POLICE OPERATIONS AND DATA ANALYSIS REPORT

BROOKHAVEN, GEORGIA, POLICE DEPARTMENT

CPSM®

ICMA

THE ASSOCIATION & THE COMPANY

The International City/County Management Association is a 103-year old, nonprofit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to its citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website (www.icma.org), publications, research, professional development, and membership. The ICMA Center for Public Safety Management (ICMA/CPSM) was launched by ICMA to provide support to local governments in the areas of police, fire, and emergency medical services.

ICMA also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security.

In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) was spun out as a separate company. It is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, and others.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service as when it was a component of ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and align department operations with industry best practices. We have conducted over 341 such studies in 42 states and provinces and 246 communities ranging in population from 8,000 (Boone, Iowa) to 800,000 (Indianapolis, Ind.).

Thomas Wieczorek is the Director of the Center for Public Safety Management and Leonard Matarese serves as the Managing Partner for Research and Project Development. Dr. Dov Chelst is the Director of Quantitative Analysis.

CENTER FOR PUBLIC SAFETY MANAGEMENT PROJECT CONTRIBUTORS

Thomas J. Wieczorek, Director
Leonard A. Matarese, Managing Partner, Research & Project Development
Dov Chelst, Ph.D., Director of Quantitative Analysis
Shan Zhou, Data Analyst
Carol Rasor-Cordero, Ph.D., Senior Public Safety Consultant, Team Leader
Demosthenes Long, Ed.D., J.D., Senior Public Safety Consultant
Paul O'Connell, Ph.D., J.D., Senior Public Safety Consultant
Dennis Kouba, Senior Editor

CONTENTS

TABLES

FIGURES

SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Brookhaven Police Department. 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 and effectiveness of section/unit processes.

CPSM 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 operational and administrative personnel, on-site observations of the job environment, data analysis, comparative analysis, and the development of alternatives and recommendations.

Based upon CPSM's detailed assessment of the Brookhaven Police Department, it is our conclusion that the department, overall, provides quality law enforcement services. The staff is professional and dedicated to the mission of the department. Through this report, we will strive to allow the reader to look inside the department to understand its strengths and its challenges. We sincerely hope that all parties utilize the information and recommendations contained herein in a constructive manner to make a fine law enforcement agency even better.

In this summary we include a master list of recommendations for consideration. We believe these recommendations will enhance the organization's effectiveness. Some of these recommendations may involve the creation of new job classifications. Others involve the reassignment/repurposing of job duties to other sections and units. Additional software/automation is also recommended to enhance operational efficiency. It is important to note that in this report we will examine specific sections and units of the department. As we do so, and as appropriate, we will offer a detailed discussion of our general observations and recommendations for each.

Should the City of Brookhaven and the Brookhaven Police Department choose to implement any or all recommendations, it must be recognized that the overall implementation process will be a long-term endeavor. The recommendations are intended to form the basis of lasting improvement for the city and the department.

We would like to emphasize that the length of this list of recommendations is common in our operational assessments of agencies around the country and should in no way be interpreted as an indictment of what we consider to be a fine department. Our work, by design, focusses on potential areas for improvement. Had we listed areas in which the department excels, that list would dwarf the number of recommendations.

CPSM staff would like to thank City Manager Christian Sigman, former Chief Gary Yandura, Deputy Chief (now Chief) Brandon Gurley, Sgt. Matthew Murray, and the entire staff of the Brookhaven Police Department for their gracious cooperation and assistance during this project.

RECOMMENDATIONS

Recruitment and Retention
(See pp. 19-22.)

1. Identify a professional in the city's human resources department and embed that person either full- or part-time within the BPD. CPSM believes that ongoing recruitment, hiring, and retention issues, as well as routine HR activities, such as administering leaves of absence, resignations, etc., would justify such an assignment.

2. One uniformed member of the department should be permanently assigned as the BPD's recruitment officer. This individual should be properly trained and supported and charged with developing, implementing, and evaluating the BPD's recruitment strategy and efforts.

3. Revise the exit interview process. A more detailed and lengthier exit interview should be conducted with all uniformed and non-sworn members of the department who voluntarily separate from service (i.e., resign, rather than vested retirement). Perfunctory, pro forma meetings are an insufficient means of gaining a full understanding of the reasons why personnel leave the department. The BPD should work with the city's HR department to design a methodology for conducting more detailed discussions with departing employees. It is recommended that exit interviews be conducted by a BPD supervisor and a member of the city's Human Resources Department (i.e., the embedded HR professional assigned to the BPD).

4. Data obtained from these enhanced discussions/interviews must be analyzed, shared and used to develop effective strategies to retain qualified employees. The use of 'stay' bonuses and 'stay' interviews (for example, asking high-performing employees what reasons or factors make them stay at their current employment) are effective means of gaining a thorough understanding of both internal (within the BPD) and external (the outside job market) dynamics.

5. The department should actively track its recruitment "yield rate" as part of the overall evaluation of its recruitment efforts. A great deal of useful hiring data can be collected, from the number of 'clicks' on the various social media platforms advertising positions, to the number of applications received, the number of persons actually taking and passing the written exam, and the number of persons qualifying for each successive step in the hiring process. Much of this data is available and is now being reviewed by the HR department. The key point here is that the police department *and* the city's HR department should carefully analyze this data and attempt to calculate the current 'yield rate'; that is, the percentage of applicants who actually enter recruit training and are ultimately hired by the department. This will be a very useful metric to monitor going forward and will provide an accurate assessment of the relative effectiveness of the department's various recruitment efforts, particularly among target demographics.

6. Schedule and administer police officer entrance examinations during evening hours and on Saturdays.

7. The department must design and implement a specific strategy to attract and retain "lateral transfers" (individuals with prior law enforcement experience).

8. The salary range and benefits package for each rank and position must be assessed and adjusted as necessary in order to compete with other agencies.

9. The International Association of Law Enforcement Standards and Training (IADLEST) should be used as a resource for recruitment and retention strategies.

10. Provide sufficient resources to support the full breadth of police recruitment and retention initiatives.

Managing Calls for Service
(See pp. 37-41.)

11. Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload.

12. Explore broadening web-based reporting and deferred service responses.

Patrol Deployment and Staffing
(See pp. 42-54.)

13. Increase current patrol staffing to meet the workload demands.

14. The department's goal is for each patrol platoon to deploy 9 units inclusive of the early cars (power shifts), with a minimum staffing level of 7 units for staffing eight zones. CPSM recommends increasing the zone cars to nine patrol officers per platoon *not including the early cars* (power shifts) and adding two power shift officers to each platoon. These power shifts should continue to provide coverage during shift changes. However, patrol lieutenants can also use the power shift officers for strategic enforcement and to assist the Crime Suppression Team when necessary. Adding additional officers to patrol will reduce the high workload saturation index, reduce officers' stress, and prepare the department for future population growth and growth through annexation.

15. Provide each shift with a K-9 unit and reallocate the K-9 sergeant to oversee the administrative aspects of all K-9 units and assist the patrol shifts with all administrative needs.

16. The department is encouraged to meet with dispatch supervisors in an effort to determine how to reduce dispatch times.

17. The department may want to explore changing the geographical areas of the beats in an effort to reduce response times.

Hot Spots
(See pp. 55-66.)

18. CPSM recommends utilizing crime analysis to determine the hot spots in which a concentration of crime and calls for service are occurring. Using this information, the department can then model the directed patrols and area checks to address these hot spots.

19. CPSM recommends conducting on-going analysis of hot spots for traffic accidents to ensure traffic stops continue to address areas with a high frequency of traffic accidents.

20. CPSM recommends that traffic safety become an integral part of the strategic plan for all patrol officers. The patrol squads, under the leadership of the sergeants, could coordinate the efforts in this area and leverage the efforts of the entire patrol function. Using personal injury accidents as the outcome measure, the department should embrace a comprehensive approach focusing on the "Three E's": Enforcement, Education, and Engineering.

K-9
(See p. 67.)

21. CPSM recommends having one K-9 per shift. The fourth K-9 now in training should be assigned to the vacant K-9 shift. The sergeant who oversees the unit should be placed in an administrative position to oversee the administrative and training aspects for the K-9 unit and also provide support to the patrol lieutenants for administrative and operational needs.

22. CPSM recommends providing bulletproof vests for all K-9s to protect the K-9 and to also protect the investment of the department in the K-9 unit.

SWAT
(See pp. 68-69.)
23. Institute psychological testing for all new members as part of the selection process for the North Metro S.W.A.T.

Crime Suppression Team
(See p. 70.)
24. The department leadership needs to analyze the merits of having a Crime Suppression team, determine how much time each month should be allocated to its operations, and consider the feasibility of occasionally utilizing on the team the eight officers assigned to the patrol power shifts. Enhanced tactical training would need to be provided to the eight officers.

Professional Standards / Internal Affairs
(See pp. 71-74.)
25. The BPD should consider a requirement that division-level investigations be reviewed and approved by the division commander and/or the OPS before the investigation can be closed and the complainant is notified of the disposition of the investigation.

26. The BPD should consider providing formal internal/administrative investigations training for division-level sergeants and lieutenants who are assigned to investigate citizen complaints.

27. A more granular analysis is needed to identify the "drivers" of citizen complaints. For example, the BPD should consider including the following variables in its analysis: race (BPD member and citizen), gender (BPD member and citizen), age (BPD member and citizen), prior citizen complaints (BPD member and citizen), BPD member's assignment and years of service/tenure with department, educational level, location of incident, time of day and day of week of incident, etc. Using additional variables and subjecting them to higher order statistical testing will help identify causal and/or correlate factors, if any, from the data set. In addition to citizen complaints, traffic/vehicle stops and pedestrian/Terry stops are rich sources of data sources to analyze and assess compliance with standards of constitutional policing (Fourth and Fourteenth Amendments to the U.S. Constitution and applicable provisions of the Constitution of the State of Georgia).

28. Lastly, the modern nomenclature for these complaints is public complaints. The BPD should consider renaming citizen complaints to public complaints.

Criminal Investigations
(See pp. 75-79.)
29. The BPD should use industry benchmarks to determine whether it has enough criminal investigators to handle its caseload.

30. It is recommended that the CID revise the process used to identify cases for follow-up investigation to better screen out those cases unlikely to be solved.

31. Regardless of the approach the BPD elects to take, the CID needs an administrative assistant (the CID does not have unsworn support staff to assist its investigators) to better manage the division's investigative caseload.

32. Once the CID is appropriately staffed, the BPD should consider designating one investigator as the department's crime intelligence officer (CIO) or create this new sworn position in CID.

33. The BPD should consider leveraging warrant enforcement, strategically, when a person with an outstanding warrant was at or near the crime scene and thus may have information concerning an incident under investigation by the BPD.

Crime Scene
(See pp. 80-81.)
34. On occasion, the CST has been used to backfill patrol where there is a staffing shortage. This practice, however, should be avoided.

Multi-Agency Task Forces
(See p. 82.)
35. BPD should consider a rotation policy in which task force assignments are made for a fixed period with the option of the Chief to extend the time in that assignment, for good cause, for another fixed period or portion thereof.

Crime Analyst
(See pp. 83-84.)
36. At the time of the CPSM site visit, the position of crime analyst was vacant. This presents an opportunity for the BPD to hire a crime analyst with advanced analytical skills and abilities or roll the funding for this position into a new sworn CIO position. The crime analyst position is much more than a clearinghouse for the dissemination of information and intelligence. The crime analyst must play an integral role in supporting the Uniform Patrol and Criminal Investigations Divisions.

Grants
(See p. 85-86.)
37. It is recommended that the BPD grant manager receive recurring formal training in grant writing and management.

Training
(See pp. 87-93.)
38. We recommend that the BPD: 1) assign the sergeant currently serving as community engagement sergeant to the Training Unit; 2) backfill his position with another sergeant; and 3) reassign that position's fleet management duties to a non-sworn member of the department. This would require adding a new non-sworn position to the organizational chart. The newly assigned training sergeant should be charged with developing, scheduling, coordinating, and delivering training within the department. In addition to coordinating ongoing in-service and field training, the newly-designated Training sergeant would be primarily responsible for developing and coordinating the delivery of in-service lessons.

39. The department should develop a multiyear training plan (not simply a training calendar, or schedule). This training plan should identify specific training goals and objectives for all units, and all sworn and nonsworn members of the department, and should be incorporated into the department's newly created overall multiyear strategic plan. The department's newly-appointed Training sergeant would be chiefly responsible for developing, reviewing, and revising the training plan as necessary.

40. The department's current training committee should meet regularly to consider the training needs of the department and set the agenda and specific training goals for the entire department. The training committee should also solicit ideas, identify operational problems and training opportunities, formulate specific training plans, and evaluate and periodically report on the success of training received by members of the department. The newly-designated Training sergeant should serve as chair of the BPD training committee.

41. The training committee and the BPD Training Unit should utilize the resources promulgated by the International Association of Directors of Law Enforcement Standards and Training (IADLEST). IADLEST membership includes access to an information portal that provides lesson plans, webinars, innovative learning strategies and activities, assessment tools and rubrics, etc.

42. In light of recent national events, de-escalation and judgmental use of force training for police officers has become critically important for all communities. The technology regarding immersive firearms simulator training is rapidly evolving. The current firearms simulation equipment utilized by the department is adequate, but the department should be continually open to utilizing new and emerging technologies. We believe that all police departments must avail themselves of the most current firearms training technologies and methods available. During our site visit we discussed such state-of-the-art systems that are now utilized by other departments in the state. We therefore recommend that the department seek opportunities to provide fully immersive judgmental firearms simulator training to its officers by: 1) obtaining and utilizing a state-of-the-art simulated firearms training system of its own (and perhaps sharing the costs with one or more law enforcement agencies in the region); or 2) seeking opportunities to utilize such equipment owned and operated by other law enforcement agencies in the region.

43. The department should enhance its sergeants' field training program to include specific learning objectives and methods of assessment (such as daily observation reports [DORs] during the ride-along phase).

44. The department should enhance its initial/field training of non-sworn personnel. A well-structured curriculum with specific protocols, lessons, and learning goals are required.

45. The department should enhance the quantity and quality of continuing or "in-service" training offered to non-sworn personnel.

46. The department should schedule and carry out joint 'active shooter' training exercises at an appropriate location (e.g., a local school or workplace) on an annual basis.

47. The department should continue to encourage and actively support members of the department to apply to the FBI National Academy.

Records
(See pp. 94-97.)

48. CPSM recommends that the individual assigned to the TAC position, in addition to her other duties, should be responsible for the supervision of all personnel assigned to the Records Unit. This would continue to be a non-sworn position (perhaps titled Civilian Operations Manager). This would provide for greater coordination and operational efficiency of PSRs and Records Unit personnel.

49. The department should add one additional full- or part-time PSR and one additional full- or part-time records clerk. In the alternative, the department should hire one additional full-time, non-sworn individual to support the work of both the Records Unit and the PSRs. We recommend that this individual be cross-trained to perform both the PSR and the records clerk functions. As mentioned elsewhere in this report, the City of Brookhaven will be absorbing additional unincorporated areas of DeKalb County. As such, it can be anticipated that the additional population will generate additional clerical and administrative work for the BPD. The department should build operational capacity now before its internal systems and processes become overwhelmed. Should a records clerk or PSR terminate their employment, the department would be hard pressed to compensate for

their loss. In light of the competitive market for non-sworn police personnel, many municipalities are now planning to 'over-hire' in order to build capacity.

50. As the department finalizes its plans for moving into the new headquarters building, every effort should be made to ensure privacy/confidentiality with regard to the operations of the front service window (PSRs) and the members of the Records Unit. A separate secure area must be provided for the redaction of files and data in connection with FOI requests.

51. Police officers, sergeants, and detectives should undergo additional in-service training (over and above what is already scheduled) on the full and proper use of the department's RMS and CAD systems. Every effort should be made to make officers in the field more familiar with querying these systems. The BPD's TAC/PSR and Records Manager should develop and deliver this training.

52. The department should develop formal training curricula for both records clerks and PSRs, and which should include distinct learning objectives and means of assessment. FT Online should continue to be utilized for this purpose.

53. The department should develop a detailed policy and protocol for responding to open records requests. This should include specific reference to the duties and responsibilities of all personnel charged with receiving, reviewing, approving, and complying with such requests. The department should compile, retain, and actively monitor data concerning these requests, specifically, monthly totals and year-to-date totals concerning such requests. These metrics should be considered important performance measures for the department going forward.

54. The department should designate and support one non-sworn member of the department to deliver initial and in-service training to records clerks and PSRs.

55. Since retention continues to be a challenge for most American police departments, the BPD should consider developing and implementing various pay grades or steps within the PSR and record specialist positions. This would provide somewhat of a career path and encourage promotion within these positions. HR should perform a detailed compensation study to determine how a new pay scale might improve retention.

56. The department should create and implement a citizen volunteer program. A well-structured and well-administered program of this type could significantly relieve the PSRs of some of their clerical, administrative, and customer service responsibilities.

Data Systems
(See pp. 97-98.)

57. The department should review and revise its website to include such functions as online crime reporting and links to social media platforms. Recruitment information (e.g., videos) should be prominently displayed.

58. The BPD should have a dedicated city information technology (IT) technician permanently assigned to the department.

59. The department should create a technology task force. This would be a group of sworn and non-sworn employees of various ranks who would be charged with meeting regularly to determine the department's current and future technology needs (hardware and software, training, etc.) as well as any steps needed to ensure that the department remains current with regard to technological advancements. The panel should meet on a regular schedule, and should: 1) identify the department's current technology needs; 2) identify any deficiencies of the department's current communications (i.e., radios, telephones, and CAD)

and records management system (RMS); 3) revise and update the department's website, as necessary; and 4) make specific recommendations for improvements, where necessary.

60. The technology task force should be charged with developing a detailed, multiyear technology plan for the department. This plan would include a statement of current needs, as well as a detailed strategy and system for replacing old systems and equipment and acquiring and purchasing new technology and equipment (software, hardware, etc.), adequately training personnel, and implementing a variety of advanced technologies to enhance organizational performance. The technology task force should be charged with field/beta testing, evaluating, and reporting on any new technologies adopted or tested.

61. The Assistant Chief should chair this task force.

62. The task force should work to ensure that the department's various data management systems are fully utilized by the department. Additional employee training should be suggested, as necessary.

Traffic Safety
(See pp. 100-101.)

63. Conduct a survey of patrol officers to determine why there are no applicants for the vacant Traffic Safety position.

64. Create a strategic plan for the Traffic Safety Unit and patrol officers to reduce traffic accidents at intersections identified in the top ten traffic accident locations.

65. Continue promoting traffic safety education, enforcement, and engineering.

Community Engagement
(See pp. 102-103.)

66. The Brookhaven Police Department should remove the responsibility of court security from the Community Engagement Unit.

67. One additional position, either sworn or civilian, should be added to the Community Engagement Unit for a total of three staff.

68. Performance measurement should be implemented to determine the success of the unit and programs.

Community Outreach / Public Information
(See p. 104.)

69. Work with the City of Brookhaven to develop and implement a comprehensive community outreach and communications strategy that has a goal of reducing the total number of annual calls for service that the BPD's patrol resources now respond to.

Property and Evidence
(See pp. 105-107.)

70. The Property and Evidence Unit will require additional storage space once the department moves into its new headquarters building.

71. The BPD should install and utilize an electronic moving/collapsible shelving system (such as Spacesaver Shelving, or a similar product) in the property room of its new headquarters facility. These type of storage systems are efficient and maximize space utilization.

72. In order to maximize security, members of the state police or another local law enforcement agency should be utilized to provide additional oversight during the transport and relocation of the contents of the BPD's property room. Every effort should be made to purge as many items as possible prior to relocation.

Court Security

(See pp. 107-108.)

73. A decision needs to be made as to what the roles of the sergeant should be as he appears to be overcommitted with duties from other areas of the department.

74. CPSM recommends that court security be staffed by four part-time court security officers and that the Community Engagement officer or a patrol officer not be pulled to serve in the courtroom. Four part-time officers are need so as to always have one and sometimes two depending on the number of prisoners to be transported. Adding officers This may require increasing the pay for these positions.

75. The court security officer stationed at the magnetometer should not leave that post. An enhancement for security would be to purchase an X-ray machine. Court security should mirror the protocols of TSA at airports.

76. Food or liquids should never be allowed inside the courtroom. Liquid items may appear to be water, coffee, or soda but could also be hazardous liquids.

77. A sign should be placed on the outside lobby doors to informing individuals that food or liquids will not be allowed into the lobby. A trash can should be positioned outside of the lobby.

78. While there are two security cameras inside the courtroom, there should be a monitor at the magnetometer so the security officer can see what is occurring inside the courtroom. Likewise, within the courtroom a monitor should be placed at the back of the room so that the court security officers can see what is occurring in the lobby. The civilian personnel in the lobby window are trained to call 911 for an officer if the panic alarm is activated. However, there should be an internal system for a quicker emergency response.

79. There should be a secondary review of the Brookhaven Municipal Court Security Inspection Form to ensure these forms are being completed on the days court is in session.

Fleet

(See pp 108-110.)

80. The fleet management function can effectively be performed by a non-sworn member of the BPD. The department should identify and hire a qualified full- or part-time civilian to perform this function and relieve the Community Engagement sergeant of these duties. Responsibility for the purchase of new vehicles should be assigned to one of the lieutenants in the Support Services Division.

Strategic Planning/Management

(See pp. 111-112.)

81. The department should begin to work with internal and external stakeholders to develop and publish a multiyear strategic plan (as opposed to the cursory annual plans required by accreditation authorities). It is imperative that the department develop reasonable and attainable performance goals as well as mechanisms for tracking the relative degree of progress in achieving these goals from year to year. The development of a functional strategic plan should be a thoughtful and inclusive process.

82. It is essential that personnel of all ranks (both sworn and non-sworn) have input into the development of the department's strategic plan prior to finalization and implementation. A representative group of police officers, sergeants, PSRs, etc., should be consulted and invited to provide feedback on any draft prior to finalization and roll-out. Revisions should be made as necessary. Failure to actively engage all sworn and non-sworn levels of the department will restrict employee "buy-in" and likely undermine the effectiveness of the plan. CPSM has

observed several otherwise fine strategic plans fail in departments that neglected to engage the lower ranks during development.

83. All stated goals contained in the strategic plan must be specific and measurable. For example, the reduction of violent crime is obviously not a dichotomous or binary variable (i.e., a yes/no issue). Such a goal should therefore include a specific statement of "what success looks like," such as "a 10% reduction in the rate of reported violent crime." This goal should be stated at the outset, and careful measurement should be used to track the relative degree of progress towards this goal. Strategic plans should also focus upon performance outcomes, not simply outputs. A great deal of work is typically required to define and measure: a) how much work the department will do (i.e., a quantitative assessment); b) how well it will be done (a qualitative assessment); and c)whether or not anyone in the community is better off (assessment of long-term outcomes). CPSM is available to provide additional technical assistance in this regard should it be required.

84. It has been CPSM's experience that most American police departments of the BPD's size do not currently have multiyear strategic plans as described above. Nevertheless, American policing has changed dramatically in recent years. All departments are now held to a higher standard of transparency and accountability. As such, we believe that strategic plans are a necessity. (See, for example, *Final Report of the President's Task Force on 21st Century Policing*.) It is recommended that the department begin the process of formulating such a plan now.

85. The strategic planning document must include specific goals and objectives for the department, and these should be linked to the goals and objectives of all operational units. Once it is developed and properly vetted, this plan should be broadly communicated within the department and throughout the community.

86. Unit goals and individual performance targets and goals for members of the service should all be linked in some way to the goals and objectives that have been identified in the department's overarching strategic plan. Ideally, the department's strategic plan would be directly linked to the goals of each of its operating units and to the annual performance evaluations of personnel.

87. Police departments across the country are now contending with what has been termed "the police recruitment crisis." For a variety of reasons, young Americans have become far less interested in policing as a profession. Additionally, "yield rates" of applicants (i.e., the percentage of applicants who are actually hired) are rapidly dropping for many departments. We were advised that the BPD's average number of police applicants has dropped markedly in recent years. In light of these challenges, the department should identify Recruitment and Retention as a broad organizational goal for the entire department. The department and city officials should work to develop specific strategies, action plan(s) and performance measures for this critically important goal. This might include providing additional signing bonuses for new hires and direct outreach to community partners (such as faith communities) and military units. We believe that now is the time to take proactive and intelligent steps to recruit and retain officers more effectively. Development of these strategies and measures should be considered a priority and a major organizational objective for the upcoming multi-year strategic plan.

88. Senior staff should look to the accreditation guidelines of the Commission on Accreditation for Law Enforcement Agencies (CALEA) for guidance in incorporating the above recommendations and designing a performance measurement system.

Annual Reports
(See p. 113.)

89. The department should continue to prepare and publish comprehensive annual reports. Annual reports should not, however, simply contain aggregate data for work performed during the previous year. Annual reports must make explicit reference to the department's overall strategic plan. Specifically, annual reports should contain stated goals and objectives that have been identified for the period in question and should demonstrate the relative degree of progress/success the department has had in achieving each of these goals.

Meetings and Performance Measurement
(See pp.113-117.)

90. Schedule and conduct monthly Supervisors' Meetings, attended by all sworn and non-sworn personnel at and above the rank of sergeant, time and location to be determined by the Chief. These meetings should be understood as the department's primary internal communication, management, and evaluation vehicle. It is likely that matters now being addressed at other internal meetings can be more effectively addressed at these enhanced Supervisors' Meetings.

91. All the department's operational and support units should be represented at all Supervisors' Meetings. This would include patrol, detectives, K-9, training, etc. This will ensure coordination of effort, open channels of communication, personal accountability and will foster organizational learning.

92. The monthly Supervisors' Meetings should be structured and substantive. These meetings should frequently reference the multiyear department strategic plan (when finalized), as well as individual unit goals, as a means of checking overall progress toward these stated goals.

Promotional Process
(See pp. 118-120.)

93. The BPD should consider the use of electronic books, instead of paper copies. Paper copies are subject to wear and tear of the user and new copies must be ordered when the edition to the book is revised. Electronic copies are often cheaper, Can be updated easily, and can be made available to all candidates no matter how many there are.

94. To enhance the promotion process, the BPD should consider asking the city's Department of Human Resources to provide formal training (the duration and content to be determined by Human Resources) for the pool of perspective assessors and test their inter-rater reliability with mock candidate interviews.

95. With respect to assignments and training history, it is recommended that the BPD view this in the context of training opportunities and assignments that are afforded to the candidates.

§ § §

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Brookhaven Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of 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).

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Brookhaven 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.

Interviews

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

Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol; investigations; support services such as records, communications, property and evidence; and administrative functions. CPSM representatives engaged all facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. In this report we will present an extensive discussion on workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based upon our comprehensive evaluation of all relevant factors.

§ § §

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY DEMOGRAPHICS

The City of Brookhaven is located in western DeKalb County and is a northeastern suburb of the City of Atlanta. Brookhaven covers an area of 11.6 square miles and a has population of 55,366. The City of Brookhaven is governed by a council-manager form of government. The Chief of Police is a direct report to the City Manager. The following table shows the demographics for the City of Brookhaven and the State of Georgia.

TABLE 3-1: Demographics Comparison between Brookhaven and the State of Georgia

Demographics Category	Brookhaven	Georgia
Land area in square miles, 2020	11.69	57,716.96
Persons per square mile, 2020	4,719.9	185.6
2021 population	55,366	10,799,566
2020 population	55,143	10,771,908
Percent population change from 2020 to 2021	0.4%	0.8%
Persons under 5 years, percent	8.5%	5.9%
Persons under 18 years, percent	22.3%	23.4%
Persons 65 years and over, percent	10.1%	14.7%
Female persons, percent	51.0%	51.2%
White alone, not Hispanic or Latino, percent	60.0%	51.0%
Black or African American, percent	11.6%	33.0%
American Indian and Alaska Native, percent	3.6%	0.5%
Asian, percent	5.1%	4.6%
Native Hawaiian/Other Pacific Islander, percent	0.0%	0.1%
Hispanic/Latino, percent	20.9%	10.2%
Two or more races, percent	5.4%	2.4%
Foreign born persons, percent	19.9%	10.2%
Language other than English spoken at home, age 5+	27.9%	14.0%
High school graduate, age 25+	91.4%	87.9%
Bachelor's degree or higher, age 25+	69.6%	32.2%
Veterans	1,549	625,251
Mean travel time to work in minutes, workers age 16+	25.1	28.7
Households	23,203	3,830,264
Persons per household	2.32	2.68
Homeownership rate	51.6%	64.0%

Demographics Category	Brookhaven	Georgia
Median value of owner-occupied housing units	$524,800	$190,200
Median gross rent	$1,444	$1,042
Civilian labor force, percent of population age 16 years+	78.7%	62.7%
Median household income	$101,607	$61,224
Persons in poverty, percent	10.9%	14.0%

Note: Retrieved from https://www.census.gov/quickfacts/brookhavencitygeorgiaDepartment Overview

Mission of the Brookhaven Police Department

It is the mission of the Brookhaven Police Department to enhance the quality of life for those within our community by providing professional, high quality, and effective police services in partnership with the community.

Strategic Plan of the Brookhaven Police Department

The primary purpose of a law enforcement agency is to maintain social order within prescribed ethical and constitutional limits, while providing professional law enforcement services. To attain this, the Brookhaven Police Department enforces the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons. The Department recognizes that no law enforcement agency can operate at its maximum effectiveness without supportive input from the citizens it serves; therefore, the Department actively solicits and encourages the cooperation of all citizens to reduce and limit the opportunities for crime and to facilitate the maximum use of resources.

Department Goals of the Brookhaven Police Department

The Brookhaven Police Department exists to safeguard lives and property and to maintain social order in a professional manner for its citizenry. The department's role is to enforce the law in a fair and impartial manner, recognizing both the statutory and judicial limitations of police authority and the constitutional rights of all persons.

The employees of the Brookhaven Police Department are dedicated to achieving the following goals:

__Protection of Life and Property__ – The Department will provide services that contribute to the preservation of life, the protection of property and the safety of the community.

__Prevention, Detection, and Investigation of Criminal Activity__ – The Department will prevent crime through aggressive patrol designed to limit the opportunity for crime to occur and through education of citizens in order to reduce the likelihood of them becoming victims. The Department will provide a thorough, appropriate and efficient investigation of criminal activity and apply effective measures against organized crime and related activities.

__Apprehension of Offenders__ – The Department will provide for the expeditious and prudent apprehension of suspected violators of the law, regardless of their status in the community, by thorough, appropriate, and efficient investigations.

__Maintenance of Public Order__ – Maintain peace and public order and will during times of natural or technological occurrences or disasters.

Recovery of Property – *The Department will secure and maintain an inventory of all property, evidence, lost and recovered/stolen property being held by the Department, thereby ensuring that all property and evidence is available when needed.*

Training of Officers – *The Department will design and implement a training program to fill the training needs of officers, to promote a high rate of proficiency of the officers of the Department and to address career development goals of agency personnel.*

Compliance with Ethical Standards – *The Department will ensure the integrity and adherence to professional standards of the Department by processing and investigating all complaints against Department personnel.*

Traffic Control – *The Department will provide for the safe and effective flow of both vehicular and pedestrian traffic and the investigation of traffic-related accidents.*

Community Service – *The Department will provide the resources necessary for assisting citizens under special non-criminal circumstances. The Department's Administration will plan, staff, coordinate and control resources in support of community oriented-policing. Further, the Department's community relations/crime prevention objectives are shared by all personnel. Citizen input is encouraged in this area.*

Agency Administration – *The Department will provide for the management, administration, and support required for the operation of the Department. To develop an accounting system for the internal monitoring of all fiscal activities, including accounting and auditing procedures covering funds used in undercover operations and paying informants.*

Agency Evaluation – *The Department will develop a performance instrument to periodically evaluate the Department's overall performance in meeting its acknowledged goals and objectives. Deficiencies noted by the evaluation instrument will be identified and remedial plans developed and implemented to correct all deficiencies.*

Department's Financial Sustainability

Over the years the department has secured a robust budget to accomplish its mission. The following table shows the annual budget for the Brookhaven Police Department for fiscal years 2019 through 2022. The table shows personnel services, non-personnel services, and total budget. The table shows a 21.38 percent increase in funding from 2019 to 2022. The figure how that the City of Brookhaven has provided strong financial support to the police department during a period when many departments experienced decreases in funding.

TABLE 3-2: Brookhaven Police Department Budget, 2019 Through 2022

	2019 Actual	2020 Actual	2021 Revised	2022 Adopted
Personnel Services	$8,030,827	$9,782,627	$9,528,320	$9,519,277
Non-Personnel Services	$1,648,806	$1,738,245	$2,193,347	$2,230,185
Total	**$9,679,633**	**$11,520,872**	**$11,721,667**	**$11,749,462**

Asset Forfeiture, Federal DAGS through HSI Task Force, and Grants

The Brookhaven Police Department provided CPSM with data pertaining to asset forfeitures, Federal DAGs through HSI Task Force, and grants for 2020, 2021, and 2022. Listed below are the figures for each category.

2020: $11,602
2021: $2,928
2022: $0.00

Asset Forfeitures Through Federal DAGS HSI Task Force

2020: $79,511
2021: $25,244
2022: $0.00

Grants

2020

- Corona Virus Emergency Supplemental Fund: $49,267.
- Edward Byrne Memorial Fund Grant: $14,734.
- GOHS Pedestrian Safety Grant: $47,397.
- GOHS HVE Grant: $59,361.

2021

- Edward Byrne Memorial Fund Grant: $20,269.
- CJCC Training Grant: $19,100.
- GOHS Pedestrian Safety Grant: $32,009.

2022

- Multiple grants have been applied for but none have been awarded yet.

Department Staffing Levels

The following table shows the authorized staffing levels for the department for fiscal years 2019–2022. Staffing levels will be addressed throughout the report as we discuss specific operating sections. This table is simply intended to provide a broad overview of staffing levels over four years.

TABLE 3-3: Authorized Staffing Levels, Fiscal Years 2019–2022

Staff	2019	2020	2021	2022
Sworn	74	80	80	80
Non-Sworn	11	15	15	15
Part-time	8	8	8	8
Totals	**93**	**103**	**103**	**103**

Source: Brookhaven Police Department.

Over the past three years (2020-2022), the department has not had any staffing increases for either sworn, non-sworn, or part-time positions even though there has been an increase in the city's population from 54,727 in 2020 to 60,444 in 2022. The department is to be commended for undertaking this operational study to assess a variety of aspects of the department. There was a slight increase in overall crime rates from 2019's rate of 2,832 per 100,000 to 2020's rate of 2,905 per 100,000. Undertaking this study is a reflection of a police department that is focused on community safety, the reduction of crime, and quality and efficient policing.

Department Demographics

The following table presents the title, assignment, race, and gender for the sworn and civilian (professional staff) members of the Brookhaven Police Department. A comparison of the community's demographics and the department's demographics will enable the Brookhaven Police Department to focus on recruitment needs. The department should be a reflection of the community it serves and protects.

The community is 60 percent White while Whites represents 44 percent of the department. African American/Black members represent 11.6 percent of the community while African American/Black represents 27 percent of the department positions. The community population for Hispanic/Latino is 21 percent and Hispanic/Latino represents 24 percent of the department's positions. The community is 5.1 percent Asian while Asians represent 3 percent of the department's positions. The community is 3.6 percent American Indian/Alaska Native and none of the department's positions represented this demographic category. Women represent 51 percent of the community and 25 percent of both sworn and professional staff positions.

The department needs to focus on maintaining demographics of the entire department for all sworn and professional staff members for targeted recruitment efforts to ensure that the department is accurately reflecting the composition of the community demographics.

TABLE 3-4: Limited Profile of Department's Sworn and Professional Staff

Title	Assignment	Race	Gender
Chief of Police	Command Staff	W	M
Chief Emeritus	Command Staff	W	M
Major	Command Staff/ CID	W	F
Major	Command Staff/ Patrol	B	M
Executive Assistant to the Chief	Command Staff	H	F
Lieutenant	CID	B	M
Sergeant	CID	W	M
Sergeant / UAS Supervisor	CID	W	M
Detective (2)	CID	W	M
Detective (3)	CID	H	M
Detective	CID	B	M
Detective	CID	W	F
Task Force Officer	CID	H	M
Crime Scene Technician	CID	W	M
Crime Scene Technician	CID	B	F
Crime Analyst	CID	W	F
Mental health clinician	CID	B	F
Lieutenant	Patrol	H	M
Lieutenant (3)	Patrol	W	M
Sergeant	Patrol	A	M
Sergeant	Patrol	B	M
Sergeant (2)	Patrol	H	M
Sergeant (4)	Patrol	W	W

Title	Assignment	Race	Gender
Master Police Officer	Patrol	W	M
K-9 Officer	Patrol	W	M
Police Officer	Patrol	A	M
Police Officer (5)	Patrol	B	M
Police Officer (5)	Patrol	B	F
Police Officer	Patrol	H	F
Police Officer (9)	Patrol	H	M
Police Officer (2)	Patrol	W	F
Police Officer (16)	Patrol	W	M
Lieutenant	SSD-Training	W	M
Lieutenant	SSD	H	M
Sergeant	SSD – Traffic	B	M
Sergeant	SSD – Community Engagement	H	M
Community Police Officer	SSD – Community Engagement	B	F
Part Time Police Officer (3)	SSD	W	M
Part Time Police Officer (2)	SSD	H	M
Part Time Police Officer	SSD	B	M
Terminal Agency Supervisor	SSD	B	F
Police Service Representative (3)	SSD	B	F
Police Service Representative	SSD	H	F
Police service Representative	SSD	H	M
Property and Evidence Clerk	SSD	W	M
Property and Evidence Clerk	SSD	B	F
Records Clerk	SSD	A	F
Records Clerk (2)	SSD	B	F

Department Demographics Recommendations:

The department needs to focus on maintaining demographics of the entire department for all sworn and professional staff members for targeted recruitment efforts to ensure that the department is accurately reflecting the composition of the community demographics.

§ § §

RECRUITMENT AND RETENTION

Many police departments are now experiencing a significant recruitment and retention crisis. CPSM does not use that term lightly. We do so because our consultants have observed and documented police departments in every region of the country struggling mightily to recruit and retain qualified personnel. This crisis began before the pandemic and has only become more acute since that time. Police departments now realize that they must employ completely new strategies and procedures to attract and retain qualified employees. Anti-police sentiment and negative portrayals in the media have resulted in a generalized lack of interest in the police profession among young people.

Legacy practices of police recruitment are likely to fall short in today's environment. For example, if a recruiter does not stay in contact with an applicant (whether by phone, text, or email) on a regular basis, that applicant is likely to lose interest or be hired by a competing department. Many departments have a habit of "ghosting" applicants; thus, the applicants get the message that the department isn't interested.

The current competitive climate now demands:

- Command-level attention to every facet of police recruitment.

- A strategic focus on recruitment and retention with innovative strategies and accurate performance measures (Indeed, once the BPD creates its multiyear strategic plan, recruitment and retention will likely be designated the number one priority for both the department and the city).

- And a new level of partnership between police recruiters and human resources professionals.

CPSM has found that the police departments that are effectively managing the current crisis have been able to convince government officials that HR hiring practices and methods that are traditionally used for all city/county/town employees (e.g., highway department or fire department applicants) must now be rethought for police applicants. Some departments have been successful in having an HR professional embedded either full- or part-time within the police department. Challenging times call for new approaches.

Members of the department indicated that "the city's HR department takes the lead on recruitment" in terms of posting positions (the police officer position is now continuously posted) and scheduling and administering written entrance exams (currently scheduled, "as needed"). CPSM recommends that the BPD actively partner with HR and take a far more active role in the recruitment and hiring process.

We were advised that the current police officer examination (Entry-Level Law Enforcement Exam) is administered in person via hardcopy testing at the HR offices or a local recreation center. Scoring is performed by the exam vendor and reported to HR. CPSM generally recommends that municipalities explore offering online testing (provided it can be done securely and efficiently) or, at a minimum, offer police exams during evening hours and on Saturdays. Every attempt be made to maximize yield.

Individuals who fail the entrance exam are afforded the opportunity to take the test again. Individuals who pass the exam are contacted by HR and scheduled for a 'pre-screen' interview and are provided with an electronic application packet. Application materials must be completed by applicants and returned via email or hand delivery. More lengthy 'panel' interviews are also scheduled, conducted by a minimum of two uniformed supervisors.

Background investigations are conducted by the detective assigned as accreditation manager. Investigations are typically conducted within two to three weeks.

CPSM reviewed the department's standard operating procedures, chapter 3.01, and all aspects of the application and screening process and found that they generally conform to best practices in American policing.

Since its inception in 2013, the BPD has been considered "a destination department" within the region. In other words, individuals initially seeking employment in law enforcement, and those with prior law enforcement experience have been attracted to the BPD due to its culture and leadership, the salary and benefits offered, etc. Indeed, we were informed that approximately 25 of the last police officers hired by the BPD have had prior law enforcement experience. While the department continues to be successful at attracting these 'lateral' hires, that situation can change rather quickly. Other police departments in the region are now offering hiring bonuses that compete with, or perhaps exceed, what is offered by the BPD. Not only could the BPD fail to attract qualified laterals, it could begin to lose active-duty officers of its own.

This phenomenon (now known as "poaching") occurs throughout the United States and many communities are victimized by their inability to understand changing dynamics and to maintain a competitive advantage in the police employment marketplace. Many American police departments have attempted to address this problem by offering hiring bonuses and raising police officer salaries. This should only be considered a short-term solution and such an action must be considered carefully. Adjustments to officer salaries can compress the salary scale for police supervisors and this then can cause additional problems such as poor morale (e.g., in a situation where some police officers are earning more than their immediate supervisors), necessitating further pay adjustments in other ranks. The City of Brookhaven has begun offering signing bonuses for individuals who are hired by the BPD and remain employed for a minimum of three years.

The City of Brookhaven must continue to actively monitor police officer salaries throughout the region. In the event that BPD salaries drop below those of its competitors, it is likely that the department will lose qualified officers to other agencies. The department is apparently working with the city's human resource department to explore the viability of "stay bonuses" for experienced officers. The department has also created the rank of master patrol officer as a niche to compensate and retain its best officers.

CPSM believes that every effort must be made to make the application and selection process as simple and convenient as possible. Failure to process individuals expeditiously, while maintaining continuous contact, will surely result in the loss of viable candidates to other agencies. BPD is not in a position to allow that to happen.

It should be noted that during the CPSM site visit our consultants met with both the BPD's recruitment coordinator and the city's Human Resource Manager. The mere fact that this HR professional met with us demonstrates a true commitment on the part of city government to maximizing the efficiency and effectiveness of the police hiring process.

S.O.P. 3.9 (9/15) describes a police Explorer Program, designed to "build good character, promote good citizenship, develop personal and mental fitness, educate and involve youths in police operations, [and] interest them in possible law enforcement careers" (p. 38). However, at the time of the CPSM site visit the BPD Explorer Program was not operating. The department's website describes a newly created 'cadet' program, focused on the development of youth (ages 14 to 18) who are interested in a career in public service.

Programs such as this are now being revived by police departments across the country with great success. A vibrant Explorer/Cadet Program is a valuable adjunct to any police recruitment strategy. Many departments that do not have the personnel or resources to offer their own program are partnering with neighboring departments to operate a shared or joint Explorer Program. CPSM strongly recommends programs of this type as they can create and strengthen community ties with the participants, and at the same time can attract viable police recruits.

Some communities have now created police 'trainee' programs. These programs are designed for 18-to-20-year-olds who seek to be employed as a non-sworn member of a police department and perform many of the duties commonly associated with a 'community services officer' or a police volunteer. CPSM highly recommends establishment of such a program in Brookhaven. In addition to providing the department with an extended period for training, observation, and evaluation for a potential officer, such a program benefits the trainees insofar as their service time is typically counted towards retirement. In this respect, the police trainee program is distinguishable from and, in the opinion of the consultants, superior to traditional police Explorer Programs. A trainee program exposes individuals to the culture of the police department and provides structure and guidance to young individuals during a critically important time in their lives. Most police applicants who fail a background investigation do so due to incidents that occur during this time period in their lives.

The BPD does not presently have a program set up to host college student interns.

The BPD should create a separate recruitment and retention unit that is staffed by uniformed officers who are trained and supported to attract qualified candidates (both sworn and non-sworn) to the department.

The department must also actively measure and analyze all data generated in connection with recruitment efforts. Specifically, the department must measure its conversion or 'yield rate,' that is, the percentage of those recruits who apply for employment, ultimately enter the police academy, and are sworn in as BPD officers. In the field of higher education, yield rates have proven to be an extremely important performance metric. The same measure is now being employed in American policing. Additionally, the department must track response rates, such as the percentage of those who complete an application and who continue with the hiring process. In light of the very challenging employment environment in policing, the BPD must calculate the percentage of applicants who drop out at each and every stage of the hiring process. "No-show" rates should also be recorded and analyzed. That is, the percentage of individuals who apply to take the police officer examination, or the psychological examination, physical agility test, etc. who fail to appear. The department can then use this yield rate information to strengthen any weak spots it detects in its recruitment efforts.

Recruitment and Retention Recommendations:

- Identify a professional in the city's human resources department and embed that person either full- or part-time within the BPD. CPSM believes that ongoing recruitment, hiring, and retention issues, as well as routine HR activities, such as administering leaves of absence, resignations, etc., would justify such an assignment. (Recommendation No. 1.)

- One uniformed member of the department should be permanently assigned as the BPD's recruitment officer. This individual should be properly trained and supported and charged with developing, implementing, and evaluating the BPD's recruitment strategy and efforts. (Recommendation No. 2.)

- Revise the exit interview process. A more detailed and lengthier exit interview should be conducted with all uniformed and non-sworn members of the department who voluntarily separate from service (i.e., resign, rather than vested retirement). Perfunctory, pro forma meetings are an insufficient means of gaining a full understanding of the reasons why personnel leave the department. The BPD should work with the city's HR department to design a methodology for conducting more detailed discussions with departing employees. It is recommended that exit interviews be conducted by a BPD supervisor and a member of the city's Human Resources Department (i.e., the embedded HR professional assigned to the BPD). (Recommendation No. 3.)

- Data obtained from these enhanced discussions/interviews must be analyzed, shared and used to develop effective strategies to retain qualified employees. The use of 'stay' bonuses and 'stay' interviews (for example, asking high-performing employees what reasons or factors make them stay at their current employment) are effective means of gaining a thorough understanding of both internal (within the BPD) and external (the outside job market) dynamics. (Recommendation No. 4.)

- The department should actively track its recruitment "yield rate" as part of the overall evaluation of its recruitment efforts. A great deal of useful hiring data can be collected, from the number of 'clicks' on the various social media platforms advertising positions, to the number of applications received, the number of persons actually taking and passing the written exam, and the number of persons qualifying for each successive step in the hiring process. Much of this data is available and is now being reviewed by the HR department. The key point here is that the police department *and* the city's HR department should carefully analyze this data and attempt to calculate the current 'yield rate'; that is, the percentage of applicants who actually enter recruit training and are ultimately hired by the department. This will be a very useful metric to monitor going forward and will provide an accurate assessment of the relative effectiveness of the department's various recruitment efforts, particularly among target demographics. (Recommendation No. 5.)

- Schedule and administer police officer entrance examinations during evening hours and on Saturdays. (Recommendation No. 6.)

- The department must design and implement a specific strategy to attract and retain "lateral transfers" (individuals with prior law enforcement experience). (Recommendation No. 7.)

- The salary range and benefits package for each rank and position must be assessed and adjusted as necessary in order to compete with other agencies. (Recommendation No. 8.)

- The International Association of Law Enforcement Standards and Training (IADLEST) should be used as a resource for recruitment and retention strategies. (Recommendation No. 9.)

- Provide sufficient resources to support the full breadth of police recruitment and retention initiatives. (Recommendation No. 10.)

SICK TIME USAGE

The department provided CPSM with figures for sick leave usage for all sworn officers for 2020, 2021, and 2022; this information is shown below. The variance in sick time usage from 2020 and 2021 to 2022 is likely a consequence of the COVID-19 pandemic.

- In 2020, sworn officers utilized 2,250.75 hours of sick time leave.

- In 2021, sworn officers utilized 2,657.4 hours of sick time leave.

- In 2022, sworn officers utilized 1,111.25 hours of sick time leave.

No recommendations are offered.

UNIFORM CRIME REPORT/CRIME TRENDS

While communities differ from one another in population, demographics, geographical landscape, and social-economic conditions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in Brookhaven measure against those of other local Georgia agencies as well as the State of Georgia and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across 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, representing the most serious crimes, 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. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison. The department now reports its statistics using the guidelines of the new National Incident-Based Reporting System (NIBRS).

Data acquired by CPSM from the FBI for use in this reporting reflects the most currently available information (2020). As indicated in the following table, in 2019, the Brookhaven Police Department reported a UCR Part I violent crime rate of 387, which was the second-highest violent crime rate in comparison cities. The property crime rate in 2019 was 2,445, which was the third-highest property crime rate in the comparison cities. The 2020 violent crime rate in Brookhaven was 395, and in comparison to the other cities ranked second. In 2020, The property crime rate for Brookhaven was 2,510 and ranked third in comparison to the other cities.

§ § §

TABLE 3-5: Reported Crime Rates in 2019 and 2020, by Jurisdiction, per 100,000

| Municipality | State | 2019 | | | | 2020 | | | |
		Population	Violent	Property	Total	Population	Violent	Property	Total
Alpharetta	GA	67,411	111	1,470	1,581	68,326	221	1,008	1,229
Dunwoody	GA	49,868	128	3,840	3,968	49,687	167	2,789	2,957
Johns Creek	GA	85,258	20	408	428	85,408	39	450	488
Marietta	GA	61,324	427	3,147	3,574	61,348	491	2,937	3,428
Milton	GA	40,067	37	726	764	40,368	37	513	550
Roswell	GA	95,406	118	1,177	1,296	95,396	374	1,131	1,505
Sandy Springs	GA	110,760	129	1,780	1,910	111,219	147	1,384	1,531
Smyrna	GA	57,423	232	1,989	2,220	57,317	373	2,052	2,425
Brookhaven	**GA**	**54,734**	**387**	**2,445**	**2,832**	**56,248**	**395**	**2,510**	**2,905**
Georgia		**10,617,423**	**341**	**2,376**	**2,717**	**9,552,544**	**400**	**2,007**	**2,408**
National		**328,239,523**	**379**	**2,010**	**2,489**	**331,449,281**	**399**	**1,958**	**2,357**

Source: FBI Uniform Crime Report. Indexed per 100,000 population.

A broader picture is created when Brookhaven crime rates are compared to the State of Georgia and the nation. In 2013, violent crime in Brookhaven was low, yet in the following years of 2014 through 2020 the violent crime rate went up, and while it fluctuated somewhat, it stayed at this higher level. Property crime showed a similar pattern. For the years 2013 through 2015, Brookhaven had a lower overall crime rate as compared to the State of Georgia. In 2016 through 2020, Brookhaven's overall crime rate was higher than the State of Georgia. When comparing Brookhaven overall crime rates to the nation, Brookhaven had a higher overall crime rate in 2014 through 2020.

TABLE 3-6: Reported Brookhaven, Georgia, and National Crime Rates, by Year

| Year | Brookhaven | | | | Georgia | | | | National | | | |
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2013	49,173	128	1,094	1,222	10,059,139	357	3,288	3,644	321,947,240	362	2,627	2,989
2014	50,942	345	2,646	2,992	10,166,148	368	3,273	3,641	324,699,246	357	2,464	2,821
2015	51,542	328	2,435	2,763	10,475,611	349	2,875	3,223	327,455,769	368	2,376	2,744
2016	52,442	328	2,717	3,045	10,572,283	372	2,905	3,277	329,308,297	383	2,353	2,736
2017	52,973	355	2,758	3,113	10,429,379	357	2,860	3,217	325,719,178	383	2,362	2,745
2018	54,138	345	2,689	3,034	10,519,475	327	2,574	2,900	327,167,434	369	2,200	2,568
2019	54,734	387	2,445	2,832	10,617,423	341	2,376	2,717	328,239,523	379	2,010	2,489
2020	56,248	395	2,510	2,905	9,552,544	400	2,007	2,408	331,449,281	399	1,958	2,357

The following figure shows the trend for both the violent and property crime rates in Brookhaven for 2013 through 2020. Consideration must be given to the fact that the Brookhaven Police Department was created in 2013. While it is beyond the scope of this study to determine the factors for the increases, one could assert that the creation of the community's own police department resulted in the community having more confidence in reporting crime. Property crime has had some fluctuations while violent crime has been somewhat consistent from 2014-2020.

FIGURE 3-1: Reported Brookhaven Violent and Property Crime Rates by Year
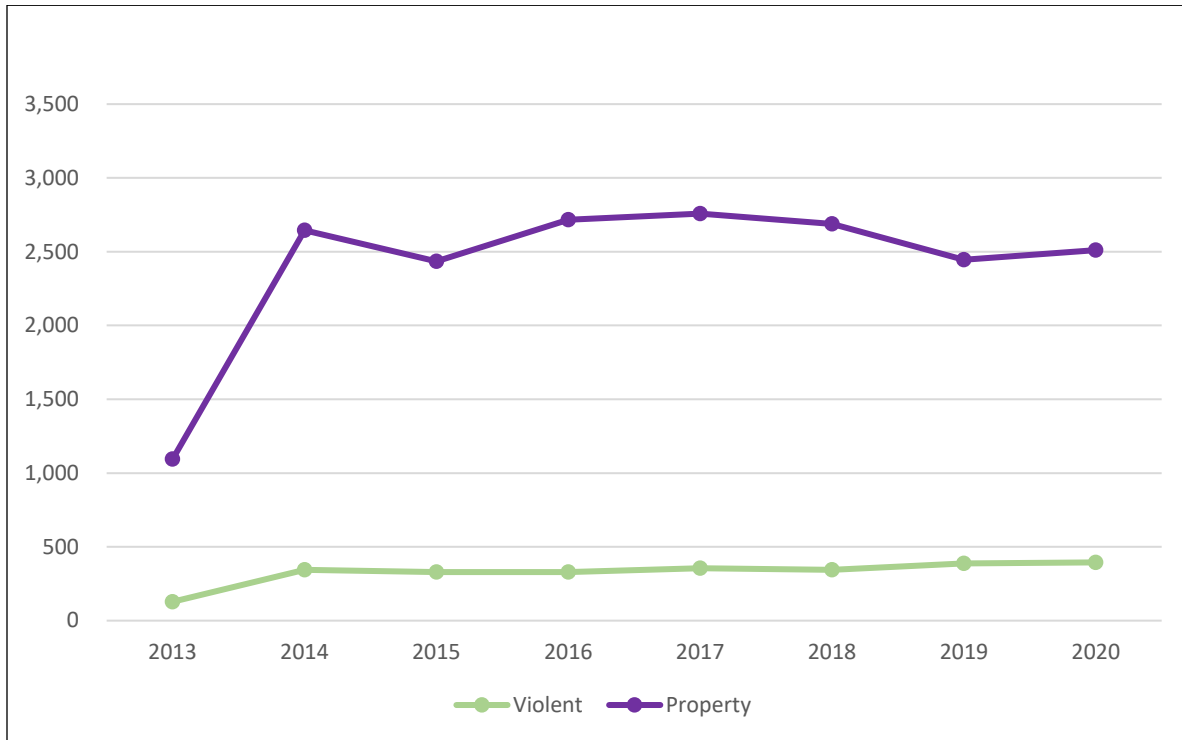
In the following figure, the eight-year trend for the overall crime rate in Brookhaven is compared the that of the State of Georgia. Brookhaven saw a substantial increase in crime in 2014, with a reduction in overall crime in 2015, followed by increases in 2016 and 2017. In 2018 and 2019, overall crime decreased but then increased again in 2020. The State of Georgia has experienced a reduction of overall crime from 2013 through 2020.

§ § §
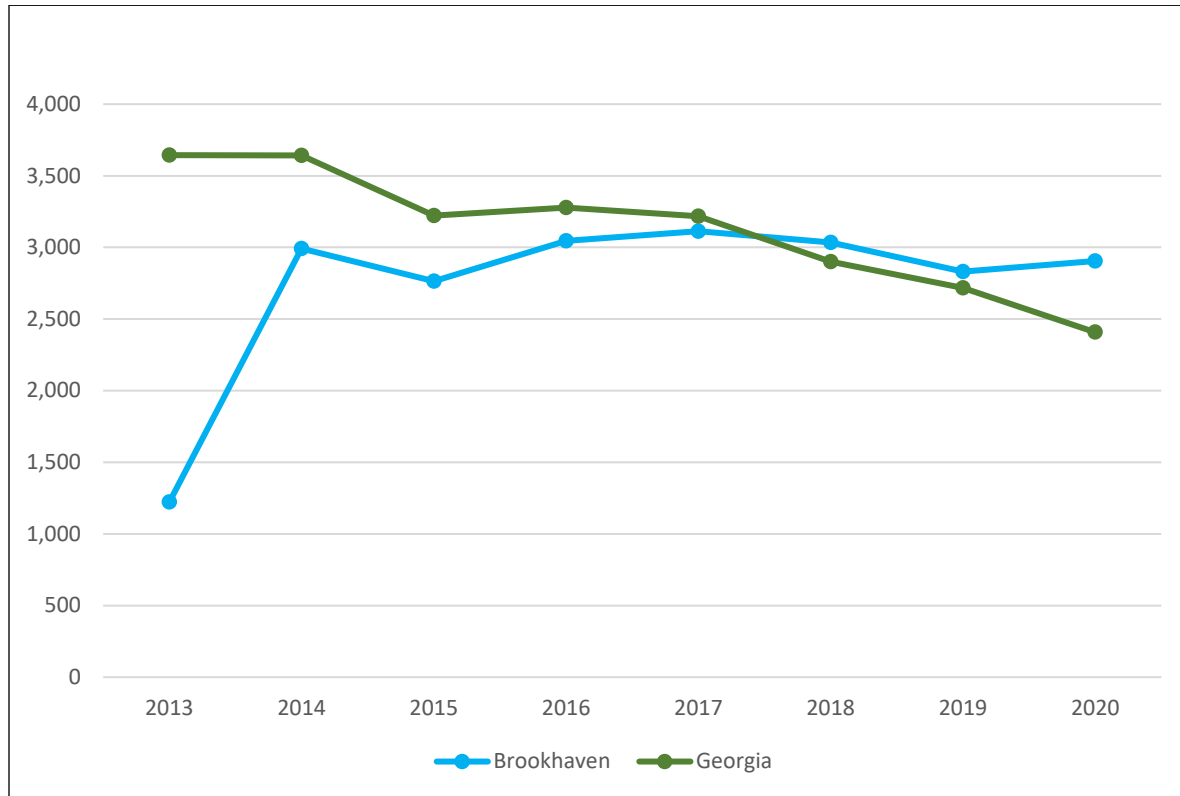
The following table shows crime clearance rates as reported by the department to the State of Georgia and ultimately the FBI. In this table, we identify the actual number of Part 1 offenses committed, the number reported as cleared, and the percentage calculation of "cleared" cases. Brookhaven rates are compared against the State of Georgia and the nation as a whole. Generally, in order for a case to be "cleared," an offender must be arrested, charges filed by the prosecuting authority, AND the offender delivered to the court for prosecution.

TABLE 3-7: Reported Brookhaven, State of Georgia and National Crime Clearance Rates, 2019

Crime	Brookhaven			Georgia			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	2	0	0%	474	249	53%	14,325	8,796	61%
Rape	10	1	10%	2,060	514	25%	124,817	41,065	33%
Robbery	74	14	19%	5,566	1,294	23%	239,643	73,091	31%
Aggravated Assault	126	54	43%	16,723	6,360	38%	726,778	380,105	52%
Burglary	221	35	16%	26,828	10,767	40%	981,264	138,358	14%
Larceny	976	129	13%	140,276	25,897	18%	4,533,178	834,105	18%
Vehicle Theft	141	13	9%	16,613	7,173	43%	655,778	90,497	14%

TABLE 3-8: Reported Brookhaven and National Crime Clearance Rates, 2020

Crime	Brookhaven			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	2	0	0%	18,109	9,851	54%
Rape	12	4	33%	110,095	33,689	31%
Robbery	81	17	21%	209,643	60,377	29%
Aggravated Assault	127	61	48%	799,678	371,051	46%
Burglary	159	19	12%	898,176	125,745	14%
Larceny	1,085	129	12%	4,004,124	604,623	15%
Vehicle Theft	168	16	10%	727,045	89,427	12%

§ § §

HISTORICAL BACKGROUND

The City of Brookhaven was incorporated on December 17, 2012. The police department was established in 2013. The police department was created with a philosophy of a lean police department. According to the 2010 U.S. Census the population of Brookhaven was 40,456 residents. In 2021, the population had grown to 55,366.

Under the city charter, the millage rate cannot exceed 3.35 mills. Due to the revaluation of real property tax assessments, the proposed 2.74 millage rate results in an increase in property tax by 0.06 mill over the Rollback Millage rate. The millage rate is an important factor both financially and politically for a growing city such as Brookhaven. City leadership in partnership with the community created a Comprehensive Strategic Plan through 2034. This is an impressive plan that provides a detailed roadmap for the city.

The City of Brookhaven is anticipating growth through annexation and projects such as the City Centre Master Plan to create a framework for a possible downtown area as well as for development along Peachtree Road. The city is a vibrant community that is attractive for both residential living and business growth.

The Brookhaven Police Department has aligned its philosophy with the city in that the department strives to be nationally recognized, continue increasing its presence in the community, embracing inclusion, social justice and equity, and the concept that economic vibrance depends on public safety. The Brookhaven Police Department has been working diligently embracing this philosophy, however, preserving quality service and responding to community growth requires fiscal resources. Therefore, moving ahead on the recommendations made in this report to enhance the Brookhaven Police Department must be determined by both department and city leadership. Changes must balance the financial impact of implementing the recommendations and the need to continue to provide quality police services to a growing city.

ORGANIZATIONAL STRUCTURE

At the time of the consultants' site visit, the department's organizational chart had been adjusted and some responsibilities had been reassigned due to the departure of one of the three majors. CPSM believes that there are other dynamics at play within the Brookhaven Police Department that have complicated the assignment of duties and responsibilities within the department.

When the Brookhaven Police Department was created in 2013, every effort was made to create a lean and effective management structure. Supervisors were assigned multiple/additional responsibilities. This ensured that all personnel would be fully utilized and that the department would not be overstaffed, particularly in the supervisory ranks. As time went on, these individuals were reassigned to other units and/or were promoted in rank and brought some of their previous position's responsibilities with them as they assumed their new roles. As a result, the department now has multiple individuals involved in the hiring process (i.e., conducting background investigations, performing social media searches, etc.) Additionally, the Administrative Operations Lieutenant serves as the department's training coordinator, quartermaster, and armorer. Another Lieutenant assigned to the Support Services Division performs applicant background Investigations in order to ensure that they are completed in a timely manner.

CPSM believes that certain administrative responsibilities, such as fleet management and quartermaster, can be adequately performed by a qualified non-sworn employee. We would

recommend that the department consider transferring both functions once a qualified civilian employee can be identified. Additionally, we believe that certain key functions must be assigned to stand-alone units, that is, properly funded, staffed, and supported units that are held responsible for specific key functions, such as training and recruitment/retention. These two are critically important functions for every police department. Our specific recommendations concerning these units are contained elsewhere in this report. Suffice it to say that the consultants believe that training and recruitment/retention should be understood and treated as 'mission critical' functions and that each requires a stand-alone unit with staff dedicated to only function; this will offer continuity, coordination, and accountability.

RE-ENGINEERING THE ORGANIZATIONAL CHART

On December 15, 2022, CPSM met with Chief Brandon Gurley at the Brookhaven Police Department to discuss the submitted report. Since the submission of the draft report, Chief Gurley advised that progress has been made with some of the recommendations and there has been acquisition of new grant positions. CPSM and Chief Gurley discussed the proposal of a new organizational chart that would streamline some of the concerns with staff having multiple responsibilities that do not align with the structure of the current organizational chart. There was a detailed discussion about the benefits of implementing a new organizational chart that streamlines positions and functions and supports some of CPSM recommendations. **The new organizational chart would prioritize some of the mission critical recommendations.** The next two figures show the current organizational chart followed by the proposed new organizational chart. The figures are followed by an explanation of changes in positions.

§ § §

FIGURE 3-3: Current Organizational Chart, Brookhaven Police Department
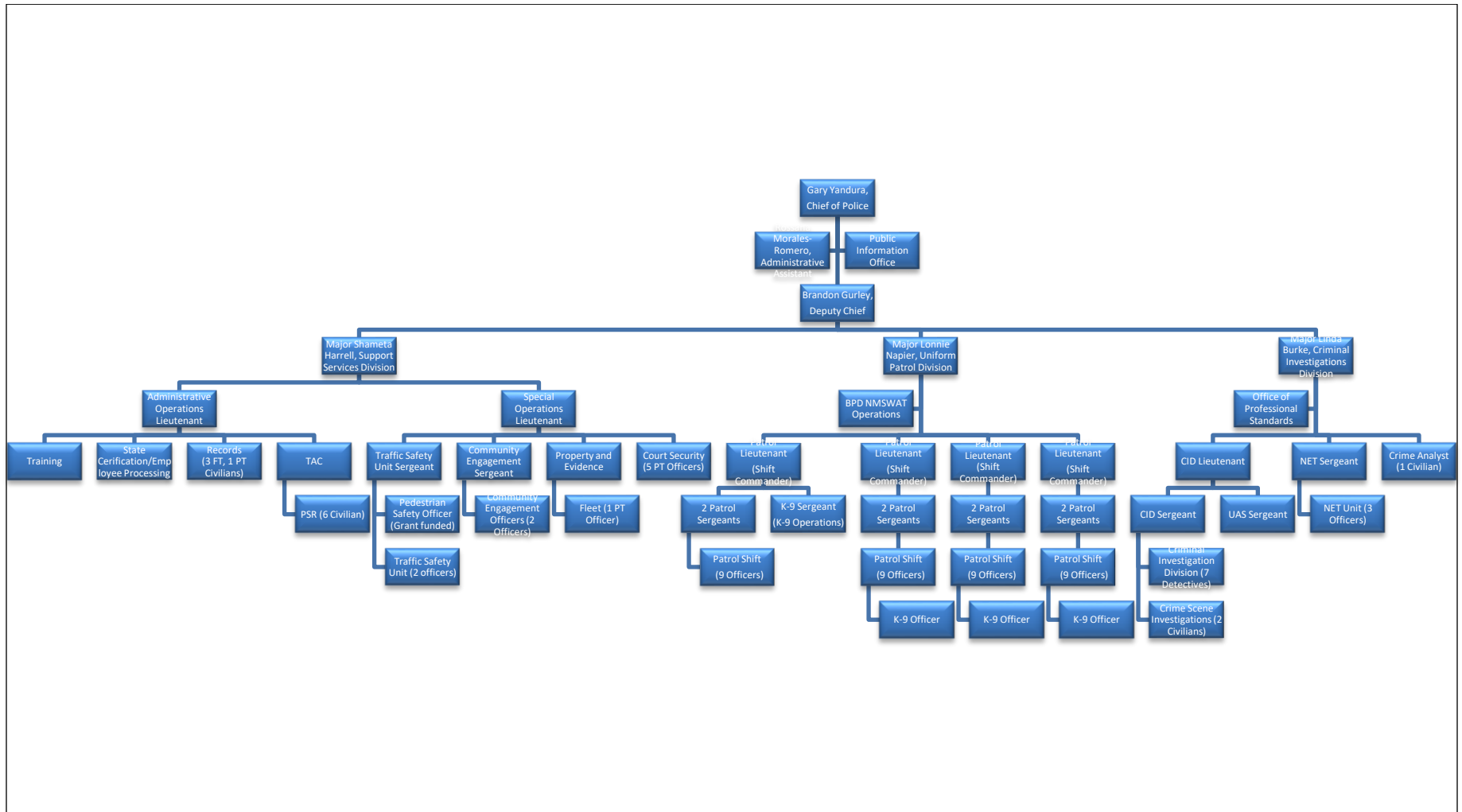
FIGURE 3-4: Proposed Organizational Chart, Brookhaven Police Department
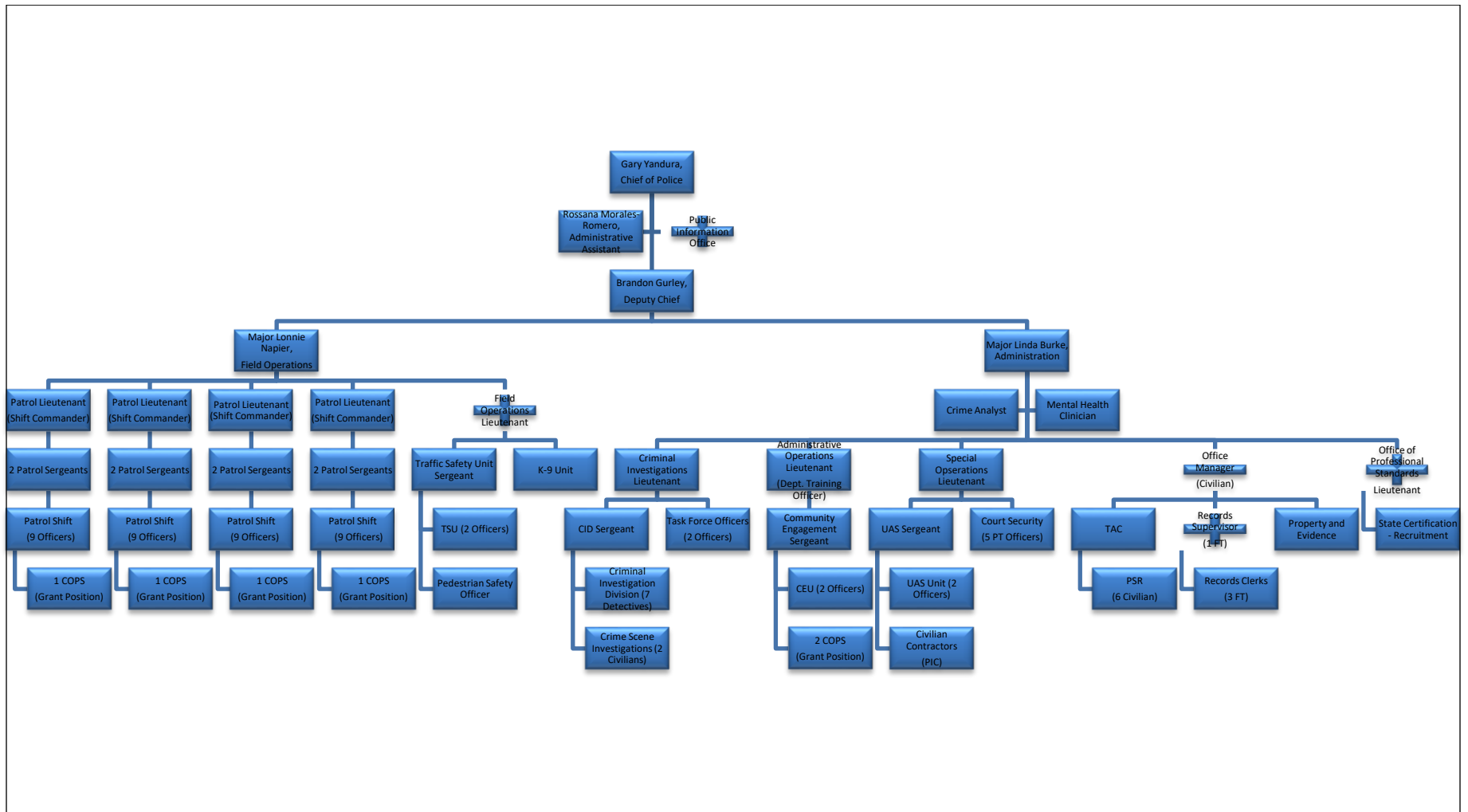
The current organizational chart show three major positions, with one being vacant reporting directly to the Chief. CPSM agrees with Chief Gurley that there should be two majors, one for Administration and one for Field Operations.

The Administration Major would have the following direct reports: Crime Analysis, Mental Health Clinician, Criminal Investigations Lieutenant, Administrative Operations Lieutenant, Special Operations Lieutenant, Civilian Office Manager, and Office of Professional Standards Lieutenant. It should be noted that at the time of CPSM site visit, the crime analyst position was vacant. **Recommendation 36** advised the department that the crime analyst position should be filled. The Chief advised CPSM that this recommendation has already been accomplished. Additionally, the Chief advised CPSM that **Recommendation 80** pertaining to the fleet function has already been addressed by moving the responsibility to another city department, although the responsibility for purchasing vehicles remains within the department.

Using the vacant major's position would enable the creation of the Office of Professional Standards. The reclassification of the major's position to a lieutenant's position would create a position to directly oversee all complaints against department members (supports **Recommendation 25**). The position would directly handle all internal affairs investigations and review all division-level complaints handled by other supervisors. Additionally, this position would be responsible for employment background investigations, policy review, early warning system, and internal audits. One OPS position would report to the lieutenant of the Office of Professional Standards and be responsible for maintaining state certifications and recruitment (**Recommendation 2**).

The decision not to fill the vacant major's position also enables the creation of a civilian office manager (**Recommendation 48**). The civilian office manager would supervise civilian positions such as the one TAC position, six police service representative (PSR) positions, one records supervisor, three full-time records clerks, and the one full-time and one part-time property and evidence custodians. This streamlines the supervision of civilian positions. **Recommendation 49** would also be accomplished by adding one additional PSR position for a total of six PSRs. Additionally, as a police department grows in staffing of sworn positions it is important to recognize that the administrative workload created behind the scenes also increases. This workload is a natural occurrence as a result of an increase in sworn positions and can be filled with civilian personnel.

The Special Operations lieutenant would supervise the Unmanned Ariel Surveillance (UAS) Unit, which consists of one sergeant, two UAS officers, and civilian contractors. Additionally, the Special Operations lieutenant would also supervise court security. The Court Security Unit would consist of five positions: one sergeant and four part-time officers (supports **Recommendations 73 and 74**).

The Administrative Operations lieutenant would serve as the department Training Officer. The lieutenant would also supervise the Community Engagement sergeant who could also assist with training (Supports **Recommendation 38**). The Community Engagement Unit has two sworn officers and has received grant money for two additional positions. These additional positions were awarded after the CPSM site visit.

The Criminal Investigation lieutenant is responsible for supervising the Criminal Investigations Sergeant, seven detectives, and two crime scene investigators. Additionally, there are two positions allocated for task forces. The Chief advised that a part-time civilian position was implemented to assist with the administrative workload in the Criminal Investigations Division (supports **Recommendation 31**).

The major for Field Operations would have the following direct reports: four patrol lieutenants and one Field Operations lieutenant. The four patrol shifts would each have two sergeants, nine patrol officers, and one sworn position through a COPS grant. CPSM recommends increasing the zone cars to nine patrol officers per platoon, not including the early cars (power shifts) and adding two power shift officers to each platoon. These power shifts should continue to provide coverage during shift changes. However, Patrol lieutenants can also use the power shift officers for strategic enforcement and to assist the Crime Suppression Team when necessary. Adding additional officers to patrol is mission critical and will reduce the high workload saturation index, reduce officers' stress, and prepare the department for future population growth and growth through annexation (**Recommendation 14**).

The Chief's new organizational chart almost fully reflects **Recommendation 14.** Under the new organizational chart, the two power shift positions are still counted within each platoon for a total of nine patrol officers. However, the department did receive a COPS grant that adds one sworn officer to each shift. Staffing patrol adequately and filling the positions needs to be a top priority in the department. The department responds to calls for service and has a very high amount of proactive policing through directed patrol. Directed patrol when deployed appropriately is a strong tactic for crime prevention. The Brookhaven Police Department maximizes this strategy. For example, if one compares Figure 4-10, Hot Spots for Crime (see page 56) to Figure 4-12, Hot Spots for Directed Patrol (see page 60), it is apparent that the strategy is executed with precision. If the two hot spot maps were overlayed with one another, there would be a near-perfect fit of deployment of directed patrols to hot spots for crime.

The department is to be commended for the contributions of the patrol officers in delivering quality and quantity of patrol services. However, patrol staffing should be increased because the current workload is at the threshold of Part 2 of the Rule of 60. For example, see Figure 4-4, Percentage of Workload, Weekends, Summer 2021, on page 46. The orange line in the figure shows the percentage of deployed time taken up by community-initiated work and the green line shows the percentage of deployed time taken up by all work, that is, combined community-initiated calls for service and police-initiated work. CPSM recommends that the green line (total workload) should hover around 40 to 45 throughout the day to ensure a manageable workload that supports police-initiated strategies to reduce crime. In the figure, one can see that level is more in the 50 to 60 percent range.

When patrol officers' workload remains at the above high threshold, over time they will become reactive because of the stress of working with such a high workload. An important point to consider is that with possible annexation and city growth, calls for service will rise. The orange line for calls for service will increase and the department must have the resources to continue to provide its high level of professional service.

Due to challenges nationally in recruiting police officers, law enforcement agencies may use the strategy of "poaching" police officers from other agencies. Law enforcement agencies must be cognizant of the reality that there are attractive opportunities for officers at other law enforcement agencies. For example, the Brookhaven Police Department has recruited police officers who were already certified and had previous law enforcement experience. The department has good leadership, a professional work environment, and fairly competitive salary and benefits, but the workload is higher than what is desired as a benchmark. Officers do leave agencies for other opportunities at other agencies and the workload is an important consideration. When an officer leaves an agency that agency does not get a return on its investment.

Patrol must be staffed appropriately to manage the current and future workloads. Additionally, when patrol is not staffed appropriately, it is difficult to backfill other positions in the department.

Patrol is the backbone of the department and its importance must be supported for the performance of the entire department.

Chief Gurley and the CPSM consultant agreed on the benefit of creating a Field Operations lieutenant. This lieutenant would supervise the Traffic Safety Unit sergeant, two Traffic Safety officers, the Pedestrian Safety officer, and the K-9 Unit. This lieutenant's position could focus on analysis of traffic hotspots, and development of strategies for traffic enforcement, traffic engineering, and traffic education (**Recommendation 19**).

The creation of the Field Operations lieutenant position would also assist Patrol in reducing the number of direct reports for the Patrol sergeants. The Patrol sergeants would have ten direct reports. This is a manageable workload for the sergeants.

The re-engineering of the organizational chart is mission critical to visually understand the necessity of realignment and position growth. Some of CPSM's recommendations will be accomplished through the re-engineering of the organizational chart. Chief Gurley is to be commended for reviewing the CPSM report recommendations, prioritizing the accomplishment of the recommendations, and synthesizing his vision into a re-engineering of the organizational chart.

The following pages of this report provide a more in-depth understanding related to all recommendations.

POLICIES AND PROCEDURES

CPSM reviewed the department's current system for developing, implementing, disseminating, monitoring, reviewing, and revising (as necessary) internal policies and procedures. The department uses PowerDMS for this function. CPSM is quite familiar with this product and finds it to be an efficient and effective means of managing policies and coordinating relevant training. The consultants reviewed the department's policies and procedures, with special emphasis on high-liability/low-frequency policies such as those pertaining to vehicle pursuits and police use of force. We found the policies to be clear, appropriate, and consistent with those of similarly-sized American police departments. We note, however, that line officers should normally be afforded an opportunity to review and comment on proposed policies and procedures prior to adoption. Observations and recommendations concerning specific policies and procedures are provided throughout the various sections of this report.

SECTION 4. UNIFORM PATROL DIVISION

When examining options for the department's direction, the City of Brookhaven 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, and redirect time for officers to engage in proactive patrol and community engagement. That is, the department must decide whether to sustain its comprehensive level of police service or take the steps necessary to manage current and future public demand. Essentially, this is a political decision regarding the quantity of police services offered to the Brookhaven community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the Brookhaven Police Department to continue its full-service model of policing yet run the agency more efficiently.

The following table shows all patrol events by category and average per day. It should be noted that 47 percent of events were directed patrol, followed by checks at 16 percent, traffic-related events at 13 percent, and crimes at 5 percent. While directed patrol were significant in number, directed patrol is a strategy to target hot spots and to increase visibility and accountability within the community. There were 74,562 total events during the study period of May 1, 2021, through April 30, 2022.

TABLE 4-1: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	2,813	7.7
Alarm	2,361	6.5
Animal	117	0.3
Assist citizen	483	1.3
Assist other agency	601	1.6
Check	11,689	32.0
Civil dispute	1,081	3.0
Crime–person	991	2.7
Crime–property	2,665	7.3
Directed patrol	34,968	95.8
Disturbance	2,840	7.8
Information	2,617	7.2
Investigation	1,179	3.2
Juvenile	173	0.5
Mental health	218	0.6
Suspicious incident	1,829	5.0
Traffic enforcement	1,054	2.9
Traffic stop	5,553	15.2
Violation	910	2.5
Warrant/prisoner	420	1.2
Total	**74,562**	**204.3**

The following table breaks out calls for service according to whether they were community-initiated or police-initiated, and shows them by category, average number of units dispatched to the call, and the average number of minutes to handle the call. The focus of this table is on recorded *calls* rather than recorded *events*. CPSM statisticians removed 3,476 events with zero time on scene and 32,535 directed patrol events. This resulted in 38,551 calls for service for the analysis.

TABLE 4-2: Calls for Service

Category	Community-initiated			Police-initiated		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes
Accident	2,534	1.5	46.1	217	1.8	42.5
Alarm	2,275	1.4	14.8	17	1.5	10.2
Animal	101	1.5	30.8	10	1.3	27.5
Assist citizen	66	1.3	25.1	401	1.3	20.8
Assist other agency	446	2.1	43.4	139	1.4	50.3
Check	1,235	2.0	34.9	10,097	1.0	12.3
Civil dispute	1,024	2.1	36.4	41	2.0	27.5
Crime–person	913	2.5	65.7	54	2.3	56.1
Crime–property	2,375	1.6	50.4	219	1.7	46.3
Disturbance	2,532	2.0	42.3	242	1.6	25.5
Information	1,367	1.4	34.0	1,143	1.3	37.8
Investigation	947	1.9	37.4	183	2.0	39.6
Juvenile	164	2.0	49.1	6	3.2	62.0
Mental health	200	2.6	52.8	16	1.8	48.1
Suspicious incident	1,355	2.3	29.3	441	2.0	24.1
Traffic enforcement	606	1.4	24.4	385	1.3	19.5
Traffic stop	3	4.3	94.3	5,490	1.3	19.5
Violation	832	2.4	36.6	68	2.3	46.4
Warrant/prisoner	59	1.7	105.2	348	1.4	115.3
Weighted Average/Total Calls	**19,034**	**1.8**	**38.5**	**19,517**	**1.2**	**20.0**

Note: A unit's occupied time is measured as the time from when the unit was dispatched 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.

The table above presents information on the main categories of calls for service received from the public that the department handled between May 1, 2021 and April 30, 2022. In total, department officers were dispatched to approximately 38,551 calls during that twelve-month period, or approximately 105.6 calls per day.

In general, CFS volume is within expected 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 service population estimated to be approximately 55,366 (2021), the total of 38,551 CFS translates to about 696 CFS per 1,000 residents. While there is no generally 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 year. Lower ratios typically suggest a well-managed approach to CFS. The value of 696 CFS/per

thousand/year would suggest a mid-range CFS volume. It should be noted that directed patrols were not part of the calculation.

EXAMINING CALLS FOR SERVICE

Even though CFS volume is in the mid-range on a per capita basis, it also appears that the Brookhaven Police Department could consider being more aggressive at triaging CFS to reduce response volume. Certain types of calls do not necessarily require the response of a sworn police officer. Responding to a false alarm is one such type of call. Another is a motor vehicle accident involving only property damage and where the police role is largely administrative, that is, preparing and filing reports that the motorists could handle on their own. 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. This is particularly important given the small number of officers assigned on patrol during any given shift. Sparing these officers from responding to non-emergency CFS allows them to remain available and on patrol in the community.

CPSM recognizes that the Brookhaven Police Department does not control the CFS-dispatch process managed by the Chattahoochee River 911 Authority, and that changing the response protocols discussed below will require a greater responsibility by the supervisors on patrol. However, these major categories of CFS consume a large amount of police officers' time on patrol that could be better direct to more important public safety issues. The following discussion explores these types of CFS and offers recommendations to manage them effectively.

False Alarms

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 Brookhaven Police Department responded to 2,361 alarm calls, or about 6.5 CFS per day. The response to the overwhelming majority of these calls was undoubtedly unnecessary and was an inefficient use of police resources.

On January 1, 2019, the City of Brookhaven began enforcement of an ordinance (originally passed in November 2017) which holds alarm companies and not the individual property owner responsible for the registration of security alarms. The ordinance also holds alarm companies responsible for multiple false alarms (https://www.brookhavenga.gov/police/page/about-home-security-alarms#:~:text=On%20January%201%2C%202019%2C%20the,responsible%20for%20multiple%20false%20alarms.)

However, the current penalties against alarm companies for false alarms within a 24-month period are not a disincentive for resolving the problem of false alarms. For example, the first and second false alarms have no monetary penalty. The penalty for a third false alarm is $25, the fourth and fifth are $125, and the sixth and successive false alarms are $250.

CPSM recommends that consideration be given to more punitive provisions in the municipal code which can provide some relief for the Brookhaven Police Department in this area. Communities around the country enjoy great success with stronger types of regulations. They

typically feature an annual registration fee for the alarm, as well as a fine schedule as a disincentive for false alarms. Communities around the country that impose a higher fee schedule experience a greater reduction in false alarms. Ordinances with nominal fines, such as $25 to $50 per false alarm, do not reduce false alarms significantly. However, fees of $500 to $1,000 for repeated false alarms appear to have a dramatic effect.

Some communities in the U.S. impose fees of $1,000 or more for repeated false alarms. At that level there is a strong incentive to ensure that an alarm is working properly. This can save hundreds of hours of wasted time spent on these types of CFS. As well, the Brookhaven Police Department should analyze data on false alarm activations. Undoubtedly, an analysis will help reveal patterns and trends. With this information, the Brookhaven Police Department could identify problematic locations and/or alarm installation companies that are generating a large number of false alarms and work with them to reduce or eliminate future occurrences. 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. Furthermore, holding the owner of the property responsible may reduce the number of false alarms.

Lastly, some communities are enacting a double-call verification protocol. Under such a program an alarm CFS is verified by the 911 dispatcher with the alarm company before an officer is dispatched to respond. Brookhaven is to be commended for requiring a double verification on false alarms.

Automobile Accidents

Automobile accidents are another category of call for which the response by a sworn officer is sometimes questionable. In the period under observation the Brookhaven Police Department responded to approximately 2,751 motor vehicle accidents. In Table 4-2 we saw that 2,534 accidents were reported by citizens; these calls required an average of 1.5 officers and 46 minutes to complete the call (or about 3,000 hours of officer time). Officers reported 217 accidents; these calls required an average of 1.8 officers and 42.5 minutes to complete the call. Many traffic accidents are routine "fender-benders." Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

Consideration should be given to modifying the approach to vehicle traffic accidents in Brookhaven. Similar to the alarm reduction program, the department should take a more aggressive stance towards responding to "property damage only" accidents. Adopting a more aggressive stance towards minor traffic accidents will minimize the number of accidents dispatched to patrol officers.

According to Georgia code 40-6-273 (2020), "The driver of a vehicle involved in an accident resulting in injury to or death of any person or property damage to an apparent extent of $500.00 or more shall immediately, by the quickest means of communication, give notice of such accident to the local police department if such accident occurs within a municipality."

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 should be advised to prepare the required Georgia forms and submit them to the state: no response by the police is necessary.

If a motorist calls 911 to report a minor property-damage-only accident, they should be instructed to exchange information with the other motorist and report the accident to the state as required by law. This would spare an officer from responding to the scene and would keep them free to perform other, more critical functions.

Traffic Stops

Traffic safety is an important part of the core mission of any police department. Complaints about traffic are generally the most frequent kind of complaint that the police receive from the public. Therefore, managing traffic conditions, reducing traffic crashes, and helping to prevent injuries from those crashes is an important responsibility for the police.

During the period studied, the department engaged in 5,493 traffic stops. These accounted for 14.2 percent of ALL CFS handled by the department. This is a considerable amount of activity in context of total work, and signifies a very robust approach to traffic enforcement. It is not clear, however, if this enforcement is contributing to any improvement in overall traffic safety in the community.

In lieu of this conventional low-tech, high-touch traffic stop by officers, Brookhaven should consider placing traffic speed and red-light cameras on strategic roadways. Communities that employ these devices report both improved traffic safety as well as increased revenue. There are several strategic locations in the community that would be ideal for these devices. The implementation of this technology will reduce the number of negative contacts between the police and the public, have a more substantial impact on traffic safety, and increase revenue.

CPSM recommends that patrol officers in the department minimize, or discontinue altogether, routine traffic stops. Instead, the department should leverage traffic crash data to focus enforcement efforts on the locations deemed most prone to accidents, and towards drivers deemed to be at the highest risk of causing them. Routine, or random, motor vehicle stops should be discontinued or drastically reduced. Without any direction about where to focus, or for what types of violations, officers are left to conduct this enforcement as their shift permits. It is this type of unfocused traffic enforcement that should be discontinued.

In general, an effective traffic safety program is one that embraces the "Three E's": Enforcement, Education, and Engineering, with a specific focus on driving down the number of crashes and injuries from these crashes and improving overall traffic safety and quality of life in Brookhaven. This will be discussed in depth in the Traffic Safety Unit section.

Begin a Process for Response Reduction

Combined, the categories of CFS discussed above collectively made up more than 27.3 percent of all CFS handled by the Brookhaven Police Department during our study period. This means that about one of every four of all the CFS handled by the department have the potential to be handled differently or not at all. Reducing the number of responses by patrol to a substantial share of these non-serious, non-police CFS and refocusing officers on where they can have an impact would be an opportunity for improvement.

CPSM recommends that from a policy perspective the responses to major categories of CFS be reduced. 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. Then, with community input and approval, decisions 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. Good government and efficient management, however, require that scarce resources be committed only when and where they are absolutely necessary. This is an area that is ripe for evaluation.

Instead of responding to false alarms, minor fender-benders, conducting routine traffic stops not connected to traffic safety, and responding to frivolous situations, the police could redirect their efforts elsewhere. They could engage the community more actively, and thereby come to better understand community needs. They could work on building trust and focusing their efforts on improving traffic safety. There are numerous things that the officers could be doing to make a positive contribution to the Brookhaven community instead of responding to frivolous CFS.

In addition to minimizing frivolous CFS responses, there are other areas where the Brookhaven Police Department should monitor and manage more rigorously.

Suspicious Person/Vehicle

During the 12-month study period, officers responded to 1,796 CFS in the category of Suspicious Incident. This category of CFS describes situations where the caller does not see evidence of a crime being conducted but sees something that appears to them to be not quite right. Perhaps there is someone walking up and down driveways, or parked in front of their home for an extended period of time. The caller has a suspicion or a hunch that something is wrong. This category represented 4.6 percent of all community-initiated CFS.

Based on the approach the department takes towards handling calls from the community, undoubtedly all 1,796 of these CFS were answered, and undoubtedly where possible, the officers encountered those suspicious people or vehicles. This is known as an investigative encounter. Some of these encounters might rise to situations where the person is not free to leave. This is known as a "Terry Stop" after the landmark case Terry v. Ohio, and also known as Stop-and-Frisk. At this level of encounter an officer would need "reasonable suspicion" that a person was committing a crime. It's a fairly low threshold of information for officers to articulate reasonable suspicion. They don't have to be correct, but they need to be reasonable. These encounters are often fraught with danger and that is why the U.S. Supreme Court gave officers a good deal of latitude to protect themselves during these encounters. These encounters can also be situations where racial profiling can occur. Officers might rely on the "profile" of a typical offender they encounter and use that past information to inform their decisions about future encounters. These types of encounters must be monitored and managed very carefully.

In the case *Floyd v. The City of New York,* the NYPD was found to have engaged in a systemic practice of unlawful *Terry Stops* and racial profiling. In the years examined by the court in the Southern District of New York, the NYPD averaged approximately 600,000 stops. The NYPD has approximately 36,000 sworn officers; therefore, this translates into about 17 stops per officer per year.

In the year being examined here, the department responded to 1,796 suspicious incident CFS. Surely, not every one of these resulted in a Terry Stop. There is absolutely no evidence to suggest that the department is engaging in unlawful stop activity or racial profiling, but the point that is being made is that this is a high-risk area that must be monitored and managed carefully.

At a minimum, officers should be documenting these types of encounters, and recording the gender, race, and age of the people stopped and the reasons why they were stopped. In addition, the department should track, analyze, and publicly report this information periodically.

The department is to be commended for its creative and strategic use of its unmanned aerial surveillance system. An example was shared with CPSM of how a drone was utilized on a suspicious CFS. The drone was used to monitor the individual that the citizen believed to be suspicious but no evidence was observed supporting suspicious behavior.

It is recommended that the Brookhaven Police Department 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 the categories of CFS discussed here and formulate additional protocols for these assignments. Furthermore, the department should develop a policy that records the race, gender, and age of people involved in traffic stops and reasonable suspicion stops in the community.

Web-based or Deferred Response

Communities around the country have had some success with enabling members of the public to make police reports or make inquiries to the police through a department website. Non-serious incidents and minor crimes can potentially be reported via a web tool to the Brookhaven Police Department without the response of an officer.

The department has a well-designed website through which the public can request copies of incident and traffic accident reports. The site is user-friendly and could easily support an additional feature for the public to make inquiries that do not require an immediate response. Information and miscellaneous CFS categories are prime examples that could be redirected from an emergency police task to a deferred one.

However, industry experience suggests that citizens still prefer the response of a "live" officer to lodge their complaints. Web-based reporting is not a panacea for reducing non-emergency responses, but is an excellent tool, nonetheless. As the public becomes more "tech-savvy" this feature could be used more rigorously.

In addition to the web-based reporting, the department could consider staffing a telephone response program to handle various categories of CFS. The telephone response or differential response function could be used to deal with past crimes and routine inquiries to the department, thus eliminating the response of a sworn officer. Non-emergency calls such as past crimes, minor property damage, harassment, and city ordinance CFS can be handled through such a service. The information is deferred (delayed) until a staff member becomes available to respond to the call, or another enforcement unit responds as appropriate. This process could divert non-emergency calls from the patrol units, and thus provide officers with more time to engage in proactive and directed patrols or traffic enforcement duties.

Managing Calls for Service Recommendations:

- Create a CFS working group to explore the potential of eliminating workload demands and non-emergency CFS from patrol workload. (Recommendation No. 11.)

- Explore broadening web-based reporting and deferred service responses. (Recommendation No. 12.)

PATROL ALLOCATION, 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 Brookhaven 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.

Allocation

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of officer 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 Brookhaven 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.

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 reflects 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.

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, community policing, and emergency response. Patrol is generally the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

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.

Rule of 60 – Part 1

According to the department's personnel data as of August 16, 2022, the Patrol Division had 52 positions budgeted, but not all positions were filled. The budgeted and actual staffing numbers for the Patrol Division by platoon are shown in the following table.

TABLE 4-3: Patrol Budgeted and Actual Staffing Statistics

Rank	Platoon A Budgeted	Platoon A Actual	Platoon B Budgeted	Platoon B Actual	Platoon C Budgeted	Platoon C Actual	Platoon D Budgeted	Platoon D Actual
Lieutenant	1	1	1	1	1	1	1	1
Sergeant	2	2	2	2	2	2	2	2
Police Officer	9	8	9	8	9	7	9	8
K-9 Handler	K-9 Sergeant Administrative	0	1	1	1	1	1	1
Totals	13	11	13	12	13	11	13	12

The budgeted staffing for patrol is 52 positions and the budgeted total sworn staffing is 83 positions. This would equate to patrol having 62.2 percent of the sworn positions. Utilizing the actual number of 46 sworn positions in patrol compared to the department's current sworn positions of 75, the percentage of sworn assigned to patrol is 61.3 percent. Both are acceptable percentages of deployment for patrol.

This part of the "rule" is not hard-and-fast. Taken on its face, however, this part of the "rule" must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration.

Rule of 60 – Part 2

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.

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. This 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.

The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the 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.

The following eight figures represent workload, staffing, and the "saturation" of patrol resources during the 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 summer periods (July 7 to August 31, 2021) and the winter periods (January 4 to February 28, 2022). 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 2021
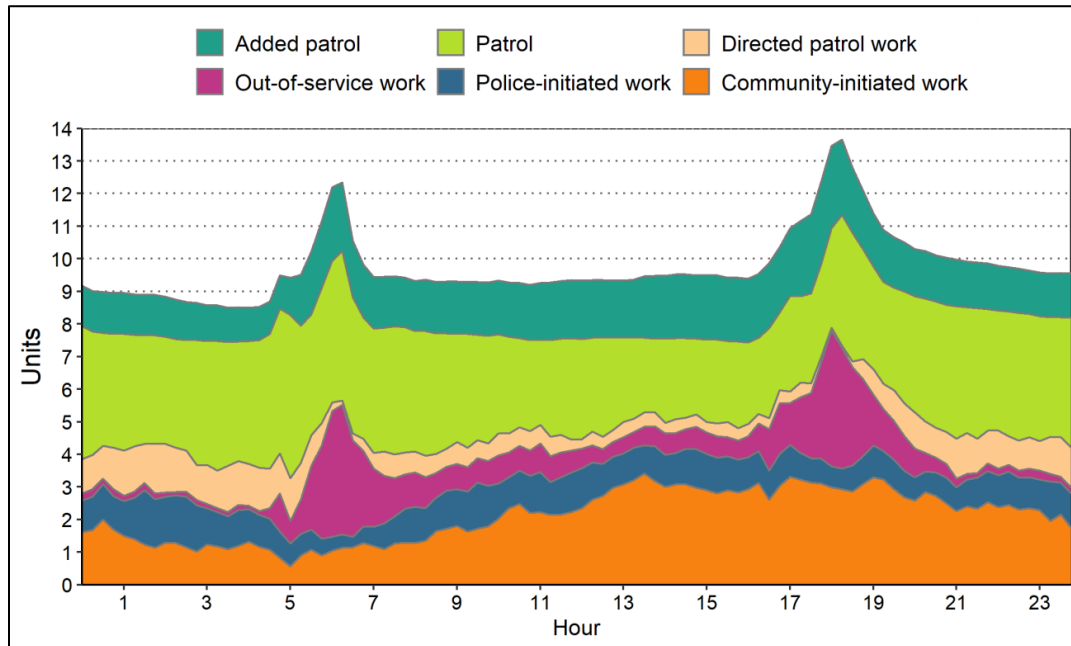
FIGURE 4-2: Workload Percentage by Hour, Weekdays, Summer 2021
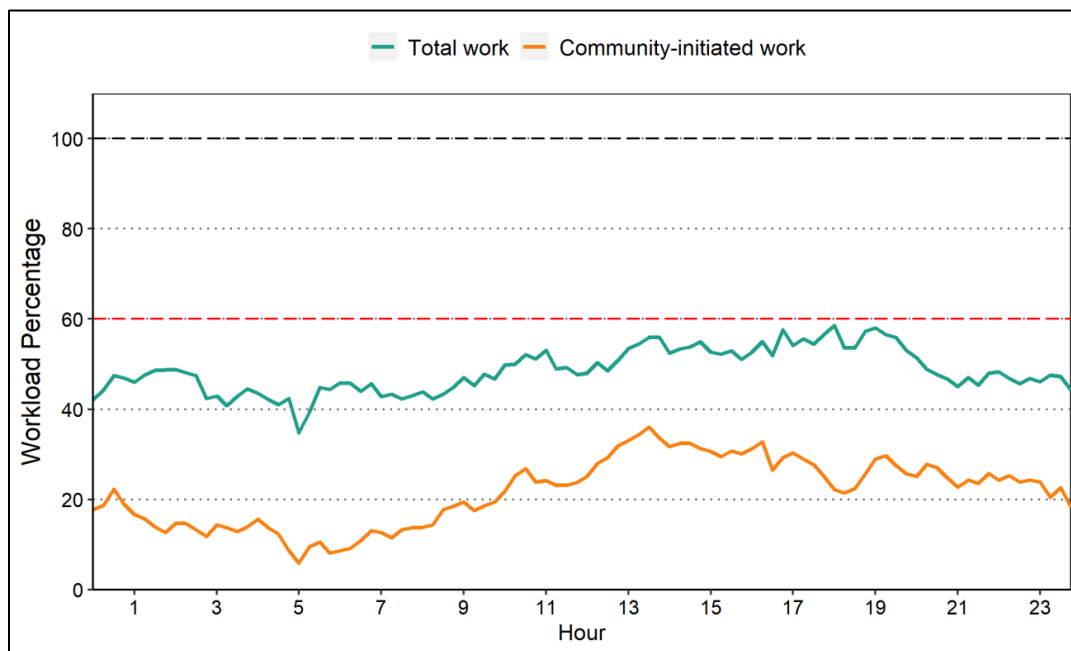
Workload v. Deployment – Weekdays, Summer 2021

Avg. Deployment:	9.8 officers per hour
Avg. Workload:	4.8 officers per hour
Avg. % Deployed (SI):	49 percent
Peak SI:	59 percent
Peak SI Time:	6:00 p.m. to 6:15 p.m.

FIGURE 4-3: Deployment and All Workload, Weekends, Summer 2021
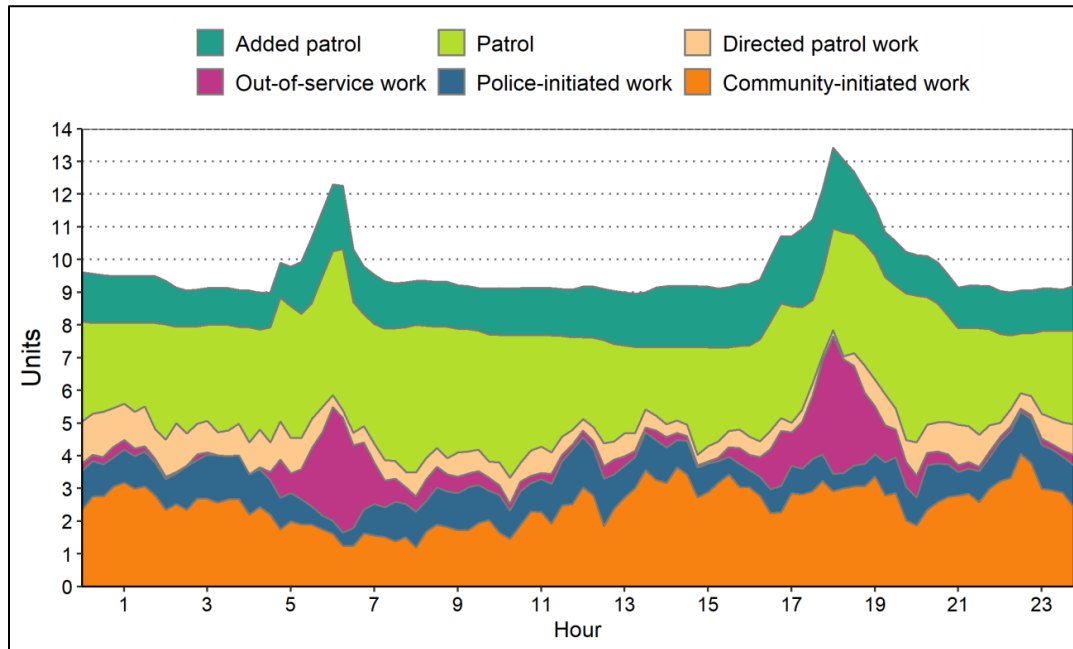
FIGURE 4-4: Percentage of Workload, Weekends, Summer 2021
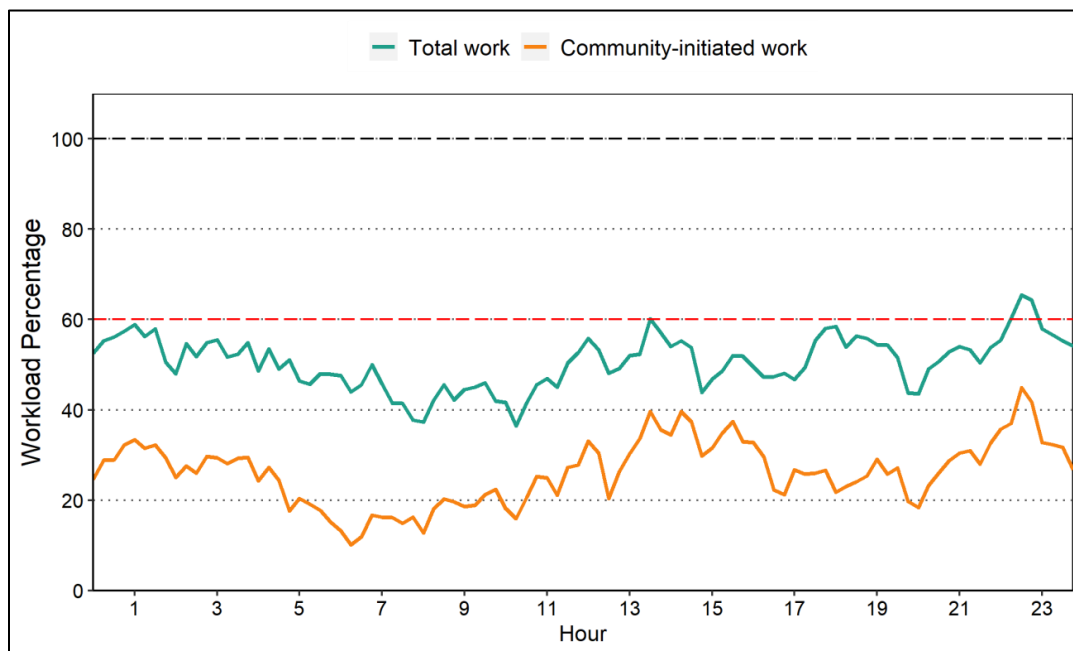
Workload v. Deployment – Weekends, Summer

Avg. Deployment:	9.7 officers per hour
Avg. Workload:	4.9 officers per hour
Avg. % Deployed (SI):	49 percent
Peak SI:	65 percent
Peak SI Time:	10:30 p.m. to 10:45 p.m.

FIGURE 4-5: Deployment and All Workload, Weekdays, Winter 2022
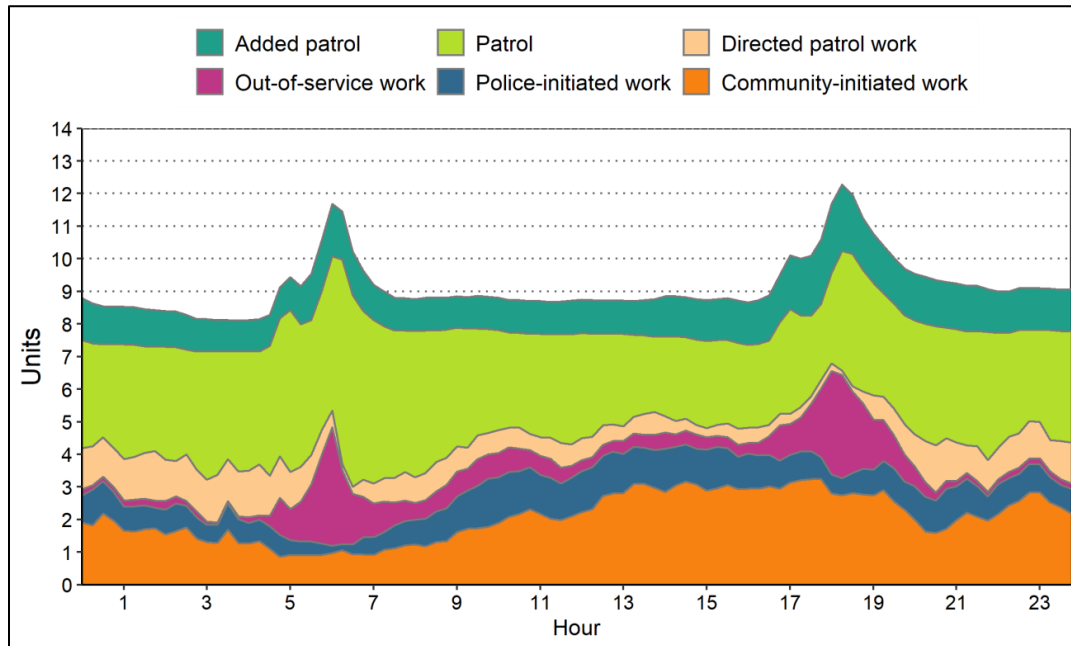
FIGURE 4-6: Workload Percentage by Hour, Weekdays, Winter 2022
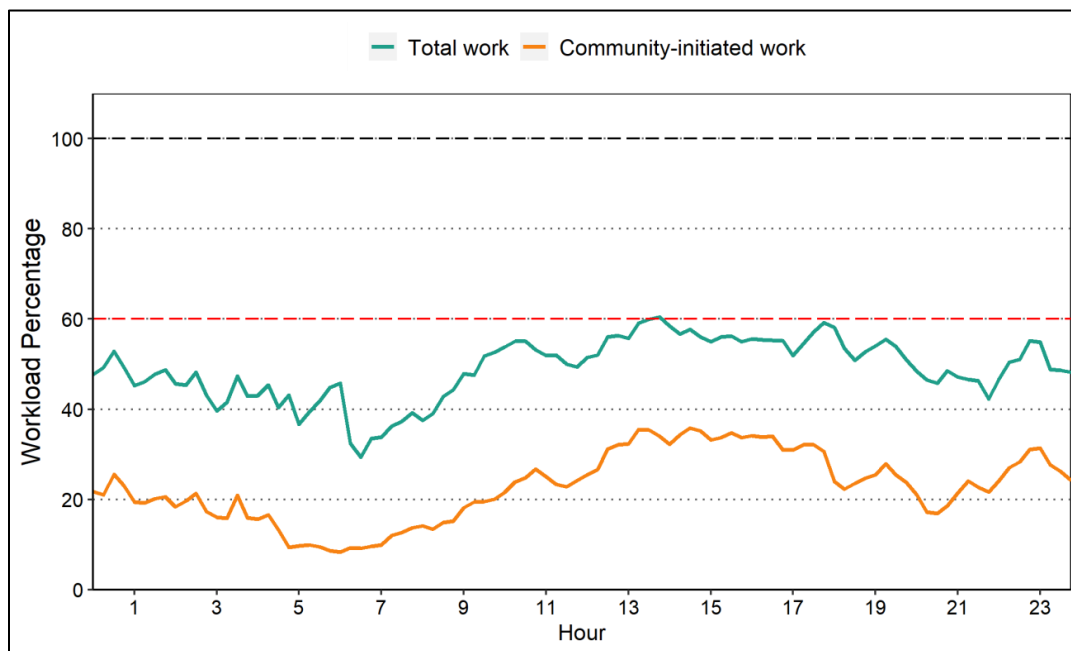
Workload v. Deployment – Weekdays, Winter

Avg. Deployment: 9.1 officers per hour
Avg. Workload: 4.5 officers per hour
Avg. % Deployed (SI):   49 percent
Peak SI: 60 percent
Peak SI Time: 1:30 p.m. to 2:00 p.m.

FIGURE 4-7: Deployment and Workload, Weekends, Winter 2022
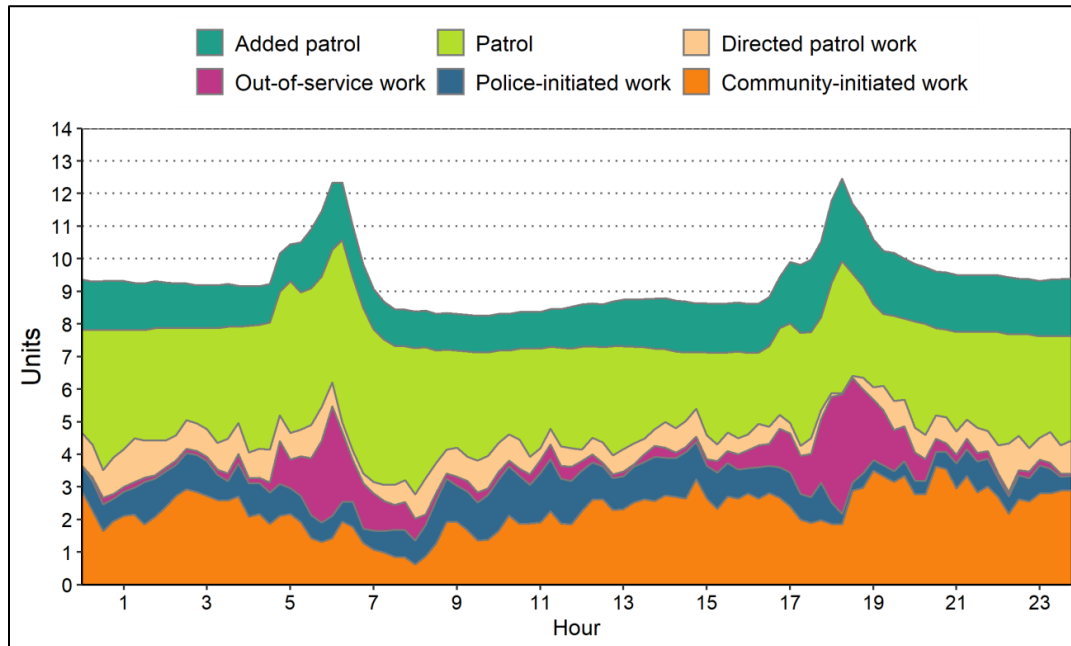
FIGURE 4-8: Workload Percentage by Hour, Weekends, Winter 2022
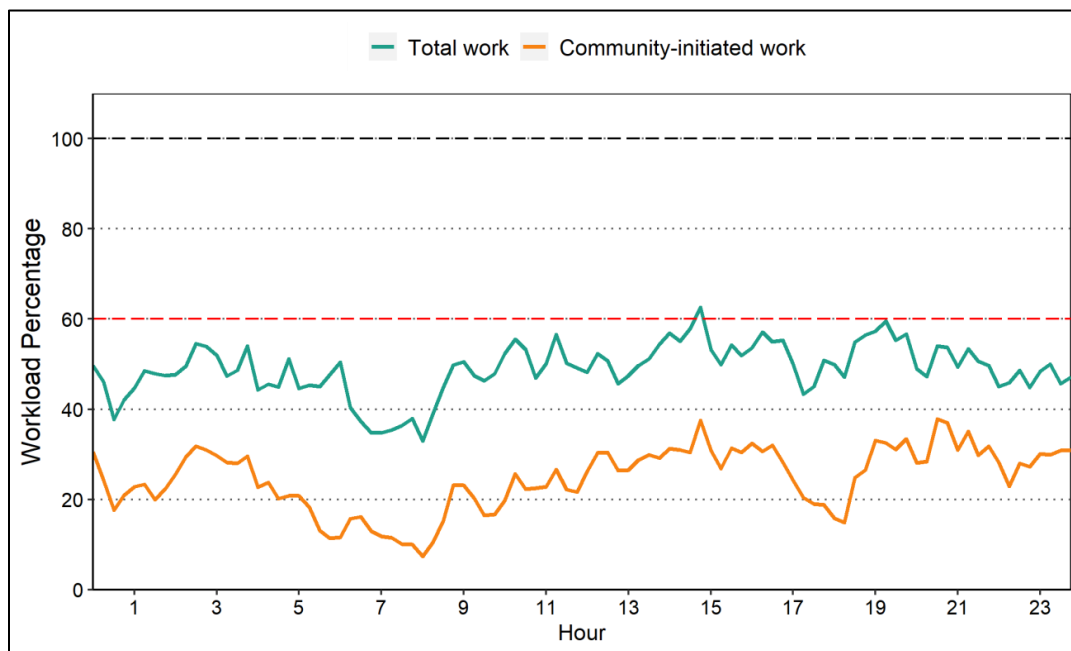
Workload vs. Deployment – Weekends Winter

Avg. Deployment: 9.4 officers per hour
Avg. Workload: 4.6 officers per hour
Avg. % Deployed (SI):   49 percent
Peak SI: 63 percent
Peak SI Time: 2:45 p.m. to 3:00 p.m.

The following table summarizes the workload and deployment in the four periods observed:

TABLE 4-4: Summary of Workload and Deployment

	Summer Weekdays	Summer Weekends	Winter Weekdays	Winter Weekends
Avg. Deployed:	9.8 officers	9.7 officers	9.1 Officers	9.4 Officers
Avg. Workload:	4.8 officers	4.9 officers	4.5 Officers	4.6 Officers
Avg. % Deployed (SI):	49 percent	49 percent	49 Percent	49 Percent
Peak SI:	59 percent	65 percent	60 percent	63 percent
Peak SI Time:	6:00 p.m. to 6:15 p.m.	10:30 p.m. to 10:45 p.m.	1:30 p.m. to 2:00 p.m.	2:45 p.m. to 3:00 p.m.

The information in the previous figures reveals several important findings about the workload demands and patrol function in the Brookhaven Police Department.

The workload demands from the Brookhaven community present a typical distribution over the course of a day. Generally, call volume is lower in the early morning hours and increases throughout the day and then peaks in the late afternoon and evening.

Of concern is the average percent of deployed saturation index and the peak saturation index. During summer weekdays, summer weekends, winter weekdays, and winter weekends the deployed saturation index was 49 percent for each of these periods. This is a high saturation index for deployment. Furthermore, the peak saturation index ranged was 59 percent on summer weekdays, 65 percent on summer weekends, 60 percent on winter weekdays, and 63 percent on winter weekends. The average percent deployed SI and the peak SI suggests that patrol staffing is stressed, especially when factoring in training, vacation time, sick time, and conducting targeted enforcement such as the ACE Team Crime Suppression. Additionally, the high average percent deployed and peak saturation index can impact how proactive officers can be.

As indicated in the Deployment and Workload figures, the supply of patrol officers generally ranges from seven to eight per shift as indicated in the light green areas of the graphs. The dark green area, which indicates added patrol, shows the addition on average of one other unit in-service. This results in approximately nine units deployed per shift. Out-of-service status as indicated in magenta is fairly low with the exception of shift change, which is to be expected. In each of the figures, out-of-service time is practically non-existent. The realities of patrol suggest that many of the CFS would require administrative support and it appears that little if any of this time is reflected in the figures. During the site visit, CPSM learned that most officers on patrol routinely "clear" calls and then tend to the administrative side of the call after the call is ended in CAD.

The information presented above can be used in estimating the appropriate level of staffing for patrol. This is determined by examining shift schedules within the context of the service demands illustrated above.

SCHEDULE AND STAFFING

Taking into consideration the demand for police services and the concept of saturation index, appropriate levels of patrol staffing can be determined. The optimal level of patrol staffing will lead to the modeling of patrol schedules and act as the foundation for the staffing of the entire department.

The department's main patrol force is scheduled in four platoons on 12.25-hour shifts. Platoons A and C work dayshift, 0615 to 1830, with 15 minutes allocated to read-offs. Platoons B and D work nightshift, 1815 to 0630, with 15 minutes allocated to read-offs. Two patrol officers per platoon work 0500 to 1700 (dayshift) and 1700 to 0500 (nightshift). The 0500 to 1700 and 1700 to 0500 shifts enable coverage during shift change. Patrol's 14-day schedule begins on Saturday and ends the second following Friday. The rotation is 2 days off, 2 days on, 2 days off, 3 days on, 2 days off, 2 days on, and 1 day off, which results in a workweek of 85.75 hours. Patrol staff bids for shifts once a year in July by seniority and consideration of special skills such as being bilingual. The department has a minimum staffing level of seven units per shift. There are eight patrol beats (B10, B15, B20, B25, B30, B40, B50, and B80).

The following table presents the current budgeted combination of personnel assignments in patrol.

TABLE 4-5: Patrol Strength by Shift, Budgeted

Shift	Platoon	Shift	LT	SGT	PO	K-9	Total
Day	A	0615 x 1830	1	2	7	*K9 SGT Admin	11
Power Shift	A	0500 x 1700	0	0	2	0	2
Day	C	0615 x 1830	1	2	7	1	11
Power Shift	C	0500 x 1700	0	0	2	0	2
Night	B	1815 x 0630	1	2	7	1	11
Power Shift	B	1700 x 0500	0	0	2	0	2
Night	D	1815 x 0630	1	2	7	1	11
Power Shift	D	1700 x 0500	0	0	2	0	2
Total	-	-	**4**	**8**	**36**	**4**	**52**

***Note**: There are three K-9 units assigned to Patrol. The K-9 sergeant is a former K-9 handler responsible for the administrative aspects of the K-9 unit.

A major oversees all patrol operations. Patrol is made up of 4 lieutenants, 8 sergeants, 36 officers, 1 administrative sergeant who oversees the K-9 officers, and 3 K-9 handlers. The overall structure of the patrol shift plan in the Brookhaven Police Department is sound. The department is to be commended for its design. There are opportunities for improvement but the basic structure is sound.

In general, given the high service demands as illustrated by Figures 4-1 through 4-8, adjustments could be made to the staffing in each of the platoons. The following discussion explores this opportunity.

The available literature on shift length provides no definitive conclusions on an appropriate shift length. A 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.[1] The length of the shift is secondary to the application of that shift to meet service demands.

The 12-hour shift poses advantages and disadvantages. On the positive side, the 12-hour shift requires fewer work appearances for officers and supervisors. Presumably, fewer appearances translate into a higher quality of life away from work. From an operational perspective, the 12-hour shift results in a greater percentage of officers working on any given day, thus more officers to deploy toward crime, traffic, disorder, and community issues at any one time. This shift also affords a tight unity of command with supervisors and officers working together each shift. This promotes better supervision and better esprit de corps among employees.

On the negative side, a 12-hour shift configuration with four equally staffed platoons results in a constant and fixed level of patrol staffing throughout the day. Service demands vary, peaking in the evening hours and waning in the early morning hours. With a constant supply of personnel and a variable demand for their services there will be an alternating surplus and shortage of resources throughout the day. Also, with a four-squad configuration a "silo" effect is often created. The natural rotation of this shift configuration creates four separate squads that do not interact often; this creates personnel "silos." Similarly, it is difficult to communicate between the "silos" and between the squads and the executive management of the department. Lastly, shifts configured with two 12-hour shifts meeting face-to-face do not have any overlap.

In addition, one of the most common and most serious negative attributes of shift work is the rotation from day to night and vice versa. The shift plan in place in the Brookhaven Police Department is consistent for one year and is not disruptive to the routine patterns of everyday life and officer well-being.

Enhanced Shift Model

The department is to be commended for structuring an efficient design for patrol operations. The current shifts provide15-minutes each day for read-off and face-to-face communication. The power shifts provide additional resources during increased CFS. However, the department may want to consider giving the power shifts flexible hours to accomplish special enforcement. The patrol officers assigned to the same power shift would work the same rotation of days off and focus on the zones where more crime is present and be responsible for community relations, crime reduction, and disorder control. The police officers assigned to the power shifts could also be a strategic resource for the platoon lieutenants.

This could be accomplished by increasing the number of officers assigned to patrol, as presented in the following table, Enhanced 12-hour Shift Configuration. These additional resources for patrol would promote greater proactive enforcement, allow officers to engage in long-term problem-solving, and enable greater interaction with the community. Scheduling training for the patrol division would become less problematic. The added staffing would afford greater opportunity for enhancing officers' skills by enabling short-term job rotation to other units like criminal investigations; officers could develop skills and learn what the requirements are for other units. Short-term job rotation is also a solid strategy for succession planning.

The patrol configuration presented in the following table would necessitate an increase of nine positions. This configuration and staffing increase would permit a more robust implementation of departmental strategic plans and would also prepare the department for continued growth of the city, whether through population increase or annexation. The additional staffing would

---

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

enable a reduction in the high saturation index workload figures. Additionally, all zones are likely to be filled by a patrol unit, even with the factors of time off for training, vacation, and sick time. Making the workload more manageable is likely to help in retaining staff, reducing officers' stress levels, and preparing the department for future city growth.

The following table provides our recommendation for how patrol can be staffed and organized under this model.

TABLE 4-6: Enhanced 12-hour Shift Configuration

Shift	Platoon	Shift	LT	SGT	PO	K-9	Total
Day	A	0615 x 1830	1	2	9	1	13
Power Shift	A	0500 x 1700	0	0	2	0	2
Day	C	0615 x 1830	1	2	9	1	13
Power Shift	C	0500 x 1700	0	0	2	0	2
Night	B	1815 x 0630	1	2	9	1	13
Power Shift	B	1700 x 0500	0	0	2	0	2
Night	D	1815 x 0630	1	2	9	1	13
Power Shift	D	1700 x 0500	0	0	2	0	2
Day Shift Administrative				1			1
Total	-	-	**4**	**9**	**44**	**4**	**61**

§ § §

RESPONSE TIMES

Response times reflect the efficiency of dispatch, travel time (which is influenced by traffic conditions), and staffing levels. The following table shows average response time by priority of call to citizen-initiated calls for service. Some calls were not included because the data lacked a recorded arrival time of the first unit, or occurred at headquarters. Therefore, this analysis reflects the beats' dispatch, travel, response time, and calls for service.

An analysis of this data indicates that dispatch should strive for greater efficiency. CPSM recognizes that, throughout the country, agencies are challenged to recruit and retain dispatchers. This may be a factor in the high average dispatch times seen here, and the BPD may want to delve into the reasons for the high dispatch times. Brookhaven is an urban area with heavy traffic. When dispatch and travel times are coupled with a limited number of officers to handle the workload, response times can be pushed up. To address travel times the BPD may want to examine the geographical areas of the beats and look at adjustments in how the beats are configured.

TABLE 4-7: Average Response Time Components, by Beat

Beat	Minutes			Calls	Area (Sq. Miles)	Population (2020)
	Dispatch	Travel	Response			
B10	4.8	6.1	10.9	4,282	1.6	12,364
B15	5.1	7.7	12.8	692	0.2	719
B20	5.1	7.8	12.9	3,667	1.6	14,560
B25	5.0	7.6	12.6	1,233	0.7	2,360
B30	4.8	7.8	12.6	2,387	2	10,993
B40	4.8	7.3	12.1	2,407	2.3	9,231
B50	5.3	9.9	15.2	937	1.9	6,063
B60	5.0	9.1	14.1	1,010	2.0	5,863
Miscellaneous	3.1	11.3	14.4	29	NA	NA
Unknown	6.2	8.4	14.6	152	NA	NA
Total	**4.9**	**7.5**	**12.4**	**16,796**	**12.3**	**62,153**

The following table shows response times by priority of call. CPSM recommends response to high-priority CFS have a total response time of less than five minutes. It is recognized that Brookhaven is an urban area with high traffic levels at times. CPSM recommends the department meet with dispatch supervisors to examine dispatch times. As well, CPSM's recommendation for additional patrol staffing could help to reduce the response times to high-priority CFS.

§ § §

TABLE 4-8: Average Response Times, by Priority

Priority	Dispatch	Travel	Response	Calls
P	2.3	4.4	6.7	329
1	4.2	6.7	10.9	6,111
2	5.5	8.0	13.5	10,297
3,4,5	3.7	5.7	9.4	51
Unknown	9.1	6.0	15.1	8
Total	**4.9**	**7.5**	**12.4**	**16,796**
Injury accident	2.7	4.4	7.1	192

Patrol Deployment and Staffing Recommendations:

- Increase current patrol staffing to meet the workload demands. (Recommendation No. 13.)

- The department's goal is for each patrol platoon to deploy 9 units inclusive of the early cars (power shifts), with a minimum staffing level of 7 units for staffing eight zones. CPSM recommends increasing the zone cars to nine patrol officers per platoon *not including the early cars* (power shifts) and adding two power shift officers to each platoon. These power shifts should continue to provide coverage during shift changes. However, patrol lieutenants can also use the power shift officers for strategic enforcement and to assist the Crime Suppression Team when necessary. Adding additional officers to patrol will reduce the high workload saturation index, reduce officers' stress, and prepare the department for future population growth and growth through annexation. (Recommendation No. 14.)

- Provide each shift with a K-9 unit and reallocate the K-9 sergeant to oversee the administrative aspects of all K-9 units and assist the patrol shifts with all administrative needs. (Recommendation No. 15.)

- The department is encouraged to meet with dispatch supervisors in an effort to determine how to reduce dispatch times. (Recommendation No. 16.)

- The department may want to explore changing the geographical areas of the beats in an effort to reduce response times. (Recommendation No. 17.)

§ § §

SPATIAL REPRESENTATION OF DEMAND

The figures and tables presented previously provide a thorough examination of the service demands 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 Brookhaven Police Department. Examining the spatial demands permits the exploration of where incidents are occurring.

Brookhaven is a city in the northeastern suburbs of Atlanta and is located in western DeKalb County, directly northeast of Atlanta. Brookhaven has a growing population and also may grow through potential annexation of additional land. The following figure illustrates Brookhaven's location.

FIGURE 4-9: Geographical Overview of the City of Brookhaven.
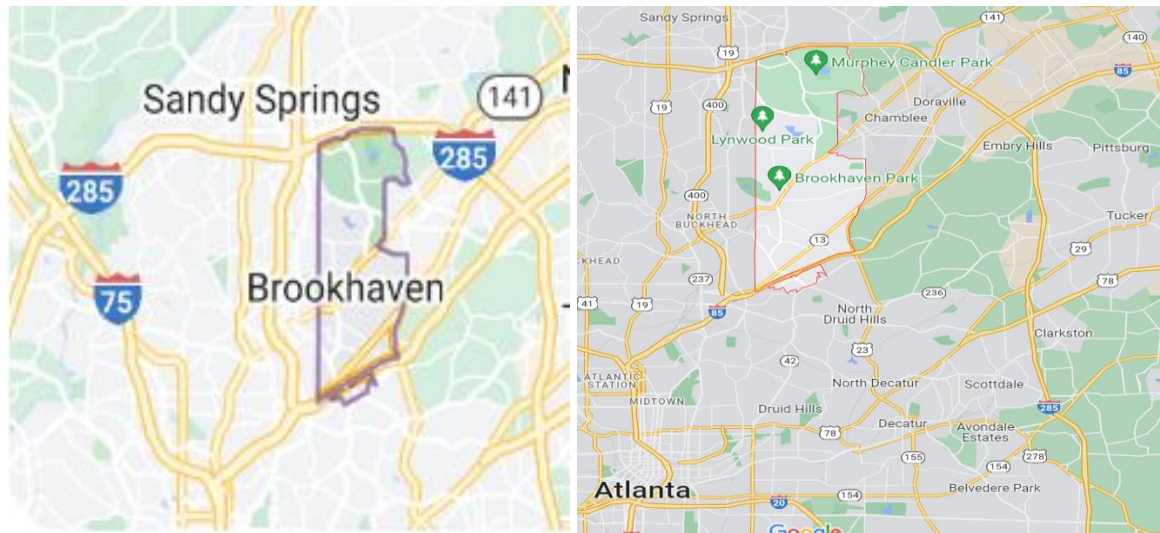
To illustrate spatial demands on the police department, CPSM generated maps using the CFS data extracted from the CAD system; these maps are intended to illustrate problem areas in the city using one year of data. The goal in this section is to illustrate problematic locations in the community and the need to develop specific strategies around those locations.

The following figures provide an overview of hot spots for crime, CFS, directed patrol, checks, traffic accidents, and traffic stops. There are several distinct "hot spots" in the community. It is clear that commercial and retail areas dominate the responses by officers to both crime CFS and other CFS. This comes as no surprise as these areas are vibrant and well-traveled parts 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.

CPSM recommends taking a more strategic approach to conditions at these locations. The department should create a specific strategic plan to address these locations. All of the operational resources (patrol, investigative, etc.) should be brought to bear on crime and

disorder at the locations. Shoplifting could just be a crime of opportunity, or it could be an act of an organized ring focused on retail and identify theft. Police departments across the country are experiencing a growing trend of gang involvement in retail and identity theft, as well as auto larceny in the vicinity of commercial hubs.

A more coordinated and strategic approach to hot spots is warranted. Such an approach could have an impact on reducing crime and be a better use of patrol resources. The same approach should be taken for traffic safety. A strategic approach is necessary to deal with the myriad number of issues generated in certain areas. Man of the hot spots illustrated in the following maps are commercial areas. There is an opportunity for the department to work with businesses in these areas to educate them on crime prevention as well as to focus directed patrols in these areas.

FIGURE 4-10: Hot Spot Areas for Crime
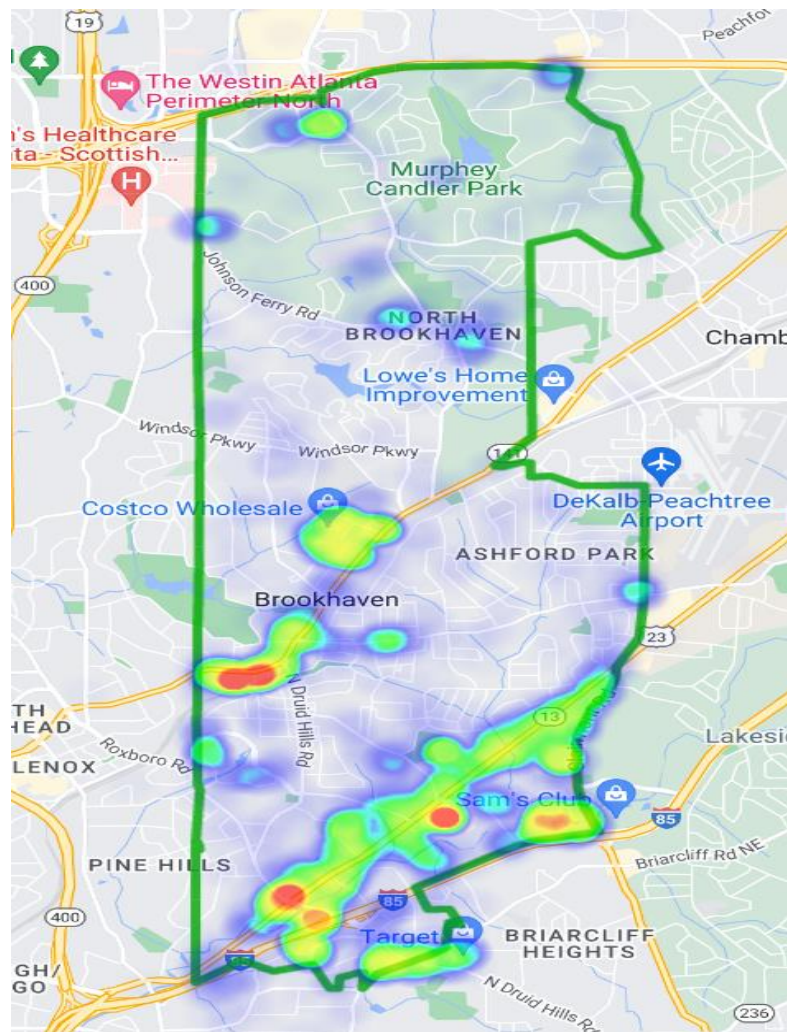
(Red > 35 Crime Runs)

Runs	Location	Place
353	2665 BUFORD HWY	Brookhaven Police HQ*
100	3309 BUFORD HWY	Aaron's Store – Shopping Area
49	3871 PEACHTREE RD	Kroger

45	3925 PEACHTREE RD	Walgreen's
43	1960-306 N DRUID HILLS RD	Red Roof PLUS+
37	2470-2484 BRIARCLIFF RD	Brighten Park
32	2061 N DRUID HILLS RD	DoubleTree by Hilton
28	4420-1105 PEACHTREE RD	Gables Brookhaven
27	3078-435 CLAIRMONT RD	Montrose Brookhaven
25	3510-V1 BUFORD HWY	The Commons at Briarwood Park
25	1236 EXECUTIVE PARK DR	Courtyard by Marriott
24	500 BROOKHAVEN AVE	Costco
23	755 BROOKHAVEN AVE	LA Fitness
22	2920 CLAIRMONT RD	Holiday Inn Express Atlanta
21	10 EXECUTIVE PARK DR	Cortland Oleander East
21	2010 CURTIS DR	Brookhaven Apts
21	4150-1215 ASHFORD DUNWOODY	The LINC Brookhaven
20	2924 CLAIRMONT RD	Parkcentral
20	1000 BARONE AVE	The Brookhaven Collection
20	104-A100 TOWN BLVD	Publix at Town Brookhaven

The following figure examines hot spot areas for calls for service (CFS). This map can be utilized to determine what types of incidents are occurring at these locations, and plan strategically to reduce the CFS. Currently, the department has the basic framework in place to implement this approach. Officers on patrol are expected to complete a daily report as a running computerized log of their activities. This log captures the assignments handled each shift.

The department is to be commended for implementing this accountability mechanism. Additionally, the daily roster posts an action plan for each shift. Shift briefings are documented and provide valuable information and direction. For example, the Alpha Shift briefing dated 8/16/22 states "Increase foot and vehicle patrols for suspicious activity. Log all activity through field interview module, incident reports, or citation/warning. Review your municode for a multitude of enforceable actions."

Officers are given the autonomy to self-direct their daily activities around CFS received from the public. This mechanism could also be leveraged to direct officers to address strategic priorities identified by the department. In other words, instead of the current random system, a more focused and more directed system could be implemented that targets specific hot spots in the community.

§ § §

FIGURE 4-11: Hot Spot Areas for CFS
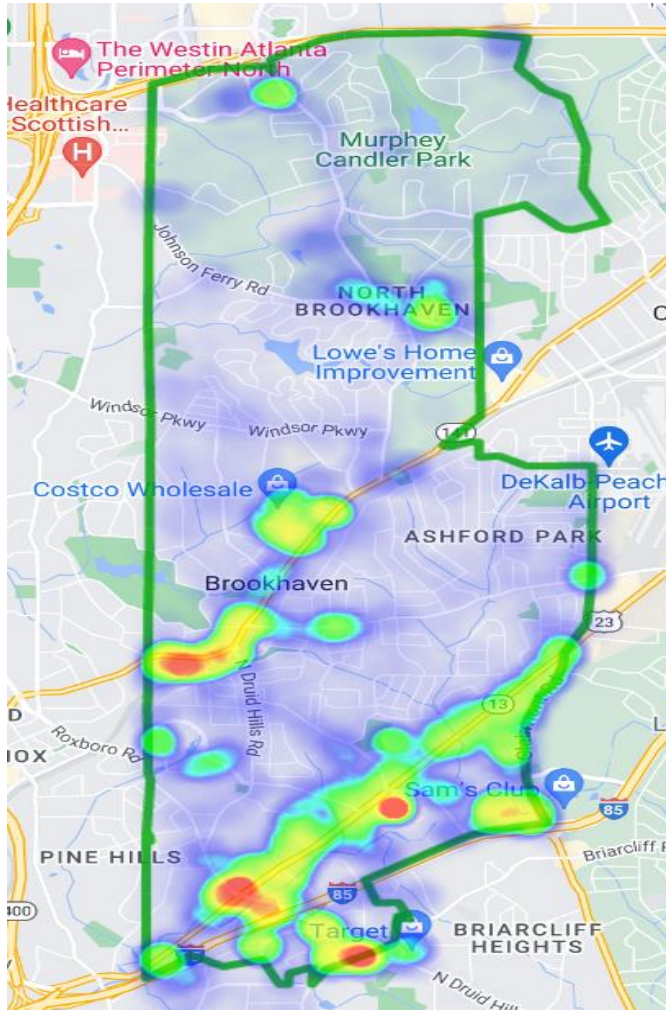
(Red > 150 CFS RUNS)

Runs	Location	Place
921	2665 BUFORD HWY	Brookhaven Police Department*
305	3309 BUFORD HWY	Aaron's Store
209	N DRUID HILLS RD/BRIARCLIFF RD	N DRUID HILLS RD/BRIARCLIFF RD
182	1960 N DRUID HILLS RD	Red Roof PLUS+
142	3871 PEACHTREE RD	Kroger
124	4420-1105 PEACHTREE RD	Gables Brookhaven
120	1975 N DRUID HILLS RD	Hampton Inn
116	2061 N DRUID HILLS RD	DoubleTree by Hilton
114	N DRUID HILLS RD/TULLIE RD	N DRUID HILLS RD/TULLIE RD
107	N DRUID HILLS RD/BUFORD HWY	N DRUID HILLS RD/BUFORD HWY
102	3925 PEACHTREE RD	Walgreen's
99	3450 BLAIR CIR	Brookleigh Flats
95	2484 BRIARCLIFF RD	Brighten Park Shopping

93	3833 PEACHTREE RD	Atler at Brookhaven Apartments
91	6 EXECUTIVE PARK DR	Emory Orthopaedics and Spine Center*
88	2220-112 LAKE BLVD	Residence Inn
88	3510-L1 BUFORD HWY	The Commons at Briarwood Park
83	4150-1123 ASHFORD DUNWOODY RD	The LINC Brookhaven
83	3078-223 CLAIRMONT RD	Montrose Brookhaven
77	500 BROOKHAVEN AVE	Costco Wholesale
77	3967-125 PEACHTREE RD	Extended Stay America
76	CLAIRMONT RD/BUFORD HWY	CLAIRMONT RD/BUFORD HWY
76	2443-B116 E CLUB DR	Lenox Summit Apartments
75	1837 CORPORATE BLVD	Pink Pony
75	3334 CLAIRMONT RD	McDonald's
75	1840-327 CORPORATE BLVD	Microtel Inn
75	2920 CLAIRMONT RD	Holiday Inn

In the areas of strategic crime prevention, analysis, and prevention, "hot-spot" mapping is generally considered a crude or unartful approach. There are more sophisticated and advanced methods that rely on algorithms and machine learning techniques. Predictive analytic techniques, such as PredPol,[2] are in use in police departments around the country to drive operations. However, in a community the size of Brookhaven, predictive analytic approaches might not be required. The size and scope of crime and criminal offenders is such that officers already have a good working knowledge of the conditions in the community. For example, it is not necessary to employ an algorithm to predict that crime or CFS will occur at the Aaron's Store. The "hot-spot" maps illustrate the location and now what is needed is a plan to address problems at that location.

§ § §

---

2. https://www.predpol.com/

FIGURE 4-12: Hot Spots for Directed Patrol
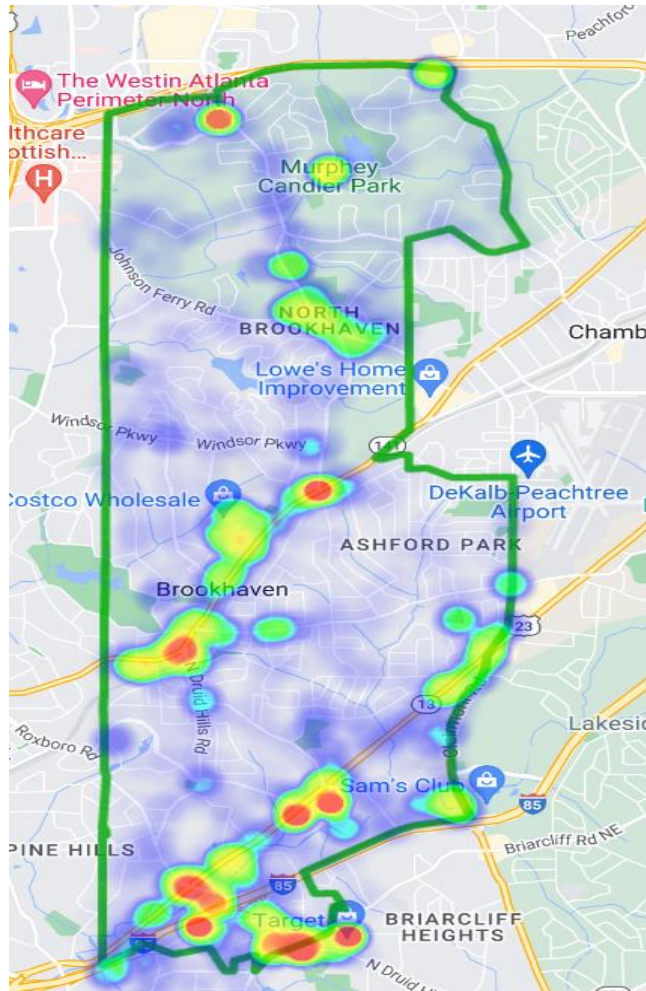
(Red > 300 Directed Patrol Runs)

Runs	Location	Place
880	3309 BUFORD HWY	Aaron's Store - Shopping Area
480	2400 N DRUID HILLS RD	Target
401	2375 N DRUID HILLS RD	QuikTrip Store #723
399	1236 EXECUTIVE PARK DR	Courtyard by Marriott
314	2001 N DRUID HILLS RD	The Polygraph Examiner
310	3249 BUFORD HWY	QuikTrip 3249
301	PEACHTREE RD/ASHFORD DUNWOODY	PEACHTREE RD/ASHFORD DUNWOODY
297	1501 LAKE HEARN DR	Hilton Garden Inn
277	N DRUID HILLS RD/PEACHTREE RD	N DRUID HILLS RD/PEACHTREE RD
273	1551 W NANCY CREEK DR	Murphey Candler Park
270	2061 N DRUID HILLS RD	DoubleTree by Hilton
270	N DRUID HILLS/BRIARCLIFF RD	N DRUID HILLS/BRIARCLIFF RD
264	2484 BRIARCLIFF RD	Brighten Park Shopping
249	4386 CHAMBLEE DUNWOODY RD	DoubleTree by Hilton

220	3859 PEACHTREE RD	Residence/Joann's Massage
217	BRIARWOOD RD/BUFORD HWY	BRIARWOOD RD/BUFORD HWY
215	2200-BLK N DRUID HILLS RD	Cortland North Druid Hills - Brookhaven Apartments
205	2920 CLAIRMONT RD	Holiday Inn Express Atlanta - Northeast I-85
200	2036 JOHNSON FERRY RD	Cambridge Square

In comparing the locations in which crime occurs and where directed patrols are assigned, it can be seen that there are some high-crime areas that receive attention through directed patrol. However, all the crime hot spots in Figure 4-10 should be the driving force for directed patrol. Certainly, there may be other reasons for a directed patrol such as a neighborhood wanting to see the presence of an officer; however, the directed patrols should be focused on high-crime and high-CFS areas. Crime analysis should be used to determine the times during which these crimes are occurring to assist the shift lieutenants in assigning strategically directed patrols. This is a proactive use of crime analysis.

FIGURE 4-13: Hot Spots for Checks
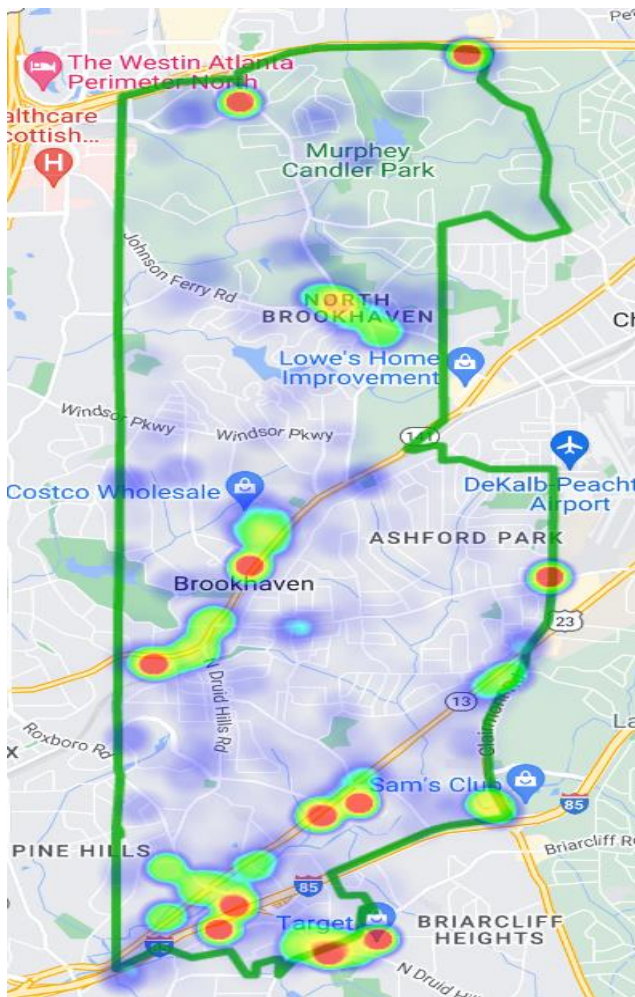
(Red> 150 Check Runs)

Runs	Location	Place
832	3249 BUFORD HWY	QuikTrip 3249
423	2375 N DRUID HILLS RD	QuikTrip Store #723
253	1236 EXECUTIVE PARK DR	Courtyard by Marriott
212	1501 LAKE HEARN DR	Hilton Garden Inn Atlanta Perimeter
212	2400 N DRUID HILLS RD	Target
194	4234 PEACHTREE RD	Chevron 4234
194	3630 CLAIRMONT RD	RaceTrac
193	2061 N DRUID HILLS RD	DoubleTree by Hilton Hotel Atlanta North Druid Hills
182	4386 CHAMBLEE DUNWOODY RD	DoubleTree by Hilton Atlanta Perimeter Dunwoody
176	3859 PEACHTREE RD	Residence/Joann's Massage
158	3309 BUFORD HWY	Aaron's Store
135	3500 ASHFORD DUNWOODY RD	Jones Petroleum
128	2920 CLAIRMONT RD	Holiday Inn Express Atlanta - Northeast I-85
113	3249 BUFORD HWY	QuikTrip 3249
107	1845 BUCKHEAD VALLEY LN	Residence
97	2800 BUFORD HWY	Shell Gas
85	3967 PEACHTREE RD	Extended Stay America - Atlanta - Buckhead
85	2898 CLAIRMONT RD	BP Gas
83	2055-B N DRUID HILLS RD	Exxon Gas
83	3435 ASHFORD DUNWOODY RD	Publix Super Market at Oglethorpe Crossing
78	3520 ASHFORD DUNWOODY RD	Cambridge Square
76	3334 CLAIRMONT RD	McDonald's
74	2375 N DRUID HILLS RD	QuikTrip Store #723
72	4040 PEACHTREE RD	Dunkin'
72	1975 N DRUID HILLS RD	Hampton Inn Atlanta-North Druid Hills
66	2484-33 BRIARCLIFF RD	Brighten Park

The approach for managing Checks should be similar to that of directed patrol, and should be based on utilizing crime analysis to determine the areas that are most in need of additional attention.

§ § §

FIGURE 4-14: Hot Spots for Accidents
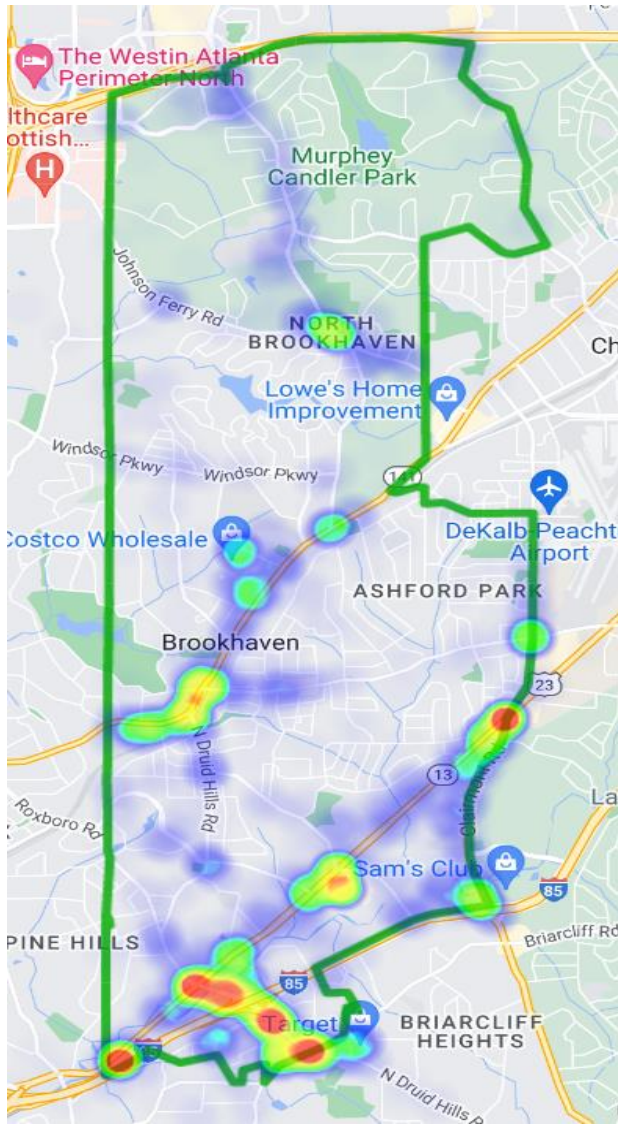
(Red > 25 Accident Runs)

Runs	Location
148	N DRUID HILLS RD/BRIARCLIFF RD
95	2200-BLK N DRUID HILLS RD
78	N DRUID HILLS RD/BUFORD HWY
47	2665 BUFORD HWY
40	BUFORD HWY/CLAIRMONT RD
36	3307 BUFORD HWY
35	N DRUID HILLS RD/PEACHTREE RD
34	I85S/N DRUID HILLS RD
32	BUFORD HWY/BRIARWOOD RD
32	PEACHTREE RD/DRESDEN DR
27	N DRUID HILLS RD/NORTHEAST EXPY

26	BUFORD HWY/CLAIRMONT TER
23	ASHFORD DUNWOODY RD/PEACHTREE RD
22	500 BROOKHAVEN AVE
21	ASHFORD DUNWOODY RD/JOHNSON FERRY RD
19	2470 BRIARCLIFF RD
19	2484 BRIARCLIFF RD
19	BUFORD HWY/N CLIFF VALLEY WAY
19	JOHNSON FERRY RD/ASHFORD DUNWOODY RD
19	2898 CLAIRMONT RD
19	BUFORD HWY/CORPORATE BLVD
17	2400 N DRUID HILLS RD

Traffic accident data should be a major factor in deciding the areas for conducting traffic stops. Comparing the high-frequency traffic accident locations (Figure 4-14) to high-frequency motor vehicle stop locations (Figure 4-15) shows the department's focus. The department does a good job making traffic stops at the locations where crashes occur more frequently.

Still, an opportunity exists to leverage the robust enforcement already being conducted in Brookhaven towards a more focused approach to traffic safety. CPSM recommends that traffic safety become an integral part of the strategic plan for all patrol officers. The patrol squads, under the leadership of the sergeants, could coordinate the efforts in this area and leverage the efforts of the entire patrol function. Using personal injury accidents as the outcome measure, the department should embrace a comprehensive approach focusing on the "Three E's": Enforcement, Education, and Engineering.

§ § §

FIGURE 4-15: Hot Spots for Traffic Stops
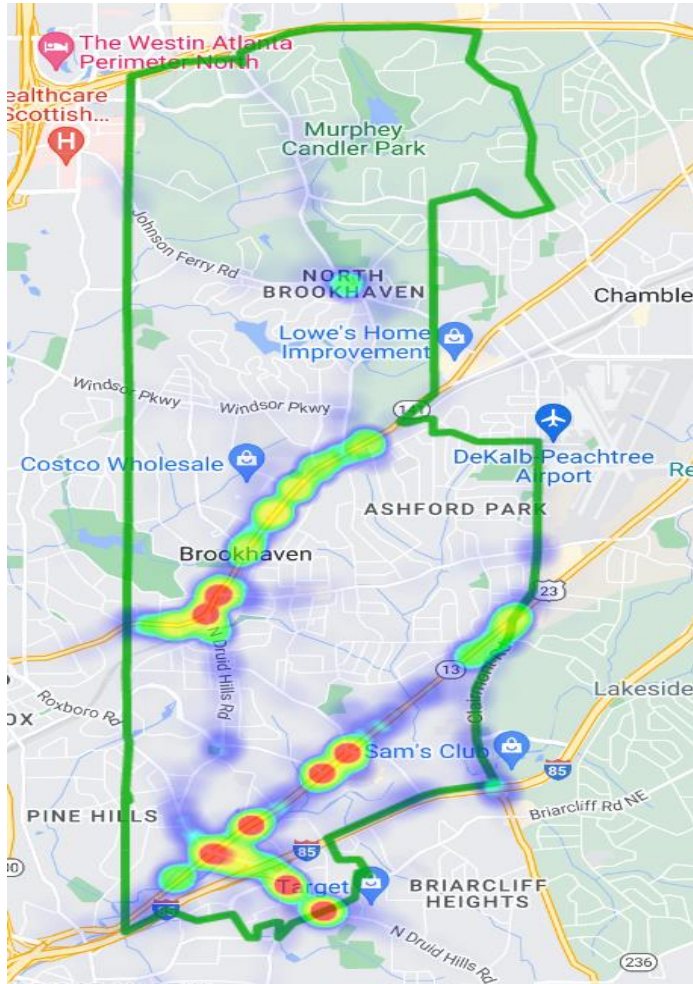
(Red > 100 Runs)

Runs	Location
291	N DRUID HILLS RD/BUFORD HWY
167	PEACHTREE RD/DRESDEN DR
135	BUFORD HWY/CORPORATE BLVD
131	N DRUID HILLS RD/EXECUTIVE PARK DR
117	N DRUID HILLS RD/PEACHTREE RD
114	N DRUID HILLS RD/BRIARCLIFF RD
112	BUFORD HWY/BRIARWOOD RD
110	BUFORD HWY/N CLIFF VALLEY WAY
89	PEACHTREE RD/TOWN BLVD
88	PEACHTREE RD/HERMANCE DR
82	N PEACHTREE RD/COLONIAL DR
79	BUFORD HWY/CLAIRMONT RD
73	PEACHTREE RD/REDDING RD
73	PEACHTREE RD/OSBORNE RD

63	PEACHTREE RD/LANIER DR
56	PEACHTREE RD/ASHFORD DUNWOODY RD
52	1200 SYLVAN CIR
48	W DRUID HILLS DR/N DRUID HILLS RD
46	ASHFORD DUNWOODY RD/JOHNSON FERRY RD
44	BUFORD HWY/DREW VALLEY RD
44	85SB/N DRUID HILLS RD
42	PEACHTREE RD/BROOKHAVEN DR
39	3309 BUFORD HWY
39	APPLE VALLEY RD/DRESDEN DR
38	BUFORD HWY/CLAIRMONT TER
37	W DRUID HILLS DR/BUFORD HWY
34	N DRUID HILLS RD/W DRUID HILLS DR

Managing Hot Spot Recommendations:

- CPSM recommends utilizing crime analysis to determine the hot spots in which a concentration of crime and calls for service are occurring. Using this information, the department can then model the directed patrols and area checks to address these hot spots. (Recommendation No. 18.)

- CPSM recommends conducting on-going analysis of hot spots for traffic accidents to ensure traffic stops continue to address areas with a high frequency of traffic accidents. (Recommendation No. 19.)

- CPSM recommends that traffic safety become an integral part of the strategic plan for all patrol officers. The patrol squads, under the leadership of the sergeants, could coordinate the efforts in this area and leverage the efforts of the entire patrol function. Using personal injury accidents as the outcome measure, the department should embrace a comprehensive approach focusing on the "Three E's": Enforcement, Education, and Engineering. (Recommendation No. 20.)

§ § §

K-9 UNIT

The K-9 unit is led by a former K-9 handler who is now a sergeant and who oversees the operations of the unit. CPSM is recommending that an additional K-9 be assigned so all four platoons have the services of a K-9 dog. CPSM was advised by the department that it is working on getting another K-9 trained to add to the unit. The sergeant should be assigned an administrative role to oversee administrative items such as budgeting for the K-9 unit, ensuring training is being met, and assisting the patrol division lieutenants with administrative tasks.

The K-9 unit makes significant contributions to the department's efforts. The statistics from the 2021 annual report indicates the K-9 unit was responsible for the following during the year:

- $421,800 in narcotics seized.

- 156 arrests.

- $985,167 currency seized.

- 89 patrol deployments.

- 79 narcotics deployments.

- 74 assist other agencies.

K-9s are a valuable asset to the department. For example, K-9 Dano began serving with the Brookhaven Police Department in 2014. He retired after seven years of policing. K-9 Dano had career achievements of 200 arrests, $4.7 million of narcotics being intercepted, and $697,000 in cash seized.

The K-9 unit is well-trained and prepared. For example, when the unit participated in the 2021 K-9 seminar, K-9 Lord and Officer Jared Nuttall placed first in tracking and K-9 Band and Sgt. David Fikes placed first in patrol and criminal apprehension. The K-9 unit is to be commended for its proactive work.

K-9 Recommendations:

- CPSM recommends having one K-9 per shift. The fourth K-9 now in training should be assigned to the vacant K-9 shift. The sergeant who oversees the unit should be placed in an administrative position to oversee the administrative and training aspects for the K-9 unit and also provide support to the patrol lieutenants for administrative and operational needs. (Recommendation No. 21.)

- CPSM recommends providing bulletproof vests for all K-9s to protect the K-9 and to also protect the investment of the department in the K-9 unit. (Recommendation No. 22.)

§ § §

SWAT

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), which recommends if size and/or demographics limit the capabilities of an agency, that multijurisdictional resources be combined and coordinated in a manner that is consistent with reliable and safe operations.[3]

North Metro S.W.A.T. is an elite special operations tactical unit trained to perform high-risk and counterterrorism operations that fall outside of the abilities of regular patrol officers. The commander of the team is from the Sandy Springs Police Department. The commander's responsibilities include coordinating the evaluation, selection, and training of the team; planning, implementing, executing, and managing 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 North Metro S.W.A.T. is composed of 27 tactical operators, 15 medics, and 17 negotiators. Ten of the team members are from the BPD. 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.

Sandy Springs General Order 07-4622 is utilized by the four police departments that are members of the unit. The General Order governing the team is very comprehensive as to the qualifications that candidates must meet to be considered to try out for the team to include: minimum of one (1) 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 maintain job proficiency; and 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. There are also additional standards that must be met for a team member to qualify for a sniper position. The team has explosive breaching capabilities, utilizes drones for surveillance, and robot clearing technology. The process does not include a psychological evaluation.

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

---

3. 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

designated as part of the process. Negotiators are required to complete the Georgia P.O.S.T. 40- 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 in terms of selection processes that most consist of an application, job-related physical proficiency test, oral interview, background investigation and assessment of mental stability.[4]

The tactical operators and medics are required to train for two days per month for eight hours each day. This amount of training is in compliance with the National Tactical Officers Association recommendations. The negotiators train quarterly for four hours each session. Joint training exercises are conducted with the tactical operators, medics, and negotiators. The North Metro S.W.A.T. utilizes a threat assessment matrix before serving a warrant and also conducts after action reports/debriefings.

The Sandy Springs Police Department is the lead agency of North Metro S.W.A.T. This team follows the recommendations of the National Tactical Officers Association for training standards. The Brookhaven Police Department has taken the initiative to provide ten members to the North Metro S.W.A.T. This demonstrates the philosophy of the BPD to collaborate with other departments to create a financially sound approach for building a regional SWAT team. The BPD is to be commended for providing these additional high-liability resources to its community in a cost-effective manner.

SWAT Recommendation:

- Institute psychological testing for all new members as part of the selection process for the North Metro S.W.A.T. (Recommendation No. 23.)

§ § §

---

4. National Tactical Officers Association (June 2009). A comprehensive review and report of SWAT training and operational procedures within the state of New Hampshire. Retrieved on December 6, 2015, from https://www.ci.keene.nh.us/sites/default/files/NTOA%20Report%202009.pdf

CRIME SUPPRESSION TEAM (ACE TEAM, ALSO REFERRED TO AS NET TEAM)

The ACE Team is a crime suppression team that conducts operations for crime suppression in high-crime areas. The team is a function and not a unit. Being a member of the team is an ancillary duty. The team was created in 2021. The team is composed of three lieutenants, four K-9s, and three detectives. Four of the team's members also belong to SWAT. The original goal of the team was to conduct two operations per month. The types of operations envisioned were incidents such as serving warrants that did not rise to the level of a SWAT call-out. In discussing the Crime Suppression team with Lt. Bolls, we found he believes strongly in the concept but the team does not have enough available staffing to carry out its original goals. Department leadership needs to analyze the merits of having a Crime Suppression team, determine how much time each month should be allocated to its operations, and consider the feasibility of occasionally utilizing on the team the eight officers assigned to the patrol power shifts. Enhanced tactical training would need to be provided to the eight officers.

Crime Suppression Team Recommendation:

- The department leadership needs to analyze the merits of having a Crime Suppression team, determine how much time each month should be allocated to its operations, and consider the feasibility of occasionally utilizing on the team the eight officers assigned to the patrol power shifts. Enhanced tactical training would need to be provided to the eight officers. (Recommendation No. 24.)

TECHNOLOGY IN PATROL

The Brookhaven Police Department is a leader in employing technology to enhance crime detection and officer safety. Officers in the BPD are deployed with body-worn cameras (BWC). These devices are an essential part of an officer's duty equipment, and as critical as their firearm and radio. An officer's camera is automatically activated when his/her firearm or taser are pulled from their holsters. The use of BWC video recordings offers an enormous upside potential to improve police operations and community relations.

The department has approximately 250 license plate readers (LPR) positioned throughout the city. The city bought 190 of the LPRs and community members funded 60 for use by the department.

Patrol vehicles are equipped with in-car video to record incidents, in-car camera to monitor the backseat of the vehicle, and Panasonic Tough Books that receive an alert when an LPR reads a stolen tag or vehicle plate. The department has a state-of-the-art Unmanned Aerial Surveillance Unit.

§ § §

SECTION 5. CRIMINAL INVESTIGATIONS DIVISION

The Criminal Investigations Division (CID) is led by Major Linda Burke. The CID performs two core functions for the Brookhaven Police Department: 1) conducts criminal investigations and 2) conducts investigations concerning allegations of criminal or serious misconduct committed by members of the BPD. General criminal activity is investigated by the Criminal Investigations Division and alleged criminal or serious misconduct committed by members of the BPD are investigated by the Office of Professional Standards/Internal Affairs. The Criminal Investigations Division oversees:

- Office of Professional Standards/Internal Affairs.

- Criminal Investigations.

- Crime Scene.

- Multi-agency Task Force.

- Crime Analyst.

- Neighborhood Enforcement Team.

OFFICE OF PROFESSIONAL STANDARDS/INTERNAL AFFAIRS

Chapter 5.07 of the Brookhaven Police Department's standard operating procedures, entitled Internal Affairs/Citizen Complaints, establishes the process "…for the acceptance of complaints, the initiation of the administrative investigative process, the process for conducting a fair and reasonable investigation, the proper methods for adjudication of these administrative investigations, and the methods for the administration of fair, reasonable and defensible discipline."

It is the policy of the BPD to accept and document all complaints alleging employee or department misconduct. This inclusive policy was implemented to: 1) ensure that complaints alleging employee or department misconduct are accepted and investigated in a consistent and reasonable manner to uncover the truth of the allegations, 2) identify areas of misunderstanding by the complaining citizen, 3) identify employees whose attitude, behavior, and/or performance is in need of correction and supervisory intervention, 4) protect department employees and the department from erroneous complaints, and 5) identify department policies, training, and/or practices in need of reevaluation, clarification, and/or correction.

 The BPD has an efficient complaint intake process. It provides members of the public with several options to file a complaint (or commendation) concerning the actions of a member of the BPD. Members of the public who do not wish to appear in person at police headquarters can file a complaint on-line, via letter or email, or by telephone. Moreover, members of the public can file a complaint anonymously. The BPD is to be commended for the ease with which it makes filing a complaint (or commendation) concerning the actions of a member of the department. This demonstrates a high level of professionalism and shows the importance the BPD places on ensuring its members' actions reflect the values and standards required to be a member of the BPD.

Upon intake, complaints are entered into the Citizens' Complaint Module of the department's records management system (RMS) and is assigned for follow-up investigation. Serious or sensitive matters are assigned to the Office of Professional Standards/Internal Affairs (OPS) via the Internal Affairs Module of the RMS.

TABLE 5-1: Number of Complaints, Investigative Level, Percentages, and Ratios

Year	No. of Complaints	Division Level	% Total	OPS/IA	% Total	Ratio Complaints to Sworn
2019	36	30	83	6	17	1:2.0
2020	39	35	90	4	10	1:1.9
2021	46	37	80	9	20	1:1.6

Source: Citizen Complaint IA Review 2019, 2020 and 2021

Chapter 5.07 of the SOP identifies seven types of incidents that are to be referred to the Commander of Internal Affairs for review and/or investigation. However, complaints involving minor traffic violations, violations of departmental rules and regulations, discourtesy to the public, etc., are routinely handled by the division to which the employee is assigned, without referring the matter to OPS. While OPS exercises general oversight regarding the citizen complaint process, most citizen complaints received by the BPD are investigated at the employee division level.

From 2019 through 2021, 84 percent (102/121) of citizen complaints were investigated at the employee's division level. Sergeants and lieutenants are assigned to investigate complaints at the division level. Division-level investigations consist of a) review of appropriate documents (i.e., Witness Statement form used at complaint in-take, letter, e-mail, etc.), b) interview of the complainant/witness(es), subject officer(s), witness officer(s), and c) department records (i.e., incident reports, body-worn camera footage of subject officer(s)/witness officer(s), etc.). After the division-level investigator concludes their investigation, that investigator closes the investigation with a disposition of Sustained, Not Sustained, Exonerated, Unfounded, or Policy and/or Training Deficiency.

During the period 2019 through 2021, of the 102 complaints were investigated at the division level, 26 (25 percent) were closed as Sustained. After the investigator closes the investigation, s/he ensures that the complainant is contacted (by phone, email, or letter) and notified that the complaint was resolved and informed of the disposition. Division-level investigations are *not* routinely reviewed by the employee's division commander or the OPS *prior* to the investigator notifying the complainant of the disposition of their complaint. The CID commander does, however, review citizen complaints alleging use of force and vehicle pursuits.

The current division-level investigation process lacks an effective quality control component. A poorly conducted investigation at the division level, albeit for minor misconduct, may not be discovered because there is no requirement that the division commander and or the OPS review the completed division-level investigations. Moreover, the lack of an oversight process results in complainants being notified of the disposition of their investigation before anyone in the chain of command has had an opportunity to review the quality of the investigation. While the consultant is mindful that the investigations conducted at the division level are relatively minor (i.e., discourtesy to members of the public, minor traffic violations, violations of department rules and regulations, etc.), it is these police-public encounters that shape the public's perception of their police and the manner in which they are policed. If a complainant feels that his/her

complaint was not taken seriously or investigated thoroughly, trust and citizen satisfaction will eventually erode.

The BPD should consider a requirement that division-level investigations be reviewed and approved by the division commander and/or the OPS before the investigation can be closed and the complainant is notified of the disposition of the investigation. The consultant learned of instances in which closed division-level investigations were reviewed by the OPS and deficiencies in those investigations were noted. In these instances, the division-level investigator was directed to take additional investigative measures/steps to ensure that the investigation was thorough.

Unlike OPS investigators, division-level investigators (sergeants and lieutenants) do not receive formal training to prepare them to conduct internal/administrative investigations. The consultant was informed that, on occasion, OPS provides training to division-level investigators. This training, however, is not formal or structured nor does it include the administration of an assessment tool to evaluate student comprehension or retention of the instruction. **The BPD should consider providing formal internal/administrative investigations training for division-level sergeants and lieutenants who are assigned to investigate citizen complaints.**

Complaints assigned to OPS are routinely investigated by Major Burke or Lieutenant Ayana. Both supervisors have extensive experience and training in conducting criminal and internal investigations. They attend annual training provided by the Georgia Internal Affairs Investigators Association (GIAIA). The training provided by GIAIA helps ensure:

- Uniform professional standards of performance and integrity for internal affairs investigators.

- The professional growth and development of the membership.

- A forum for discussion of common problems and current court decisions.

- Information regarding improved administrative and technical practices are disseminated.

- The continued development and capacity of internal affairs units.

- Cooperation and the exchange of information and experience among law enforcement agencies through networking among internal affairs investigators throughout the State of Georgia.

GIAIA provides 48 hours of annual in-service training: 24 hours in the Spring and 24 hours in the Fall. Due to staffing concerns, Major Burke and Lt. Ayana cannot attend these sessions at the same time. As a result, one attends the Spring conference and the other attends the Fall.

Annually, OPS prepares a Citizen Complaint and IA Review Report that analyzes data contained in complaints against the Brookhaven Police Department and its personnel. This report is filled with summaries and descriptive data including the number of complaints, complaint categories, complaint dispositions, and a synopsis/summary of the complaint. This annual analysis is a good first step in identifying causal and/or correlate factors for citizen complaints.

However, a more granular analysis is needed to identify the "drivers" of citizen complaints. For example, the BPD should consider including the following variables in its analysis: race (BPD member and citizen), gender (BPD member and citizen), age (BPD member and citizen), prior citizen complaints (BPD member and citizen), BPD member's assignment and years of service/tenure with the department, educational level, location of incident, time of day and day of week of incident, etc. **Using additional variables and subjecting them to higher order statistical testing will help identify causal and/or correlate factors, if any, from the data set. In**

addition to citizen complaints, traffic/vehicle stops and pedestrian/Terry stops data are rich sources of data which can be used to analyze and assess compliance with standards of constitutional policing (Fourth and Fourteenth Amendments of the U.S. Constitution and applicable provisions of the Constitution of the State of Georgia).

Moreover, the average length of time from when a complaint is received until the investigation is completed should be recorded and used to evaluate the overall efficiency of the process. Lastly, the ratio of citizen complaints to sworn members should be further evaluated and placed into context. For example, in 2019, the ratio was 1:2.0 and in 2020 it was 1:1.9. However, what is missing is the overall number of police-citizen contacts during these periods.

Also, comparative data from surrounding jurisdictions may be useful in establishing performance benchmarks and providing context for interpreting data. For example, in 2019 the City of Atlanta Police Department had a 1:.092 (153/16,61) complaint ratio and in 2020 it was 1:.047 (86/1,822). The additional data placed in context will help OPS interpret its findings concerning citizen complaints and determine whether additional measures are warranted. **Lastly, the modern nomenclature for these complaints is public complaints. The BPD should consider renaming citizen complaints to public complaints**.

Recommendations:

- The BPD should consider a requirement that division-level investigations be reviewed and approved by the division commander and/or the OPS before the investigation can be closed and the complainant is notified of the disposition of the investigation. (Recommendation No. 25.)

- The BPD should consider providing formal internal/administrative investigations training for division-level sergeants and lieutenants who are assigned to investigate citizen complaints. (Recommendation No. 26.)

- A more granular analysis is needed to identify the "drivers" of citizen complaints. For example, the BPD should consider including the following variables in its analysis: race (BPD member and citizen), gender (BPD member and citizen), age (BPD member and citizen), prior citizen complaints (BPD member and citizen), BPD member's assignment and years of service/tenure with department, educational level, location of incident, time of day and day of week of incident, etc. Using additional variables and subjecting them to higher order statistical testing will help identify causal and/or correlate factors, if any, from the data set. In addition to citizen complaints, traffic/vehicle stops and pedestrian/Terry stops are rich sources of data sources to analyze and assess compliance with standards of constitutional policing (Fourth and Fourteenth Amendments to the U.S. Constitution and applicable provisions of the Constitution of the State of Georgia). (Recommendation No. 27.)

- Lastly, the modern nomenclature for these complaints is public complaints. The BPD should consider renaming citizen complaints to public complaints. (Recommendation No. 28.)

§ § §

CRIMINAL INVESTIGATIONS

SOP Chapter 17 governs BPD criminal investigations. This chapter states, "Except in those cases where the presence of a uniformed officer would obviously hinder a proper investigation or specific expertise is required, the responding officer at an incident shall be responsible for conducting the preliminary investigation of an incident." The SOP continues that, "Follow-up investigations of incidents will be the primary responsibility of the Investigation Division (CID)." As such, the Criminal Investigations Division is responsible for determining follow-up investigative needs.

The BPD is mindful of maintaining a close and productive relationship with the communities it serves. The CID is guided by a philosophy that if a Brookhaven resident is a victim of a crime, any crime, that victim will be contacted by a member of CID. This is true in instances where there are few solvability factors associated with the case. While this practice reflects a customer-oriented approach to investigations, it consumes a lot of investigative resources. Given the volume of cases assigned for criminal investigation, the CID is not currently staffed to efficiently continue this practice.

TABLE 5-2: Criminal Investigations Division Authorized Staffing

Unit	Lt.	Sgt.	Investigator	Police Officer	*Crime Scene Technician	*Crime Analyst
Criminal Investigations	1	1	7	0	0	0
Crime Scene Investigations	0	0	0	0	2	0
Crime Analyst	0	0	0	0	0	1
NET	0	1***	0	3***	0	0
Total	1	2	7**	3	2	1

Notes: *Civilian titles. ** One vacancy. ***Vacant

Criminal investigations are led by a lieutenant. One sergeant supervises seven criminal investigators (one position is vacant), two crime scene technicians (both are certified police officers), and one crime analyst (vacant at the time of the site visit). It should be noted that while the authorized investigator staffing level for CID is seven, during 2020, an additional three sworn members and in 2021 an additional seven sworn members were assigned to CID on a temporary basis (and for various lengths of time) to conduct investigations.

All members work Monday through Friday from 0700 to 1500. This tour is driven by quality of life and workplace morale concerns rather than when criminality is occurring. A CID supervisor (major, lieutenant, or sergeant) is on-call Monday through Sunday 15:00 x 23:00 and 23:00 x 07:00. The patrol supervisor will call the on-call CID supervisor if investigators are needed. The CID supervisor will make the determination if a CID response is necessary.

Cases are routed via the BPD RMS to the Criminal Investigations Division. BPD-SOP Chapter 17 notes that "The CID Commander or his/her designee will review incident reports daily and will apply a formal case screening process to all crimes to ensure that investigative resources are assigned to those cases that can most benefit from the expenditure of additional investigative effort. Screening will be based on research and experiences within the agency and solvability factors." The Criminal Investigations sergeant is tasked with the assignment of cases to investigators for follow-up action. The CID lieutenant assigns cases in the absence of the sergeant. The BPD-SOP continues that, "Cases in which no solvability factors and no investigative

leads are present will not be assigned to a detective for follow-up investigation. These cases will be placed in an inactive status."

While the BPD-SOP states that cases will be assigned for follow-up investigations based, in part, on several solvability factors, due to the current workload this guidance is loosely followed. If a case is unlikely to be solved, regardless of the solvability factors, it will not be assigned for follow-up investigation. However, this does not hold true for Brookhaven residents who are crime victims. This category of crime victims will always have their case assigned to an investigator for follow-up. Based on the interview with the crime victim and other relevant factors, the case may thereafter be designed "inactive."

Cases are assigned to investigators partly based on their area of specialization. For example, one investigator is assigned sex offenses primarily against children, another investigator is assigned sex offenses involving adults and elder exploitation, another investigator is assigned property crimes and lower-level frauds, another investigator is assigned violent crimes. The two remaining investigators are assigned cases that are outside the above areas of specialization. However, when a major or noteworthy offense occurs, such as a homicide or sexual assault, several investigators may respond to the scene and assist the primary investigator with various aspects of the investigation (i.e., canvass for witnesses, canvas for video evidence, interviews, etc.). This draws investigators away from working on their existing caseloads. The SOP requires the investigative supervisor to review assigned cases with the investigator within 15 days of said assignment and at least once every 30 days thereafter provided the case remains in an active status.

Industry/Benchmark Staffing

There is no single standard/formula to determine the appropriate caseload for criminal investigators. The skills, abilities, and knowledge of the investigator coupled with the complexity of the investigation should determine an investigator's caseload. For example, one homicide investigation could occupy the time of several detectives for months, and on the other hand, one detective could handle scores of simple theft investigations in a similar period. That said, there is some guidance on this issue from police practitioner organizations. The International Association of Chiefs of Police (IACP) suggests a criminal investigator's caseload of 120 to 180 cases per year (10 to 15 per month) is manageable. The following table provides the total number of cases and an annual average of detectives' caseloads for 2020 and 2021.

TABLE 5-3:Cases Assigned for Investigation, 2020 and 2021

Year	# Cases Assigned	Yearly Avg. Per Investigator
2020	2,478	354
2021	2,603	372

Source: BPD Annual Reports 2020 and 2021.

Other sources suggest that departments should staff one detective for every 300 UCR Part I Index crimes recorded each year.

TABLE 5-4: Part 1 Index Crimes in Brookhaven, 2020 and 2021

Year	No. of Part 1 Crimes	Investigators Recommended
2020	1,665	6
2021	1,700	6

Source: Offense and Arrests Summary Reports 1/1/2020 to 12/31/2020 and 1/1/2021 to 12/31/2021.

Again, determining appropriate staffing levels is not an exact science. Police practitioners must consider several factors in making its staffing decisions. **The BPD should use these industry benchmarks to determine whether it has enough criminal investigators to handle its caseload.**

TABLE 5-5: Snapshot of Active Caseloads in the CID on Aug. 18, 2022

Investigator	# Active Cases
1	65
2	65
3	25
4	75
5	77
6	42

Source: CID case database

TABLE 5-6: Crimes Against Persons, 2020 and 2021

	Murder	Cleared/%	Rape	Cleared/%	Robbery	Cleared/%	Agg Assault	Cleared/%
2020	2	0 (0%)	8	4 (50%)	82	20 (24%)	127	59 (46%)
2021	4	3 (75%)	19	3 (16%)	49	6 (12%)	172	54 (31%)

TABLE 5-7: Crimes Against Property, 2020 and 2021

	Burglary	Cleared/%	Larceny	Cleared/%	MV Theft	Cleared/%
2020	164	25 (15%)	1108	137 (12%)	174	15 (9%)
2021	158	22 (14%)	1151	137 (12%)	147	12 (8%)

Source: Offense and Arrests Summary Reports 1/1/2020 to 12/31/2020 and 1/1/2021 to 12/31/2021.

Due to the impact of the COVID-19 pandemic on reported crime, 2019 is considered an outlier and was excluded from this analysis

The current investigator caseload far exceeds industry best practices. Even if the CID were fully staffed at seven Investigators, each would still have an average of 50 active cases per month. Excessively high caseloads can result in a cascading adverse impact on investigations, including the timeliness of investigations, quality of investigations, quality of investigative oversight/supervision, customer satisfaction with the investigative services provided, and investigator fatigue.

A rigorous case management and review process within the Criminal Investigations Division that is adhered to is essential for conducting thorough/high-quality investigations that result in the clearance of cases. Given the current workload, the quality control process identified in SOP Chapter 17 simply cannot be followed. For example, with respect to relatively minor crime investigations, it is not unusual for investigators to make their initial contact with the victim for weeks. This time frame can be extended if the investigator has several ongoing, serious investigations or is pulled to assist another investigator with a violent or high-profile crime.

Moreover, the CID sergeant faces challenges in meeting established investigative benchmarks (meet with investigators within 15 days of the assignment of a case for follow-up investigation and once every 30 days thereafter provided the case remains active). Currently the CID sergeant meets with Investigators to conduct formal case reviews on a quarterly basis. A timely case review is necessary for comprehensive, quality, and successful investigative outcomes.

It is recommended that the CID revise the process used to identify cases for follow-up investigation to better screen out those cases unlikely to be solved. This might include allowing police officers to close incident reports, regarding specified offenses, at the patrol level and revisiting the BPD policy that Brookhaven residents who are crime victims will have their case assigned for follow-up investigation regardless of the likelihood that the case will be solved.

These changes may still require a modest increase in criminal investigative staffing. Should the BPD elect to retain its current investigative follow-up selection and assignment process, the CID will require more than a modest increase in criminal investigators. CID investigative staffing should be informed by IACP guidelines. **Regardless of the approach the BPD elects to take, the CID needs an administrative assistant (the CID does not have unsworn support staff to assist its investigators) to better manage the division's investigative caseload.** The administrative assistant can perform many of the administrative functions now done by investigators. For example, the administrative assistant can conduct routine database inquiries for investigators, make follow-up calls to victims/witness for additional information, inactivate a case, etc.

The BPD does not have a regular process whereby investigators and patrol officers (unless investigators are called in) debrief all persons arrested concerning information they may possess about crime or criminality in the City of Brookhaven or criminal activities proximate to the city that have public safety implications for the city. The BPD made a total of 3,073 arrests in 2019, 2,281 in 2020, and 2,586 in 2021. These individuals are potentially a wealth of information about the criminal activity in the community. However, due to staffing, there is a limited attempt at debriefing these individuals in a focused way to elicit this type of information. This is a missed opportunity. **Once CID is appropriately staffed, the BPD should consider designating one investigator as the department's crime intelligence officer (CIO) or create this new sworn position in CID.**

The CIO would have primary responsibility for debriefing prisoners processed by the BPD and teaching other officers (investigators and patrol officers) how to conduct an effective prisoner debriefing. Additionally, it would be the CIO's job to develop the questions and areas of inquiry to be broached with the arrested individuals. The CIO or whoever debriefs arrestees must be mindful that a debriefing is not an interrogation about the crime the person is arrested for, but about other information they might have.

It is important that debriefings be conducted in a manner that respects the constitutional rights of the arrestees while at the same gathering information that can be "worked" by investigators, the CIO, or the crime analyst to develop actionable intelligence. For example, arrestees can be asked about their knowledge of existing crime patterns, other criminal incidents under investigation by the BPD, information about who is selling drugs, where stolen property is being "fenced," etc.

The consultant was informed that the BPD does not regularly serve warrants. Municipal warrants (i.e., failure to appear, probation warrants, etc.) are not routinely served by members of the BPD and state warrants are normally served by the Sheriff's Office. **The BPD should consider leveraging warrant enforcement, strategically, when a person with an outstanding warrant was at or near the crime scene and thus may have information concerning an incident under investigation by the BPD**.

If the BPD considers establishing a new position of CIO, then the duties and responsibilities of the crime analyst can be assumed by the CIO and the crime analyst position eliminated. This new position would have the responsibility of leading crime analysis and criminal intelligence. This position would be part of a three-prong approach to crime reduction. The first is rigorous crime analysis and intelligence gathering, the next is investigative support, and the third is crime

prevention. Intelligence can improve investigations, better inform patrol officers to focus their proactive enforcement, and better engage and prepare the community to help themselves prevent crime in their neighborhoods.

The position would be responsible for preparing strategic crime analyses and trend reports, monitoring and tracking high-propensity offenders, developing, and managing crime prevention programs, securing search warrants, training department personnel, making community and media presentations, exchanging crime information with surrounding agencies, and initiating proactive crime-solving strategies. Combining the two positions can provide a more accurate picture about where and when crime is occurring, and what to do about it. A police department needs to do both. Annual training necessary to maintain and/or acquire advanced skills to support this position is available through professional associations including International Association of Law Enforcement Intelligence Analysts and International Association of Crime Analysts. The current crime analyst vacancy presents a good opportunity for the BPD to consider creating this new position.

Criminal Investigation Recommendations:

- The BPD should use industry benchmarks to determine whether it has enough criminal investigators to handle its caseload. (Recommendation No. 29.)

- It is recommended that the CID revise the process used to identify cases for follow-up investigation to better screen out those cases unlikely to be solved. (Recommendation No. 30.)

- Regardless of the approach the BPD elects to take, the CID needs an administrative assistant (the CID does not have unsworn support staff to assist its investigators) to better manage the division's investigative caseload. (Recommendation No. 31.)

- Once the CID is appropriately staffed, the BPD should consider designating one investigator as the department's crime intelligence officer (CIO) or create this new sworn position in CID. (Recommendation No. 32.)

- The BPD should consider leveraging warrant enforcement, strategically, when a person with an outstanding warrant was at or near the crime scene and thus may have information concerning an incident under investigation by the BPD. (Recommendation No. 33.)

§ § §

CRIME SCENE INVESTIGATIONS (CSI)

Physical evidence is of major importance in all cases, particularly those without witnesses. Forensic investigation of crime scenes is a highly specialized duty. Successful identification, collection, and preservation of evidence, especially trace and biological evidence, is of paramount importance in successfully solving crimes and prosecuting offenders.

BPD procedures regarding crime scene investigations are contained in several sections of Chapter 17 of the SOP. Crime scene investigations are a shared responsibility. Although all officers and detectives are responsible for the preservation of evidence and for maintaining and documenting the chain of custody of all evidence that is in their custody, most evidence collected is handled by the detective in charge of the crime scene in conjunction with CSI. The responding patrol officer will secure the crime scene, if one exists, to prevent potential contamination of the scene from unauthorized persons. If an investigator is called to the scene, the responding officer keeps all parties away from the evidence in case the investigator/ CSI can process the evidence. If an Investigator/CSI is not called to the scene (i.e., minor property offense, etc.), the responding officer is responsible for processing the scene.

Crime scene technicians (CSTs) operate under the direction of CID supervisors. CSTs are tasked with elevating crime scenes; utilizing technology and equipment to develop, secure, and package physical evidence for later analysis/comparison/evaluation; preparing a detailed supplemental report regarding their observations and activities at the scene and submitting it via Case Management in the RMS; notifying the investigator in charge when their reports are submitted so that it may be included in the investigator's hard case file; and testifying in court regarding the findings and processing methods used at the scene.

In 2020, crime scene technicians handled 88 cases and in 2021 they handled 67. The two BPD CSTs work Monday through Friday, 0700 to 1500 hours. This shift reflects quality of life/workplace morale concerns. One CST has seven years of experience in this position with the BPD and the other CST is new to the position having begun in 2022. The CST is a civilian position and is paid less than sworn police officers. However, both CSTs hold police officer certifications and thus have been used to perform duties normally reserved for a sworn member. For example, the newly assigned CST was formerly assigned as a police officer in the Uniform Patrol Division. **On occasion, this CST has been used to backfill patrol where there is a staffing shortage. However, this practice should be avoided**. The newly assigned CST is still in the learning/skill acquiring phase of the CST position. The Georgia Peace Officer Standards and Training Council requires candidates seeking certification as a crime scene technician to:

- Have at least one year of experience as a crime scene technician.

- Complete a 224-hour curriculum of courses including:

  □ Fingerprint Classification.

  □ Friction Ridge Comparisons.

  □ Latent Print Development.

  □ Crime Scene Investigations.

  □ Evidence Presentation.

  □ Basic Photography & Digital Imaging.

  □ Bloodstain Pattern Analysis.

- Complete a 40-hour internship with a certified Crime Scene (or ID) Technician, after the completion of the above curriculum.

- Additional BPD required training is:

  □ Faro Digital 3D Laser Scanner operation for Scene Documentation (40 hours).

  □ AFIX Fingerprint Tracking Unit (24 hours).

It should be noted that the BPD CSIs utilize a Faro Digital Laser Scanner to document crime scenes. This technology allows the crime scene technician to make a 3D infrared scan of a room, load it on a disk. and develop a virtual "walk through" of the crime scene. The technicians also have access to an AFIX Fingerprint Tracking Unit. This is a fully featured minutia-based fingerprint and palmprint identification system. This enables the BPD to receive print results sooner than if submitted through the Georgia Bureau of Investigation (GBI).

Utilizing the newly assigned CST to backfill patrol shortages is likely to impair her ability to attend the training courses needed to meet minimum POST standards required for the position and will unnecessarily delay practical field opportunities to develop proficiency in the knowledge, skills, and abilities that the CST needs to be able to work alone. CSTs are on-call for the 1500 x 2300 and 2300 x 0700 shifts, Sunday through Saturday. CSTs do not have an internal career path. Once the two sworn members who occupy these civilian positions are replaced with civilians who do not hold police officer certifications, retention is likely to become an issue.

Once a person achieves their certification as a crime scene technician, the department does not have mandatory continuing education requirements to maintain that certification. To ensure that its crime scene technicians continually increase their knowledge base in the field, the BPD should mandate the annual completion of a specified number of hours or courses. The CID commander must ensure the division's training budget can accommodate the additional mandated training. The CID lieutenant should collaborate with the crime scene technicians to identify emerging or other areas in forensics that will enhance the capacity of the department's crime scene investigators. There are numerous entities, such as the International Association for Identification, which provide training classes on a variety of topics, throughout the year, both regionally and nationally that are relevant to building the knowledge, skills, and abilities of crime scene investigators.

The consultant was informed of plans to relocate the technicians to a new, larger facility. The new facility will be equipped with a National Integrated Ballistic Information Network (NIBIN) system and the capacity to test-fire firearms and enter the results directly into NIBIN. Currently, crime scene technicians take firearms to the Bureau of Alcohol Tobacco Firearms and Explosives (ATF) to be test-fired and the ATF enters the results into NIBIN. If a "hit" is produced, it must be confirmed by GBI. The new facility will be equipped with an Automated Fingerprint Identification System (AFIS). As such, crime scene technicians will no longer be required to go through the ATF to make entries into AFIS or have hits confirmed through GBI be able to make direct entries into AFIS.

Crime Scene Recommendation:

- On occasion, the CST has been used to backfill patrol where there is a staffing shortage. This practice, however, should be avoided. (Recommendation No. 34.)

MULTI-AGENCY TASK FORCES

BPD SOP Chapter 3.12 governs a member's participation in a Multi-Agency Investigative Task Force. The BPD organizational chart lists two officers assigned to task forces. In June 2022, a K-9 handler was assigned to the DEA/High-Intensity Drug Trafficking Area (HIDTA) Task Force. HIDTA is a drug-prohibition enforcement program run by the United States Office of National Drug Control Policy. The BPD K-9 handler is supervised by the DEA and works his narcotics detection K-9 on packages and currency to detect the presence of narcotics. The K-9 handler is called back to the BPD when needed. It is anticipated that the BPD's share in federal assets forfeiture funds will more than compensate the department for the actual expense of that K-9 team.

The second BPD officer is assigned to the Homeland Security Task Force. The BPD joined this task force in 2013. While drugs sales are a primary focus of this task force, it does not investigate small street sales or small quantities of drugs. The consultant was informed that the BPD task force member will alert his federal supervisor to narcotic complaints arising from residents of the City of Brookhaven, however, the investigation of those types of complaints often fall outside the operational parameters of the Homeland Security Task Force (focus on multiple kilos and controlled deliveries of narcotics). Neither officer assigned to these task forces holds a supervisory rank (sergeant or above).

The BPD does not have a rotation policy regarding officers assigned to multi-agency investigative task forces. Once selected, the BPD officer can remain in the position until promoted or separated from the department. While this practice ensures continuity of service and retention of skills developed in these positions, it also hampers career advancement of other BPD members and the transfer of knowledge, skills, and abilities throughout the department.

Opportunities for assignment to a task force position are rare. Conceivably, members can occupy these positions for several years. This could be a source of frustration for other members seeking career advancement. If members feel their career potential is limited by the dearth of opportunities for specialized assignments, it will impact employee morale and may eventually create retention issues as members go to other law enforcement agencies with perceived greater opportunities for career advancement. Moreover, the skills learned in these task force assignments are generally transferable and useful in other assignments within the BPD. Keeping members in these special assignments until they retire or are promoted out of them limits opportunities for the transfer of knowledge (cross pollination) throughout the department. Lastly, performing in the same position or in the same capacity for protracted periods of time can lead to stagnation.

The BPD should consider a rotation policy in which these assignments are made for a fixed period with the option of the Chief to extend the time in that assignment, for good cause, for another fixed period or portion thereof. The consultant is mindful that the learning curve for some of these assignments may be one year or more but that alone should not end consideration of this recommendation. A fixed assignment period can account for and include the period of time necessary to develop competency in the assignment. Lastly, it is the needs of the BPD and not the multi-agency partners that should drive BPD personnel decision-making.

Multi-Agency Task Force Recommendation:

- BPD should consider a rotation policy in which task force assignments are made for a fixed period with the option of the Chief to extend the time in that assignment, for good cause, for another fixed period or portion thereof. (Recommendation No. 35.)

CRIME ANALYST

The systematic analysis of data and information is valued by police agencies seeking to improve their effectiveness. In the BPD, that responsibility falls largely on a single civilian crime analyst. BPD SOP Chapter 3.05 identifies the duties and responsibilities of the crime analyst. The SOP's purpose statement notes that "Crime analysis is a law enforcement function whereby data relating to crime is collected, collated, analyzed, and disseminated. This data is generated primarily from records and reports from within this Agency. Crime analysis represents a system utilizing regularly-collected information on reported crimes and criminals to prevent and suppress crime and to apprehend offenders. Crime analysis is a scientific process in that it involves the collection of valid and reliable information, employs systematic techniques of analysis and seeks to determine, for predictive purposes, the frequency with which events occur and the extent to which they are associated with other events." The SOP identifies source documents, the types of analysis contemplated using those documents, and distribution of the results of those analytical processes.

The crime analyst is also tasked with administrative duties including the preparation of weekly reports, the department's annual report, assembling case files for investigators, etc. The crime analyst position is critical for the BPD in part because of the dearth of intelligence and information sharing at the county and local levels. The consultant was informed that local agencies individually engage in criminal intelligence activities with very little sharing of intelligence among local agencies.

The duties and responsibilities enumerated in the SOP for crime analyst are more descriptive than those contained in the City of Brookhaven's position description. The position description lists the essential job functions of this position as:

- Performs intelligence analysis, aids in clarification of cases with multiple suspects and witnesses, or involving multiple businesses; assists in the investigation of major cases with multiple suspects, a pattern, or similar trends.

- Performs tactical, strategic, and administrative crime analysis.

- Participates in special projects. Assists the patrol unit with mapping of all CID information.

- Identifies crime patterns. Initiates and disseminates crime analyst reports and data related to crime, trends, patterns, and suspect individuals.

- Works with other law enforcement agencies as necessary.

- Attends department meetings, seminars, and training sessions.

- Performs other related duties as required or assigned.

The above position description should be amended to emphasize the skills needed to conduct the statistical analyses and interpretation of the results. This position supports the Uniform Patrol and Criminal Investigation Divisions. For example, with respect to the crime analyst's support for CID investigators, the crime analysis may be expected to:

- Offer analytical, investigative, and/or coordination assistance during major case investigations, such as lead tracking, link construction and analysis, and crime mapping.

- Generate crime and intelligence bulletins; disseminate crime analysis reports.

- Establish and maintain a repeat offenders (Active VIP) list that encompasses prolific violent and property offenders; identify offenders who may be targets of additional intelligence gathering.

- Offender and location workups for investigative purposes.

- Collect intelligence from a variety of sources to create usable and actionable intelligence information, including social media and open-source intelligence.

- Organized retail crime and shoplifting operations.

- Track stolen/recovered firearms, as well as stolen/recovered vehicles to monitor for patterns and/or repeat locations.

- NIBIN hits and investigative follow-up (in collaboration with CSI technicians once NIBIN is acquired).

At the time of our site visit, the position of crime analyst was vacant. This presents an opportunity for the BPD to hire a crime analyst with advanced analytical skills and abilities or roll the funding for this position into a new sworn CIO position as discussed earlier. The crime analyst position is much more than a clearinghouse for the dissemination of information and intelligence. The crime analyst must play an integral role in supporting the Uniform Patrol and Criminal Investigations Divisions.

Crime Analyst Recommendation:

- At the time of the CPSM site visit, the position of crime analyst was vacant. This presents an opportunity for the BPD to hire a crime analyst with advanced analytical skills and abilities or roll the funding for this position into a new sworn CIO position. The crime analyst position is much more than a clearinghouse for the dissemination of information and intelligence. The crime analyst must play an integral role in supporting the Uniform Patrol and Criminal Investigations Divisions. (Recommendation No. 36.)

§ § §

NEIGHBORHOOD ENFORCEMENT TEAM (NET)

The Neighborhood Enforcement Team (NET) was created to support the BPD's Uniform Patrol and Criminal Investigations Divisions by conducting crime suppression and street level narcotics investigations. This team worked closely with investigators and the crime analyst, reviewing crime patterns and targeting problem areas. NET's objective was to reduce crime and prevent property loss within identified areas of concern by developing strategies and implementing operations that will successfully resolve specific criminal activities, most often through arrest of offenders. Due to staffing issues, the NET is not currently operational. Since low-level narcotics sales is something that is outside of the operational guidelines for the Homeland Security Task Force, the BPD should consider staffing NET and utilize this team to address drug sales/use and other chronic or recurring conditions based on intelligence/complaint information developed.

GRANTS

Grant responsibilities in the BPD are included in a diverse portfolio held by one sergeant. In addition to serving as the BPD grants manager, this sergeant serves on the department's Emergency Management Team (EMT), is the BPD's Designated Infection Control Officer (DICO), and manages the unmanned aerial system (drone) program. During the COVID-19 pandemic, understandably his EMT and DICO duties (responding to and mitigating the impact/spread of COVID-19) were his primary focus. In fact, this sergeant was formally recognized for his efforts regarding the department's COVID-19 response. His duties in this regard were time-consuming.

Securing grant funding is a very competitive process. As federal, state, and municipal budgets tighten, and private sector funding opportunities dwindle, the competition for these shrinking funding pools becomes intense. Education and training about the grant funding process is essential to secure funding. The process starts with knowing which grant opportunities are available (government and private sector). While searching for criminal justice/law enforcement centered funding (crime reduction, violence, highway/pedestrian safety, community engagement/building, etc.) is usually a good first step, policing is intersectional and other disciplines (i.e., mental/physical health, social welfare, juvenile and elder issues, etc.) should be queried with the view of partnering with other agencies/entities to apply for available funding. KSAs for grant writing/management are not best acquired experientially by on the-job training. In short, successful grant writing and management requires training/education. There are several national organizations that provide training for grant writing and grant management. The grant application process is oftentimes complicated by technical requirements concerning the submission of the application itself. Moreover, managing grants (i.e., documenting appropriate expenditure of funds, measuring performance, etc.) once secured can be a major undertaking depending on the requirement of funding entity. **It is recommended that the BPD grant manager receive recurring formal training in grant writing and management.**

Moreover, the sergeant should partner with the city's grant writer/manager to collaborate on comprehensive public safety grant initiatives in which other city departments responsible for technology, engineering, department of public works, parks, and recreation, etc. would enrich the grant application and distinguish it from parochial submissions. Lastly, the decision to apply for grant funding should be informed by and consistent with the overall goals stated in the BPD strategic plan.

Grants Recommendation:

- It is recommended that the BPD grant manager receive recurring formal training in grant writing and management. (Recommendation No. 37.)

UNMANNED AERIAL SYSTEMS UNIT

In 2020, the Brookhaven Police Department conducted research to determine the feasibility of implementing an Unmanned Aerial Surveillance Unit. The department presented its analysis and findings to the City Commissioners and the project was funded. In 2021, the BPD launched its unmanned aerial program, which result in the department receiving national attention for the use of groundbreaking technology to impact crime, respond to CFS, and mitigate emergencies. Lt. Ayana and Sgt. Matthew Murray designed the program and are to be commended for their vision. Sgt. Murray is the coordinator of the program and organizes monthly training in a variety of settings and scenarios.

The mission statement for the Unmanned Aerial Systems Unit is to enhance the quality of life for those within the community through the use of state-of-the-art technology and provide aerial support and real-time intelligence to first responders. The department now has 16 officers who maintain a valid FAA Part 107 Remote Pilot License. The Remote Pilot License ensures that the pilots understand the regulations, operating requirements, and procedures for safely flying drones. These pilots store their drones in the trunk of their department vehicles. The department also has two large drones that are launched off of the top of two high buildings. Sgt. Murray demonstrated for CPSM how these large drones fly and the FAA regulations for drones. CPSM was very impressed with the live footage that was transmitted from the drone to a phone screen. The drones have infrared capabilities. The 2021 statistics for the Unmanned Aerial System Unit are very impressive:

- More than 700 combined miles logged by all the drones.

- Responded to 537 CFS.

- 8 SWAT callouts.

- 5 crime scenes photographed.

- Top speed reached 51 mph.

- Response time is less than two minutes.

CPSM has no recommendations. This is a very impressive program.

§ § §

SECTION 6. SUPPORT SERVICES – ADMINISTRATIVE SERVICES

TRAINING

At the time of the consultants' site visit, the Training Unit was staffed/supervised by one lieutenant, the Administrative Operations lieutenant. The absence of a full-time, permanently assigned training officers should be viewed as an operational deficiency that should be rectified quickly. The department requires an additional sergeant assigned to this unit.

The department does not have a formal multiyear training plan with articulated training goals and assessment measures. Rather, it utilizes an annual training calendar or schedule. The consultants reviewed the 2021 and 2022 training calendars and found them to include training modules related to mandatory recertifications in such areas as firearms qualification, CPR, etc., as well as training topics mandated by GA POST and the accreditation body. The calendar contained several other useful and timely topics that were delivered online or off-site.

The consultants reviewed the department's procedures for requesting, approving, and recording in-service training and found them to be appropriate.

Recruit Training

Section 35-8-9 of the Georgia Code states that all candidates for the position of police officer "Shall satisfactorily complete a basic training course prior to his or her appointment as a police officer." The basic police training course is eleven weeks in length (approximately 408 training hours). See: https://www.gpstc.org/about-gpstc/training-divisions/basic-training-division/basic-training-faq/

Individuals may choose to pay for and attend a regional training academy on their own in order to become certified for employment as a police officer. The vast majority of individuals hired by the BPD have been hired by the department first prior to attending the police academy. The department usually utilizes the North Central Georgia Law Enforcement Academy located in Austell, Georgia. The Fulton County Police Academy and others have also been utilized.

We were advised that approximately two-thirds of the police hires by the BPD over the past six years were "lateral" hires. That is, these are individuals who have prior service as a police officer within the state of Georgia or elsewhere. As one member of the department indicated, "We never really had to recruit before." The consultants again stress that all American police departments must now have a sophisticated and effective recruitment strategy. The market for officer candidates is now extremely competitive and any particular department's position in the market can deteriorate rapidly if the supply of viable recruits fails to meet attrition levels.

Until recently, lateral hires were required to attend an abbreviated recruit academy training course. Effective January 1, 2022, out-of-state lateral hires are only required to successfully complete a 16- hour "Georgia law class." This change should be beneficial in terms of attracting qualified professionals to apply for positions within the BPD.

Field Training

The BPD has a uniform policy and procedure for the administration and assessment of training of all probationary officers undergoing field training.

The BPD does not have a stand-alone field training unit. Rather, field training is supervised and coordinated by the training lieutenant and one patrol sergeant (who is designated as field training coordinator). A cohort of approximately eight certified uniformed field training officers (approximately two assigned to each shift) are utilized to deliver this training and perform evaluations. There are additional/reserve field training officers available, should the need arise. The BPD's field training program is patterned after the San Jose model with distinct training phases and one observation phase. During phase 1, probationary officers in training (OITs) spend approximately three weeks on patrol with a full-time field training officer (FTO), and one additional week which focuses upon report writing. This is considered an orientation phase and OIT's are instructed and tested on geography, proper use of radio codes, etc.

The FTOs prepare daily observation reports (DORs). The department uses SunGard FT online to manage all documentation prepared in connection with the field training program. The consultants are familiar with this software system and find it to be appropriate for its intended use.

A "rolling log" is maintained in order to record exactly which types of calls for service the OIT has handled. The training curriculum contains clearly articulated training topics and descriptions of skills that must be acquired, demonstrated, and evaluated. Training materials and curriculum (i.e., learning objectives and demonstrated competencies) are linked directly to the department's current policies and procedures.

Once a DOR is prepared by an FTO, it is forwarded to the OIT for their review and 'approval.' That is, the OIT is afforded an opportunity to comment upon the report. Once acknowledged and signed off on by the OIT, it is then electronically forwarded to the patrol sergeant and/or patrol lieutenant. Patrol supervisors (sergeants) also have access to all entries made by OITs and FTOs for personnel assigned to their shift. This additional layer of supervision ensures that inadequate performance is immediately noted and corrected.

Once phase 1 has been completed, an End-of-Phase Report is prepared. It documents the work performed and includes a recommendation as to whether or not the OIT should advance to the next phase of training. This report is forwarded to the field training lieutenant for approval. An end-of-phase written examination is also administered. OITs are also afforded an opportunity to review/rate their FTOs and to send these reports directly to the FTO sergeant.

The BPD has an informal policy of attempting to assign OITs to as many FTOs and shifts as possible.

At the conclusion of phase 3 of recruit training, a final examination is administered and OITs undergo a week of shadowing, whereby an FTO in plain clothes will ride along and observe and make the determination of whether or not the OIT is ready to commence solo patrol. Once that determination is made, the OIT is then assigned to a patrol squad.

An expedited field training program is utilized for lateral hires (i.e., those individuals with prior law enforcement experience).

The field training periods of both new recruits and laterals may be extended as necessary until the probationary officer has successfully completed all of the included training areas. The BPD has done this in the past.

The field training coordinator meets with field training officers (including reserve FTOs) on a monthly basis. We were advised that the administrative operations lieutenant and two patrol sergeants are tentatively scheduled to attend a 2.5-day field training officer (FTO) manager and supervisory course.

The department's field training materials and related policies and practices concerning field training of sworn personnel were reviewed and found to generally meet or exceed the quality of those of similarly sized American police agencies.

Civilian Training

The department must enhance the quantity and quality of initial (i.e., field) training provided to PSRs and records clerks. Specific training protocols, curriculum, lessons with learning objectives, and means of assessment must be provided.

In-service Training

The Georgia Peace Officer Standards and Training Council (GA POST) sets minimum training standards for police officers and requires police officers to undergo a minimum of 20 hours of in-service training each year in order to maintain certification. As a Georgia Association of Chiefs of Police (GACP) accredited agency, the BPD is also required to comply with state certification training requirements, which are more demanding. See, for example, Standard 2.1.2.9, which requires sworn employees to undergo annual training on:

- Legal updates.
- Vehicle pursuits.
- Authorized forcible stopping techniques.
- Biased-based profiling.
- Search and seizure.
- The BPD critical incident plan.
- The BPD's policy on transporting detainees.

The accreditation standard 2.2 also requires the following training for all employees:

- Off-duty conduct.
- Sexual harassment.
- The BPD's policy on citizen complaints/internal affairs.
- Ethics.
- Dealing with the mentally ill/diminished capacity persons.
- The BPD's policy on domestic violence incidents involving employees of the agency.

BPD personnel obtain this training in the form of in-service classroom instruction, roll call training, or online or in-person academy based training. GACP standard 2.3–2.5 regarding use of force mandates training concerning the BPDs use of force policy; use of neck restraints or weaponless control techniques; the BPD's use of deadly force policy; lethal weapon proficiency; CEW proficiency; and other authorized less lethal weapons. CPSM finds these requirements to be comprehensive, appropriate, and consistent with best practices in American policing.

Additionally, the department has issued its own internal policy on training requirements. SOP Chapter 4 requires continuing training on the topics of:

- Use of force (response to active resistance) including qualification/certification with any weapons or special equipment an officer may utilize.

- Pursuits.

- Emergency vehicle operation (EVOC).

- Search and seizure/arrest.

- Prisoner transport.

- Domestic violence and agency employee-involved domestic misconduct.

- Off-conduct/off-duty paid details.

- Sexual harassment/external sexual misconduct.

- Selection and hiring.

- Complaints and IA investigations.

- Special operations (SWAT, narcotics, high-risk warrant service).

- Dealing with the mentally ill/diminished capacity persons.

- Property and evidence procedures.

- Elder abuse.

- Ethics.

- Legal updates.

SOP Chapter 10–2 requires one day per year of firearm proficiency training.

The administrative operations lieutenant is a certified firearms trainer. He delivers a significant amount of firearms training to members of the BPD. He also serves as the department's armorer and its quartermaster, in addition to being responsible for the supervision of the department's records clerks, the TAC, and the accreditation manager/background investigations detective.

As stated elsewhere in this report, it has been the operational practice of the BPD to allow supervisors to retain many of their responsibilities after being reassigned to new units. This has unfortunately resulted in several of the department's supervisors "wearing many hats at the same time" and not being afforded ample time to devote to core responsibilities. The consultants believe that the administrative operations lieutenant needs to either be relieved of some of these responsibilities or immediately be supported with additional staffing. Ideally, a qualified sergeant can be identified and assigned full-time to the Training Unit and designated as the department's chief training officer. In that way, ample attention could be given to the development and delivery of necessary training to all sworn and unsworn personnel.

The BPD and its officers are required to meet three distinct training standards. On its website, the department reports, "BPD policy requires officers to receive at least 46 continuing education hours every year, more than double the POST requirement. In 2020, despite the COVID-19 pandemic and restrictions on travel and training, the average number of continuing education hours per officer was 89, including six hours of training per officer in de-escalation, cultural

diversity, and mental illness." At the time of the consultants' site visit, it was estimated that BPD officers would receive approximately 30 to 40 hours of in-service training during 2022.

In 2019 an effort was made to more fully utilize: 1) GPSTC online course materials (which officers can take at any time and are prepared and approved by Georgia POST); 2) bi-monthly roll-call training sessions; and 3) quarterly in-service training modules. High-liability topics are covered in classroom and off-site training environments.

Training 'liaisons' are assigned to each patrol shift. They are certified as general topics instructors and deliver roll-call lessons. Lesson plans and training topics were reviewed and found to be appropriate. Topics included: elder abuse; prisoner transport; citizen complaints/IA; and biased-based profiling; among others.

Based on its review of available records, data, and information, CPSM finds that BPD personnel receive all required training as set forth by Georgia POST, GACP, and BPD training policies.

Firearms training is delivered at the Georgia public safety training center.

Guardian Tracking is an electronic system used by the BPD to upload and store training records of department employees. CPSM is familiar with this software system and finds it to be appropriate for its intended use.

Perhaps the two most important police training topics currently are use of force de-escalation training and training concerning the evolving duty to intervene. Both topics have been incorporated into the BPD's ongoing in-service training curriculum. SOP Chapter 4 indicates that "It is the policy of the Brookhaven Police Department to provide officers with continuous training on the recurring, high-risk, critical tasks that an officer will face."

Defensive tactics lessons are designed and delivered by a patrol sergeant who has appropriate certifications. Lessons are designed to expose officers to stress (e.g., startle drills, low-light exercises, etc.). Training of this type must be designed to provide essential skills to allow officers to quickly transition from less lethal means of responding, to lethal, then back again. They need the ability to unholster and re-holster, depending upon the circumstances. Well-designed, judgmental-based training such as this is critically important and necessary to ensure that police officers are able to make sound, ethical decisions in real-life situations. The department has provided ground fighting/grappling training to its officers. Efforts are now underway to send members of the department to a commercial ground fighting/Jiu Jitsu training academy.

Lesson plans for in-service training lessons were reviewed and found to be well-structured and suitable for their intended purposes. The BPD currently has lesson plans for the majority of its in-service lessons. We strongly recommend that submission and approval of such lesson plans occur prior to each and every in-service training lesson.

A number of in-service lesson plans were reviewed and found to be clear, comprehensive, and properly formatted. Source materials were referenced. Learning and performance objectives and instruction methods were identified for each lesson. Several of these lessons called for student officers to physically demonstrate requisite skills. The department utilizes appropriate retention practices for lesson plans. Lessons are separately numbered and filed. The administrative operations Lieutenant is currently charged with maintaining all internal lesson plans.

Several members of the BPD possess general and specialized training certifications and provide on-site training on a variety of topics, such as defensive tactics, driver training, firearms, etc.

CPSM notes that the BPD does not have a policy of scheduling and engaging in joint, inter-agency 'active shooter training' on an annual basis. While this type of training has been delivered to BPD personnel in the past, joint exercises with SWAT and patrol officers, as well as Brookhaven firefighters and emergency medical personnel, has not been conducted on an annual basis. In light of several recent high-profile events/tragedies at schools located in other communities across the country, it is highly recommended that the BPD regularly schedule and engage in such training exercises. It is not sufficient to have just SWAT personnel fully trained in proper response techniques and coordination. All sworn members of the BPD must be fully trained and proficient in proper response techniques as each of them could find themselves actively involved in such an incident either on or off duty.

The quantity and quality of in-service training for non-sworn personnel must be enhanced.

Executive Development/Management Training

Newly-promoted sergeants attend basic management training. There are three specific courses that are offered by Georgia POST. Each course is one week long and designed for police officers seeking promotion or newly promoted sergeants. There are additional management classes designed for lieutenants. The consultants reviewed course descriptions and found them to be appropriate and consistent with those offered to police officers and sergeants in other jurisdictions.

Training Recommendations:

- We recommend that the BPD: 1) assign the sergeant currently serving as community engagement sergeant to the Training Unit; 2) backfill his position with another sergeant; and 3) reassign that position's fleet management duties to a non-sworn member of the department. This would require adding a new non-sworn position to the organizational chart. The newly assigned training sergeant should be charged with developing, scheduling, coordinating, and delivering training within the department. In addition to coordinating ongoing in-service and field training, the newly-designated Training sergeant would be primarily responsible for developing and coordinating the delivery of in-service lessons. (Recommendation No. 38.)

- The department should develop a multiyear training plan (not simply a training calendar, or schedule). This training plan should identify specific training goals and objectives for all units, and all sworn and nonsworn members of the department, and should be incorporated into the department's newly created overall multiyear strategic plan. The department's newly-appointed Training sergeant would be chiefly responsible for developing, reviewing, and revising the training plan as necessary. (Recommendation No. 39.)

- The department's current training committee should meet regularly to consider the training needs of the department and set the agenda and specific training goals for the entire department. The training committee should also solicit ideas, identify operational problems and training opportunities, formulate specific training plans, and evaluate and periodically report on the success of training received by members of the department. The newly-designated Training sergeant should serve as chair of the BPD training committee. (Recommendation No. 40.)

- The training committee and the BPD Training Unit should utilize the resources promulgated by the International Association of Directors of Law Enforcement Standards and Training (IADLEST). IADLEST membership includes access to an information portal that provides lesson plans, webinars, innovative learning strategies and activities, assessment tools and rubrics, etc. (Recommendation No. 41.)

- In light of recent national events, de-escalation and judgmental use of force training for police officers has become critically important for all communities. The technology regarding immersive firearms simulator training is rapidly evolving. The current firearms simulation equipment utilized by the department is adequate, but the department should be continually open to utilizing new and emerging technologies. We believe that all police departments must avail themselves of the most current firearms training technologies and methods available. During our site visit we discussed such state-of-the-art systems that are now utilized by other departments in the state. We therefore recommend that the department seek opportunities to provide fully immersive judgmental firearms simulator training to its officers by: 1) obtaining and utilizing a state-of-the-art simulated firearms training system of its own (and perhaps sharing the costs with one or more law enforcement agencies in the region); or 2) seeking opportunities to utilize such equipment owned and operated by other law enforcement agencies in the region. (Recommendation No. 42.)

- The department should enhance its sergeants' field training program to include specific learning objectives and methods of assessment (such as daily observation reports [DORs] during the ride-along phase). (Recommendation No. 43.)

- The department should enhance its initial/field training of non-sworn personnel. A well-structured curriculum with specific protocols, lessons, and learning goals are required. (Recommendation No. 44.)

- The department should enhance the quantity and quality of continuing or "in-service" training offered to non-sworn personnel. (Recommendation No. 45.)

- The department should schedule and carry out joint 'active shooter' training exercises at an appropriate location (e.g., a local school or workplace) on an annual basis. (Recommendation No. 46.)

- The department should continue to encourage and actively support members of the department to apply to the FBI National Academy. (Recommendation No. 47.)

§ § §

RECORDS

Within the department's Support Services Division, the Administrative Operations lieutenant supervises both the Records Unit (staffed by three full-time and one part-time non-sworn employees) and the department's terminal agency coordinator (TAC). The TAC is a non-sworn of the department who has responsibility for complying with Georgia Crime Information Center (GCIC) network and NCIC reporting and data security requirements. The TAC has supervisory responsibility over the department's five non-sworn police service representatives (four full-time PSRs plus one in training) who work the service window located in the lobby of police headquarters. The hours of operation for the service window are Monday through Friday, 8:00 a.m. to 4:30 p.m. It should be noted that this window is also used by Court services personnel. The Brookhaven Municipal Court is located on the first floor of the police headquarters building, just off the main lobby. The sharing of this service window by BPD and court personnel is not recommended, as it affords little privacy for clients. The exterior doors to the headquarters building are locked at 7:00 p.m.

PSRs perform a variety of clerical, administrative, and customer services such as processing alcohol permits for local restaurants, fingerprint services for Brookhaven residents or people working in the community, processing bond payments, impounded vehicle releases, performing criminal histories for individuals seeking real estate licenses or working within the school system, etc. During certain hours of the day, there is a need for a primary and a secondary PSR. As described by one member of the department, "During the busy hours, we could just use a person for processing permits and prints. While you are in the middle of helping customers at the window, you have to stop everything when dispatch calls you to say that they just recovered a stolen car." Data concerning average customer wait time, or the number of citizen complaints related to the service window was not available. It should be noted that the BPD does not utilize citizen volunteers to perform any type of customer service.

The consultants reviewed the department's cash management policy and found it to be clear, comprehensive, and consistent with those promulgated and followed by similarly sized municipalities.

The BPD follows a strict records retention protocol. The department is currently "virtually paperless," however it does retain many old files. The consultants physically examined the records storage area in the police headquarters building and noted several large file cabinets containing hardcopy records. Some of these cabinets were unlocked. We were advised that all such records will either be purged or retained and properly stored in an appropriate area of the new headquarters building. Members of the department indicated that it is currently quite difficult to review these files in order to locate and produce records in response to requests from the local prosecutor's office, freedom of information/open record requests, etc. The department receives open record requests via email, through a direct link in the department's website, or via personal requests submitted through the department's service window. The department does not presently have a detailed protocol for the intake and processing of freedom of information requests to identify each detailed step in the process.

GCIC requires the department to have a qualified person available at all times to perform such functions as: stolen vehicle alarm transmission and cancellations, hit confirmations and alarms of missing persons, wanted persons alarms, etc. As the department does not perform its own dispatch operations, police dispatchers are merely a conduit and do not perform these administrative/clerical functions for the BPD. PSRs are therefore scheduled and utilized to perform these functions.

The TAC is responsible for performing GCIC validations. She is required to modify and or validate data entries in order to determine whether wanted individuals are still wanted, previously reported stolen vehicles and weapons have been recovered, etc. These validations are time-consuming and must be performed on a monthly basis. The following list shows the number of GCIC validations performed by the BPD over a seven-month period in 2022:

- February: 193.
- March: 133.
- April: 157.
- May: 138.
- June: 143.
- July: 147.
- August (through August 17, 2022): 129.

The TAC is also responsible for entering failure to appear warrants in the GCIC system. These warrants are generated by the courts but the courts are not able to directly input data the information into the GCIC system. Like many communities, Brookhaven has a population of individuals who continually interact with the courts and fail to appear for their scheduled court dates.

The TAC is also charged with providing training for BPD officers and non-sworn personnel in terms of system operations and security awareness. GCIC certification requires such training every two years. The Georgia Bureau of Investigation (GBI) performs audits every three years in order to ensure that all members of the BPD are compliant and that no personal certifications have expired.

Members of the Records Unit are charged with responding to freedom of information (FOI)/open records requests. The consultants note that two of the department's three records clerks are relatively new. As one member of the department noted, "Some of these records requests are very complicated." The lieutenant who supervises the Records Unit reviews such requests upon intake, but there is not a formal protocol or system of triage utilized for categorizing requests and estimating the relative degree of time and effort necessary to properly respond to them. The consultants requested data concerning the number of open records requests that are processed and were provided with the following:

- 2020: 2,430 total requests; average completion time 2.54 hours.
- 2021: 2,591 total requests; average completion time 2.13 hours.
- 2022 (through Aug. 18): 1,746 total requests; average completion time 2.45 hours.

The department recently employed a records professional from the John's Creek Police Department (which uses the same RMS) to perform mandatory training for newly hired records clerks. The BPD currently does not have the internal capacity to perform such training.

The BPD does not have a formal training program for distinct learning objectives and means of assessment for PSRs or records clerks.

Records Recommendations:

- CPSM recommends that the individual assigned to the TAC position, in addition to her other duties, should be responsible for the supervision of all personnel assigned to the Records Unit. This would continue to be a non-sworn position (perhaps titled Civilian Operations Manager). This would provide for greater coordination and operational efficiency of PSRs and Records Unit personnel. (Recommendation No. 48.)

- The department should add one additional full- or part-time PSR and one additional full- or part-time records clerk. In the alternative, the department should hire one additional full-time, non-sworn individual to support the work of both the Records Unit and the PSRs. We recommend that this individual be cross-trained to perform both the PSR and the records clerk functions. As mentioned elsewhere in this report, the City of Brookhaven will be absorbing additional unincorporated areas of DeKalb County. As such, it can be anticipated that the additional population will generate additional clerical and administrative work for the BPD. The department should build operational capacity now before its internal systems and processes become overwhelmed. Should a records clerk or PSR terminate their employment, the department would be hard pressed to compensate for their loss. In light of the competitive market for non-sworn police personnel, many municipalities are now planning to 'over-hire' in order to build capacity. (Recommendation No. 49.)

- As the department finalizes its plans for moving into the new headquarters building, every effort should be made to ensure privacy/confidentiality with regard to the operations of the front service window (PSRs) and the members of the Records Unit. A separate secure area must be provided for the redaction of files and data in connection with FOI requests. (Recommendation No. 50.)

- Police officers, sergeants, and detectives should undergo additional in-service training (over and above what is already scheduled) on the full and proper use of the department's RMS and CAD systems. Every effort should be made to make officers in the field more familiar with querying these systems. The BPD's TAC/PSR and Records Manager should develop and deliver this training. (Recommendation No. 51.)

- The department should develop formal training curricula for both records clerks and PSRs, and which should include distinct learning objectives and means of assessment. FT Online should continue to be utilized for this purpose. (Recommendation No. 52.)

- The department should develop a detailed policy and protocol for responding to open records requests. This should include specific reference to the duties and responsibilities of all personnel charged with receiving, reviewing, approving, and complying with such requests. The department should compile, retain, and actively monitor data concerning these requests, specifically, monthly totals and year-to-date totals concerning such requests. These metrics should be considered important performance measures for the department going forward. (Recommendation No. 53.)

- The department should designate and support one non-sworn member of the department to deliver initial and in-service training to records clerks and PSRs. (Recommendation No. 54.)

- Since retention continues to be a challenge for most American police departments, the BPD should consider developing and implementing various pay grades or steps within the PSR and record specialist positions. This would provide somewhat of a career path and encourage promotion within these positions. HR should perform a detailed compensation study to determine how a new pay scale might improve retention. (Recommendation No. 55.)

- The department should create and implement a citizen volunteer program. A well-structured and well-administered program of this type could significantly relieve the PSRs of some of their clerical, administrative, and customer service responsibilities. (Recommendation No. 56.)

DATA SYSTEMS

The department's primary records management system (RMS) is a SUNGUARD product. An integrated SUNGUARD computer-assisted dispatch (CAD) system is also utilized. These systems were initially installed in 2013 when the department was formed. Other police departments in the region also utilize these products. Members of the department generally reported a high degree of satisfaction with these systems in terms of functionality and end-user ease of use.

The RMS has a variety of specific operating modules utilized for such tasks as report writing, the issuance and reporting of citations, arrests, vehicle tows, and name candidating.

Police reports are prepared in the field by patrol officers via the mobile data terminals (MDTs) installed in patrol vehicles.

Once prepared, the report is electronically forwarded to the patrol supervisor for review. The patrol supervisor will then either approve and accept the report or return it to the officer for correction and/or completion. If an officer fails to complete and submit a required report, the system will automatically inform the officer that such a report is required. Once a field report is approved by a patrol supervisor, it is then placed in a queue for review by the patrol lieutenant. Once approved, the record will then be entered into the system. Any IBR coding errors will be noted and corrected as necessary.

At the time of our site visit the consultants were advised that only one of the department's three records clerks is fully familiar with the NIBRS coding system. We strongly recommend that all records clerks be fully trained in proper NIBRS coding, as this would alleviate a great deal of additional administrative work expended in making corrections.

If nothing further is required of the officer or the patrol supervisor, the record is "completed" and narrative portions of the reports are "locked down" so that no further alterations can be made to the report. Police field reports are visible and accessible by authorized persons (e.g., detective investigators) from the time they are initially prepared by the officer in the field. Reports related to sensitive investigations such as an officer involved shooting or an arrest of a member of the service can be partitioned so that access is further limited.

RMS has a residential check module whereby patrol officers can periodically visit the homes of citizens who have registered for the department's watch program.

The RMS also has a 'problem-oriented policing' module (POP) whereby directed enforcement based upon citizens' complaints can be directly entered into the RMS. Citizens can directly notify officers via email or telephone of minor/quality of life conditions in their neighborhoods, such as graffiti or congregating youths. The police officer receiving this information then forwards it to his/her sergeant for approval. Once approved, the information is forwarded to PSRs who then enter the information into the POP RMS module. Each patrol shift is provided with a list of directed patrols (POPs). Such a system provides an excellent means of capturing data concerning the quantity and quality (when compared with other crime data) of such actions.

Tyler is a financial receipting system that is utilized city-wide.

The department's website serves as a valuable information source and includes an online open records request system (pursuant to O.C.G.A. sec. 50-18-70). It also has a link to an electronic community crime map. This is a Lexus-Nexis system that provides current information concerning crime incidents in Brookhaven (except domestic violence cases). The system is auto populated directly from the department's CAD system and is updated twice daily. The website does not presently include a means of filing minor (i.e., misdemeanor) crime reports online.

The website also contains links to the department's annual reports for the last several years. These reports contain summary data on the number of calls for service, arrests made, amounts of currency and narcotics seized, traffic citations issued, etc.

There are more than 100 license plate readers (LPRs) deployed throughout the city. These are generally found to be very effective means of crime prevention and detection. Efforts are currently underway to link LPRs that are or will be utilized by gated communities in order to develop a comprehensive network of LPR coverage.

Data Systems Recommendations:

- The department should review and revise its website to include such functions as online crime reporting and links to social media platforms. Recruitment information (e.g., videos) should be prominently displayed. (Recommendation No. 57.)

- The BPD should have a dedicated city information technology (IT) technician permanently assigned to the department. (Recommendation No. 58.)

- The department should create a technology task force. This would be a group of sworn and non-sworn employees of various ranks who would be charged with meeting regularly to determine the department's current and future technology needs (hardware and software, training, etc.) as well as any steps needed to ensure that the department remains current with regard to technological advancements. The panel should meet on a regular schedule, and should: 1) identify the department's current technology needs; 2) identify any deficiencies of the department's current communications (i.e., radios, telephones, and CAD) and records management system (RMS); 3) revise and update the department's website, as necessary; and 4) make specific recommendations for improvements, where necessary. (Recommendation No. 59.)

- The technology task force should be charged with developing a detailed, multiyear technology plan for the department. This plan would include a statement of current needs, as well as a detailed strategy and system for replacing old systems and equipment and acquiring and purchasing new technology and equipment (software, hardware, etc.), adequately training personnel, and implementing a variety of advanced technologies to enhance organizational performance. The technology task force should be charged with field/beta testing, evaluating, and reporting on any new technologies adopted or tested. (Recommendation No. 60.)

- The Assistant Chief should chair this task force. (Recommendation No. 61.)

- The task force should work to ensure that the department's various data management systems are fully utilized by the department. Additional employee training should be suggested, as necessary. (Recommendation No. 62.)

POLICY UPDATES

The consultants reviewed the department's policy manual (S.O.P. 1, eff. 7/31/13, rev. 1/1/15) and found it to be clear, well-structured, comprehensive, and consistent with those of similarly-sized American police departments. This manual includes all policies and procedures required by the Georgia Law Enforcement Certification Program (GLECP).

The consultants also reviewed the BPD's process for the review, revision and implementation of policies and found them to be consistent with those of similarly sized American police departments. The department's accreditation manager is chiefly responsible for developing new policies. We note that he has worked on eight policy revisions during 2022, including one concerning exculpatory evidence. The manager is charged with monitoring state guidelines and updated policies and procedures as necessary.

Power DMS is utilized for the development, distribution, and maintenance of the department's policies and procedures.

§ § §

SECTION 7. SUPPORT SERVICES – SPECIAL OPERATIONS

TRAFFIC SAFETY UNIT

The City of Brookhaven is a high-density traffic area. Two Interstate Highways, I-75 and I-285, bookend the city. The Traffic Safety Unit consists of a sergeant, two budgeted accident investigation officers (one position is vacant), and a pedestrian safety officer position that is funded with a grant. The sergeant advised that despite efforts to recruit for the vacant traffic investigation position, no one in the department has applied for the position. The Traffic Safety Unit alternates its schedule, working Monday through Thursday, 0600 to 1600 hours, one week, and Tuesday through Friday, 0600 to 1600 hours, the second week. The Traffic Safety Unit has been productive. The following table shows the statistics for the Traffic Unit for 2021.

TABLE 7-1: Statistics for the Traffic Safety Unit, 2021

Category	2021
Traffic Warnings	1,476
Traffic Citations	1,457
Incident Reports	247
Hit and Run Investigations	233
Arrests	230
Accident Reports	66
Traffic Crash Investigations	4

It should be noted that two of the traffic investigation officers worked full-time for three months in patrol due to staff shortages. This demonstrates the need for additional staffing in patrol. From an enforcement perspective the Traffic Safety Unit and the Uniform Patrol Division are very proactive in seeking to prevent traffic accidents through traffic enforcement and traffic stops. In fact, during the time period of this study, traffic-related CFS accounted for 9,420 CFS. It is not clear, however, whether this enforcement is having the desired impact on the frequency and prevalence of traffic crashes at locations identified by the department as being high in motor vehicle accidents. A more focused approach could be taken, targeting at-risk drivers and these at-risk locations.

TABLE 7-2: Accident Causes, Citations, Injuries, and Fatalities, 2020–May 2022

	2020	2021	Jan-May 2022
Following Too Closely	354	413	174
Failed to Yield	278	355	135
Changed Lanes Improperly	153	174	56
Injuries	298	442	240
Fatalities	1	1	2
Private Property	179	637	237
DUI	47	61	21

Source: Brookhaven Annual Reports

The BPD provided CPSM with data on the top ten motor vehicle accident locations. This locations are shown here.

MVA Top Vehicle Accident Locations

2020	2021	Jan – May 2022
N Druid @ Briarcliff	N Druid @ Briarcliff	N. Druid @ Briarcliff
N Druid @ I-85	N Druid @ Buford	Buford @ N Druid
N Druid @ Executive	N Druid @ Executive	Peachtree @ Dresden
Buford @ N Druid	N Druid @ I- 85	N Druid @ Executive
Peachtree @ N Druid	Buford @ N Druid	Peachtree @ N Druid
N. Druid @ Northeast Expy.	N Druid @ Tillie	Briarcliff @ N Druid
Buford @ N. Druid	N Druid @ Northeast Expy.	Northeast @ N Druid
Buford Hwy @ Briarwood	Northeast EXPY @ N Druid	N Druid @ Buford
Northeast Expy. @ N Druid	Peachtree @ Dresden	N. Druid @ W Druid
Bufford @ Clairmont	Briarcliff @ N Druid	North Druid @ Briarwood

The BPD has progressive technology to assist in traffic safety and enforcement. The department has LIDARs to measure a vehicle's speed and distance, radars mounted in patrol vehicles, two speed trailers, two message boards, and 250 LPRs. These are important tools for traffic safety.

The Traffic Safety Unit is to be commended for its contributions to traffic safety in the City of Brookhaven. Yet, traffic safety should be the job of every patrol officer. To accomplish this, traffic safety needs to become part of the strategic approach of the entire department. Patrol officers traffic intelligence to be able to focus their enforcement activities. A traffic engineer needs to be engaged to assess roadway sections to possibly improve their design or change signage to improve safety. And perhaps most important, at-risk drivers need to be identified and engaged through both targeted enforcement and education. In addition, the traffic pedestrian safety officer as well as the community engagement officers could be utilized to engage the organized community by attending meetings to deliver traffic safety information.

Part of the traffic safety strategy must also include careful attention paid to the demographics of motorists stopped. Not only is it important that enforcement be focused, but it must also be free from discrimination and bias. The BPD should begin to record the gender, race, and age of every motorist stopped in the city. The Traffic Unit sergeant, working with crime analysis, would then be responsible for collating, analyzing, and reporting on the demographics of motorists stopped. This information should also be analyzed for patterns and trends to identify any racially disparate stops. The information should also be publicly reported on at least an annual basis.

Traffic Safety Recommendations:

- Conduct a survey of patrol officers to determine why there are no applicants for the vacant Traffic Safety position. (Recommendation No. 63.)

- Create a strategic plan for the Traffic Safety Unit and patrol officers to reduce traffic accidents at intersections identified in the top ten traffic accident locations. (Recommendation No. 64.)

- Continue promoting traffic safety education, enforcement, and engineering. (Recommendation No. 65.)

COMMUNITY ENGAGEMENT UNIT

Community engagement is the strategy for bringing the community members and all members of the Brookhaven Police Department to work in collaboration and problem-solving. The department states "Officers assigned to this function are principally tasked with conducting public outreach campaigns to implement department and community initiatives in collaboration with community members and interested persons and groups. Community engagement officers (CEOs) work to build relationships with civic and religious groups, businesses, service providers, residents, and other member and stakeholders in the city. CEOs are also tasked with providing education on Georgia laws, business and residential security, crime prevention, and neighborhood watch-type programs. CEOs are further tasked with recruiting, as needed, qualified candidates for employment as Brookhaven Police officers" (Brookhaven Police Department, SOP, Chapter 3).

This is a laudable strategy the department has implemented. However, the Community Engagement Unit has only one police officer. The police officer is highly dedicated, educated, and embraces the challenges of working with the community. However, having only one individual assigned to this unit means the department is missing opportunities for strengthening community ties. Moreover, the officer assigned to the Community Engagement Unit has other responsibilities. She occasionally fills in to cover partial or full shifts in patrol when a platoon is short of staffing. Again, this points out the need for additional staffing in patrol. Depending on the need for court security, the officer may work two to four court security shifts per month. Court shifts occur twice a week. When assisting on court security, the officer sometimes spends from five to ten hours a week working inside and outside the courtroom. Additionally, this officer assists with transports of inmates to court depending upon the number of inmates.

In the role of Community Engagement, the officer conducts training sessions for the public on subjects such as gun laws, bullying, internet safety, how to call 911, state and local laws, and the rights of citizens. Sessions are open to the public and private organizations that request programs.

The officer also provides community programs such as Citizens on Patrol, Women's Self Defense, Citizen's Police Academy, and Operation Plugged in. Annual programs require the officer to recruit citizens for programs and implement, lead, and participate in the program.

The officer also has the responsibility to review grants and determine the feasibility of securing a grant related to community engagement. If the grant is awarded the officer implements programming and provides the tools and resources needed to fulfill the grant.

The officer also maintains a database of all HOAs within the City of Brookhaven. The officer also created an HOA program that encourages HOA members to connect with the Brookhaven Police Department. The elements of the HOA program include neighborhood watch programs; monthly, quarterly, or yearly meetings; exclusive training for HOAs; gathering crime statistics if requested; CPTED surveys; and maintaining ongoing connections to the HOAs.

The officer also connects with businesses, houses of worship, schools, apartments, and businesses. The duties include creating multiple hubs to provide business meetings and trainings, outdoor roll calls at businesses, and creating programs for businesses similar to the HOA programs.

The officer provides CPTED and crime prevention programs along with community events such as Polar Plunge, Special Olympics Cops on Donut Shop, Hot Pursuit 5k, National Night Out, Faith

and Blue, Shop with a Badge, Thanksgiving Gifts and Care, and Coffee with a Cop. The officer also assists in city-managed events.

The officer also has responsibility for marketing/social media, an in-house newsletter, community connections, and working with social service agencies on homelessness issues. The officer also assists in the maintenance of FLOCK and educates the public about FLOCK and serves as the mental health peer liaison to aid both officers and the community.

Furthermore, this officer also assists in the department recruitment efforts, works as a PIO when needed, maintains the department website, and creates content for marketing.

One of the most important roles of a police department is to enlist the community in crime prevention. An engaged and prepared community can do more to prevent and reduce crime than even the best police department.

The BPD is dedicated to community engagement, education, and problem-solving. However, it is not reasonable to think one police officer can accomplish all of the above tasks nor have time to measure the effectiveness of the different community engagement strategies. It is our view that insufficient staff is dedicated to this function. CPSM recommends removing the responsibility for court security from the Community Engagement Unit. CPSM was informed during the site visit that the department has hired an additional position for the Community Engagement Unit; this individual first has to complete Georgia's Equivalency of Training Course and Field Training.

CPSM recommends adding a third position, which could be sworn or civilian, to the unit. If this is a civilian position, the department must be particular about the candidate it selects to ensure the person brings the appropriate knowledge, skills and abilities to the program. Also, by removing court security duties from the unit, the staff will have the time to track and evaluate the outcomes and benefits of the unit's work.

Community Engagement Recommendations:

- The Brookhaven Police Department should remove the responsibility of court security from the Community Engagement Unit. (Recommendation No. 66.)

- One additional position, either sworn or civilian, should be added to the Community Engagement Unit for a total of three staff. (Recommendation No. 67.)

- Performance measurement should be implemented to determine the success of the unit and programs. (Recommendation No. 68.)

§ § §

COMMUNITY OUTREACH/PUBLIC INFORMATION:

A sergeant assigned to the Criminal Investigations Division is designated as the department's primary public information officer (PIO). A patrol sergeant has also been trained and will occasionally serve as PIO should the need arise during evening hours. As well, two police officers are trained and certified to serve in this capacity. The sergeant who serves as primary PIO is chiefly responsible for responding to external communications, distribution of information to regional news rooms and other agencies, and determining who is available and best suited to speak on particular matters such as media releases concerning high-profile crimes. This sergeant also works with the Records Unit to coordinate freedom of information (i.e., open records) requests received by the department.

SOP Chapter 14.02 guides procedures for the release of public information. CPSM reviewed these procedures and found them to be clear, comprehensive, and consistent with best practices in American policing.

The consultants were advised that the BPD generally prefers to break its own news stories. This is typically done via Twitter. As a member of the department noted, "We want to stay active, stay relevant with the community. We want them to know that we are actively out there investigating cases."

The police officer assigned to the community engagement unit is designated as the department's social media coordinator. The department has a presence on Twitter, Facebook, LinkedIn, YouTube, and Instagram. News stories are typically released via Twitter, then "backed up on Facebook" and other platforms. For example, the department may package drone footage from an incident and "push it out" to the community as soon as is practicable. The City of Brookhaven has a communications department that provides additional resources and outlets for the department to communicate with the community. The department indicated that there is "good coordination" between the CID sergeant, the social media police officer, and the city's communications department.

BPD personnel performing the public information function are apparently well aware of the importance of department "branding" in terms of presenting a positive image to the community and potential police applicants. Further efforts should be made to coordinate public outreach and recruitment efforts.

The BPD utilizes the Crime Stoppers Atlanta tip line. https://www.atlantapd.org/community/crime-stoppers. Tips are frequently solicited via social media platform communications.

Community Outreach Recommendation:

- Work with the City of Brookhaven to develop and implement a comprehensive community outreach and communications strategy that has a goal of reducing the total number of annual calls for service that the BPD's patrol resources now respond to. (Recommendation No. 69.)

§ § §

PROPERTY AND EVIDENCE UNIT

The Property and Evidence Section is staffed by one full-time property and evidence technician, and one part-time property and evidence custodian (who assumed her role approximately three months before the consultants' site visit). The primary duties of these individuals involve the secure intake, storage, and disposition of property and evidence taken into the department's possession. The property and evidence technician is also responsible for performing voice stress analysis and investigating internet crimes against children.

Neither of these individuals are members of the International Association for Property and Evidence (IAPE).

A module within the department's RMS is utilized for property and evidence management. Members of the department reported that the current system is "somewhat limited" in terms of addressing all of the department's needs. The BPD utilizes hard copy property receipts and tags, rather than electronic bar coding and labels, for the storage of some items. Every effort should be made to move to an entirely paperless system.

The property room was inspected and found to be properly secured. Access is properly controlled, with only the property and evidence technician, the property and evidence custodian, and the Special Operations lieutenant having access via electronic key pads and physical keys. The CID major also has a key to the property room. Key control measures were found to be appropriate.

At the time of our inspection, the BPD held approximately 14,000 items in its possession.

The consultants were advised that there is currently a Georgia state law that prohibits the destruction of firearms unless they are considered to be 'un-salvageable.' The consultants were informed that, since 2013, the BPD "has never been allowed to destroy guns." There are, therefore, a large number of firearms stored in the BPD's property room. Many of these are no longer needed for evidentiary or safekeeping purposes. CPSM recognizes the obvious legislative intent of not wishing to put firearms "back into circulation" in the community." Nevertheless, these weapons represent a significant source of income to Brookhaven and/or the department.

The BPD has an articulated policy for internal inspections and audits of its property and evidence inventory. Twice each year a lieutenant will inspect the property room, its camera security systems, and key control. Once each year, a physical audit is performed by a BPD supervisor who is charged with reviewing a random sample of 250 items, for accuracy, security, etc. The SUNGUARD property and evidence management module is used for recoding the results of these audits.

The accrediting body performed an inspection prior to accreditation.

Audits are also performed any time there is a change in personnel assigned to the Property and Evidence Unit.

The consultants were advised that, since 2013, the BPD has never had a lost item of property or evidence.

There is a secured prescription narcotics drop box located in the lobby of the police headquarters building. At the time of our inspection this receptacle was found to be properly secured. The property and evidence technician and the detective crime scene investigator are responsible for emptying and disposing of its contents each month. The department plans to do away with this service in the future.

Items are stored by size in the Property and Evidence facility. Inspection by the consultants showed that all items were found to be on shelving and appropriately labeled.

Each year, the department destroys narcotics that are no longer needed for evidentiary purposes via an annual 'drug burn.' Proper methods of security are utilized for transport and destruction at the Georgia Bureau of Investigation (GBI) facility.

The property intake is accomplished via secured property lockers. These allow officers to impound property and evidence securely any time, day or night. Only the property and evidence technician and the property and evidence custodian have keys for these lockers. A packaging (bag and tag) area includes sufficient space and materials for officers to package evidence. An evidence processing manual which describes proper procedures for the packaging of currency, firearms, etc. is available at this location. Narcotics testing and toxicology reports are prepared at the GBI police laboratory. A comprehensive packaging manual instructs officers on how package a wide array of different types of property. Adequate packaging materials were available.

Visitors must sign in to a written log in order to gain access to the property room. The room is protected by an electronic key card system. There are two video cameras located outside the property office and another in the hallway. Firearms, narcotics, and currency are secured separately.

The general property storage area consists of many rows of fixed shelving. Members of the Property and Evidence Unit report no operational issues with this shelving system. The amount of available space is, however, rapidly diminishing. It is estimated that general storage at this facility is currently approaching full capacity. The consultants note that there is a particularly strong cannabis odor throughout entire area where marijuana is stored.

The property room is protected by a water sprinkler fire control system.

The headquarters building does not have an area that is appropriate for the processing of evidence vehicles. The consultants were advised that the new headquarters building will include an appropriate area (three sally ports).

Firearms, narcotics, and currency were found to be stored separately and securely.

A large storage container located in the parking lot is used for bulk storage was inspected and found to be properly secured.

The contents of the property room will need to be transported to the new headquarters facility. This is a particularly time-consuming and exacting process as all items must be secured and accounted for during transport. The consultants reviewed the department's plans for the transport and relocation of the contents of the property room and found them to be adequate. Every effort must be made to transport these items as efficiently and securely as possible.

The department's policies and practices for the receipt, storage, and transfer of property and evidence (SOP Chapter 13) were reviewed and found to be appropriate and consistent with best practices in American policing.

Property and Evidence Recommendations:

- The Property and Evidence Unit will require additional storage space once the department moves into its new headquarters building. (Recommendation No. 70.)

- The BPD should install and utilize an electronic moving/collapsible shelving system (such as Spacesaver Shelving, or a similar product) in the property room of its new headquarters facility. These type of storage systems are efficient and maximize space utilization. (Recommendation No. 71.)

- In order to maximize security, members of the state police or another local law enforcement agency should be utilized to provide additional oversight during the transport and relocation of the contents of the BPD's property room. Every effort should be made to purge as many items as possible prior to relocation. (Recommendation No. 72.)

COURT SECURITY

SOP Chapter 3.10 provides guidelines for Municipal Court security and outlines the duties and obligations of the officers assigned as court liaison officers for Municipal Court. Municipal Court is held on Monday and Thursday afternoons and every third Wednesday. Security is handled by two part-time sworn officers and a third officer is pulled from either community engagement or patrol. The sergeant informed CPSM that he serves as the supervisor for court security, oversees fleet operations, training, and body cameras/Taser orders. These are quite diverse duties for the sergeant. The transport officer usually arrives at 1000 hours and determines from the assistant court clerk the number of prisoners that must be picked up from the DeKalb County jail and transported to the Municipal Court. The transport officer is also required to return the prisons to the Dekalb County Jail at the conclusion of the hearing.

The Municipal Court in the current building was found to be clean but the facility does not have any holding cells due to issues with accreditation. However, there is a panic button for the judge and there are two security cameras inside the courtroom. The new building was still being completed during our on-site work, but the new Municipal Court appeared very professionally and structurally organized.

CPSM found some shortcomings in the security management of the existing Municipal Court that should be taken under advisement for the new Municipal Court.

Court Security Recommendations:

- A decision needs to be made as to what the roles of the sergeant should be as he appears to be overcommitted with duties from other areas of the department. (Recommendation No. 73.)

- CPSM recommends that court security be staffed by four part-time court security officers and that the Community Engagement officer or a patrol officer not be pulled to serve in the courtroom. Four part-time officers are need so as to always have one and sometimes two depending on the number of prisoners to be transported. Adding officers This may require increasing the pay for these positions. (Recommendation No. 74.)

- The court security officer stationed at the magnetometer should not leave that post. An enhancement for security would be to purchase an X-ray machine. Court security should mirror the protocols of TSA at airports. (Recommendation No. 75.)

- Food or liquids should never be allowed inside the courtroom. Liquid items may appear to be water, coffee, or soda but could also be hazardous liquids. (Recommendation No. 76.)

- A sign should be placed on the outside lobby doors to informing individuals that food or liquids will not be allowed into the lobby. A trash can should be positioned outside of the lobby. (Recommendation No. 77.)

- While there are two security cameras inside the courtroom, there should be a monitor at the magnetometer so the security officer can see what is occurring inside the courtroom. Likewise, within the courtroom a monitor should be placed at the back of the room so that the court security officers can see what is occurring in the lobby. The civilian personnel in the lobby window are trained to call 911 for an officer if the panic alarm is activated. However, there should be an internal system for a quicker emergency response. (Recommendation No. 78.)

- There should be a secondary review of the Brookhaven Municipal Court Security Inspection Form to ensure these forms are being completed on the days court is in session. (Recommendation No. 79.)

NEW PUBLIC SAFETY BUILDING

The City of Brookhaven is to be commended for providing funding for the Public Safety Building now under construction and nearing completion. It is the city's biggest-ever capital project and is scheduled to open in October 2022. The new building will be 33,000 square feet with room for 168 parking stations in the parking lot. The city's first fully functional Emergency Operations Center will be housed in the building along with a full-building generator. The building will also feature a number of environmentally sustainable features. Brookhaven police officers, support staff, and Municipal Court personnel all had an opportunity to weigh in on the building's design and functionality.

CPSM was taken on a tour of the new public safety building. While it was not fully completed, we found the facility was spacious, attractive, inviting, and reflected a state-of-the-art public safety facility.

FLEET MANAGEMENT

The consultants performed a detailed inspection of the department's fleet of vehicles, as well as its policies and procedures for performing routine vehicle maintenance. Failure to perform routine maintenance or to maintain comprehensive maintenance records such as oil change records and change schedules can invalidate manufacturer warrantees and subject the city and the department to unnecessary expense.

At the time of our site visit, the department had a total of 105 vehicles, including spares and undercover vehicles. All uniformed members of the department are assigned a take-home vehicle unless they reside more than 30 miles from BPD headquarters. The consultants reviewed the department's policy concerning take-home vehicles and found it to be clear, comprehensive and consistent with those of similarly sized American police departments.

Vehicles were inspected and found to be appropriate for their intended purpose. Members of the department generally reported satisfaction with the vehicles in terms of performance and reliability. Vehicles that are purchased with grant funding typically have limitations in terms of their usage. For example, a new patrol vehicle might be limited for a one-year period to be used specifically for DUI enforcement. Once this time period has elapsed, the vehicle can then be integrated into the permanent fleet and used as needed.

A patrol sergeant is chiefly responsible for overseeing the department's fleet of vehicles, which includes the purchase of vehicles. The BPD utilizes Ford products (Explorers/Interceptors) purchased from a local dealership. Routine maintenance, such as scheduled oil changes, replacement of tires, belt replacement, brake replacement and repairs, etc., is performed by a local commercial vendor (Pep Boys). Vehicles assigned to canine patrol are serviced and maintained by the dealership since these vehicles are equipped with sophisticated temperature control devises that must be maintained by the manufacturer. Certain larger repairs, such as transmission repair/replacement or glass replacement, is performed by the dealership. Any repairs for vehicles operating under manufacturer's warranty will be performed by the auto dealership.

The consultants reviewed the practices for vehicle maintenance and found that they meet or exceed the quality of those of similarly-sized police departments. Vehicles are regularly inspected and repairs and upgrades are addressed as necessary. However, there is no written policy regarding vehicle maintenance practices.

The department utilizes a fleet management software program (Ford Telematics) to monitor all of its vehicles. This system is embedded in 2020 model year and newer vehicles or as a plug-in reader in older vehicles; the system electronically captures mileage and determines when maintenance is required. Notifications (which include manufacturer recalls) are sent electronically. Members of the department reported satisfaction with the vehicle maintenance software.

The department utilizes an outside vendor as a vehicle fitter. This company installs plastic seats, internal barriers, emergency lights, computer mounts, etc. Members of the department reported satisfaction with this vendor service.

Patrol vehicles are equipped with an in-car camera system (Axon). One camera is directed toward the front of the vehicle and another covers the inside of the vehicle (but only for vehicles with internal barriers/partitions installed, as administrative vehicles are not utilized for prisoner transport). Data recorded by the in-car camera system can be automatically uploaded to the cloud from anywhere in the field and is stored via evidence.com. The system's software enables an officer or supervisor to mark a particular incident (such as a car stop) and label all camera video captured by forward-facing vehicle camera, interior vehicle camera, and any body-worn cameras connected with an incident. This greatly facilitates the process of supervisory review as well as redaction and release of video data. Data concerning taser use is also submitted electronically to evidence.com when units are placed in their docking stations. Members of the department generally report a high level of satisfaction with this system.

Fuel consumption throughout the department is closely monitored.

The department obtains relatively high mileage from all of its vehicles. CPSM recognizes that well-maintained police vehicles can perform effectively well beyond 100,000 miles. The department has been particularly successful at repurposing vehicles. The department follows a clear vehicle replacement schedule and decommissions vehicles once they have exceeded their useful life.

The department has two fully electric vehicles in its fleet (Ford Mustang Mach E) which are currently being used as 'administrative' vehicles. The department is currently studying and evaluating these vehicles in terms of work applications. Initial results suggest that they are generally not appropriate for patrol operations due to their size. Placement of cages and MDT mounts within these vehicles would also be problematic. Also, when these vehicles are supplied to the department they are equipped as civilian vehicles, with leather seating, etc. These

features need to be removed and replaced with heavy duty plastic rear seats, etc. Evaluations are continuing.

CPSM concludes that the department properly maintains and wisely utilizes its vehicles. The size of the vehicle fleet is appropriate relative to the BPD's operations and current needs.

Fleet Recommendation:

- The fleet management function can effectively be performed by a non-sworn member of the BPD. The department should identify and hire a qualified full- or part-time civilian to perform this function and relieve the Community Engagement sergeant of these duties. Responsibility for the purchase of new vehicles should be assigned to one of the lieutenants in the Support Services Division. (Recommendation No. 80.)

CRISIS INTERVENTION/PEER SUPPORT TEAM

In October 2020, the Brookhaven Police Department formed a partnership with Behavioral Health Link to work with the department on community mental health issues. The program grew because of its success and in July 2022, the BPD hired a full-time clinician with the goals of focusing on the communities' mental health challenges as well as supporting the department's personnel.

The clinician follows up on mental health-related CFS and at times will respond to the mental health CFS with an officer. Perhaps the most challenging part of this program is matching people in need with mental health resources. This is not unique to Brookhaven but is a national problem. A major role of the clinician is to help identify resources in the community for mental health care. Resources vary from one locality to another, and there is a continuing increase in the number of homeless individuals who have mental health care needs. For example, the clinician explained to CPSM that DeKalb Medical County Hospital only had five beds available, the Crisis Stabilization Unit utilized for detoxification has no beds available. View Point Health deals with substance abuse, and no insurance is needed for care; however, there are no beds available. The BPD is to be commended for embedding a clinician to address mental health issues it encounters.

The department has also implemented a Peer Support Team. There are seven peer support members and they are hand-selected for their maturity, experiences, and respect by department members. Under Georgia State Law peer cannot divulge any information regarding colleagues they may counsel. When structured correctly, peer counseling can be an excellent resource for officers. Peer counseling is utilized for military veterans and has proven to be effective. The Director of the State Peer Support Program provides an external peer counselor from another department to work with an internal member requesting peer support. This provides greater confidentiality and trust, as many officers fear that making use of an EAP programs may have a negative impact on their careers.

The Brookhaven Police Department is very progressive in how it cares for its most valuable resource, its people. The department has applied for a grant which would enable any member of staff to have a 30-minute session with a psychologist, if desired. Massage chairs for relaxation would be part of the program, along with a quiet room with aromatherapy. The department is also considering having an emotional support dog for employees.

STRATEGIC PLANNING AND MANAGEMENT

At the time of the CPSM site visit, the department did not have a multiyear strategic plan in place. While the BPD attempts to approach its work strategically, what is lacking is a formal, written plan or document to guide and evaluate these efforts (in terms of specific key performance indicators (KPIs) for each unit).

The department's policies and procedures were reviewed by the consultants. They were generally found to be comprehensive and appropriate. High-liability/low-frequency activities such as vehicle pursuits and use of force were found to be clear and consistent with best practices in American policing.

The department's records management (RMS) and computer-assisted dispatch (CAD) systems have the functionality and are actually used to actively track the activity of patrol officers and detectives.

Command staff meetings are held each month.

Annual performance reviews are prepared for all personnel.

The department's practices for promotion in rank were reviewed and found to be appropriate.

The consultants reviewed the department's policies and practices for administering extra duty details and found that they were clear, comprehensive, and meet or exceed those of similarly sized American police departments.

The department actively tracks and reports its ongoing overtime expenditures. CPSM believes that there are proper mechanisms in place within the BPD to adequately monitor and reduce unnecessary overtime expenditures. Reduction of overtime costs should continue to be an important performance metric for the BPD.

Strategic Planning/Management Recommendations:

- The department should begin to work with internal and external stakeholders to develop and publish a multiyear strategic plan (as opposed to the cursory annual plans required by accreditation authorities). It is imperative that the department develop reasonable and attainable performance goals as well as mechanisms for tracking the relative degree of progress in achieving these goals from year to year. The development of a functional strategic plan should be a thoughtful and inclusive process. (Recommendation No. 81.)

- It is essential that personnel of all ranks (both sworn and non-sworn) have input into the development of the department's strategic plan prior to finalization and implementation. A representative group of police officers, sergeants, PSRs, etc., should be consulted and invited to provide feedback on any draft prior to finalization and roll-out. Revisions should be made as necessary. Failure to actively engage all sworn and non-sworn levels of the department will restrict employee "buy-in" and likely undermine the effectiveness of the plan. CPSM has observed several otherwise fine strategic plans fail in departments that neglected to engage the lower ranks during development. (Recommendation No. 82.)

- All stated goals contained in the strategic plan must be specific and measurable. For example, the reduction of violent crime is obviously not a dichotomous or binary variable (i.e., a yes/no issue). Such a goal should therefore include a specific statement of "what success looks like," such as "a 10% reduction in the rate of reported violent crime." This goal should be stated at the outset, and careful measurement should be used to track the relative degree of

progress towards this goal. Strategic plans should also focus upon performance outcomes, not simply outputs. A great deal of work is typically required to define and measure: a) how much work the department will do (i.e., a quantitative assessment); b) how well it will be done (a qualitative assessment); and c)whether or not anyone in the community is better off (assessment of long-term outcomes). CPSM is available to provide additional technical assistance in this regard should it be required. (Recommendation No. 83.)

- It has been CPSM's experience that most American police departments of the BPD's size do not currently have multiyear strategic plans as described above. Nevertheless, American policing has changed dramatically in recent years. All departments are now held to a higher standard of transparency and accountability. As such, we believe that strategic plans are a necessity. (See, for example, *Final Report of the President's Task Force on 21st Century Policing*.) It is recommended that the department begin the process of formulating such a plan now. (Recommendation No. 84.)

- The strategic planning document must include specific goals and objectives for the department, and these should be linked to the goals and objectives of all operational units. Once it is developed and properly vetted, this plan should be broadly communicated within the department and throughout the community. (Recommendation No. 85.)

- Unit goals and individual performance targets and goals for members of the service should all be linked in some way to the goals and objectives that have been identified in the department's overarching strategic plan. Ideally, the department's strategic plan would be directly linked to the goals of each of its operating units and to the annual performance evaluations of personnel. (Recommendation No. 86.)

- Police departments across the country are now contending with what has been termed "the police recruitment crisis." For a variety of reasons, young Americans have become far less interested in policing as a profession. Additionally, "yield rates" of applicants (i.e., the percentage of applicants who are actually hired) are rapidly dropping for many departments. We were advised that the BPD's average number of police applicants has dropped markedly in recent years. In light of these challenges, the department should identify Recruitment and Retention as a broad organizational goal for the entire department. The department and city officials should work to develop specific strategies, action plan(s) and performance measures for this critically important goal. This might include providing additional signing bonuses for new hires and direct outreach to community partners (such as faith communities) and military units. We believe that now is the time to take proactive and intelligent steps to recruit and retain officers more effectively. Development of these strategies and measures should be considered a priority and a major organizational objective for the upcoming multi-year strategic plan. (Recommendation No. 87.)

- Senior staff should look to the accreditation guidelines of the Commission on Accreditation for Law Enforcement Agencies (CALEA) for guidance in incorporating the above recommendations and designing a performance measurement system. (Recommendation No. 88.)

ANNUAL REPORTS

The BPD has historically published annual reports. The last report was published in 2021. These publications typically present the departmental mission statement and vision; a description of the organization of the department and its various divisions; "department statistics" which include aggregate numbers of 911 calls, alarm calls, offenses, such as criminal assaults, burglaries, sex offenses, stolen vehicles, etc.

The majority of information contained in these reports is retrospective in nature. That is, reports include information concerning work accomplished during the prior year, but make no reference to identified organizational goals. Ideally, annual reports would be used to report upon a department's relative degree of success in accomplishing previously-identified annual department goals, such as "reducing the number of vehicle crashes with injuries by 10%." It is likely that the department's development of a new multiyear strategic plan can result in more comprehensive annual reporting going forward.

Recommendations:

- The department should continue to prepare and publish comprehensive annual reports. Annual reports should not, however, simply contain aggregate data for work performed during the previous year. Annual reports must make explicit reference to the department's overall strategic plan. Specifically, annual reports should contain stated goals and objectives that have been identified for the period in question and should demonstrate the relative degree of progress/success the department has had in achieving each of these goals. (Recommendation No. 89.)

DEPARTMENTAL MEETINGS AND PERFORMANCE MEASURES

The BPD utilizes a variety of internal management meetings within each of its divisions. What is lacking is a comprehensive monthly supervisors' meeting, whereby all sworn personnel at and above the rank of sergeant, as well as non-sworn managers, attend each month, review a standard template of timely and accurate crime, traffic and performance data, and actively participate. Meetings such as these are crucially important in terms of providing: 1) open channels of internal communication and knowledge transfer; 2) personal accountability for all supervisors; and 3) a practical means of guiding, directing, and assessing organizational and unit performance.

The vast majority of internal communication occurs vertically, along the lines of authority (i.e., internal chain of command). While a great deal of information flows both upwards and downwards within these channels, the result is that discrete channels or silos are created and heavily relied upon. Communication within these channels provides senior personnel with sufficient information to identify patterns and make sound judgements. However, horizontal communication lower down the organizational chart is stifled or non-existent. First line managers in various units do not interact as frequently as is desired or necessary. We view this as a missed opportunity.

It is well established that a diversity of experience, thought, and perspective makes for superior management decisions. For example, it is likely that a sergeant assigned to the Traffic Unit could provide valuable input into an on-going narcotics operation. If all personnel at or above the rank of sergeant met and actively participated in monthly management meetings it would likely

result in a richness of discussion that would yield unexpected insights and novel solutions to ongoing operational challenges.

It is not sufficient that all units are represented at management meetings by their respective lieutenants. Meetings should engage managers lower down the organizational chart. All first-line supervisors need to be in attendance and must actively participate in these management meetings. This will serve a necessary training function, aid in the identification and mentoring of talented supervisors, and generally improve morale due to an enhanced level of communication and internal transparency.

Meetings and Performance Measurement Recommendations:

■ Schedule and conduct monthly Supervisors' Meetings, attended by all sworn and non-sworn personnel at and above the rank of sergeant, time and location to be determined by the Chief. These meetings should be understood as the department's primary internal communication, management, and evaluation vehicle. It is likely that matters now being addressed at other internal meetings can be more effectively addressed at these enhanced Supervisors' Meetings. (Recommendation No. 90.)

■ All the department's operational and support units should be represented at all Supervisors' Meetings. This would include patrol, detectives, K-9, training, etc. This will ensure coordination of effort, open channels of communication, personal accountability and will foster organizational learning. (Recommendation No. 91.)

■ The monthly Supervisors' Meetings should be structured and substantive. These meetings should frequently reference the multiyear department strategic plan (when finalized), as well as individual unit goals, as a means of checking overall progress toward these stated goals. (Recommendation No. 92.)

≈ ≈ ≈

All police departments of the BPD's size require frequent senior staff meetings to ensure coordination and the free flow of information. It is therefore recommended that the department continue to hold executive team meetings. However, it is likely that a significant portion of the items addressed at these meetings can more properly and effectively be addressed at enhanced Supervisors' Meetings (for sergeants and above).

An agenda should be published in advance of all Supervisors' Meetings. All supervisors (sworn and non-sworn) should be encouraged to suggest agenda items, as necessary.

A review of patrol operations, detective investigations and case updates, narcotics enforcement, traffic analysis and enforcement operations, and training updates should always be included on the agenda and be presented in the same order at every monthly Supervisors' Meeting.

Minutes should be recorded and maintained for the purpose of appropriate follow-up at subsequent meetings. Minutes should be distributed to all participants via the department's email system.

As each serious crime is discussed, field supervisors and detectives should continue to be challenged to explain what investigatory steps were taken after each incident, such as debriefs of suspects and witnesses and the canvassing of neighborhoods. These discussions would involve members of the department's other units, as necessary.

- It is recommended that the department review the performance information that is currently being compiled and referred to during its various internal meetings and more informal unit-wide meetings (such as detectives' meetings) with an eye toward combining the information into a [single] usable performance measurement system or template. If all such data (or accurate and timely recapitulations) are readily accessible from one central database or data dashboard, the information is more likely to be regularly consulted/retrieved by managers and used to actively manage daily operations. In essence, this dashboard will serve as an activity report or performance assessment for the entire agency and can be consulted daily by police supervisors. It is critical to have a central source of key performance data. Multiple sources and locations of information hinder the department's ability to engage in proactive management. It is critical that the department task one staff member of the service to obtain timely and accurate data to be used in this manner and incorporate it into the "monthly activity reports" that are currently being prepared. The individual must be adept at querying the department's various databases in order to obtain timely and accurate performance data. Monthly reports can record and track any or all the following performance indicators:

- The total number of training hours performed, and the type and total number of personnel trained.

- The type and number of use-of-force (including less-than lethal) reports prepared, personnel involved, time and place of occurrence, and general description of circumstances.

- The geographic location (i.e., zone) and time of all arrests.

- The geographic location and time of citations issued.

- The type and number of civilian and internal complaints (and dispositions).

- The type, number, location, and time of civilian vehicle accidents.

- The type, number, location, and time of department vehicle accidents, both "at fault" and "no fault" accidents.

- The type, number, location, and nature of all firearm discharges.

- The results of systematic and random audits and inspections of all police operations (i.e., calls for service response and dispositions, property receipt and storage, etc.).

- The type, location, and number of any *Terry* stops (i.e., investigatory stops of suspects, otherwise known as stop, question, and frisks, or field investigations) performed, as well as a description of all individuals involved, and a description of all actions taken. It is imperative that officers record all such investigative encounters in the department's RMS. It is important for the department to continually know: 1) how many stops are being made, 2) by whom, 3) who is being stopped, 4) where, 5) when, and 6) for what reason(s). Note: Information of this type is also recommended by the *Final Report of the President's Task Force on 21st Century Policing*.

- Response times to calls for service.

- Traditional administrative and budgetary measures, such as monthly and annual totals for sick time, comp time, and overtime.

The specific performance measures to be tracked and reported at Supervisors' Meetings and/or included in the data dashboard are entirely at the discretion of the department. All police agencies have unique missions, challenges, and demands. Additionally, Yuma is a unique community, with unique challenges. Outside performance benchmarks or measures should not

be imposed upon the department; they should be derived from within. It is recommended that all members of the department (and perhaps the community) be consulted to develop a comprehensive set of organizational performance indicators that accurately describe the type and quantity of work being performed.

It is imperative that baseline levels be established for all performance categories. This entails measuring a category over a period of months, calculating percentage increases and decreases, computing year-to-date totals, and averaging monthly totals to determine seasonal variation and to obtain overall performance levels for the agency. There is likely to be much seasonal variation in the work of the department. Such analysis can also include sector and individual officer performance review. For example, discrete patterns can emerge from analyzing when and where department-involved vehicle accidents occur. This performance information is invaluable in terms of determining optimum staffing and resource levels.

The department should be vigilant in identifying new performance indicators. The department should review its current indicators and solicit input from all members of the department. "Key" performance indicators should be identified, with an understanding that they can always be expanded or modified later. These indicators should always form the basis of discussions at staff meetings.

Any substantive changes to the current performance management framework or meeting schedule must be communicated to, understood by, and acted upon by all members of the department.

The questioning of patrol supervisors and detectives at these meetings must take the form of a collaborative dialogue. In other words, there must be an active give-and-take in which field personnel are challenged to explain why crime is occurring and to set out their plans for crime reduction. A critical aspect of these discussions is to identify lessons learned. There is a critical distinction between holding patrol and detective supervisors personally accountable for these crimes (which they, obviously, have no responsibility for), and holding them accountable for using best efforts to address and respond to these crimes in an effort to reduce future occurrences.

Open discussions of this type challenge managers and enhance organizational learning opportunities. Supervisors' Meetings should be used to reflect upon the following questions: What is happening (in the community)?; How do we know this?; What should be done?; Are our efforts having any effect?; and, How can we tell?

The discussions and issues addressed at these meetings must relate directly to the department's strategic plan and stated goals, for example, "a city-wide reduction in the number of domestic violence incidents" or "a 20 percent reduction in motor vehicle accidents with personal injuries."

It must be mentioned again that training must be represented and must actively participate at all Supervisors' Meetings. The training officer must be intimately involved in reviewing current police practices and policies, use of force reports, etc., to identify needed training, assist in the selection of equipment and technology, and to actively participate in the department's overall safety, enforcement, and risk management functions.

CPSM recognizes that nonsupervisory personnel generally should not participate in Supervisors' Meetings. Nevertheless, Supervisors' Meetings should occasionally include and involve rank-and-file personnel (police officers) when necessary to obtain their perspectives concerning current patrol operations, community relations, and organizational challenges and opportunities. Authentic and spontaneous dialogue should be encouraged at these meetings. Wide participation should be encouraged.

Supervisors' Meetings should not be used primarily as a recapitulation of past events. Rather they should be used to generate new knowledge and specific action plans. Supervisors' Meetings have great potential for encouraging brainstorming and innovative problem solving.

The department's crime analyst should be present at all Supervisors' Meetings and should be utilized to measure the relative effectiveness of major initiatives such as increased enforcement activities in designated hot spots. If directed patrols or undercover operations are planned (such as an upcoming selective enforcement unit operation), police supervisors should be asked in advance to define what success looks like. In other words, if such initiatives are undertaken, the crime analyst would be asked to determine whether desired results were obtained. Results would then be shared openly during Supervisors' Meetings.

Reporting Out Performance Measures

A distinction must be made between performance measurement that is undertaken for internal purposes (that is, for the purpose of managing police operations via Supervisors' Meetings) and performance measurement for the primary or exclusive purpose of reporting out to city officials or other entities. Not all internal performance data should be reported out. Therefore, the department should carefully select those metrics that are believed to be relevant for purposes of public reporting. City officials must be engaged in the process of selecting performance categories that are most useful. Once this decision is made, a template or "dashboard" could easily be developed so that any reports that are forwarded to third parties will appear in a standardized fashion. Performance indicators can be added or removed as necessary. Narrative reports or memoranda should only be used to supplement information provided in these reports. They should not be used as the primary means of transmitting this information.

The department should utilize a standard template to convey pertinent performance information to city officials. This would include primarily budgetary and administrative information, such as sick time, comp time, and overtime expenditures, as well as any other measures that the Chief and City Manager agree to include.

The Chief and City Manager should meet on a monthly basis to discuss the ongoing management of the department. More frequent meetings should be scheduled, as necessary.

The department must identify one individual to search its data systems to regularly produce internal performance data to be used at these monthly meetings between the Chief and the City Manager. This could certainly be the crime analyst. Aggregate data should be broken down and fully analyzed whenever possible.

CPSM recognizes that both the city and the department do have virtually all of this information in their possession. But mere access is not sufficient. This information must be shared, analyzed, and used as the basis of substantive discussions between the Chief and the City Manager about organizational performance and effectiveness.

The department should also consider convening risk management meetings that are attended by senior management, the department's training officer, the city's human resource director, and the city attorney's office. These meetings should take place semi-annually and should be used as an opportunity to review the department's past safety, use-of-force, driving, and disciplinary records, and to proactively plan to reduce risk in terms of officer safety and civil liability. Such meetings would perform a much-needed practical function, would foster a culture of safety, and would also serve to enhance officer morale.

PERFORMANCE APPRAISALS/EVALUATIONS

The performance appraisal/evaluation process is governed by BPD SOP Chapter 3.03 and the city's Administrative Policy Manual guidelines. Performance appraisals serve several purposes in the BPD. They are primarily used to document employee performance. Those employees exhibiting deficient performance practices are thereby put on notice and an individual plan can be developed to assist the employee to achieve minimum standards or if unable to achieve minimum standards, serve as a basis to separate that member from the department. Performance appraisals are also used in determining salary increments (i.e., merit pay, etc.) and are also considered in training, promotion, and transfer decisions.

The SOP requires that "All newly-appointed and promoted employees…be evaluated at the beginning of each calendar year and annually thereafter…" Evaluations are also required for employees who received sub-standard ratings on their Annual Performance Appraisal. Lastly, supervisors leaving their position may be required to prepare Performance Appraisal forms on those employees under their supervision to assist their replacement. An employee is not eligible for a merit raise until the performance appraisal has been completed.

The BPD uses the performance appraisal form prescribed in the city's Administrative Policy Manual. This is a standardized form used to assess all city employees. While the reasoning to assess all city employees with one appraisal instrument is clear, it is equally clear that the required knowledge, skills, and abilities (KSAs) of emergency first responders vary greatly from other municipal employees. Judgement, decision making, and leadership are KSAs critical for these positions. For example, leadership abilities for police officers, even at the entry level, are essential for the effective performance of their duties. Entry-level police officers lead members of the public, and even their peers, during emergencies or high-stress events. Members of the public look to police officers for direction and there is a justifiable expectation that they will know what to do. Yet this competency is only assessed for employees with supervisory responsibilities. This is a missed opportunity to identify, cultivate, and develop the future leaders of the department. The BPD has, however, made slight adjustments to this document (i.e., the division commanders standardize evaluation areas for all employees in each job classification, using the employee's written job description as a guide).

Newly appointed supervisors receive training on performance appraisal in their supervisory training. Moreover, the Human Resources Director provides training on the specifics of the Brookhaven appraisal system. The BPD utilizes its Guardian Tracking software to record/document employee performance, awards, disciplinary actions, counseling, etc. throughout the year. The regular and systematic evaluation and documentation of employee performance throughout the rating period provides supervisors with a comprehensive picture of employee performance over the course of the rating period. It enables supervisors to provide timely and constructive feedback and, in collaboration with the employee, develop an improvement plan of action to address areas of concern. The continuous evaluation and feedback process helps supervisors individualize and describe employee performance (eliminates boilerplate language that fails to distinguish performance among individual employee) and it helps to neutralize "devil" and "halo" effects by capturing employee performance during the entirety of the rating period.

PROMOTION PROCESS

The department's promotion process is governed by SOP Chapter 3.06. This procedure was established to satisfy "…the professional, legal, and administrative requirements pertaining to the

validity, utility, and minimum adverse impact in the selection process. The Chief of Police and his designee are solely responsible for the promotion process…" It is the policy of the BPD to promote "…only the most qualified personnel to open positions within the department."

Promotion to the ranks of sergeant and lieutenant are made based on a competitive selection process. Promotion to major and deputy chief are appointed positions and thus excluded from this process. Testing for these ranks "…may include a written job knowledge test, an in-basket assessment, an oral assessment, *or other validated assessments as determined by the Chief of Police*" (emphasis added). It is critical to the integrity and fairness of the testing process that validated testing instruments are used as part of this process. The SOP states "At least 7 days before the date of the promotional assessment the Chief of Police or his designee shall announce in writing all pertinent facts relating to the promotional tests. This shall include a release of all test resource materials and recommended study materials …" The consultant was informed that *the bibliography for the written examination is provided to the candidates at least 45 days prior to the date of the examination.* It is recommended that the BPD consider revising the SOP to reflect the current practice of releasing all test resource materials and recommended study materials at least 45 days prior to the date of the examination. Releasing these materials 7 days before the date of the examination (which complies with the department SOP) is a practice that should be avoided. Candidates can sign out a book listed on the bibliography to prepare for the written examination. **The BPD should consider the use of electronic books, instead of paper copies. Paper copies are subject to wear and tear of the user and new copies must be ordered when the edition to the book is revised. Electronic copies are often cheaper, can be updated easily, and can be made available to all candidates no matter how many there are.**

The consultant was informed that the written test is followed by an Assessment Board (Oral Interview Panel). The Assessment Board is comprised of at least two qualified raters (i.e., three years in the rank of the promotion sought or a higher rank, supervisors from inside or outside the BPD, etc.) who evaluate the candidate on job-related skills. Assessors ask questions provided to them by the BPD and rate the response in accordance with the desired response which is also provided by the BPD. A representative from the City of Brookhaven's Human Resources Department observes the process but does not participate in the actual testing of candidates. Prior to administering the assessment, the Deputy Chief briefs the assessors and discusses the scenario-based questions they will ask each candidate and preferred response. Once candidates are scored, the assessors identify any questions for which their scores varied by more than one point. If their scores cannot be reconciled to fit within one point of one another, the question is thrown out for all candidates. **To enhance this process, the BPD should consider asking the city's Department of Human Resources to provide formal training (the duration and content to be determined by Human Resources) for the pool of perspective assessors and test their inter-rater reliability with mock candidate interviews.** This could help control for subjectivity in this type of assessment.

The Assessment Board is followed by a review of the candidate's personnel file and then an interview with the Chief of Police. During the candidate's personnel file review, their past performance evaluations, assignments, training history, and disciplinary history are considered. **With respect to assignments and training history, it is recommended that the BPD view this in the context of training opportunities and assignments that are afforded to the candidates**. Training opportunities are generally more difficult for patrol division officers due to staffing shortage issues and/or overtime concerns to backfill members attending training. Assignment opportunities to specific units may also not be equal for each candidate. For example, opportunities for a multi-agency task force assignment are rare and therefore candidates without this experience should not be penalized for not having it. Lastly, an officer's sick history must be view considering their

assignment (patrol division officers have a greater likelihood of being injured than an officer assigned to administrative duties) and gender if absences due to pregnancy—prior to maternity leave—are counted as sick. While the BPD is most certainly aware of these circumstances, they must be noted in this report.

The BPD promotion process has a good mix of objective and subject components that are considered. There are adequate safeguards with respect to the subjective components (i.e., Human Resources representative observes the Assessment Board interviews, etc.) but those components should be continually reevaluated to ensure an appropriate standard is used to guide decision making/scoring in these areas. SOP Chapter 3.06 has a review process in which candidates can request and review answer keys, written exams, notes, etc. with the Chief of Police or his designee. However, there is nothing contained in the SOP concerning an administrative challenge to any question/component of this exam. Lastly, the Chief of Police has significant discretion in selecting candidates for promotion from the final promotion roster. The chief may promote, in any order, from among the top five candidates on the final roster.

Promotion Process Recommendations

- The BPD should consider the use of electronic books, instead of paper copies. Paper copies are subject to wear and tear of the user and new copies must be ordered when the edition to the book is revised. Electronic copies are often cheaper, Can be updated easily, and can be made available to all candidates no matter how many there are. (Recommendation No. 93.)

- To enhance the promotion process, the BPD should consider asking the city's Department of Human Resources to provide formal training (the duration and content to be determined by Human Resources) for the pool of perspective assessors and test their inter-rater reliability with mock candidate interviews. (Recommendation No. 94.)

- With respect to assignments and training history, it is recommended that the BPD view this in the context of training opportunities and assignments that are afforded to the candidates. (Recommendation No. 95.)

§ § §

SECTION 8: SUMMARY

The Brookhaven Police Department is a progressive, service-oriented law enforcement agency that applies the practices of modern policing. CPSM staff observed the practices of the Brookhaven Police Department through data analysis, interviews, document review, and operational/administrative observations. It is the opinion of CPSM staff that the entire department is dedicated to executing the department's mission, vision, and values.

CPSM staff was very impressed with the leadership of the department and the dedication of the department staff for ensuring public safety. The Brookhaven Police Department is focused on instituting best practices in law enforcement. This commitment to excellence in service has trickled down to the sworn officers who work a beat every day. Clearly, leadership has created a culture that embodies high values, high expectations, and a sincere reflection of the importance of ethics and integrity. CPSM believes that all personnel in the department view themselves as part of the Brookhaven community. Department leadership is to be commended for creating a culture of excellence. One aspect that is a priority is for the City of Brookhaven to have advance communications about annexation issues. Annexation can abruptly change efficiency, community relations, and the performance of both the city personnel and the Brookhaven Police Department. CPSM encourages the City of Brookhaven and the Brookhaven Police Department to conduct an analysis of police workload and staffing one year out from any annexation to ensure service levels are appropriate.

The leadership of the Brookhaven Police Department is focused on and embraces critical analysis of all operations. This has made the BPD an exemplary police department. Progressive 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). It is clear to us the Brookhaven Police Department demonstrates the ability to critically examine its operations in the spirit of continuing to strive for excellence in police services. The Chief and all members of the department are commended by CPSM for their professionalism and dedication to policing and meeting the needs of their community. The recommendations offered in this report should not be viewed as criticism of the department, but as opportunities to enhance the practices and procedures of a progressive, well-managed, service-oriented police department that has a desire and vision for greatness.

§ § §

SECTION 9. DATA ANALYSIS

This data analysis report on police patrol operations for the Brookhaven 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 using data recorded by ChatComm's computer-aided dispatch (CAD) system.

CPSM collected data for the one-year period of from May 1, 2021, through April 30, 2022. The majority of the first section of this analysis, concluding with Table 9-9, uses call data for that one-year period. For the detailed workload analysis, we use two eight-week sample periods. The first period is from July 7 through August 31, 2021, or summer, and the second period is from January 4 through February 28, 2022, or winter.

WORKLOAD ANALYSIS

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

- We first process the data to improve accuracy. For example, we remove test 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.

- 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 on its description.

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

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

- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. We exclude events with no unit time spent on scene and directed patrol activities.

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 several issues when analyzing Brookhaven's dispatch data. We made assumptions and decisions to address these issues.

- 3,476 events (about 5 percent) involved patrol units spending zero time on scene.

- 6 calls lacked accurate busy times. We excluded these calls when evaluating busy times and work hours.

- The computer-aided dispatch (CAD) system uses approximately 142 different event descriptions, which we condensed into 20 categories for our tables and 13 categories for our

figures (shown in Chart 9-1). Table 9-20 in the appendix shows how each call description was categorized.

Between May 1, 2021, and April 30, 2022, the communications center recorded approximately 74,562 events involving a responding patrol unit. When measured daily, the department was dispatched to an average of 204.3 patrol-related events per day, approximately 5 percent of which (9.5 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 9-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist citizen	Assist
Assist other agency	
Check	Check
Civil dispute	Civil dispute
Crime–person	Crime
Crime–property	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal	General miscellaneous
Juvenile	
Violation	
Warrant/prisoner	
Information	Information
Investigation	Investigation
Mental health	Mental health
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	

FIGURE 9-1: Percentage Events per Day, by Initiator
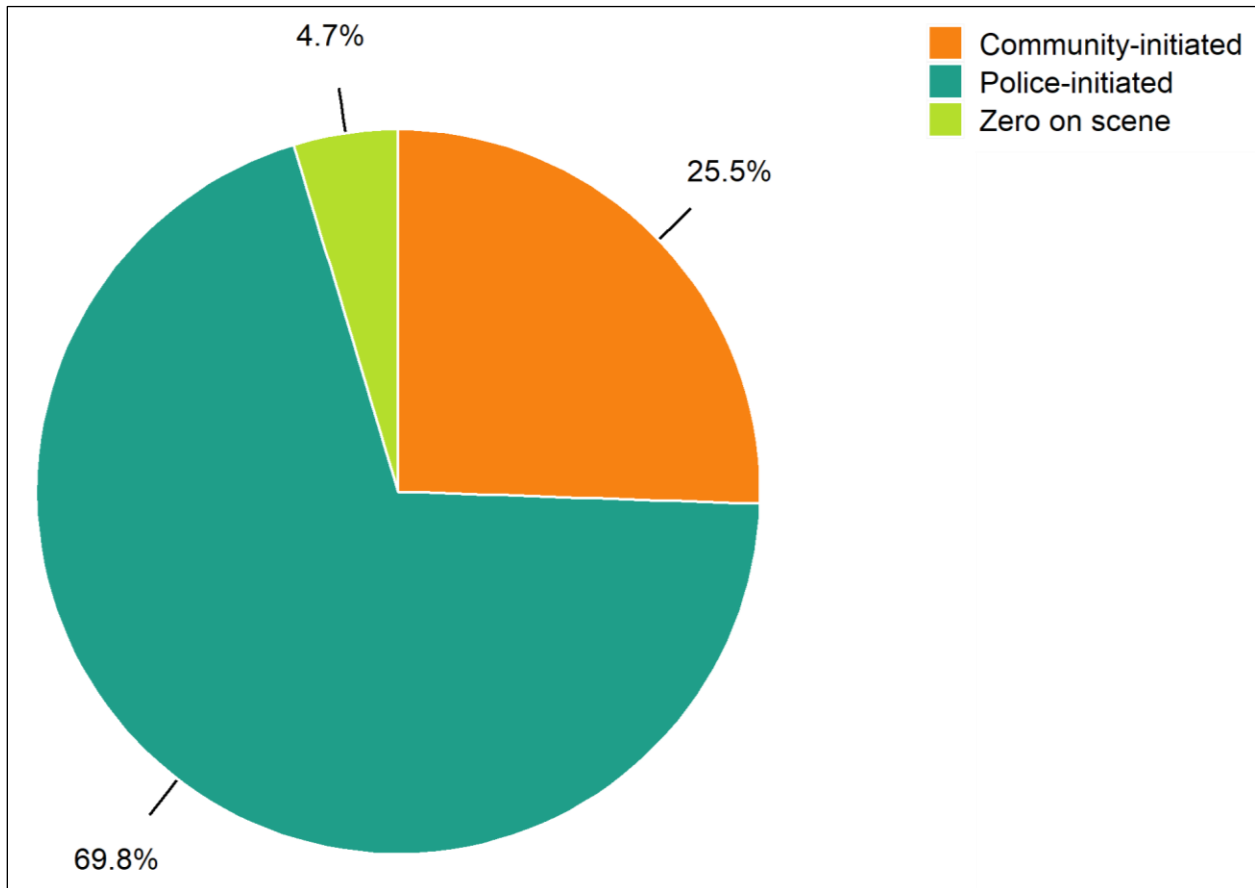
Note: Percentages are based on a total of 74,562 events.

TABLE 9-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	19,036	52.2
Police-initiated	52,050	142.6
Zero on scene	3,476	9.5
Total	**74,562**	**204.3**

Observations:

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

- 70 percent of all events were police-initiated.

- 26 percent of all events were community-initiated.

- There was an average of 204 events per day or 8.5 per hour.

FIGURE 9-2: Percentage Events per Day, by Category
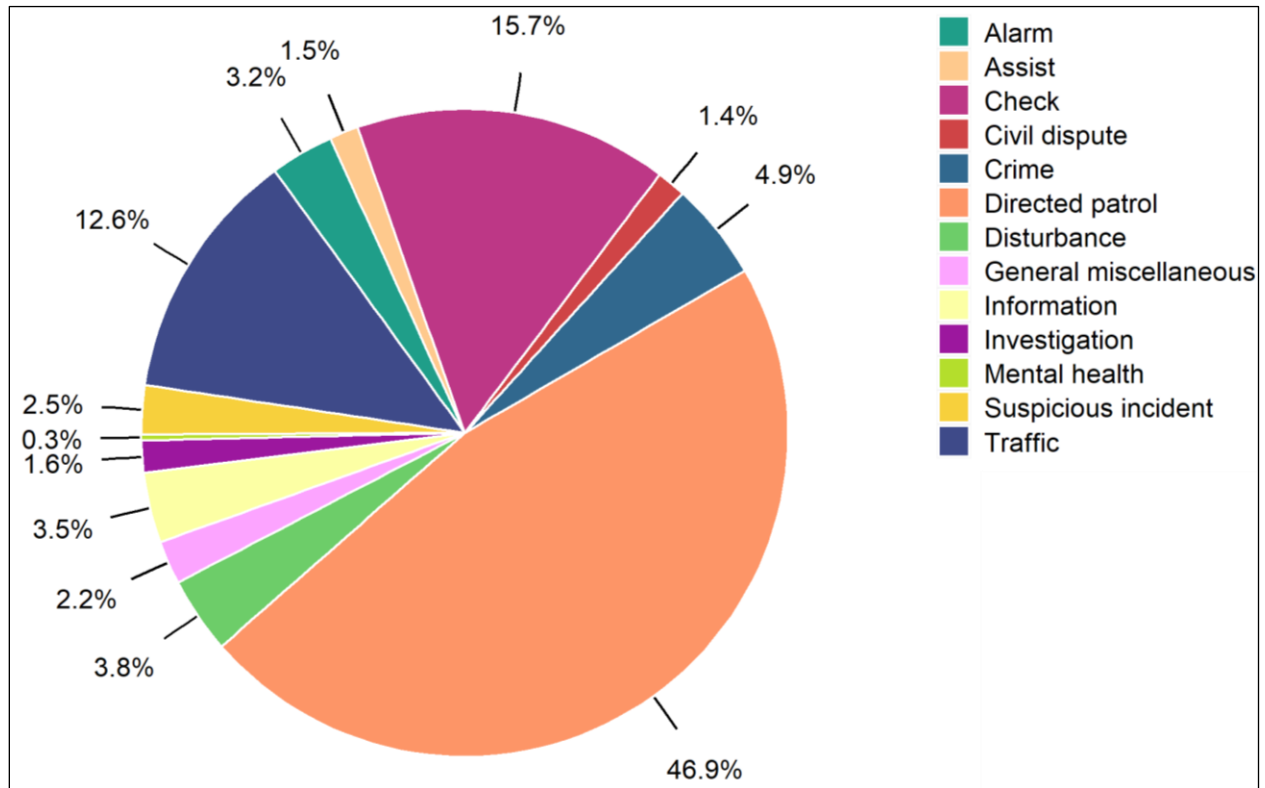
Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	2,813	7.7
Alarm	2,361	6.5
Animal	117	0.3
Assist citizen	483	1.3
Assist other agency	601	1.6
Check	11,689	32.0
Civil dispute	1,081	3.0
Crime–person	991	2.7
Crime–property	2,665	7.3
Directed patrol	34,968	95.8
Disturbance	2,840	7.8
Information	2,617	7.2
Investigation	1,179	3.2
Juvenile	173	0.5
Mental health	218	0.6
Suspicious incident	1,829	5.0
Traffic enforcement	1,054	2.9
Traffic stop	5,553	15.2
Violation	910	2.5
Warrant/prisoner	420	1.2
Total	**74,562**	**204.3**

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top three categories accounted for 75 percent of events.
    - 47 percent of events were directed patrol activities.
    - 16 percent of events were checks.
    - 13 percent of events were traffic-related.
- 5 percent of events were crimes.

FIGURE 9-3: Percentage Calls per Day, by Category
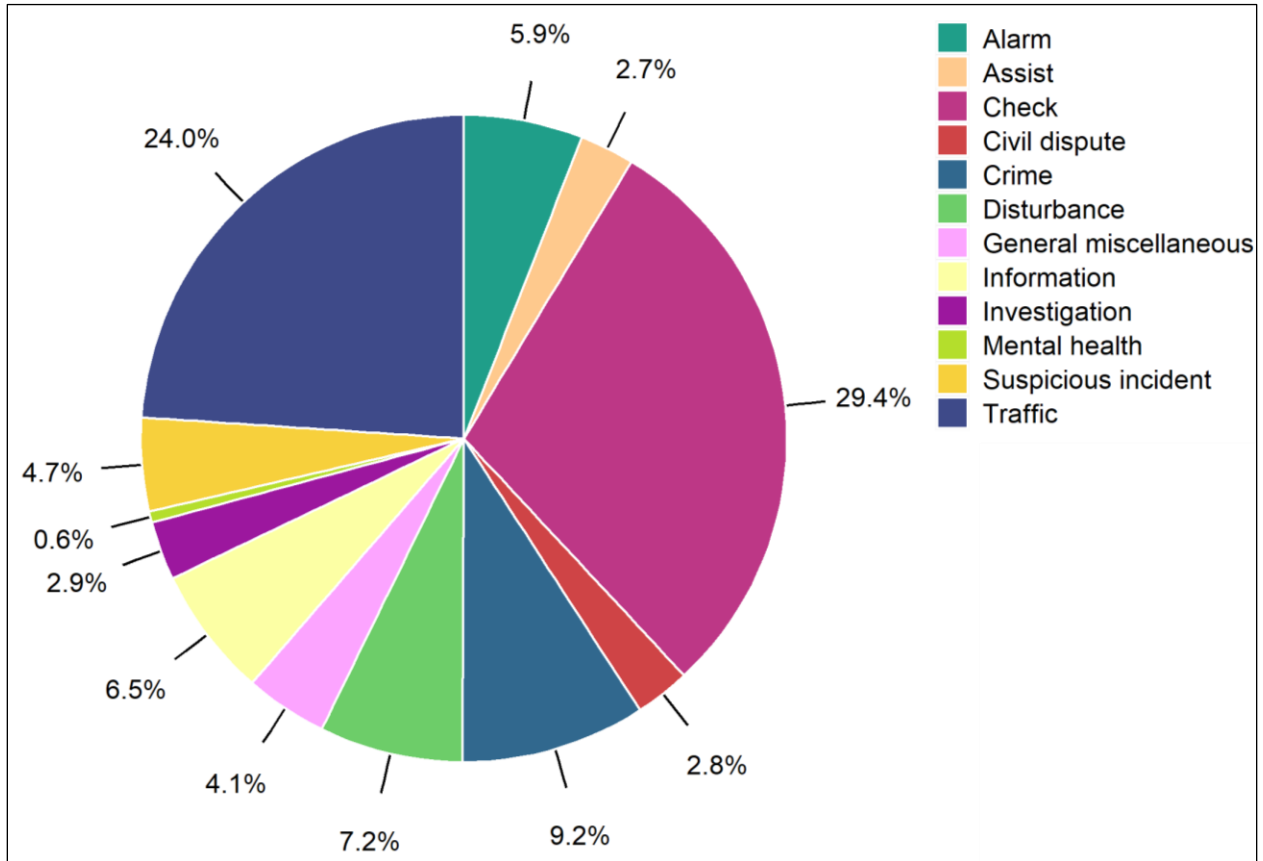
Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	2,751	7.5
Alarm	2,292	6.3
Animal	111	0.3
Assist citizen	467	1.3
Assist other agency	585	1.6
Check	11,332	31.0
Civil dispute	1,065	2.9
Crime-person	967	2.6
Crime-property	2,594	7.1
Disturbance	2,774	7.6
Information	2,510	6.9
Investigation	1,130	3.1
Juvenile	170	0.5
Mental health	216	0.6
Suspicious incident	1,796	4.9
Traffic enforcement	991	2.7
Traffic stop	5,493	15.0
Violation	900	2.5
Warrant/prisoner	407	1.1
Total	**38,551**	**105.6**

Note: The focus here is on recorded calls rather than recorded events. We removed 3,476 events with zero time on scene and 32,535 directed patrol events.

Observations:

- On average, there were 105.6 calls per day, or 4.4 per hour.

- The top three categories accounted for 63 percent of calls:

  □ 29 percent of calls were checks.

  □ 24 percent of calls were traffic-related.

  □ 9 percent of calls were crimes.

FIGURE 9-4: Calls per Day, by Initiator and Month
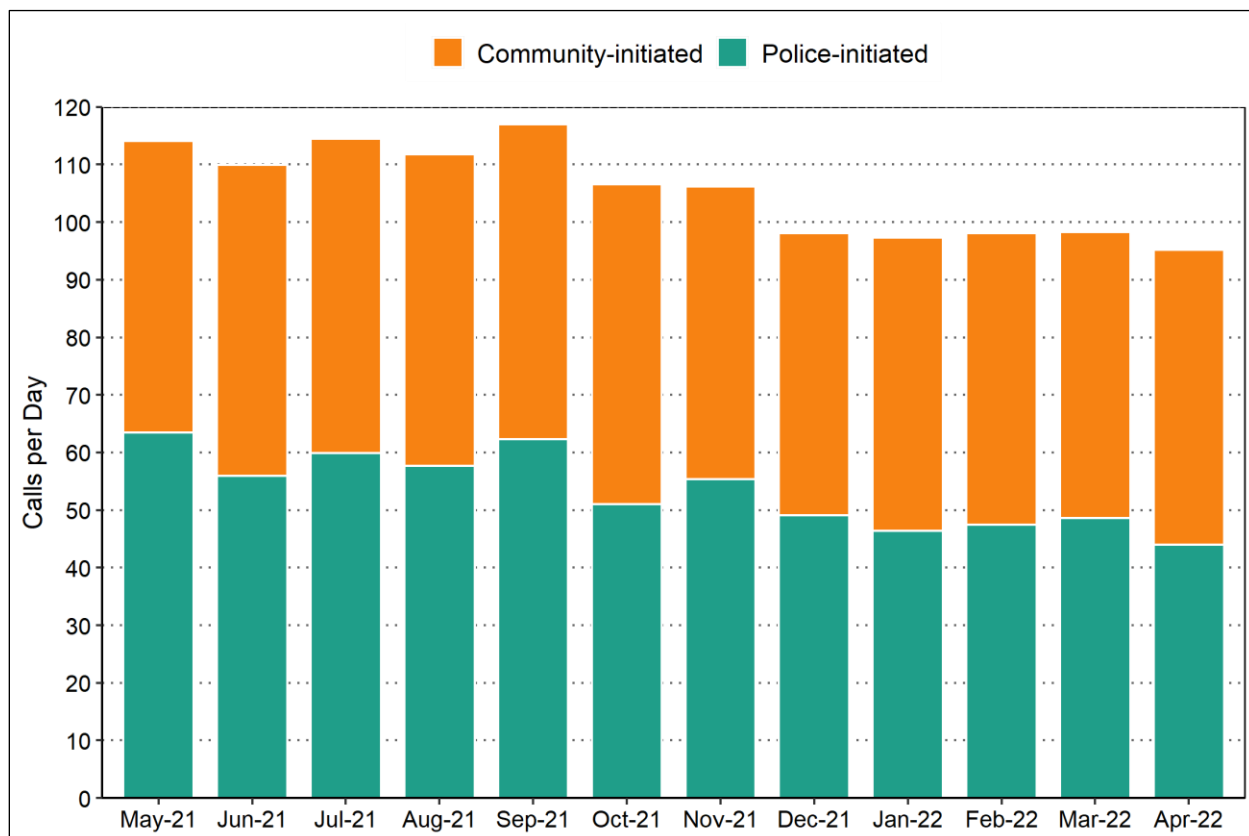
TABLE 9-4: Calls per Day, by Initiator and Month

Initiator	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Community	50.6	53.9	54.5	54.2	54.7	55.5	50.8	48.9	50.9	50.6	49.6	51.2
Police	63.4	56.0	59.9	57.6	62.3	51.0	55.3	49.1	46.4	47.4	48.6	44.0
Total	**114.1**	**109.9**	**114.5**	**111.8**	**117.0**	**106.6**	**106.2**	**98.1**	**97.3**	**98.1**	**98.3**	**95.2**

Observations:

- The number of calls per day was lowest in April.

- The number of calls per day was highest in September.

- The month with the most calls had 23 percent more calls than the month with the fewest calls.

- May had the most police-initiated calls, with 44 percent more than June and April, which had the fewest.

- October had the most community-initiated calls, with 14 percent more than December, which had the fewest.

FIGURE 9-5: Calls per Day, by Category and Month
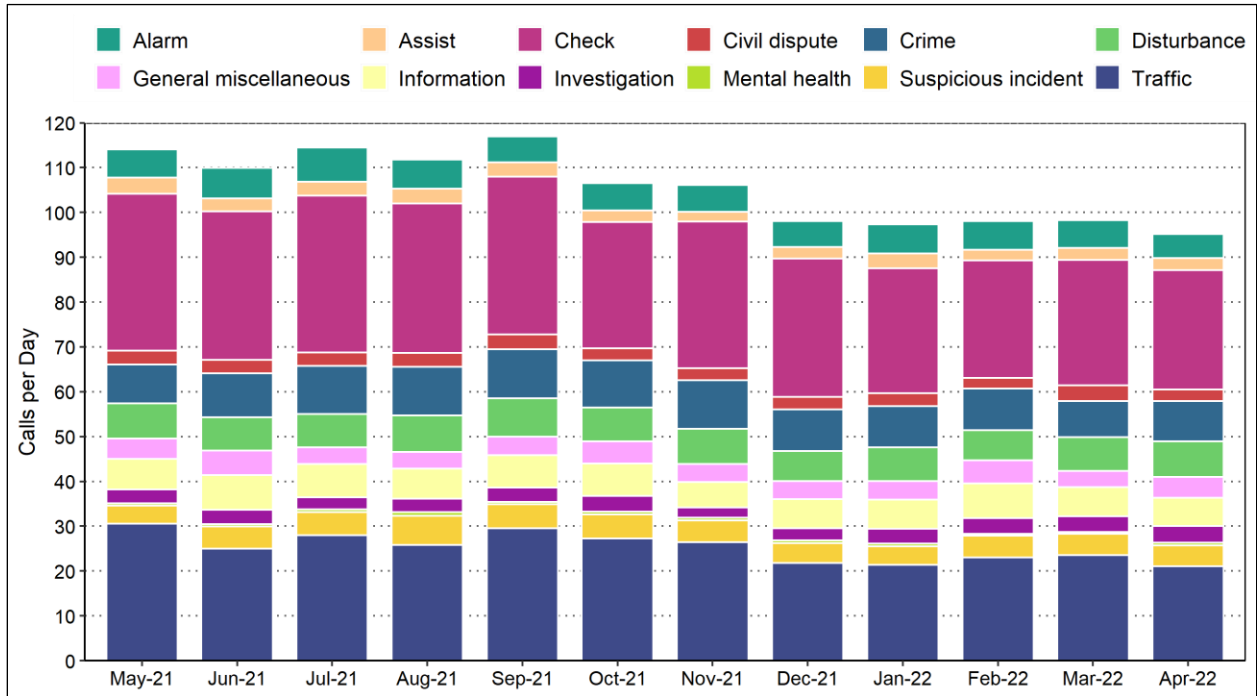
Note: The figure combines categories in the following table according to the description in Chart 9-1.

TABLE 9-5: Calls per Day, by Category and Month

Category	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Accident	7.5	7.4	8.3	7.5	8.1	8.4	7.6	7.1	6.6	7.3	7.6	7.3
Alarm	6.3	6.8	7.6	6.5	5.8	6.1	6.0	5.7	6.5	6.4	6.1	5.5
Animal	0.3	0.3	0.4	0.3	0.4	0.5	0.2	0.4	0.3	0.2	0.4	0.2
Assist citizen	1.5	1.5	1.3	1.7	1.6	1.4	1.1	0.8	1.3	1.0	0.9	1.3
Assist other agency	2.1	1.4	1.8	1.5	1.6	1.2	1.2	1.7	2.0	1.4	1.8	1.4
Check	35.0	33.1	34.9	33.4	35.2	28.2	32.7	30.9	27.9	26.3	28.0	26.6
Civil dispute	3.1	3.0	3.0	3.1	3.3	2.6	2.7	2.8	2.9	2.4	3.5	2.6
Crime-person	2.1	2.7	2.6	3.1	3.0	3.8	2.4	2.5	2.5	2.4	2.3	2.3
Crime-property	6.5	7.1	8.2	7.7	8.0	6.7	8.4	6.7	6.6	6.8	5.8	6.7
Disturbance	7.9	7.4	7.4	8.1	8.6	7.6	7.9	6.7	7.5	6.7	7.5	7.9
Information	6.8	7.8	7.4	6.7	7.3	7.2	5.7	6.5	6.5	7.8	6.5	6.3
Investigation	3.1	3.2	2.6	2.9	3.1	3.5	2.3	2.6	3.3	3.5	3.5	3.7
Juvenile	0.5	0.5	0.3	0.4	0.6	0.7	0.3	0.4	0.4	0.7	0.3	0.6
Mental health	0.5	0.5	0.6	0.8	0.5	0.6	0.6	0.7	0.6	0.4	0.5	0.6
Suspicious incident	4.1	5.0	5.2	6.5	5.4	5.4	4.8	4.5	4.1	4.9	4.7	4.6
Traffic enforcement	4.7	3.1	2.4	2.3	2.5	2.9	2.5	1.7	2.1	3.0	2.7	2.7
Traffic stop	18.3	14.4	17.4	16.1	19.0	16.0	16.4	12.9	12.7	12.8	13.3	11.2
Violation	3.1	3.3	2.1	2.4	2.0	2.7	2.4	2.5	2.5	2.6	1.5	2.6
Warrant/prisoner	0.6	1.4	1.0	0.8	1.1	1.2	1.1	0.8	0.9	1.7	1.5	1.3
Total	**114.1**	**109.9**	**114.5**	**111.8**	**117.0**	**106.6**	**106.2**	**98.1**	**97.3**	**98.1**	**98.3**	**95.2**

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 60 and 66 percent of calls throughout the year:
  - ☐ Check calls averaged between 26.3 and 35.2 calls per day throughout the year.
  - ☐ Traffic calls averaged between 21.1 and 30.5 calls per day throughout the year.
  - ☐ Crime calls averaged between 8.1 and 11.0 calls per day throughout the year.
- Crime calls accounted for 8 to 10 percent of total calls.

FIGURE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator
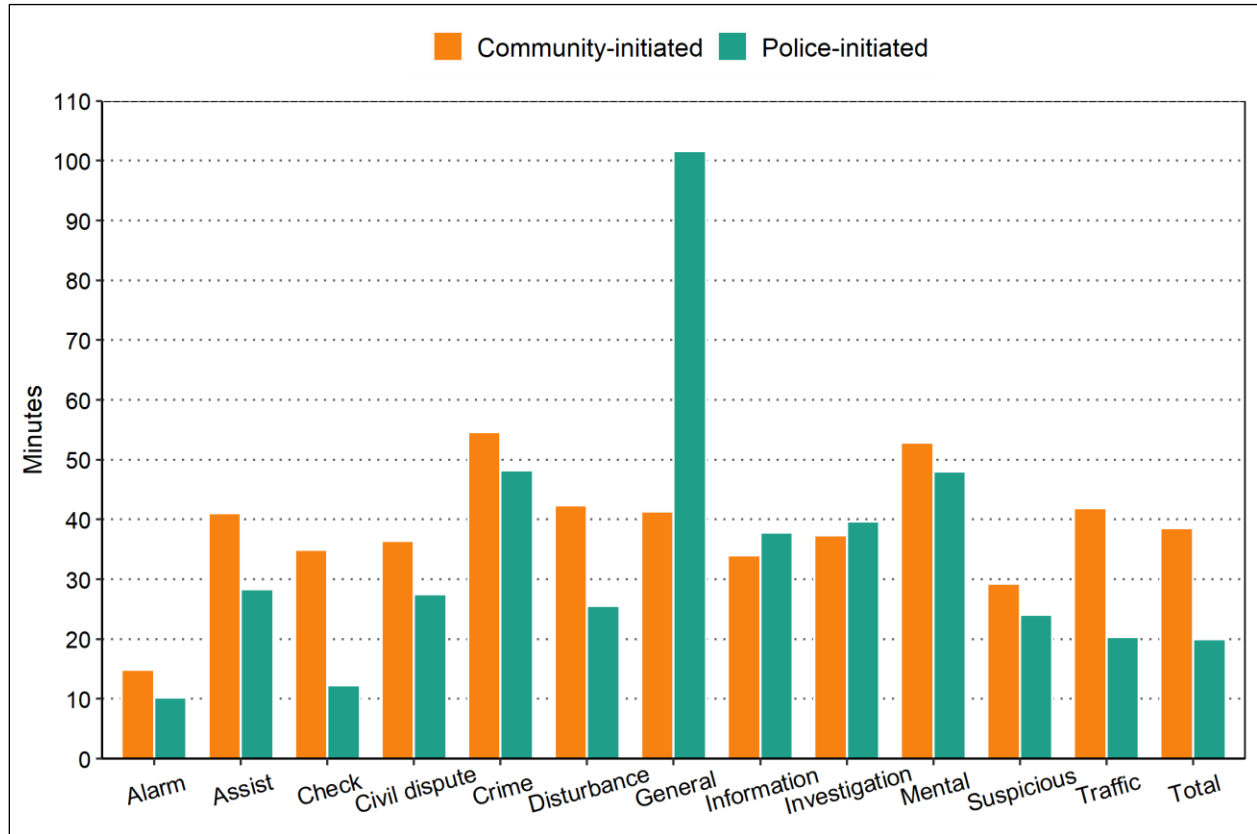
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	46.1	2,534	42.5	217
Alarm	14.8	2,275	10.2	17
Animal	30.8	101	27.5	10
Assist citizen	25.1	66	20.8	401
Assist other agency	43.4	446	50.3	139
Check	34.9	1,234	12.3	10,095
Civil dispute	36.4	1,024	27.5	41
Crime-person	65.7	912	56.1	54
Crime-property	50.4	2,375	46.3	219
Disturbance	42.3	2,532	25.5	242
Information	34.0	1,367	37.8	1,143
Investigation	37.4	947	39.6	183
Juvenile	49.1	164	62.0	6
Mental health	52.8	200	48.1	16
Suspicious incident	29.3	1,355	24.1	441
Traffic enforcement	24.4	606	19.5	385
Traffic stop	94.3	3	19.5	5,490
Violation	36.6	832	46.4	68
Warrant/prisoner	105.2	59	115.3	346
Weighted Average/Total Calls	**38.5**	**19,032**	**20.0**	**19,513**

Note: For this table, we removed six calls with inaccurate busy times. The information in Figure 9-6 and Table 9-6 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 unit was dispatched 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 10 to 102 minutes overall.

- The longest average times were for police-initiated general miscellaneous calls.

- The average time spent on crime calls was 55 minutes for community-initiated calls and 48 minutes for police-initiated calls.

FIGURE 9-7: Number of Responding Units, by Initiator and Category
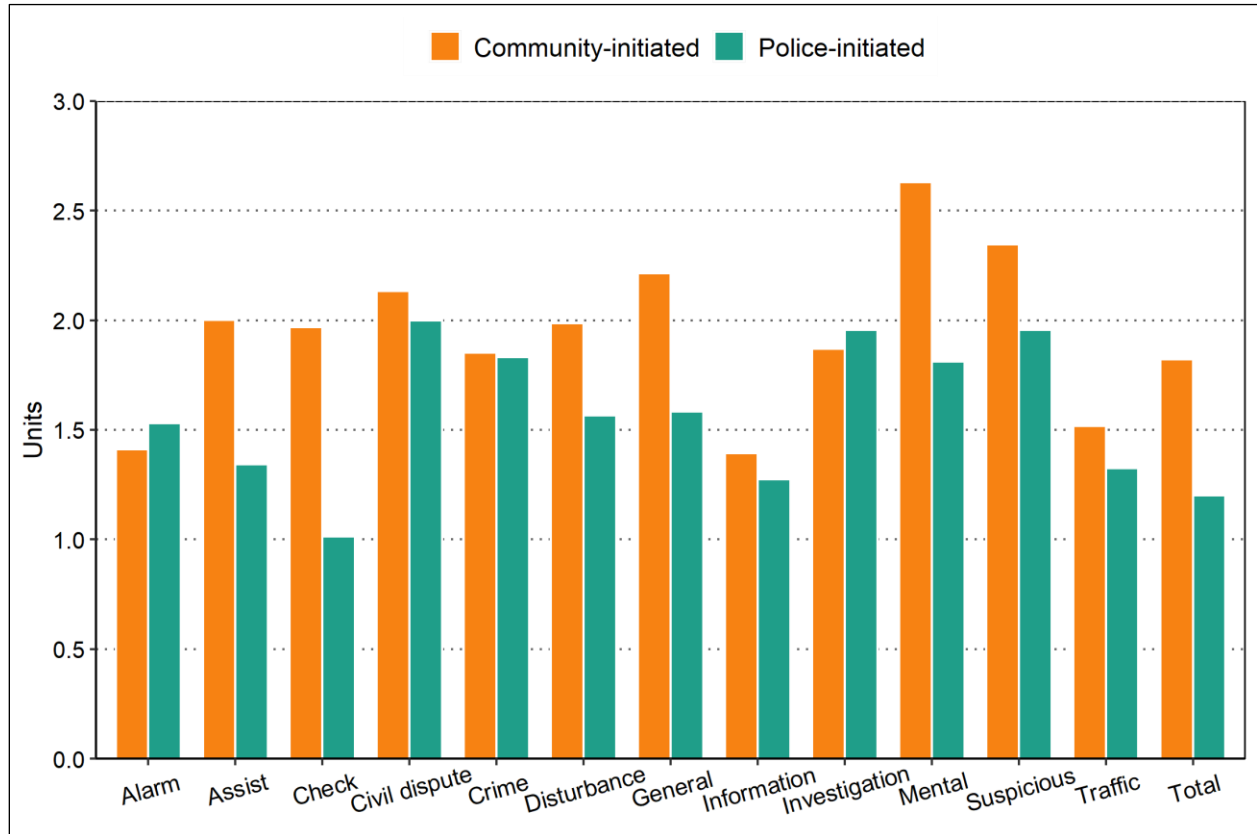
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 1.

TABLE 9-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.5	2,534	1.8	217
Alarm	1.4	2,275	1.5	17
Animal	1.5	101	1.3	10
Assist citizen	1.3	66	1.3	401
Assist other agency	2.1	446	1.4	139
Check	2.0	1,235	1.0	10,097
Civil dispute	2.1	1,024	2.0	41
Crime–person	2.5	913	2.3	54
Crime–property	1.6	2,375	1.7	219
Disturbance	2.0	2,532	1.6	242
Information	1.4	1,367	1.3	1,143
Investigation	1.9	947	2.0	183
Juvenile	2.0	164	3.2	6
Mental health	2.6	200	1.8	16
Suspicious incident	2.3	1,355	2.0	441
Traffic enforcement	1.4	606	1.3	385
Traffic stop	4.3	3	1.3	5,490
Violation	2.4	832	2.3	68
Warrant/prisoner	1.7	59	1.4	348
Weighted Average/Total Calls	**1.8**	**19,034**	**1.2**	**19,517**

Note: The information in Figure 9-7 and Table 9-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 9-8: Number of Responding Units, by Category, Community-initiated Calls
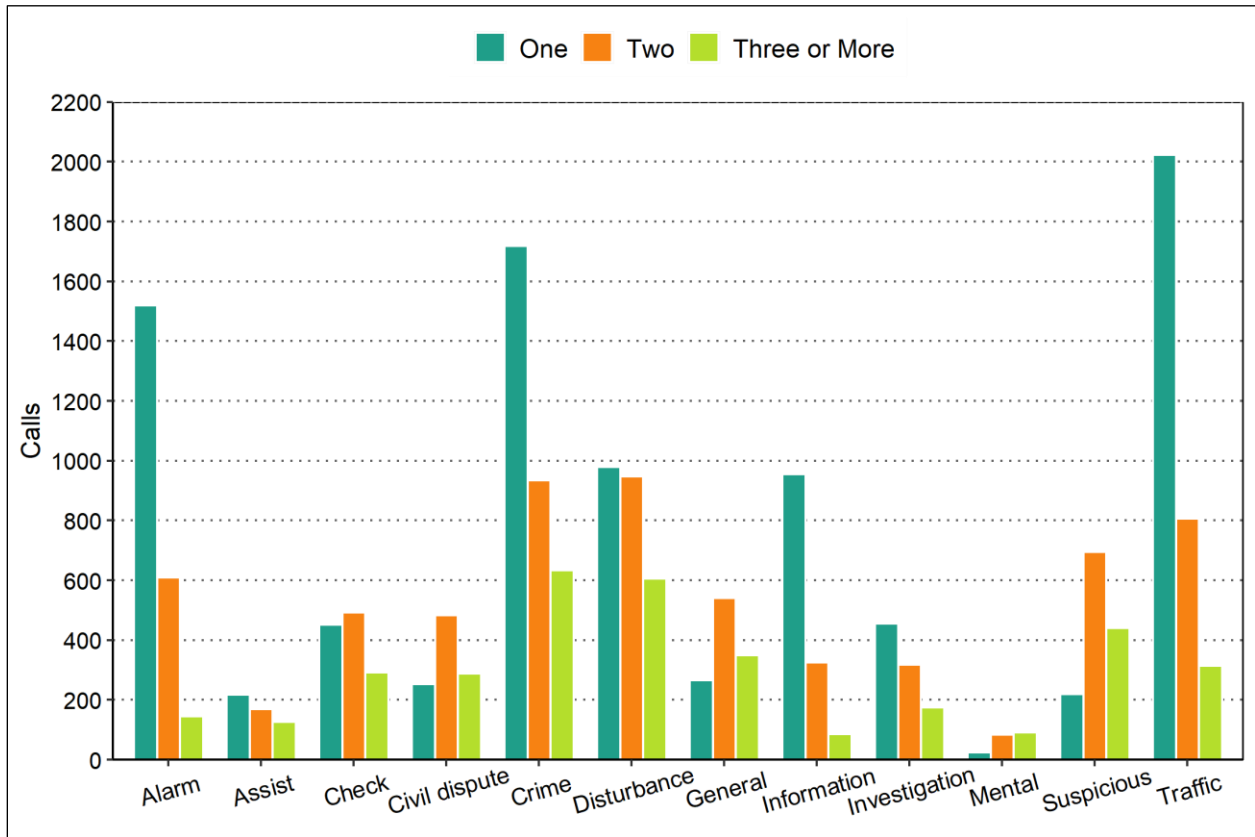
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

TABLE 9-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	1,601	673	260
Alarm	1,520	609	146
Animal	62	32	7
Assist citizen	49	16	1
Assist other agency	168	153	125
Check	452	492	291
Civil dispute	252	483	289
Crime–person	277	295	341
Crime–property	1,442	640	293
Disturbance	980	947	605
Information	955	326	86
Investigation	455	317	175
Juvenile	62	67	35
Mental health	25	84	91
Suspicious incident	219	695	441
Traffic enforcement	422	133	51
Traffic stop	0	0	3
Violation	110	424	298
Warrant/prisoner	31	18	10
Total	**9,082**	**6,404**	**3,548**

Observations:

- The overall mean number of responding units was 1.2 for police-initiated calls and 1.8 for community-initiated calls.

- The mean number of responding units was as high as 2.6 for mental health calls that were community-initiated.

- 48 percent of community-initiated calls involved one responding unit.

- 34 percent of community-initiated calls involved two responding units.

- 19 percent of community-initiated calls involved three or more responding units.

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

FIGURE 9-9: Percentage Calls and Work Hours, by Beat
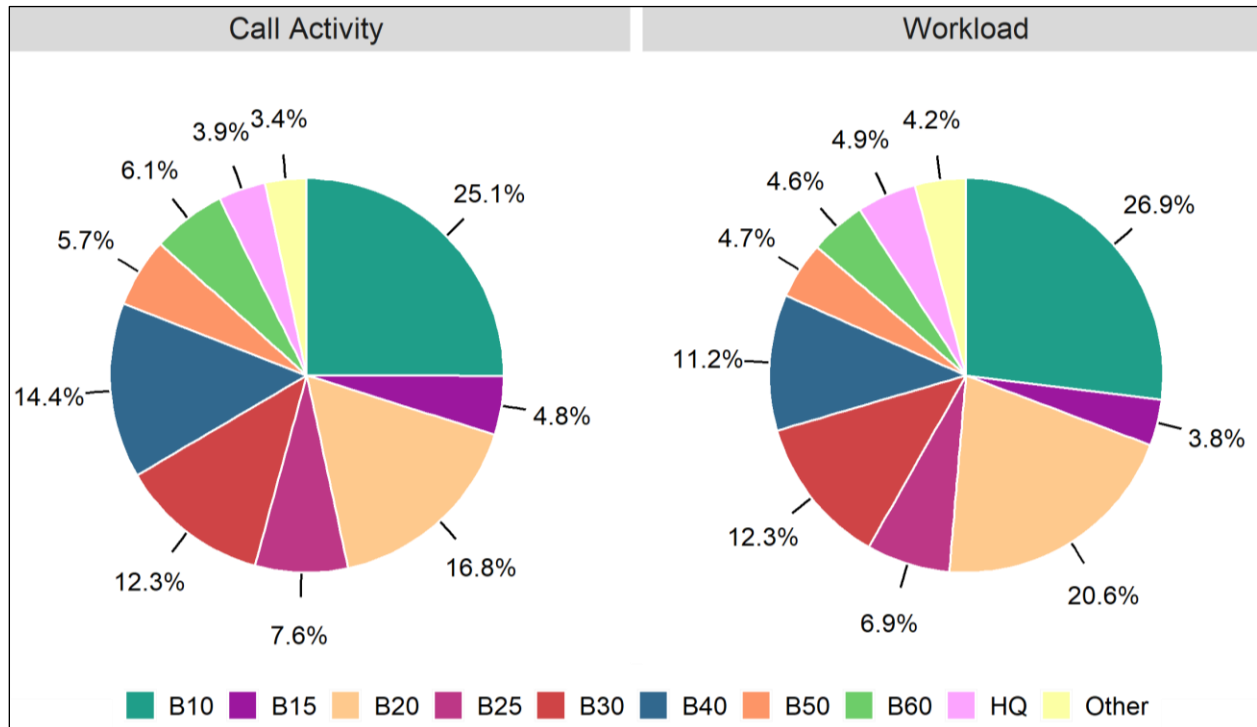
Call Activity	Workload

Call Activity

- 25.1%
- 4.8%
- 16.8%
- 7.6%
- 12.3%
- 14.4%
- 5.7%
- 6.1%
- 3.9%
- 3.4%

Workload

- 26.9%
- 3.8%
- 20.6%
- 6.9%
- 12.3%
- 11.2%
- 4.7%
- 4.6%
- 4.9%
- 4.2%

Legend: ■ B10 ■ B15 ■ B20 ■ B25 ■ B30 ■ B40 ■ B50 ■ B60 ■ HQ ■ Other

Note: The other category included calls missing beat information and a few calls with miscellaneous beats.

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

| Beat | Per Day | | Area | Population |
	Calls	Work Hours	(Sq. Miles)	(2021)
B10	26.5	19.9	1.6	12,364
B15	5.1	2.8	0.2	719
B20	17.7	15.2	1.6	14,560
B25	8.1	5.1	0.7	2,360
B30	13.0	9.0	2.0	10,993
B40	15.2	8.2	2.3	9,231
B50	6.0	3.4	1.9	6,063
B60	6.4	3.4	2.0	5,863
HQ	4.1	3.6	NA	NA
Miscellaneous	0.3	0.3	NA	NA
Unknown	3.3	2.8	NA	NA
Total	**105.6**	**73.8**	**12.3**	**62,153**

Observations:

- For Brookhaven police beats, B10 had the most calls (26.5 per day) and workload (19.9 hours per day), and it accounted for 25 percent of total calls and 27 percent of the total workload.

- Excluding calls located at headquarters, in miscellaneous beats, or missing beat information, an even distribution would allot 12.3 calls and 8.4 work hours per beat.

FIGURE 9-10: Percentage Calls and Work Hours, by Category, Summer 2021

Call Activity / Workload pie charts with legend:
Alarm, Assist, Check, Civil dispute, Crime, Disturbance, General, Information, Investigation, Mental, Suspicious, Traffic
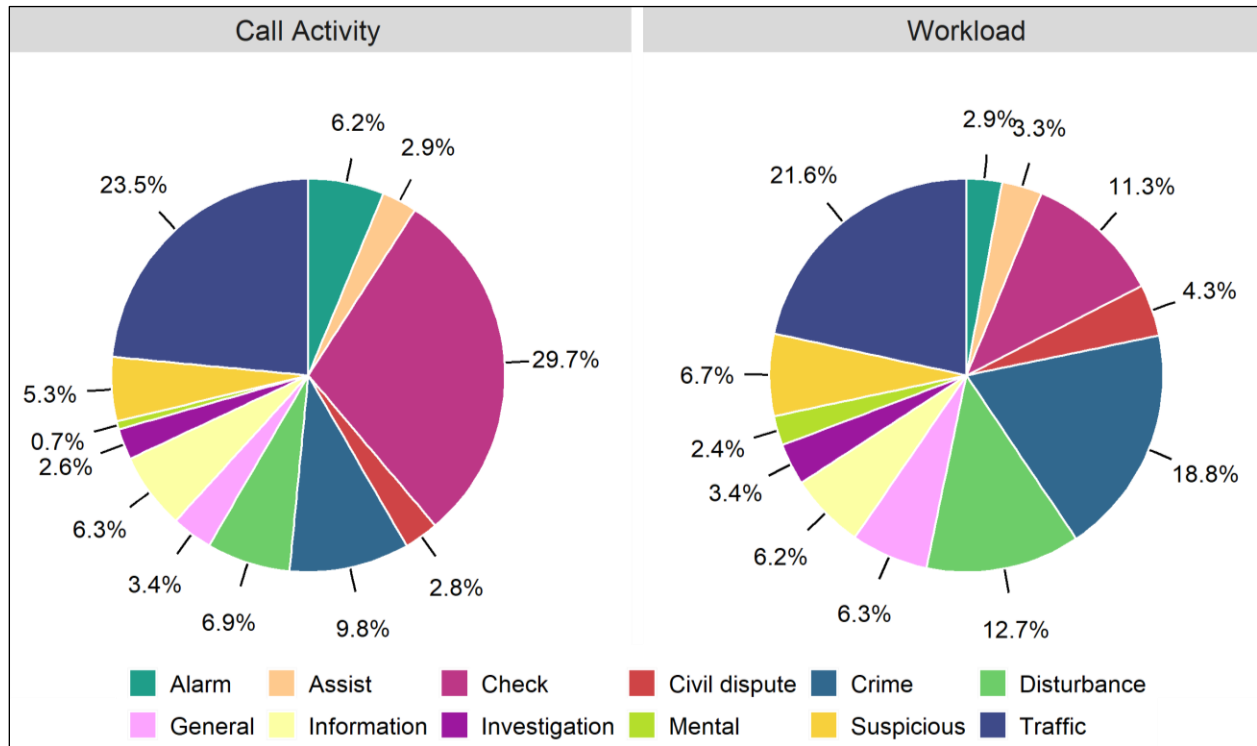
TABLE 9-10: Calls and Work Hours per Day, by Category, Summer 2021

Category	Per Day	
	Calls	Work Hours
Accident	7.8	7.3
Alarm	7.0	2.3
Animal	0.3	0.1
Assist citizen	1.6	0.6
Assist other agency	1.7	1.9
Check	33.2	8.7
Civil dispute	3.2	3.3
Crime–person	2.9	5.2
Crime–property	8.1	9.3
Disturbance	7.7	9.8
Information	7.0	4.8
Investigation	2.9	2.6
Juvenile	0.3	0.6
Mental health	0.8	1.9
Suspicious incident	5.9	5.2
Traffic enforcement	2.4	1.1
Traffic stop	16.1	8.2
Violation	2.2	2.4
Warrant/prisoner	0.9	1.8
Total	**111.9**	**77.1**

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day and the daily workload were higher in summer than in winter.

- Total calls averaged 112 per day or 4.7 per hour.

- Total workload averaged 77 hours per day, meaning that on average 3.2 units per hour were busy responding to calls.

- Check calls constituted 30 percent of calls and 11 percent of workload.

- Traffic calls constituted 23 percent of calls and 22 percent of workload.

- Crime calls constituted 10 percent of calls and 19 percent of workload.

- These top three categories constituted 63 percent of calls and 52 percent of workload.

FIGURE 9-11: Percentage Calls and Work Hours, by Category, Winter 2022
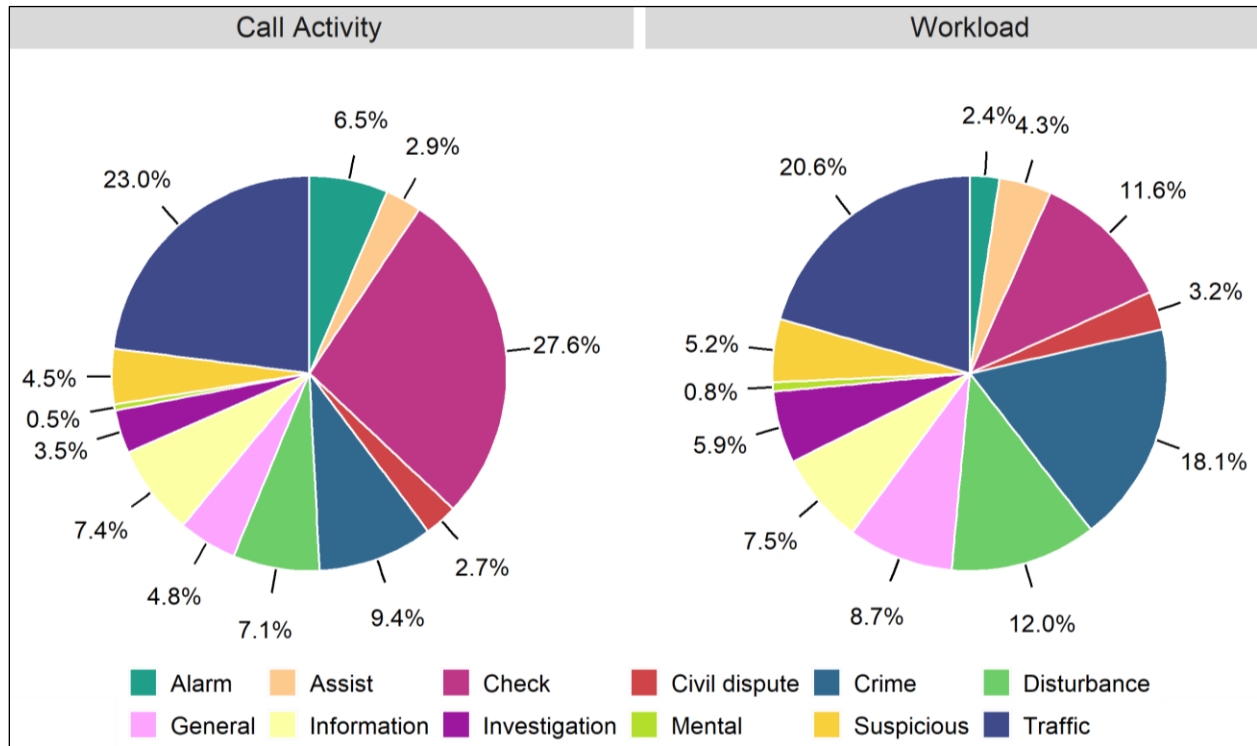
TABLE 9-11: Calls and Work Hours per Day, by Category, Winter 2022

Category	Per Day	
	Calls	Work Hours
Accident	7.0	7.2
Alarm	6.3	1.8
Animal	0.3	0.1
Assist citizen	1.2	0.4
Assist other agency	1.7	2.7
Check	27.0	8.4
Civil dispute	2.7	2.3
Crime–person	2.4	5.0
Crime–property	6.8	8.1
Disturbance	6.9	8.7
Information	7.2	5.5
Investigation	3.5	4.3
Juvenile	0.5	0.7
Mental health	0.5	0.6
Suspicious incident	4.4	3.8
Traffic enforcement	2.5	1.4
Traffic stop	13.0	6.4
Violation	2.6	2.6
Warrant/prisoner	1.3	2.8
Total	**97.9**	**72.8**

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 98 per day or 4.1 per hour.

- Total workload averaged 73 hours per day, meaning that on average 3.0 units per hour were busy responding to calls.

- Check calls constituted 28 percent of calls and 12 percent of workload.

- Traffic calls constituted 23 percent of calls and 21 percent of workload.

- Crime calls constituted 9 percent of calls and 18 percent of workload.

- These top three categories constituted 60 percent of calls and 50 percent of workload.

OUT-OF-SERVICE ACTIVITIES

In the period from May 1, 2021, through April 30, 2022, the dispatch center recorded out-of-service activities that were assigned or not assigned call numbers. We focused on those out-of-service activities that involved a patrol unit. Each record only indicates one unit per activity. 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, 8,616 activities remained. These activities had an average duration of 43.4minutes.

In this section, we report out-of-service activities and workload by type of activity. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 9-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
Details	55.4	1,527
At headquarters	44.7	290
Mechanic	55.6	161
Miscellaneous	92.8	118
Travel available	39.4	6,520
Weighted Average/Total Activities	**43.4**	**8,616**

Observations:

- The most common out-of-service activities were for "travel available."

- Out-of-service activities averaged 23.6 activities per day.

FIGURE 9-12: Activities per Day, by Month
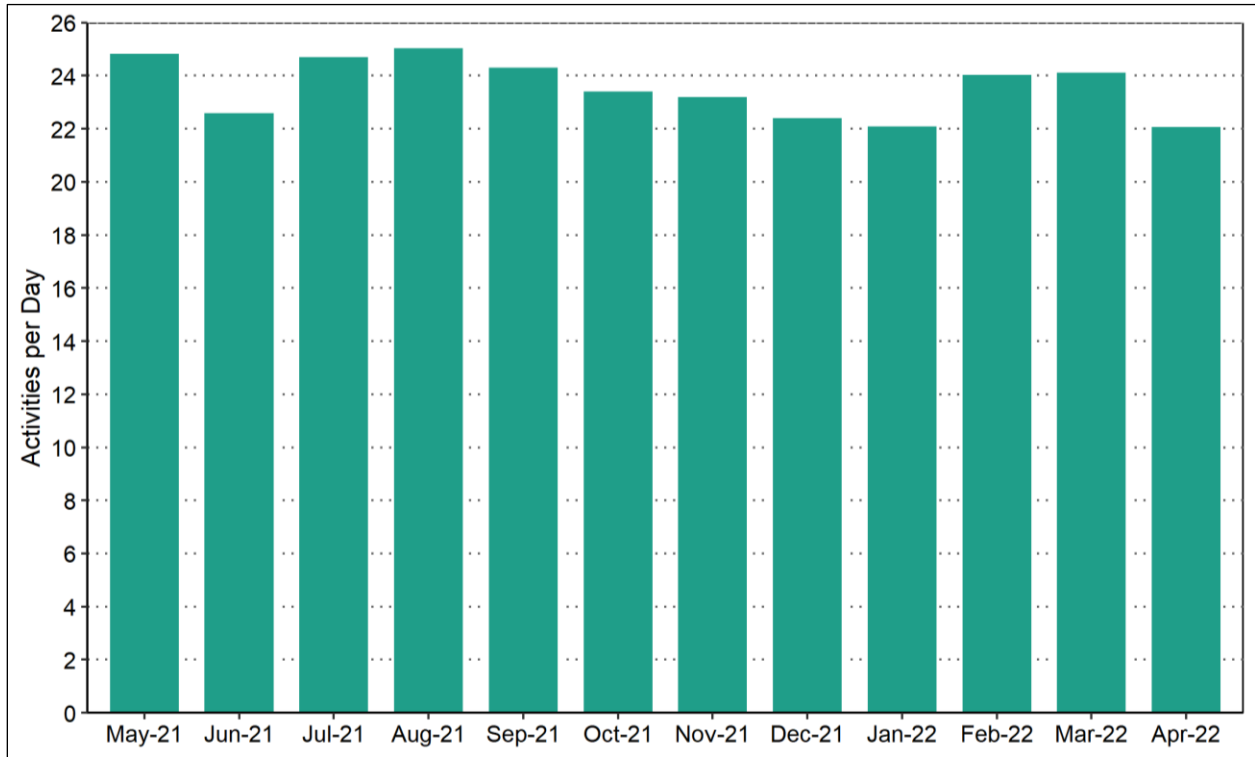
TABLE 9-13: Activities and Work Hours per Day, by Month

Month	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Activities per Day	24.9	22.6	24.7	25.1	24.3	23.5	23.2	22.5	22.1	24.1	24.2	22.1

Observations:

- The number of activities per day was lowest in January.

- The number of activities per day was highest in August.

FIGURE 9-13: Activities per Day, by Day of Week
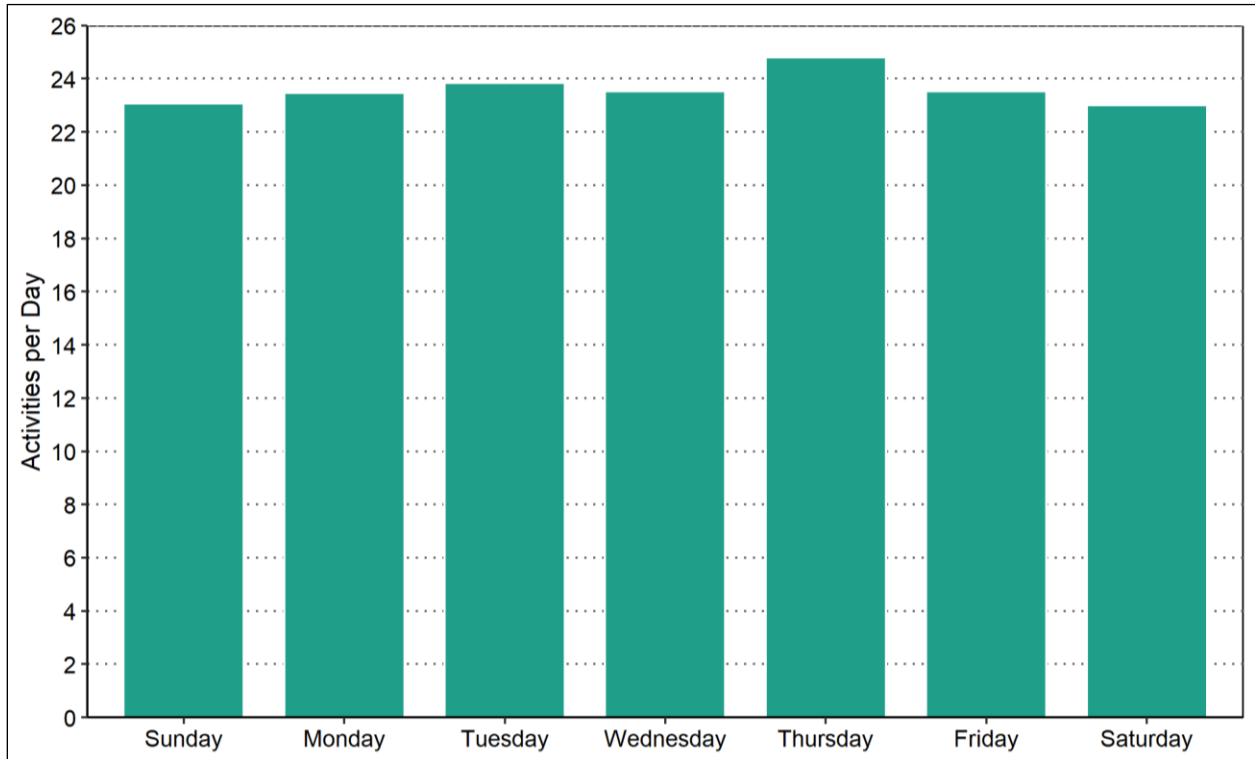
TABLE 9-14: Activities and Work Hours per Day, by Day of Week

Day of Week	Activities per Day
Sunday	23.1
Monday	23.5
Tuesday	23.8
Wednesday	23.5
Thursday	24.8
Friday	23.5
Saturday	23.0
Weekly Average	**23.6**

Observations:

- The number of activities per day was lowest on weekends.

- The number of activities per day was highest on Thursdays.

FIGURE 9-14: Activities per Day, by Hour of Day
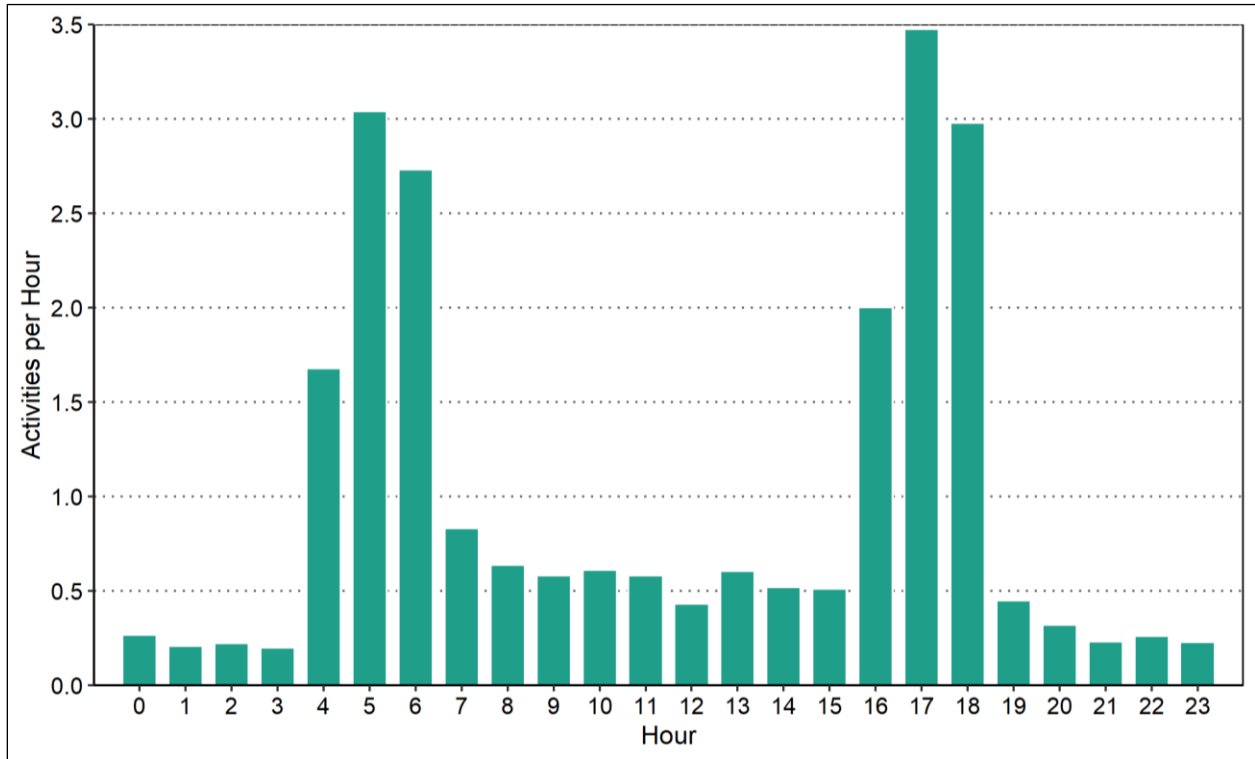
TABLE 9-15: Activities and Minutes per Hour, by Hour of Day

Hour	Total
0	0.27
1	0.21
2	0.22
3	0.20
4	1.68
5	3.04
6	2.73
7	0.83
8	0.64
9	0.58
10	0.61
11	0.58
12	0.43
13	0.61
14	0.52
15	0.51
16	2.00
17	3.48
18	2.98
19	0.45
20	0.32
21	0.23
22	0.26
23	0.23
Hourly Average	**0.98**

Observations:

- The number of activities per hour was highest between 5:00 p.m. and 6:00 p.m.

- The number of activities per hour was lowest between 3:00 a.m. and 4:00 a.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in summer (July 7 through August 31, 2021) and eight weeks in winter (January 4 through February 28, 2022). Most of the department's main patrol force consists of patrol units and patrol sergeants and operates on 12.25-hour shifts starting at 6:15 a.m. and 6:15 p.m. A few patrol officers worked 12-hour shifts starting at 5:00 a.m. and 5:00 p.m. The police department's main patrol force deployed an average of 8.2 units per hour during the 24-hour day in summer 2021 and 7.9 units per hour during the 24-hour day in winter 2022. When additional city-wide units, K-9 units, and watch commanders are included, the department averaged 9.7 units per hour during the 24-hour day in summer 2021 and 9.2 units per hour during the 24-hour day in winter 2022.

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 "all" workload, which includes community-initiated calls, police-initiated calls, directed patrol, and out-of-service activities.

- Finally, we compare the workload against deployment by percentage.

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

FIGURE 9-15: Deployed Units, Weekdays, Summer 2021
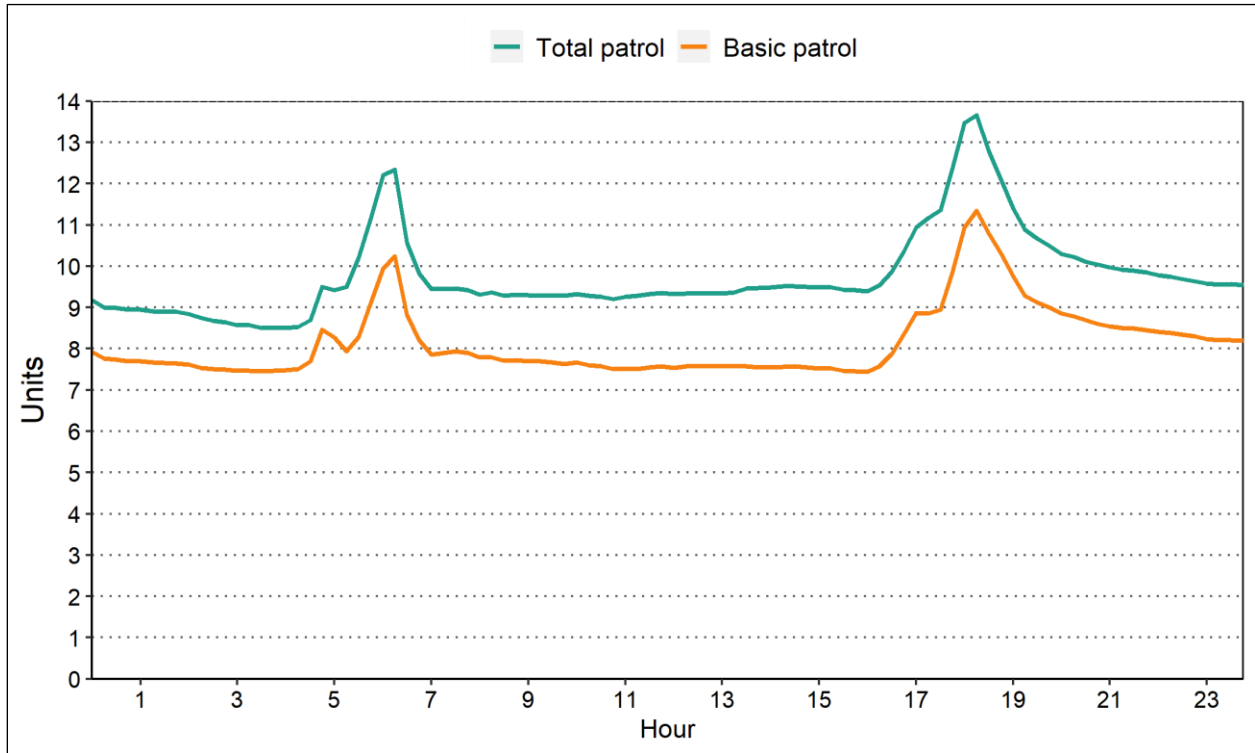
FIGURE 9-16: Deployed Units, Weekends, Summer 2021
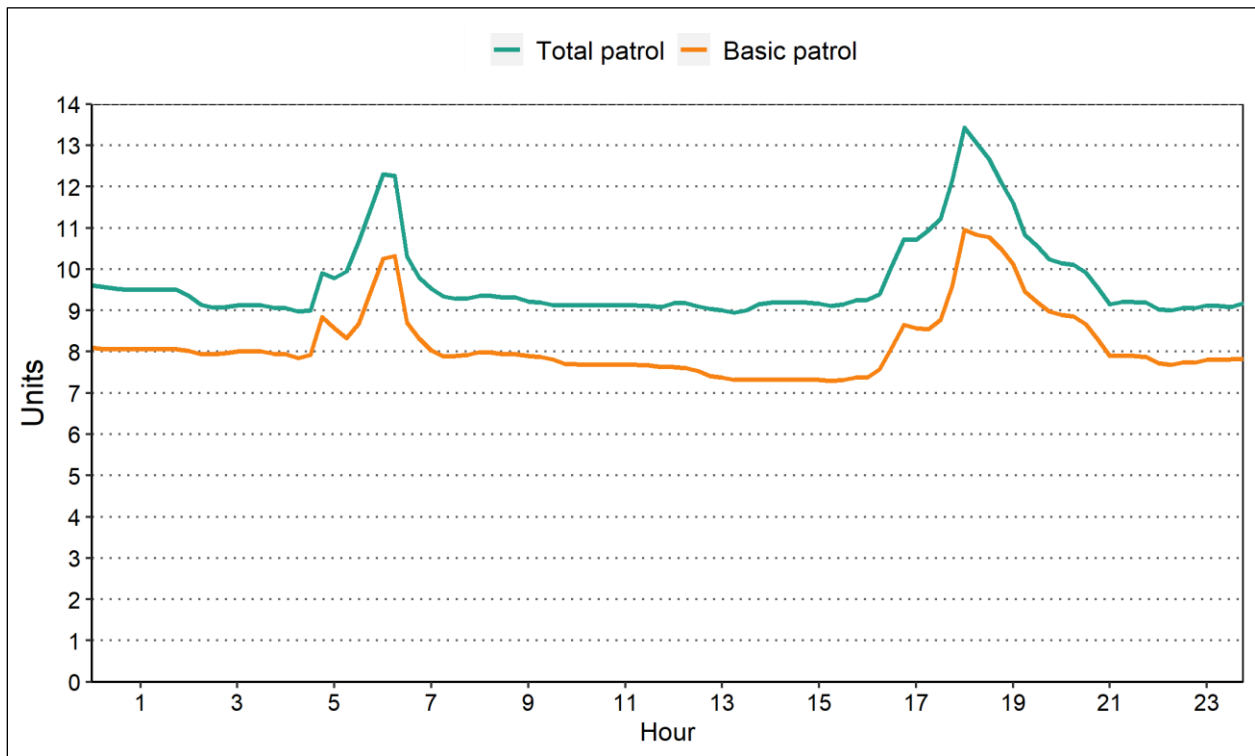
FIGURE 9-17: Deployed Units, Weekdays, Winter 2022
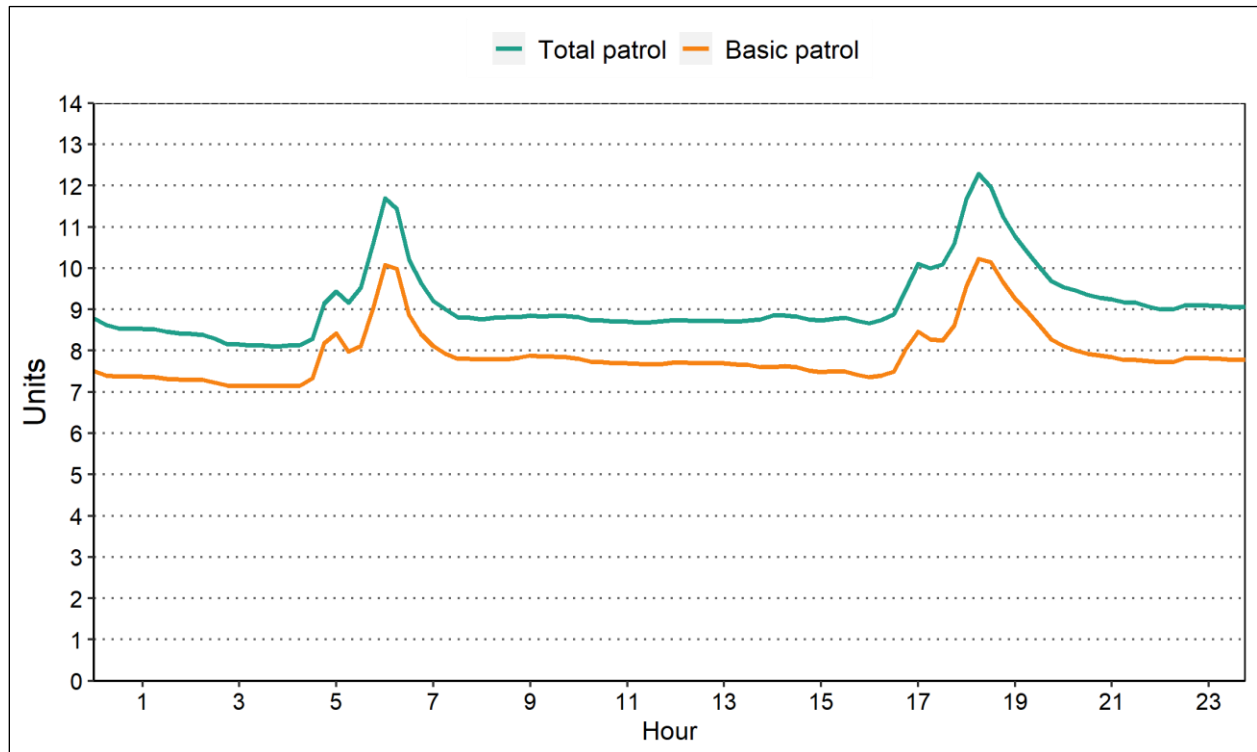
FIGURE 9-18: Deployed Units, Weekends, Winter 2022
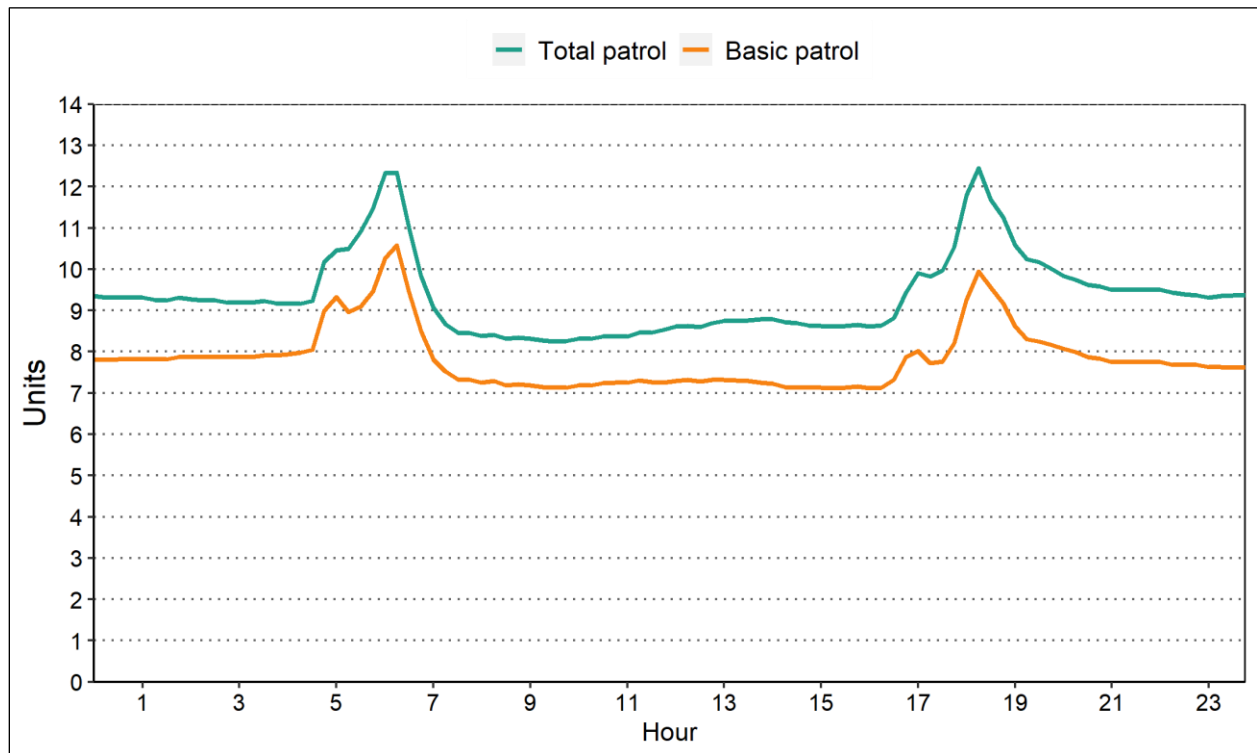
Observations:

- For Summer (July 7 through August 31, 2021):

  - The average deployment was 9.8 units per hour during the week and 9.7 units per hour on the weekend.

  - Average deployment varied from 8.5 to 13.7 units per hour on weekdays and 8.9 to 13.4 units per hour on weekends.

- For Winter (January 4 through February 28, 2022):

  - The average deployment was 9.1 units per hour during the week and 9.4 units per hour on the weekend.

  - Average deployment varied from 8.1 to 12.3 units per hour on weekdays and 8.2 to 12.5 units per hour on weekends.

FIGURE 9-19: Deployment and All Workload, Weekdays, Summer 2021
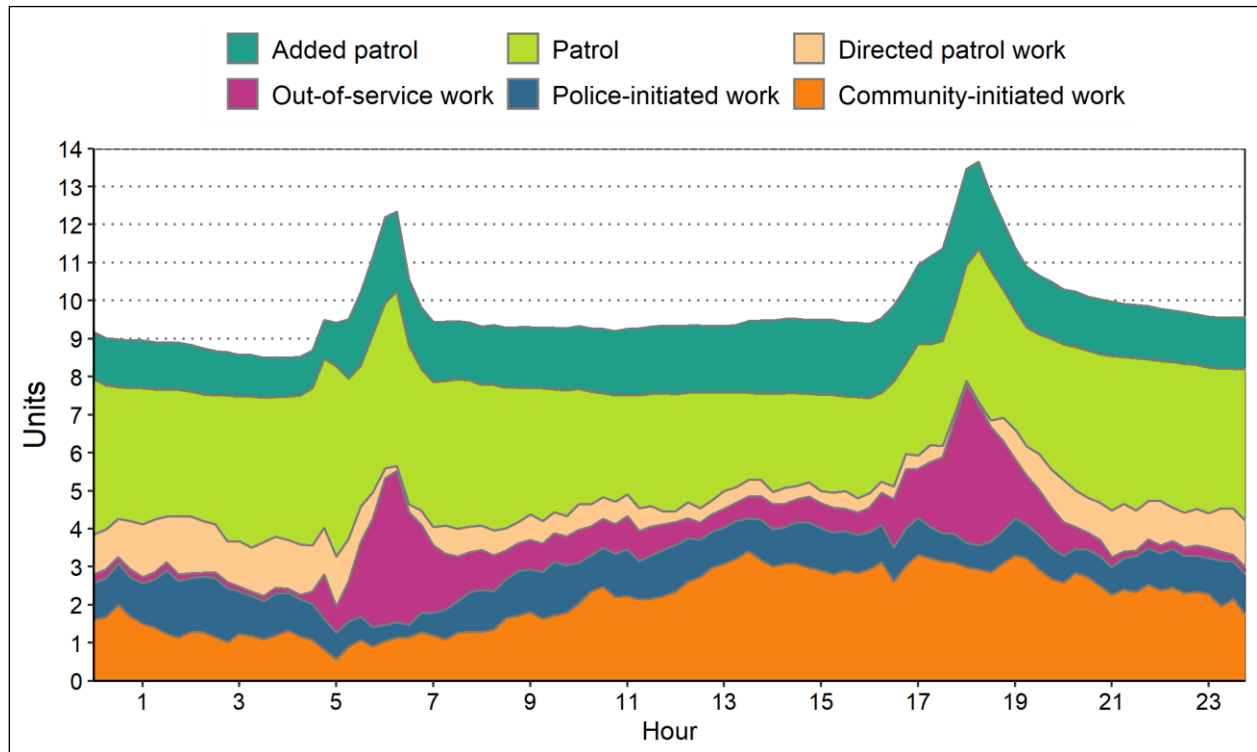
FIGURE 9-20: Deployment and All Workload, Weekends, Summer 2021
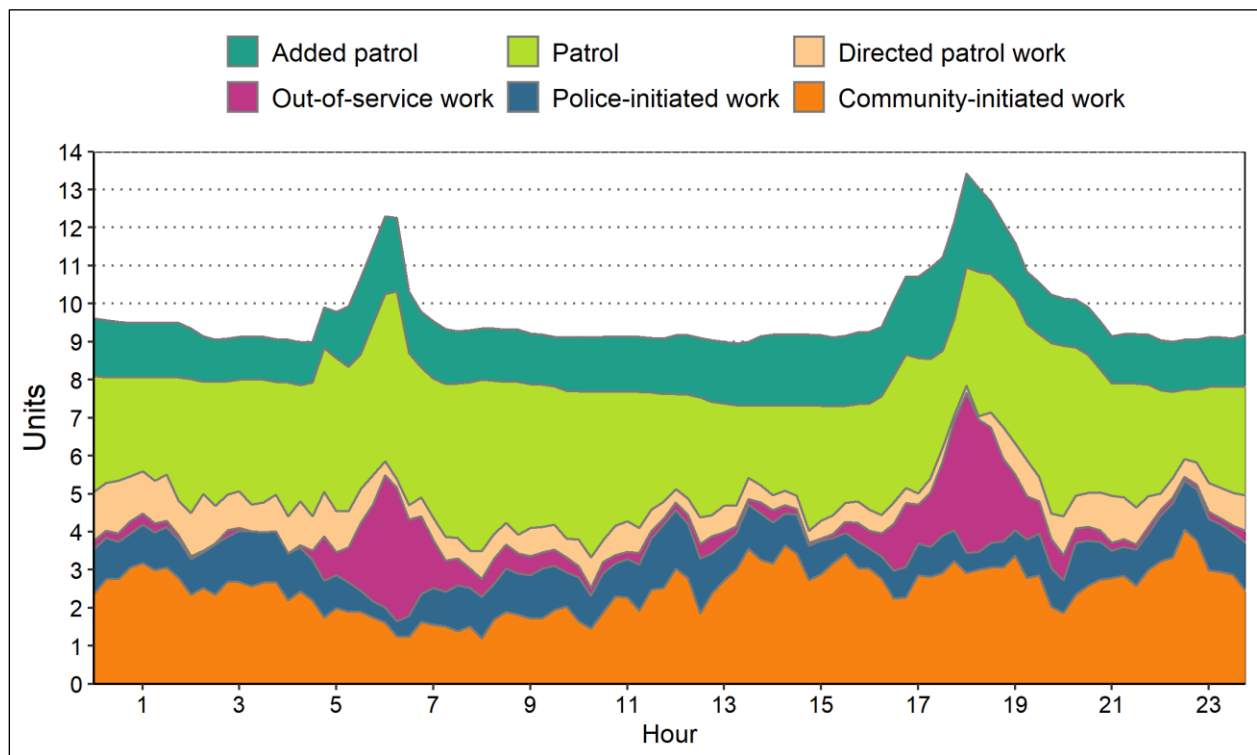
FIGURE 9-21: Deployment and All Workload, Weekdays, Winter 2022
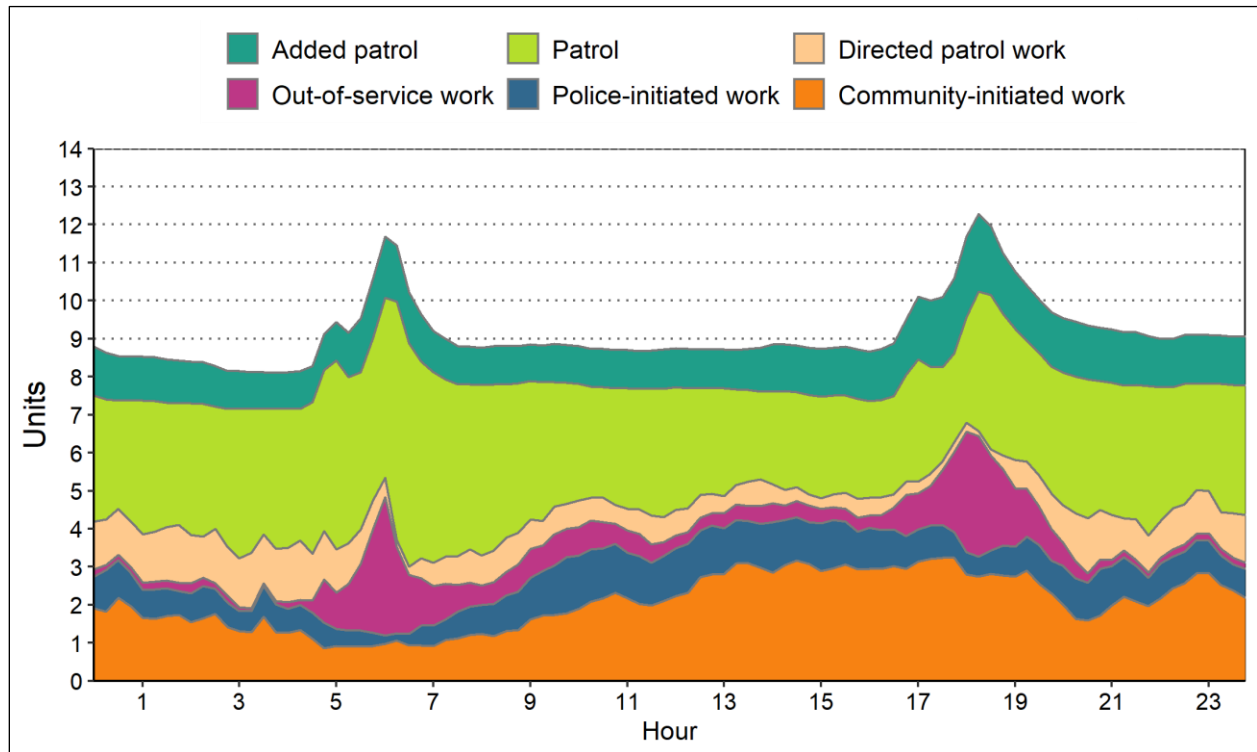
FIGURE 9-22: Deployment and All Workload, Weekends, Winter 2022
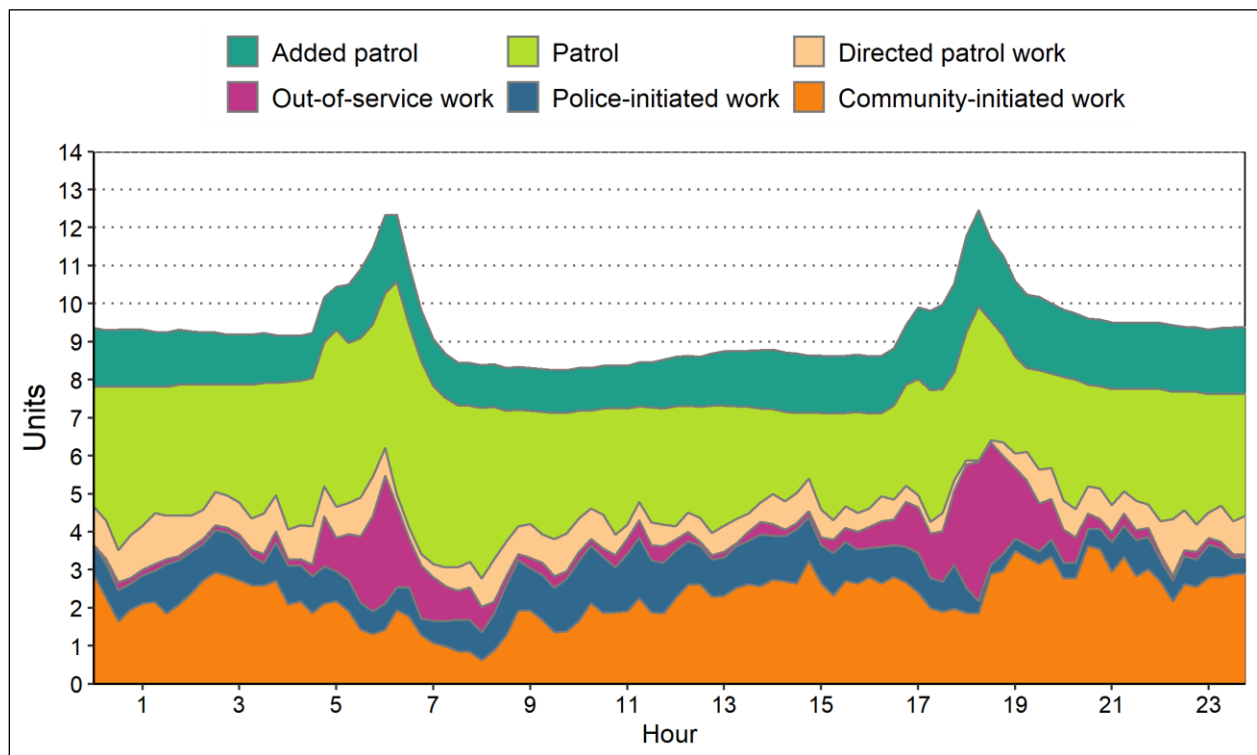
Note: Figures 9-19 to 9-22 show deployment along with all workloads from community-initiated calls and police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Summer:

- Community-initiated work:

  - Average community-initiated workload was 2.1 units per hour during the week and 2.5 units per hour on weekends.

  - This was approximately 22 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.

- All work:

  - Average workload was 4.8 units per hour during the week and 4.9 units per hour on weekends.

  - This was approximately 49 percent of hourly deployment during the week and 51 percent of hourly deployment on weekends.

Winter:

- Community-initiated work:

  - Average community-initiated workload was 2.1 units per hour during the week and 2.3 units per hour on weekends.

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

- All work:

  - Average workload was 4.5 units per hour during the week and 4.6 units per hour on weekends.

  - This was approximately 49 percent of hourly deployment during the week and 49 percent of hourly deployment on weekends.

FIGURE 9-23: Percentage of Workload, Weekdays, Summer 2021
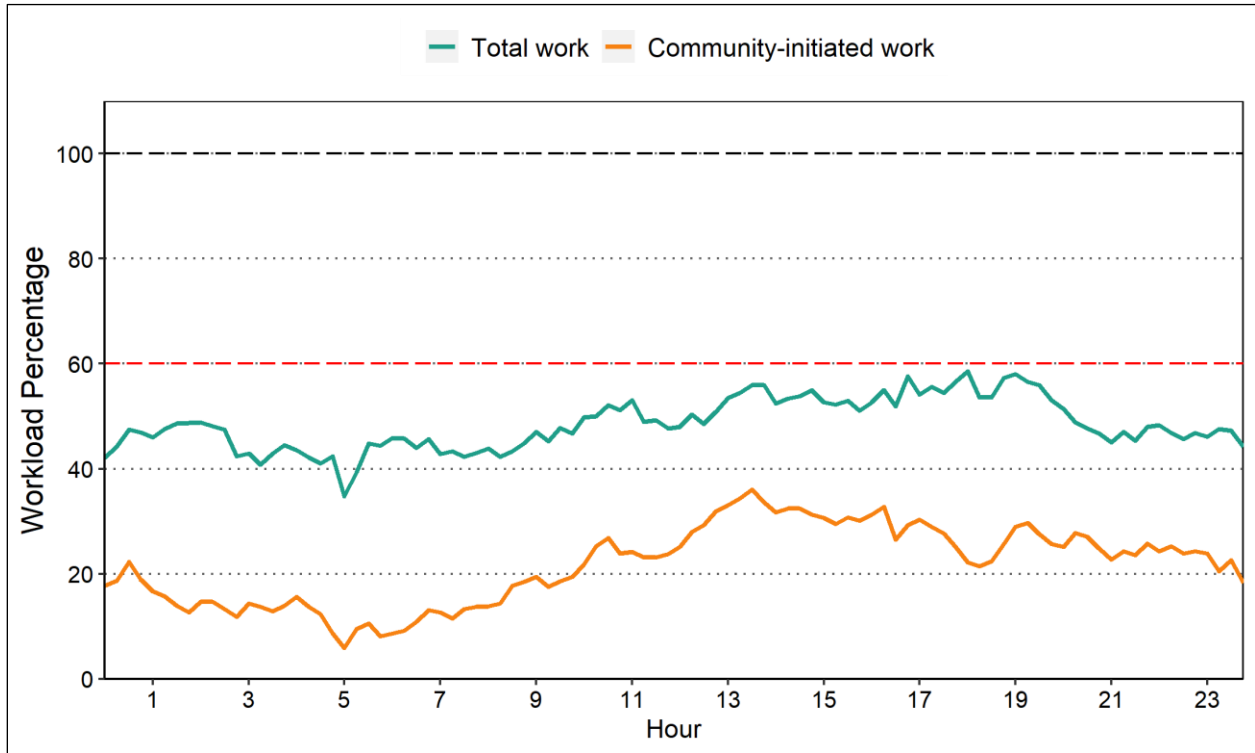
FIGURE 9-24: Percentage of Workload, Weekends, Summer 2021
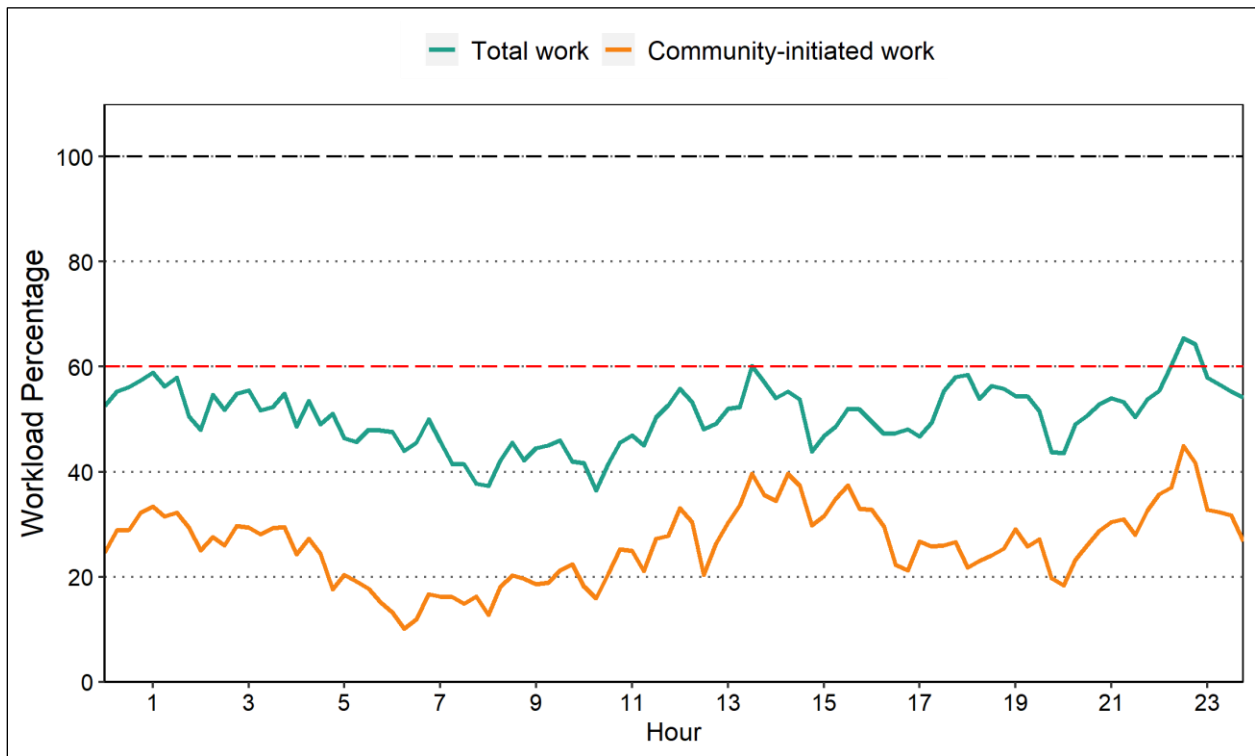
FIGURE 9-25: Percentage of Workload, Weekdays, Winter 2022
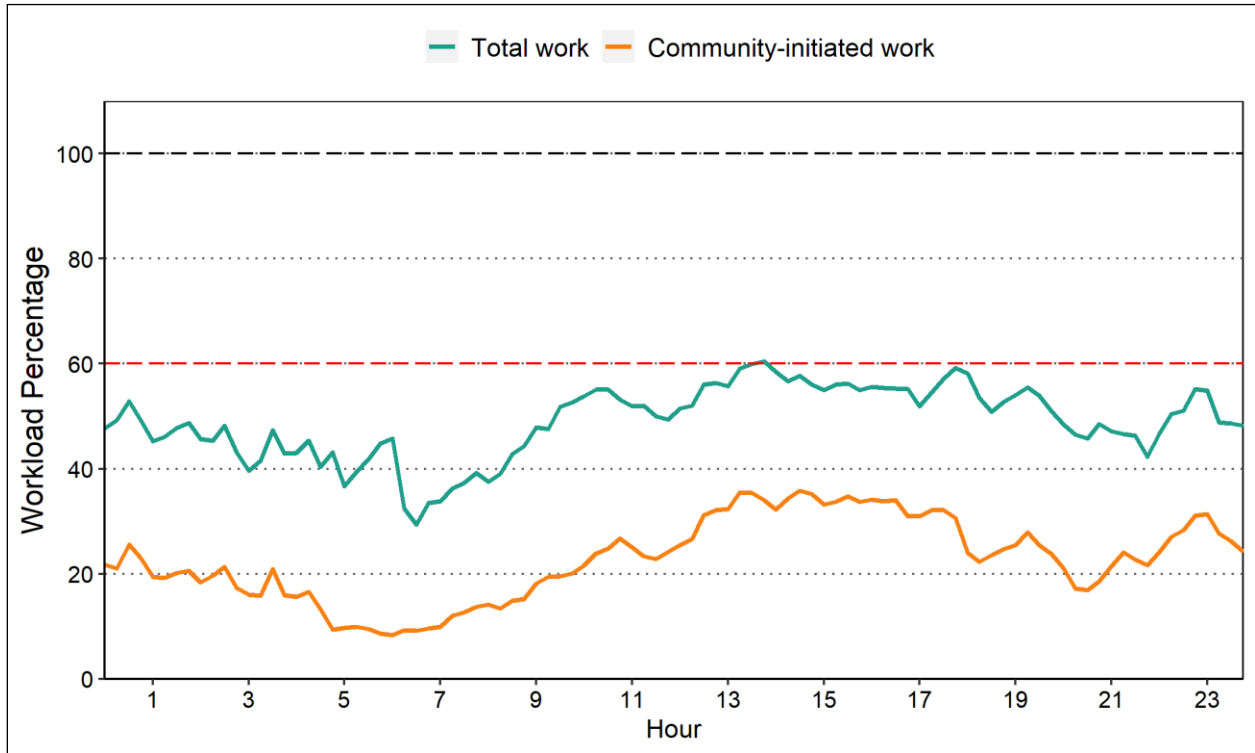
FIGURE 9-26: Percentage of Workload, Weekends, Winter 2022
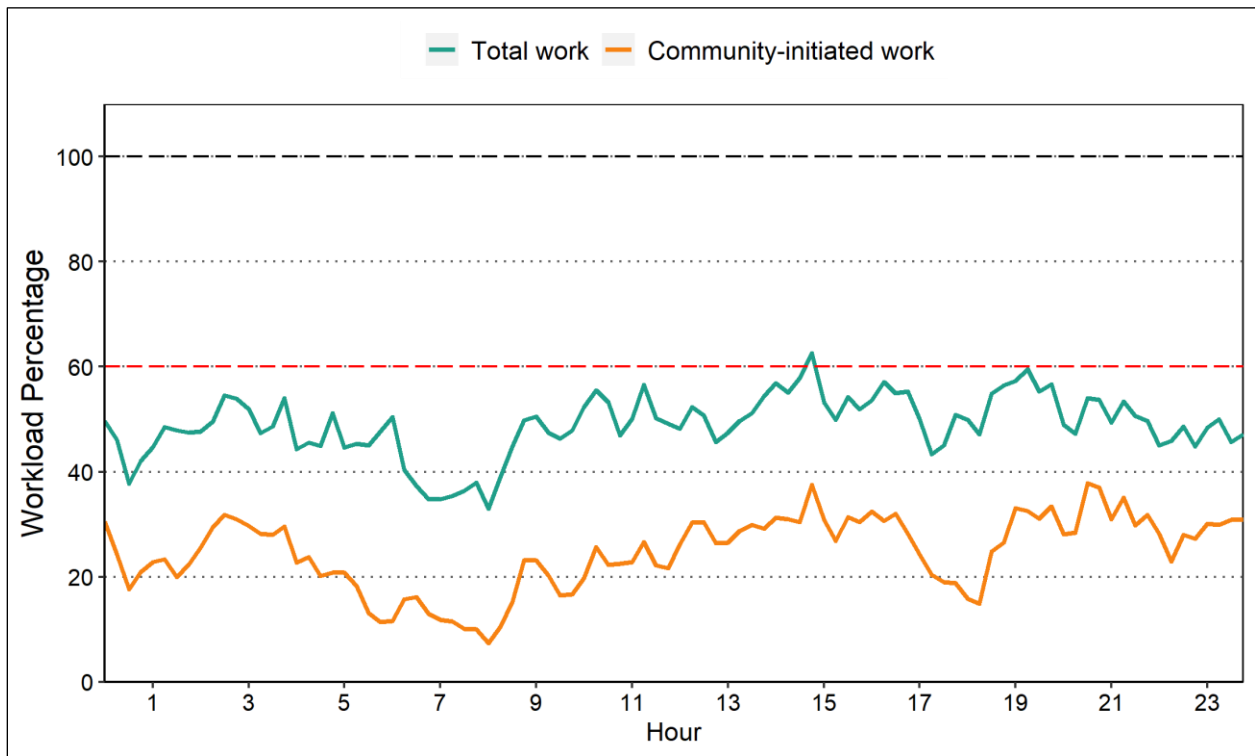
Observations:

Summer:

- Community-initiated work:

  - During the week, the workload reached a maximum of 36 percent of deployment between 1:30 p.m. and 1:45 p.m.

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

- All work:

  - During the week, the workload reached a maximum of 59 percent of deployment between 6:00 p.m. and 6:15 p.m.

  - On weekends, the workload reached a maximum of 65 percent of deployment between 10:30 p.m. and 10:45 p.m.

Winter:

- Community-initiated work:

  - During the week, the workload reached a maximum of 36 percent of deployment between 1:15 p.m. and 1:45 p.m. and between 2:30 p.m. and 2:45 p.m.

  - On weekends, the workload reached a maximum of 38 percent of deployment between 2:45 p.m. and 3:00 p.m. and between 8:30 p.m. and 8:45 p.m.

- All work:

  - During the week, the workload reached a maximum of 60 percent of deployment between 1:30 p.m. and 2:00 p.m.

  - On weekends, the workload reached a maximum of 63 percent of deployment between 2:45 p.m. and 3:00 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing 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 processing and travel time. Dispatch processing 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 6,264 calls for summer and 5,482 calls for winter. We limited our analysis to community-initiated calls, which amounted to 3,063 calls for summer and 2,838 calls for winter. Also, we removed a few calls lacking a recorded arriving unit and calls located at headquarters. We were left with 2,742 calls in summer and 2,482 calls in winter for our analysis. For the entire year, we began with 38,551 calls and limited our analysis to 19,034 community-initiated calls. With similar exclusions, we were left with 16,796 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares the 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 9-27: Average Response Times, by Hour of Day, Summer 2021, and Winter 2022
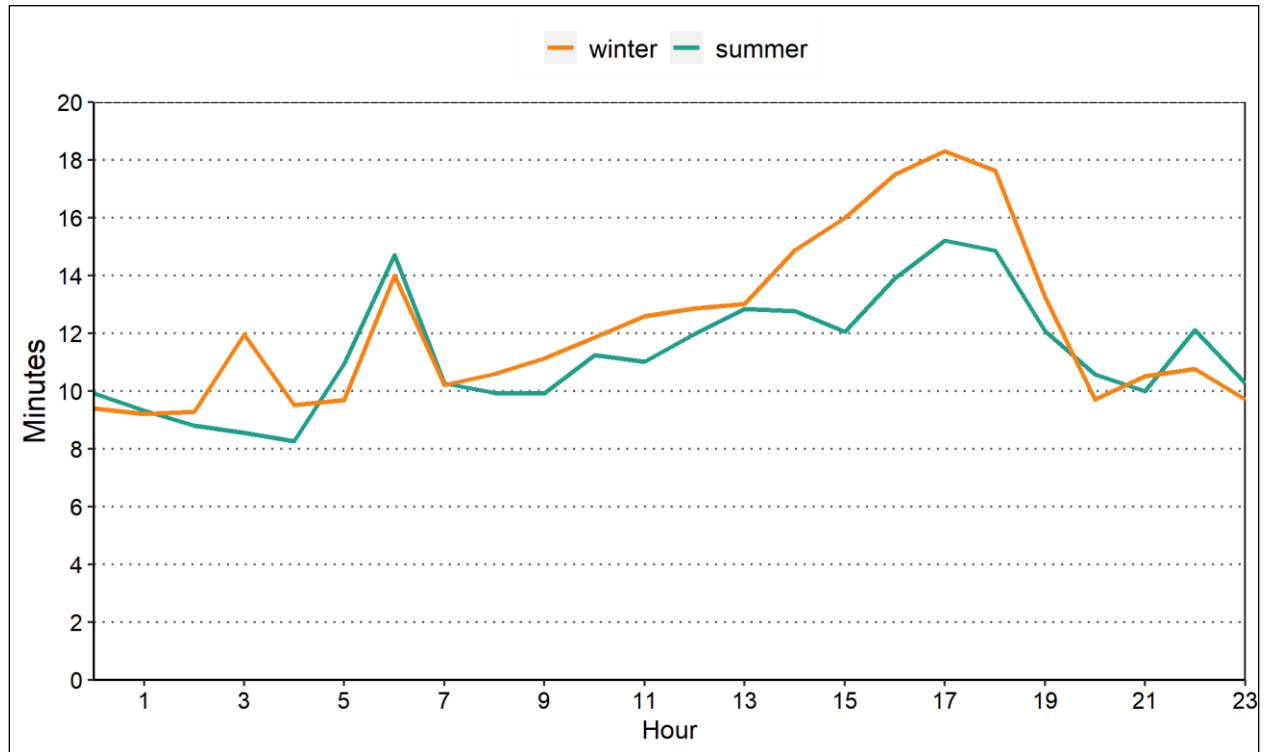
Observations:

- Average response times varied significantly by the hour of the day.

- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 15.2 minutes.

- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 8.3 minutes.

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

- In winter, the shortest response times were between 1:00 a.m. and 2:00 a.m., with an average of 9.2 minutes.

FIGURE 9-28: Average Response Time by Category, Summer 2021
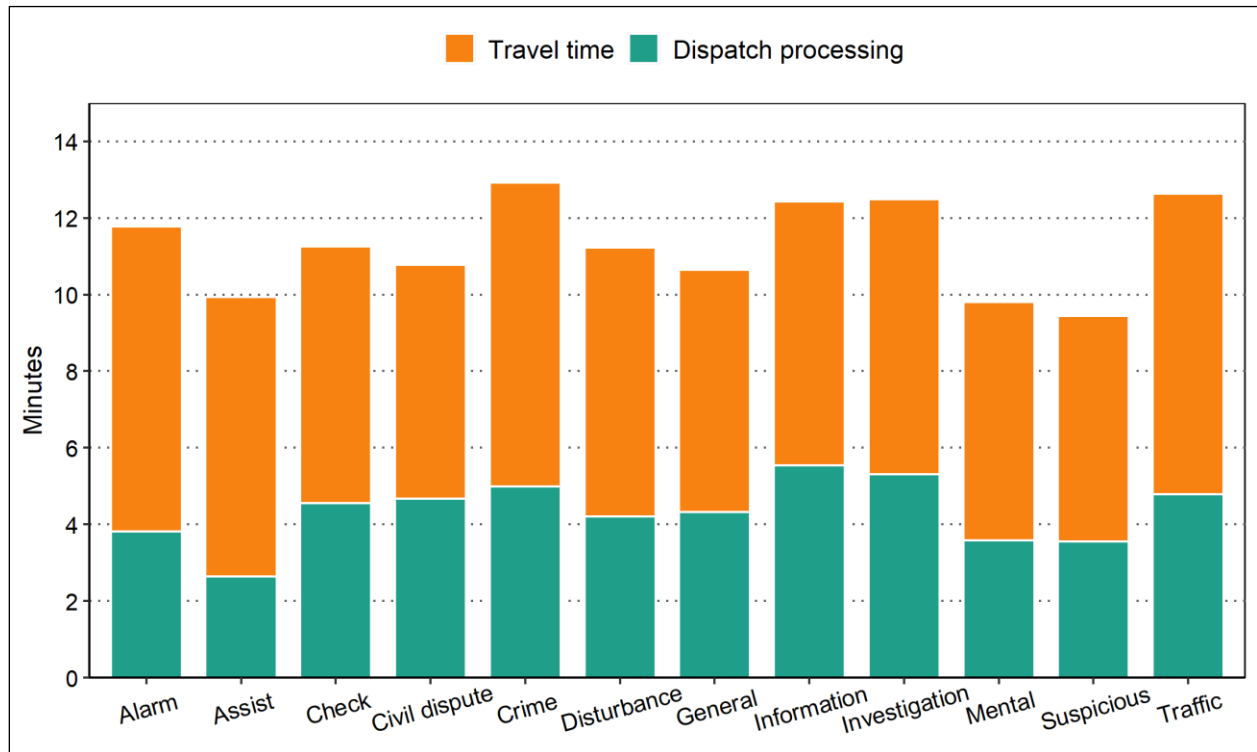
FIGURE 9-29: Average Response Time by Category, Winter 2022
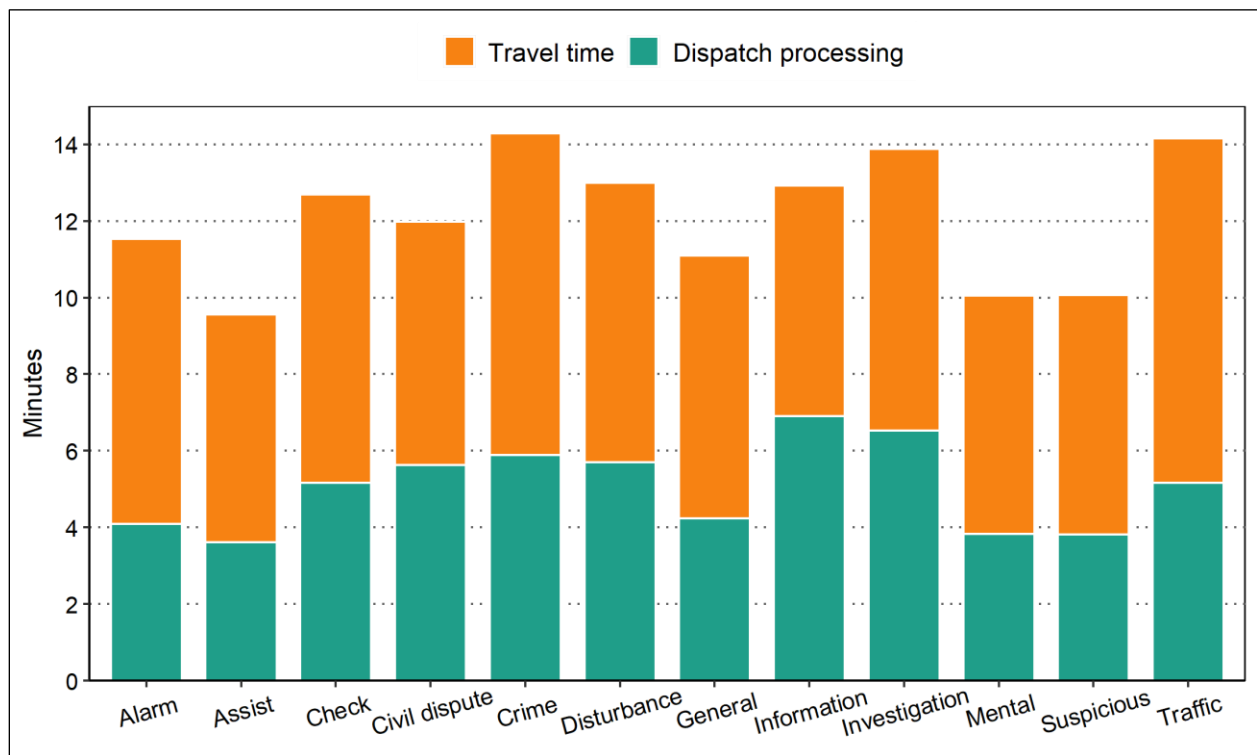
TABLE 9-16: Average Response Time Components, by Category

Category	Summer				Winter			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	4.6	7.8	12.5	370	5.3	9.0	14.4	336
Alarm	3.8	8.0	11.8	335	4.1	7.4	11.5	293
Animal	5.0	8.5	13.5	12	3.5	9.5	13.0	11
Assist other agency	2.6	7.3	9.9	68	3.6	5.9	9.6	74
Check	4.6	6.7	11.3	170	5.2	7.5	12.7	172
Civil dispute	4.7	6.1	10.8	165	5.6	6.3	12.0	135
Crime–person	5.1	6.8	11.9	136	4.4	6.7	11.1	110
Crime–property	4.9	8.4	13.3	372	6.4	9.0	15.5	297
Disturbance	4.2	7.0	11.2	359	5.7	7.3	13.0	328
Information	5.5	6.9	12.4	152	6.9	6.0	12.9	156
Investigation	5.3	7.2	12.5	113	6.5	7.4	13.9	127
Juvenile	8.0	8.6	16.6	17	5.7	6.7	12.4	26
Mental health	3.6	6.2	9.8	38	3.8	6.2	10.0	23
Suspicious incident	3.5	5.9	9.4	250	3.8	6.2	10.1	179
Traffic enforcement	5.5	7.9	13.4	71	4.4	8.8	13.2	82
Violation	3.7	5.8	9.5	114	4.0	6.7	10.7	133
Total Average	**4.5**	**7.2**	**11.7**	**2,742**	**5.2**	**7.5**	**12.7**	**2,482**

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

Observations:

- In summer, the average response time for most categories was between 9 minutes and 13 minutes.

- In summer, the average response time was as short as 9 minutes (for suspicious incidents) and as long as 13 minutes (for crimes).

- In winter, the average response time for most categories was between 10 minutes and 14 minutes.

- In winter, the average response time was as short as 10 minutes (for assists) and as long as 14 minutes (for crimes).

- The average response time for crimes was 13 minutes in summer and 14 minutes in winter.

TABLE 9-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Summer			Minutes in Winter		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	10.8	15.0	24.5	12.0	19.1	31.7
Alarm	7.4	13.9	21.7	8.3	13.7	21.4
Animal	7.8	15.7	17.1	6.2	24.8	29.1
Assist other agency	4.8	14.5	19.8	6.1	10.9	19.5
Check	8.0	12.6	20.5	9.9	14.6	23.6
Civil dispute	8.2	11.1	19.4	13.2	12.5	24.2
Crime–person	11.0	13.5	22.2	8.4	13.2	21.3
Crime–property	10.8	16.6	26.5	17.6	20.8	38.4
Disturbance	7.7	12.3	17.9	13.5	13.9	27.0
Information	13.1	16.6	26.1	12.6	13.7	31.1
Investigation	9.2	13.4	23.2	19.4	16.6	32.0
Juvenile	17.4	18.2	30.5	10.1	10.3	18.8
Mental health	6.8	9.6	18.8	7.2	13.9	18.5
Suspicious incident	6.6	9.9	15.0	7.6	11.7	18.5
Traffic enforcement	13.8	16.7	27.4	9.1	22.0	28.6
Violation	8.2	11.1	16.3	6.4	11.2	22.4
Total	**9.0**	**13.9**	**22.0**	**11.4**	**15.5**	**27.0**

Note: A 90th percentile value of 27.0 minutes means that 90 percent of all calls are responded to in fewer than 27.0 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In summer, the 90th percentile value for response time was as short as 15 minutes (for suspicious incidents) and as long as 26 minutes (for information calls).

- In winter, the 90th percentile value for response time was as short as 18 minutes (for mental health calls and suspicious incidents) and as long as 34 minutes (for crimes).

FIGURE 9-30: Average Response Time Components, by Beat
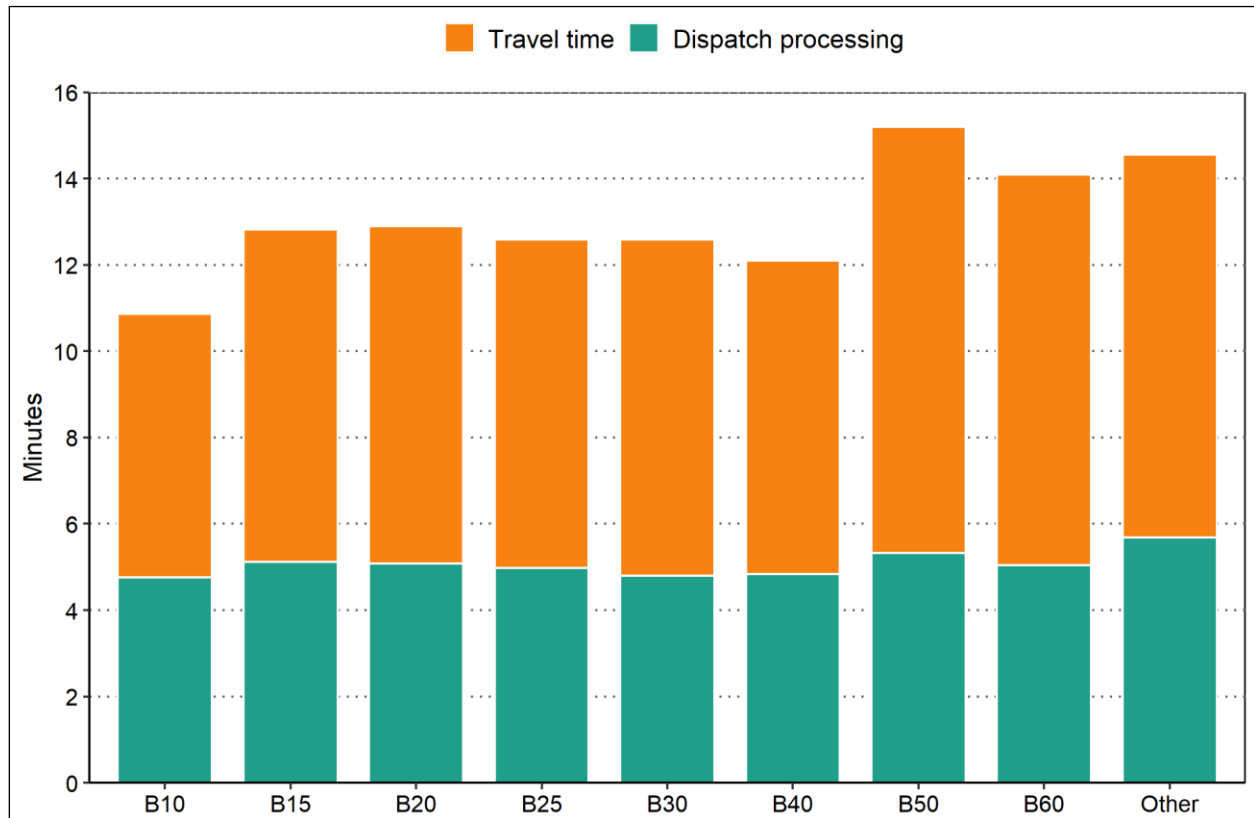
Note: The other category included calls missing beat information and a few calls with miscellaneous beats.

TABLE 9-18: Average Response Time Components, by Beat

Beat	Minutes			Calls	Area (Sq. Miles)	Population (2020)
	Dispatch	Travel	Response			
B10	4.8	6.1	10.9	4,282	1.6	12,364
B15	5.1	7.7	12.8	692	0.2	719
B20	5.1	7.8	12.9	3,667	1.6	14,560
B25	5.0	7.6	12.6	1,233	0.7	2,360
B30	4.8	7.8	12.6	2,387	2	10,993
B40	4.8	7.3	12.1	2,407	2.3	9,231
B50	5.3	9.9	15.2	937	1.9	6,063
B60	5.0	9.1	14.1	1,010	2.0	5,863
Miscellaneous	3.1	11.3	14.4	29	NA	NA
Unknown	6.2	8.4	14.6	152	NA	NA
Total	**4.9**	**7.5**	**12.4**	**16,796**	**12.3**	**62,153**

Observations:

- Beat B10 had the shortest response time at about 10.9 minutes.

High-priority Calls

The department assigned priorities to calls with priority "P" as the highest priority. The following table shows average response times by priority. Also, we identified the majority of injury accidents based on their call descriptions, "ACCIDENT W ENTRAPMENT," "ACCIDENT W INJURIES," "HIT AND RUN ACCIDENT W INJURY," and "PERSON HIT BY AUTO W INJURY," to see if these provided an alternate measure for emergency calls.

TABLE 9-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile, Minutes
	Dispatch	Travel	Response		
P	2.3	4.4	6.7	329	11.9
1	4.2	6.7	10.9	6,111	19.9
2	5.5	8.0	13.5	10,297	27.4
3,4,5	3.7	5.7	9.4	51	16.3
Unknown	9.1	6.0	15.1	8	36.7
Total	**4.9**	**7.5**	**12.4**	**16,796**	**24.6**
Injury accident	2.7	4.4	7.1	192	13.7

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

FIGURE 9-31: Average Response and Dispatch Processing Times for High-priority Calls, by Hour
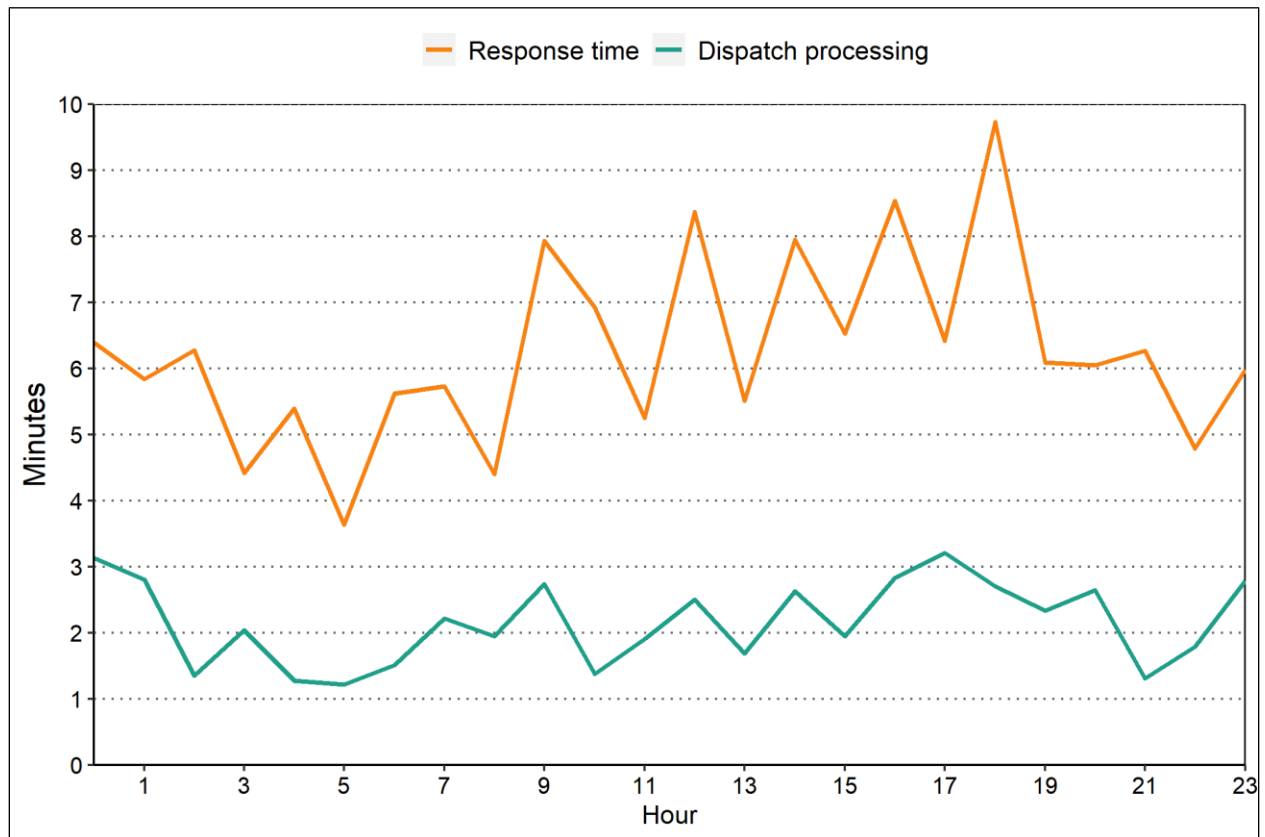
Observations:

- High-priority calls had an average response time of 6.7 minutes, lower than the overall average of 12.4 minutes for all calls.

- Average dispatch processing was 2.3 minutes for high-priority calls, compared to 4.9 minutes overall.

- For high-priority calls, the longest response times were between 6:00 p.m. and 7:00 p.m., with an average of 9.7 minutes.

- For high-priority calls, the shortest response times were between 5:00 a.m. and 6:00 a.m., with an average of 3.6 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from May 1, 2021, to April 30, 2022, were classified into the following categories.

TABLE 9-20: Call Type, by Category

Call Type Code	Call Type Description	Table Category	Figure Category
ALARMH	ALARM HOLDUP	Alarm	Alarm
ALARMN	ALARM COMMERCIAL		
ALARMP	ALARM DURESS OR PANIC		
ALARMR	ALARM RESIDENTIAL		
ALARMV	ALARM VEHICLE AUDIBLE		
CITZ	ASSIST CITIZEN FLAGDOWN	Assist citizen	Assist
LOCK	LOCKOUT W CHILD OR PET		
SERV	SERVICE CALL		
STRAND	STRANDED MOTORIST		
ALPHA	EMD ALPHA	Assist other agency	
ALPHP	EMD ALPHA WITH LAW		
ASSIST	ASSIST OTHER AGENCY		
BRAVO	EMD BRAVO		
BRAVP	EMD BRAVO WITH LAW		
CHARP	EMD CHARLIE WITH LAW		
COLLAP	STRUCTURAL COLLAPSE		
DELIVR	DELIVER EMERGENCY MESSAGE		
DELTA	EMD DELTA		
DELTP	EMD DELTA WITH LAW		
ECHO	EMD ECHO		
ECHOP	EMD ECHO WITH LAW		
EXPL	EXPLOSION		
FIREL	FIRE OUTSIDE LARGE		
FIREO	FIRE SHED TRAILER OUTBUILDING		
FIREOS	FIRE OUTSIDE SMALL		
FIRES	FIRE STRUCTURAL		
FIRET	FIRE TRAIN AND RAIL		
FIREV	VEHICLE FIRE		
GASIN	GAS LEAK INSIDE STRUCTURE		
GASOUT	GAS LEAK OUTSIDE STRUCTURE		
MRP	MEDICAL RESPONSE DEKALB		
ODOR	ODOR INVESTIGATION		
OMEGP	EMD OMEGA WITH LAW		
SPILL	FUEL SPILL		
TECH	TECHNICAL RESCUE		
WATER	WATER RESCUE		

Call Type Code	Call Type Description	Table Category	Figure Category
WIRES	WIRES DOWN OR ARCING		
WMAIN	WATER MAIN BREAK		
BUSCHK	BUSINESS CHECK	Check	Check
NEWBUS	NEW BUSINESS CONTACT		
RESCHK	RESIDENTIAL CHECK		
WELF	WELFARE CHECK		
CIVIL1	CIVIL DISPUTE 1 PARTY	Civil dispute	Civil dispute
CIVIL2	CIVIL DISPUTE 2 OR MORE PARTIE		
ABUSE	CHILD ABUSE OR NEGLECT	Crime–person	Crime
ACTIVE	ACTIVE SHOOTER		
ARMED	ARMED PERSON		
ASSALT	ASSAULT OR BATTERY		
ASSAP	ASSAULT IN PROGRESS		
FIGHT	FIGHT		
HARAS	HARASSMENT		
INDEC	PUBLIC INDECENCY		
KIDNAP	KIDNAPPING		
MOLEST	MOLESTATION		
PEEP	PEEPING TOM		
RAPE	SEXUAL ASSAULT		
ROB	ROBBERY		
ROBJO	ROBBERY JUST OCCURRED		
ROBP	ROBBERY IN PROGRESS		
SHOT	PERSON SHOT		
STAB	PERSON STABBED		
TERROR	STALKING		
THREAT	THREATS		
AUTO	ENTERING AUTO	Crime–property	
AUTOJO	ENTERING AUTO JUST OCCURRED		
AUTOP	ENTERING AUTO IN PROGRESS		
BURG	BURGLARY		
BURGJO	BURGLARY JUST OCCURRED		
BURGP	BURGLARY IN PROGRESS		
DAMAGE	DAMAGE TO PROPERTY		
DRUG	ILLEGAL DRUGS		
FRAUD	FRAUD		
FRAUDP	FRAUD IN PROGRESS		
GAMB	GAMBLING		
LITTER	LITTERING ILLEGAL DUMPING		
SHOPL	SHOPLIFTING ALREADY OCCURRED		
SHOPLP	SHOPLIFTING IN PROGRESS		
STOLEN	VEHICLE STOLEN		

Call Type Code	Call Type Description	Table Category	Figure Category
STOLVP	VEHICLE THEFT IN PROGRESS		
THEFT	LARCENY		
THEFTJ	LARCENY JUST OCCURRED		
THEFTP	LARCENY IN PROGRESS		
VANDAL	VANDALISM		
DIRPAT	DIRECTED PATROL	Directed patrol	Directed patrol
NEIGHB	NEIGHBORHOOD PATROL		
DOMEST	DOMESTIC DISPUTE		
DRUNK	PERSON DRUNK		
FIRWRK	DISCHARGING FIREWORKS		
LOIT	LOITERING	Disturbance	Disturbance
NOISE	NOISE COMPLAINT		
PANHAN	PANHANDLING		
SOLIC	SOLICITATIONS		
ANIMAL	ANIMAL CALL	Animal	
BITE	ANIMAL ATTACK		
DISJUV	DISORDERLY JUVENILE	Juvenile	
MISSR	RUNAWAY JUVENILE		General miscellaneous
DISORD	DISORDERLY PERSON	Violation	
ORD	ORDINANCE VIOLATION		
TRANSP	PRISONER TRANSPORT	Warrant/prisoner	
WANT	WANTED PERSON		
INFO	INFORMATION FOR OFFICER	Information	Information
911HUP	911 HANG UP		
ABAND	ABANDONED VEHICLE		
BOLO	BE ON THE LOOKOUT		
DEAD	DEATH INVESTIGATION		
FIRARM	DISCHARGING FIREARMS		
FOUND	FOUND PROPERTY	Investigation	Investigation
LOSTC	LOST CHILD		
LOSTP	LOST PROPERTY		
MISS	MISSING ADULT OR CHILD		
MISSL	MISSING OR RUNAWAY LOCATED		
VEHLOC	STOLEN VEHICLE LOCATED		
PSYCH	DEMENTED PERSON		
SUICID	SUICIDE ATTEMPT	Mental health	Mental health
SUICIT	SUICIDE THREAT		
CHASE	PURSUIT FOOT OR VEHICLE		
PACK1	SUSPICIOUS PACKAGE NO SYMPTOMS	Suspicious incident	Suspicious incident
SCREAM	PERSON SCREAMING		
SUSPA	SUSPICIOUS ACTIVITY		

Call Type Code	Call Type Description	Table Category	Figure Category
SUSPP	SUSPICIOUS PERSON		
SUSPV	SUSPICIOUS VEHICLE		
UNK	TROUBLE UNKNOWN		
HITRNI	HIT AND RUN ACCIDENT W INJURY	Accident	Traffic
HITRUN	HIT AND RUN ACCIDENT		
MVA	ACCIDENT W INJURIES		
MVAN	ACCIDENT NEGATIVE INJURIES		
MVAPN	ACCIDENT PRIVATE PROP NEG INJ		
MVAU	ACCIDENT UNKNOWN INJURIES		
MVAX	ACCIDENT W ENTRAPMENT		
PERSON	PERSON HIT BY AUTO W INJURY		
DUI	IMPAIRED DRIVER	Traffic enforcement	
HAZARD	TRAFFIC HAZARD		
PARK	ILLEGAL PARKING		
PSTOP	PEDESTRIAN STOP		
RECKL	RECKLESS DRIVING TRAFFIC VIOLA		
TRAFF	WORK TRAFFIC		
TREE	TREE DOWN OBSTRUCTING ROADWAY		
TREEA	TREE DOWN W/ WIRES ARC		
TREES	TREE ON STRUC (NOT COLLAPSE)		
TREEW	TREE DOWN W/ WIRES NO ARC		
TSTOP	TRAFFIC STOP	Traffic stop	
TSTOPS	TRAFFIC STOP W SUSP ACTIVITY		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI). The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2013 through 2020, along with clearance rates for 2019 and 2020. Crime rates are expressed as incidents per 100,000 population. State-level clearance rates were not available for 2020.

TABLE 9-21: Reported Crime Rates in 2019 and 2020, by City

| Municipality | State | 2019 | | | | 2020 | | | |
| | | Population | Crime Rates | | | Population | Crime Rates | | |
			Violent	Property	Total		Violent	Property	Total
Alpharetta	GA	67,411	111	1,470	1,581	68,326	221	1,008	1,229
Dunwoody	GA	49,868	128	3,840	3,968	49,687	167	2,789	2,957
Johns Creek	GA	85,258	20	408	428	85,408	39	450	488
Marietta	GA	61,324	427	3,147	3,574	61,348	491	2,937	3,428
Milton	GA	40,067	37	726	764	40,368	37	513	550
Roswell	GA	95,406	118	1,177	1,296	95,396	374	1,131	1,505
Sandy Springs	GA	110,760	129	1,780	1,910	111,219	147	1,384	1,531
Smyrna	GA	57,423	232	1,989	2,220	57,317	373	2,052	2,425
Brookhaven	**GA**	**54,734**	**387**	**2,445**	**2,832**	**56,248**	**395**	**2,510**	**2,905**
Georgia		**10,617,423**	**341**	**2,376**	**2,717**	**9,552,544**	**400**	**2,007**	**2,408**
National		**328,239,523**	**379**	**2,010**	**2,489**	**331,449,281**	**399**	**1,958**	**2,357**

FIGURE 9-32: Reported Brookhaven Violent and Property Crime Rates, by Year
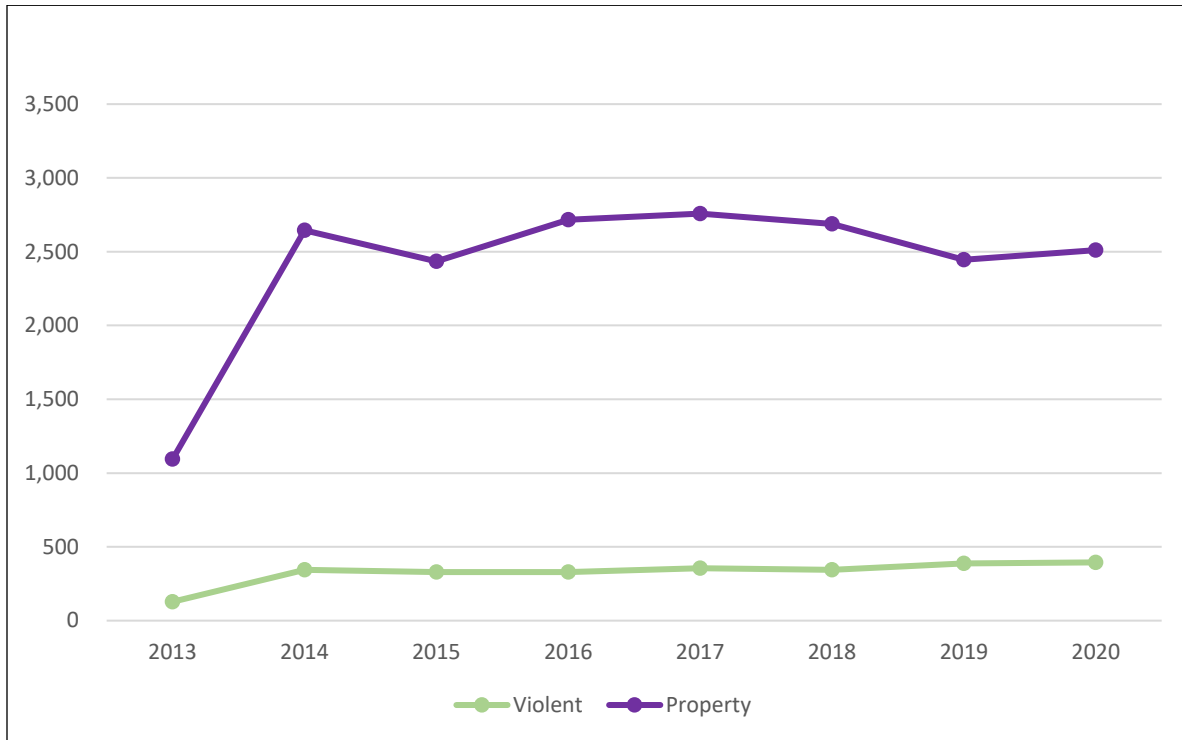
FIGURE 9-33: Reported City and State Crime Rates, by Year
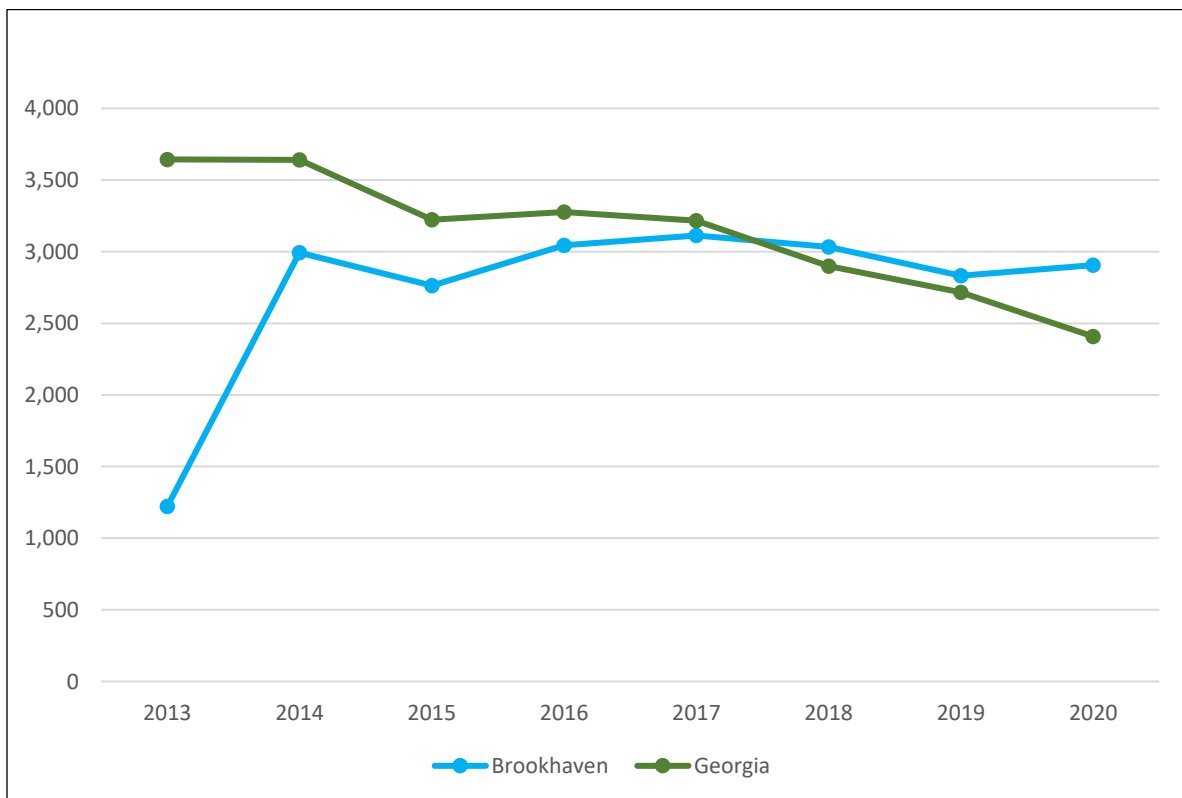
TABLE 9-22: Reported Brookhaven, Georgia, and National Crime Rates, by Year

Year	Brookhaven				Georgia				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2013	49,173	128	1,094	1,222	10,059,139	357	3,288	3,644	321,947,240	362	2,627	2,989
2014	50,942	345	2,646	2,992	10,166,148	368	3,273	3,641	324,699,246	357	2,464	2,821
2015	51,542	328	2,435	2,763	10,475,611	349	2,875	3,223	327,455,769	368	2,376	2,744
2016	52,442	328	2,717	3,045	10,572,283	372	2,905	3,277	329,308,297	383	2,353	2,736
2017	52973	355	2758	3113	10,429,379	357	2,860	3,217	325,719,178	383	2,362	2,745
2018	54138	345	2689	3034	10,519,475	327	2,574	2,900	327,167,434	369	2,200	2,568
2019	54734	387	2445	2832	10,617,423	341	2,376	2,717	328,239,523	379	2,010	2,489
2020	56,248	395	2,510	2,905	9,552,544	400	2,007	2,408	331,449,281	399	1,958	2,357

TABLE 9-23: Reported Brookhaven, Georgia, and National Crime Clearance Rates, 2019

Crime	Brookhaven			Georgia			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	2	0	0%	474	249	53%	14,325	8,796	61%
Rape	10	1	10%	2,060	514	25%	124,817	41,065	33%
Robbery	74	14	19%	5,566	1,294	23%	239,643	73,091	31%
Aggravated Assault	126	54	43%	16,723	6,360	38%	726,778	380,105	52%
Burglary	221	35	16%	26,828	10,767	40%	981,264	138,358	14%
Larceny	976	129	13%	140,276	25,897	18%	4,533,178	834,105	18%
Vehicle Theft	141	13	9%	16,613	7,173	43%	655,778	90,497	14%

TABLE 9-24: Reported Brookhaven and National Crime Clearance Rates, 2020

Crime	Brookhaven			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	2	0	0%	18,109	9,851	54%
Rape	12	4	33%	110,095	33,689	31%
Robbery	81	17	21%	209,643	60,377	29%
Aggravated Assault	127	61	48%	799,678	371,051	46%
Burglary	159	19	12%	898,176	125,745	14%
Larceny	1,085	129	12%	4,004,124	604,623	15%
Vehicle Theft	168	16	10%	727,045	89,427	12%

END