Organizational and Operational Efficiency Analysis of the Police Department

CITY OF PEACHTREE, GEORGIA

FINAL REPORT

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1. EXECUTIVE SUMMARY

In May 2013, the Matrix Consulting Group began the organizational and operational efficiency analysis of the Peachtree City Police Department. Introductory meetings, interviews, data collection, analysis, and review of interim deliverables occurred from May through October 2013.

After the initial meeting with the City Project Committee, the Matrix Consulting Group project team conducted interviews of 37 members of the Department and two managers from Fayette County 911 Communications. Data relevant to this study was collected to facilitate the analysis of all services provided by the department, including workloads for patrol, investigations, records and training. A significant effort involving the Matrix Consulting Group consultants, the Chief, Assistant Chief, a County Communications manager and a representative from Spillman Technologies was required to obtain the call for service data needed for this project from the Computer Aided Dispatch system.

Additionally, an anonymous employee survey was distributed to 72 regular members of the department and the project team received 40 responses, a 56% response rate – a somewhat higher response rate than typically seen in police department studies conducted by the project team throughout the United States. The survey results served to provide a snapshot of employees' beliefs and perceptions, and also acted as a supplement the project team's understanding of the department (the summary of the survey is attached as Appendix B).

The Peachtree City Police Department provides a wide range of law enforcement services for approximately 35,000 residents and covering 23.9 square miles. The population of Peachtree City has remained relatively stable over the last ten years. To provide law enforcement services in Peachtree City, the Chief is assisted by a management team consisting of one Assistant Chief, one Captain and six Lieutenants. The managers have responsibility for major work units of Patrol, Community Response Team (CRT), Investigations (CID), Support Services and Professional Standards. The Department has 64 sworn staff and eight civilian staff for a total of 72 full-time authorized and budgeted positions (full-time equivalents or FTEs). Patrol services has 40 people (63% of the sworn staff), with CRT accounting for 16 staff (including three civilians), CID has six sworn staff and the remaining ten staff work in Support Services, Professional Standards and Administration.

The project team initially provided a "profile" report that documented the current organization, staffing levels, job responsibilities for each position, and workload levels. This report was reviewed by the Chief's Office and the City Manager, and corrections were made as necessary. The document formed the factual basis for the analysis of the Peachtree City Police Department as presented in this report.

This report is divided into the following chapters:

- Executive Summary
- Evaluation of Management of the Police Department
- Evaluation of the Operations Division
- Evaluation of the Professional Standards Division
- Evaluation of Support Services Division

Each chapter includes information, evaluation, analysis and appropriate recommendations for the different work units of the department. In this analysis, the project team evaluated the strengths of the organization, as well as the areas where improvement may be warranted. In any organization such as the Peachtree City Police Department, there are many opportunities for improvement. In a study such as this, the focus is most commonly on these areas needing improvement. In this report, recommendations are typically made when the project team has identified an area where a change should be made to improve cost efficiency, process efficiency or an improvement to a business practice. However, some recommendations made in this report are to retain a current practice. Each recommendation is listed in the appropriate section in the body of the report, and is also summarized in a table later in this section.

There are also areas in which that the project team believes Peachtree City Police Department is performing well, and for which the department deserves to be recognized. One of the most important functions of any local police agency is the response to calls for service from the community. The police department has the highest percentage of resources assigned to the field services (Patrol, CRT and Code Enforcement), which are the most visible representation of the police department in the community – these resources are allotted not only responding to calls for service, but also conducting proactive patrol activities. Patrol Services provides a high level of service to the community in handling calls for service and conducting proactive activities when time is available during their shifts. Patrol personnel used available “proactive time” to initiate over 42,000 events during the year – such as conducting traffic safety stops, performing security checks, and serving warrants. This is the highest level of

officer-initiated activity (as a ratio of the number of community generated calls for service) seen by the project team in several hundred police department studies across the United States. It is also noteworthy that the department currently operates without the use of backfill overtime, which is very unusual for a law enforcement agency.

Additional noteworthy efforts of the PCPD include several specific community outreach efforts, such as conducting various crime prevention presentations, providing public information at local events/festivals, National Night Out community events, Neighborhood Watch meetings, youth educational programs, and partnering with the school districts to provide officers to local school campuses.

Overall, PCPD line level employees and managers alike expressed and exhibited a high level of commitment to the organization and service to the public, both in the individual interviews and in the employee survey. In any organization, staff are the most valuable resources, and their commitment and dedication to their job is the primary factor in providing high quality services to the community. The day-to-day dedication of all employees is a very positive factor in PCPD's overall organizational performance, and is most visible when interacting and dealing with members of the public.

The table below lists all of the recommendations and/or improvement opportunities that are made in the various chapters and sections of this report.

Recommendations	Page	Estimated Annual Cost
Chapter 2 – Management of the Police Department		
Retain the current separate police department and fire department organizational structures.	10	
In the next 1-2 years the Department should review and revise the current vision and values statement, obtaining input from employees at all levels of the organization.	15	

Recommendations	Page	Estimated Annual Cost
Create a one page 'checklist' that documents each step in the process, including the subject person(s) of the investigation, name of the assigned investigator, written and/or tape recorded documentation of the statements of the reporting party, witnesses, involved officers, findings, what, if any, discipline was imposed, and the date for each of these steps.	23	
Revise the "Complaint Form Cover Letter" for IA cases to address the letter to a person (e.g. Chief), and print the author's name/rank under his/her signature to be able to identify the author (investigator).	23	
Change the policy and practice for Internal Affairs investigations so that the assigned investigator for this type of internal investigation is the "fact finder" only and does not make the "findings" determination for the allegations made or make a discipline recommendation.	23	
The Chief should revise policy and implement a Discipline Decision Guide that includes a disciplinary matrix, listing categories and examples of types of misconduct within each category and guidelines for the discipline that will be imposed for the misconduct.	23	
Provide a summary to all employees (semi-annually or annually) regarding the number and types of complaints received and the disposition of complaint investigations, including the discipline that was imposed, subject to state law.	23	
Regularly survey (every six or 12 months) other regional municipal law enforcement agencies to compare salary/benefits. Maintain a salary/benefits level that is at the average salary/benefits level or higher.	28	
Chapter 3 – Evaluation of Operations Division		
Change the FLSA work cycle for Officer/Sergeants assigned to Patrol from 80 hours every two weeks to 84 hours (their normal work shift schedule) resulting in additional 4 hours of straight time pay every two weeks.	37	$81,000
Increase funding to the Police Department to provide backfill overtime hours for Sergeants and/or pay for Corporals when they are functioning as Sergeants on Patrol.	39	$20,000
Annually review the attrition rate and if it remains at the 4% - 5% level, plan to replace approximately 1-2 Officers per year and include sufficient resources in the budget to accomplish this need.	41	
Set a goal to maintain a five year average attrition rate of 6% or less for police employees (this is a more realistic long term goal than the current 4.2% rate).	41	
Annually review the number of community generated calls for service from the CAD data to determine the trend in community generated workload.	44	
Work with the 911 Communications Center to develop a numbered "priority" list for all calls for service; modify the CAD system to automatically attach a numbered "priority" to all calls for service.	46	
Annually review patrol staff workload for each four hour time block to ensure that a reasonable amount of proactive hours available throughout the day.	69	

Recommendations	Page	Estimated Annual Cost
Adopt a process to enhance delivery of patrol services during the periods when "proactive time" is available. The Patrol Lieutenants and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when "proactive time" is available during a shift.	69	
Maintain the current authorized Patrol staffing level of 33 officers/corporals.	74	
If significant additional hours of cart path patrol are desired the Patrol staffing level should be increased by one Officer.	74	$67,450
Review the Patrol workload for a second year (using calendar year 2013/14 CAD data) to determine the workload level demands and the level of Officer initiated activity; continue annual reviews of Patrol workload.	75	
Management should explore and evaluate additional low risk, low priority calls for service and tasks that could be handled by the Code Enforcement Officers (with appropriate training).	82	
Provide more appropriate information technology support to the Code Enforcement function to enable in-field information development and processing with resulting improvements in process efficiency. This would include updated hardware (laptops and printers) for use in the field.	82	
Establish a performance measure for the Investigative Division of a specified percentage higher than the national clearance rate for violent crimes and for property crimes (e.g. if the national clearance rate is 20% then the goal could be a 25% clearance rate).	86	
Maintain the current staffing level in CID of four Detectives assigned primarily to case investigations and one Detective assigned to the regional drug task force**.**	90	
Chapter 4 – Evaluation of the Professional Standards Division		
Add one Sergeant's position to the Professional Standards Division.	93	$91,863
Chapter 5 – Evaluation of the Support Services Division		
The Department should review the time allocations for the Quartermaster position to determine net availability to support lobby services requiring the participation of a sworn officer. A specific amount of time per day/week should be established and maintained to support walk-in tasks, allowing other sworn officers to remain on patrol.	96	
The Department should review the actual job duties as assigned against the current approved job description for the Evidence Custodian to identify discrepancies and revise either assignments or job description as necessary.	97	
The Department should dedicate staff resources to support case review and purging of evidence from storage where appropriate; provide adequate resources to complete and maintain these tasks over the long term.	97	
The Department should review evidence packaging requirements and practices and reaffirm with all officers the minimally acceptable approaches used to package and safeguard evidence during storage.	97	

Recommendations	Page	Estimated Annual Cost
The City should provide funding for one full time civilian position to provide I.T. services and support to the police department and the fire department.	101	$72,000

A more detailed explanation for each recommendation can be found in the body of the report.

2. ORGANIZATION AND MANAGEMENT OF THE POLICE DEPARTMENT

This chapter focuses on the issues associated with current management approaches in the Peachtree City Police Department. In reviewing the management function of the department, the project team focused on six aspects of current internal management:

- Organizational structure of the department
- Organizational values and culture in the department
- Department goals and definition of service to the community
- Analysis of complaints from members of the public and the investigation process

The management assessment begins with the goals of the department to define the service to the community.

1. ORGANIZATIONAL STRUCTURE OF THE DEPARTMENT.

The structure of the department was significantly changed in the fall of 2012 with a re-organization that resulted in a reduction of three Captain positions and "re-shuffling" of job responsibilities and reporting relationships. This type of organizational change takes several years for employees to adjust to, and for the department to stabilize. The significance of this change was reinforced during the interview process, as the organizational changes were mentioned by almost everyone interviewed. Participants primarily expressed that the staff was still adjusting to the changes and the different roles, responsibilities, and working relationships. Most employees expressed

that they felt it would take more time for "things" to sort themselves out, and the project team agrees with this viewpoint.

The current top management organizational structure (one Chief, one Assistant Chief and one Captain) does not follow a traditional "pyramid" structure of most police departments. A more appropriate structure for consideration in the future is: one Chief, two Assistant Chiefs, and Lieutenants as managers. However, because of the recent significant changes, it is more important to maintain the current organizational structure for the time being, in order to foster and maintain stability.

2. FEASIBILITY OF IMPLEMENTING THE PUBLIC SAFETY CONCEPT IN PEACHTREE CITY.

One of the issues raised in this study was the effectiveness of implementing the public safety concept at the administrative level in Peachtree City. This would be accomplished by having one Public Safety Chief rather than a separate Police Chief and Fire Chief. The project team has extensive experience with all aspects of the public safety concept, as well as with agencies who have implemented various degrees of the public safety concept – from minimal integration, where only a few department members receive some cross-training (typically police officers trained in firefighting skills), to a complete integration where all department members are cross-trained in both police and fire skills and where these members rotate assignments on a regular basis. Some agencies have experimented with a temporary or permanent integration at management levels, primarily to save the salary cost for one or more top administrators in both departments. Both of these types of integrations are possible, but rarely practical or cost efficient.

There are two primary barriers to combining existing police and fire departments: the cost of initial training of employees, and the resistance of both the police department and fire department employees. A full integration would require all members to receive academy training in the other discipline and to continue to receive sufficient in-service training annually to maintain their skills. Additionally, very few employees hired as a police officer or firefighters have the desire to receive the training and perform the duties of the other discipline. Although both types of employee are trained in and perform emergency "first response" skills, they are very different skill sets, and the personality make-up of the people performing these skills is often very different.

Administrative integration, wherein there is one Public Safety Chief that is the head of both the Police and Fire Departments, is not practical; it is very rare to hire one person as Chief that is competent to manage and direct both entities, as it is very rare for one person to have training and experience in both police and fire disciplines. Any Chief who heads a department who doesn't have the training/knowledge of operations will defer to a person of lower rank in one of the disciplines who does have the training, knowledge, and decision making skills to essentially "run" the organization. This results in a de-facto Chief in either the police or fire department who has the responsibility to operate the department, but does not have the title, compensation, or recognition for the job that he or she is doing. This type of situation typically results in internal conflict and is not tenable over a long-term period.

Both of these options, as well as other variations of the public safety concept should be thoroughly studied, reviewed and discussed before deciding on a course of action.

Recommendation:

Retain the current separate police department and fire department organizational structures.

3. ORGANIZATIONAL VALUES AND CULTURE IN THE POLICE DEPARTMENT.

This section examines several areas in department operations and elements that contribute to the overall culture of the organization, which include focused reviews of policies and procedure, employee training, fair treatment of all employees, and regular informal and formal performance appraisal of employees.

(1) The PCPD Has Been a CALEA Accredited Law Enforcement Agency for Over Twenty Years.

The Peachtree City Police Department is a progressive and professional organization; it was first accredited in 1992 by CALEA (Commission on Accreditation for Law Enforcement Agencies) and has been re-accredited six times, most recently in November 2012. External evaluation of an agency is valuable and a "best practice" for law enforcement agencies. The accreditation process requires agencies to have policies on all critical and important policing functions, including use of force, vehicle pursuits, biased based policing, internal affairs investigations, etc. The process results in agencies comparing and evaluating their policies and practices against the most up to date and "state of the art" procedures in American policing. Peachtree City PD also maintains the State of Georgia accreditation.

(2) The Department Provides both Mandated Training and Other Practical Training to Maintain and Develop Employees' Skills.

The department has also provided training courses in these and other mandatory and critical issues areas, including use of deadly force, firearms qualifications, defensive tactics, active shooter, first aid and CPR, legal updates, respect in the

workplace/harassment, biased based policing, cultural diversity, handcuffing and control of prisoners, criminal history confidentiality, mental illness, ethical conduct and, "off-duty" conduct. These courses provide the necessary training, information, and expectations of conduct for employees. Peachtree City Police Department provided an average of 53 hours of training to sworn employees in the last year, exceeding the department policy of 40 hours annually. However, it is not an excessive amount of training and additional training may be needed to meet the increasing number of mandates and expectations of police officers.

To provide this level of training takes a significant amount of research, organization, and coordination, as well as many hours to provide this training multiple times so that all officers receive it. Currently, one Lieutenant (who has significant other job tasks) is responsible to ensure the successful completion of all training. Additional staffing to assist with this function is discussed and recommended later in this report in the chapter on the Evaluation of the Office of Professional Standards.

(3) Employees Receive Regular Feedback on Performance and Annual Written Evaluations.

The department has an established process to provide regular feedback and performance appraisal to employees. Each employee receives an annual evaluation documenting his or her supervisor's evaluation of his or her performance for the year. A critical component of performance appraisal is communication and feedback throughout the year, so that the annual evaluation is reflective of the conversations and discussions regarding performance that have occurred throughout the year. The department has developed several methods to ensure employees are receiving regular feedback from their supervisors. Most important is the clear expectation communicated to supervisors

of management's expectation. Additionally, the department has developed a formal "early warning system" that alerts supervisors and managers to potential performance and behavior issues (e.g. being tardy for work, turning in reports late, and complaints from members of the public). Some employees expressed that they believed there was sometimes too much oversight by managers who would too frequently question or request clarification of actions that were taken by officers in the field. However, as public employees in one of the critically important professions in a community, a police department employee must become accustomed to scrutiny of their actions by management as a reality of the community's demand for accountability of their police department. The project team is not aware of any specific examples of excessive or intrusive oversight of employees. It is necessary and proper to review conduct of employees and is a "best management practice" that progressive police organizations have adopted.

(4) Female Employees Report They Are Treated Fairly and with Respect.

One of the issues involved in this study is a concern regarding the workplace environment and general treatment of employees in the department, and specifically of female employees. Several measures were used by the project team to evaluate these issues. An anonymous survey was sent to all employees asking a variety of questions regarding the department's service to the community, management and administration, staffing, operations, and how they are treated within the organization by supervisors and co-workers. Sixty-eight percent of employees who responded to the survey agree that their supervisor creates a motivating work environment for them, 70% agree that their supervisor listens to them and evaluates them fairly, and 68% report that they are

treated with respect by management and other staff, and they are treated fairly by the department. While there is still room for improvement (complete survey results can be found in Appendix B), these numbers indicate that the organization is generally being run professionally and routinely treats employees with respect.

The employee survey was supplemented by individual interviews of department employees. The project team individually interviewed over 50% of the full time department employees – a total of 37 employees, including ten female employees (six sworn and four civilian). Almost all employees reported that the organization has been moving in the right direction, and overall they believe the Peachtree City Police Department is a good organization for which to work. Female employees were specifically asked about the working environment for women, and all reported they are treated the same as male employees, have good working relationships with their co-workers, and are treated with respect by supervisors and managers.

For all employees, the most frequently noted area for improvement regarding the workplace environment was the minimal increase in pay over the last five years and technology issues with the CAD system connectivity in patrol cars.

4. ANALYSIS OF DEPARTMENT GOALS AND DEFINITION OF SERVICE TO THE COMMUNITY.

This section examines the PCPD's approach to engaging the community in its planning process so that a partnership between the department and the community it serves is defined. Over the last five years, there have been significant internal changes in the organization that have improved the ability of the department to operate more effectively, efficiently, and to focus outwardly on community expectations and goals. As part of this effort, the police department should establish a strategic planning

process to be used to guide it through the completion of goals and actions in its service to the community. One of the steps in this process is a review of the existing mission and values statement. PCPD's stated obligation to the community is found on its webpage:

> "Our mission is to protect life and property, to address neighborhood concerns, and to be progressive through modern technology and innovative programs. We will adopt proactive community policing concepts, develop effective crime prevention programs, and ensure high visibility by utilizing well-designed patrol strategies. We will attempt to aggressively identify and apprehend criminals and reduce the opportunities for crime, while maintaining human dignity and the individual rights of our citizens. We will be responsive to social, geographical, and economical changes within our community. We recognize the value of Peachtree City's unique cultural diversity and will treat each person, regardless of their race, ethnicity, creed, color, or religion, with courtesy, respect, equity and dignity."

Over the next 1-2 years, the department should undertake a review and revision of this statement, obtaining input from employees at all levels of the organization. While the above statement relating to community service is a valid description of what the department should be doing, the department does not currently have a formal methodology to engage the community and determine if it achieving these goals. This is not to say that the department does not provide a high level of service to the community or that the department does not welcome feedback, but rather that there is not a formal process to assess community needs and evaluating the resources needed to meet the needs; such as more patrol of retail centers or areas around schools, traffic safety enforcement, street level drug enforcement, cart path patrol, youth activities, etc.

This does not mean that the community dictates actions to the department. Instead, the department should embrace the community in a partnership that is well

defined and that enhances the operations of the police without special interest or political influence.

Recommendation:

In the next 1-2 years the Department should review and revise the current vision and values statement, obtaining input from employees at all levels of the organization.

5. ANALYSIS OF COMPLAINTS FROM MEMBERS OF THE PUBLIC AND THE INTERNAL AFFAIRS PROCESS.

The discipline system is described in the Department Manual (CAR 5-2 Disciplinary Action) which includes four procedure levels for dealing with minor performance issues (Level 1) calling for oral counseling by the employee's supervisor, through major issues (Level 4) that could result in suspension or termination. Investigations are classified either as an "Inquiry" (minor complaint allegation or issue) or an "Internal Affairs" (IA) Investigation (major complaint allegation or issue).

The Chief reviews all incoming complaints and assigns them to be investigated either as an Inquiry or an IA investigation. Inquiry complaint investigations are most often handled as a performance matter by the officer's supervisor. The more significant cases receive a detailed investigation, and are most often assigned to the Professional Standards Lieutenant.

The project team reviewed a summary of all the inquiries and investigations since 2009. Additionally, a complete review of the case investigation file was completed for 11 of the 2010-2013 Inquiry and IA Investigations. The table on the following page provides a summary of the type of complaint that was filed and investigated, as well as the findings made by the Chief. This includes 186 Inquiries and 9 Internal Affairs Investigations.

Type of Complaint	2009	2010	2011	2012	2013 (5 Mo.)	Total
Abusive Conduct Toward a Citizen	2	1				**3**
Bias Based Profiling	2	2		2		**6**
Damage to Vehicle				1		**1**
Duty and Responsibility	3	11	10		7	**31**
Equipment					3	**3**
Excessive Force	1					**1**
Failure to take Appropriate Action				1	1	**2**
Harassment		3	1		1	**5**
Illegal Search	1	1				**2**
Improper Arrest				1		**1**
Improper Conduct	2	5	8	4	3	**22**
Improper Driving				3		**3**
Inadequate Response Times					1	**1**
Job Performance				7	6	**13**
Other	4	1				**5**
Reporting Issues				1		**1**
Rudeness	7	8	7	6	1	**29**
Tardy					1	**1**
Theft					1	**1**
Undeserved Citation/Warning				2	3	**5**
Undeserved Traffic Stop	5	6	4	3	2	**20**
Unethical Activity				1		**1**
Vehicle Operation	4	12	6	5	11	**38**
Total	**31**	**50**	**36**	**37**	**41**	**195**
Findings						
Exonerated	12	16	11	20	7	**66**
Not Sustained	7	13	9	2	5	**36**
Partially Sustained	3	3				**6**
Sustained	3	10	9	10	11	**43**
Unfounded	6	8	6	5	6	**31**
Unknown (blank)[1]			1		12	**13**
Total	**31**	**50**	**36**	**37**	**41**	**195**

This list includes both internally generated and externally generated complaints. The highest number of complaints received was 50 in 2010 and the fewest number of complaint investigations occurred in 2009. There is a significant increase in the number of complaints in 2013; there have been 41 for the first five months of the year. However,

[1] Most or all of the 2013 cases are still in the investigative process and a finding has not yet been made.

21 of these were internally generated "supervisory inquiries" initiated by command staff arising out of their normal supervisory duties, which includes review of audio and video recordings of officers in the field. In previous years, supervisors initiated very few inquiries, and the increase in 2013 is a sign that the department is being proactive in reviewing the conduct of its employees. It is part of the implementation of an "early warning system" mentioned earlier in this report and is considered a best practice in law enforcement. This is the first year that this type of effort has been made, and management is still in the process of refining guidelines and training supervisors in determining what actions rise to the level of a "supervisory inquiry". An internal review of 21 incidents in a six-month time period is not unusual for an organization the size of Peachtree City Police Department.

From 2010-2012 there were a total of 122 complaints – 114 were "Inquiries" and eight were handled as Internal Affairs investigations. The project team conducted a detailed review of seven of these IA investigations, and four of the Inquiry investigations. The disciplinary results for the IA investigations resulted in one resignation, three suspensions, two reprimands (oral or written), and in one case the result was not documented in the file. All of the disciplinary measures documented were appropriate.

The Office of Professional Standards Lieutenant is responsible for storing the IA files and is the primary IA Investigator. The overall IA investigation procedures as explained by the Professionals Standards Lieutenant, observed in the case files and other documents are thorough and only minor improvements are recommended. To provide consistency and simple administrative review, a "checklist" cover sheet is

helpful to clearly show each step in the process: subject person(s) of the investigation, name of the assigned investigator, written and/or tape recorded documentation of the statements of the reporting party, witnesses, involved officers, findings, what, if any, discipline was imposed, and the date for each of these steps. This will provide a quick overview of the case, documentation that all of the significant steps were taken, the investigation was properly concluded.

Another recommendation relates to the "Complaint Form Cover Letter" written by the assigned police department investigator, which summarizes the complaint and investigative steps and the findings. Two minor improvements to this letter are recommended: address the letter to a person (e.g. Chief), and the author's name/rank should be printed under his/her signature to be able to identify the author (investigator).

After an IA investigation is completed, the Chief may discuss the case with command staff members, but the Chief will make the final decision. PCPD policy does not have specific guidelines that describe how discipline may be applied to incidents by category. Although Peachtree City Police Department does not have very many significant IA complaint investigations, this open-ended approach to decisions regarding discipline can lead to unequal discipline being administered, and the perception of bias in the process. However, this does not appear to be the situation in the department, as 68% of employee respondents agreed with the statement, "I am treated fairly by the Police Department". Although Peachtree City Police Department employees may not currently have a significant concern in this area, there are improvements to be made to the complaint investigation policy, procedures that provide greater transparency and

consistency to this process. There are several policy/procedure items relating to complaint investigations the project team believes should be changed.

The first is the Department policy/practice of the person responsible for making the "findings" in an IA investigation. In Peachtree City, when a complaint is received (internally or externally generated) a form is completed, the Chief reviews the complaint and assigns an investigator to the case – for minor complaints, it is often the subject employee's supervisor. The investigator completes the investigation and documents the findings. As part of the report, a "Supervisory Inquiry Final Resolution" form is completed and attached. The investigator makes a "finding" on the complaint allegations[2], as well as a recommendation for disciplinary action (if any). This process is appropriate for minor complaints as it is an appropriate role for supervisors to evaluate performance and the actions of employees they supervise.

For more serious allegations – those that are assigned to the Office of Professional Standards for investigation – the investigator should only be the "fact finder", conducting the investigation of the incident, and not tasked with making the "finding" recommendation for the complaint allegations or a discipline recommendation. There is an inherent conflict in any internal investigation where the investigator is tasked with gathering all of the facts surrounding the incident and also recommending the finding for the allegations made. In Peachtree City, and in most mid-size police agencies, this role properly falls to the Assistant Chief (AC) or Chief to make the findings in discipline cases. It is a proper role for the PSB Lieutenant to present and discuss the case with the AC and/or Chief, but the AC or Chief is the person best suited

[2] The findings are: sustained, not sustained, exonerated or unfounded.

to make the findings determination. This provides a clear direction for the investigator to solely focus on gathering all of the facts surrounding the allegations and to not unconsciously or unintentionally ignore some facts or develop a belief in the truth or falsehood of an allegation during the course of the investigation. It also provides greater consistency in the application of the standards to the specific incident being decided as there are only one or two people making the findings.

Secondly, current department policy (Rules and Regulations, Chapter 8) specifies that supervisors have disciplinary authority and the types of disciplinary action they may impose. However, neither this policy or the Disciplinary Action policy (CAR 5-2) specify the investigative process, define prohibited conduct, define the findings that are used for the allegations being investigated (e.g. sustained, not sustained, exonerated, unfounded, etc.), or provide guidelines of possible disciplinary action (e.g., reprimand, suspension, demotion, etc.) for the violation committed. The project team recommends that these policies be revised into one comprehensive department policy for "Administrative Review" and "Internal Affairs" investigations. The policy should include the items mentioned above, and also provide information and examples of prohibited conduct and the resulting discipline that will be imposed for violations.

All police chiefs want to provide clear expectations for their employees and, when necessary, discipline that is consistent and fair. Many police agencies struggle with this issue and spend a lot of time and energy trying to resolve conflicts related to IA issues. Most do not have clearly defined discipline or sanctions for prohibited behavior. A comprehensive policy that clearly specifies the investigative process and provides discipline guidelines helps in providing a consistent message to employees of what

discipline will result from particular prohibited behavior; it also will minimize employees' beliefs or perceptions of unfair treatment when discipline is imposed.

Adopting a disciplinary guideline that lists the discipline that will result from prohibited behaviors is a model that is attracting more discussion and gaining ground in law enforcement agencies nationally. The project team believes that a disciplinary guide or "disciplinary matrix" is consistent with progressive discipline, and guidelines that provide ranges of discipline are beneficial to both management and employees. The guidelines provide information for the employee prior to an incident, and inform them of the possible discipline that could be imposed by the Chief for different levels of "sustained" misconduct. Likewise, they assist command staff in knowing the parameters of discipline that may be imposed, absent exigent circumstances. Following is an example of a disciplinary matrix:

	First Offense		**Second Offense**		**Third Offense**	
Offense Class	**Minimum**	**Maximum**	**Minimum**	**Maximum**	**Minimum**	**Maximum**
1	N/A	Supervisor Counseling	N/A	Written Reprimand	Supervisor Counseling	1 Day Suspension
2	Supervisor Counseling	Written Reprimand	Supervisor Counseling	1 Day Suspension	Written Reprimand	3 Day Suspension
3	Supervisor Counseling	1 Day Suspension	Written Reprimand	3 Day Suspension	1 Day Suspension	5 Day Suspension
4	Written Reprimand	3 Day Suspension	1 Day Suspension	5 Day Suspension	3 Day Suspension	10 Days or Demotion*
5	1 Day Suspension	10 Days or Demotion	3 Day Suspension	10 Days or Demotion	10 Days or Demotion	Termination
6	10 Day Suspension or Demotion[3]	Termination	10 Day Suspension or Demotion	Termination	Termination	N/A
7	Termination	N/A	N/A	N/A	N/A	N/A

[3] Demotions only apply to Sergeants or above.

The above "offense class" levels, and corresponding misconduct examples, could also be modified to fewer levels if the organization believes it is more appropriate. The levels listed in the matrix above range from minor misconduct, Level 1, to Level 7, which is the most severe policy or misconduct violation. Throughout the department's policy manual, the "offense class" should be listed wherever a prohibited act is defined. Examples of prohibited conduct for each "offense class" are available, but the police department should develop them in such a manner that allows them to be tailored to local practice and specific to the organization. The list should provide some specific examples of the different "classes" or levels of misconduct. A list of misconduct types should not attempt to be comprehensive or try to document all of the specific acts of misconduct, but rather should provide sufficient examples of the types of conduct for any given level.

Determination of discipline is typically a confidential personnel matter and therefore all the details of the incident are not generally known to other employees. However, other employees develop opinions of what occurred, often on limited or incomplete information, and share them with other employees; often this shared information becomes the common belief of what "really" happened. Communication of general information regarding the internal affairs process and the results is a method to build trust in the process over the long term. One way to increase the communication of information regarding internal affairs investigations is to provide an annual or semi-annual summary to all employees regarding the number and types of complaints received and the disposition of the complaint investigations, including the discipline that was imposed. Communication of this information regularly provides greater

transparency to employees in what is generally a secretive process, and also cultivates greater accountability of management to employees by telling line level employees the types of misconduct that are occurring in the organization and the resulting punishments.

Recommendations:

Create a one page "checklist" that documents each step in the process, including the subject person(s) of the investigation, name of the assigned investigator, written and/or tape recorded documentation of the statements of the reporting party, witnesses, involved officers, findings, what, if any, discipline was imposed, and the date for each of these steps.

Revise the "Complaint Form Cover Letter" for IA cases to address the letter to a person (e.g. Chief), and print the author's name/rank under his/her signature to be able to identify the author (investigator).

Change the policy and practice for Internal Affairs investigations so that the assigned investigator for this type of internal investigation is the "fact finder" only and does not make the "findings" determination for the allegations made or make a discipline recommendation.

The Chief should revise policy and implement a Discipline Decision Guide that includes a disciplinary matrix, listing categories and examples of types of misconduct within each category and guidelines for the discipline that will be imposed for the misconduct.

Provide a summary to all employees (semi-annually or annually) regarding the number and types of complaints received and the disposition of complaint investigations, including the discipline that was imposed, subject to state law.

6. COMPARISON OF PEACHTREE CITY POLICE DEPARTMENT WITH OTHER REGIONAL POLICE DEPARTMENTS.

As part of this study, the project team compared five other regional municipal police departments with the Peachtree City Police Department on various statistical, performance, budgetary and salary data. The table on the following page shows the survey results. The city with the fewest/lowest result is in bold font; the city with the most/highest result is shaded.

In any comparative survey such as this one, some agencies provide fairly detailed and accurate data and some agencies are only able to provide "ballpark" information. Additionally, the Peachtree City data is the result of a detailed analysis completed by the project team and has a higher reliability factor for the data. Although the project team is careful in specifying the exact data requested, sometimes the data provided is only what is readily available. For example, the number of calls for service in Peachtree City is the number of "unique" calls for service; the other agencies numbers likely include all responses to a call (it is common for agencies to report this inflated call data number) and may possibly include officer-initiated incidents (Milton Police Department).

Item	Peachtree City	Milton	Newnan	Johns Creek	Roswell	Sandy Springs
Population (2010 Census)	34,364	**32,661**	33,039	76,728	88,346	93,853
Total Square Miles	23.9	38.7	18.1	32	42.0	39
CALEA Accredited Agency?	Yes	In Process	No	Yes	Yes	Yes
Sworn Officers	64	32	**26**	44	78	80
Detectives (Inc Supervisor)	6	**2**	6	6	0	12
Traffic Officers	5	**0**	5	5	12	7
School Resource Officers	3	1	4	0	0	County Contract
CFS / Year	16,628	**10,000**	57,000	73,532	85,216	96,473
Officer Initiated Incidents	42,339	Unk	8,226	6,725	4,418	6,791
Avg. CFS Response Time	6.8 min	Unk	4 min	4 min	8 min	6 min
Budget (No Dispatch)	6,736,726	3,220,238	6,316,180	9,644,839	15,848,555	18,654,539
Cost per Resident	$196	**$99**	$191	$126	$179	$199

The number of officer-Initiated incidents by Peachtree City Police Department officers is significantly higher than that of other agencies and, as will be discussed later in this report, indicates that officers are making good use of their available (i.e. "proactive") time.

Response times also vary: PTC provided average travel times of 4.5 – 5.0 minutes by the Fayette County 911 Communications Center but the project team's calculation of the PCPD travel time (more accurate in our opinion) is 6.8 minutes.

The six agencies represent two population groups – three agencies police communities are about 30,000 people and the other three agencies police in communities of 76,000 to 93,000 population. The larger population results in a higher call for service (CFS) level and typically a larger sworn staff. However, PCPD serves a population of approximately 34,000 and employs a staff of 64, while Johns Creek has a population of approximately 76,000 and a police department staff of only 44. However, the budget for Johns Creek Police Department is almost $3 million more than that of Peachtree City Police Department.

One of the most helpful statistics to compare the cost of police services is the cost per resident – the two lowest agencies in the study have a cost per resident of $99 and $126 and the other four agencies are grouped in the $179 - $199 range, with Peachtree City near the top at $196.

Salary data provided is typically very accurate, but in the case of Milton, it is clear that the figures provided are only reasonably close figures. Four tables presented on the following page show salary comparisons for the Officer, Sergeant, Lieutenant and Captain positions.

Officer

City	Entry	Top
Sandy Springs	43,150	70,101
Roswell	36,757	62,501
PTC	**32,192**	**60,120**
Johns Creek	41,413	55,453
Milton	35,000	55,000
Newnan	33,197	49,275

Salary for a Peachtree City Police Officer ranks third out of the six regional agencies surveyed.

Sergeant

City	Entry	Top
Sandy Springs	58,452	79,364
Johns Creek	58,510	78,374
Roswell	45,220	72,352
PTC	**41,208**	**66,357**
Milton	40,000	60,000
Newnan	40,352	59,946

Salary for a Peachtree City Sergeant ranks fourth out of the six regional agencies surveyed.

Lieutenant

City	Entry	Top
Johns Creek	68,453	91,686
Roswell	52,348	83,757
PTC	**45,486**	**73,247**
Newnan	46,717	69,347
Milton	45,000	65,000
Sandy Springs	NA	NA

Salary for a Peachtree City Lieutenant ranks third out of the six regional agencies surveyed.

Captain

City	Entry	Top
Johns Creek	71,760	96,117
Roswell	57,713	92,342
Sandy Springs	67,989	92,299
PTC	**55,421**	**89,246**
Newnan	51,504	76,419
Milton	50,000	70,000

Salary for Peachtree City Captain ranks fourth out of the six regional agencies surveyed.

Peachtree City Police Department salaries are either the third or fourth highest salaries of the six regional municipal police agencies surveyed. Although the pay increase has been very minimal over the last five years, the current salaries fall at the median for all of the four positions surveyed. However, if a higher salary of other

regional agencies is combined with other higher tangible benefits (specialty assignments, ability to work extra duty pay, take home car, retirement/medical benefits) and perceived intangible benefits (more "respect" and better "treatment" by the City, better morale) then officers may seriously consider leaving Peachtree City and apply to other agencies.

It is recommended that Peachtree City ensure that it does not fall to the fifth position in terms of salary, and that plans to remain competitive with regional municipal agencies by providing pay increases when possible to maintain or improve the current salary level of employees. Regular comparative surveys are recommended to maintain awareness of the pay comparison and competitiveness with other agencies. Agencies that do not provide a competitive salary sometimes become the "training ground" for other police agencies that hire away officers after they have two or three years experience. If this occurs, then the lower paid agencies are always in a recruiting/hiring mode, which results in a staff of very "junior" officers comprising the bulk of the department's patrol force. A junior patrol force requires more training and supervision and often yields more complaints from members of the public.

Recommendation:

Regularly survey (every six or 12 months) other regional municipal law enforcement agencies to compare salary/benefits. Maintain a salary/benefits level that at is at the average salary/benefits level or higher.

3. EVALUATION OF THE OPERATIONS DIVISION, PATROL SERVICES

This chapter provides information about Patrol operations, including the current staffing levels, a detailed analysis of workload and the staffing needed to respond to calls for service and provide "proactive" patrol services to the community. The information was developed through interviews of PCPD management and personnel, review of documents, call for service data and other data provided to the project team.

1. PATROL OPERATIONS STAFFING AND WORKLOAD.

The following information was obtained through interviews with PCPD personnel, electronic data from the CAD (Computer Aided Dispatch) and RMS (Records Management System) as well as any relevant documents associated with patrol (i.e., statistical reports, training records, leave time records, etc.). The Fayette County 911 Communications Center was not able to extract the data from the Spillman Computer Aided Dispatch system and therefore it was necessary to obtain it from Spillman. The Chief made contact with a Spillman representative and eventually they provided the CAD data. During this time the Assistant Chief obtained additional access to raw Peachtree City Police Department CAD data and was also able to provide the CAD data; this should eliminate any problems in the future in obtaining needed CAD data.

The project team collected information regarding the PCPD workload activities relating to field patrol personnel (i.e., regular Patrol Officers, field corporals and Sergeants). Specifically, this involved the raw data set that captured all dispatch communication activity for the Peachtree City Police Department for the 12 month

period of June 1, 2012 – May 31, 2013 (which will be referred to as "2012" throughout this report) and included the following types of information:

- Call or Event Number
- Date and Time of Initial Creation of the CAD Case
- Location of Call
- Type of Call
- Priority of Call
- Time of Unit(s) Dispatch
- Time of Unit(s) In-route
- Time of Unit(s) On-Scene Arrival
- Time of Unit(s) Clearance
- Beat Unit Identifiers (e.g., unit numbers) for responding unit
- Incident Disposition (e.g., report taken, arrest, citation, etc.)

This information serves as the context for analyzing patrol's staffing needs and estimating workload activity, including the identification of community-generated calls for service, as well as officer-initiated activity. This summary description of PCPD patrol services is organized as follows:

- Patrol unit scheduled deployment
- Patrol officer availability
- Total calls for service
- Calls for service
- Calls for service response and handling time
- Calls for service dispositions

- Officer initiated activity and handling time

The first section provides the current patrol unit deployment, showing by time of day the number of patrol units scheduled.

(1) Peachtree City Police Department Patrol Schedule and Officer Availability.

Patrol Sergeants, Corporals and Officers in the Peachtree City Police Department typically work 12 hour shifts, either 0730-1930 hours or 1930-0730 hours. The department uses a "team concept" (where Patrol personnel work with the same people on their shift every day) and assigns Officers to one of four Patrol Teams to provide 24/7 coverage: "Alpha" (1930-0730), "Bravo" (0730-1930), "Charlie" (1930-0730) or "Delta" (0730-1930) teams. When Alpha team is working, the officers on Charlie team are on their days off; the same is true for Bravo and Delta teams. Patrol staff work 7 shifts (84 hours) in a 14 day work cycle:

- Week 1 is a 5 shift week: Monday, Tuesday, Friday, Saturday and Sunday
- Week 2 is a 2 shift work week: Wednesday and Thursday

Employees working this schedule take off the extra four hours worked sometime during the two weeks to reduce their paid hours to 80 hours.

Officers and Sergeants rotate from night shift to day shift every 60 days. As of September 2013, the authorized patrol staffing comprises four Sergeants and 33 Officers/Corporals. When fully staffed, the patrol teams are staffed as follows:

- Alpha Team (nights) –1 Sergeant, 8 Officers/Corporals
- Bravo Team (days) – 1 Sergeant, 8 Officers/Corporals
- Charlie Team (nights) – 1 Sergeant, 8 Officers/Corporals
- Delta Team (days) – 1 Sergeant, 9 Officers/Corporals

The supervision ratio of Sergeants to Officers is within the "best practice" range of 1:6-9, which provides a good level of supervision for patrol staff. However, no relief for Sergeants is built into the schedule – the minimum Sergeant staffing level is also the maximum Sergeant staffing level (this issue will be discussed later).

The following table lists the authorized number of officers assigned to patrol services to show a graphical depiction of patrol officer staffing over an average 24-hour day using the current work schedule; it does not include the two K9 Officers that are assigned to work a patrol shift. A Sergeant is also deployed on every shift for supervision and overall management of patrol services. Patrol Sergeants in Peachtree City also respond to calls for service and may also handle calls for service as the primary unit, notwithstanding their primary supervision role. The following table shows the patrol Officer/Corporal staffing level (the scheduled 84 hours per officer every two weeks).

Authorized Patrol Staffing

Hour	Days 0730-1930	Nights 1930-0730	Average Shift Staffing
0000	8.0		8.0
0100	8.0		8.0
0200	8.0		8.0
0300	8.0		8.0
0400	8.0		8.0
0500	8.0		8.0
0600	8.0		8.0
0700	8.0		8.0
0800		8.5	8.5
0900		8.5	8.5
1000		8.5	8.5
1100		8.5	8.5
1200		8.5	8.5
1300		8.5	8.5
1400		8.5	8.5
1500		8.5	8.5
1600		8.5	8.5
1700		8.5	8.5
1800		8.5	8.5
1900		8.5	8.5
2000	8.0		8.0
2100	8.0		8.0
2200	8.0		8.0
2300	8.0		8.0

The above table depicts the authorized number of patrol staff when all personnel assigned to the shift actually work their shift. This equals a total of approximately 198 hours per day of patrol staffing. The minimum staffing level on patrol is one Sergeant and five Officers, personnel will be called in to work overtime to maintain this staffing level.

(2) Leave Hours for Patrol Division Staff and Patrol's Actual Staffing Level.

The twelve hour patrol schedule results in an employee working 84 hours every two weeks or 2,184 hours in a year (182 twelve hour shifts). Each employee working this schedule must take four hours off during the two week pay period (104 hours total

in a year) to reduce paid hours to 80 per two week cycle (this results in 2,080 paid work hours annually). The current necessity of scheduling each patrol officer and Sergeant for four hours off is a continuing logistical problem resulting from the current 12-hour schedule. The 12-hour and eight-hour schedules are the most efficient schedules for a 24/7 operation. The "extra" four hours of required leave time results in reduced staffing on patrol, and sometimes results in the necessity to pay Officers overtime to maintain a minimum staffing level. A significant administrative improvement to the schedule is to increase the FLSA[4] work cycle from 80 hours to 84 hours, resulting in Officers/Sergeants assigned to Patrol being paid 84 straight time hours, which is their normal work schedule.

The total number of hours actually worked by Officers is also reduced by other leave hours used, in-service training and other assigned tasks. The project team used personnel leave data obtained from the PCPD to determine the number of leave hours for patrol personnel for calendar year 2012. Officers who had not completed their first full year of service were excluded from the calculations due to the significant training that occurs during the first year of employment.

Officers also perform a variety of administrative tasks during their work shifts such as shift briefing, meal breaks, and meetings during the shift, etc. The project team used an average of 90 minutes per shift for these activities. Officers typically also work "backfill overtime" to replace other officers to fill in for officers who are off sick, on vacation, etc. – in 2012 Peachtree City Police Department only used a few hours of backfill overtime.

[4] Fair Labor Standards Act

The following table summarizes the estimated availability of police officer after deducting leave hours, training hours and time for administrative tasks during their shift.

Leave and Training Hours	Work Hours
Total Scheduled Annual Work Hours	**2,184**
Mandatory Leave (reduce from 84 to 80 hours/2 weeks)	104
Average Leave Usage	322
Average Training Hours (on duty)	53
Total Unavailable Hours	**375**
Net Work Hours	**1,705**
% Annual Availability	**82.0%**
Administrative Time (90 Min. x 171 Shifts)	256
Net Available Work Hours	**1,449**
% Annual Availability	**69.7%**

The following points summarize the data above:

- Patrol Officers' and Corporals' 12-hour work schedule equals 2,184 hours for the year (84 hours every two weeks) and four hours leave must be taken sometime during the two weeks to reduce paid hours to 80, or 2,080 for the year.

- Patrol Officers and Corporals averaged 322 hours of leave usage annually for 2012. This includes time off for vacation, injury, sick, compensatory time off, birthday, holiday and military, etc. As of September 2013 the PD has four Officers in military Reserve Units and two Officers are currently on military deployment.

  The leave hours for Peachtree City staff are slightly above the 300 hour range the project team typically sees in other police departments across the United States.

- An estimated average of 53 training hours "on duty" as part of their 2080 straight time hours – either as part of their regular work schedule or adjusted straight time schedule. The number of on duty training hours was provided from records kept by the PCPD. This is a higher level of training than is typically seen by the project team in other law enforcement studies.

- This equates to a total of 1,705 hours when a patrol officer is present at work and working a patrol shift (78.1% of the 2,184 scheduled hours or 82.0% of the 2,080 annual paid work hours).

- There were only a few hours of "backfill OT" on Patrol for the entire year so no hours were added back in as additional work hours.

- During the work shift, Officers attend briefings, take meal breaks, attend court, gas and check their vehicle, etc. These tasks are defined as "administrative time" and take an estimated 90 minutes per shift. Note that a Patrol Officer is almost always available to respond to emergency calls for service while performing these administrative tasks.

A Peachtree City Police Officer is available to provide patrol services for approximately 1,705 hours annually (no hours of backfill OT were worked on Patrol). The following table shows the actual number of personnel that worked a shift on patrol during 2012 based on this average. The actual staffing level is always lower than the authorized level due to officers on leave, on a training assignment or away for other reasons.

Actual Patrol Staffing

Hour	Days 0730-1930	Nights 1930-0730	Average Shift Staffing
0000	6.2		6.2
0100	6.2		6.2
0200	6.2		6.2
0300	6.2		6.2
0400	6.2		6.2
0500	6.2		6.2
0600	6.2		6.2
0700	6.2		6.2
0800		6.6	6.6
0900		6.6	6.6
1000		6.6	6.6
1100		6.6	6.6
1200		6.6	6.6
1300		6.6	6.6
1400		6.6	6.6
1500		6.6	6.6
1600		6.6	6.6
1700		6.6	6.6
1800		6.6	6.6
1900		6.6	6.6
2000	6.2		6.2
2100	6.2		6.2
2200	6.2		6.2
2300	6.2		6.2

The above table depicts the average number of Patrol personnel that actually worked an assigned shift in 2012 – this level equals an average of 6.4 personnel on duty each hour and a total of approximately 155 hours per day of patrol staffing. This actual staffing level reflects the "net" hours worked (78.1%) compared to the scheduled work hours (2,184 hours as shown in the "authorized staffing" table). The actual staffing level deducts the hours for employees who were off on various types of leave, or at a training course that was considered part of their normal work hours (or adjusted work hours).

Recommendation:

Change the FLSA work cycle for Officers/Sergeants assigned to Patrol from 80 hours every two weeks to 84 hours (their normal work shift schedule) resulting in additional 4 hours of straight time pay every two weeks; estimated annual cost[5] of $81,000.

(3) A Minimum of One Sergeant is required for Supervision 24/7.

In addition to the Officers required for Patrol at least one Sergeant is needed 24/7 to provide supervision (a total of 8,760 hours annually). Peachtree City currently has four Sergeants assigned as Patrol supervisors; the schedule does not provide any overlap – the minimum staffing is also the maximum staffing. Supervision is a critical component of risk management and proper functioning of a police department. At least one Sergeant should be on duty 24/7 to provide the necessary shift management, accountability, and supervision.

When a Sergeant is on leave (approximately 18% of work shifts) the Lieutenant must cover for the Sergeant or another Sergeant must be called in on overtime to

[5] Using mid-step Corporal hourly rate for 33 staff at 104 hours each.

relieve him or her (which does not currently occur as OT is not budgeted for this). Having Lieutenants provide relief for Sergeants is feasible a portion of the time, there will be times when it is difficult to accomplish and Lieutenants will not be able to accomplish all of their assigned tasks.

The project team used the leave data provided earlier in the report to calculate the number of positions required to field one Sergeant 24/7, shown below.

Patrol Sergeant	Hours
Hours Required to Fill One 24 Hour Position	8,760
Average Annual Hours Worked / Employee (2,080 – 322 leave and training hours)	1,705
Patrol Sergeants Required – One 24 Hour Position	**5.1**

A total of 5.1 Sergeants are needed on Patrol to staff one Sergeant position 24/7 for the year, without requiring Lieutenants to provide backfill coverage or the use of overtime. The cost of one additional Sergeant's position is significant, approximately $82,180 annually, and one 'relief' Sergeant cannot easily work the relief hours needed throughout the week. An efficient way to accomplish the needed relief is to pay overtime to another Sergeant when needed. PCPD currently is not budgeted to pay for backfill OT; the Lieutenants and Sergeants coordinate and manipulate their schedules to provide the needed coverage. Locating Sergeants who are willing to work the overtime may often be difficult to do. Another cost efficient option is to use an on-duty Corporal to function in a supervisory role when a Sergeant is absent – the PCPD command staff has a reasonable and cost efficient plan to train and develop some Corporals for this purpose. A Corporal who has indicated his or her desire to be promoted, meets the screening criteria for Sergeant, has completed the internal Sergeant "FTO" (Field Training Officer) training would be approved to function as a

supervisor and receive additional pay for the hours they act in a Sergeant's role. This is a good option, as there will frequently be a qualified Corporal on duty; it fosters career growth for employees and is part of necessary succession planning for the organization.

To provide the necessary backfill for Sergeants when they are on leave requires funding to provide for supervisory backfill overtime or additional pay for Corporals who function as Sergeants – or implementation of both options. Additional funding for this need will be required.

Recommendation:

The City should increase funding to the Peachtree City Police Department to provide backfill overtime hours for Sergeants and/or pay for Corporals when they are functioning as Sergeants on Patrol, estimated cost of $20,000.

(4) Employee Attrition Rate.

The following table shows the number of employees who have separated from the PCPD for any reason (retirement, resignation, termination) over the last 10 years.

Calendar Year	Sworn Separations	No. of Sworn Employees	Attrition Rate
2003	10	54	18.5%
2004	4	57	7.0%
2005	4	57	7.0%
2006	7	61	11.5%
2007	8	64	12.5%
5 Year Sub-Total	**33**	**59**	**11.3%**
Annual Average	**6.6**		
2008	5	67	7.5%
2009	1	67	1.5%
2010	3	67	4.5%
2011	1	67	1.5%
2012[6]	4	64	6.3%
5 Year Sub-Total	**14**	**66**	**4.2%**
Annual Average	**2.8**		

[6] Does not include the three Captains leaving the Department due to re-organization and a resulting reduction in the number of staff.

Separations over two five-year periods are shown in the above table, equaling a total of 47 sworn employees separated from the PCPD over the last ten years and a 7.5% average annual attrition rate. However, the most recent five year period is given greater weight when predicting the department's future attrition rate – a 4.2% attrition rate is a significant reduction from the previous five year period, and a lower attrition rate than typically seen by the project team in other police department studies. This low attrition rate has many benefits for an agency such as reduced hiring and training costs, reduced staff time for the PCPD and City Human Resources staff; and it also provides a stable workforce resulting in more seasoned Officers working Patrol assignments. Overall, it is a positive measure of the health of the organization, as it indicates that employees are generally satisfied working at the Department – or at least that other law enforcement agencies in the region are not perceived as a better agency for which to work. However, it is unlikely that this low attrition rate can be sustained over a long-term period. When planning for future staffing needs, it will be more prudent to use a 6-7% average attrition rate[7], which is closer to an average attrition rate for police departments throughout the United States.

There are many factors that result in the Department's attrition rate, including the average age of the workforce, availability of other jobs in the region that an officer may "lateral" transfer to, pay and benefits of the agency and other agencies in the region, satisfaction with management of the organization and their peers, and overall stability in the organization. A lower attrition rate is a positive indicator of the health of an organization and results in fewer organizational resources that must be spent or

[7] The project team will use a 6% rate when calculating estimated staffing requirements.

dedicated to the recruiting, hiring, training and assimilating new personnel. Attrition rates above 8% annually represent a challenge for organizations to replace employees and, at such a rate, it is often difficult to maintain the Patrol staffing level without the significant use of overtime or the re-assignment of personnel from other work units (which Peachtree City Police Department has done). It also requires a higher training budget, and puts a strain on existing training resources such as Field Training Officers.

Recommendation:

Annually review the attrition rate and if it remains at the 4 – 5% level, plan to replace approximately 1-2 Officers per year and include sufficient resources in the budget to accomplish this need.

Set a goal to maintain a five year average attrition rate of 6% or less for police employees (this is a more realistic long term goal than the current 4.2% rate).

(5) Calls for Service Workloads.

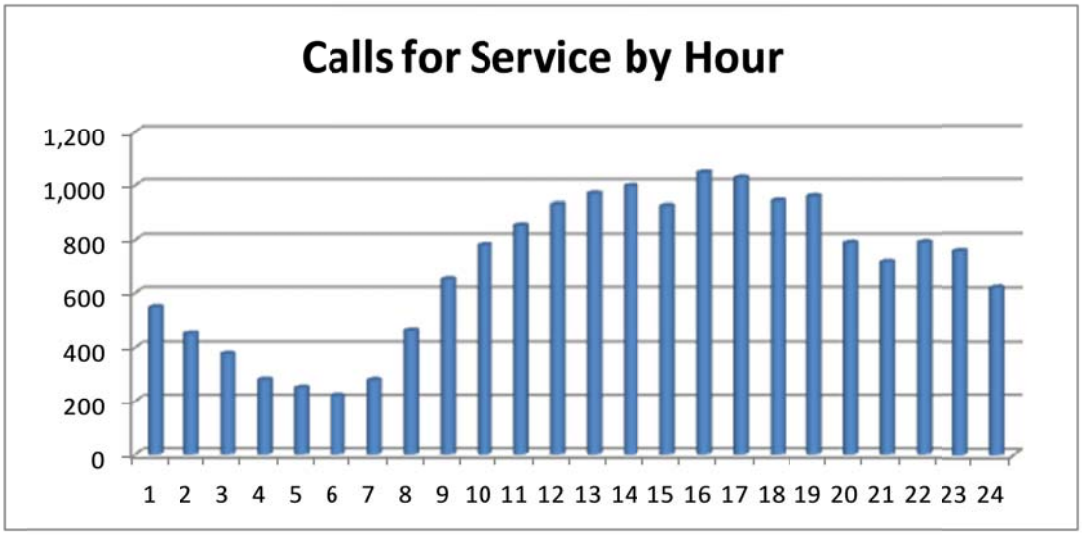
The project team had a difficult time obtaining CAD data from the Fayette County 911 Communications Center in a format that allowed response time calculations to be completed from the raw CAD data. The Department intervened and established a direct contact at Spillman Technologies, the CAD system provider, and over several months assisted the project team in obtaining the CAD data necessary to conduct the Patrol operations analysis for this project.

The following table shows the total number of community generated calls for service (CFS) by time of day and day of week for the 12 month period of June 1, 2012 – May 31, 2013. The project team defined a community generated call for service as a call where at least one PCPD sworn officer provided the primary response to an incident. The CAD system data was used to determine the number of CFS. It does not include the incidents of officer-initiated activity.

Community Generated Calls for Service by Day & Hour

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	105	71	58	66	80	65	102	547
0100	79	48	57	50	60	55	100	449
0200	63	44	47	54	56	43	69	376
0300	52	32	33	38	33	43	49	280
0400	50	43	30	29	36	33	29	250
0500	43	29	31	24	32	29	32	220
0600	25	44	42	39	44	52	33	279
0700	44	78	74	73	83	70	38	460
0800	72	102	80	108	107	103	79	651
0900	68	126	112	113	119	135	108	781
1000	87	134	126	119	117	141	129	853
1100	97	130	138	136	133	161	136	931
1200	119	117	144	150	119	157	164	970
1300	113	138	134	130	171	174	138	998
1400	107	125	128	141	144	134	146	925
1500	96	179	135	177	152	173	136	1,048
1600	117	148	140	160	157	166	141	1,029
1700	93	144	130	143	145	164	125	944
1800	104	127	132	171	153	162	111	960
1900	107	90	114	114	138	125	101	789
2000	102	85	102	110	120	101	98	718
2100	90	100	98	128	104	138	133	791
2200	86	106	95	101	105	138	126	757
2300	92	87	66	79	95	101	102	622
Total	**2,011**	**2,327**	**2,246**	**2,453**	**2,503**	**2,663**	**2,425**	**16,628**
Ave/day	39	45	43	47	48	51	47	46

PCPD responded to 16,628 community-generated calls for service, approximately 46 per day. The busiest day of each week was either Thursday or Friday with an average of 48 and 51 CFS daily. Of the total number of calls, 7,157 calls (43%) occurred during the day (0800-1600), 6,610 calls (40%) occurred during the afternoon/evening hours (1600-midnight) and 2,861 calls (17%) occurred during the nighttime hours (midnight – 0800). The following chart shows a depiction of the number of calls for service over the 24-hour day.



The following table shows the most common types of calls for service.

Type of Call	# of Calls	% of Total
Intrusion Alarm	1,804	10.8%
Suspicious Person / Vehicle	1,784	10.7%
Medical Assist	1,533	9.2%
Accident	903	5.4%
Theft	887	5.3%
Information	858	5.2%
Mechanical	808	4.9%
Domestic Disturbance	780	4.7%
Abandoned Vehicle	721	4.3%
Welfare Check	703	4.2%
Fire Assist	583	3.5%
Assist Motorist	425	2.6%
Animal Case	415	2.5%
Criminal Damage	391	2.4%
Ordinance Violation	376	2.3%
All Other Calls for Service	3,657	22.0%
Total	**16,628**	**100.0%**

The “other” types of calls include transports, disorderly child, noise disturbance, other types of vehicle accidents (e.g. hit & run), VIN verifications, and lost property recovery. As shown above, the 15 most frequent calls for service account for 12,971 calls, which are 78% of the total number of calls during the year.

Recommendation:

Annually review the number of community-generated calls for service from the CAD data to determine the trend in community-generated workload.

(6) Average Times for Response and Handling of Calls for Service in 2012.

The response to and handling of community generated calls for service is one of the primary tasks of any municipal police agency and one that frequently is the subject of inquiry from city leaders and members of the community. The project team calculated the average times using all of the calls for service reported to the Peachtree City Police Department in 2012.

The following table shows three individual time components and two overall time components for a community generated call for service:

- Call processing and call "queue" time – from the time the call was received in Dispatch (contract services provided by the Fayette County 911 Communications Center) and the CAD incident number was created, until the officer is dispatched. The CAD data record does not allow the call processing time to be separately calculated from the "queue" time (the time that a call may be pending because an officer is not available to be dispatched to the incident).

- Travel time – from the time the call was dispatched to an officer until the arrival of the first police unit (the difference between the "dispatch time" and the "on scene time" for the first arriving unit).

- Call "response" time – the call process time + travel time. This is the time citizens are most often interested in – from the time they call 9-1-1 until an officer arrives at the scene of the reported incident (shaded box).

- On scene time – from the time of arrival to the time the officer cleared the call.

- Call handling time – the total of the travel time and on scene time.

The times are shown for the different types of priority calls for service and the overall total for all calls for service.

CFS	Call Processing & Queue	Travel	Response Time	On Scene	Call Handling (Travel + On Scene)	Call Handling Hours
16,628	2.2	6.8	9.0	21.9	28.7	7,954

As shown above, the average "Call Processing" time for all community generated calls for service is 2.2 minutes and the average "Travel" time is 6.8 minutes. This equals an average "Response" time for the first PCPD unit to arrive at the scene of a call for service of 9.0 minutes. The response time to emergency and urgent calls for service will be faster as Peachtree City Police Department assigns a high priority to these types of calls, but the call "priority" is not tracked in the CAD system. The project team recommends that the Department work with the Fayette County 911 Communications Center to develop a formal list of call priorities that will be included as a separate field that automatically attaches to the incident number in the CAD system. A call priority listing of five or six call "priorities" will allow the easy calculation of response times to emergency, urgent, and low priority calls for service.

The average "On Scene" time was just under 22 minutes for all calls. The overall average "Call Handling" time of approximately 28.7 minutes is in the average range of handling times for calls for service commonly seen by the project team in other police department studies throughout the United States. The total time required to handle community generated calls for service in 2012 was 7,954 hours for the primary Officer (the time required for back-up Officers is shown later in this section).

The following table shows the percentage of calls for service that were responded to within various time ranges.

CFS	Travel Time in Minutes					Total #
	0:00–4:59	5:00–6:59	7:00–9:59	Above 10:00	No Time Stamps	
Total	4,468	2,600	2,251	1,728	5,581	16,628
% of CFS	26.9%	15.6%	13.5%	10.4%	33.6%	100.0%

PCPD responded to over 42% of the calls in fewer than seven minutes of travel time and only 10.4% of the calls resulted in a travel time of over ten minutes. The calls listed as “no time stamps” are the calls where neither a dispatch time nor arrival time was listed in the CAD record. The most common reason for this lack of data is a situation wherein an Officer is dispatched to a call, but is cancelled while “in route” to the call – an “arrival” time stamp is appropriately not entered for his or her response. Additional reasons for missing time stamps in the CAD record include Officer, Dispatcher, or equipment errors.

Recommendation:

Work with the 911 Communications Center to develop a numbered “priority” list for all calls for service; modify the CAD system to automatically attach a numbered “priority” to all calls for service.

(7) Officer “Back-Up” Time, Reports Written and Bookings.

Officers also respond as backup units to assist the primary officer on many calls for service. The CAD system used by Peachtree City Police Department separately captures the number of calls where Officers respond as a back-up officer and the amount of time officers spend as a back-up officer. The following table shows the number of calls where one or more backup Officers responded to assist the primary Officer, as well as their average travel time and on-scene time.

	Responses	Travel Time	On Scene Time	Call Handling (Travel + On Scene)	Call Handling Hours
Primary Unit	16,628	6.8	21.9	28.7	7,954
One Backup Officer	11,585	7.5	24.5	32.0	6,179
Total Responses	**28,213**				**14,132**

As shown above, there were a total of 11,585 responses by backup Officers who assisted the primary Officer at a call for service. One backup Officer was needed at 7,591 of the calls for service, and additional backup Officers provided another 3,994 responses to calls. In 2012, PCPD officers spent a total of 14,132 hours responding to, or handling community-generated calls for service. The project team considers this figure the minimum number of hours PCPD spend handling the "community demand" workload (i.e. calls for service), as CAD systems do not capture the time for officers who were dispatched to a call but were cancelled while in route to the call. Additional work tasks are captured by the CAD system, and will be reported in the following section.

In other police department studies conducted by the project team, an average rate for a backup Officer(s) to assist the primary Officer is commonly 40% - 60% of all calls for service. As listed above, PCPD's backup rate is 45.7% in 2012.

Peachtree City officers wrote a total of 5,014 reports in 2011 (2,954 basic reports (C4s) and 2,060 full crime reports (C5s). The project team uses an average of 45 minutes per report written as a standard over the year, which equals 3,761 hours of report writing time. Officers also arrested 1,060 adults and 1,370 juveniles in 2012, and using an average processing time (from initial arrest until the officer has booked or released the prisoner) of 1.5 hours, equaling 3,654 hours of prisoner processing time.

These committed hours will be used to complete the staffing calculations later in this report.

(8) Officer Initiated Activity and Administrative Tasks.

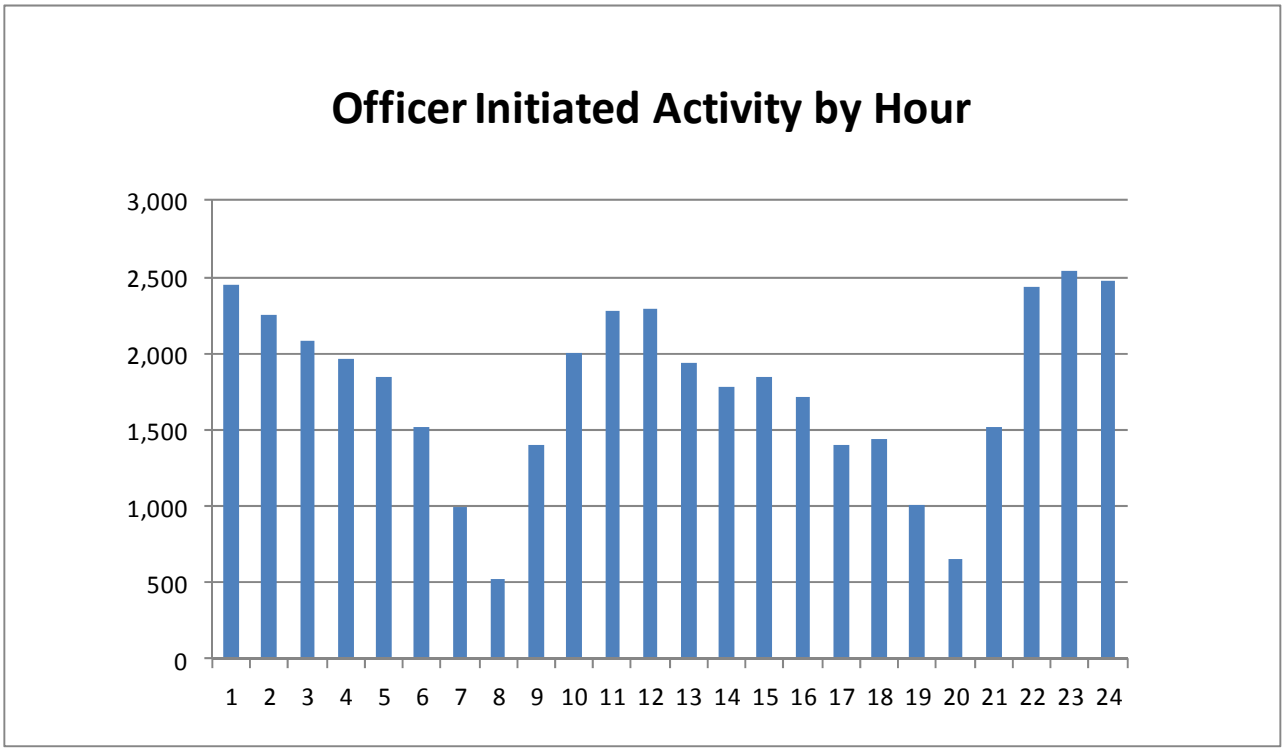
In addition to responding to calls for service, Patrol Officers engage in a number of officer-initiated, or self-initiated, activities during their work hours, such as vehicle stops, pedestrian stops, security checks, warrant service, etc. Officers must also perform a variety of administrative tasks during their shift (e.g. investigative follow-up, prisoner pick-ups, and transport packages) some of which is captured by the CAD system, as an Incident number is created for the task. Tasks for “funds” and “funeral” escorts are counted in this category, as it is most often a pre-scheduled task for officers.

The number of officer-initiated activities was determined by identifying the number of self-initiated events from the CAD record. The following table shows the number of officer-initiated incidents.

Officer Initiated Activity – June 2012 thru May 2013

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
0000	320	292	384	388	396	346	324	2,450
0100	295	242	336	324	368	340	341	2,246
0200	226	256	349	339	348	329	237	2,084
0300	222	395	287	267	319	262	212	1,964
0400	213	312	255	257	289	293	232	1,851
0500	174	206	220	227	226	210	256	1,519
0600	117	134	155	153	143	124	161	987
0700	64	56	104	88	91	60	64	527
0800	147	229	264	244	180	185	151	1,400
0900	208	327	298	321	283	310	249	1,996
1000	278	335	287	409	361	297	312	2,279
1100	287	321	341	380	357	308	301	2,295
1200	263	258	276	299	280	294	271	1,941
1300	233	245	255	286	272	230	253	1,774
1400	196	269	290	324	280	261	231	1,851
1500	196	221	299	286	272	225	218	1,717
1600	219	194	197	230	196	179	179	1,394
1700	215	177	210	214	204	223	195	1,438
1800	143	99	173	141	153	154	144	1,007
1900	96	62	111	121	96	82	83	651
2000	206	222	247	232	232	194	186	1,519
2100	290	386	388	338	362	355	321	2,440
2200	294	397	422	367	396	347	310	2,533
2300	278	404	382	356	393	342	321	2,476
Total	**5,180**	**6,039**	**6,530**	**6,591**	**6,497**	**5,950**	**5,552**	**42,339**
Ave/day	100	116	126	127	125	114	107	116

As shown above, Patrol Officers handled 42,339 incidents, an average of 116 events per day. Most frequently these events were security checks, but also included traffic stops (vehicle, golf cart, or pedestrian), warrant service, investigative follow-up, and administrative tasks. These incidents that received CAD documentation do not include the 1,065 hours of cart path patrol that was provided by officers during the year.



The following table shows the number of officer-initiated incidents – listed by the most frequent "type of incident" from the CAD record.

Officer Initiated Incidents

Type of Incident	Number	Percent	Avg. Minutes
Security Check	28,315	66.9%	3.4
Traffic Stop	12,591	29.7%	10.0
Warrant Service	482	1.1%	49.2
Transport Package	333	0.8%	37.3
Road Block	298	0.7%	20.0
Prisoner Pick-up	122	0.3%	125.7
Funeral Escort	100	0.2%	34.3
Investigative Follow-up (Code10)	43	0.1%	34.1
Funds Escort	34	0.1%	19.3
Relay	10	0.0%	7.9
Admin. Complaint	7	0.0%	9.0
Security – Golf	3	0.0%	34.6
Security – Bike	1	0.0%	19.5
Total Incidents & Average Time	**42,339**	**100%**	**6.7**

This is a very high number of officer-initiated incidents (only 510 incidents were "administrative" in nature), equaling 255% of the number of CFS – this is the highest ratio of SI incidents to CFS the project team has ever seen (by over 60%). The most frequent activity was a "Security Check" performed – a Security Check is when an Officer makes a specific effort to drive by a business, school, parking lot or residential area. The security check may be to visually inspect the doors and windows of a building or vehicle, check for open doors, or walk through a site.

The high number of officer-initiated incidents indicates that managers and supervisors are pro-actively managing field activities and that officers are performing pro-active tasks when time is available during their shift. The average time spent on an officer-initiated incident was 6.7 minutes, totaling 4,728 hours during the year for these activities for the primary Officer, plus 1,010 hours spent by back-up Officers. Additionally, Officers spent 1,065 hours conducting cart path patrol during the available "proactive" work hours.

2. PATROL FIELD SERVICES PRINCIPLES AND BEST PRACTICES.

The orientation toward the provision of field patrol services in municipal law enforcement agencies has come full circle in the United States over the last 60 years. The historic law enforcement approach to field services involved a police officer who walked a particular beat or neighborhood. A traditional beat officer knew people in the area; he or she was in a position to recognize potential problems before they occurred as well as likely suspects for crimes committed on the officer's beat. As cities grew and metropolitan areas spread, the vehicles of motorized officers became the normal transportation mode to respond to calls for service. The police department's focus

changed to one of responding quickly (i.e. in a patrol car) to all types of calls in a wider geographic area and, overall, fewer officers assigned to foot or vehicle patrol duties. At the same time, society at large and city residents developed rising expectations for the services that would be provided by police officers (e.g. the passage of domestic violence laws in the late 1970s and 1980s). Over time, these factors resulted in a beat officer that had less local neighborhood knowledge and less frequent contact with the residents in his or her service area, but who was subject to higher expectations among the general public.

Initiatives over the last four decades have attempted to once again provide more evident policing services to the community. This law enforcement focus throughout the country has been under the general umbrella of "community policing" – a return to providing a wide range of services identified by citizens, more frequent contact with a police officer, and more proactive law enforcement in neighborhoods and schools. Community policing has taken form via countless initiatives throughout the country in recent years. The project team supports local community policing efforts, especially those that involve patrol personnel when they have uncommitted time during their shift. These efforts should also involve the active participation of supervisors, managers, and other specialty units (e.g. School Resource Officers).

Over the course of several hundred police department studies, the Matrix Consulting Group has developed a list of key elements in the effective provision of field patrol services in a community, including the responsibility of officers to be proactive during their shifts (to identify and resolve problems), and not just reactive in handling

calls for service. These general policing elements are summarized over the next several pages:

Management Task	Comments
Reactive Patrol Requirements	• The primary mission of any law enforcement field patrol force. Responding to citizen requests (or calls) for service is the most critical element of successful patrol services. • As staffing allows, the department should have clearly defined areas of responsibility (beats or zones). • The department should have clearly defined response policies in place; including prioritization of calls, response time targets for each priority, and supervisor on scene policies. • This reactive workload should not make up more than 50 - 60% of each officer's net available time per shift (on average). This includes time to write reports and to transport and book prisoners.

Management Task	Comments
Proactive Patrol Requirements	• "Proactive time" is defined as all other activity not in response to a citizen-generated call; it occurs during the shift when officers are not handling calls and have completed other necessary tasks; it includes items such as traffic enforcement, directed patrol, bike and foot patrol. It is also sometimes referred to as "uncommitted" time, but this is somewhat of a misnomer, as it only means the time not committed to handling *community-generated calls for service*. Clearly, there are other tasks required of patrol officers. • The department should have clearly defined uses for "proactive time" – i.e. officers should know what they are expected to do with their time when not responding to calls for service. This may include targeted preventive patrol for general visibility, traffic enforcement, developing relationships with members of the community, or visiting schools or parks. • The proactive element of field patrol should make up between 40% and 50% of an officer's day (on average). • Research and experience has shown the 40 – 50% range to be an appropriate level of "proactive time" for several reasons: - An average "proactive time" level of 25% or less reflects a patrol staff that is essentially fully committed, and not able to regularly provide proactive patrol functions during many hours of the day. - "Proactive time" of more than 50% results in less efficient use of officer resources as it is difficult to have sufficient meaningful work tasks and manage personnel whose time is so heavily weighted toward proactive activities. - Some exceptions to this latter concern are units which are dedicated to handle certain types of activity, e.g., traffic enforcement units, School Resource Officers, etc. However, it should be noted that the officers assigned to these units should respond to any call for service when needed/required. - A level of 50% "proactive time" or higher is typically seen in smaller suburban or rural communities; a level of 30 – 40% is more common in medium size and larger cities.
Problem Identification and Resolution	• Effective proactive patrol for municipal law enforcement requires the rapid identification of problems and issues, the development of an action plan to address issues as they arise, implementation of the potential solution, and regular evaluations to determine if the approach successfully addressed the issue. • This approach should be used on criminal, traffic and other quality of life problems reported to the department or discovered by officers during the course of their patrol duties. • Officers have the primary role in accomplishing proactive tasks, field projects (e.g. Problem Oriented Policing), etc. • Formal and informal mechanisms for capturing and evaluating information should be used. Officers and supervisors should be primarily responsible for this, but managers must also have involvement and oversight.

Management Task	Comments
Management of Patrol Resources	• Patrol supervisors and managers must take an active role in management of patrol. This includes developing and utilizing management reports that accurately depict the activity, response times to calls for service and the variety of current issues and problems being handled by patrol units. • Resources must be geared to address actual workload and issues. This includes ensuring that patrol staffing is matched to workload, that patrol beats or sectors are designed to provide an even distribution of workload. • This also includes matching resources to address issues in a proactive manner. This may include shifting beats to free staff to handle special assignments, assigning officers to targeted patrols, assigning traffic enforcement issues, etc. • Staffing should be related to providing effective field response to calls for service, provision of proactive activity and ensuring both officer safety and safety of members of the public. • Supervisors should be both an immediate resource to field officers (for advice, training, back-up, inter-personal skills) and field managers (handling basic administrative functions).
Measurement of Success and Performance	• Data should be used to plan and manage work in Patrol and other fieldwork units. • Effective field patrol should be measured in multiple ways to ensure that the department is successful in handling multiple tasks or functions. • Examples of effective performance measurement include: response time, time on scene, number of calls handled by an officer, back-up rate and the traffic enforcement index (citations/warnings + DUI arrests divided by injury + fatality accidents), overall level of crime and clearance rate. • Managers and supervisors should track and review performance measures on a regular basis to know what level of service is being provided to the community and for use as one tool to ensure that services are effective and efficient.

The matrix above summarizes the basic elements of an effective and modern patrol service in a community, providing both reactive field services (response to community-generated calls for service) and proactive work by officers assigned to fieldwork units. During these times of limited or decreasing budgetary resources, it becomes critically important for managers of the patrol function to make the best use of officers' time to provide effective policing and to meet expectations of the community.

The key elements identified above in the effective provision of field patrol services in a community are summarized as follows:

- Effective municipal law enforcement requires a field patrol force, which is designed and managed to be flexible in providing both reactive and proactive response to law enforcement issues in the community.

- This requires that the department balance personnel, resources and time to handle both of these types of law enforcement. Between 50% and 60% of the time in a community should be spent handling all of the elements of reactive patrol. The remaining 40% to 50% should be spent specific proactive patrol activities, other self initiated tasks or community policing activities.

- When an Officer has a block of time available (e.g. during a slow day), the activities planned/conducted during this time should be part of a Patrol plan and not left unstructured and random. Effectively addressing issues in the community requires tasks be accomplished as part of a plan – addressing specific problems in pre-determined ways. The plans should be overseen by management but planned and accomplished at the Officer/Sergeant or "squad" level.

- Any effective proactive approach to patrol requires that information be managed formally and that a formal effort be put into evaluating that information. This evaluation should lead to specific actions to address issues/problems in a community. In addition, attempts to address problems should be evaluated formally to determine if the efforts made have been effective.

These basic elements represent the primary ingredients of effective and efficient municipal field law enforcement in the United States in the 21st century.

Patrol "pro-activity" is a very important part of patrol operations in communities such as Peachtree City, where the calls for service volume and the crime rate are relatively low, and the expectations of the police department from the community to ensure a safe and orderly community are relatively high. Planning and establishing patrol goals and specific pro-activity targets are important for effective management of a patrol operations force and to ensure that Patrol Officers are being used to accomplish desired tasks during available time to meet established goals.

(1) Factors to Consider in Establishing Patrol Staffing Levels.

The project team uses an analytical approach to determine the staffing level required in a community such as Peachtree City. The approach is characterized by several key factors that provide the basis for objective evaluation of a police department's patrol force:

- Staffing should be examined based on the ability of current staff to handle the calls for service generated by the community (and the related work such as report writing and processing arrestees), as well as providing sufficient time for proactive activities such as directed patrol, cart path patrol, traffic enforcement and addressing on-going issues/problems in a given neighborhood.

- Staffing is dependent on the time that officers are actually available to perform the work required of the patrol function. In this evaluation, leave hours usage and time dedicated to administrative functions are examined.

- The number of Patrol staff deployed should be the result of policymakers (City Council and City Manager) selecting a level of policing that is desired by the community. Establishing a targeted average level of "proactive time", or uncommitted, time is an effective method to determine the policing level that will be provided and also gives guidance to the police chief.

- The project team's analysis does not include the utilization of ratios such as "officers per thousand" because it does not account for the unique characteristics of communities (e.g. demographics, workload, unique community needs, deployment, etc.). Although these ratios are interesting, they do not provide a comprehensive measure of staffing needs for a specific community, nor should policymakers use them as a basis to make decisions regarding patrol staffing. The project team's approach is supported by the International Association of Chiefs of Police (IACP) that view "officer per thousand" ratios as "totally inappropriate as a basis for staffing decisions".

There are other significant factors for policymakers to consider when determining staffing levels. These factors include, but are not limited to, the following:

- The type, severity, and volume of crime in a community.

- The ability of the police department to meet response time goals to calls for service and solve crime (taken as a performance measure and not as a crime prevention/reduction measure).

- The level of police department involvement in providing non-traditional police services such as neighborhood problem solving, graffiti removal, community meetings and events and teaching/role modeling in the schools. Peachtree City has a unique service level requirement for the approximately 100 miles of "multi-use" paths, or car paths, throughout the city.

- The level of proactive efforts such as traffic safety and parking enforcement, narcotics enforcement, enforcement of vice crimes such as prostitution, and liquor laws.

- Providing for basic officer safety and risk management of a patrol force. In some police agencies, the "proactive time" level may not be the primary measurement used to determine the minimum number of Patrol Officer positions needed on a shift – it may be driven by officer safety concerns. For example, a staffing level needed to meet basic officer safety concerns, may result in a "proactive time" level that is above 50% for a portion of the day (typically the early morning hours).

The following summary is provided in order to illustrate the implications of various "proactive time" levels:

- A "proactive time" level of 25% or less reflects a patrol staff that is essentially fully committed (except during the low CFS hours of the day); this is due to CAD system not capturing all committed time, tasks or administrative duties that are performed by officers. At this high level of committed time, the average travel times to high priority community generated calls for service may be above 8 or 9 minutes and "on-scene" times may be below 30 minutes due to calls "stacking" and the need to respond to other incidents; this may not be enough time to conduct a thorough investigation of the incident or provide a high quality level of service.

- At this level, during most hours, officers will be responding to CFS and will not have time for any consistent proactive or project oriented activity – the blocks of time will be generally too short (less than 20 minutes) to allow for meaningful targeted patrol, working on beat projects or neighborhood issues.

- A 40% "proactive time" level is generally sufficient to provide blocks of time during most shifts when officers can conduct targeted patrol and identified beat projects to address community issues. Average travel times to high priority community-generated calls for service should commonly be less than six (6) minutes and "on-scene" times should commonly be above 30 minutes – sufficient to allow thorough investigations and sufficient time to provide a high quality level of service.

- A 50% "proactive time" level will afford a patrol force on most workdays to have several hours during their shift to conduct targeted patrol, specific projects to address community issues, and other officer-initiated activities. Average travel times to high priority community-generated calls for service should commonly be less than five (5) minutes and "on-scene" times should commonly be above 30 minutes – sufficient to allow thorough investigations and sufficient time to provide a high quality level of service.

- "Proactive time" levels above 50% may provide a challenge to supervisors to keep officers busy with meaningful work and engaged in the job. For communities that do have this high level of "proactive time" it is important to plan for productive work and measure the results.

Each community can choose an appropriate target level of "proactive time" desired for its patrol staff based on its unique needs, available funding and policing model desired. A 40 – 50% overall average "proactive time" level is a reasonable target/goal for a community that desires a patrol force that can provide a consistent level of proactive services to the community. Policymakers should determine the policing level for their community and understand the impacts of higher and lower "proactive time" levels. Higher targeted "proactive time" levels will require more staff but also ensure that the police force is able to provide a higher level of service to the community through proactive policing and will also allow Patrol Officers to be more involved in issues/problems in the neighborhoods in which they serve.

Communities in which a proactive time level above 50% currently exists have the luxury of patrol staff handling more community problems/issues and unique needs. However, in these situations it is very important for patrol managers to plan the use of proactive time to accomplish identified needs. This requires that Officers and Sergeants make good use of their available "proactive time" and have accountability measures in place for evaluation. Lieutenants, Sergeants, and Officers on a given shift should be involved in determining individual productivity goals, receive regular feedback from their

supervisor, and measure accomplishment of those goals throughout the year as part of the department's performance evaluation and accountability system. With this system, supervisors should be provided regular (i.e. monthly) statistical reports showing individual officer's productivity, such as reports written, investigations conducted, arrests made, field contacts (e.g. vehicle and pedestrian stops), citations or warnings issued, foot patrol, problems/issues addressed on their beat, community meetings attended, and the number of calls for service handled. This information can and should be part of the information used by the supervisor to evaluate an officer's overall performance for the month and year. It is important to note that any evaluation of an officer's performance must also include "qualitative" measures as well as "quantitative" measures, as truly effective policing is the result of building relationships with community members, and not just statistics or "productivity numbers".

Policymakers should use the above factors should to determine appropriate staffing levels for all functions within the police department. The goal of a patrol staffing analysis is to ensure sufficient patrol resources on duty 24 hours a day, providing a high level of service to the community. The ability of the police department to achieve high levels of service depends on knowing and evaluating the community demand workload – the number of community-generated calls for service, reports, and bookings of arrested persons. These are the factors used by the project team to evaluate the number of Patrol Officers needed in a community to achieve a staffing level that will provide the level of pro-activity desired by a community.

(2) Data Used to Conduct Staffing Calculations.

The project team calculates "proactive time" in law enforcement agencies using a mixture of known data combined with several assumptions. The table below provides a brief description of the basis for this calculation for the City of Peachtree City:

Reactive Factor in Calculation of "Proactive Time"	Summary Discussion
Calls for Service	Actual call data obtained from the Fayette County 911 Communication Center's CAD system allowed the project team to determine the number of community generated calls for service (reactive time of Patrol Officers).
Call Handling Time	Generally, an average call handling time of approximately 30 minutes is needed to efficiently and effectively handle a community-generated call for service. The handling time includes an officer's travel time and on-scene time. A handling time higher than 40 minutes may indicate Patrol Officers are not processing calls for service in a timely manner (not including report writing time); a handling time lower than 20 minutes indicates Patrol Officers may not be providing an appropriate amount of attention to all calls for service.
Back-Up Frequency / Number of Units per Call	An average of 1.4 – 1.6 patrol units responding to handle a community generated call for service.
Duration of Time On-Scene by Back-Up	An average of 75% (or less) of the primary/initial unit's handling time is not excessive (department policy/practice may impact this time factor).
Number of Reports	This number is based on the number of community-generated calls for service. For most incidents requiring a report the officer will gather preliminary information while on-scene handling the call and spend additional time later in the shift, at the end of the shift or the next day. The project team's experience with other municipal law enforcement demonstrates that some type of report is written to document the incident on approximately 1/3 of the community-generated calls for service. For this project, the actual number of reports written by officers will be used.

Reactive Factor in Calculation of "Proactive Time"	Summary Discussion
Time to Complete a Report	An average of 45 minutes is used to determine the time required for completing incident reports resulting from a call for service or self-initiated activity; this time is included as part of reactive workload time. The actual report writing time is currently not being captured by the CAD system.
Number of Arrests	The actual number of arrests for 2012 was used.
Time to Complete an Arrest	An average of the actual time it takes for an officer to book an arrestee at the police department or a nearby jail facility. This time is included as part of reactive workload time. The project team used an average of 1.5 hours per arrest in order to account for the additional travel and processing time required to book a prisoner into the jail.
Available Time of Officers / Officers on Duty	This number used in the calculations is the average number of all leave hours (e.g. vacation, sick, long term disability, military) used by Patrol Officers deducted from the total paid hours in a year (2,080) to obtain the actual hours that an Officer is working.
Availability of Supervisors to Handle Field Workloads	The staffing needs analysis determines the appropriate number of officers needed to handle the community-generated calls for service. Sergeants are not included as primary responders to calls for service. This is appropriate, as Sergeants should primarily be responsible for supervision, oversight and other tasks; not primarily used for response to calls for service.

Using these data and targets, the project team performed the calculation of the current "proactive time" and also a range of "proactive times" that policymakers may want to have as a desired goal. The simple formula illustration of the calculation that is performed to determine "proactive time" is:

Proactive Time Percentage =

$$\frac{\textbf{All Available Time – (Reactive Workload Time + Admin. Time)}}{\textbf{Net Work Hours}}$$

Two definitions used in this formula are important to note:

- "Net Work Hours" is defined as the number of officer hours actually available in a year for all officers assigned to Patrol (paid hours minus leave hours).
- "Reactive Workload Time" is defined as the average total committed time per call for service, multiplied by the number of calls for service for the year analyzed.

The approach used by the project team provides managers and policymakers with an easily understood measure of the capability of the Patrol workforce to provide proactive law enforcement (the time left over once calls for service, related workload, and administrative tasks have been handled). Although the basic formula is simple, the project team provides detailed information and analysis of the various data elements that are used to determine the annual "proactive time" percentage. The detailed calculations of overall Patrol Officer committed time for various hours of the day are provided later in this report.

This use of this method circumvents the occurrence of significant problems that commonly occur in other comparative staffing models (e.g., "officers per thousand" ratio, mentioned above) that do not take into consideration the workload for Patrol Officers generated by the community served. This approach also provides a methodology that can easily keep pace with future growth of the city (by factoring in a percentage growth in call for service demand). Finally, this approach allows managers and policymakers to select a "proactive time" target (e.g., 40% "proactive time" level), and then to base total patrol staffing on a combination of the work that *must* be done (i.e., community-generated calls for service) with the "proactive time" level that is desired. The following is a summary of the model's use and key analytical points:

- The model makes specific provision for "proactive time" targets.
- The model can be used at any level of detail, i.e. staffing levels can be calculated for specific times of day or for specific geographical areas.

- The model uses commonly available data:
  - Gross and net officer availability hours ("proactive time").
  - Calls for service counts and the time committed to these calls.
  - Related additional workload, including report writing and time spent booking arrestees.
  - "Administrative" tasks, such as time spent in "briefing" at the beginning of a shift, breaks, vehicle maintenance, and other tasks during a shift.

The project team used this approach in conducting the staffing calculations from calendar year 2012 call for service data.

(3) Important Factors Regarding CAD Data and the Calculation of Committed and "Proactive Time" Levels.

The use of CAD data to calculate Patrol Officers' work tasks will not capture all of the duties and tasks performed by officers during their shifts due to human error and incomplete data in the CAD call for service records (e.g. missing time stamps; the fact that sometimes officers do not report a task they are doing to dispatch resulting in missing logs; sometimes dispatchers do not track all patrol tasks). This is especially true in the first year of a thorough analysis of CAD call for service data, and will be true for subsequent years unless the agency makes concerted and consistent efforts to improve accuracy. This is not unique to Peachtree City; the project team has found that this is common in other law enforcement agencies' data. The project team estimates that approximately 10 – 15% of an officer's time that he or she is performing job-related tasks is not tracked in the CAD record (this is an applicable number to Peachtree City but it was not specifically derived from the Peachtree City CAD data; it is a general number for police departments). This number is a significant detail in this study, as it

demonstrates that 10 – 15% should be added to the "committed" time level in the CAD data analysis in order to obtain a more accurate percentage of officers' actual committed time level.

4. PATROL OPERATIONS COMMITTED AND "PROACTIVE TIME" IN 2012.

The workload required during various hours of the day (committed time) and the resulting "proactive time" level of a patrol staff is the most significant factor in determining the staffing needed to achieve the level of service desired by a city. Other significant factors to consider while determining the deployment of police resources include consideration of the minimum number of officers needed to maintain basic safety of the force, as well as the ability of the department to handle more than one critical incident simultaneously.

It is important to have a clear understanding of what is included in the "proactive time" calculations. "Proactive time" is the amount of an officer's work hours remaining (expressed as a percentage of work hours) after handling the community-generated workload demand. This includes the time required to handle calls for service, make arrests, book arrestees, write reports and complete other tasks related to a call for service.

(1) Assumptions Utilized in Calculating Committed and Proactive Time.

In the calculation and analysis of a Patrol Officers committed and uncommitted, or "proactive" work hours the workload criteria and analytical assumptions that were utilized are listed below:

- The actual community generated calls for service obtained from CAD data totaled 16,628 for the 12 month time period of June 2012 – May 2013. This number excludes all officer-initiated activities (such as traffic stops); back-up unit

responses to a call, administrative activities, and calls cancelled prior to an officer being dispatched.

- Meals and other breaks are taken evenly across all hours of a shift.
- The volume of calls for service throughout the day (expressed as a percentage for each four (4) hour time period) was used to allocate the number of reports written and arrests made.
- Personnel are available on an average hourly basis (i.e., there are no heavy or light shift days in the model).
- Officers are available for an average of 1,449 shift hours per year to provide all field services. This takes into account the various leave usages (e.g. vacation, sick), on duty training hours and administrative tasks performed.

The resulting calculation shows the average level of an officer's "proactive" time during a shift when they are available to perform preventive patrol and provide general proactive policing efforts in the field – targeted patrol to address a specific problem, visiting schools, traffic enforcement, foot patrol, and other tasks initiated by the officer or directed by the officer's supervisor.

(2) The Percentage of Uncommitted Time Varies Throughout the Day and Should be Evaluated for Each Shift.

An overall percentage for committed and "proactive time" in 2012/13 was calculated, but because the percentages vary significantly throughout the day, calculations are also shown in four (4) hour time blocks. This clearly illustrates the availability or un-availability of Patrol staff during various times of the day.

The average number of officers on duty during a 24-hour period was taken from the "Actual Patrol Staffing" table presented earlier in this report. The average call handling time of 28.7 minutes for the primary (First Officer) and 32.0 minutes for the "back-up" officer(s) were used in this calculation. Report writing time was estimated at

45 minutes per report, and the initial booking of a prisoner at 90 minutes each (this does not include other prisoner transportation tasks).

The following table shows the committed hours for Patrol Officers in call for service handling and the related workload (report writing, booking prisoners); officer-initiated activity is not included in this table. Administrative time for officers was estimated at 90 minutes per shift.

Calls for Service Workload in 2012

	0000 - 0400	0400 - 0800	0800 - 1200	1200 - 1600	1600 - 2000	2000 – 2400	Total
Patrol Staff Allocation	16.1%	16.1%	17.2%	17.2%	17.2%	16.2%	100.0%
Hours Staffed	**9,059**	**9,059**	**9,678**	**9,678**	**9,678**	**9,115**	**56,265**
Administrative Time	1,359	1,359	1,452	1,452	1,452	1,367	8,440
Available Work Hours	**7,700**	**7,700**	**8,226**	**8,226**	**8,226**	**7,748**	**47,825**
Calls for Service (CFS)	**1,652**	**1,209**	**3,216**	**3,941**	**3,722**	**2,888**	**16,628**
% of Total CFS	9.9%	7.3%	19.3%	23.7%	22.4%	17.4%	100%
1st Officer Minutes / CFS	28.7	28.7	28.7	28.7	28.7	28.7	28.7
1st Unit Hours	**790**	**578**	**1,538**	**1,885**	**1,780**	**1,381**	**7,954**
Back-Up Unit Responses	1,151	842	2,241	2,746	2,593	2,012	11,585
Back Up Minutes / CFS	32.0	32.0	32.0	32.0	32.0	32.0	32.0
Back Up Officer(s) Hours	**614**	**449**	**1,195**	**1,464**	**1,383**	**1,073**	**6,179**
Reports Written	498	365	970	1,188	1,122	871	5,014
Report Writing Hours	**374**	**273**	**727**	**891**	**842**	**653**	**3,761**
Bookings	242	177	471	577	545	423	2,436
Booking Hours	**363**	**266**	**707**	**866**	**818**	**635**	**3,654**
Total Committed Hours	**2,141**	**1,567**	**4,167**	**5,107**	**4,823**	**3,742**	**21,548**
Total "Proactive" Hours	**5,559**	**6,133**	**4,059**	**3,119**	**3,403**	**4,005**	**26,277**
Committed Time Percent	**27.8%**	**20.3%**	**50.7%**	**62.1%**	**58.6%**	**48.3%**	**45.1%**
"Proactive Time" Percent	**72.2%**	**79.7%**	**49.3%**	**37.9%**	**41.4%**	**51.7%**	**54.9%**

In 2012/13 Patrol staff spent approximately 45% of their on-duty hours handling community-generated calls for service and the related workload, resulting in an overall

average of just under 55% for "proactive time". It is important to add an additional 10 – 15% to the committed time percentage for work not captured by CAD to these totals. This results in an overall daily average of 55-60% committed time, and an average "proactive time" level of 40-45%.

The busiest hours of the day for Peachtree City (and almost all other police agencies) are the "daytime" hours from 8:00 a.m. to 8:00 p.m. In Peachtree City, approximately 65% of calls occur during these hours, and officers' committed time during these hours was approximately 57%, leaving 43% of their time available for "proactive" activities and administrative tasks. This pattern is typical for police departments. A high volume of daytime calls results in a high level of committed time and a low level of proactive time; a low volume of nighttime calls results in a low level of committed time and a high level of proactive time.

Ideally, police managers would establish an even balance between committed and proactive time. However, this is difficult for a variety of reasons. First, Patrol Officers work a scheduled eight (8) to 12 hour shift (12 hour shifts in Peachtree City) with regularly scheduled days off. The use of multiple shift start times as a method to balance workload eliminates the "team concept" in a police department, and reduces officers' accountability – a necessary asset for effective delivery of police services. The use of scheduled shifts does not allow a police manager the ability to reduce staffing levels during a "slow" night, or to call additional officers in to work during a busy shift (as it requires the use of overtime). This is also difficult given the need to maintain sufficient staff to provide for safety of nighttime officers. As part of a reasonable risk management plan, the on-duty staff must have the ability to handle one critical incident; during early

morning hours, no other police personnel (such as Detectives) are available to provide additional assistance quickly.

High levels of "proactive time" from midnight to 8:00 a.m. are common in most police agencies. As previously discussed, during such times, officers should perform a bill of prescribed, productive tasks (as opposed to taking on random tasks without a plan or anticipated results). These planned activities should not include exclusively enforcement activities, but also "qualitative" tasks, such as visiting businesses, foot patrol, and other activities wherein officers may reach out and meet members of the community. However, some proactive activities are limited by the hour of the day.

It is important to note that this is the first evaluation of Patrol workload, and again, that the CAD data does not capture all of Patrol Officers' work. Improving CAD tracking of officers' time will provide more accurate data, and this same workload analysis should be conducted in 2014. This will augment the degree of confidence that the results closely reflect the actual patrol workload time commitment. The workload analysis in the second and subsequent years will also show workload trends that will assist managers in making staffing deployment decisions.

Recommendations:

Annually review patrol staff workload for each four (4) hour time block to ensure that a reasonable amount of proactive hours are available throughout the day.

Adopt a process to enhance delivery of patrol services during the periods when "proactive time" is available. The Patrol Lieutenants and Sergeants should coordinate the development of plans that identify specific tasks/projects that can be worked on or accomplished when "proactive time" is available during a shift.

4. PERSONNEL STAFFING REQUIREMENTS FOR PATROL.

The table in the previous section described the current Patrol staffing level and the number of hours required to handle the community-generated work (calls for service, reports, and bookings) in Peachtree City. This section utilizes this data to evaluate the staffing level needed at the current overall average of 55% proactive time and also for a targeted 50% and 45% "proactive time" levels. The results of these staffing level projections are discussed in the context of the total workload, specific expectations of the Patrol Officers during their shift to conduct significant officer-initiated activity, and assigned officer-initiated tasks (e.g. cart path patrol), and the overall service level desired in Peachtree City.

(1) Patrol Staffing Requirements.

The table on the following page uses the employee and workload data to calculate the number of officers required to handle the community-generated workload, attend training, and perform necessary administrative tasks:

Staffing Projections Based on Workload	
1. COMMUNITY GENERATED WORKLOADS	
Calls for service (one year)	16,628
Handling Time – First Unit from Dispatch until Officer clears call	7,954
Handling Time – Backup Officers	6,179
Number of Reports Written	5,014
Total Time for Report Writing	3,761
Number of Bookings	2,436
Time to Process Bookings	3,654
Total Time Needed to Handle Workload	**21,548**
2. Additional Hours for Preventive Patrol & Officer Initiated Activity	
To Provide 55% "Proactive Time" Level	26,336
To Provide 50% "Proactive Time" Level	21,548
To Provide 45% "Proactive Time" Level	17,630
3. Total Time Required for Reactive & Proactive Work	
To Provide 55% "Proactive Time" Level	47,883
To Provide 50% "Proactive Time" Level	43,095
To Provide 45% "Proactive Time" Level	39,177
4. Availability of Staff	
Annual Paid Work Hours	2,080
Leave Hours (vacation, sick, WC, etc.) and On-Duty Training	375
Administrative Tasks – 90 min per shift (briefing, breaks, etc.)	256
Net Available Hours	1,449
5. Officers Required to Handle Workload	
To Provide 55% "Proactive Time" Level	33.0
To Provide 50% "Proactive Time" Level	29.7
To Provide 45% "Proactive Time" Level	27.0
6. Additional Officers (To Account for Attrition Rate of 6%)	
55% of Available Time	35.0
50% of Available Time	31.5
45% of Available Time	28.7

The table above shows the minimum number of officers required to handle the call for service workload and administrative tasks at the current 55% "proactive time" level, as well as for two lower service levels. The above calculations show that the

current level of service provided in Peachtree City requires 35 Patrol Officers/Corporals, which includes factoring in the attrition rate. A targeted 50% proactive time level would require 32 Officers assigned to Patrol, based solely on the 2012/13 community generated call for service data. These numbers include the additional "overhead" of two (2) Officers to account for attrition and the hiring/training process for new personnel (using a 6% attrition rate).

(2) Analysis of Patrol Workload and the Current Staffing Level.

The authorized Patrol staffing level during the 12-month time period used for the analysis was 33 Officers/Corporals. During this time, several positions were vacant for several months for various reasons (one Officer temporarily assigned to CID, military deployment, etc.) resulting in a lower "actual" staffing level, as described earlier in this report. The current staffing level is adequate to handle the community-generated workload, a viewpoint supported by the employee survey, wherein 74% of the staff (including Patrol and other PCPD employees) reported that sometimes their workload was heavy, but most of the time they could keep up (only 13% reported that they are always overloaded with work). The current staffing level will provide an overall 50-55% proactive time level (an actual 40-45% proactive time average, factoring in an estimated 10% of Patrol Officer workload not captured by CAD system). This does not provide for additional "overhead" positions to account for the attrition rate, which may result in a reduction of the overall proactive time average closer to 50%. At this proactive time level, Patrol Officers working the busiest hours of the day (noon – 8:00 p.m.) will not consistently have blocks of time to perform high levels of preventive patrol or other "community policing" activities. It is important to note that if additional tasks are

expected of patrol personnel (such as additional hours of cart path patrol), it is likely that such tasks will only be able to be consistently accomplished through an increase of one or two Patrol staff.

When making staffing decisions this Patrol workload analysis from the CAD data provides police managers with valuable information regarding workload demand, but these calculations are only part of the information needed to determine an appropriate staffing level. Again, the CAD workload data does not capture 10 - 15% of the workload performed by Patrol personnel. When making projections regarding Patrol staffing needs, the second and third year of CAD data analysis will begin to reveal a historical trend and more reliable analytical workload data results. In subsequent years the Peachtree City Police Department should continue to evaluate and conduct data analysis to determine if the workload, performance, and productivity of its staff are at acceptable levels.

Other factors that should be considered when determining a staffing level include: the expectations of Patrol Officers to be engaged in pro-active patrol and targeted patrol tasks (e.g. traffic safety enforcement, security checks, foot patrol, addressing identified community concerns, school visits, etc.), the need to increase the number of hours of cart path patrol, community policing efforts during regular patrol shifts, the frequency of emergency calls of a serious nature, actual critical incidents, availability of mutual aid, the level of criminal activity, the number of new Officers in field training training, general “community safety” perceptions/concerns, prudent risk management considerations, recommendations from police department management based on their experience, additional tasks that may be required of Patrol in the near

future, and a staffing level that reasonably meets officer safety requirements. In this context, officer safety concerns are addressed by establishing a minimum staffing level that is adhered to notwithstanding the call for service workload demands.

An example of this the determination of a minimum staffing level for nighttime hours; although the workload level is generally low and the "proactive time" level is very high (72% from midnight to 4:00 a.m., and 80% from 4:00 a.m. to 8:00 a.m.), a minimum number of Patrol Officers are reasonably required to be assigned to the night shift to provide adequate coverage for the city, meet officer safety needs, and have the ability to handle one critical incident (typically 3-4 Officers and a field Sergeant).

The project team believes that the current staffing level is sufficient to provide a high service level in handling calls, provide for officer safety, and have a significant amount of time for proactive activities (an average of 55% in 2012). This viewpoint is supported by the employee survey, wherein 54% of employees (Patrol employees and others) reported the amount of uncommitted time in the field was "good" or "excellent"; another 38% said that it was "fair"; additionally, 87% of the staff reported that they could handle more work, had the right balance of work, or had busy periods, but most of the time were able to keep up with the workload.

Recommendations:

Maintain the current authorized Patrol staffing level of 33 Officers/Corporals.

If significant additional hours of cart path patrol are desired the Patrol staffing level should be increased by one Officer; approximate salary and benefits cost of $67,450.

Review the Patrol workload for a second year (using calendar year 2013/14 CAD data) to determine the workload level demands and the level of Officer initiated activity; continue annual reviews of Patrol workload.

4. COMMUNITY RESPONSE TEAM.

This section provides summary workload activities and analysis of the Community Response Team (CRT), which is part of the Operations Division. It is staffed with one Lieutenant, two Sergeants, ten (10) Officers, and three (3) Code Enforcement Officers. The part time School Crossing Guards, Reserve Officers, and Auxiliary personnel are also attached to CRT. Personnel are assigned to two CRT work units – for purposes of this report they will be referred to as the Traffic Safety Unit and the Crime Prevention Unit. Their duties and responsibilities are explained in the sections below.

(1) Traffic Safety and K9.

The Traffic Safety Unit is staffed with one (1) Sergeant and seven (7) Officers. Two of the Officers operate in K9 units and work with Patrol teams during the late evening and nighttime hours. The K9 unit officers also conduct traffic safety enforcement activities such as targeted enforcement and traffic complaint investigation, as well as participate in roadside checkpoints

The Officers and K9 program are overseen by the CRT Sergeant, but are functionally supervised by Patrol Sergeants during their work shifts. The other five Officers primarily perform traffic safety duties – traffic accident investigation, enforcement of traffic laws, organizing and conducting traffic safety related programs, and special projects.

The goals of the Traffic Safety Unit are to: reduce the number of injuries resulting from accidents, reduce the number of accidents, and to provide directed enforcement of

traffic safety laws (which includes handling of traffic related citizen complaints). The unit is involved with a variety of tasks to try and achieve these goals, including:

- Road safety checks (approximately 12 each per year for the streets and 'Multi-use Paths').
- Bicycle Rodeos – 2-3 annually.
- Safety Lectures (e.g. Bank safety talks at banks, personal safety talks to women's groups).
- Golf Cart Safety Class – a two-hour class taught to every eighth grader.
- July 4 joint Police Department and Fire Department "exposition", providing demonstrations, information, and literature on various police and fire safety topics.
- Junior Police Academy – a one-week program for youth to expose them to the Police Department and educate them on a variety of police related topics.
- "Click It or Ticket" campaign – targeted enforcement of seat belt laws.
- International Association of Chiefs of Police (IACP) National Law Enforcement Challenge – an education and enforcement program of Peachtree City Police Department's traffic safety efforts with other police departments' programs.

The five Officers assigned to Traffic Safety also received specialized training in traffic accident investigation. Three (3) of the Officers have received Traffic Accident Reconstruction, which totals approximately 12 weeks of training courses over several years. The other Officers have received some advanced traffic accident investigation training. CRT Officers are called out to investigate all major injury and fatal traffic accidents. This unit is also tasked with conducting follow-up on hit-and-run accidents (about ten (10) per month).

CRT has been responsible for obtaining approximately $33,000 in grant funds in the last 12 months from the Governor's Office to conduct some of these programs. The Traffic Safety Unit also participates in the Metro Atlanta Traffic Enforcement Network

(MATEN) with other regional law enforcement agencies to coordinate/compare efforts and results, and maintains communication regarding traffic safety related issues in the region.

(2) Crime Prevention and Code Enforcement.

The Crime Prevention Unit is staffed with one (1) Sergeant who supervises three (3) School Resource Officers (one is assigned to teach Drug Abuse Resistance Education or "DARE" curriculum full time), three (3) Code Enforcement Officers, and one (1) school Crossing Guards.

One of the two School Resource Officers (SRO) is assigned full time to the high school, and the other SRO is assigned to the middle school in Peachtree City; he or she also teaches the DARE program at one elementary school. The full time DARE Officer is responsible for teaching the DARE curriculum at the other five (5) elementary schools: an 11 week course to fifth grade classes, and a four (4) week course to first and third grade classes. In addition to educational efforts, SROs are to be present on campuses to interact with students and staff and be a positive role model for youth. They develop positive relationships and also become involved in discipline issues and any crimes that may occur on campus.

The Code Enforcement Unit is responsible for the promotion of community health, safety, and welfare through enforcement of City Ordinances, as well as for ensuring that housing conditions, the general environment, and buildings are maintained to the minimum housing codes.

The unit is comprised of three (3) full-time Code Enforcement Officers reporting directly to a Community Response Team (CRT) Sergeant. This function was

transferred into the Police Department in 2010 to centralize the effort under the police command structure. Previously, the current Code Enforcement Officers reported to the Community Development Department or the Recreation Department.

The three (3) Code Enforcement Officers work ten (10) hour shifts to provide coverage seven (7) days each week, from 7:00 a.m. to 7:00 p.m. Wednesday through Saturday and 7:00 a.m. to 5:00 p.m. Sunday through Tuesday:

Days	Hours
Wednesday - Saturday	7:00 AM – 5:00 PM
Wednesday - Saturday	9:00 AM – 7:00 PM
Sunday - Wednesday	7:00 AM – 5:00 PM

This schedule provides additional staff coverage on Friday and Saturday (more active days) as well as brings all three (3) Code Enforcement Officers in on Wednesday for Court appearances, as necessary.

The Code Enforcement Officers provide the same range of service without specialization. They are each responsible for a specific area of the city; North, Middle or South and do not rotate geographic assignments.

The Code Enforcement Officers can enforce any Municipal Ordinance not assigned to the police department. Major enforcement responsibilities include anything they can see from the street or from an accommodating neighbor's property, and can include the following:

- Occupational Tax Certificate renewal – Annual renewals required by January 1 (delinquent on May 1). Peachtree City collects Occupational Taxes from all businesses physically located within the city and issues a certificate of payment, which serves in lieu of a Business License for organizations who need to provide a current license. This is a non-regulatory tax. Approximately 1,000 total certificates and 200 delinquencies each year to investigate.

- Health and Sanitation issues – Comprise approximately 50% of effort in summer including cleanliness of property, enforcement of grass and weed requirements.
- Zoning issues – Can include home occupations, accessory use of property, campers / boats / RVs, parking in yard, trash in yard
- Sign Ordinance violations – Including temporary signs in the right-of-way.
- Park inspections – four to five visits per month.

Staff members report that approximately 90% of their work effort is proactive with only 10% in response to complaints. The function typically has 30-35 cases open at any time in the summer and 20 cases open at any time during the winter. The significant level of proactive time is a benefit to the department, and management should explore and evaluate ways to make best use of this civilian field staff. Additional low risk, low priority calls for service that could be handled by the Code Enforcement Officers (with appropriate training) should be studied. These tasks include traffic related functions, abandoned vehicles, package transportation details, etc.

The function develops and provides quarterly reports to Council on activities using GOV QA / WEB QA software. There are 225 case types with information entered by property. Information tracked includes: Cases Initiated, Notices of Violation, Unfounded Cases, and Citations Issued. The following tables display the case activity of the code enforcement function in 2011 and 2012:

Code Enforcement – 2011	New Cases	NOVs Reactive	NOVs Proactive	Citations	Unfounded
Cleanliness of Premises (Grass)	497	40	453	6	1
Cleanliness of Premises (Trash)	344	61	270	12	7
Cleanliness of Premises (Auto)	243	16	224	3	2
Parking Restrictions	273	31	202	5	15
Accessory Use to Dwellings	189	15	173	3	1
Sign Violations	181	29	149	2	1
Rehabs	18	4	14	1	0
Miscellaneous	325	80	224	12	16
Signs Confiscated	1,140	0	0	0	0
Parks Checked	5,608	0	0	0	0
TOTAL	**8,818**	**276**	**1,709**	**44**	**43**

Code Enforcement – 2012	New Cases	NOVs Reactive	NOVs Proactive	Citations	Unfounded
Cleanliness of Premises (Grass)	727	42	680	2	4
Cleanliness of Premises (Trash)	312	49	247	2	15
Cleanliness of Premises (Auto)	318	13	300	4	4
Parking Restrictions	301	45	251	0	5
Accessory Use to Dwellings	222	12	204	0	6
Sign Violations	189	19	165	2	5
Rehabs	20	18	2	0	0
Miscellaneous	410	86	287	10	30
Signs Confiscated	1,825	0	0	0	0
Parks Checked	1,523	0	0	0	0
TOTAL	**5,847**	**284**	**2,136**	**20**	**69**

The following table provides a comparison between 2011 and 2012 workload.

Code Enforcement - Change 2011 – 2012	New Cases	NOVs Reactive	NOVs Proactive	Citations	Unfounded
Cleanliness of Premises (Grass)	230	2	227	(4)	3
Cleanliness of Premises (Trash)	(32)	(12)	(23)	(10)	8
Cleanliness of Premises (Auto)	75	(3)	76	1	2
Parking Restrictions	28	14	49	(5)	(10)
Accessory Use to Dwellings	33	(3)	31	(3)	5
Sign Violations	8	(10)	16	0	4
Rehabs	2	14	(12)	(1)	0
Miscellaneous	85	6	63	(2)	14
Signs Confiscated	685	0	0	0	0
Parks Checked	(4,085)	0	0	0	0
TOTAL	**(2,971)**	**8**	**427**	**(24)**	**26**

There was a significant decrease in the number of the "Parks Checked" task (essentially security checks); this change was driven by a re-organization and transfer of one position from the Recreation and Special Events Department to consolidate code enforcement functions in the police department. The job duties of the transferred person were primarily to conduct park checks, and when the person was transferred to the police department, the job duties changed in order to provide additional functions, appropriately reducing the number of parks checked (these tasks now may also be reported as "security checks"). Overall there was a 35% increase in New Cases between 2011 and 2012 when the Parks Checked category is excluded.

The Code Enforcement function uses the Web QA suite of customer relationship management services for government (Gov QA) for data development, operations and reporting. The assigned staff members have access to hardware including laptops and printers. However, the laptops are very old and the printers are not suitable for supporting a mobile operation. Web QA primarily provisions its platform in Software as a Service (SaaS) model that makes use of three domestic and international datacenter locations for security. Web QA's platform also supports cloud-based delivery and on-site delivery options.

The Code Enforcement function can operate with greater efficiency and effectiveness when provided with hardware that supports a mobile processing capability. This would require laptop replacement and mobile printing capability to generate completed citations and other associated client information in real time on-site. This approach will minimize the current practice of entering information to pre-printed forms by hand with subsequent entry of information to the code enforcement system

either in the field or when the staff member returns to the office. This effort may also require reformatting existing forms to allow production in the field using a robust printing hardware solution suitable for a mobile, in-vehicle application.

Recommendation:

Management should explore and evaluate additional low risk, low priority calls for service and tasks that could be handled by the Code Enforcement Officers (with appropriate training).

The City should provide more appropriate information technology support to the Code Enforcement function to enable in-field information development and processing with resulting improvements in process efficiency. This would include updated hardware (laptops and printers) for use in the field.

3. CRIMINAL INVESTIGATIONS DIVISION WORK UNIT INFORMATION.

This section provides summary workload activities for the Criminal Investigations Division (CID), another work unit within Operations Division. This division is staffed with one (1) Lieutenant, two (2) Sergeants and three (3) Detectives (Officer or Corporals). Both the Sergeants and Detectives are full time investigators. One of the Detectives is assigned to the Fayette County Tactical Narcotics Team (TNT), a regional drug task force. Additionally, over the last two years the police department has staffed a Detective training position by temporarily re-assigning a Patrol Officer to CID for three months.

The evaluation of this work unit begins with a review of the number of crimes reported in Peachtree City (FBI Part I Crimes) and the clearances of those crimes. Although the overall crime rate and crime clearances is a shared responsibility between the entire organization and the City, the Investigations Unit has the responsibility to track and evaluate this area of the department's performance. The clearance of reported crimes is one significant measure of a department's effectiveness.

This workload analysis is provided for the four (4) permanent detective positions whose primary duties are to conduct follow-up investigations. The one (1) Detective assigned to the narcotics team is involved primarily with pro-active investigations working with the task force on a regional level. It is appropriate for Peachtree City Police Department to participate in this effort and dedicate personnel resources to conduct these types of investigations.

(1) Crime Data in Peachtree City.

Since 1929, law enforcement agencies have reported crime occurring in their City to the FBI, who collects the data nationally in a format known as the Uniform Crime Reporting (UCR) system. It is published and used for many purposes, including as a benchmark for cities of similar population or location for comparison. Several years ago, the FBI developed an expanded crime reporting system known as the National Incident Based Reporting System (NIBRS). The FBI and law enforcement agencies are in a multi-year transition from the UCR system to the NIBRS. Approximately 25% of law enforcement agencies have made the transition to the NIBRS but it is unknown if a mandatory conversion date will be established. Currently, Peachtree City reports on UCR crimes and information based on State of Georgia requirements.

The FBI publishes crime and clearance data in the UCR format, and it is commonly used for comparison purposes – for historical averages within a city and also in comparison with other cities. For this report, the project team obtained the UCR crime data for calendar years 2010 - 2012. They are listed in the following table:

UCR Part I Crimes[8]

Crime	2010	2011	2012	% Change 2010 to 2012	2010-2012 Average
Homicide	0	0	0	100%	0.0
Forcible Rape	3	1	2	-33.3%	2.0
Robbery	3	5	6	100.0%	4.7
Aggravated Assault	7	3	7	0.0%	5.7
Burglary	42	48	36	-14.3%	42.0
Larceny – All	349	324	364	4.3%	345.7
Motor Vehicle Theft	67	80	54	-19.4%	67.0
Arson	7	4	5	-28.6%	5.3
Total	**478**	**465**	**474**	**-0.8%**	**472**
Violent Crime	**13**	**9**	**15**	**15.4%**	**12**
Property Crime	**465**	**456**	**459**	**-1.3%**	**460**

The level of violent crime in Peachtree City is low, but from 2010 to 2012, the city experienced an increase of two (2) violent crimes annually. There was a slight decrease in the number of property crimes. The most significant crime increase was in the number of robberies, doubling from three (3) to six (6) over two years. The most significant change in property crimes was the reduction in the number of burglaries, decreasing from 42 to 36.

Although the number of violent crimes is very low, it is important to monitor and evaluate crime statistics over many years to determine if significant changes are just a one-year decrease, or spike in crime, or a multi-year trend. Additionally, crime numbers should be reviewed monthly to determine if a crime trend is developing and, if so, evaluate strategies to address the increase and attempt to reduce the crimes from occurring. Currently, this evaluation should be focused on robbery crime reduction strategies.

[8] All crime data was obtained from Peachtree City Police Department statistics.

Peachtree City does not have a dedicated crime analyst, so a Detective or Patrol personnel often provides the "alert" to a developing crime trend. Analysis of crime information and trends for all agencies is an important part of providing effective service level to the community. Smaller size agencies may not need a full time crime analyst, but resources should be provided for this important function. Peachtree City is in the process of implementing a new Records Management System in the near future that will improve the current situation by providing more comprehensive data that can be analyzed to conduct crime analysis.

(2) Crime Clearance Statistics.

Another significant statistic is the clearance rate of crimes that were "solved" or cleared by the police department. The number of crimes cleared is a significant measure of the effectiveness of the CID, as it is their primary task to follow-up criminal cases and "clear" the case by identifying the perpetrator of the crime, making an arrest, or clearing the case by other means allowed under UCR standards. Clearance statistics are kept by the Department and monthly reported to the State of Georgia, who reports them to the FBI. The FBI also publishes national average clearance rate data for varying size cities. The table below shows PCPD's clearances for calendar years 2010 – 2012 and compares the 2012 clearances with the 2012 FBI clearance rate percentage[9] for cities with a population between 25,000 and 49,999.

[9] Calendar year 2011 is the most recent published FBI statistics.

UCR Part I Crime Clearances

Crime	2010	2010 PTC Clear Rate	2011	2011 PTC Clear Rate	2012	2012 PTC Clear Rate	2012 Nat'l Clear Rate
Homicide	0	NA	0	NA	0	NA	70.1%
Forcible Rape	0	NA	0	NA	2	100%	39.0%
Robbery	1	33%	4	80%	3	50%	33.2%
Aggravated Assault	5	71%	3	100%	5	71%	59.3%
Burglary	10	24%	13	27%	6	17%	13.6%
Larceny – All	150	43%	112	35%	144	40%	26.8%
Motor Vehicle Theft	5	7%	6	8%	16	30%	14.2%
Arson	5	71%	1	25%	2	40%	22.3%
Total	**176**	37%	**139**	30%	**178**	38%	NA
Violent Crime	**6**	46%	**7**	78%	**10**	67%	50.3%
Property Crime	**170**	37%	**132**	29%	**168**	37%	23.3%

Peachtree City clearance rate for violent crimes over the last two years has been very high at 78% (seven (7) crimes cleared) and 67% (ten (10) crimes cleared), both years above the 2012 national average. The property crimes clearance in all crime categories surpassed the national average in all three years. The clearance rates over the last three years are very good, and an indication that PCPD is focusing on results by solving crimes that occur in the city.

Because the number of violent crimes in Peachtree City is low the percentages can swing significantly with an increase of just a few crimes that go unsolved. Notwithstanding, the crime clearance number and "rates" should be regularly reviewed and evaluated as one important benchmark to evaluate the effectiveness and performance of the Criminal Investigations Division going forward.

Recommendation:

The Department should establish a performance measure for the Investigative Division of a specified percentage higher than the national clearance rate for

violent crimes and for property crimes (e.g. if the national clearance rate is 20% then the goal could be a 25% clearance rate).

(3) Detective Workload.

The primary task of the Detectives is to follow-up on crimes or serious incidents that have occurred in Peachtree City. Cases are screened and assigned by the Lieutenant (and Sergeants in the absence of the Lieutenant) and then case assignments given to the investigators. Any cases that have a lead that would reasonably lead to a suspect responsible for the crime are assigned to a Detective for follow-up.

All Investigators have one or more primary types of cases to which they are assigned, but all are nonetheless considered "generalist" investigators, meaning they are assigned both persons crimes and property crimes. The following table shows the number of "active" cases for the four (4) full time Investigators and the one (1) Patrol Officer temporarily assigned to CID. An "active" case is where on-going follow-up investigation is being conducted (some investigative activity has been conducted in the past 30 days). Each Detective also has a varying number of "pending cases" where they may be waiting for Crime Lab analysis, fingerprint comparison or it has been sent to the prosecutor to review for criminal charges. When information on a pending case is received, it will require additional work, become an active case again, or the case will be closed.

Detective Caseload

Detective	Active Cases	Comments
1[10]	4	2 persons crime cases, 2 property crime cases
2	18	All property crime cases
3	7	1 persons crime case, 6 property crime cases
4	8	3 persons crime cases, 5 property crime cases
5	4	1 case involved 11 separate thefts of mail

Each investigator is typically able to begin working their cases within a few days of assignment, and if the case is deemed a high priority, the investigator will begin working on it immediately. When a major crime occurs (e.g. murder, rape), it is common for all CID assigned personnel to be dispatched to participate in the preliminary and follow-up investigations.

Approximately 60 – 70% of the Lieutenant's time is dedicated to case management and follow-up. CID is also responsible for maintaining intelligence files, field interrogation (FI) cards, surveillance cameras (as needed for criminal investigations), coordinating/participating in special projects such as juvenile alcohol sales "sting" operations (twice a year) and field checking of serving permits of wait staff in restaurants and bars in Peachtree City. Investigators are also commonly required to appear in court when requested by the prosecutor.

The overall number of follow-up investigative cases per Detective is relatively low; only 474 Part I crimes (15 violent crimes and 459 property crimes) were reported in 2012. A reduction of one (1) Detective position would still allow PCPD to provide a

[10] This investigator had been off on leave for several weeks prior to this 'desk audit'.

good level of follow-up investigative service for Part I crimes. However, in Peachtree City there are other factors and additional duties assigned to Detectives that significantly add to their workload and must be considered when determining an appropriate Detective staffing level. One such factor is the high level of service that is being provided to the community – Detectives are assigned to follow-up on every case, even if there are no apparent leads and the investigator only makes contact with the victim and then closes the case. Detectives are also involved in the investigation of Part II crimes (e.g. simple assaults, indecent exposure, various types of fraud, weapons violations, etc.) and at times spend more hours on these case follow-ups than on Part I case investigations. The Lieutenant reports that with a staff of four (4) Detectives, he is able to maintain a case workload list of all CID cases assigned to Detectives of between 35-50 cases (Part I and Part II crimes). This allows Detectives to quickly respond to any new cases assigned, and allows for a case investigation completion time of about one month for most cases.

Detectives also have other duties that and other projects and pro-active investigations. These include pro-actively investigating sexual predators on the internet, conducting community presentations, and overseeing and enforcing the ordinance regulating alcohol serving permits for restaurant and bar employees. Each worker that serves alcohol must apply for and maintain an alcohol-serving permit, which is regulated by the Police Department; there are currently over 1,600 serving permits that require an annual review by Detectives. Detectives are also involved in “sting” operations relating to the selling of alcohol to minors and are involved in the Department’s holiday enforcement efforts relating to driving under the influence and theft prevention.

With these additional duties and assignments the current staffing level of four (4) investigators is reasonable and should be maintained. Additionally, it is a "best practice" to provide training to Patrol Officers and expose them to the CID investigative duties to develop additional staff and for their benefit and also as a succession planning element for the Department.

Two (2) of the Detectives are classified as Sergeants, but hold unique positions in that they do not rotate to Patrol as Sergeants, nor do they perform the supervisory functions of the other Sergeants – they will be assigned as Detectives as long as they perform acceptably in that role. They are seasoned Detectives with seven years and eleven years experience in CID. A medium-sized agency such as Peachtree City with four investigators in CID needs to balance the competing demands of having experience Detectives in CID and the need to provide rotation of specialty positions to provide reasonable rotation of personnel for career development. The current situation with the two Sergeants is unusual, as they will remain as Detectives, assuming acceptable performance. It is reasonable to change their designation from Sergeant to a CID designation of Detective or Investigator. Additionally, it is very important that the other two positions in CID remain positions that other personnel can rotate into every 3-4 years.

Recommendation:

Maintain the current staffing level in CID of four Detectives assigned primarily to case investigations and one Detective assigned to the regional drug task force.

4. EVALUATION OF THE OFFICE OF PROFESSIONAL STANDARDS

This unit is staffed with one (1) Lieutenant who is primarily responsible for the organization and coordination of training in the Department, and investigation of complaints made against PCPD personnel. However, the Lieutenant also has several other significant job responsibilities:

- Investigation of complaints made against Department personnel (11 full investigations in 2012).
- Organization and coordination of training for Department employees; and maintaining training records.
- Recruitment of Officer Candidates, testing and hiring process (in coordination with the City Personnel Office), and conducting background investigations of candidates.
- Pubic Information Officer for the police department – the routine and primary point of contact for the media; issues press releases, promotes positive stories.
- Manages the department's Facebook and Twitter accounts.
- Manages the "extra duty" or "off duty" employment of officers for routine security jobs and special events (e.g. races on the multi-use paths, concerts in the park); there are approximately 80 annually.
- Commission on Accreditation for Law Enforcement Agencies (CALEA) – coordinates the Department's efforts to maintain compliance with the accreditation standards.
- Hears appeals from residents contesting a citation received for an alarm ordinance violation.
- Commands the SWAT Team – ensures necessary training is conducted to maintain standards; overall coordination of the regional Team (eight (8) Peachtree City and three (3) Fayetteville Officers)
- Researches, reviews and writes draft policy and procedures.

The investigation of internal affairs cases and the training related functions take the majority of his time on average. The specific training tasks include the following:

- Identify training needs and develop a plan to provide the needed training to employees.
- Tracks and maintains training records of employees.
- Coordinate all in-house and "away" training of police department employees to maintain certification as a peace officer, including scheduling, assigning, processing paperwork.
- Participates in county and regional professional associations.
- Manages field-training program and supervises new officers in training.

In a medium-sized agency such as Peachtree City, the person assigned to this position is frequently the person that is tasked with other administrative tasks and projects. Planning, scheduling, coordinating the in-service training courses is a significant task that requires a half time or more commitment to accomplish. The State of Georgia requires a minimum of 20 hours of training for sworn officers annually and Peachtree City Police Department policy establishes a goal of 40 hours annually. The annual mandate of 20 hours is not sufficient to provide all of the training mandates and advanced training necessary to maintain a professional police force. A robust training program is a best practice indicator and Department's 40 hour training goal is clearly not excessive and should be maintained or increased. As noted earlier in this report, in 2012 Officers were provided an average of 53 hours of training (both in-service and special skills training).

To provide the in-service training for sworn personnel each year there are approximately ten (10) classes of four (4) hours each, with each class being repeated eight (8) times in order to provide the training to on-duty officers without the use of

overtime for students to attend the training. These classes will provide 40 hours of mandated and supplemental training to officers each year. This is a cost effective way to accomplish training and meet the department's training goal.

Additional training courses that are hosted by Peachtree City allow the police department to obtain free seats in the class, and thus to reduce the need to send officers away to advanced training courses. There were 12 courses scheduled between January and July 2013, including Advanced Interviews and Interrogations, an armorer's course, Media Management, Hostage Negotiations, and Motorcycle Crash Investigations.

One (1) Lieutenant currently staffs the division, but to consistently and adequately accomplish all of the tasks assigned to this unit reasonably requires the addition of one Sergeant's position. This position could also, sometimes, be used to provide backfill relief when Patrol Sergeants are on leave.

Recommendation:

Add one Sergeant's position to the Professional Standards Division; salary and benefits cost of approximately $91,863.

5. EVALUATION OF THE SUPPORT SERVICES DIVISION

This section provides summary workload activities for the Support Services Division work units. Support Services is responsible for a large part of the daily functions of the police department. The administrative offices are open to the public from 8:00 a.m. until 5:00 p.m Monday through Friday. The Support Services Division is staffed with five full-time positions reporting directly to the Support Services Lieutenant. The Administrative Services Division was reorganized after October 2012 resulting in a new designation of Support Services. Support Services is now comprised of one (1) Lieutenant, one (1) civilian Evidence Custodian, one (1) Quartermaster Corporal (sworn position), one (1) Office Administrator and two (2) Staff Assistants. The Lieutenant oversees the work of this unit and staff, regularly assists the bailiff at the court, and is tasked with a wide variety of other administrative projects as assigned by the Chief and Assistant Chief.

The four (4) civilian personnel include: (1) an Office Administrator, who supervises and coordinates the basic workload responsibilities of the administrative support services in coordination with the Lieutenant; (2) a Staff Assistant who is the court liaison, maintains e-form files with updated information as needed, and primary coordinator to down load and archive the video hard drives from the patrol vehicles; (3) a Staff Assistant who is assigned as the primary switchboard operator and front desk receptionist, who is the backup Terminal Agency Coordinator (TAC); and (4) an Evidence Custodian. The Quartermaster Corporal position is filled by a sworn officer.

Administrative Services staff members are cross-trained to perform each task necessary to provide coverage in the event of an extended absence leave by any one of the staff members.

The division responds to routine and urgent requests from the general public over the phone, police officers, and Fayette County 911 Center, as well as any citizen walk-in traffic. The division also monitors nine administrative telephone lines, assists with business related matters, processes and enters reports, warnings, and citations, and provides support and assistance to citizens and any other county entity when needed. General requests for service could include inquiries for copies of reports, directions, and local background checks for state and federal agencies.

Regular daily tasks for the Support Services personnel include the following:

(1) Support Services Lieutenant.

- Court Services/Security Liaison – this includes “Motions for Discovery”.
- Vehicle fleet management
- Building inspections / security / inventory
- Employee inventory
- Personnel files
- Evidence room management
- All Hazards Council liaison
- Five (5) year physicals
- Tow truck services administration and contract
- Citation audits
- Special events coordinator

- Liaison between Police Department and Communications Center

(2) Quartermaster.

The quartermaster function is staffed with a Quartermaster Corporal who is a sworn officer. This position is a direct report to the Support Services Lieutenant. Major responsibilities of the position / function include the following:

- Budgeting and procurement – responsible for purchasing everything except office supplies. This can include uniforms and duty gear, supplies, vehicles, and equipment.
- Inventory maintenance, tracking and reporting.
- Coordinate facilities maintenance.
- Coordinate vehicle maintenance.
- Video system administrator (in-car cameras).
- Armorer (pistol maintenance).
- Backup for Evidence Technician and Court Bailiff.
- Support walk-in service requests requiring a sworn officer.

Recommendation:

The department should review the time allocations for the Quartermaster position to determine net availability to support lobby services requiring the participation of a sworn officer. A specific amount of time per day/week should be established and maintained to support walk-in tasks, allowing other sworn officers to remain on patrol.

(3) Evidence and Property.

The evidence function is staffed with a civilian Evidence Technician. This position is a direct report to the Support Service Lieutenant. Major responsibilities of the position / function include the following:

- Crime scene processing (certified Crime Scene Investigator).

- Evidence processing including intake from officers, packaging, maintenance, reporting and accounting.
- Process all found property and evidence.
- Liaison to all courts regarding the processing and purging of evidence.
- Administer all seizures and forfeitures.
- Prepare and support annual function reporting and inspections.

The evidence function assigns a barcode to all incoming evidence to support accounting and tracking. Evidence is stored on-site in bins (general evidence / property items), safe (firearms, other weapons, cash and jewelry), locked cabinet (drugs), or a storage container (large items). All evidence storage areas are protected by alarms with limited, predetermined access.

Recommendations:

The department should review the actual job duties as assigned against the current approved job description for the Evidence Custodian to identify discrepancies and revise either assignments or job description as necessary.

The department should dedicate staff resources to support case review and purging of evidence from storage where appropriate; provide adequate resources to complete and maintain these tasks over the long term.

The department should review evidence packaging requirements and practices and reaffirm with all officers the minimally acceptable approaches used to package and safeguard evidence during storage.

(4) Administration.

The Support Services division provides administrative support to the entire police enterprise through three positions: Office Administrator; Staff Assistant (Court / CID); and, Staff Assistant (Reception). Major responsibilities of the Office Administrator position / function include the following:

- Supervisor to Staff Assistants

- Monthly department crime report.
- Purchase order entry – as needed.
- Records room administrator.
- Monthly UCR reports and validations
.
- Drivers/criminal histories for Court Solicitor, process Court orders (e.g. expunging of records).
- Prepare payment requests.
- Maintain warrant files.
- Primary Georgia Crime Information Center (GCIC) Terminal Agency Coordinator.(TAC)
- Process alcohol permits.

Major responsibilities of the Staff Assistant (Court / CID) position / function include the following:

- Process Motions for the City Solicitor.
- GIS entries.
- E-forms coordinator.
- Process Alcohol Permits.
- Maintain Business watch database.
- Incident report MO entries.
- Subpoena processing.
- Archive and copy patrol vehicle videos for Court.
- CID Clearance entries.
- Legal Document Processing.

Major responsibilities of the Staff Assistant (Reception) position / function include the following:

- Primary switchboard operator.
- Alternate Georgia Crime Information Center (GCIC) Terminal Agency Coordinator (TAC).
- Process Open Records requests.
- Cash drawer accounting.
- Monthly department reports.
- Citation entry.
- Warning entry.
- Maintain impound records.
- Copy reports for DA and State Court.
- Process alcohol permits.
- Maintain arrest and booking files.
- Process solicitor permits.

The Support Services division provides a wide variety of services to the police department, the city and the public. Some of the workload measures are presented in the table below:

Activity	2011	2012	% Change
Warrants	409	346	-15.4%
Warrants Resulting in Arrest	162	193	19.1%
Inbound Calls	17,181	17,263	0.5%
Alcohol Permits	1,628	1,580	-2.9%
Subpoenas	2,591	3,139	21.2%
Discovery Motions	356	295	-17.1%
Open Records	678	624	-8.0%
Evidence Received	1,678	1,553	-7.4%

The Support Services Division has undergone changes in the last two years that should be acknowledged and supported with follow-up actions. The organization has moved to a civilian Evidence Custodian last February. This is the first time the department has used a civilian employee in this role. The incumbent reports that the function includes task elements from both the Evidence Custodian job description and the Crime Scene Technician job description. The current job description may not accurately reflect the assignments for this position.

The Evidence Room provides limited space for secure storage. Over time, the facility has accumulated materials, some of which could be disposed of following required procedures. The lack of space may encourage officers to choose non-standard evidence packaging (such as evidence bags for guns instead of gun boxes). The department needs to follow accepted protocols for evidence packaging and storage. The department must also use its limited space as effectively as possible to support required evidence packaging and storage.

The Support Services Division provides support to the public in addition to providing internal support to Department staff members. The department does not currently take reports over the phone. This requires complainants to come into the office to provide information on their issue with a staff member or sworn officer. If a sworn officer happens to be available in-house, they will come to the lobby to provide this level of service as needed. However, some requests may require that a sworn officer return to the office from patrol to take a particular report.

The Quartermaster position is currently a sworn position in the department and could provide additional services to walk-in clients that could relieve the need for an Officer to respond from the field.

The PCPD has significant need a full civilian IT position time (or half time position shared with the fire department) to provide the wide range of technology services necessary for a police department – an organization that functions 24/7. Currently PCPD is being serviced by a combination of City IT staff and vendors that provide some technology support. Currently, several support services staff, administrative staff and City IT staff attempt to meet the needs of the Department. One of the issues frequently mentioned by Department members was the slow "boot up" time for patrol car computers and significant connectivity issues as they drive throughout the city. They often come into the police station to accomplish tasks that could be done in the field if the wireless infrastructure worked better. A reasonable option is for the police department and fire department to share one civilian IT position (Systems Specialist classification in PTC) – it would be a significant improvement to the service level currently being provided.

Recommendation:

The City should provide funding for one full time civilian position to provide IT services and support to the police department and the fire department, approximate salary and benefits cost of $72,000.

APPENDIX A – POLICE DEPARTMENT BUDGET, STAFFING, RESPONSIBILITIES OF PERSONNEL

Over the last four fiscal years (October 1 – September 30) the overall Department funding has decreased by $589,345 (6.4%). The table below shows the line items for Patrol Services but just the total expense for the other eight service areas.

Budget Item	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Budget	% Change 2010 to 2013
POLICE SERVICES					
Regular Salaries	3,468,592	3,551,760	3,556,356	3,456,492	-0.3%
Holiday Pay	0	0	0	67,000	
Salaries – Training	2,982	1,278	1,137	2,800	-6.1%
Salaries - K-9 Handling	0	6,814	7,388	7,536	
Part Time Employees	92,783	91,624	78,188	95,516	2.9%
Overtime Salaries	48,142	40,965	32,994	56,000	16.3%
Insurance (Health, Dental, Etc.)	615,389	787,883	831,229	880,415	43.1%
Social Security	226,796	221,320	223,447	229,652	1.3%
Medicare	53,052	51,766	52,525	53,705	1.2%
Defined Benefit Pension	810,632	0	484,203	523,634	-35.4%
Defined Contribution Pension	46,624	49,848	49,559	50,276	7.8%
Tuition Reimbursement	0	0	0	1,600	
Workers Compensation	118,562	124,365	143,454	138,574	16.9%
Operating Expenses	947,750	973,958	996,826	1,164,915	22.9%
Communications	40,733	34,698	35,727	44,338	8.9%
SUB-TOTAL	**6,472,037**	**5,936,280**	**6,493,032**	**6,772,453**	**4.6%**
CODE ENFORCEMENT					
Regular Salaries	92,755	99,634	144,165	144,663	56.0%
Insurance (Health, Dental, Etc.)	21,627	25,599	51,948	42,190	95.1%
Social Security	5,989	5,978	8,799	8,969	49.8%
Medicare	1,401	1,398	2,058	2,098	49.8%
Defined Benefit Pension	23,470	0	24,760	17,370	-26.0%
Defined Contribution Pension	1,980	1,950	2,119	2,092	5.7%
Workers Compensation	3,131	3,690	3,870	2,928	-6.5%
Operating Expenses	21,331	10,615	18,219	30,204	41.6%
SUB-TOTAL	**171,682**	**148,864**	**255,938**	**250,514**	**45.9%**
TOTAL (Before Revenue)	**6,643,720**	**6,085,144**	**6,748,970**	**7,022,967**	**5.7%**
REVENUE	**-1,200,798**	**-1,263,281**	**-1,065,052**	**-1,135,423**	**-5.4%**
TOTAL	**5,442,922**	**4,821,863**	**5,683,917**	**5,887,544**	**8.2%**

Due to budgetary needs the Police Department has been required to realize efficiencies wherever possible – significant changes have included a reduction in staff and a Department re-organization in 2012. The financial situation for the City may not improve over the next and, depending on the level of revenue received and expenses, further funding reductions may occur. In this budget environment it is important for managers and employees to continue to operate prudently and, as PCPD has done, pursue grant funding as it is available to supplement law enforcement functions.

The table below shows the average current cost for each of these positions.

Position	Entry Salary	Top Step	Benefits Cost[11]	Total
Officer (uncertified)	32,192	51,840	22,184	64,200
Officer (certified)	33,822	54,464	23,307	67,450
Corporal	37,334	60,120	25,728	74,454
Sergeant	41,208	66,357	28,397	82,180

The following section describes the staffing level and responsibilities of various members of the Police Department.

2. STAFFING LEVELS AND JOB RESPONSIBILITIES.

The Peachtree City Police Department provides a wide range of law enforcement services for approximately 35,000 residents and covering 23.9 square miles. The population of Peachtree City has remained relatively stable over the last 10 years.

To provide law enforcement services in Peachtree City, the Chief is assisted by a management team consisting of an Assistant Chief, one Captain and six Lieutenants. The managers have responsibility for major work units of Professional Standards, Support Services, Investigations, Patrol and the Community Response Team. The

[11] A 52.8% benefits cost based on the median salary.

following sections provide a summary of the organization and staffing levels of the PCPD.

The police department has 64 sworn staff and 8 civilian staff for a total of 72 full time authorized and budgeted positions (full-time equivalents or FTEs). These positions are deployed in the following work units:

	Chief / Asst. Chief	**Captain**	**Lt.**	**Sergeant**	**Officer / Corporal**	**Civilian**
Office of the Chief	2					1
Patrol		1	2	4	33	
CRT			1	2	10	3
Investigations (CID)			1	2	3	
Support Services			1		1	4
Professional Standards			1			
Total	**2**	**1**	**6**	**8**	**47**	**8**

In Peachtree City an Officer will become a Corporal after reaching seniority as an Officer; in this report this rank will be referred to as “Officer”. The above staffing numbers do not include the 2 Reserve Police Officers and the 15 Auxiliary Officer volunteers that assist the PD routinely and also providing cart path patrol and assisting Officers with traffic control and at special events (e.g. July 4 parade).

2. PERSONNEL ROLES AND RESPONSIBILITIES

The following table provides a summary of the primary roles and responsibilities of the personnel within the PCPD:

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Office of the Chief	Chief	1	• Provides the overall leadership, guidance, management and administration of the Department personnel and police services. • Manages and coordinates all police services in the City to meet objectives set by the Mayor and City Council. • Develops Department policies and procedures. • Responsible for overall management of risk in the Department. • Supervises the Assistant Chief. • Develops and maintains good working relationships with other managers in the City and peers in the regional and state law enforcement community. • Develops and maintains good working relationships with local business leaders, community leaders and school officials. • Performs routine administrative functions in the day to day management of the Department.
Office of the Chief	Assistant Chief	1	• Provides leadership, guidance, management and administration of the Department personnel and police services. • Manages and coordinates police services in the City to meet objectives set by the Chief of Police. • Develops Department policies and procedures. • Responsible for overall management of risk in the Department. • Manages the Operations, Support Services and Professional Standards Divisions and supervises the Captain and two Lieutenants who head those Divisions. • Develops and maintains good working relationships with other managers in the City and peers in the regional and state law enforcement community. • Develops and maintains good working relationships with local business leaders, community leaders and school officials. • Oversees IT functions, maintenance; implementation of the new RMS. • Performs routine administrative functions in the day to day management of the Department. • Performs the duties of the Chief in his absence.

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Office of the Chief	Staff Assistant	1	• Provides secretarial and office administrative assistance to the Chief of Police and staff. • Performs a variety of office administrative tasks, including the maintenance of records and files, scheduling appointments, answering phones, ordering supplies. • Coordinates submission of timecards to payroll. • Processes/logs vacation and other time off requests. • Coordinates maintenance and pays bills associated with operations. • Processes alarm permits, alarm reports and false alarm fines. • Processes false alarm paperwork, fines, reports. • Prepares monthly budget and traffic safety reports. • Liaison to Human Resources and Finance Departments. • Special projects as assigned.
Operations **Administrative and Investigative Services**	Captain	1	• Responsible for management of the Operations Division and supervision of the four Lieutenants in the Division. • Develops and implements Department policies, procedures, goals and objectives. • Works closely with the Assistant Chief and Chief to accomplish the goals of the Department. • Responsible for management of risk in the Department. • Overall responsibility for the proper functioning and work output of the Division. • Monitors performance/productivity standards for staff and conducts routine reviews of field activities • Reviews reports of incidents. • Directly oversee activities and provide assistance as appropriate, responds to major incidents and emergencies. • Oversees and participates in the development of the annual budget; monitors expenditures. • Performs routine administrative functions, makes equipment purchases, etc. • Conducts routine and special projects as appropriate (e.g. Teen Summer Camp, Citizen Patrol Academy).

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Patrol	Lieutenant	2	• Serves as the Watch Commander during their work shift (M-F from 0700-1500 or 1900-0300); minimum staffing for supervisors is 1 Lieutenant or 1 Sergeant on duty 24/7. • Oversees patrol staff scheduling to ensure adequate staffing in the field. • Responsible for and supervises the Sergeants during their shift, evaluates their performance. • Ensures field resources are being utilized properly to address problems in the City; responds to major incidents and coordinates field responses as appropriate. • Keeps the Captain and Assistant Chief informed of significant or newsworthy incidents. • Reviews written work and reports of Sergeants and Corporals/Officers as appropriate. • Coordinates with CID Lieutenant to assign follow-up responsibility for criminal cases. • Trains, counsels, mentors and audits employees' performance; takes corrective or disciplinary action as necessary. • Receives and handles complaints from members of the public.
Patrol	Sergeant	4	• Serves as a field supervisor and as Watch Commander in absence of the Lieutenant; ensures there is adequate staffing to handle calls in the field. • Sergeants work shift is either 0730-1930 or 1930-0730; rotate shifts every 60 days. • Responsible for and supervises Corporals and Officers during their shift, ensure field resources are being utilized properly to address problems in the City. • Responds to major incidents and coordinates field responses as appropriate. • Keeps the Lieutenant and Captain informed of significant or newsworthy incidents. • Reviews written work and reports of Corporals and Officers. • Conducts regular reviews of Corporals/Officers performance in the field and written work. • Trains, counsels, mentors and audits employees' performance; takes corrective or disciplinary action as necessary. • Receives and handles complaints from members of the public.

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Patrol	Corporal or Officer	33	• Respond to all calls for service in the city, including crimes against persons, property crimes, domestic disputes, traffic collisions, disturbances. • Provide direct field enforcement of all applicable laws and ordinances. • Write reports; conduct preliminary investigations of crime, conducts follow-up investigations as appropriate, book prisoners, transport prisoners. • Engage in neighborhood patrols, directed patrol, traffic enforcement and other proactive activities to reduce crime. • Respond to questions, concerns and requests from the general public and provides information and problem resolution as necessary. • Identify and address both criminal and quality of life issues on their beat. • Corporals conduct monthly supervisory reviews of employees.
Community Response Team (CRT)	Lieutenant	1	• Responsible for CRT programs: traffic accident investigation, enforcement of traffic laws, response to traffic complaints from members of the public, K9 program, code enforcement program, School Resource Officer program and school education programs such as DARE (Drug Abuse Resistance Education); school crossing guards, the Reserve Officer program and the 15 Auxiliary Officers. • Tasks include oversight of traffic safety and crime prevention efforts in the City, administration of traffic safety grants, school safety and education, administration of code enforcement program, the Reserve Officer program and 15 Auxiliary Officers; compiling the annual Traffic Safety Report. • Ensures field resources are being utilized properly to address goals of this work unit; responds to major incidents and coordinates field responses as appropriate. • Oversees staff and daily schedule to ensure appropriate field staffing. • Responsible for and supervises the Sergeants, evaluates their performance. • Keeps the Captain and Assistant Chief informed of significant or newsworthy incidents. • Reviews written work and reports of Sergeants and Corporals/Officers as appropriate. • Participates in regional traffic related professional groups (e.g. MATEN – Metro Atlanta Traffic Enforcement Network). • Works on special projects as assigned.

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Community Response Team (CRT)	Sergeant	2	<u>Sergeant: SRO / DARE / Code Enforcement Group</u> • Oversees the two SROs, DARE Officer, three Code Enforcement Officers and the part time school crossing guards; evaluates performance and writes evaluations for the full time employees. • Ensures that daily work assignments and reports are completed. • Maintains liaison with school officials. • Also teaches the GREAT class (Gang Resistance Education and Training) to 6th grade classes. • Conducts special projects as assigned. <u>Sergeant: Traffic Safety Unit and K-9 Officers</u> • Oversees the five CRT and two K9 Officers; evaluates performance and writes their evaluations. • Ensures that daily work assignments and reports are completed. • Handles traffic complaints from members of the public and organizes enforcement and evaluation of effectiveness the PD efforts. • Organizes community outreach events, oversees Neighborhood Watch Program. • Writes traffic safety related (grants, other traffic safety initiatives) and traffic complaint incident reports. • Reviews incidents of deployment and use of the canines. • Participates in regional traffic related professional groups (e.g. MATEN – Metro Atlanta Traffic Enforcement Network). • Assigns/oversees follow-up on hit & run cases. • Oversees Reserve Officer Program (2 Officers) and Auxiliary Officer Program (15 Officers). • The currently assigned Sergeant has an ancillary duty of SRT Team Leader and responsible for organizing monthly SRT training. • Conducts special projects as assigned (e.g. e-ticket writer).

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Community Response Team (CRT)	Corporal/Officer	10	School Resource Officer (3) • Assigned to provide primary coverage for the high schools and spends most of the time at their assigned school(s); one SRO is assigned to the high school, one to the middle school (and 1 elementary school) and one is the DARE instructor. • Provides positive police presence at the schools; handles calls for service and other incidents. • Make presentations to school classes, work with school officials to conduct Code Red drills • One Officer is assigned to teach DARE in the five elementary schools – primarily to 5th grade students (shorter courses to 1st and 3rd grade classes); one other SRO teaches DARE at one elementary school. • Regularly works with the school personnel to answer questions, provide information. • During summer months provide patrol services such as cart path patrol; also involved in other educational programs (e.g. Junior Police Academy, Camp Warrior for 6th grad students) Traffic Safety Officer (5) • Assigned primarily to enforce traffic laws and investigate traffic accidents; provides cart path patrol, conducts hit & run accident investigations. • May be assigned to a car or motorcycle. • Also conduct traffic safety checks (e.g. road safety checks, multi-use or "cart" path safety checks) and traffic safety education programs (bike rodeos, car seat installation). • Assigned to investigate traffic related complaints made by members of the public; provides targeted enforcement. • Also conduct crime safety education (e.g. bank safety talks, women's groups presentations) and events such as National Night Out; gives Neighborhood Watch presentations. K9 Officer (2) • Assigned to work patrol: either Sunday – Wednesday or Wednesday – Sunday, 1600-0200 hours. • The dogs are cross-trained for apprehension, drug detection and tracking. • The K9 Officers also perform traffic safety enforcement and other traffic related functions in support of the goals of the CRT unit.

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Community Response Team (CRT)	Code Enforcement Officers	3	• Conducts field inspections of facilities and lands to ensure compliance with City codes, adopted ordinances, and regulations. • Prepares forms to issue warnings for violations and maintains accurate reports and records regarding inspections activities. • Issues notices and orders for the proper repair or removal of violations of the City Ordinances. • Receives and records reports of violations and alleged violations from citizens and takes actions to correct such violations. • Provides information and explanations of codes and ordinances to citizens. • Pursues, through legal actions, recourses available for inspections when entry is denied. Prepares, seeks, and implements judicial orders and warrants. • Prepares documentation for the placement of liens upon property in which City action for non-compliance has been taken. • Identifies safety hazards at City facilities and reports through the appropriate channels. • Work 10 hour shifts to provide 7 day coverage.
Investigations	Lieutenant Sergeant Corporal/Officer (Detectives)	1 2 3	• Conduct follow-up investigations for all assigned cases, both person crimes and property crimes, including: homicides, robbery, burglary, rape, sexual assaults, registering/follow-up on 290 P.C. sex registrants and related violations; missing persons, significant frauds, narcotic crimes and other cases needing follow-up. • Case assignments made by the Lieutenant, and by the Sergeant in the absence of the Lieutenant; Sergeants also carry an investigative caseload. • Coordinate with Patrol Officers as necessary to complete crime reports and investigations. • Detectives are subject to call-out as needed. Additional duties for Lieutenant: • The Lieutenant also investigates Internal Affairs cases as assigned by the Chief.

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Support Services	Lieutenant	1	• Manages all support functions for the PD; supervises the Office Administrator, two Staff Assistants, Quartermaster, Evidence Custodian and Court Bailiff. • Responsible to coordinate the work related duties of the above staff; also special events (e.g. July 4 parade & fireworks), concerts, fleet, building maintenance, records functions. • Liaison with the Fayette County 911 Communications. • Responds to major incidents and coordinates field responses as appropriate. • Keeps the Lieutenant and Captain informed of significant or newsworthy incidents. • Conducts regular reviews of staff performance. • Trains, counsels, mentors and audits employees' performance; takes corrective or disciplinary action as necessary. • Receives and handles complaints from members of the public.
Support Services	Quartermaster (sworn position)	1	• Provides public fingerprinting services Tuesday and Thursday from 9 AM – 11 AM and 2 PM – 4 PM. • Fills-in for Bailiff in Court all day (Wednesdays) and/or provides criminal fingerprinting for court participants. • Liaison with Public Works for Police vehicle fleet. • Supports and services in-vehicle camera systems. • Tracks Police vehicle and equipment inventory including weapons and electronics. • Provides service for walk-in inquiries where officer is required. • Serves as armorer (pistols) and back-up Evidence Custodian. • Procures all Police equipment and supplies.

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Support Services	Evidence Custodian	1	• Receives, logs and stores evidence and found property, including drugs, money. • Tag, mark, properly package and/or secure property and evidence. • Monitor and control the distribution of evidence and property to users in order to assure that material is used only by authorized personnel. • Maintain filing systems to provide easy access to records. • Process items for fingerprints and take photos as necessary. • Perform tests to identify controlled substances. • Transport items or documents to or from other agencies within the State. • Testify in court. • Prepare and destroy items of evidence and property as authorized in accordance with City ordinances and State law. • Perform maintenance and minor repairs on assigned vehicle and equipment; inspects, and tests equipment to assure safety. • Weigh and destroy medications left by citizens in Prescription Medication drop-box. • Works normal business hours M-F; also on call.
Support Services	Office Administrator	1	• Administers Police Department's office functions. • Compiles the monthly department crime report. • Supervises the Records Unit. • Processes monthly UCR reports and validations. • Prepares driver history and criminal history reports for Court Solicitor. • Maintains warrant files. • Processes alcohol permits, sealing of records. • Prepares billing and collects funding and payments for required medical services. • Maintains personnel files of employees. • Maintains Police accounting system and assists in budget preparation. • Maintains time and attendance records. Prepares payroll, if needed. • Administers GCIC/NCIC Computer Training as the Terminal Agency Coordinator (TAC) and secures and enters information on stolen property and drivers/criminal histories. • Prepares and distributes reports, correspondence and other documentation. • Provides customer service for phone and walk-in clients. • Works normal business hours M-F.

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Support Services	Staff Assistant (CID / OPS)	1	• Receives, prepares, and distributes correspondence, memoranda, reports, forms, and other documentation; maintains files and records. • Enters data into computer systems, runs criminal inquiries in computerized criminal databases. • Develops case files for Detective Division assists Investigators with support as requested, e.g. fraud cases, intelligence files, juvenile cases. • Produces weekly case management report through Crystal Reports. • Processes videos of interviews for evidence, distributes and tracks subpoenas. • Supports Court through provision of case reports and videos as requested. • Processes/tracks court motions for discovery. • Uploads and logs car videos. • Receives and processes Open Records Requests. • Maintains GIS spreadsheet to track Part I Crimes based on information from Daily Report. • Provides customer service to include answering telephone and handling citizen walk-ins. • Supports the Community Emergency Response Team (CERT) education efforts. • Processes various permits.
Support Services	Staff Assistant (Reception)	1	• Receives, prepares, and distributes correspondence, memoranda, reports, forms, and other documentation. • Primary answering point for PD, receives public inquiries on phone and at front counter. • Maintains, updates, and files reports, records, and other data. • Assists with compiling monthly reports, processes Open Records requests. • Performs data entry, e.g. citations and warnings, arrest information. • Maintains vehicle impound, arrest and booking files. • Process alcohol permits; solicitor and various other permits; applications for employment. • Responsible for cash drawer.

Division / Function	Classification and Authorized Staffing		Key Roles and Responsibilities
Professional Standards	Lieutenant	1	• Investigates Internal Affairs cases as assigned by the Chief. • Coordinates all new officer (academy liaison), in-service continual professional training conducted by the PD and all special skills training (away courses). • Conducts recruiting and new Officer testing process; conducts all background investigations. • Supervises new Officers when at the Academy. • Coordinates travel arrangements for officers training courses. • Identifies training needs and schedules courses to provide mandated in-service and discretionary training to Department members. • Manages the FTO Program and monitors the training of new Officers. • Ensures paperwork for training classes is submitted to the state. • Enters Officers' training class records in the database. • Works on special projects such as revision of the FTO Manual. • Issues media releases, manages the PD's social media internet sites. • Functions as the Department's accreditation manager for CALEA (Commission on Accreditation for Law Enforcement Agencies); provides quarterly/annual reports related to accreditation. • Writes and revises Department policies; ensures conformance with policy. • Manages extra duty and off duty employment.
Total Positions		**72**	**64 sworn, 8 civilian**

APPENDIX B – SUMMARY OF THE EMPLOYEE SURVEY

As part of this study, the project team developed and distributed a survey to the employees of the police department. This survey was distributed in July 2013. The following summary provides information regarding this survey instrument.

1. AN ANONYMOUS SURVEY WAS CIRCULATED TO ALL EMPLOYEES.

An anonymous survey was circulated to all Peachtree City Police Department employees to enable employees to provide their opinions about the strengths of the Department and any improvement opportunities that may exist. The employees were asked to rate statements (using a scale of 1 to 10), ranging from Strongly Disagree to Strongly Agree, from Poor to Excellent, and to leave a question blank for No Opinion, in the following categories:

- Service to the Community
- Management / Administration
- Organization, Staffing, and Operations
- Equipment and Facilities

There were a total of 72 surveys distributed, of which 40 individuals responded, resulting in an overall response rate of 56%. The following tables show the breakdown of employee responses based on current department assignment, status, and length of employment at department.

Assignment:	
Patrol, CRT	30
All Other	10
Total	40

Status:	
Sworn	38
Civilian	2
Total	40

Length of Service:	
Less than 1 yr	1
1-5 yrs	6
6-10 yrs	14
11-15 yrs	5
16-20 yrs	10
20+ yrs	4
Total	40

The following sections summarize the results of the employee survey.

2. AN OVERWHELMING MAJORITY OF RESPONDENTS AGREED THAT THE DEPARTMENT PROVIDED HIGH LEVELS OF SERVICE TO THE COMMUNITY EVEN COMPARATIVE TO OTHER POLICE DEPARTMENTS IN THE AREA.

Respondents were provided with a series of statements concerning the level of service to the community. The survey questions in this category and their responses are summarized in the table below:

Statement	Agree	Disagree	Neutral
1. The Police Department provides a high level of service to the community.	95%	0%	5%
2. Compared to other police departments in the area, Peachtree City provides high levels of service.	95%	2%	3%
3. City residents view our Department as a high priority.	43%	43%	14%
4. Compared to other police departments in the area, Peachtree City has a high amount of resources (number of employees and equipment) for police services.	40%	33%	27%

The following points summarize the statistical information provided in the table, above:

- An overwhelming majority of respondents, 95%, agreed with question #1, "The Police Department provides a high level of service the community." None of the respondents disagreed and only 5% remained neutral. It is expected that for this statement the majority of respondents would agree with it.

- Similar to the previous statement, an overwhelming majority of respondents, 95%, agreed with question #2, "Compared to other police departments in the area, Peachtree City provides high levels of service." While none of the respondents disagreed with the previous statement, 2% of respondents disagreed with this statement and only 3% had no opinion.

- Respondents had a mixed reaction to question #3, "City residents view our Department as a high priority." The same proportion of respondents, 43%, agreed and disagreed with the statement, while 14% remained neutral.

  – If this response is broken down by Patrol, Community Response Team (CRT) and all other assignments, then approximately 70% of other assignment officers agree with question #3, that City residents view their department as a high priority compared to just 37% of Patrol and CRT officers.

- A third of the respondents, 33%, disagreed with question #4, "Compared to other police departments in the area, Peachtree City has a high amount of resources (number of employees and equipment) for police services." Approximately, 40% of respondents agreed and 27% had no opinion. Considering the response to the question #2, it can be seen that despite the fact that there is no clear opinion whether Peachtree City has greater resources relative to other departments in the area, there is still the belief that high levels of service are provided to the community.

In summary, a clear majority of respondents agreed that the Department provided high levels of community service, even relative to other police departments in the area. However, respondents had mixed reactions regarding the City residents viewing their department as a high priority and whether it had a greater amount of resources relative to other police departments in the area.

3. THE MAJORITY OF RESPONDENTS AGREED WITH THE MANAGEMENT AND ADMINISTRATION STYLE OF THE DEPARTMENT EXCEPT FOR MIXED RESPONSES REGARDING THE DEPARTMENT'S VISION FOR THE FUTURE, STAFF ACCOUNTABILITY, AND RECOGNITION FROM THE DEPARTMENT.

Respondents were asked to respond to a series of statement relating to the administrative procedures and the management style of the Peachtree City Police department. The responses to the statements in this category are summarized in the following table:

Statement	Agree	Disagree	Neutral
5. Our department has a clear vision / direction for the future.	43%	25%	32%
6. I am kept informed of important Departmental information.	43%	43%	14%
7. I am able to provide input to my supervisor and management.	65%	23%	12%
8. My work performance expectations are made clear.	65%	20%	15%
9. When problems and issues arise, they are resolved in a timely manner.	48%	38%	14%
10. All staff are held accountable for their actions.	33%	40%	27%
11. Our Department seems to be innovative and progressive.	53%	10%	37%
12. Our Department does a good job planning and scheduling our work assignments.	40%	25%	35%
13. Our policies and procedures are up to date and consistently followed.	63%	15%	22%

Statement	Agree	Disagree	Neutral
14. The Department strives to continually improve policies and procedures.	63%	15%	22%
15. The Department's expectations regarding standards of conduct are clear to me.	85%	10%	5%
16. The same standards of conduct are applied to managers as are applied to line staff.	50%	35%	15%
17. My supervisor creates a motivating environment for my work unit.	68%	13%	29%
18. I am appropriately recognized for my work and contributions to the Department.	40%	35%	25%
19. I receive the appropriate training to do my job well.	85%	13%	2%
20. I receive an annual written performance evaluation from my supervisor.	88%	8%	4%
21. My supervisor listens to me and evaluates me fairly.	70%	13%	17%
22. Employees have an equal opportunity to be selected for "full time" specialty assignments such as Detective and CRT.	48%	43%	9%
23. Employees have an equal opportunity to be selected for "collateral" specialty assignments such as SWAT Team member.	70%	10%	20%
24. The promotional process fairly tests the skills, ability and qualifications of the candidates for the position.	60%	8%	32%
25. Managers seek and value input from staff on their ideas about how to improve operations and services.	40%	30%	30%
26. I am treated with respect by management and staff.	68%	18%	14%
27. I am treated fairly by the Police Department.	68%	18%	14%
28. There is a good working relationship between sworn and civilian staff.	90%	5%	5%

The following points summarize the statistical information provided in the table, above:

- Respondents had a mixed reaction to question #5, "Our Department has a clear vision / direction for the future." Approximately, 43% of respondents agreed, 25% disagreed, and 32% were neutral.
  - If these responses are filtered by assignment, 70% of other assignment officers, agreed with the Department having a clear vision / direction for the future compared to 37% of Patrol and CRT officers.
- The same proportion of respondents, 43%, agreed and disagreed with question #6, "I am kept informed of important Departmental information." The remaining 14% had no opinion. It is important to focus on the response to this question because it will be a basis for comparison for many of the responses related to the department's future, management style, and Departmental communication.
  - 80% of other assignment officers, agreed with question #6, that they are kept informed of important Departmental information, while 53% of Patrol, CRT officers disagreed with this statement. This is one of the few

instances in which there is such a clear divide in opinion between the officers based on assignment.

- A clear majority of respondents, 65%, agreed with question #7, "I am able to provide input to my supervisor and management," while 23% disagreed and 12% were neutral.

- A similar majority of the respondents, 65%, agreed with question #8, "My work performance expectations are made clear," while 20% disagreed and 15% had no opinion.

- Nearly a majority of respondents, 48%, agreed with question #9, "When problems and issues arise, they are resolved in a timely manner." 38% of respondents disagreed and 14% remained neutral.

  – Approximately 70% of other assignment officers, agreed with question #9, that problems and issues are resolved in a timely manner, compared to 40% of Patrol and CRT officers.

- Respondents had a mixed reaction to question #10, "All staff are held accountable for their actions." About 33% agreed, 40% disagreed and 27% had no opinion.

  – While 50% of Patrol and CRT officers disagree that all staff are held accountable for their actions, 70% of officers that identified as other assignments agreed with this statement. Therefore, in some instances filtering the responses by assignment shows a clear majority.

- A slight majority of respondents, 53%, agreed with question #11, "Our Department seems to be innovative and progressive." About 10% of respondents disagreed and 37% were neutral. It is interesting to note that even though there is no clear majority regarding respondents believing their Department to have a clear vision or direction for the future, they do believe that despite that, the Department is innovative.

- Approximately 40% of respondents agreed with question #12, "Our Department does a good job planning and scheduling our work assignments." A quarter of the respondents, 25%, disagreed and 35% remained neutral. This response pattern is consistent with the question regarding the department's vision and direction for the future.

  – Filtering the responses by assignment type, 70% of other assignment officers agreed that the Department does a good job planning and scheduling our work assignments; however, only 37% of Patrol and CRT officers agreed with that statement.

- A majority of the respondents, 63%, agreed with question #13, "Our policies and procedures are up to date and consistently followed." 15% disagreed and 22% had no opinion.

- A similar proportion of respondents, 63%, agreed with the question #14, "The Department strives to continually improve policies and procedures." Approximately 15% disagreed and 22% had no opinion. This response pattern is consistent with the previous question relating to policies and procedures.

- A strong majority of the respondents, 85%, agreed with question #15, "The Department's expectations regarding standards of conduct are clear to me." Approximately 10% of respondents disagreed and only 5% were neutral. Considering that earlier in this section, respondents had agreed that work performance expectations are clear, it was to be expected that expectations related to standards of conduct would also be clear.

- Half of the respondents, 50%, agreed with question #16, "The same standards of conduct are applied to managers as are applied to line staff." About 35% disagreed and 15% were neutral. It is interesting to note that there is no clear majority for this statement, but it is consistent with the mixed reactions associated with staff accountability.

  – Even with sorting the responses by assignment there is no clear majority for Patrol and CRT officers, but 90% of other assignment officers believe that the same standards of conduct are applied to managers as the ones applied to line staff. Considering other responses of other assignment officer, this response is consistent with that pattern.

- A clear majority of respondents, 68%, agreed with question #17, "My supervisor creates a motivating environment for my work unit." 13% of respondents disagreed and 30% remained neutral.

- A quarter of respondents, 25%, remained neutral regarding question #18, "I am appropriately recognized for my work and contributions to the Department." Approximately 40% of respondents agreed and 35% disagreed. Despite the fact that respondents agree that supervisors generate a motivating environment, there is no clear majority that respondents are recognized for their work within the Department.

  – 70% of all other assignment officers believe that they appropriately recognized for their work and contributions to the Department, but this sentiment is not echoed across Patrol and CRT officers, as responses range from 33% agreeing, 43% disagreeing, and 24% remaining neutral.

- A strong majority of the respondent, 85%, agreed with question #19, "I receive the appropriate training to do my job well", with 13% disagreeing and only 2% having no opinion.

- A similar proportion of respondents, 88%, agreed with question #20, "I receive an annual written performance evaluation from my supervisor." Only 8% disagreed and only 4% were neutral. It is interesting to note that even though, respondents receive an annual performance evaluation, this evaluation does not serve to recognize their work or contributions to the Department.

- A majority of respondents, 70%, agreed with question #21, "My supervisor listens to me and evaluates me fairly." About 13% disagreed and 17% had no opinion. This response pattern is consistent with other supervisor related questions such as the supervisor generating a motivating environment for the work unit.

- Only 9% of the respondents remained neutral regarding question #22, "Employees have an equal opportunity to be selected for 'full time' specialty assignments such as Detective and CRT." Almost a majority of respondents, 48% agreed and 43% disagreed. There is clearly a great difference of opinion regarding this statement.

  – Approximately half of the Patrol and CRT respondents disagreed with question #22, while 90% of all other assignment officers, agreed with this statement. It is interesting to note that the Patrol and CRT respondents did not agree that there was an equal opportunity for these assignments compared to those officers that did not identify themselves as Patrol and CRT.

- However, a clear majority of respondents, 70%, agreed with question #23, "Employees have an equal opportunity to be selected for 'collateral' special assignments such as SWAT Team member." About 10% disagreed and 20% remained neutral. Therefore, even though there is a divide regarding employees having equal opportunity to be selected for "full time" specialty assignments, there is no such belief that a divide exists for being selected for "collateral" specialty assignments.

- A majority of respondents, 60%, agreed with question #24, "The promotional process fairly tests the skills, ability and qualifications of the candidates for the position." Only 8% of the respondents disagreed and 32% had no opinion. This response pattern was to be expected in order to remain consistent with other statement regarding work performance expectations, standards, training, and evaluation.

- The same proportion of respondents, 30%, disagreed and remained neutral regarding question #25, "Managers seek and value input from staff on their ideas about how to improve operations and services." The remaining 40% agreed with

the statement. It is interesting to note that earlier respondents agreed that they are able to provide input to supervisors and management, the mixed reaction to this statement suggests that managers may not really always seek out that input.

  – When filtering the responses by assignment type, 80% of all other assigned officers agreed that Managers sought out their input, while 33% of Patrol and CRT officers agreed and disagreed with that statement.

- A majority of respondents, 68%, agreed with question #26, "I am treated with respect by management and staff." About 18% disagreed and 14% remained neutral.

- A similar majority of respondents, 68%, agreed with question #27, "I am treated fairly by the Police Department." 18% disagreed and 14% had no opinion.

- An overwhelming majority of respondents, 90%, agreed with question #28, "There is a good working relationship between sworn and civilian staff." The same proportion of respondents, 5%, disagreed and remained neutral.

In summary, for the majority of the statements relating to administrative procedure and management oversight the majority of respondents generally agreed with the department's written policies and procedures, its ability to clearly describe work expectations and standards of conduct for employees, and that they receive fair treatment at the Department. However, respondents did have mixed reactions regarding the department's vision for the future, its ability to resolve issues in a timely manner, its accountability practices, its ability to schedule and plan work assignments, recognize staff for departmental contribution, the equal opportunity to be selected for "full time" specialty assignments and that management seeks out input from staff to improve operations and services. In some instances, when responses were filtered by assignment type, there was a clear majority in some of these categories, with most of the other assignment officers agreeing with the department having a vision, its accountability practices, and that management sought input from staff to improve operations and services. This suggests that there is clearly a difference in opinion in

some cases between all other assignment officers and those identified as Patrol and CRT officers.

4. RESPONDENTS HAD MIXED REACTIONS REGARDING STAFFING RESOURCES, BUT AN OVERWHELMING MAJORITY OF RESPONDENTS AGREED THAT THEY WORK WELL WITH EACH OTHER ON CALLS FOR SERVICE.

Respondents were asked to respond to several statements regarding staffing levels, organizational structure and department operations at the Peachtree City Police Department. The survey questions in this category and their responses are summarized in the table below:

Statement	Agree	Disagree	Neutral
29. Staff resources are adequate to meet the current law enforcement needs of the City.	30%	38%	32%
30. We have the staff we need to perform safely and effectively during incidents.	38%	40%	22%
31. Dispatch information provided to us on incidents is accurate and timely.	43%	23%	34%
32. Our personnel work well with each other on calls for service to which they respond.	95%	3%	2%
33. We receive the practical training we need to maintain skills.	83%	8%	9%

The following points summarize the statistical information provided in the table, above:

- Respondents had a mixed reaction to question #29, “Staff resources are adequate to meet the current law enforcement needs of the City.” Approximately, 30% of respondents agreed, 38% disagreed and 32% remained neutral.

- Similar to the previous statement, respondents also had a mixed reaction to question #30, “We have the staff we need to perform safely and effectively during incidents.” About 40% of respondents disagreed, 38% agreed, and 22% had no opinion. It was expected that this response pattern is fairly consistent with the previous statement regarding staffing resources.

  – Approximately 70% of all other assignment officers, agreed that there is sufficient staff to perform safely and effectively during incidents compared to just 30% of Patrol and CRT officers. This variation in responses helps explain the mixed reaction that is seen in the overall response.

- Approximately 43% of respondents agreed with question #31, "Dispatch information provided to us on incidents is accurate and timely." 23% disagreed and 34% remained neutral.

- An overwhelming majority of the respondents, 95%, agreed with question #32, "Our personnel work well with each other on calls for service to which they respond." Only 3% of respondents disagreed and only 2% had no opinion.

- A strong majority of respondents, 83%, agreed with question #33, "We receive the practical training we need to maintain skills." Only 8% disagreed and 9% were neutral. This response is consistent with the training statement discussed in the management and administration section of the survey.

Overall, a majority of respondents agreed that personnel work well with each on calls for service and that they receive the practical training needed to maintain their skills. However, respondents had mixed reactions regarding staffing resources and whether there is enough staff to perform safely and effectively during incidents.

5. THE MAJORITY OF RESPONDENTS BELIEVED THAT WHILE AT TIMES THE WORKLOAD IS HEAVY, THEY ARE ABLE TO KEEP UP.

Respondents were asked to respond to a question regarding their typical day-to-day workload. The survey question in this category and its response is summarized in the table below:

Statement	% of Responses
About the right balance between time available and the amount of work.	8%
I am always overloaded. I can never catch up.	13%
I could handle more work without being overloaded.	5%
Sometimes my workload is heavy, but most of the time I can keep up.	74%

In summary, only 5% of the respondents stated that they could handle more work without being overloaded and only 8% felt that they had the right balance between time available and the amount of work. Approximately 13% believe that they are always overloaded and can never catch up, and the remaining 74% stated that sometimes workload is heavy, but most of the time they can keep up. This remains consistent with

the opinions expressed in the previous section related to staffing resources, because there is no clear majority regarding whether staffing levels or adequate or inadequate it is expected that the workload could at times be heavy, but it is manageable.

6. EMPLOYEES GENERALLY HAD MIXED RATINGS REGARDING MOST OF THE PROGRAMS AND SERVICES, BUT THE MAJORITY OF EMPLOYEES RATED COORDINATION BETWEEN DETECTIVES AND PATROL AS POOR.

Respondents were asked to respond to a series of statements evaluating the quality and / or effectiveness of the programs and services of the Peachtree City Police Department. The following table summarizes the programs and services and their ratings:

Programs / Services	Poor	Fair	Good	Excellent	No Opinion
35a. Response times to calls for service.	0%	8%	50%	42%	0%
35b. Availability of backup for officer safety.	3%	18%	50%	29%	0%
35c. Department capabilities for selective enforcement of targeted problems.	8%	35%	43%	11%	3%
35d. Amount of uncommitted time in the field.	0%	38%	50%	4%	8%
35e. The way officers deal with citizens.	3%	5%	42%	50%	0%
35f. Follow-up investigations.	13%	17%	45%	25%	0%
35g. Coordination between detectives and patrol.	55%	20%	10%	15%	0%
35h. Level of Traffic Enforcement.	5%	23%	45%	27%	0%
35i. Quality of dispatch services.	8%	35%	45%	12%	0%
35j. Availability and content of training.	3%	20%	58%	19%	0%
35k. Crime analysis	23%	38%	30%	5%	4%
35l. Crime prevention programming	20%	40%	33%	5%	2%

The following points summarize the statistical information provided in the table above:

- None of the respondents rated #35a, “Response times to calls for service” as poor, only 8% as fair, 50% as good, and 42% as excellent. It was expected that the majority of the responses would either fall into the good or excellent category for this program / service.

- Half of the respondents ranked #35b, “Availability of backup for officer safety” as good. Only 3% ranked it as poor, 18% as fair, and 29% as excellent. Considering that there was mixed responses to staff resources discussed throughout the

survey, it is interesting to note that in terms of availability of backup, the majority of responses are either good or excellent.

- 3% of respondents had no opinion regarding #35c, "Department capabilities for selective enforcement of targeted problems." Only 8% rated it as poor, 35% as fair, 43% as good, and 11% as excellent. For this statement, the majority of responses feel either in the poor or fair category.

- None of the respondents rated #35d, "Amount of uncommitted time in the field" as poor, 38% rated it as fair, 50% as good, only 4% as excellent, and 8% had no opinion. The majority of this response fell into the fair and good category. This response is consistent with the day-to-day workload responses expressed earlier in the survey.

- Half of the respondents, 50%, felt that #35e, "The way officers deal with citizens" was excellent. Only 3% of the respondents rated interaction with citizens as poor, 5% as fair, and 42% chose good. This response pattern is consistent with responses related to community service levels and expectations discussed in earlier portion of the survey.

- 13% of respondents rated #35f, "Follow-up investigations" as poor, 17% rated it as fair, 45% as good, and 25% as excellent. The majority of employees responded either in the good or excellent category.

- A slight majority of respondents, 55%, ranked #35g, "Coordination between detective as patrol" as poor, 20% as fair, 23% as fair, 10% as good, and 15% as excellent. This is one area where there was a clear majority of responses in the "poor" category. This suggests that this is one area where the Department respondents believe needs improvement.

  – When filtering the responses by assignment, it can be seen that 40% of all "other" assigned officers, ranked coordination between detective patrol as excellent compared to just 10% of Patrol and CRT officers. Even though, there is no clear majority, it does show that there is clearly differing opinions regarding this issue depending on one's assignment.

- Only 5% of respondents qualified question #35h, "Level of Traffic Enforcement" as poor, 23% as fair, 45% as good, and 27% as excellent. The majority of responses for traffic enforcement are in the good or excellent categories.

- Approximately 45% of respondents rated #35i, "Quality of dispatch services" as good, only 8% as poor, 35% as fair, and 12% as excellent.

- A majority of respondents, 58% ranked #35j, "Availability and content of training" as good, 3% as poor, 20% as fair, and 19% as excellent. This is one of two programs that has a clear majority in any category and the response of good is

consistent with other responses related to training throughout the rest of the survey.

- 23% of respondents qualified #35k, "Crime analysis" as poor, 38% as fair, 30% as good, only 5% as excellent, and 4% remained neutral. This is one of the few programs for which the majority of the responses were in the fair and good category.

- Approximately 40% of respondents rated #35l, "Crime prevention programming" as fair, while 20% chose poor, 33% good, only 5% excellent, and 2% had no opinion regarding the program. Similar to the previous program, the majority of responses are in the fair or good categories.

Generally, for most of the programs and services there was no category in which there was a clear majority, most of the responses hovered between the good and excellent categories. There were a few that had responses in the fair and good category and one instance in which the majority of responses were in the poor category. In terms of coordination between detectives and patrol, the majority of respondents chose this coordination to be poor. However, to be consistent with opinions related to training expressed throughout the survey, the majority of respondents ranked availability and content of training as good.

7. A MAJORITY OF RESPONDENTS HIGHLY RATED THE QUALITY OF VEHICLES, RADIOS AND OFFICER'S PERSONAL EQUIPMENT.

Respondents were asked to rate the quality of equipment and facilities available to the Police Department. The items in this category and their ratings are summarized in the table below:

Item	Poor	Fair	Good	Excellent	No Opinion
36a. Vehicles	0%	13%	35%	52%	0%
36b. Radios	0%	8%	40%	52%	0%
36c. Officer personal equipment	0%	15%	33%	52%	0%
36d. Information Technology	43%	30%	20%	5%	2%
36e. Police Facility	10%	30%	48%	12%	0%

The following points summarize the statistical information provided in the table above and on the previous page:

- A slight majority of respondents, 52%, rated Vehicles (#36a) as excellent, 0% as poor, 13% as fair, and 35% as good.
- The same majority of respondents, 52%, ranked Radios (#36b) as excellent, none of the respondents chose poor or had no opinion, only 8% rated it as fair, and the remaining 40% ranked it as good.
- Barely a majority of respondents at 52% rated Officer personal equipment (#38c) as excellent, 15% rated it as fair, and the remaining 33% rated it as good.
- Approximately 43% of respondents qualified Information Technology (#36d) as poor, 30% as fair, 20% as good, only 5% as excellent and 2% were neutral. This was the only category for which there was such a large percentage of responses in the poor category. In fact the majority of responses were in the poor and fair categories.
- Nearly a majority of respondents, 48%, stated Police Facility (#36e) to be good, 10% rated it as poor, 30% as fair, and the remaining 12% as excellent. The majority of responses in this category were more in line with the other responses as they fell in either the good or excellent category.

In summary, this is the only section of the survey in which respondents are asked to present their opinions regarding police equipment and facilities. Respondents generally seemed to rank Vehicles, Radios, and Officer personal equipment as excellent, but their opinions were mixed regarding Information Technology and Police facility. In the case of the Police facility, even if there was no clear majority in one category, the majority of responses fell into the good and excellent category, whereas, with Information Technology the majority of responses are in the poor and fair category. This suggests that respondent have identified this as an area of focus for the Peachtree City Police Department.

8. NARRATIVE SURVEY RESPONSES.

In addition to the survey's forced choice questions, respondents were asked to provide narrative responses to two open-ended questions. The responses to the questions were grouped by common themes and summarized by the project team.

(1) Please indicate what you believe are the most important strengths of the Department:

Those who chose to answer the open-ended questions stated that the greatest strength lay in the high level of dedication of these officers to the community and their equipment. Some of the additional common themes are summarized below:

- Greatest strengths of the department:
  - Dedication of officers to community / emphasis on customer service
  - Equipment
  - Training
  - Teamwork
  - Professionalism of staff

In summary, it can be seen that many of the strengths of the department are interconnected; the ability to provide a high level of customer service can be related to good equipment, proper training, good teamwork and the professionalism of staff. The responses in this category were consistent with the opinions expressed in the rest of the survey.

(2) Please indicate what you believe are the most important improvement opportunities for the Department:

The general consensus for an important opportunity for improvement was department morale. The common themes are summarized below.

- Most important opportunities for improvement:
  - Department morale
  - Communication (between divisions and management to staff)

- Increasing staffing level / Distribution of staff
- Salary and benefits increase
- Information Technology (IT)

In summary, the respondents stated that there was a need for improvement in department morale but there were not specific comments regarding how to accomplish it. Some solutions may be related to other responses such as the need for clearer communication, not only within divisions but also from management. The discussion of staffing resources and improvement in IT has been discussed in other sections of the survey.

In addition to the narrative survey questions, respondents were asked if they wanted to share any other comments related to the questions in the survey or additional feedback. The majority of the respondents emphasized many of the themes already expressed such as salary increases or greater communication between management and staff, but there were several comments regarding the lack of support from the City (i.e. Mayor, City Council, etc.) for the Department.