



The Future of Law Enforcement in Peachtree Corners



Brian Johnson – City Manager, Peachtree Corners
Edward Restrepo – Chief Marshal, Peachtree Corners
Jarrold Burguan – Senior Associate, CPSM



Responsibility for Police Services

- **Municipal governments in Georgia are responsible for providing police services within their cities**
- **Cities have the flexibility to establish their own police departments or contract with county agencies through intergovernmental agreements**
- **City Councils are responsible for evaluating whether current arrangements are delivering the best possible service for residents**
- **City Councils also have an obligation to investigate recurring and substantive resident concerns regarding police service performance**

PTC Incorporation & “City Lite”

- **2012** – Peachtree Corners is incorporated under a “City Lite” Charter
- **2017** – Office of Legislative Counsel for the Georgia General Assembly deems the “City Lite” concept to be unconstitutional
- **2018** – General Assembly amends city’s charter, removing provisions that were determined to be invalid

'Renting' vs 'Owning' Police Services

ISSUE ON THE TABLE:

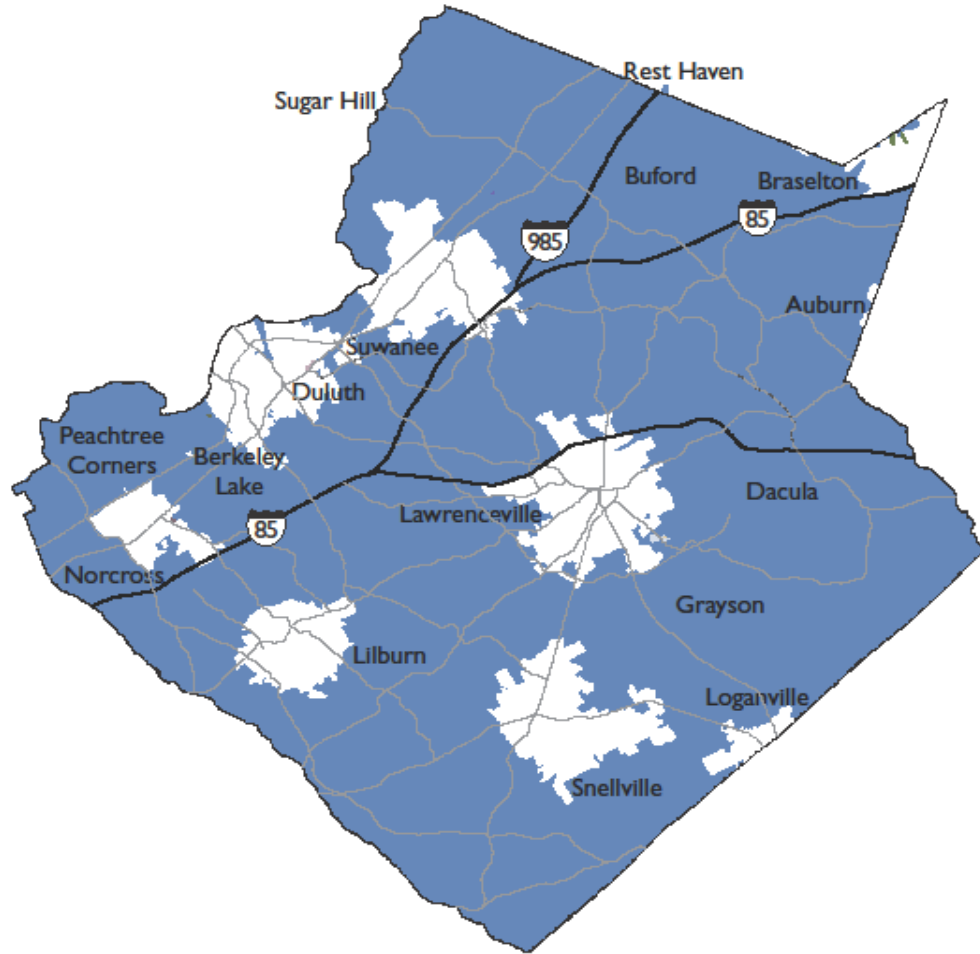
Could the Peachtree Corners community receive a higher level of public safety if police services were 'owned' by the city instead of 'rented' from the county?

Current 'Rental' Terms

- Intergovernmental Agreement (IGA) between City of Peachtree Corners and Gwinnett County
 - City allows County to levy a special police millage (“property tax”) on property in Peachtree Corners (2.9 mills)
 - County agrees to “*provide to the residents and businesses of Peachtree Corners the same police services it provides to the residents and businesses of the unincorporated area of Gwinnett County*”
 - Requires City to provide County a 4-year notice before opting out of IGA

gwinnettcounty

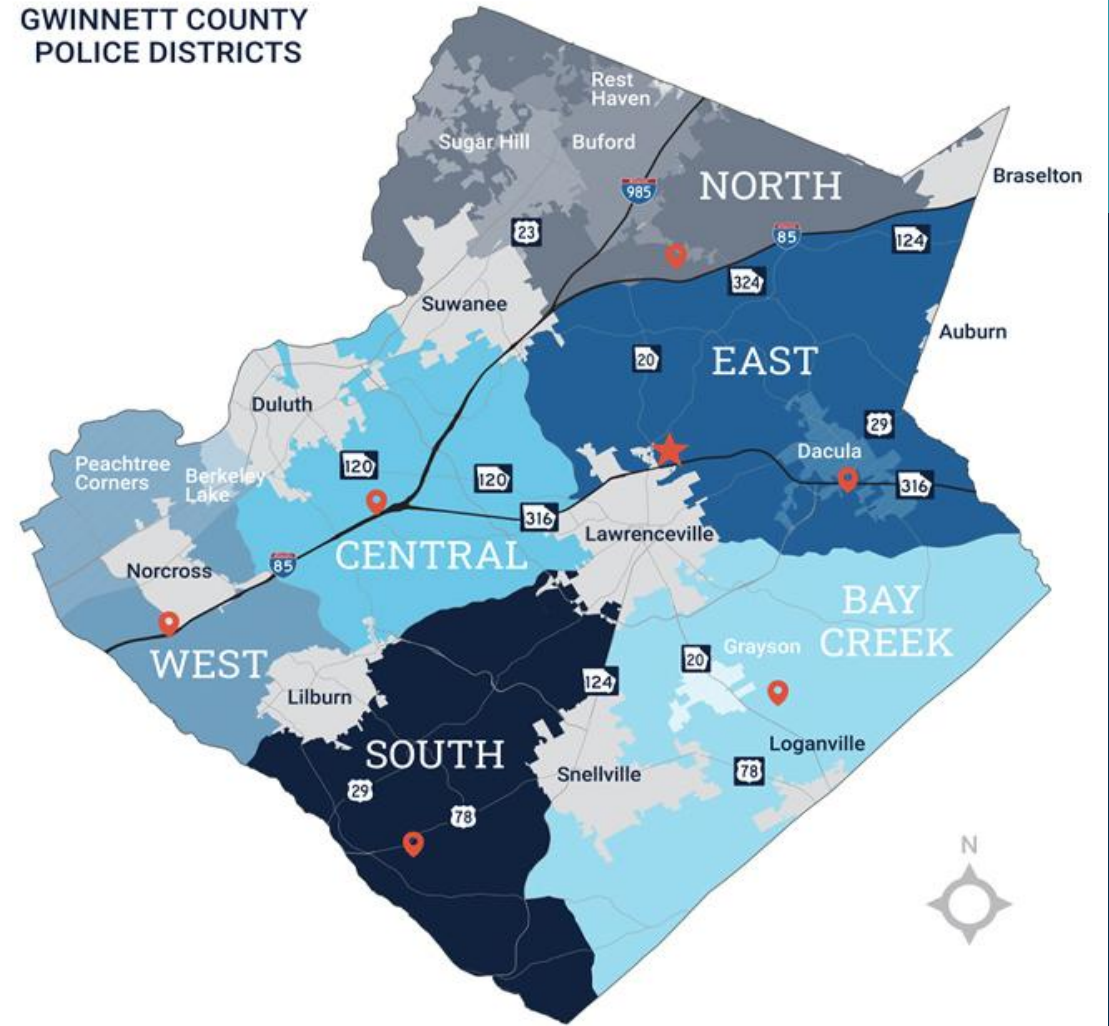
Police Services District



Service District Includes:

Unincorporated Gwinnett County • Berkeley Lake • Buford • Dacula
Grayson • Peachtree Corners • Rest Haven • Sugar Hill

GWINNETT COUNTY POLICE DISTRICTS



- ★ County Police Headquarters
- 📍 County Police Precinct
- ☐ Cities with a Police Department
Auburn • Braselton • Duluth
Lawrenceville • Lilburn • Loganville
Norcross • Snellville • Suwanee
- ☐ Bay Creek Precinct
- ☐ Central Precinct
- ☐ East Precinct
- ☐ North Precinct
- ☐ South Precinct
- ☐ West Precinct

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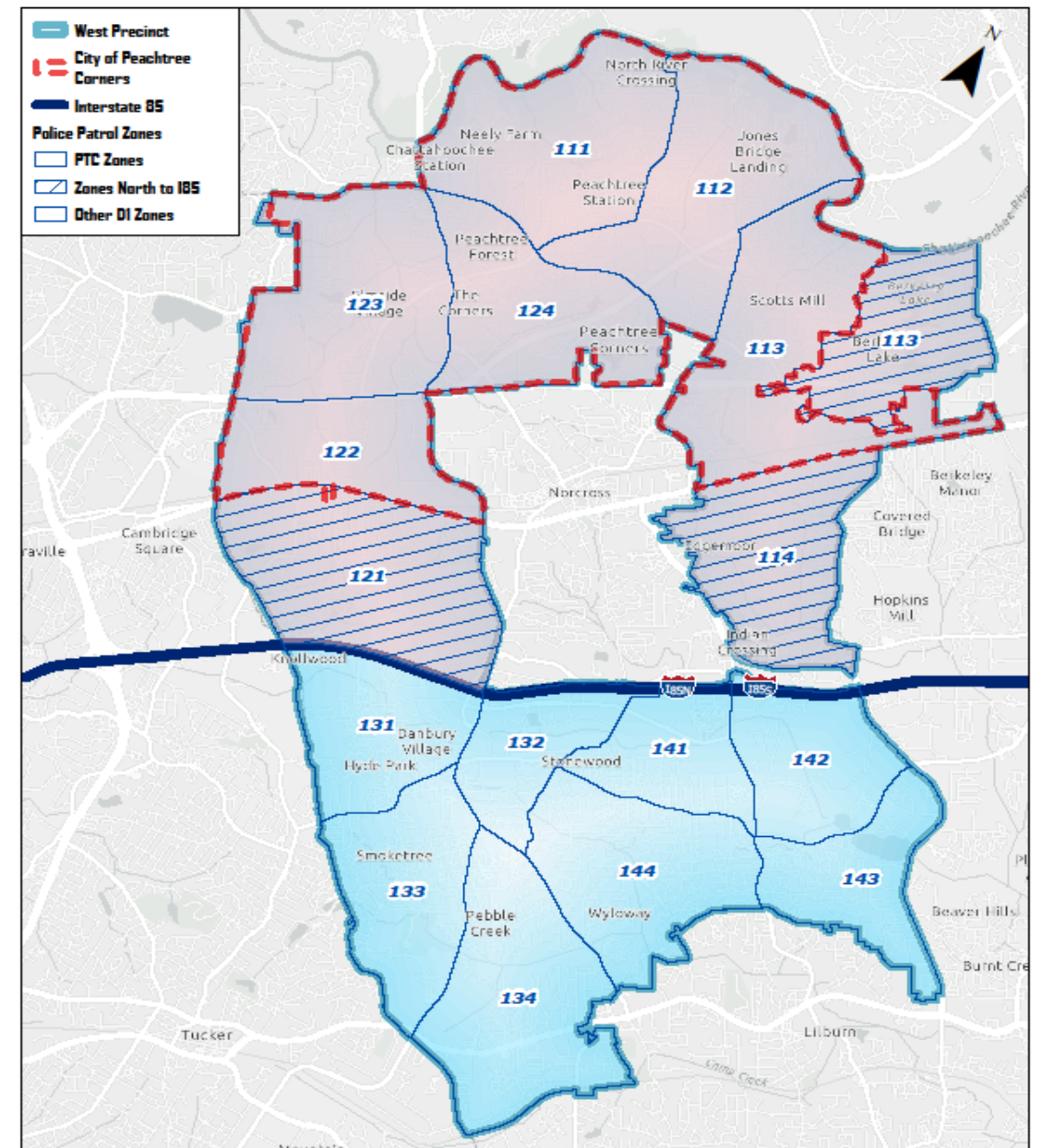
West Precinct

Broken down into two patrol zones:

1. Sector 11/12
2. Sector 13/14

- Authorized Strength = 115
- Filled Positions = 75
- More than 75% of reported crime occurs outside of PTC city limits
- Resources from PTC patrol area are often pulled outside the city to serve higher crime areas
- There are instances when PTC has zero (0) police officers patrolling it

Police Patrol Zones



Crime rates may not be increasing...

TABLE 9-18: Reported Peachtree Corners, Georgia, and National Crime Rates, by Year

Year	Peachtree Corners				Georgia				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2017	41,994	225	2,463	2,688	10,429,379	357	2,860	3,217	325,719,178	377	2,361	2,738
2018	42,101	247	2,380	2,627	10,519,475	327	2,574	2,900	327,167,434	371	2,245	2,616
2019	42,207	208	2,594	2,803	10,617,423	341	2,376	2,717	328,239,355	364	2,132	2,497
2020	42,243	185	1,787	1,972	10,710,017	261	1,301	1,562	329,484,123	386	1,967	2,353
2021	42,065	219	1,821	2,040	10,799,566	316	1,425	1,741	331,894,354	361	1,793	2,154
2022	42,147	209	1,473	1,682	10,839,742	364	1,643	2,007	333,287,557	377	1,974	2,351
2023	42,184	218	1,844	2,062	11,029,227	352	1,823	2,175	334,914,895	364	1,917	2,281
2024	42,221	185	1,862	2,046	NA							

... but they are still too high, and GCPD's understaffed and overextended force has little capacity to reduce the current crime rate



The decision about whether to stand up a city police department is not just about crime.

It's also about whether...

- faster response times
- more officers assigned per shift
- a smaller patrol area
- patrol officers always remaining inside city limits

... would make our community safer.

City Marshal's Office

Original Objectives:

- Create a law enforcement agency that can enforce state law and local ordinances
- Act as a “force multiplier” for GCPD

Agency Coordination Challenges:

- City Marshals can only request incident information from GCPD via submittal of official Open Records Requests (ORRs)
- City Marshals denied “read only” access to GCPD Computer Aided Dispatch (CAD)
- City Marshals denied “view only” access to Gwinnett County video cameras

Police Analysis and Staffing Study



Center for Public Safety Management

- **Founded – Affiliated with the International City/County Management Association (ICMA)**
- **450+ Studies of Public Safety Agencies throughout the United States**

Jarrold Burguan – Chief of Police (Ret) - Senior Public Safety Consultant

- **Thomas J. Wieczorek, Director**
- **Dov Chelst, Ph.D. Director of Quantitative Analysis**
- **Shan Zhou, Data Analyst**
- **James Hellmold, Public Safety Consultant**
- **Craig Junginger, Public Safety Consultant**
- **Dennis Kouba, Senior Editor**

Project Purpose & Methodology

- **Purpose**

- Evaluate the policing workload in PTC
- Provide an independent evaluation of the policing needs for PTC, should the city seek to operate its own police department

- **Methodology**

- **Data Collection and Analysis of current workload in PTC**
 - Data provided by GCPD
 - Interviews with PTC and GCPD employees
 - On-Site observations

COMPREHENSIVE
POLICE ANALYSIS &
STAFFING STUDY

PEACHTREE CORNERS,
GEORGIA

**Peachtree
Corners**

CPSM[®]

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ICMA
Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

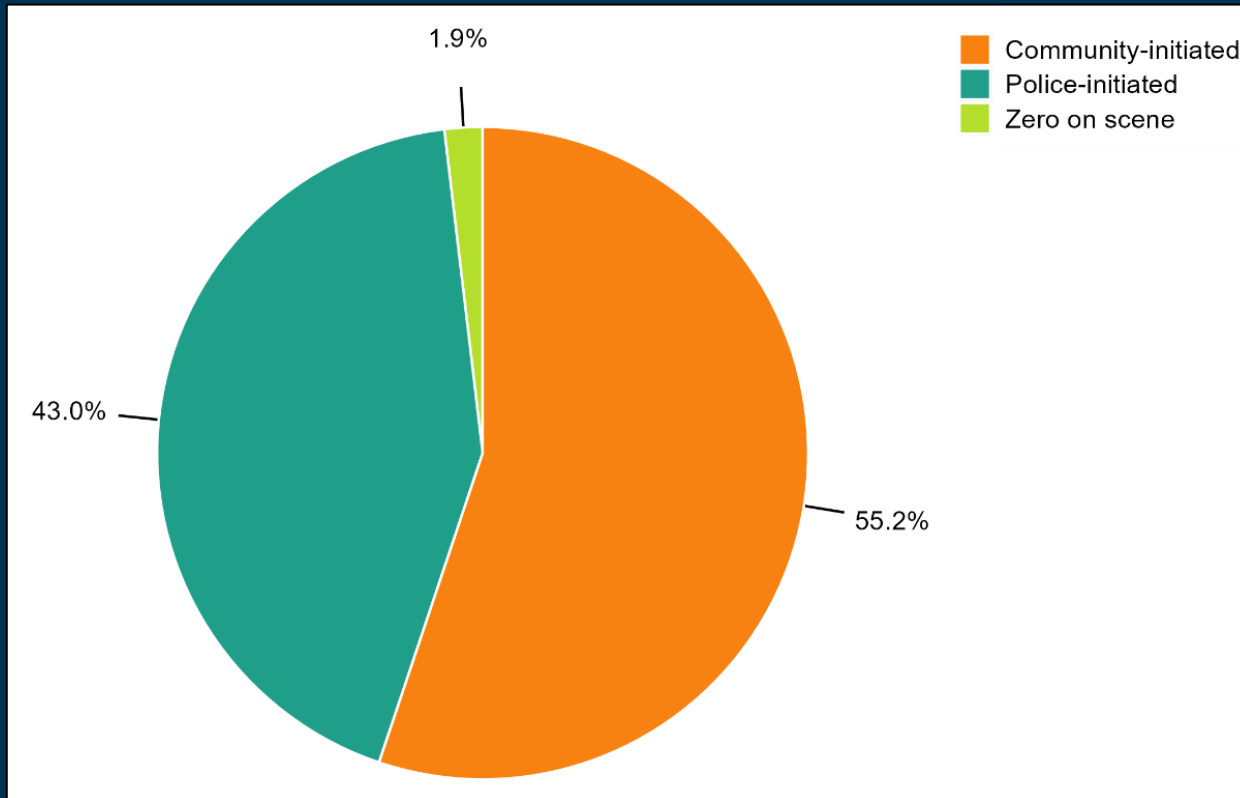
CENTER FOR PUBLIC SAFETY MANAGEMENT

Understanding the Use of Data

- **Industry-Accepted Staffing Metrics**
 - **Rule of 60**
 - Part 1 – 60% of the police workforce is dedicated to the patrol function
 - Part 2 – The Workload should not exceed 60%
 - **Minimum Staffing (Based on Call Load and Officer Safety)**
 - **Supervision**
 - **Relief Factor (Designed to maintain minimum staffing yet minimize overtime)**
 - **Development of a supporting structure (management, investigative, and administrative)**

Existing Patrol Workload

Events Per Day – By Initiator



INITIATOR	# of Events	Events/day
Community-initiated	9,840	27.0
Police-initiated	7,664	21.0
Zero on scene	336	0.9
Total	17,840	48.9

Workload Metrics

Divided by Season and Weekends/Weekdays

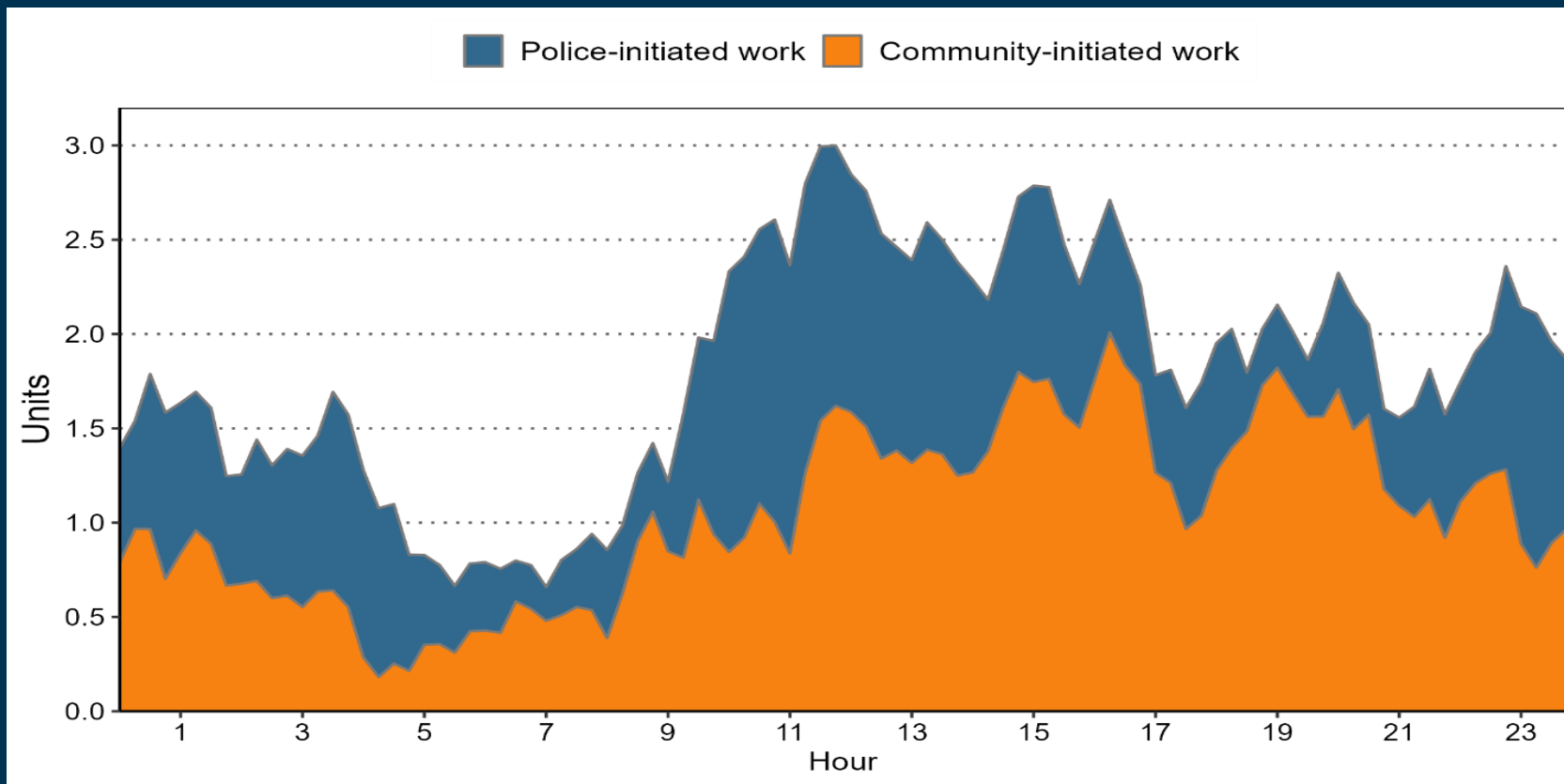


FIGURE 5-8: All Workload, Weekdays, Summer 2023

Patrol Staffing Recommendations

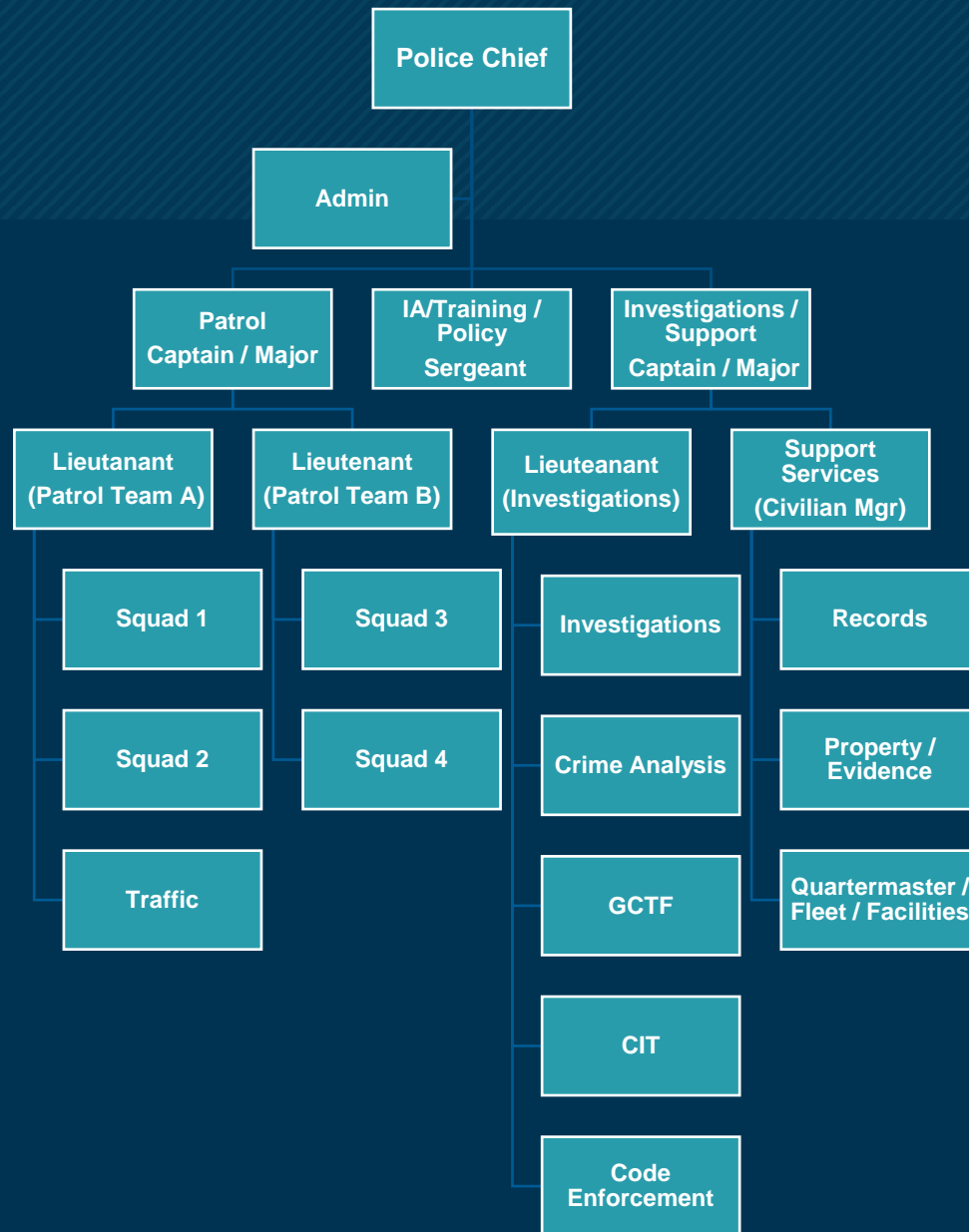
- **Once the workload is established, the following is needed:**
 - **Necessary Administrative Time (20 Percent)**
 - **Actual number of officers required to meet “Rule of 60” guidelines**
 - **Established assumes 100 Percent**
 - **Necessary “Relief Factor” (20-30 Percent)**
 - **(Requires Active Supervision and Management)**

Patrol Staffing

- **Established with a 12-Hour Scheduling Model**
 - **Two Teams of Two Squads – working days/nights**
 - **Opposite Sides of the Week**

	Mon	Tues	Wed	Thu	Fri	Sat	Sun	Total Hours
Week 1	12.5	12.5	12.5	OFF	OFF	OFF	OFF	37.5
Week 2	12.5	12.5	12.5	12.5	OFF	OFF	OFF	50
Total Hours Worked per Two-Week Period								87.5

- **Lieutenants – 2**
- **Sergeants – 4**
- **Corporals – 4**
- **Officers - 28**



Recommended PTC Police Department Structure

Investigative Staffing

IACP Metrics – Cases Per Detective

CID Positions	# of Personnel
Lieutenant	1
Sergeant	1
Crimes Against Persons Detective (Cpl)	2
Crimes Against Property Detective (Cpl)	2
Crime Analyst (civilian)	1
Total CID Positions	7

Year	Population	Violent	Property	Total
2019	43,950	208	2,594	2,803
2020	42,239	185	1,787	1,972
2021	42,142	219	1,821	2,040
2022	42,161	209	1,473	1,682
2023	42,261	218	1,844	2,062

Other Staffing Considerations

- **Necessary**
 - **Records – Administrative Needs – Training – Quartermaster**
 - **Property and Evidence**
- **Optional**
 - **Traffic – K9**
 - **Proactive – Community Policing**
 - **Task Force Operations – Tactical Operations**

Position / Title	Recommended #
Police Chief	1
Captain	2
Lieutenant	3
Sergeant	7
Corporal/Detective/Senior Officer	9
Police Officer	33
Sworn Total	55
Support Services Manager	1
Executive Assistant	1
Crime Analyst	1
Records Supervisor	1
Records Clerk	2
IT Technician	1
Support Services Clerk	1
Supervising Court Clerk	1
Court Clerk	3
Property and Evidence Clerk	1
Civilian Total	13
Department Total	68

Summary of Recommended Personnel

Personnel By Function

	Chief	CPT	LT	Sgt	Cpl	Ofcr	Civ Mgr	Exec Asst	Crime Anlyst	Rcrds Sup	Clerical	Prop Clerk	IT Spec	Court Sup	TOTAL
Admin	1	2					1	1					1**		6
Patrol			2	4	4	26									36
Investigations			1	1	4										6
Traffic						2*									2
IA/Training				1	1	1									3
Crime Analysis									1						1
K9						1*									1
GTIF						1									1
CIT				1*		2*									3
Records										1	2				3
Property/ Evidence												1			1
Quartermaster											1				1
Court											3			1	4
TOTAL	1	2	3	7	9	33	1	1	1	1	6	1	1	1	68

Blueprint for a PTC Police Department

"Based upon CPSM's detailed assessment of the Peachtree Corners community and policing dynamics, we believe that the community is well-positioned to pursue efforts to operate its own police department."

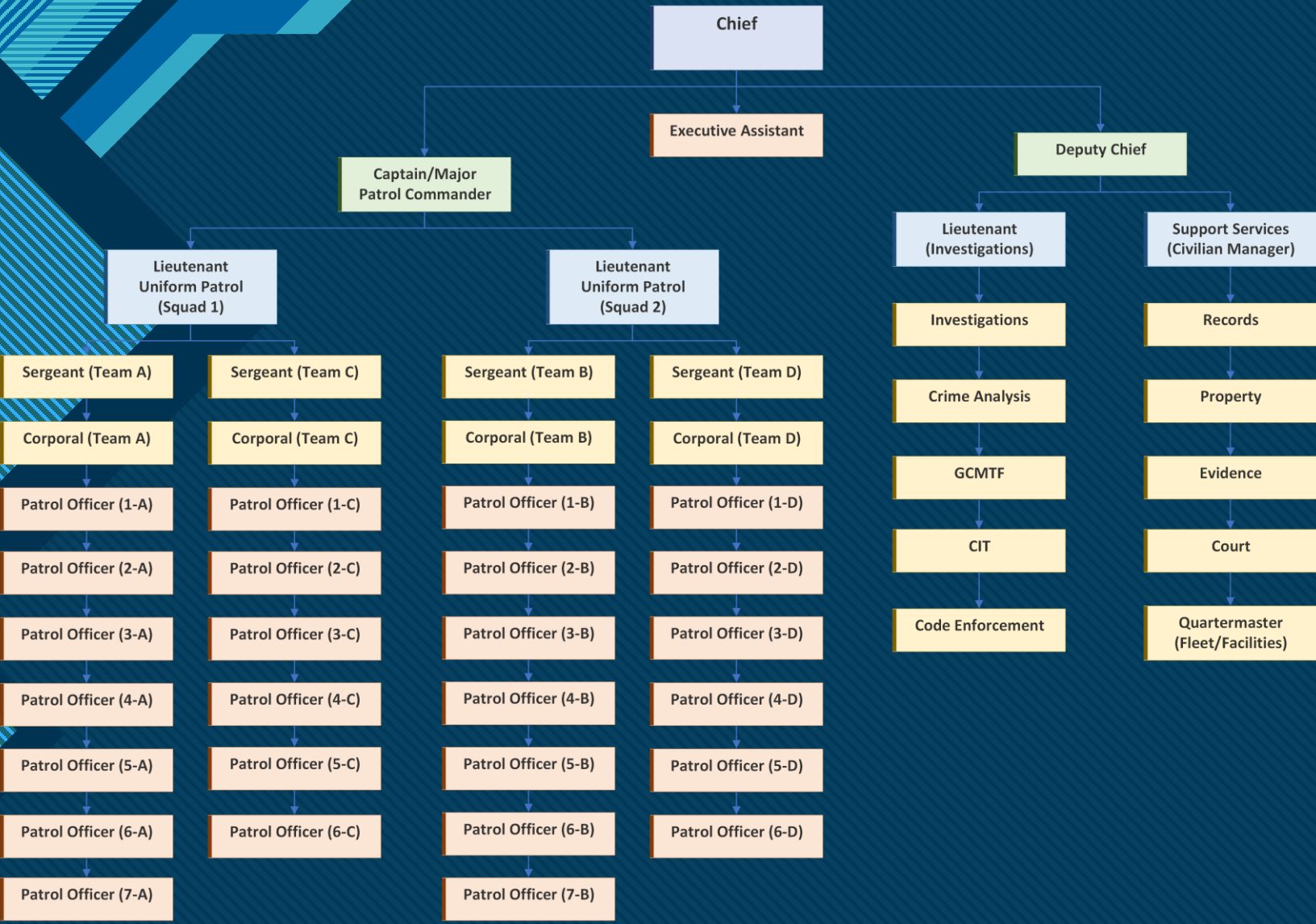
— Center for Public Safety Management, Police Analysis and Staffing Study (2025) p. 1



Edward Restrepo, Ph.D.

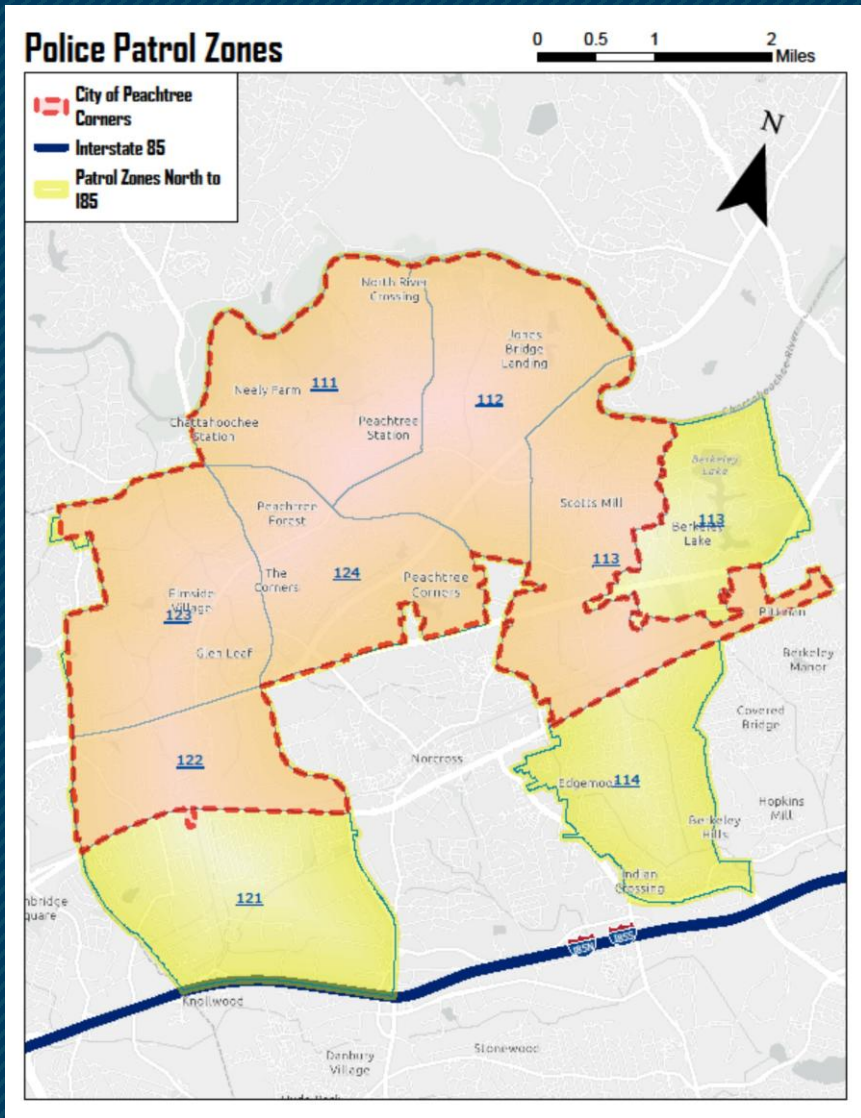
**Chief Marshal, Peachtree Corners
Major, Gwinnett County Police Department (Ret.)
Former West Precinct Commander**

Recommended Org Chart



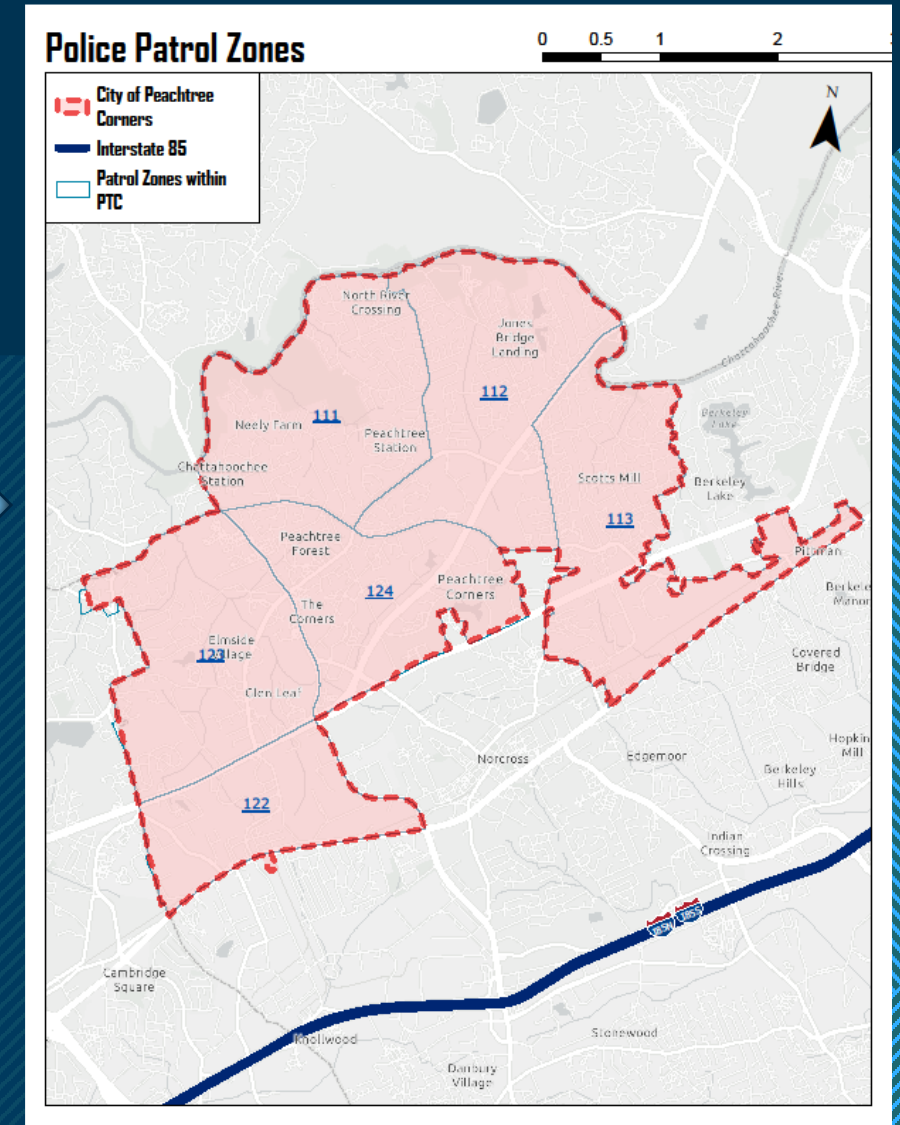
- 1 – Police Chief
 - 1 – Deputy Chief
 - 1 – Captain / Major
 - 3 – Lieutenant
 - 7 – Sergeant
 - 9 – Cpl / Det / Sr. Officer
 - 30 - Police Officer
-
- 52 – Total Sworn Officers
- 1 - Support Services Manager
 - 1 - Executive Assistant
 - 1 - Crime Analyst
 - 1 - Records Supervisor
 - 2 - Records Clerk
 - 1 - IT Technician
 - 1 - Support Services Clerk
 - 1 - Supervising Court Clerk
 - 3 - Court Clerk
 - 1 - Property & Evidence Clerk
-
- 13 – Total Support Personnel
- 65 – Department Total

GCPD Patrol Area



Smaller Patrol Area

PTCPD Patrol Area



Lieutenant
Uniform Patrol

Sergeant (Team A)

Sergeant (Team C)

Corporal (Team A)

Corporal (Team C)

Patrol Officer (1-A)

Patrol Officer (1-C)

Patrol Officer (2-A)

Patrol Officer (2-C)

Patrol Officer (3-A)

Patrol Officer (3-C)

Patrol Officer (4-A)

Patrol Officer (4-C)

Patrol Officer (5-A)

Patrol Officer (5-C)

Patrol Officer (6-A)

Patrol Officer (6-C)

Patrol Officer (7-A)

Officers
assigned to
patrol PTC
per shift

GCPD (current)

3 - 4

PTCPD (recommended)

7 - 8

GWINNETT COUNTY POLICE DEPARTMENT
DAILY DUTY ROSTER

Date: 3/11/2023 Day: Saturday Watch: Night District: 1 Watch Cmdr: Lt. T.P. Conlon
Cycle: C

Squad # 1 (1730-0530)						Squad # 2 (1830-0630)					
ZONE	UNIT	SUPERVISORS	BADGE	RADIO	EQUIP	ZONE	UNIT	SUPERVISORS	BADGE	RADIO	EQUIP
104C	124	Conlon, T.P. Lt.	1003	2205		104C					
110C	204	Ervin, B.I. Sgt.	1067	1150		110C					
120C						120C					
130C						130C					
140C						140C					
ZONE	UNIT	SECTOR: ELEVEN	BADGE	RADIO	EQUIP	ZONE	UNIT	SECTOR: ELEVEN	BADGE	RADIO	EQUIP
111C	614	Hardy, S. AED	2352	2812		111C					
112C						112C	698	Orjuela, C. Shield	2402	2169	
114C						114C					
118C						118C					
ZONE	UNIT	SECTOR: TWELVE	BADGE	RADIO	EQUIP	ZONE	UNIT	SECTOR: TWELVE	BADGE	RADIO	EQUIP
121C	541	Ehrenborg, K MPO Shield	2217	2447		121C					
122C						122C	872	Thompson, C. Shield	2489	2195	
123C						123C					
124C						124C					
126C						126C					
ZONE	UNIT	SECTOR: THIRTEEN	BADGE	RADIO	EQUIP	ZONE	UNIT	SECTOR: THIRTEEN	BADGE	RADIO	EQUIP
131C	643	Rahamund Vega, J AED	2417	2456		131C					
132C						132C	819	Masacco, G. AED	2578	2348	
133C						133C					
134C						134C					
138C						138C					
ZONE	UNIT	SECTOR: FOURTEEN	BADGE	RADIO	EQUIP	ZONE	UNIT	SECTOR: FOURTEEN	BADGE	RADIO	EQUIP
141C	609	Maltonado, D. Shield	2447	2382		141C					
142C						142C	612	Moon, A.J. Shield	2117	3169	
143C						143C					
144C						144C					
148C						148C					
ZONE	UNIT	SWING SHFT (1600-0400)	BADGE	RADIO	EQUIP	ZONE	UNIT	SWING SHFT (1600-0400)	BADGE	RADIO	EQUIP
161C	445	Riquier, J. Shield	2432	2825		161C					
162C						162C	397	Clouneau, L. Sato, K. AED	2102	2745	
TRAINING / LEAVE / ABSENT						TRAINING					
STATUS	UNIT	OFFICER	BADGE	RADIO	EQUIP	Roll Call Training:					
160AD	330	Allen, A. Sgt.	1178	2211	P						
A	877	Levil, M.D.									
A	279	Holmes, D.J.									
S	270	Richard, D. MPO									

GWINNETT COUNTY POLICE DEPARTMENT
DAILY DUTY ROSTER

Date: 3/3/2024 Day: Sunday Watch: Night District: 1 Watch Cmdr: Lt. J.R. Ashe #1090
Cycle: D

Squad # 1 (1730-0530)						Squad # 2 (1830-0630)					
ZONE	UNIT	SUPERVISORS	BADGE	RADIO	EQUIP	ZONE	UNIT	SUPERVISORS	BADGE	RADIO	EQUIP
1100	260	Sgt. L.J. Davidson 40mm	1141	2122	S,LLP	1100					
1200						1200					
1300						1300	301	Sgt. M. Pitts	2360	S	
1400						1400					
ZONE	UNIT	SECTOR: ELEVEN	BADGE	RADIO	EQUIP	ZONE	UNIT	SECTOR: ELEVEN	BADGE	RADIO	EQUIP
1110						1110	720	McNeely, W.D.	2394	2795	S
1120						1120					
1130						1130					
1140						1140					
1180	994	Cpl. Reed, T.M.	1231	2242	R,LLP	1180					
ZONE	UNIT	SECTOR: TWELVE	BADGE	RADIO	EQUIP	ZONE	UNIT	SECTOR: TWELVE	BADGE	RADIO	EQUIP
1210						1210	457	Toomes, R.R.	2491	2386	
1220						1220					
1230						1230	698	McCarron, C.R.	2523	2319	
1240	117	Bellamy, K.K.	2466	2743		1240					
1280						1280					
ZONE	UNIT	SECTOR: THIRTEEN	BADGE	RADIO	EQUIP	ZONE	UNIT	SECTOR: THIRTEEN	BADGE	RADIO	EQUIP
1310						1310	520	Green, M. J.	SHL 2474	2659	
1320	242	Ellis, K.D.	AED 2147	2754		1320					
1330						1330					
1340						1340					
1380	415	McLean, M.B.	SHL 2152	2880	S	1380					
1400	640	Brown, M. (Phase 2 FTD)	2597	2324		1400					
ZONE	UNIT	SECTOR: FOURTEEN	BADGE	RADIO	EQUIP	ZONE	UNIT	SECTOR: FOURTEEN	BADGE	RADIO	EQUIP
1410						1410	660	McCoy, C.R.	AED 2524	2527	
1420						1420					
1430						1430					
1440						1440					
1480						1480	589	Cpl. Leigh, D.A.	ERAM 1609	2671	
ZONE	UNIT	SWING SHFT (1600-0400)	BADGE	RADIO	EQUIP	ZONE	UNIT	SWING SHFT (1600-0400)	BADGE	RADIO	EQUIP
1610	571	Lopez-De-Sagredo, F. SHL	2325	2651	R,P,S	1610					
1500						1510					
1520						1530					
TRAINING / LEAVE / ABSENT						Additional Information					
STATUS	UNIT	OFFICER	BADGE	RADIO	EQUIP	Roll Call Training: Leigh - Daily Logsheets					
M	645	Sato, K.	2486	2205	R,P						
A	30	Lt. J.R. Ashe	1090	2143	A						
A	647	Garcia, V.	2552	2377							




**Peachtree Corners
Police Department**



vs




**Gwinnett County
Police Department**





A Comparison





BENEFITS	PEACHTREE CORNERS	GWINNETT COUNTY
Continuity of Service	Startup phase may cause temporary disruption.	Established system ensures uninterrupted service.
Local Control	Direct oversight by city leadership; policy decisions tailored to local priorities.	Operates under county-wide leadership; less responsive to city-specific needs.
On-Duty Presence	Officers remain within city limits for the duration of their patrol shift.	Officers may be pulled into higher-crime areas outside the city during their shift.
Response Times	Faster due to smaller coverage area with more focused deployment.	Slower due to larger coverage area with longer officer transit times
Economies of Scale	Higher per-officer cost due to smaller size. Additional funding required.	Benefits from centralized resources and economies of scale. No additional cost.
Shift Coverage	More officers assigned per shift to patrol city; increased visibility	Chronic staffing shortages; often understaffs Peachtree Corners patrol shifts
Community Engagement	Easier to build trust and familiarity with residents and businesses.	More challenging to foster localized relationships across larger precincts.
Local Ordinance Enforcement	Full authority and focus on enforcing city-specific codes and regulations.	May not prioritize or be authorized to enforce city ordinances.
Access to Specialized Units	May require mutual aid agreements for access to SWAT, aviation, gang unit, etc.	Typically has in-house specialized units available.
Budget Transparency	City controls budget allocation directly; easier to match resources to needs.	City pays for services through taxes but has limited say in spending.
Flexibility & Innovation	Greater agility to adopt new technologies or programs.	Larger systems may be slower to adapt due to bureaucratic processes.
Surge Capacity	Limited ability to handle major incidents without external help.	Greater capacity to respond to large-scale emergencies.






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**How much would a
Peachtree Corners
Police Department
cost?**

Capital Items and Other Upfront Expenses = \$2.2 M

- **Police HQ Furniture, Fixtures, and Equipment = \$500 K**
 - **Radios, Body Cameras, Computers & Firearms = \$918 K**
 - **Uniforms and Other Supplies = \$650 K**
 - **Specialized Equipment for Accident Investigations & K9 = \$150 K**
- ❖ **Covered by existing revenue – no new taxes or fees required**

Annual Operating Expenses for Court & HR = \$1.1 M

- **Personnel Expenses = \$800 K**
 - **Court and HR Positions**
- **Contracted Solicitor and Judge = \$200 K**
- **Other Operating Expenses = \$100 K**

Annual Operating Expenses for Police Dept = \$12.18 M

- **Personnel Expenses = \$8.96 M**
 - **Salaries = \$5.25 M**
 - **Benefits = \$3.36 M**
 - **Overtime = \$350 K**
- **Annual Payment to Lease/Purchase 61 Vehicles = \$1 M**
- **Annual Lease Payment for Police Station = \$800 K**
- **Support Services Equipment = \$350 K**
- **Contracted Services = \$195 K**
- **Fuel, Repair and Maintenance (Vehicles and Facility) = \$530 K**
- **Education and Training = \$175 K**
- **Other Supplies and Equipment = \$172 K**

**How would the
city pay for a
police
department?**

Property Taxes, Court Revenue, Elimination of City Marshal's Office

- **\$12.18 M – Annual Operating Budget for Police**
 - **\$1.10 M – Annual Operating Budget for Court and HR**
 - **(\$1.20 M) – Projected Court Revenue**
 - **(\$0.88 M) – Elimination of City Marshal's Office**
- \$11.20 M → Needed from Property Taxes**

County Property Tax Currently Charged to PTC Property Owners

- **PTC Total Assessed Value = \$4.27 B**
- **PTC Total Exemptions, i.e., VOE, Homestead, and Freeport = \$1.03 B**
- **PTC Taxable Assessed Value = \$3.24 B**
- **Current millage rate charged by the County for Police = 2.9 mils**
- **Based on the current tax digest, the County collects = \$9.4 M**

Tax Rate needed for a PTCPD

- 3.5 mils w/ Current Exemptions
- Total Collected = \$11.3 M
- Homestead Properties (“Owner-Occupied Primary Residence”)
 - 8,155 homeowners would have an increase
 - Average increase = \$70 per year

Continuing the Community Dialogue

- **Become educated on the issue**
 - **Visit the city's website for copies of:**
 - **Police Analysis & Staffing Study**
 - **Video recording of "kick-off" meeting**
 - **PowerPoint Presentation**
 - **Community Survey**
- **Provide feedback to the city**
 - **City Council wants to know where the community stands before making a decision**
 - **Earliest Decision Point – Late 2025**



Q & A