Police Operations Analysis
Sandy Springs, Georgia
January 2015

CPSM

Center for Public Safety Management, LLC

475 K Street, NW, Suite 702
Washington, DC 20001
www.cpsm.us
716-969-1360

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The International City/County Management Association (ICMA) is a 100-year-old, nonprofit professional association of local government administrators and managers, with approximately 9,000 members spanning thirty-two countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to their citizens in an efficient and effective manner. Our work spans all of the activities of local government — parks, libraries, recreation, public works, economic development, code enforcement, Brownfields, public safety, etc.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Its work includes both domestic and international activities in partnership with local, state, and federal governments as well as private foundations. For example, it is involved in a major library research project funded by the Bill and Melinda Gates Foundation and is providing community policing training in Panama working with the U.S. State Department. It has personnel in Afghanistan assisting with building wastewater treatment plants and has had teams in Central America providing training in disaster relief working with SOUTHCOM.

The **ICMA *Center for Public Safety Management (**ICMA/CPSM)** was one of four Centers within the Information and Assistance Division of ICMA providing support to local governments in the areas of police, fire, EMS, emergency management, and homeland security. In addition to providing technical assistance in these areas we also represent local governments at the federal level and are involved in numerous projects with the Department of Justice and the Department of Homeland Security. In each of these Centers, ICMA has selected to partner with nationally recognized individuals or companies to provide services that ICMA has previously provided directly. Doing so will provide a higher level of services, greater flexibility, and reduced costs in meeting members' needs as ICMA will be expanding the services that it can offer to local governments. For example, The Center for Productivity Management (CPM) is now working exclusively with SAS, one of the world's leaders in data management and analysis. And the Center for Strategic Management (CSM) is now partnering with nationally recognized experts and academics in local government management and finance.

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Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese serves as the Director of Research & Program Development. Dr. Dov Chelst is the Director of Quantitative Analysis.

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Section 1. Executive Summary

The Center for Public Safety Management, L.L.C., (CPSM) was commissioned to review the operations of the Sandy Springs Police Department (SSPD). While our analysis covered all aspects of the department's operations, particular areas of focus of this study included: identifying appropriate staffing of the department given the workload, community demographics and crime levels; the effectiveness of the organizational structure; and efficiency of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of service demand on current staffing. Our study involved data collection, interviews with key police and administration personnel, focus groups with department personnel and volunteers/community members, on-site observations of the job environment, data analysis, comparative analysis, SWOT analysis, and the development of alternatives and recommendations.

Based on CPSM's detailed review of the Sandy Springs Police Department, it is our opinion that the department reflects a modern policy agency that is highly professional, well-managed, and responsive to the community needs. The staff is professional, highly trained, and dedicated to the mission of the department. The volunteers/community members were exceptionally enthusiastic about the department and the quality of service provided by the department to the community. The department also assists surrounding police departments in delivering police services and takes a leadership role in multidepartment collaborations such as the North Metro Special Weapons and Tactics Unit (S.W.A.T.), a collaborative model of a S.W.A.T. team with participation from Johns Creek Police Department, Dunwoody Police Department, Brookhaven Police Department, and Sandy Springs Police Department.

Major recommendations follow and are discussed in detail throughout the report. These recommendations are offered to enhance the operation of the Sandy Springs Police Department and in no way are a reflection of any departmental deficiencies. The recommendations provided are to ensure that police resources are optimally deployed, operations are efficiently streamlined, and services proved are cost-effective while maintaining the high level of police services currently being provided to the citizens of Sandy Springs, Georgia.

CPSM staff would like to thank City Manager John McDonough, Chief Kenneth DeSimone, and the entire staff of the Sandy Springs Police Department for their gracious cooperation and assistance in completing this project.

Major Recommendations

- Explore ways to minimize response to non-emergency CFS: eliminate, or greatly reduce responses to property damage-only traffic accidents; examine alarm reduction program for possible efficiencies including an increase in fees, quicker termination of alarms, and closer management of chronic abusers.

- Expand the "power squads," which should have a schedule of noon to midnight within the current patrol shift schedule.

- Add five sworn officers to patrol.

- Administration and management of Internal Affairs in the SSPD should be led by a captain. The captain would report to the Chief of Police, consistent with the current organization.

- The department should scrutinize Internal Affairs case closures more carefully to ensure that the appropriate findings are being made (particularly with regards to citizen-initiated complaints).

- Implement quality assurance measures by developing a system for routinely engaging in random audits and inspections of units, equipment, department records, etc., including random inspection of audio and video recordings from officers on patrol. For example, there could be random selection of ten accident reports and ten evidence receipts to review them for accuracy and completeness and to ensure that proper procedures were followed. The office of professional services/internal affairs should also perform periodic reviews of K9, traffic, and other individual units.

- Disseminate findings and penalties associated with disciplinary cases, both inside the department and in the annual report.

- Revisit the secondary employment policy to develop greater oversight and administration of the policy.

- The Criminal Intelligence Unit, which houses Crime Analysis, should be moved under the captain of the Criminal Investigation Division. This would enable the units to work together more closely with a proactive strategy rather than reactive, and to use technology to enhance case closures and clearance rates. Furthermore, for better analysis of each detective's performance, crime analysis could provide the supervisors with monthly statistics pertaining to the clearance rates of each detective, and specifically by type of crime. Supervisors could then benchmark the performance of each detective over time and against national clearance rates. Crime analysis could assist in capturing the workload of Assist Other Agencies (AOA) calls to provide a more robust presentation of workloads. Crime analysis could also work with the supervisors to determine a more efficient method of capturing the workload of the crime scene investigators.

- The department should consider whether the Criminal Investigation Division embraces the philosophy of being built around specialty units or generalist units. This philosophy will determine the configuration of the division. In the division's current structure, the Crimes

Against Children detective should report to the sergeant who supervises the Person Crimes Unit to provide for greater continuity of investigations.

- The department should consider providing contract services to other agencies that currently request crime scene investigation services from the Sandy Springs Police Department. This would produce revenue for the department that could be used to enhance or expand the division.

- The full workload of the Criminal Investigation Division needs to be captured to determine staffing needs. Currently, Assist Other Agencies (AOA) calls are not tracked for the detectives' workloads and the department could not produce the amount of overtime used by the Criminal Investigation Division. The current workload of the detectives range from 163 to 302 cases during an eleven-month period in 2015. CPSM recommends a manageable workload of 120 to 180 cases per year. The investigatory demands of the Criminal Investigation Division are substantially higher than this overall. Command staff needs to capture AOAs and overtime to determine the projection of staffing needs.

- Expand the role of the sworn officer assigned to the Crime Analysis Unit to formally be part of the North Metro S.W.A.T. deployment for crisis situations. This sworn officer could serve as an intelligence analyst on the scene and liaison with the other members of the Criminal Intelligence/Crime Analysis Unit to provide immediate intelligence and mapping capabilities.

- Obtain an OSSI CAD license for the Criminal Intelligence/Crime Analysis Unit to increase capabilities and efficiencies.

- Physically move the Criminal Intelligence/Crime Analysis Unit to closer proximity to of the Criminal Investigation Division. Reorganize the structure of the unit and have the Criminal Intelligence Manager report to the captain of the Criminal Investigation Division to create a proactive approach for using crime analysis capabilities to reduce crime and increase clearance rates.

- Add one civilian with experience in criminal intelligence/crime analysis to expand the capabilities of the Criminal Intelligence/Crime Analysis Unit and promote greater emphasis on intelligence-led policing.

- With the additional staffing, have the Criminal Intelligence/Crime Analysis Unit conduct on-going quality assurance surveys to add an additional dimension in measuring the performance of the agency, and use the data to improve operational and administrative performance of the agency.

- The department should consider consolidating all of its investigative functions, organizationally and/or physically, at one location. The Street Crimes Unit, Special Investigations Unit, and Criminal Investigation Division are very interdependent. SIU members and their assets are overexposed and not secure at the current location. Increased facility security or an off-site arrangement should be considered for SIU.

- While all of the Criminal Investigation Division members do an excellent job counting individual activities, they may benefit from better identifying time committed to tasks or events. The division most likely commits a significant amount of time to assisting patrol and other agencies.

- The Special Investigations Unit is not adequately staffed to function properly and to effectively manage its caseload.

- Institute psychological testing for all new members as part of the selection process for the North Metro S.W.A.T.

- Upgrade the communications equipment for the Crisis Negotiation Team and consider the feasibility of obtaining funding for a mobile command center.

- Command staff should conduct an exit interview with any employee who leaves the department for other opportunities. The reasons why employees decide to leave could be utilized to help create a retention plan for the department and could help identify any issues that may contribute to employees seeking other employment opportunities.

- Command staff should conduct an analysis of the amount of funding spent on training and to determine the return on investment (ROI) for the money spent. While many training courses are required to maintain certification of sworn personnel, the topics that are not mandatory should be reviewed to determine the extent to which the training is directly benefiting the department. Those department members sent to expensive or nationally recognized training, such as the FBI National Academy, should then present training sessions to department members on topics that were taught in these training courses. This would increase the department's ROI for its training funds.

- The department should establish a formal training advisory committee representative of the components of the agency and of varying ranks. This committee should be charged with providing suggestions for training courses and topics that may be beneficial for enhancing the knowledge, skills, and abilities of department members. The department-wide training advisory committee could meet quarterly and assist in identifying training needs and help develop an annual training calendar for the department.

- The driving pad used for vehicle operations training is located at the Georgia Public Safety Training Center in Austell, Ga., and travel time to this facility is 90 minutes. The training advisory committee could be utilized to seek partnerships with local businesses that have a large vehicle fleet and determine if a nearby driving facility is available for department use. The Sandy Springs Police Department has an exceptional relationship with the community and could be successful in partnering with other organizations to share a resource such as a driving pad.

- The performance evaluation form is somewhat generic in construct. To make performance evaluations more meaningful, a performance evaluation instrument could be designed for each position based on the position's job task analysis. The performance evaluation instrument should be more specific in terms of measuring the performance of the member

based upon the position's duties and responsibilities. Basing the performance evaluation instrument on the position's job task analysis would increase reliability.

- The department needs a facility that can accommodate a police headquarters. The current structure is very fragmented, with certain department components sharing interior walls with private businesses. A short-term recommendations is to consider moving the Property and Evidence Room to a building in which the interior walls are shared only with other department units.

- The department should develop written directives for using social media, to include policies for agency work product and guidelines for personal use by employees.

- The public information officer and representatives from the districts should develop a plan for better coordination of community events and meet regularly to avoid creating conflicts.

- The department should consider consolidating the records, permits, and GCIC functions to increase efficiency and redundancy.

- Members of the public should not be allowed access throughout the buildings without an escort.

- The Records Unit should establish a specific plan and timeline for going "paperless."

- The department should consider civilianizing the fleet liaison position and providing clerical support to this position and the quartermaster.

- The quartermaster should implement a task management system for issuing and receiving equipment, to include supervisor notifications when items are available or need to be returned.

- The current police facility is not secure, nor is it functional. Much of the facility is exposed behind non-ballistic glass. There are insufficient security buffers and a majority of the department's assets are unprotected in parking areas which are open to the public. A new police facility should be included as part of strategic capital plan.

- The Court Security Unit serves both the department and the City Court. Given the conflicts which arise from time to time, it may be useful to schedule regular, consistent meetings to review activities, performance and expectations.

- While the desk officer produces a significant volume of work, the department should consider civilianizing this position, as most of the activities do not require law enforcement authority.

- The department may wish to expand the use of telephone (teleserve) reporting and also feature online reporting more prominently on its website.

- While it is recognized that the city of Sandy Springs is currently in the process of building a state-of-the-art City Hall Center and funding is allocated to the project, department staff should work with the city to identify a facility that would better serve the needs of the department. The current location of the department's facility is not inviting to the public

and difficult to find if one is not familiar with the area. A new or retrofitted facility to house the department will increase security and communication throughout the department. Divisions could be located within the facility based upon coordination and communication needs.

- City staff should review pay and benefits for all positions to determine the competitiveness of entry salaries, step plan increases, and incentives for transfers to specialized units.

- Department staff should convene a communication committee consisting of diverse ranks and representation of all department components to identify strategies to improve communication both vertically and horizontally. The committee should examine the feasibility of implementing a Compstat or similar program to enable greater communication in strategic planning to impact crime. The program format should be designed to fit the culture of Sandy Springs Police Department, but include at a minimum verbal and electronic sharing of crime statistical data as a basis for the department-wide operational planning, resource allocation, and follow-up debriefing. This would also enable crime analysis to play a more proactive than reactive role.

- Leadership should determine a standardized rotation schedule for supervisors that would facilitate greater mentorship and provide a longer time frame for evaluating subordinates. Additionally, a standardized and consistent transfer policy should be utilized with all candidates applying for transfers. General Order 03-3300 provides a detailed process for internal transfers inclusive of the selection process. Staff should review the transfers that have occurred within the past three years to determine if the policy is being followed.

Section 2. Methodology

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Sandy Springs Police Department (SSPD). Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of SSPD internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

Interviews

This study relied extensively on intensive interviews with SSPD personnel. On-site and in-person interviews were conducted with all division commanders regarding their operations.

Focus Groups/SWOT Analysis

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department. A SWOT analysis methodology was used to create an awareness of the organizational culture, strengths, weaknesses, opportunities, and threats.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Sandy Springs Police Department. Information on strategic plans, personnel staffing and deployment, monthly and annual reports, operations manuals, intelligence bulletins, evaluations, training records, and performance statistics were reviewed by project team staff. Follow-up phone calls were used to clarify information as needed.

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol, special enforcement, investigations, and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

Implementing the Report's Recommendations

CPSM's conclusions and recommendations provide a blueprint for both the city and police administrations to move forward. The city administration should have periodic meetings with the SSPD to ensure that CPSM's recommendations are implemented. It is strongly recommended that the chief identify and task one individual with responsibility for implementing these

recommendations. This person should establish a liaison with the chief of police and should be given the authority and responsibility to effectuate the recommended changes. This includes ensuring the recommendations are executed in a timely fashion and then evaluating the department's progress every six months. If the city desires, CPSM can provide a service to review, monitor, and evaluate the department's progress to help ensure that the recommendations are being implemented properly. If the police administration continues to have difficulty implementing the recommendations, CPSM can assist with implementation.

Section 3. Community and Department Overview

The city of Sandy Springs is the sixth largest city in the state of Georgia and the second largest city in the metropolitan Atlanta area. The city was incorporated in 2005 and operates under a council-manager form of government. The city has adopted a nontraditional approach to managing services, operating largely through public-private partnerships (PPP). The PPP model utilized by the city is lauded for being responsive to the community, streamlining services, and functioning both operationally and financially in an effective and efficient manner. Sandy Springs has a very low per capita ratio of municipal employees to residents. The vast majority of municipal employees are found in the police department and fire department. Operations are managed by a small cadre of staff, including the City Manager, two Assistant City Managers, City Clerk, City Manager's Executive Assistant, Finance Director, Court Administrator, and Human Resources Director. All other city services are contracted or share collaborative partnerships.

On July 1, 2006, the Sandy Springs Police Department was created as a full-service law enforcement agency dedicated to protecting and serving citizens. At the time, the Sandy Springs Police Department adopted the following mission and vision statements to guide the department:

Mission: It is the mission of the department to prevent crime and enforce the law through problem-solving partnerships.

Vision: It is the vision of the department to be the nation's premiere model for excellence in policing, partnerships, and professionalism.

Demographics

The city of Sandy Springs is a demographically diverse community located in north Fulton County, Georgia, and has a land area of 37.64 square miles. The population is 101,908, but when visitors and daytime population are included, the estimated population balloons to 200,000. The city experienced an 8.6 percent increase in population from 2010 to 2014. The population has diversity but the primary racial/ethnicity is 65 percent white, followed by 20 percent African American, and 14.2 percent Latino. A comparison of the educational levels of the city to the state shows that 93.7 percent of the city's population has a high school diploma compared to 84.7 percent of the state's population. College graduates account for 57.8 percent of the city's population age 25 and higher, compared to 28 percent for the state. The mean value of owner-occupied housing units is $424,700 for the city, compared to $151,300 for Georgia as a whole. These demographics reflect a community that is primarily white, well-educated, and representative of an above average socio-economic lifestyle. Table 3-1 provides a demographic comparison between the city of Sandy Springs and the state of Georgia.

TABLE 3-1: Demographics Comparison between City of Sandy Springs and State of Georgia

Demographics Category	City of Sandy Springs	State of Georgia
Land Area in Square Miles, 2010	37.64	57,513.49
Persons per Square Mile, 2010	2,493.4	168.4
2014 Population	101,908	10,097,343
2010 Population	93,852	9,688,681
Percent Change from 2010 to 2014	8.6%	4.2%
Persons under 5 years, percent, 2010	6.8%	7.1%
Persons under 18 years, percent, 2010	21.2%	25.7%
Persons 65 years and over, percent, 2010	10.8%	10.7%
Female persons, percent, 2010	51.8%	51.2%
White, percent, 2010	65.0%	59.7%
Black or African American, percent 2010	20.0%	30.5%
American Indian and Alaska Native, percent, 2010	0.3%	0.3%
Asian, percent, 2010	5.0%	3.2%
Native Hawaiian/Other Pacific Islander, percent, 2010	0%	0.1%
Hispanic/Latino, percent, 2010	14.2%	8.8%
Two or More Races, percent, 2010	2.7%	2.1%
Foreign born persons, percent, 2009-2013	19.5%	9.7%
Language Other than English Spoken at Home, Age 5+, 2009-2013	25.6%	13.3%
High School Graduate, age 25+, 2009-2013	93.7%	84.7%
Bachelor's Degree or Higher, Age 25+, 2009-2013	57.8%	28.0%
Veterans, 2009-2013	4,724	690,208
Mean Travel Time to Work in Minutes, Workers Age 16+, 2009-2013	25.2	27.0
Households, 2009-2013	41,724	3,518,097
Housing Units, 2010	46,955	4,088,801
Homeownership Rate, 2009-2013	47.1%	65.1%
Housing Units in Multi-Unit Structures, percent, 2009-2013	55.8%	20.5%
Median Value of Owner-Occupied Housing Units, 2009-2013	$424,700	$151,300

Source: United States Census Bureau. Retrieved from http://quickfacts.census.gov/qfd/states/13/1368516.html

Uniform Crime Report/Crime Trends

The FBI's Uniform Crime Reports (UCR) report data on crime from police departments in the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. In Part 1 offenses, the UCR indexes incidents in two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft.

While communities differ from one another in population, demographics, geographical landscape, and social-economic distinctions, comparisons to other jurisdictions can be helpful in illustrating how communities in Georgia compare to one another in terms of crime rates. As indicated in Table 3-2, in 2013 Sandy Springs had a UCR Part I violent crime rate of 183.8 violent crimes and 2,707.1 property crimes per 100,000 residents. In comparing Sandy Springs with the other municipalities listed, it can be seen that only Johns Creek and Roswell had lower violent crime and property crime rates. However, both Johns Creek and Roswell also have a lower population than Sandy Springs. Sandy Springs' violent crime rate was significantly less than either the state or national violent crime rate. The property crime rate for Sandy Springs was less than the state rate and only slightly less than the national rate.

TABLE 3-2: 2013 Comparison of Reported Crime Rates by Jurisdiction

Agency	State	Population	Crime rates (per 100,000)		
			Violent	Property	Total
Albany	GA	77,365	968.1	6,024.7	6,992.8
Athens-Clarke County	GA	120,122	336.3	3,391.6	3,727.9
Atlanta	GA	451,020	1,223.2	6,103.5	7,326.7
Columbus	GA	201,165	508.0	6,201.4	6,709.4
Johns Creek	GA	84,093	44.0	736.1	780.1
Macon	GA	91,177	639.4	7,458.0	8,097.4
Roswell	GA	95,373	151.0	2,209.2	2,360.2
Sandy Springs	**GA**	**101,180**	**183.8**	**2,707.1**	**2,890.9**
Savannah-Chatham Metropolitan	GA	235,200	361.8	3,596.1	3,957.9
Warner Robins	GA	71,614	508.3	5,882.9	6,391.2
Georgia		**9,992,167**	**365.7**	**3,346.6**	**3,712.3**
National		**316,128,839**	**367.9**	**2,730.7**	**3,098.6**

An examination of the trend in violent and property crime rates in Sandy Springs from 2007 to 2013 shows that the violent crime rate has remained consistently low. The property crime rate saw a continual decrease from 2007 to 2011 and then somewhat stabilized during the time frame of 2011 to 2013. Figure 3-1 illustrates the reported violent and property crime rates per 100,000 for the time frame of 2007 through 2013.

FIGURE 3-1: Reported Violent and Property Crime Rates per 100,000 by Year
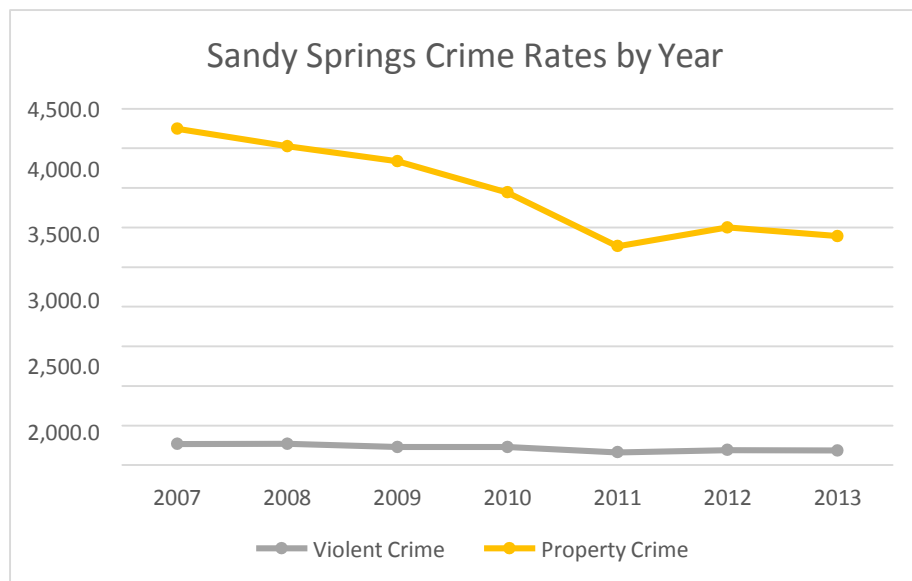
Figure 3-2 compares crime rates between the city of Sandy Springs and the state of Georgia during the time frame of 2007 through 2013. Over that period, both the city and the state experienced reductions in overall crime rates. However, the city of Sandy Springs had a more dramatic decrease in the crime rate in 2011 as compared to the statewide experience. Further analysis is needed to determine the factor(s) that contributed to the sharp decrease in the city's crime rate in 2011 and that analysis is beyond the scope of this project.

FIGURE 3-2: Comparison of City and State Reported Crime Rates per 100,000, by Year
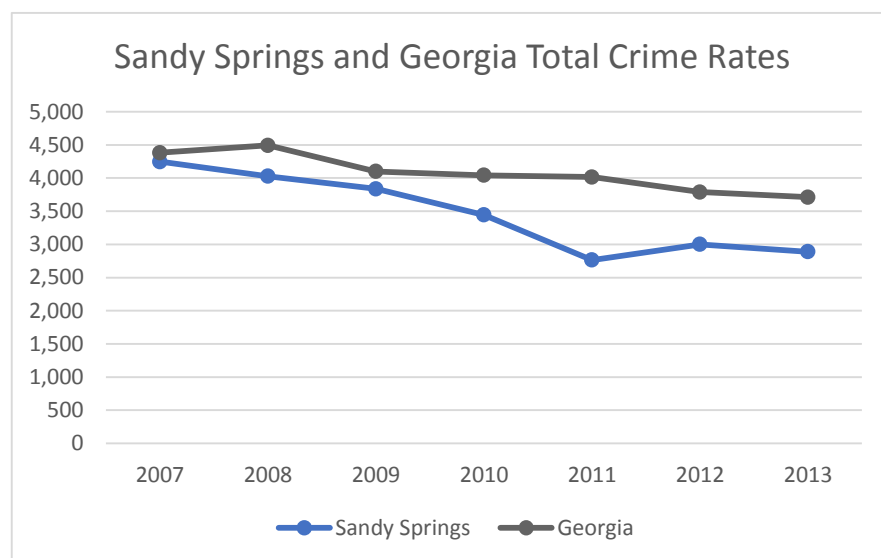
Table 3-3 compares the city of Sandy Springs crime rates to both the state and national rates year by year for the period 2007 through 2013. During that period, Sandy Springs had a significantly lower violent crime rate per 100,000 citizens as compared to both the state and national rates. The property crime rate in Sandy Springs varied by year and was higher some years and lower other years as compared to the state and the nation.

In 2007, Sandy Springs had a higher property crime rate than both the state and national rates. In 2008, 2009, and 2010, Sandy Springs had a lower property crime than the state but a higher property crime rate when compared to the nation. In 2011, the property crime rate for Sandy Springs was lower than both the state and national rate. In 2012 and 2013, Sandy Springs had a lower property crime rate compared to the state and a slightly lower rate when compared to the nation as a whole.

TABLE 3-3: Comparison of City, State, and National Crime Rates per 100,000, by Year

Year	Sandy Springs PD				Georgia				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2007	85,830	266.8	3,980.0	4,246.	9,544,750	491.5	3,889.6	4,381.	301,621,15	471.8	3,276.4	3,748.
2008	82,953	268.8	3,758.8	4,027.	9,685,744	488.9	4,005.0	4,493.	304,059,72	458.6	3,214.6	3,673.
2009	82,435	229.3	3,608.9	3,838.	9,829,211	428.0	3,672.6	4,100.	307,006,55	431.9	3,041.3	3,473.
2010	82,898	228.0	3,216.0	3,444.	9,712,157	402.3	3,639.2	4,041.	309,330,21	404.5	2,945.9	3,350.
2011	95,089	160.9	2,602.8	2,763.	9,812,460	374.6	3,640.6	4,015.	311,587,81	387.1	2,905.4	3,292.
2012	97,890	191.0	2,809.3	3,000.	9,919,945	378.9	3,410.6	3,789.	313,914,04	386.9	2,859.2	3,246.
2013	101,180	183.8	2,707.1	2,890.	9,992,167	365.7	3,346.6	3,712.	316,128,83	367.9	2,730.7	3,098.

Clearance rates measure the effectiveness of the police department in investigating and successfully solving crimes. Solving crimes in this context of clearance rates is when an individual is charged with the crime. Clearance rates are calculated by dividing the number of solved crimes by the total number of crimes during a given time period. Clearance rates are one of many factors that can be used to evaluate the effectiveness of a police department. However, there are many variables that affect crime. As a performance measurement tool, clearance rates are best used by the police department to evaluate the police department's performance from year to year as an internal measurement. Table 3-4 is presented for only informational purposes; it shows the clearance rates for Part 1 crimes for the city of Sandy Springs, the state of Georgia, and the Nation.

TABLE 3-4: Reported Clearance Rates for Sandy Springs Police Department, 2013

Crime	Sandy Springs PD			Georgia			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder & Manslaughter	6	1	16.7%	580	365	62.9%	14,749	9,106	61.7%
Rape	14	14	100.0%	1,974	693	35.1%	96,316	36,794	38.2%
Robbery	105	18	17.1%	12,466	2,522	20.2%	341,538	95,591	28.0%
Aggravated	61	47	77.0%	20,842	10,894	52.3%	713,479	395,145	55.4%
Burglary	526	43	8.2%	81,255	9,976	12.3%	1,884,360	240,004	12.7%
Larceny	2,063	267	12.9%	222,77	56,390	25.3%	5,882,210	1,270,557	21.6%
Vehicle Theft	150	21	14.0%	26,701	15,796	59.2%	690,038	95,111	13.8%

Comparisons/Benchmarks

The Benchmark City Survey was begun in 1997 by a group of police chiefs from across the country to establish a measurement tool to determine if their departments were providing the best service possible to their communities in an efficient manner. The 2014 survey included twenty-nine police departments; the average population of these cities was 164,560, with a median population of 147,220. While communities differ from one another, comparisons can be helpful in benchmarking the performance of a police department. The most recent available data from the Benchmark City Survey is for the year 2014.

The 2014 survey reports that the participating police departments' budgets averaged 28.5 percent of their city's total budget. In comparison, the 2015 Sandy Springs Police Department budget is $19,233,793 and the total city budget is $90,185,932. Thus, the Sandy Springs Police Department budget is 21.3 percent of the total city budget, which is lower than the participating police departments' average of 28.5 percent. Another budget comparison that can be made from the 2014 Benchmark City Survey is the breakdown of the police department's costs per citizen. In the 2014, the average police department budget equated to $233.10 per citizen. By comparison, the Sandy Springs Police Department's budget equated to $188.73 per citizen, which is 19 percent lower than the Benchmark City Survey average cost per citizen.[1]

In terms of staffing, the 2014 Benchmark City Survey indicates an average of 718.4 citizens per officer, or 1.45 officers per 1,000 citizens. In 2015, the Sandy Springs Police Department has an authorized strength of 128 sworn officers. This then equates to 796.15 citizens per officer and 1.256 officers per 1,000 citizens. Thus, one can state that the Sandy Springs Police Department is providing excellent police services for citizens in a cost-effective manner. In terms of benchmarking, the Sandy Springs Police Department is exceeding the benchmark standards of the 2014 Benchmark City Survey of Police Departments.

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[1] Benchmark City Survey, 2014 Data. Retrieved from http://www.olatheks.org/files/police/A%20-%20Benchmark%20City%20Survey%20-%202014%20Data%20-%20Demographics.pdf

Department's Financial Sustainability

The department has secured a robust budget, and has seen incremental yearly increases. Table 3-5 shows the annual budget for the Sandy Springs Police Department for fiscal years 2012, 2013, 2014, and 2015. The table shows an 11.29 percent increase in funding over this four-year period. During that same time period, staffing increased by 3.2 percent. Table 3-6 displays the authorized staffing levels for fiscal years 2012 through 2015. The city has provided appropriate financial support to the department during a time period in which many police departments experienced a decrease in funding.

TABLE 3-5: Annual Budget for Fiscal Years 2012-2015

2012 Budget	2013 Budget	2014 Budget	2015 Budget
$17,282,400	$17,003,356	$18,654,539	$19,233,793

TABLE 3-6: Authorized Staffing Levels for Fiscal Years 2012-2015

Position	2012	2013	2014	2015
Police Chief	1	1	1	1
Deputy Police Chief	1	1	1	1
Major	1	2	2	2
Captain	10	9	9	9
Sergeant	19	20	20	21
Crime Analyst Manager	--	1	1	1
GIS Technician	1	1	1	1
Police Officer III	61	67	72	70
Police Officer II	30	24	18	19
Police Officer I	5	4	4	5
Executive Administrative Assistant	1	1	1	1
Clerical Staff	3	1	1	2
Quarter Master	1	1	1	1
Records Supervisor	1	1	1	1
Records Clerk	7	6	5	5
GCIC Records Clerk	4	5	6	5
Part-time (Sworn Off./Civ.)	10	9	12	16
Total Personnel	156	153	156	161

Source: City of Sandy Springs, 2015 Approved Budget.

Grant Awards 2013-2015

The department reports authorized grants disbursements for the time period of 2013 through 2015 as listed in Tables 3-7, 3-8, and 3-9. These awards were provided to the department by various funding sources.

TABLE 3-7: 2013 Authorized Grants Disbursements

Grant	Amount
Energy and Efficiency Conservation	$192,629
Highway Enforcement – DUI 2010	$ 72,571
Highway Enforcement – DUI 2011	$143,100
Byrne – JAG ARRA Circuit Wide	$25,000
Byrne – JAG 2011	$21,794
Sandy Springs STAT	$64,606
Bulletproof Vest Partnership	$1,779

TABLE 3-8: 2014 Authorized Grants Disbursements

Grant	Amount
Highway Enforcement – DUI 2013	$1,143
Byrne – JAG 2012	$2,260
Byrne – JAG 2013	$20,000
Bulletproof Vest Partnership	$1,779

TABLE 3-9: 2015 Authorized Grants Disbursements

Grant	Amount
Highway Enforcement – DUI 2013	$81,143
Highway Enforcement – DUI 2014	$70,300
Byrne – JAG 2014	$20,000
Bulletproof Vest Partnership	$20,000

Memoranda of Understanding (MOUs)

The department has several MOUs with diverse agencies, including:

- Fulton County Child Abuse Protocol.

- Metropolitan Atlanta Rapid Transit Authority (M.A.R.T.A.).

- Georgia Internet Crimes Against Children.

- Secret Service.

- Drug Enforcement Administration (D.E.A.) – Atlanta Financial Investigations Team.

- Drug Enforcement Administration (D.E.A.) – David G. Wilhelm Memorial OCDETF Strike Force.

- Georgia Traffic Incident Management Enhancement (T.I.M.E.) Task Force.

Section 4. Operations Bureau

The Operations Bureau is commanded by a major who is responsible for the supervision of the Patrol Division, Criminal Investigations Division, Special Operations Division, and Criminal Intelligence/Crime Analysis Unit. Each of the divisions is commanded by a captain and the Criminal Intelligence/Crime Analysis Unit is supervised by a civilian manager.

Patrol Division

The Sandy Springs Police Department provides the community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed activities, and solving problems. The department is service-oriented, and thus provides a high level of service to the community. Essentially, every call for service from the public gets a police response and every criminal case gets investigated. The department embraces this approach and considers every request for service from the public important and deserving of a police response.

Demand

It was reported to the CPSM team that no call is considered too minor to warrant a response and no case is too small to warrant an investigation. The department has an expression "100 percent contact, 100 percent of the time." The result of this policing philosophy is the delivery of comprehensive policing services to the Sandy Springs community. The department has the hallmark of a small-town approach to policing, in which people are not just citizens but members of a community. Service is personalized, the police are part of the fabric of the community, and expectations for police service are high.

This approach is not without costs, however. Considerable resources are needed to maintain the small-town approach. The patrol division must be staffed with enough officers to respond to these calls.

When examining options for the department's direction, the city and the department face the choices of a) continue to police the community as they do now, or b) take steps to restructure how to respond to demand, still promote order and safety, but free up additional time for officers to engage in proactive patrol. That is, the department must decide whether to sustain its comprehensive level of police service or take the steps necessary to manage public demand. Essentially, this is a political decision regarding the quantity of police services offered to the Sandy Springs community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the Sandy Springs Police Department to continue its full-service model of policing yet give it the ability to run the agency more efficiently.

TABLE 4-1: Calls for Service

Category	Police-initiated			Other-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accidents	538	1.3	37.3	7,908	1.5	42.8
Alarm	43	1.3	11.8	8,763	1.4	12.9
Animal calls	10	1.2	7.1	333	1.4	24.9
Assist other agency	49	1.4	30.2	625	1.6	25.7
Check/investigation	1,579	1.2	32.3	5,311	1.6	24.6
Crime–persons	95	1.7	42.2	1,545	2.1	45.0
Crime–property	306	1.2	33.7	4,133	1.5	41.1
Disturbance	151	1.6	27.4	5,931	2.0	27.8
Juvenile	17	2.0	67.4	340	1.9	36.2
Medical	5	1.2	27.4	487	1.8	38.1
Miscellaneous	270	1.3	16.2	94	1.4	14.6
Prisoner–arrest	128	1.9	60.5	67	2.0	53.7
Prisoner–transport	31	1.4	99.9	210	1.1	127.5
Suspicious person/vehicle	1,032	1.9	16.6	2,327	2.2	22.3
Traffic/vehicle related	13,621	1.2	13.1	3,701	1.4	21.0
Total	**17,875**	**1.3**	**17.0**	**41,775**	**1.6**	**28.8**

Table 4-1 presents information on the main categories of calls for service received from the public and which the department handled during the period July 1, 2014 to June 30, 2015. In total, department officers were dispatched to just under 60,000 calls during that twelve-month period, or approximately 164 calls per day.

In general, CFS volume in Sandy Springs is within acceptable bounds. To evaluate the workload demands placed on the department, it is useful to examine the number of CFS received from the public in relation to the population size. With a population estimated to be approximately 103,000, the total of 41,775 CFS from the public translates to about 405 CFS per 1,000 residents. While there is no accepted standard ratio between calls for service and population, CPSM studies of other communities show a CFS-to-population ratio ranging between 400 and 1,000 CFS per 1,000 persons per year. Lower ratios typically suggest a well-managed approach to CFS. The value of 405 CFS/per thousand/year would suggest an appropriate policy is in place for triaging nonemergency calls. A well-managed dispatch system includes a system where CFS are screened and nuisance calls eliminated before they are dispatched.

It also appears, however, that the Sandy Springs Police Department should consider being more aggressive at triaging some CFS. Certain types of calls do not necessarily require the response of a sworn police officer. Responding to false alarms, and motor vehicle accidents involving only

property damage in which the police role is largely administrative, that is, preparing and filing reports, can pull officers away from more beneficial duties. The bottom line here is that a substantial number of CFS dispatches to officers could be eliminated. This would free officers' time to address other conditions present in the community as opposed to spending time at CFS at which their services are not essential.

Alarm Reduction Program

False alarms are a source of inefficiency for police operations. The alarm industry is a strong advocate of developing ordinances and procedures to address police response to false alarms and will work closely with any agency exploring this issue. The 98 percent of alarm calls that are false are caused by user error, and this can be addressed by alarm management programs. During the study period the SSPD responded to almost 9,000 alarm calls, or 21 percent of all other-initiated CFS. In other words, one out of every five calls for service handled by the SSPD is an alarm call. The response to the overwhelming majority of these calls is undoubtedly unnecessary, and an inefficient use of police resources.

Currently, Sandy Springs has a robust alarm reduction program. Chapter 18, Article II, of the Code of Ordinances of the City of Sandy Springs regulates residential and commercial alarms in the city. According to this code, all alarms require a permit and alarm users require training from the alarm company in the proper use of the alarm. In addition, the code calls for monetary penalties for repeated false alarms. Each alarm user is allowed two false alarms in a permit year with no penalty. The third, fourth, and fifth false alarms each carry a $50 penalty. The sixth false alarm carries a $100 penalty, the seventh a $150 penalty, the eighth a $250 penalty, the ninth a $350 penalty, and each one ten or more carries a $500 penalty. There is a $100 fee for failure to register an alarm with the city. In 2014, the SSPD collected almost $260,000 in application fees and penalties, with 62 percent credited to the city. Furthermore, since the code's inception, alarm calls in the city have decreased dramatically.

The city and the SSPD should be commended for enacting this code and the administration of the program. However, false alarm calls still require a substantial commitment of resources by the SSPD. Additional steps could be taken to further reduce unnecessary responses and strengthen an already sound program.

For example, a double-call verification protocol is becoming the norm across the country. Under such a program an alarm CFS is verified by the 911 dispatcher with the alarm company before an officer is dispatched to respond. Also, the city should consider making greater use of the data it collects on the false alarms already recorded. Analysis of the data could reveal certain companies that have a poor record of installation. High-frequency alarm violators could be identified and visited by sworn personnel to identify reasons behind the false alarms. In addition to requiring a permit for individual alarm users, alarm companies could be permitted and regulated to ensure appropriate installation and maintenance. In addition, the city could consider raising fees associated with false alarms in commercial establishments. It appears that false commercial alarms might be viewed as a cost of doing business. If these business costs were increased, commercial businesses might take them more seriously and the deployment of unnecessary police resources

could be avoided. The SSPD has done an excellent job minimizing these unnecessary CFS and more focused attention to this area could have an even greater impact.

Automobile Accidents

Automobile accidents are another category of call for which the response by a sworn officer is questionable. In the period under observation the SSPD responded to 8,984 motor vehicle accidents. CPSM recommends that the policy of responding to and investigating routine traffic accidents (property damage only, no criminality) be minimized or discontinued altogether. Most accidents involve only property damage to vehicles and the role of an officer is simply report preparation. When injuries occur or vehicles are inoperable and blocking traffic, however, police response is important. Proper training of dispatchers and inquiries by dispatchers during the initial call-taking process can easily triage vehicle accident calls to determine which ones require a police response. Police departments around the country have discontinued assigning police officers to handle property damage-only accidents. CPSM supports this development and contends that dispatching police officers to all vehicle crashes is a policy that could be revisited. Dispatching specialized traffic safety officers to vehicle crashes is the least efficient use of their time and resources. Examination of Table 4-1 indicates that 19 percent of citizen-initiated CFS during the study period were traffic accidents. Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

According to Georgia law, if a motorist is involved in a motor vehicle accident in which a person is injured or there is property damage in excess of $500, the motorist must report the accident to the local police. Police departments across the state have interpreted this regulation as a mandate to respond to every traffic crash and prepare a report. This results in numerous hours spent by patrol officers responding to and documenting traffic crashes. CPSM contends that this approach is not an efficient use of patrol officer time. CPSM recommends that only a limited number of vehicle crashes require a police response. When a motor vehicle is disabled or blocking the roadway, or there is a dispute between motorists, or one motorist is intoxicated, or other criminal activity is alleged, a police response is required. When the crash is routine and none of those factors are present, the motorist(s) should be advised to prepare the required Georgia forms and submit them to the state: no response by the police is necessary. Motorists involved in an accident can visit police headquarters to prepare the report, or obtain the report online and submit the document accordingly. This process spares the need for an officer to respond to the scene and keeps him or her free to perform other, more critical functions.

Consideration should be given to modifying the approach to vehicle traffic accidents in Sandy Springs. The SSPD uses the "SR-13" form for motorists to document private property accidents. The SR-13 is essentially a record of a minor accident for the motorists to use to document the event. This is an excellent policy and eliminates the need for a response by a police officer.

Also, police departments across the country are utilizing nonsworn uniformed personnel to handle minor nonemergency calls for service. Often referred to as "Community Service Officers," individuals in these positions can provide support to sworn officers on patrol. Properly trained and equipped civilian personnel can respond to accident scenes and other non-emergency CFS, and

handle the incidents without the need of a sworn officer. CPSM recommends the SSPD explore the use of civilian personnel to respond to nonemergency CFS that are now occupying significant emergency resources.

Whether done through demand reduction or by deploying civilian personnel, adopting a more aggressive stance toward limiting response to minor traffic accidents is necessary and will minimize the number of accidents dispatched to patrol officers. The combination of these approaches will result in a more efficient use of personnel resources and improve traffic safety in Sandy Springs.

Combined, these two categories of CFS (7,908 automobile accidents, and 8,763 alarm calls) amounted to almost 40 percent (39.8%) of all citizen-initiated CFS in the study period. Essentially, two-fifths of the CFS handled by the SSPD are nonemergency, and possibly nonpolice-related activities. These categories of CFS must be examined carefully. It is recommended, therefore, that the SSPD establish a committee that includes all the principal stakeholders in this process and which has the responsibility of evaluating the CFS workload with an eye toward recommendations for ways to reduce response to nonemergency CFS. This committee should begin with these categories of CFS response and formulate additional protocols for these assignments.

CPSM recommends that from a policy perspective the responses to major categories of CFS be reduced, including responses to traffic accidents involving only property damage; that the alarm reduction program be continued; and that 911 call takers and dispatchers be trained to trigger a police response in cases only when warranted. Again, the CPSM recommendations presented here do not call for an immediate cessation of responding to these types of CFS. However, best practices in American policing indicate that by working in collaboration with stakeholders in the community a dialogue can begin, and a critical evaluation of appropriate responses to these types of calls can be started. With community input and buy-in, a decision can be made about the necessity of a police response to these CFS. If the community maintains that a police response is necessary, then the funds need to be committed to ensure sufficient police personnel are available, including the addition of civilian personnel. Good government and efficient management, however, require that scarce resources be committed only when and where they are absolutely necessary, and this is an area that is ripe for evaluation.

CFS Efficiency

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in Sandy Springs. Several key pieces of information can be highlighted to demonstrate the effective use of patrol resources in the city. These statistics are found in the data analysis section under Figure 8-2, Percentage Events per Day by Category; Table 8-6, Primary Unit's Average Occupied Time; Table 8-7, Number of Responding Units by Initiator and Category; and Table 8-16, Average Response Time Components, by Category. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table 8-6, Sandy Springs patrol units on average takes 28.8 minutes to handle a call for service. This time is in line with the CPSM benchmark time of about 28.7 minutes for a CFS, based on our experience. Also, the department, according to Table 8-7, dispatches 1.6 officers per CFS. The number of officers dispatched (like occupied time) varies by category of call, but is in line with policing norms of about 1.6 officers per CFS. In other words, the SSPD uses the right combination of officers and service times to handle CFS compared to the average police response of similar size agencies.[2]

Similarly, according to Table 8-16, response time for CFS in Sandy Springs averages 12.7 minutes per call in the winter, and 13.8 minutes per call during the summer. This is slightly higher than many communities of similar size, but generally in the accepted target response time of fifteen minutes per call. Response time to "high-priority" CFS, 7.9 minutes, is higher than the five-minute benchmark for this category of CFS. A major component of this high response time is lengthy travel time. According to the data analysis section of this report, travel times to high-priority CFS average 6.0 minutes and spike during the morning and evening rush hours. Determining the reasons behind this lengthier response time to high-priority CFS is beyond the scope of this report; however, the department must examine this very closely with an eye toward reducing the time it takes to dispatch and respond to CFS.

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[2] CPSM benchmarks are derived from data analyses of police agencies similar to the SSPD.

TABLE 4-2: CFS Efficiency

Variable Description	Mean	Minimum	Maximum	Sandy Springs	SSPD vs. CPSM Comps
Population	67,745.7	5,417.0	833,024.0	103,000	
Officers per 100,000 Population	201.2	35.3	465.1	120.42	LOWER
Patrol Percent	66.1	32.4	96.8	51.6	LOWER
Index Crime Rate, per 100,000	3,235.1	405.0	9,418.8	2,891	LOWER
VCR (Violent crime rate, per 100,000)	349.3	12.5	1,415.4	184	LOWER
PCR (Property crime rate, per 100,000)	2,885.9	379.7	8,111.6	2,707	LOWER
CFS Rate, per 1,000	1,004.8	2.2	6,894.2	405	LOWER
Avg. Service Time Police CFS	17.7	8.1	47.3	17.0	LOWER
Avg. Service Time Public CFS	28.7	16.0	42.9	28.8	SAME
Avg. # of Responding Units Police CFS	1.2	1.0	1.6	1.3	HIGHER
Avg. # of Responding Units Public CFS	1.6	1.2	2.2	1.6	SAME
Total Service Time Police CFS (officer-min.)	22.1	9.7	75.7	22.1	SAME
Total Service Time Public CFS (officer-min.)	48.0	23.6	84.0	46.1	LOWER
Workload Percent Weekdays Winter	26.6	5.0	65.0	39	HIGHER
Workload Percent Weekends Winter	28.4	4.0	68.0	36	HIGHER
Workload Percent Weekdays Summer	28.7	6.0	67.0	38	HIGHER
Workload Percent Weekends Summer	31.8	5.0	69.0	35	HIGHER
Average Response Time Winter, Minutes	11.0	3.1	26.9	12.7	HIGHER
Average Response Time Summer, Minutes	11.2	2.4	26.0	13.8	HIGHER
High Priority Response Time, Minutes	5.0	3.2	13.1	7.9	HIGHER

Patrol Deployment and Staffing

Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the Sandy Springs Police Department provide uniformed patrol. Officers assigned to this important function are the most visible members of the department and command the largest share of resources committed by the department. Proper allocation of these resources is critical in order to have officers available to respond to calls for service and provide law enforcement services to the public.

Deployment

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable

patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, "A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems."[3]

Essentially, "discretionary time" on patrol is the amount of time available each day where officers are not committed to handling CFS and workload demands from the public. It is "discretionary" and intended to be used at the discretion of the officer to address problems in the community and be available in the event of emergencies. When there is no discretionary time, officers are entirely committed to service demands, do not get the chance to address other community problems that do not arise through 911, and are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time, officers are idle. This is an indication that the department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The Sandy Springs Police Department is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to look at workload to understand the impact of this style of policing in the context of community demand.

To understand *actual workload* (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Analysis of this type allows for identification of activities that are really "calls" from those activities that are some other event.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to current time spent to provide services.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing. Patrol is generally the most visible and most available resource in policing and the ability to harness this resource is critical for successful operations.

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[3] John Campbell, Joseph Brann, and David Williams, "Officer-per-Thousand Formulas and Other Policy Myths," *Public Management* 86 (March 2004): 22–27.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer's mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

In general, a "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service. This commitment of 60 percent of their time is referred to as the patrol saturation index.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

Rule of 60 – Part 1
According to the department personnel data available at the time of the site visit (November 12, 2015), patrol is staffed by 64 sworn officers (3 captains, 12 sergeants, and 49 police officers). These 64 of the 124 sworn officers represent 51.6 percent of the sworn officers in the Sandy Springs Police Department.[4]

Accordingly, the department does not adhere to the first component of the "Rule of 60," that is, there is an imbalance in the allocation of sworn officers in the department with too few officers assigned to patrol duty as a function of the total number of sworn personnel (or too many in nonpatrol positions). The allocation of personnel, therefore, must be looked at carefully to determine if it is appropriate given the service demands in the community and if any modifications are needed to comport with the first prong of this rule.

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[4] At the time of this report the SSPD was budgeted for 128 sworn officers but had an actual strength of 124. There were two officers assigned to entry level training.

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies. This Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is "saturated" by CFS.

This ratio of dedicated time compared to discretionary time is referred to as the "Saturation Index" (SI). It is CPSM's contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions.

The CPSM data analysis in the second segment of this report provides a rich overview of CFS and staffing demands experienced by the Sandy Springs department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

Figures 4-1 through 4-8 represent workload, staffing, and the "saturation" of patrol resources in the Sandy Springs Police Department during the two months (seasons) on which we focused our workload analysis. By "saturation" we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is "saturated" with workload demands. This "saturation" is the comparison of workload with available manpower over the course of an average day during the months selected.

The figures represent the manpower and demand during weekdays and weekends during the months of August 2014 and February 2015. Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

FIGURE 4-1: Deployment and Workload, Weekdays, Summer

FIGURE 4-2: Workload Percentage by Hour, Weekdays, Summer
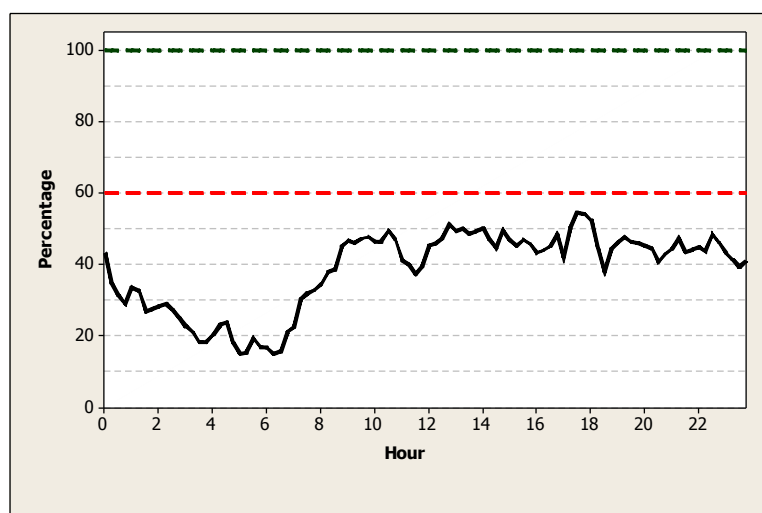
Workload v. Deployment – Weekdays, Summer

Avg. Workload:	5.3 officers per hour
Avg. % Deployed (SI):	39 percent
Peak SI:	54 percent
Peak SI Time:	5:30 p.m.

In Figures 4-2, 4-4, 4-6, and 4-8 the patrol resources available are denoted by the dashed green line at the top. The 100 percent value indicates the total police officer hours available during the 24-hour period. This amount varies during the day consistent with the staffing of the shifts, but at any given hour the total amount of available manpower will equal 100.

The red dashed line fixed at the 60 percent level represents the saturation index (SI). As discussed above, this is the point at which patrol resources become largely reactive as CFS and workload

demands consume a larger and larger portion of available time. The solid black line represents total workload experienced by the SSPD.

Looking at the comparisons of the green, red, and black lines in the SI figures, comparing workload to available staffing, the data indicate that the SSPD deploys sufficient resources to meet the workload demands in Sandy Springs.

Figures 4-1 and 4-2 show the patrol workload demands and SI for weekdays in summer 2015. As the figures indicate, the SI threshold is never breached during the 24-period. The SI ranges from a low of approximately 15 percent at 5:00 a.m. to a high of 54 percent at 5:30 p.m., with a daily average of 39 percent.

In evaluating the SI trend line throughout the 24-hour period, CPSM looks to see if the 60 percent threshold is breached during the day as well as the stability of the trend line. As Figure 4-2 illustrates, the ratio of the demand of police services with the supply of available police personnel remains steady from about 8:00 a.m. to midnight. There are no sudden and/or wide swings in this measure. This signifies an appropriate balance of staffing throughout the day and is a sign of a well-staffed patrol function.

The SI trend line drops off after midnight. This occurs because demand decreases while the availability of staff remains the same. Staffing levels, as Figure 4-1 indicates, are steady throughout the day. The SSPD has a minimum staffing requirement of four beats per district, therefore, eight officers and two sergeants are on patrol at all times. The downside of this deployment it that in the late night and early morning hours there are more officers available than needed based upon the demand for services. However, given the geographic size of the city, and the complexity and character of the calls that occur during these times, having excess personnel available is warranted.

FIGURE 4-3: Deployment and Workload, Weekends, Summer
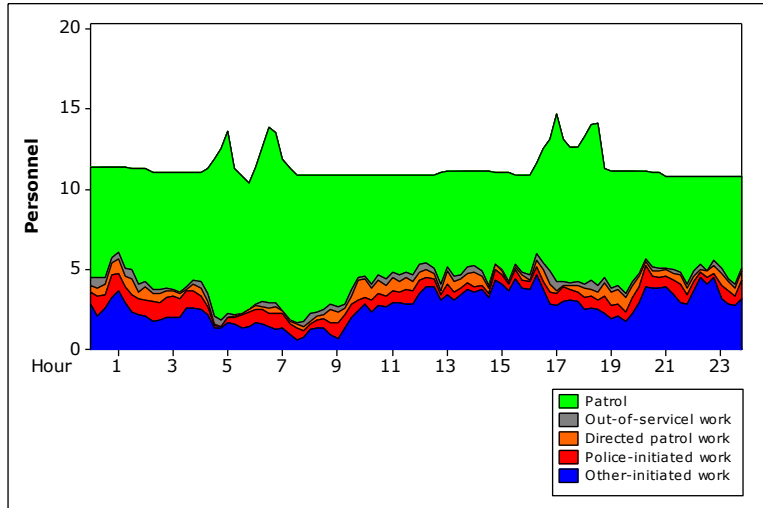
FIGURE 4-4: Workload Percentage by Hour, Weekends, Summer
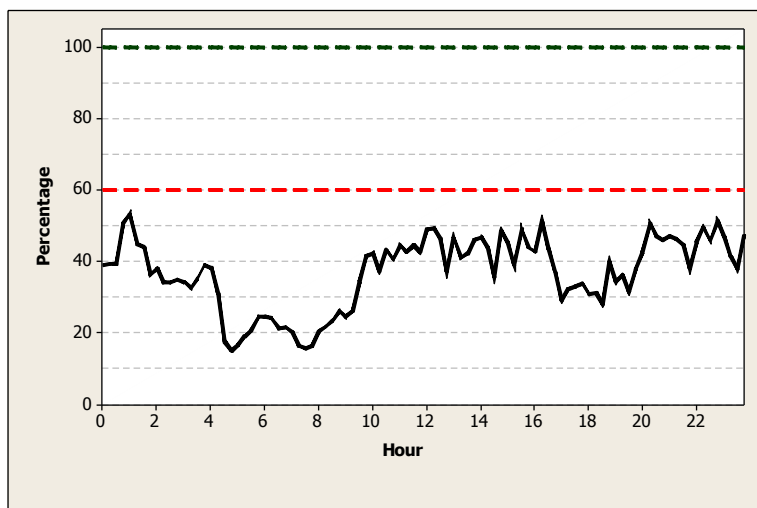
Workload v. Deployment – Weekends, Summer

Avg. Workload:	4.1 officers per hour
Avg. % Deployed (SI):	36 percent
Peak SI:	53 percent
Peak SI Time:	1:00 a.m.

Figures 4-3 and 4-4 present the patrol workload demands and SI for weekends in summer 2015. The workload never exceeds the 60 percent threshold. The SI ranges from a low of approximately 15 percent at 4:30 a.m. to a high of 53 percent at 1:45 a.m., with a daily average of 36 percent.

FIGURE 4-5: Deployment and Workload, Weekdays, Winter
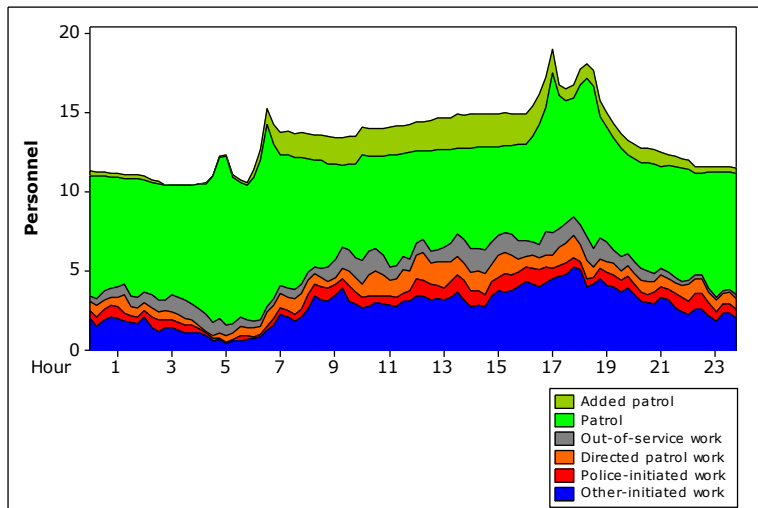
FIGURE 4-6: Workload Percentage by Hour, Weekdays, Winter
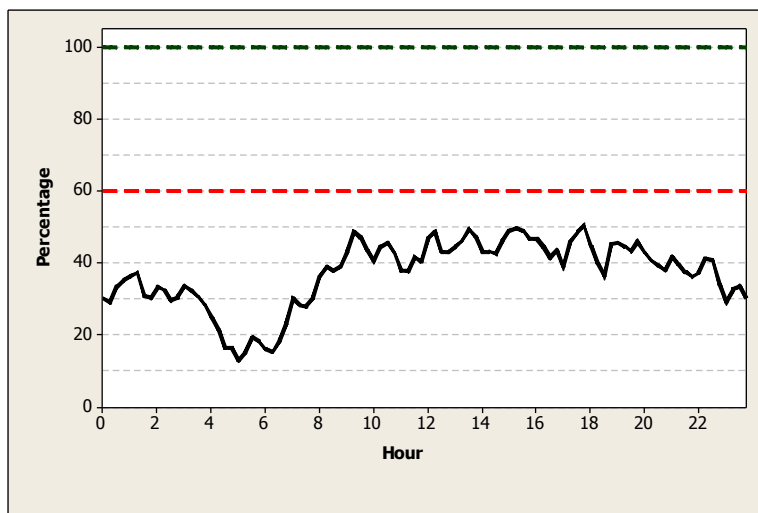
Workload vs. Deployment – Weekdays, Winter

Avg. Workload:	5.0 officers per hour
Avg. % Deployed (SI):	38 percent
Peak SI:	50 percent
Peak SI Time:	5:45 p.m.

FIGURE 4-7: Deployment and Workload, Weekends, Winter
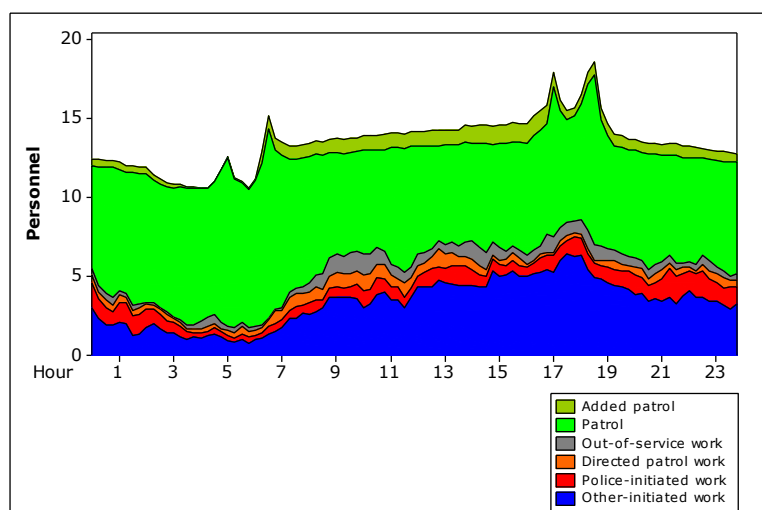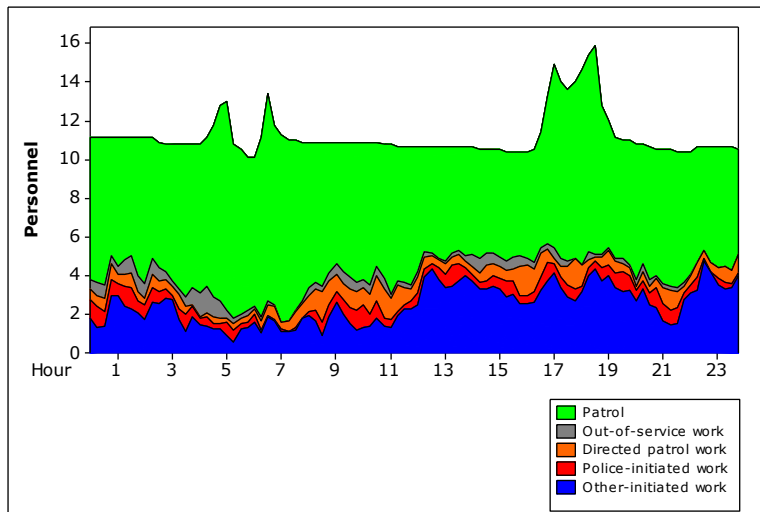

FIGURE 4-8: Workload Percentage by Hour, Weekends, Winter
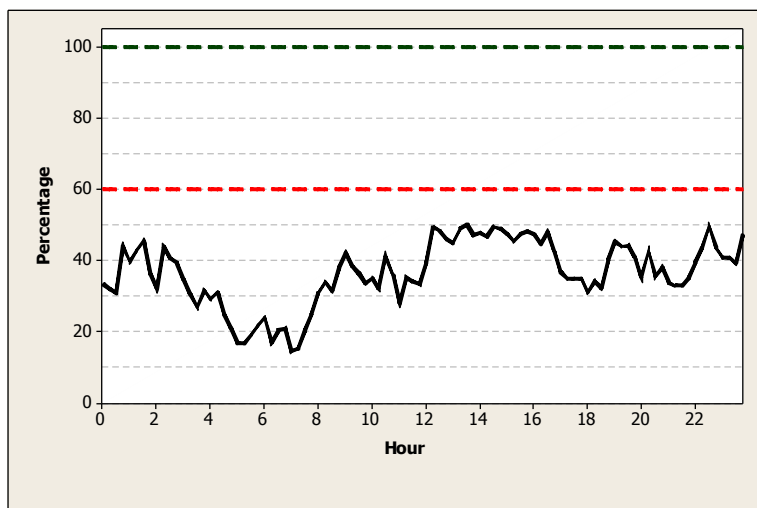
Workload v. Deployment – Weekends, Winter

Avg. Workload: 4.0 officers per hour
Avg. % Deployed (SI):   36 percent
Peak SI: 50 percent
Peak SI Time: 10:30 p.m.

Schedule and Staffing

General patrol operations in the department are staffed using eight patrol teams. Each District (North and South) is divided into a day and night shift, and each day and night shift has an "A" and "B" Squad. The squads follow what is commonly referred to as a "Pitman" schedule and work opposite each other.[5] When one squad is working the other squad is off, and the squads work in two-and three-day combinations, resulting in every other weekend off.

In addition, the squads stagger their reporting time to ensure that officers are on patrol at all times.

TABLE 4-3: Patrol Shift Schedule/Staffing

Team	Capt.	Sgt.	PO	Shift
NORTH	1			
Day A		1	6	0500-1700; 0630-1830
Day B		1	6	0500-1700; 0630-1830
Night A		1	6	1700-0500; 1830-0630
Night B		1	6	1700-0500; 1830-0630
Coord./Relief		2	2	Various
SOUTH	1			
Day A		1	5	0500-1700; 0630-1830
Day B		1	5	0500-1700; 0630-1830
Night A		1	5	1700-0500; 1830-0630
Night B		1	5	1700-0500; 1830-0630
Coord./Relief		2	3	Various
Night Shift	1			Various
TOTAL	3	12	49	

This complement of personnel is required to staff eight "beats" each day. The SSPD implements a "hard" minimum manning requirement of eight officers, covering all eight beats each shift/day. As can be seen from the deployment of officers as illustrated in Table 4-3, on any given day and shift, 11 officers are assigned to work (each squad has six officers assigned to the North District and five to the South District). With only 11 officers available, the SSPD undoubtedly struggles to field eight officers for patrol. The realities of police staffing indicate that on any given day there will be fewer officers actually present than assigned. Competing demands, such as court, sick, vacation, training, etc. divert officers from their regular assignments, making them unavailable for patrol.

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[5] The Pitman Schedule gets its name from the town of Pitman, NJ where the schedule is thought to originate. Officers work a 14-day rotation with 2 on, 2 off, 3 on, 2 off, 2 on, and 3 off.

Anecdotal reports from personnel at all levels indicate that this is the case. On any given day, the SSPD is able to field the bare minimum of officers required for patrol. Looking at the department's overtime budget indicates that a substantial amount of funds are allocated to support patrol deployment.

According to the Sandy Springs budget, the SSPD is projected to spend approximately $775,000 on police overtime in 2014. This is approximately 9.5 percent of personnel salaries of $8,166,000. In 2015, the overtime/salary ratio is predicted to be 7.6 percent with $650,000 budgeted for overtime and a salary budget of $8,562,000. While there are no recognized benchmarks in the area of overtime/salary ratio, CPSM looks for the ratio to be under 5 percent. The figures for the SSPD indicate that the department is spending more on overtime than expected for a department compared to total salaries. Undoubtedly, the need to maintain patrol staffing minimums is a substantial contributor to the overtime expense.

Furthermore, the pressure to maintain patrol staffing minimums, in addition to generating high amounts of overtime, puts pressure on the department to restrict discretionary leave for officers working on patrol. This can limit attendance at desired training, vacation selections, etc. Anecdotal reports were given that describe officer "burnout" and a rising dissatisfaction with work conditions caused by staffing demands. These reports were not verified, and are beyond the scope of this report. However, examination of the staffing levels within the context of "hard" minimum staffing requirements, and high overtime expenditures, provides circumstantial evidence that this could in fact be the case. There are alternatives available that can alleviate the stress on officers working and simultaneously provide for better deployment to meet service demands from the community.

A 12-hour shift schedule offers both advantages and disadvantages. One advantage of this schedule is that it separates the patrol function into evenly staffed platoons. As the teams rotate in and out of their schedule, the department has a uniform and predictable deployment of officers on patrol at all times. The 12-hour configuration also works evenly into the 24-hour day and there are not excessive overlaps in staffing. These, however, are the extent of the advantages of the 12-hour shift as deployed by the department.

A disadvantage to the schedule is the uniform staffing level present throughout the day. Under the schedule, with each team equally staffed, there are equal numbers of officers assigned throughout the day. Demand for police services fluctuates during the 24-hour daily cycle, thus it is likely that there are parts of the day when not enough officers are assigned to handle the workload and other times when there are too many officers assigned. A graphic illustration of this can be seen in the workload/deployment figures presented earlier. In the late evening and early morning hours there are more officers available than needed to meet the demands from the community. This is a function of the 12-hour shift rotation. Staggering shifts to meet this demand is recommended, but difficult to accomplish with available personnel. The department assigns just the right number of officers to meet the day-to-day staffing requirements as dictated by the minimum manning requirements.

Lastly, the four 12-hour shift configuration creates four separate patrol units that almost never interact. This can create a "silo" effect that inhibits communication and creates competition for scarce resources.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A recent study published by the Police Foundation examined 8-hour, 10-hour, and 12-hour shifts and found positive and negative characteristics associated with all three options.[6] A recent study of the Phoenix Police Department's 13:20-hour shift found it to be less than desirable on numerous levels.[7] CPSM contends that the length of the shift is secondary to the application of that shift to meet service demands. Furthermore, CPSM does not recommend any particular shift length or rotation, except to advocate for the one that maximizes efficiency, effectiveness, and satisfaction of those working it.

The 12-hour shift used in the SSPD could be redesigned to improve coverage as well as provide the resources necessary to address crime, traffic, and quality-of-life conditions in the community.

If we look at the Saturation Index as presented in Figures 4-2, 4-4, 4-6, and 4-8, it can be seen that workload as a function of available staffing fluctuates between about 40 percent and 50 percent throughout most of the day. From about 8:00 a.m. to about midnight, the SI trend line indicates a fairly uniform distribution of workload to staffing. Although this trend never exceeds 60 percent and follows a relatively stable path, in totality, it can be concluded that there are just enough officers to handle calls for service and that the officers are operating in a nearly reactive mode. There does not appear to be much opportunity to engage in extended proactive patrol during these hours.

The SSPD also deploys what is called a "power squad." This is a squad of two officers who have flexible hours and days off. They are used to target crime and quality-of-life conditions throughout the community. This is an excellent use of resources and the SSPD should consider expanding these efforts. It is recommend that additional resources be added to the "power squads" and that these squads be embedded into the standard patrol schedule. The squads should be staffed with one sergeant and five officers in each squad, and should work the hours of noon to midnight in the same pattern as the A/B rotation. Each power squad would have a community officer, a K-9 officer, and three additional officers, and the current "coordinator" position held by one sergeant in each district could be redeployed to supervise these squads. These squads would provide patrol support when needed and be deployed at long-term and problematic community conditions.

Adding personnel to these squads will provide additional resources for patrol to address many operational concerns. The squads can be deployed to target crime and quality-of-life conditions,

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[6] Karen L. Amendola, et al, *The Shift Length Experiment: What We Know about 8-, 10-, and 12-hour Shifts in Policing* (Washington, DC: Police Foundation, 2012).

[7] L.B. Bell, T. B. Virden, D.J. Lewis, and B.A. Cassidy (2015). *Effects of 13-Hour 20-Minute Work Shifts on Law Enforcement Officers' Sleep, Cognitive Abilities, Health, Quality of Life, and Work Performance: The Phoenix Study.* Police Quarterly, Vol. 18(3), pgs. 293-337.

support patrol officers during times of peak CFS demand, backfill patrol to reduce overtime, and provide extra resources during the times they are needed the most. Increasing the staffing of these squads will require five additional police officers to be assigned to patrol. It is recommended that internal redeployment of personnel be considered first; this redeployment will also help to properly balance the patrol-to-total sworn staffing allocation to closer to 60 percent.

Spatial Representation of CFS Demand

The figures presented previously (Figures 4-1 through 4-8) provide a thorough examination of the service demands placed on the Sandy Springs Police Department during different times of the day and week. In addition to these "temporal" demands, it is also possible to illustrate the "spatial" demands on the SSPD. Examining the spatial demands permits the exploration of where incidents are occurring.

As can be seen in Figures 4-9 and 4-10, there are several distinct incident "hot spots" in Sandy Springs. It is clear that retail, commercial, and traffic conditions along the Highway 400/19 corridor, the Highway 9 (Roswell Rd.) corridor, and to some extent the I-285-Perimeter corridor command a great deal of attention from the SSPD. There are numerous discernable hot spots along these corridors, as well as sizeable concentrations of CFS in other retail and commercial locations throughout the city. This comes as no surprise as these areas are vibrant and well-traveled part of the community and presumably would demand a large share of attention from the police department.

Each one of the actual "hot spots" in the community should be the focus of a specific and targeted strategy that aims to eliminate, or drastically reduce, the conditions present at those locations. Undoubtedly, these locations receive the lion's share of attention from patrol officers in the department, and consideration should be given to formulating a deliberate plan to deal with these locations in a proactive fashion. For example, the SSPD could work with private security at the shopping centers to minimize theft, which would minimize the demand placed on patrol resources. Similarly, the department could work with the commercial establishments in the city to regulate activities more aggressively. Also, consideration should be given to deploying a dedicated unit(s), or some other specified resource, to deal specifically with CFS emanating from the commercial establishments, and to provide a more consistent and long-term approach to dealing with the crime, quality-of-life, and service demand issues that originate from the most troublesome areas. The department should look at deploying a combination of resources(e.g., patrol, detectives, power squads) in a coordinated approach to policing these areas.

Conversely, many areas of the community see low levels of CFS volume. Indeed, the areas of the community that are NOT along major arteries or part of concentrated commercial locations show very low call volume. On the plus side, the argument can be made that there are no problems in these areas in general, thus a police presence is not required. On the other hand, officers are initiating a small amount of calls in these "other" areas, which compromises a community policing philosophy that should be central to the department's approach to policing the community.

FIGURE 4-9: Spatial Representation of Other-Initiated CFS (Red=100 CFS)
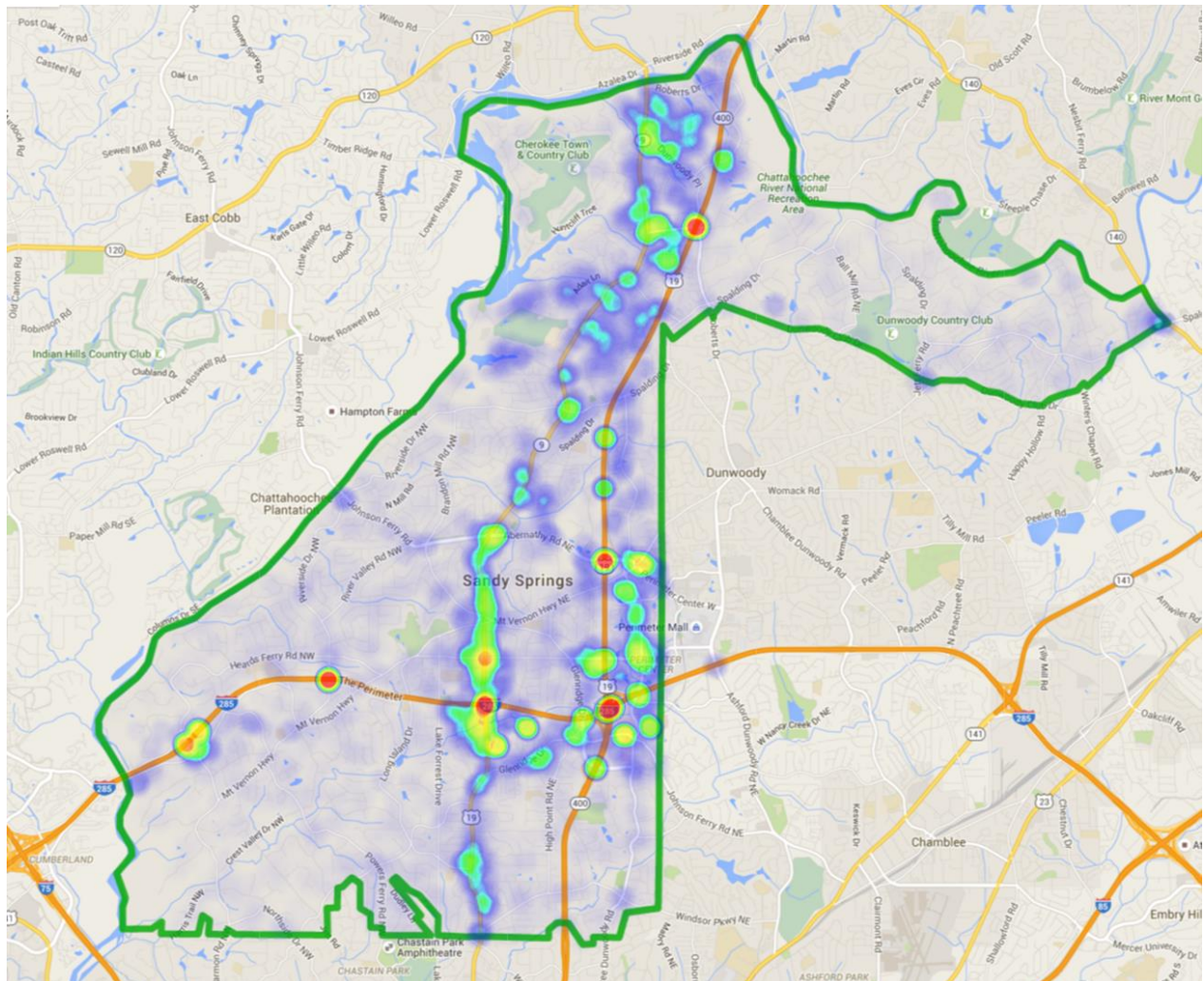
Figure 4-9 continued, Top CFS Locations

Place	Runs
City Hall	719
Northridge & 400	421
Northridge & 401	365
285 & Roswell	356
285 & 400	348
285 & Roswell	326
285 & 400	229
Riverside & 285	215
400 & Abernathy	209
285 & Riverside	201
285 & 400	184
Apartments	183
Northside Hospital	183
Regal Perimeter	178
Mosaic Apts	177
285 & Northside	173
285 & New Northside	173
Hammond & Roswell	165

An examination of the locations with the highest volume of calls for service indicates that traffic conditions related to the busiest intersections in Sandy Springs are driving workload. The top 10 locations for CFS volume (excluding City Hall) are major intersections in the city. To address the high demand placed on patrol from these locations, additional resources should be considered. The SSPD allocates personnel in a Traffic Unit (discussed elsewhere in the report), and the department should ensure this unit is staffed appropriately. Also, the SSPD should consider deploying civilian personnel on patrol to handle low-priority, nonemergency traffic incidents, as well adopt a policy of nonresponse to minor traffic accidents.

FIGURE 4-10: Spatial Representation of Crime-CFS (Red =100 Crime CFS)
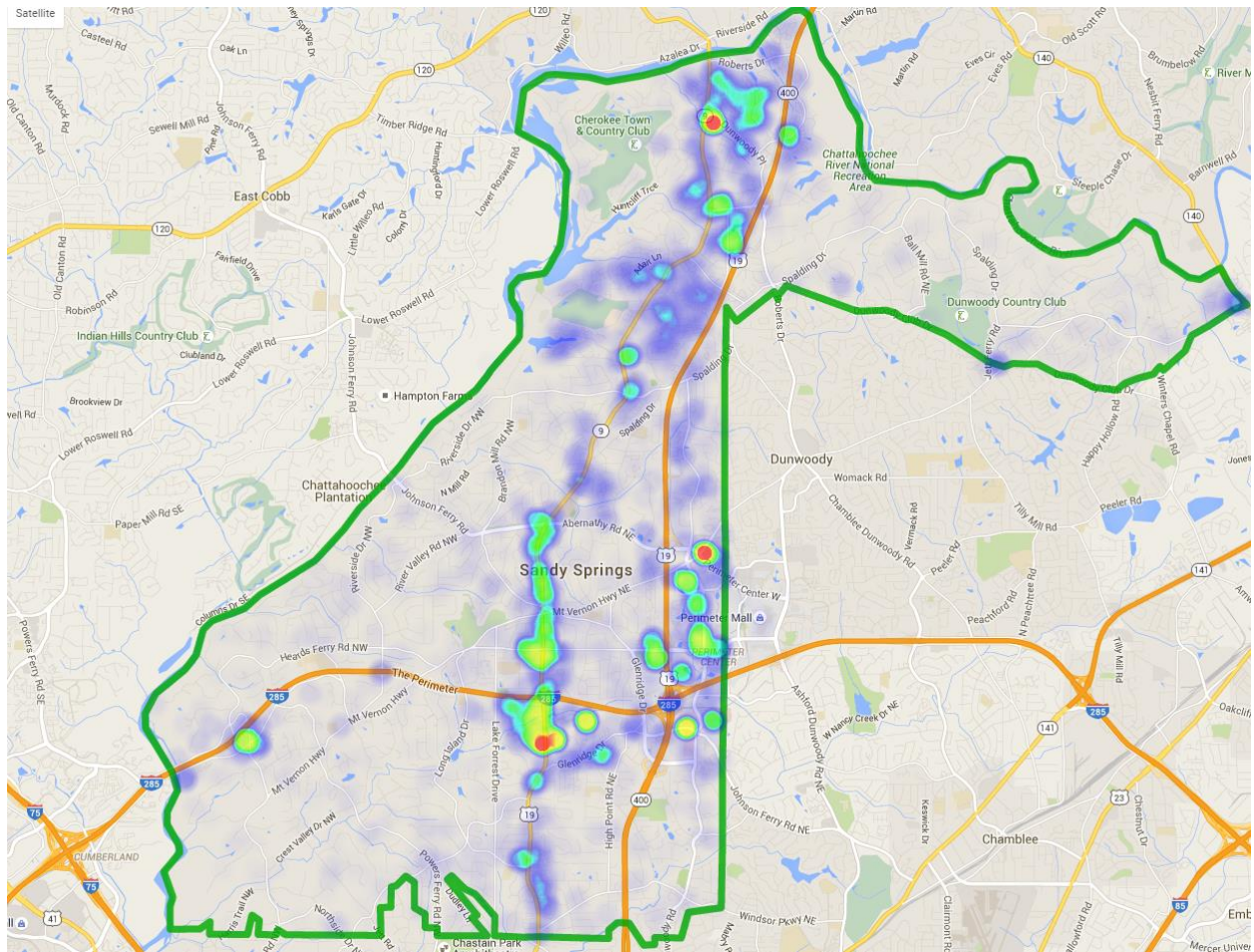
Figure 4-10 continued, Top Crime-CFS Locations

Place	Runs
City Hall	207
Perimeter Pointe	72
8725 Roswell Shopping Area	67
Prado Shopping Area	53
Falls at Sandy Springs	47
Northside Hospital	47
Mosaic Apts	45
Wyndham Galleria	37
Costco	35
St Joseph Hospital	31
Target	27
Hilton	27
Publix	27
Kroger	27
Apts	27
Lowes area	25
Westin	24
Waters Edge Apts	24

Looking at Figure 4-10 and the accompanying list of locations with a high volume of crime calls shows that what is undoubtedly property crime is concentrated in numerous retail locations. The three most concentrated hot spots (excluding City Hall), with more than 50 crime-related CFS each, are shopping centers. Similarly, seven of the highest ten locations for crime-related CFS are retail locations.

With a beefed-up "power squad" (as discussed above), the SSPD could deploy focused resources at the locations with a high volume of calls, which can provide a long-term and sustained approach to crime reduction. Instead of reacting with regular patrol officers to the crime after it occurs, the department can deploy the power squads in a proactive manner. The power squads could track crime trends, surveil hot spots and prolific offenders, and intercede to prevent criminal events before they occur. A uniformed presence in these locations would also provide an excellent visible deterrent for would-be criminals.

In addition to adding the extra personnel to handle the CFS in these locations, the SSPD should consider a strategic approach to dealing with these CFS. Instead of waiting for the CFS, plans should be put in place in order to address the underlying conditions that create the CFS in the first place. Proper planning, using the community policing S.A.R.A. model (Scanning, Analysis, Response, and Evaluation), or a performance management approach such as Compstat or D.D.A.C.T.S. (Data-Driven

Approaches to Crime and Traffic Safety), can aid in diagnosing and solving problems at these locations, this preventing an emergency call to the police.

TABLE 4-4: Average Calls and Work Hours by Beat, per Day

Beat	Per Day	
	Calls	Work Hours
N1	21.0	10.9
N2	17.8	9.3
N3	30.1	18.3
N4	15.4	9.6
North	**84.3**	**48.1**
S1	16.5	8.3
S2	19.8	10.6
S3	14.4	6.6
S4	24.6	12.9
South	**75.3**	**38.3**
Other	3.8	1.9
Total	**163.5**	**88.3**

Observations:

- Beat N3 had the most calls and workload. It accounted for 18 percent of total calls and 21 percent of total workload.

- Beat N3 had 22 percent more calls and 42 percent more work than the next busiest patrol area (Beat S4).

- Beat S3 had the fewest calls and workload. It accounted for 9 percent of total calls and 7 percent of total workload.

- The North district accounted for 52 percent of total calls and 55 percent of total workload.

- The South district accounted for 46 percent of total calls and 43 percent of total workload.

The current deployment of personnel across the eight beats appears sound. While there are differences in the number of calls handled in each beat, the differences are not problematic and the variation that is present in call volume suggests the beat boundaries are drawn appropriately.

In its totality, the workload demands faced by the patrol function in the SSPD are manageable with the eight beats. The daily average saturation index in the mid-thirty percent range during the time periods under observation suggests that officers on patrol have ample time to handle the workload demands. However, during the busiest times of the day the workload reaches levels that would indicate the patrol function is reactive. During these time periods, officers undoubtedly find themselves responding from one call to the next without ample time in between to engage in community policing activities or self-initiated enforcement. Considering the nature of the community in Sandy Springs and the style of policing embraced by the SSPD, the department should

look at adjustments to the patrol function to better accommodate the workload demands and supply of officers available to meet those demands. Typically, these adjustments take on one of two approaches: reduce demand or increase supply.

As discussed above, the SSPD responds to numerous CFS that could be called unnecessary. Alarms, motor vehicle accidents, and medical calls, for example, are all areas of workload demand that are ripe for reduction. Minimizing police response to these types of CFS can free up a substantial amount of time for officers to engage in other more useful activities. It is understood that community expectations, to a large degree, shape the police response, and altering these expectations will involve both policy discussions and community education. However, the potential does exist to shed a substantial amount of work from the patrol function.

Increasing the supply of officers available to meet workload demands takes on two forms: restricting patrol shift schedules to better meet the temporal and spatial workload, and increasing the number of personnel assigned to patrol. Examination of the patrol shift schedule in the SSPD reveals that officers are deployed efficiently. The 12-hour shift, while presenting excess supply of personnel in the early morning hours, does a good job providing personnel throughout the majority of the day. Improving efficiency under the current model can be achieved by beefing up the power squads and overlapping them with the current shifts to provide more resources when most needed.

The SSPD should consider adding personnel to the patrol division in the power squads. These overlapping squads can provide relief from CFS demands, engage in proactive patrol, and allow patrol officers to take time off for training, vacation, etc. Also, by having the power squads evenly deployed across the conventional squads, overtime can be minimized. In other words, when a beat needs to be backfilled with overtime, an officer from the power squad can be called-in six hours early, as opposed to calling in an officer for a full shift and paying twelve hours of overtime. In addition, the SSPD should consider adding Community Service Officers (nonsworn uniformed members) to patrol and ensure that these personnel are available during the peak demand hours to support operations and handle nonemergency CFS.

Recommendations:

- Explore ways to minimize response to nonemergency CFS.
    - Eliminate, or greatly reduce, responses to property damage-only traffic accidents.
    - Examine the alarm reduction program for possible efficiencies, including an increase in fees, quicker termination of alarms, and closer management of chronic abusers
- Expand the "power squads" and schedule them to work noon to midnight shifts within the current patrol days-on/days-off schedule.
- Add five sworn officers to patrol.

Internal Affairs

Internal Affairs in the SSPD is managed by one sergeant who reports directly to the Chief of Police. The IA sergeant is responsible for investigating allegations of officer misconduct from an internal and external perspective, as well as the administration of the department's disciplinary system. The IA sergeant also is an instructor at the SSPD Citizens Police Academy and is a firearms instructor. He is also responsible for the administration of the fitness testing and the employee performance evaluation system.

The department should consider elevating the rank of the position responsible for internal affairs to the rank of captain. The current table of organization of the SSPD indicates that 32 of the 124 sworn officers (26 percent) are in the rank of sergeant or above; with 22 sergeants. With a sergeant responsible for internal investigations, there is a likelihood that he will be conducting investigations on members of the department at the same rank. This can create an untenable situation that can be avoided by increasing the rank of the person in charge of these investigations.

The number and results of internal affairs incidents since 2013 are presented in Table 4-5.

TABLE 4-5: Internal Affairs Cases, 2013-Present

Year	No. of Cases	Citizen Initiated	Unfounded	Not sustained	Exonerated	Sustained	% of Cases Sustained
2015 (as of 11/12/2015)	65	37	22	6	6	24	37
2014	40	24	17	2	1	18	45
2013	39	28	15	9	2	9	23
Total	144	89	54	17	9	51	35

As the table indicates, the SSPD receives an average of about 51 internal affairs cases each year (if we extrapolate for all of 2015), with approximately 31per year originating from the public. Of the 144 total cases listed, 51 of them, or 35 percent, were sustained by the department. This indicates a fairly passive stance toward misconduct and holding officers accountable for their behavior. The most common finding is unfounded, which indicates the reported allegations did not occur. This outcome occurs more frequently than sustained cases. Considering that most department-generated cases would not ordinarily result in an unfounded disposition, it appears therefore, that most civilian-initiated cases result in the unfounded outcome.

The policy governing complaints against an SSPD employee is General Order 03-5226, which was issued April 16, 2012. Inspection of the policy indicates a well-articulated process describing the reporting and investigating procedures, the rights of employees, records management, and disciplinary outcomes. It appears from the policy that disciplinary findings are to be published as annual statistical summaries. Inspection of the three previous annual reports indicates that these data are present. However, the data presented in the annual report and the statistics furnished by

the SSPD do not match. In the 2014 "Year in Review" for example, the SSPD reports 11 citizen complaints (*10 unfounded*), but the data provided by the SSPD during the site visit indicates that 24 citizen complaints were lodged. In addition to the statistical reporting, consideration should be given to disseminating brief synopses of cases within the department; this would help make officers aware of potential areas of misconduct and the penalties associated with unacceptable conduct.

The SSPD accepts complaints from the public in various ways: via e-mail, letter, phone, or in person. All complaints are recorded and initial investigations are done by the recording supervisor. Nonserious complaints are forwarded to the subject officer's supervisor, and serious complaints are investigated by the IA sergeant. In addition, the SSPD should consider placing a "button" on the department website for the public to register a comment, complaint, or concern, which could be routed to the Chief of Police for investigation.

The IA sergeant utilizes a program known as IA Pro to manage Internal Affairs records. While hard copy forms and reports are also used, the department relies primarily on this electronic information management system. The system performs all necessary recording and tracking functions, and the IA sergeant can run queries and compile necessary performance statistics. Access to the system is appropriately restricted to necessary parties. The IA sergeant was conversant with this data and was able to discuss current trends and issues.

The SSPD utilizes "BlueTeam" software, which allows officers and supervisors to enter and manage incidents from the field. This program works in conjunction with IAPro and has an integrated "early warning system" that closely monitors problematic employee behavioral patterns. Incidents such as use of force, field-level discipline, complaints, vehicle accidents, and pursuits are entered and can then be routed through the chain-of-command with review and approval at each step.

The posture of the IA function is largely reactive, responding to allegations of misconduct as they occur. The process under this reactive approach is administered expertly and the IA sergeant is well-suited to this approach. However, the SSPD should consider a shift in functionality to include a more proactive approach to internal affairs. This shift would require additional personnel resources to manage the additional work.

The IA sergeant does not proactively monitor field contacts, traffic stops or traffic tickets, sick abuse, footage from in-car audio/video (unless there is a complaint), property/evidence records, or any other quality control mechanisms on administrative policies, sexual assault investigations, or sexual harassment. All of these areas can be examined more rigorously. At the department's current size, problematic officers or incidents can be scrutinized very closely. However, as the department grows, the IA function must grow with it. The direct personal approach would need to expand and evolve into something more proactive and more systematic to provide for more rigorous monitoring of all of the issues listed above.

The department has a clear policy and procedures regarding off-duty employment by uniformed personnel. General Order 03-2235, issued on April 16, 2012, governs the policy on secondary employment. The policy prohibits certain types of work, such as work in casinos, bars, or limos;

limits the total extra hours worked each week; and provides for mandatory rest periods. There are several substantial deficiencies in the off-duty work policy that the city and the department should address. Each officer is authorized to act as a "coordinator" for extra job assignments. This puts individual officers as the liaison between the vendor and the other officers. Officers are also free to negotiate hourly wages for extra work assignments. They also use SSPD vehicles and other equipment on extra jobs and the city does not get compensated for this use.

The SSPD should revisit its policies and institute additional safeguards governing the administration of off-duty employment. At a minimum, all extra job assignments should be coordinated through one individual in the SSPD. This person would be responsible for vetting the vendor and the nature of the assignment and distributing the work hours in an equitable fashion; fees would be collected and wages distributed in a coordinated fashion. Also, the department should consider adding an administrative fee to the hourly extra job compensation to account for the equipment used and administration of the program.

Recommendations:

- Administration and management of Internal Affairs in the SSPD should be led by a captain. The captain would report to the Chief of Police, consistent with the current organization.

- The department should scrutinize Internal Affairs case closures more carefully to ensure that the appropriate findings are being made (particularly with regard to citizen-initiated complaints).

- Implement quality assurance measures by developing a system for routinely engaging in random audits and inspections of units, equipment, department records, etc., including random inspection of audio and video recordings from officers on patrol. For example, there could be random selection of ten accident reports and ten evidence receipts to review them for accuracy and completeness and to ensure that proper procedures were followed. The office of professional services/internal affairs should also perform periodic reviews of K9, traffic, and other individual units.

- Disseminate findings and penalties associated with disciplinary cases, both inside the department and in the annual report.

- Revisit the secondary employment policy and develop greater oversight and administration of the policy.

Criminal Investigation Division

The Criminal Investigation Division is comprised of the Persons Crimes Unit, Property Crimes Unit, Crime Scene Investigation Unit, and Victim Advocate. The Criminal Investigation Division is supervised by one captain and two sergeants. The captain works Monday through Friday, 0800–1600 hours, but is available on-call after hours. The captain reports to a major who oversees the Patrol Division, Criminal Intelligence Unit, Special Operations Division, and Criminal Investigation Division. This major has substantial responsibilities with multiple divisions.

The sergeants generally work Monday through Friday, 0800–1600 but are required to work one partial evening shift each week, 1100–1900 hours. The sergeants are also available on-call after hours. The on-call availability of the supervisors is a shared rotation among the three positions; thus, each supervisor is on-call for a seven-day period on a three-week rotation.

One of the sergeants is responsible for supervising the Person Crimes Unit, the Crime Scene Investigations Unit, and the victim advocate. The other sergeant is responsible for supervising the Property Crimes Unit, which includes financial crimes, motor vehicle theft, burglary, property theft, crimes against children, and the civilian investigative aid. While the structure of the Criminal Investigation Division is organized around specialty units, the sergeants indicated that due to caseload, limited staffing, and time spent assisting other agencies, they deviate at times from assigning new cases based upon specialty to assigning new cases based upon availability of the detective and caseload considerations. Both sergeants have been transferred into the Criminal Investigation Division over the past year. Both are experienced investigators and are enthusiastic about their positions. There appears to be a very good working relationship among the sergeants and the captain. The captain is very passionate about the dedication of all staff members to the mission of the division.

Current staffing consists of ten detectives, two crime scene investigators, one victim advocate, and one civilian investigative aid. Nine of the ten detectives rotate being on-call for seven-day periods every nine weeks. The tenth detective works a permanent evening shift and is not part of the on-call rotation. Additionally, the nine detectives share a rotation schedule and each works one evening shift (1500–2300 hours) once a month. The crime scene investigators are on-call for a week once every four weeks. As there are only two crime scene investigators assigned to the Criminal Investigation Division, this rotation schedule is accomplished by have one detective and one police officer who are trained in crime scene investigations share the rotation schedule. Tables 4-6 and 4-7 show the staffing of the division by sergeant, unit, and area of investigation.

TABLE 4-6: Unit Responsibilities of Sergeant #1 – Person Crimes

Unit	Investigator	Work Schedule
Person Crimes	Detective #1	0700-1500
Person Crimes	Detective #2	0800-1600
Person Crimes	Detective #3	0800-1600
Person Crimes	Detective #4	1500-2300
Crime Scene	Investigator #5	0800-1600
Crime Scene	Investigator #6	0800-1600
Victim Advocate	Victim Advocate #7	0800-1600

TABLE 4-7: Unit Responsibilities of Sergeant #2 – Property Crimes

Unit	Investigator	Work Schedule
Financial Crimes	Detective #1	0700 - 1500
Financial Crimes	Detective #2	0800 - 1600
Motor Vehicle Theft	Detective #3	0800 - 1600
Burglary	Detective #4	0900 - 1700
Property Theft	Detective #5	1000 - 1800
Crimes against Children	Detective #6	0700 - 1500
Civilian Investigative Aid	Civilian Investigator #7	0800 - 1600

A decision needs to be made as to the philosophy behind the structure of the Criminal Investigation Division. The division could be structured around generalist units, where detectives work different kinds of investigations, or the division could be structured around specialist units, where the detectives work only certain types of investigations. That is, the structure of the Criminal Investigation Division needs to be aligned based on the chosen philosophy. The division is currently set up around specialty units; however, due to caseloads the sergeants sometimes deviate from this model and assign cases based on availability and caseload. While detectives have a primary specialty such as Person Crimes, they may be assigned other types of investigations. This occurs when a detective attends training or takes sick or vacation leave, and another detective will be assigned the absent detective's cases. The sergeants informed CPSM staff that the division also assists other agencies in their investigations; this is one of the reasons why cases may be assigned based upon availability. The assist other agencies (AOA) statistics for detectives are not currently being captured. CPSM staff recommends that the AOA workload needs to be captured for the department to get a clear picture of the actual workload.

To align the division more appropriately to reflect a specialist philosophy, the Crimes Against Children detective needs to be reassigned to the sergeant who supervises the Person Crimes Unit. This would create better alignment with similar types of investigations.

Supervisory staff provided a statistical report generated from the department's records management system and which showed the number of cases assigned to each detective, the

dispositions, and the clearance rates for the time frame of January 1, 2015 to November 1, 2015. The records management system enables sergeants to generate reports by detective, but not clearance rates by detective and type of crimes. For clearance rates by detective and type of crime, a special request must be made to the Criminal Intelligence Unit, which oversees the department's crime analysis.

The Criminal Investigation Division reports its statistics in the format shown in Table 4-8. It should be noted that the crime scene investigators are assigned cases to investigate as a detective in order to gain experience and to assist in the workload of the detectives. The detective assigned to Crimes Against Children is also a part-time member of the Georgia Bureau of Investigations (GBI) Crimes Against Children Task Force. The statistics associated with the task force are not capture in the table. An analysis of the cases assigned to detectives, not inclusive of crime scene investigators, the victim advocate, or the investigative aide, shows that the assigned cases for the first eleven months of 2015 ranged from 163 to 302 per detective. CPSM contends that an appropriate and manageable caseload for a detective is between 120 and 180 cases each year or 10 to 15 per month. The detectives' caseload, overall, is significantly higher than this level and warrants consideration of assigning additional detectives to the division to reduce the workload. Furthermore, these statistics do not include the division's AOA statistics, which are not being captured.

A revised format for tracking workload and clearance rates would be beneficial for case management and performance measurement. Because detectives may be assigned a case that is not part of their unit's specialty, the clearance rates may reflect other types of crimes. For example, in Table 4-8, the first listed detective assigned to the Person Crimes unit shows a clearance rate of 64 percent; however, the clearance rate may also include other types of crimes assigned to the detective and may not reflect just crimes against persons. Therefore, it is difficult to benchmark the performance of each detective against national standards in relation to clearance rates by type of crime. CPSM staff recommends that the supervisors capture clearance rates by detective and type of crime. This would present a more informed picture of a detective's performance and the clearance rates of the entire division by type of crime.

TABLE 4-8: Investigator Assignment & Clearance Report by Investigator, Jan. 1 to Nov. 1, 2015

Investigator	Unit	Assigned	Active	Inactive	Arrest	Un-founded	Excep-tional	Clearance Rate
*Sergeant	Persons	34	0	14	0	2	3	15%
*Sergeant	Property	35	0	34	0	2	0	6%
Detective	Persons	213	22	76	31	48	57	64%
Detective	Persons	163	17	67	24	28	41	57%
Detective	Persons	228	11	129	27	38	45	48%
Detective	Persons	232	22	109	41	10	38	38%
Detective	Financial	215	0	140	16	70	16	47%
Detective	Financial	279	14	168	13	89	11	41%
Detective	MVT	302	10	238	16	32	18	22%
Detective	Burglary	296	3	264	8	21	3	11%
Detective	Property Theft	276	4	216	10	12	15	13%
Detective	Crimes Against Children	213	12	111	16	25	54	45%
**Investigator	CSI	9	0	31	0	0	1	11%
**Investigator	CSI	25	0	22	1	0	2	12%
Victim Advocate	Victim Advocate	154	12	209	7	5	3	10%
Investigative Aide	Investi-gative Aide	1,777	48	1,842	2	6	0	0%

*Sergeant statistics represented prior staff members.

**Crime Scene Investigators statistics reflect their role as a detective working cases.

The department has received CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation, and this is a testimony that the department operates according to comprehensive, up-to-date policies and procedures. The case management process utilized by the department consists of the Criminal Investigation Division's sergeants evaluating referred cases for investigative and prosecutorial merit. By general order, the following crimes are assigned to a detective for investigation regardless of the presence of solvability factors: all homicides, rapes, robberies, aggravated assaults, auto thefts, kidnappings, sexual molestation, indecent exposures, missing persons, accidental deaths, and suicides. Any other types of cases referred to the Criminal Investigation Division are evaluated based on solvability factors listed in the original report and include but are not limited to: known suspects; suspect can be identified; suspect vehicle can be

identified; witness to offenses; stolen property traceable; physical evidence collected; and fingerprints lifted.

The policy and practice of the division is that investigative leads in cases will be followed to their logical conclusion, resulting in the case being closed or inactivation of the case. Furthermore, no case will be inactivated until the victim has been contacted, either by telephone, in person, or by written communication. When one of the sergeants makes the decision not to assign a case to a detective due to a lack of solvability factors, the sergeant will assign the case to the investigative aide. This is a civilian position that has the following responsibilities: contact the victim of the crime by sending a letter and requesting additional information, if available; complete a supplemental report to inactivate the case; submit the supplemental report to the sergeant for review, approval and signature; and notify the sergeant if any additional investigative leads are obtained from the victim. The investigative aide's role is to provide communication with victims whose cases lack solvability factors. During the period of January 1, 2015 through November 1, 2015, the investigative aide was assigned 1,777 cases for which contact with victims was required. The case management process used by the division is very thorough and comprehensive in terms of assignment based on solvability factors. However, the case management process needs to be streamlined for continuity in assigning cases to detectives based upon type of crime. Additionally, the case management process needs to capture the impact of AOA cases, which affect the detectives' workloads. Each detective is required to complete a weekly report of time and effort in case management. This weekly report could be used to capture the detectives' AOA cases.

The department follows a detailed case file management procedure that requires specific information to be part of the case file to include: copy of original report; photographs; supplemental report; crime lab reports; statements of victims, witnesses and suspects; court-related documents; and any other relevant documentation related to the case. Cases must be supplemented no later than twenty days from the assignment date or within ten days of an arrest. Sergeants also maintain a search warrant log documenting the execution or attempted service of search warrants obtained by the division.

Crime scene investigators are available 24/7 because of the rotation schedule for on-call status. Officers assigned to the Patrol Division are responsible for processing crime scenes for latent prints. The crime scene investigators assist both the Criminal Investigation Division and the Patrol Operations Division with major crime scene processing. Major crime scene processing includes the preservation, collection, and processing of all crime scene evidence to include: crime scene log, field sketches, marking of evidence, photography/videotape, evidence handling, DNA evidence, computer forensics and reports. Crime scene investigators also assist other agencies in processing crime scenes; these agencies are Brookhaven Police Department, Dunwoody Police Department, Johns Creek Police Department, and Roswell Police Department. Some statistics are captured for AOA crime scene statistics. To determine the crime scene investigators' workload, supervisory staff had to pull information from several different spreadsheets. Shown in Table 4-9 are the statistics provided by supervisory staff reflecting the crime scene unit's workload:

TABLE 4-9: Crime Scene Units Workload – Jan. 1, 2015 to Nov. 1, 2015

AFIS Entries For Sandy Springs P.D.	AFIS Entries For Other Agencies (AOA)	Sandy Springs Detectives Requests for Crime Scene Processing	Other Agencies (AOA) Requests for Crime Scene Processing	Supplemental Reports
125	21	90	64	296

The supplemental reports reflect the number of reports written and not the number of cases. Some cases may have multiple supplemental reports. When analyzing the AFIS workload, it can be seen that 14.3 percent of the workload for crime scene investigators is generated by other agencies. Requests for crime scene processing by other agencies accounted for 41.5 percent of the total workload. These two categories combined indicate that a significant amount of workload for the crime scene investigators is being generated by other agencies. CPSM staff recommends a simplified process for collecting data on the workload of the crime scene which that does not rely on multiple spread sheets for calculating statistics. This will enable supervisors to more easily monitor the workload and performance of the crime scene unit. It is also recommended that the department consider the option of contracting with other agencies for crime scene services. Many agencies have adopted this model for cost-savings and increased effectiveness in processing crime scenes. Additionally, the Sandy Springs Police Department would benefit by not assuming the financial responsibilities of other agencies.

The department has a detailed system for delivering victim/witness services. By General Order 04-5500, the commander of the Criminal Investigation Division is responsible for ensuring that victim/witness information is available for all department members to provide to victims or witnesses. The department provides information about the Georgia State Victim's Compensation Act to the public by publishing the information on the department's website, the city's website, and department informational cards. Sworn members provide victims and witnesses information about available services during preliminary and follow-up investigations. The Criminal Investigation Division provides additional support to victims or witnesses during the follow-up investigations by assigning a victim advocate to the case. The victim advocate will determine whether the needs of the victim or witness are being met and if additional resources such as social service agencies are needed. The advocate will support the victim or witness through the prosecution of the case. During the first eleven months of 2015, the victim advocate was assigned to 154 cases. This equates to 3.5 cases per week.

The department did not have historical overtime costs available for the Criminal Investigation Division; therefore, an analysis using overtime costs to help project staffing levels could not be conducted by CPSM staff. Overtime is budgeted department-wide and Table 4-10 shows the budgeted amounts for 2012 through 2015:

TABLE 4-10: Department-wide Overtime Budget

Fiscal Year	Budgeted Overtime
2012	$579,909
2013	$466,302
2014	$600,000
2015	$650,000

CPSM staff recommends that the overtime costs for the Criminal Investigation Division be captured to assist in projecting staffing levels.

Recommendations:

- The Criminal Intelligence Unit, which encompasses Crime Analysis, should be placed under the direction of the captain of the Criminal Investigation Division. This would enable the units to work together more closely using a proactive rather than reactive strategy, and to use technology to enhance case closures and clearance rates. Furthermore, for better analysis of each detective's performance, Crime Analysis could provide supervisors with monthly statistics pertaining to the clearance rates of each detective, and specifically by type of crime. Supervisors could then benchmark the performance of each detective over time and against national clearance rates. Crime Analysis could assist in capturing the workload of assist other agencies (AOA) calls to provide a more robust presentation of workloads. Crime Analysis could also work with the supervisors to determine a more efficient method of capturing the workload of the crime scene investigators.

- The department should consider whether the Criminal Investigation Division embraces the philosophy of a specialty unit or a generalist unit. This philosophy will determine the configuration of the division. In the Division's current structure, the Crimes Against Children detective should report to the sergeant who supervises the Person Crimes unit to provide for greater continuity of investigations.

- The department should consider providing contract services to other agencies that currently request crime scene investigation services from the Sandy Springs Police Department. This would produce revenue for the department that could be used to enhance or expand the division.

- The full workload of the Criminal Investigation Division needs to be captured to determine whether staffing needs are balanced against demand. Currently, assist other agencies (AOA) calls and workload are not tracked for the detectives' workloads; as well, the department could not produce the amount of overtime used by the Criminal Investigation Division. The current workload of the detectives ranges from 163 to 302 cases during the eleven-month period in 2015 which we tracked. CPSM recommends a manageable workload of 120 to 180 cases per year. The current investigatory demands of the Criminal Investigation Division are substantially higher than this overall. Command staff needs to capture AOAs and overtime to determine an accurate projection of staffing needs.

Criminal Intelligence/Crime Analysis Unit

The Criminal Intelligence manager is a civilian position that reports directly to the major of the Operations Bureau. The Criminal Intelligence manager supervises one civilian GIS analyst and one sworn officer who are responsible for the department's intelligence gathering and crime analysis. This unit was created in 2011 to assist the department in enhancing its criminal intelligence analysis, tactical crime analysis, and strategic crime analysis.

In addition to supervisory responsibilities, the manager plays an important role in intelligence development, crime analysis, and strategic planning for the unit and also serves as liaison to other agencies. The Criminal Intelligence/Crime Analysis Unit has a partnership with Department of Corrections, which informs the unit when individuals with gang affiliation or a violent history are being released back into the community. The Criminal Intelligence manager attends meetings of the F.B.I. Counterterrorism working group, the Metro Fraud Intelligence group, and the Auto Theft Task Force. These meetings give the manager the opportunity to share intelligence with other agencies as well as receive intelligence that may affect the community of Sandy Springs. The manager attends a department meeting with all command staff every two weeks to share information on crime patterns and trends, and other administrative information.

The Criminal Intelligence/Crime Analysis Unit is currently undertaking a major project that will enhance the department's abilities for crime analysis. The department contracts with the Chattahoochee River 911 Authority, known as ChatComm, for emergency communications and dispatch services. ChatComm provides dispatch services to Johns Creek Police Department, Dunwoody Police Department, Brookhaven Police Department, and Sandy Springs Police Department. The GIS analyst is currently spending a substantial amount of time working with ChatComm conducting data cleansing to detect and remove errors and inconsistencies from the data in order to improve the quality of the data offered through mapping. This is the primary focus for the GIS analyst until the project is completed. The GIS analyst also performs some cell phone analysis and traffic analysis when requested.

The sworn officer assigned to the Crime Analysis Unit spends a substantial amount of time each day reviewing 25 to 30 reports for the purpose of gathering intelligence. The sworn officer reads each narrative and extracts intelligence that can be utilized by not only the Crime Analysis Unit but other investigatory units. This position could be performed by a civilian, but having a sworn officer brings additional skills and abilities. The sworn officer has an investigative background and is skilled at extracting valuable information from the report as well as knowing when information may be missing or needs supplementing. This position is also used in the field for threat assessment. The sworn officer has been used to interview individuals who may be persons of interest or need to be vetted as to whether or not the person poses a risk to the community. This position could also be utilized during North Metro S.W.A.T. call-outs and could play a valuable role extracting information while at the scene and coordinating with crime analysis to develop further intelligence from current databases.

The Criminal Intelligence manager is currently working on a strategy to expand the capabilities of crime analysis by enabling department members to access the GIS mapping on-line through a portal, and creating the ability for on-line mapping to include the capability to populate in real time. This would be of great value to the department and surrounding departments during crisis situations. Additionally, the manager is building out Smart Force, which is a SharePoint site, for enabling crime analysis information to be available to all department members. Also, the manager would like to create external access to the SharePoint site for other agencies and create a central depository for intelligence that can be used to share intelligence with the contributing agencies. The department also partners with Crimereports.com to make real time crime analysis information available to the public. The central depository for sexual offender registry is the Georgia Bureau of Investigations; its website offers full search capabilities for the identification and geographical location of sex offenders.

The department's records management system (RMS) is provided by SunGard/OSSI. The Crime Analysis staff has full access to the department's RMS to extract data. The RMS used by the department is also utilized by surrounding jurisdictions and Cobb County. Therefore, queries can be run using the reports submitted by all agencies using the RMS, resulting in greater analysis and search capabilities. However, when the Crime Analysis staff wants to extract data from the CAD system, they must make a request for the data from either the department's Record Section or directly to ChatComm. The Crime Analysis Unit does not have an OSSI CAD module license that would authorize it to extract data from the CAD system. Only the department's Records Section and ChatComm have OSSI CAD module licenses. The department should consider providing the Crime Analysis Unit with an OSSI CAD module license. This would enhance the unit's efficiency.

Detectives and patrol officers are able to run simple queries in the RMS. However, advanced searches must be performed by the Crime Analysis Unit. The Crime Analysis staff uses Crystal Reports to generate crime analysis reports with advanced queries using multiple variables. The Crime Analysis staff conducts hot spot checks for trends or patterns when a detective or patrol officer makes a request, or when the Crime Analysis staff determines a series of crime events have occurred in a geographical area. Due to staffing limitations, hot spot checks are not conducted daily. However, when a trend or pattern is identified by the Crime Analysis staff, notifications are made via email internally to detectives and patrol officers, and also externally to other agencies that may be affected.

The Crime Analysis Unit processed 270 analysis requests in 2014, and in the first eleven months of 2015 processed 228 analysis requests. Table 4-11 provides details on the 2014 workload for the Crime Analysis Unit for citizen requests, department requests, other agency requests, and investigative assistance.

TABLE 4-11: 2014 Workload for Crime Analysis Data Requests

Month	Citizen Requests	Dept. Requests	Other Agency Requests	Investigative Assistance
January	2	3	0	5
February	0	3	0	5
March	5	2	1	5
April	3	5	0	6
May	3	4	0	8
June	6	5	4	19
July	13	7	1	16
August	7	2	4	13
September	8	4	1	17
October	7	3	1	14
November	8	9	5	13
December	4	7	3	9
Totals	66	54	20	130

Table 4-12 provides details on the 2015 workload for the Crime Analysis Unit for citizen requests, department requests, other agency requests, and investigative assistance:

TABLE 4-12: 2015 Workload for Crime Analysis Data Requests

Month	Citizen Requests	Dept. Requests	Other Agency Requests	Investigative Assistance
January	7	5	3	12
February	3	5	3	6
March	4	6	0	4
April	5	4	5	15
May	7	5	2	12
June	9	16	1	18
July	4	8	0	9
August	1	1	0	12
September	1	3	1	6
October	3	2	0	0
November	2	7	1	10
December	Not available	Not available	Not available	Not available
Totals	46	62	16	104

The Criminal Intelligence/Crime Analysis staff expressed a desire to be more proactive and being able to focus on predictive analysis. Currently, the staffing level is limited, making it a challenge to

move toward more intelligence-based policing and using technologies to make decisions on how to deploy resources. The Crime Analysis Unit could also work more with the Narcotics Unit, Street Crimes Unit, Persons Crimes Unit, Property Crimes Unit, Traffic Unit, and Patrol Division to conduct greater crime intelligence analysis, tactical analysis, and strategic analysis to prevent crime and increase clearance rates. Currently, the Crime Analysis Unit does not provide clearance rates to the department units unless a specific request is made.

CPSM data analysis indicates that the department responds to a high number of traffic accidents. The Crime Analysis staff could be utilized more aggressively and employ the operational model of Data-Driven Approaches to Crime and Traffic Safety (D.D.A.C.T.S.) using temporal and spatial analysis to identify areas with a high incidence of crashes and crime; this would help direct the allocation of officers or speed-up sign deployments to help reduce the number of accidents. This type of assistance would increase the Patrol Division's ability to employ targeted traffic enforcement or other traffic management strategies, such as working with the Department of Transportation (DOT) on possible improvements of traffic flow.

The Criminal Intelligence/Crime Analysis Unit could play an additional and important role in performing quality assurance measures for the department, such as a citizen survey of the department's performance. Staff could request assistance from one of the many colleges and universities in the Atlanta area to help design the survey instrument. The Crime Analysis Unit could select random samples of victims and complainants who have had contact with department personnel to ascertain the level of satisfaction with the department's services. This would add an additional dimension to measuring the performance of the agency.

In conclusion, the staff assigned to the Criminal Intelligence/Crime Analysis Unit is very enthusiastic and optimistic about the possibilities for greater contributions by the unit if staffing could be increased to conduct more aggressive analysis of crime and a greater shift to intelligence-led policing. The Criminal Intelligence/Crime Analysis staff is making important contributions to the department, but their role could be expanded to benefit the department and community.

Recommendations:

- Expand the role of the sworn officer assigned to the Crime Analysis Unit to formally be part of the North Metro S.W.A.T. deployment for crisis situations. This sworn officer could serve as an intelligence analyst on the scene and liaison with the other members of the Criminal Intelligence/Crime Analysis Unit to provide immediate intelligence and mapping capabilities.

- Obtain an OSSI CAD license for the Criminal Intelligence/Crime Analysis Unit to increase capabilities and efficiencies.

- Relocate the Criminal Intelligence/Crime Analysis Unit to closer proximity to the Criminal Investigation Division. Reorganize the reporting structure and have the Criminal Intelligence Manager report to the captain of the Criminal Investigation Division to create a proactive approach for using crime analysis capabilities to reduce crime and increase clearance rates.

- Add one civilian with experience in criminal intelligence/crime analysis to expand the capabilities of the Criminal Intelligence/Crime Analysis Unit and promote greater emphasis on intelligence-led policing philosophy.

- With the additional staffing, have the Criminal Intelligence/Crime Analysis Unit conduct on-going quality assurance surveys, which will provide an additional dimension in measuring the performance of the agency, and use the data to improve operational and administrative performance of the agency.

Special Operations Division

Special Operations is commanded by a captain and is made up of three units: the Street Crimes Unit, the Special Investigations Unit, and the Traffic/K9 Unit. Each unit is overseen by a sergeant.

All of the units have a fairly well-defined mission and objectives. However, unit members are continually redirected to assist other components in the department and fill vacancies in the districts. Additionally, while service demands have increased over the years, the number of personnel assigned to the units has remained largely unchanged.

Street Crimes Unit (SCU)

The Street Crimes Unit is staffed by a sergeant and five officers. Historically, unit members have utilized both marked and unmarked vehicles and had a broader crime suppression mission. The unit now focuses more narrowly on problem areas and prolific offenders, with an emphasis on burglaries, automobile burglaries (entering auto), and robberies. SCU members wear plain clothes and operate unmarked vehicles.

In 2014, the unit was responsible for 71 felony arrests, 141 misdemeanor and city ordinance arrests, and 75 warrant arrests. Sometimes the unit is tasked with assisting Special Investigations and Criminal Investigation. Filling patrol vacancies is a priority, also.

Given its unique assignment, the unit consistently stresses officer safety. Officers are careful about their tactics and utilize clearly marked outer vests for traffic stops.

Special Investigations Unit (SIU)

The SIU is supervised by a sergeant with five officers are assigned to the unit. Two of the detectives work on DEA task forces. The remaining investigators are responsible for managing narcotics and vice-related crimes in the city.

With three adult entertainment establishments, vice concerns are significant. The unit recently concluded a multifaceted seven-month prostitution investigation.

In 2014, the unit was assigned 188 new cases and cleared 151 cases. The unit conducted more than 370 hours of surveillance and committed 72 hours to assisting other agencies. The detectives carry a caseload of approximately 10 to 15 investigations at a time. The investigative demands are

diverse in terms of range and complexity. Two of their cases are national in scope. The small size of the unit presents challenges to operational effectiveness.

The Special Investigations Unit is heavily dependent on other components of the department for assistance with its cases. Because of its investigative and technical capabilities, it is often called upon to assist with surveillance by CID and SCU. The SIU is able to acquire the technology that it needs to accomplish its mission.

The investigators do not use confidential informants (CIs) very often. On the rare occasion that they use CIs, they thoroughly vet the informants. They are also careful about ensuring proper identification of suspects. Safety always comes first for the unit.

Traffic/K9 Unit

The Traffic Unit has been staffed with six officers since approximately 2007. One officer is assigned to hit-and-run investigations, two officers work the day shift, two officers primarily focus on DUI, and one officer is assigned to evening duties. Once a current state highway safety grant expires, the department will have more flexibility in how resources are allocated for traffic enforcement.

The Traffic Unit tracks its activity on a daily basis. The unit issued more than 19,000 citations in 2014, or nearly 85 percent of the total citations for the department. Unit members made 425 felony arrests and 333 DUI arrests. The traffic unit worked 6,478 crashes, including five fatalities. At the time of this report, the unit had already worked eight fatal crashes in 2015. The unit is very active in the community, participating in numerous media and public education events.

Specialty team (SWAT, etc.) activities and filling road patrol vacancies have had an impact on the availability of traffic units. Traffic responsibilities associated with special events are handled by on-duty personnel and the volume of work is increasing. The volunteer units have helped the unit immensely with traffic-related demands.

The K9 Unit is administered by an officer in charge (OIC), who is also a certified trainer. The four handlers are assigned to different schedules and one team is specifically assigned to a supervisor in patrol. The unit members are paid an additional 5 percent for care and maintenance of the dogs.

The unit keeps meticulous records on K9 training and usage, essentially documenting every time the dogs come out of vehicles. This emphasis on careful recordkeeping extends to the narcotics training aids.

Given that the Atlanta area is a hub for narcotics trafficking, the K9 Unit is heavily involved with interdiction. K9 teams are scarce in the region, so members often assist other departments, including county, municipal, and federal agencies.

Recommendations:

- The department should consider consolidating all of its investigative functions, organizationally and/or physically at one location. The Street Crimes Unit, Special

Investigations Unit, and Criminal Investigation Division are very interdependent. SIU members and their assets are overexposed and not secure at SIU's current location. Increased facility security or an off-site arrangement should be considered for SIU.

- While all of the division members do an excellent job counting individual activities, they may benefit from better identifying time committed to tasks or events. The division most likely commits a significant amount of time to assisting patrol and other agencies.

- The Special Investigations Unit is not adequately staffed to function properly and to effectively manage its caseload.

North Metro Special Weapons and Tactics (S.W.A.T.)

The North Metro Special Weapons and Tactics Unit (S.W.A.T.) is a collaborative model of a S.W.A.T. team, with participation from Johns Creek Police Department, Dunwoody Police Department, Brookhaven Police Department, and Sandy Springs Police Department. This type of collaborative model is supported by the National Tactical Officers Association (NTOA). That group recommends that, if size and/or demographics limit the capabilities of an agency, multijurisdictional resources be combined and coordinated in a manner that is consistent with reliable and safe operations.[8] North Metro S.W.A.T. is an elite special operations tactical unit trained to perform high-risk and counter-terrorism operations that fall outside of the abilities of regular patrol officers. The commander of the team is an SSPD sergeant assigned to the Street Crimes Unit. The commander's responsibilities include: coordinating the evaluation, selection, and training of the team; planning, implementing, executing, and managing all tactical intervention plans; ensuring that the team is NIMS compliant; evaluating the performance and readiness levels of all team members; coordinating all administrative affairs; and providing tactical leadership for all S.W.A.T. activities. The commander also attends all North Metro Atlanta S.W.A.T. commanders' quarterly meetings to discuss training, tactics, intelligence, and debriefing of incidents.

The team has 24 tactical operators, 12 medics, and 23 negotiators. The tactical operators, medics, and negotiators all have other primary job duties and being a member of the team is an additional duty. The department has adopted a cost-effective model that shares resources among four police departments and all positions are additional duties.

The General Order governing the team is very comprehensive as to the qualifications that candidates must have to be considered to try out for the team to include: minimum of one year of service with the respective department; must demonstrate professional maturity; must demonstrate restraint and self-control in stressful or dangerous situations; must be able to work effectively with others and display an ability to follow orders; personnel file must reflect a low incidence of sick leave and no serious disciplinary history; must demonstrate firearms proficiency with the issued service weapon; performance evaluations should reflect initiative, job interest, and a desire and ability to do work of high quality; must be in good physical condition and be able to

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[8] National Tactical Officers Association (September 2015). Tactical Response and Operations Standard for Law Enforcement Agencies. Retrieved on December 6, 2015 from http://ntoa.org/pdf/swatstandards.pdf

maintain job proficiency; and must possess the ability to interact with others in the achievement of unit goals under high stress situations. The selection process includes an evaluation in the following areas: physical fitness and/or agility testing; review of firearms qualification records (270 points out of 300 required on Georgia Double Action Course or the Standard Qualification Course) and a combat pistol course designed by North Metro S.W.A.T.; oral interview; review of personnel files and work history; S.W.A.T. certification recognized by Georgia P.O.S.T. or achieve the certification within one year of being selected for the team; and consultation with appropriate supervisory personnel. The process does not include a psychological evaluation. There are also additional standards that must be met for a team member to qualify for a sniper position.

The General Order for the selection of the Crisis Negotiation team members is also very detailed. The selection process includes an oral interview, role playing, and any other component designated as part of the process. Negotiators are required to complete the Georgia P.O.S.T. forty-hour hostage or crisis negotiation course and Incident Command System (ICS) training. The selection process does not include a psychological evaluation for team members. The National Tactical Officers Association notes most selection processes consist of an application, job-related physical proficiency test, oral interview, background investigation, and assessment of mental stability.[9]

The tactical operators and medics are required to train for two days per month, eight hours each day. This amount of training complies with the National Tactical Officers Association guidelines. The negotiators train quarterly for four hours each session. Joint training exercises are conducted with the tactical operators, medics, and negotiators. In 2014, North Metro S.W.A.T. responded to nine call-outs that required full activation of the team. A threat matrix is used to assess the need for the team to be activated for high-risk search warrants. The commander makes a recommendation based on the matrix and forwards the recommendation to the major who consults with the Chief. Ultimately, the Chief makes the decision. It should be noted that the Chief is a retired U.S. Marine Corps Colonel, with extensive combat training and experience.

The tactical component of the team uses an F450 truck with trailer to carry equipment such as ballistic blankets, communication devices, and ammunition. The department used grant funding to purchase a Bearcat for ballistic coverage in high-risk operations. Additionally, the team also received a military surplus Peacekeeper, an armored vehicle. The commander indicated that a mobile tactical command center would be highly useful for prolonged crisis incidents and would enable command staff to have a location from which to coordinate and communicate. The commander noted that the tactical operators only have mechanical breaching capabilities and need explosive breaching capabilities. The commander of the Crisis Negotiation Team indicated that the team's equipment was outdated and consisted of a throw phone with reel and a megaphone.

The Sandy Springs Police Department makes substantial contributions to the North Metro S.W.A.T. team. A majority of the team membership is represented by Sandy Springs Police Department. For example, 16 of the 23 negotiators are members from the SSPD. The S.W.A.T. commander indicated

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[9] National Tactical Officers Association (September 2015). Tactical Response and Operations Standard for Law Enforcement Agencies. Retrieved on December 6, 2015 from http://ntoa.org/pdf/swatstandards.pdf

that the majority of staffing and equipment is supplied by the city of Sandy Springs. For example, the commander, deputy commander, two training coordinators, a majority of the instructors, commander of the Crisis Negotiation Team, logistics coordinator, and the tactical medical commander (Sandy Springs Fire Department) are members of either the Sandy Springs Police Department or Fire Department.

It is clear the Sandy Springs Police Department is the lead agency of the North Metro S.W.A.T. team. This team follows the recommendations of the National Tactical Officers Association for training standards. The department has taken the initiative to be the driving force for the team and has provided significant staffing, training, and leadership for the team. The Sandy Springs Police Department is to be commended for its leadership. The following recommendations to enhance the North Metro S.W.A.T. team are made with the understanding that funding must first be identified to support the implementation.

Recommendations:

- Institute psychological testing for all new members as part of the selection process for the North Metro S.W.A.T.

- Upgrade the communications equipment for the Crisis Negotiation Team and consider the feasibility of obtaining funding for a mobile command center.

Section 5. Support Services Bureau

The Support Services Bureau is commanded by a major who is responsible for the supervision of the Office of Professional Standards Division, Public Information Division, and Administration Division. Each of these Divisions is commanded by a captain.

Office of Professional Standards Division

The Office of Professional Standards is commanded by a captain. The three units that make up the division are the Training Unit, Accreditation Unit, and Property and Evidence Unit.

Training Unit

The Training Unit is supervised by a sergeant and includes a part-time department training officer (DTO). The Training Unit is responsible for coordinating and recording the training provided to all department members. The sergeant has no direct responsibilities for planning or monitoring the department's training budget. However, the sergeant is responsible for the planning, development, supervision, and delivery of training. The part-time department training officer is responsible for limited administrative tasks, including scheduling staff for training. The staffing of the Training Unit is minimal but is supplemented by using in-house instructors for training. The department reports the following training budget data:

- 2013 Department Training Budget - $70,549.

- 2014 Department Training Budget - $80,000.

- 2015 Department Training Budget - $80,000.

Staff indicated that travel to training courses is sometimes supplemented by the travel budget. The department reports the following travel budget data:

- 2013 Department Travel Budget - $54,424.

- 2014 Department Travel Budget - $64,500.

- 2015 Department Travel Budget - $64,500.

The training budget indicates an increase of $9,451 from 2013 to 2015. Additionally, the travel budget also indicates an increase of $10,076 during the same time period. These increases indicate strong evidence of the commitment of the department to the funding of the department's training and professional development. The department recognizes the need for succession planning. While a formal policy or directive was not found for succession planning, the department provides its supervisors with the opportunity to attend leadership training such as the FB I National Academy, P.E.R.F.'s Senior Management Institute for Police, School of Police Staff and Command at Northwestern University, Georgia Command College at Columbus State University, and the Southern Police Institute at the University of Louisville. The department also recognizes the need to develop future line supervisors and allows for officers to attend leadership training before being

appointed to the rank of sergeant. This progressive mindset, embracing the training of future leaders, is evidence of the department's commitment to succession planning.

The Chief is aggressively committed to providing department members with training to enhance their effectiveness in carrying out the duties of their assigned position. In interviews with various members of different components of the department, members agreed that the training provided by the department is job-related, is high quality, and is sufficient to help them competently perform their assigned duties. The perspective of a few department members was that the department's opportunities to attend training have significantly developed the members' professional portfolios, which led to better opportunities for some members at other departments. It may be beneficial for department staff to conduct an interview with staff members who leave the department for other employment opportunities and a review of their training portfolios to determine a return on investment (ROI). A balance must exist between the contributions of the department to the member's professional development and the length of service the member provides to the department.

In-service Training

Training staff indicated that the Georgia Peace Officers Standards and Training Council (POST) requires a minimum of twenty hours of mandatory retraining for sworn members each year. The twenty hours must include a minimum of one hour of firearms training and requalification with the primary duty weapon and a minimum of one hour of use of force training. The Sandy Springs Police Department exceeds the POST standard by requiring firearms qualification twice per year. TASER recertification is required once per calendar year by policy and industry standards. General Order 03-3300 requires each officer to receive annual retraining on legal updates, the department's use-of-force policies, all critical tasks, vehicle pursuits, ethics, dealing with the mentally ill and chemically dependent, and any other training as prescribed by law, State certification, or CALEA. Tables 5-1, 5-2, and 5-3 list the training topics utilized in 2012-2014 for the mandatory retraining requirement of twenty hours and also training hosted by the department:

TABLE 5-1: 2012 Training Topics

2012
In-house Training – Firearms Qualifications (duty pistol, back-up weapon, shotgun, patrol rifle), Use of Force, Taser Certification, Closer Quarters Survival, Active Assailant/Shooter, Baton Certification, Oleoresin Capsicum Certification, Leg Restraints, Stewards of Children, CPR, Below 100 Officer Safety Training, Computer Training – Command Central and First Watch Dashboards, Corona Solutions – Workflow Deployment Computer Training, Field Training Officer Update, Taser X2 Transition Training from the X26 Taser, Taser X2 Instructor Course, General Instructor Meeting, Mobile Field Force, and Active Shooter Training.
Agency Hosted Training – Cyber Threat Law Enforcement Executive Brief – 19 officers/5 agencies attended.

TABLE 5-2: 2013 Training Topics

2013
In-house Training – Firearms Qualifications (duty pistol, back-up weapon, shotgun, patrol rifle), Use of Force, Taser Certification, Closer Quarters Survival, Mechanics, Arrest, Building Clearing, Crime Scene Preservation, Adult CPR, Precision Immobilization Technique (PIT), DUI Refresher, Customer Service, GTRI Alarm Response Procedures. Supervisor Class included: Incident Command, Sexual Harassment, Search and Seizure, and Tourniquet Application.
Agency Hosted Training – LIDAR Certification – 21 officers/4 agencies. Brookhaven Police Department Taser X2 Certification – 45 officers trained. Interview and Interrogation – 37 officers/13 agencies. Effective Performance Appraisals – 41 officers trained. International Conference for Police and Law Enforcement Executives (Georgia Association of Chiefs of Police) – 60 Chiefs/Executives attended. Seamless Progression Tactical Science/Active Retention and Control Workshop – 10 officers/5 agencies and 2 Department of Defense Operators from Fort Bragg.

TABLE 5-3: 2014 Training Topics

2014
In-house Training – Firearms Qualifications (duty pistol, back-up weapon, shotgun, patrol rifle), Use of Force, Taser Certification, Closer Quarters Survival, Active Assailant/Shooter, Baton Certification, Oleoresin Capsicum Certification, Leg Restraints, Stewards of Children, CPR, Property and Evidence, Weapons Maintenance, Tourniquet/Preventing Shock, Use of Force Writing, Heath Care Training (United Healthcare).
Agency Hosted Training – FTO certification – 14 officers/6 agencies. LIDAR Certification – 8 officers/3 agencies. Radar Certification – 7 officers/4 agencies. Chief Executive Leadership (SPI) – 33 Chiefs/Majors/Captains/30 agencies. Homicide Investigations (SPI) – 41 officers/36 agencies.

Department members also have the opportunity to participate in on-line training courses. The department recognizes that on-line training courses differ from traditional courses in that on-line training courses require more self-discipline in time management. The department's General Order is very clear in that overtime is not authorized for on-line training courses. Members who fail to complete on-line training may be subject to discipline according to disciplinary action guidelines and members may have to repay the department for any on-line training costs within one month after the course should have been completed.

Training staff members review use-of-force incidents to assist in determining training needs. There appears to be informal communication between Training staff and other areas of the department to identify training needs. However, a formal training advisory committee representative of the components of the agency and of varying ranks may be beneficial, in that it could identify topics for inclusion in the in-service program for both sworn and civilian positions. A department-wide training advisory committee that would meet quarterly may be beneficial in formulating training needs.

Also, training staff indicated that the driving pad used for vehicle operations training is located at the Georgia Public Safety Training Center in Austell, Ga. Travel time to this facility is more than ninety minutes The training advisory committee could seek partnerships with local businesses that have a large vehicle fleet and determine if a nearby driving facility is available for department use.

A Georgia Peace Officers Standards and Training Council (POST) report indicates that department members received the following amount of training over the period of 2012-2014:

- 2012 – 14,434 hours of training
- 2013 – 17,316 hours of training
- 2014 – 18,660 hours of training

This is an impressive amount of training for any department of similar size to achieve. Furthermore, it is an outstanding accomplishment that in 2009, the City of Sandy Springs was named a Heart Ready City by the American Heart Association. All city employees were trained in CPR; AEDs and first aid kits are deployed city-wide. These accomplishments benefit all whom live, work, or visit Sandy Springs.

Academy Training
Recruits who are sponsored by the department attend either the North Central Georgia Law Enforcement Academy in Austell or the Georgia Public Safety Training Center in Cherokee County. All recruits must successfully complete the 408-hour Basic Law Enforcement Police Certification Training Program before entering the department's field training program.

Field Training
Training records indicate that during the time frame of 2012 to 2014, 28 of 29 recruits successfully completed the department's field training program. This equates to a success rate of 96.6 percent. This indicates that the field training program has a very high success rate in training recruits in the knowledge, skills, and abilities required to perform the duties and responsibilities for the position of police officer. The department policy for selection of field training officers clearly articulates the requirements to serve as a field training officer, which are:

- Must possess Georgia POST Officer Certification.
- Must have two years of patrol experience – officers with prior patrol experience may apply after serving one year in the Sandy Springs Police Department Patrol Division.
- Must have satisfactory performance evaluations within the past two years.
- Must successfully complete the Georgia Field Training Officer POST Certification course.

The department utilizes the San Jose Role Model Method for training and teaching new recruits; the training program is twelve weeks in duration. During the program, the recruit is assigned to two field training officers. This consistency in field training officers results in continuity in training.

After successfully completing the field training program, the recruit is awarded the status of probationary officer – solo status.

Documentation of a recruit's performance is captured on a Daily Observation Report. This report is detailed and evaluates the recruit in five general areas: Critical Performance Tasks, Frequent and Other Performance Tasks, Report Writing, Knowledge, and Miscellaneous. These general areas measure twenty specific subtopics. Each day recruits are also evaluated for the most satisfactory area of performance and the least satisfactory area of performance. Furthermore, a field training recommendation form is used after the recruit completes each phase of the training to determine if: the recruit is recommended for the next phase of training; recommended for a counseling session with the FTO Coordinator; recommended for remedial training or an extension; or recommended to be terminated from the program. The field training program is highly structured and based on a successful teaching model that requires a substantial amount of detailed documentation of the recruit's performance. This model of field training is highly effective. Communication among field training officers is strong, as there are quarterly meetings with all field training officers to discuss the continuity of the field training program, foster open communication between field training officers, provide updates to training techniques, and clarify problems in the program and evaluate solutions to problems.

The department also requires all newly hired officers to meet with the Accreditation Manager within thirty days after being employed by the department to receive information pertaining to the department's accreditation and certification processes. Additionally, newly hired officers receive information regarding the department's role, purpose, goals, policies, and procedures; access to working conditions and regulations; and responsibilities and rights of employees. Civilians receive this same information from the city's Human Resources Department.

Remedial Training
The department has an effective system for addressing remedial training requirements. When deficiencies of department members come to the attention of any supervisor, the supervisor will consult with the commander of the Office of Professional Standards and the department training officer to determine training opportunities to address the deficiency. The training opportunity may be external to the agency and use a local training center or a remedial training plan will be created using internal resources to address the deficiency. All remedial training is documented and the files are maintained by the department training officer. Records of remedial training are used as another resource by the training staff to identify if any department-wide deficiencies exist or additional training is needed in any area.

Career Development through Mentoring
The department's Career Development through Mentoring Program is proactive in succession planning and professional development. Department members are afforded significant opportunity for skill development in career areas that interest the members and are needed by the department. First-line supervisors for sworn officers and civilians are responsible for their employees' career development plan. First-line supervisors meet with each subordinate on an annual basis for career mentoring to discuss department training opportunities and educational goals.

Training Records Management

The Department Training Officer is responsible for the maintenance of all course training files and department lesson plans for each training course. The file for each training course must contain the following: dates and times of course; lesson plan; student attendance sheet; and test results, if applicable. Instructors are required to provide sufficient detail in their lesson plans to include: course content, learning outcomes, instructional techniques, handouts, PowerPoint slides, and written tests. All lesson plans must be submitted to Training prior to the commencement of the training course. In order for the department member to receive credit for attending the training, the member must attend at least 90 percent of the entire course.

Each employee has a training file that is maintained by the department training officer, but the department's General Order also requires members to ensure that their own training records are current and accurate. An inspection of the training records revealed detailed and comprehensive documentation of department members' training history. These records are also uploaded into the Georgia POST electronic file.

Promotional Assessment and Training

The department has a formal promotional process that is outlined in General Order 03-3500. The ranks of major and chief deputy are appointed by the Chief of Police. However, for the ranks of sergeant and captain, there are specific qualifications that must be met by each candidate and a formal process by which to qualify.

The department announces all promotional opportunities via e-mail and postings within the department. The minimum qualifications for the position of sergeant are: employed for four years as a certified police officer; possess a two-year degree from an accredited college or university; and completed two years of employment at the department. For the rank of captain, candidates must be employed as a police officer for five years; possess a four-year degree from an accredited college or university; and have completed two years at the rank of police sergeant at the department.

Candidates for the rank of sergeant and captain must successfully pass a prerequisite review of record. This review examines past performance and discipline to include: candidates must have at least a satisfactory performance rating on their previous two annual performance evaluations; candidates must not have received disciplinary action resulting in suspension or disciplinary/corrective action for the same violation more than twice (excluding accidents) within the two years prior the start of the promotional process; any disciplinary/corrective action equating to the prior listed discipline during the promotional process or during the time of the final promotional list will disqualify the candidate; preventable accidents will be evaluated by the Chief of Police during his or her final selection of a candidate for promotion; and if the candidate was previously demoted from a supervisory position in the department, the candidate must have served in the demoted capacity for a minimum of two years before the candidate is eligible to participate in any future promotional process.

The promotional process for sergeants and captains consists of the following four parts: part 1 – minimum and prequalification standards as stated above; part 2 – written examination (30

percent); part 3 – assessment center (60 percent); and part 4 – formal education and experience (10 percent). The department employs an excellent philosophy of utilizing policing professionals not associated with the department to serve as assessors. The Chief of Police selects the assessors from across the country from police departments with the same or similar policing philosophy. Additionally, one civilian assessor is also selected by the Chief of Police. The department has contracted with the Carl Vinson Institute of Government at the University of Georgia to design and manage the assessment center component of the promotional process.

The final score of a candidate is calculated by the total score of the four parts of the promotional process. The top four candidates are interviewed by the Chief of Police and a selection made from these candidates to fill the supervisory position. The promotional list is valid for two years and may be extended at the discretion of the Chief of Police.

The department has invested significant thought and resources in developing a promotional process that is multidimensional and job-related. Specifically, this process is an excellent example for other agencies for a promotional process for the rank of sergeant. It is critical to the leadership of police departments to have competent sergeants.

Performance Evaluation

All nonprobationary members of the department are evaluated for their performance on an annual basis. The department utilizes a structured rating form that measures an employee' performance in six job elements: job knowledge/skills, work results, communications, initiative/problem solving, interpersonal relations/affirmative action, and work habits. Supervisors are evaluated in two additional job elements: supervision and management. The rating scale consists of the following categories: outstanding, commendable, satisfactory, needs improvement, or unsatisfactory. The evaluated employee signs the form indicating receipt of the performance evaluation; the signature of the employee does not represent agreement or disagreement with the evaluation. The review process is multi-tiered; it requires the signatures of the evaluator, major, deputy chief (position not filled), and Chief. General Order 03-3500 outlines a process to follow if an employee disputes his/her evaluation. For all new hire, probationary employees, performance evaluations occur every three months until released from probationary status.

All evaluators receive rater training. However, the evaluation performance form that is being used is somewhat generic in construct. To make performance evaluations more meaningful, a performance evaluation instrument could be designed for each position based on the position's job task analysis. The performance evaluation instrument would be more specific in terms of measuring the performance of the member based upon the position's duties and responsibilities. Basing the performance evaluation instrument on the position's job task analysis would increase reliability.

Recommendations:

In conclusion, the Sandy Springs Police Department has an excellent philosophy of continuous professional development for department members. The following recommendations are being presented as enhancements for the training program.

- Command staff should conduct an exit interview with any employee who leaves the department for other opportunities. The reasons why employees decide to leave could point to ways to create a retention plan for the department and could help identify any issues that may contribute to employees seeking other employment opportunities.

- Command staff should conduct an analysis of the amount of funding spent on training and the department's return on investment (ROI) for the money spent. While many training courses are required to maintain certification of sworn personnel, the topics that are not mandatory should be reviewed to determine the extent to which the training is directly benefiting the department. Those department members sent to expensive or nationally recognized training, such as the FBI National Academy, should then be asked to present training sessions to department members on topics that were taught in these training courses. This would increase the department's ROI on training funds.

- The department should establish a formal training advisory committee representative of the components of the agency and of varying ranks. This committee should be charged with providing suggestions for training courses and topics that may be beneficial for enhancing the knowledge, skills, and abilities of department members. The department-wide training advisory committee could meet quarterly and assist in identifying training needs for an annual training calendar for the department.

- The driving pad used for training is located at the Georgia Public Safety Training Center in Austell, Ga., and travel time to this facility is more than 90 minutes. The training advisory committee could be utilized to seek partnerships with local businesses that have a large vehicle fleet and determine if a nearby driving facility is available for department use. The Sandy Springs Police Department has an exceptional relationship with the community and could be successful in partnering with other organizations to share a resource such as a driving pad.

- The performance evaluation form is somewhat generic. To make performance evaluations more meaningful, a performance evaluation instrument could be designed for each position based on the position's job task analysis. The performance evaluation instrument should be more specific in terms of measuring the performance of the member based upon the position's duties and responsibilities. Basing the performance evaluation instrument on the position's job task analysis would increase reliability.

Accreditation Unit

The Accreditation Unit is managed by a sergeant who is responsible for administration of the Accreditation and Certification process and publishing all written directives on behalf of the Chief of Police. There are no direct reports in the Accreditation Unit; however, the Chief of Police has authorized the sergeant to have direct access to all employees regarding matters of compliance, policy, and procedure.

The sergeant is responsible for all components of the accreditation recertification process, including but not limited to: preparing policies and procedures; implementing new or revised

programs and procedures to achieve compliance with applicable standards; providing command personnel, upon request, interpretation of department policies and procedures; conducting research and planning; identifying budget considerations related to the Accreditation/Certification process; reviewing and editing compliance documentation prepared by others; gathering and organizing files documenting compliance; maintaining an inventory of written directives and special orders; publishing orders via the written directive system; and coordinating department legal matters with counsel and employees.

In 2015, the Sandy Springs Police Department was awarded reaccreditation. The department complied with 188 CALEA standards and there was only one issue with a standard – which was 46.1.10. This one issue was rectified by revising the General Order. The department's reaccreditation is a testament as to the professionalism and the department's commitment to excellence.

Recommendations:

Based on the 2015 reaccreditation of the department, there are no recommendations for the Accreditation Unit.

Property and Evidence Unit

The Sergeant assigned to the Accreditation Unit supervises the Property and Evidence Staff. This sergeant reports to the captain of the Office of Professional Standards Division. In the Property and Evidence Unit there are two sworn officers who work full-time and one part-time officer for a relief factor. One of the full-time officers works 0700 to 1500 hours, the other works 1000 to 1800 hours, Monday through Friday. The open hours of the Property and Evidence Unit for the public are 0900 to 1700 hours, Monday through Friday.

The Sandy Springs Police Department is located at 7840 Roswell Rd. in Sandy Springs. The department's facility has a unique layout as it is not one unified building; instead it is structured similar to an industrial park with single story individual units that share an attached wall. The department's facility is fragmented, as it is intermixed with private businesses. The Criminal Investigation Division and the Property and Evidence Unit are located in the center of one of the buildings, which houses private businesses on both ends of the structure. The International Association for Property and Evidence under Standard 5.1, Facilities Construction,[10] recommends that property facilities should be constructed to provide levels of security that will deny unauthorized entry as well as provide a safe work environment. While the physical structure may meet standards in terms of construction, the practice of having private businesses that are accessible to the public and share a wall with the Property and Evidence Unit may not be a well-designed layout or a best practice in security. The Property and Evidence Unit should share walls only with other components of the department so as to decrease potential security breaches.

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[10] International Association for Property and Evidence. (March 8, 2015). Professional Standards Version 2.5.1. Retrieved from http://www.iape.org/Standards_2015.PDFs/Section%205%20-%20Storage%20Facilities.pdf

The Property and Evidence facility has a secure internal door monitored by a camera. This internal door leads into a well-organized and clean packaging station work area. The packaging station has a workbench for officers to use and includes helpful resources such as a notebook with the Georgia State laws, notebook with evidence submission information and forms, and General Orders related to Property and Evidence policies. Within this same area are twenty-two temporary lockers with one designated for DNA evidence. All of the temporary lockers are numbered and have individual security locks. There is a secure cage for bicycle items. The area is monitored by a camera.

Another secure door monitored by a camera leads from the packaging station work area into the Property and Evidence Control Room. Access to this area is restricted to the sergeant, Property and Evidence staff, and the Chief of Police or his designee. Any other individuals who enter the Property and Evidence Control Room for an official reason must sign the visitor's logbook located at the main entrance to the Property and Evidence Control Room.

The Property and Evidence Control Room provides long-term storage and is equipped with five cameras to monitor security. In the Property and Evidence Control Room, there are workstations with computers for the Property and Evidence Unit's staff to utilize for all administrative tasks associated with receipt, entry, storage, and tracking of property and evidence. Currently, all Property and Evidence staff utilize a manual procedure for reading booked items. However, the department has purchased bar-code readers and the Property and Evidence staff is working with the city's IT staff to implement the required software. All data on items stored in property and evidence is entered into the property module of the department's RMS.

The property and evidence located within the Control Room was found to be properly tagged, placed in bins, and secured. The facility was also exceptionally clean and neat. There is a small room within the Control Room with a secured door and alarm system that is used for storing narcotics, weapons, and cash. The alarm system is audible and connected to a private alarm company. Within this same room is a safe that is used to secure all cash. The room used to store drugs, money, and firearms has specialized storage with enhanced security. Only the Property and Evidence staff, Internal Affairs sergeant, and the Chief of Police have authority to enter this secured room. The department follows the International Association for Property and Evidence Standard 8.1, Security Policy for Access Control and Security, for the Property and Evidence Control Room.

In the Control Room, there is also a large stainless steel refrigerator to store DNA evidence, sexual assault kits, and blood alcohol kits. The Property and Evidence staff are responsible for transporting this type of evidence to the Georgia Bureau of Investigations Lab in DeKalb County. Digital evidence is stored as a media file and officers download the evidence onto a disk. This disk is submitted by the officer into property and evidence.

By General Order, all officers are required to log all property or evidence into the Property and Evidence Control Room as soon as possible, but no later than the end of the officer's shift. If it is after the operational hours of the Property and Evidence staff, officers will secure all property and evidence into the temporary secured lockers provided outside of the Property and Evidence Control Room. General Order 04-8384, Property and Evidence, was found to be very detailed and

comprehensive in protocols for processing, handling, and storing property and evidence. Additionally, the General Order requires officers to count any currency in front of a supervisor and the supervisor will verify the count with his or her signature. The currency bag then is placed into Property and Evidence by a Property and Evidence staff member, if available, or placed in a secure drop locker. This is an excellent protocol for the security of cash.

The department uses sound practices for quality assurance of all property and evidence. An inventory of all property and evidence is conducted yearly, and audits are conducted three times a year, with one of the audits unannounced. These protocols for inventories and audits are in accordance with the protocols established by the International Association for Property and Evidence. CPSM staff conducted a random review of case #2015011096 and all documents were complete and comprehensive. Both a hard copy and an electronic copy of the file were available. Table 5-4 is the case intake data for the Property and Evidence Unit for 2014 and 2015.

TABLE 5-4: Case Intake for the Property and Evidence Unit for 2014 and 2015

Month	2014	2015
January	142	142
February	141	105
March	180	130
April	181	141
May	147	117
June	142	150
July	181	127
August	163	135
September	125	137
October	150	157
November	110	Not Reported
December	130	Not Reported
Totals	1,792	1,341

While the data for 2015 in the table represent a ten-month period, in comparison to 2014 there appears to be a possible slight decrease in case intake. In 2014, there were 178 submissions to Georgia Bureau of Investigations (GBI), 24 deposits of cash amounting to a total of $133,948.00, eleven destruction orders, $5,125.85 in ULINE orders, and $3,585 in EVIDENT orders.

In conclusion, the Property and Evidence officers are enthusiastic about their job duties and responsibilities. They have spent significant time reorganizing the Property and Evidence Control Room and streamlining administrative processes. They have done an exceptional job in creating a Property and Evidence Unit with quality control protocols.

Recommendation:

- The department needs a facility that can accommodate a police headquarters. The current structure is very fragmented, with certain department components sharing interior walls with private businesses. A short-term recommendation is to consider moving the Property and Evidence Room to a building in which the interior walls are shared only with other department units.

Public Information Division

The Public Information Division is commanded by a captain who supervises Public Information and the department volunteers. The public information function is primarily handled by a sergeant, with an officer from the Operations Division filling in when needed. Public information and media relations activities are governed by a General Order, which covers traditional functions such as news releases, media access, press conferences, and information exempt from release. There are no Department policies concerning the use of social media.

Over an approximately ten-month period in 2015, the public information officer (PIO) responded to 915 media emails, conducted 87 interviews, wrote 35 press releases, and distributed 389 police reports. Press conferences are relatively rare, with the public information officer estimating only one or two occurrences within the past two and one-half years. The agency participates in periodic meetings between law enforcement public information officers and the media, which are coordinated by the Georgia Bureau of Investigation.

The PIO also coordinates public outreach and education programs. He administers a women's self-defense class and a firearms class for citizens. The firearms class covers simulator training, applicable firearms laws, and live fire at a range. He coordinates two classes each year, which are thirteen weeks in duration.

The department has developed very successful social media platforms. As of the writing of this report, it has more than 13,000 "likes" on Facebook and 3,500 Twitter followers. It also has nearly 9,000 residents participating in the Nextdoor program.

The public information team is working on developing more content for YouTube and they have expressed interest in using Instagram and Pinterest. They post information on a fairly consistent basis and have some interaction with the public in the social media environment.

The Districts are also responsible for some community outreach activities and coordinating neighborhood watch. The PIO is responsible for the Sandy Springs Festival, National Night Out, and the youth leadership program. School-related events are passed through the PIO to the applicable districts for coordination.

Recommendations:

- The department should develop written directives for using social media, to include policies for agency work product and guidelines for personal use by employees.

- The public information officer and representatives from the districts should develop a plan for better coordination of community events and meet regularly to avoid conflicts.

Volunteers – Citizens on Patrol

A civilian answering to the Public Information captain oversees the volunteer program. Since its inception, the program has averaged 30 to 45 participants. The program coordinator indicated that he currently has about 30 "high producers." The members are governed by a written directive, which generally covers conduct and uniform guidelines.

The volunteers are the eyes and ears of the department. Along with their patrol activities, they complete house checks for citizens who are out of town. Requests for this service arrive via email.

The handicap enforcement program has been very successful. There have been no successful court challenges to citations issued by volunteers in the program. The coordinator processes requests to void tickets, when appropriate.

Over the years, the volunteers have developed credibility and respect. They are considered to be extremely helpful with traffic incidents, to include crashes, disabled vehicles, and downed power lines. They feel accepted by members of the department, and particularly appreciate the support of the Chief.

In addition to good support from members of the department, the volunteers feel that they have the equipment they need to accomplish their mission. They will be requesting some uniform items and another traffic vehicle to handle the high service demands.

Administration Division

The Administration Division is commanded by a captain who oversees the Records Unit, Fleet Liaison, Quartermaster, Court Security Unit, and the Front Desk Officer.

Records Unit

The SSPD Records Unit is supervised by a records manager and is staffed by five full-time civilian personnel. Unit members are essentially the first points of contact at the police facility. They process the mail, answer telephone requests, and assist citizens at the front desk. The Unit is available to the public and members of the agency during regular business hours.

Records Unit personnel are responsible for maintaining most of the records generated by the department, including incident reports, accident reports, in-car video, juvenile paperwork, booking reports, fingerprints, and citations. Juvenile records are maintained in separate, secured files. Unit members review changes related to Part One crimes. The Records Unit also processes permits for alcohol, dancing, and firearms.

The agency uses SunGard software for records management. Unit members report some glitches with the records management software, particularly related to officers being improperly assigned to cases. The issues are primarily associated with the records management system vendor. Police department IT support is provided by the city. The Records Unit members meet with IT staff on a regular basis and they believe the technical staff is as responsive as possible.

Only authorized personnel are allowed entry into the records area. However, members of the public are allowed past a locked door to use the restrooms, which enables unescorted access to the front desk and permits sections. Unit employees expressed concerns about their safety under this current physical arrangement and practice.

The Records Manager and unit members seem genuinely committed to improving their performance and contributing to the betterment of the agency. They are working toward a paperless system and consolidating more department records into the RMS, including the integration of suspension forms and statements. As the agency considers additional technology, such as body-worn cameras, the Records staff wants to be part of any development teams. The unit has created a spreadsheet to more accurately capture daily statistics and evaluate its workload. Georgia's open records law places a significant demand on records, in relation to the volume of requests and the need for timeliness. As inquiries increase, it will be important to track time and activity related to responding to these requests.

Georgia Crime Information Center (GCIC) Unit

The GCIC Unit is administered by a civilian supervisor, who is also the department's Terminal Agency Coordinator. The unit is staffed by six civilians and it is housed at the Chattahoochee River 911 Authority (ChatComm). There have been challenges in staffing the GCIC position 24 hours, 7 days a week.

The GCIC unit is responsible for entering, canceling, and validating information in the state and national information systems in accordance with GCIC standards. It manages entries for missing people, warrants, articles (with serial numbers), alerts, and vehicles. Unit staff also enter, but do not validate, information for the city of Johns Creek.

GCIC staff members conduct all training for users on the system. They interface well with ChatComm and most of their work is completed over the telephone. With the exception of city of Sandy Springs disciplinary procedures, they are governed by FBI and GBI written directives.

Recommendations:

- The department should consider consolidating the records, permits, and GCIC functions to increase efficiency and redundancy.

- Members of the public should not be allowed access throughout the buildings without an escort.

- The Records Unit should establish a specific plan and timeline for going "paperless."

Fleet Liaison

The fleet liaison is a sworn police officer and is responsible for managing approximately 175 vehicles. The vehicles are well-kept; replacements occur at a rate of about 20 vehicles per year. The liaison also completes some fleet-related work for City Hall.

The department vehicles are outfitted with the L3 camera system and the server is located in the fleet office. AVL systems are present in the L3 system, through the laptop. The fleet liaison oversees various contracts for general maintenance, equipment installations, and car washes. Additionally, he is responsible for maintaining a tactical robot.

The fleet liaison is responsible for access control for both buildings and the gym. He manages numerous contracts for building maintenance. IT staff turnover has been a challenge, as he has worked with at least nine IT contacts since the beginning of his assignment.

The fleet liaison collects and processes a considerable amount of information related to his assignment. He is approximately a month behind on entering invoices into the system and he could possibly achieve much greater efficiencies through vehicle telemetry technology. Given the volume of work completed by this individual, clerical support would also be beneficial.

Quartermaster

The quartermaster is responsible for almost all of the equipment issued to personnel, with the exception of vehicles, firearms, and TASERS. The quartermaster work area is secure, spacious, and well organized. The quartermaster uses a standalone software application for agency property management, which is more user friendly than the module offered by the RMS vendor. The ballistic vests are tracked on a separate spreadsheet. Some historical data on department-issued property needs to be entered into the system.

The quartermaster maintains the automated external defibrillators and the related accessories. The routine inspections are conducted by the supervisors. Portable radios are tracked, but serviced by an outside vendor.

It is challenging for one person to coordinate widespread distributions of items and there is also a need for redundancy in this area. At times, the quartermaster has difficulty issuing or retrieving items from employees.

Recommendations:

- The department should consider civilianizing the fleet liaison position and providing clerical support to this position and the quartermaster.

- The quartermaster should implement a task management system for issuing and receiving equipment, to include supervisor notifications when items are available or need to be returned.

- The current police facility is not secure, nor is it functional. Much of the facility is exposed behind non-ballistic glass. There are insufficient security buffers and a majority of the Department's assets are unprotected in parking areas which are open to the public. A new police facility should be included as part of a strategic capital plan.

Court Security Unit

Part-time officers assigned to the Court Security Unit perform municipal court security and prisoner transportation duties. They provide primary security for the municipal court, the City Court Judge, employees of the court, and related facilities. While they primarily perform prisoner transportation duties between holding facilities and the court, they will assist patrol officers when their schedule permits. Their roles, responsibilities, and procedures are clearly delineated in the Court Security Unit, Arrest Procedures & Prisoner Transportation, and other relevant directives.

The Court Security Unit is specifically responsible for watching prisoners, screening visitors to the court, and providing security in the courtroom. While guidelines and expectations are fairly clear regarding these activities, there seems to be an issue with "mission creep" from time-to-time. For example, members have been asked to assist with drug testing prisoners for probation officers. They are often asked to deliver assorted paperwork, sometimes between judges and defendants. There was a concern expressed about the ability to provide adequate security when performing these other tasks.

Court administrator turnover and periodic changes to procedures have been challenging. Altered schedules and delays in the courtroom have created prisoner care and handling issues occasionally.

Recommendations:

- The Court Security Unit serves both the department and the City Court. Given the conflicts which arise from time-to-time, it may be useful to schedule regular, consistent meetings to review activities, performance, and expectations.

Front Desk Officer

The front desk officer position was initially created as a temporary assignment for an officer on light duty. Based on the volume of work generated, it has become a permanent assignment.

The front desk officer's duties are diverse. He completes vehicle identification number (VIN) verifications, processes warrants, takes reports, fields public information requests, responds to legal inquiries, and provides security in the front desk area. This officer is available to assist other employees with any tasks at the station. Most of the desk officer's activities are not tracked.

In a period of approximately eight months of activity reviewed by CPSM, the desk officer handled more than 1,450 reports. Most of the reporting parties were walk-in customers, not many reports were taken over the telephone.

There is an informational kiosk located in the lobby for the public. Citizens can conduct online reporting and receive information at the kiosk, but the criteria for completing a report online are not very clear and the system is not easily accessible.

Recommendations:

- While the desk officer produces a significant volume of work, the department should consider civilianizing this position, as most of the activities do not require law enforcement authority.

- The department may wish to expand the use of telephone (teleserve) reporting and also feature online reporting more prominently on its website.

Section 6. Organizational Culture and Climate

Organizational culture is built upon system of shared assumptions, values, and beliefs that governs how members behave in the organization, while organizational climate is how members experience the culture of an organization. The climate of an organization is shaped by the upper management of an organization. Organizational climate influences productivity, effectiveness, performance, job satisfaction, innovativeness, leadership, and decision making.[11] There are individual, organizational, and environmental factors that affect officers' understanding of their organizational culture and also influence their orientation toward police work and job satisfaction.[12]

CPSM staff wanted to capture the department's culture through the lens of its members. At the same time, CPSM staff wanted to evaluate the department's internal potential and limitations, and the possible opportunities and threats from the external environment. To accomplish these goals, an analysis using the S.W.O.T. method was conducted to provide the department's leadership with a snapshot of the department's strengths, weaknesses, opportunities, and threats from the perspectives of the department members.

Focus Groups

Four focus groups were conducted, with three based on department employees' rank and sworn/nonsworn status; the fourth was for community volunteers. The first focus group was sworn command/supervisory members, the second focus group was sworn officers, the third was a civilian employee focus group, and the fourth was a community volunteer focus group. All participants were selected by the department. The sworn command/supervisory focus group had eleven participants, the sworn officer focus group had thirteen participants, the civilian employee group had five participants, and the community volunteer group had twenty-two participants. All sessions were 60 minutes in duration.

Internal Focus Groups

Table 6-1 shows the comments of the sworn command/supervisory focus group. This focus group consisted of sergeants and captains assigned to diverse divisions. The members of this focus group were enthusiastic, energetic, and supportive of the department. Participants pointed out a significant number of strengths of the department, and were very vocal about the quality, loyalty, and dedication of the department members, in particular the sworn officers. The participants believe that the department shares an excellent reputation with the community and other departments. The department leadership's training efforts for the professional development of staff is exceptional. The participants had concerns about the weaknesses of the department but believed that all identified weaknesses have solutions. Participants were very optimistic about the current and future opportunities of the department. For example, participants believe that crime analysis is

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[11] Boke, K. & Nalla, M. (2009). Police Organizational Culture and Job Satisfaction: A Comparison of Law Enforcement Officers' Perceptions in Two Midwestern States in the U.S. Retrieved on November 30, 2015 from http://www.researchgate.net/publication/24173193

[12] Ibid.

very beneficial to the department but could be utilized in a more proactive approach to reduce crime. In terms of threats, participants were most concerned about the retention of employees.

TABLE 6-1: Sworn Command/Supervisory Focus Group

Strengths (Internal)	Weaknesses (Internal)
• Community support • Quality of officers • Loyal and dedicated officers • Excellent equipment • Quality training & professional development • Department has an excellent reputation • Strong sense of ownership among department members • Great retirement system • Everyone enjoys coming to work • City and department take care of the people	• Need a police headquarters – current facility inhibits communication and strategic planning • Pay scale needs to be revised for equity and competitive position with other departments • No incentives to accept a transfer to a specialized unit • No on-call incentives • Difficult to let staff take time off • GPS system doesn't turn-off when traveling to employee's residence – addresses may be obtained by public • Take-home car policy too restrictive – cannot drop off children at school on the way to work • New programs are rolled out and not sold to the members such as the weight loss, physical assessment programs, and flu shots • Need more open communication among the ranks and divisions • Need a system such as CompStat for strategic planning among the ranks and divisions
Opportunities (External)	**Threats (External)**
• Very supportive community that respects the police department • Possibility of expanding current volunteer program to help with certain duties • We frequently assist other departments – may want to explore financing opportunities with them • Use crime analysis in a more proactive way rather than reactive to tactically plan crime strategies • Strong budget for the department to address staffing and issues	• Need more officers due to increased workload • Other departments recruiting our sworn members • We need to strategically plan more to meet future trends • Need a survey on climate and how to retain employees so they don't go to other departments or seek other opportunities

Table 6-2 shows the comments of the sworn officers focus group. This focus group consisted of only police officers assigned to diverse divisions and shifts. The members of this focus group were younger in tenure and age as compared to the sworn command/supervisory focus group. The participants in the sworn officers' focus group expressed a deep dedication and loyalty to the department, yet they were not hesitant in expressing their perspectives. This indicates a high level of trust among these participants and the department leadership. Participants were enthusiastic about the strengths of the department. Participants cited the caliber of officers, support of the community, and the department's image as the foundation for the department's success. Participants were concerned about the poor layout of the facility that cannot be retrofitted to serve as a police headquarters. Participants believed that the department's communication is negatively affected by the layout of the facility. Participants were concerned about the pay scale not being competitive with other departments. They said supervisors are transferred too frequently and this negatively impacts the mentoring and evaluation of the officers. There are no incentives to transfer from patrol to a specialized unit. Officers indicated a transfer of this nature would result in substantial monetary loss. Participants were optimistic about the funding of the department's budget and suggested the surplus be used to fund new positions or a forensic lab. A common theme of retention was echoed by the participants as a threat to the department.

TABLE 6-2: Sworn Officers Focus Group

Strengths (Internal)	Weaknesses (Internal)
- Excellent caliber of officers - Supportive citizens and communities - Other departments respect us - Department's image is excellent - Great training opportunities - Excellent equipment - Good entry pay	- Layout of facility affects communication and interaction – we need a police headquarters - No holding cell at the department - No incentives to transfer from patrol to a specialized unit – will lose money - Pay scale needs revision – entry pay is good but no step raises - Supervisors are transferred too frequently resulting in not having officers mentored and evaluated properly - Need more strategic and tactical planning among ranks and divisions to deal with crime and problems - Need a consistent transfer policy – some positions you have to apply and others are appointments without a selection process - Would like transfer and promotion processes that provided feedback on how to improve - Difficult to get time off - Officers assigned to one position also have other duties or are relieving other staff - We help other agencies too much and the time and effort is not captured - Too much top-down management at times - Communication horizontally is very good but communication vertically needs to be improved
Opportunities (External)	**Threats (External)**
- Make community relations even stronger by providing more staffing - Budget surplus exists each year – city has the money to fund additional positions - To better serve the community use surplus to fund a fully functioning forensic lab to increase clearance rates - The city has the funding to address many of our concerns	- Other departments have more competitive pay and benefits packages - We have very competent officers who will be recruited by other agencies and opportunities

Table 6-3 illustrates the responses of the civilian employees focus group. This focus group consisted of only five female employees, but was diverse in assignment and race. Again, a consistent attitude emerged among the participants similar to the other focus groups. The participants were very proud of their department and enjoyed their work assignments. Participants identified good working relationships among staff and recognition for a job well done as major strengths of the department. The participants also identified the layout of the facility as a weakness that contributes to lack of communication and a potential security issue. Salaries not being competitive and the frequent rotation of supervisors were also identified as weaknesses. Participants cited the city's support of the department's budget as an opportunity for the department. Participants expressed that they had difficulty in citing potential threats because there is limited communication to civilian staff from supervisors and command staff as to department issues.

TABLE 6-3: Civilian Employees Focus Group

Strengths (Internal)	Weaknesses (Internal)
• Recognition by our supervisors for a job well-done • Chief and management are personable – they call us by our first names • Good working relationships at department • Good employees	• Building layout contributes to a communication disconnect among individuals and divisions • Communication does not trickle down • Need to have department-wide meetings • Seems like sworn morale is down • Supervisors are rotated too frequently • Bathrooms used by the public are not in the appropriate locations for security • Need better health benefits • Salaries are not increasing • Need to keep up with technology needs in the department • Too much emphasis on physical fitness – sign in ladies room "does your appearance command respect?"
Opportunities (External)	Threats (External)
• City has a strong budget for our department • City has the money to make sure we have up-to-date technology	• Not sure what the threats are because of the lack of communication

Table 6-4 summarizes the common themes derived from the three focus groups of department employees for each category of the S.W.O.T. analysis. There were many similar themes for the strengths and weaknesses categories. For the strengths category, participants cited strong community support, quality officers and employees, excellent equipment and training, and an excellent department reputation. Weaknesses include the lack of an appropriate police headquarters, lack of competitive pay scales, limited communication among ranks and divisions, and no incentives to transfer to a specialized unit. The similar themes for the opportunities and

threats categories were somewhat limited. Participants identified strong support by the city for the department's budget as an opportunity, and retention of employees as a threat.

TABLE 6-4: Common Core Perspectives of All Focus Groups

Strengths (Internal)	Weaknesses (Internal)
• Strong community support • Quality officers and employees • Excellent equipment • Quality training • Department has an excellent reputation	• New police headquarters is needed • Pay scales need revision to be competitive • Need to enhance communication among the ranks and divisions • No incentives to transfer to a specialized position • Need more strategic and tactical planning among ranks and divisions to deal with crime and problems • Supervisors are transferred too frequently • Difficult to get time off or let staff off
Opportunities (External)	**Threats (External)**
• City supports the department by providing a strong budget	• Other departments recruiting our sworn employees

Recommendations:

Based on the results of the focus groups, the following long-term and short-term recommendations are offered to address some of the identified issues.

- While it is recognized that the city of Sandy Springs is currently in the process of building a state-of-the-art City Hall Center and funding is allocated to the project, department staff should work with the city to identify a facility that would better serve the needs of the department. The current location of the department's facility is not inviting to the public and difficult to find if one is not familiar with the area. A new or retrofitted facility to house the department may increase security and communication throughout the department. Divisions could be located within the facility based upon coordination and communication needs.

- City staff should review the pay scale for all positions to determine the competitiveness of entry salaries, step plan increases, and incentives for transfers to specialized units.

- Department staff should convene a communication committee consisting of diverse ranks and representation of all department components to identify strategies to improve communication both vertically and horizontally. The committee should examine the feasibility of implementing a Compstat or similar program to enable greater communication in strategic planning to impact crime. The program format should be designed to fit the

culture of Sandy Springs Police Department, but include at a minimum verbal and electronic sharing of crime statistical data as a basis for the department-wide operational planning, resource allocation, and follow-up debriefing. This would also enable crime analysis to play a more proactive than reactive role.

- Leadership should determine a standardized rotation schedule for supervisors that would facilitate greater mentorship and provide a longer time frame for evaluating subordinates. Additionally, a standardized and consistent transfer policy should be utilized with all candidates applying for transfers. General Order 03-3300 provides a detailed process for internal transfers inclusive of the selection process. Staff should review the transfers that have occurred within the past three years to determine if the policy was followed.

Focus Group Volunteers/Citizens

A focus group was held with department volunteers, of whom the vast majority are residents of the city of Sandy Springs. This focus group was conducted separately from department employees in order to capture information on the perceptions and experiences of the volunteers with the Sandy Springs Police Department. Additionally, the focus group was also held to determine why the members of the Citizens on Patrol Program actively volunteer with the department.

The Citizens on Patrol Program is a highly active volunteer program that has been exceptionally successful as a community collaboration with the department. The program began in 2011 and originated from the Citizens Police Academy Program. The Citizens Police Academy is a thirteen-week course that provides citizens with education and hands-on learning experiences to enable participants to understand the philosophy and operational aspects of the department. After successfully graduating from the Citizens Police Academy Program, participants are eligible to participate in other volunteer opportunities with the department, such as the Citizens on Patrol Program.

The Citizens on Patrol Program is coordinated by a part-time volunteer who oversees the program and coordinates the volunteers with service activities for the department. The coordinator has a background in law enforcement operations, as he is retired from the Federal Bureau of Investigation. Currently, there are about 45 volunteers who participate in this program. There is a Citizens Police Academy Program in session and the coordinator expects more participants in the Citizens on Patrol Program after Academy completion.

The volunteers in the Citizens on Patrol Program assist the department in crime prevention and workload reduction activities, including such things as residential checks, business checks, traffic control, handicap parking violations, tagging abandon vehicles, patrolling neighborhoods, and reporting suspicious activity. The volunteers also assist in community crime prevention programs and events. There are three fully equipped, marked police cars allocated to the program for volunteers to utilize for patrolling and other activities. The Traffic Response Vehicle Program (TRVP) provides assistance to motorists on Highways 285 and 400, providing gasoline and water and changing tires. A half-ton truck is specially equipped with the "Jaws of Life" for vehicle

extrication and contains various supplies to assist motorists in need. Highways 285 and 400 are two of the most heavily traveled highways in Georgia, and when a vehicle crash occurs or a motorist experiences a vehicle malfunction, the traffic flow on these highways can be impacted for hours. The TRVP provides roadway assistance to motorists to increase traffic flow during traffic interruptions. The TRVP uses a hybrid staffing model consisting of one sworn officer and one civilian volunteer.

The Citizens on Patrol Program has proven to be highly effective in building collaboration with the community. The program has also provided the department with cost savings. The department provided estimates of the costs it has saved as a result of the program by comparing the hours worked by the volunteers to the entry-level hourly salary (with benefits) for a police officer. Table 6-5 shows these estimated cost savings 2012 through 2015:

TABLE 6-5: Citizens on Patrol Program Cost-Savings Estimates, 2012-2015

Year	Cost Savings
2012	$11,718
2013	$28,396
2014	$76,415
2015 (January 1 – June 30)	$38,719
Total Savings	$155,248

CPSM staff believes that the Citizens on Patrol Program is an effective method for reducing department costs through utilization of volunteers. Therefore, CPSM staff wanted to hold a focus group to extract information as to why this program is so successful. The focus group was scheduled for one hour, however, the volunteers were so enthusiastic about the program the focus group lasted for two hours. Following are the questions asked and a summary of the recurring responses received from the participants.

Question 1 – Why do you volunteer at the Sandy Springs Police Department?

- I need to give back to my community.

- Volunteering at the department is a great form of community payback.

- I have a business in Sandy Springs and wanted to be more involved with the police department.

- Volunteering at the police department gives me a high degree of gratification because I know that I am helping the sworn officers, my neighbors and my community.

Question 2 – How did you get involved as a volunteer with the Sandy Springs Police Department?

- I completed the Citizens Academy so I qualified for the volunteer program.

- The city asked for volunteers so I got involved.

- I read the newsletter that asked for volunteers and I signed up.

- I received an email about the Citizens Police Academy and volunteer opportunities.

- I was recruited by a friend who was involved in the volunteer program.

Question 3 – How long have you been a volunteer at the Sandy Springs Police Department?

- The range in time varied from a few weeks to four years.

Question 4 – What motivates you to be a volunteer at the Sandy Springs Police Department?

- Being part of the Sandy Springs Police Department family, the sworn officers have brought us into their circle.

- The high degree of trust and respect between department members and volunteers.

- We receive thank you letters from the community.

- The sworn officers appreciate our contributions.

- We receive support and appreciation from the entire department.

Question 5 – What training did you receive for your volunteer position?

- Citizens Police Academy.

- Volunteers received training in police vehicle operations, parking violations, and policies and procedures.

- Some volunteers who are involved in the Traffic Response Vehicle Program (TRVP) received additional vehicle operations and road hazard training.

Question 6 – What is or was your occupation? (Note: Partial list of occupations)

- Retired F.B.I. agent

- Retired IBM Global Program Executive

- Attorney

- Behavioral Consultant

- Hotel/Conference Center Management

- Business Owner/Entrepreneur

- Risk Management, Financial Services

- DuPont Healthcare Executive

- Commercial/Industrial/Investment Real Estate

- Human Resource Executive (+2300 employees)

- United States Air Force

- Chief Financial Officer

Question 7 – How can police departments encourage citizens to become volunteers at their departments?

- Police departments need to reach out to the community and ask for help.

- Let the community become part of the department through volunteering — have an open door for the community.

- Use e-mail, newsletters, social media, department members, and other volunteers to recruit for the department.

Question 8 – How can the relationship between police and citizens be improved throughout the United States?

- There is a fragile relationship between police departments and their communities. Both the police and community must be committed to working together for the greater good of the community.

- Police departments need to ask for help from the community and create ways to recruit volunteers.

- Give the volunteers meaningful roles to help the police departments.

In conclusion, the Citizens on Patrol Program is a highly successful community and police collaboration model that has provided additional resources and services to the city of Sandy Springs. From January 2012 to June 2015, the department reports an estimated cost savings of $155,248.00 due to the program. This calculation is based on the entry-level pay with benefits of a police officer times the number of hours worked by the volunteers. An interesting observation gleaned from the focus group was the diversity of the volunteers' professional backgrounds and the sophisticated skill sets the volunteers possess.

Recommendation:
- No recommendations are offered for the Citizens on Patrol Program.

Section 7. Summary

The Sandy Springs Police Department is a progressive, full-service law enforcement agency that applies the practices of modern policing. CPSM staff observed the practices of the department through data analysis, interviews, focus groups, document review, and operational/administrative observations. It is the opinion of CPSM staff that the entire department is dedicated to the department's vision, "*To be the nation's premiere model for excellence in policing, partnerships and professionalism.*" City management appears to be extremely supportive in assisting the department to achieve its vision.

The Sandy Springs Police Department has an exceptional relationship with the community it serves; this was validated through the perspectives and experiences shared in the community volunteers focus group. The department members interviewed by CPSM staff were professional and enthusiastic about their jobs and the excellent reputation of the department. Department members were open and honest with their perspectives and comments; this led CPSM staff to interpret this behavior as an indication of a culture of trust and mutual respect between department leadership and staff.

Progressive police departments are able to strategically focus on continuous improvement. As described by Jim Collins in *Good to Great* (2001), *"Leadership does not begin just with vision. It begins with getting people to confront the brutal facts and to act on the implications"* (p.89). The Sandy Springs Police Department has demonstrated the ability to critically examine its operations in the spirit of continuing to strive for excellence in police services. The recommendations offered in this report should not be viewed as criticisms of the department, but as opportunities to enhance the practices and procedures of a progressive, well-managed, full-service police department that has a desire and vision for greatness.

Section 8. Data Analysis

Introduction

This data analysis report on police patrol operations for the Sandy Springs, Georgia, Police Department, focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this preliminary report was developed directly from the data collected by the Sandy Springs Police Department.

We collected one year of data from July 1, 2014 through June 30, 2015. The majority of the first section of the report, concluding with Table 8-9, uses call data for the period of one year. For the detailed workload analysis and the response-time analysis, we use two four-week sample periods. The first period is August 1-28, 2014, or summer, and the second period is February 1-28, 2015, or winter.

Workload Analysis

When we analyze a set of dispatch records, we go through a series of steps:

1. We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event and records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.

2. At this point, we have a series of records that we call "events." We identify these events in three ways:

   ○ We distinguish between patrol and nonpatrol units.

   ○ We assign a category to each event based upon its description.

   ○ We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "other-initiated."

3. We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.

4. At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes out-of-service activities and events with no officer time spent on scene.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered a number of issues when analyzing the dispatch data from Sandy Springs. We made assumptions and decisions to address these issues.

- About 2,100 events (2 percent) involved patrol units spending zero time on scene.

- Approximately 9 percent of other-initiated calls lacked any recorded arrival time. We used the remaining calls when measuring the department's overall response times.

- The computer-aided dispatch (CAD) system uses more than 140 event descriptions, which we condensed to 16 categories for our tables and 9 categories for our figures (as shown in Chart 8-1). Table 8-20 shows how each call description was categorized.

Between July 1, 2014, and June 30, 2015, the communications center recorded approximately 86,500 events that were assigned call numbers and which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 237 patrol-related events per day, approximately 2 percent of which (5.8 per day) had fewer than 30 seconds spent on the call.

In the following pages we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work-hours per day.

CHART 8-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Prisoner–arrest	Arrest
Prisoner–transport	
Assist other agency	Assist
Crime–persons	Crime
Crime–property	
Directed patrol	Directed patrol
Animal	General noncriminal
Juvenile	
Miscellaneous	
Alarm	Investigations
Check/investigation	
Medical	Medical
Disturbance	Suspicious incident
Suspicious person/vehicle	
Accident	Traffic
Traffic enforcement	

FIGURE 8-1: Percentage Events per Day, by Initiator
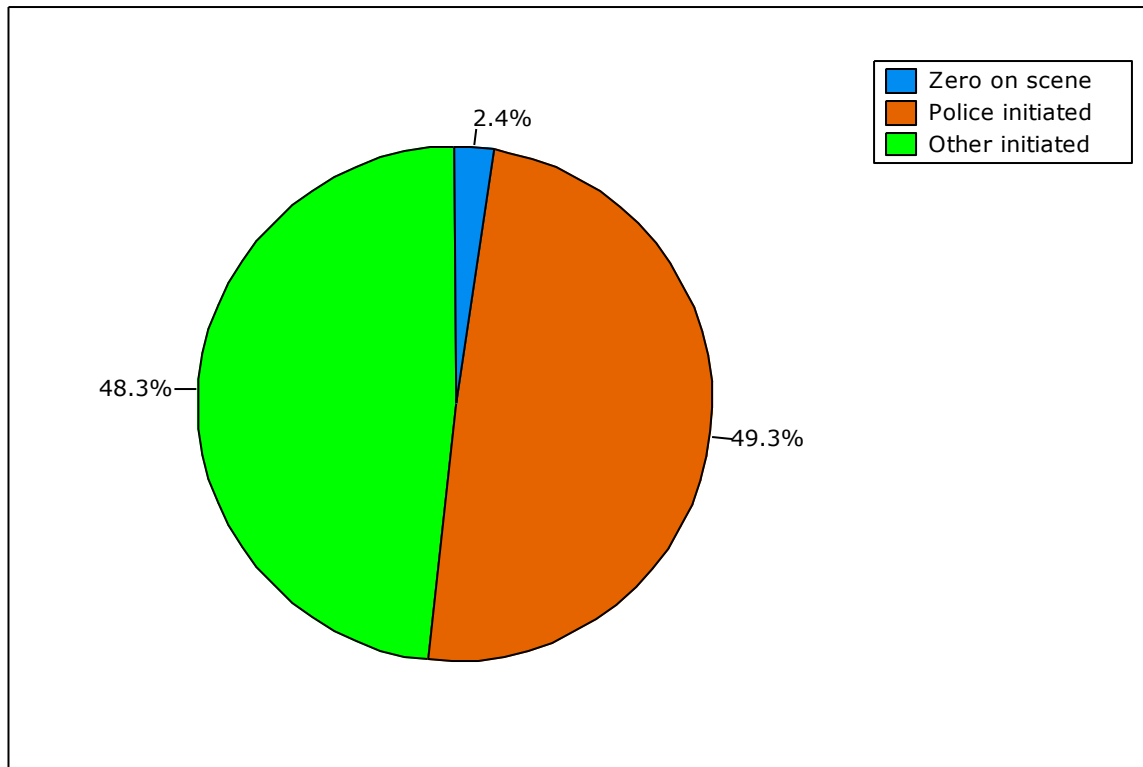
Note: Percentages are based on a total of 86,505 events.

TABLE 8-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Zero on scene	2,105	5.8
Police-initiated	42,613	116.8
Other-initiated	41,787	114.5
Total	**86,505**	**237.0**

Observations:

- 2 percent of the events had zero time on scene.

- 49 percent of all events were police-initiated.

- 48 percent of all events were other-initiated.

- On average, there were 237 events per day, or 9.9 per hour.

FIGURE 8-2: Percentage Events per Day, by Category
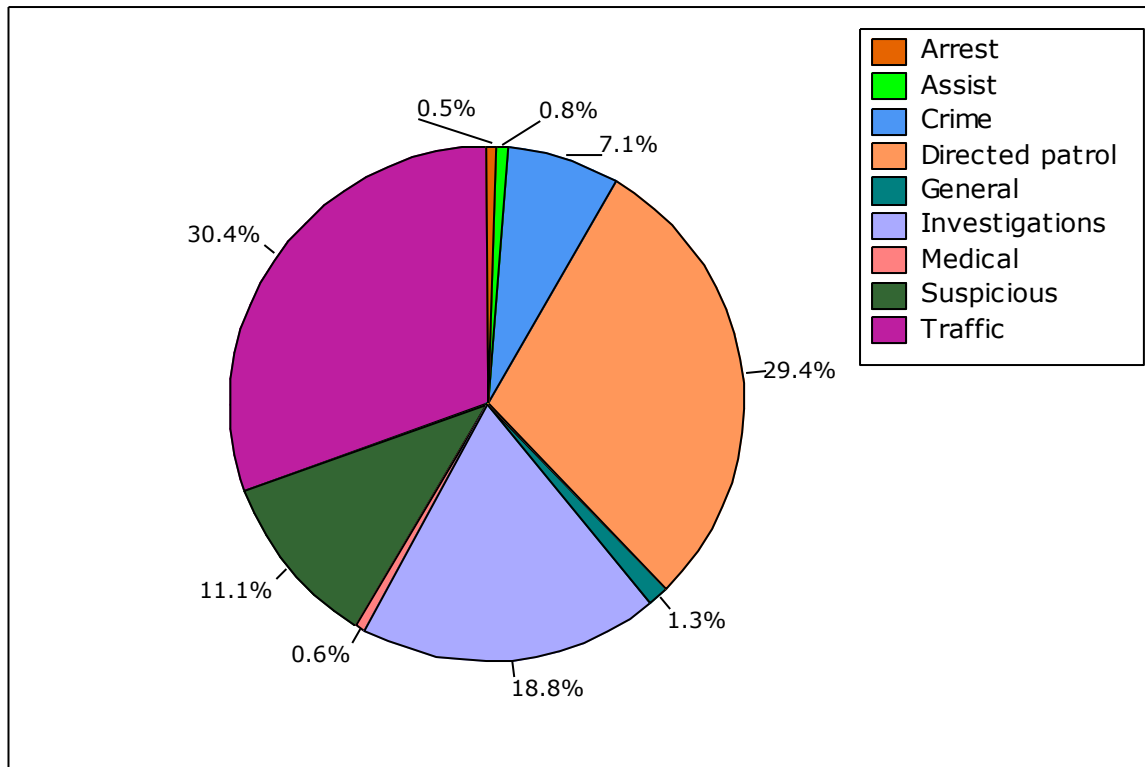
Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accidents	8,548	23.4
Alarm	9,101	24.9
Animal calls	354	1.0
Assist	688	1.9
Check/investigation	7,179	19.7
Crime–persons	1,656	4.5
Crime–property	4,491	12.3
Directed patrol	25,400	69.6
Disturbance	6,188	17.0
Juvenile	363	1.0
Medical	500	1.4
Miscellaneous	371	1.0
Prisoner–arrest	200	0.5
Prisoner–transport	254	0.7
Suspicious person/vehicle	3,437	9.4
Traffic enforcement	17,775	48.7
Total	**86,505**	**237.0**

Observations:

- The top three categories accounted for 79 percent of events:

  o 30 percent of events were traffic-related.

  o 29 percent of events were directed patrols.

  o 19 percent of events were investigations.

- 7 percent of events were crimes.

FIGURE 8-3: Percentage Calls per Day, by Category

Note: The figure combines categories in the following table according to the description in Chart 8-1.
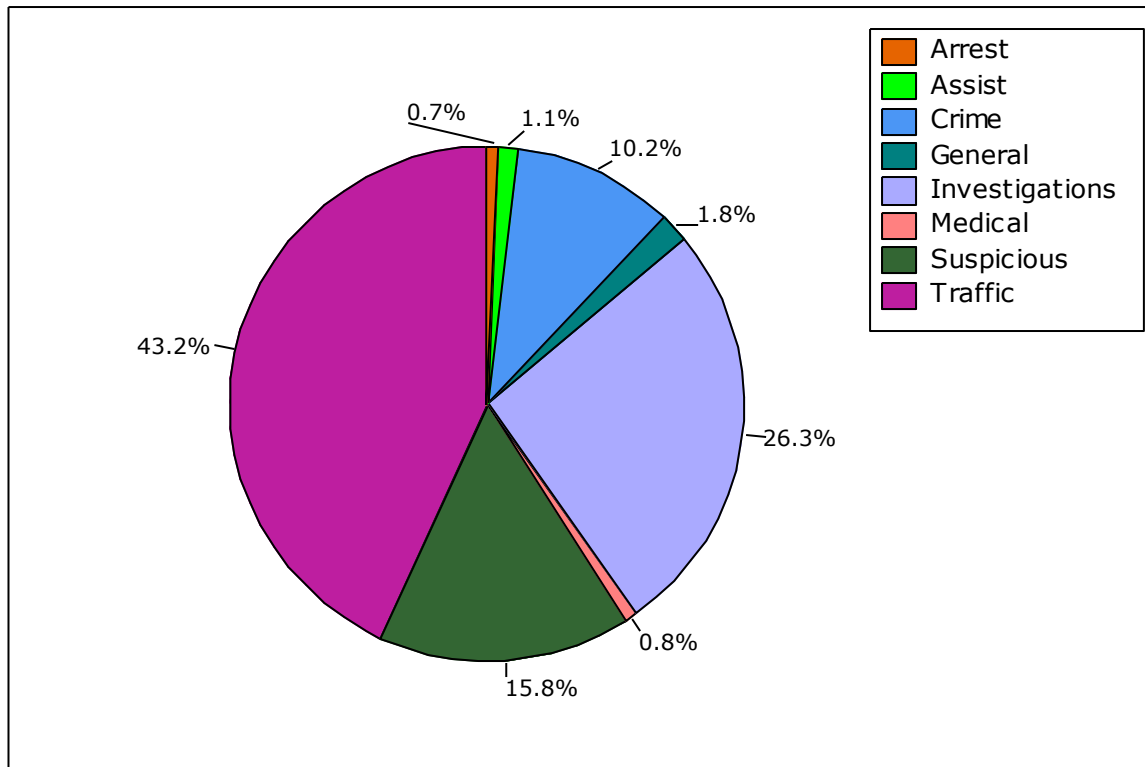
TABLE 8-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accidents	8,446	23.1
Alarm	8,806	24.1
Animal calls	343	0.9
Assist	674	1.8
Check/investigation	6,893	18.9
Crime–persons	1,644	4.5
Crime–property	4,441	12.2
Directed patrol	2,852	7.8
Disturbance	6,085	16.7
Juvenile	357	1.0
Medical	492	1.3
Miscellaneous	365	1.0
Prisoner–arrest	195	0.5
Prisoner–transport	243	0.7
Suspicious person/vehicle	3,360	9.2
Traffic enforcement	17,324	47.5
Total	**59,668**	**163.5**

Note: The focus here is on recorded calls rather than recorded events. We removed events with zero time on scene and directed patrol activities.

Observations:

- On average, there were 164 calls per day, or 6.8 per hour.
- The top three categories accounted for 85 percent of calls:
  - 43 percent of calls were traffic-related.
  - 26 percent of calls were investigations.
  - 16 percent of calls were suspicious incidents.
- 10 percent of calls were crimes.

FIGURE 8-4: Calls per Day, by Initiator and Months
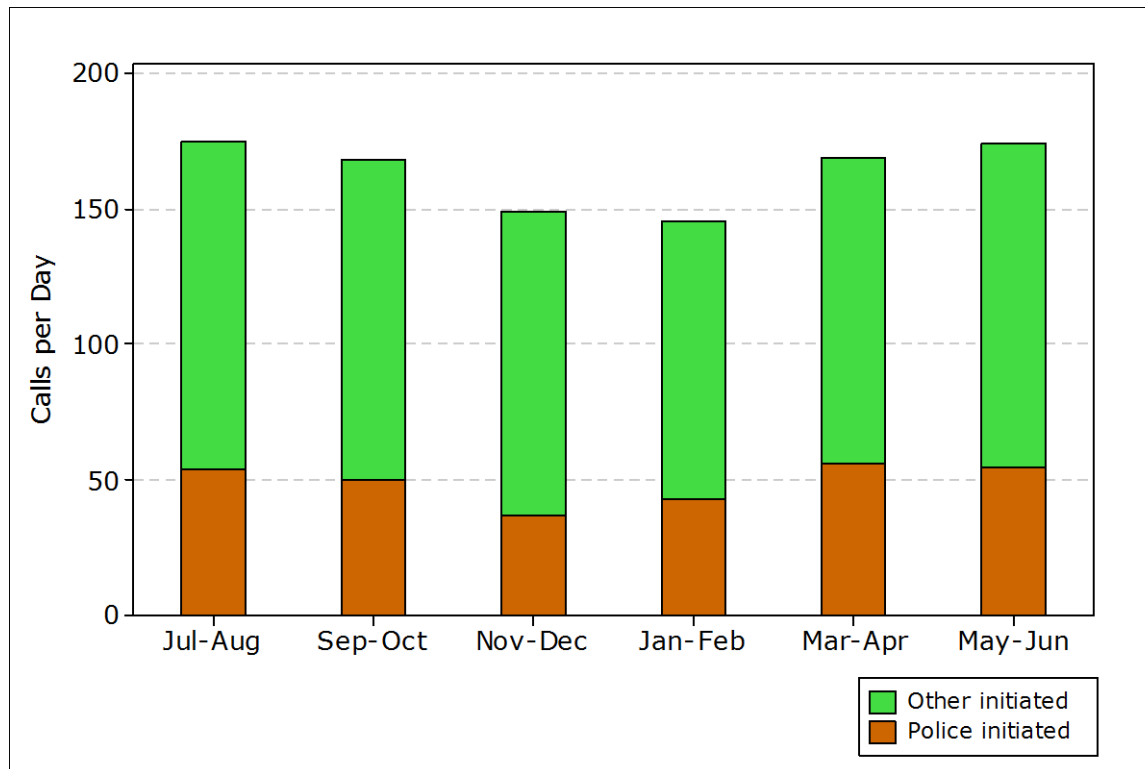
TABLE 8-4: Calls per Day, by Initiator and Months

Initiator	July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-June
Other-initiated	120.9	118.5	111.9	103.1	112.7	119.3
Police-initiated	53.8	49.8	37.2	42.5	55.9	54.3
Total	**174.8**	**168.3**	**149.1**	**145.6**	**168.7**	**173.7**

Observations:

- The number of calls per day was lowest in January-February.

- The number of calls per day was highest in July-August and May-June.

- The months with the most calls had 20 percent more calls than the months with the fewest calls.

- March-April had the most police-initiated calls, with 50 percent more than the period of November-December, which had the fewest.

- July-August had the most other-initiated calls, with 17 percent more than the period of January-February, which had the fewest.

FIGURE 8-5: Calls per Day, by Category and Months
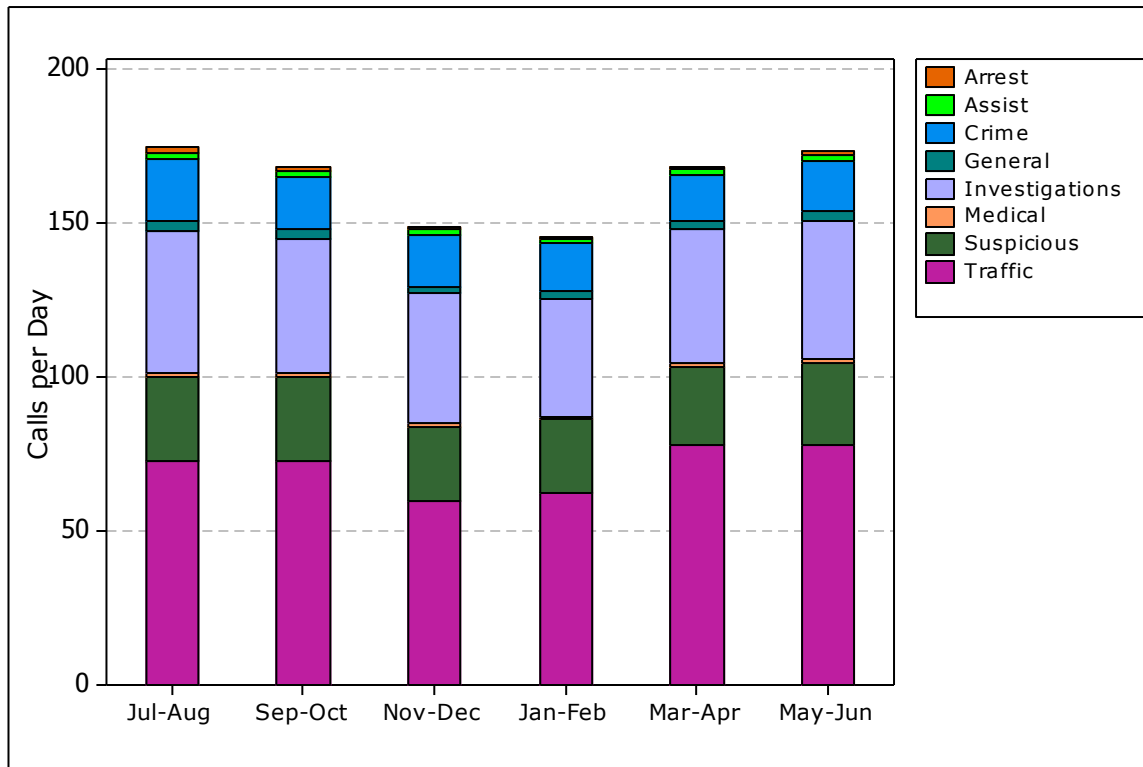
Note: The figure combines categories in the following table according to the description in Chart 8-1.

## TABLE 8-5: Calls per Day, by Category and Months

Category	July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-Apr	May-June
Accidents	22.1	24.4	22.7	21.2	24.0	24.5
Alarm	26.3	25.2	25.0	20.8	23.2	24.0
Animal calls	1.3	1.1	0.6	0.6	0.8	1.3
Assist	2.3	1.6	2.1	1.2	1.8	2.0
Check/investigation	19.9	18.4	17.1	17.5	20.0	20.4
Crime–persons	5.8	4.5	3.9	4.5	4.0	4.2
Crime–property	13.8	12.4	12.5	11.2	11.1	12.0
Directed patrol	8.3	9.3	8.0	7.2	5.6	8.5
Disturbance	16.8	17.0	16.2	15.7	16.7	17.7
Juvenile	1.0	1.1	0.9	0.9	0.9	1.0
Medical	1.4	1.3	1.3	1.1	1.3	1.7
Miscellaneous	1.3	0.9	0.9	0.7	1.0	1.3
Prisoner–arrest	0.7	0.7	0.5	0.4	0.5	0.5
Prisoner–transport	1.1	0.8	0.3	0.4	0.6	0.7
Suspicious person/vehicle	10.4	10.5	8.1	8.1	8.9	9.1
Traffic enforcement	50.7	48.3	37.0	41.3	53.9	53.2
Total	**174.8**	**168.3**	**149.1**	**145.6**	**168.7**	**173.7**

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 84 and 87 percent of calls throughout the year:
  - Traffic-related calls averaged between 60 and 78 calls per day throughout the year.
  - Investigations averaged between 38 and 46 calls per day throughout the year.
  - Suspicious incidents averaged between 24 and 28 calls per day throughout the year.
- Crimes averaged between 15 and 20 calls per day throughout the year.
- Crime calls accounted for 9 to 11 percent of total calls.

FIGURE 8-6: Average Occupied Times, by Category and Initiator
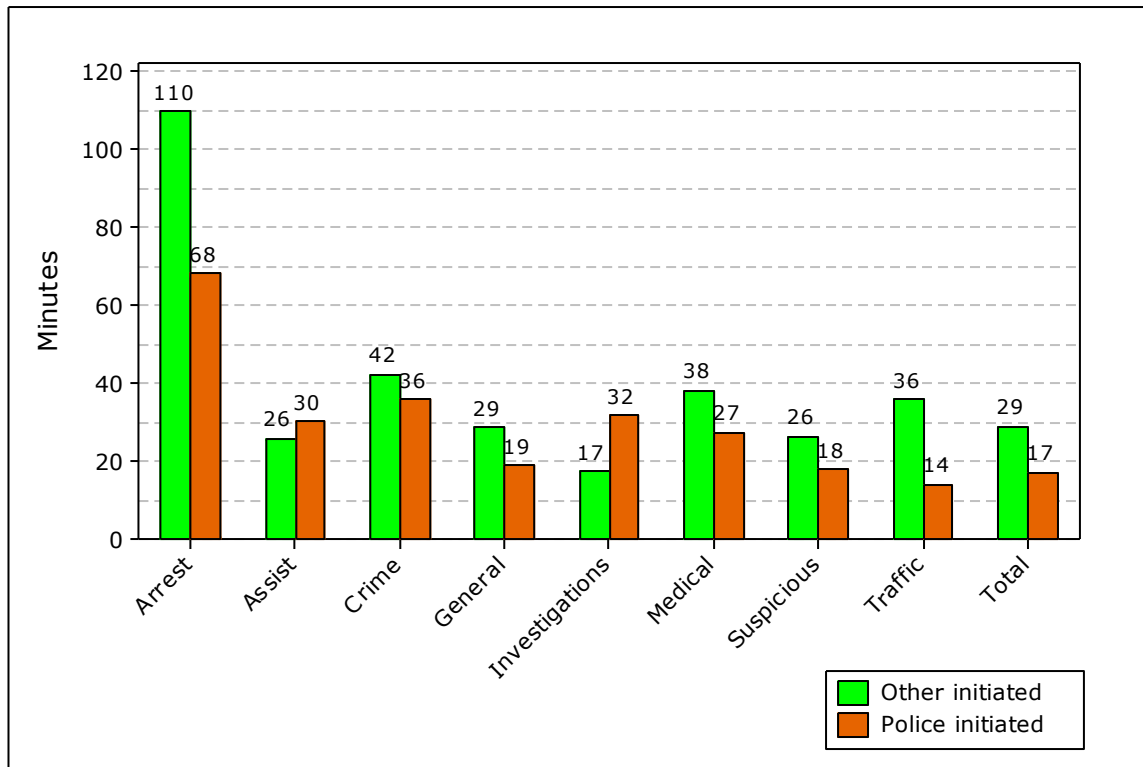
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1. For this graph we removed 18 calls with inaccurate busy times.

## TABLE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Other-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accidents	42.8	7,908	37.3	538
Alarm	12.9	8,763	11.8	43
Animal calls	24.9	333	7.1	10
Assist	25.7	625	30.2	49
Check/investigation	24.6	5,311	32.3	1,579
Crime–persons	45.0	1,545	42.2	95
Crime–property	41.1	4,133	33.7	306
Disturbance	27.8	5,931	27.4	151
Juvenile	36.2	340	67.4	17
Medical	38.1	487	27.4	5
Miscellaneous	14.6	94	16.2	270
Prisoner–arrest	53.7	67	60.5	128
Prisoner–transport	127.5	210	99.9	31
Suspicious person/vehicle	22.3	2,327	16.6	1,032
Traffic enforcement	21.0	3,701	13.1	13,621
Weighted Average/Total Calls	**28.8**	**41,775**	**17.0**	**17,875**

Note: The information in Figure 8-6 and Table 8-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the call was received until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 14 to 110 minutes overall.

- The longest average times were for other-initiated arrest calls.

- The average time spent on crime calls was 42 minutes for other-initiated calls and 36 minutes for police-initiated calls.

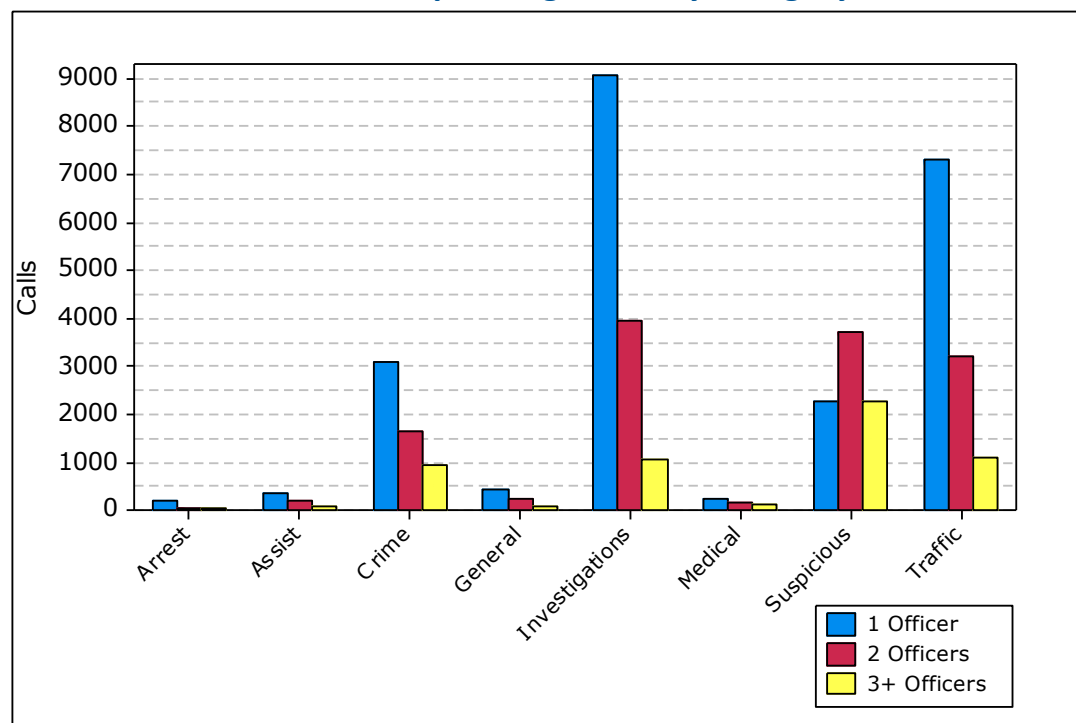## FIGURE 8-7: Number of Responding Units, by Initiator and Category
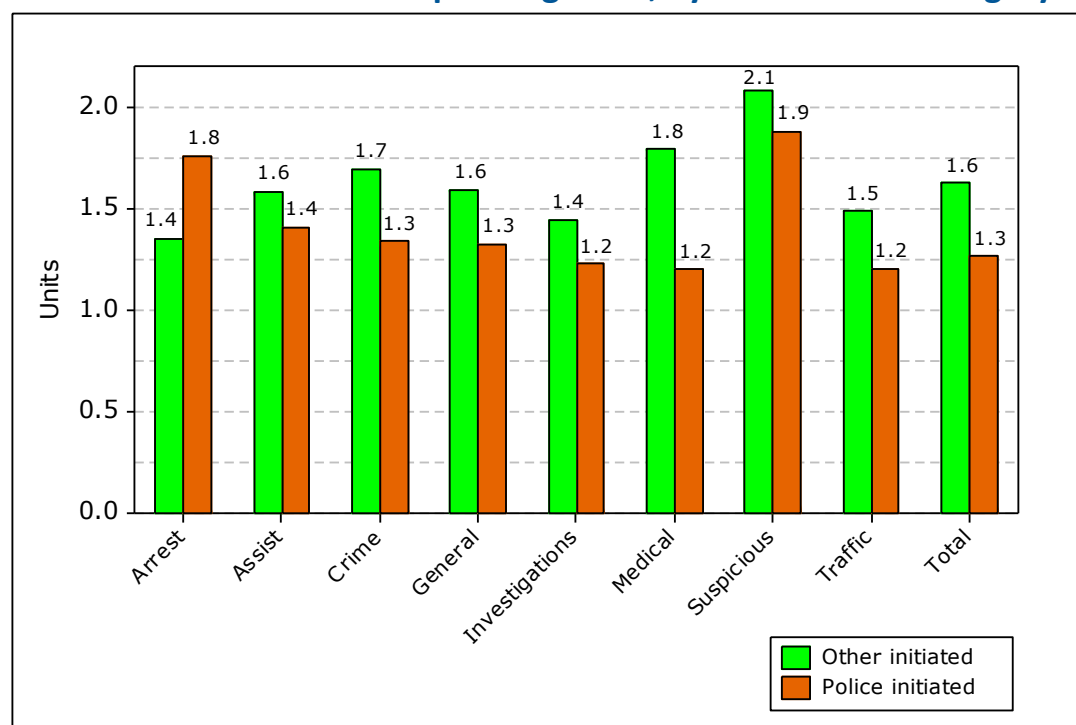
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-7: Average Number of Responding Units, by Initiator and Category

Category	Other-Initiated		Police-Initiated	
	No. Units	Calls	No. Units	Calls
Accidents	1.5	7,908	1.3	538
Alarm	1.4	8,763	1.3	43
Animal calls	1.4	333	1.2	10
Assist	1.6	625	1.4	49
Check/investigation	1.6	5,311	1.2	1,582
Crime–persons	2.1	1,549	1.7	95
Crime–property	1.5	4,135	1.2	306
Disturbance	2.0	5,934	1.6	151
Juvenile	1.9	340	2.0	17
Medical	1.8	487	1.2	5
Miscellaneous	1.4	94	1.3	271
Prisoner–arrest	2.0	67	1.9	128
Prisoner–transport	1.1	212	1.4	31
Suspicious person/vehicle	2.2	2,328	1.9	1,032
Traffic enforcement	1.4	3,701	1.2	13,623
Weighted Average/Total Calls	**1.6**	**41,787**	**1.3**	**17,881**

FIGURE 8-8: Number of Responding Units, by Category, Other-initiated Calls

Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-8: Number of Responding Units, by Category, Other-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accidents	4,905	2,196	807
Alarm	6,169	2,134	460
Animal calls	226	89	18
Assist	365	180	80
Check/investigation	2,898	1,806	607
Crime–persons	526	534	489
Crime–property	2,570	1,098	467
Disturbance	1,875	2,523	1,536
Juvenile	138	138	64
Medical	236	149	102
Miscellaneous	65	22	7
Prisoner–arrest	23	24	20
Prisoner–transport	187	22	3
Suspicious person/vehicle	393	1,206	729
Traffic enforcement	2,398	1,026	277
Total	**22,974**	**13,147**	**5,666**

Observations:

- The overall mean number of responding units was 1.6 for other-initiated calls and 1.3 for police-initiated calls.

- The mean number of responding units was as high as 2.1 for suspicious calls that were other-initiated.

- 55 percent of other-initiated calls involved one responding unit.

- 31 percent of other-initiated calls involved two responding units.

- 14 percent of other-initiated calls involved three or more responding units.

- The largest group of calls with three or more responding units involved suspicious incidents.

FIGURE 8-9: Percentage Calls and Work Hours, by Beat

Call Activity — N1 12.9%, N2 10.9%, N3 18.4%, N4 9.4%, S1 10.1%, S2 12.1%, S3 8.8%, S4 15.1%, Other 2.3%

Workload — N1 12.4%, N2 10.6%, N3 20.7%, N4 10.9%, S1 9.4%, S2 12.0%, S3 7.4%, S4 14.6%, Other 2.1%
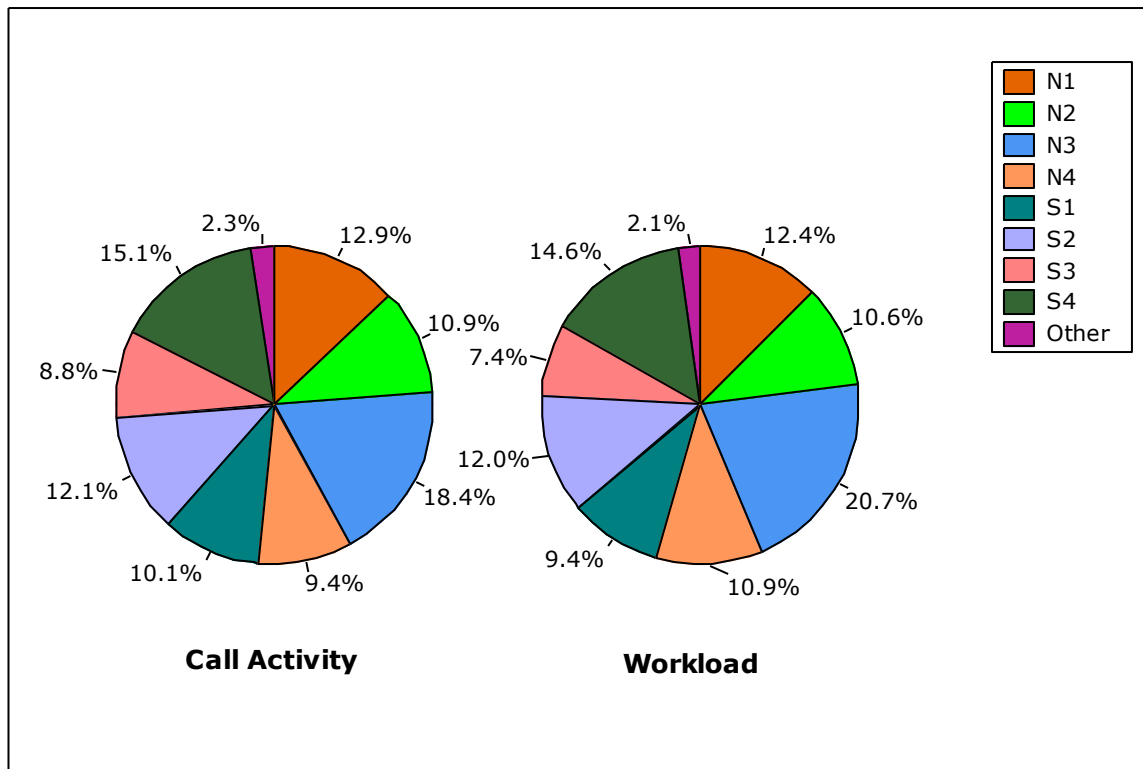
Note: Calls without a recorded beat or beats that are not marked "N" or "S" are included in "Other" category.

TABLE 8-9: Calls and Work Hours by Beat, per Day

Beat	Per Day		Area (Sq. miles)	Population
	Calls	Work Hours		
N1	21.0	10.9	2.26	4,617
N2	17.8	9.3	4.87	16,594
N3	30.1	18.3	5.87	19,156
N4	15.4	9.6	7.84	15,374
North	**84.3**	**48.1**	**20.84**	**55,741**
S1	16.5	8.3	4.46	14,450
S2	19.8	10.6	7.01	8,918
S3	14.4	6.6	5.08	6,629
S4	24.6	12.9	1.67	6,984
South	**75.3**	**38.3**	**18.22**	**36,981**
Other	3.8	1.9	NA	NA
Total	**163.5**	**88.3**	**39.06**	**92,722**

Observations:

- Beat N3 had the most calls and workload. It accounted for 18 percent of total calls and 21 percent of total workload.

- Beat N3 had 22 percent more calls and 42 percent more work than the next busiest patrol area (Beat S4).

- Beat S3 had the fewest calls and workload. It accounted for 9 percent of total calls and 7 percent of total workload.

- The North district accounted for 52 percent of total calls and 55 percent of total workload.

- The South district accounted for 46 percent of total calls and 43 percent of total workload.

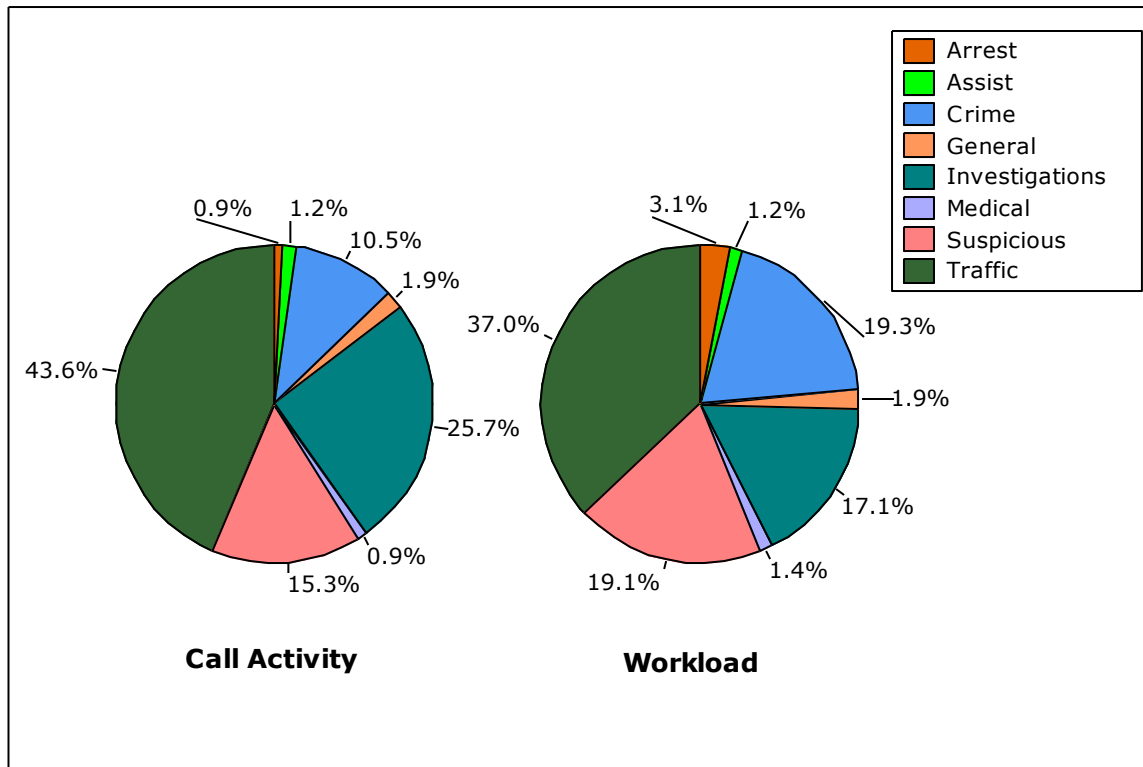**FIGURE 8-10: Percentage Calls and Work Hours, by Category, Summer 2014**

TABLE 8-10: Calls and Work Hours per Day, by Category, Summer 2014

Category	Per Day	
	Calls	Work Hours
Arrest	1.6	2.9
Assist	2.2	1.1
Crime	18.8	18.4
General noncriminal	3.4	1.8
Investigations	45.9	16.3
Medical	1.6	1.3
Suspicious incident	27.3	18.3
Traffic	78.0	35.3
Total	**178.7**	**95.4**

Observations:

- The average number of calls and daily workload was higher in summer than in winter.

- Total calls averaged 179 per day, or 7.4 per hour.

- Total workload averaged 95 hours per day, meaning that on average 4.0 officers per hour were busy responding to calls.

- Traffic calls constituted 44 percent of calls and 37 percent of workload.

- Crime calls constituted 11 percent of calls and 19 percent of workload.

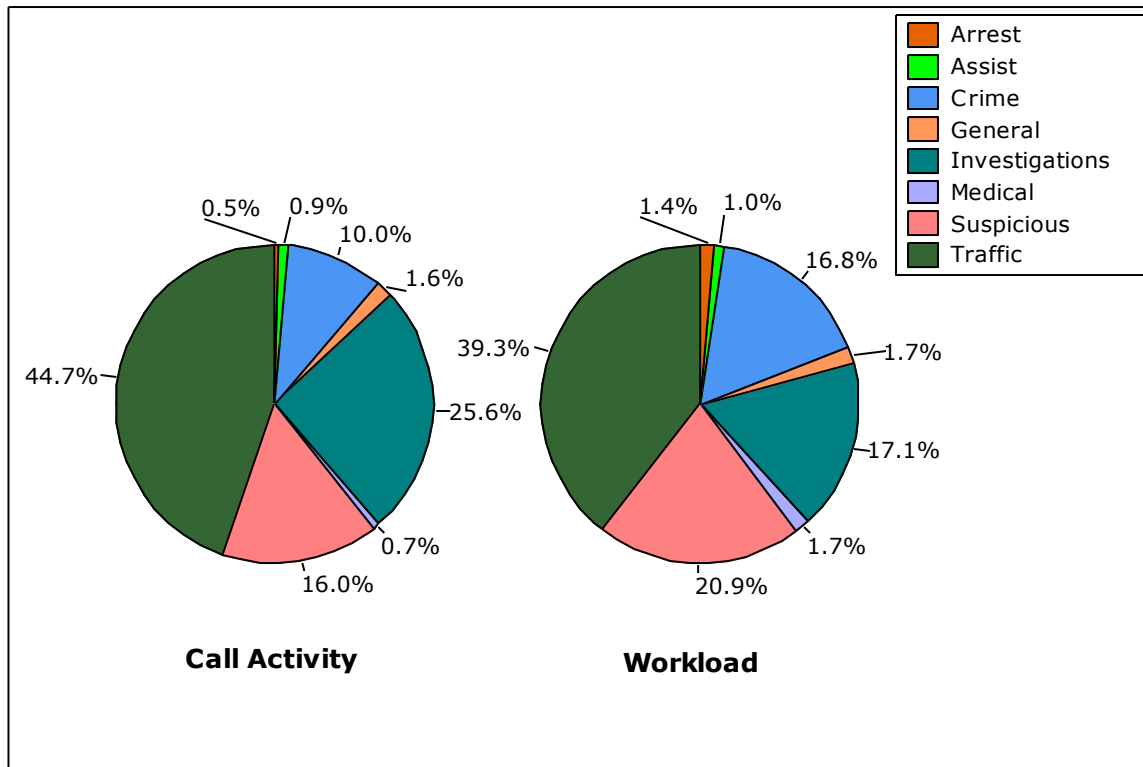**FIGURE 8-11: Percentage Calls and Work Hours, by Category, Winter 2015**

TABLE 8-11: Calls and Work Hours per Day, by Category, Winter 2015

Category	Per Day	
	Calls	**Work Hours**
Arrest	0.7	1.1
Assist	1.4	0.8
Crime	15.5	13.1
General noncriminal	2.4	1.3
Investigations	39.6	13.4
Medical	1.1	1.3
Suspicious incident	24.8	16.4
Traffic	69.3	30.8
Total	**154.9**	**78.2**

Note: Workload calculations focused on calls rather than events.

Observations:

- Total calls averaged 155 per day, or 6.5 per hour.
- Total workload averaged 78 hours per day, meaning that on average 3.3 officers per hour were busy responding to calls.
- Traffic calls constituted 45 percent of calls and 39 percent of workload.
- Crime calls constituted 10 percent of calls and 17 percent of workload.

Noncall Activities

In the period from July 2014 to June 2015, the dispatch center recorded activities that were not assigned a call number. We focused on those activities that involved a patrol unit. We also limited our analysis to noncall activities that occurred during shifts where the same patrol unit was also responding to calls for service. Each record only indicates one unit per activity. There were only several statuses that indicated a noncall activity (See Table 8-21). There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.

- Another portion of the recorded activities lasted more than eight hours. As an activity is unlikely to last more than eight hours, we assumed that these records were inaccurate.

- After these exclusions 6,241 activities remained.

In this section, we describe an activity's average duration, and report on the variation of noncall activities by month, day of week, and time of day. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in February and August.

TABLE 8-12: Average Occupied Times for Noncall Activities, by Category

Category	Minutes	Activities
ADM	49.7	100
AIR	40.0	6
BC	21.9	1
CORT	107.6	133
DEC	73.8	9
DETL	60.4	2,894
EQP	32.0	27
ESCO	4.6	1
FOLL	34.7	20
HQS	41.4	2,037
MEAL	19.3	1
MECH	43.6	455
OOC	32.6	20
PB	62.1	1
PRES	93.8	3
PW	52.9	24
STAF	14.0	2
TRAF	37.4	5
TRN	77.0	502
Total	**54.8**	**6,241**

Observations:

- Court activities had the longest occupied time averaging 108 minutes..

- Special detail and administrative tasks at headquarters were the most common out-of-service activities.
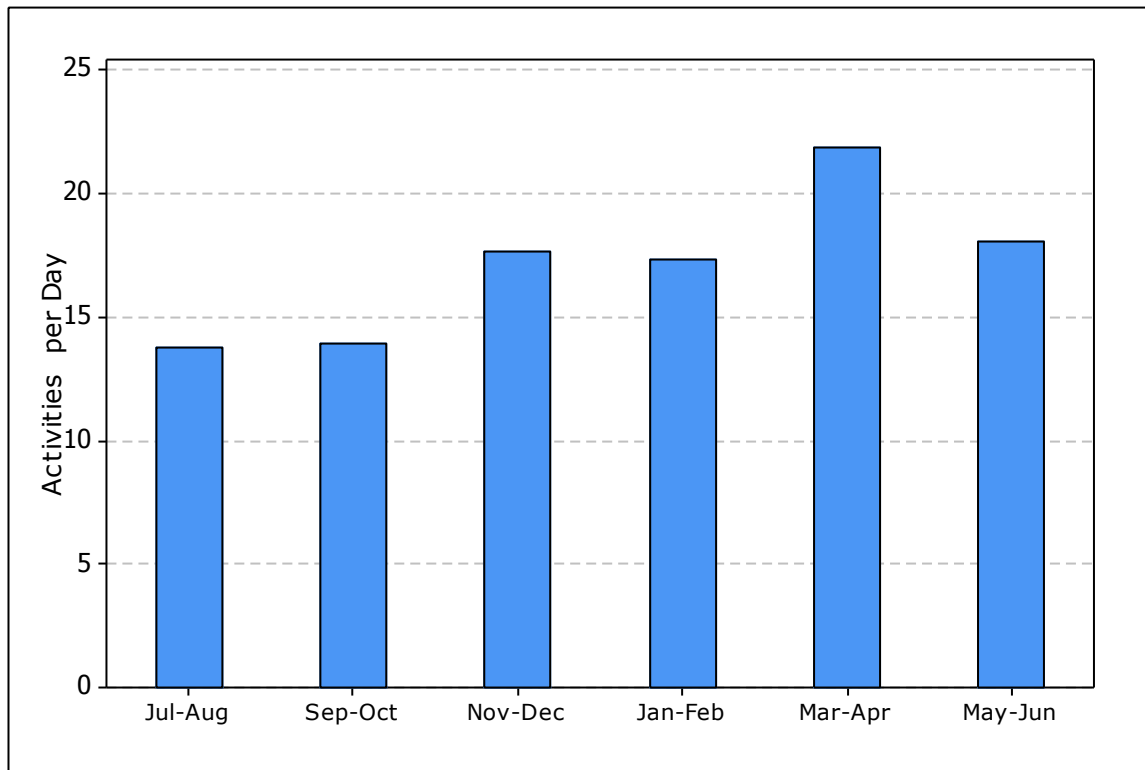
FIGURE 8-12: Activities per Day, by Month

TABLE 8-13: Activities per Day, by Month

Months	Activities
July-August	13.8
September-October	13.9
November-December	17.6
January-February	17.4
March-April	21.9
May-June	18.1
Yearly Average	**17.1**

Observations:

- The number of out-of-service activities per day was lowest in July-October.

- The number of out-of-service activities per day was highest in March-April.
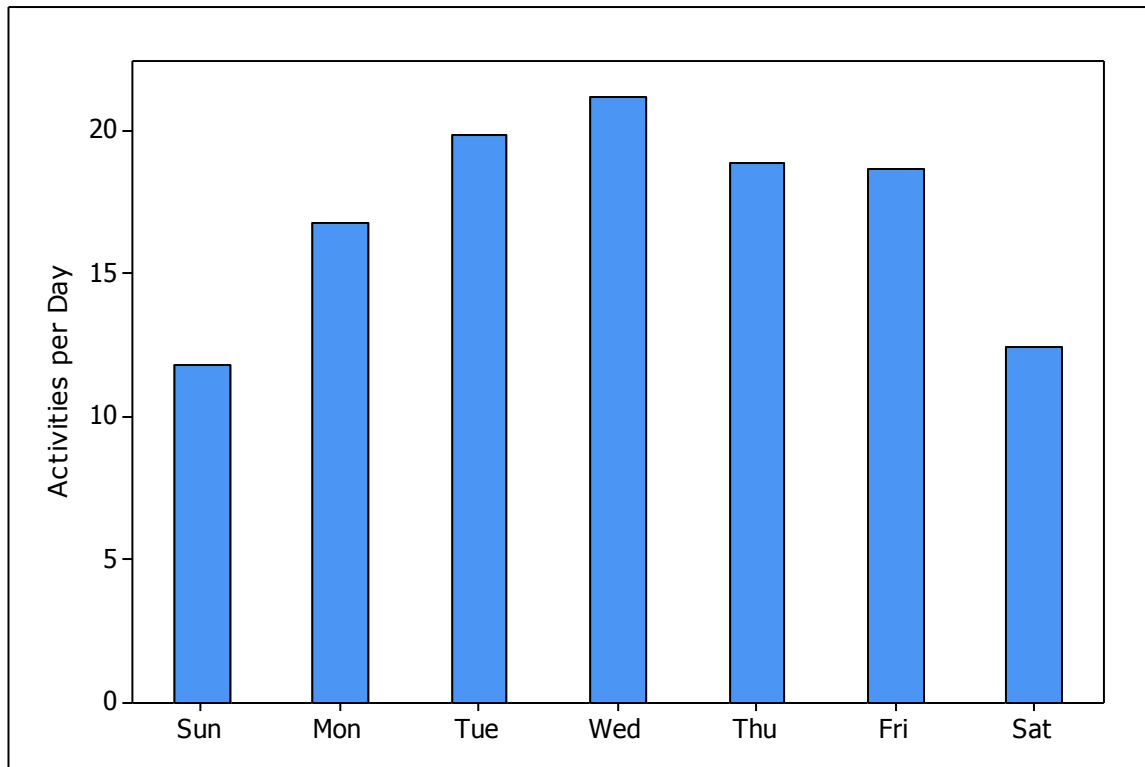
FIGURE 8-13: Activities per Day, by Day of Week

TABLE 8-14: Activities per Day, by Day of Week

Day of Week	Activities
Sunday	11.8
Monday	16.8
Tuesday	19.9
Wednesday	21.2
Thursday	18.9
Friday	18.7
Saturday	12.4
Weekly Average	**17.1**

Observations:

- The number of out of service activities per day was lower on weekends and lowest on Sunday.

- The number of out of services activities per day was higher on weekdays and highest on Wednesday.

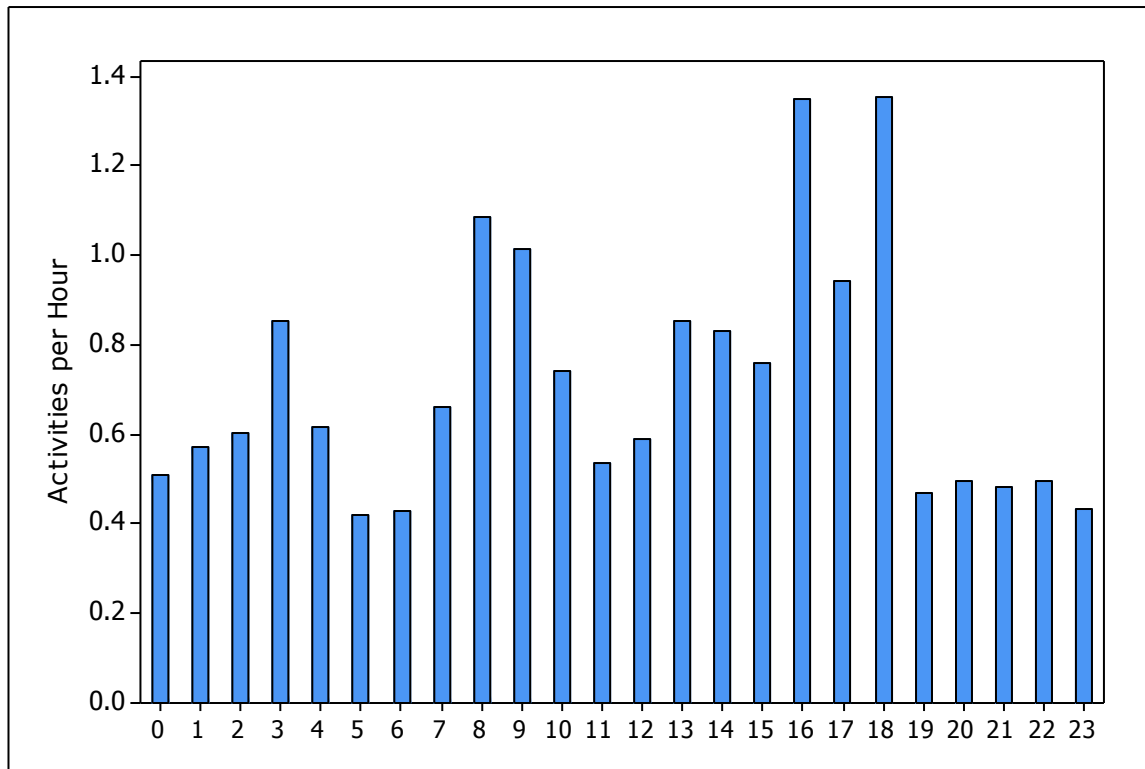**FIGURE 8-14: Activities per Hour, by Hour of Day**

TABLE 8-15: Activities per Hour, by Hour of Day

Hour	Activities
0	0.5
1	0.6
2	0.6
3	0.9
4	0.6
5	0.4
6	0.4
7	0.7
8	1.1
9	1.0
10	0.7
11	0.5
12	0.6
13	0.9
14	0.8
15	0.8
16	1.4
17	0.9
18	1.4
19	0.5
20	0.5
21	0.5
22	0.5
23	0.4
Total	**17.1**

Observations:

- The number of activities per hour was highest between at 4:00 p.m. and at 6:00 p.m.

- The number of activities per hour was lowest between 5:00 a.m. and 7:00 a.m., and between 11:00 p.m. and midnight.

Deployment

For this study, we examined deployment information for four weeks in summer (August 1-28, 2014) and four weeks in winter (February 1-28, 2015). The department's patrol force consisted of patrol officers, patrol sergeants, power shift officers, and K9 officers. K9 officers were identified as added patrol, while the remaining units were considered part of the basic patrol force.

The Sandy Springs Police Department's main patrol force operates on 12-hour shifts, with starting times of 5:00 a.m., 6:30 a.m., 5:00 p.m., and 6:30 p.m. This leads to overlapping shifts for 90 minutes in the morning and in the afternoon.

The police department's main patrol force deployed an average of 12.4 officers per hour during the 24-hour day in August 2014 and 12.0 officers per hour during the 24-hour day in February 2015. When additional (K9) units are included, the department averaged 12.9 officers per hour during the 24-hour day in August 2014 and 12.7 officers per hour during the 24-hour day in February 2015.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.

- Next, we compare deployment against workload based on other-initiated calls for service.

- Finally, we compare "all" workload, which includes police-initiated calls and directed patrol activities.

Comments follow each set of four figures, with separate discussions for summer and winter.

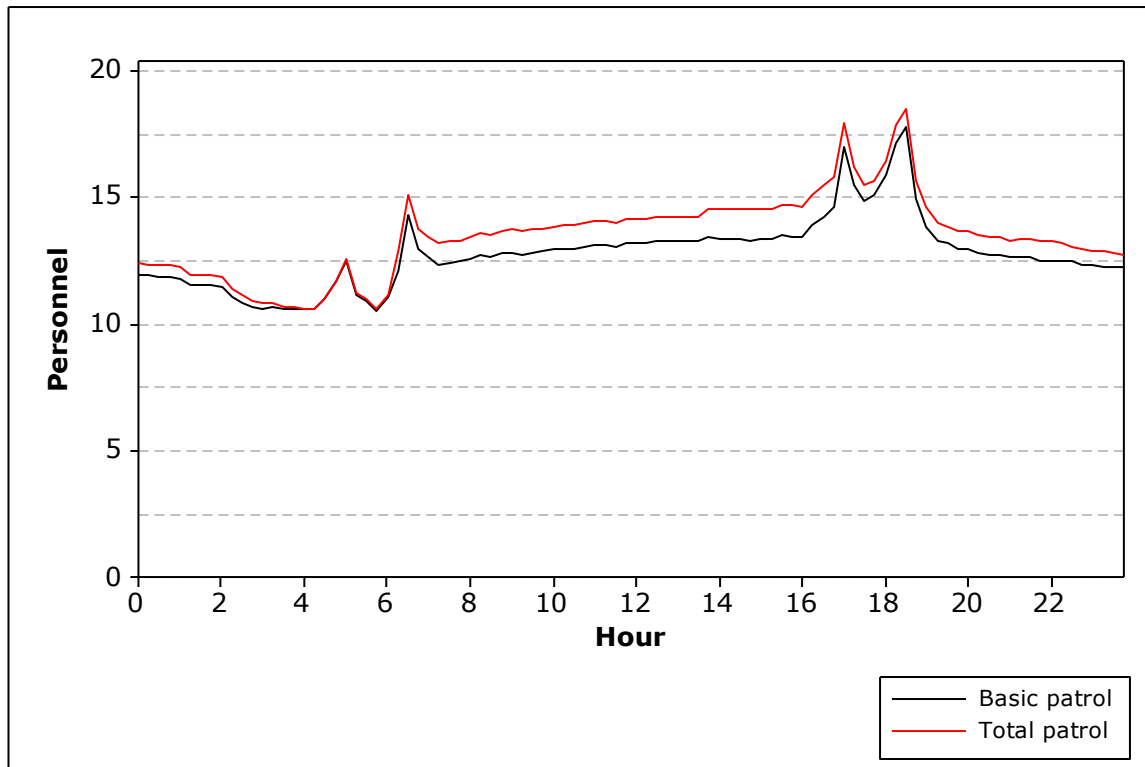**FIGURE 8-15: Deployed Officers, Weekdays, Summer 2014**
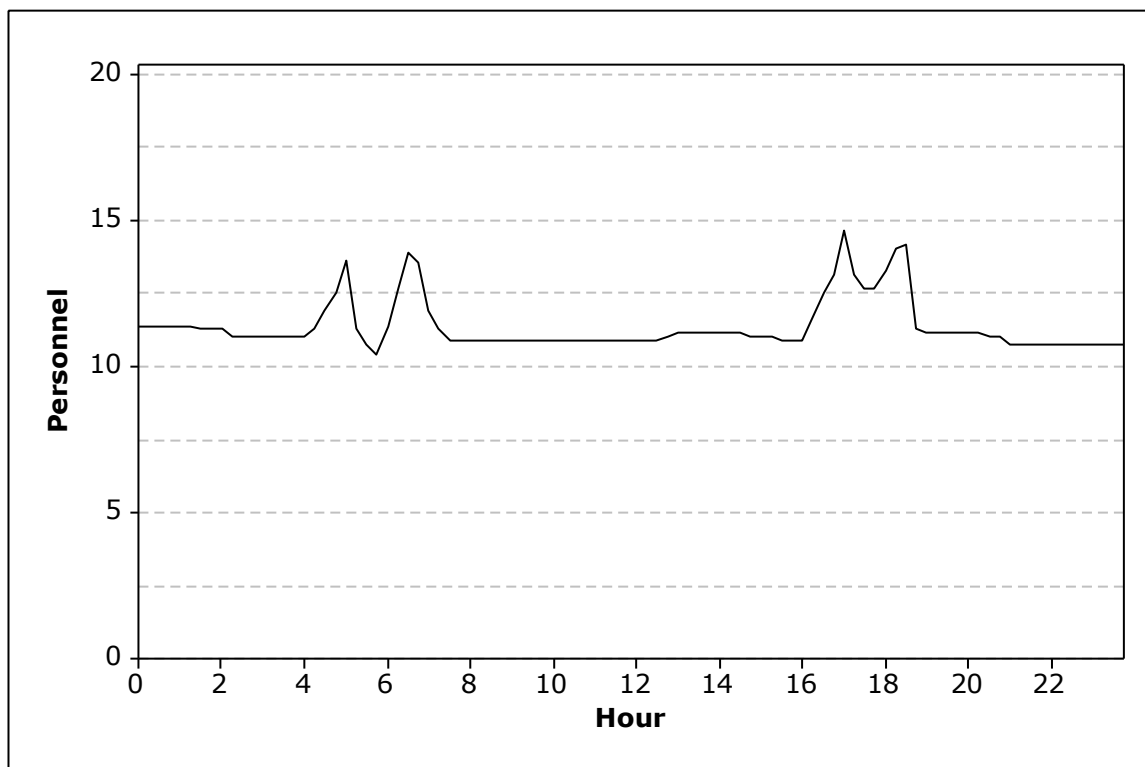

FIGURE 8-16: Deployed Officers, Weekends, Summer 2014

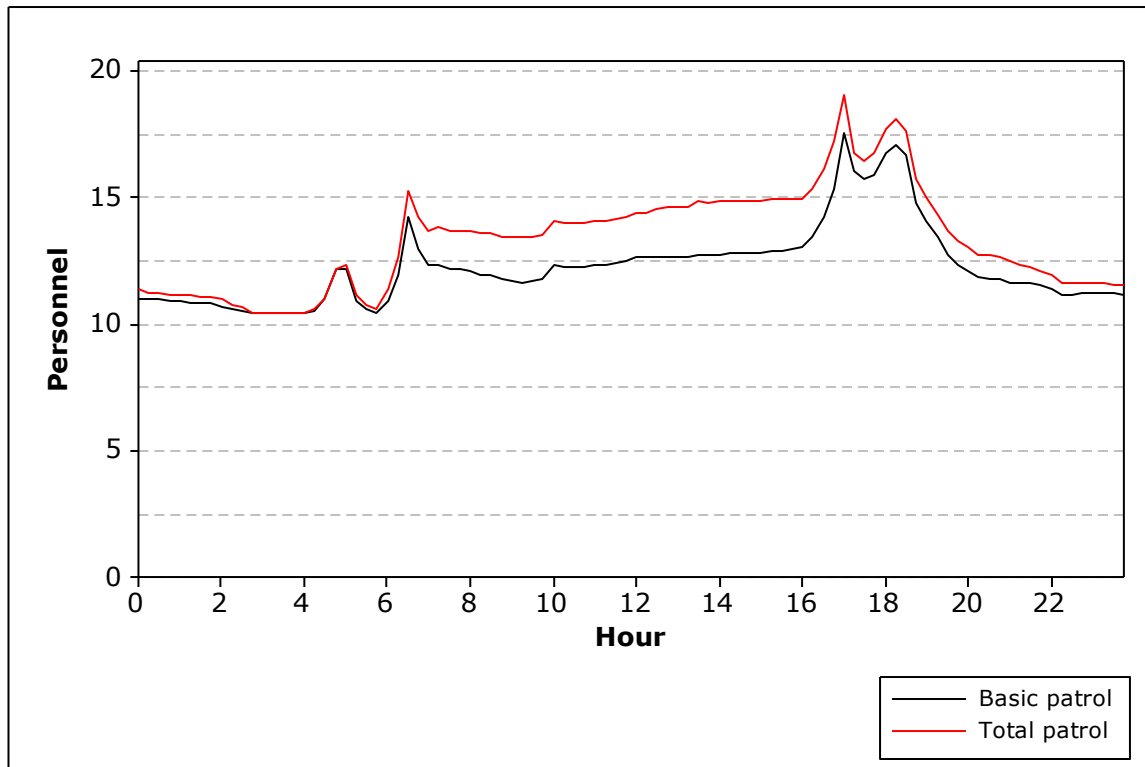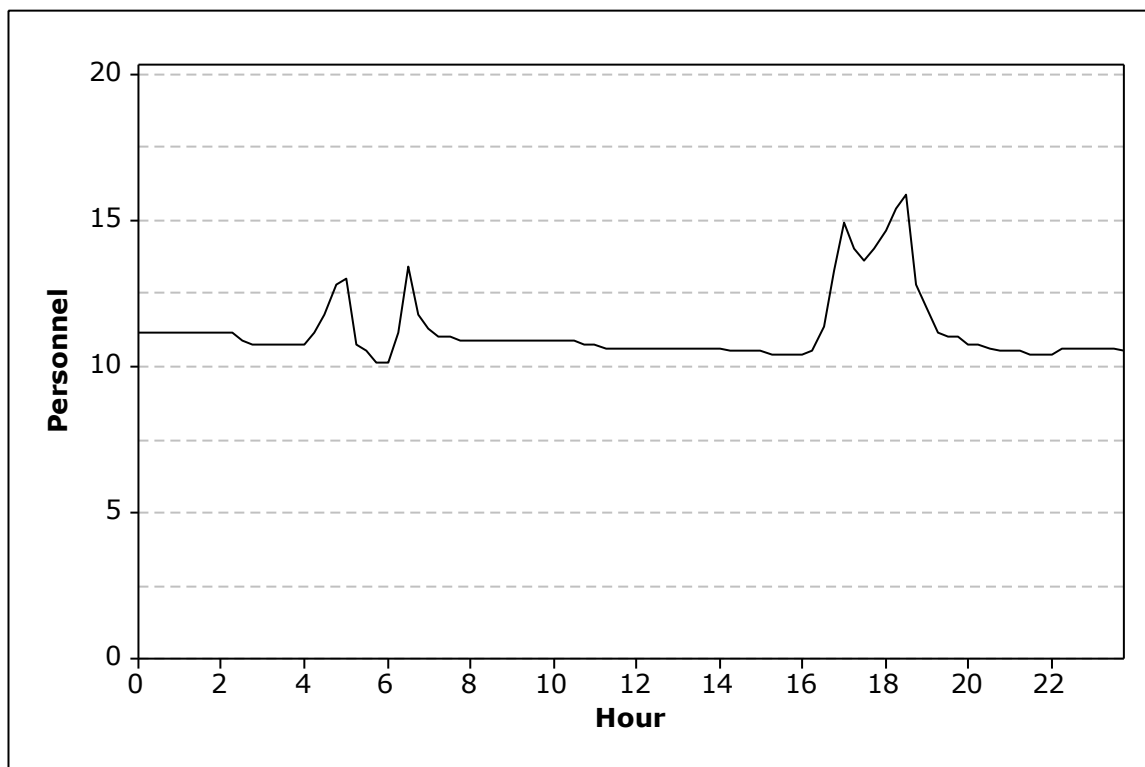**FIGURE 8-17: Deployed Officers, Weekdays, Winter 2015**

FIGURE 8-18: Deployed Officers, Weekends, Winter 2015

Observations:

- For summer (August 1-28, 2014):

    ○ The average deployment was 13.5 officers per hour during the week and 11.4 officers per hour on the weekend.

    ○ Average deployment varied from 10.6 to 18.5 officers per hour on weekdays and 10.4 to 14.6 officers per hour on weekends.

- For winter (February 1-28, 2015):

    ○ The average deployment was 13.3 officers per hour during the week and 11.2 officers per hour on the weekend.

    ○ Average deployment varied from 10.4 to 19.0 officers per hour on weekdays and 10.1 to 15.9 officers per hour on weekends.

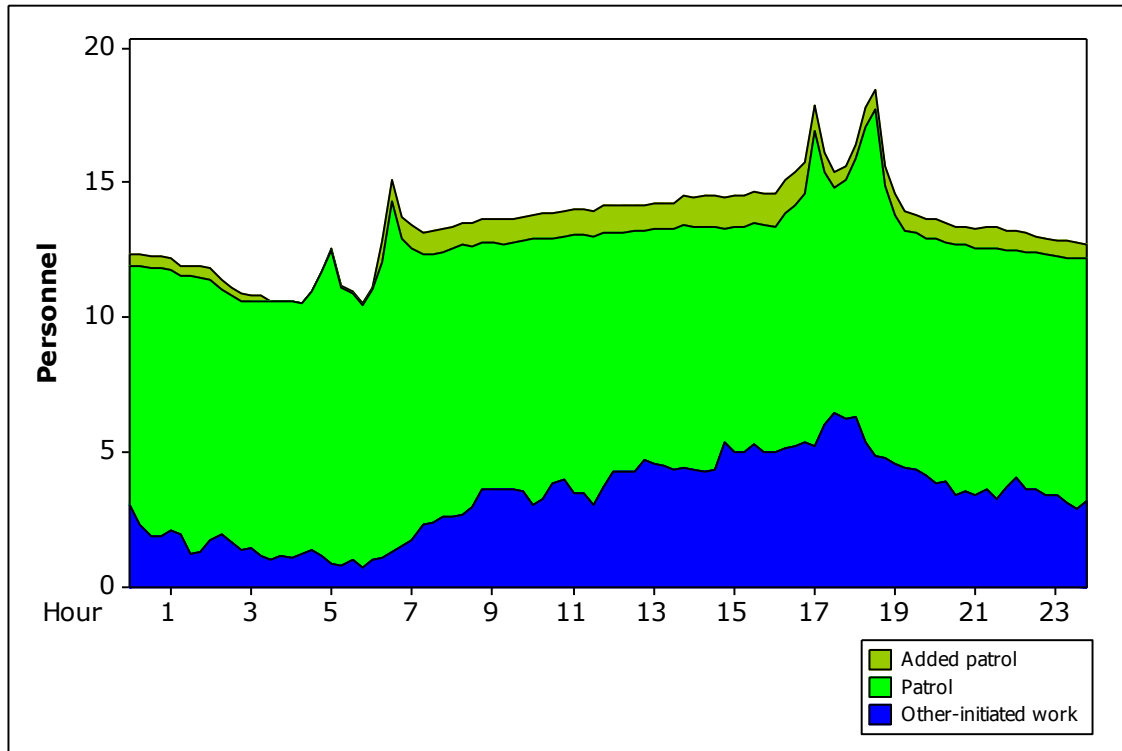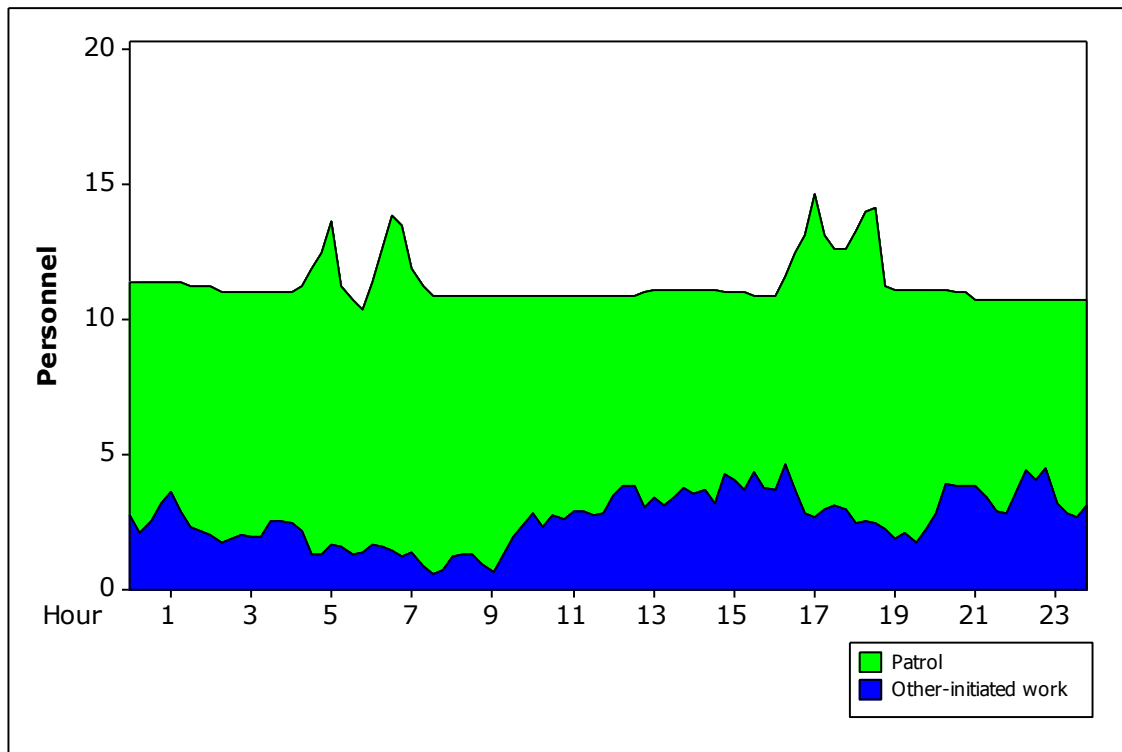**FIGURE 8-19: Deployment and Other-Initiated Workload, Weekdays, Summer 2014**

FIGURE 8-20: Deployment and Other-Initiated Workload, Weekends, Summer 2014

FIGURE 8-21: Deployment and Other-Initiated Workload, Weekdays, Winter 2015
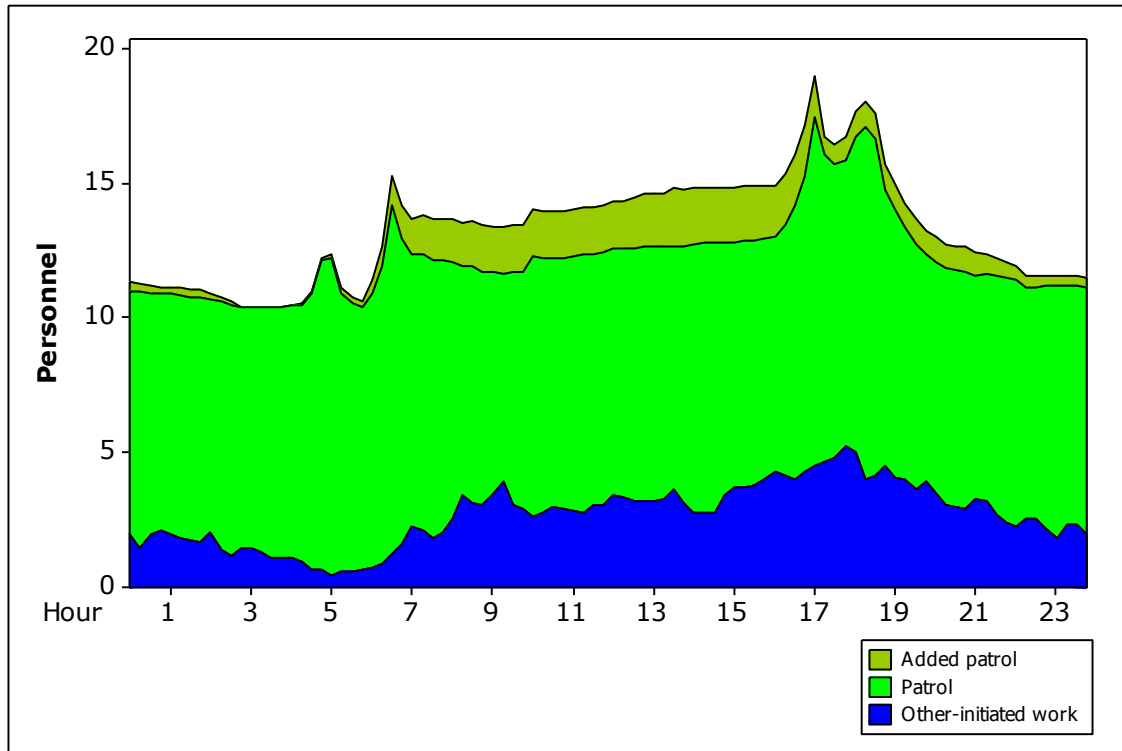

Legend:
- Added patrol
- Patrol
- Other-initiated work

FIGURE 8-22: Deployment and Other-Initiated Workload, Weekends, Winter 2015

Legend:
- Patrol
- Other-initiated work
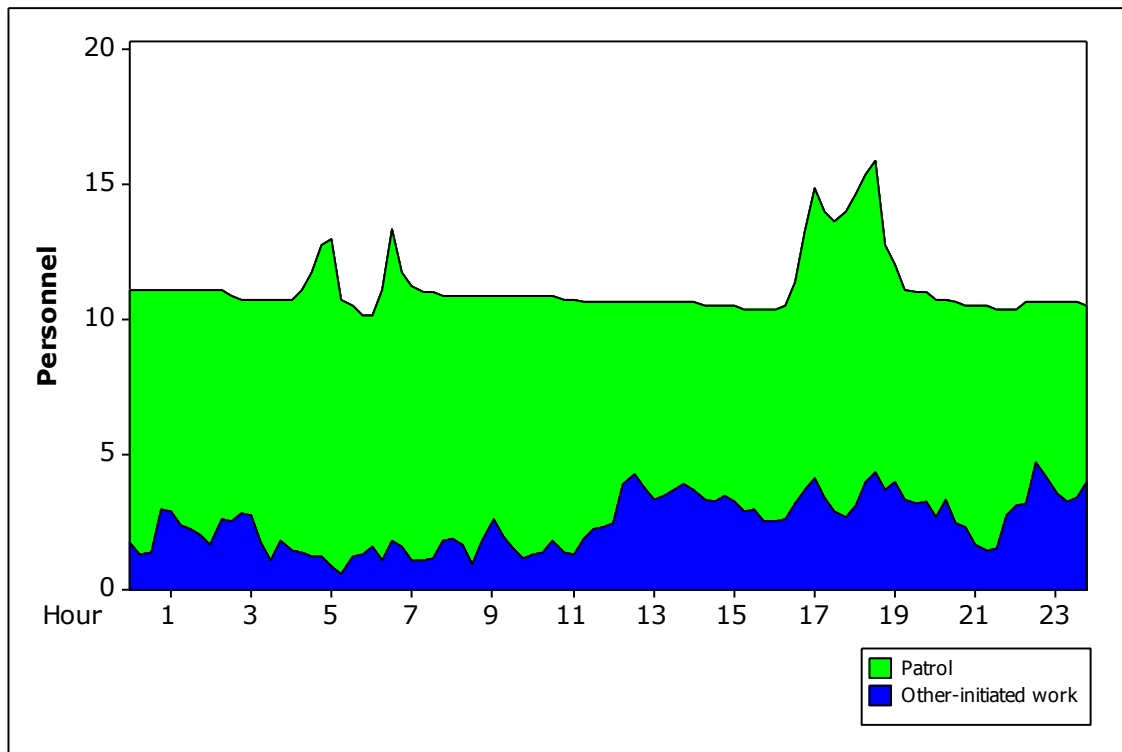
Observations:

- For summer:

  - Average other-initiated workload was 3.3 officers per hour during the week and 2.6 officers per hour on weekends.

  - This was approximately 25 percent of hourly deployment during the week and 23 percent of hourly deployment on weekends.

  - During the week, workload reached a maximum of 42 percent of deployment between 5:30 p.m. and 5:45 p.m.

  - On weekends, workload reached a maximum of 41 percent of deployment between 10:15 p.m. and 10:30 p.m. and between 10:45 p.m. and 11:00 p.m.

- For winter:

  - Average other-initiated workload was 2.7 officers per hour during the week and 2.5 officers per hour on weekends.

  - This was approximately 20 percent of hourly deployment during the week and 22 percent of hourly deployment on weekends.

  - During the week, workload reached a maximum of 31 percent of deployment between 5:45 p.m. and 6:00 p.m.

  - On weekends, workload reached a maximum of 44 percent of deployment between 10:30 p.m. and 10:45 p.m.

FIGURE 8-23: Deployment and Main Workload, Weekdays, Summer 2014

FIGURE 8-24: Deployment and Main Workload, Weekends, Summer 2014

FIGURE 8-25: Deployment and Main Workload, Weekdays, Winter 2015

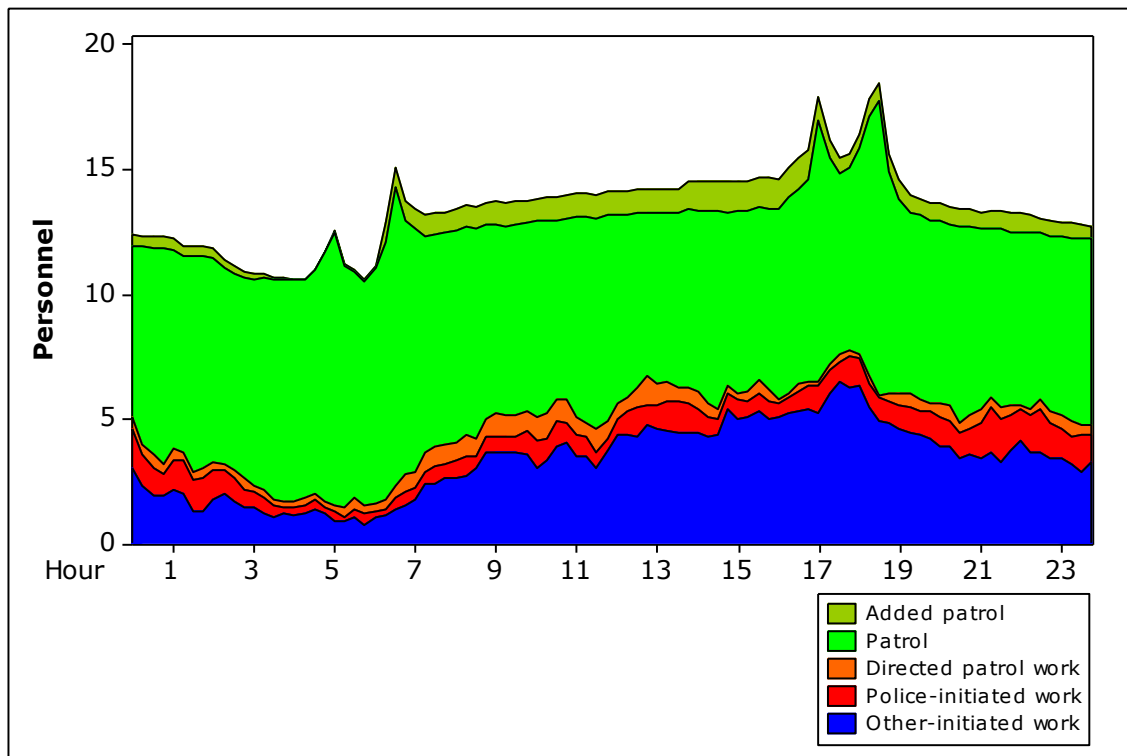**FIGURE 8-26: Deployment and Main Workload, Weekends, Winter 2015**

Note: Figures 8-23 to 8-26 show deployment along with all workload from other-initiated calls, police-initiated calls, and directed patrol activities.

Observations:

- For summer:

  ○ Average workload was 4.2 officers per hour during the week and 3.4 officers per hour on weekends.

  ○ This was approximately 35 percent of hourly deployment during the week and 34 percent of hourly deployment on weekends.

  ○ During the week, workload reached a maximum of 49 percent of deployment between 5:30 p.m. and 6:00 p.m.

  ○ On weekends, workload reached a maximum of 50 percent of deployment between 1:00 a.m. and 1:15 a.m. and between 8:15 p.m. and 8:30 p.m.

- For winter:

  ○ Average workload was 3.3 officers per hour during the week and 3.0 officers per hour on weekends.

  ○ This was approximately 31 percent of hourly deployment during the week and 33 percent of hourly deployment on weekends.

  ○ During the week, workload reached a maximum of 43 percent of deployment between 12:15 p.m. and 12:30 p.m. and between 5:45 p.m. and 6:00 p.m.

  ○ On weekends, workload reached a maximum of 50 percent of deployment between 10:30 p.m. and 10:45 p.m.

FIGURE 8-27: Deployment and All Workload, Weekdays, Summer 2014
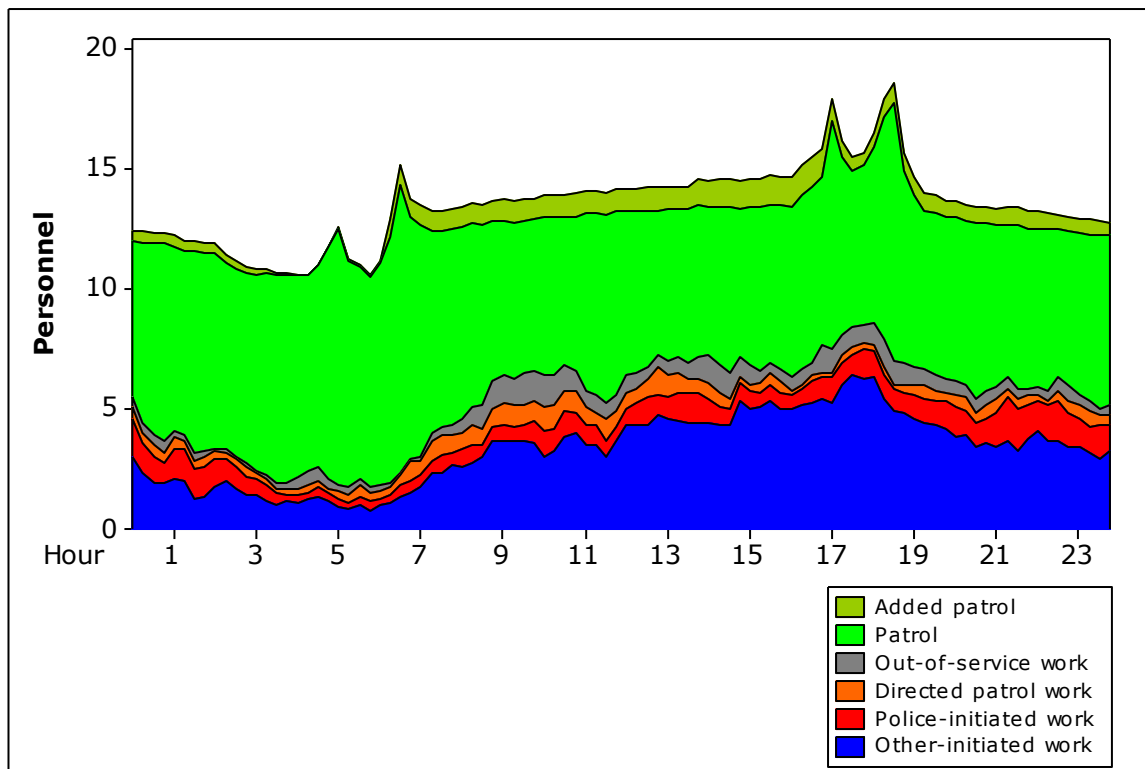
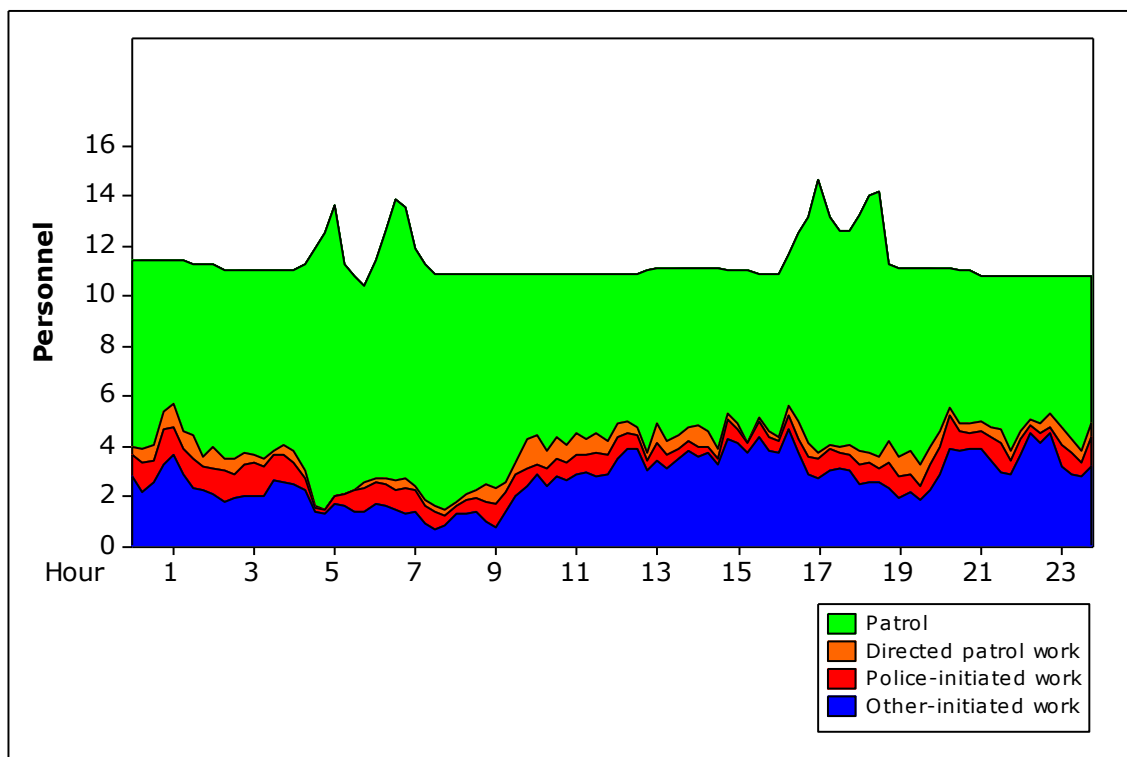**FIGURE 8-28: Deployment and All Workload, Weekends, Summer 2014**
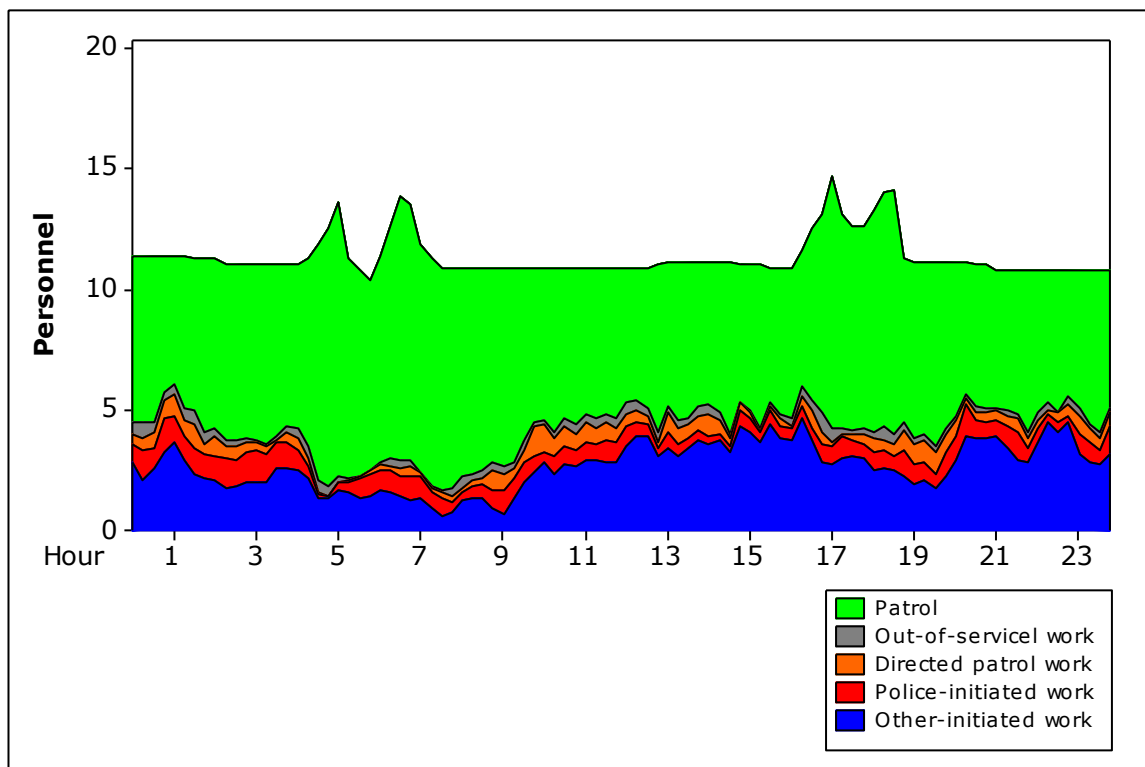
FIGURE 8-29: Deployment and All Workload, Weekdays, Winter 2015
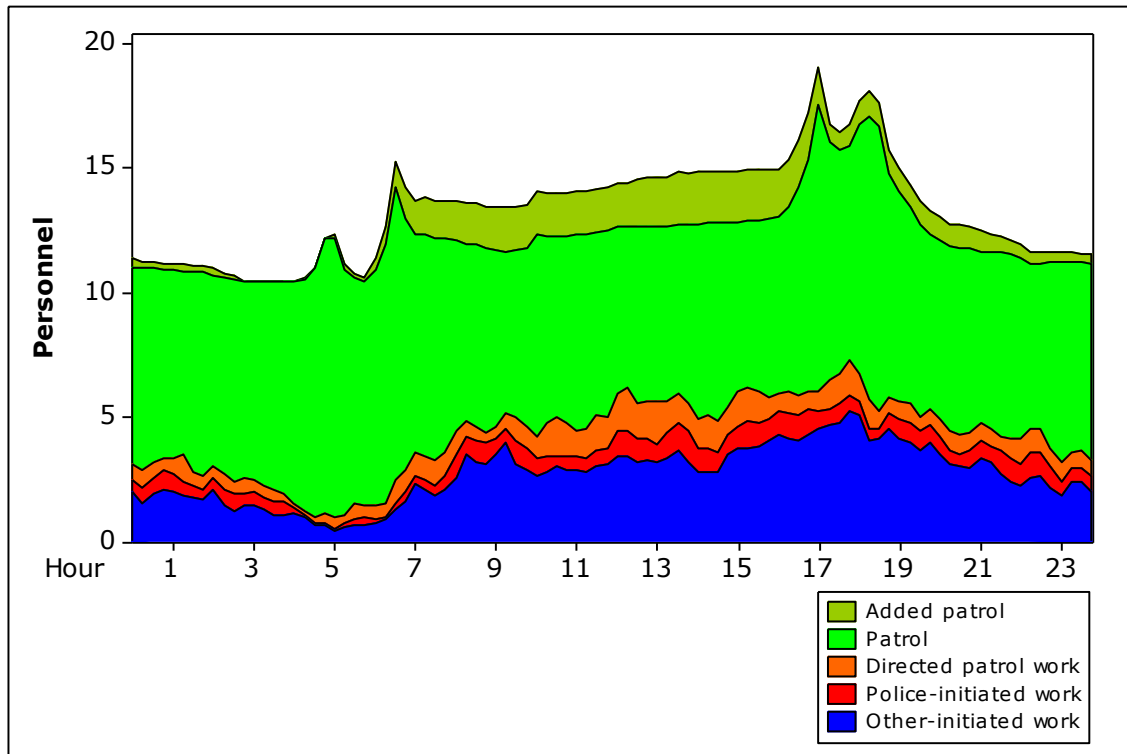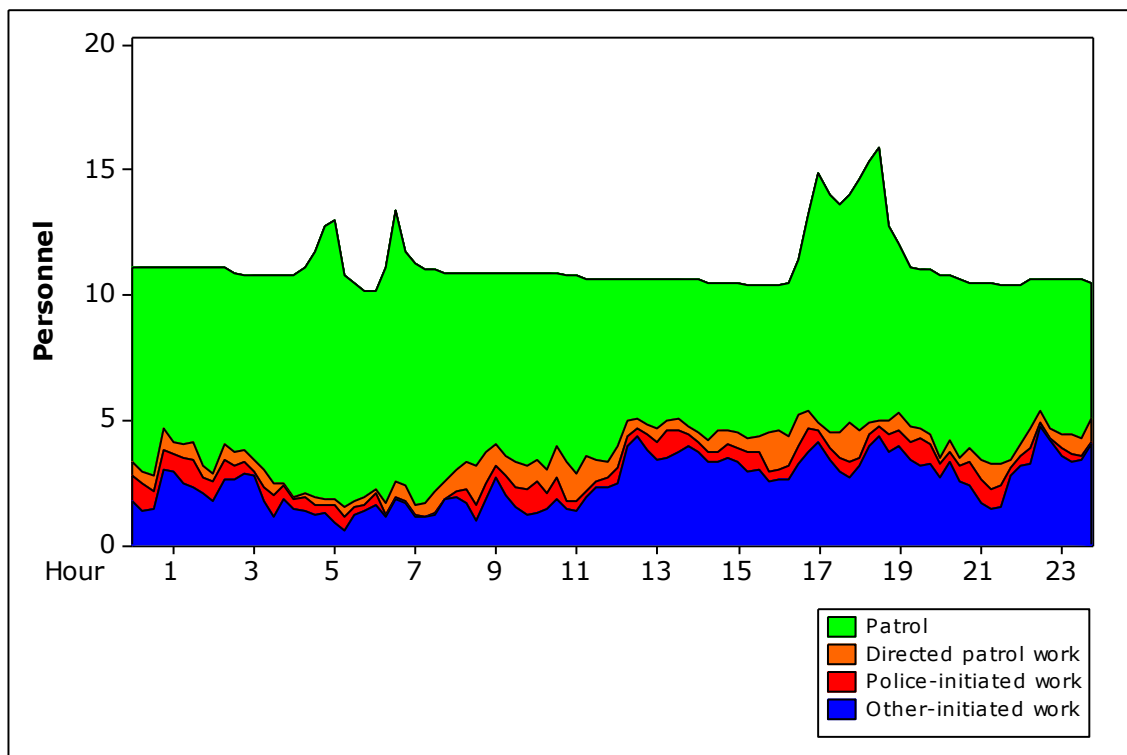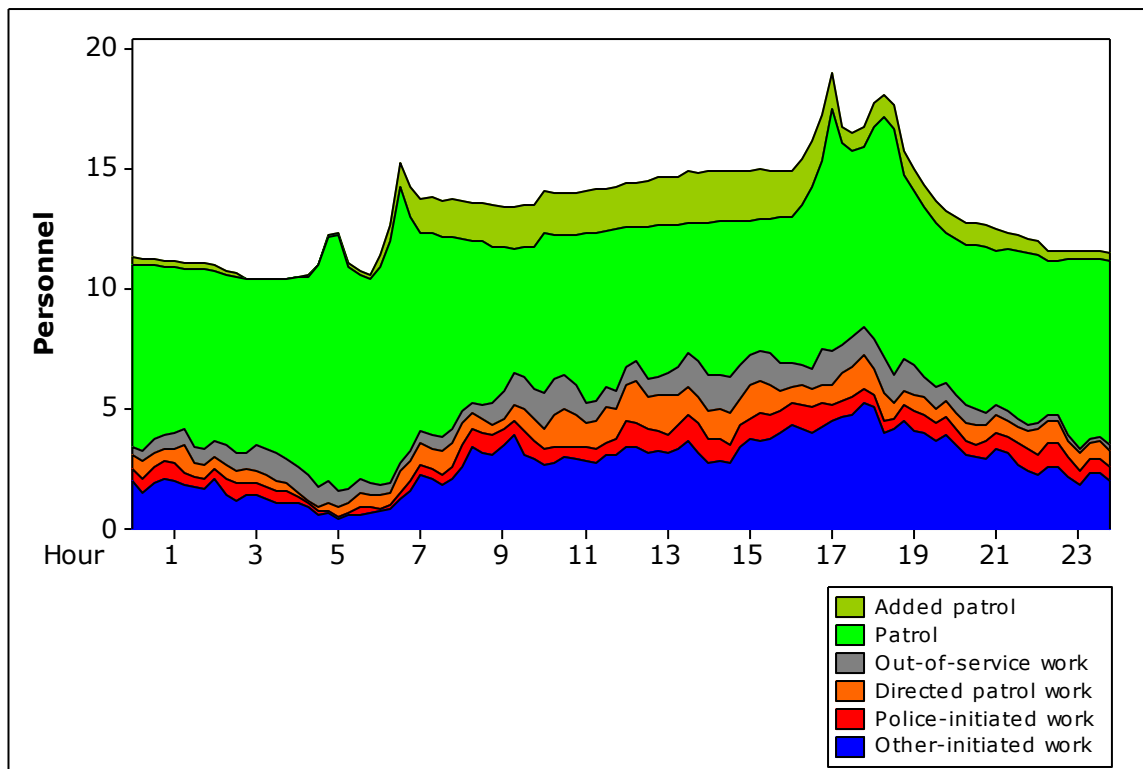

FIGURE 8-30: Deployment and All Workload, Weekends, Winter 2015
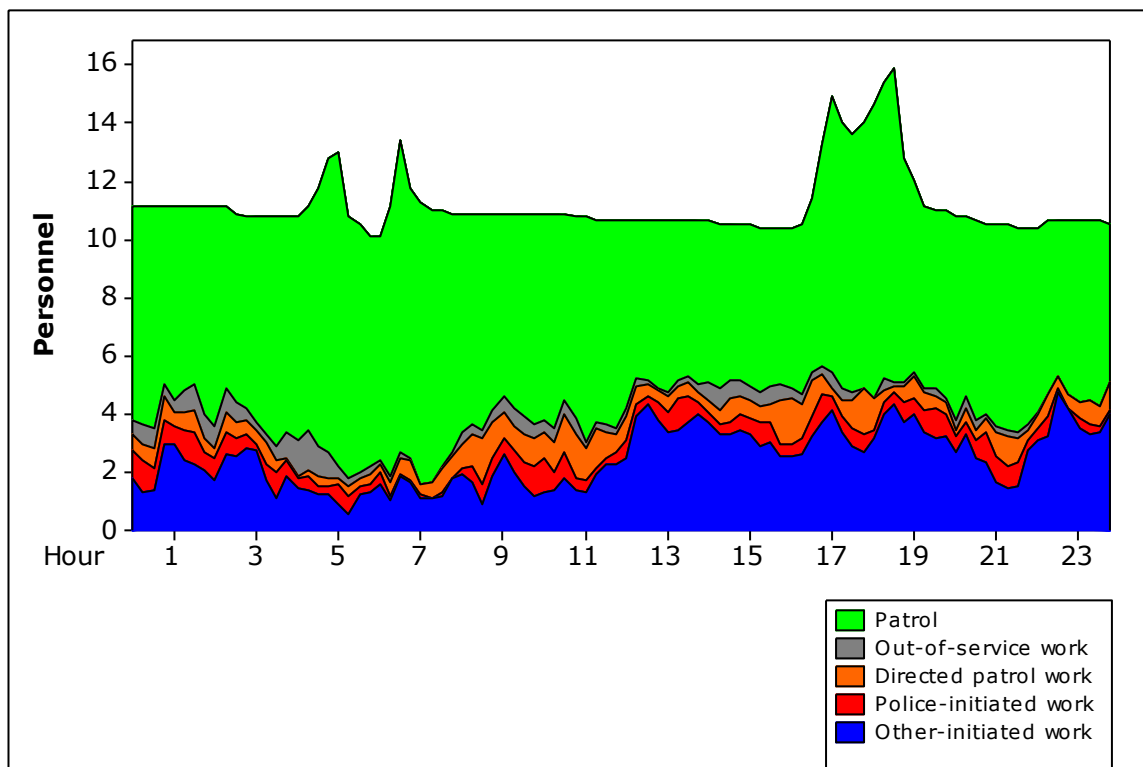
Note: Figures 8-27 to 8-30 show deployment along with all workload from other-initiated calls, police-initiated calls, directed patrol activities, and out-of-service (noncall) activities.

Observations:

- For summer:

  ○ Average workload was 5.3 officers per hour during the week and 4.1 officers per hour on weekends.

  ○ This was approximately 39 percent of hourly deployment during the week and 36 percent of hourly deployment on weekends.

  ○ During the week, workload reached a maximum of 54 percent of deployment between 5:30 p.m. and 6:00 p.m.

  ○ On weekends, workload reached a maximum of 53 percent of deployment between 1:00 a.m. and 1:15 a.m.

- For winter:

  ○ Average workload was 5.0 officers per hour during the week and 4.0 officers per hour on weekends.

  ○ This was approximately 38 percent of hourly deployment during the week and 36 percent of hourly deployment on weekends.

  ○ During the week, workload reached a maximum of 50 percent of deployment between 3:15 p.m. and 3:30 p.m. and between 5:45 p.m. and 6:00 p.m.

  ○ On weekends, workload reached a maximum of 50 percent of deployment between 1:30 p.m. and 1:45 p.m. and between 10:30 p.m. and 10:45 p.m.

Response Times

We analyzed the response times to various types of calls, separating the duration into dispatch and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch delay and travel time. Dispatch delay is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

We begin the discussion with statistics that include all calls combined. We started with 6,584 events for summer and 6,995 events for winter. We limited our analysis to 3,358 other-initiated calls for summer and 2,983 calls for winter. After excluding calls without valid arrival times, we were left with 2,878 calls in summer and 2,615 calls in winter for our analysis. For the entire year, we began with 59,668 calls, limited our analysis to 41,787 other-initiated calls, and further focused our analysis on 36,330 calls after excluding those lacking valid arrival times.

Our initial analysis does not distinguish calls on the basis of their priority; instead, it examines the difference in response for all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter versus summer), we show differences in response times by category.

FIGURE 8-31: Average Response Time, by Hour of Day, Summer 2014 and Winter 2015

Winter 2015: 12.7 minutes
Summer 2014: 13.8 minutes
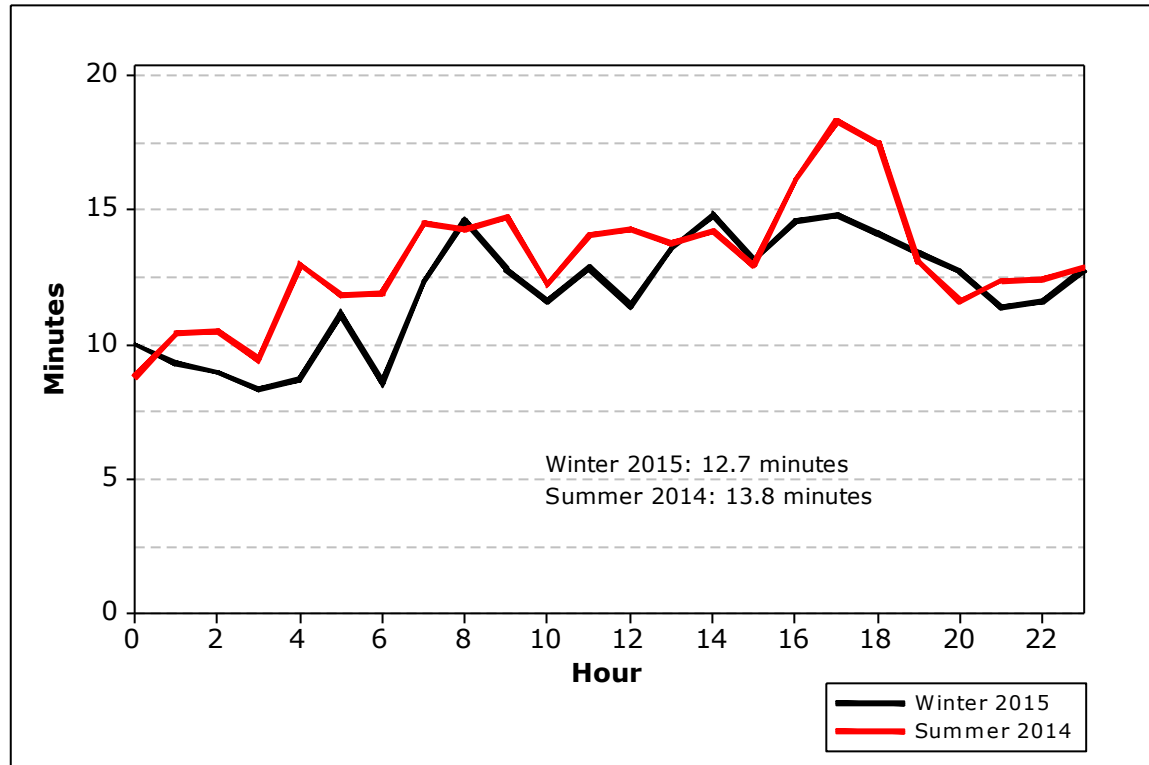
Observations:

- Average response times varied significantly by hour of day.

- In August, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 18.3 minutes.

- In August, the shortest response times were between midnight and 1:00 a.m., with an average of 8.8 minutes.

- In February, the longest response times were between 2:00 p.m. and 3:00 p.m. and between 5:00 p.m. and 6:00 p.m., with an average of 14.8 minutes.

- In February, the shortest response times were between 3:00 a.m. and 4:00 a.m., with an average of 8.4 minutes.

FIGURE 8-32: Average Response Time by Category, Summer 2014
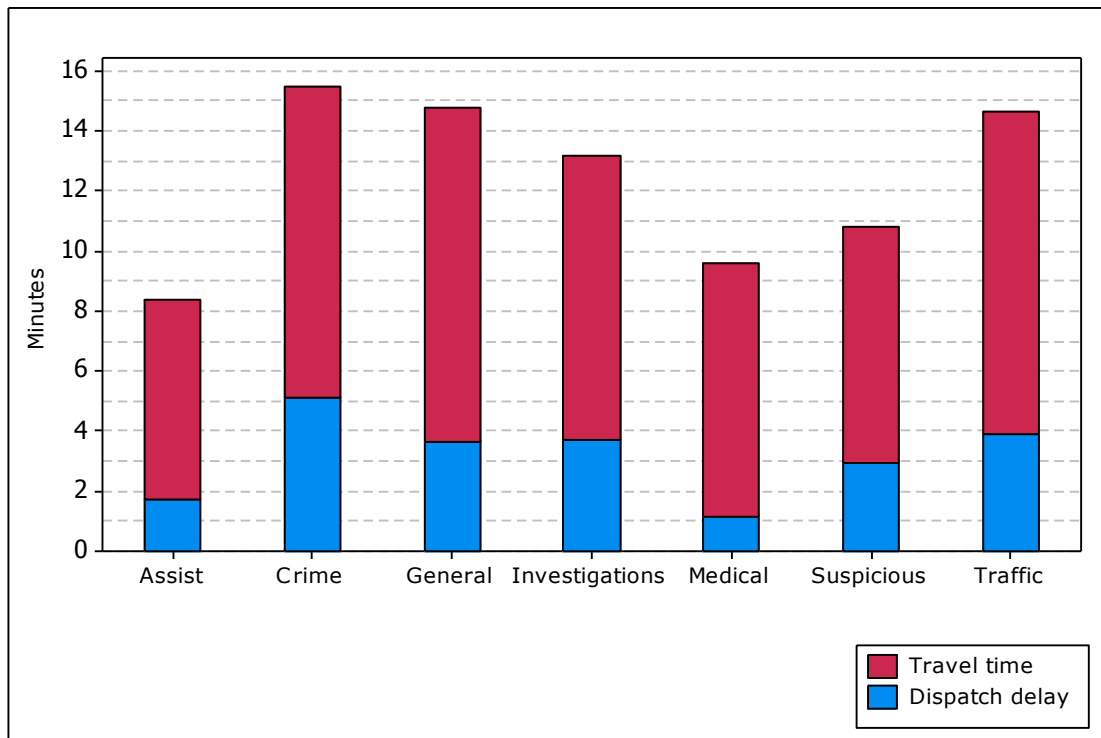
FIGURE 8-33: Average Response Time by Category, Winter 2015
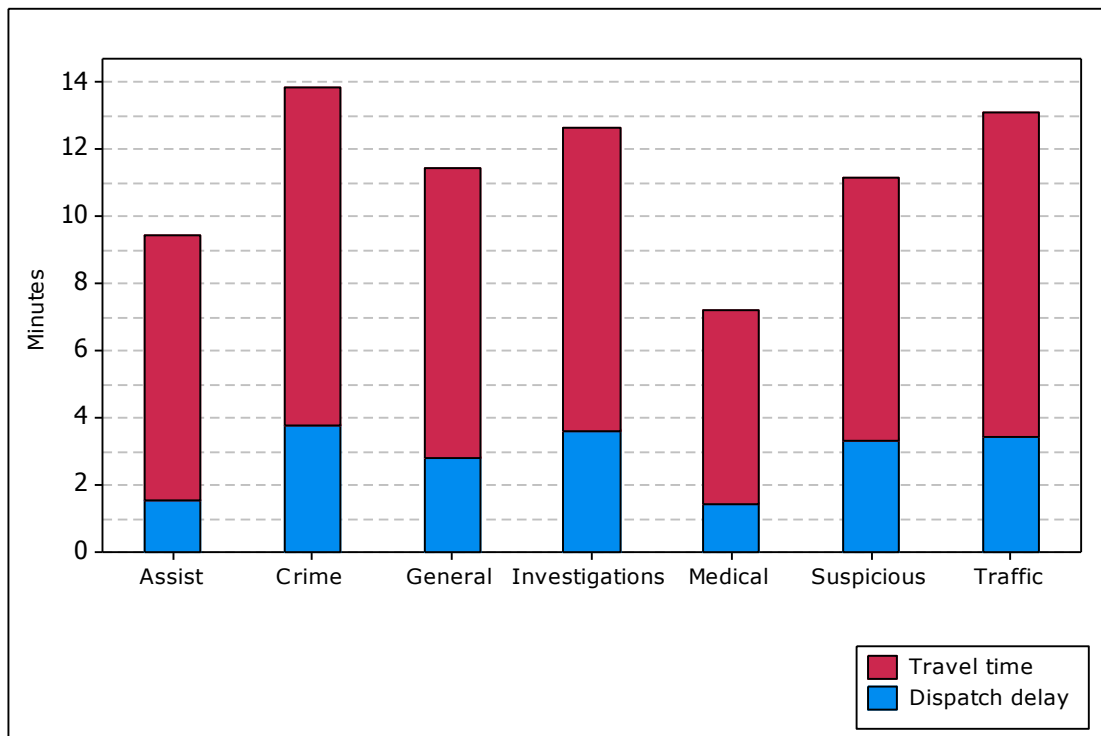
Note: Arrest calls are excluded from this display as there were fewer than 20 calls in winter and summer.

TABLE 8-16: Average Response Time Components, by Category

Category	Summer			Winter		
	Dispatch	**Travel**	**Response**	**Dispatch**	**Travel**	**Response**
Arrest	42.5	34.3	76.8	26.9	32.2	59.2
Assist	1.7	6.6	8.3	1.5	7.9	9.4
Crime	5.1	10.4	15.5	3.8	10.1	13.9
General noncriminal	3.6	11.1	14.7	2.8	8.6	11.4
Investigations	3.7	9.5	13.2	3.6	9.0	12.6
Medical	1.2	8.4	9.6	1.5	5.8	7.2
Suspicious incident	2.9	7.9	10.8	3.3	7.9	11.2
Traffic	3.9	10.7	14.6	3.4	9.7	13.1
Total Average	**4.0**	**9.8**	**13.8**	**3.5**	**9.1**	**12.7**

Note: The total average is weighted according to the number of calls per category.

Observations:

- In August, the average response time for most categories was between 8 minutes and 28 minutes.

- In August, the average response time was as short as 8 minutes (for assist calls) and as long as 77 minutes (for arrest calls).

- In February, the average response time for most categories was between 7 minutes and 23 minutes.

- In February, the average response time was as short as 7 minutes (for medical calls) and as long as 59 minutes (for arrest calls).

- The average response time for crime was 15 minutes in August and 14 minutes in February.

- There were fewer than 20 other-initiated arrest calls in August and February. However, the responses times for these calls was quite large. Overall, these calls added 0.4 minutes (24 seconds) to the total average response time in August and 0.2 minutes (11 seconds) to the total average response time in February.

TABLE 8-17: 90th Percentiles for Response Time Components, by Category

Category	Summer			Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Arrest	378.2	122.4	470.3	455.2	134.2	459.2
Assist	3.9	12.7	16.2	4.1	14.4	15.5
Crime	11.6	19.6	30.7	6.7	20.2	24.4
General noncriminal	11.1	25.1	34.0	5.5	18.3	22.8
Investigations	8.3	18.5	23.9	6.6	16.9	21.5
Medical	2.6	15.5	16.7	2.9	10.1	12.6
Suspicious incident	4.8	14.5	19.6	5.7	14.0	19.2
Traffic	8.5	20.5	27.3	5.7	18.5	24.4
Total Average	**8.1**	**19.0**	**25.8**	**6.4**	**17.0**	**22.6**

Note: A 90th percentile value of 26 minutes means that 90 percent of all calls are responded to in fewer than 26 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

Observations:

- In summer, the 90th percentile value for response time for categories with more than 20 calls was as short as 16 minutes (for assist calls) and as long as 34 minutes (for general noncriminal calls).

- In winter, the 90th percentile value for response time for categories with more than 20 calls was as short as 13 minutes (for medical calls) and as long as 24 minutes (for traffic-related and crime calls).

FIGURE 8-34: Average Response Time Components, by Beat
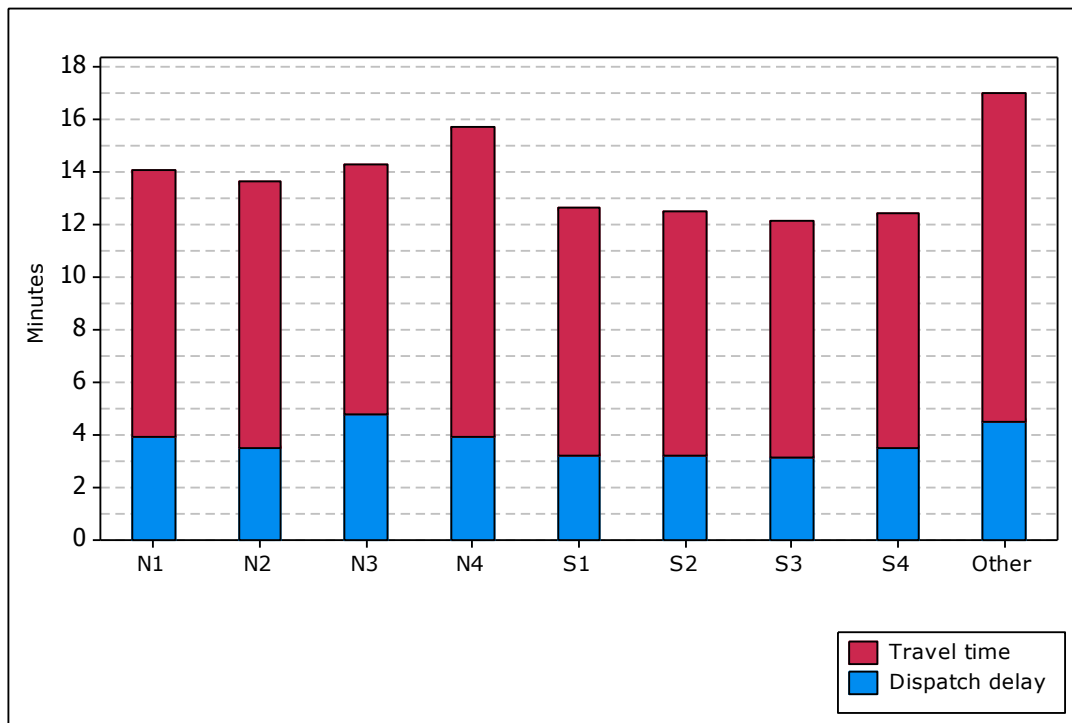
Note: These averages reflect all calls with valid response times for the study period—a total of 36,330 calls.

TABLE 8-18: Average Response Time Components, by Beat

Beat	Dispatch	Travel	Response	Calls	Area (Sq. Miles)	Population
N1	3.9	10.2	14.0	4,575	2.26	4,617
N2	3.5	10.1	13.7	4,111	4.87	16,594
N3	4.8	9.5	14.2	7,446	5.87	19,156
N4	3.9	11.8	15.7	3,982	7.84	15,374
North	**4.2**	**10.2**	**14.4**	**20,114**	**20.84**	**55,741**
S1	3.2	9.4	12.6	3,668	4.46	14,450
S2	3.2	9.3	12.5	4,230	7.01	8,918
S3	3.1	9.0	12.1	3,017	5.08	6,629
S4	3.5	8.9	12.4	5,020	1.67	6,984
South	**3.3**	**9.1**	**12.4**	**15,935**	**18.22**	**36,981**
Other	4.5	12.5	17.0	281	NA	NA
Weighted Average/ Total	**3.8**	**9.8**	**13.5**	**36,330**	**39.06**	**92,722**

Observations:

- The average response time varied between 12.1 and 15.7 minutes for all patrol areas within the city.

- The North district average response time was two minutes longer than the South district.

High-Priority Calls

A priority code is assigned to calls by the department, with "P" as the highest priority. In the data, there were very few calls with priorities 4 and 5 with a valid arrival time. For this reason, we grouped these priorities together. Table 8-19 shows average response times, by priority, with an additional line for injury accidents. Figure 8-35 focuses on calls whose police response was labeled as "high" (priority P).

TABLE 8-19: Average Dispatch, Travel, and Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
P	1.8	6.0	7.9	497
1	3.1	9.2	12.2	19,514
2	4.7	10.6	15.3	16,117
3	3.0	8.0	11.0	168
4 & 5	2.9	8.5	11.4	28
Weighted Average/ Total	**3.8**	**9.8**	**13.5**	**36,330**
Injury accidents	2.1	7.5	9.5	388

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 8-35: Average Response Times and Dispatch Delays for High-Priority Calls, by Hour
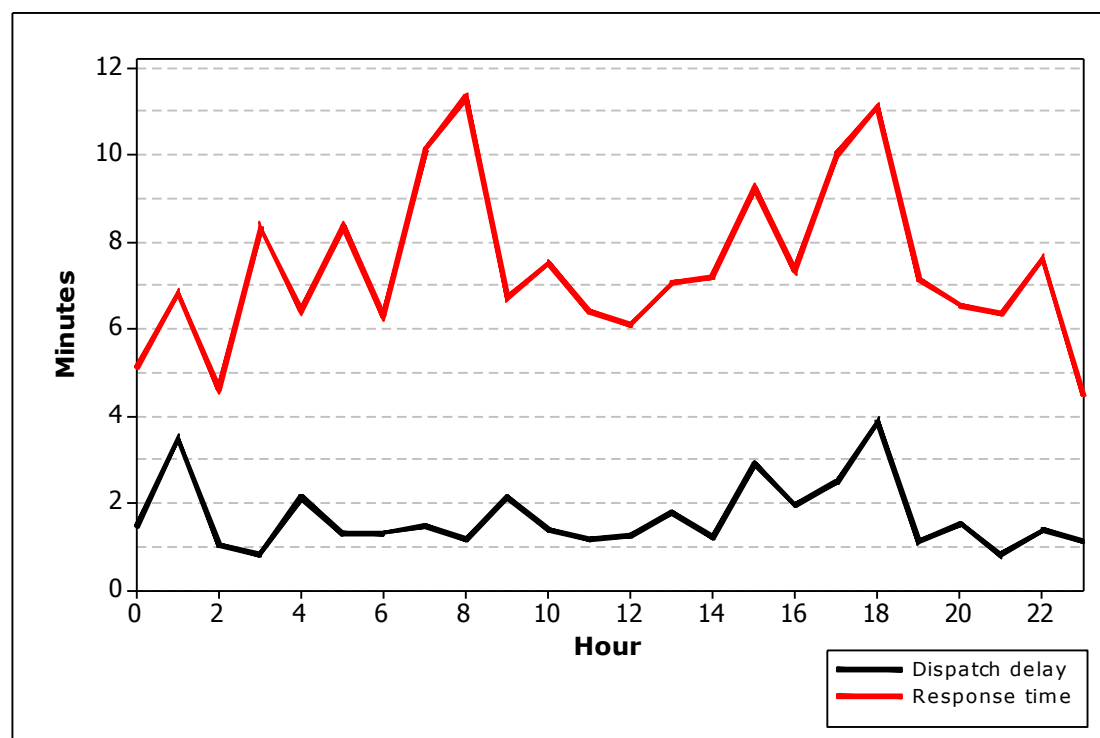
Note: High-priority calls include all calls that were assigned priority "P," for a total of 497 calls.

Observations:

- High-priority calls had an average response time of 7.9 minutes, lower than the overall average of 13.5 minutes for all calls.

- Average dispatch delay was 1.8 minutes for high-priority calls, compared to 3.8 minutes overall.

- Average response time for injury accidents was 9.5 minutes, with a dispatch delay of 2.1 minutes.

- For high-priority calls, the longest response times were between 8:00 a.m. and 9:00 a.m., with an average of 11.3 minutes.

- For high-priority calls, the shortest response times were between 11:00 p.m. and midnight, with an average of 4.5 minutes.

- Average dispatch delay for high-priority calls was consistently 3.5 minutes or less, except between 6:00 p.m. and 7:00 p.m.

Call Description Classification

Call descriptions and out-of-service activities for the department's calls for service from July 1, 2014, to June 30, 2015, were classified within the following categories.

TABLE 8-20: Call Descriptions, by Category

Table Category	Figure Category	Table Category
WANTED PERSON	Prisoner–arrest	Arrest
PRISONER TRANSPORT	Prisoner–transport	
ALARM CARBON MONOXID SYMPTOMAT	Assist other agency	Assist
ALARM FIRE COMMERCIAL BUILDING		
ASSIST OTHER AGENCY		
EXPLOSION		
FIRE OUTSIDE HAZMAT		
FIRE OUTSIDE LARGE		
FIRE OUTSIDE SMALL		
FIRE REPORTED OUT		
FIRE SHED TRAILER OUTBUILDING		
FIRE STRUCTURAL		
FIRE TRAIN AND RAIL		
FUEL SPILL		
GAS LEAK INSIDE STRUCTURE		
GAS LEAK OUTSIDE STRUCTURE		
LIGHTNING STRIKE WO FIRE		
PERSON ON FIRE OUTSIDE		
PRE ALERT		
STRUCTURAL COLLAPSE		
TRANSFORMER PROBLEM		
VEHICLE FIRE		
VEHICLE FIRE COMMERCIAL		
WATER MAIN BREAK		
WATER RESCUE		
WIRES DOWN OR ARCING		
ARMED PERSON	Crime–persons	Crime
ASSAULT IN PROGRESS		
ASSAULT OR BATTERY		
CHILD ABUSE OR NEGLECT		
HARASSMENT		
ILLEGAL DRUGS		
KIDNAPPING		

Table Category	Figure Category	Table Category
KIDNAPPING IN PROGRESS		
MOLESTATION	Crime–persons	Crime
PEEPING TOM		
PERSON SHOT		
PERSON STABBED		
PUBLIC INDECENCY		
PURSUIT FOOT OR VEHICLE		
ROBBERY		
ROBBERY IN PROGRESS		
ROBBERY JUST OCCURRED		
SEXUAL ASSAULT		
STALKING		
THREATS		
BURGLARY	Crime–property	
BURGLARY IN PROGRESS		
BURGLARY JUST OCCURRED		
DAMAGE TO PROPERTY		
ENTERING AUTO		
ENTERING AUTO IN PROGRESS		
ENTERING AUTO JUST OCCURRED		
FRAUD		
FRAUD IN PROGRESS		
LARCENY		
LARCENY IN PROGRESS		
LARCENY JUST OCCURRED		
LITTERING ILLEGAL DUMPING		
ORDINANCE VIOLATION		
PANHANDLING		
SHOPLIFTING ALREADY OCCURRED		
SHOPLIFTING IN PROGRESS		
VANDALISM		
VEHICLE STOLEN		
VEHICLE THEFT IN PROGRESS		
BUSINESS CHECK	Directed patrol	Directed patrol
RESIDENTIAL CHECK		
ANIMAL ATTACK	Animal	General noncriminal
ANIMAL CALL		
DISORDERLY JUVENILE	Juvenile	
MISSING OR RUNAWAY LOCATED		

Table Category	Figure Category	Table Category
RUNAWAY JUVENILE		
AIRCRAFT INCIDENT	Miscellaneous	
ASSIST CITIZEN FLAGDOWN	Miscellaneous	General noncriminal
DELIVER EMERGENCY MESSAGE		
LOCKOUT W CHILD OR PET		
OFFICER NEEDS EMERGENCY HELP		
REPO ENTRY ONLY		
SERVICE CALL		
ALARM DURESS OR PANIC	Alarm	
ALARM HOLDUP		
ALARM SILENT OR AUDIBLE		
ALARM VEHICLE AUDIBLE		
911 HANG UP	Check/investigation	Investigations
BE ON THE LOOKOUT		
BOMB THREAT		
DEATH INVESTIGATION		
FOUND PROPERTY		
INFORMATION FOR OFFICER		
LOST CHILD		
LOST PROPERTY		
MISSING ADULT OR CHILD		
ODOR INVESTIGATION		
SOLICITATIONS		
STOLEN VEHICLE LOCATED		
SUICIDE ATTEMPT		
SUSPICIOUS PACKAGE NO SYMPTOMS		
TROUBLE UNKOWN		
WELFARE CHECK		
MASS CASUALTY INCIDENT	Medical	Medical
MEDICAL RESPONSE 1 FD EMS		
MEDICAL RESPONSE 1 FD EMS PD		
MEDICAL RESPONSE 1 FD PD EMS		
MEDICAL RESPONSE 2 FD EMS		
MEDICAL RESPONSE 3 FD EMS PD		
MEDICAL RESPONSE 4 FD EMS		
MEDICAL RESPONSE 4 FD EMS PD		
MEDICAL RESPONSE 5 FD EMS		
MEDICAL RESPONSE 5 FD EMS PD		
MEDICAL RESPONSE 6 EMS FD PD		

Table Category	Figure Category	Table Category
MEDICAL RESPONSE 6 FD EMS		
MEDICAL RESPONSE DEKALB		
MEDICAL RESPONSE EMS ONLY		
CIVIL DISPUTE 1 PARTY	Disturbance	Suspicious incident
CIVIL DISPUTE 2 OR MORE PARTIE		
DEMENTED PERSON		
DISCHARGING FIREARMS		
DISCHARGING FIREWORKS		
DISORDERLY PERSON		
DOMESTIC DISPUTE		
FIGHT		
LOITERING		
NOISE COMPLAINT		
PERSON DRUNK		
PERSON SCREAMING		
SUICIDE THREAT		
PROWLER	Suspicious person/vehicle	
SUSPICIOUS ACTIVITY		
SUSPICIOUS PERSON		
SUSPICIOUS VEHICLE		
ACCIDENT NEGATIVE INJURIES	Accident	Traffic
ACCIDENT PRIVATE PROP NEG INJ		
ACCIDENT UNKNOWN INJURIES		
ACCIDENT W ENTRAPMENT		
ACCIDENT W INJURIES		
HIT AND RUN ACCIDENT		
HIT AND RUN ACCIDENT W INJURY		
PERSON HIT BY AUTO W INJURY		
ABANDONED VEHICLE	Traffic enforcement	
ILLEGAL PARKING		
IMPAIRED DRIVER		
RECKLESS DRIVING TRAFFIC VIOLA		
STRANDED MOTORIST		
TRAFFIC HAZARD		
TRAFFIC STOP		
TRAFFIC STOP W SUSP ACTIVITY		
TREE DOWN OBSTRUCTING ROADWAY		
WORK TRAFFIC		

TABLE 8-21: Out-of-service Descriptions, by Category

Status	Description
ADM	Administrative
AIR	On the Air
BC	Building Check
CORT	Court
DEC	Decontamination
DETL	Special Detail
EQP	Equipment changeover
ESCO	Courtesy escort
FOLL	Follow up
HQS	At Headquarters
MEAL	Meal break
MECH	Mechanical
OOC	Out of city on assignment
PB	Personal break
PRES	Public service presentation
PW	Paperwork
STAF	Staffing
TRAF	Traffic detail
TRN	Training

Uniform Crime Report Information

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and stored in the National Archive of Criminal Justice Data (NACJD). The table and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2004 through 2013, along with clearance rates for 2013. It is likely the department has more recent information and which will be included in a separate portion of this study.

TABLE 8-22: Reported Crime Rates in 2013, by Jurisdiction

Agency	State	Population	Crime rates (per 100,000)		
			Violent	Property	Total
Albany	GA	77,365	968.1	6,024.7	6,992.8
Athens-Clarke County	GA	120,122	336.3	3,391.6	3,727.9
Atlanta	GA	451,020	1,223.2	6,103.5	7,326.7
Columbus	GA	201,165	508.0	6,201.4	6,709.4
Johns Creek	GA	84,093	44.0	736.1	780.1
Macon	GA	91,177	639.4	7,458.0	8,097.4
Roswell	GA	95,373	151.0	2,209.2	2,360.2
Sandy Springs	**GA**	**101,180**	**183.8**	**2,707.1**	**2,890.9**
Savannah-Chatham Metropolitan	GA	235,200	361.8	3,596.1	3,957.9
Warner Robins	GA	71,614	508.3	5,882.9	6,391.2
Georgia		**9,992,167**	**365.7**	**3,346.6**	**3,712.3**
National		**316,128,839**	**367.9**	**2,730.7**	**3,098.6**

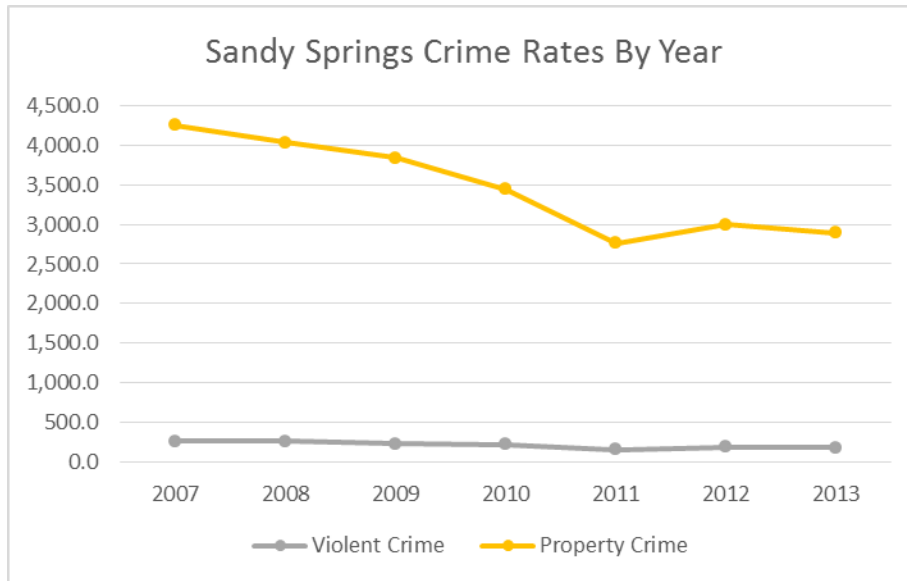**FIGURE 8-36: Reported Violent and Property Crime Rates, per 100,000, by Year**

FIGURE 8-37: Reported Municipal and State Crime Rates, per 100,000, by Year
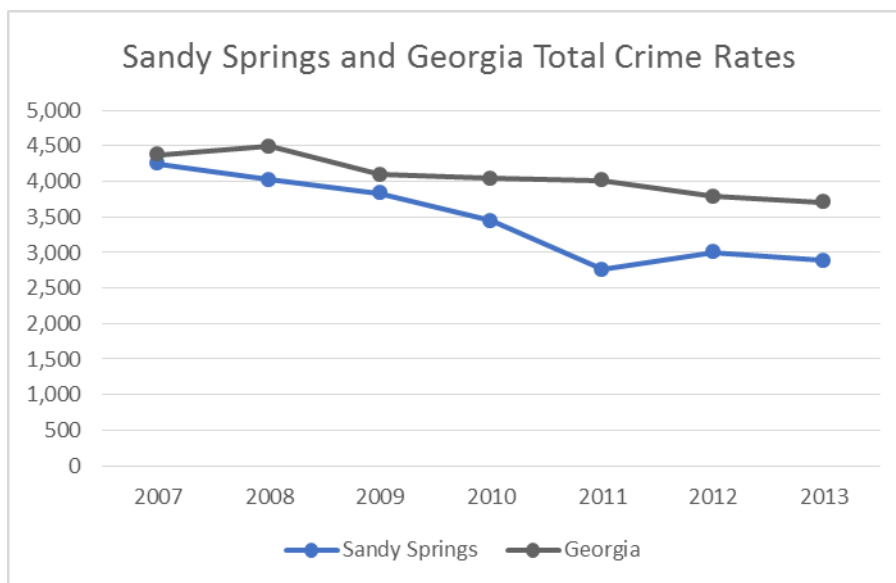
TABLE 8-23: Reported Municipal, State, and National Crime Rates, per 100,000, by Year

Year	Sandy Springs PD				Georgia				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2007	85,830	266.8	3,980.0	4,246.8	9,544,750	491.5	3,889.6	4,381.1	301,621,157	471.8	3,276.4	3,748.2
2008	82,953	268.8	3,758.8	4,027.6	9,685,744	488.9	4,005.0	4,493.9	304,059,724	458.6	3,214.6	3,673.2
2009	82,435	229.3	3,608.9	3,838.2	9,829,211	428.0	3,672.6	4,100.6	307,006,550	431.9	3,041.3	3,473.2
2010	82,898	228.0	3,216.0	3,444.0	9,712,157	402.3	3,639.2	4,041.5	309,330,219	404.5	2,945.9	3,350.4
2011	95,089	160.9	2,602.8	2,763.7	9,812,460	374.6	3,640.6	4,015.2	311,587,816	387.1	2,905.4	3,292.5
2012	97,890	191.0	2,809.3	3,000.3	9,919,945	378.9	3,410.6	3,789.5	313,914,040	386.9	2,859.2	3,246.1
2013	101,180	183.8	2,707.1	2,890.9	9,992,167	365.7	3,346.6	3,712.3	316,128,839	367.9	2,730.7	3,098.6

TABLE 8-24: Reported Sandy Springs PD Clearance Rates in 2013

Crime	Sandy Springs PD			Georgia			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder & manslaughter	6	1	16.7%	580	365	62.9%	14,749	9,106	61.7%
Rape	14	14	100.0%	1,974	693	35.1%	96,316	36,794	38.2%
Robbery	105	18	17.1%	12,466	2,522	20.2%	341,538	95,591	28.0%
Aggravated assault	61	47	77.0%	20,842	10,894	52.3%	713,479	395,145	55.4%
Burglary	526	43	8.2%	81,255	9,976	12.3%	1,884,360	240,004	12.7%
Larceny	2,063	267	12.9%	222,778	56,390	25.3%	5,882,210	1,272,290	21.6%
Vehicle Theft	150	21	14.0%	26,701	15,796	59.2%	690,038	95,111	13.8%

Contributing Data Analysts

CPSM data analysts who contributed to this report are:

- Priscila Monachesi, Senior Data Analyst
- Zachary Weixelbaum, Data Analysis Intern