

MEMORANDUM

To: City Council Budget Committee
From: Chief Billy Grogan, Acting City Manager
Date: August 6, 2014
Subject: **Personnel Requests for 2015 Budget**

On January 18, 2012, a strategic staffing plan for the police department was discussed with the City Council at the Council retreat. Based on Council feedback, a revised plan was presented on June 11, 2012 for review. Since then, the City Council has funded both the 2013 and 2014 manpower requests. At this time I request funding for the addition of two Major positions, which will each serve as division commanders, and one Lieutenant position, that will be over Investigations and will have responsibility over homeland security and all hazards response.

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 #1 priority of any government.

2 – Majors as Division Commanders

It is imperative the Dunwoody Police Department have enough senior supervisory staff members to properly oversee the daily operations of the department. This is especially important in light of the complicated nature of providing law enforcement services and the potential liability for failing to handle those responsibilities appropriately. In addition, managing staff for operational efficiency and effectiveness can be problematic without proper supervisory oversight. Lastly, the proper staffing of senior supervisory positions provides the necessary resources to manage high priority projects and complete them in a timely manner.

In 2013, I conducted a “fireside chat” with each employee in the department. One of the most eye opening revelations was the desire to have the Lieutenants more engaged on the shift providing oversight and direction. This view was expressed by both officers as well as Sergeants. Unfortunately, the current structure of our department makes this a challenge. Our current Lieutenants carry a heavy workload. They are tasked with running their shifts, providing oversight and direction while promoting our values and positive culture, as well as managing additional responsibilities and projects.

Over time, these split responsibilities and the heavy workload of the Lieutenants have contributed to implementation delays on many important projects and a lack of development on others. Additionally, there have been a number of personnel issues, including the termination of a Sergeant, which might have been preventable if the correct senior supervisory structure was in place.

A survey of similar sized police departments in Georgia reflect a similar senior supervisory structure as what has been proposed. In fact, the Brookhaven Police Department began operations with a

similar structure as the Dunwoody Police Department but has already changed, adding three Majors and one Lieutenant. The City of Brookhaven quickly recognized the challenges associated with a lack of senior supervisory staff and made those changes quickly.

1 – Lieutenant for Investigations & Homeland Security

The department currently has one Lieutenant who supervises and oversees the day to day operations of Administration and Investigations. This Lieutenant supervises many different job functions between the two divisions. In addition, the night shift Lieutenant is responsible for all Homeland Security functions. This includes the department's planning and response to all hazards such as the snow storm events experienced earlier this year. The new Lieutenant position would provide much needed support and supervision over Investigations while adding the Homeland Security function as well. Although a full-time position is not required for emergency preparedness, the department does need a more robust response to prepare for these events and mitigate them once they occur. This new position would allow us to do this.

The three positions requested are a critical need for the department which will help us continue to provide excellent service to our citizens and relief for our staff who, at times, face critical operational challenges in delivering that service. Certainly, there is a cost to add these positions. However, the benefit of adding these much needed positions outweighs the cost. Your consideration of these requests is most appreciated.