Changing Photos:

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12. Click the Close Master View red X button
Agenda

• Department Overview
• 2017 Accomplishments
• 2017 Performance Summary
• Environment
• Challenges
• 2018 Budget
• 2018 Decision Packages
• Questions
Changing Photos:

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Department Overview

- Authorized 1,063 employees, including 783 sworn officers and 280 non-sworn employees.
- Third largest full-service police department in Georgia.
- CALEA accredited since 1993 and awarded the Gold Standard of Excellence in 2013.
- Georgia certified law enforcement agency since 1999.
All Gwinnett County

Services for all 938,799 citizens residing in Gwinnett County, including all cities:

• E-911
• Emergency Management
• Hazardous Devices Unit

• Funding Source – General Fund
• Funding Source - E-911 Fund
Police Service District

Full service law enforcement to 797,689 citizens residing in:

- Unincorporated Gwinnett County
- Seven “non-police” cities
- Funding Source – Police Service District
Development / Code Enforcement

Code enforcement services to 708,412 citizens residing in:

- Unincorporated Gwinnett County
- Funding Source – Development & Enforcement Services District
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Strategic Priorities

- Smart & Sustainable Government
- Safe & Healthy Community
- Mobility & Access
- Communication & Engagement
- Strong & Vibrant Local Economy
- Livability & Comfort
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POLICE DEPARTMENT

Accomplishments
2017 Accomplishments
(YTD June 30, 2017)

- Improved Recruiting – Hiring Process
  - Hired 64 police officers
  - Hired 34 civilian employees
- 25 recruits graduated from the Police Academy
- Promoted 75 employees
- Master Police Officer / Assignment Differential Pay
- Purchased 25 Automatic External Defibrillators (AED’s)
- Expanded Use of Twitter @GwinnettPd
2017 Accomplishments

• Increased Community Outreach
  – Coffee with a Cop Program / Pizza with the Police Events
  – Gwinnett Police and Community Together (PACT)
  – One Congregation One Precinct (OneCop)
  – Citizens / Youth Police Academies
  – Gwinnett Alliance with the Brothers in Blue Forum
  – Crime Free Multi-Housing Program

• Fair & Impartial Police Training Course
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2017 Performance Summary

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017 Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Calls Dispatched</td>
<td>733,672</td>
<td>735,000</td>
</tr>
<tr>
<td>Fire Calls Dispatched</td>
<td>92,090</td>
<td>92,500</td>
</tr>
<tr>
<td>Total Calls Dispatched</td>
<td>825,762</td>
<td>827,500</td>
</tr>
<tr>
<td>Criminal Cases Assigned</td>
<td>4,133</td>
<td>4,016</td>
</tr>
<tr>
<td>Criminal Arrests</td>
<td>21,392</td>
<td>22,562</td>
</tr>
<tr>
<td>Citations Issued</td>
<td>85,343</td>
<td>86,000</td>
</tr>
<tr>
<td>Type</td>
<td>2016</td>
<td>% Change</td>
</tr>
<tr>
<td>-----------------</td>
<td>------</td>
<td>----------</td>
</tr>
<tr>
<td>Violent Crime</td>
<td>228</td>
<td>5.4%</td>
</tr>
<tr>
<td>Property Crime</td>
<td>2,158</td>
<td>9.8%</td>
</tr>
<tr>
<td>Overall Crime</td>
<td>2,385</td>
<td>9.4%</td>
</tr>
<tr>
<td>Type</td>
<td>#</td>
<td>% Change</td>
</tr>
<tr>
<td>--------------------</td>
<td>-----</td>
<td>----------</td>
</tr>
<tr>
<td>Homicide</td>
<td>29</td>
<td>16.00%</td>
</tr>
<tr>
<td>Robbery</td>
<td>782</td>
<td>2.26%</td>
</tr>
<tr>
<td>Assault</td>
<td>747</td>
<td>5.96%</td>
</tr>
<tr>
<td>Rape</td>
<td>145</td>
<td>16.00%</td>
</tr>
<tr>
<td>Burglary - Residential</td>
<td>2,393</td>
<td>-3.16%</td>
</tr>
<tr>
<td>Burglary – Business</td>
<td>794</td>
<td>63.37%</td>
</tr>
<tr>
<td>Entering Auto</td>
<td>3,726</td>
<td>6.73%</td>
</tr>
<tr>
<td>Vehicle Theft</td>
<td>1,213</td>
<td>-11.52%</td>
</tr>
<tr>
<td>Theft (All)</td>
<td>8,658</td>
<td>2.67%</td>
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Environment

Labor Market
- Hyper-Competitive for Police Officers

Current Issues
- Negative Perception - Threats

Staffing
- Critical Level
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Increasing Service Population
Less Interest in Police Work

- Applications (HR)
- Applications - OPS
Sworn Police Attrition

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Attrition</th>
<th>Voluntary Attrition</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>45</td>
<td>18</td>
</tr>
<tr>
<td>2011</td>
<td>55</td>
<td>23</td>
</tr>
<tr>
<td>2012</td>
<td>55</td>
<td>26</td>
</tr>
<tr>
<td>2013</td>
<td>79</td>
<td>46</td>
</tr>
<tr>
<td>2014</td>
<td>81</td>
<td>50</td>
</tr>
<tr>
<td>2015</td>
<td>98</td>
<td>64</td>
</tr>
<tr>
<td>2016</td>
<td>96</td>
<td>74</td>
</tr>
</tbody>
</table>

Trend

- Total Attrition
- Voluntary Attrition

Trend Lines
Recruiting Efforts

• Job Fairs
  – Local
  – Out-of State
  – Colleges, Military Bases & Diversity Events

• Recruitment Advertising
  – Website and Internet Advertising
  – Outdoor Advertising
  – Mobile Advertising
  – Law Enforcement Publications
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Recruiting Efforts

• Lateral Hiring Program
  – Experienced Georgia-Certified Officers
• Employee Referral & Incentive Program
  – Cash Incentive for Referring Successful New Hire
  – Best Recruiters = GCPD Employees
  – Relocation Reimbursement
• Review Hiring Guidelines and Standards
  – Update guidelines considering current societal norms
• Review Training Standards & Curriculum
Between 2011 and 2016, net loss of 68 sworn officers
Gwinnett 2030 Unified Plan recommends 1.30 officers per 1,000 people, with a minimum staffing ratio of 1.10 per 1,000 people.

- 0.98 ratio = 783 Officers (current authorized)
- 0.85 ratio = 679 Officers (current actual)
- 1.10 ratio = 878 Officers (minimum)
- 1.20 ratio = 958 Officers
- 1.30 ratio = 1,037 Officers (recommended)
Staffing Ratio
Officers per 1,000 Citizens

<table>
<thead>
<tr>
<th>Year</th>
<th>Authorized Ratio</th>
<th>Actual Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>1.070</td>
<td>1.008</td>
</tr>
<tr>
<td>2012</td>
<td>1.040</td>
<td>0.987</td>
</tr>
<tr>
<td>2013</td>
<td>1.031</td>
<td>0.941</td>
</tr>
<tr>
<td>2014</td>
<td>1.016</td>
<td>0.922</td>
</tr>
<tr>
<td>2015</td>
<td>0.986</td>
<td>0.919</td>
</tr>
<tr>
<td>2016</td>
<td>1.002</td>
<td>0.878</td>
</tr>
<tr>
<td>2017</td>
<td>0.979</td>
<td>0.851</td>
</tr>
</tbody>
</table>

Authorized Ratio: The ratio as planned under the 2030 Unified Plan.
Actual Ratio: The ratio achieved as of the end of 2017.
Minimum - 2030 Unified Plan: The minimum ratio to be maintained as per the 2030 Unified Plan.
<table>
<thead>
<tr>
<th>Comparisons</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gwinnett County PD</td>
<td>0.85</td>
</tr>
<tr>
<td>Atlanta PD</td>
<td>3.86</td>
</tr>
<tr>
<td>Cobb County PD</td>
<td>1.25</td>
</tr>
<tr>
<td>Dekalb County PD</td>
<td>1.29</td>
</tr>
<tr>
<td>National Peer Average</td>
<td>2.30</td>
</tr>
<tr>
<td>Gwinnett Municipal PD Average</td>
<td>2.24</td>
</tr>
</tbody>
</table>
Criminal Investigations & Uniform Divisions
Actual Sworn Staffing Levels

Criminal Investigations

<table>
<thead>
<tr>
<th>Year</th>
<th>Staffing Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>142</td>
</tr>
<tr>
<td>2013</td>
<td>139</td>
</tr>
<tr>
<td>2014</td>
<td>130</td>
</tr>
<tr>
<td>2015</td>
<td>114</td>
</tr>
<tr>
<td>2016</td>
<td>113</td>
</tr>
<tr>
<td>2017</td>
<td>118</td>
</tr>
</tbody>
</table>

Uniform

<table>
<thead>
<tr>
<th>Year</th>
<th>Staffing Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>481</td>
</tr>
<tr>
<td>2013</td>
<td>470</td>
</tr>
<tr>
<td>2014</td>
<td>462</td>
</tr>
<tr>
<td>2015</td>
<td>444</td>
</tr>
<tr>
<td>2016</td>
<td>453</td>
</tr>
<tr>
<td>2017</td>
<td>424</td>
</tr>
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July 31, 2017
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Current Responses to Manpower Issues

- 12 hour shifts for Uniform Division
- Shifting manpower from proactive to reactive policing
- Overtime – Violent Crime Task Forces
- Tele-Serve Unit
- Case management of criminal reports / complaints
  - “Triage” and solvability factors determine which cases are investigated.
  - Reduced participation in Federal Law Enforcement Task Forces.
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Expensive Cycle of Attrition

- Field Training
- Trained Officer
- Academy Training
- Attrition
- Recruiting
Expensive Cycle of Attrition

• The cost of attrition is significant
• Average time from date hired to completion of field training is between 8.5 - 12 months
• Minimum cost to REPLACE each sworn officer lost through voluntary attrition is approximately $52,401 per officer (cost of 1500 hours of training)
• Does not include other various costs associated with selection, hiring and training
Expensive Cycle of Attrition

Minimum cost to replace officers who voluntarily left:

- 2013 – 46 officers, $2,410,446
- 2014 – 50 officers, $2,620,050
- 2015 – 64 officers, $3,353,664
- 2016 – 74 officers, $3,877,674
- 2017 – 28 officers, $1,467,228 (YTD – July 31, 2017)

- Total – 262 officers, $13,729,062
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2018 Budget Request
All Funds

Police Service District
$3,121,999

E-911
$2,165,118

General
$1,083,388

Development - Code Enforcement
$17,768,359

LEA-SOA
$95,515,165

Total = $119,654,029
## Fund Comparison

<table>
<thead>
<tr>
<th>Fund</th>
<th>2017 Adopted Budget</th>
<th>2018 Budget Request</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>001 - General</td>
<td>6,795,201</td>
<td>2,165,118</td>
<td>-4,630,083</td>
</tr>
<tr>
<td>095 - 911</td>
<td>18,443,456</td>
<td>17,768,359</td>
<td>-675,097</td>
</tr>
<tr>
<td>104 - Development Code Enf</td>
<td>3,243,225</td>
<td>3,121,999</td>
<td>-121,226</td>
</tr>
<tr>
<td>106 - Police Service District</td>
<td>94,013,317</td>
<td>95,515,165</td>
<td>1,501,848</td>
</tr>
<tr>
<td>070 - Special LEA</td>
<td>713,259</td>
<td>500,893</td>
<td>-212,366</td>
</tr>
<tr>
<td>072 - Special State</td>
<td>609,180</td>
<td>582,495</td>
<td>-26,685</td>
</tr>
<tr>
<td>TOTAL</td>
<td>123,817,638</td>
<td>119,654,029</td>
<td>-4,163,609</td>
</tr>
</tbody>
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Decision Package 18-POL- 001
Police Staffing for Bay Creek Precinct - $2,741,285

- Goal – Complete sworn and administrative staffing for Bay Creek Precinct.
- Outcome – Increase law enforcement for District 3.
- Duties: To properly staff the new Bay Creek Precinct, management, supervisory and administrative personnel are needed. The 35 sworn and 1 civilian position will complete the staffing package for the precinct. In 2016, Police received 30 additional Police Officer Seniors in order to have sworn personnel fully trained and operational for the opening of the precinct.
Staffing Requested: 1 Police Officer Major, 4 Police Officer Lieutenants, 10 Police Officer Sergeants, 10 Police Officer Corporals, 10 Police Officer Masters, and 1 Administrative Support Associate II.
Decision Package 18-POL-002
30 New Police Officer Positions - $3,301,022

• Goal – Complete sworn staffing for the Police Department.
• Outcome – Increase authorized staffing levels toward the ratio of 1.3.
• Duties - To properly staff the Police Department with sworn personnel as needed to obtain the ratio of 1.3. Additional staffing required due to increase and growth in population.
Decision Package 18-POL-002
30 New Police Officer Positions - $3,301,022

- Positions Requested –
  - 21 Police Officer Master
  - 4 Police Officer Corporal
  - 4 Police Officer Sergeant
  - 1 Police Officer Lieutenant

- Vehicles Requested –
  - 25 Sedan, Pursuit Turn Key
  - 5 Truck, ½ Ton SUV, 5 Pass, 2WD Pur/K9
Decision Packages Summary

• Decision Packages
  – 18-POL-001 – Police Staffing for Bay Creek Precinct
    $2,741,285
  
  – 18-POL-002 – 30 New Police Officer Positions
    $3,301,022

Total Decision Packages - $6,042,307
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POLICE DEPARTMENT

Questions