

WORKLOAD AND MANPOWER ASSESSMENT
DALTON POLICE DEPARTMENT



June 10, 2015

The Dalton Police Department is focused on providing the citizens of Dalton and this community the highest possible level of police service.

Our Mission, Vision, and Value Statement embody our efforts and direction as stated below:

MISSION STATEMENT

The mission of the Dalton Police Department is to provide the community of Dalton a safe environment with professional quality police service through quality police service through positive interaction with its citizens.

- What we seek to do and become is at the core of the Mission Statement. A mission statement also allows us to maintain direction, eliminate complacency and remain focused on our goals.

VISION STATEMENT

The vision of the Dalton Police Department is to reduce crime by coactive partnerships of every citizen, every elected official, and every federal, state, and local agencies.

- We realize without the active partnerships of every citizen, every elected official, and every federal, state, and local agency we will not be successful.

VALUES

We believe in:

- Professionalism
- Obedience-that our authority is derived from the people we serve
- Leadership
- Integrity
- Conduct
- Excellence

Introduction

The Dalton Police Department is a municipal police agency serving the businesses, residents, and visitors of the community. Several factors influence the police department's ability to provide police services; many of these factors affect both the number of agency personnel and the manner in which all resources are deployed. One factor to consider is the population density in residents per square mile.

Dalton experiences a very high density compared to similar size and larger cities in Georgia. The relationship between per capita total expenditures and population density has an effect on police services; when all government expenditures are taken into account, increased population density will lead to higher per capita government expenditures.¹ The table below illustrates Dalton's population density compared to other Georgia cities.

Georgia Cities	Population Density in People per Square Mile ²
Lagrange	1052
Rome	1224
Gainesville	1312
Albany	1372
Augusta	1443
Dalton	1685
Valdosta	1886

In addition to population density, there is a high percentage of rental housing in the city, with approximately 52% of all households being non-owner occupied. To further exacerbate the problems associated with rental housing, these units, whether single or multi-family, tend to be concentrated in clusters throughout the city.

A high population density means that Dalton requires slightly more police (and other public) services. Situated within Whitfield County, which covers 290 square miles, Dalton covers just a little over 20 square miles. Dalton officers answer a large portion of calls handled by the agencies within the county, about the same number of calls for service as their county deputy contemporaries. 42% of total calls answered by agencies located in Whitfield County are handled by Dalton officers within that 20 square mile area.

¹ The Impact of Population Density on Municipal Government Expenses, Public Finance Review,; Holcomb, Randall G. & Williams, DeEdgra W., March 2012

² World Wide Web, www.city-data.com, April, 2015

Land use in Dalton is a notable factor that affects delivery of police services because many areas of the city feature mixed use; therefore, it is not uncommon in some areas to see single and multifamily housing adjacent to convenience stores, other retail, and factories.

A sizeable portion of the city's workforce is employed in shift work; when coupled with significant concentrations of apartment complexes and mixed land use, it may not be uncommon to see individuals walking in parking lots or streets at 3 am.

Dalton is situated in such a manner that Interstate 75 bisects the western edge of the city, and features two (2) interstate exchanges. These locations are a boon to city business, but with nearly 50,000 vehicles exiting daily, these areas of dense retail become their own microcosm of activity that require a significant amount of police services during more than two-thirds of the workday. Considering the student body of Dalton State College, significant amounts of manufacturing, retail and vehicle traffic, Dalton's total daytime population is estimated at 71,206 people, which doubles the population which requires police services and crime prevention.³

In addition to environmental factors that influence police services, the Dalton Police Department works to prevent crime and solve the underlying problems versus merely reacting after the fact. It is a given that the department will respond to and investigate crimes that are already committed, as well as hold offenders accountable, but the agency has determined that prevention is more efficient. Although slightly more personnel may be needed on the front end, the total cost to the community is less if department members are able to reduce the amount of crime, which reduces the number of persons incarcerated; a model which is more likely to be effective than any corrective model has demonstrated thus far.

Dalton Police Department patrol officers regularly respond to service calls, such as business and residential burglaries, and investigate the case from start to finish; all patrol officers complete a "rotation" through the Criminal Investigations Division so their skills in evidence gathering, interviewing, and follow-up investigations means a high clearance rate for both property crimes and crimes against persons. In a typical case as described above, the patrol officer may respond to the scene, gather witness/victim statements, canvass the area, develop and interview suspects, present a photo lineup to victims/witnesses, and secure arrest and search warrants for a suspect all within a one or two day period.

Gauging community expectations of a police department is difficult to do accurately. It could even be said that expectations vary between people living in cities versus those who live in unincorporated areas; it is safe to assume that no one is comfortable with more crime and disorder.

³ The 2010 US Census Bureau Report on City of Dalton, as cited in the City of Dalton Daytime Population Demography, April 20, 2012

Modern police departments are assembled from a combination of sworn officers, and civilian staff which perform various technical functions in support of the officer on the street. There are several recognized methods used to determine the number of *patrol officers* needed, but the number of detectives and support staff required depends on the goals of the department, which are based on the level of service provided to the community. This workload assessment relies on a *Functional Analysis*⁴ method of estimating the number of patrol officers needed. There currently is no strict mathematical formula that indicates the exact number of police officers or civilian staff that are needed. For all practical purposes, the number of police officers desired is really a local policy issue that must be decided after considering all factors. Simply having enough officers to maintain a fast response time means that the police are always reacting to crime instead of preventing it.

The personnel of the Dalton Police Department are divided by function into four (4) distinct divisions: Administration; Patrol; Criminal Investigations; and, Support Services. The Patrol, Criminal Investigations, and Support Services Divisions are staffed with a Division Commander who is responsible for the overall operations, and each division is further separated into functional shifts, units or sections. The Administration Division contains the Police Chief, Assistant Chief, Research and Planning Function, Accreditation Manager, Purchasing Agent, Public Relations Specialist, and Administrative Assistant.

The agency has a current authorized staffing of ninety-nine (99) total employees, of which, eighty-four (84) are sworn, and fifteen (15) are non-sworn civilians. According to the FBI data provided in the 2013 Uniform Crime Reporting (UCR)⁵, police agencies in the southern United States which serve a population between 25,000 and 49,999 have an average of 3.3 total employees per 1,000 residents, and on a national basis, agencies in this category have 2.8 employees per 1,000 residents. The City of Dalton estimated population for 2013 is 33,414. When one performs a mathematical analysis, the Dalton Police Department appears to be at or within the range of the regional average. The table below provides a comparison of the ratio of the agency's total employees per 1000 residents to the national and regional averages.

Area	Avg. <u>Total Employee/1000 Residents</u> ⁶	2013 Dalton Population	UCR Equivalent <u>Total DPD Employees/1000</u>	Actual DPD <u>Employees</u>
National	2.8	33,414	93.55	99
Regional	3.3	33,414	110.26	99

Using the same population and agency categories, the Dalton Police Department's allocation of sworn personnel (police officers) in the agency follows the same trend as above. It is important

⁴ Functional Analysis is a combination of the geographic requirements for patrol coupled with calculations on the number of hours an average officer is available to perform police duties in a given year; in other words, the actual local conditions versus a straight math formula.

⁵ Federal Bureau of Investigation Uniform Crime Reporting, Crimes in the United States, 2013, Table 70

⁶ Category IV agencies serving a population between 25,000 and 49,999

to note that “police officers”, when used in this context, means all sworn officers in the agency, and not just patrol officers. The table below indicates that the number of police officers within the Dalton Police Department (2.6 per 1000 residents) is within range of the regional averages.

Area	Avg. <u>Police Officers</u> /1000 Residents ⁷	2012 Dalton Population	UCR Equivalent in Officers Compared to Dalton Population	Actual DPD <u>Officers</u>
National	2.2	33,414	73.51	84
Regional	2.6	33,414	86.87	84

Assessments

The remainder of this document contains a detailed assessment of each division of the Dalton Police Department. The assessments have been completed by the Division Commanders and the Research & Planning Manager; the individuals who are responsible for the daily operations. At the conclusion, the document contains some possible future directions for the agency.

⁷ Category IV agencies serving a population between 25,000 and 49,999

WORKLOAD AND MANPOWER ASSESSMENT

DALTON POLICE DEPARTMENT PATROL DIVISION

Lt. Jamie Johnson
June 2, 2015

Introduction

Of the methods available to determine necessary staffing levels for patrol functions, I have considered the following two for this analysis:

- Functional Analysis/identify-define positions needed
- International Association of Chiefs of Police (IACP) Modified Workload Analysis

While each has their benefits and short comings this analysis uses both in order to have a basis for comparison. With the focus on solving the current crime and preventing the “next” one the average call length has more than doubled from past years. For the year 2014 the average call length was 30 minutes and 29 seconds, or 30.48 minutes.

This analysis reviews only the line officers assigned to the shifts in the Patrol Division of the Dalton Police Department. In determining average officer availability, the leave time for all non-supervisor officers assigned to patrol shifts for all twelve months of 2014 was counted. Also all Dalton Police Department calls for service activity dispatched and logged in the Whitfield County 911 computer aided dispatch (CAD) system was counted regardless of the Officer’s assignment. CAD entries for calls that are officer initiated were not included.

The current staffing level for the Patrol Division is sixty-six (64) employees with sixty-four (65) sworn officers/supervisors; detailed information is available in Table 1.

Calculations that were conducted using the IACP Modified Workload Analysis yielded an estimate that 46.2 (or 46) patrol officers would be needed to fully staff the patrol officer function; using this estimate would require four (4) additional patrol officer positions to reach this staffing level. Similar calculations using the Functional Analysis⁸ method yielded an estimate that 44.4 (or 44) patrol officers would be needed to fully staff the patrol officer function. This method would require us needing (2) additional patrol officers. In both cases the estimate numbers were rounded up to the next whole number.

⁸ Functional Analysis is based on a fixed post concept where the chief executive determines the number of needed positions using a combination of the geographic requirements; the experienced demand for police services; and calculations on the average number of hours an officer is available to perform police patrol duties in a given year; in other words, the actual local conditions versus a straight math formula

Table 1

Dalton Police Department 2014 Patrol Division Staffing Levels

	Total Staff	Sworn Staff
Patrol Division	64	65
Captain	1	1
Secretary	1	0
Lieutenant (Patrol Operations)	1	1
Lieutenant (District)	3	3
Traffic Enforcement Officers	4	4
School Resource Officers	3	3
Patrol Sergeants	6	6
Patrol Officers	42	42
Special Operations Unit Sergeant	1	1
Safety Code Enforcement Officer	1	3
Municipal Code Officer	1	1

Table 1 includes all current positions both filled and non-filled in the Patrol Division

Patrol Staffing

The Dalton Police Department continues to be a leader in the public safety community. Much of our success as an agency can be attributed to our proactive law enforcement initiatives and willingness to embrace technology in the furtherance of our mission. To insure that we are able to continue to provide high quality services to the community we must continually evaluate the environment we operate in. Part of this process is conducting periodic staffing surveys to insure we have the necessary resources to address the ever changing needs of our community.

Police staffing strategies are largely based on regional standards, local economies, calls for service, community surveys, and officer to population ratios. These are some of the critical components of an effective staffing plan. The following analysis reviews staffing of the patrol function of the Patrol Division of the Dalton Police Department. A brief overview of each method and its results is included herein.

The primary purpose of any law enforcement agency is public safety and service. The principal task of the executive officer (Police Chief) is to ensure that the agency's resources are used in an effective and economical manner to accomplish this objective. To provide adequate coverage, personnel must be deployed according to service demands; the desire of citizens and elected officials to address community disorder and quality of life issues; the goals and objectives of the police agency, and the availability of funding. Several types of indicators can

be used to determine the service demands required of an agency. For the purposes of this assessment, the following methods are used:

- Functional Analysis(identify-define positions needed)
- International Association of Chiefs of Police (IACP) Modified Workload Analysis(time-task perspective)

Regardless of the method used to estimate staffing levels, some indicators are of little value when standing alone but gain significance when viewed in conjunction with other methods and factors.

Strategy

The functions of law enforcement are significantly diverse throughout the nation. Recently, there has been a trend to provide more problem solving and neighborhood based policing initiatives. For jurisdictions that wish to provide problem solving and neighborhood based policing, it should be noted that this method of policing involves more than merely responding to complaints; patrol officers are required to conduct extensive follow-up investigations, collect evidence and witness statements, and if necessary, ensure that violators are held accountable. Problem Based Neighborhood Policing also requires patrol officers to establish contacts and relationships with law-abiding citizens in order to increase the level of trust and cooperation. To accomplish this goal increased staffing levels may be required. What may be viewed by some as “real police work,”—merely reacting only to citizen calls for service—represents only part of the services provided by proactive police agencies.

Under this neighborhood policing concept, the Dalton Police Department has adjusted the patrol boundaries into three (3) geographic Districts based on a combination of area size, demand for service, and the type of properties within. The trade and industry that takes place in and around Dalton causes an increased traffic volume flowing through the city. The city of Dalton is home to many large floor covering manufacturing plants and other manufacturers which supports floor covering industry. Dalton is also home to Dalton State College, which offers several bachelor’s degree programs, and is a four-year unit of the University System of Georgia. The college enrollment has grown to approximately 5,988 students and includes on-campus housing. The presence of these facilities, and other factors, results in an estimated daytime population that reaches to approximately 70,000 people. Consequently, there is a need for additional law enforcement to deal with the problems created by the large influx of people and vehicular traffic.

INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE (IACP) MODIFIED WORK ANALYSIS

The IACP Modified Workload Analysis is one of many predictors used to estimate a proper work force size using an analysis of existing workload data, and other assumptions. The method is based on the assumption that the workload of the *patrol* function is equally divided into three equal measurable parts:

1. Active or busy time – responding to “calls for service” or agency directed activities;
2. Administrative time – time utilized handling necessary functions of the job but outside the assigned function. Time consumed by court appearances, paperwork, equipment maintenance and other incidental periods; and
3. Preventive time used as proactive patrol. (Officer initiated activities for example: building checks, field contacts, etc.).

Under the IACP model, a comparison of activity time and available officer time should yield an estimate of the adequate amount of patrol shift officer staffing needed by the department. The Dalton Police Department Patrol Division consists of shift patrol officers who are assigned in such a manner to provide service on a 24/7/365 basis. In addition, the traffic unit, school resource officers, municipal code officer, and code enforcement officers are assigned to the patrol division. Staffing for these additional units is determined by the Chief of Police based on agency goals, mission, the needs of the community, and budgetary constraints. This assessment is aimed at determining the proper staffing needs of the patrol officer function. Time clock information was reviewed for only those officers assigned to the patrol shifts for all of 2014. When reviewing activity, CAD entries that are typically officer initiated were not counted however, all other entries were regardless of the assignment of the officer dispatched.

IACP Modified Workload Analysis

Step 1

The Dalton Police Department answered approximately 35,099 citizen generated calls for service from January 1, 2014 until December 31, 2014.

Step 2

Approximately 53% of the calls for service require two or more officers to handle (e.g., traffic accidents, domestic disputes, bank/burglar alarms, etc.).

This percentage adjustment (53%) multiplied by the number of activities result in the approximate number of activities for 2014.

$35,099 \text{ calls for service} \times 1.20 = 53,701.5 \text{ calls for service}$

Step 3

In the analysis of personnel distribution, the average total time taken to handle all calls for service is determined. According to information gathered from the Whitfield County 911 Center the average time for a call in 2014 is 30 minutes and 29 seconds (or the decimal equivalent 30.48 minutes) Next, the total amount of work time is determined by multiplying the adjusted calls for service (53,701.5) by the average time per call (30.48 minutes). The product (1,636,821.72 minutes) is divided by 60 minutes thus giving the time (27,280.362) in hours spent responding to and handling calls for service during the year 2014.

53701.5 calls X 30.48 minutes = 1,636,821.72 minutes ÷ 60 minutes = 27,280.362 hours spent on calls for service

Step 4

The results in step 3 (27,280.362) represent the total number of projected hours spent in answering or handling citizen generated calls for service which result in activity such as transporting persons to the county jail, assisting motorists; and other law enforcement related duties. According to this formula, this accounts for approximately one-third of the officer’s time. The remaining two-thirds are spent in: 1) preventative patrol (one-third) and 2) other administrative activities (one-third), such as: report writing, food breaks, court appearances, vehicle maintenance, etc. By multiplying 27,280.362 hours by three, the resulting number represents the time officers should spend in law enforcement activity annually.

27,280.362 hours X 3 (assumption of thirds) = 81,841.1 total hours.

Step 5

The next step is to determine the number of hours that a Dalton police officer is available per year. This is determined by subtracting the number of hours an officer is entitled or approved to take off from the number of hours scheduled to work. Table 2 provides a detail breakdown of regular scheduled hours and leave time taken by patrol shift officers in 2014.

TABLE 2
Dalton Police Department Patrol Division Officers
Net Annual Work Hours
Actual

Total work hours per officer per year = one manpower unit 9 (hour shifts) X 365 (days in year)	3,285
Total regular scheduled off hours per officer per year 9 (hour shifts) X 10 off days (per cycle) X 13 (28-day work cycles)	1,170
2014 Average leave hours for (36 shift officers):	
Vacation	77.70
Sickness	50.83
Holiday	72
Training	119.36
Military	20
Administrative Leave	0
Funeral	1.67
Jury Duty	.30
Total average time off per police officer (36 Officers)	341.86
Average annual available work hours per police officer 3,285- 1170=2,115- 341.86 = 1773.14	1773.14

To determine the number of hours a year an officer is absent from work assignments, Lt. Johnson reviewed the payroll information for the exact number of hours that the 42 officers that worked on a patrol shift for all 12 months of 2014 took off in leave/training. According to the data provided, the 42 officers assigned to patrol shifts during 2014 took 2,797.25 hours of vacation; 1,830 hours of sick leave; 2,592 hours of holiday; 4,297.25 hours of training; 720 hours of Military Leave; 60.25 hours of funeral leave; 11 hours of Jury Duty. There was a total of 12,307.75 hours of authorized absent from work by the 42 officers.

$12,307.75 \text{ total hours leave} \div 42 \text{ officers} = 293.04 \text{ average number of leave hours off per officer.}$

Shift officers are scheduled to work 9-hour shifts. In a 28-day cycle, officers work 18 days and are scheduled off 10 days. There are 13 cycles in each year totaling 364 days.

$9 \text{ (hour shifts)} \times 365 \text{ (days in a year)} = 3,285$; $9 \text{ (hour shifts)} \times 10 \text{ (off days per cycle)} \times 13 \text{ (28 day cycles)} = 1,170 \text{ scheduled off hours per year per patrol officer.}$ $3,285 \text{ (total hours)} - 1,170 \text{ (regular off)} - 341.86 \text{ (leave hours)} = 1,773.14 \text{ actual work hours per patrol officer}$

Step 6

The last step determines the number of officers needed in order to provide law enforcement services. Dividing the available officer hours (Step 5 – 1,801.68 hours) into the total projected hours spent in law enforcement activity (Step 4 – 81,941.21 total activity hours) yields the number of officers needed.

$81,841.1 \text{ (total activity hours)} \div 1,773.14 \text{ (work hours per officer)} = 46.2 \text{ officers}$

According to the IACP Modified Workload Analysis Method, 46.2 (46) shift officers (not including supervisor) are recommended to provide patrol function services. Hence, the IACP Modified Workload Analysis indicates that there may be a need for 4 additional officers.

Functional Analysis

The Functional Analysis is concerned with positions and not people. It assumes that these positions, which are geographical placements of patrol areas, must be filled in order to provide a certain level of service. This information can only be obtained from past experiences and future objectives. An analysis of relevant data and the consideration of all feasible alternatives should determine the number of positions. From a given number of positions, the formula can then deduce the number of officers required to meet the stated objective.

The Dalton Police Department has divided the corporate limits of the City into three geographical areas referred to as Districts. Smaller geographical divisions within the Districts are designated as Beats. Each Beat that contains a businesses or residences has an Officer assigned to it as a point of contact for the public. Officers are required to spend a portion of their work week in their assigned beat(s) addressing crime, quality of life issues, and building rapport with those that live or work in that beat. Additionally Officers on the patrol shifts are

expected to conduct a thorough preliminary investigation on reported crimes and suspicious activity and conduct follow-up investigations on many crimes including domestic violence cases. The result is that patrol officers are engaged in far more than merely responding to calls for service.

The following table shows Dalton Police Department activity as recorded by the Whitfield County 911 center sorted by Shift and District from January 1, 2014 through December 31, 2014. This data only contains 911 entries that have a street address entered and accounts for 77% of all 911 entries for the D.P.D.

As shown in Table 3 the activity in the South District is noticeably less than in the other districts. When setting the boundaries for the districts, factors in that decision included calls for service, population density, types of properties, and geographic size. While the South District has many residential areas many are single family owner-occupied dwellings. Large parcels of land are used as retail centers and manufacturing; although there are many issues of property crime associated with retail centers, there are substantially less in those areas of manufacturing. The manufacturing areas however take up large parcels of land.

In 2012, the East District had a total of 7,662 calls which made up 33% of the total calls. The West District had 9,403 calls making up 41% of the calls and the South District had 5,887 calls making up 26% of the total calls for 2012.

Table 3

	Day Shift	Second Shift	Night Shift	District totals	% by District	Grand Total
East	2367	3455	1275	7097	36%	
West	2686	3158	1330	7174	36%	
South	2098	2435	1006	5539	28%	
Shift totals	7151	9048	3611			19810
% by shift	36%	46%	18%			

A functional analysis method represents a fixed post assignment calculation. For purposes of this report, The Police Chief has determined that an average of 6 patrol officers (not including supervisors) is required to cover each shift. Two officers are needed in each of the three districts. If the shift has more than six officers working a shift they serve as a back-up, crash reduction and/or for special details, or maybe a Police Training Officer. It should be noted that the supervisors may also assist on calls requiring more than two officers. Currently, the Dalton Police Department deploys officers on three 9-hour shifts that overlap by one (1) hour in the afternoon, and overlap by two (2) hours between approximately 10:00 PM and midnight. Each shift also is staffed with a combination of one (1) Lieutenant and two (2) Sergeants who are the supervisors.

To staff one patrol officer position twenty-four hours a day, seven days a week, and for all three shifts, requires more than three people because of the time that officers are unavailable for duty because of regular off days, vacation, sick, and holidays leave, training, etc. (see Table 2).

In order to adjust for unavailable time, a “Shift Relief Factor” (SRF) has been calculated to determine the number of patrol officers that are needed to staff each patrol officer position. The SRF is calculated by dividing total possible hours an officer could work in a year (manpower unit of 3,285 hours) by the average amount of hours an officer is actually available. In this case: 3285 hours ÷ 1773.14 (average available hours for work) yields a Shift Relief Factor of 1.853 patrol officers needed to fill every position on a 24/7/365 basis.

In order to staff an average of 8 patrol officers per each shift using the SRF of 1.853 officers per position, 14.82 (15 officers) would need to be assigned to the shift. Table 4 depicts the staffing levels needed for each shift according to the Functional Analysis.

**TABLE 4
Dalton Police Department
Patrol Division
Functional Analysis**

Day Shift	Afternoon Shift	Night Shift
3 Supervisors	3 Supervisors	3 Supervisors
15 Patrol Officers	15 Patrol Officers	15 Patrol Officers
Total of 18 Positions	Total of 18 Positions	Total of 18 Positions

3 supervisory positions X 3 shifts = 9 supervisory positions
 2 officers in each district X 3 districts + 1 backup officer+ PTO officer = 8 officers per shift
 8 patrol officers X 3 shifts = Total of 24 Patrol Officer Positions
 24 Patrol Officer Positions X SRF (1.853) = 44.4 (44) Patrol Officers needed
 Total Supervisor and Patrol Officer Position Estimate = 53

At the present, the patrol division is authorized 42 patrol officers assigned to patrol shifts. The Functional Analysis estimates that the Patrol Division would need 44 patrol officers assigned to the shifts; this level of staffing would say that we are short (2) patrol officers.

Table 5, listed below, provides an overview of the current patrol officer authorized staffing, and the number of officers indicated by the staffing estimates within the two staffing models that were used in this assessment of the Patrol Division.

TABLE 5

**Dalton Police Department
Method Comparison**

Current Staffing of Patrol Shift Officers	Modified IACP Workload Analysis	Functional Analysis
42	46.2 (46)	44.4 (44)

Conclusion for the Patrol Division Assessment

The IACP staffing estimate method indicates that an increase of (4) four patrol officers may be needed. The functional Analysis Method shows we are in need of (2) two additional officers. The Chief of Police will make the results of this assessment known to the City of Dalton Finance Committee when preparing the FY 2016 budget. While we have seen a decrease in calls for service the past three years in the three districts, officers continue to become more involved within the community by attending event, social gatherings, and civic groups. If it is determined more officers are needed then the Chief of Police will formally request additional patrol officer positions when needed. In addition to staffing levels, the patrol district boundaries will be monitored to determine whether adjustments may be necessary. The current boundaries were established in 2010.

The IACP model of analysis estimated that additional positions may be needed for patrol shift officers. The Modified IACP model is based on the assumption of thirds. Without a closer inspection of the activity logged by the W.C. 911 center to determine the “correct” placement of each activity into the proper category or “third” there may be some activity counted twice. The Modified IACP model may be useful in providing a comparison for the needed level to staff a function.

The Functional Analysis provides a more realistic number of needed personnel based on geographic coverage and the level of service demanded by the public. Many of our successes in clearing incidents of crime are in part due to a quick response time because officers are in or close to areas that many crimes occur, coupled with a highly skilled staff capable of working the entire case from start to prosecution or other appropriate resolution. Dalton also is a host city for several special events to include foot races, bicycle races, parades, and festivals. Each of these events requires staffing beyond that which has been discussed previously. For these reasons the results of the Functional Analysis should continue to be considered for funding and implementation. The staffing levels as indicated by the Functional Analysis present an ideal view of the need for personnel.

WORKLOAD AND MANPOWER ASSESSMENT

DALTON POLICE DEPARTMENT
ADMINISTRATION DIVISION

PREPARED BY:

Lt. Chris Cooke

Introduction

Named appropriately, the Administration Division is responsible for the overall operation of the agency by coordinating the available resources, measuring the needs of the community, crafting an appropriate strategy, and implementation of specific plans that are structured by goals and objectives intended to achieve the mission of the agency's members.

The Administration Division is staffed by three (7) persons, including:

- Chief of Police (1)
- Assistant Chief of Police (1)
- Administrative Assistant (1)
- Planning and Research Manager (1)
- Public Relations Specialist (1)
- Purchasing Agent (1)
- Accreditation Manager (1)

Chief of Police

The Chief of Police is responsible for coordinating the operations of the agency through the actions of the Assistant Chief and Division Commanders to insure the protection of life and property; by establish the agency vision and direction; and, implementation of strategic plans designed to maximize all available resources. The Police Chief must act as a positive conduit between the department members and elected and appointed officials; civic groups; business owners and residents; and the media to endure that the agency remains responsive to community needs and the department's legitimacy is validated through the professional actions of its members.

The Police Chief develops the annual budget for the department based on analysis of projected needs and resources and monitors expenditures under the current budget. In addition, this position establishes controls to ensure that department activities are carried out according to adopted plans and procedures; ensures the proper allocation of personnel and other resources through a review of staffing levels, use of overtime, and special assignments; reviews performance and results to ensure that services rendered and tasks performed are acceptable in quality and quantity.

The Police Chief interviews and makes decisions regarding hiring of staff; reviews and acts on various personnel actions, including promotions, demotions, transfers, suspensions, and others. Current staffing of the Police Chief position is adequate to meet the agency's needs.

Assistant Chief of Police

This position is responsible for directing the daily operations of the department and is responsible for coordinating the internal and external activities. The Assistant Chief of Police manages the daily operations of the department to ensure the safety and protection of life and property; and directs the implementation of plans and activities through the direct report of Division

Commanders to achieve the effective and efficient operation of the police department. Successful performance assures smooth operation of the department, which in turn promotes protection of life and property, adequate delivery of police services, and enhances the public's trust in the department members' delivery of police services. The Assistant Chief of Police acts as the agency head during the absence of the Chief of Police, and represents the department administration during various meetings of elected and appointed bodies; community meetings; and, civic groups.

The Assistant Chief of Police must also act as a conduit between the department members and elected and appointed officials; civic groups; business owners and residents; and the media to ensure that the agency remains responsive to community needs and the department's legitimacy is validated through the professional actions of its members.

The Assistant Chief of Police coordinates the planning and research necessary to formulate budget requests for personnel and operating resources, and monitors each fiscal year's budget execution to ensure the proper accountability is in place.

Based on the Dalton Police Department's organizational structure, the current staffing of the Assistant Chief of Police position is adequate, and ensures that both span of control and unity of command are maintained. This position is functioning effectively as it was originally intended.

Administrative Assistant

The Administrative Assistant reports directly to the Chief of Police and provides administrative assistance to both the Chief and Assistant Chief.

The Administrative Assistant is responsible for a multitude of tasks that manage data and information for the entire department, including: maintaining all personnel files, with constant updates; processing and completing the department payroll; conducting detailed, lengthy research regarding various budgetary and operational topics; screening incoming calls to the Chief and Assistant Chief; maintaining agency operational files; making appointments and other scheduling.

The administrative Assistant acts as a virtual "traffic manager" for a constant flow of people and information. This position requires excellent communication skills; the ability to complete complicated calculations and research; and skilled operation of computer and other technology.

This position is currently staffed in an adequate manner; however, at times the Administrative Assistant's time is completely filled. The department may consider part-time assistance in the future through existing agency personnel, hiring of part-time staff, or other means.

Planning and Research Manager

The Planning and Research Manager reports to the Assistant Chief of Police and is staffed with one (1) sworn employee.

This position directs or conducts research for information relevant to the police department and conducts short/long range planning activities with emphasis on integrating the department's organizational structure and design, equipment/facilities modernization, policy/procedure management, contingency and interoperability planning, multi-jurisdictional plans and programs, alternative resourcing, strategic planning and programming, and budgeting functions.

This position oversees the Accreditation and Certification processes, the Purchasing function, the Media Relations function, and serves as the back-up Public Information Officer when needed. This position is responsible for completing administrative reports, facilitating the promotion process, and reviewing and revising departmental policies and procedures to ensure compliance with all applicable codes, laws, rules, regulations, and standards.

Based on the Dalton Police Department's organizational structure, the current staffing of the Planning and Research Manager is adequate. This position is functioning effectively as it was originally intended.

Public Relations Specialist

The Media Relations Specialist reports to the Planning and Research Manager and is staffed with one (1) non-sworn employee.

This position is responsible for the dissemination of information to the community through various media outlets, identifying information that may or may not be released, the authority and responsibility for release of information, and maximizing the flow of relevant material. This position is also responsible for acting as a conduit between the department and the public; filtering information and proactively improving the community relations of the department.

Based on the Dalton Police Department's organizational structure, the current staffing of the Public Relations Specialist is adequate. This position is functioning effectively as it was originally intended.

Accreditation Manager

The Accreditation Manager reports to the Planning and Research Manager and is staffed with one (1) sworn employee.

This position is directly responsible for the CALEA Accreditation Process and the State Certification Process. This position is responsible for maintaining and building all files (manually and electronically) to ensure compliance with all applicable standards, responsible for the policy management system (editing, modify, and archiving policy), and generates and submits all compliance paperwork within established guidelines.

Based on the Dalton Police Department's organizational structure, the current staffing of the Accreditation Manager is adequate. In the future, consideration should be made to possibly convert this function to a non-sworn position to decrease the transition of personnel into this role. This position is functioning effectively as it was originally intended.

Purchasing Agent

The Purchasing Agent reports to the Planning and Research Manager and is staffed with one (1) non-sworn employee.

This position is responsible for the processing of purchase orders and the monitoring of expenses. This position also processes all false alarm notifications, supervises all GCIC training for compliance and timeliness, completes all UCR required paperwork, and serves as the head TAC.

Based on the Dalton Police Department's organizational structure, the current staffing of the Purchasing Agent is adequate. During the last year, this role has been utilized further for completing records functions and has been more involved in the daily functions of the warrant and validation process as the head TAC. It would be prudent to begin training other personnel on the purchase orders and budget portion of this position and consider moving the head TAC position to the Records Unit. After our recent GCIC audit, it is apparent that some of the functions associated with GCIC records will have to re-evaluated and re-assigned in the near future.

Workload Assessment
(Allocation of Personnel)

Criminal Investigations Division

June 8, 2015
Revised



Prepared for:

Dalton Police Department

Prepared by:

Chip Whitfield

Criminal Investigations Workload Assessment

Abstract

In doing research I have not found one formula that is used consistently for determining the necessary ratio of investigators to patrol personnel. "There does not appear to be any pattern by agency size or jurisdictional character to explain variation in staffing analyses." "Unfortunately, there is no universally-accepted standard method for conducting a workload-based assessment. Defining and measuring "work" varies by agency." The Allocation of manpower in Police Departments has traditionally focused mainly in the area of a police department's patrol division. There has not been as much attention on personnel requirements for investigative divisions. Agencies have traditionally paid attention to "clearance rates" for areas such as the Uniform Crime Report, and their agency goals. This report will focus on the Dalton Police Departments Investigation Division and whether the allocation of personnel is adequate to serve the needs of the community.

Workload Analysis

Currently each day the operations Sergeant reviews each report that is submitted. Cases which are classified as a miscellaneous incident report, cleared by arrest, or information reports are reviewed to see if they are linked to any unsolved cases but are not considered for case assignment. After the review the Sergeant decides if there are enough solvability factors for a case to be assigned which provide a chance of the investigator discovering the truth of what happened and whether there was a crime. Along with the review the Sergeant must then consider the amount of cases that are currently assigned to the investigator. Lieutenant Mike Key who had spent the majority of his career in investigations observed that when investigators are carrying high caseloads such as 40 to 50 cases then they had difficulty giving quality time on each case. Lieutenant Key asked Sergeant Whitfield, who also had many years in investigations to observe the effect of limited cases. The overall result of the observation was that when investigators had fewer cases they appeared to have better attention to detail and gave each case more attention. Through trial and error it has been determined that the investigators function best when carrying no more than 20-25 cases at a time. It appears that if they get more than this amount of cases they do not have time to adequately investigate each case, and give it the attention it deserves. Another effect of carrying heavier caseloads is the investigators clearance rates may go down. A review of the cases assigned versus those not assigned revealed that due to considerations of investigators availability, and solvability factors consideration, approximately 69% of the cases reviewed were not assigned. The solvability factor in assigning cases would not change with adding additional investigators, however the amount of cases assigned would increase with the addition of investigators in that the overall

average of cases carried for the division would increase. The increase in investigators would allow us to increase the amount of cases we work for the citizens and assist in achieving an agency goal of reducing part one crime.

2015 Staffing Levels

Currently, the Criminal Investigations Division is staffed with 15 employees, which includes both sworn and non-sworn staff.

Position	Current Personnel	Requested Personnel
Lieutenant	1	1
Operations Sergeant	1	1
Drug enforcement unit Sergeant	1	1
General Case Investigations	3	3
Safe Streets Task force	2	2
Polygrapher / Investigator	2	2
Crime Scenes / Investigator	1	2
Narcotics Investigator	3	4
Secretary Non-Sworn	1	1
Total	15	17

General Case Investigations

The general case investigations unit is broken down into two subgroups. Three of the positions are district investigators, and two of the investigators are assigned major case investigations. The district investigators are assigned to the East, West, or South district. These investigators are given cases to follow up which occur mainly within their assigned district. The major case investigators are assigned cases such as homicides, rapes, and robberies. One of these investigators also serves as the Departments crime scene technician and analyst and is on call at all times. However all investigators are given one on call week in a rotation were they are responsible for any crimes where the Patrol division needs assistance. During this week if they are called out on a case they will then be assigned that case no matter the type. These investigators typically maintain fifteen to twenty five active cases. Based on the current caseload and criminal trends these positions are not staffed adequately. When our current crime scene technician is on vacation or gone then we are relying on the GBI for their crime scene technician. If we increase our crime scene technicians by 1 then the position will be staffed at all times. This would also allow the crime scene technicians to alternate call weeks. There should be one more crime scene technician.

Polygrapher / Investigator

There is one position for a polygrapher who also serves as an investigator. Currently we have two polygraphers who also serve in a dual role as major case investigators. The polygrapher is responsible for conducting pre-employment polygraphs for positions within our agency and the Fire Department. This position also conducts criminal polygraphs for our agency as well as assisting other agencies in the area. This position is also responsible for working general investigations when not conducting polygraphs. This position is also responsible for an on call week. This position is adequately staffed.

Safe Streets Task Force

The Safe Streets Task Force is a group that is staffed by the F.B.I., the Whitfield County Sheriff's Office and the Dalton Police Department. This group was founded to address a gang problem and violent crimes such as drive by shootings that were associated with the gangs. Our agency provides two investigators for the unit. Any overtime that the investigators work is reimbursed to our agency by the Department of Justice. These investigators work on cases involving gang related crimes, narcotics, and investigations that may involve multiple jurisdictions. These investigators also work some general case investigation as well. This position is also responsible for an on call week. Based on the current division workload these positions are adequately staffed.

Narcotics investigators

There are three positions for narcotics investigators. This position is responsible for investigating narcotics distribution in the Dalton area. The investigators use departmental funds to purchase narcotics for criminal prosecution and for probable cause in search warrants. The investigators are also responsible for maintaining informants. These investigators are allowed to dress appropriately for undercover work. This position is also responsible for an on call week. Based on the current division workload these positions are not adequately staffed. The policy for confidential expenditures (GO92-9.12) says that there must be 4 officers for any purchases involving \$500 or more. With only 4 positions assigned to the unit if anyone is off or not there they must find someone outside the unit to participate in an undercover operation. Therefore an increase of one position would assist the unit.

Secretary Non-Sworn

This position is responsible for maintaining the payroll time for the Investigations division. This position is also responsible for assisting with inter-departmental reports, answering and directing phone calls, assisting and greeting people in the lobby and maintaining and ordering the division office supplies. This position also currently is the Departmental sketch artist as well

as assists investigators with Spanish to English interpretation, and attends community meetings to assist with interpretation. Based on the current division workload this position is adequately staffed.

Drug Enforcement Unit Sergeant

This position is responsible for the planning, directing, coordinating, and evaluating the work activities of the Narcotics unit. This position is also responsible for assigning cases to investigators and approving their reports on investigations. The position is staffed by one sworn fulltime employee. Based on the current division workload this position is adequately staffed.

Operations Sergeant

This position is responsible for the planning, directing, coordinating, and evaluating the work activities of the Investigations Division. This position is also responsible for reading each report turned in by the Patrol Division and evaluating the case for solvability. This position is also responsible for assigning cases to investigators and approving their reports on investigations. Based on the current division workload this position is adequately staffed.

Criminal Investigations Commander

The Criminal Investigations Division is managed by (1) sworn employee who holds the rank of Lieutenant. This position is responsible for managing and directing the operations of the division. This position is also responsible for overseeing the division's budget and planning process'. Based on the current division workload this position is adequately staffed.

Conclusion

During the research phase of this evaluation another agency similar in size and general area was queried about the size of their investigative division. The Gainesville Police Department currently has 18 personnel in their Investigations Division. This includes the 3 supervisors and managers and 14 total investigators with one non-sworn secretary assigned to the division. After conducting an evaluation of the positions assigned to the Criminal Investigations Division of the Dalton Police Department two positions were found to be inadequately staffed. The crime scene / investigator positions are not adequately staffed at this time. The Division would best be served by adding another crime scene/investigator specialist. This would give us extra coverage in cases and would also assure there is at least one certified crime scene specialist working. Now when our specialist is out we rely on the GBI. There also should be another drug unit investigator to assure that we have enough to work cases. When one is out there are not

enough to cover buys over \$500 per the policy. Also this would add another person to catch cases on call weeks. One of the reasons that running an investigations unit is as much art as it is science is case assignment. Cases are assigned based on are there any solvability factors. If there is a chance that a case might be solved then it should be assigned. These case assignment numbers may be driven by a spike in crimes, but that is not necessarily a given. Spikes in case assignments may be as simple as there happened to be a lot of cases with a high volume of clues or suspects or great work done by the patrol division. The case assignments at the Dalton Police Department have been as low as 761 in 2010 and as high as 1038 in 2011. In comparison the Gainesville Police Department 2012 -2014 had 1997 part 1 crimes in 2012 and assigned 933 cases, in 2013 they had 1998 part 1 crimes and assigned 1019 cases, in 2014 they had 2150 part 1 crimes and assigned only 941 cases. At the Dalton Police Department we had 1419 part 1 crimes in 2012 with 1020 cases assigned, and 1433 part one crimes in 2013 with 945 cases assigned, and in 2014 there were 1437 part 1 crimes and 822 cases assigned. The comparison shows that even though Dalton had less part 1 crimes per year we assigned about the same number of cases and had less investigators. If we increased the amount of investigators then we could provide a higher quality service to the Citizens of Dalton.

1. Jeremy M. Wilson and Alexander Weiss, A performance based approach to police staffing and allocation, Community Oriented Policing Services, pg. 12,27

WORKLOAD AND MANPOWER ASSESSMENT

DALTON POLICE DEPARTMENT
SUPPORT SERVICES DIVISION

PREPARED BY:
CAPTAIN THOMAS PHILLIPS
February 11, 2015

Introduction

The Support Services Division is made up of several small units whose functions are not closely related to other functions inside or outside the division. It is currently staffed with 3 sworn employees and 11 non-sworn employees. In a review of staffing for Patrol Officers there are a number of analyses to choose from depending upon ones point of view. In regard to the Support Services Division as demonstrated in the chart below each function except Records Technicians are filled by one person. Therefore, a determination must be made as to whether there is sufficient work for one employee or does the function require multiple employees as is found in the Records Section.

The total number of staff assigned may fluctuate on occasion due to the number of temporary light duty positions being filled and vacated during that time.

POSITION	ASSIGNMENT	Number
Captain	Division Commander	1
Operations Sergeant	Operations Sergeant	1
Non-sworn	MIS Administrator	1
Non-sworn	Records Technician	3 F.T./1 P.T.
Non-sworn	Custodian	1
Non-sworn	GIS Analyst	1
Officer	Training Officer	1
Non-sworn	Division Secretary	1
Non-sworn	Property/Evidence Supervisor	1
Non-sworn	Property/Evidence Technician	1
Total		13

Records Section

The Records Section is supervised by the Operations Supervisor and presently has (3) full time non-sworn records technicians and (1) part time records technician. The records section is responsible for clerical tasks, computer data entry, processing reports and forms, disseminating information, processing citations, answering inquiries, file maintenance, and other related duties. In 2014 the records technicians audited 7300 reports, 3434 supplemental reports, and 1518 accident reports, entered /audited 680 warrants, and processed 1902 criminal history requests. In February 2014 the number of full time Record Technicians was decreased by one. Since that time the necessity to have a Technician assigned to work to front window has been clarified. This position is many times, the first point of contact for the public coming into the Police Services Center. During times that this position is not staffed a full time technician must leave their work that is in process to assist the citizen. The chances are increased when this occurs that the technician may resume their work in the wrong place or re-do work they have previously completed. It is important to have a Technician at the records window full time

though this assignment can be staffed with a part time employee. Adequate staffing for the records section exists as long as all three positions are filled. If the workload continues to grow at its current rate additional staffing may be needed.

Property and Evidence

Staffing for the Property and Evidence Section was increased to its current level in 2007. The Property and Evidence section is currently staffed with (1) non-sworn supervisor and (1) Technician. The evidence receiving function is a five-day-a-week function with Technicians “on call” to receive items into evidence after normal business hours. This position is responsible for processing and maintaining evidence and property for the department, scheduling fleet maintenance, and maintaining related records. This function is also responsible for the Agency’s inventory control for all equipment and for the furnishings in the Police Services Center. The supervisor in this function also serves as the custodian for PEPI funds and is the first line supervisor for the Custodian. Current evaluation of the workload shows that the Evidence Section is adequately staffed to meet the agency’s current needs for this function.

GIS Analyst / Technician

The GIS Analyst position was created in the fall of 2009. The position is staffed with (1) non-sworn employee. The work of this position involves developing and maintaining the geographic information systems (GIS) databases and linkages to other databases. Duties also include reading and interpreting source documents, entering required data into the GIS, and developing and disseminating information to aid in the crime analysis function; producing maps for specific needs, using analytical software and presenting crime trends and projections to the agency’s staff. Based on the current demand for crime analysis and mapping the position is adequately staffed to meet the agency needs. This will have to be reevaluated periodically to insure the demand is not exceeding the capabilities of the one analyst.

Support Service Commander

The Support Service Division is managed by (1) sworn employee who holds the rank of Captain. This position is responsible for managing and directing the operations of the division. This position is also responsible for conducting the professional standards function for the agency. After evaluating the current work load for this position I determined that the position was adequately staffed.

Custodian

Currently the Department has (1) non-sworn employee assigned to this function. This position includes a variety of different custodial tasks; such as cleaning, sweeping, picking up trash, emptying waste baskets, buffing floors, maintaining restrooms, supplies, and some light maintenance. This position is adequately staffed.

Training Officer/ Coordinator

The Dalton Police Department currently has (1) fulltime employee assigned as the training coordinator. The primary responsibility is ensuring the department staff receive the training

required by Georgia POST, department policy, and CALEA. This position schedules locally sponsored training, arranging for qualified instructors and adequate facilities, and processing registration for students. Responsibilities also include: administration of the Physical Readiness Assessment; enrolling employees in off-site courses and making arrangements for lodging; posting training opportunities both inside and outside the department; and maintaining training files for department members. Due to the size of the agency and number of employees the training coordinator is not able to teach all of the required classes. The department uses other qualified instructors both within and outside the agency to meet our training needs. Based on the current training demands and availability of outside instructors this position is adequately staffed.

Operations Supervisor

This position is responsible for planning, directing, coordinating, and evaluating the work activities of the Support Services Division and for investigating and reporting of Professional Standards Investigations. This position is also responsible for the direct supervision of the training section, MIS section, GIS Analyst, Property and Evidence supervisor, and the Records section. This position is responsible for conducting weekly, monthly and quarterly audits and inspections, and reporting the findings. This position coordinates the annual Citizen's Academy. Additionally this position coordinates the recruiting efforts of the agency and conducts applicant testing and coordinates all phases of the hiring process prior to the interview with the Chief. The position is staffed by one (1) fulltime sworn employee holding a rank of Sergeant. Based on the current division workload this position may not be adequately staffed. Processing applicants at the Police Department has been an ongoing endeavor for the last several years. With this function being handled by the Operations Supervisor along with the other current responsibilities of the position there is little time left for actual recruiting.

MIS Technology

During the period of this analysis the Dalton Police Department had (1) non-sworn fulltime employee serving as a MIS Technician. The MIS Technician position's primary focus is to insure the proper functioning of the agency's Information Processing Systems (other than the RMS), making updates as necessary. This position is responsible for overseeing and/or installing, modifying, and making minor repairs to computer hardware, software, and other office equipment and to provide technical assistance and training to system users. This position will also answer client's inquiries concerning systems operations; diagnose system hardware, software and operator problems; and recommend or perform remedial actions to correct problems. He is on call after hours to assist if a network or other technology related problem is identified. If the MIS Technician is not available or on leave the City of Dalton's IT Director serves as the on call technician. The workload for this position varies greatly due to the number of computer devices and programs and users that we have. The workload increases periodically, as new computers are ordered and they must have the necessary software programs loaded and/or updated prior to the units being issued. Between January 2012 and December 2014 the MIS Technician completed approximately 2,500 helpdesk work orders. By comparison the City's IT Director completed approximately 1,800 helpdesk work orders for the same time frame. Due to the work load during the latter part of 2014 The MIS Technician was

having a difficult time keeping up with the work demand and preparing new computers to be issued. The Department purchased 40 computers in early November few of these were issued by the end of 2014.

Division Secretary

This position is responsible for maintaining the payroll time for the Support Services Division. This position is also responsible for assisting with inter-departmental reports, answering and directing phone calls, and maintaining and ordering the division office supplies, transcribing audio recordings, and building files for internal investigation. This position is also responsible for secretarial tasks for the Division Commander, including assisting in all special projects such as the Citizen's Survey, and Citizen's Academy. This position enters all Supervisor Reviews of Use of Force and Pursuits along with ARC reports, Inquiries and Complaint Investigations into the Imaging system and Guardian Tracking. Based on the current division workload this position is adequately staffed.

Conclusion for the Support Services Division

In January of 2015 some adjustments in responsibilities of MIS personnel were made by establishing a MIS System Administrator and establishing a MIS Technician Internship. The MIS Technician-internship is a knowledge and skill development program designed to assist the MIS Systems Administrator on a variety of helpdesk related issues. Since the MIS Technician-Intern started in mid-February he has completed 22 helpdesk work orders, while the MIS Administrator has completed 392. Since that time all of the computers purchased in 2014 have been issued and one of the forty-five computers purchased in April 2015. After conducting an evaluation of the Support Services Division of the Dalton Police Department, most current positions are adequately staffed at this time, with the exception of the MIS Technician position. The current work load seems to be managed adequately with one MIS Administrator and one part-time Technician (Intern). It may be beneficial to transition the Intern position into a regular part-time employee provided that the work load justifies it. As the Intern gains more knowledge and experience more complex work order assignments can be made. At the current time the Intern is able to prepare computers for issuing thus freeing the MIS Administrator's schedule to handle more complicated work orders. An additional position that would be responsible for recruiting, applicant processing, and other functions has been establish in 2015, though the employee has not yet began this assignment. It is believed that the Department and community will benefit greatly. An additional records technician will be needed as the work load in the Records Section continues to grow.

Conclusion for the 2015 Workload and Staffing Assessment

This Assessment of all agency components reveals that most agency functions are adequately staffed, except for the positions of patrol officer, records technician, community involvement officer, and investigator/crime scene technician.

Patrol Officers

The staffing estimate methods that were used indicate that an increase in patrol officers may be needed. While we have seen a decrease in calls for service the past three years in the three districts, officers continue to become more involved within the community by attending event, social gatherings, and civic groups. If it is determined more officers are needed then the Chief of Police will formally request additional patrol officer positions when needed. In addition to staffing levels, the patrol district boundaries will be monitored to determine whether adjustments may be necessary.

Records Technician

The estimates for staffing the records section indicate that most positions are adequately staffed. An additional position in the records division may be needed as the work load in records continues to grow. In addition the additional technician would allow some of the purchasing agent's duties to be assigned to a records technician.

Community Involvement/Recruiting Officer

The staffing estimate indicated there may be a need for the addition of a community involvement/recruiting officer. If the current retention and retirement trends continue we will continue to have a need to recruit approximately 10 employees each year. This position would allow the recruitment and community involvement activities to be more efficiently and effectively addressed.

General Case Investigators/Crime Scene Technician

The estimates for staffing the Criminal Investigations Division indicate that there may be a need for two additional investigators. There is currently only one investigator that serves as a crime scene technician. An additional crime scene technician may be needed, first, to cover the unavailable time of the primary investigator/technician and allow enough time for in-depth investigations. The work load assessment also indicated there may be a need for another drug unit investigator. When one is out there are not enough to cover buys over \$500 as required by policy. This would also add another person to catch cases on call weeks. The Chief of Police will make these assessment results known to the City of Dalton Finance Committee when preparing the FY 2016 budget.

As a result of this assessment, the Chief of Police may request further analysis of the crime scene investigative position to quantify the percentage of total time the investigator/technician spends on crime scene investigation versus time spent on general case investigations. The results from this analysis may reveal whether the Department should separate the duties of crime scene technician into a separate component, or train some existing investigators to assist

or augment the primary position when he or she is conducting crime scene technician duties. The Chief of Police should request research on what other crime scene investigation resources may be requested from other agencies should the current investigator/technician be unavailable due to leave or other absence, and attempt to either edify or secure those resources through intergovernmental agreements until a permanent solution can be implemented.