

COMPREHENSIVE POLICE ANALYSIS & STAFFING STUDY

PEACHTREE CORNERS, GEORGIA



CPSM[®]

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Exclusive Provider of Public Safety Technical Services for
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The International City/County Management Association (ICMA) is a 109-year-old, non-profit 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 their 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.

CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM)

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.

The Center 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) spun out as a separate company and 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, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for 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 identify industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to provide the City of Peachtree Corners, Georgia, with projected annual operational costs of operating its own municipal police department. While our analysis covered all aspects of a department's operations, particular areas of focus of this study included identifying appropriate staffing for a proposed department based on the workload, community demographics, and crime levels. The structure provided is believed to be the most efficient for managerial and operational oversight.

We analyzed the community's law enforcement workload using operations research methodology and industry-accepted staffing and deployment levels metrics. We reviewed other performance indicators that enabled us to understand the implications of the service demands on the proposed staffing. Our study involved data collection, interviews with key operational and administrative personnel from both Gwinnett County and Peachtree Corners, on-site observations of the policing environment, data analysis, the development of alternatives and recommendations, and engagement with key city stakeholders. We also engaged several neighboring jurisdictions to understand the regional partnerships and how policing is delivered throughout the area.

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. However, we caution that the operational capabilities of a reasonably staffed police force for the community will not include as many specialized units (e.g. SWAT, narcotics, aviation, etc.) as the community's current provider of police services (Gwinnett County Police Department). Throughout this report, we will strive to allow the reader to look inside a proposed department to understand the strengths and challenges associated with operating a modern police force. We sincerely hope that all parties constructively utilize the information contained herein to make the best decisions for the community.

It is our understanding that current police services are funded through a special police millage rate paid to the county by property owners within the City of Peachtree Corners. That millage rate funds GCPD directly, versus Peachtree Corners paying GCPD for services through a law enforcement services contract. This arrangement creates a different customer-client relationship than we have normally observed in communities served through a contract relationship.

Although our consultants were aware of the amount generated by the millage rate—approximately \$11 million—and which funds current policing services, we did not go about this project with the mindset of creating a police force that could operate within that figure. Rather, we built a proposed agency based on workload and what we would normally see in a similar community to provide an appropriate level of service for the policing demands created in the community. Additionally, many of our budget estimates provided in this report are likely higher for a number of reasons outlined later. For those reasons, our overall cost estimate for the operation of a stand-alone department is higher than the current amount collected. However, we caution that many of the line-item estimates could be reduced significantly based on managerial decisions associated with employee compensation and benefits and fleet and equipment management.

In closing, we would like to express our appreciation to Peachtree Corners City Manager Brian Johnson and his staff, as well as Peachtree Corners City Marshal Edward Restrepo and his staff, for their assistance in this project.

SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous data sources to support our conclusions and recommendations for the proposed Peachtree Corners Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous internal information sources. 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 Gwinnett County PD's computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, especially for patrol operations, are based upon CPSM's examination of 17,840 CAD events during the period of January 1, 2023, through December 31, 2023, received via public records request from the Gwinnett County Police Department.

Interviews

This study relied extensively on intensive interviews with key personnel from surrounding police agencies, including the Gwinnett County Police Department and representatives from Peachtree Corners. Remote (Zoom meetings), on-site, and in-person interviews were conducted with people throughout the city and the surrounding area.

Document Review

CPSM consultants were furnished with numerous reports and summary documents from various sources. Information on local personnel staffing, deployment, monthly reports, annual reports, and performance statistics were all reviewed by project team staff. Follow-up emails and phone calls were used to clarify information as needed.

On-Site Observations

CPSM consultants traveled to the City of Peachtree Corners to best understand the community, geography, and policing dynamics that would impact a new agency in the region. During the evaluation period, numerous observations were conducted.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is also the case in this study. This report will discuss the existing patrol workload, operational and safety considerations, and other factors to consider in establishing appropriate staffing levels. Staffing recommendations are based on our comprehensive evaluation of all relevant factors.

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SECTION 3. COMMUNITY OVERVIEW

Peachtree Corners is a city in north-central Georgia. It is northeast of Atlanta, within Gwinnett County, and part of the greater Atlanta Metropolitan area. Peachtree Corners is a planned community bordered by the Chattahoochee River and the cities of Johns Creek, Berkeley Lake, Duluth, Norcross, Doraville, Dunwoody, Sandy Springs, and Roswell.

Peachtree Corners was incorporated in 2012 and thus became Gwinnett County's largest municipality. It is also located on the edge of Gwinnett County, bordering Fulton and DeKalb Counties. There is a very robust business community within the city, particularly in the technology, healthcare, logistics, and engineering sectors.

The following table offers a demographic profile of the city as provided by U.S. Census information and also compares that profile to the State of Georgia and the nation as a whole.

TABLE 3-1: Demographic Profile of the City of Peachtree Corners

	Peachtree Corners	Georgia	United States
Population (Est. 2023)	42,261	11,029,227	334,914,895
White Alone	49.6%	58.7%	75.3%
Black or African American	24.3%	33.2%	13.7%
American Indian	1.0%	0.6%	1.3%
Asian Alone	8.3%	4.9%	6.4%
Two or More Races	7.1%	2.5%	3.1%
Hispanic or Latino	16.6%	11.1%	19.5%
White – Not Hispanic	46.6%	49.6%	58.4%
Foreign Born Persons	18.3%	10.4%	13.7%
Owner Occupied Housing	50.7%	65.0%	64.8%
Housing – Med. Value	\$444,000	\$245,900	\$281,900
Housing – Med. Mo. Rent	\$1,471	\$1,221	\$1,268
Bachelor's Degree or Higher	50.9%	33.6%	34.3%
Med. Household Income	\$74,716	\$71,335	\$75,149
Per Capita Income	\$48,523	\$37,836	\$41,261
Population Per Square Mile	2,623	185.6	93.8

Peachtree Corners operates under a Council-Manager form of government. The city has a limited number of full-time salaried employees, since many services are or have been provided on a contract basis. Police and fire services are provided through Gwinnett County, although the city does have three members of a Marshal's office, all of whom are certified police officers in the State of Georgia.

Crime Rates

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Gwinnett County Public Open Records Center. The tables and figures include the most recent information that is publicly available. This includes crime reports for 2017 through 2023.

Note that crime rates in the tables and figures that follow are expressed as incidents per 100,000 population, which is often referred to as the indexed rate. This indexed rate allows for comparison between and among jurisdictions.

The following table compares Peachtree Corners' crime rates to other jurisdictions in Georgia. Table 3-3 compares the city's crime rates (per 100,000) to the state's and the nation's rates. In 2023, the overall crime rate in Peachtree Corners was somewhat less than the State of Georgia's. The violent crime rate in the city was much lower than the rate in both the state and nation.

TABLE 3-2: Reported Crime Rates in 2021 and 2022, by City (TITLE & TABLE UPDATED)

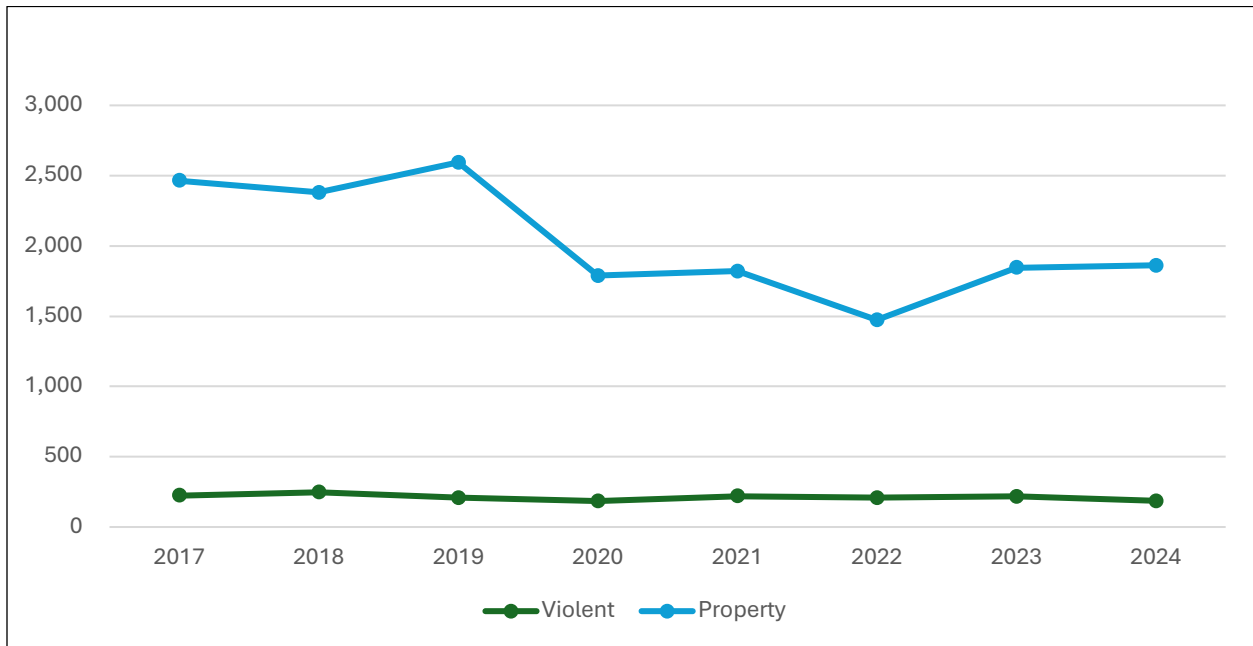
Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Berkeley Lake	GA	2,041	0	882	882	2,029	99	1,134	1,232
Buford	GA	15,306	261	3,221	3,482	15,382	143	2,002	2,145
Dacula	GA	7,465	54	1,554	1,608	7,650	248	941	1,190
Grayson	GA	4,747	169	1,116	1,285	4,975	40	804	844
Sugar Hill	GA	25,424	43	798	842	25,889	73	780	854
Braselton	GA	15,203	20	973	993	15,522	39	960	999
Duluth	GA	31,836	123	1,222	1,344	32,116	153	1,245	1,398
Lawrenceville	GA	30,618	372	1,956	2,329	30,605	281	2,179	2,460
Lilburn	GA	15,823	240	2,193	2,433	16,302	147	2,478	2,625
Loganville	GA	15,250	243	1,489	1,731	15,779	114	1,312	1,426
Norcross	GA	17,731	496	3,480	3,976	17,789	371	3,075	3,446
Snellville	GA	20,988	181	2,235	2,416	22,779	180	2,265	2,445
Suwanee	GA	22,517	183	1,611	1,794	22,913	122	3,260	3,382
Peachtree Corners	GA	42,147	209	1,473	1,682	42,184	218	1,844	2,062
Georgia		10,839,742	364	1,643	2,007	11,029,227	352	1,823	2,175
National		332,403,650	380	1,954	2,334	334,914,895	364	1,917	2,281

Note: *We used national crime and clearance rates estimated in the FBI's report [The Transition to the National Incident-Based Reporting System \(NIBRS\): A Comparison of 2020 and 2021 NIBRS Estimates](#).

The following figure shows trend in crime rates in Peachtree Corners from 2017 to 2024. The top line (blue) represents property crime; the bottom line (green) shows violent crime. The property crime rate had been trending down for a number of years until 2023 when it rose about 25 percent. The violent crime trend line has remained mostly static during the period, although it is down from 2017.

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FIGURE 3-1: Reported Peachtree Corners Violent and Property Crime Rates, by Year



The following figure shows the overall crime rate in Peachtree Corners in relation to the State of Georgia. In 2023, the city's and the state's overall crime rates were similar.

FIGURE 3-2: Reported City and State Crime Rates, by Year

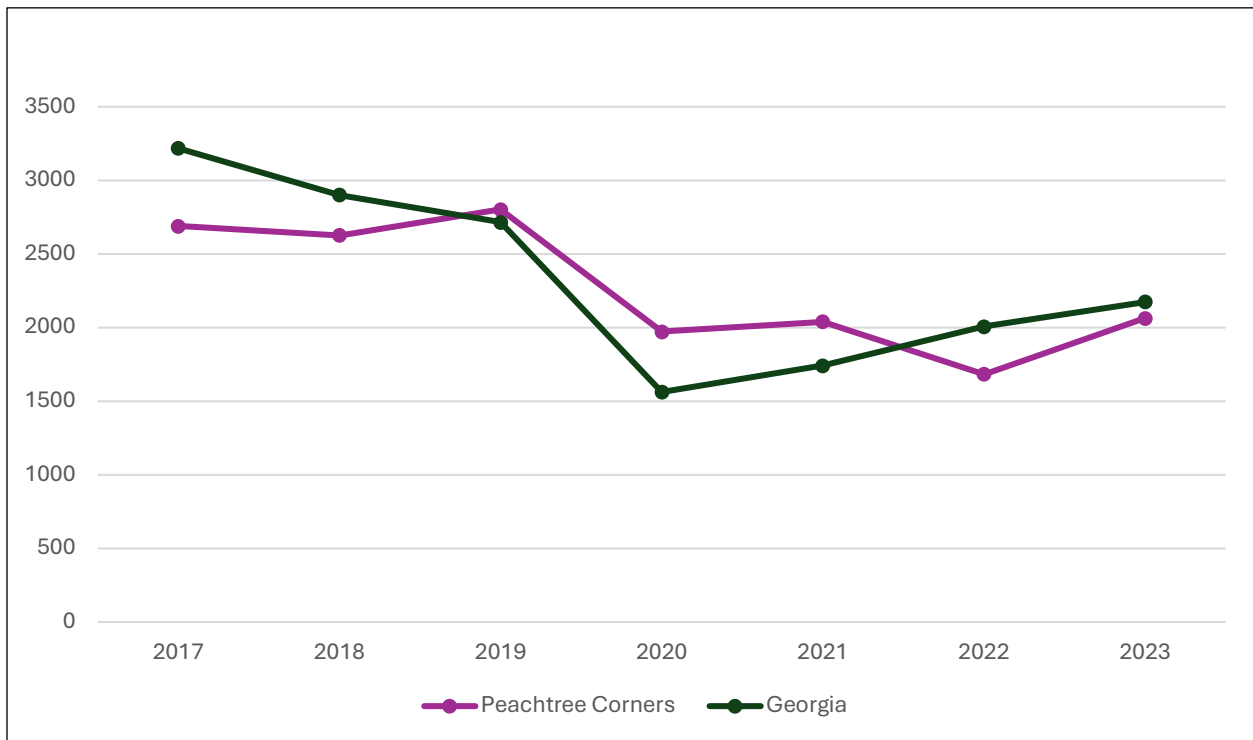


TABLE 3-3: Reported Peachtree Corners, Georgia, and National Crime Rates, by Year

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							

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SECTION 4. LAW ENFORCEMENT SERVICES IN GWINNETT COUNTY

The CPSM team sought to understand the dynamics of law enforcement in Peachtree Corners and its surrounding area in order to be able to offer valuable and relevant recommendations to city leadership on whether to establish a city police department. Following are profiles of law enforcement in Gwinnett County and each of the 16 local jurisdictions in the county. These profiles can offer context to Peachtree Corners' situation.

GWINNETT COUNTY OVERVIEW

Gwinnett County is located in the Greater Atlanta Metropolitan Area and is one of Georgia's fastest-growing counties, with a population approaching 1 million residents. It operates under a commission-manager form of government, with an elected five-member Board of Commissioners that sets policies and priorities. The county manager and department heads are appointed positions responsible to oversee daily operations. Gwinnett County has an annual budget of approximately \$2.5 billion, with nearly 5,000 employees providing government services such as public works, education, transportation, recreation, and fire and public safety.

The county is known for its diversity, with a substantial international population and a variety of cultural influences dating back to its founding in 1818. There are sixteen independent municipalities in the county. These are Auburn, Braselton, Buford, Dacula, Duluth, Grayson, Lawrenceville, Lilburn, Loganville, Norcross, Peachtree Corners, Rest Haven, Snellville, Sugar Hill, and Suwanee. Additionally, there are vast unincorporated areas served by Gwinnett County public agencies; these areas cover approximately 75 percent of the county. The county's proximity to the City of Atlanta and the Hartsfield-Jackson International Airport makes it a key stakeholder in the region's growth and development.

LAW ENFORCEMENT SERVICES IN GWINNETT COUNTY

Gwinnett County Police Department

The Gwinnett County Police Department (GCPD) is the largest law enforcement agency in the county, staffed with more than 800 sworn officers and 300 professional employees. The GCPD's service area of 437 square miles is configured into six precincts, namely Central, East, North, South, Bay Creek and West.

According to the Gwinnett County Police Department's published documents and mission statement, its mission is to maintain a safe community through collaboration with its citizens and continuous improvements in public safety initiatives. Being the largest law enforcement agency in the county, the GCPD provides a variety of specialized services throughout the region, including but not limited to a Tier I SWAT Team, canine (K-9) services, crime analysis, specialized and general criminal investigations, air support, and other law enforcement support services often not available in smaller departments. The GCPD also maintains proactive community policing and outreach programs such as neighborhood watch, volunteer services, and youth outreach. The department continues to adapt to the needs of the community with ongoing developments in areas such as technology integration, traffic safety, and mental health crisis

response. Its ongoing efforts to improve transparency and partnership make the GCPD a valuable partner to Peachtree Corners.

Auburn Police Department

The Auburn Police Department serves a small but growing city that spans approximately 6.5 square miles with a population of about 8,000 residents. Located in the northeast portion of Gwinnett County, Auburn is a close-knit community that values personal relationships in its public safety and collaboration between its citizens and law enforcement. The department operates with a small but dedicated force of 15 sworn officers and several volunteer and non-sworn staff, ensuring a strong local presence throughout the city. The Auburn Police Department prioritizes community policing, with its focus on crime prevention, traffic safety, and emergency response. Like so many small-town departments in Georgia, officers work closely with residents through local involvement in neighborhood watch and business safety programs to foster a sense of shared responsibility for public safety.

Braselton Police Department

The Braselton Police Department serves the Town of Braselton, which is unique in that it spans a total of about 13 square miles in parts of four counties, including Gwinnett. With a population of approximately 13,000 residents, Braselton has experienced steady growth due to its proximity to major highways and its appeal as a suburban community. The police department's normal staffing is 25 sworn officers, with a handful of volunteer and paid support staff. The Braselton Police Department focuses on providing community-centered law enforcement services, emphasizing traffic control and crime prevention due to the town's proximity to key transit routes. The town is experiencing a mix of commercial development and residential growth. The department is committed to addressing the evolving safety needs of the town while ensuring high standards of service and transparency.

City of Buford

(Law enforcement services provided by local Marshals and the GCPD.)

The City of Buford covers roughly 17 square miles and has a population of approximately 17,000 residents. Located in the northern part of Gwinnett County, Buford is known for its historic charm and growth in the areas surrounding Lake Lanier. The City of Buford has its own Marshal's Department with a few sworn and code enforcement officers to address quality of life and code violations. However, the City of Buford relies on the GCPD for most of its broader law enforcement services. This includes maintaining a visible presence through patrols, traffic enforcement, and crime prevention initiatives. Buford's proximity to major commercial and recreational hubs increases the importance of managing both routine and seasonal demands, such as large tourist influxes near Lake Lanier. In order to have a direct impact and responsiveness to local residents, the local Marshal and city liaison participate in various community outreach programs aiming to work with Gwinnett County Police Department to build trust with residents and maintain Buford's reputation as a safe, welcoming city for both visitors and long-term residents.

City of Dacula

(Law enforcement services provided by the GCPD and two City Marshals.)

The City of Dacula covers an area of approximately five square miles and has a population of around 6,500 residents. Located in the eastern part of Gwinnett County, Dacula is a tight-knit community known for maintaining its small-town charm. Dacula relies on the Gwinnett County Police Department for its law enforcement services, while also assigning a few city staff to liaison

with the police department to personalize its delivery and remain responsive to local residents. City leadership also meets with Gwinnett County Police command staff to express local priorities to maintain a strong presence through regular patrols and traffic safety enforcement on its main highways, which is especially important given the town's proximity to larger suburban areas. Dacula's entire city workforce is dedicated to fostering close relationships with residents through various outreach efforts and maintaining the peaceful, secure environment that the community values.

Duluth Police Department

The City of Duluth spans about 10 square miles and has a population of roughly 31,000 residents. As a vibrant suburban city in the northern part of Gwinnett County, Duluth is known for its strong business community and thriving downtown area. The Duluth Police Department consists of around 60 sworn officers, supported by a team of professional staff and volunteers who work across various divisions including patrol, criminal investigations, and traffic enforcement. The Duluth Police Department is focused on maintaining public safety while fostering positive relationships with the community. Officers are active in neighborhood patrols, community policing initiatives, and crime prevention efforts, with a strong emphasis on traffic management due to the city's busy commercial districts. Duluth features its Citizens Police Academy on public websites and literature, and proudly strives to enhance safety and trust through community outreach and involvement.

Grayson Police Department

(Law enforcement services by GCPD)

The City of Grayson is a small but steadily growing area, covering about 2.5 square miles and is home to approximately 4,700 residents. Located in the southeast of Gwinnett County, Grayson offers a suburban, family-friendly environment. The policing services are provided by Gwinnett County Police Department, which is focused on community policing and collaborative relationships with residents. Regular patrols and proactive policing initiatives help to keep crime rates low, while the assigned officers' connections with residents and businesses foster trust and transparency. For local events and outreach programs, Gwinnett County Police Department assigns a liaison to work with the team assigned to Grayson in the ongoing effort to uphold the town's reputation as a safe, peaceful place to live and work.

Lawrenceville Police Department

The Lawrenceville Police Department serves the county seat of Gwinnett, covering about 14 square miles with a population of approximately 30,000 residents. As one of the oldest cities in the county, Lawrenceville has experienced significant growth and development, requiring a well-equipped and responsive police force. The department is comprised of around 90 sworn officers, supported by civilian staff operating through several divisions including patrol, criminal investigations, and community services. The Lawrenceville Police Department focuses on a mix of traditional law enforcement and community-oriented policing. The department addresses the city's needs through traffic control, crime prevention programs, and strong partnerships with local schools and businesses. Public engagement is a key priority, with initiatives such as the Citizens Police Academy and neighborhood watch programs designed to foster trust and cooperation between the police and the residents of Lawrenceville.

Lilburn Police Department

With an area of about six square miles and a population of approximately 13,000 residents, the City of Lilburn is situated in the southwestern part of Gwinnett County. Lilburn is a diverse, family-oriented community with a rich history reflected in Old Town Lilburn. The police department

consists of around 40 sworn officers supported by civilian staff. It operates with a focus on maintaining the safety and well-being of residents through proactive law enforcement and community partnerships. The Lilburn Police Department emphasizes crime prevention, traffic enforcement, and community engagement. The department is also focused on addressing the needs of its diverse community by building trust through open communication and transparency. As Lilburn continues to grow, the police force remains committed to preserving the city's reputation as a safe, inclusive place to live. The CPSM team met with the Lilburn Chief of Police and department personnel who expressed their appreciation and support for the City of Peachtree Corners and the prospect of having another regional public safety partner in the area.

Loganville Police Department

The City of Loganville spans approximately 4.2 square miles and has a population of around 12,000 residents. Located on the border of Gwinnett and Walton counties, Loganville is a small yet rapidly growing community. The police department consists of 20 sworn officers and several civilian staff, dedicated to providing effective law enforcement and maintaining public safety. The Loganville Police Department prioritizes community-oriented policing and crime prevention. The department actively engages with residents through programs such as neighborhood watch and involvement in local community events, fostering a collaborative environment between officers and citizens. With a focus on traffic safety and response to local concerns, the Loganville Police Department aims to build trust and ensure a secure living environment as the city continues to develop.

Norcross Police Department

The City of Norcross' geographical area is 3.5 square miles, with a population of approximately 16,000 residents. Located in the northwestern part of Gwinnett County, Norcross is known for its rich history and vibrant community featuring well-preserved nineteenth-century buildings. Similar to Peachtree Corners, the City of Norcross has a large community park in the heart of the city with playgrounds, walking trails, and a pavilion for concerts and events. The department consists of around 55 sworn officers and several civilian employees who are committed to maintaining safety and enhancing the quality of life for residents. The Norcross Police Department emphasizes community policing and proactive crime prevention strategies. Officers engage with residents through various outreach programs, such as community meetings and youth initiatives, fostering strong relationships and open lines of communication. The department also focuses on traffic safety and addressing local crime trends, ensuring that Norcross remains a safe and welcoming environment for all. During conversations with command staff of Norcross Police Department, the CPSM team received positive feedback and enthusiasm for the potential for Peachtree Corners to be a partner in public safety initiatives and regional task forces.

City of Peachtree Corners

(Law enforcement services provided by local Marshals and the GCPD.)

The City of Peachtree Corners has its own Marshal's Office comprised of a few sworn and code enforcement officers to address quality of life and code violations. Currently, Peachtree Corners relies on the Gwinnett County Police Department for most of its broader law enforcement services. (A review of GCPD response times and responsiveness to local priorities conducted by the CPSM team is detailed in another section of this report).

City of Rest Haven

(Law enforcement services provided by the GCPD.)

The City of Rest Haven is small, quaint town which covers about 0.5 square miles and has a population of approximately 1,000 residents. As one of the smallest municipalities in Gwinnett County, Rest Haven maintains a tight-knit community atmosphere. The city relies on the Gwinnett County Police Department for its law enforcement services. The GCPD officers assigned to patrol Rest Haven work out of the North Precinct, and also serve other smaller municipalities in the eastern and northeastern regions of the county.

Snellville Police Department

The City of Snellville spans approximately 7.6 square miles and has a population of around 20,000 residents. Located in the southeastern part of Gwinnett County, Snellville is known for its vibrant community and family-friendly atmosphere. The police department consists of approximately 40 sworn officers and several civilian staff dedicated to maintaining public safety and fostering positive community relations. The Snellville Police Department focuses on a variety of public safety initiatives, including crime prevention, traffic enforcement, and community engagement. The department emphasizes transparency and collaboration with residents through programs such as a Citizens Police Academy and neighborhood watch. By actively involving the community in safety efforts, the Snellville Police Department strives to create a secure environment where residents feel connected and engaged.

City of Sugar Hill

(Law enforcement services provided by the local Marshals and GCPD.)

The City of Sugar Hill is approximately 6.5 square miles in geographical size, and has a population of around 25,000 residents. Situated in the northern part of Gwinnett County, Sugar Hill is known for its scenic parks and strong community spirit. Sugar Hill relies on the Gwinnett County Police Department for its law enforcement services, which patrols the city from its North Precinct. The City of Sugar Hill assigns several local staff to serve as liaisons with the GCPD to attempt to focus their efforts on community-oriented policing and proactive crime prevention strategies. Sugar Hill makes efforts to engage residents through various outreach programs, such as community safety events and educational workshops.

Suwanee Police Department

The City of Suwanee covers approximately 7.5 square miles and has a population of around 20,000 residents. Located in the northern part of Gwinnett County, Suwanee is recognized for its family-friendly atmosphere, vibrant community events, and outdoor activities. The police department consists of about 40 sworn officers and several civilian employees, all dedicated to enhancing public safety and fostering positive relationships with residents. Similar to many areas throughout Gwinnett County, Suwanee features a vast landscape and outdoor activities, with more than 500 acres of parkland and well-known creeks and walking trails to consider for its patrol environment and capabilities.

OTHER COMPARABLE AGENCIES IN THE METRO-ATLANTA AREA

Dunwoody Police Department

The Dunwoody Police Department serves the city of Dunwoody, Georgia, which covers approximately 13 square miles and has a population of around 51,000 residents. Since its

establishment in 2009, Dunwoody has grown into a thriving community requiring a responsive and innovative police force. The department consists of approximately 60 sworn officers supported by civilian staff, operating across key divisions such as Patrol, Criminal Investigations, and Administrative Services.

The Dunwoody Police Department emphasizes a balance between traditional law enforcement and community-oriented policing to meet the city's needs. Its efforts include crime prevention, traffic enforcement, and maintaining strong relationships with local businesses, schools, and residents. Public engagement is a cornerstone of the department's mission, with programs such as the Citizens Police Academy, neighborhood and business watch, and active community outreach events fostering trust and cooperation between the police and the people of Dunwoody.

Brookhaven Police Department

The Brookhaven Police Department's jurisdiction covers approximately 12.3 square miles with a population of over 57,000 residents. Established in July 2013, the department is dedicated to enhancing the quality of life by providing professional and effective police services in partnership with the community. According to city documents online, the department is authorized for 93 full-time sworn officers, 7 part-time sworn officers, 15 full-time non-sworn staff, and 1 part-time non-sworn staff.

The Brookhaven Police Department is organized into several divisions, including Patrol Division, Criminal Investigations Division, and Support Services. The Patrol Division serves as the backbone of the department, responding to 911 calls and enforcing laws while leading community policing efforts. The Criminal Investigations Division handles crime investigations and internal affairs, while the Support Services Division encompasses units such as Community Policing, Traffic Safety, Training, and Professional Standards. More recently, the department has embraced innovative technologies, launching unmanned aerial systems (drone technology) in 2021 to provide aerial support and real-time intelligence to first responders.

Avondale Estates Police Department

The Avondale Estates Police Department (AEPD) serves a small, quaint community, covering approximately 1.1 square miles with a population of around 3,100 residents. The department is dedicated to enforcing laws, maintaining public order, and ensuring community safety. According to online city documents, the AEPD comprises 16 positions, including the Chief of Police, Deputy Chief, one sergeant, and one detective in the Criminal Investigations Division. They post four watch commanders at the rank of sergeant along with eight patrol officers in the Patrol Division to cover the various shifts.

Emphasizing both traditional law enforcement and community-oriented policing, the AEPD addresses the city's needs through crime prevention initiatives, traffic enforcement, and fostering strong partnerships with local businesses and residents. The department is committed to being effective, responsive, and equitable in its services.

Sandy Springs Police Department

The Sandy Springs Police Department (SSPD) serves the city of Sandy Springs, Georgia, covering approximately 38 square miles with a population of over 105,000 residents. Established in 2006 following the city's incorporation, the SSPD has developed into a professional and community-focused law enforcement agency. According to online documents, the department comprises 150 full-time sworn officers and 12 full-time civilian staff, organized into divisions such as Patrol, Criminal Investigations, Special Operations, and Administration.

The SSPD emphasizes a blend of traditional law enforcement and community-oriented policing to address the city's diverse needs. The Patrol Division, divided into nine beats across two districts, serves as the frontline response to calls for service. Specialized units, including the Street Crimes Unit, Traffic Unit, Narcotics and Vice Unit, and Criminal Investigations Division, support the department's mission to maintain public safety. Community engagement initiatives, such as the Citizens Police Academy and various outreach programs foster collaboration and trust between the police and residents of Sandy Springs.

Johns Creek Police Department

The Johns Creek Police Department (JCPD) serves the City of Johns Creek, Georgia, which covers approximately 32 square miles and has a population of more than 85,000 residents. Established in 2008, the JCPD is committed to maintaining a safe community through professional and effective law enforcement services. The department is authorized for 85 police officer positions, supported by civilian staff, and is organized into divisions such as Patrol, Criminal Investigations, and Administrative Services.

The JCPD emphasizes a blend of traditional law enforcement and community-oriented policing to address the city's diverse needs. Specialized units, including the K-9 Unit and participation in the North Metro SWAT team, enhance the department's capabilities in handling various incidents. Community engagement initiatives, such as the Citizens Police Academy and the PoliceView open data portal, foster transparency and collaboration between the police and residents of Johns Creek.

Stockbridge Police Department

The Stockbridge Police Department serves a population of more than 29,000 residents, covering approximately 13.8 square miles. Reestablished on July 1, 2022, after more than four decades without a municipal police force, the department is dedicated to providing professional and community-focused law enforcement services. Since its inception, the department has organized its 56 sworn officers into divisions such as Patrol, Criminal Investigations, and Administrative Services.

The Stockbridge Police Department emphasizes a proactive approach to public safety, balancing traditional law enforcement with community-oriented policing. In response to resident concerns, the department established the Crime Suppression and Traffic Unit, focusing on addressing crime hotspots and enhancing traffic safety. Community engagement initiatives, including neighborhood watch programs and public safety workshops, aim to foster collaboration and trust between the police and Stockbridge residents.

Milton Police Department

The Milton Police Department covers approximately 39 square miles, serving a population of around 41,000 residents. Established in 2006, the department is committed to providing professional and community-oriented law enforcement services. The department is organized by Patrol Division and Support Services, which also includes Criminal Investigations.

The most recent reports reflect the Patrol Division being the largest within the Milton Police Department, comprising two lieutenants, eight sergeants, 20 patrol officers, three traffic officers (including a sergeant), and four non-sworn Public Safety Ambassadors, one of whom serves as a school crossing guard. Community engagement is a cornerstone of the department's mission, with initiatives designed to foster collaboration and trust between the police and Milton residents.

SECTION 5. PROPOSED PEACHTREE CORNERS POLICE DEPARTMENT

OVERVIEW AND ADMINISTRATIVE STRUCTURE

This section of the report is intended to provide the Peachtree Corners community with a realistic representation of what would be required to operate a police force if it chooses to move away from the current model of police services provided by the Gwinnett County Police Department. Although there are several models and variations of how to structure a modern police force, the following description is based on CPSM's experience in evaluating effective and efficient police departments nationwide. We hope to provide the reader with a clear idea of what is required to provide effective law enforcement services based on the known police workload that currently exists within the community.

Police organizations traditionally have a rank-and-file structure that is paramilitary in nature. This is by design as this model provides effective oversight of critical police functions and employee accountability. Unlike traditional business structures that may strive to be as "flat" as possible with the fewest possible layers between managerial oversight and line-level employees, police organizations traditionally have layers of supervisory and managerial positions to ensure an effective span of control. Naturally, large organizations will have more employees and, therefore, have more management positions, while smaller departments have fewer management positions based on less complex operations.

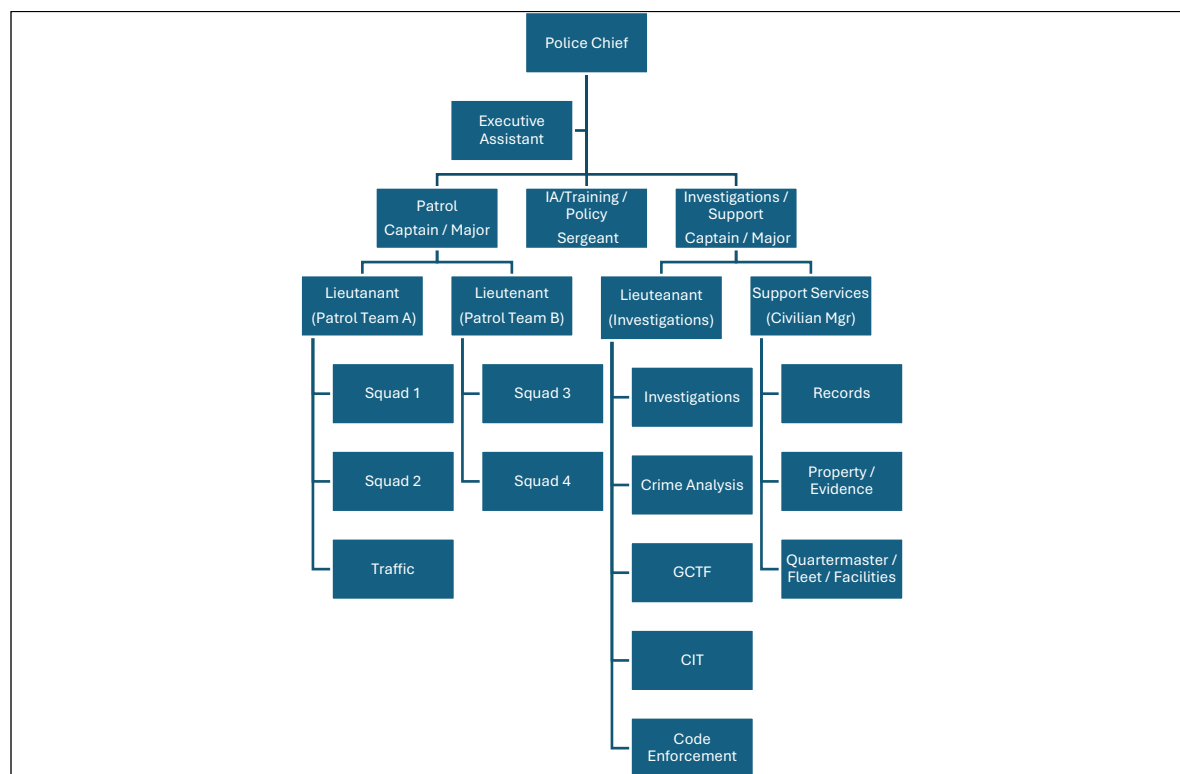
Within this section of the report we will outline the department's prospective units and their areas of responsibility. Considering all police functions built into the model, we have prepared an organizational chart outlining the leadership and managerial span of control. Within this model, a police chief leads the agency with two upper management positions, each leading a division (Patrol and Investigations/Services). Additionally, there is an Internal Affairs/Training/Policy section that reports to the police chief, and which is led by a police sergeant.

Traditionally, management positions are equivalent to police captain roles. However, within the region, many agencies have a position titled "Major" in place of, or in addition to a captain. For the purpose of this organizational chart, we will consider the position interchangeable and ask Peachtree Corners to determine what it wants to title the position.

We will note that some similarly sized agencies have more managers than we have listed in this organizational chart. In our experience performing police organizational assessments, we often see agencies with a heavy management structure. When that top-heavy structure exists without adequate justification for some managers' positions or span of responsibility, we often make recommendations to reduce that management structure. We will caution Peachtree Corners to be careful to build an appropriate structure for accountability but not too heavy of a structure that creates unnecessary financial burdens on the community. The proposed structure shown in the following figure will provide necessary oversight with professionally trained managers while remaining efficient and financially accountable to the community.

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FIGURE 5-1: Proposed Organizational Chart, Peachtree Corners Police Department



PATROL SERVICES

Within the model proposed here, the patrol division will be led by a police captain/major who will report directly to the police chief. The division commander will be responsible for managing the entire patrol function of Peachtree Corners, including the appropriate response to service needs, staffing, scheduling, and administrative matters. The patrol division commander will be assisted by two police lieutenants who will each manage individual patrol teams. In order to understand the operational needs of the patrol workforce, it is important to understand the existing police/patrol workload that currently exists in Peachtree Corners.

CPSM engaged the Gwinnett County Police Department to gather existing workload data within the City of Peachtree Corners. Once the raw data was obtained, CPSM performed an analysis of that data to determine the necessary staffing for the patrol function in Peachtree Corners. The following data was obtained through a public records request made to the Gwinnett County Police Department. This process was not verified through the traditional discussions regarding the individual detail in the reports provided; this is because the traditional channels of communication that CPSM would have with a client on a workload assessment did not extend to the GCPD. However, in follow-up discussions with GCPD leadership and Peachtree Corners Marshal's employees, they confirmed the following data is believed to be reasonably accurate in measuring the existing and anticipated workload for Peachtree Corners.

Patrol Deployment and Workload

Uniformed patrol is considered the “backbone” of American policing. Bureau of Justice Statistics indicates that nearly all police departments in the U.S. are in the same size category as the proposed Peachtree Corners Police Department and 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.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined, the amount of discretionary time is determined, and then staffing decisions can be made consistent with a department's policing philosophy and the community's ability to fund it.

To understand the *actual workload* (the time required to complete certain activities), it is critical to review the total reported events within the context of how those events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. In this section, we will offer a number of charts and tables that outline this information.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical when determining deployment needs. This portion of the study looks at the police department's total deployed hours and compares them to the current time spent providing services.

Generally, 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, which includes all activities that occupy an officer's time, including calls from the public, self-initiated work, and administrative tasks. 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 the costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate to public demands for service and administrative duties related to their jobs. *Effective patrol deployment would exist at amounts where the saturation index is less than 60 percent.*

This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent to which 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 an emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available to undertake activities 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. 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 is reached, 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.

Rule of 60 – Part 1

According to the data we compiled from GCPD and the structure we developed based on our understanding of the policing environment, we have proposed a police department that consists of 55 sworn personnel. The patrol staffing recommendations include one captain, two lieutenants, four sergeants, four corporals, and 26 patrol officers for a total of 37 sworn officers. This would represent 67 percent of the sworn police force that is recommended in this report. Two additional officers are assigned to the traffic function, separate from the regular patrol workforce. If those two additional positions were included in the patrol staffing, the percentage would increase to 70 percent. The determination to include those traffic officers depends on the deployment strategy that department management enacts for those traffic officers.

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 department’s operational elements and staffing recommendations. The recommended staffing we have proposed is well within the patrol staffing recommendations outlined in the Rule of 60.

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 patrol time should be committed to calls for service and officer-initiated activity. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the community’s service demands. The remaining 40 percent of the time is the “discretionary time” for officers to address community problems and be available for serious emergencies.

CPSM contends that patrol staffing is optimally deployed when the saturation index (SI) is just below the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive, and thus overburdened with CFS and workload demands. An SI of slightly less than 60 percent indicates that patrol manpower is optimally staffed. However, SI levels much lower than 60 percent indicate underutilized patrol resources.

Communities must be cautious in interpreting the SI too narrowly. 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 specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

Resource allocation decisions must be made from a policy and/or managerial perspective through which the costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time police officers dedicate 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.

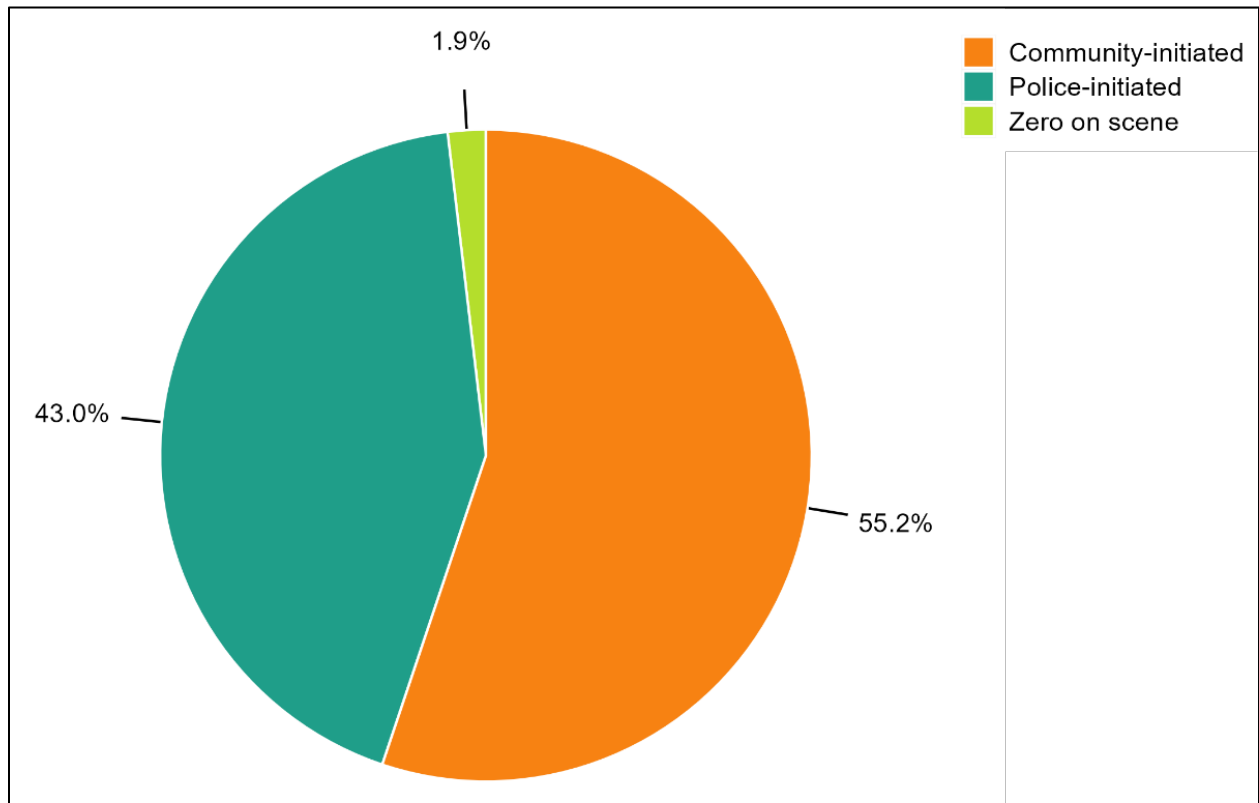
The CPSM data analysis in the second part of this report provides a rich overview of CFS provided by the Gwinnett County Police Department. The analysis here looks specifically at patrol calls for service and how to maximize personnel resources to meet the demands of calls

for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

The following figures and tables depict the workload of patrol resources of the Gwinnett County Police Department officers who serve Peachtree Corners. The data shows the service demands from January 1, 2023, through December 31, 2023. We also analyzed two eight-week sample periods. The first period is from January 4 through February 28, 2023, or winter; the second is from July 7 through August 31, 2023, or summer.

The following table and figure show the origination of the 17,840 events captured in the GCPD CAD data for Peachtree Corners. We can see that 55.2 percent of all events originated as community-initiated work, typically a 911 or regular call for service received by a dispatch center and a police officer's response. 43 percent of all events were officer-initiated or some action taken by a police officer that caused an entry into the department CAD system. The 1.9 percent of events that are denoted as "zero on the scene" indicated that there were calls in the system that had a very short duration and did not result in any measurable workload.

FIGURE 5-2: Percentage Events per Day, by Initiator



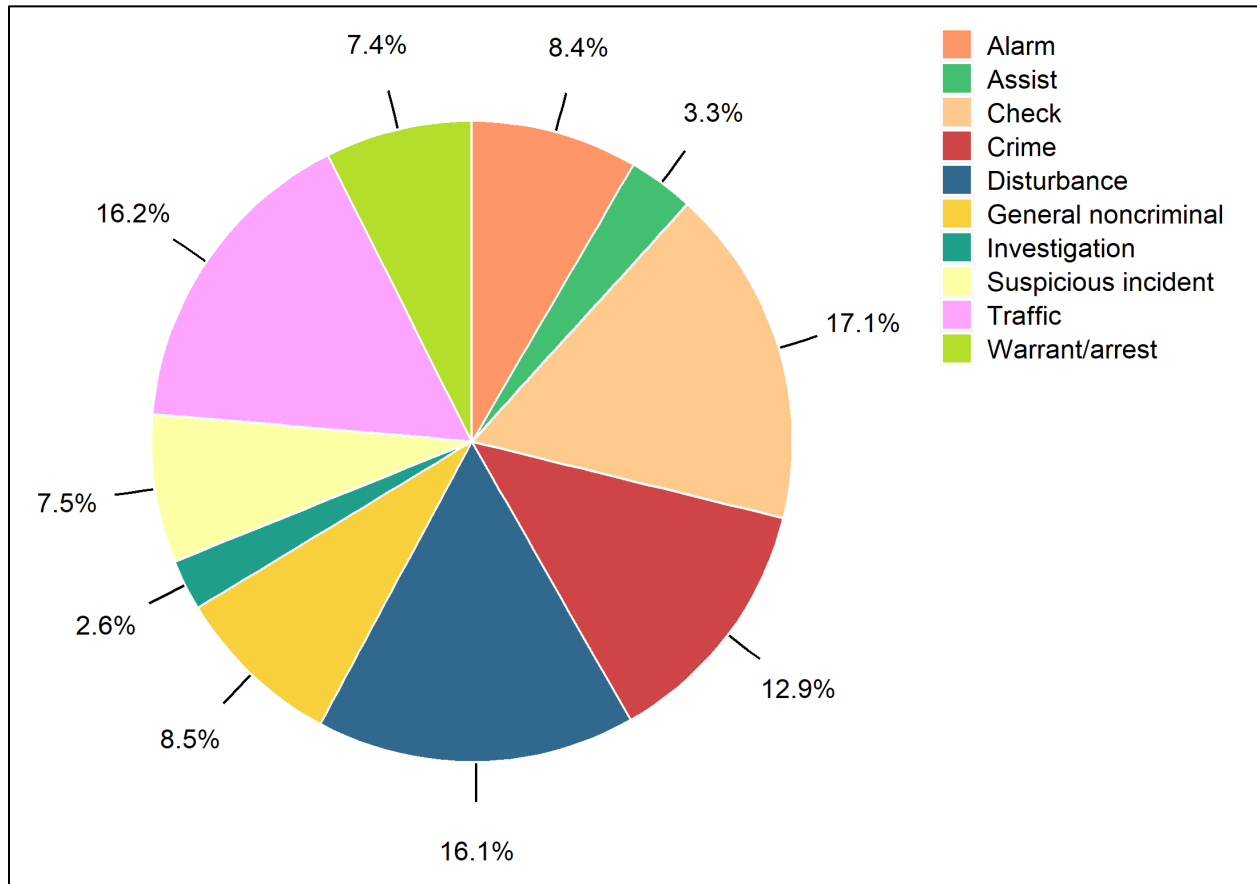
Note: Percentages are based on a total of 17,840 events.

TABLE 5-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	9,840	27.0
Police-initiated	7,664	21.0
Zero on scene	336	0.9
Total	17,840	48.9

Once the 336 zero-on-scene events are removed from the event total, we are left with 17,504 calls for service over a 12-month period in Peachtree Corners. The following figure and table show the breakdown of those calls by category.

FIGURE 5-3: Percentage Calls per Day, by Category



Note: The figure combines categories in the following table according to the description in Chart 9-1.

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TABLE 5-2: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	1,523	4.2
Alarm	1,472	4.0
Animal	387	1.1
Assist citizen	411	1.1
Assist other agency	170	0.5
Check	2,995	8.2
Crime against persons	358	1.0
Crime against property	1,818	5.0
Crime against society	86	0.2
Disturbance	2,812	7.7
Investigation	451	1.2
Mental health	317	0.9
Miscellaneous	782	2.1
Suspicious incident	1,309	3.6
Traffic enforcement	442	1.2
Traffic stop	872	2.4
Warrant/arrest	1,299	3.6
Total	17,504	48.0

Note: The focus here is on recorded calls rather than recorded events. We removed 336 events with zero time on scene.

Information such as this is valuable in understanding the type of police work that is common in Peachtree Corners. For instance, on average, there are 48 calls per day, including the self-initiated efforts of GCPD officers. 17 percent of those calls were classified as checks, 16 percent were traffic-related, 16 percent were disturbances, and only 13 percent of all calls were crimes.

The next table and figure show the call distribution throughout the calendar year. Overall, November had the fewest calls while May had the highest number of calls. There is a 13 percent difference in workload between the two months. February had the most officer-initiated calls, while July had the highest level of community-initiated calls.

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FIGURE 5-4: Calls per Day, by Initiator and Month

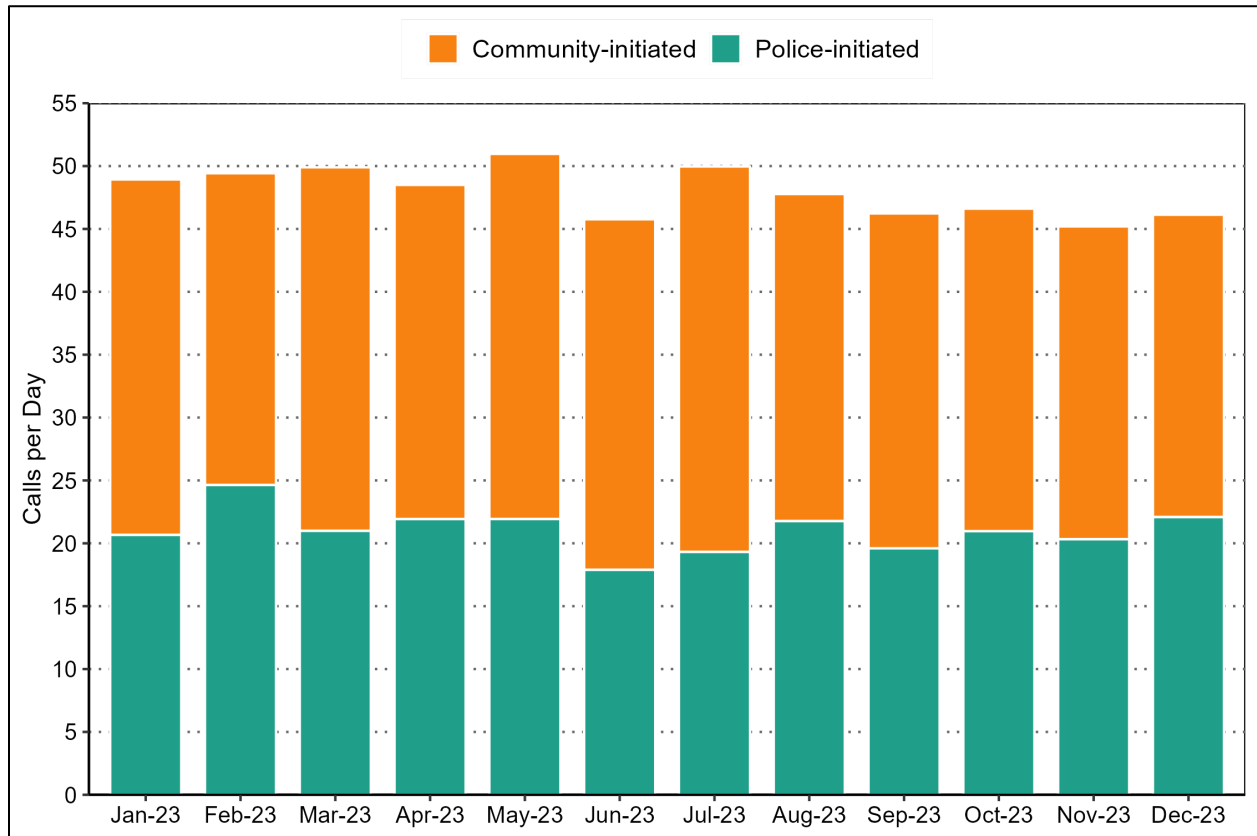


TABLE 5-3: Calls per Day, by Initiator and Month

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	28.3	24.8	28.9	26.6	29.0	27.9	30.6	26.0	26.6	25.6	24.8	24.0
Police	20.7	24.6	21.0	21.9	21.9	17.9	19.3	21.8	19.6	21.0	20.4	22.1
Total	48.9	49.4	49.9	48.5	51.0	45.8	50.0	47.8	46.2	46.6	45.2	46.1

The next table shows the average number of calls per day in each call category during each month of the year. Among the busiest categories noted above, "checks" ranged from 5.6 to 11.7 calls per day, traffic-related calls ranged from 6.8 to 9.3 calls per day, disturbance calls ranged between 6.6 and 9 calls per day, and crime-related calls ranged between 4.9 and 7.6 calls per day throughout the year.

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TABLE 5-4: Calls per Day, by Category and Month

Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	4.5	3.8	4.2	4.5	4.5	3.9	3.7	4.6	4.2	4.1	3.8	4.3
Alarm	3.8	3.5	4.2	4.4	4.0	4.0	4.8	3.7	4.1	3.3	4.5	4.1
Animal	1.1	1.2	1.0	0.9	1.3	1.4	1.0	0.8	1.1	1.0	1.3	0.7
Assist citizen	1.1	1.7	1.5	1.0	0.9	1.0	1.3	1.1	1.4	0.6	0.8	1.2
Assist other agency	0.4	0.4	0.4	0.7	0.7	0.2	0.5	0.5	0.5	0.5	0.4	0.4
Check	8.4	9.3	8.5	9.5	7.2	6.0	5.6	7.6	7.9	7.9	9.3	11.4
Crime against persons	1.2	1.2	0.8	0.9	1.0	0.7	1.3	1.0	1.3	1.3	0.5	0.6
Crime against property	5.8	3.9	5.8	5.2	4.7	5.5	6.1	5.5	4.5	4.4	4.1	4.2
Crime against society	0.4	0.2	0.3	0.3	0.0	0.2	0.2	0.2	0.2	0.2	0.4	0.1
Disturbance	8.3	6.6	7.6	7.6	8.5	8.7	9.0	7.5	7.5	7.4	6.8	6.8
Investigation	1.4	1.4	1.4	1.1	1.7	1.1	1.5	1.2	0.6	1.3	1.1	1.0
Mental health	0.6	1.1	1.2	0.5	1.1	1.1	1.1	0.6	0.7	1.2	0.6	0.6
Miscellaneous	1.8	2.2	2.3	2.1	2.1	2.2	1.9	1.2	2.3	2.7	2.3	2.7
Suspicious incident	3.6	4.0	4.2	3.4	3.9	3.5	4.1	3.2	3.2	3.7	3.2	2.9
Traffic enforcement	0.8	1.2	1.5	1.3	1.4	1.3	1.3	1.4	1.3	1.1	0.9	1.1
Traffic stop	1.7	2.8	2.5	3.0	1.9	1.9	1.8	3.3	2.5	2.3	2.8	2.2
Warrant/arrest	4.1	5.0	2.3	2.0	6.1	3.2	4.8	4.3	2.9	3.6	2.4	1.9
Total	48.9	49.4	49.9	48.5	51.0	45.8	50.0	47.8	46.2	46.6	45.2	46.1

Note: Calculations were limited to calls rather than events.

The next table shows the number of police units on average that GCPD sent to select call types. For instance, all traffic collision calls (that is, accidents) resulted in 1.3 officers on average responding to that call. This indicates that GCPD is able to manage most traffic collisions with just one responding unit, while some take additional units for the additional tasks involved.

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TABLE 5-5: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.3	1,328	2.2	195
Alarm	1.5	1,352	2.4	120
Animal	1.1	359	1.1	28
Assist citizen	1.4	259	1.5	152
Assist other agency	2.1	125	2.6	45
Check	1.1	18	1.0	2,977
Crime against persons	2.0	264	5.0	94
Crime against property	1.4	1,450	2.1	368
Crime against society	2.1	56	2.6	30
Disturbance	1.9	2,452	2.7	360
Investigation	1.8	319	1.9	132
Mental health	2.2	251	2.9	66
Miscellaneous	1.5	455	1.4	327
Suspicious incident	2.1	858	2.9	451
Traffic enforcement	1.4	283	2.1	159
Traffic stop	NA	0	1.5	872
Warrant/arrest	5.1	10	1.2	1,289
Weighted Average/Total Calls	1.7	9,839	1.5	7,665

Note: The information in Table 5-5 is limited to calls and excludes all events that show zero time on scene.

Gwinnett County Police provided the following data that further breaks down calls by district. In our discussions with GCPD, we are under the impression that some of these district boundaries also encompass areas outside Peachtree Corners. We requested a map of the beat boundaries, but as of the time of this report, that map and verifiable information were not made available to our consultants. Nonetheless, we believe the data contained within the following districts are the calls within Peachtree Corners.

GCPD has six zones (or beats) encompassing all or parts of Peachtree Corners. The zones are reported as 111-113 and 122-124. Of the six zones reported on in the table and figure that follow, 123 and 124 are the busiest within the GCPD Peachtree Corners patrol area. If Peachtree Corners elects to have its own police department, the city may or may not have to utilize the same beat boundaries. Those decisions will be connected to who provides dispatch services. Ideally, a community would want patrol zones that follow natural boundaries, are similar in size, and have somewhat equal workloads for the officers assigned to those beats.

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FIGURE 5-5: Percentage Calls and Work Hours, by Zone

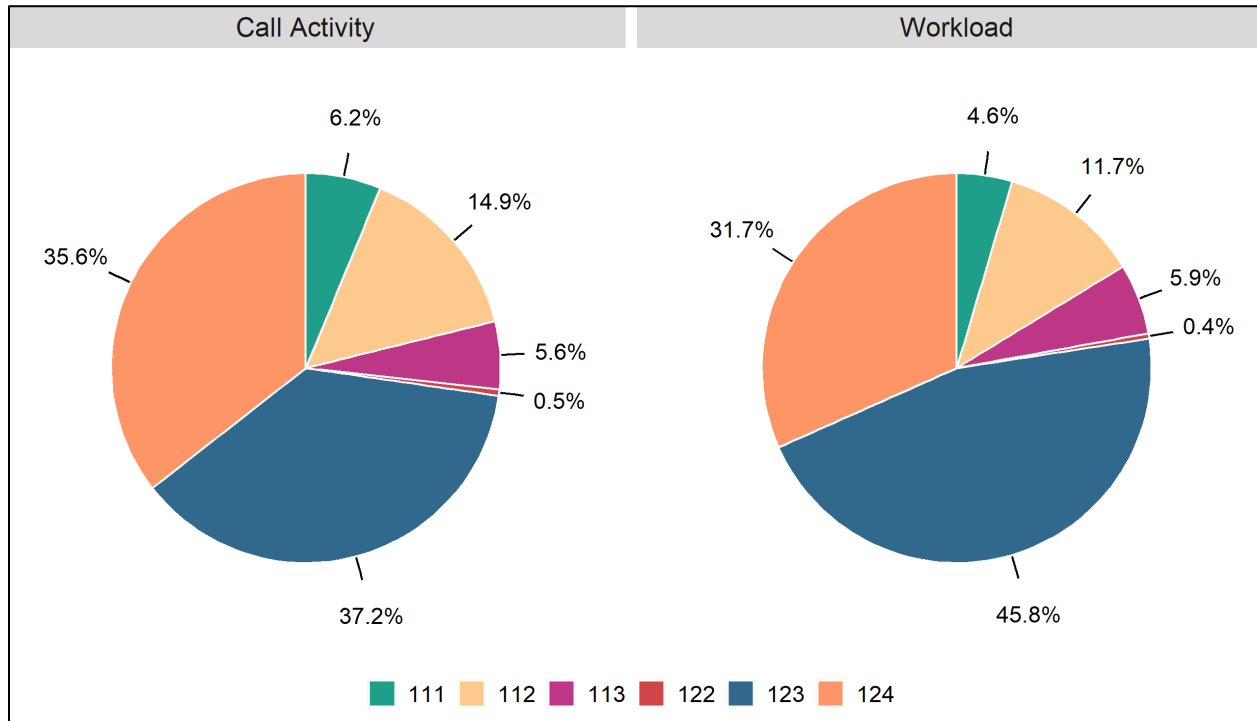


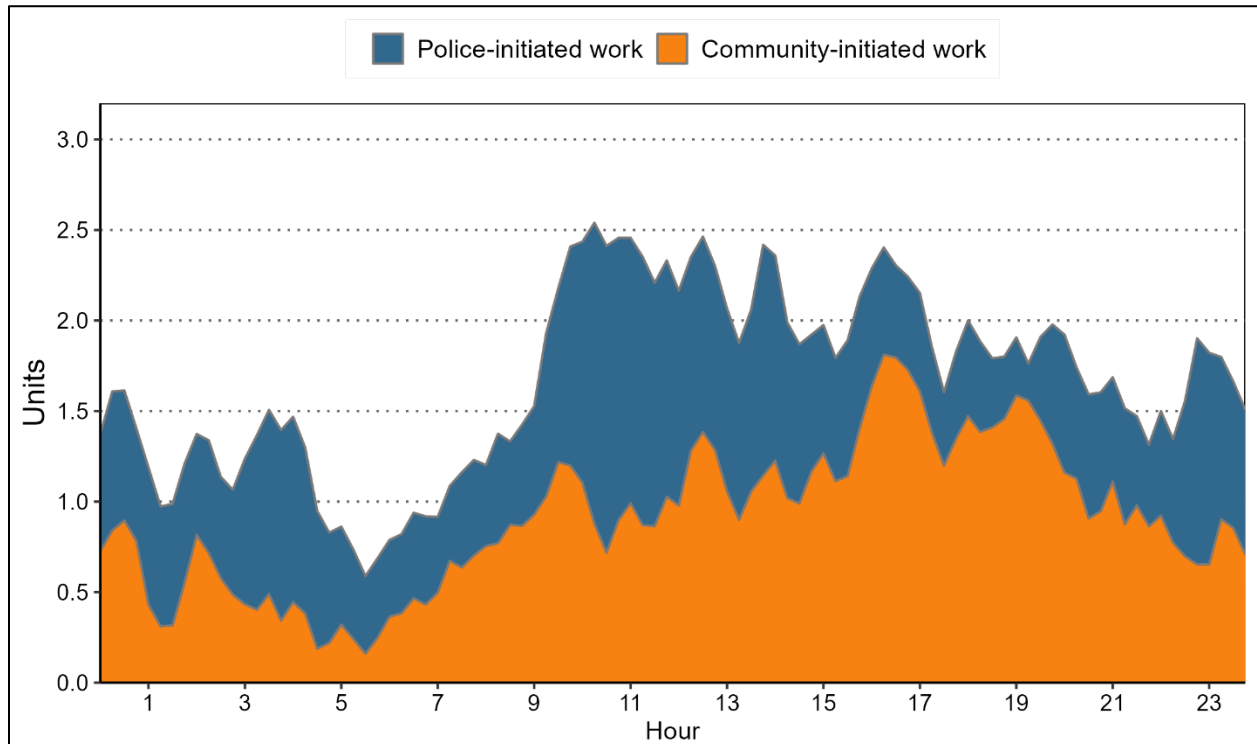
TABLE 5-6: Calls and Work Hours by Zone, per Day

Zone	Per Day	
	Calls	Work Hours
111	3.0	1.9
112	7.1	4.7
113	2.7	2.4
122	0.3	0.2
123	17.8	18.6
124	17.0	12.9
Total	48.0	40.6

The following four figures provide insight into how many officers are occupied with calls throughout the average day in Peachtree Corners. We break down this data by design based on winter versus summer and weekdays versus weekends. This is intentional, as policing challenges in many communities can be very different based on the summer/winter season and different days of the week. As such, many departments will adjust their deployment based on the time of day, day of the week, and season.

Each of the four figures will show the community-initiated workload at the bottom of the scale (orange) and the police-initiated work stacked on top (blue). The horizontal axis denotes the time of day, while the vertical axis denotes the average number of officers occupied with work during each hour of the 24-hour day.

FIGURE 5-6: All Workload, Weekdays, Winter 2023

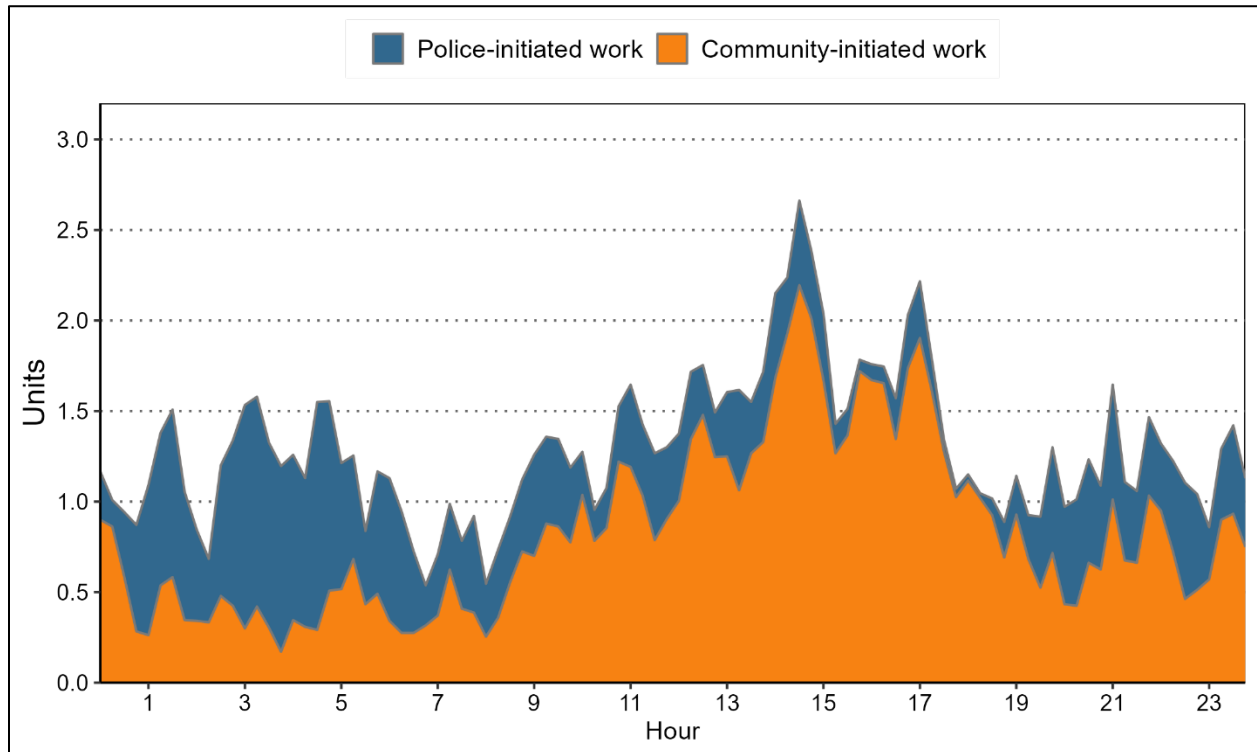


The above figure represents the workload on weekdays and throughout the winter season evaluated in this report. The low point for both community-initiated and officer-initiated work is between 5:00 a.m. and 6:00 a.m., where the two workload categories take less than one officer on average; this is indicative that very little police activity occurs during this time. In contrast, by 10:00 a.m., there is a spike in workload where, on average, 2.5 GCPD officers are busy handling calls of some type. Of those 2.5 officers, just over 1 officer is occupied with community-initiated work, while 1.5 are occupied with officer-initiated work. Community-initiated work spikes at 4:00 p.m. when nearly two officers are required to manage the community call demands.

Overall, an average of 1.7 units per hour were required to manage the community-initiated and officer-initiated workload during the week in the winter of 2023.

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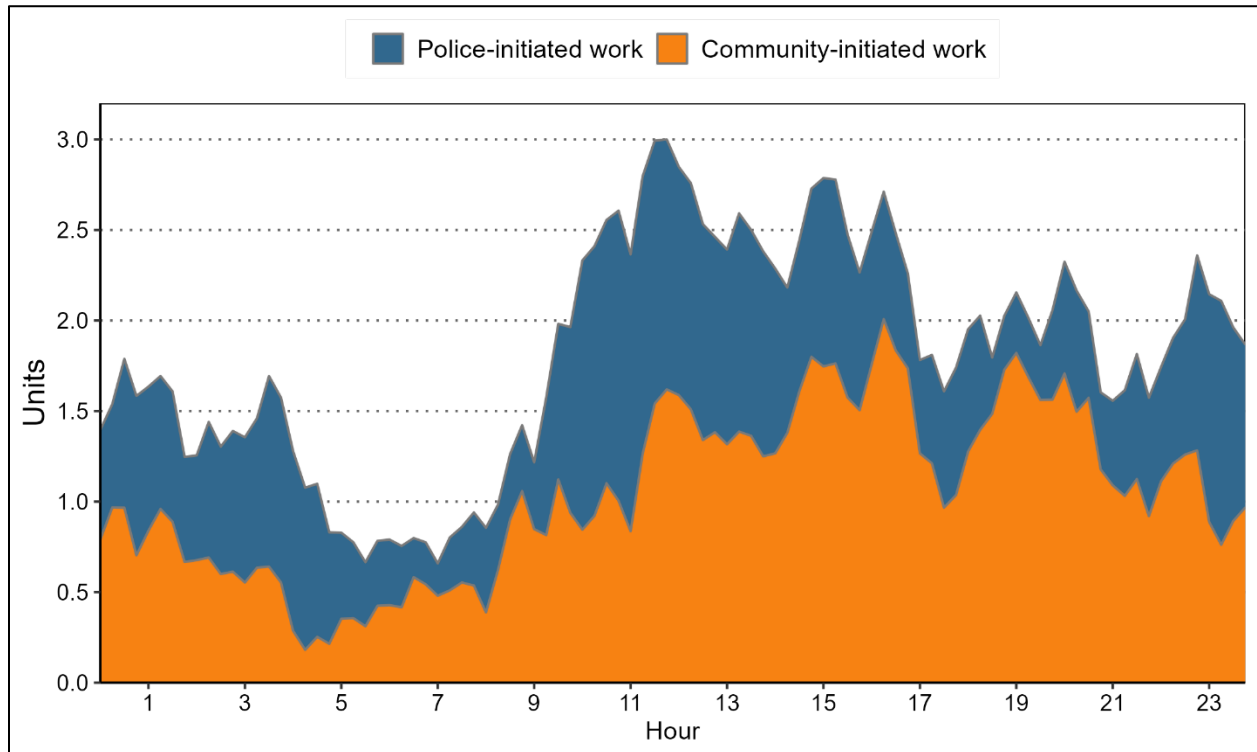
FIGURE 5-7: All Workload, Weekends, Winter 2023



The workload profile for winter weekends shown above differs from the weekday workload profile. During the weekends, most of the work was community-initiated, with far less officer-initiated work being done by GCPD police officers. The average hourly deployment required to handle the weekend winter workload was 1.3 officers.

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

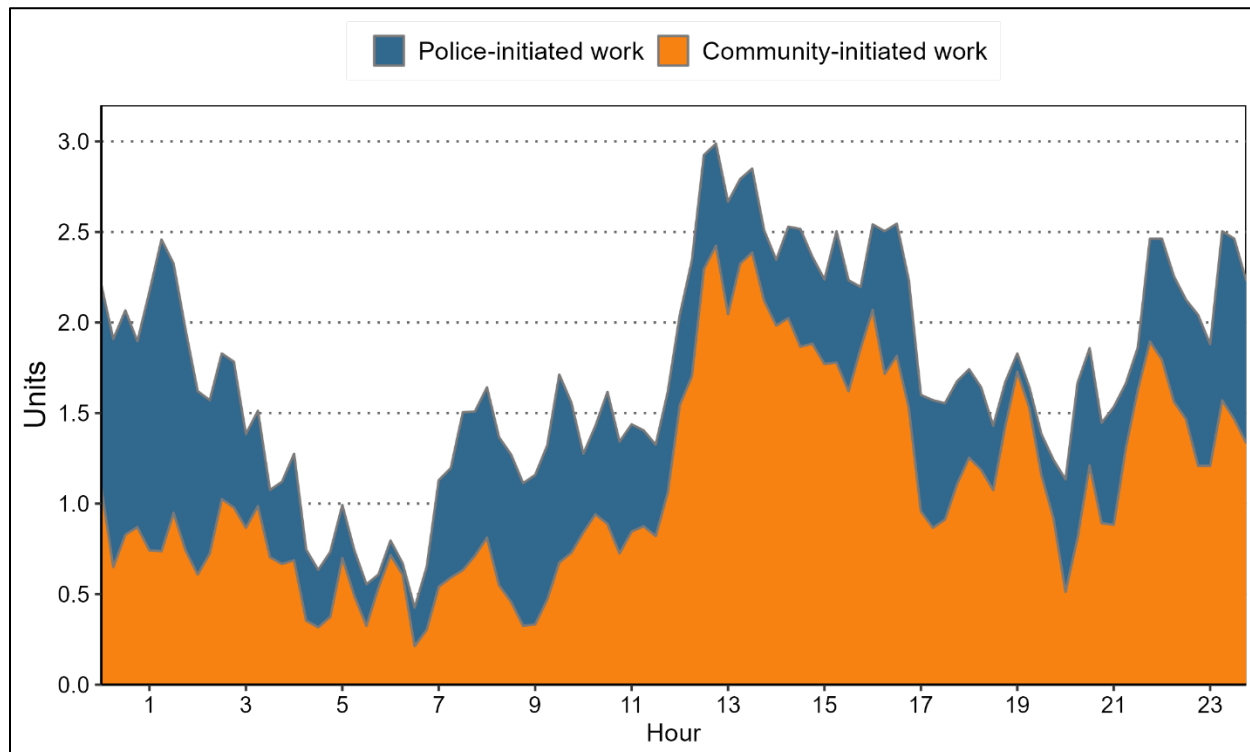


It is common in communities across the country to see an increased police workload in the summer season. As the weather warms, more people are outside enjoying what a community has to offer and with that additional activity comes more police activity in in both community and officer-initiated work.

Both the above and below figures represent the busier summer season in Peachtree Corners. On weekdays, the workload spikes at three officers per hour near noon, while on the weekend, it reaches three officers at about 1:00 p.m. The average workload is similar to the winter season at 1.8 units during the week and 1.7 units on the weekend.

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FIGURE 5-9: All Workload, Weekends, Summer 2023



Once we establish how many officers would be required to handle the existing workload, we need to evaluate a few other areas that impact both workload and staffing:

- The necessary time to account for officer administrative time.
- The additional officers that are necessary to balance workload at or below 60 percent as outlined in the “Rule of 60.”
- The relief factor that is necessary to accommodate normally scheduled officer time off.

Administrative Time

We have established that existing workload data supplied by GCPD includes officer-initiated and community-initiated workloads. What is not included in the data provided to CPSM is “administrative time” that takes place on every shift involving every patrol and supervisor position assigned to the patrol function.

Administrative time is a term being applied here to capture all other work an officer might be performing that does not fit into the previous two categories. Examples include report writing, community meetings, vehicle maintenance, meal breaks, and the like. Under a traditional workload assessment, we would be able to capture that administrative or “out-of-service” time in a police department’s CAD system. This did not occur with GCPD. However, we can provide an opinion based on experience performing other assessments that administrative time often adds approximately 20 percent of the workload to an officer’s shift. In other words, for every 10 hours an officer works, it is reasonable to assume that 2 of those hours are consumed with the administrative requirements to perform the job. We will account for this administrative time in our patrol staffing requirements.

Additional Staffing to Account for the Rule of 60

As noted earlier, it is desirable to keep the officer workload at or below 60 percent so there is discretionary time to address important community concerns or respond to emergencies in a timely manner. If all of the workload that occurs in a patrol setting (community-initiated, officer-initiated, and administrative) occupied 100 percent of the available staffing, then more officers would be necessary to reduce and spread the workload out to bring the total workload under 60 percent for the entire patrol team.

Relief Factor

Police department scheduled staffing is rarely at 100 percent. Police department employees are like any other workforce in that employees receive vacation time, require some sick time, require time off for family or personal emergencies, or have time away from their primary duties for required training or professional development. Additionally, because of the law enforcement profession's dynamic nature, it is common to have officers off because of duty-related injuries. Simple work-related injuries that may not keep a non-safety city employee away from their regular job responsibilities are likely to sideline a sworn officer from working the patrol function. For instance, an employee working in finance at city hall can likely perform their job duties in a physically compromised condition, such as wearing a knee brace or walking with crutches for a limited period of time. If a similar condition impacts a patrol officer, the city may be able to find a light-duty position for that officer, but the position on patrol is still a concern that may need to be addressed.

Agencies that do not account for a regular relief factor will often spend considerable amounts on overtime to fill patrol positions; excessive overtime not only impacts the budget but also impacts the healthy work-life balance of employees. In our experience, a 20 to 30 percent relief factor is often observed in police departments to account for proper staffing.

Note: Proper workload management, officer administrative time management, and relief factor management are all important functions that police department supervisors and managers should actively manage. The existing workload metrics provided by GCPD are assumptions that GCPD is properly supervised and managed. As with any metric, time allocation can be manipulated to make a department look busier than it actually is, and excessive overtime or time off can be attributed to workforce mismanagement. Proper supervision of officer on-duty activity ensures that officers are not spending unnecessary time handling the city's business, and the management of officer time off must be managed to keep the proper number of officers on duty at any given time.

Proposed Patrol Scheduling/Staffing for Peachtree Corners PD

Patrol scheduling will become a management decision that will need to be addressed. In our assessment, the workload profile provided by GCPD would support placing the patrol function of PCPD on a scheduling rotation that factors into 24 (that is, 8 or 12-hour shifts). However, very few agencies work 8-hour shifts in patrol, with most now opting for a 10- or 12-hour shift schedule. We have elected to build the staffing profile with a 12.5-hour rotation. This affords a one-half hour overlap of shifts, allowing one shift to brief and prepare for deployment while the other shift remains on duty until relieved. This schedule normally incurs an automatic 7.5 hours of overtime per patrol employee who works their full two-week schedule (1.5 hours of overtime per week x 2 weeks + 4.5 hours for the coverage day). The following table provides an example of an officer's two-week schedule under this plan.

TABLE 5-7: Sample Officer Schedule, Two-week Pay Period

	M	T	W	Th	F	Sa	Su	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

Note: There are other variations of the 12-hour schedule that may require less overtime. This option was selected for this analysis because it provides overlap coverage that is sometimes lacking in a 12-hour schedule.

The proposed patrol deployment would be two teams working opposite days of the week:

- Team A – Scheduled Monday through Wednesday, plus every other Thursday.
- Team B – Scheduled Friday through Sunday, plus every other Thursday.

Each team would have two squads:

- Team A/B – Squad 1/3: Shift of 0630 to 1900 hours.
- Team A/B – Squad 2/4: Shift of 1830 to 0700 hours.

Proposed staffing on each team/squad to account for the Rule of 60, workload, administrative time, and a relief factor would be as shown in the following table.

TABLE 5-8: Proposed Patrol Staffing, by Team / Squad

	Team A		Team B	
Lieutenant	1		1	
	Squad 1	Squad 2	Squad 3	Squad 4
Sergeant	1	1	1	1
Corporal	1	1	1	1
Officer	7	6	7	6
Total	18		18	

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CRIMINAL INVESTIGATIONS DIVISION (CID)

In the organizational chart presented earlier in this report there is a police captain/major who will manage both the investigative section of the agency as well as the support services aspect of police operations. The following is a breakdown of the investigative function of the agency.

The most practical approach for staffing the CID would be to use historical data to develop workload indicators specific to the agency. This would include an analysis of crime reports to understand how many and which types require investigative follow-up, the volume of such reports, and the time required to manage them. Staffing decisions depend on several variables and procedural issues, but the basis for the calculation is to define and understand the workload involved, and then carefully determine the staff and other resources required to manage it.

During this project, CPSM reached out to the Gwinnett County Police Department for information on how many detectives were assigned to investigate crimes originating in the City of Peachtree Corners, the number of violent crimes that originated in the city and which were assigned to detectives, and the number of property crimes that originated in the city and which were assigned to detectives. In addition, CPSM requested data on the clearance rates for crimes investigated that originated in the City of Peachtree Corners. The GCPD considered CPSM's request a public records request, which was forwarded to its PRA Unit. CPSM received a response from Gwinnett County Police Department's PRA unit that the request most likely would not be able to be completed until December 2024.

Without data on criminal investigations being provided by the Gwinnett County Police Department to CPSM in a timely manner, it would be impossible to make a determination based upon analytical data on the number of detectives there should be in CID. Without having that critical data regarding criminal investigations, CPSM must rely upon information and experience of assessing law enforcement agencies with similar crime rates in a similar size city as the City of Peachtree Corners.

Almost all law enforcement agencies assign each and every crime report taken by a patrol officer to a detective, no matter what the crime involved is; however, not every case assigned to a detective has information that would allow the detective to conduct an investigation toward the solving of the crime. Cases such as those are usually closed out with a designation of "No investigative leads," meaning there was no investigative work done by a detective on the case. Those cases that have no investigative leads are usually in the property crimes category. Conversely, most crimes in the category of violent crimes almost always have some amount of workable information that would enable a detective to conduct some follow-up toward the solvability of that crime.

CID Staffing

There is no set standard for staffing for a criminal investigation division based upon the caseload because the time spent on an investigation can depend upon the type of case, the available leads, and the severity of the crime. The International Association of Chiefs of Police (IACP) indicates that a caseload for a detective between 120 and 180 cases per year is acceptable. However, other experts say that there should be one detective for every 300 Part 1 crimes per year. CPSM believes that IACP's suggested caseload numbers are the most reliable model for staffing a CID.

When considering the number of personnel that Peachtree Corners PD should have in its CID, there are factors that must be considered, such as the number of violent and property crimes the city has in any given year. As one can see in the following table, the crime rates in the City of

Peachtree Corners have increased from 2019 to 2022 (with the exception of 2020, which was an anomaly because of the COVID-19 pandemic).

TABLE 5-9: Crime Rates in Peachtree Corners, 2019–2023 (Per 100,000)

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

According to the table, the violent crime rate in 2023 was 218 violent crimes, or crimes against persons, per 100,000. If that rate is translated to actual crime incidents based upon a population of 42,161, then the actual number of violent crimes for 2023 would be about 92 cases.

If the IACP formula (120 to 180 cases per year, per detective) was applied to that number of cases (92), the workload would justify having one detective being assigned to work violent crime investigations. Although the IACP formula would show that Peachtree Corners would only need one detective based upon the case load, violent crimes, especially homicides, serious physical assaults, and sexual assault cases almost always require a great deal more time to solve, file, and prepare for prosecution than do property type crimes. In most agencies studied by CPSM in cities the size of Peachtree Corners, those departments usually have in their investigation unit two detectives assigned to crimes against persons who work as partners because of the time and resources involved in the solving of the more serious crimes.

Now, with property crimes, it can be more difficult to accurately determine how many property crime cases actually require assignment to a detective for investigation. Since CPSM was unable to obtain that data from the Gwinnett County Police Department, we must base our assumptions upon a national average of solvability. Thus, in 2023, the property crime rate was 1,844 based on an indexed population of 100,000. Again, translating that crime rate to actual crime incidents gives us about 780 crimes based on a population of 42,161. On average, on a national basis, property crime cases have about a 13 percent solvability rate because they most often do not have any workable investigative leads. So, if that 13 percent solvability rate for property crimes is applied to Peachtree Corners property crime, there would be about 101 solvable property crimes on average per year. Although it appears one detective could handle the property crime caseload based upon the IACP formula and the national solvability rate, CPSM believes that two detectives working as partners would be more effective and could possibly increase the solvability rate.

Thus, CPSM recommends the staffing for the CID shown in the following table.

TABLE 5-10: Proposed Staffing for Criminal Investigations

CID Position	Number 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

Detective Lieutenant (Manager)

A Detective Lieutenant would be responsible for planning, directing, and coordinating all CID operations, managing personnel, developing and implementing goals, developing objectives, and developing policies and procedures for their division.

Detective Sergeant (Supervisor)

A Detective Supervisor in the CID would be critical to ensure that investigations are being conducted in accordance with federal, state, and local laws; coordinating and supervising criminal investigations; providing guidance to investigators; and ensuring that procedures are legal and in compliance with department regulations and procedures. In addition, the supervisor may maintain records and logs, prepare reports, direct the preparation and maintenance of departmental records, manage budgets, and provide guidance to and mentor detectives.

An important responsibility of the detective supervisor is to monitor an investigator's caseload, as assigning them too many cases can divert their attention and cause solvable cases to go cold. Although a detective might have only a small number of cases, those cases could require in-depth and time-consuming investigations.

Detective (Crimes against persons/Crimes against property)

A police detective's job is to investigate and solve crimes and to apprehend suspects who committed those crimes. Their responsibilities also include examining crime scenes, interviewing people, gathering evidence, writing reports, writing affidavits for search and arrest warrants, testifying in court, and performing surveillance.

Oftentimes, detectives specialize in investigating one type of crime, such as homicide, fraud, sexual assaults, or child abuse. However, this specialization it is most often found in police organizations much larger than the size of Peachtree Corners. In agencies the size of Peachtree Corners, the department would not have enough personnel to assign one detective to each type of crime. CPSM would recommend that two detectives be assigned to handle crimes that occur against people, and two detectives be assigned to crimes related to property crimes. Since there would be only two detectives in each area, they would have to be generalists in those areas. For example, a detective assigned to investigate property crimes would have to be knowledgeable in the areas of burglary, fraud, auto theft, and vandalism crimes, just to name a few. While a detective assigned to the crimes against persons unit would have to be knowledgeable in how to investigate murders, assaults, sexual assaults, and child abuse crimes.

Crime Analyst

The job of a crime analyst is heavily focused on research and involves studying patterns and trends in criminal behavior. They then use the results of this research to develop crime prevention philosophies. They will also directly contribute to the identification of suspects by providing information to detectives. A crime analyst will also, collect, interpret, analyze, and prepare routine to complex statistical information regarding crime trends, and make recommendations regarding operations and planning. A crime analyst can play a critical role in the solvability of cases and the forecasting of future crime trends in the community.

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SUPPORT SERVICES

The police captain/major who is responsible for the investigations division will also be responsible for the support services (or administrative services) of the agency.

Administrative support services usually include those functions or operations that are critical for a police department to operate but are not components of the other operational enforcement divisions of a department, such as patrol and investigations. The Support Services Bureau, as the name implies, provides necessary maintenance and support within the department. The bureau usually contains smaller units consisting of Communications, Records Management, Property and Evidence, Information Technology, Fleet Management, Facilities Management, Personnel (Hiring/Recruitment/Retention), Training, Budgeting, Policy, and Strategic Planning. Many, if not all, tasks handled by the Support Services Bureau can be done by personnel who are not sworn or certified police officers. In fact, CPSM recommends that all of the personnel in the Support Services Bureau be civilian personnel.

Support Services Manager

Each of the separate areas discussed below will have positions assigned to them; however, overall management of the bureau would be by a civilian Support Services Manager, who would be equivalent in rank to a lieutenant and would report directly to the Investigation/Support Services Major/Captain. The Support Services Manager would have direct management oversight of all sections in the Support Services Bureau.

Support Services Bureau Staffing

Although each of the areas will be discussed independently to include staffing, the following table shows the personnel that CPSM recommends for the Support Services Bureau.

TABLE 5-11: Recommended Personnel Complement for Support Services Bureau

Position	Number of Personnel
Support Services Manager	1
Records Supervisor	1
Records Clerk	2
Property and Evidence Clerk	1
Information Technology Technician	1
Support Services Clerk	1
Supervising Court Clerk	1
Court Clerk	3
Total	11

Communications

The Communications Center (Dispatch Center) is the nerve center and lifeline for any police department. They link the agency to the community and other law enforcement agencies in the county, and region. Currently, since the city is policed by the Gwinnett County Police Department, the Gwinnett County Emergency Communications Center handles all incoming emergency calls (911) and non-emergency calls for Peachtree Corners, as well as handling the dispatching of 911 calls and non-emergency calls for service related to Peachtree Corners.

The Gwinnett County Emergency Communications Center is the designated Public Safety Answering Point (PSAP) for the county. This means that all emergency 911 calls from anywhere in the county, including the City of Peachtree Corners, are answered by the Gwinnett County Emergency Communications Center. As such, all funds produced through the state's wireless 911 fees and non-wireless 911 fees go to Gwinnett County.

If the City of Peachtree Corners were to start its own police department and cease having its law enforcement needs serviced by the Gwinnett County Police Department, an issue that must be decided is how are 911 calls answered and dispatched for the new Peachtree Corners Police Department. With this in mind, there are only three options that CPSM believes are viable options for Peachtree Corners:

- **Option #1** - Peachtree Corners operates its own communications center, but Gwinnett County would continue to answer all 911 calls originating in Peachtree Corners and then forward them to the Peachtree Corners Communications Center.
- **Option #2** - Peachtree Corners contracts with a neighboring law enforcement agency for the answering and dispatching of their calls for service, but Gwinnett County would continue to answer all 911 calls originating in Peachtree Corners and would forward those calls to the contract city for dispatch.
- **Option #3** - Peachtree Corners continues to have Gwinnett County provide communication services for the city.

Each of these options has its pros and cons and would require serious consideration before a decision should be made regarding which option would best work for the City of Peachtree Corners. Opening and operating a communication center is not as easy as installing some equipment, hiring people, and beginning to answer and dispatch police calls for service. Consideration must be given to infrastructure build-out, hiring and training of personnel, and the compatibility of a computer-aided dispatch system (CAD) with a records management system (RMS). All of those components take time and resources to operate an independent communications center.

One of the major obstacles for Peachtree Corners with starting its own communications center is the fact that Gwinnett County is the designated PSAP (Public Safety Answering Point) for the county, which means that all 911 calls are routed first to Gwinnett County. It is highly unlikely that the State of Georgia is going to give Peachtree Corners a PSAP license that would allow all the 911 calls in Peachtree Corners to be routed to a city communications center. Thus, all 911 emergency calls originating in Peachtree Corners are still going to be routed first to Gwinnett County.

Option #1

Based upon the following reasons, CPSM believes that this is the least viable option of the three for Peachtree Corners, since there are so many other elements of a police department that must be stood up for a new police department.

However, if the city were to choose to have its own communications and dispatch center, the city would need to find and develop building space to house a communications center, purchase and implement a computer-aided dispatch system (CAD) compatible with its current RMS, hire and train appropriate staffing and supervision for 24/7 operations, and purchase other equipment required for the operation of a communications center. Although examining startup costs is not a focus of this project, the costs required to start a communications center are considerable, and those costs would have to be given appropriate consideration.

Aside from the considerable infrastructure startup costs for a communications center, a major undertaking in starting a communications center is the hiring and training of personnel required to operate that communications center on a 24/7 basis. The hiring and training of communications personnel can take approximately three to six months for those persons to become competent communications operators who can appropriately answer and dispatch emergency and non-emergency calls for service.

According to the CPSM data analysis for this report, the number of calls answered and dispatched by Gwinnett County between January 1, 2023, and December 31, 2023, and which were related to the City of Peachtree Corners, amounted to 17,840. In most studies conducted by CPSM of police agencies that handle a comparable number of calls for service as Peachtree Corners, those agencies staff their communications centers with one Communications Manager, four Communications Supervisors, and ten Communications Operators. Since CPSM considers this the least viable option of the three, the exact annual costs for the operation of a communications center were not calculated; however, with annual infrastructure costs, personnel salary and benefit costs, and other associated costs, it could easily eclipse \$1 million a year for the city to operate its own communications center.

Option #2

Based upon the following, CPSM believes this is the second least viable option of the three for the City of Peachtree Corners.

At the current time, there is not a neighboring agency that could handle the answering and dispatching of calls for Peachtree Corners; however, in the future, the Norcross Police Department could be a viable option because:

- It currently operates its own communications center that answers and dispatches police calls.
- It is in the process of building a new facility with an expanded communications center.
- It is willing to discuss a possible agreement to provide communications services for Peachtree Corners.

If Peachtree Corners were to contract for communications services with another public safety agency, the annual costs may or may not be less than what it would cost Peachtree Corners to operate its own communications center. A positive aspect is that the issues involved with staffing and training personnel would not be a concern of Peachtree Corners. Ensuring a communications center is fully staffed at all times with competent communications operators can be an onerous task, especially in the current job environment.

By contracting with a neighboring law enforcement agency for communications services, it would alleviate those issues related to a communications center for Peachtree Corners, which would allow it to concentrate on the hiring and training of police officers. It is not possible at this time to determine the annual cost of contracting with another law enforcement agency.

Option #3

CPSM believes this option is the most viable option if the city chooses to start its own police department. Gwinnett County would continue answering and dispatching all 911 emergency calls and all non-emergency police-related calls originating from the City of Peachtree Corners.

The Intergovernmental Agreement between the City of Peachtree Corners and Gwinnett County, which was signed in 2020, states that the county shall provide 911 call-taking and dispatch services to all incorporated and unincorporated areas of Gwinnett County. The City of Lilburn Police Department currently is the only incorporated city in Gwinnett County that has its

own police department and continues to utilize Gwinnett County Communications for its call-taking and dispatching; this service is funded through the 911 fees collected within the boundaries of Gwinnett County rather than a fee charged to the city.

If the City of Peachtree Corners were to allow Gwinnett County to continue to provide call taking and dispatching services, it relieves the City of Peachtree Corners the responsibility of having to create the infrastructure necessary for a communications center and would also relieve it of the responsibility of the hiring and training of communications supervisors and operators.

Based upon the calculations of the city's Finance Director, the annual cost to continue with Gwinnett County handling the call-taking and dispatching responsibilities are whatever 911 fees are collected from within the City of Peachtree Corners.

Records Unit

A Records Unit provides critical support to patrol operations and investigations by serving as a repository for all records and documents; by organizing and controlling all the agency's records; by regulating the ultimate disposition of these records; by handling public desk responsibilities; filling FOIA requests; and processing of citations. Records personnel are usually the primary point of contact between the department and the public and business community who come into or contact the department to conduct business.

A records management system (RMS) has fiscal, administrative, and legal implications, and its activities are governed by federal, state, and local law, as well as by administrative policies. The City of Peachtree Corners currently has an RMS that is currently in use by its Marshal's office; however, it is unknown if the RMS that is in use already by Peachtree Corners would be sufficient to act as an agency-wide system that would provide for the storage, retrieval, retention, archiving, and viewing of information, records, documents, or files, pertaining to the police department's operations. If not, then the system would have to be upgraded prior to the implementation of the Records Unit. An RMS usually requires an annual maintenance and license contract that amounts to about 18 to 20 percent of the system cost. **CPSM would recommend that there be an annual line item in the budget of \$50,000 to \$75,000 for the RMS.**

Staffing

Staffing the Records Unit with the right employees is vital to the integrity of not only the records maintained but, ultimately, to the integrity of the agency overall. The positions are technical, specialized positions, requiring an extensive knowledge of federal, state, and local laws and regulations. As well, Records personnel have access to restricted and confidential information.

Staffing a unit such as a Records Unit must always be based upon workload. Unfortunately, is no data available from the Gwinnett County Police Department regarding the workload created by police services within Peachtree Corners. Therefore, recommendations for staffing in the unit are based on information and data obtained by CPSM in conducting assessments of similarly-sized agencies.

The following table has CPSM's recommendation for the staffing of a Peachtree Corners Police Department Records Unit.

TABLE 5-12: Recommended Staffing for a Records Unit

Position	Number of Personnel
Records Supervisor	1
Records Clerks	2
Total	3

As in the other sections within the Support Services Bureau, the personnel in the unit (supervisor/clerks) are recommended to be civilian personnel, which is the norm in most all Records Units studied by CPSM.

Hours of Operation

The initial work schedule for the unit should be centered on normal business hours, Monday through Friday. Staffing during the weekends is not critical, but this might change as other internal needs become apparent. The public should have access to police, accident, and other reports during business hours.

Records Supervisor

The Records Supervisor would report directly to the Support Services Manager and would oversee the clerks' work. The person will also provide data to federal, state, and local agencies regarding crime numbers, such as to NIBRS. The supervisor will also delegate workload to the clerks and ensure timelines regarding data entry are met. Along with supervisory responsibilities, the supervisor will provide reports to the command staff and other city personnel.

Records Clerk

The record clerk's position is responsible for providing reports to the public, data entry, and other associated responsibilities.

Supplies

Most if not all records units maintain the office equipment necessary to run a police department, such as; pens, printers, printer contracts and maintenance, paper, report forms, etc. **Those costs can vary; however, an annual line-item in the budget should include approximately \$20,000.**

Property and Evidence

The Property and Evidence Section of a police department is responsible for the receiving and preserving all property and evidence that comes into the possession and control of a police department. This includes evidence, found property, probate items, and items surrendered or recovered. Nearly all law enforcement agencies have a unit where property and evidence is booked into and stored in a secured, locked area or room. Having physical security, policies, and procedures is critical since the area will be handling and storing sensitive materials such as narcotics, firearms, and money.

Typically, in the process of cataloging and storing evidence, officers complete the evidence or property form (usually a component of the RMS) that itemizes and describes the evidence, and then the officer places the evidence and form into a locker. The locker can then only be opened by a property and evidence clerk, who then stores the item(s) in an assigned location in the secure area or room. There are procedures in place for when an item must be signed out for analysis or court purposes and then returned. Once a court disposition has been reached with the item, it can be destroyed or disposed of according to state regulations.

The current RMS that Peachtree Corners is using does have a property and inventory management portal, as it is currently in use by the city's marshals in booking of evidence.

The P&E section in the department would only be open during normal business hours, 8:00 a.m. to 4:30 p.m., Monday through Friday. It is likely that any evidence entered into the property and evidence section prior to Peachtree Corners beginning its own police department would most likely remain with the Gwinnett County Police Department.

Staffing

CPSM recommends the department have one civilian property and evidence clerk who would be responsible for the operation and maintenance of the Property and Evidence Section. This position would report directly to the Support Services Manager.

Training

Training employees in evidence handling, protocols for managing perishable evidence and hazardous materials, chain of custody, and property and evidence disposition is critical. Without proper evidence handling protocols, the chain of evidence will be breached, resulting in the inadmissibility of evidence into criminal trials and subjecting the department to significant liability and potential litigation. CPSM recommends the clerk receive the International Association of Property and Evidence (IAPE) certification.

Budget

As with all aspects of this project, startup costs were not to be considered; however, with the property and evidence section, there would be startup costs for evidence lockers, shelving, a refrigerator, security cameras, safes, and security door controls.

There are though some annual costs that would be required for supplies, destruction of evidence, and other assorted costs that might arise within the property and evidence section. CPSM believes that an annual amount of **\$15,000** be budgeted for those items.

Support Services Clerk (Quartermaster/Fleet/Facility)

Every law enforcement organization must have personnel who order and track the department's equipment, manage the department's fleet, and manage the department's facilities. CPSM recommends that a Support Services Clerk position be created to handle the responsibilities for the three areas of the department mentioned above. CPSM also recommends that this position be a civilian and not a certified police officer. The Support Services Clerk would report directly to the Support Services Manager.

Quartermaster Responsibilities

Quartermaster responsibilities include maintaining the department's inventory, and issuing supplies, equipment, and uniforms to the members of the department. The position also maintains records, logs, and documentation of purchases, costs, deliveries, quality control and/or performance issues, and current inventory of equipment and supplies. The position also maintains records, logs, and a database of equipment, supplies, uniforms and related items issued to individual department members and to vehicles.

Obviously, there are costs associated with maintaining the department's inventory of equipment, and the purchasing of such equipment. The following items are under the purview of the position: uniforms, leather gear, handguns, long guns, tasers, body worn cameras, vehicle supplies, and ballistic vests.

Some of the items listed above have a longer lifespan than others that may need replacing each year. Although some of the items will have a multi-year lifespan, CPSM recommends the department have a replacement strategy built into its annual budget. The annual costs listed below are based upon the number of sworn personnel (55) on the Peachtree Corners Police Department. If additional positions are added to the department, then the costs increase.

- Uniforms – The lifespan of a uniform is approximately two years, unless it is damaged in the course of an officer's work. Officers typically are issued four shirts (two short sleeve, two long sleeve). In recent years, many agencies have transitioned to a less formal daily working uniform that involves a utility-style uniform with a vest carrier-type system worn over the top of the uniform. Uniform costs vary depending on material and manufacture. Additionally, some departments pay for all uniforms issued by the department, while others may provide an annual stipend that is included in an officer's compensation. For the purpose of this analysis we believe it would be appropriate to include a line item in the budget of \$33,000 to account for department costs regardless of what model of distribution it elects to use (\$600 per sworn position).
- Ballistic Vests – An officer's ballistic vest usually requires replacement every five years. A ballistic vest costs approximately \$1,200. An annual line item in the budget of \$13,200 should provide the agency with the necessary yearly replacement budget.
- Handguns/Long guns – It is difficult to determine exactly how long a police officer's weapon is meant to exist because its lifespan is based upon the number of rounds fired through the weapon and the care it receives. However, any weapon, whether it be the officer's handgun or long gun, should last ten years. Although prices vary depending upon make and model, one can assume a handgun will cost approximately \$1,300 and a long gun will cost approximately \$3,000. Prorated annually based upon a ten-year replacement cycle, the annual cost for weapons would be approximately \$23,650. The annual cost for employee ammunition would be approximately \$20,000.
- Electronic Control Devices (ECDs) – ECDs (commonly called Tasers) are in use in most law enforcement agencies in the United States. There are vendors that offer packages with both ECDs and body-worn cameras, along with the necessary maintenance and digital storage for an approximate subscription cost of \$100 per officer, per month. Peachtree Corners is estimated to have 55 sworn officers, which places the costs of both ECDs and BWCs at \$66,000 annually.
- Body-Worn Cameras – See above.
- Dashcam Video Cameras – Equipping 55 marked police vehicles with dash cams would cost approximately \$85,000 annually (optional expense).
- Motorola radios – The marshal's office is currently spending \$5,700 on each Motorola handheld radio. Motorola estimates the lifespan of its handheld radios at seven years. With 55 sworn personnel, and each requiring a radio, if the cost is prorated at seven years, the annual amount of money that should be put into the radio replacement fund is \$44,785.00.

As one can see there are substantial annual costs associated with the items listed above. Just the items listed have an annual cost of about \$285,000. ***CPSM would recommend Peachtree Corners budget approximately \$350,000 annually in the Support Services Clerk's budget to cover the listed items plus additional items related to equipment.***

Fleet Management

The goals of careful fleet management is the efficient and cost-effective operation of a department's fleet. A fleet manager oversees:

- Cost control – Used to analyze fleet information to identify areas for improvement.
- Fuel use – Aimed at reducing fuel consumption and costs.
- Vehicle maintenance – Ensuring vehicles are reliable and their lifespans are extended.

A fleet manager ensures the department's vehicles are being utilized to their fullest potential in a safe and cost-effective manner.

Currently, the City of Peachtree Corners has four vehicles in its fleet for the Marshal's office. These are one Ford pick-up, one Dodge Charger, and two Ford Explorers. All vehicles are fully equipped, marked patrol units.

Most police agencies in the surrounding areas of Peachtree Corners utilize a take-home vehicle program for officers. In such a program, an officer is assigned their own patrol vehicle, which they drive to and from their residence. Studies have shown that if an officer is the only person assigned to a vehicle, it will remain cleaner, require less maintenance, and, if the officer lives in the city, it provides more law enforcement visibility when the officer is driving their patrol vehicle to and from work. However, such a program will require the city to weigh the initial cost of the vehicles, and the additional maintenance required with a larger fleet of vehicles.

Now, most of the local agencies with a take-home vehicle program are smaller than Peachtree Corners and require fewer vehicles, but the cost ratio is proportional for those jurisdictions. When other area departments were contacted regarding their fleet and their decisions to use a take-home vehicle program, they all stated that having such a benefit enables them to remain competitive in the recruitment market for new personnel, increases retention of tenured officers, and decreases maintenance costs of the fleet. **CPSM recommends the City of Peachtree Corners utilize a take-home vehicle program.**

There are two methods of procurement when it comes to providing a fleet of vehicles for a police department: (1) the city can outright purchase the vehicles and own them, or (2) the city can lease the vehicles from a leasing company. There are both pros and cons to each school of thought. However, in most all agencies studied by CPSM, the standard is that departments are still outright purchasing their police vehicles and not leasing them. Studies have shown that if the funds are available to outright purchase the vehicles, it is the more cost-effective way to begin a fleet, because the department is able to utilize them for their entire useful life, and then it owns the vehicles at the end of their useful life.

It is important to understand the differences between the two schools of thought when comes to having a fleet of vehicles.

Leasing

Several of the reasons why a department would consider leasing its vehicles are (1) leasing allows the police agency to better manage its budget and cash flow by have a predictable monthly payment, (2) a lease agreement might allow an agency to add more vehicles for the same price as outright buying fewer vehicles, (3) leasing can enable agencies to acquire newer vehicles with the latest engineering changes and technology, and (4) the agency can take advantage of multiple resale channels for higher returns.

Purchasing

CPSM recommends the city outright purchase the police department vehicles.

The City of Peachtree Corners would have to purchase approximately 55 equipped police vehicles at an average cost of \$70,000 per vehicle (marked and unmarked equipped vehicles).

With a philosophy of vehicle replacement at 100,000 miles, a police vehicle will last approximately five years before it requires replacement. Using the cost of the vehicle and prorating that over the five-year life expectancy of that vehicle, the prorated cost of each vehicle is \$14,000 annually.

CPSM recommends that the department use a vehicle replacement fund to purchase the replacement vehicles. A vehicle replacement fund is an amount of money put away each year based on the vehicle's life expectancy to purchase a replacement vehicle at the end of its useful life. In the case of Peachtree Corners, CPSM estimates the annual funding that should be deposited into the vehicle replacement fund based **on 55 vehicles is \$770,000.**

Vehicle Maintenance

Vehicle maintenance is an unknown expense. Many police vehicles are partially covered by manufacturers' warranties, meaning that newer vehicles may have very minimal costs while older ones become far more expensive to keep in a police fleet. It is common to have some vehicles cost \$5,000 to \$10,000 per year in maintenance. **With 55 police vehicles, the annual maintenance costs should be estimated at \$130,000.**

Fuel

According to the Marshal's 2024 budget, fuel cost is estimated at \$13,200 for the four vehicles, or \$3,100 per vehicle. The Marshal's office experiences much less patrol time than would police department patrol vehicles. **Therefore, annual fuel costs for a department fleet should be set at approximately \$200,000.**

Facility Responsibilities

Facility management is crucial to ensure that the locations at which employees work are safe, comfortable, sustainable, and efficient. Facility management is responsible for the maintenance and upkeep of an organization's buildings, ensuring the building meets legal requirements and health and safety requirements.

As there is no building yet designated as a police facility in Peachtree Corners, the annual costs for maintenance and cleaning were considered in determining this cost. The City of Peachtree Corner's city hall is 60,000 square feet in size, and the maintenance and cleaning costs are approximately \$200,000. However, a police department would not have to be that large for a police department the size that this project has identified. When police facilities are under consideration by any municipality, there is usually not a great deal of thought given to future growth of the police department. There are three options available for the city when determining where to house the city's police department: (1) the city can refurbish a portion of the current city hall to meet the police department needs, (2) the city can find a currently vacant building in the city and refurbish it to meet the police department needs, or (3), the city can build a new police facility.

For a police department the size this project has identified, a facility of 30,000 square feet would meet its current needs and would meet future needs as growth occurs. Thus, if the current city hall maintenance and cleaning costs are \$200,000 annually, **a facility half that size would most likely have an annual maintenance and cleaning cost of \$100,000 annually.**

Information Technology (IT)

Information technology (IT) has become an integral component of the operation of a law enforcement agency. Police agencies regularly purchase and integrate new technology and still have to maintain current technology. Considering the wealth of technology used by a modern department, it is critical that a police department have an IT Technician housed in the

department. CPSM recommends that there be one civilian position in the police department to handle the management of computer and technology issues, including the BWCs and in-vehicle cameras.

Although there are a number of technology-related items that may fall under the management responsibility of the department's IT specialist, we have captured many of those expenses elsewhere in this report. Items that have not been captured include the regular replacement of department computers; the IT Technician would be responsible for replacing all computers in the department (both desktop and vehicle). With 68 total personnel in the department, each would need a desktop computer, and with 55 marked police vehicles, each of those would require a computer.

CPSM recommends that Peachtree Corners establish a technology replacement fund for items such as computers, other hardware, and software needed to operate a police department. An annual budget allocation of **\$35,000** would be appropriate.

Court Services

The City of Peachtree Corners already has a municipal court that handles cases involving the city's code enforcement efforts and other associated items. With the operation of a police department, there will obviously be an increased workload due to traffic citations, municipal code violations, and some misdemeanor violations.

A court clerk's responsibilities include:

- Maintaining case files, trial dockets, and journals, and recording court proceedings.
- Collecting court fees, fines, and costs.
- Issuing legal warrants, subpoenas, summons, and orders.
- Working with the police department to issue process warrants.
- Assisting the public: Helping the public find court forms, court rules, and legal help.
- Responding to inquiries from the public, community organizations, and other agencies.

Although there is no way to accurately gauge the workload of the municipal court if the city were to operate its own police department, a neighboring city similar in size has four clerks assigned to handle just the municipal court functions. CPSM believes that a staff of one Supervising Court Clerk, and three Court Clerks should be able to handle the workload for the Peachtree Corners Police Department.

TABLE 5-13: Recommended Staffing for Municipal Court

Position	Number of Positions
Supervising Court Clerk	1
Court Clerk	3
Total Personnel	4

Personnel Officer (Recruitment/Hiring)

When beginning a new police department, recruitment and hiring for sworn law enforcement positions and the necessary civilian positions involves considerable time and resources. In addition to the recruitment and hiring of the officers, there are the resources needed for training

and certification of new personnel to meet professional standards and ensuring all department employees have the necessary experience, skills, and qualifications to do their jobs.

The law enforcement profession always faces the challenge of ensuring there is sufficient staffing numbers to meet the needs of the community. For nearly every agency, no matter what part of the country it is in, this is an ongoing effort and is well documented. However, for some time, and especially more recently, finding qualified applicants who have the desire and ability to meet the requirements of the selection process and academy training has become a more challenging proposition, adding to a growing shortage of law enforcement officers nationwide. In addition, a problem plaguing police departments is being able to retain employees once they are hired and trained.

Multiple agencies are all competing for the same qualified candidates and there is increasingly more demand than there is currently a supply, which is the reason many departments are becoming more and more creative in their recruitment, hiring and retention bonuses, and work schedules. According to a 2018 study by the Police Executive Research Forum (PERF), the interest in becoming a police officer is down significantly.

Given the constraints mentioned above, the city is faced with three options for hiring sufficient qualified personnel: (1) conduct an enhanced and aggressive effort to recruit new officers from the City of Peachtree Corners and the surrounding communities, (2) hire experienced and certified personnel from other law enforcement agencies, which would shorten training time and increase the experience level of the officers, and, finally, (3) hire new recruits from the Basic Law Enforcement Training Academies offered through community colleges. Note that hiring entry level officers will also require that they successfully pass field training to become certified police officers. The field training cycle usually consists of 16 to 20 weeks of intensive on-the-job training and periodic performance evaluations by senior officers specifically trained as training officers. CPSM would recommend the city use a combination of all three strategies to hire personnel.

CPSM recommends that a Recruitment/Hiring Unit be staffed with one police officer who can handle the recruitment, coordinate hiring with the city's HR department, and conduct the employment background investigations. The position would report directly to the Internal Affairs Sergeant.

Internal Affairs / Training / Policy

Ensuring the department has the public's trust is vital to the law enforcement mission, and this trust rests on departmental responsiveness to community needs and expectations. Because the effectiveness of any police agency is dependent upon its reputation for integrity within the community, internal affairs units for investigating serious violations of the law and violations of department policy by police officers should be established by all police departments. An Internal Affairs Unit should act with integrity, be responsive to complaints from both inside and outside the agency and keep an accurate record of its activities. The unit should strive to preserve the public's trust and confidence by conducting thorough and impartial investigations of alleged employee misconduct, providing proactive measures to prevent such misconduct, and by maintaining the highest standards of fairness and respect towards the citizens and employees. Citizens should not be discouraged from presenting complaints, and each complaint should be recorded and its progress monitored.

Every police department, regardless of size, will have to investigate complaints about an officer's or a civilian employee's conduct or behavior at some point. Employee misconduct investigations are sensitive and confidential; only a limited number of department personnel

have access to investigation-related information. Due to the sensitive and confidential nature associated with internal administrative investigations, CPSM recommends that the internal affairs function be positioned in the department's organizational chart as reporting directly to the Chief of Police.

CPSM also recognizes that there are three options available that Peachtree Corners could consider using regarding the handling of employee misconduct complaints. First, the department can staff an internal affairs unit with one sergeant who would conduct the employee misconduct investigations. Second, the department could outsource the employee misconduct investigations to a neutral, third-party consulting or investigative group that specializes in conducting employee misconduct investigations. Finally, a third option would be to have the employee's immediate supervisor conduct investigations of minor misconduct allegations, while the more serious allegations are investigated by a command staff member. Each option requires various levels of resources, to include training, or a budget for outsourcing investigations. Note there is no funding consideration included in this proposal for outsourcing employee misconduct investigations since it is only an option, and at this time it is not recommended by CPSM; however, it may become a viable option in the future.

CPSM recommends the city use the first option of staffing one sergeant who would be dedicated to the function; however, that sergeant would also have the collateral responsibilities of the department's training and policy manual management. Although the sergeant would have responsibility over training, CPSM would recommend that a police corporal position be assigned as a training officer reporting directly to the I/A Sergeant. The training officer would have the responsibility of ensuring all members of the department meet their mandated training requirements. This position can also assist on IA investigations and policy manual management.

TABLE 5-14: Recommended Staffing for an Internal Affairs / Training / Policy Unit

Position	Number of Personnel
Sergeant	1
Corporal	1
Total	2

Internal Affairs Sergeant

The I/A Sergeant has the responsibility of conducting the investigations and maintaining a database regarding those employee misconduct investigations. Although there are several internal affairs investigations management systems available on the market, CPSM recommends the department purchase I/A Pro, which enables the management and tracking of employee misconduct investigations, as well as uses of force.

Training

Training is one of the most important functions in a law enforcement agency. Effective training is critical in providing essential information and minimizing risk and liability. The outcome of effective training can be assessed in part by such measures as a high level of proactive policing and low level of citizen complaints, low numbers of claims or lawsuits, high citizen satisfaction with the police, well-written and investigated reports, safe driving records, and appropriate implementation and documentation of use-of-force incidents.

The objectives of a department's training program are as follows:

- Enhance the level of law enforcement service to the public.

- Increase the technical expertise and overall effectiveness of department members.
- Provide for continued professional development of department members.
- Ensure compliance with the State of Georgia rules and regulations concerning law enforcement training.

CPSM also recommends that the department purchase a training management software product to use to track all officers' training.

Ensuring that all members of the department receive both the required training and specialty training required for their specific assignments can be expensive. For an agency the size of Peachtree Corners, CPSM would recommend an annual training budget of approximately \$100,000.

Training Officer

This position would report directly to the I/A Sergeant and would have the responsibility for scheduling the training and training instructors, and ensuring that all department members meet their mandated training requirements.

Policy

The policy and procedures manual is the foundation for all of the department's operations. When properly developed and implemented, a policy/procedure manual provides staff with the information to act decisively, consistently, and legally. It also promotes confidence and professional conduct among staff.

Authoring a policy and procedure manual can be an onerous process; however, there are private companies that produce policy and procedure manuals that can be adapted to the individual department. Those companies provide a complete product, policies are reviewed and updated by state-specific attorneys, and the product also includes a function whereby officers must confirm that they have read any new policies and policy updates. Although CPSM has no association with any one policy and procedure company, CPSM has found that Lexipol is by far the most complete service for law enforcement use. CPSM recommends the department purchase its policy manual from Lexipol, and that the department purchase the monthly updates as well. **For a department the size of Peachtree Corners the annual cost for the policy manual service would be approximately \$20,000.**

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SECTION 6. OPTIONAL POLICE UNITS

This section of the report is intended to outline police functions that may not be deemed essential but would normally be part of a police department serving a community such as Peachtree Corners. Within this section, we will offer some options and include overall costs for those areas of police operations we recommend be included in a proposed Peachtree Corners Police Department.

SPECIAL WEAPONS AND TACTICS (SWAT) TEAM

One of the primary capabilities of a police department is the ability to respond to public safety emergencies and high-risk situations. Some of these incidents require immediate action by officers with specialized training, skills, and equipment beyond that of a patrol officer. To address these types of incidents, most law enforcement agencies equip a designated cadre of sworn personnel with specialized weapons, training, and tactics; this group is commonly known as a "SWAT Team." The National Tactical Officers Association (NTOA) has developed comprehensive guidelines that define the different "tiers" of SWAT and Tactical Response Teams to ensure safety and consistency in the official handling of tactical emergencies and high-risk situations. These different "tiers" of SWAT Teams are based on their size, scope, and capability.

Tier I SWAT Team

For a Tier I Team, NTOA guidelines recommend 26 SWAT Team members, usually consisting of one team commander, three team leaders, four snipers, and 18 operators to cover multiple operational periods. Such a team is equipped and trained for all mission capabilities, including but not limited to hostage rescue, barricaded gunman, sniper operations, high-risk warrant service, high-risk apprehension, high-risk security operations, terrorism response, and other incidents that exceed the capability or capacity of an agency's first responders and/or investigative units.

Tier II SWAT Team

For Tier II, NTOA guidelines recommend 19 SWAT Team members, usually consisting of one team commander, two team leaders, four snipers, and 12 operators, equipped and trained for all mission capabilities during the operational period, excluding planned deliberate hostage rescues which require more timing, resources, and contingencies.

Tactical Response Team (TRT)

NTOA guidelines recommend 15 total personnel for a TRT, usually consisting of one team commander, two team leaders, and 12 operators equipped and trained for high-risk mission capabilities during the operational period, excluding deliberate hostage rescues and incidents exceeding the operational period and/or capabilities of personnel. NTOA guidelines make specific reference for law enforcement agencies with smaller geographical areas or population to make modifications to the TRT configuration when appropriate.

Based on the size, scope, and overall area of responsibility (AOR) for Peachtree Corners, establishing a department Tactical Response Team (TRT) in a modified configuration would provide the community with a rapid and effective response to critical incidents without incurring the cost and liability of a full-time Tier I or II SWAT Team. Members of the Peachtree Corners TRT would be selected from the roster of sworn, full-time personnel who possess the skills required for successfully handling tactical incidents and high-stress situations. The Peachtree Corners TRT

could continue to strengthen its capabilities and expertise through consistent collaboration and training with nearby police departments. Establishing agreements to collaborate with local agencies in a regional "Special Response Team (SRT)" configuration would also serve to augment mutual aid capabilities and effectiveness with additional personnel from partner agencies during prolonged and more complex tactical incidents. During our research and interviews with command staff from surrounding police departments such as Lilburn, Sandy Springs, and Norcross, the CPSM team received positive feedback about the possibility of a newly established Peachtree Corners TRT joining existing regional SRTs. The Gwinnett County Police Department (GCPD) confirmed it would still be available if called upon for assistance during prolonged and/or large-scale tactical incidents requiring the capabilities of a Tier I SWAT Team.

If the police department is established, CPSM recommends the formation of a Tactical Response Team (TRT). This would be a team of 9 to 12 personnel who have the training, experience, and proven records of handling critical incidents and high-stress situations. Members of the Peachtree Corners TRT would be selected from the roster of sworn full-time employees (FTE) who possess the work ethic and teamwork ability to thrive in rigorous training and work schedules. Members would serve on the Peachtree Corners TRT as a collateral duty to their normal assignment. Minimum training requirements include successful completion of "Basic SWAT Training" and at least eight hours of monthly (team training). The Team breakdown would be as follows:

- 1 Lieutenant (Team commander, collateral duty assignment for oversight).
- 2 Sergeants (Team Leaders, selected from patrol shifts or special units).
- 6 to 9 officers (Team Members/Operators, selected from patrol shifts or special units).

Since this is a collateral assignment, there is no added personnel cost.

Equipment for Tactical Response Team (TRT)

The following table provides a breakdown of essential tactical equipment and weaponry needs to properly equip a Tactical Response Team (TRT) of 9 to 12 members in Peachtree Corners. The initial purchase is based on a planned overage for the TRT (sergeants and officers) roster to ensure operational readiness during general maintenance, repair, and/or team growth. The lieutenant (team commander) would handle the command post and does not necessarily require specialized tactical equipment.

Based on available budget, Peachtree Corners should also consider the purchase of an Armored Rescue Vehicle (ARV) that can be used during tactical incidents such as a barricaded suspect, active shooter, hostage rescue, and other circumstances where an ARV can provide protection from armed suspects. While these scenarios are rare, they are unfortunately inevitable; an ARV can be utilized to save lives in Peachtree Corners, as well as the surrounding jurisdictions. This asset would also be an important step in establishing the Peachtree Corners Police Department as a respected agency and contributing partner in the region for SRTs and other law enforcement task forces, serving to reciprocally benefit Peachtree Corners. Combining resources with surrounding jurisdictions for the purchase of an ARV and/or other more costly assets/vehicles is also an option.

The annual baseline budget allotment for TRT equipment/weaponry should be at least 25 percent of the initial purchase cost for proper maintenance and a systematic replacement process to ensure the Peachtree Corners TRT is prepared with high-quality equipment/weaponry to properly protect the public (i.e., 25 percent of initial cost of \$399,040 = \$99,760 annual budget

allotment for maintaining and replacing TRT equipment/weaponry). Note: the amount does not include the purchase of an ARV.

TABLE 6-1: Specialized Equipment/Weapons for TRT, with Cost Estimates

Items	Equipment/Weapon	Per Item	Total
16	Vehicle safe (for securing equipment/weapons)	\$ 3,000	\$ 48,000
16	NIJ rated SWAT ballistic vests/plate carriers	\$ 5,000	\$ 80,000
16	Vest gear pouches	\$ 200	\$ 3,200
16	NIJ rated ballistic helmets	\$ 1,500	\$ 24,000
16	Colt or comparable M4 semi-auto weapon systems	\$ 2,500	\$ 40,000
16	Tactical handgun, with optic, light, holster, slings	\$ 1,300	\$ 20,800
160	M4 semi-auto rifle magazines	\$ 30	\$ 4,800
16	Radio headsets with earpiece, push to talk switch	\$ 1,000	\$ 17,600
16	Protective eyewear/goggles	\$ 60	\$ 960
16	Elbow and knee pads	\$ 50	\$ 800
16	Air purifying respirators	\$ 50	\$ 800
16	Individual First Aid Kits (IFAK)	\$ 130	\$ 2,080
16	Restraint devices/straps	\$ 40	\$ 640
5	Arwen 35mm less lethal weapon systems	\$ 3,600	\$ 18,000
5	Level II ballistic shields	\$ 6,000	\$ 30,000
5	Level IV ballistic shields	\$ 3,000	\$ 15,000
10	Weapon resistive bunker/blankets	\$ 1,300	\$ 13,000
5	Precision rifle systems (complete)	\$ 10,000	\$ 50,000
100x	Extra short- and long-range munitions	\$ 35	\$ 3,500
5	Delivery systems for chemical munitions (hot/cold)	\$ 1,000	\$ 5,000
10	Cases of hot and cold chemical munitions/gas	\$ 500	\$ 5,000
80	Light / sound diversionary devices "flash bangs"	\$ 65	\$ 5,200
5	Ramming and prying tools	\$ 300	\$ 1,500
5	Manual breaching, sledge, and bolt cutter systems	\$ 200	\$ 1,000
16	Specialized uniforms and BDU	\$ 510	\$ 8,160
1	Armored Rescue Vehicle (ARV) **optional**	\$(300,000)	\$(300,000)
	Initial Cost for Equipment/Weapons (TRT)	Total	\$ 399,040
	Annual Cost for Equipment/Weapons (TRT)	Total	\$ 99,760

TRAFFIC UNIT

A dedicated Traffic Unit allows for specialized focus on accident investigations and traffic-related issues. It also allows patrol officers to focus their efforts on response times and addressing quality of service priorities while ensuring more specialized and comprehensive response to traffic incidents and patterns unique to Peachtree Corners. A dedicated Traffic Unit in Peachtree Corners would also add subject matter expertise on traffic laws, proficiency with traffic enforcement equipment, and analysis of traffic-related data impacting road safety and traffic planning. To accurately reconstruct collision scenes, traffic specialists would also be trained to recognize key traffic-related indicators such as vehicle debris from accidents, skid marks, and damage patterns.

Studies consistently demonstrate that cities with dedicated traffic enforcement units experience a measurable reduction in traffic violations and accidents. Namely, the National Highway Traffic Safety Administration (NHTSA) reports that increased traffic enforcement, particularly targeting speeding, driving under the influence, and distracted driving leads to a reduction in traffic collisions, injuries, and fatalities. A dedicated Traffic Unit allows officers to focus on high-risk behaviors to reduce the number of preventable accidents on the roads.

The presence of a dedicated Traffic Unit would also allow Peachtree Corners to manage congestion more effectively, reducing delays and ensuring smoother road operations. This is particularly important in Peachtree Corners where the city leadership has created a business-friendly environment, welcoming technology innovators to benefit quality of life in the area and beyond. A perfect example of this is in the "Silicon Corners" area of the city where specific traffic lanes have been designated for self-driving vehicles. A dedicated Traffic Unit would ensure responsiveness to residents, city leadership, and the business community to minimize disruptions to traffic flow and safe roadway passage during emergencies, special events, and other traffic patterns unique to Peachtree Corners.

It is recommended that the Traffic Unit be comprised of:

- 1 Sergeant (from Patrol or CIU as collateral duty assignment for oversight).
- 2 officers (traffic specialists assigned to day shift or as needed).

Members of the Peachtree Corners Traffic Unit would be required to attend technical training programs critical to establishing them as subject matter experts, including but not limited to accident reconstruction, radar enforcement/calibration, and best practices to keep Peachtree Corners on the cutting edge of traffic safety.

Equipment for Traffic Unit

The following table provides a breakdown of standard equipment for traffic-related duties (the initial purchase is to have readiness for basic traffic needs) in order to properly equip a Traffic Unit of two to three members. The department should assess any additional specialized needs for traffic during the annual budget process. The initial purchase includes a modern digital ticketing system and database, with a portable unit for each sworn officer and code enforcement specialist. The ticketing system should be supervised by the Traffic Unit and have interoperability with the Municipal Court.

The annual baseline budget allotment for the Traffic Unit equipment should be at least 25 percent of the initial purchase for proper maintenance and a systematic replacement process to ensure Peachtree Corners is properly equipped to address traffic safety needs (i.e., 25 percent of \$108,700 initial cost = \$27,175 annual budget for Traffic Unit equipment).

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TABLE 6-2: Specialized Equipment for Traffic Unit, with Cost Estimates

Items	Equipment/Weapon	Per Item	Total
4	Accident Investigation Kits, including tools such as measuring tapes, chalk/paint for marking, digital cameras, and evidence collection materials.	\$ 3,000	\$ 12,000
4	Breathalyzers for testing drivers suspected of DUI (field devices).	\$ 500	\$ 2,000
2	Evidential Breathalyzer Tester (EBT), calibrated and certified for testing drivers suspected of DUI.	\$ 8,000	\$ 16,000
4	Sets of traffic cones/barriers for directing traffic at accident scenes, roadblocks, or special events.	\$ 500	\$ 2,000
70	Modern digital ticketing devices that sync with database and Municipal Court to issue tickets efficiently (equip all officers/code enforcement).	\$ 1,000	\$ 70,000
4	Vehicle inspection kits, with tools and devices to inspect vehicles for safety violations or mechanical failures (i.e., tire pressure gauges, flashlights, and tools to check brake pads).	\$ 1,200	\$ 4,800
70	Reflective vests and traffic control wands for visibility during night enforcement or poor weather conditions.	\$ 50	\$ 3,500
4	Tow straps to move disabled vehicles out of roadway for accidents/traffic enforcement situations.	\$ 100	\$ 400
	Initial Cost Specialized Equipment (Traffic Unit)	Total	\$ 108,700
	Annual Cost Specialized Equipment (Traffic Unit)	Total	\$ 27,175

COMMUNITY IMPACT TEAM (CIT) AND REGIONAL TASKFORCE

Serving the community and building public trust is not just the duty of a specialized unit, but of every member of a police department. Establishing a Community Impact Team (CIT) provides the police department with the capability to address issues requiring more comprehensive follow-up, including but not limited to abandoned buildings, residential blight, crime patterns, vandalism, and other law/code violations impacting quality of life in the area.

A dedicated CIT in Peachtree Corners would allow all officers to listen and observe the needs of the community during their calls for service and everyday interactions, knowing the CIT is a resource to follow-up. This also serves to improve response times since patrol officers can utilize CIT as a resource rather than remain at a call for service for extended times when more comprehensive follow-up by a CIT is more appropriate. For example, a major focus of Peachtree Corners CIT would be:

- **Problem-solving and crime prevention:** The team would work with residents, business owners, and crime analysts to identify crime trends and prevent criminal activity through community engagement and proactive strategies.
- **Directed patrol and visibility:** By regularly patrolling specific areas, the CIT would follow-up on real time information and feedback from the community to address city needs and act as a visible deterrent to crime while also being a force multiplier during peak hours and community events.
- **Collaboration with Other Law Enforcement Agencies:** The CIT would coordinate with other departments to tackle regional issues such as narcotics, crime trends, or other special needs in the area.

CPSM recommends the department select a team of three to four sworn, full-time employees who are self-motivated problem-solvers with strong interpersonal and communication skills to encourage in-depth interactions and problem solving with members of the community. CIT members should possess a strong understanding of laws and local municipal codes and possess the collaborative skills to work with other city departments, the courts, community-based organizations, and other entities to address public safety and quality-of-life issues.

Peachtree Corners should also consider designating one sworn, full-time employee to be assigned to participate in a regional task force. Our research and interviews with other police departments in the area revealed the common practice of combining resources in a task force configuration. This practice appears to be effective since it leverages personnel and equipment to address regional crime and public safety issues, while also strengthening relationships and information sharing.

The suggested Community Impact Team (CIT) staffing is as follows:

- 1 Sergeant (FTE assigned as CIT team leader).
- 2 officers (FTE assigned to CIT).
- 1 officer (FTE assigned to CIT, working on a regional task force).

MUNICIPAL COURT OPERATIONS

A local Municipal Court is typically responsible for handling cases related to local ordinance violations, traffic offenses, misdemeanors, and some minor criminal cases. Our research in the jurisdictions surrounding Peachtree Corners revealed most of the local police departments play an administrative role in supporting the court to ensure seamless coordination for case disposition.

Administrative tasks such as record keeping, scheduling, and collection of fines would be managed by the same personnel who support police operations, thereby optimizing the use of city resources and promoting efficiency. In order to conduct Municipal Court operations in Peachtree Corners, it would be important to establish scope, function, and purpose of the personnel responsible to run the Municipal Court, while also maintaining a clear line of separation between the administrative duties and the judicial role in order to uphold independence and objectivity for court rulings. While separating these functions may require more up-front annual funding from the city, research of surrounding Municipal Courts shows that revenues for comparable jurisdictions range between **\$1.2 million to \$1.8 million**, more than offsetting the annual costs for court operations. This serves to improve public safety and quality of life in the area by reducing traffic-related accidents and more efficiently addressing juvenile crime, misdemeanors, and code violations.

The structure of a local Municipal Court would address the following key functions:

- **Traffic Violations:** Managing cases related to DUI, speeding, and other traffic offenses.
- **City Ordinance Violations:** Handling cases involving local laws including but not limited to noise, zoning, abandoned buildings, animal control etc.
- **Misdemeanor Cases:** Low-level criminal offenses such as petty theft, vandalism, or minor assaults.
- **Arraignments and Preliminary Hearings:** For minor criminal cases before they are escalated.

- **Civil Disputes:** Small claims or civil disputes up to a certain dollar amount.

While there would be advantages to assigning the police department to administer Municipal Court operations in Peachtree Corners, it would be of paramount importance to ensure judicial authority remains separate from law enforcement activities to uphold public trust. The emphasis of the police department's administrative role should remain court security, logistics, and administration in order to streamline communications with the court to expedite case resolution. The initial Municipal Court operations in Peachtree Corners should be supported with at least five full-time, non-sworn administrative employees experienced with court operations. The Judicial Section of the Municipal Court should be supported with a Municipal Court Judge and probation services on a contractual basis, with one FTE Court Administrator. Based on research of surrounding jurisdictions, the initial minimal staff breakdown should be as follows:

- Municipal Court Judge (on contract).
- Probation Services (on contract).
- 1 Court Administrator (FTE assigned to PD/Municipal Court).
- 2 Court Clerks (FTE assigned to PD/Municipal Court to manage records, schedule, accounts receivables, and administrative tasks).

TABLE 6-3: Municipal Court Annual Personnel Cost

No.	Job Title	Salary & Benefits	Total
1	Judge (contracted services)*	\$ 200,000	\$ 200,000
1	Probation (contracted services)*	\$ 200,000	\$ 200,000
1	Court Administrator (FTE)	\$ 143,611	\$ 143,611
2	Court Clerk (FTE)	\$ 204,128	\$ 204,128
	Annual Personnel Cost Municipal Court	Total	\$747,739

Note: *These expenses are not factored into the final budget calculations at the end of this report as they are unlikely to be police department functions. Additionally, Peachtree Corners already has some of these functions as a contract for the existing services.

We also did not include court security in this expense category as it could be handled by contract security, on-duty police officers, or an FTE court bailiff position.

CANINE HANDLER

A local police department canine unit offers a valuable resource to enhance public safety, support law enforcement operations, and foster positive community relations. Canines are highly effective in detecting narcotics, weapons, explosives, and other items that might not be easily identifiable by officers on their own. Perhaps more importantly, dogs are extremely effective in locating missing persons in both rural and urban environments, which can be a critical force multiplier when time is of the essence to save human life.

During tactical operations involving a search for suspects hiding from law enforcement, police canines provide an extremely important option to search, locate, and apprehend suspects. This is particularly useful during incidents where a suspect is armed or violent, posing an increased threat to the public and/or pursuing officers. The use of police canines also typically reduces investigation and search times for building or perimeter searches covering large areas. This leads to quicker handling and resolution of incidents, thereby reducing overall financial burden to the department. Another important factor of police canine units is the deterrence of criminal

activity. Often the visible presence and known capabilities of a trained police dog can discourage criminals from engaging in criminal activity in areas where a canine is known to respond.

In addition to specialized capabilities, canines are loved by nearly everyone. Their presence and participation in public events, school programs, and community outreach serve to foster a positive image and strengthen the relationship between law enforcement and the community.

The department should assign at least one sworn, full-time employee with a proven record of patience and sound decision-making under stress. Canine handlers should have a natural affinity for animals with the physical strength and technical knowledge required to train and maintain a police dog. Additionally, canine handlers should possess strong communication skills to interact positively with the community and collaborate with their partners in the field, including but not limited to specialized units and other law enforcement agencies in the area which might be seeking assistance.

Canines with high drive and effectiveness are often trained in various tasks (known as “dual purpose”) in areas such as narcotics detection, tracking, apprehension, and search and rescue. Since one of the most important aspects of a Canine Unit is community relations, it is also extremely valuable to have at least one canine with a calm and loving temperament. To address this concern, Peachtree Corners should consider assigning two dogs to its canine handler: one for detection (narcotics, weapons, explosives, etc.), tracking, search and rescue, and community relations; the second for tracking, apprehending, and subduing suspects. By separating the roles, each dog would receive consistent specialized training and handling tailored to their specific duties. This approach manages their “high drive” for improved performance and reduces likelihood of mishandling or accidental bites in public places such as schools and/or community events. The proposed Canine Unit would consist of:

- 1 Sergeant (collateral duty assignment for reporting and oversight).
- 1 Officer/Canine Handler (FTE).
 - 1 *Detection Canine* (narcotics, weapons, tracking, search and rescue, community relations).
 - 1 *Apprehension Canine* (tracking and apprehending suspects).

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TABLE 6-4: Specialized Equipment for Canine Unit, with Cost Estimates

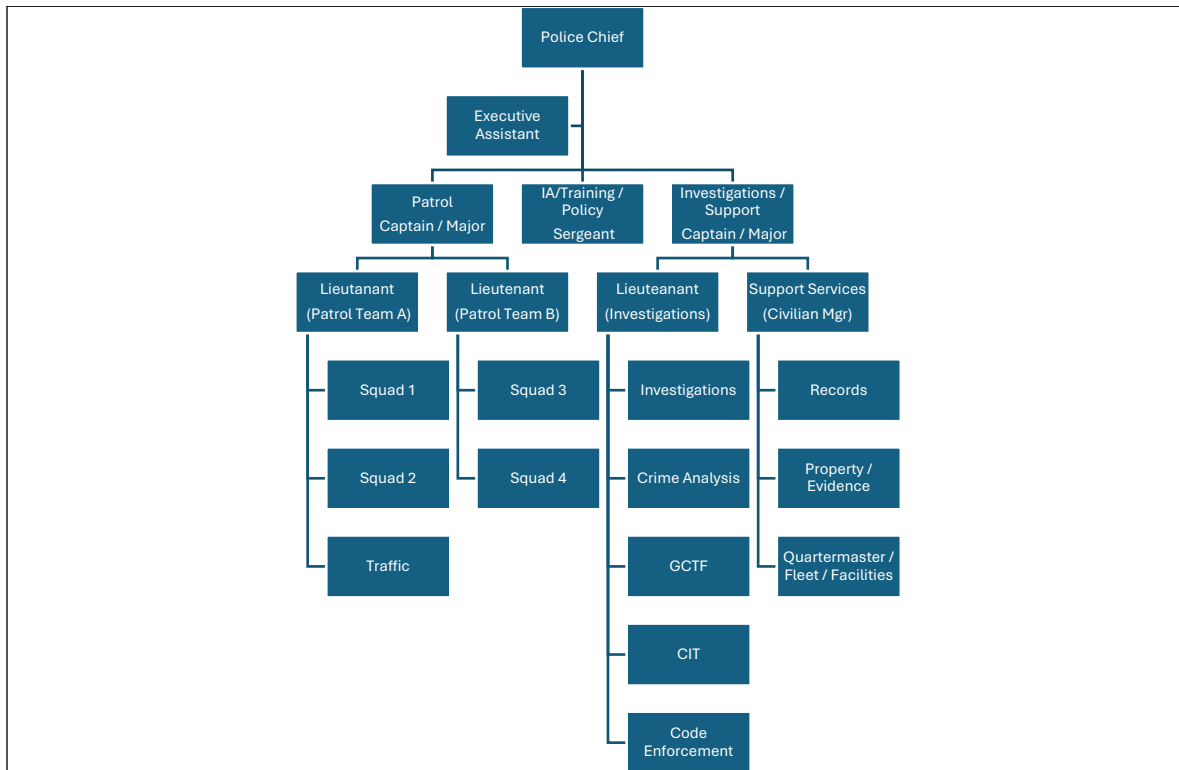
Items	Equipment/Weapon	Per Item	Total
1	Canine (tracking and apprehension).	\$ 10,000	\$ 10,000
1	Canine (detection: narcotics, weapons, search and rescue, community relations).	\$ 10,000	\$ 10,000
1	Protective gear for handler during training (protective gloves, sleeves, bite suits, etc.).	\$ 3,000	\$ 3,000
1	NIJ rated SWAT ballistic vests/plate carriers for handler.	\$ 5,000	\$ 5,000
3	Vest gear pouches for handler.	\$ 200	\$ 600
1	NIJ rated ballistic helmet for handler.	\$ 1,500	\$ 1,500
1	Tactical handgun, with optic, light, holster, slings.	\$ 1,300	\$ 1,300
1	Radio headsets with earpiece, push to talk switch.	\$ 1,000	\$ 1,000
1	Protective eyewear/goggles for handler.	\$ 60	\$ 60
1	Elbow and knee pads for handler.	\$ 50	\$ 50
1	Air purifying respirator for handler.	\$ 50	\$ 50
1	Individual First Aid Kits (IFAK).	\$ 130	\$ 130
1	Body armor for dog during high-risk operations.	\$ 1,200	\$ 1,200
2	Scent detection kits and training aids for canine.	\$ 1,500	\$ 1,500
1	Canine cooling vest.	\$ 700	\$ 700
1	Grooming supplies (brushes, clippers, etc., for canine coat and health).	\$ 800	\$ 800
	Initial Cost Specialized Equipment (K9 Unit)	Total	\$ 39,630
	Annual Cost Specialized Equipment (K9 Unit)	Total	\$ 9,908

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SECTION 7. PERSONNEL AND FINANCIAL SUMMARIES

Throughout this report we have outlined a proposed department structure as well as the personnel who would be assigned to each function based on known and projected workload. This section will recap that structure and the number of personnel assigned to each function. It will also provide an approximate financial projection of the costs for Peachtree Corners to operate its own police department.

FIGURE 7-1: Proposed Organizational Chart, Peachtree Corners Police Department



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The following table shows the personnel assigned to each function noted in the organizational chart above.

TABLE 7-1: Personnel by Assignment/Division

	Chief	Capt.	Lt.	Sgt.	Corp.	Off.	Civ. Mgr.	Exec. Asst	Crime Anal.	Rcds. Supv.	Clerical	Prop. Clerk	IT Spec.	Court Supv	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

Notes: *These positions are recommended but can be considered optional positions/units.

**This position can be a contract position or a shared position with City Hall.

It should be noted that this table does not account for personnel who will be assigned to the code enforcement function. The City of Peachtree Corners has code enforcement officials who are currently serving the city as contract employees. Those positions are currently funded and should not impact the financials included in this report.

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The preceding organizational chart and table, along with the following table, include personnel who will be assigned to the court function. At the city's request we accounted for a court structure that would need to be upstaffed from current levels to manage the increased workload from a city police department. These numbers are included in this report but the city may be better served by including the court function elsewhere within the city government structure to avoid any concerns over impartiality of the court function.

TABLE 7-2: Personnel Summary

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

The following table is an approximate breakdown of employee salaries and benefits. CPSM collected salaries from various agencies throughout the immediate area of Peachtree Corners and found that salaries varied significantly. We also observed that many agencies were granting significant salary increases. In discussions with city employees, we were told that the salary increases directly result from regional competition among agencies vying for employees from within a limited labor pool. As a result, we pulled salaries from one of the higher-paid agencies in the area and calculated Peachtree Corners' salaries at 90 percent of the top step for those positions. It should be noted that not all positions we have recommended had a matching position in their peer agency group. For those positions, we assumed an approximate number based on similar positions.

The following should be noted:

- This personnel budget does not include code enforcement salaries; these positions currently exist on a contract basis.

- These figures assume that Peachtree Corners will pay 100 percent of all the benefits noted on the table. For reference, agencies throughout the nation have varied formulas that may place some of the expense of benefits on the employee rather than the city paying 100 percent.
- These figures do not include medical insurance. Peachtree Corners' current practice is to fund 100 percent of employee medical insurance. Based on the current figures, we believe the city should consider how it will manage this issue with a larger workforce and apply the appropriate figure to this estimate. We will provide one estimate in the figures following this table.
- This table accounts for the additional court personnel. We will provide a note after the figure that separates these positions.
- This table includes all recommended positions

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TABLE 7-3: Personnel Budget (Salaries and Benefits)

Position Title	Est Salary	Workers Comp	FICA	Retirement	Retirement Match	POAB	Total	No. of Positions	Total
Police Chief	\$225,000	\$11,205	\$17,212	\$27,000	\$11,250	\$420	\$292,087	1	\$292,087
Captain	179,044	8,916	13,696	21,485	8,952	420	232,513	2	465,026
Lieutenant	157,068	7,821	12,015	18,848	7,853	420	204,025	3	612,075
Sergeant	135,217	6,733	10,344	16,226	6,760	420	175,700	7	1,229,900
Corp./Det./Sr. Ofcr.	118,622	5,907	9,074	14,234	5,931	420	154,188	9	1,387,692
Police Officer	99,848	4,972	7,638	11,981	4,992	420	129,851	33	4,285,083
Sworn Total								55	\$8,271,863
Support Services Mgr.	\$130,000	\$6,474	\$9,945	\$15,600	\$6,500	0	\$168,519	1	\$168,519
Executive Assistant	78,736	3,921	6,023	9,448	3,936	0	102,064	1	102,064
Crime Analyst	86,806	4,422	6,640	10,416	4,340	0	112,624	1	112,624
Records Supervisor	110,790	5,517	8,475	13,294	5,535	0	143,611	1	143,611
Records Clerk	78,736	3,921	6,023	9,448	3,936	0	102,064	2	204,128
IT Technician	90,017	4,482	6,886	10,802	4,500	0	116,687	1	116,687
Support Svc Clerk	78,736	3,921	6,023	9,448	3,936	0	102,064	1	102,064
Supervising Court Clerk	110,790	5,517	8,475	13,294	5,535	0	143,611	1	143,611
Court Clerk	78,736	3,921	6,023	9,448	3,936	0	102,064	3	306,192
Property and Evidence Clerk	86,806	4,322	6,640	10,416	4,340	0	112,524	1	112,524
Civilian Total								13	\$1,512,024
Personnel Total								68	\$9,783,887

- These figures include FTE court personnel employed by Peachtree Corners. Excluding these positions would reduce the total figure by **\$449,803**.
- In addition to the court personnel, a contract solicitor would be funded through the city, adding approximately **\$200,000** in expenses. Court revenues would offset much, if not all, of these expenses.
- The IT Technician, estimated in this table at **\$116,687**, could be a shared position with other City Hall departments.
- The five police officers and one sergeant identified earlier as optional account for **\$825,955** on this table.
- Medical benefits are not included because of the unknown expense. There are varying figures based on employee coverage versus married employees vs. full family rates. In discussion with city finance, we agreed that a figure of \$27,000 per employee may be an appropriate figure to estimate these costs. That would increase these personnel numbers by **\$1,836,000**.
- All personnel figures are calculated at the top step. This is highly unlikely because all police workforces have employees at various stages of their careers. Many will be at lower pay scale steps, likely reducing salary expenses.
- This table also assumes all positions are filled, another unlikely reality as agencies always operate with some vacancies, often resulting in more overtime but usually at a budget savings compared to full-time salary expenses.
- Some disability insurance expenses are not included here because the costs can vary significantly based on coverage and what the city pays versus the employee.

The following table outlines approximate annual expenses that should be included in an annual police budget. If Peachtree Corners elects to start its own police department, the city will go through an exercise to better estimate these expenses once operational guidelines are established. The following figures are believed to be an accurate benchmark of all total expenses outside of salaries and benefits.

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TABLE 7-4: Additional Annual Expenses

Budget Item	Approximate Annual Costs
RMS/CAD System	75,000
Misc. Supplies - Services	20,000
Vehicle Replacement Fund	770,000
Vehicle Maintenance	130,000
Fuel	200,000
Facility Maintenance	100,000
IT Computer Replacement	35,000
Training Budget	100,000
Lexipol	20,000
Support Services Equip.	350,000
TRT Annual R&M*	99,760
Traffic Unit R&M*	27,175
K9 Care Stipend*	6,315
K9 Misc. *	9,908
Overtime (All Units)	350,000
Travel Misc.	75,000
Printing/Advertising	10,000
Dues and Fees	15,000
Misc. Operating Expenses	75,000
Insurance	Unknown
Total	2,468,158

Note: *Optional Unit and Expense

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SECTION 8. SUMMARY

The City of Peachtree Corners commissioned CPSM to provide an outside and independent perspective on the annual operating expenses for operating a police department in the community. CPSM's consultants who worked on this project have, collectively, decades of experience in local law enforcement and have been involved in dozens of police department assessments throughout the United States in recent years. Our approach to this project was to work toward building a staffing plan based on workload data to outline how many personnel would be required to provide an adequate level of service to the community and to manage the current investigative and call workload properly.

This report does not outline the necessary start-up costs that will be involved should Peachtree Corners elect to move away from its current service model provided by Gwinnett County Police, nor does it recommend what the city should choose to do with the information we have compiled. Although "recommendations" are mentioned throughout this report's body, those are recommendations should the city start down the path of pursuing this project.

The GCPD is funded through a millage rate paid by property owners in Gwinnett County. If Peachtree Corners were to have its own police force, it would collect from within the city's jurisdiction the millage currently collected by the county. We learned that the current assessed millage rate generates approximately \$9.5 million annually after considering various exemptions. Our consultants did not work to build an agency model that would fit with that potential budget. As noted, we staffed the department with the necessary labor to fill the projected and known needs in the community.

Based upon the financial reports provided in the previous section and using the figures our consultants compiled, we believe the maximum annual operating costs for the agency proposed would be approximately \$12.18 million, exclusive of the court personnel outlined in this report. *Court operations and supporting staff would cost approximately \$1.1 million. However, that cost would be offset by court revenues that are estimated to be \$1.2 million to \$1.8 million, based on the reported figures by surrounding jurisdictions.*

Additionally, the figure provided above is based on the salaries we elected to use and was calculated with the assumption that all positions would be filled at the top step in the salary range and that Peachtree Corners would be providing benefits in their current manner. Actual personnel expenses would be lower as not all positions will be filled with top-step employees. If the city elects to modify its current benefit packages and explore what expenses should be shared with the employees, the costs will be driven down even further.

Undoubtedly, Peachtree Corners officials will discuss what we have provided further and revise some of these financial estimates based on the management decisions they elect to enact.

From our experience in evaluating and assessing other organizations, we are keenly aware that department leadership may elect to use personnel differently than we have proposed and may request additional personnel for other tasks and community needs. Every agency has a structure tailored to its community, and most departments seek to grow capacity as years go by; this often comes through requests to add personnel and costs when the opportunity presents itself or the community asks for more.

The benefit of the City of Peachtree Corners operating its own department is that decisions regarding change or capacity building can be made locally versus the current model, in which operational decisions regarding GCPD are made elsewhere. Simply put, a municipal police

department as proposed in this report has greater autonomy for making decisions regarding how services are delivered.

It is important to note that moving away from services provided by the Gwinnett County Police Department (GCPD) comes with certain challenges. While GCPD will remain a regional partner and can assist with critical incidents upon request through mutual aid—similar to other local agencies—they are unlikely to participate in special projects, enforcement programs, or crime suppression efforts when needed. Additionally, Peachtree Corners, being a smaller agency, could experience a decrease in surge capacity that GCPD can offer. Therefore, it is essential for Peachtree Corners to develop and strengthen their relationships with neighboring agencies to ensure access to additional resources when needed.

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SECTION 9. DATA REPORT

This data analysis on contracted law enforcement operations provided by the Gwinnett County Police Department for Peachtree Corners focuses on two main areas: workload and response times.

All information in this analysis was developed using data from Gwinnett County's computer-aided dispatch (CAD) system.

CPSM collected data for one year from January 1, 2023, through December 31, 2023. The majority of the first section of the analysis, concluding with Table 9-9, uses call data for one year. To examine seasonal variation, we compared two eight-week sample periods. The first period is from January 4 through February 28, 2023, or winter, and the second period is from July 7 through August 31, 2023, or summer.

Notably, there are significant limitations associated with the data that we used. We were required to gather all information through open records requests, a technique we have never used. The department informed us that legally they were only required to provide reports that already existed and often concluded that the data we wanted was unavailable in an existing report. For this reason, we were unable to extract information showing patrol units logging on and off from the system. In addition, we could not document administrative activities that were not assigned call numbers. This prevented us from comparing the department's available personnel against the documented workload. Moreover, the timestamps we received did not include seconds, which impacted the accuracy of our response time analysis. Finally, due to Gwinnett County's staffing and dispatching methods, we were unable to distinguish specifically assigned Peachtree Corners patrol units and instead, we included all units responding to calls within Peachtree Corners.

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 duplicate units recorded on a single event as well as 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 two ways:
 - 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."
- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene.

In this way, we first identify a total number of records, then focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Peachtree Corners's dispatch data. We made assumptions and decisions to address these issues.

- 336 events (about 2 percent) involved units spending zero time on scene.
- The computer-aided dispatch (CAD) system used approximately 143 different event descriptions, which we condensed into 17 categories for our tables and 10 categories for our figures (shown in Chart 9-1). Table 9-16 in the appendix shows how each call description was categorized.

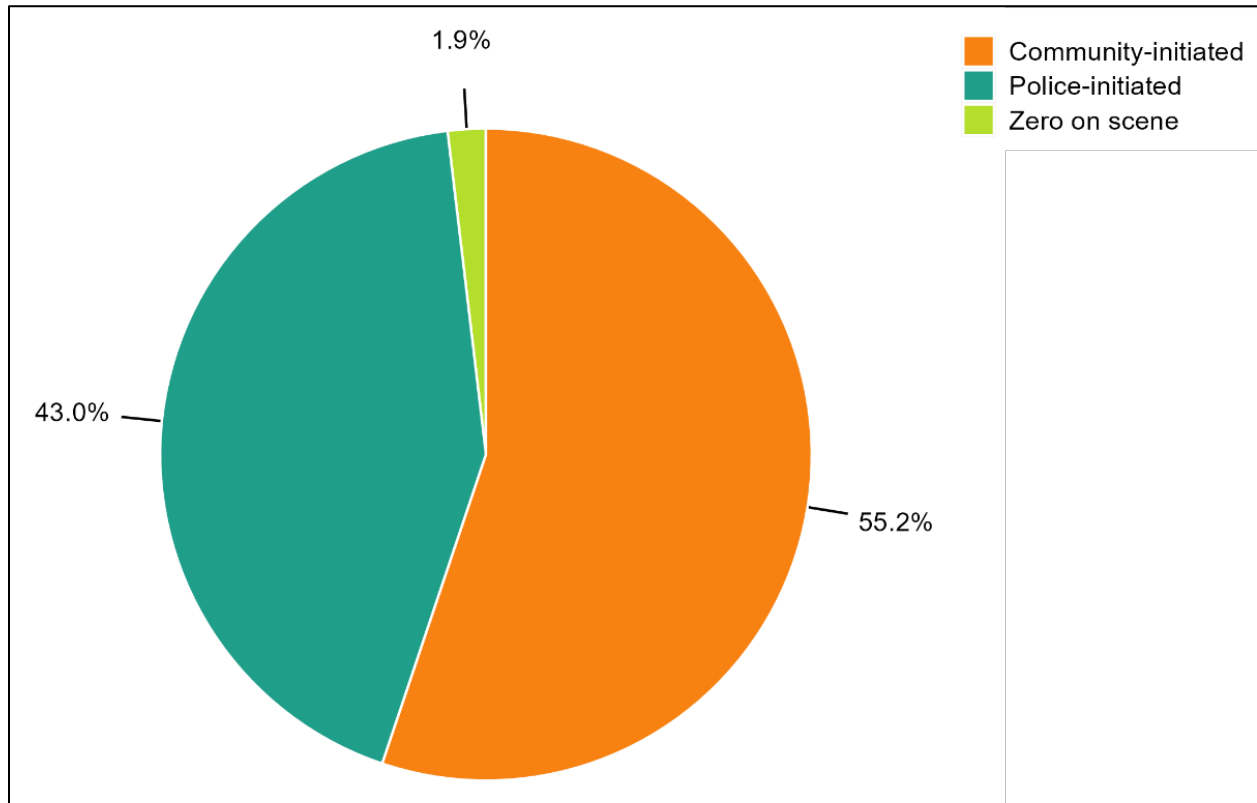
Between January 1, 2023, and December 31, 2023, the communications center recorded approximately 17,840 events that were assigned call numbers, which included an adequate record of a responding unit as either the primary or secondary unit. When measured daily, the department reported an average of 48.9 patrol-related events per day, approximately 2 percent of which (0.9 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
Crime against persons	Crime
Crime against property	
Crime against society	
Disturbance	Disturbance
Animal	General noncriminal
Mental health	
Miscellaneous	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	
Warrant/arrest	Warrant/arrest

FIGURE 9-1: Percentage Events per Day, by Initiator



Note: Percentages are based on a total of 17,840 events.

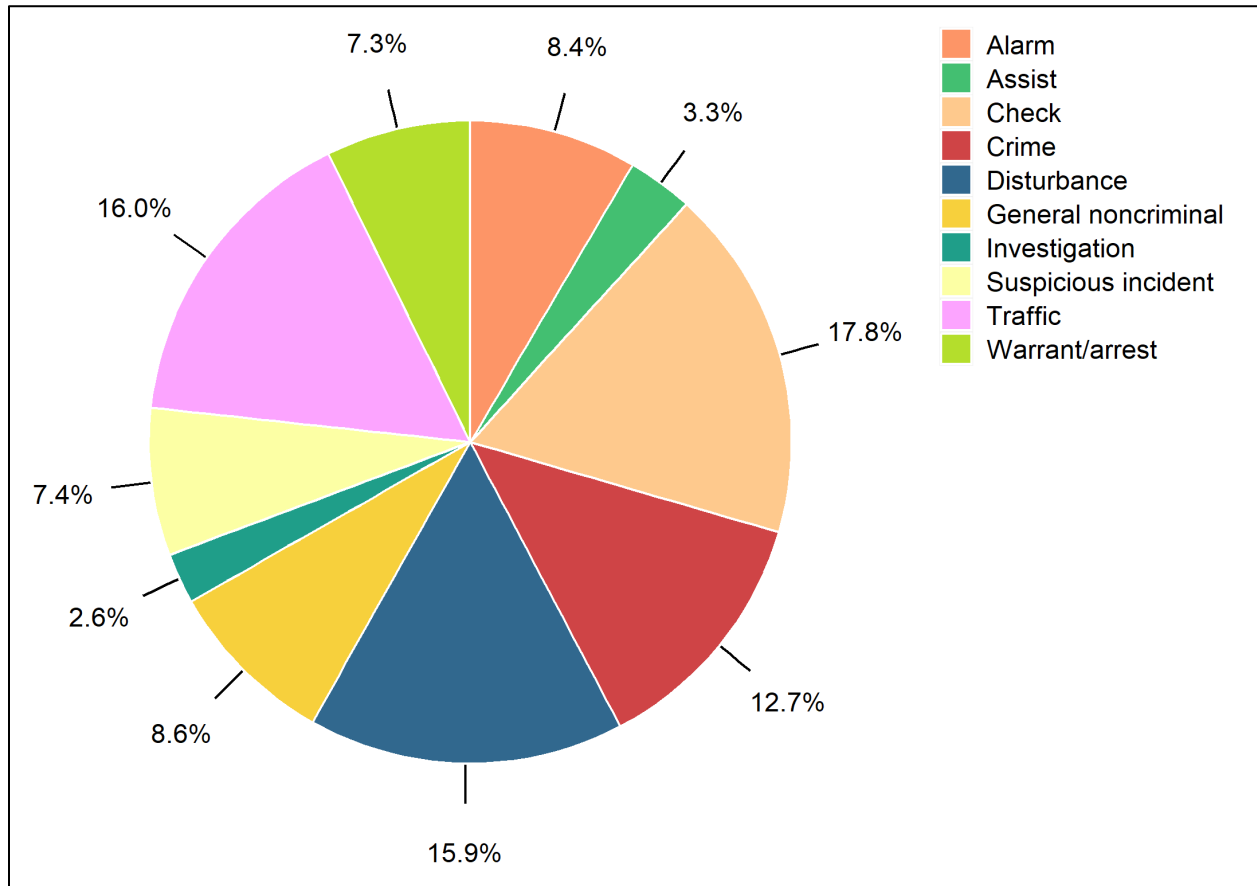
TABLE 9-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	9,840	27.0
Police-initiated	7,664	21.0
Zero on scene	336	0.9
Total	17,840	48.9

Observations:

- 2 percent of the events had zero time on scene.
- 43 percent of all events were police-initiated.
- 55 percent of all events were community-initiated.
- There was an average of 49 events per day, or 2.0 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

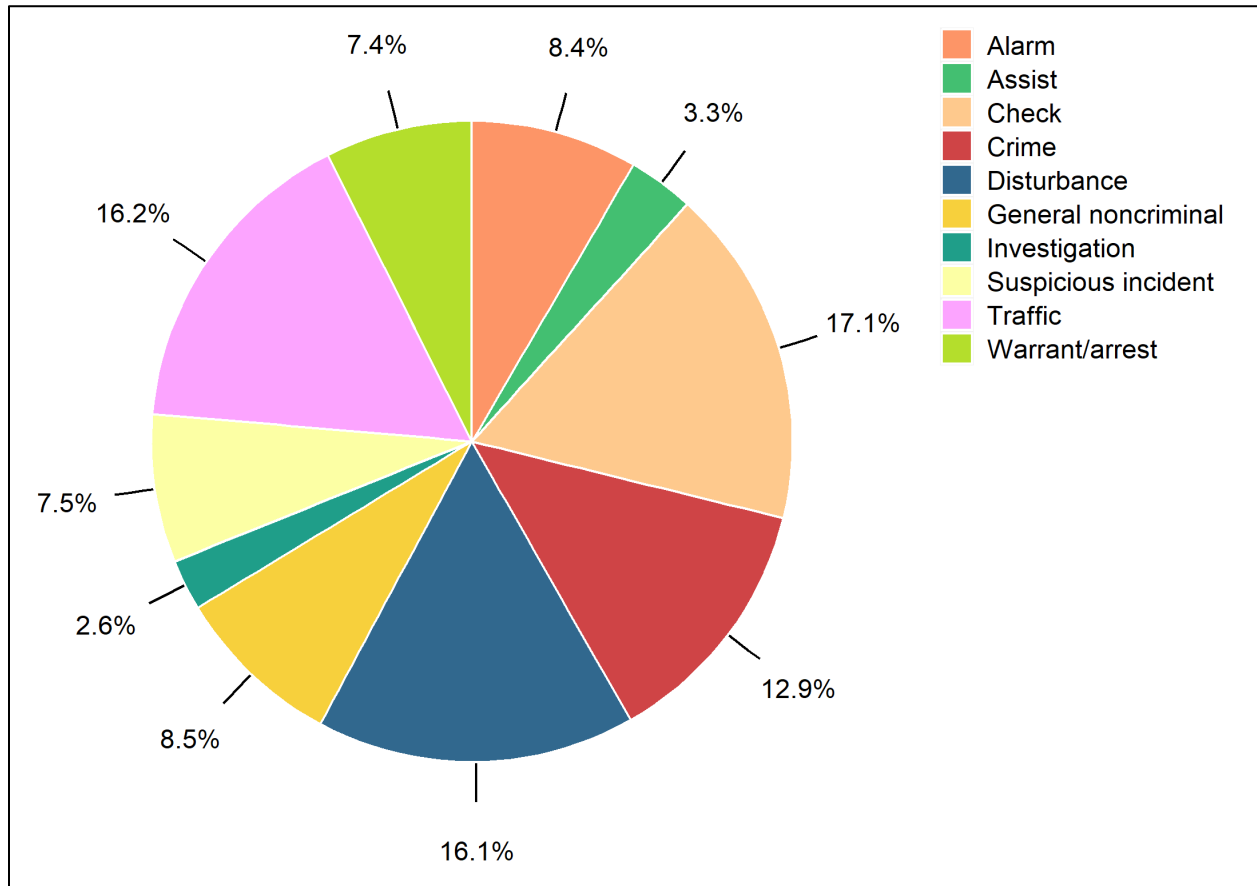
Category	No. of Events	Events per Day
Accident	1,529	4.2
Alarm	1,504	4.1
Animal	417	1.1
Assist citizen	418	1.1
Assist other agency	172	0.5
Check	3,173	8.7
Crime against persons	362	1.0
Crime against property	1,822	5.0
Crime against society	90	0.2
Disturbance	2,837	7.8
Investigation	455	1.2
Mental health	318	0.9
Miscellaneous	794	2.2
Suspicious incident	1,322	3.6
Traffic enforcement	451	1.2
Traffic stop	876	2.4
Warrant/arrest	1,300	3.6
Total	17,840	48.9

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

Observations:

- The top four categories accounted for 62 percent of events:
 - 18 percent of events were checks.
 - 16 percent of events were traffic-related.
 - 16 percent of events were disturbances.
 - 13 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	1,523	4.2
Alarm	1,472	4.0
Animal	387	1.1
Assist citizen	411	1.1
Assist other agency	170	0.5
Check	2,995	8.2
Crime against persons	358	1.0
Crime against property	1,818	5.0
Crime against society	86	0.2
Disturbance	2,812	7.7
Investigation	451	1.2
Mental health	317	0.9
Miscellaneous	782	2.1
Suspicious incident	1,309	3.6
Traffic enforcement	442	1.2
Traffic stop	872	2.4
Warrant/arrest	1,299	3.6
Total	17,504	48.0

Note: The focus here is on recorded calls rather than recorded events. We removed 336 events with zero time on scene.

Observations:

- On average, there were 48.0 calls per day, or 2.0 per hour.
- The top four categories accounted for 62 percent of calls:
 - 17 percent of calls were checks.
 - 16 percent of calls were traffic-related.
 - 16 percent of calls were disturbances.
 - 13 percent of calls were crimes.

FIGURE 9-4: Calls per Day, by Initiator and Month

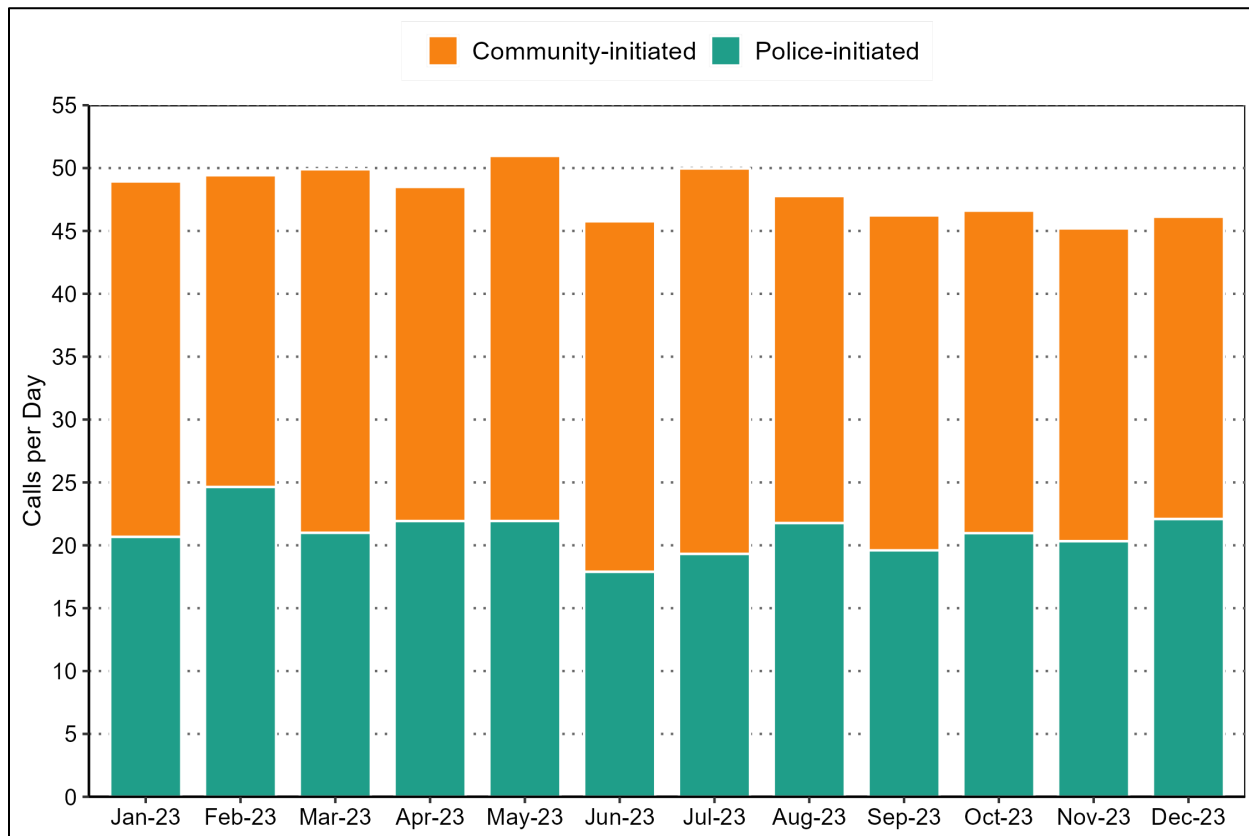


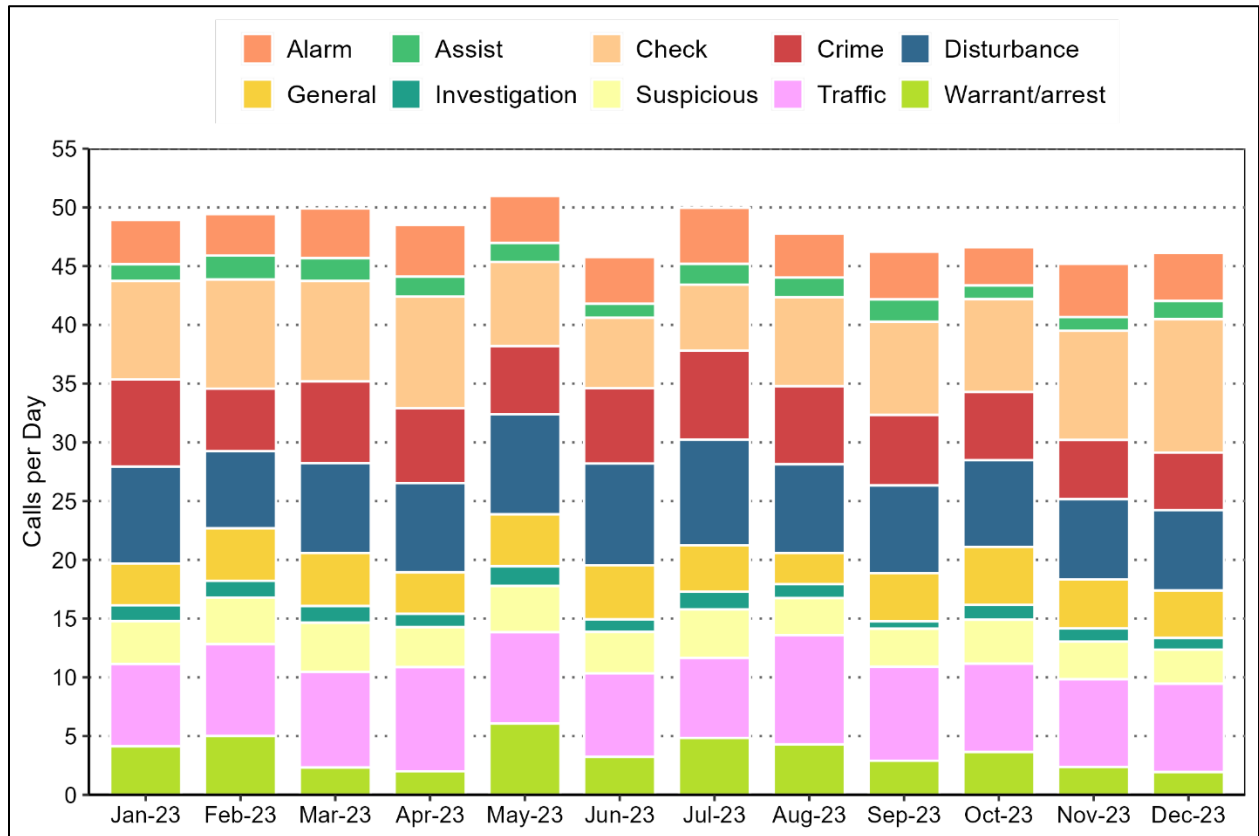
TABLE 9-4: Calls per Day, by Initiator and Months

Initiator	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Community	28.3	24.8	28.9	26.6	29.0	27.9	30.6	26.0	26.6	25.6	24.8	24.0
Police	20.7	24.6	21.0	21.9	21.9	17.9	19.3	21.8	19.6	21.0	20.4	22.1
Total	48.9	49.4	49.9	48.5	51.0	45.8	50.0	47.8	46.2	46.6	45.2	46.1

Observations:

- The number of calls per day was lowest in November.
- The number of calls per day was highest in May.
- The month with the most calls had 13 percent more calls than the month with the fewest calls.
- February had the most police-initiated calls, with 38 percent more than June, which had the fewest.
- July had the most community-initiated calls, with 28 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

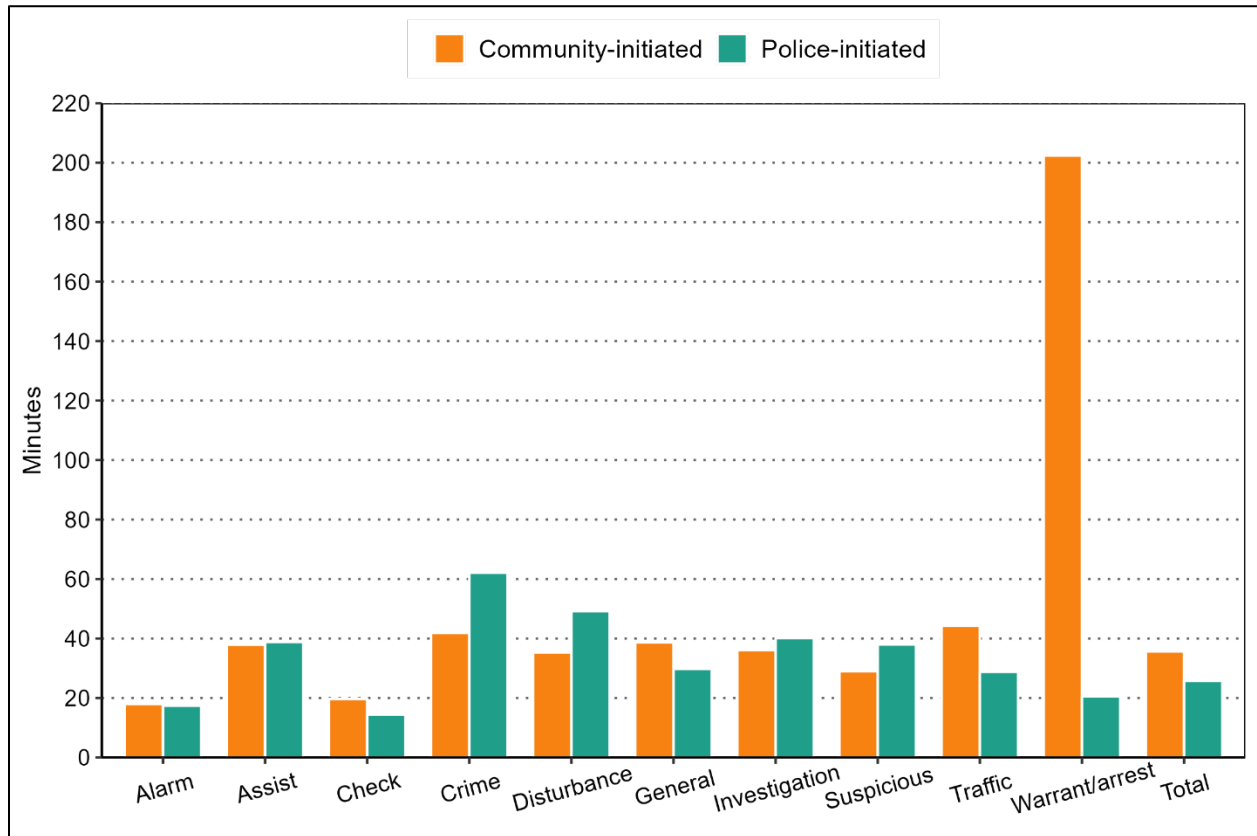
Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Accident	4.5	3.8	4.2	4.5	4.5	3.9	3.7	4.6	4.2	4.1	3.8	4.3
Alarm	3.8	3.5	4.2	4.4	4.0	4.0	4.8	3.7	4.1	3.3	4.5	4.1
Animal	1.1	1.2	1.0	0.9	1.3	1.4	1.0	0.8	1.1	1.0	1.3	0.7
Assist citizen	1.1	1.7	1.5	1.0	0.9	1.0	1.3	1.1	1.4	0.6	0.8	1.2
Assist other agency	0.4	0.4	0.4	0.7	0.7	0.2	0.5	0.5	0.5	0.5	0.4	0.4
Check	8.4	9.3	8.5	9.5	7.2	6.0	5.6	7.6	7.9	7.9	9.3	11.4
Crime against persons	1.2	1.2	0.8	0.9	1.0	0.7	1.3	1.0	1.3	1.3	0.5	0.6
Crime against property	5.8	3.9	5.8	5.2	4.7	5.5	6.1	5.5	4.5	4.4	4.1	4.2
Crime against society	0.4	0.2	0.3	0.3	0.0	0.2	0.2	0.2	0.2	0.2	0.4	0.1
Disturbance	8.3	6.6	7.6	7.6	8.5	8.7	9.0	7.5	7.5	7.4	6.8	6.8
Investigation	1.4	1.4	1.4	1.1	1.7	1.1	1.5	1.2	0.6	1.3	1.1	1.0
Mental health	0.6	1.1	1.2	0.5	1.1	1.1	1.1	0.6	0.7	1.2	0.6	0.6
Miscellaneous	1.8	2.2	2.3	2.1	2.1	2.2	1.9	1.2	2.3	2.7	2.3	2.7
Suspicious incident	3.6	4.0	4.2	3.4	3.9	3.5	4.1	3.2	3.2	3.7	3.2	2.9
Traffic enforcement	0.8	1.2	1.5	1.3	1.4	1.3	1.3	1.4	1.3	1.1	0.9	1.1
Traffic stop	1.7	2.8	2.5	3.0	1.9	1.9	1.8	3.3	2.5	2.3	2.8	2.2
Warrant/arrest	4.1	5.0	2.3	2.0	6.1	3.2	4.8	4.3	2.9	3.6	2.4	1.9
Total	48.9	49.4	49.9	48.5	51.0	45.8	50.0	47.8	46.2	46.6	45.2	46.1

Note: Calculations were limited to calls rather than events.

Observations:

- The top four categories averaged between 57 and 67 percent of calls throughout the year.
 - Check calls averaged between 5.6 and 11.4 calls per day throughout the year.
 - Traffic calls averaged between 6.8 and 9.3 calls per day throughout the year.
 - Disturbance calls averaged between 6.6 and 9.0 calls per day throughout the year.
 - Crime calls averaged between 4.9 and 7.6 calls per day throughout the year.
- Crime calls accounted for 11 to 15 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

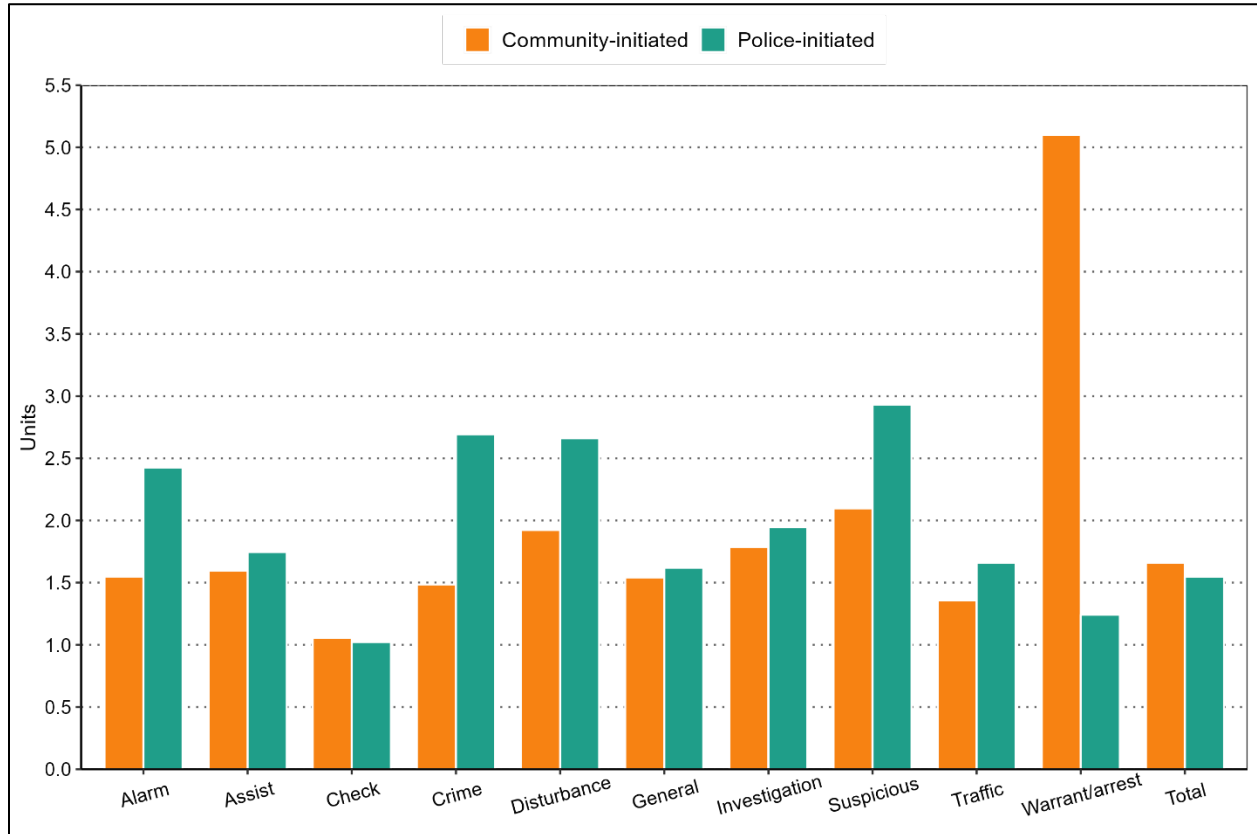
Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	47.7	1,328	57.0	195
Alarm	17.9	1,352	17.4	120
Animal	39.0	359	20.3	28
Assist citizen	33.8	259	29.5	152
Assist other agency	46.3	125	70.3	45
Check	19.7	18	14.4	2,977
Crime against persons	51.9	264	135.0	94
Crime against property	39.9	1,450	44.6	368
Crime against society	45.1	56	48.2	30
Disturbance	35.3	2,452	49.2	360
Investigation	36.1	319	40.2	132
Mental health	39.6	251	47.8	66
Miscellaneous	38.0	455	26.9	327
Suspicious incident	29.0	858	38.0	451
Traffic enforcement	28.3	283	32.9	159
Traffic stop	NA	0	21.6	872
Warrant/arrest	202.4	10	20.5	1,289
Weighted Average/Total Calls	35.7	9,839	25.7	7,665

Note: 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 14 to 202 minutes overall.
- The longest average times were for community-initiated warrant/arrest calls.
- The average time spent on crime calls was 42 minutes for community-initiated calls and 62 minutes for police-initiated calls.

FIGURE 9-7: Number of Responding Units, by Initiator and Category



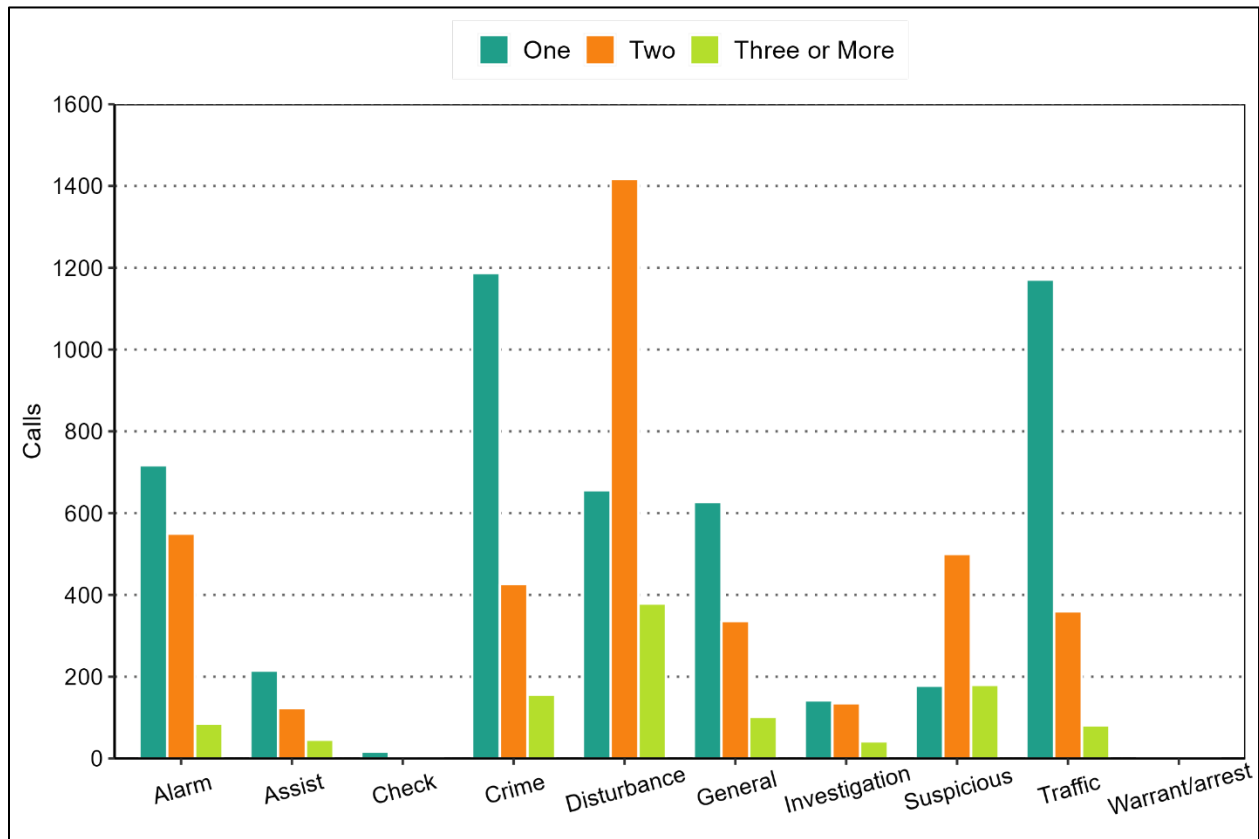
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 9-1.

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	1.3	1,328	2.2	195
Alarm	1.5	1,352	2.4	120
Animal	1.1	359	1.1	28
Assist citizen	1.4	259	1.5	152
Assist other agency	2.1	125	2.6	45
Check	1.1	18	1.0	2,977
Crime against persons	2.0	264	5.0	94
Crime against property	1.4	1,450	2.1	368
Crime against society	2.1	56	2.6	30
Disturbance	1.9	2,452	2.7	360
Investigation	1.8	319	1.9	132
Mental health	2.2	251	2.9	66
Miscellaneous	1.5	455	1.4	327
Suspicious incident	2.1	858	2.9	451
Traffic enforcement	1.4	283	2.1	159
Traffic stop	NA	0	1.5	872
Warrant/arrest	5.1	10	1.2	1,289
Weighted Average/Total Calls	1.7	9,839	1.5	7,665

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	973	290	65
Alarm	717	550	85
Animal	337	16	6
Assist citizen	188	56	15
Assist other agency	27	67	31
Check	17	1	0
Crime against persons	131	72	61
Crime against property	1,043	323	84
Crime against society	13	32	11
Disturbance	656	1,417	379
Investigation	142	135	42
Mental health	35	156	60
Miscellaneous	255	164	36
Suspicious incident	178	500	180
Traffic enforcement	197	70	16
Warrant/arrest	3	1	6
Total	4,912	3,850	1,077

Observations:

- The overall mean number of responding units was 1.5 for police-initiated calls and 1.7 for community-initiated calls.
- The mean number of responding units was as high as 5.1 for warrant/arrest calls that were community-initiated.
- 50 percent of community-initiated calls involved one responding unit.
- 39 percent of community-initiated calls involved two responding units.
- 11 percent of community-initiated calls involved three or more responding units.
- The largest group of calls with three or more responding units involved disturbances.

FIGURE 9-9: Percentage Calls and Work Hours, by Zone

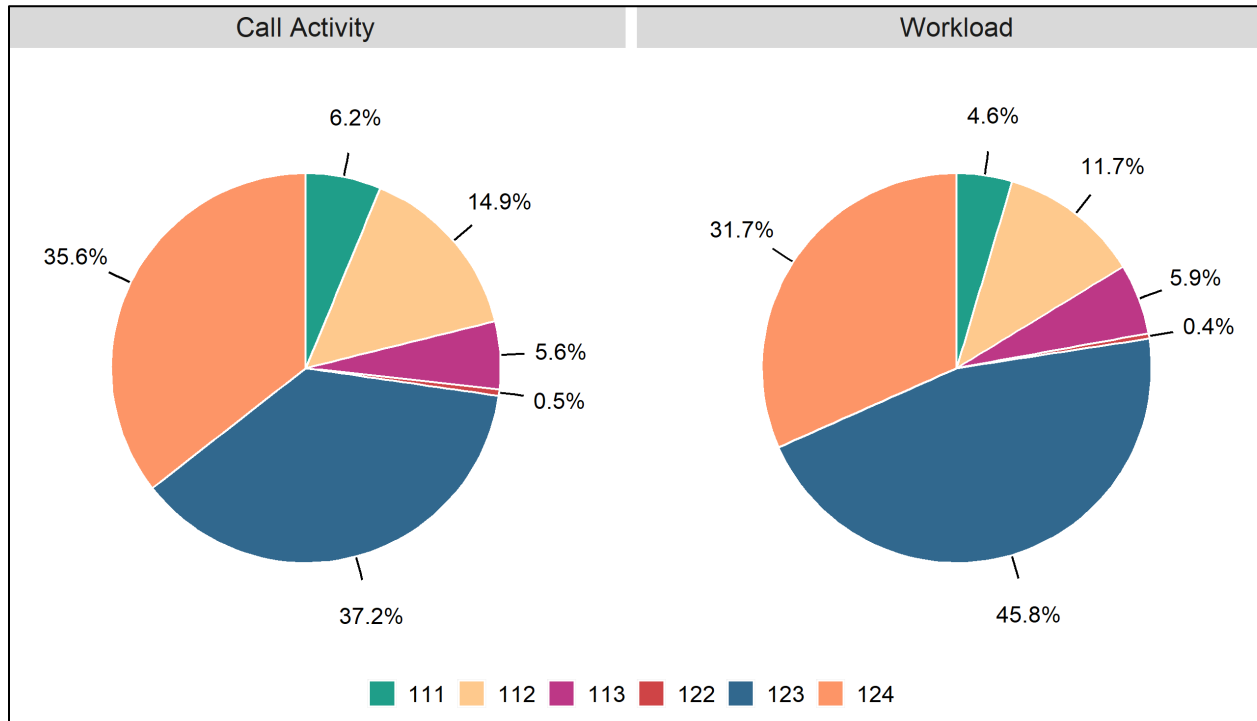


TABLE 9-9: Calls and Work Hours by Zone, per Day

Zone	Per Day	
	Calls	Work Hours
111	3.0	1.9
112	7.1	4.7
113	2.7	2.4
122	0.3	0.2
123	17.8	18.6
124	17.0	12.9
Total	48.0	40.6

Observations:

- Zone 123 had the most calls, which accounted for approximately 37 percent of total calls.
- Zone 123 had the largest workload, which accounted for approximately 46 percent of the total workload.

FIGURE 9-10: Percentage Calls and Work Hours, by Category, Winter 2023

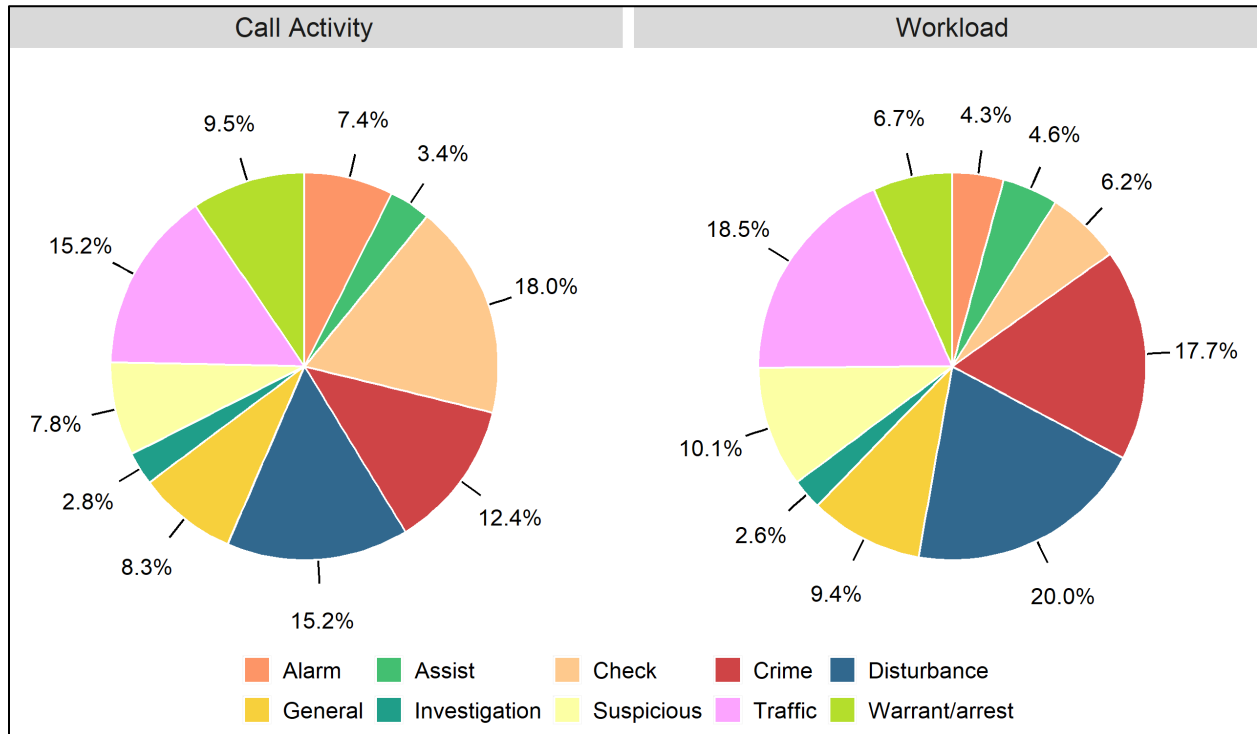


TABLE 9-10: Calls and Work Hours per Day, by Category, Winter 2023

Category	Per Day	
	Calls	Work Hours
Accident	4.1	4.9
Alarm	3.7	1.6
Animal	1.1	0.6
Assist citizen	1.4	1.1
Assist other agency	0.3	0.7
Check	8.8	2.3
Crime against persons	1.1	2.5
Crime against property	4.8	3.8
Crime against society	0.2	0.3
Disturbance	7.5	7.5
Investigation	1.4	1.0
Mental health	0.9	1.1
Miscellaneous	2.1	1.8
Suspicious incident	3.8	3.8
Traffic enforcement	1.1	0.6
Traffic stop	2.3	1.4
Warrant/arrest	4.7	2.5
Total	49.2	37.4

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 49 per day, or 2.1 per hour.
- Total workload averaged 37 hours per day, meaning that on average 1.6 units per hour were busy responding to calls.
- Check calls constituted 18 percent of calls and 6 percent of workload.
- Traffic calls constituted 15 percent of calls and 18 percent of workload.
- Disturbance calls constituted 15 percent of calls and 20 percent of workload.
- Crime calls constituted 12 percent of calls and 18 percent of workload.
- These top four categories constituted 61 percent of calls and 62 percent of workload.

FIGURE 9-11: Percentage Calls and Work Hours, by Category, Summer 2023

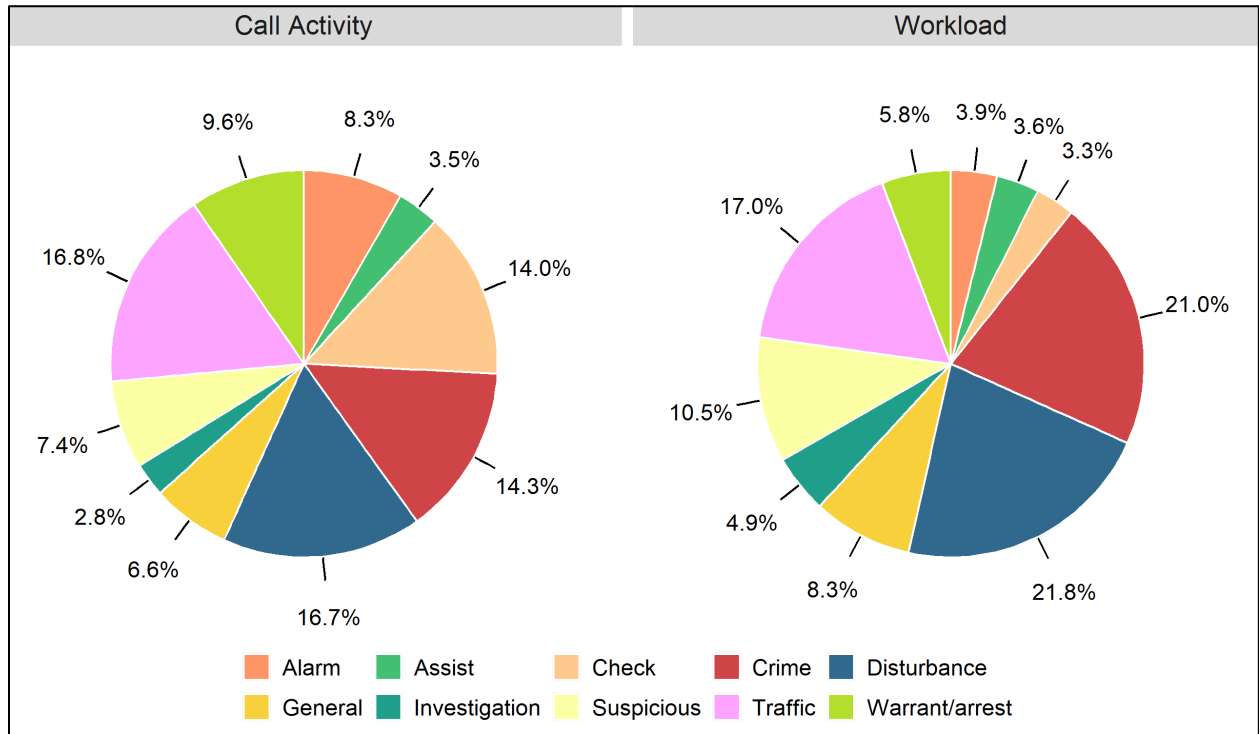


TABLE 9-11: Calls and Work Hours per Day, by Category, Summer 2023

Category	Per Day	
	Calls	Work Hours
Accident	4.4	4.9
Alarm	4.1	1.7
Animal	0.9	0.5
Assist citizen	1.2	0.9
Assist other agency	0.5	0.7
Check	6.9	1.4
Crime against persons	1.2	2.8
Crime against property	5.7	6.1
Crime against society	0.2	0.1
Disturbance	8.2	9.4
Investigation	1.4	2.1
Mental health	0.9	1.2
Miscellaneous	1.5	1.8
Suspicious incident	3.6	4.5
Traffic enforcement	1.4	1.0
Traffic stop	2.6	1.4
Warrant/arrest	4.8	2.5
Total	49.5	42.9

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

- The average number of calls per day and the average daily workload were higher in summer than in winter.
- Total calls averaged 49 per day, or 2.1 per hour.
- The total workload averaged 43 hours per day, meaning that on average 1.8 units per hour were busy responding to calls.
- Check calls constituted 14 percent of calls and 3 percent of workload.
- Traffic calls constituted 17 percent of calls and 17 percent of workload.
- Disturbance calls constituted 17 percent of calls and 22 percent of workload.
- Crime calls constituted 14 percent of calls and 21 percent of workload.
- These top four categories constituted 62 percent of calls and 63 percent of workload.

FIGURE 9-12: All Workload, Weekdays, Winter 2023

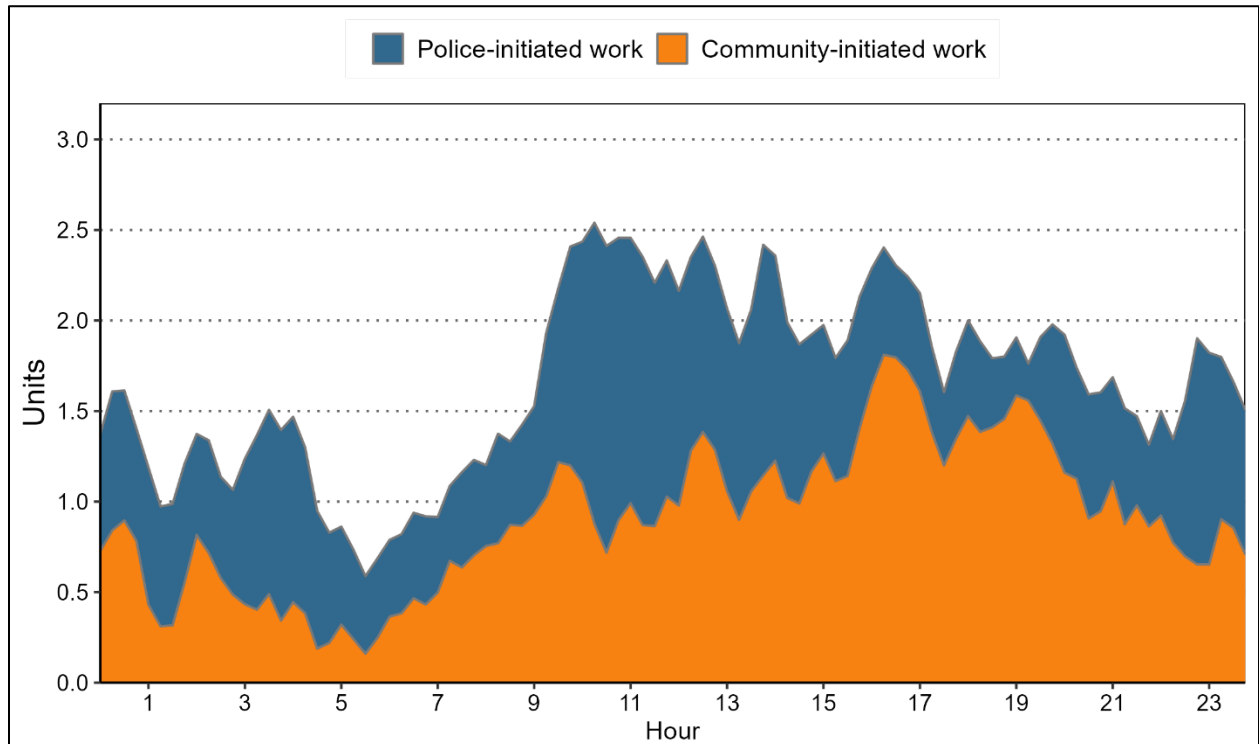


FIGURE 9-13: All Workload, Weekends, Winter 2023

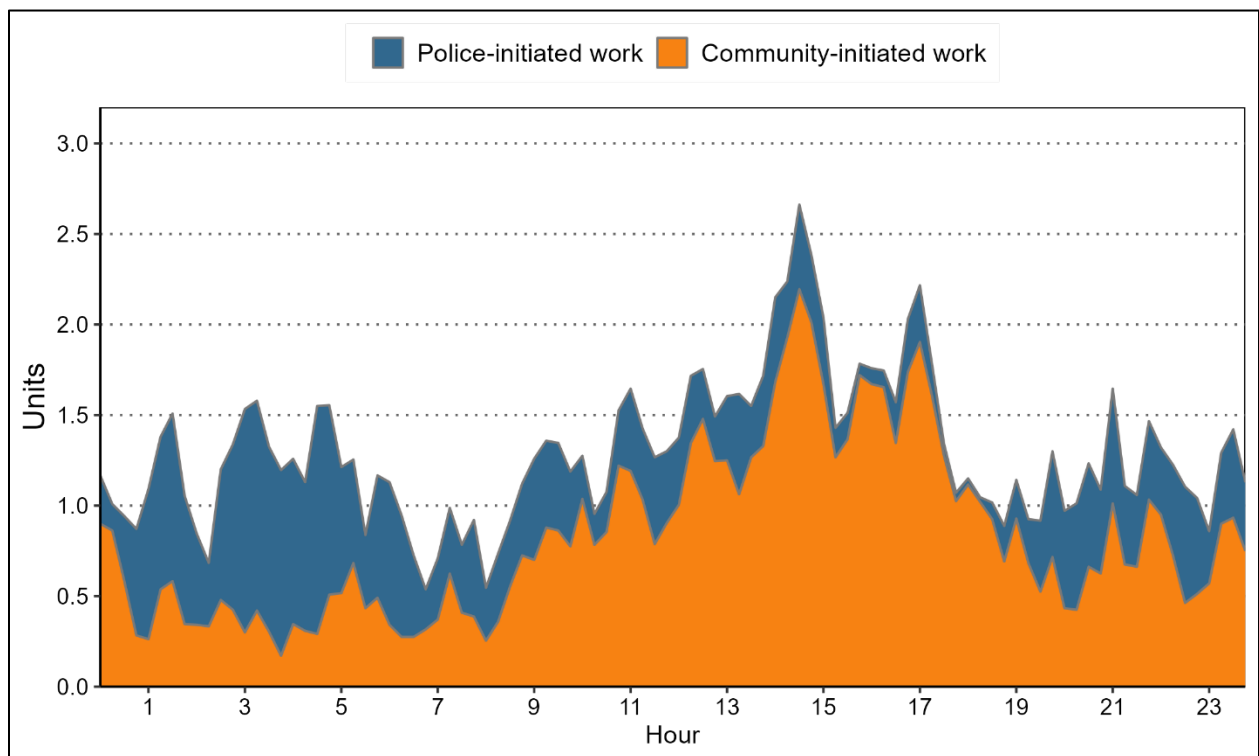


FIGURE 9-14: All Workload, Weekdays, Summer 2023

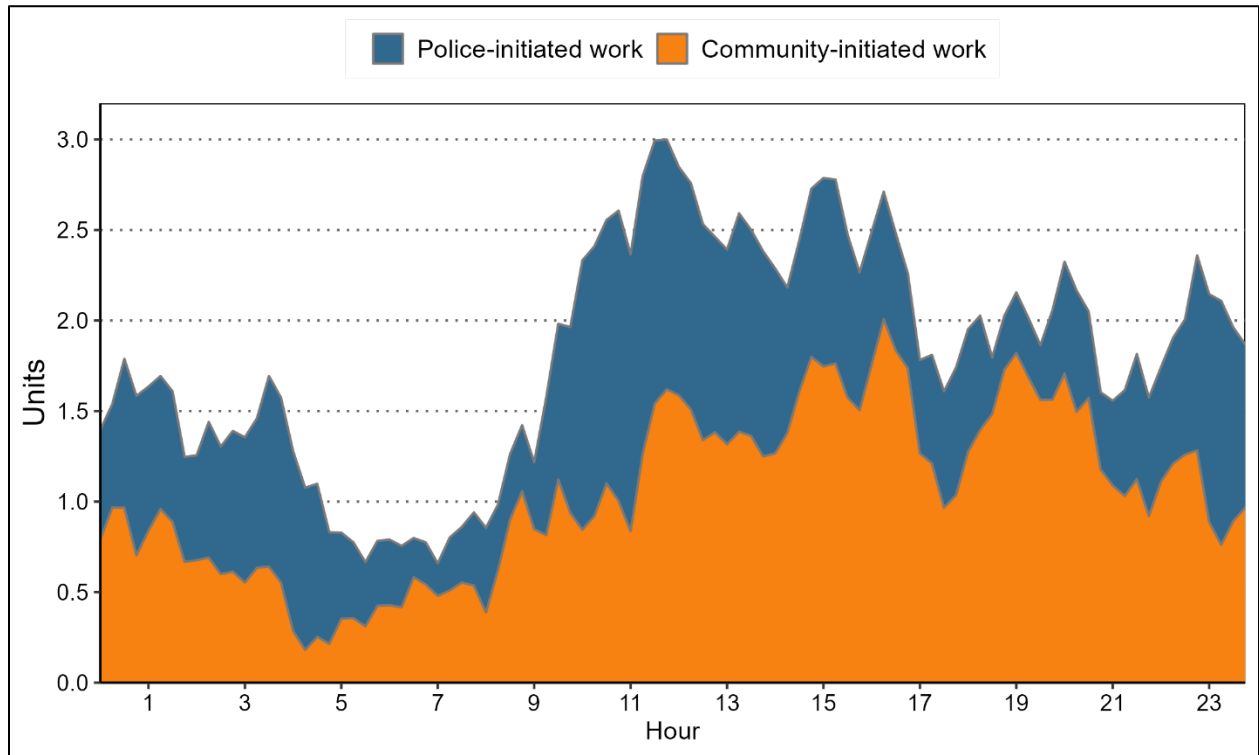
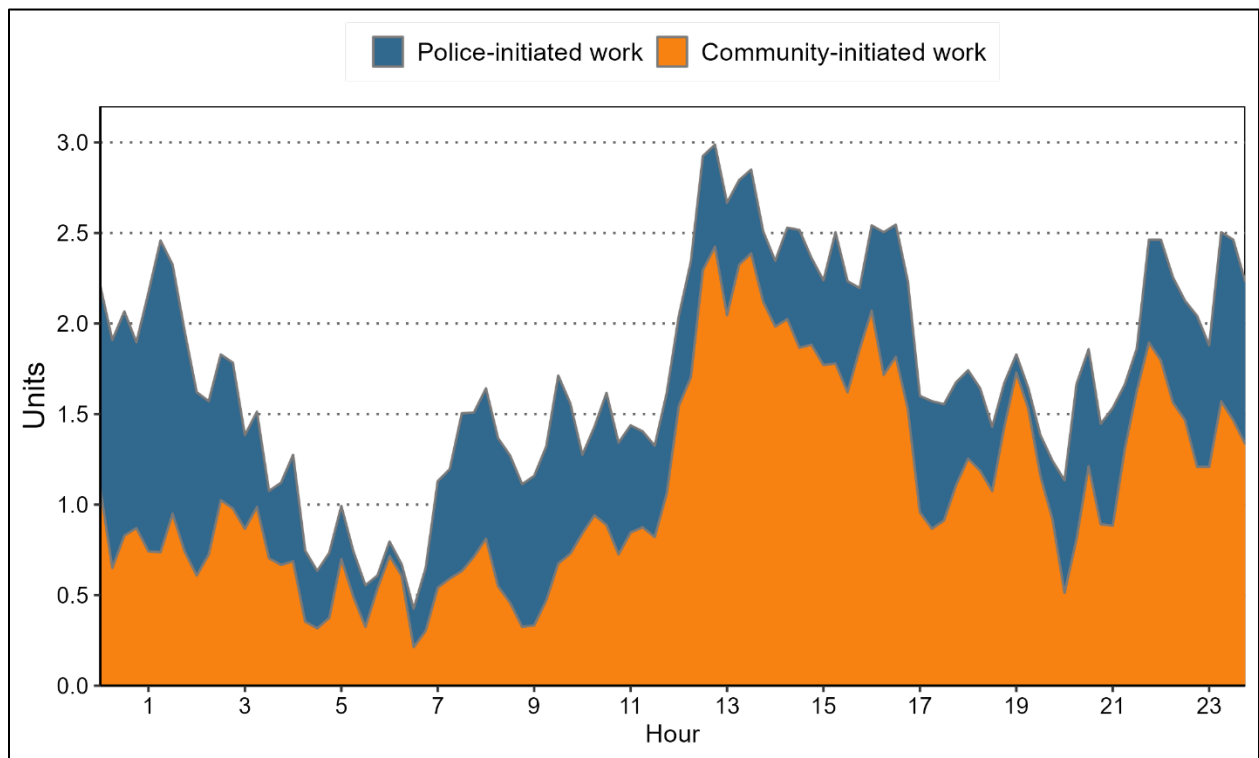


FIGURE 9-15: All Workload, Weekends, Summer 2023



Observations:

Winter:

- Community-initiated work:
 - Average community-initiated workload was 0.9 units per hour during the week and 0.8 units per hour on weekends.
 - During the week, the workload reached a maximum of 1.8 units between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 2.2 units between 2:30 p.m. and 2:45 p.m.
- All work:
 - Average workload was 1.7 units per hour during the week and 1.3 units per hour on weekends.
 - During the week, the workload reached a maximum of 2.5 units between 10:15 a.m. and 10:30 a.m.
 - On weekends, the workload reached a maximum of 2.7 units between 2:30 p.m. and 2:45 p.m.

Summer:

- Community-initiated work:
 - Average community-initiated workload was 1.0 units per hour during the week and 1.1 units per hour on weekends.
 - During the week, the workload reached a maximum of 2.0 units between 4:15 p.m. and 4:30 p.m.
 - On weekends, the workload reached a maximum of 2.4 units between 12:45 p.m. and 1:00 p.m.
- All work:
 - Average workload was 1.8 units per hour during the week and 1.7 units per hour on weekends.
 - During the week, the workload reached a maximum of 3.0 units between 11:45 a.m. and noon.
 - On weekends, the workload reached a maximum of 3.0 units between 12:45 p.m. and 1:00 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.

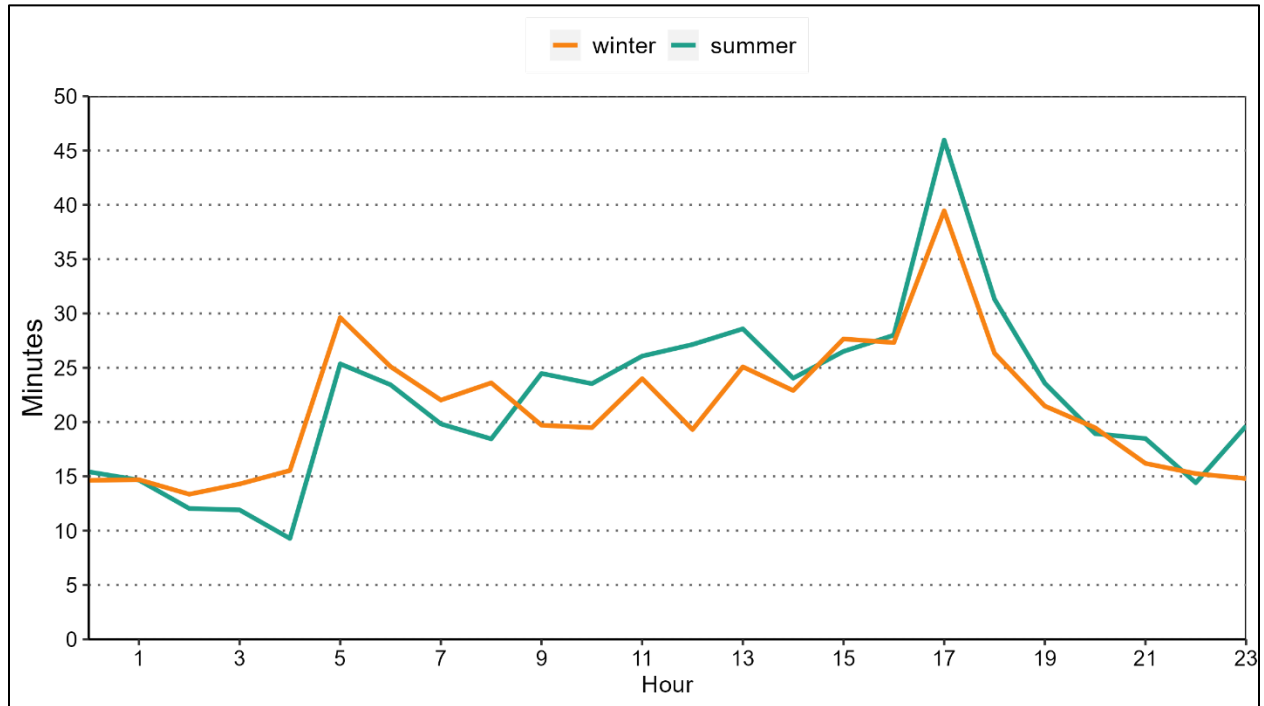
We begin the discussion with statistics that include all calls combined. We started with 2,756 calls in winter and 2,770 calls in summer. We limited our analysis to community-initiated calls, which amounted to 1,481 calls in winter and 1,578 calls in summer. In addition, we removed the calls lacking a recorded arriving unit and calls located at headquarters. We were left with 1,208 calls in winter and 1,290 calls in summer for our analysis. For the entire year, we began with 17,504 calls and limited our analysis to 9,839 community-initiated calls. With similar exclusions, we were left with 8,117 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 winter and summer 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 vs. summer), we show differences in response times by category.

FIGURE 9-16: Average Response Time and Dispatch Processing, by Hour of Day, Winter, and Summer 2023



Observations:

- Average response times varied significantly by the hour of the day.
- In winter, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 39.5 minutes.
- In winter, the shortest response times were between 2:00 a.m. and 3:00 a.m., with an average of 13.4 minutes.
- In summer, the longest response times were between 5:00 p.m. and 6:00 p.m., with an average of 46.0 minutes.
- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 9.3 minutes.

FIGURE 9-17: Average Response Time by Category, Winter 2023

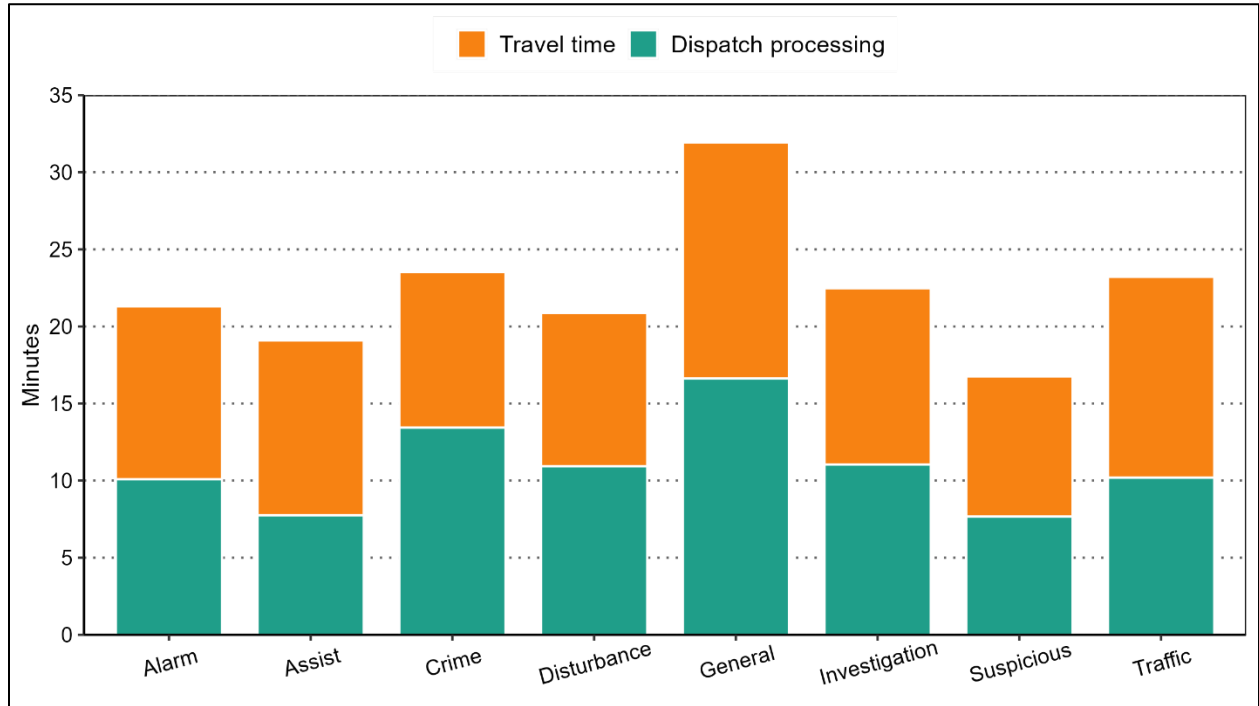


FIGURE 9-18: Average Response Time by Category, Summer 2023

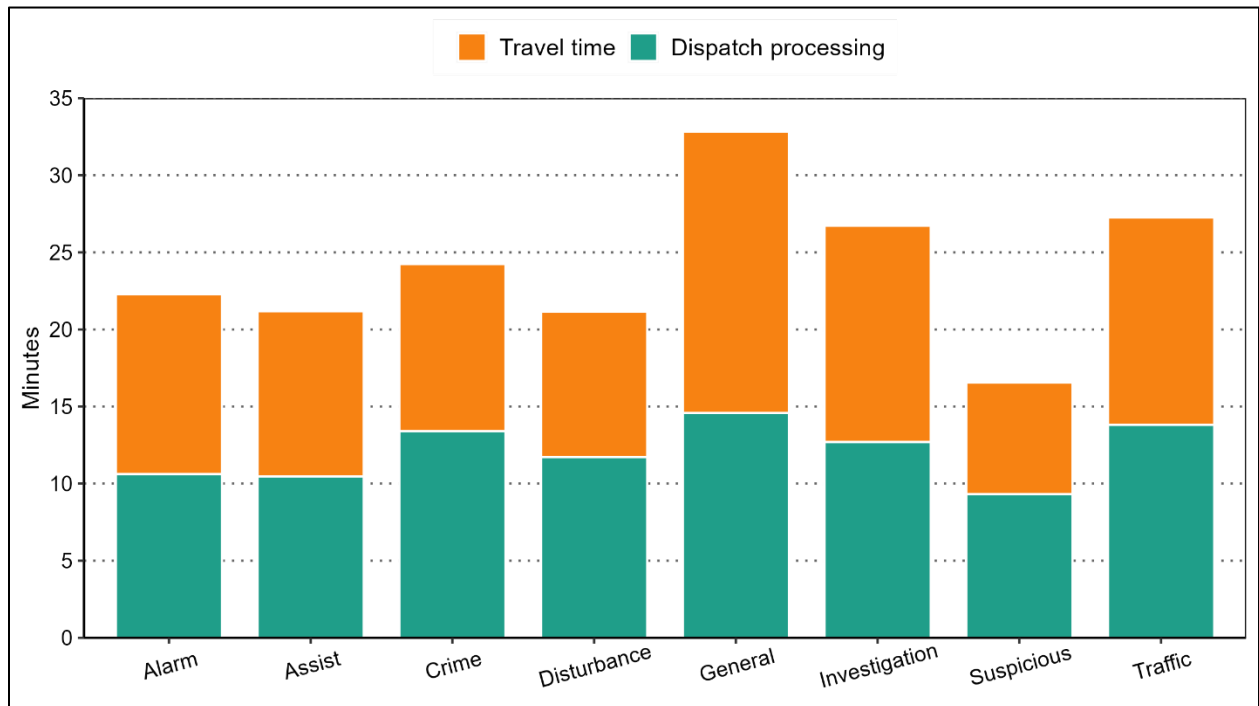


TABLE 9-12: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	10.2	13.5	23.7	186	12.1	13.8	25.9	205
Alarm	10.1	11.2	21.3	170	10.6	11.7	22.3	191
Animal	32.3	27.6	60.0	33	30.5	33.5	64.0	23
Assist citizen	9.5	11.8	21.3	31	13.3	11.0	24.3	37
Assist other agency	3.7	10.2	13.8	13	4.7	10.2	14.8	18
Crime against persons	11.8	7.9	19.7	30	13.5	10.9	24.4	34
Crime against property	14.2	10.5	24.8	138	13.7	10.9	24.5	164
Crime against society	7.2	10.2	17.4	9	5.2	10.0	15.2	6
Disturbance	10.9	9.9	20.9	300	11.7	9.4	21.2	332
Investigation	11.1	11.4	22.5	38	12.7	14.0	26.7	44
Mental health	9.2	9.2	18.4	32	9.0	11.9	20.9	33
Miscellaneous	12.5	12.2	24.7	68	10.7	15.2	25.9	47
Suspicious incident	7.7	9.1	16.8	122	9.3	7.2	16.6	114
Traffic enforcement	10.2	10.8	21.0	38	22.0	11.8	33.8	42
Total Average	11.2	11.3	22.5	1,208	12.2	11.5	23.7	1,290

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

Observations:

- In winter, the average response time for most categories was between 17 minutes and 26 minutes.
- In winter, the average response time was as short as 17 minutes (for suspicious incidents) and as long as 32 minutes (for general noncriminal calls).
- In summer, the average response time for most categories was between 17 minutes and 29 minutes.
- In summer, the average response time was as short as 17 minutes (for suspicious incidents) and as long as 33 minutes (for general noncriminal calls).
- The average response time for crime calls was 24 minutes in winter and in summer.

TABLE 9-13: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	24.0	23.5	46.0	33.6	26.6	52.6
Alarm	26.1	23.0	41.1	25.0	22.0	51.0
Animal	161.8	45.0	179.4	93.0	61.2	128.0
Assist citizen	18.0	19.0	35.0	31.6	20.4	50.6
Assist other agency	4.4	13.0	15.8	10.5	17.3	25.3
Crime against persons	29.1	16.1	40.6	37.8	20.1	63.0
Crime against property	39.9	22.3	71.0	33.7	24.7	50.4
Crime against society	11.6	13.0	24.0	8.0	15.5	19.0
Disturbance	27.1	17.1	41.0	28.9	17.0	41.9
Investigation	22.0	22.3	43.2	24.5	28.5	63.5
Mental health	18.9	15.0	32.0	23.4	21.8	47.8
Miscellaneous	26.3	21.3	47.2	23.0	30.0	49.8
Suspicious incident	15.9	18.9	29.8	20.0	13.0	29.7
Traffic enforcement	28.6	17.3	39.4	86.8	21.9	103.0
Total Average	28.0	22.0	46.0	31.1	23.0	51.1

Note: A 90th percentile value of 29.8 minutes means that 90 percent of all calls are responded to in fewer than 29.8 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

- In winter, the 90th percentile value for response time was as short as 30 minutes (for suspicious incidents) and as long as 66 minutes (for general noncriminal calls).
- In summer, the 90th percentile value for response time was as short as 30 minutes (for suspicious incidents) and as long as 75 minutes (for general noncriminal calls).

FIGURE 9-19: Average Response Time Components, by Zone

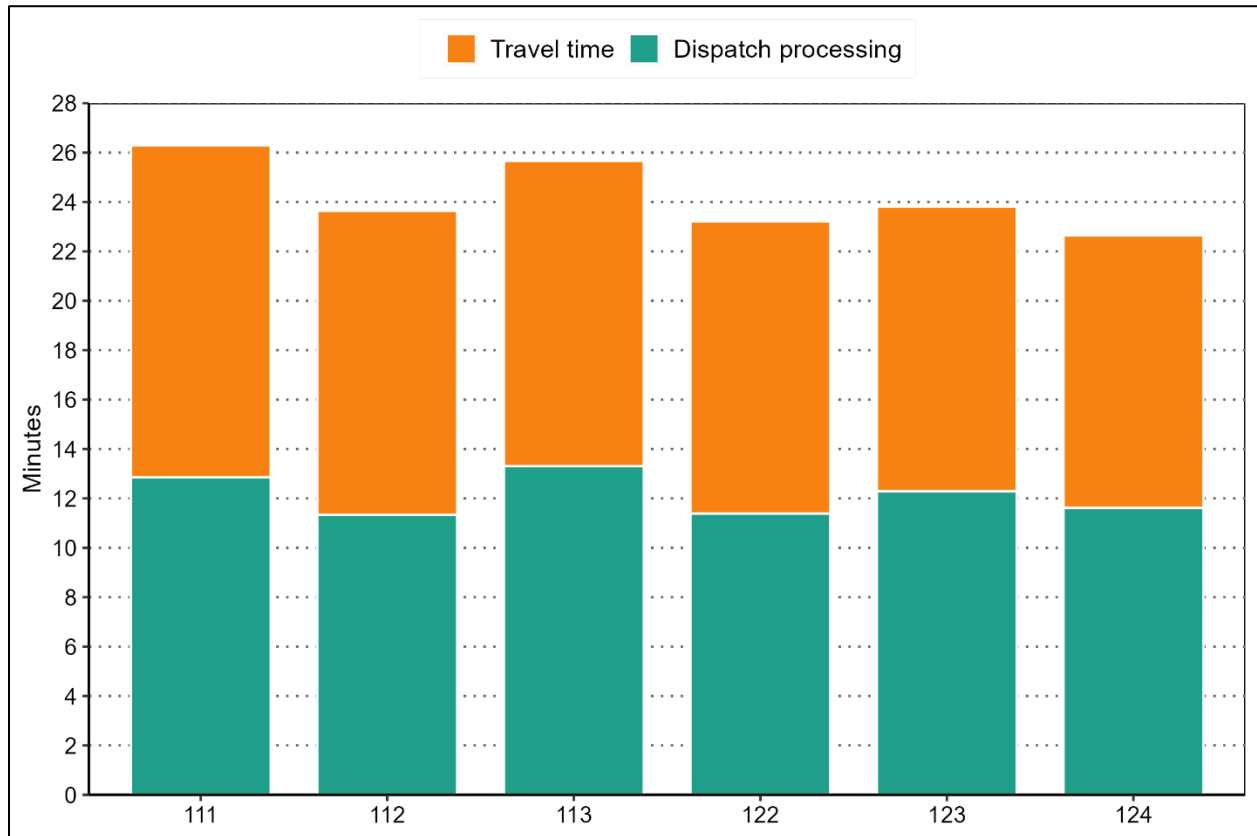


TABLE 9-14: Average Response Time Components, by Zone

Zone	Minutes			Calls
	Dispatch	Travel	Response	
111	12.9	13.4	26.3	540
112	11.3	12.3	23.6	1,114
113	13.3	12.4	25.7	541
122	11.4	11.8	23.2	18
123	12.3	11.5	23.8	3,366
124	11.6	11.0	22.7	2,538
Total	12.1	11.7	23.7	8,117

Observations:

- Zone 124 had the shortest average response time of 22.7 minutes.
- Zone 111 had the longest average response time of 26.3 minutes.

High-Priority Calls

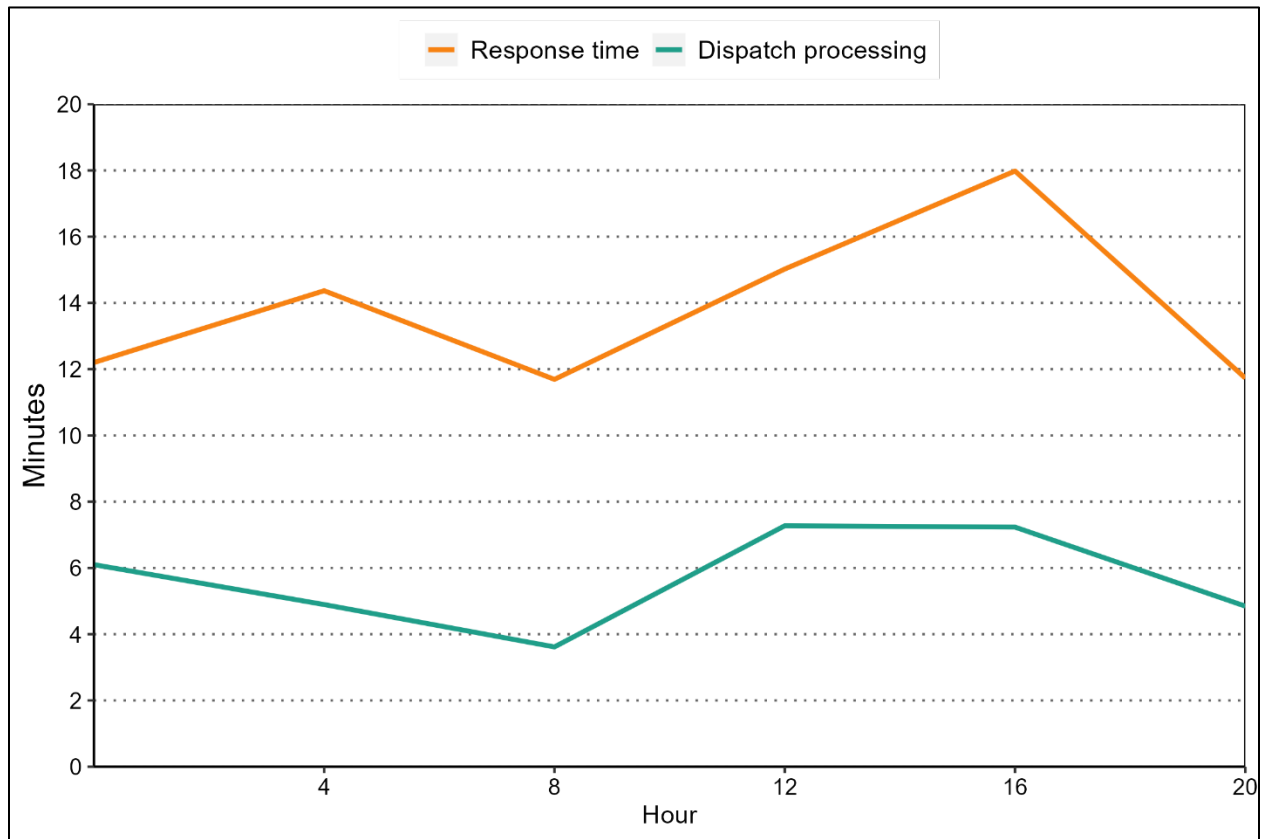
The department assigned priorities to calls with priority 1 as the highest priority. The following table shows average response times by priority. In addition, we identified injury accidents based on the call descriptions, "41C8 - AUTO ACC TRAPPED," "41I - VEHICLE ACC INJ," "43I - HIT AND RUN-INJ," and "46I - PERS HIT VEH-INJ," to see if these provided an alternate measure for emergency calls.

TABLE 9-15: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
1	6.1	8.7	14.8	181	29.0
2	10.3	12.9	23.2	1,123	46.0
3	10.8	10.3	21.0	3,803	43.0
4	12.3	12.8	25.1	664	55.7
5	11.1	10.0	21.1	45	48.0
6	13.8	11.7	25.5	2,073	56.0
8	30.2	28.1	58.3	228	146.0
Total	12.1	11.7	23.7	8,117	51.0
INJURY ACCIDENT	6.9	9.4	16.3	124	33

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

FIGURE 9-20: Average Response Times and Dispatch Processing for High-priority Calls, by Hour



Note: This figure shows the average response time and dispatch processing time over 4-hour intervals, due to the limited number of high-priority calls. The times are listed in 4-hour increments. For example, "8" indicates all calls between 8:00 a.m. and 11:59 a.m.

Observations:

- High-priority calls had an average response time of 14.8 minutes, lower than the overall average of 23.7 minutes for all calls.
- Average dispatch processing was 6.1 minutes for high-priority calls, compared to 12.1 minutes overall.
- For high-priority calls, the longest response times were between 4:00 p.m. and 8:00 p.m., with an average of 18.0 minutes.
- For high-priority calls, the shortest response times were between 8:00 a.m. and noon, and between 8:00 p.m. and midnight, with an average of 6.5 minutes.
- Average response time for injury accidents was 16.3 minutes, with a dispatch processing of 11.7 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from January 1, 2023, to December 31, 2023, were classified into the following categories.

TABLE 9-16: Call Type, by Category

Call Type Description	Table Category	Figure Category
2 - GENERAL ALARM PD	Alarm	Alarm
2B - BUSN ALARM PD		
2H - HC/HOSP ALARM PD		
2R - RESD ALARM PD		
2S - SCHOOL ALARM PD		
2V - VEHICLE ALARM PD		
76 - ASSIST CITIZEN	Assist citizen	
88 - PROPERTY DAMAGE		
88IP - PROP DAMAGE IP		
88JO - PROP DAMAGE JO	Assist other agency	Assist
33B - BUSN/COMM FIRE		
33R - RES FIRE		
33V - VEH FIRE		
33W - GRASS/WOOD FIRE		
36 - HAZ MAT INCIDENT		
47D - DROWNING D		
47R - RIVER RESCUE		
67 - PERSON DOWN		
6731E - UNCONC/FAINTING E		
6732B - UNKNOWN MEDICAL		
6732D - UNKNOWN MEDICAL D		
676E - BREATHING PROBLEM E		
679B - CARD/RESP ARREST B		
679D - CARD/RESP ARREST D		
679E - CARD/RESP ARREST E		
68 - PERSON SCREAMING		
22 - AREA CHECK		
22P - AREA CHECK PR		
COAP - CHECK OFTEN AS POSSIBLE		
14 - THREATS	Crime against persons	Crime
27 - HOMICIDE		
29 - FIGHT		
40 - ASSAULT		
40A - ASSAULT-INJ A		
40B - ASSAULT-INJ B		
44 - ROBBERY		
44JO - ROBBERY JO		

Call Type Description	Table Category	Figure Category
44P - ROBBERY PERSONAL		
49 - RAPE		
49A - RAPE W/INJURY A		
49B - RAPE W/INJURY B		
50 - PERSON SHOT		
50B - PERSON SHOT - B		
50D - PERSON SHOT - D		
51A - PERSON STABBED - A		
51D - PERSON STABBED - D		
58 - ABDUCTION		
60C - CRME AGNST CHILD		
60D - CRME AGNST DISAB		
60E - CRME AGNST ELDER		
75 - SHOOT AIR RIFLE		
86AGG - DOMESTIC/AGGRAVT		
1CJ - CARJACKING	Crime against property	
1S - STOLEN VEHICLE		
1SIP - STOLEN VEH IP		
1SJO - STOLEN VEH JO		
42 - BURGLARY		
42IP - BURGLARY IP		
42JO - BURGLARY JO		
45 - THEFT		
45IP - THEFT IP		
45JO - THEFT JO		
45PIC - THEFT PRP IN CST		
45V - THEFT FROM VEH		
70 - PROWLER		
70B - PROWLER BREAKING		
93 - TRESPASSING		
97 - FRAUD		
97IP - FRAUD IP		
98 - FORGERY		
38 - ILLEGAL DRUGS		
71 - PUBLIC INDECENCY		
71IP - PUB INDECENCY IP		
74 - ALCOHOL VIOLATION		
13 - TRASH DUMPING	Disturbance	Disturbance
13IP - TRASH/DUMPING IP		
26 - DISCHRG FIREWORK		
28 - PERSON DRUNK		
37 - ILLEGAL PARKING		

Call Type Description	Table Category	Figure Category
57 - NOISE COMPLAINT		
65 - SOLICITATION		
66 - PEEPING TOM		
86 - DOMESTIC		
94 - LOITERING		
99 - ORDINANCE VIOLAT		
20 - ANIMAL COMP	Animal	General noncriminal
21 - VICIOUS ANIMAL		
211 - INJ BY ANIMAL		
24 - EDP	Mental health	
24V - EDP-VIOLENT		
53 - SUICIDE		
53A - SUICIDE ATTEMPT		
53OD - SUICIDE OVERDOSE		
53T - SUICIDE THREATS		
6725A - PSYC/SUICIDE		
6725B - PSYC/SUICIDE B		
6725C - PSYC/SUICIDE C	Miscellaneous	
6725D - PSYC/SUICIDE D		
12 - VIN VERIFICATION		
15 - PHONE CALL COMP		
23 - JUVENILE COMP		
39 - INFORMATION		
56R - RUNAWAY		
59 - MEET WITH		
73 - CAVE-IN/COLLAPSE		
87 - CONTACT MESSAGE		
C7 - REQUEST BACKUP	Investigation	Investigation
REPO - VEH REPO		
1021 - PHONE CALL		
1A - ABANDONED VEH		
48 - PERSON DEAD		
55 - TROUBLE UNK		
56 - MISSING PERSON		
64 - PROPERTY FOUND		
91 - 911 CONTACT	Suspicious incident	Suspicious incident
C9 - STAKEOUT		
25 - DISCHRG FIREARM		
54A - SUSPICIOUS ACT		
54P - SUSPICIOUS PERS		
54V - SUSPICIOUS VEH		
78 - LOOKOUT		

Call Type Description	Table Category	Figure Category
83 - WANTED PERS LOC		
SS - SUBJECT STOP		
41 - VEHICLE ACC	Accident	Traffic
41C8 - AUTO ACC TRAPPED		
411 - VEHICLE ACC INJ		
43 - HIT AND RUN		
43I - HIT AND RUN-INJ		
43JO - HIT AND RUN JO		
46 - PERS HIT BY VEH		
46I - PERS HIT VEH-INJ		
30 - DRUNK IN AUTO	Traffic enforcement	
31 - WIRES DOWN		
33A - APT FIRE		
72 - TRAFFIC VIOLATE		
81 - STREET HAZARD		
84 - WORK TRAFFIC		
85 - WRECKER REQUEST		
96 - STRAND MOTORIST		
PO - TRAFFIC STOP	Traffic stop	
1095 - PRISONER/CUSTODY	Warrant/arrest	
16 - CIVIL PAPERS		
17 - WARRANTS		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected by the Federal Bureau of Investigation (FBI) and the Georgia Gwinnett County Public Open Records Center. The tables and figures include the most recent information that is publicly available. This includes crime reports for 2019 through 2024. Crime rates are expressed as incidents per 100,000 population.

TABLE 9-17: Reported Crime Rates in 2022 and 2023, by City

Municipality	State	2022				2023			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Berkeley Lake	GA	2,041	0	882	882	2,029	99	1,134	1,232
Buford	GA	15,306	261	3,221	3,482	15,382	143	2,002	2,145
Dacula	GA	7,465	54	1,554	1,608	7,650	248	941	1,190
Grayson	GA	4,747	169	1,116	1,285	4,975	40	804	844
Sugar Hill	GA	25,424	43	798	842	25,889	73	780	854
Braselton	GA	15,203	20	973	993	15,522	39	960	999
Duluth	GA	31,836	123	1,222	1,344	32,116	153	1,245	1,398
Lawrenceville	GA	30,618	372	1,956	2,329	30,605	281	2,179	2,460
Lilburn	GA	15,823	240	2,193	2,433	16,302	147	2,478	2,625
Loganville	GA	15,250	243	1,489	1,731	15,779	114	1,312	1,426
Norcross	GA	17,731	496	3,480	3,976	17,789	371	3,075	3,446
Snellville	GA	20,988	181	2,235	2,416	22,779	180	2,265	2,445
Suwanee	GA	22,517	183	1,611	1,794	22,913	122	3,260	3,382
Peachtree Corners	GA	42,147	209	1,473	1,682	42,184	218	1,844	2,062
Georgia		10,839,742	364	1,643	2,007	11,029,227	352	1,823	2,175
National		332,403,650	380	1,954	2,334	334,914,895	364	1,917	2,281

Note: *We used national crime and clearance rates estimated in the FBI's report [The Transition to the National Incident-Based Reporting System \(NIBRS\): A Comparison of 2020 and 2021 NIBRS Estimates](#).

FIGURE 9-21: Reported Peachtree Corners Violent and Property Crime Rates, by Year

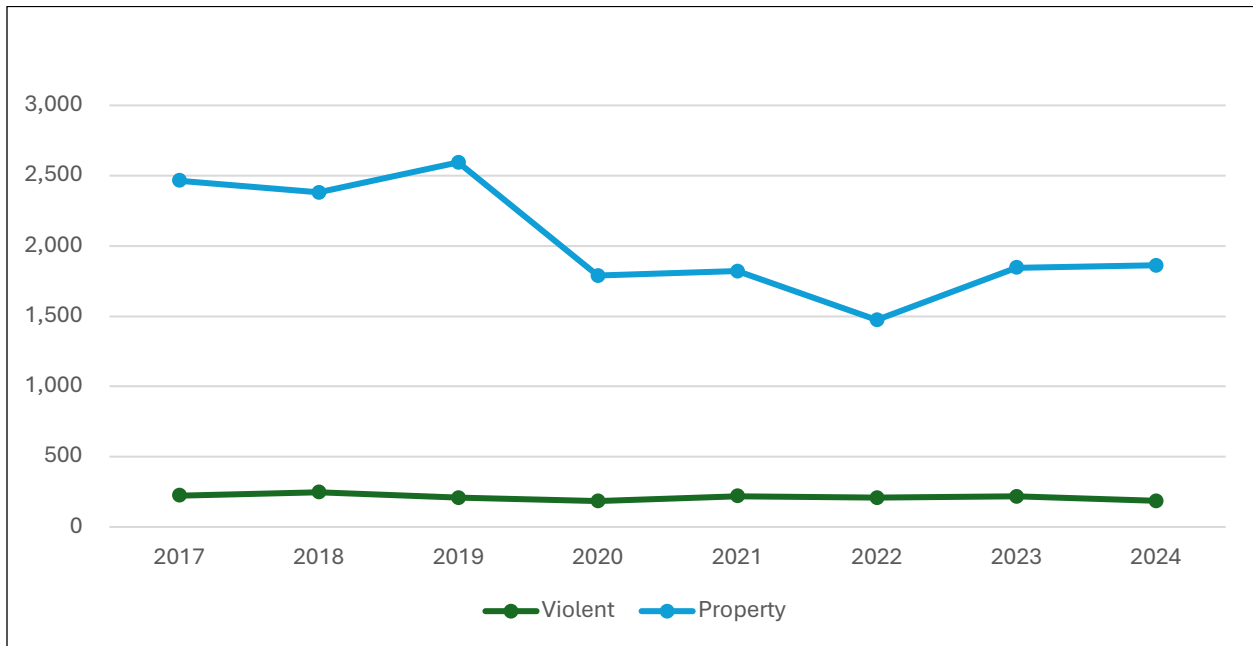


FIGURE 9-22: Reported City and State Overall Crime Rate, by Year

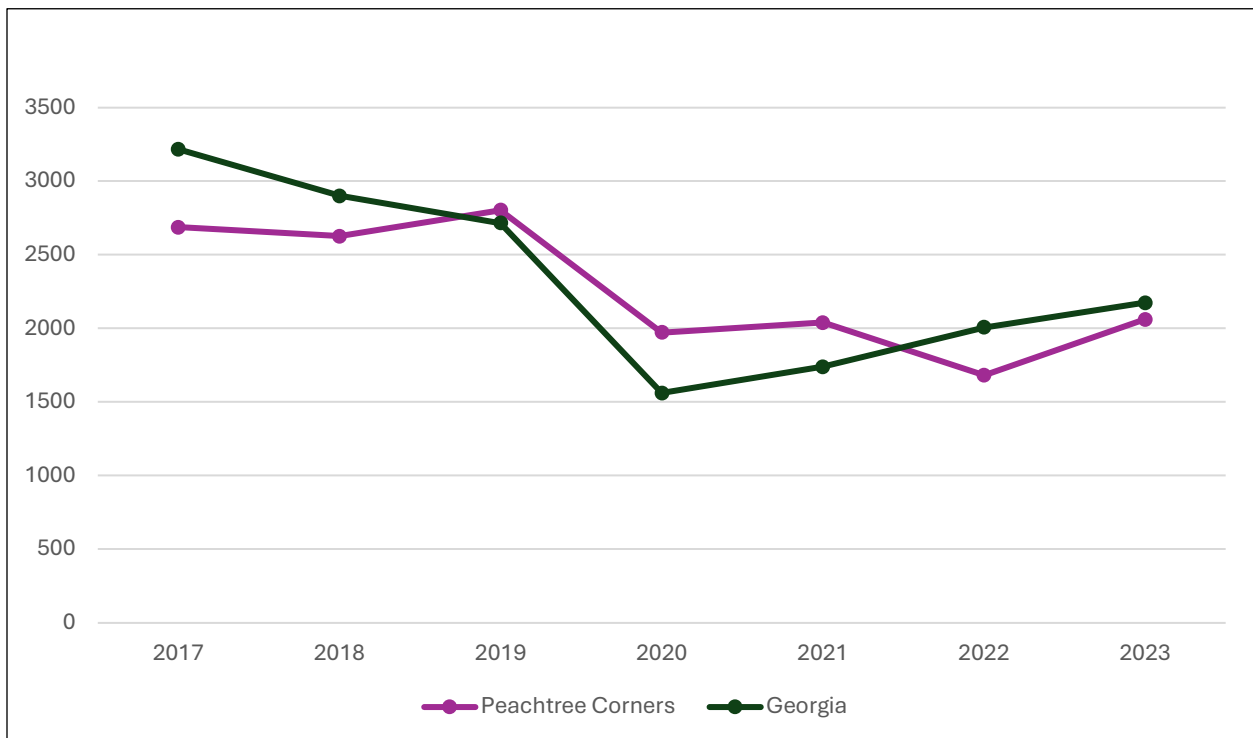


TABLE 9-18: Reported Peachtree Corners, Georgia, and National Crime Rates, by Year

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							

END