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dunwoodyga.gov

## **MEMORANDUM**

**To:** Mayor and City Council

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

**Date:** June 11, 2012

**Subject:** **Dunwoody Police Department – 5 Year Staffing Recommendations**

### **BACKGROUND**

At the City Council Retreat in January, I presented an item discussing the current staffing needs of the Police Department and the development of a five year staffing plan. That original memo is attached as further background. As part of the discussion, Council requested I further review the request and associated financial impacts and return to the City Council in June for further discussion. The Council's intention, shared at the Retreat, was to reach consensus on a five year staffing plan to assist in the preparation of future budget requests.

### **DISCUSSION**

The staffing level of the Police Department has been a topic of discussion since the early planning stages of the City of Dunwoody. Staffing the Department at an appropriate level is critical to ensure we provide our community with the services required to educate, partner, and protect them.

The following chart outlines our suggested priorities for the next five years along with the associated marginal costs each year:

<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
4 positions	4 positions	3 positions	4 positions	3 positions
1 Sergeant & 3 Officers on Crime Response Team	2 Majors, 1 Lieutenant Investigations/Homeland Security, 1 Accreditation Manager/Crime Analyst	1 Detective, 1 Officer & 1 Community Outreach Officer	1 Civilian in Fleet Maintenance/Equipment 1 Detective, 1 Officer and 1 Civilian in Prisoner Transport	1 Detective & 2 Officers
<b>\$480,622</b>	<b>\$450,682</b>	<b>\$339,522</b>	<b>\$348,201</b>	<b>\$346,636</b>

The table below highlights the revenue projections for the City of Dunwoody as well as the anticipated total expenditures for the Police Department (including the suggested priorities from above). The table also provides the percentage of the Police Department's budget as compared to the overall City of Dunwoody budget for the years 2013-2017 including the previously allocated funds for vehicle replacement (\$1.5 million). Finally, the table includes the percentage of total budget outside of the previously allocated funds for vehicle replacement.

Michael G. Davis Mayor

Denis Shortal City Council Post 1  
Adrian Bonser City Council Post 2  
Doug R. Thompson City Council Post 3

Terry Nall City Council Post 4  
Lynn Deutsch City Council Post 5  
John Heneghan City Council Post 6

Year	Police	COD	% of Budget	Replacement Vehicles Budgeted	% of Budget not counting capital already set aside for vehicles
2012	\$5,782,984	\$20,920,727	27.6%	\$0	27.6%
2013	\$6,895,102	\$21,909,259	31.5%	\$500,000	29.2%
2014	\$7,348,484	\$22,648,055	32.4%	\$500,000	30.2%
2015	\$7,294,983	\$22,414,655	32.5%	\$500,000	30.3%
2016	\$7,715,514	\$23,127,345	33.4%	\$0	33.4%
2017	\$8,193,739	\$23,859,915	34.3%	\$0	34.3%

### 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 government.

An effective police department must have operational elements that provide a direct service to the community; including community based programs. In addition, an effective department must have support staff which services the internal needs of the department. Lastly, an effective police department must have the supervisory staff and foundation to manage and lead an extremely complicated organization. Each of the positions being requested covers one of these important areas.

These requested positions are critical components of a well thought out plan to improve the safety of our community; provide additional programs of interest to citizens; provide the much needed workload relief for our staff; add functions that are simply not being performed at this time (but are desperately needed); and provide the supervisory and management foundation built to carry the department forward.

If the staffing request is fully implemented over the next five years, the Dunwoody Police Department will have a ratio of 1.28-1.38 officers per 1,000 residents, depending on the population growth during this period of time. Although this ratio would still be below many surrounding and similar cities, I believe it would improve the effectiveness of our department. Attached to this memo are several documents including our current organizational chart, an organizational chart for each year 2013-2017, a comparison of crime and workload statistics for 2011-2012 and a statistical profile of the department in January of 2012.

The process we currently use to add positions to the budget can be a difficult undertaking for both the City Council and staff. As directed by the Council in January, my hope is that we can work together to reach consensus on our staffing needs and develop a long-term plan to fund those needs over the coming years.

**Dunwoody Police Department  
Crime Comparison  
2011-2012**

Population: 46,267 Area: 12.1 sq miles Total Sworn Officers: 46 Total Civilians: 8		Chief Billy Grogan  	Deputy Chief: Support Services Commander: Night Watch Commander: Day Watch Commander: Community Outreach: Detective Supervisor:	Deputy Chief David Sides Lt. David Barnes Lt. William Fladrich Lt. Oliver Fladrich Sgt. Mike Carlson Sgt. Gary Cortellino
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**Crime Statistics for 2012**

<b>Violent Crimes</b>	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	YTD-2011	YTD-2012	% Change
Homicide	0	0	0	0									0	0	0%
Rape	1	0	0	0									1	1	0.0%
Armed Robbery	3	2	1	2									16	8	-50.0%
Aggravated Assault	0	0	1	3									13	4	-69.2%
<b>Total Violent Crime</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>30</b>	<b>13</b>	<b>-56.7%</b>

<b>Property Crimes</b>	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	YTD-2011	YTD-2012	% Change
Burglary	27	26	18	28									66	99	50.0%
Larceny	138	129	118	162									412	547	32.8%
Motor Veh Theft	15	8	9	8									26	40	53.8%
<b>Total Property Crime</b>	<b>180</b>	<b>163</b>	<b>145</b>	<b>198</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>504</b>	<b>686</b>	<b>36.1%</b>
<b>Total Part 1 Crime</b>	<b>184</b>	<b>165</b>	<b>147</b>	<b>203</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>534</b>	<b>699</b>	<b>30.9%</b>

**Other Statistics for 2012**

<b>Calls for Service</b>	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	YTD-2011	YTD-2012	% Change
Total Calls	5,197	5,221	4,333	4,219									9,983	18,970	90.0%
Alarm Calls	320	307	321	391									1,241	1,339	7.9%
Forgery Calls	49	45	50	48									101	192	90.1%
Domestic Calls	56	57	59	44									249	216	-13.3%

<b>Workload Statistics</b>	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	YTD-2011	YTD-2012	% Change
Total Arrests	175	144	176	131									608	626	3.0%
DUI Arrests	15	9	17	13									53	54	1.9%
Shoplifting Arrests	50	37	47	28									162	162	0.0%
Narcotics Arrests	13	16	20	15									67	64	-4.5%
Wanted Person Arrests	17	14	14	22									52	67	28.8%

Incident Reports	762	686	701	719									1,514	2,868	89.4%
Accident Reports	229	183	247	238									675	897	32.9%
Citations	808	659	537	455									2,450	2,459	0.4%
Warnings	350	236	179	172									1,222	937	-23.3%
Field Interviews	48	27	28	24									273	127	-53.5%

Community Events	2	9	9	0									56	20	-64.3%
Pieces of Evidence Processed	186	275	199	157									655	817	24.7%
Permits Issued	5	7	4	5									22	21	-4.5%

**Dunwoody Police Department**  
**Statistical Profile**  
**January 2012**

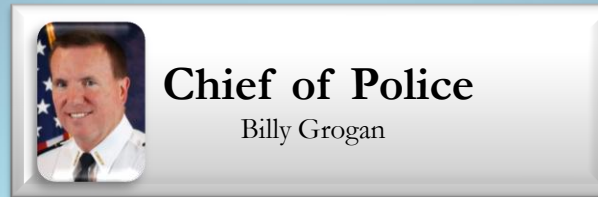
2011 Personnel					
Type	Authorized	Actual		Turnovers	Turnover Rate
Sworn	46	46		2	4.3%
Civilians	8	8		1	12.5%
Total	54	54		3	5.6%
				DPD	Average*
Sworn Officers per 1,000 Population				0.99	2.06
Part 1 Crime per Square Mile				146.9	87
Part 1 Crime per 10,000 residents				384	381
Part 1 Crimes per Officer				38.6	18
2011 Part 1 Crimes & Other Statistics					
		2010	2011		Difference
Part 1 Crime		1,794	1,777		-0.90%
Total Arrests		2,049	1,755		-14.30%
DUI		178	170		-4.50%
Shoplifting		437	460		5.30%
Narcotics		165	205		25%
Wanted Persons		128	162		26.60%
Total Calls for Service		30,951	34,556		11.60%
Alarm Calls		4,139	4,061		-1.90%
Fraud Calls		475	415		-12.60%
Domestic Calls		684	694		1.50%
Incident Reports		5,275	5,577		5.70%
Accident Reports		2,542	2,361		-7.10%
Citations Issued		7,151	7,122		-0.40%
Warnings Issued		3,586	3,814		6.40%
Field Interviews		776	760		-2.10%
Community Events		290	117		-59.70%
Evidence Processed		1,667	2,296		37.70%
Permits Issued		98	95		-3.10%

\*Average calculated using 7 metro Atlanta Cities with population range of 32,586-57,551

\*Stats for 2011 Are Not Yet Available for Other Cities



# Dunwoody Police Department



**Chief of Police**

Billy Grogan

**Executive Assistant**

1 Civilian



**Deputy Chief**

David Sides

1-Chief of Police

1- Deputy Chief

3-Lieutenants

8-Sergeants

33-Patrol Officers/Detectives

8-Civilians



**Lieutenant**

Oliver Fladrich  
Day Watch



**Lieutenant**

William Hegwood  
Night Watch



**Lieutenant**

David Barnes  
Support Services,  
Investigations



**Sergeant**  
Jason Dove  
Squad A



**Sergeant**  
Fidel Espinoza



**Sergeant**  
Andrew Fondas  
Squad B



**Sergeant**  
Jason Witcher  
Squad C



**Sergeant**  
Curtis Clifton



**Sergeant**  
William Furman  
Squad D

7 Patrol  
Officers

7 Patrol  
Officers

6 Patrol  
Officers

6 Patrol  
Officers



**Sergeant**  
Mike Carlson  
PIO/Support  
Services



**Sergeant**  
Gary Cortellino  
Investigations

Community  
Outreach  
1 Patrol Officer

TAC  
1 Civilian

Property &  
Evidence  
1 Civilian

Police Service  
Representatives  
4 Civilians

5 Detectives

DeKalb HIDTA  
1 Agent

Crime Scene  
Technician  
1 Civilian

## Organizational Chart

Effective: July 1, 2011



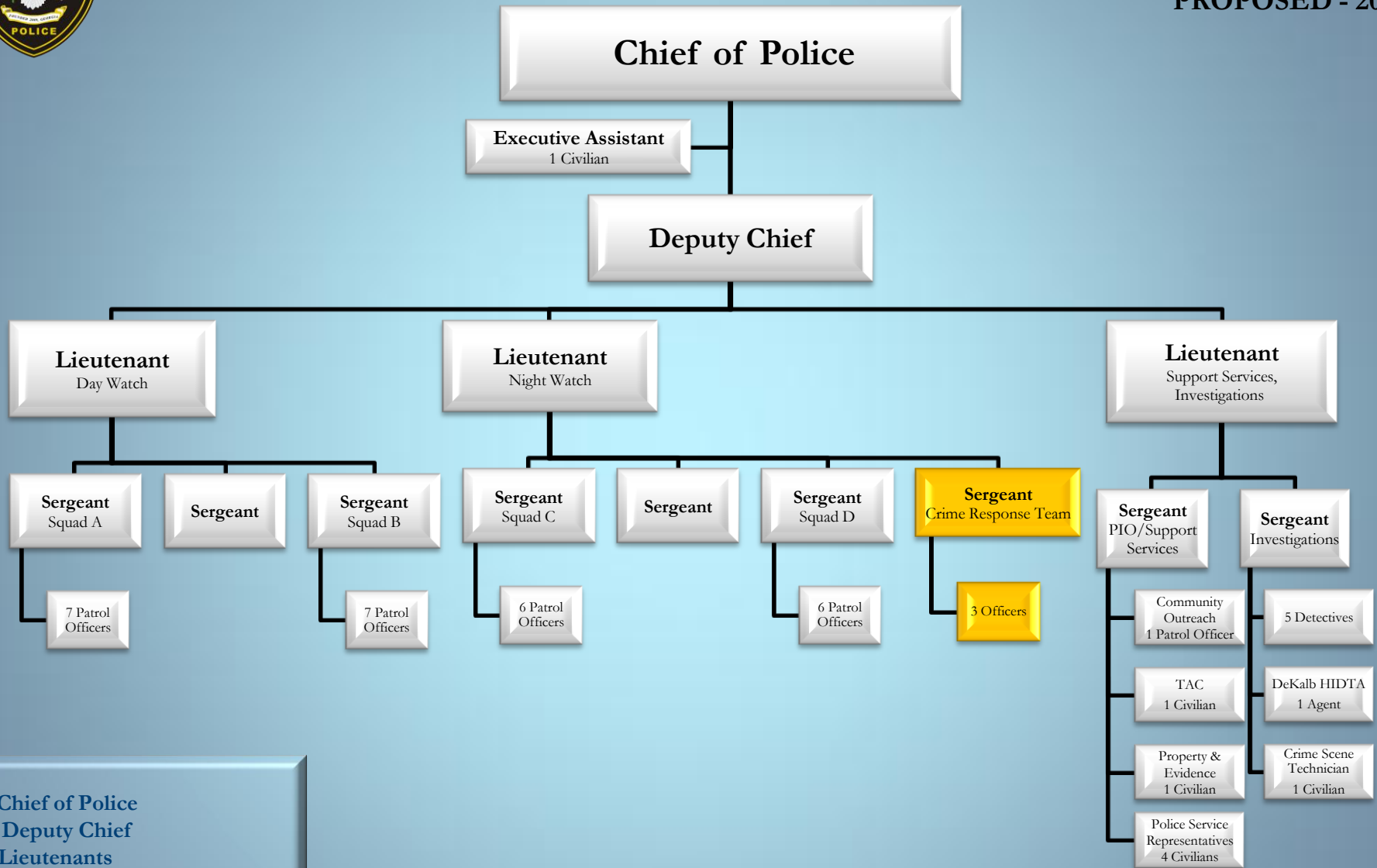
# Dunwoody Police Department

## Organizational Chart

#M.1.

PROPOSED - 2013

-124-



1-Chief of Police  
1- Deputy Chief  
3-Lieutenants  
9-Sergeants  
36-Patrol Officers/Detectives  
8-Civilians

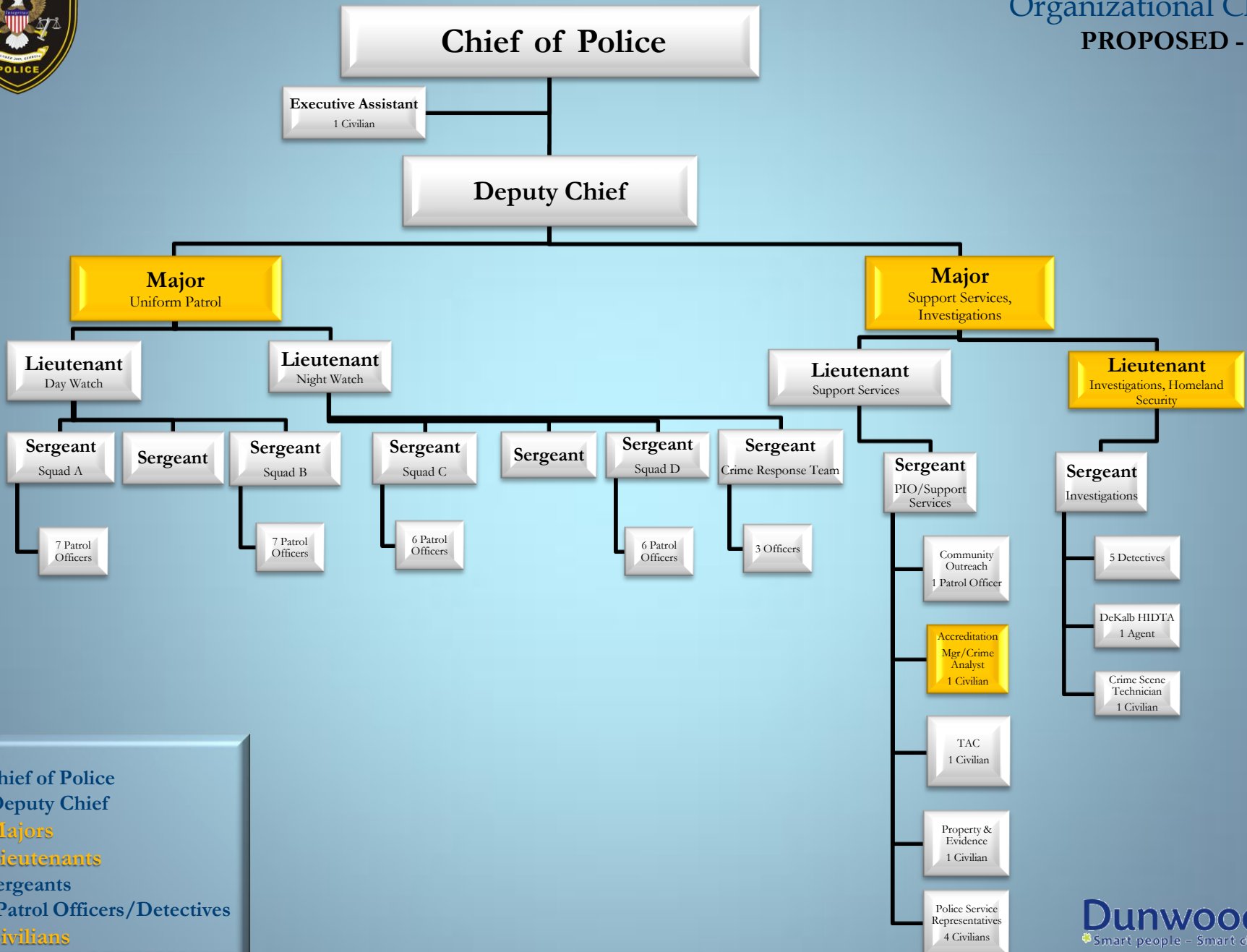


# Dunwoody Police Department

## Organizational Chart

PROPOSED - 2014

-125-



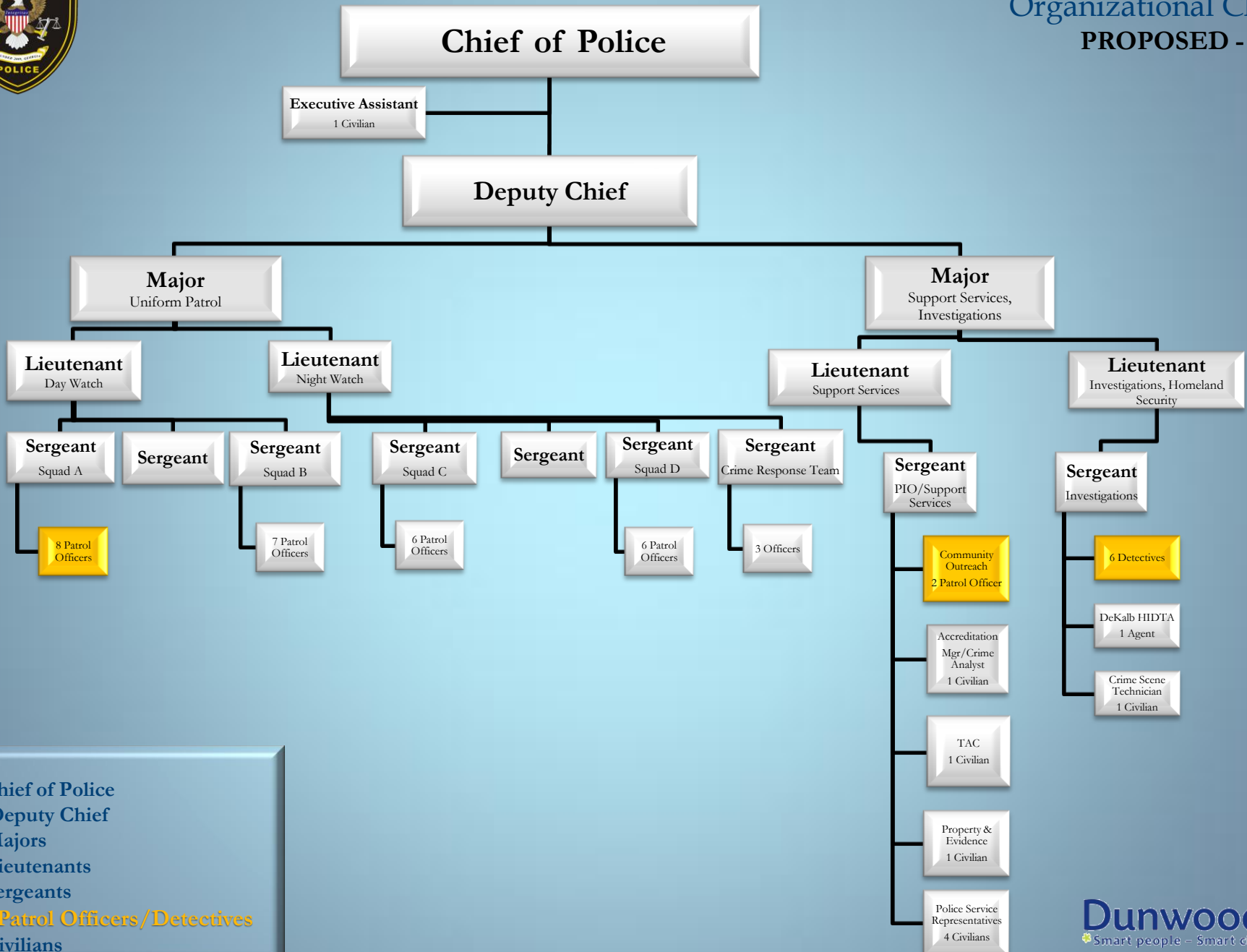


# Dunwoody Police Department

## Organizational Chart

#M.1.  
PROPOSED - 2015

-126-



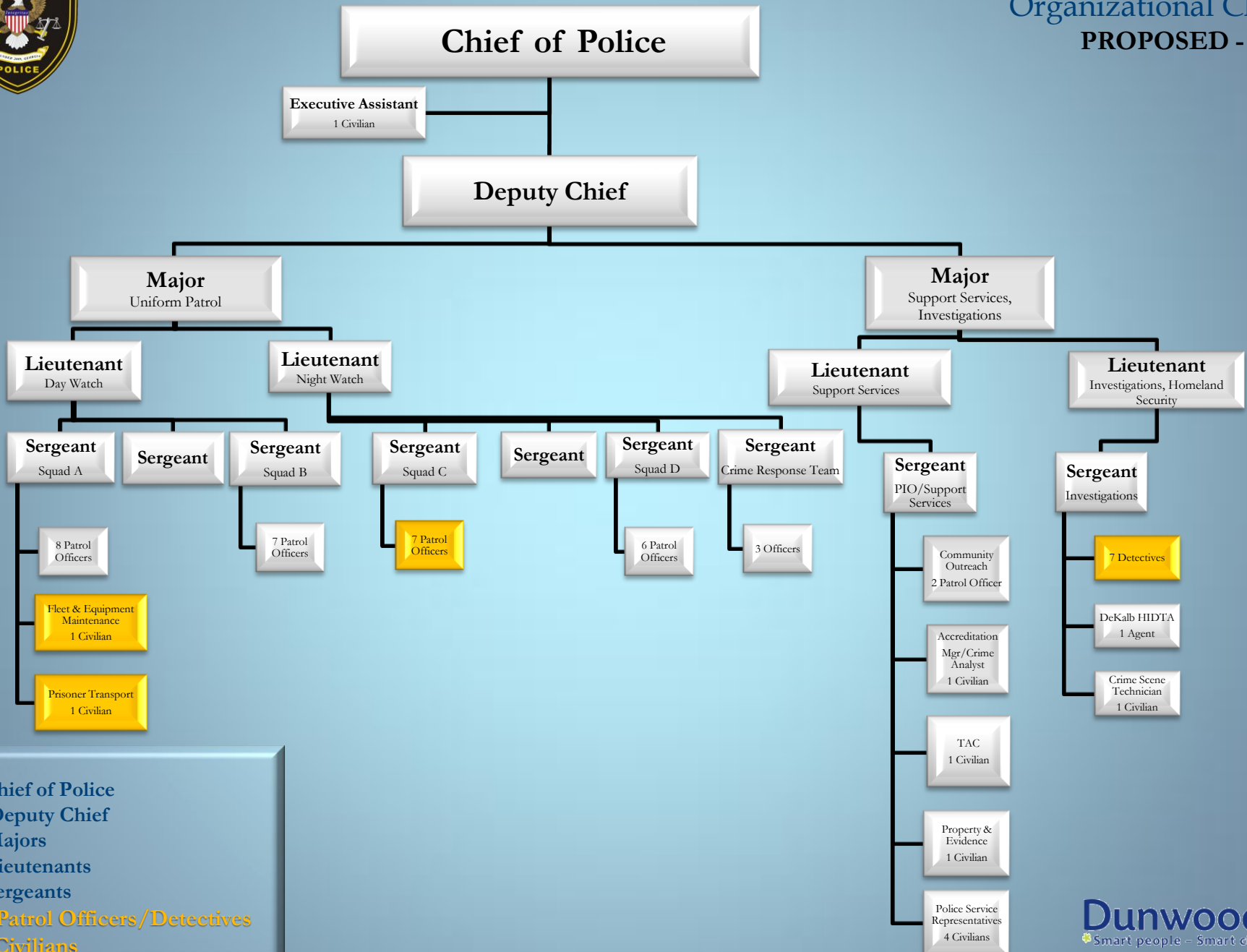




# Dunwoody Police Department

## Organizational Chart

PROPOSED - 2016



-127-



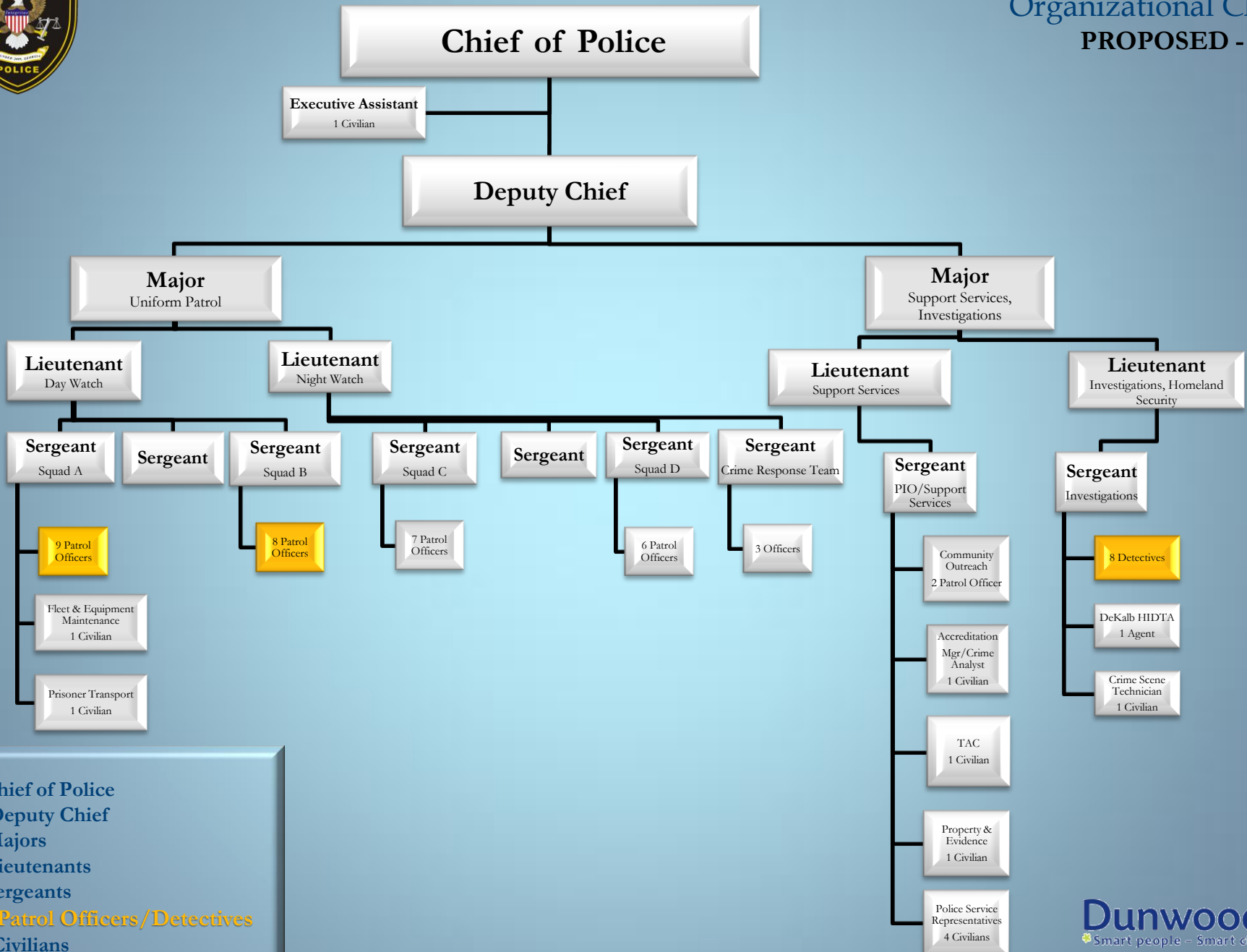
# Dunwoody Police Department

## Organizational Chart

#M.1.

PROPOSED - 2017

-128-





41 Perimeter Center East, Suite 250  
 Dunwoody, Georgia 30346  
 P (678) 382-6700 F (678) 382-6701  
[dunwoodyga.gov](http://dunwoodyga.gov)

**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.

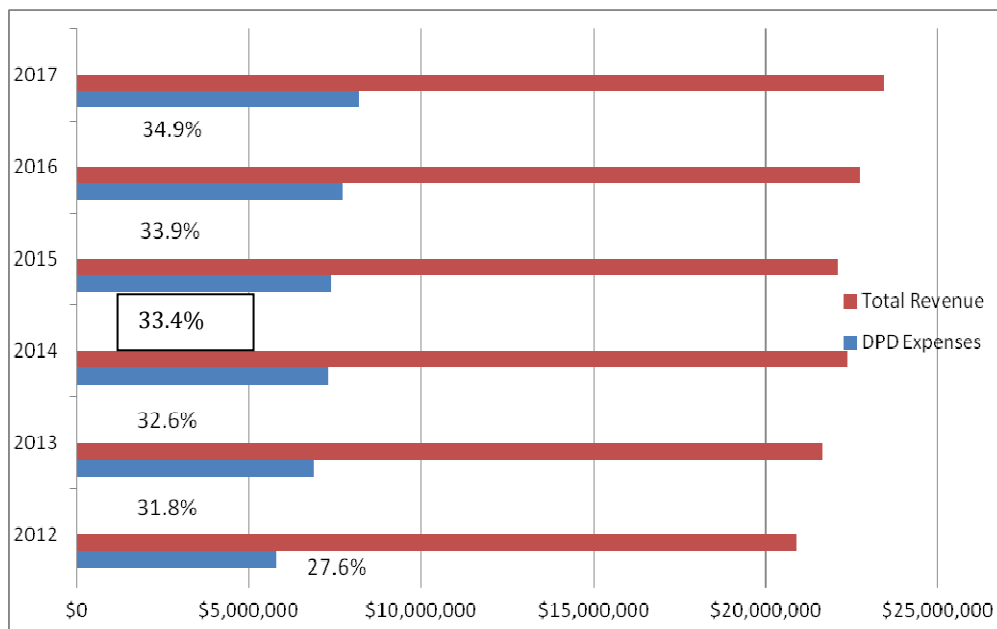
Michael G. Davis Mayor

Denis Shortal City Council Post 1  
 Adrian Bonser City Council Post 2  
 Doug R. Thompson City Council Post 3

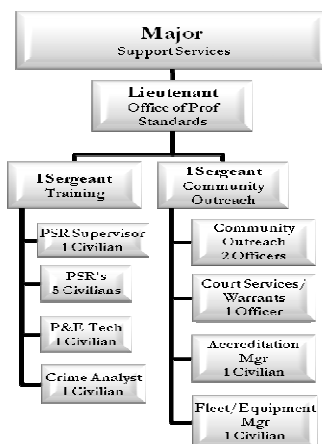
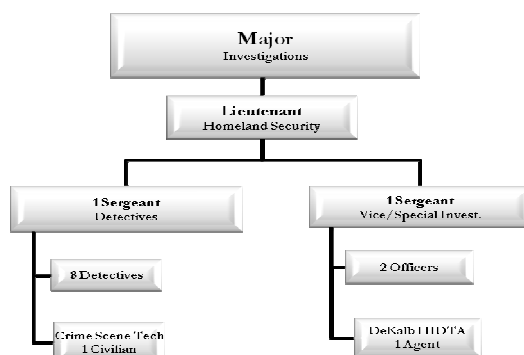
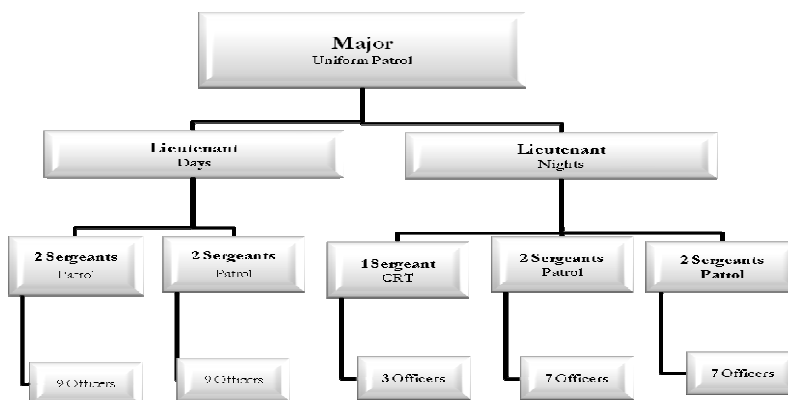
Terry Nall City Council Post 4  
 Lynn Deutsch City Council Post 5  
 John Heneghan City Council Post 6

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
<b>\$480,622</b>	<b>\$396,501</b>	<b>\$339,522</b>	<b>\$286,999</b>	<b>\$346,636</b>

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***

<b>Department</b>	<b>Pop</b>	<b>Sworn</b>	<b>Officers Per 1,000</b>	<b>Part 1 Crime</b>	<b>Part 1 Crime per 10,000</b>	<b>Prop CRIME 1,000</b>	<b>Viol CRIME 1,000</b>	<b>Crimes Per Off</b>	<b>Crimes Per SM</b>
<b>Dunwoody</b>	<b>46,267</b>	<b>46</b>	<b>.99</b>	<b>1,794</b>	<b>388</b>	<b>36.53</b>	<b>2.25</b>	<b>39</b>	<b>148.3</b>
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
<b>Avg of 7</b>	<b>42,816</b>	<b>86</b>	<b>2.06</b>	<b>1,662</b>	<b>381</b>	<b>35</b>	<b>4</b>	<b>18</b>	<b>87</b>
Sandy Springs	93,853	127	1.35	2,855	304	28.41	2.01	22.5	75.7