>¹ CVI looked at Sandy Spring' ration of regular salaries to overtime salaries of 8.69%, however used an 8% allocation for the combination of salaries & benefits.</p>
<p>² CVI assumed that radio and office technology have a four year life span.</p>
<p>³ CVI considered administrative expenses such as professional development, utilities, supplies, vehicle maintenance, etc. by using the ratio of general operating (less equipment, uniforms, building rent) to salaries for the City of Alpharetta's FY 2007 budget.</p>
<p>⁴ CVI assumed a five year lease purchase agreement as well as a "take home" policy for police officers.</p>
<p>⁵ Includes possible expenses such as data management, repaying SWAT and other special services from other jurisdictions.</p>
<p>⁶ CVI study did not include a specific budget for prisoner transport of jailing fees from other jurisdictions, Decatur does not have a jail to house prisoners and therefore relies on the County's jail facilities.</p>
<p>⁷ Police chief salary data from the ICMA salary survey data 2007 South Atlantic Region – weighted maximum.</p>
<p>⁸ CVI assumed patrol officers are already trained and have more than one year of experience, Of the 20 patrol officers calculated, CVI assumed approximately one-third will be senior officers.</p>
<p>⁹ CVI assumed four patrols and used the Shift Relief Factor model because it centers on the officers needed to fully staff one patrol rather than on the number of calls received. CVI model assumes: Officer work five 8 hour shifts per week, 10 vacation days.</p>
<p>¹⁰ CVI used a 10% turnover rate.</p>