

# **Final Report Police Operations**

**St. Marys Police Department  
St. Marys, Georgia**

**September 2013**



POLICE OPERATIONS POLICE OPERATIONS

C E N T E R F O R P U B L I C S A F E T Y M A N A G E M E N T

Submitted by and reply to:  
ICMA Center for Public Safety Management  
International City/County Management Association  
777 North Capitol Street NE, Suite 500  
Washington, DC 20002  
[PublicSafety@icma.org](mailto:PublicSafety@icma.org)  
202-962-3607



*Leaders at the Core of Better Communities*

## Background

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### About ICMA

The International City/County Management Association (ICMA) is a 100-year-old, nonprofit professional association of local government administrators and managers, with approximately 9,000 members located in 28 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments in providing services to their citizens in an efficient and effective manner. Our work spans all of the activities of local government: parks, libraries, recreation, public works, economic development, code enforcement, brownfields, public safety, and a host of other critical areas.

ICMA advances the knowledge of local government best practices across a wide range of platforms including publications, research, training, and technical assistance. Our work includes both domestic and international activities in partnership with local, state, and federal governments as well as private foundations. For example, we are involved in a major library research project funded by the Bill & Melinda Gates Foundation and we are providing community policing training in El Salvador, Mexico, and Panama with funding from the United States Agency for International Development. We have personnel in Afghanistan assisting with building wastewater treatment plants and have teams in Central America conducting assessments and developing training programs for disaster preparedness working with SOUTHCOM.

### ***ICMA Center for Public Safety Management***

The *ICMA Center for Public Safety Management (ICMA/CPSM)* is one of four Centers within the ICMA's U.S. Programs Division, providing support to local governments in the areas of police, fire, emergency medical services (EMS), emergency management, and homeland security. In addition to providing technical assistance in these areas, we also represent local governments at the federal level and are involved in numerous projects with the U.S. Department of Justice and the U.S. Department of Homeland Security.

ICMA/CPSM is also involved in police and fire chief selection, assisting local governments in identifying these critical managers through original research and the identification of core competencies of police and fire managers and also by providing assessment center resources.

Our local government technical assistance includes workload and deployment analysis, using operations research techniques and credentialed experts to identify workload and staffing needs, and identifying best practices. We have conducted approximately 140 such studies in 90 communities ranging in size from 8,000 population (Boone, Iowa) to 800,000 population (Indianapolis, Indiana).

Thomas Wieczorek is the Director of the Center for Public Safety Management. Leonard Matarese is the Director of Research & Project Development for the Center.

## Methodology

The ICMA Center for Public Safety Management team follows a standardized approach to conducting analyses of police, fire, and other departments involved in providing services to the public. We have developed this standardized approach by combining the experience sets of dozens of subject matter experts in the areas of police, fire, and EMS. Our collective team has more than one hundred years of conducting research in these areas for cities in and beyond the United States.

The reports generated by the operations and data analysis team are based upon key performance indicators that have been identified in standards and safety regulations and by special interest groups such as the International Association of Chiefs of Police, International Police Association, and the Association of Public Safety Communication Officials International, and through the Center for Performance Measurement of ICMA. These performance measures have developed following decades of research and are applicable in all communities. For that reason, comparison of reports will yield similar reporting formats, but each community's data are analyzed on an individual basis by the ICMA specialists and represent the unique information for that community.

The Public Safety Management team begins most projects by extracting calls for service and raw data from a public safety agency's computer-aided dispatch system. The data are sorted and analyzed for comparison to nationally developed performance indicators. These performance indicators (e.g., response times, workload by time, multiple-unit dispatching) are valuable measures of agency performance regardless of departmental size. The findings are shown in tables and graphs organized in a logistical format. Due to the size and complexity of the documents, a consistent approach to structuring the findings allows for simple, clean reporting. While the categories for the performance indicators and the overall structure of the data and documents follow a standard format, the data and recommendations are unique to the organization under scrutiny.

The team conducts an operational review in conjunction with the data analysis. The performance indicators serve as the basis for the operational review. The review process follows a standardized approach comparable to that of national accreditation agencies. Prior to the arrival of an on-site team, agencies are asked to provide the team with key operational documents (e.g., policies and procedures, asset lists, etc.). The team visits each city on-site to interview fire agency management and supervisory personnel, rank-and-file officers, and local government staff.

The information collected during the site visits and through data analysis results in a set of observations and recommendations that highlight strengths, weaknesses, opportunities, and threats of the organizations and operations under review. To generate recommendations, the team reviews operational documents; interviews key stakeholders and observes physical facilities; and reviews relevant literature, statutes and regulations, industry standards, and other information and/or materials specifically included in a project's scope of work.

The standardized approach ensures that the ICMA Center for Public Safety Management measures and observes all of the critical components of an agency, which in turn provides substance to benchmark against localities with similar profiles. Although agencies may vary in size, priorities,

and challenges, there are basic commonalities that enable comparison. The approach also enables the team to identify best practices and innovative approaches.

In general, the standardized approach adopts the principles of the scientific method: We ask questions and request documentation upon project start up; confirm accuracy of information received; deploy operations and data analysis teams to research each unique environment; perform data modeling; share preliminary findings with the jurisdiction; assess inconsistencies reported by client jurisdictions; follow up on areas of concern; and communicate our results in a formal, written report.

## **ICMA Center for Public Safety Project Contributors**

Thomas J. Wieczorek, Director

Leonard A. Matarese, Director, Research & Project Development

Dov N. Chelst, Senior Quantitative Analyst

Priscila Monachesi, Quantitative Analyst

James E. McCabe, Ph.D., Senior Public Safety Consultant, Team Lead

Duane J. Lovello, J.D., Public Safety Consultant

Dennis Kouba, Senior Editor

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## Executive Summary

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ICMA was commissioned to review the operations of the St. Marys Police Department (SMPD). While our analysis covered all aspects of the department's operations, a particular focus of our study was on identifying the appropriate staffing of the agency given its workload, community demographics, and crime levels.

We analyzed departmental workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators, which allowed us to understand the implications of service demand on current staffing. We reviewed the department's organizational design to determine if the many functions required of a modern police agency are staffed appropriately.

Our study involved data collection, interviews with key police and administration personnel, on-site observations of the job environment, data analysis, comparative analyses, and development of alternatives and recommendations. The general recommendations appear below and are described in detail throughout the report.

It is ICMA's contention that the SMPD is a well-organized and well-managed department. The department has an advanced performance management system and can leverage this process to achieve greater outcomes. The department is also missing personnel in key positions and could use additional technologies to improve efficiencies.

The specter of merger with the Camden County Sheriff's Office (CCSO) weighs heavy over the entire agency. Officers of all ranks are concerned about their future and the future of the department. This is translating into underperformance, less than optimal cooperation with other law enforcement agencies in the area, and a palpable sense of employee dissatisfaction. The decision to merge or not to merge should be made as quickly as possible so as to restore normalcy in the department. Continued uncertainty about the decision to merge with the Sheriff's Office is doing a disservice to the department, the employees, and the community.

## Major Recommendations

1. Staff each 12-hour patrol squad with one sergeant, one corporal, and three officers.
2. Equip marked police vehicles with appropriate hardware and software to support paperless/remote/wireless report preparation, and the capability to transfer in-car video data wirelessly.
3. Equip one marked patrol car with an automatic license plate reader.
4. Equip marked police units on patrol with AEDs.
5. Restore at least one additional investigator to the CID.
6. Continue with plans to partner with the CCSO on narcotics initiatives by assigning an officer to work with CCSO Narcotics.

7. The use of a solvability factors form should be implemented for routine use by patrol officers.
8. The SMPD should continue with plans to partner with the CCSO to use the CCSO RMS system and establish a dialogue and work collaboratively to ensure SMPD can extract the data it needs in a format most useful to SMPD.
9. Increase accountability on property and evidence intake paperwork.
10. Install more suitable evidence lockers, and immediately and permanently repair the defective cooling unit in the evidence storage area.
11. Some of the responsibilities assigned to the Administrative Division can and should be “pushed down” to sergeants. Some of the tasks that could be assigned, even partially, to others include responsibility for the radio system, in-car cameras, armory, and background investigations of new hires.
12. SMPD should require that all new radio equipment purchased in the future be digital capable.
13. The SMPD should assign one sworn officer to the position of community services officer to coordinate outcome-based strategic planning for the SMPD and crime prevention programs for the organized community.

Implementing the above recommendations would result in changes in the organizational structure as illustrated in Table 1.

**TABLE 1: Current and Proposed Organizational Chart–SMPD****Current:<sup>1</sup>**

	Chief	Lt.	Sgt.	Cpl.	PO	Sworn	Civilian
<b>Executive</b>	1					1	1
<b>Administration</b>		1	1 <sup>2</sup>		2 <sup>3</sup>	4	1.5
<b>Investigations</b>		1				1	
General Investigations			1		2	3	
Drug Task Force							
Property and Evidence							1
<b>Patrol</b>		1				1	
A Shift			1	1	3	5	
B Shift			1		3	4	
C Shift			1		3	4	
D Shift			1	1	3	5	
K9					1	1	
SRO					1	1	
Total	1	3	6	2	18	30	3.5

**Proposed:**

	Chief	Lt.	Sgt.	Cpl.	PO	Sworn	Civilian
<b>Executive</b>	1				1	2	1
<b>Administration</b>		1				1	1.5
<b>Investigations</b>		1				1	
General Investigations			1		3	4	
Drug Task Force					1	1	
Property and Evidence							1
<b>Patrol</b>		1				1	
A Shift			1	1	3	5	
B Shift			1	1	3	5	
C Shift			1	1	3	5	
D Shift			1	1	3	5	
K9			1		1	2	
SRO					1	1	
Total	1	3	6	4	19	33	3.5

<sup>1</sup> As of June 13, 2013.<sup>2</sup> Sergeant on Light Duty.<sup>3</sup> Two police officers assigned to training in the patrol division.

ICMA staff would like to thank the city and police administrations of St. Marys for their assistance in completing this project. In particular, ICMA commends City Manager Steven Crowell, Jr., and Police Chief Tim Hatch for their enthusiasm and cooperation with ICMA staff regarding documentation requests and the overall project.

# Methodology

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## Data Analysis

We used numerous sources of data to support our conclusions and recommendations for this project. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of SMPD internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

## Interviews

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

## Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Focus groups generally consist of eight to ten participants and are used to explore issues that are difficult to define. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with representatives of the department.

## Document Review

ICMA consultants were furnished with numerous reports and summary documents by the SMPD. Information on plans, personnel staffing and deployment, evaluations, training records, and performance statistics were provided.

## Operational/Administrative Observations

Over the course of the evaluation period, numerous observations were conducted. These included observations of general patrol, special enforcement, investigations, and administrative functions. ICMA representatives engaged all facets of department operations from a “participant observation” perspective.

All of ICMA’s recommendations are practical and sensible and should be implemented by the police administration within a reasonable period of time. If the city desires, ICMA can provide a service to review, monitor, and evaluate the department’s progress and ensure that the recommendations are being implemented properly. If the police administration continues to have difficulty implementing the recommendations, ICMA can assist with implementation.

## Background

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Policing involves a complex set of activities. Police officers are not simply crime fighters whose responsibilities are to protect people's safety and property and to enhance the public's sense of security. The police have myriad other basic responsibilities on a daily basis, including preserving order in the community, guaranteeing the movement of pedestrian and vehicular traffic, protecting and extending the rights of persons to speak and assemble freely, and providing assistance for those who cannot assist themselves.

The SMPD provides a full range of police services, including responding to emergencies and calls for service, performing directed activities, and solving problems. Both the town and the police department are dedicated to the principles of community policing, and the department strives to provide a high level of service to the St. Marys community.

### St. Marys Demographics

When determining the appropriateness of the deployed resources—both current and future—a key factor for consideration is the demographics of the community.

St. Marys is located in Camden County, Georgia, and is considered a micropolitan area for Census purposes. According to the U.S. Census Bureau, the city's population has grown substantially over the past decade. In 2000, St. Marys had an estimated 13,761 residents, which increased more than 24 percent to 17,099 residents by 2011.

The racial makeup of the city is estimated to be 74 percent white, 18.7 percent African-American, 1.4 percent Asian, and 3.6 percent other, with 6 percent of the total population reported as Hispanic.

The median household income in St. Marys is \$53,190, which is 7 percent higher than the median Georgia household income. Similarly, on average between the years 2007-2011, 14.7 percent of the St. Marys population was below the poverty level, which is slightly lower than the statewide rate of 16.5 percent.

Combined, the demographic profile reported above indicates that St. Marys resembles closely the state of Georgia and is a fast-growing community. These facts have important implications for the style and size of the police department.

### Uniform Crime Report/Crime Trends

As defined by the Uniform Crime Reporting (UCR) Program, the seven major Part I offenses are used to measure the extent, fluctuation, and distribution of serious crime in a defined geographic area. Part I crimes are the seven most serious offenses in two categories (violent and property crime). Serious violent crime is defined as murder, rape, robbery, and aggravated assault. Serious property crime is defined as burglary, larceny, and motor vehicle theft.

As can be seen in Table 2, in 2011 St. Marys reported a UCR Part I violent crime rate of 380 violent crimes per 100,000 residents. For UCR Part 1 property crimes, the rate in St. Marys was 3,228 property crimes per 100,000 residents. The violent crime rate in St. Marys is slightly lower than the U.S. rate, and slightly higher than the Georgia rate. Similarly, the rate of property crime in St. Marys is on par with both the U.S. and statewide rates.

**TABLE 2: 2011<sup>4</sup> UCR Crime Comparisons**

Agency	Population	Violent Crime Rate*	Property Crime Rate*
U.S.	311,591,917	386	2,909
Georgia	9,815,210	373	3,627
Comparison with Georgia Jurisdictions			
Atlanta	425,533	1,433	7,084
Camden County	50,515	99	933
Forest Park	18,711	556	4,660
Thomasville	18,655	295	5,838
Snellville	18,482	243	4,231
Milledgeville	17,948	206	4,853
<b>St. Marys</b>	<b>17,346</b>	<b>380</b>	<b>3,228</b>
Americus	17,265	1,303	7,541
Tifton	16,565	658	7,866
Dublin	16,414	670	6,933
Kingsland	16,156	458	3,311
Fayetteville	16,155	241	2,872

**Note:** \* = per 100,000.

We compared the crime rate in St. Marys to other communities in Georgia. To do this, we took information from the FBI UCR Program on *Crime in the United States*. For this analysis Atlanta, Camden County, Forest Park, Thomasville, Snellville, Milledgeville, Americus, Tifton, Dublin, Kingsland, and Fayetteville were included. It should be noted that the demographics of these communities encompass a wide range and the analysis is not intended to compare St. Marys with Atlanta or Fayetteville, for example. It is meant as an illustration of communities in Georgia and how they compare with respect to rates of crime.

Examination of the comparisons presented in Table 2 shows that St. Marys has a crime rate that compares favorably with these jurisdictions. Out of the twelve jurisdictions presented, St. Marys is the sixth largest but has the seventh lowest violent crime rate and the tenth lowest property crime rate.

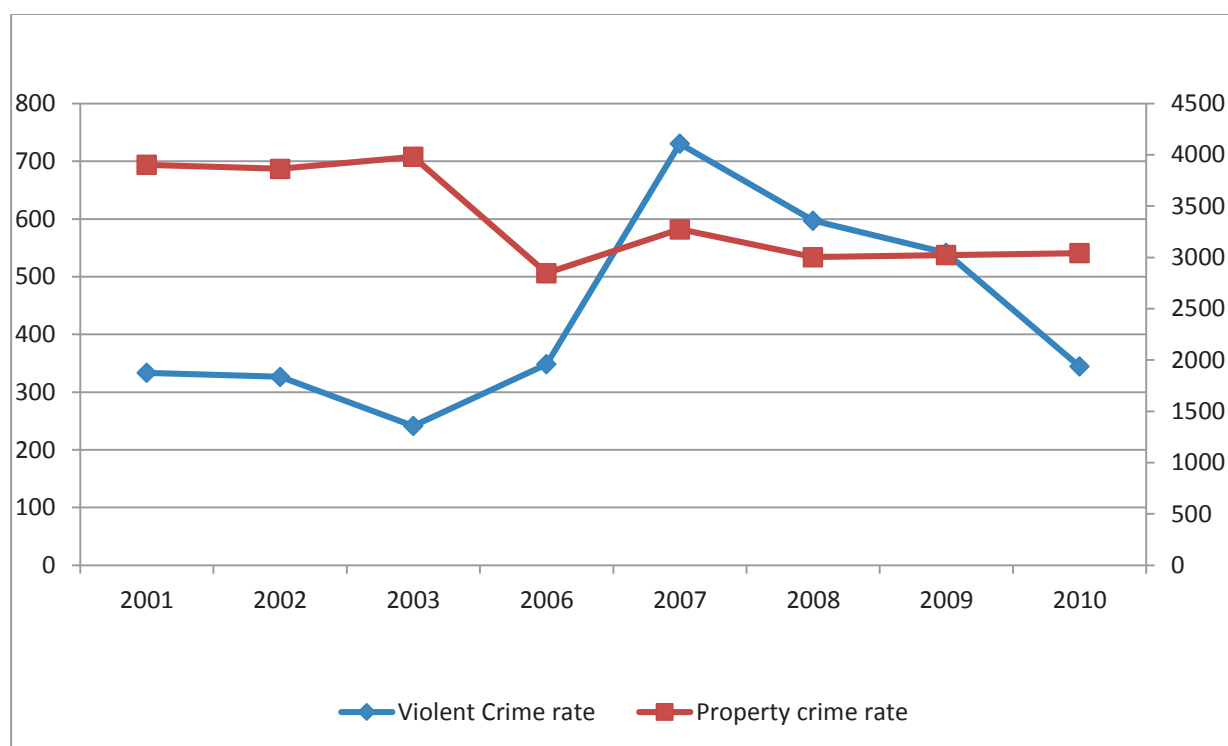
<sup>4</sup> At the time of this report only 2011 UCR data were available on comparison jurisdictions.



Over the past ten years, the rate of crime in St. Marys has remained about the same. There have been increases and decreases reported over the past decade, but from a trend perspective, the crime rate in the city has been relatively stable. The property crime rate has fluctuated between 3,000 and 3,400 per 100,000 population since about 2007, and even in the context of a substantial population increase the rate of violent crime is heading downward. Figure 1 shows the rates of both violent and property crime, respectively, between 2001 and 2010. In this time frame the population in St. Marys has increased by 24 percent. In general, areas that experience substantial increases in population growth also experience increases in crime and disorder. The opposite occurred in St. Marys: population increased and the crime rate decreased (for property crime) or remained about the same (for violent crime).

Based on the information about crime rates, it can be concluded that St. Marys enjoys a relatively low crime rate and the department does a commendable job managing crime in the community.

**FIGURE 1: Crime Rate in St. Marys, 2001-2010**



The size and style of a police department and the types of services that it provides are a reflection of the character and demands of that community. The challenge is to determine how many police officers are necessary to meet that demand, and how to deploy those personnel in an effective and efficient manner. The analysis that follows is an attempt to answer the “how many” and “how to deploy” questions that are the essence of police operational and personnel resource decisions.

Our report now turns to the various elements of the SMPD and an assessment of those elements in context with prevailing industry standards and best practices.

## Patrol Division

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The SMPD provides the community with a full range of police services, including responding to emergencies and calls for service (CFS), performing directed activities, and solving problems. The SMPD is a service-oriented department providing a high level of service to the community. Essentially, every call for service from the public gets a police response and every criminal case gets investigated. The department embraces this approach and considers every request for service from the public important and deserving of a police response.

## Demand

It was reported to the ICMA team that no call is considered too minor to warrant a response and no case is too small to warrant an investigation. The result of this policing philosophy is the delivery of comprehensive policing services to the St. Marys community. The department has the hallmark of a small-town approach to policing, in which people are not just citizens but members of a community. Service is personalized, the police are part of the fabric of the community, and expectations for police service are high.

This approach is not without costs, however. Considerable resources are needed to maintain the small-town approach. The patrol division must be staffed with enough officers to respond to virtually every call placed to the SMPD and to accommodate other service demands.

When examining options for the department's direction, the town and the department face the choices of either: a) continuing to police the community in a full-service mode, or b) taking steps to restructure demand and still promote order and safety. That is, the community must decide whether to sustain its comprehensive level of police service or take the steps necessary to manage public demand. Essentially, this is a political decision regarding the quantity of police services offered to the St. Marys community. But quality doesn't need to suffer. The recommendations offered regarding operations, if implemented, will permit the SMPD to continue its full-service model of policing yet run the agency more efficiently.

**TABLE 3: Calls for Service March 1, 2012 to February 28, 2013**

Category	Police-initiated			Other-initiated			All CFS		
	Calls	Units per Call	Minutes	Calls	Units per Call	Minutes	Total Calls	% of Total	Rank
Accidents	36	2.3	37.1	564	1.8	31.5	600	2.1	7
Alarm	10	1.2	6.4	1,170	1.7	13.2	1,180	4.2	4
Animal calls	44	1.1	10.8	250	1.5	21.0	294	1.1	10
Assist other agency	27	1.5	25.9	162	2.0	41.9	189	0.7	12
Check/investigation	10,181	1.1	30.1	3,522	1.7	24.1	13,703	49.0	1
Crime—persons	77	1.8	30.8	1,534	2.1	35.7	1,611	5.8	3
Crime—property	81	1.2	11.9	500	1.8	37.3	581	2.1	8
Disturbance	11	1.3	9.5	287	1.5	15.9	298	1.1	9
Juvenile	23	1.5	30.1	191	1.7	33.6	214	0.8	11
Medical	7	1.1	32.8	813	1.5	23.1	820	2.9	6
Miscellaneous	178	1.5	40.9	714	1.2	21.2	1070	3.8	5
Traffic enforcement	7,031	1.2	10.7	525	1.5	16.3	7,556	27.0	2
<b>Total</b>	<b>17,706</b>	<b>1.2</b>	<b>22.3</b>	<b>10,232</b>	<b>1.7</b>	<b>25.1</b>	<b>27,938</b>	<b>100.0</b>	

Table 3 presents the main categories of calls for service received from the public that the SMPD handled in the last year.<sup>5</sup> In total, SMPD officers were dispatched to 27,938 calls during that 12-month period, or approximately 77 calls per day. In general, CFS volume in St. Marys is high. The SMPD does a very good job handling the service demands from the public.

The quantity and quality of calls for service can be examined for enormous potential for operational efficiencies. Certain types of calls do not necessarily require the response of a sworn police officer. For example, at motor vehicle accidents involving only property damage, the police role is largely administrative: preparing and filing reports. Similarly, industry experience also tells us that greater than 98 percent of all burglar alarms are false alarms. Also, the indiscriminate assignment of police officers to medical calls results in officers doing nothing more than observing a patient being loaded into an ambulance and transported to the hospital. The bottom line here is that a substantial number of CFS dispatches to officers in the SMPD could be eliminated.

The alarm industry is a strong advocate of developing ordinances and procedures to address police response to false alarms and will work closely with any agency exploring this issue. The 98 percent of alarm calls that are false are caused by user error, the weather, etc., and this can be addressed by alarm management programs. For example, a double-call verification protocol is becoming the norm across the country. Alarm reduction needs to be addressed aggressively in St. Marys. Adopting an alarm callback program has the potential to reduce calls for service by more than 1,100 calls, or roughly 4 percent of all CFS that come from the public.

<sup>5</sup> These data do not include events such as parades, festivals, community meetings, etc.

Automobile accidents are another category for which the response by a sworn officer is questionable. Most accidents involve only property damage to vehicles and the role of an officer is simply report preparation. When injuries occur or vehicles are inoperable and blocking traffic, however, police response is important. Proper training of dispatchers and inquiries by dispatchers during the initial call-taking process can easily triage vehicle accident calls to determine which ones require a police response. Dispatching police officers to all vehicle crashes is not recommended. Examination of Table 3 indicates that 2.1 percent of all CFS handled during the study period were traffic accidents. Arguably, most of these calls were administrative in nature and did not necessarily warrant the response of a sworn police officer.

Table 3 also shows 820 medical CFS handled by the SMPD during the study period. Officers are trained in first aid, and can sometimes be the difference between life and death. However, assigning an officer to every medical call is a waste of valuable resources. Dispatchers are trained to screen medical calls and assign officers in true emergencies. CFS where people are having difficulty breathing, cardiac cases, or CFS involving injuries to children can all be identified and appropriately assigned. The overwhelming majority of the other medical CFS do not require the response of the police.

Combined, three categories of CFS (564 automobile accidents, 1,170 alarms, and 813 medical calls) represent approximately 25 percent of the 10,232 calls for service from the public in St. Marys.

Table 3 also indicates that SMPD officers handled almost 14,000 “check/investigate” CFS. This category of CFS represents almost half of all CFS handled by the SMPD. Within this category of CFS are the numerous service activities that are the hallmark of patrol in St. Marys. These calls are accounted for by business checks, residence checks, security checks, school crossings, park patrols, locking gates, etc. These CFS are also driven by the officers themselves, with more than 10,000 of them (36 percent of ALL calls handled in 2012) initiated by the police officers independent of public demand.

Additionally, the SMPD handled 7,556 traffic enforcement CFS in 2012, or 27 percent of ALL calls. Here again, the bulk of these calls were initiated by the police. Combined, traffic enforcement and security check/investigation account for 76 percent of ALL calls for service, with most of these calls self-initiated by the SMPD officers.

ICMA recommends that from a policy perspective the responses to major categories of CFS be reduced, including responses to traffic accidents involving only property damage; an alarm callback system be instituted; and 911 call-takers and dispatchers be trained to trigger a police response in cases only when there is an emergency situation. However, the particular police style present in a community is a direct reflection of that community. It appears the St. Marys has an expectation of a responsive and all-purpose police department, and the officers appear motivated to provide that level of service. The product of this operational style is an overwhelming number of CFS that are not necessarily police-related, but which are expected by the community.

The data presented above indicate low public demand for the police through 911 CFS and a very proactive patrol function with very strong traffic enforcement and security functions. The police presence generated because of these activities is undoubtedly contributing to the overall quality of

life and low crime experience in St. Marys. This style of policing is not without costs, however. The discussion below on patrol deployment and staffing indicates a fairly high workload, and when put in context with the data presented here indicates a busy patrol function providing police services that are expected by the community. In this sense, there is a choice to be made between continuing to provide this level of service, scale back service, or eliminate these services in order to gain efficiency in patrol operations. All of these options are possible, but any change in operational philosophy must be driven by the community and not the police department, since the SMPD is likely responding to the demands placed on it by the community through 911 or otherwise.

Further examination of various elements of the CFS and patrol response data also warrants discussion. Data from various tables and charts in the data analysis section of this report provide a wealth of information about demand, workload, and deployment in St. Marys. Three key pieces of information need to be highlighted to demonstrate the effective use of patrol resources in St. Marys. These three statistics are found in the data analysis section under Table D6, Primary Unit's Average Occupied Time; Table D7, Number of Responding Units; and Table D12, Average Response Time Components. Taken together these statistics provide an excellent lens through which to view the efficiency of patrol operations.

According to the data in Table D6, SMPD patrol units on average take 25.1 minutes to handle a call for service. This figure is excellent and well below the benchmark time of about 30 minutes for a CFS, based on our experience.<sup>6</sup> Also, the SMPD, according to Table D7, dispatches 1.7 officers per CFS. The number of officers dispatched (like occupied time) varies by category of call, but is on par with policing norms of about 1.6 officers per CFS. In other words, the SMPD uses about the same number of officers to handle a CFS, but does so in much less time than agencies of similar size.

Similarly, according to Table D12, response time for CFS in St. Marys averages approximately ten minutes per call. This is substantially lower than in many communities of similar size and well below the generally accepted target response time of fifteen minutes per call. Response time to "high-priority" CFS is reported as ten minutes, which is higher than the benchmark of five minutes for this category of CFS.

Taken together, our analysis of occupied time, number of officers per call, and response time shows a very efficient deployment of patrol officers to CFS in St. Marys.

## **Patrol Deployment and Staffing**

Uniformed patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicate that more than 95 percent of police departments in the U.S. in the same size category as the SMPD 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.

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<sup>6</sup> ICMA considers 30 minutes to be a benchmark of police departments to handle CFS. This figure is derived from data analyses of police agencies similar to the SMPD.

## Schedule and Staffing

General patrol operations are staffed using 12-hour shifts. Each shift is commanded by a sergeant, with one corporal assigned as patrol supervisor (two squads are currently short corporal positions). Officers work five consecutive 12-hour shifts, then have two days off, work two days, and then have five off. Shifts are 0700x1900 and 1900x0700 and officers change shifts (day to night and vice versa) approximately every three months. Inspection of the patrol schedule indicates that days off are distributed evenly throughout the week so as to provide appropriate police coverage on all days. Staffing on the shifts is relatively even.

ICMA believes that 12-hour shifts are the most efficient option for staffing, and given the personnel resources available in the SMPD, provide the maximum amount of patrol coverage. The drawback of the current staffing plan is that a fixed level of patrol officers is deployed throughout the day. Demand for police service ebbs and wanes during the day and this staffing plan does not match that demand for service. The SMPD is limited, however, given the amount of patrol personnel, and makes the best of these resources by deploying them in the 12-hour, four-shift rotation.

A recent study published by the Police Foundation examined the use of 8-hour, 10-hour, and 12-hour shifts, and found positive and negative characteristics associated with all three shifts.<sup>7</sup> ICMA contends that the length of the shift is secondary to the application of that shift to meet service demands. In other words, it is not necessarily the length of the tour, but the manner in which the model is structured that creates the efficiency. All three work schedules are in use by many police departments across the U.S., and departments leverage shift length and start/end times to meet the needs of the community and the department. ICMA believes that the current staffing plan in place is optimal given the overall circumstances in St. Marys.

As stated above, research has shown that the various lengths of shifts offer positive and negative characteristics. One thing definitive about shift work is that rotating hours (days to nights and back to days, for example) on a regular basis has a negative impact on employee performance, physical and mental health, quality of life, family life, etc.

The length of the shift is secondary to its proper application to the service demands of the community and an important consideration for shift work is stability. On the other hand, experience in police staffing in other departments around the country that use this 12-hour, four-shift rotation indicate that locking officers into steady shifts for extended periods of time create management problems as well. Officers become rigid and are only knowledgeable of the community during certain times of the day. Officers also lose contact with their colleagues and rarely interact with each other outside of shift change, and in some cases not at all. Fixed shifts create silos of personnel that do not often interact or communicate well within and among other department units and can become distant from the overall functioning of the department.

It is recommended that the SMPD closely evaluate the frequency of shift switches. Three months might be too frequent, and permanent shift assignments is obviously too infrequent. Adding a voluntary, or variable feature to the switching might be beneficial; it would allow officers

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<sup>7</sup> Police Foundation (2012). *The Shift Length Experiment: What we know about 8-, 10-, and 12-hour shifts in policing.*



themselves to dictate the shifts they work. In any event, careful oversight and communication with the officers is essential for determining the ideal frequency of the shift rotation from days to nights. The 12-hour plan in place appears to be the most efficient deployment of patrol officers and the ideal rotation between shifts needs further evaluation.

**TABLE 4: Current SMPD Patrol Deployment Plan**

Squad	Sergeants	Corporals	Officers
A	1	1	3
B	1	0	3
C	1	0	3
D	1	1	3

## Deployment

Although some police administrators suggest that there are national standards for the number of officers per thousand residents that a department should employ, that is not the case. The International Association of Chiefs of Police (IACP) states that ready-made, universally applicable patrol staffing standards do not exist. Furthermore, ratios such as officers-per-thousand population are inappropriate to use as the basis for staffing decisions.

According to *Public Management* magazine, “A key resource is discretionary patrol time, or the time available for officers to make self-initiated stops, advise a victim in how to prevent the next crime, or call property owners, neighbors, or local agencies to report problems or request assistance. Understanding discretionary time, and how it is used, is vital. Yet most police departments do not compile such data effectively. To be sure, this is not easy to do and, in some departments may require improvements in management information systems.”<sup>8</sup>

Essentially, “discretionary time” on patrol is the amount of time available each day where officers are not committed to handling CFS and workload demands from the public. It is “discretionary” and intended to be used at the discretion of the officer to address problems in the community and be available in the event of emergencies. When there is no discretionary time available, and officers are entirely committed to service demands, they do not get the chance to address other community problems that do not arise through 911 and they are not available in times of serious emergency. The lack of discretionary time indicates a department is understaffed. Conversely, when there is too much discretionary time officers are idle. This is an indication that the department is overstaffed.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined then the amount of discretionary time is determined and staffing decisions can be made consistent with the department’s policing philosophy and the community’s ability to fund this staffing. The SMPD is a full-service police department, and its philosophy is to address essentially all requests for service in a community policing style. With this in mind it is necessary to

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<sup>8</sup> John Campbell, Joseph Brann, and David Williams, “Officer-per-Thousand Formulas and Other Policy Myths,” *Public Management* 86 (March 2004): 22–27.

look at workload to understand the impacts of this style of policing in the context of community demand.

To understand *actual workload* (the time required to complete certain activities) it is critical to review total reported events within the context of how the events originated, such as through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. Doing this analysis allows identification of activities that are really “calls” from those activities that are some other event.

Understanding the difference between the various types of police department events and the staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to the time being spent to currently provide services.

From an organizational standpoint, it is important to have uniformed patrol resources available at all times of the day to deal with issues such as proactive enforcement and community policing. Patrol is generally the most visible and most available resource in policing and the ability to harness this resource is critical for successful operations.

From an officer’s standpoint, once a certain level of CFS activity is reached, the officer’s focus shifts to a CFS-based reactionary mode. Once a threshold is reached, the patrol officer’s mindset begins to shift from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes “Why act proactively when my actions are only going to be interrupted by a call?” Any uncommitted time is spent waiting for the next call. Sixty percent of time spent responding to calls for service is believed to be the saturation threshold.

### Rule of 60 – Part 1

According to the SMPD table of organization dated 4/11/2013, patrol in the SMPD is staffed by one lieutenant, four sergeants, two corporals, and twelve police officers assigned to a CFS response capacity. These 19 of the total of 30 sworn officers in the department represent 63 percent of the sworn officers in the SMPD. Adding the K9 officer and school resource officer into the calculation means there are 21 of the 30 sworn officers on patrol, or approximately 70 percent of the entire department.

According to these statistics, the SMPD adheres to the first component of the “Rule of 60,” that is, at least 60 percent of the total sworn force is dedicated to patrol operations. The patrol function is balanced appropriately compared to the entire department.

### Rule of 60 – Part 2

The second part of the “Rule of 60” examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, ICMA suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the “discretionary time” for officers to be available to address community problems and be available for serious



emergencies. This Rule of 60 for patrol deployment does *not* mean the remaining 40 percent of time is downtime or break time. It is simply a reflection of the point at which patrol officer time is “saturated” by CFS.

This ratio of dedicated time compared to discretionary time is referred to as the “Saturation Index” (SI). It is ICMA’s contention that patrol staffing is optimally deployed when the SI is in the 60 percent range. A SI greater than 60 percent indicates that the patrol manpower is largely reactive, and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized, and signals an opportunity for a reduction in patrol resources or reallocation of police personnel.

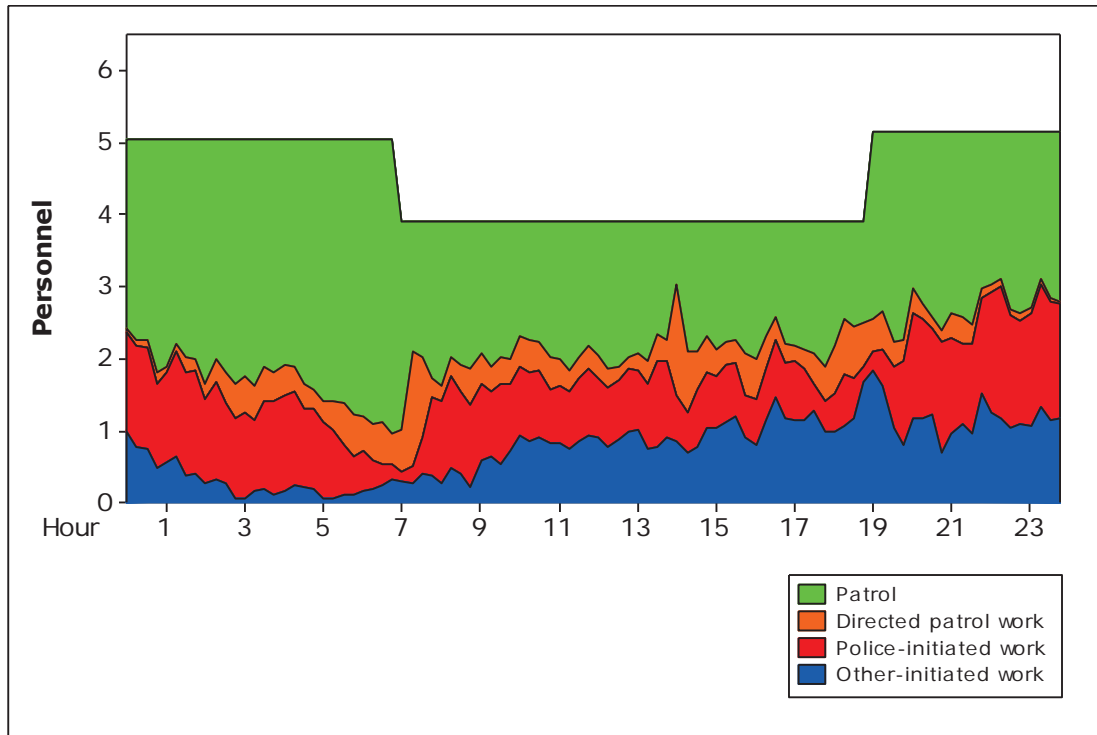
Departments must be cautious in interpreting the SI too narrowly. For example, one should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more than 60 percent of any officer’s time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at isolated and specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60. Lastly, this is not a hard-and-fast rule, but a benchmark to be used in evaluating staffing decisions.

The data analysis section of this report provides a rich overview of CFS and staffing demands experienced by the SMPD. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the SMPD to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

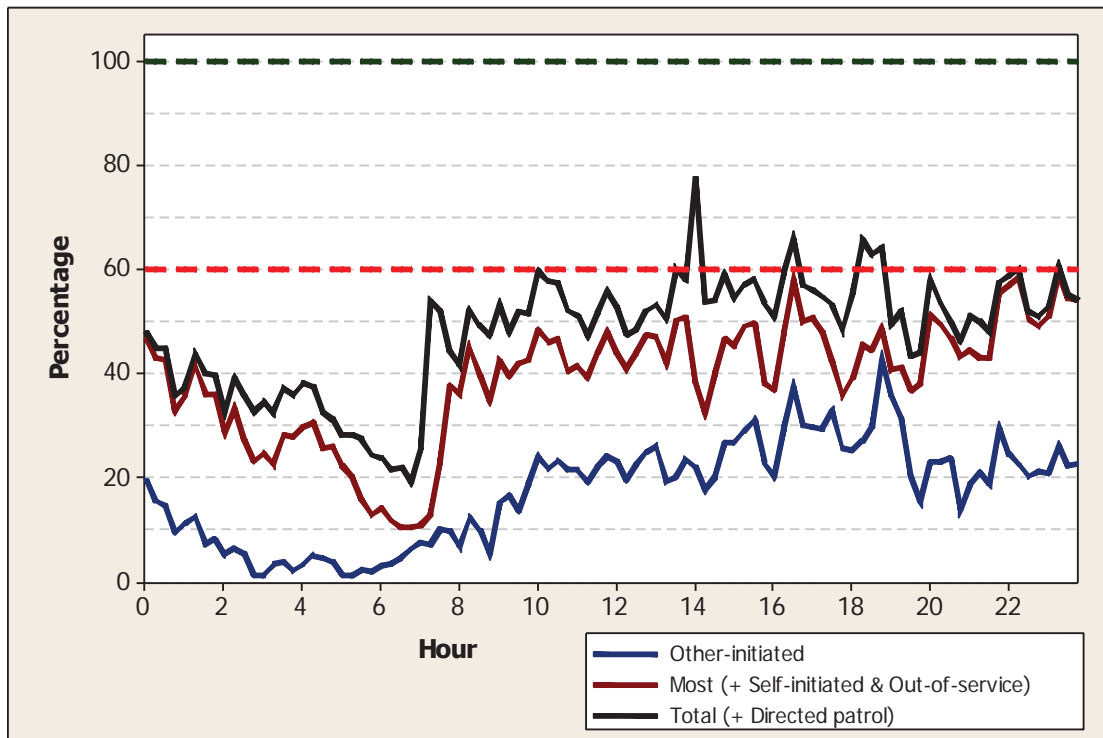
The following eight figures represent workload, staffing, and the “saturation” of patrol resources in the SMPD during August 2012 and February 2013. By “saturation” we mean the amount of time officers spend on patrol handling service demands from the community. In other words, how much of the day is “saturated” with workload demands. This “saturation” is the comparison of workload with available manpower over the course of an average day during the months selected.

The figures represent the manpower and demand during both weekdays and weekends. Examination of these figures permits exploration of the second part of the Rule of 60. Again, the Rule of 60 examines the relationship between total work and total patrol, and to comply with this rule, total work should be less than 60 percent of total patrol.

**FIGURE 2: Deployment and Main Workload, Weekdays, Winter 2013**



**FIGURE 3: Workload Percentage by Hour, Weekdays, Winter 2013**



### Workload vs. Deployment, Weekdays, Winter 2013

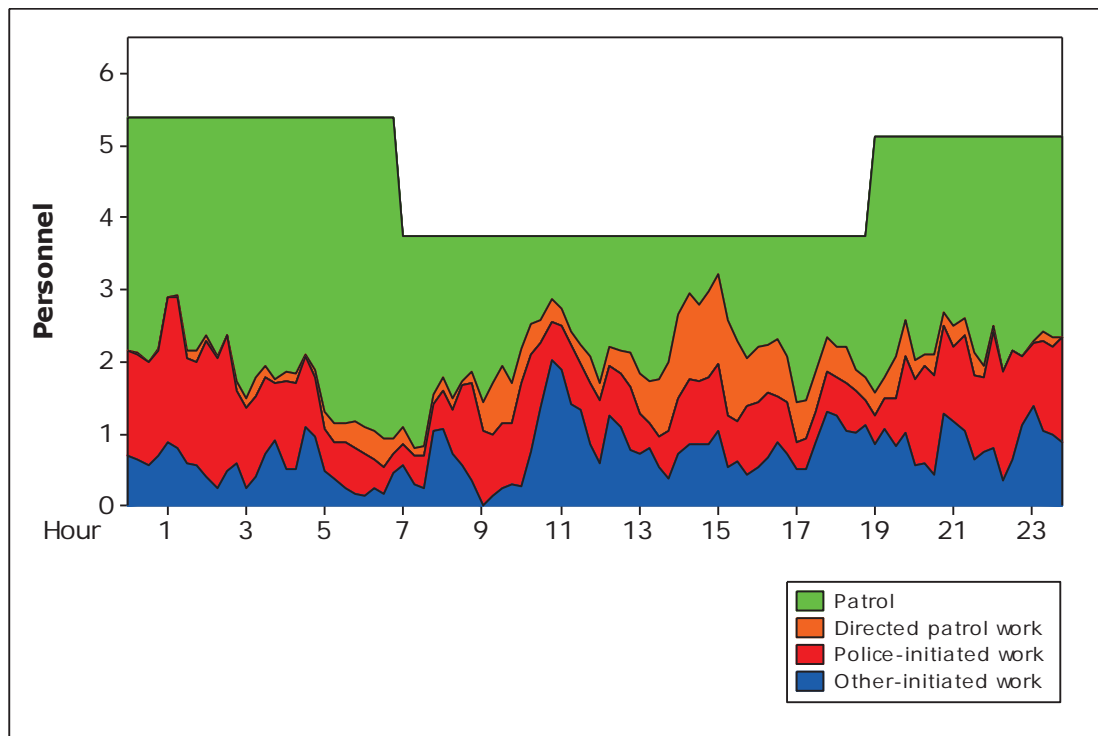
Avg. Workload: 2.1 officers per hour  
Avg. % Deployed (SI): 47 percent  
Peak SI: 78 percent  
Peak SI Time: 1400 hours

**Figures 2 and 3** present the patrol workload demands and SI for weekdays in winter 2013. As the figures indicate, the SI exceeds the 60 percent threshold in the late afternoon hours. The SI ranges from a low of approximately 20 percent at 7:00 a.m. to a high of 78 percent at 2:00 p.m., with a daily average of 47 percent.

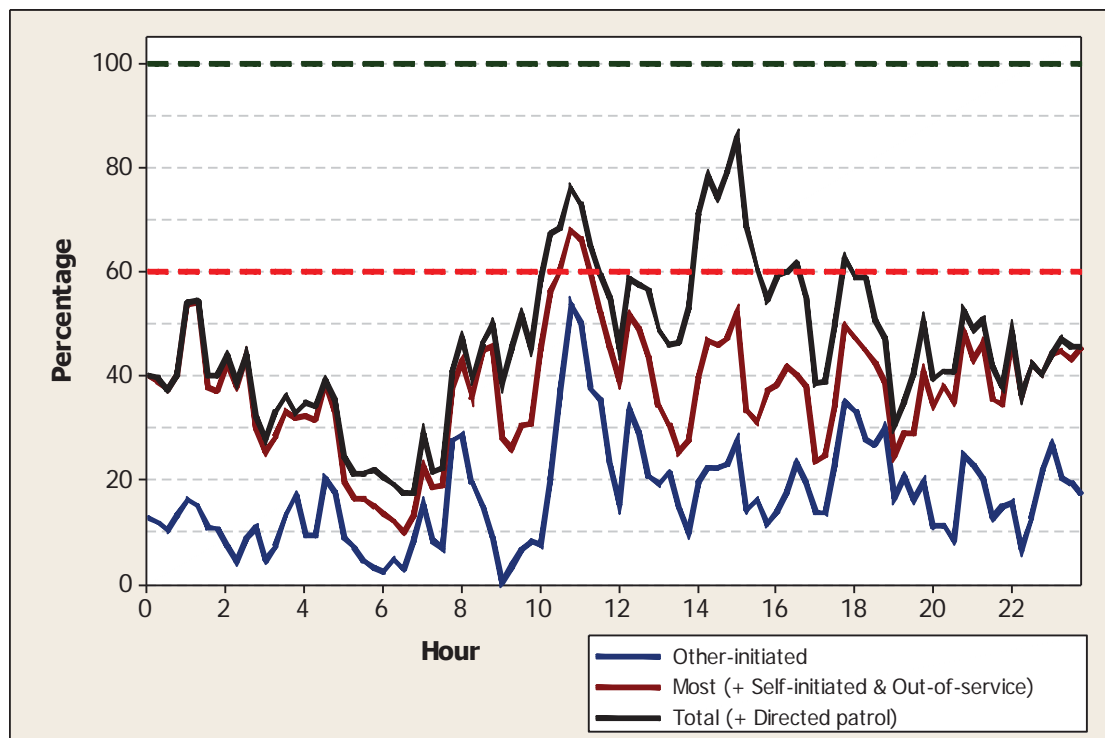
Several important conclusions can be made from these figures. First, public demand for police services through CFS is low and handled easily by the SMPD. This demand is represented by the blue area in Figure 2 and the solid blue line in Figure 3. Clearly, there are ample patrol resources to handle the CFS volume driven by the public. Second, because of the self-initiated activities by the SMPD, total workload is relatively high. Police-initiated activities, such as traffic enforcement and security checks, represent the large majority of the workload in St. Marys. This is represented by the total nongreen area in Figure 2 and the solid black line in Figure 3. The combination of all elements of workload (other-initiated and police-initiated) keeps the saturation index near or above the 60 percent threshold throughout the 24-hour period.

Combining these observations leads to two possible conclusions: 1) the SMPD patrol function is overstaffed and through more aggressive demand management can reduce the number of officers on patrol, or 2) the SMPD patrol function is staffed appropriately and providing the service desired by the community.

**FIGURE 4: Deployment and Main Workload, Weekends, Winter 2013**



**FIGURE 5: Workload Percentage by Hour, Weekends, Winter 2013**

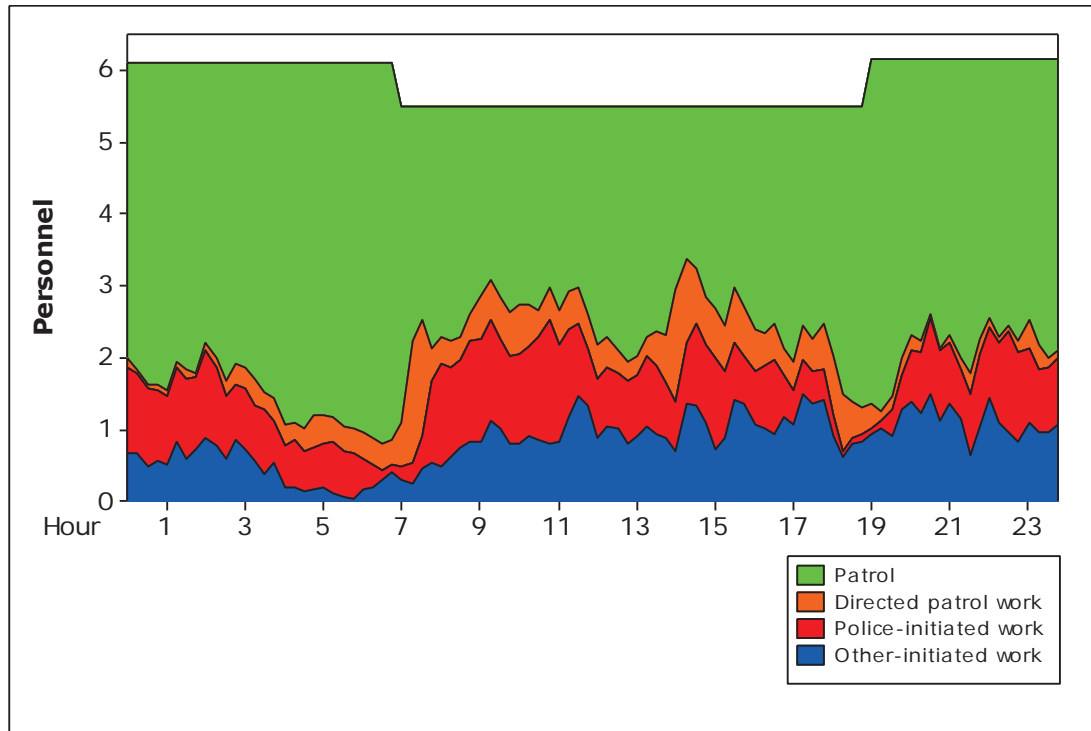


### Workload v. Deployment, Weekends, Winter 2013

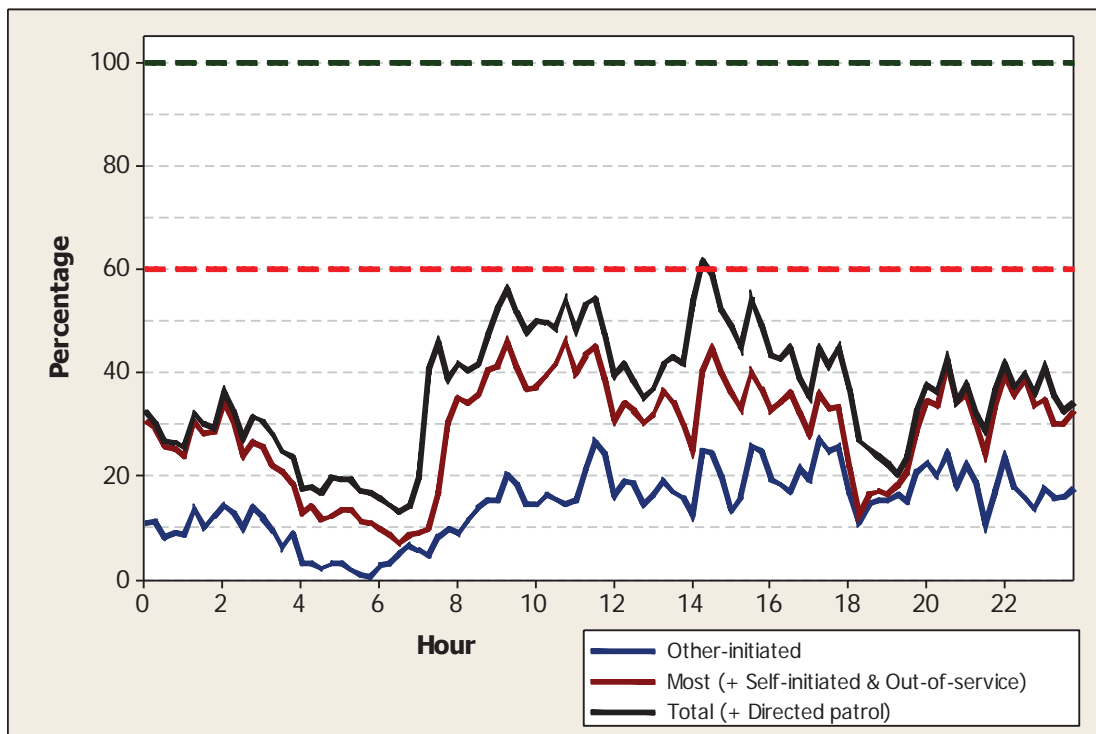
Avg. Workload: 2.0 officers per hour  
Avg. % Deployed (SI): 44 percent  
Peak SI: 86 percent  
Peak SI Time: 1500 hours

**Figures 4 and 5** present the patrol workload demands and SI for weekends in winter 2013. As the figures indicate, the SI exceeds the 60 percent threshold in the afternoon hours. The SI ranges from a low of approximately 20 percent at 7:00 a.m. to a high of 86 percent at 3:00 p.m., with a daily average of 44 percent. The information in Figures 4 and 5 is similar to Figures 2 and 3 and indicates that the demand for service through citizen-generated CFS is low, but the police-initiated activities of the SMPD are driving the workload. The workload is relatively high, but manageable.

**FIGURE 6: Deployment and Main Workload, Weekdays, Summer 2012**



**FIGURE 7: Workload Percentage by Hour, Weekdays, Summer 2012**



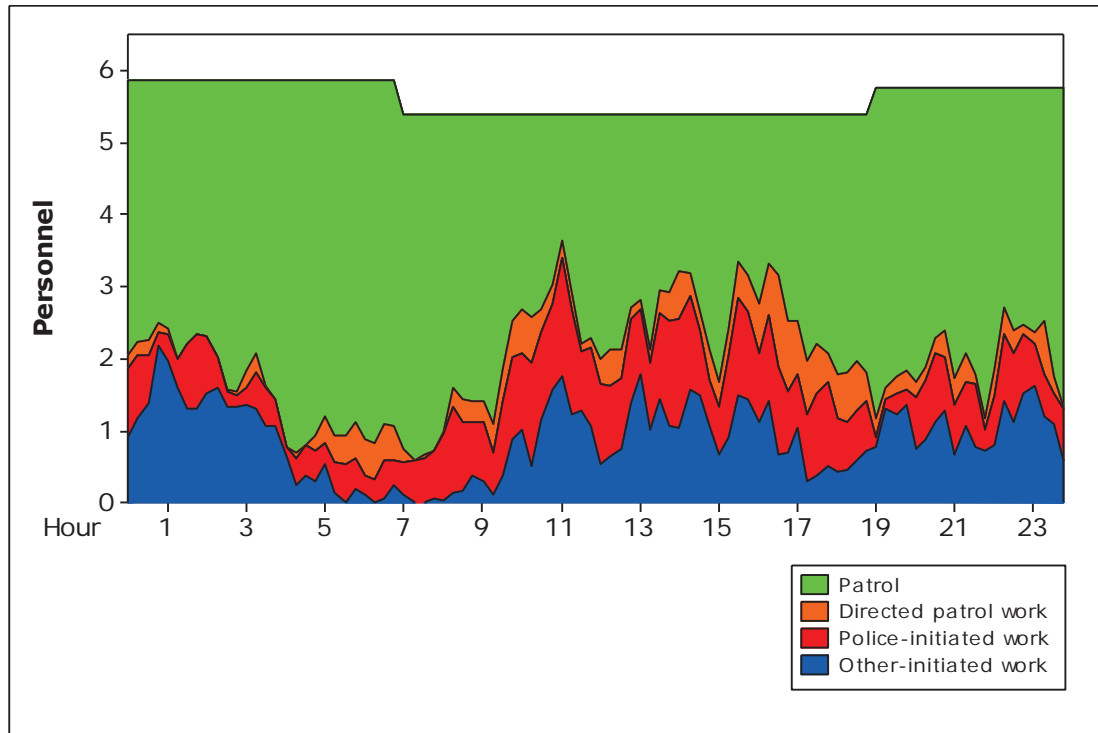
### Workload v. Deployment – Weekdays – Summer 2012

Avg. Workload: 2.1 officers per hour  
Avg. % Deployed (SI): 36 percent  
Peak SI: 61 percent  
Peak SI Time: 1415 hours

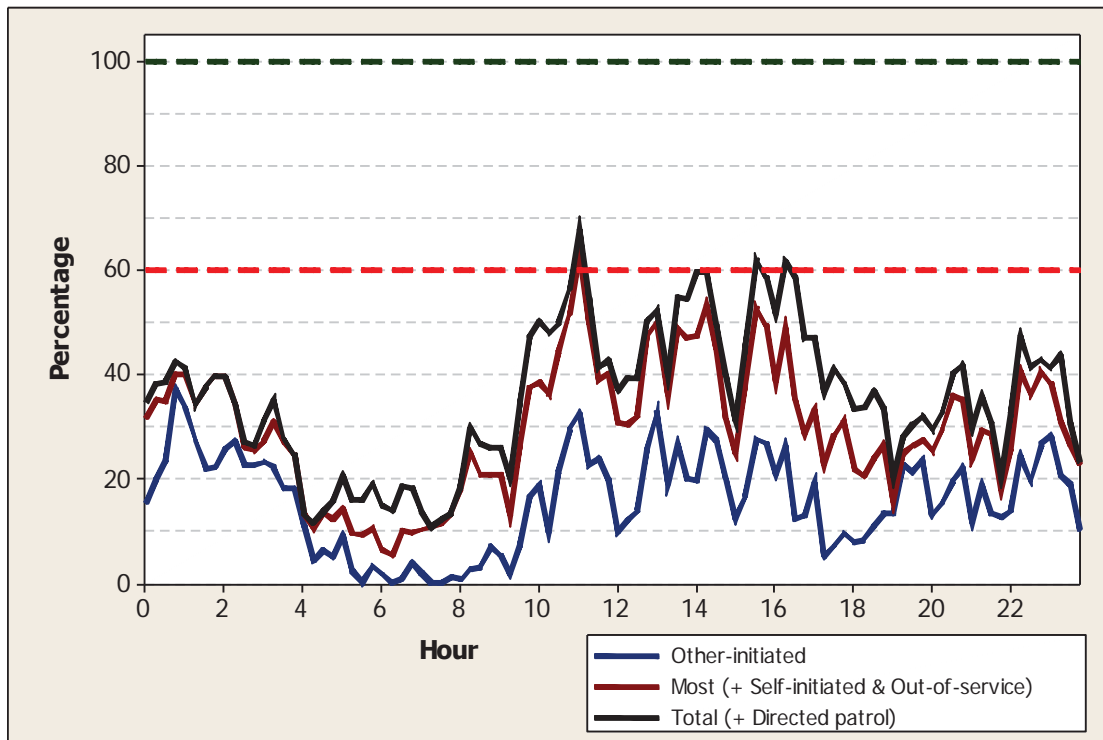
**Figures 6 and 7** present the patrol workload demands and SI for weekdays in summer 2012. As the figures indicate, the SI average exceeds the 60 percent threshold once at about 2:00 p.m. The SI ranges from a low of approximately 12 percent at 7:00 a.m. to a high of 61 percent at 2:00 p.m., with a daily average of 44 percent.

It appears that workload decreases during the weekday summer hours. Workload averages only 36 percent of available manpower, and public workload demands through CFS never exceeds 30 percent during the entire period. Once again, police-initiated activities are a prominent driver of overall workload during the weekday summer hours.

**FIGURE 8: Deployment and Main Workload, Weekends, Summer 2012**



**FIGURE 9: Workload Percentage by Hour, Weekends, Summer 2012**





## Workload v. Deployment – Weekends – Summer, 2012

Avg. Workload: 2.0 officers per hour  
Avg. % Deployed (SI): 35 percent  
Peak SI: 68 percent  
Peak SI Time: 1100 hours

**Figures 8 and 9** present the patrol workload demands and SI for weekends in summer 2012. As the figures indicate, the SI average exceeds the 60 percent threshold several times in the morning and afternoon. Starting at around 11:00 a.m. and continuing until around 4:30 p.m. the SI straddles the 60 percent threshold. The SI ranges from a low of approximately 10 percent at 7:00 a.m. to a high of 68 percent at 11:00 p.m., with a daily average of 35 percent.

In Figures 3, 5, 7, and 9, the patrol resources available are denoted by the dashed green line at the top. The 100 percent value indicates the total police officer hours available during the 24-hour period. This amount varies during the day consistent with the staffing of the shifts, but at any given hour the total amount of available manpower will equal 100.

The red dashed line fixed at the 60 percent level represents the saturation index (SI). As discussed above, this is the point at which patrol resources become largely reactive as CFS and workload demands consume a larger and larger portion of available time. The solid blue line represents workload generated by calls for service from the public and the solid black line represents total workload experienced by the SMPD.

Looking at the comparisons of the green, red, and black lines in the SI figures, and comparing workload to available staffing during the day and evening hours, shows a marked reduction in demand after midnight, which continues through the night and into the morning. The overall daily average for the SI is within acceptable limits, and the SMPD has ample resources to meet demand. Workload generated by the public through CFS is low and workload through police-initiated activity is high. The combination of the two represents an engaged and relatively busy patrol function.

## Revisiting the Rule of 60

Pulling all of these factors together, we can then draw some conclusions about patrol staffing in St. Marys. In order to meet the needs of the St. Marys community, the patrol staffing plan as currently constituted is appropriate. The data analysis presented above indicates that average workload in St. Marys is two officers per hour. This workload includes a relatively aggressive police-initiated approach with a manageable demand from the public. In order to maintain two officers on patrol, with appropriate supervision, the current staffing plan is the minimum acceptable level. Decreasing staffing any further would create gaps in either coverage or supervision; thus, any decrease is not warranted.

It appears that the SMPD patrol deployment is sound. And while the demand for services from the public is low, the SMPD complements this with aggressive police-initiated activity, thus engaging the officers in productive work that undoubtedly contributes to the safety of the community. Given the nature of the workload (crime rate, community expectations, etc.), and scarce resources, the

SMPD patrol function is staffed appropriately. ICMA recommends the division be staffed with one lieutenant, four sergeants, four corporals, and twelve police officers. This staffing level is sufficient to meet the demands currently facing the SMPD.

**TABLE 5: Recommended Patrol Staffing**

	Lts.	Sergeants	Corporals	Officers
Patrol Division	1			
A Shift		1	1	3
B Shift		1	1	3
C Shift		1	1	3
D Shift		1	1	3
<b>Total</b>	1	4	4	12

## Specialized Patrol Assignments

The SMPD staffs two K9 handlers and a school resource officer (SRO). Due to staffing limitations one K9 handler has been reassigned to patrol to provide supervision as a watch commander.

The SRO is assigned to the St. Marys Middle School and provides coverage to the four elementary schools in the community as situations dictate. The SRO program is an outstanding addition to the SMPD and should be maintained. The SRO is committed to the program and is actively engaged at promoting school safety. The SRO handles a wide array of police-related incidents ranging from violence and drugs in the schools, counseling, bullying, truancy, and providing traffic control during school events. The SRO also participates in nationally recognized programs and undoubtedly brings this important information to the schools in St. Marys. The St. Marys School District funds 80 percent of the SRO position.

The K9 program is staffed by one sergeant and one police officer, with the sergeant redeployed as a watch commander to fill a vacancy in that position. The K9 program started in 2011 and assists patrol officers, investigators, and other agencies with tactical operations. K9 officers also conduct demonstrations and participate in training activities. In general, the K9 program is a valuable addition to the SMPD and should be continued.

## Community Relations/Outreach

The SMPD does not assign a dedicated person or unit to community outreach. However, the focus on community service and the desire to support the organized community was readily apparent in all phases of the department. From the chief, to the officers on patrol, to the investigators, community satisfaction and the need to provide excellent service to the community were foremost in the discussion and anecdotal accounts were made known. The officers in the SMPD indicated that they feel like they are part of the community and they are willing to go the “extra mile” to provide that hometown service. The analogy was drawn that the SMPD approach to patrol was to “drive around with the windows down” in order to be more in-tune with the community (as opposed to driving with the windows up and being isolated). During individual and group meetings

officers communicated a willingness to provide the services they recognize as not being part of the police mandate but which are called for by the community.

The SMPD does not concentrate on one particular program or narrow approach to community outreach; the approach is more broad-based and holistic. The SMPD coordinates a Neighborhood Watch program, conducts presentations at Homeowner's Association meetings, provides K9 demos, and collaborates with other community organizations during their events. Officers of all ranks respond to churches, civic organizations, and even live and prerecorded broadcast T.V. and radio events as outreach for this community. The SRO received G.R.E.A.T. training and will be implementing that program in the middle school in the near future. In addition to these programs, the department participates in dozens of community events each year, such as softball tournaments, car washes, 5k runs, golf tournaments, etc.; an annual highlight is the Badge of Benevolence program, a volunteer effort whereby Christmas gifts are delivered to underprivileged kids by Santa and Mrs. Claus (with a police escort) on Christmas Eve.

Essentially, the SMPD is part of the fabric of the organized community. The community outreach and community-based activities are numerous and integrated into the operations of the department.

## Technology on Patrol

The department needs to employ a greater use of available technology in patrol operations. Currently, officers must prepare reports manually in the field and then return to the station house to enter the information from these reports at computer terminals available for their use. This process is inefficient. The department should explore remote and paperless report preparation. Equipping each patrol unit with a laptop computer and wireless connectivity would allow officers to remain on patrol and prepare reports without returning to the station house. Numerous hardware/software configurations exist and are deployed with great success around the country. The SMPD should begin research immediately on these systems and then design, purchase, and install a paperless/wireless report management system as soon as practical. The SMPD indicated that a grant is available for the purchase of computer equipment. It is strongly recommended that this grant be used to equip officers on patrol with portable computer equipment and remote upload of information to the department's records management system.

The SMPD uses the ICOP 20/20 video and audio recording system in police vehicles for recording actions on patrol. This is a state-of-the-art system and used widely in the law enforcement community. The use of in-car video is an important tool and the SMPD should be commended for implementing this technology. However, to improve this system even further it is recommended that the SMPD explore wireless and automatic transmission of the in-car video data into a secure data system. Not only would this save time, it would ensure that this important information is retained automatically and reliably.

Recent research has shown that a license plate reader (LPR) is a very effective tool for apprehending auto thieves, and recovering stolen vehicles. A reader costs about \$20,000 to \$25,000, and can check license plates nearly ten times faster than an officer manually checking

license plates. This can result in double the number of arrests and recoveries of stolen vehicles.<sup>9</sup> Agencies that employ LPR technology report that over the next five years they plan on increasing the deployment of LPR to equip approximately 25 percent of their patrol cars. It is strongly recommended that the SMPD implement this technology and install an LPR in at least one marked car on patrol.

An automated external defibrillator, or AED, is a portable electronic device that automatically diagnoses the potentially life threatening cardiac arrhythmias of ventricular fibrillation and ventricular tachycardia in a person. It can then be used to treat a victim in distress through defibrillation, the application of electrical therapy, which stops the arrhythmia and allows the heart to reestablish an effective rhythm.

With simple audio and visual commands, AEDs are designed to be simple to use for first responders, and the use of AEDs is taught in many first aid, first responder, and basic life support (BLS) level CPR classes. Currently, “take home” marked police vehicles are equipped with AEDs. Consideration should be given to expanding this distribution to all marked vehicles in the fleet. The deployment of AEDs in marked police vehicles in St. Marys would greatly enhance the life-saving ability of the department. These inexpensive (less than \$2,000 each unit) and easy-to-use devices would be a tremendous asset to the SMPD and their purchase and deployment is strongly recommended.

### Recommendations:

- Equip marked police vehicles with appropriate hardware and software to support paperless/remote/wireless report preparation.
- Implement wireless transfer of in-car video data.
- Equip one marked patrol car with an automatic license plate reader
- Equip marked police units on patrol with AEDs.

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<sup>9</sup> Police Executive Research Forum study of LPR effectiveness in the Mesa, AZ police dept.

## Criminal Investigations Division

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The St. Marys Police Department's Criminal Investigations Division (CID) is a full-service investigative unit responsible for the follow-up, review, and investigation of all criminal activity that occurs within St. Marys.

### General Investigations

The CID is currently staffed by one lieutenant, two detective corporals, and one civilian assigned the tasks of property and evidence technician, crime scene processing and assistance as needed, along with in-house testing of seized marijuana. A sergeant previously assigned to the unit was reassigned recently to the patrol division to fill a staffing shortage in that division. An officer previously assigned to the unit was also returned to patrol sometime after 2011.

The CID is charged with the investigation of crimes typically associated with such a unit. In addition, the CID oversees the property and evidence intake, processing, and accountability function as well as special operations, including drug details, controlled narcotics buys, and stolen property details. Operations such as these will occasionally result in drawing additional resources from the uniformed patrol division.

By all indicators, every effort is being made within the limits of personnel and resources to effectively distribute and prioritize the workload of the division along lines of proper case management. Reductions in staffing, while directly affecting the quantity of work the division is capable of handling, has not affected the proper assigning of cases based on solvability probability and available personnel. Standard Operating Procedure 17-6, "Case Screening," offers useful and solid guidance in determining the priority assigned to each case. The division makes use of a comprehensive "solvability factors" form to create a baseline for case assignment. While the use of the "solvability factors" form occurs routinely within the CID, and the use of the form in the field by patrol officers is encouraged, it is not mandatory. Consideration should be given to making the use of this form mandatory for all crimes.

A review of the form after case intake results in cases being assigned a letter grade of 'A,' 'B,' or 'C.' Cases assigned an 'A' generally represent those cases with "hot leads" where good investigative progress or an arrest can be expected within five days. Cases assigned a 'B' show evidence of leads requiring further development and a potential time frame of ten to fifteen days to complete. Cases assigned a 'C' represent those cases with few, if any, identifiable leads and can generally be expected to take up to thirty days to make any determination as to the usefulness of further resources being assigned. Given the reduction in staffing over time, the CID generally works cases showing the highest probability of success. Worth noting is that the CID commander requires every crime victim to be contacted upon case intake and to advise of case status or suspension. The CID commander checks all written reports completed by patrol each morning to "get ahead of" cases needing CID follow-up.

The CID lieutenant carries a caseload and generally carries cases where much of the investigation can be conducted "inside," such as financial crimes, to allow the two detective corporals to spend more time in the field on cases. The two detective corporals, while necessarily conducting general

investigations, do carry some degree of specialization, with one targeting property crimes and the other crimes against children and sex crimes.

Cases assigned to the CID generally include felonies and “high and aggravated misdemeanors” such as simple battery on senior citizens. In 2011, there were 445 cases assigned to CID. The CID commander advises that each member of CID carries in excess of 100 cases per year. In 2011, officers assigned to CID were called back to work after hours a total of 101 times. ICMA recommends a caseload of between 120 and 160 cases per year per investigator. Considering that the SMPD does an effective job screening cases through solvability factors the caseload cited above would be “workable” cases, which indicates a very high investigative demand for the personnel assigned.

The number of area pawn shops and related transactions is extraordinary. Much of the activity surrounding the pawn shops is attributed to the Naval Submarine Base Kings Bay. Most police agencies routinely and diligently review area pawn shop activity and transactions for evidence of criminal activity. The SMPD CID estimates that approximately 900 pawn transactions occur per week in the St. Marys area, a number far exceeding the capability of the SMPD’s resources to efficiently monitor.

CID personnel generally process their own crime scenes and are assisted by an SMPD civilian technician, based on availability. The Georgia Bureau of Investigation, or GBI, is generally requested to assist in processing larger or more complex crime scenes.

CID appears to be making every effort to allocate resources along proper lines of priority. Recordkeeping is complete and readily accessible. Data being collected, mostly by manual queries, is helpful to the mission of the unit. An ‘End of Year Report’ for the CID, detailing the activities of the unit, was both well done and useful.

While the need to staff the patrol function is essential, there must remain a simultaneous capability to conduct criminal investigations. The recent transfer of a sergeant out of CID back to the patrol division will only cause further distress to CID’s capability. Over time, the failure to maintain an investigative capability commensurate to the workload will reduce the number of arrests made by the CID, oftentimes involving suspects who commit multiple offenses. This will have a trickle-down effect on the patrol division by increasing the workload as offenders remain at large to commit crime. The CID should not normally be viewed as a “bullpen” of sorts for the patrol division. The CID is an integral function of a municipal police agency. The CID has seen previous reductions in staffing that has marginalized its investigative capability; further reductions here are not recommended.

Also, the CID lacks a dedicated narcotics investigator in the department. This appears to be a critical missing component of an otherwise well-managed investigative function. The Camden County Sheriff’s Office staffs a Narcotics Team that investigates drug cases within the county. Having an SMPD investigator on this team would be a valuable addition to the agency. The department understands the importance of this position and has made the determination to participate in this task force when personnel resources provide the opportunity to do so. ICMA supports this decision and believes participation in the drug task force essential.



## Records Management System (RMS) Issues

The limitations of the records management system, or RMS, were discussed extensively. The current arrangement in St. Marys is somewhat unusual. In most agencies the computer-aided dispatch, or CAD, and the RMS system are coupled to each other as part of a similar software suite. In fact, most agencies routinely refer to “CAD/RMS” as if the two were one because of the efficiencies gained by having the built-in ability to communicate between the two. This leads to a higher degree of quality control and a more robust reporting and analytic function.

SMPD maintains a separate RMS, from a separate vendor, than the CAD system maintained by the agency that handles all of SMPD’s voice, dispatch and data communications, which is the Camden County Sheriff’s Office. This arrangement leads to the maintenance of two separate and distinct systems where data needed or desired by one agency cannot be made readily available to the other. As a result, SMPD is left to make due with an RMS system that appears by any measure to be outdated, underpowered, and cumbersome to use.

Some of the issues with the SMPD RMS system include an inability to register informants in a secure manner and a very cumbersome process by which field intelligence reports, or “FIs,” are entered. System queries are generally limited; for instance, a query can be made for “drugs” but not a specific drug. The case management function is weak, with no real way to “flag” cases for follow-up or supervisory attention. There is an ability to review an individual officer’s cases, but one must simultaneously look at case dates for relevancy to a current review. Other issues identified included a case ‘dropdown’ box that doesn’t work and problems associated with the system classifying crimes by “first entered” rather than “most serious.” Similarly, investigations associated with sensitive or confidential information, such as informant development or narcotics case development, are generally placed on flash drives or external hard drives due to the lack of user security or sensitive case security on the existing RMS system. While personnel assigned to CID are to be commended for their ingenuity in identifying “workarounds” to a dated RMS system, placing sensitive data on external sources, such as flash drives, presents another layer of security challenges to be contended with should the drive become misplaced, corrupted, or damaged. The CAD/RMS system in use by the CCSO is a modern, far more capable system than that used by SMPD. The CCSO system is provided by a reputable vendor with a longstanding service history in the law enforcement field. SMPD should abandon any effort to maintain or build a new RMS system of its own and should partner with CCSO on its existing RMS system.

## Recommendations:

- Restore at least one additional investigator to the CID.
- Continue with plans to partner with the CCSO on narcotics initiatives by assigning an officer to work with CCSO Narcotics.
- The use of a solvability factors form should be implemented for routine use by patrol officers.
- The SMPD should continue with plans to partner with the CCSO to use the CCSO RMS system and establish a dialogue to ensure SMPD can extract the data it needs in a format most useful to SMPD.

## Evidence and Property

The property and evidence function, under the supervision of the CID commander, is administered by a civilian technician who works Monday through Friday, 6:00 a.m. to 3:00 p.m. Inspection of the evidence and property storage areas revealed an orderly and well-maintained environment with the exception of ongoing issues, discussed later, posed by a defective cooling unit.

Property and evidence management is accomplished using 'Eagle Advantage' software, the limitations of which were apparent upon review. CCSO does not use Eagle Advantage. The recurring theme of disparate software platforms will be reviewed in a separate part of this report.

Evidence and property intake generally begins, as in most police agencies, with manual written entries by police officers on standardized property and evidence forms. Difficulty is sometimes encountered when this essential paperwork is not completed in accordance with policy. While this in no way suggests evidence and property is compromised as a result, it can result in extra work to validate accuracy. The need for absolute accuracy and thoroughness as relates to this paperwork, though seemingly mundane, is essential. The SMPD needs to strengthen accountability for initial paperwork relating to property and evidence intake.

Once paperwork is received, each article of property or evidence, even multiple articles related to the same incident, must be individually entered in the software. The lack of a modern feature that automatically populates repeated fields relating to the same incident only increases the likelihood of a data entry error. All evidence and property is manually labeled; there is no bar-coding, IR, or similar tracking capability. Internal movement of property and evidence is done electronically through Eagle. Evidence or property leaving the police facility is tracked via paper forms.

The civilian technician assigned to the unit is trained to perform some crime scene processing. A vehicle is usually designated for this purpose; however, the inability to house the vehicle indoors when not in use essentially leaves this vehicle as a mode of transportation only, as crime scene equipment affected by heat and humidity, such as powders, lifting tape, and cameras, cannot be routinely left in the vehicle. There is an unusually small overhead door and bay located near the evidence and storage area; this area may be able to accommodate a small vehicle capable of housing some fundamental crime scene equipment in a "ready-to-go," climate-controlled environment.

This same technician also conducts in-house testing of suspected marijuana according to an established policy. Testing is done within a secure evidence area.

Evidence lockers are secured inside a room adjacent to the technician's office. Access to the evidence locker area is gained via electronic card access available to all sworn personnel. The evidence lockers themselves are standard storage type lockers of assorted sizes secured via padlock. Understanding the expense involved, efforts should be made to allow for the procurement of proper evidence lockers so as to limit or eliminate the need for an officer to enter the secure area to deposit property or evidence.

Finally, it was noted that certain areas of evidence storage had been compromised by a faulty cooling unit depositing water into the room and onto the evidence. Tarps were observed



strategically mounted to capture the water and direct it into a large pail. SMPD personnel advised that this is a recurring problem and that they have begun using water resistant containers to keep evidence dry. This situation needs to be corrected immediately and permanently. Items inventoried and contained within this room are in the legal care and custody of the SMPD and should not be subjected to damage or spoilage, either of which could not only devalue the worth of the item as evidence but also reflect poorly on the agency. Additionally, unnecessary maintenance traffic into what should normally be a secure area is to be avoided.

### Recommendations:

- Increase accountability on property and evidence intake paperwork.
- Install more suitable evidence lockers, and immediately and permanent fixed the defective cooling unit in the evidence storage area.

## Administrative Division

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The Administrative Division of the SMPD is commanded by a lieutenant and it has primary responsibility for information technology; RMS; LEMS; purchasing, including related product research; training; in-car camera management and audits for quality control; open records requests; records; radio system maintenance; department certification; SRT; armory; grants; and backgrounds on new hires. This division obviously shoulders much responsibility, and given the current strained levels of staffing, much of this work falls to the division commander.

The administration of critical training records has seen much improvement in recent years. Up to 2011, all training records were submitted in “pen and ink” to Georgia’s Peace Officer Standards and Training Council (P.O.S.T.). Since 2011, all training and training attendance records have been maintained online. Similarly, the P.O.S.T.-approved Georgia Public Safety Training Center provides online training that can be utilized to fulfill the state’s mandated minimum of twenty hours of training annually. SMPD officers generally exceed this twenty hour minimum. The outdoor shooting range utilized by SMPD and located in St. Marys is open generally from 7:00 a.m. to 9:00 p.m.; the range is also used by Kingsland PD, the United States Coast Guard, the United States Navy, and the United States Marine Corps. Recent residential development around the area of the range has caused a heightened sensitivity to the frequency of use and hours of operation maintained by the range.

Examination of the records storage room revealed a clean, well-organized file system with records neatly boxed, labeled, and arranged on shelves. Nearly all reports are generated in electronic format and transmitted electronically to a supervisor for printing. The supervisor will either approve the signature in ink or return it to the officer for remediation. Once approved, the supervisor will route the report to CID, etc. Officers can, however, give CID a ‘heads up’ on a report that may require more immediate attention. A civilian employee is assigned as the terminal agency coordinator, or TAC, and bears responsibility for quality control of UCR reporting to the Georgia Crime Information Center (GCIC).

Once again, issues with the current RMS were raised. The system was generally deemed deficient and described as “doing what it was designed to do, but only in a primitive manner not useful today.” The RMS system was also described as tedious to use, with many steps required to get even rudimentary information.

Both the SMPD and CCSO operate on the VHF radio band, albeit on different frequencies. SMPD has met the federal mandate for narrow banding of radio frequencies but still maintains analog radios. Every SMPD officer is issued a portable radio; this is a sound practice that should be maintained. All SMPD radios have been programmed with CCSO channels, though, allowing for SMPD to have direct radio contact with CCSO. Additionally, a bank of NIMS-compliant channels have been programmed into the SMPD radio system, another prudent move. Some issues remain with radio coverage, however. There is a radio tower and receiver located at SMPD (on a 125-foot tower), a receiver on a 100-foot tower at the former police station on Osborne Rd., and a receiver on a 150-foot tower at County Road 78 and the GA 40 Spur. A 150-foot tower/receiver formerly located at the KOA campground is currently not operational; moving this tower to Fire Station 10 is being explored. SMPD should consider moving to digital capable radios as equipment is replaced.

SMPD formerly maintained Georgia State Certification, having achieved initial certification in 2003 and recertification in 2006. Maintaining certification is a public statement that a police agency has subjected itself to a rigorous review of policies and practices by persons outside of the agency and which if successfully completed results in an award of “certification.” An agency’s lack of certification cannot be viewed as a professional failure, however, as maintaining certification is a labor-intensive process requiring a significant amount of staff hours to accomplish. SMPD has allowed its certification to lapse. This lapse is not only understandable, given the significant reduction in staff levels over the past few years, but also demonstrates that the SMPD has properly aligned its reduced resources toward maintaining professional police services to meet community expectations.

Grants received through the efforts of this division have included a technology grant in the amount of \$10,000 and which was used for mobile data terminal improvements, and a shared grant in the amount of \$40,000, which was put into the K9 program.

SMPD maintains a small tactical unit of six officers, although the unit is authorized at eight officers. This area represents an opportunity to consolidate resources with Kingsland PD and the CCSO to create a combined tactical team for the entire county.

The department maintains a voluminous, comprehensive policy and procedure manual. The manual is unusually large, given the size of the agency. Efforts should be undertaken to condense and streamline the manual into a more manageable size. While the current manual is impressive, its size is such that properly maintaining it represents an arduous and time-consuming task.

The department has a take-home vehicle policy for its officers, provided the officer resides within Camden County. Officers residing outside of Camden County may leave their department vehicle at an “approved facility.” Off-duty use of the vehicle is restricted to authorized SMPD business, such as transportation to and from training. Maintenance for SMPD vehicles is performed by the Department of Public Works in a facility adjacent to SMPD headquarters. The formal vehicle service reports are maintained by the Department of Public Works and fuel and mileage reports can be obtained by the department upon request. Maintenance of the police facility, with the exception of custodial services, is handled by DPW. Custodial services are contracted.

## Discipline

Throughout ICMA’s visit to the SMPD, there were no issues identified, either verbally or as evidenced in documents provided, that should raise concerns pertaining to either discipline generally or the administration of same. Incidents involving punitive discipline were not of such frequency as to require further analysis and appear within normal limits.

Chief Hatch carefully records instances of discipline and documents provided detail on eight instances of discipline in 2012. Two separate complaints against one officer resulted in the officer’s resignation; three resulted in exonerations; and three resulted in counseling/reprimand/training. There were no reported instances of “policy failure,” a category defined in the Department Policy and Procedure Manual. The lack of incidents of this type would illustrate that policies and

procedures, except as noted in the report, are routinely followed and reflective of best practices in the field.

## Training

Training is provided at a minimum at the required level set by the Georgia Peace Officer Standards and Training Council; in most instances, SMPD officers receive training in specialized areas above the required minimum or above any mandate to provide the same. This should not be targeted as an area for potential “cost savings” as any substantive, job-related training received can be deemed a legitimate liability avoidance mechanism, particularly as it pertains to those tasks that pose high risk but are done with low frequency.

The lieutenant assigned to training should be assisted by others; we identified this area as one that has the potential to “push work down” to sergeants who possess expertise in certain areas. The lieutenant currently assigned to Administration, which includes training, has a multitude of responsibilities that can leave him spread fairly thin, thereby forfeiting opportunity for professional growth beyond the administration of assigned tasks.

## Promotion

There was nothing offered or documented to suggest any irregularity or dissatisfaction with current promotional practices.

## Facility

The current SMPD facility is generally well-maintained with the exception of the problems associated with the evidence/property room, where a faulty cooling unit has caused some ongoing water issues. This is noted in the report and needs to be addressed immediately.

The facility is very clean, with files well-organized and easily retrieved. Security appears sufficient except as noted in the evidence/property areas. Consideration of a useful vehicle storage bay ought to be considered. As noted earlier in the report, this could be accomplished with modifications to the small bay presently in place at the rear of the facility. The fitness room, if enlarged and better equipped, represents an opportunity for improvement that could provide additional benefits to morale while at the same time promoting a fit workforce and reducing exposure to injury or heart and hypertension issues.

The shared space arrangement with the United States Coast Guard, while unique, does not appear to negatively affect the operations of the SMPD. The space currently allocated to the SMPD appears adequate, but over time, a professional space needs assessment ought to be done to identify ways that existing space could be better utilized. Two areas that can be offered as examples are the existing lobby and the space currently used as Chief Hatch’s office (Chief Hatch immediately commented to us on the oddly large size of his office). Both areas are inordinately large and space

within these areas could be recaptured, reconfigured, or partially or wholly repurposed to meet future needs. The size of the lobby can present a security issue should a high profile arrest or an incident raising tension against the police occur and the lobby becomes flooded with persons; this would pose either a security threat to the facility or could disrupt the operations of the SMPD.

## I.T.

There was fairly extensive commentary regarding current SMPD I.T. capability contained within the report; most of it pertains to the shortcomings of the existing CAD/RMS configuration. Also noted was the creative ways various units, particularly the CID, find “workarounds” to current system shortcomings by using flash drives and the like to store data that cannot be secured on the existing infrastructure. As noted in the report, while the CID personnel are to be commended for their resourcefulness, permanent solutions reflecting industry standards need to be acquired and implemented. Mobile data terminals (MDTs) should be placed into all marked cruisers to increase efficiency and reduce downtime from field deployment now needed for officers to return to headquarters to complete required paperwork, etc.

## Recommendations:

- Some of the responsibilities assigned to the Administrative Division can and should be “pushed down” to sergeants. Some of the tasks that could be assigned, even partially, to others include responsibility for the radio system, in-car cameras, armory, and background investigations of new hires.
- As was mentioned under ‘Recommendations’ for the CID, SMPD should continue to pursue a partnering with the CCSO to use the CCSO’s RMS system, and work collaboratively with the CCSO to ensure that SMPD receives the specific data it needs from RMS.
- SMPD should require that all new radio equipment purchased in the future be digital capable.

# Performance Measurement

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## Measuring Outcomes

The SMPD employs a comprehensive system to track officer productivity on patrol. Each month the department compiles a “Productivity Summary” that measures the number of traffic stops, citations and warnings issued, reports prepared, self-initiated calls, security checks, response time, miles driven, days worked, and training days. This statistical summary is used to compare patrol squads and individual officers against each other. The chief and the command staff then use this information to evaluate the performance of each squad and officer on a monthly basis.

This process of managing performance of officers on patrol is exceptional and the SMPD is commended for developing and implementing the process. Police departments across the country gather and evaluate data, and struggle on how to incorporate the data into managing performance. Looking at the process in the context of workload, it can be seen that the efforts here translate into an impressive amount of self-initiated activity. The information presented in the Patrol Operations section of the SMPD analysis shows a very high level of police-initiated workload, which accounts for most of the workload of the patrol function. This high level of police-initiated workload is undoubtedly a direct result of the measurement process. The focus here is on productivity. Police activities are quantified, tracked, and evaluated. The product is an engaged and proactive patrol force performing a large amount of self-initiated activities and contributing to public safety in the community.

Many anecdotal reports were given that this process reduces police work to a data-driven enterprise. On several occasions officers indicated that there was too much emphasis on enforcement (tickets, arrests, etc.), and not enough on the nonquantitative aspects of police work, namely community relations and customer service. Officers also feel pressured into focusing too much on the numbers and perceive their time on patrol is overly scrutinized. Undoubtedly, police work is a balance of enforcement and community service and an approach that focuses on one over the other is not recommended. Also, the process in place looks at quantity of activities and it should also account for the quality, times, and locations of these activities.

The key missing step in the performance measurement system in the SMPD is the linkage between the activities performed by the officers and the outcome of these efforts. In other words, if the focus is on traffic stops, tickets, and warnings, are these activities resulting in any greater traffic safety? If the officers issue more tickets, does this produce safer roads? It would be better for the SMPD to issue the “right tickets” (the ones that contribute to traffic safety) as opposed to simply more tickets. The “right tickets” are issued when they are driven by the proper intelligence on who is contributing to dangerous roads and when and where. In the SMPD process the focus is on output (stops, tickets, arrests, etc.) and it should be on outcome (traffic safety, crime reduction, improved customer service, etc.). The current system would benefit greatly by incorporating this information into the monthly performance meetings. The architecture of a robust performance management system is in place, but the appropriate linkage between outputs and outcomes need to be established. This would likely change the discussion from “how many tickets did officer X issue” to a discussion about “how much did traffic safety improve since the last meeting.”

Fortunately, the framework is in place and it simply needs to be expanded upon to achieve the appropriate results. The SMPD would benefit from added personnel resources in this area to coordinate an outcome-based performance management system with a focus on strategic planning, intelligence, crime analysis, and data-collection and processing.

## Community Services

Another area of improvement opportunity exists in the area of community services. The demographics of St. Marys are such that there is a strong need for building capacity in this area. With the growth in population and the changing demographics of the community, the need to establish community-police partnerships is critical. Enlisting residents in the fight against crime and the self-creation of public safety is vitally important.

Currently, the SMPD is structured to react to crime. Patrol officers respond to calls for service and reports of crime. Detectives investigate reports of past crime. One of the important performance measures used to evaluate the effectiveness of a police department is the extent to which it assists the community in its own self-protection. Commonly referred to as “crime prevention,” modern police departments engage in numerous programs designed to help the community protect itself against crime. General (towards the entire community) and specific (towards at-risk people or places) crime prevention must be developed to a greater extent and implemented in St. Marys. Below is a brief list of various programs in these areas that must be explored by the department:

- Gang Resistance Education and Training (GREAT)
- Drug Abuse Resistance Education
- VIN etching
- Personal property identification programs
- Residential and commercial burglary security survey
- Personal protection classes.

The above is not meant to be a comprehensive list of programs, but a sample of what other communities are offering to reduce crime and improve safety. It is understood that the SMPD offers many of these programs, but staffing limitations and other demands for service make robust delivery of these programs challenging.

Additionally, having an officer specifically designated to interact with the organized community will permit a better understanding of the crime and quality-of-life conditions important to the community. Armed with this knowledge, officers can work as a team to combat community problems in an ongoing and long-term basis. This approach contemplates a proactive approach to complement the enforcement activities of the patrol force. It is recommended, therefore, that consideration be given to staffing a position within the department responsible to engage the organized community to increase self-protection and crime prevention, and perform proactive enforcement directed at community concerns.



In 2009, the City Marshal position was added to the police department. The City Marshal was a police officer tasked with enforcing the codes and ordinances of the city of St. Marys. Some of the duties of the City Marshal included responding to issues relating to permitting, sign usage, noise and nuisance complaints, illegal dumping, property disputes, alcohol sales and consumption issues, case preparation and court testimony, and other issues related to city ordinances. Additionally, as a police officer, the City Marshal was able to assist the department in ongoing incidents as they occurred. This was excellent use of resources and a valuable tool for the SMPD to address quality-of-life issues. This position was eliminated, but strong consideration should be given to reinstituting the City Marshal. Instead of having a narrow focus on code violation, the duties and responsibilities should be broadened to include crime prevention, community problem solving, and planning. In this fashion, code violation becomes one weapon in a larger arsenal of police community partnerships.

### Recommendation:

- The SMPD should assign one sworn officer to the position of community services officer to coordinate outcome-based strategic planning for the SMPD and crime prevention programs for the organized community.



## Summary

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The SMPD is a high performing organization. Officers provide great value to the community in the form of public safety. They appear highly motivated and committed to the community, and towards providing services tailored to the community's needs. The department is organized appropriately, but could use additional staff in investigative and support functions. The department could also benefit from implementing technology on patrol and in support areas to improve efficiency. Due to a very high level of turnover, it is recommended that salaries be examined to make the SMPD competitive with other departments in the area. The performance management process in the SMPD is exemplary and should be expanded to include outcome measures to the greatest extent possible. Table 6 shows the organizational alignment that ICMA recommends as appropriate of the SMPD and which will meet the policing needs of the St. Marys community.

**TABLE 6: Proposed Organizational Chart–SMPD**

	Chief	Lt.	Sgt.	Cpl.	PO	Sworn	Civilian
<b>Executive</b>	1				1	2	1
<b>Administration</b>		1				1	1.5
<b>Investigations</b>		1				1	
General Investigations			1		3	4	
Drug Task Force					1	1	
Property and Evidence							1
<b>Patrol</b>		1				1	
A Shift			1	1	3	5	
B Shift			1	1	3	5	
C Shift			1	1	3	5	
D Shift			1	1	3	5	
K9			1		1	2	
SRO					1	1	
<b>Total</b>	1	3	6	4	19	33	3.5

## Data Analysis

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This is the data analysis report on police patrol operations for St. Marys, Georgia, which was conducted by the ICMA Center for Public Safety Management. This report focuses its analysis on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this report was developed directly from the data collected by the Camden County Sheriff's Office Communications Center.

The majority of the first section of the report, concluding with Table D8, uses call and activity data for the entire year, from March 1, 2012, to February 28, 2013. For the detailed workload analysis and the response-time analysis, we use two four-week sample periods. The first period is August 2012 (August 1 to August 28), or summer, and the second period is February 2013 (February 1 to February 28), or winter.

## Workload Analysis

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

1. We first process the data to improve its accuracy. For example, we remove duplicate units recorded on a single event. In addition, we remove records that do not indicate an actual activity. We also remove incomplete data. This includes situations where there is not enough time information to evaluate the record.
2. At this point, we have a series of records that we call "events." We identify these events in three ways.
  - We distinguish between patrol and nonpatrol units.
  - We assign a category to each event based upon its description.
  - We indicate whether the call is "zero time on scene," "police initiated," or "other initiated."
3. Then, we remove all records that do not involve a patrol unit to get a total number of patrol-related **events**.
4. 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 and out-of-service activities.

In this way, we first identify a total number of records, and then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered a number of issues when analyzing the dispatch data. We made assumptions and decisions to address these issues.

- A moderate number (11 percent or approximately 3,900) of events involving patrol units showed less than thirty seconds of time spent on scene. We call this zero time on scene. We assumed zero time on scene to account for a significant portion of calls canceled on route.
- The computer-aided dispatch system used approximately 111 different event descriptions, which we reduced to fifteen categories for our tables and ten categories for our figures, (shown on the following page).

In the period from March 1, 2012, to February 28, 2013, there were approximately 37,500 events recorded by the communications center and which were associated with the St. Marys Police Department. Of those events, approximately 37,400 involved a dispatched police officer. Of that total, about 36,400 calls included an adequate record of a patrol unit as either the primary or secondary unit. The subsequent analysis focuses on these 36,400 calls.

In the period from March 1, 2012, to February 28, 2013, the police department reported an average of 100 events per day. As mentioned, approximately 11 percent of these events (an average of 11 per day) had less than 30 seconds spent on the call.

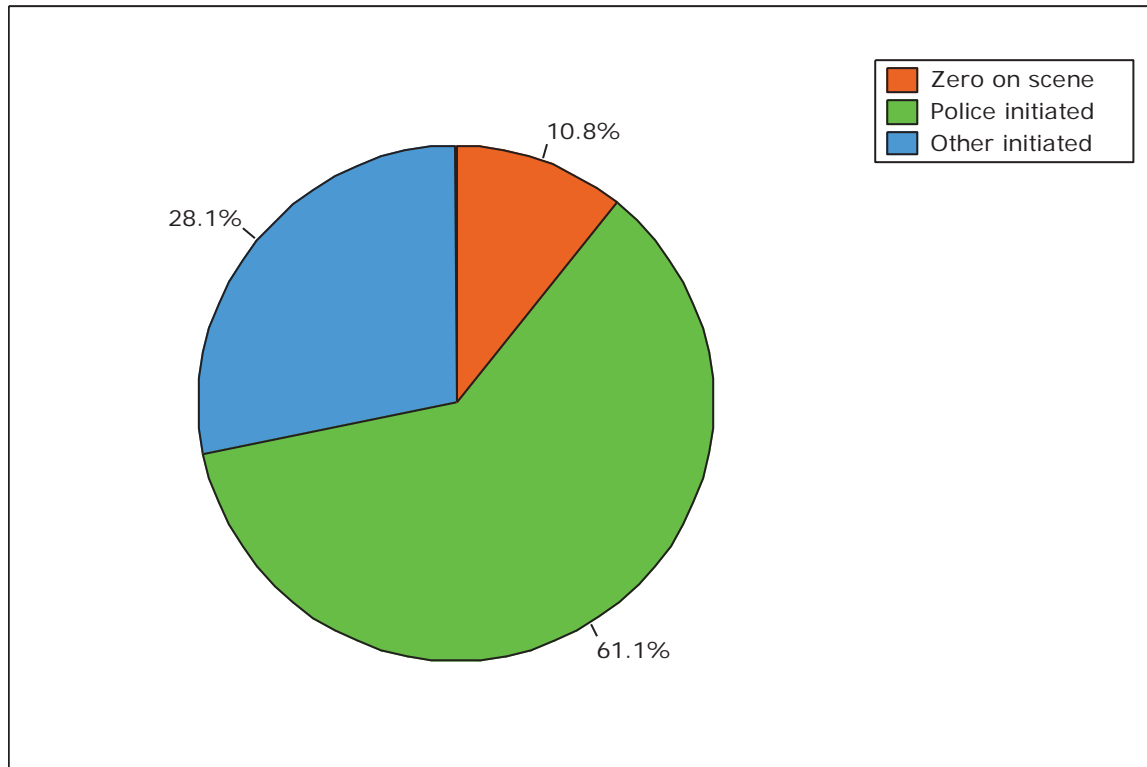
In the following pages we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work-hours per day.

We routinely used thirteen call categories for tables and nine categories for graphs, as shown in the chart.

**Chart 1: Call Categories**

<b>Table Categories</b>	<b>Figure Categories</b>
Assist other agency	Assist other agency
Crime—persons	Crime
Crime—property	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal calls	General noncriminal
Miscellaneous	
Alarm	Investigations
Check/investigation	
Juvenile	Juvenile
Medical	Medical
Accidents	Traffic
Traffic enforcement	

**FIGURE D1: Percentage Events per Day, by Initiator**



**Note:** Percentages are based on a total of 36,374 events.

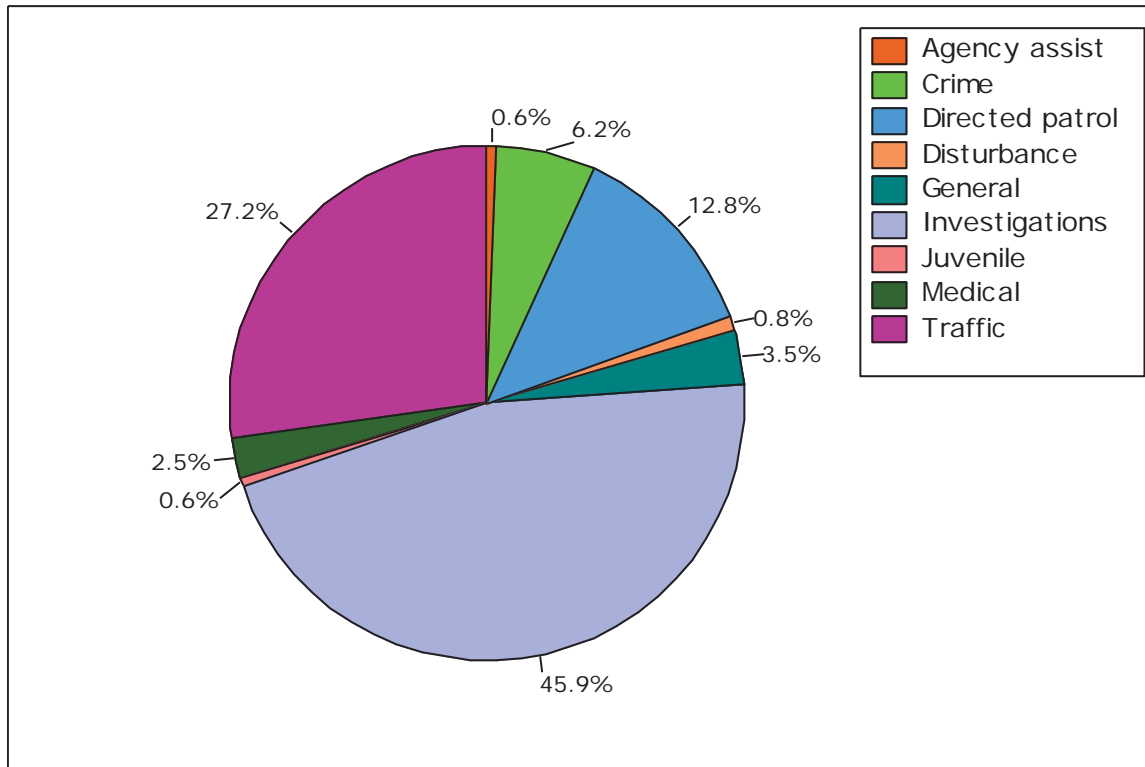
**TABLE D1: Events per Day, by Initiator**

Initiator	Total Events	Events per Day
Zero on scene	3,926	10.8
Police initiated	22,213	60.9
Other initiated	10,235	28.0
<b>Total</b>	<b>36,374</b>	<b>99.7</b>

**Observations:**

- 11 percent of the events had zero time on scene.
- 61 percent of all events were police initiated.
- 28 percent of all events were other initiated.
- There was an average of 100 events per day, or 4.2 per hour.

**FIGURE D2: Percentage Events per Day, by Category**



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

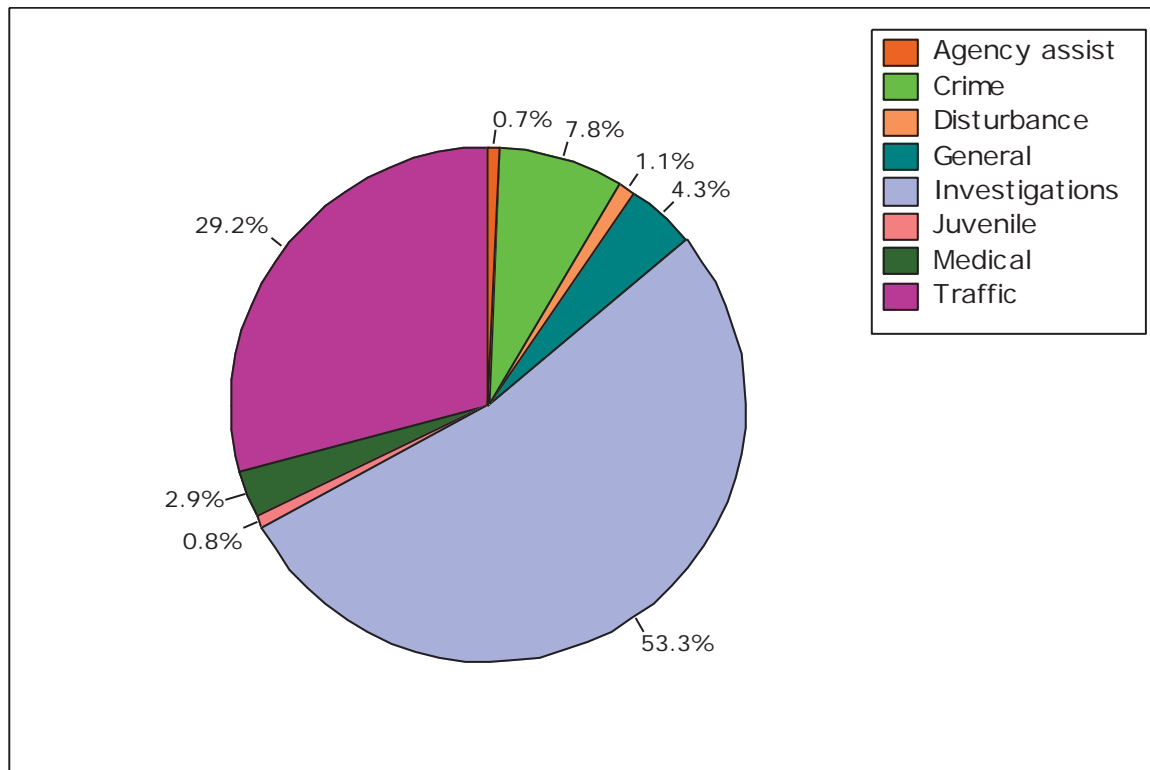
**TABLE D2: Events per Day, by Category**

Category	Total Events	Events per Day
Accidents	625	1.7
Alarm	1,231	3.4
Animal calls	312	0.9
Assist other agency	202	0.6
Check/investigation	15,460	42.4
Crime—persons	1,646	4.5
Crime—property	613	1.7
Directed patrol	4,659	12.8
Disturbance	306	0.8
Juvenile	218	0.6
Medical	904	2.5
Miscellaneous	943	2.6
Traffic enforcement	9,255	25.4
<b>Total</b>	<b>36,374</b>	<b>99.7</b>

**Observations:**

- The top three categories (investigations, traffic, and directed patrol events) accounted for 86 percent of events.
- 46 percent of events were investigations (alarm and check/investigations).
- 27 percent of events were traffic related.
- 13 percent of events were directed patrol events.
- 6 percent of events were crime related.

**FIGURE D3: Percentage Calls per Day, by Category**



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



**TABLE D3: Calls per Day, by Category**

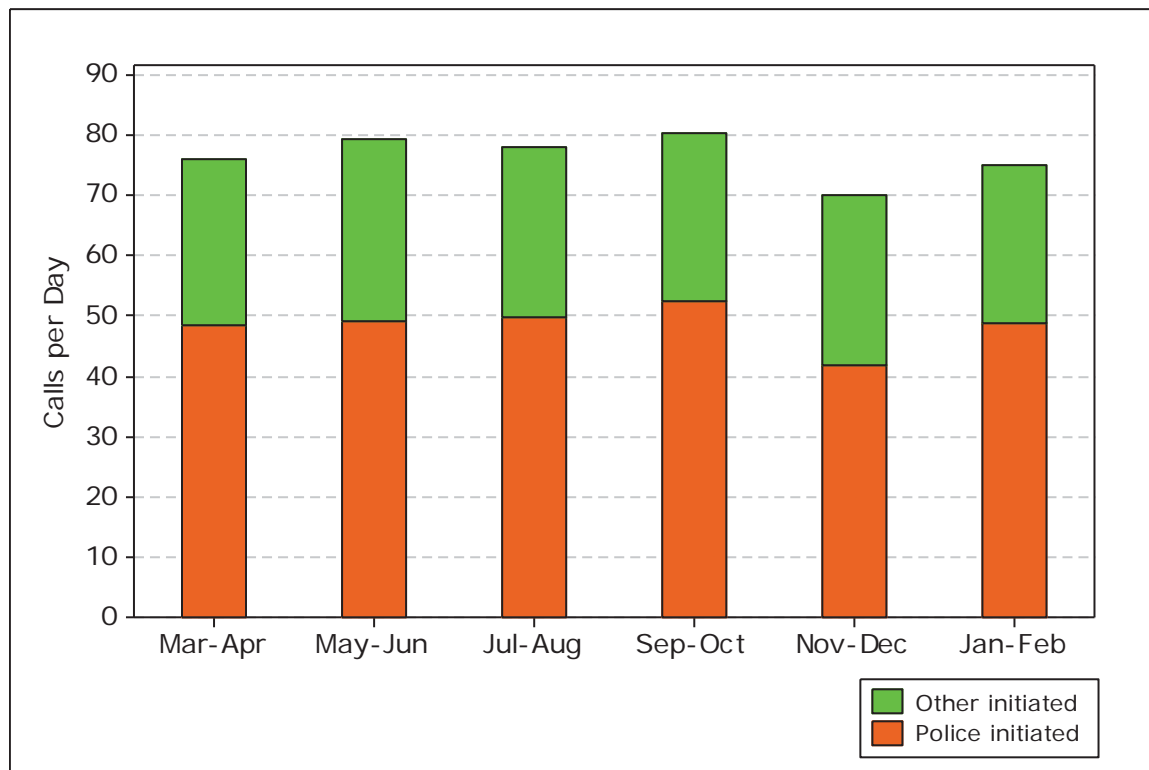
Category	Total Calls	Calls per Day
Accidents	600	1.6
Alarm	1,180	3.2
Animal calls	294	0.8
Assist other agency	190	0.5
Check/investigation	13,704	37.5
Crime—persons	1,612	4.4
Crime—property	581	1.6
Disturbance	298	0.8
Juvenile	214	0.6
Medical	820	2.2
Miscellaneous	894	2.4
Traffic enforcement	7,556	20.7
<b>Total</b>	<b>27,943</b>	<b>76.6</b>

**Note:** The focus here is on recorded calls rather than recorded events. We removed events with zero time on scene and directed-patrol events.

### Observations:

- There was an average of 77 calls per day, or 3.2 per hour.
- The top three categories (investigations, traffic, and crime) accounted for 90 percent of calls.
- 53 percent of calls were investigations.
- 29 percent of calls were traffic related.
- 8 percent of calls were crime related.

**FIGURE D4: Calls per Day, by Initiator and Months**



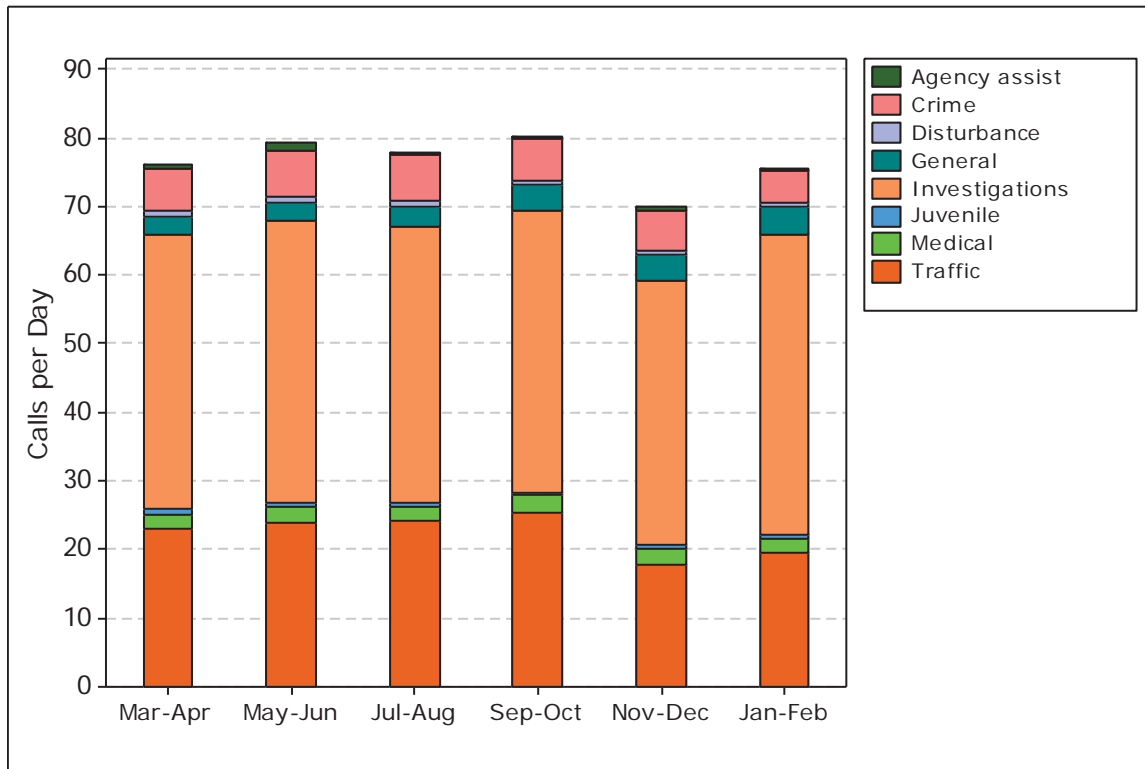
**TABLE D4: Calls per Day, by Initiator and Months**

Initiator	Mar.–Apr.	May–June	July–Aug.	Sept.–Oct.	Nov.–Dec.	Jan.–Feb.
Police initiated	48.6	49.1	49.7	52.5	42.0	49.3
Other initiated	27.5	30.2	28.3	27.8	28.0	26.4
<b>Total</b>	<b>76.1</b>	<b>79.3</b>	<b>78.0</b>	<b>80.3</b>	<b>70.0</b>	<b>75.6</b>

**Observations:**

- The number of calls per day was lowest in November–December.
- The number of calls per day was highest in September–October.
- The months with the most calls had 15 percent more calls than the months with the fewest calls.
- September–October had the most police-initiated calls, with 25 percent more than the period of November–December, which had the fewest.
- May–June had the most other-initiated calls, with 14 percent more than the period January–February, which had the fewest.

**FIGURE D5: Calls per Day, by Category and Months**



**Note:** The figure combines categories in the following table according to the description in Chart 1

**TABLE D5: Calls per Day, by Category and Months**

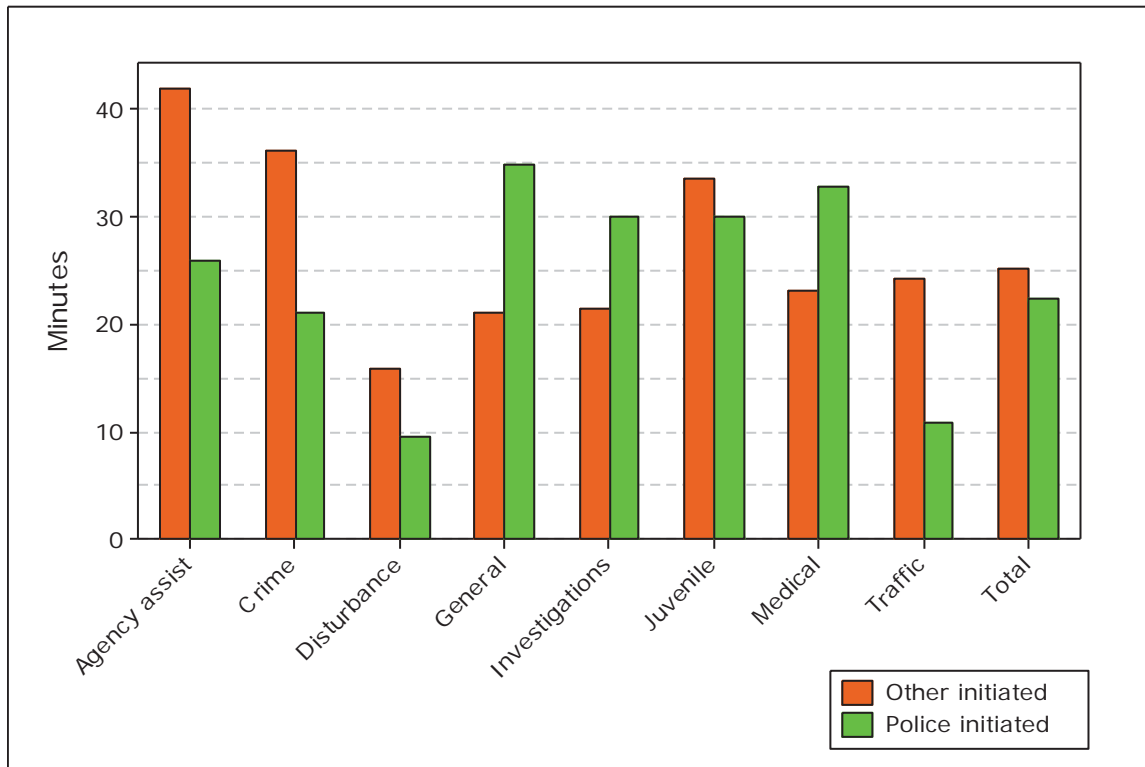
Category	Mar.–Apr.	May–June	July–Aug.	Sept.–Oct.	Nov.–Dec.	Jan.–Feb.
Accidents	1.6	1.4	1.9	1.9	1.6	1.4
Alarm	3.3	3.5	4.0	3.1	2.9	2.5
Animal calls	0.7	0.7	1.0	0.7	0.6	1.0
Assist other agency	0.4	1.0	0.4	0.4	0.5	0.4
Check/investigation	36.8	37.4	36.3	38.0	35.6	41.2
Crime–persons	4.5	4.3	5.0	4.6	4.1	3.8
Crime–property	1.6	2.4	1.7	1.4	1.7	0.8
Disturbance	0.9	0.9	0.9	0.7	0.8	0.7
Juvenile	0.8	0.5	0.7	0.6	0.5	0.5
Medical	2.0	2.5	2.0	2.5	2.4	2.1
Miscellaneous	1.9	2.0	1.8	2.9	3.1	3.0
Traffic enforcement	21.6	22.4	22.2	23.4	16.3	18.2
<b>Total</b>	<b>76.1</b>	<b>79.3</b>	<b>78.0</b>	<b>80.3</b>	<b>70.0</b>	<b>75.6</b>

**Note:** Calculations were limited to calls rather than events.

### Observations:

- The top three categories (investigations, traffic, and crimes) averaged between 89 and 91 percent of total calls throughout the year.
- Investigations averaged between 38.5 and 43.7 calls per day.
- Traffic calls averaged between 17.8 and 25.3 calls per day throughout the year.
- Crime calls averaged between 4.6 and 6.7 calls per day throughout the year and accounted for 6 to 9 percent of total calls.

**FIGURE D6: 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 1.

**TABLE D6: Primary Unit's Average Occupied Times, by Category and Initiator**

Category	Police Initiated		Other Initiated	
	Minutes	Total Calls	Minutes	Total Calls
Accidents	37.1	36	31.5	564
Alarm	6.4	10	13.2	1,170
Animal calls	10.8	44	21.0	250
Assist other agency	25.9	27	41.9	162
Check/investigation	30.1	10,181	24.1	3,522
Crime—persons	30.8	77	35.7	1,534
Crime—property	11.9	81	37.3	500
Disturbance	9.5	11	15.9	287
Juvenile	30.1	23	33.6	191
Medical	32.8	7	23.1	813
Miscellaneous	40.9	178	21.2	714
Traffic enforcement	10.7	7,031	16.3	525
<b>Total</b>	<b>22.3</b>	<b>17,706</b>	<b>25.1</b>	<b>10,232</b>

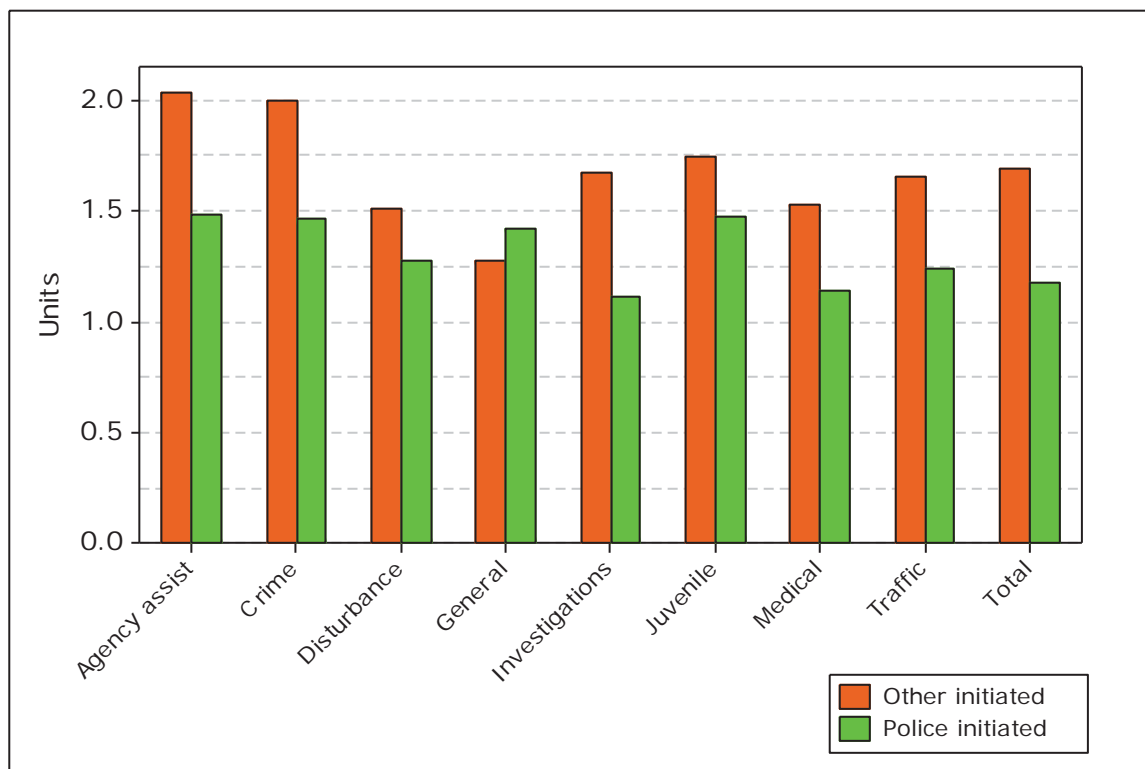
**Notes:** We removed five calls with inaccurate busy times.

The information in Figure D6 and Table D6 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 call was received until the unit becomes available. The times shown are the average occupied times per call for the primary unit, rather than the total occupied time 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 9 to 42 minutes overall.
- The longest average times were for other-initiated agency assist calls.
- The average time spent on crime calls was 21 minutes for police-initiated calls and 36 for other-initiated calls.

**FIGURE D7: Number of Responding Units, by Initiator and Category**

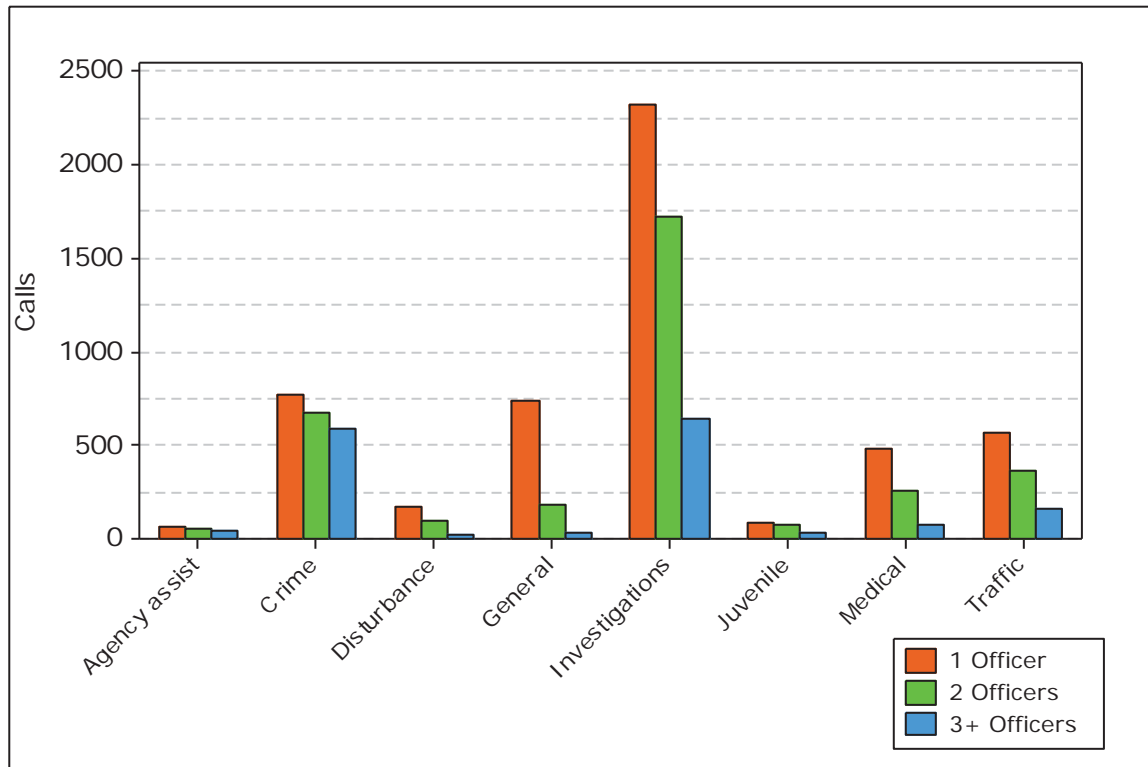


**Note:** The categories in this figure use weighted averages to combine those of the following table according to the description in Chart 1.

**TABLE D7: Number of Responding Units, by Initiator and Category**

Category	Police-Initiated		Other-Initiated	
	Average	Total Calls	Average	Total Calls
Accidents	2.3	36	1.8	564
Alarm	1.2	10	1.7	1,170
Animal calls	1.1	44	1.5	250
Assist other agency	1.5	27	2.0	163
Check/investigation	1.1	10,181	1.7	3,523
Crime—persons	1.8	77	2.1	1,535
Crime—property	1.2	81	1.8	500
Disturbance	1.3	11	1.5	287
Juvenile	1.5	23	1.7	191
Medical	1.1	7	1.5	813
Miscellaneous	1.5	180	1.2	714
Traffic enforcement	1.2	7,031	1.5	525
<b>Total</b>	<b>1.2</b>	<b>17,708</b>	<b>1.7</b>	<b>10,235</b>

**FIGURE D8: Number of Responding Units, by Category, Other-Initiated Calls**



**Note:** The categories in this figure use weighted averages to combine those of the following table according to the description in Chart 1.



**TABLE D8: Number of Responding Units, by Category, Other-Initiated Calls**

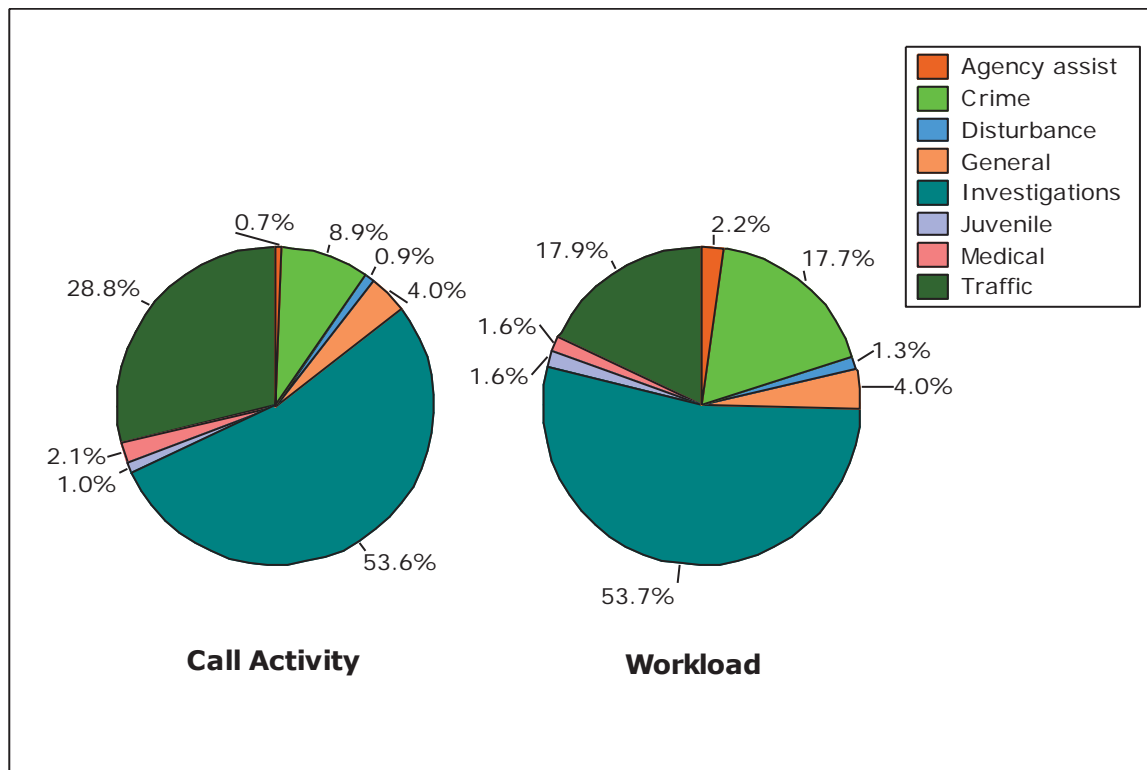
Category	Responding Units		
	One	Two	Three or More
Accidents	251	194	119
Alarm	510	503	157
Animal calls	141	85	24
Assist other agency	60	58	45
Check/investigation	1,812	1,224	487
Crime—persons	549	496	490
Crime—property	222	176	102
Disturbance	170	92	25
Juvenile	86	74	31
Medical	477	258	78
Miscellaneous	600	103	11
Traffic enforcement	317	171	37
<b>Total</b>	<b>5,195</b>	<b>3,434</b>	<b>1,606</b>

**Note:** The information in Table D7 and Figure D7 is limited to calls and excludes events with zero time on scene, as well as out-of-service records. The information in Table D8 and Figure D8 is further limited to other-initiated calls.

### Observations:

- The overall mean number of responding units was 1.2 for police-initiated calls and 1.7 for other-initiated calls.
- The mean number of responding units was as high as 2.0 for agency-assist s and crime calls that were other-initiated.
- 51 percent of other-initiated calls involved one responding unit.
- 34 percent of other-initiated calls involved two responding units.
- 16 percent of other-initiated calls involved three or more units.
- The largest group of calls with three or more responding units involved investigations.

**FIGURE D9: Percentage Calls and Work Hours, by Category, Summer 2012**



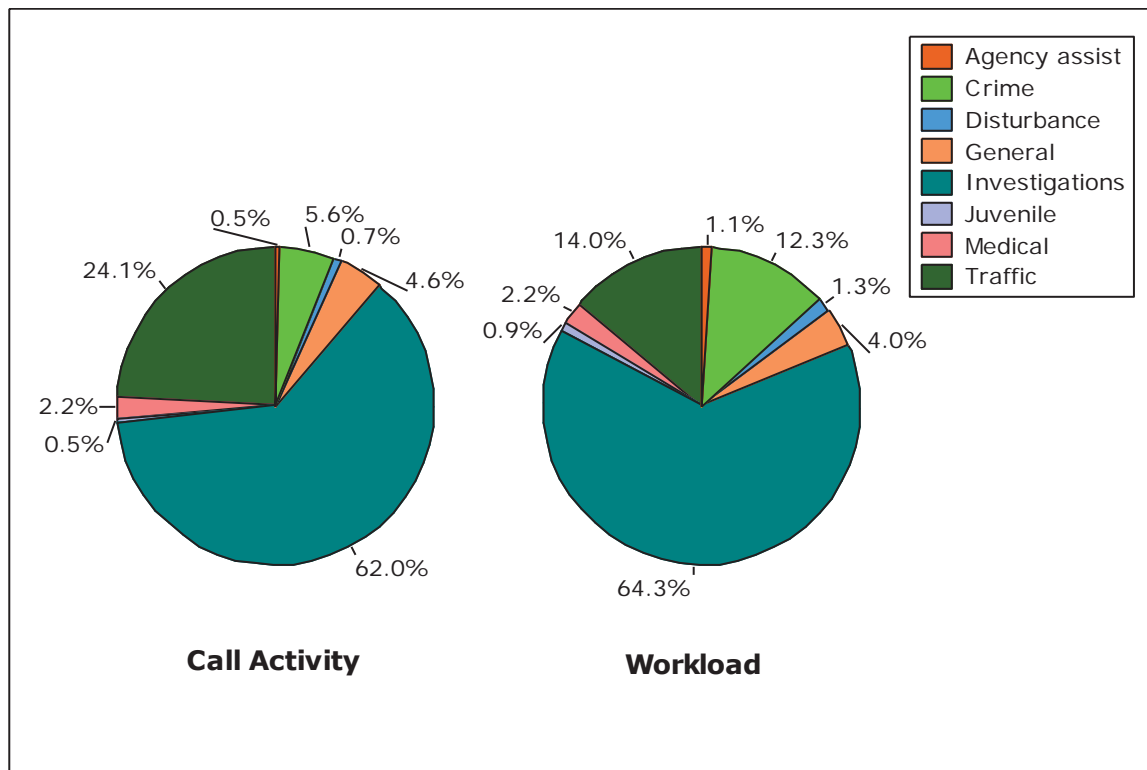
**TABLE D9: Calls and Work Hours per Day, by Category, Summer 2012**

Category	Per Day	
	Calls	Work Hours
Assist Other Agency	0.5	0.9
Crime	6.7	7.1
Disturbance	0.7	0.5
General noncriminal	3.0	1.6
Investigations	40.3	21.4
Juvenile	0.8	0.6
Medical	1.6	0.6
Traffic	21.6	7.1
<b>Total</b>	<b>75.1</b>	<b>39.9</b>

## Observations:

- Total calls averaged 75 per day, or 3.1 per hour.
- Total workload averaged 40 hours per day, meaning that on average 1.7 officers per hour were busy responding to calls.
- Investigations constituted 54 percent of calls and 54 percent of workload.
- Traffic-related calls constituted 29 percent of calls and 18 percent of workload.
- Crimes constituted 9 percent of calls and 18 percent of workload.
- These top three categories constituted 91 percent of calls and 93 percent of workload.

**FIGURE D10: Percentage Calls and Work Hours, by Category, Winter 2013**



**TABLE D10: Calls and Work Hours per Day, by Category, Winter 2013**

Category	Per Day	
	Calls	Work Hours
Assist Other Agency	0.4	0.4
Crime	4.8	5.1
Disturbance	0.6	0.5
General noncriminal	3.9	1.6
Investigations	53.0	26.4
Juvenile	0.5	0.4
Medical	1.9	0.9
Traffic	20.6	5.7
<b>Total</b>	<b>85.5</b>	<b>41.0</b>

**Note:** Workload calculations focused on calls rather than events.

## Observations:

- The average number of calls per day was higher in the winter than in the summer. Similarly the workload was greater in the winter.
- Total calls averaged 86 per day, or 3.6 per hour.
- Total workload averaged 41 hours per day, meaning that on average 1.7 officers per hour were busy responding to calls.
- Investigations constituted 62 percent of calls and 64 percent of workload.
- Traffic-related calls constituted 24 percent of calls and 14 percent of workload.
- Crimes constituted 6 percent of calls and 12 percent of workload.
- These top three categories constituted 92 percent of calls and 91 percent of workload

## Deployment

For this study, we examined deployment information for four weeks in summer (August 2012) and four weeks in winter (February 2013). The police department's main patrol force is scheduled on 12 hour shifts that start at 7:00 a.m. (the day shift) and 7:00 p.m. (the night shift).

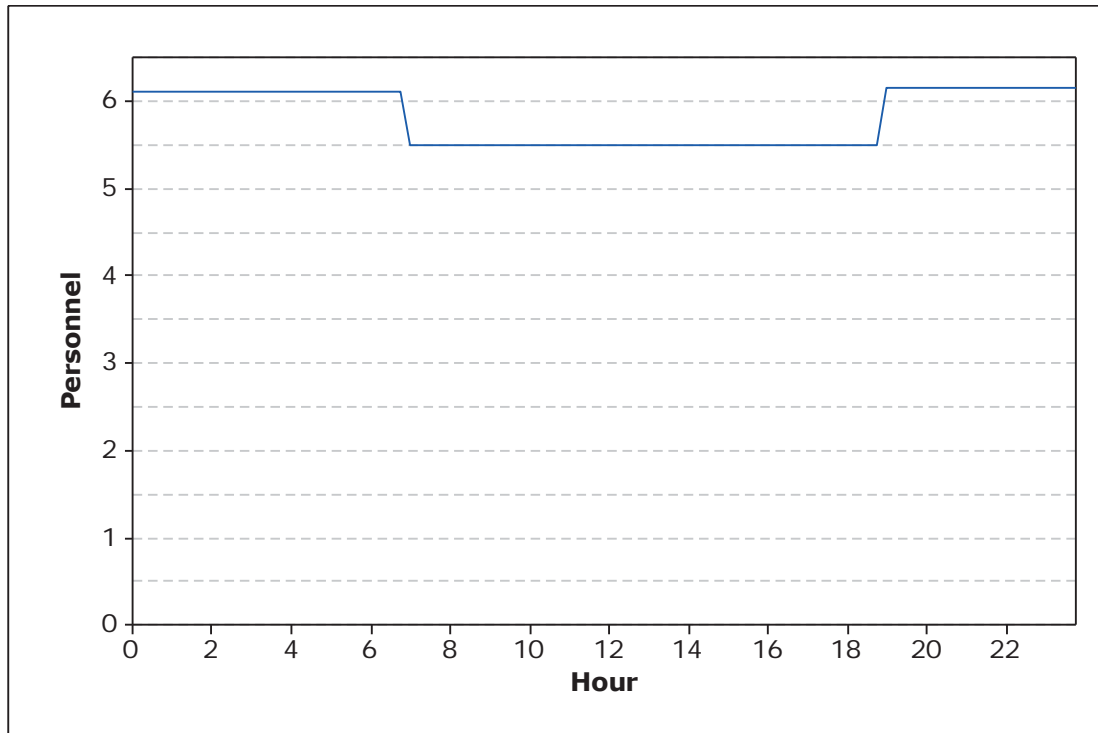
St. Marys Police Department's main patrol force includes patrol officers, corporals, and sergeants. The police department's main patrol force deployed an average of 5.8 officers per hour during the 24-hour day in summer 2012 and 4.5 officers per hour during the 24-hour day in winter 2013. In summer 2012, the patrol force also included three training officers.

In this section, we describe the deployment and workload in distinct steps, distinguishing between summer and winter, and between weekdays and weekends:

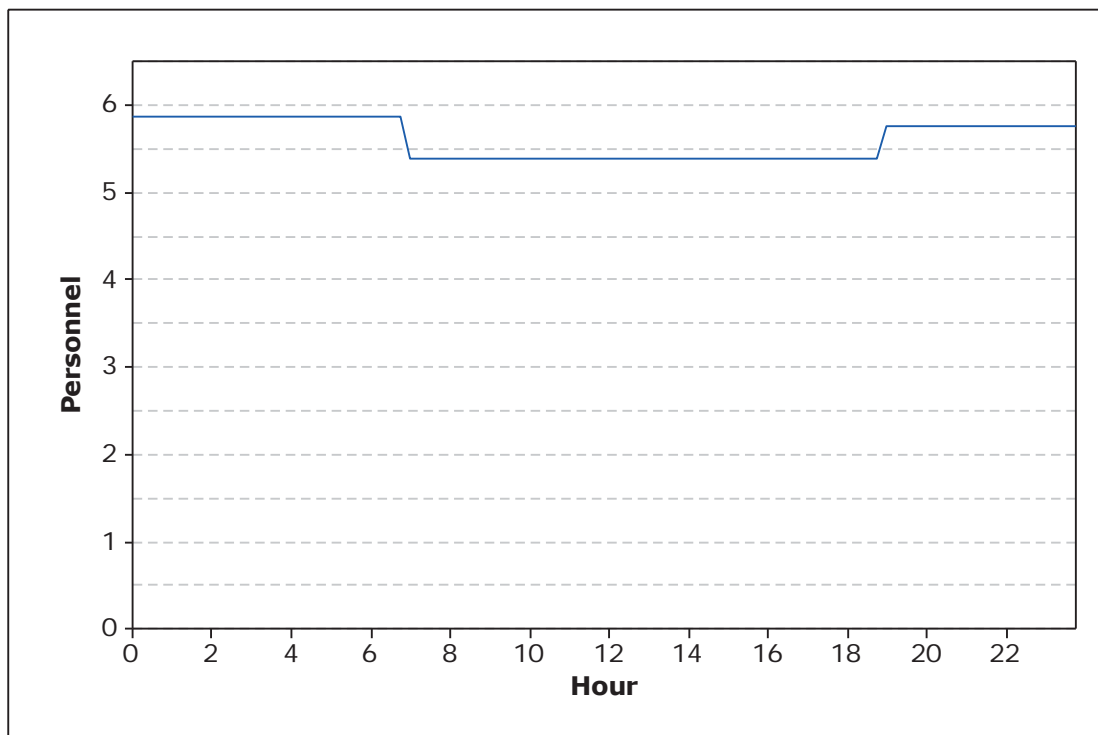
- First, we focus on patrol deployment alone.
- Next, we compare the deployment against workload based upon other-initiated calls for service.
- Finally, we draw a comparison based upon "all" workload, which includes police-initiated calls and directed patrol activities.

Comments follow each set of four figures, with separate discussions for summer and winter.

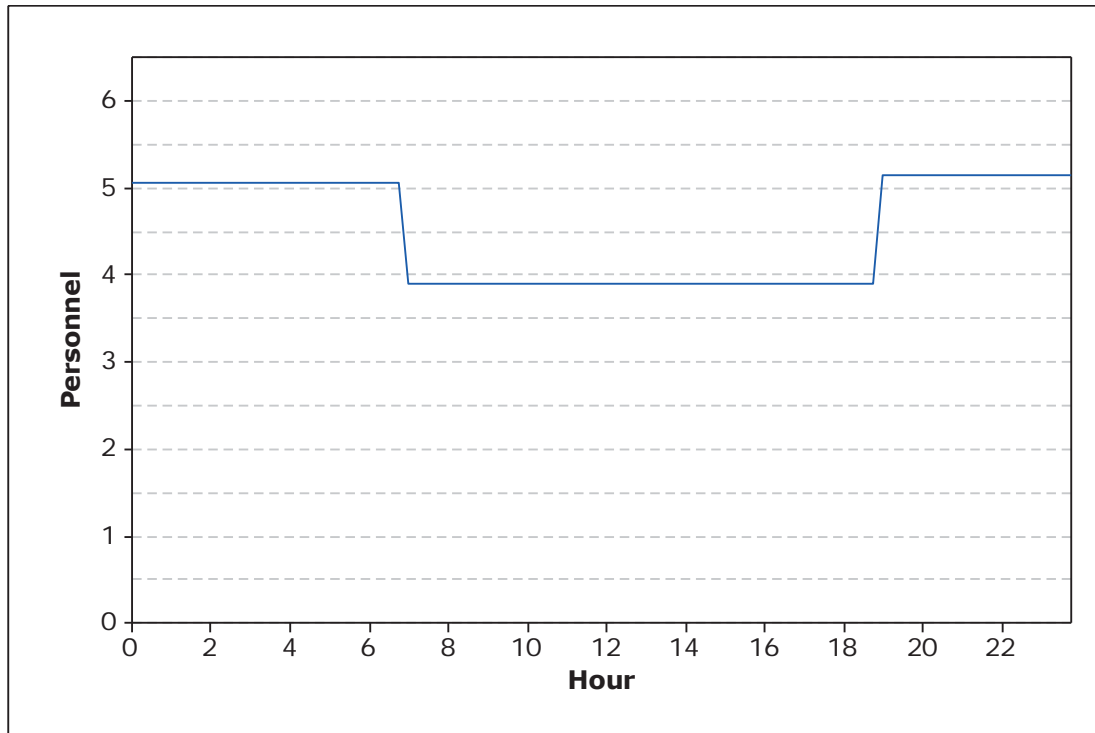
**FIGURE D11: Deployed Officers, Weekdays, Summer 2012**



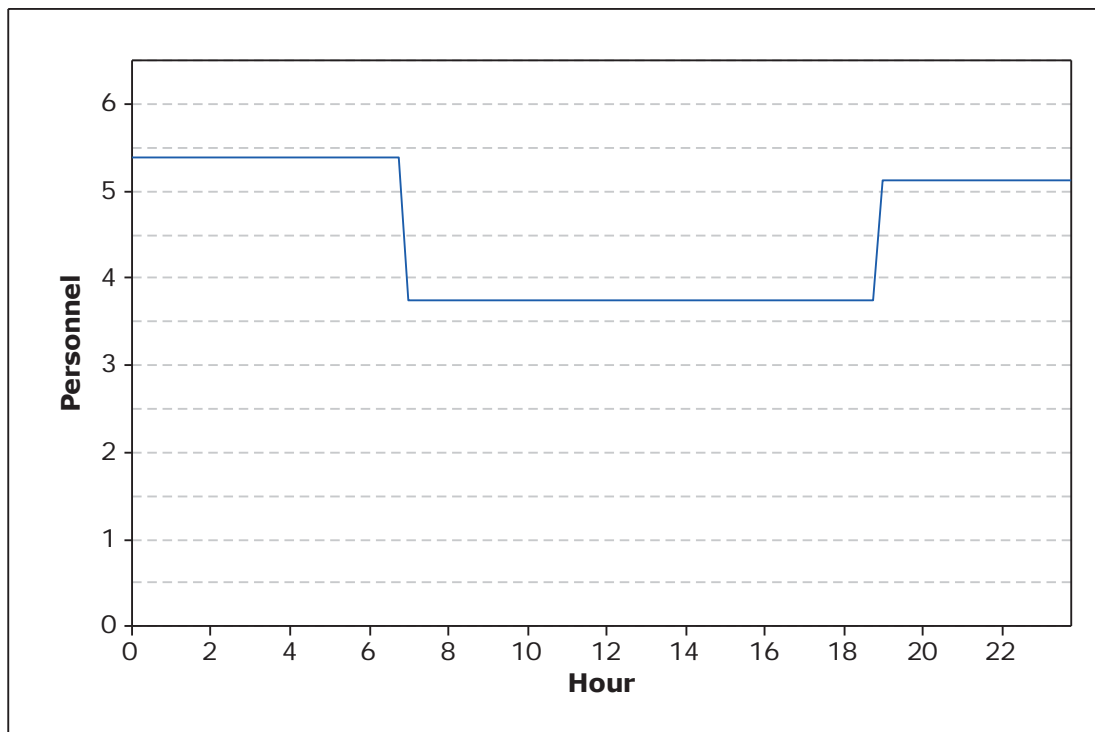
**FIGURE D12: Deployed Officers, Weekends, Summer 2012**



**FIGURE D13: Deployed Officers, Weekdays, Winter 2013**



**FIGURE D14: Deployed Officers, Weekends, Winter 2013**

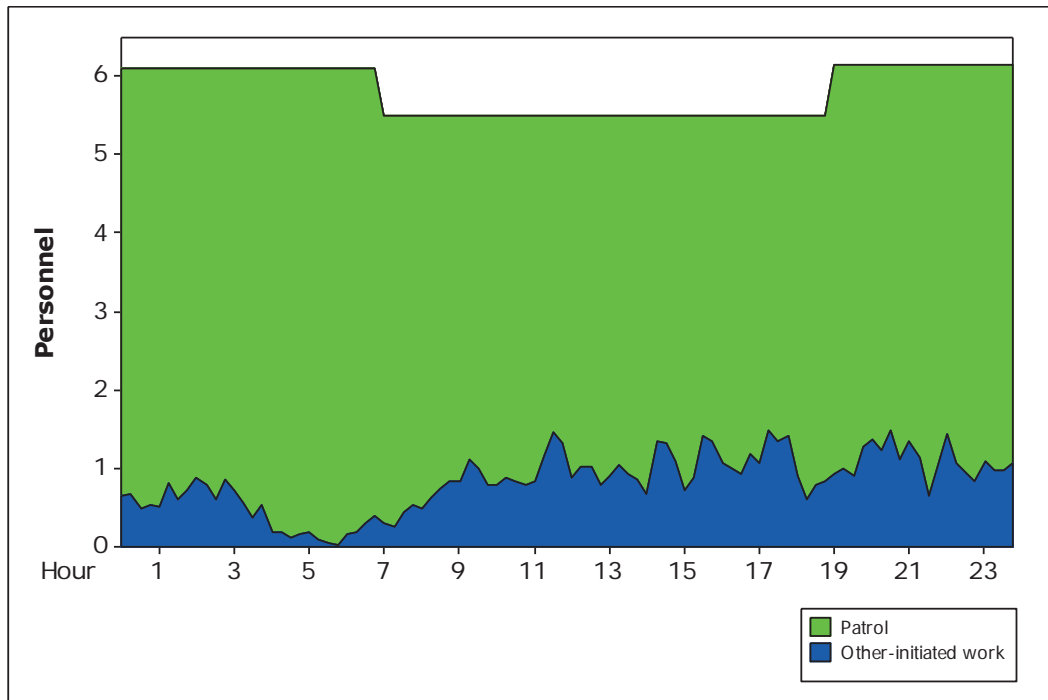




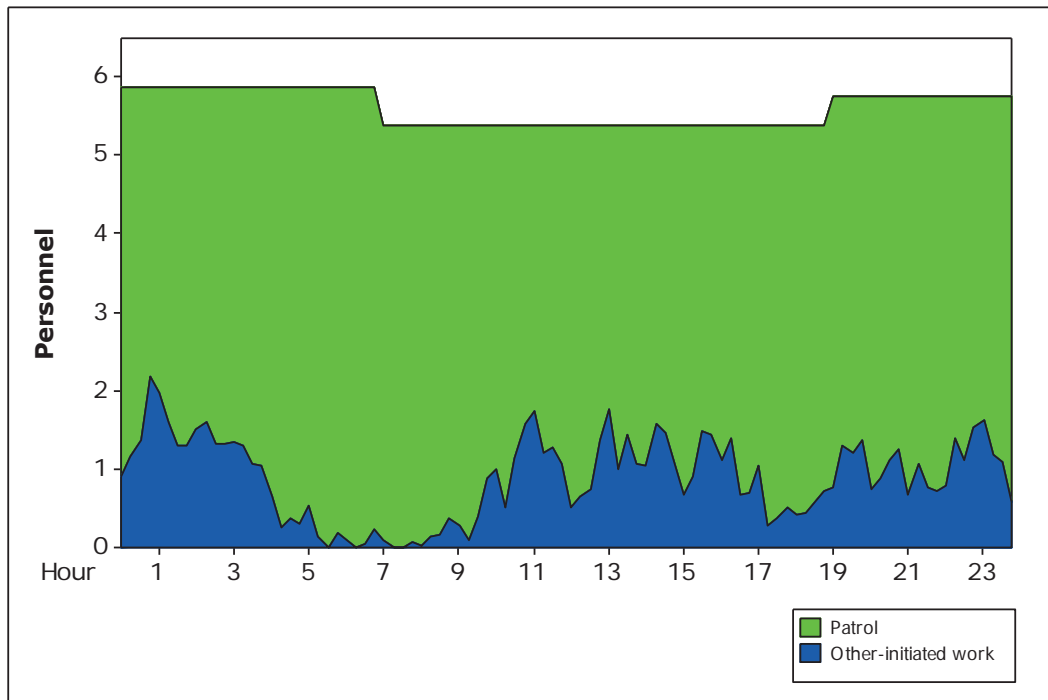
## Observations:

- For summer 2012:
  - The average deployment was 5.8 officers per hour during the week and 5.6 officers on weekends. As mentioned previously, these averages include patrol officers who were in training during that period.
  - Average deployment varied from 5.5 to 6.2 officers per hour on weekdays, and 5.4 to 5.9 officers per hour on weekends.
- For winter 2013:
  - The average deployment was 4.5 officers per hour both during the week and on weekends.
  - Average deployment varied from 3.9 to 5.2 officers per hour on weekdays, and 3.8 to 5.4 officers per hour on weekends.

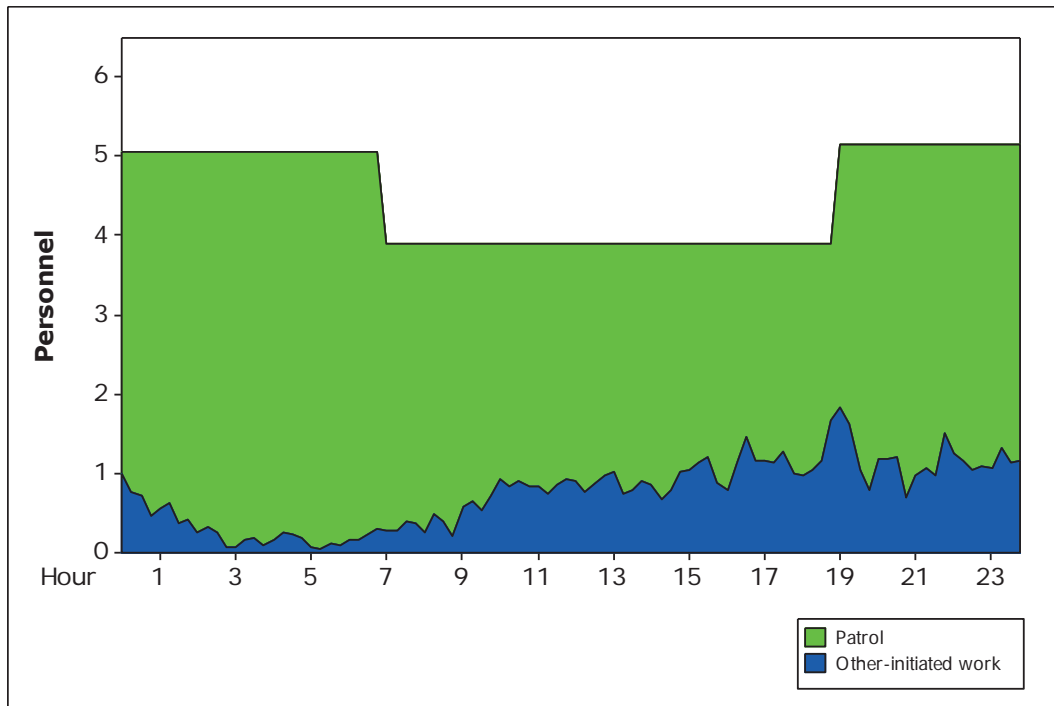
**FIGURE D15: Deployment and Other-Initiated Workload, Weekdays, Summer 2012**



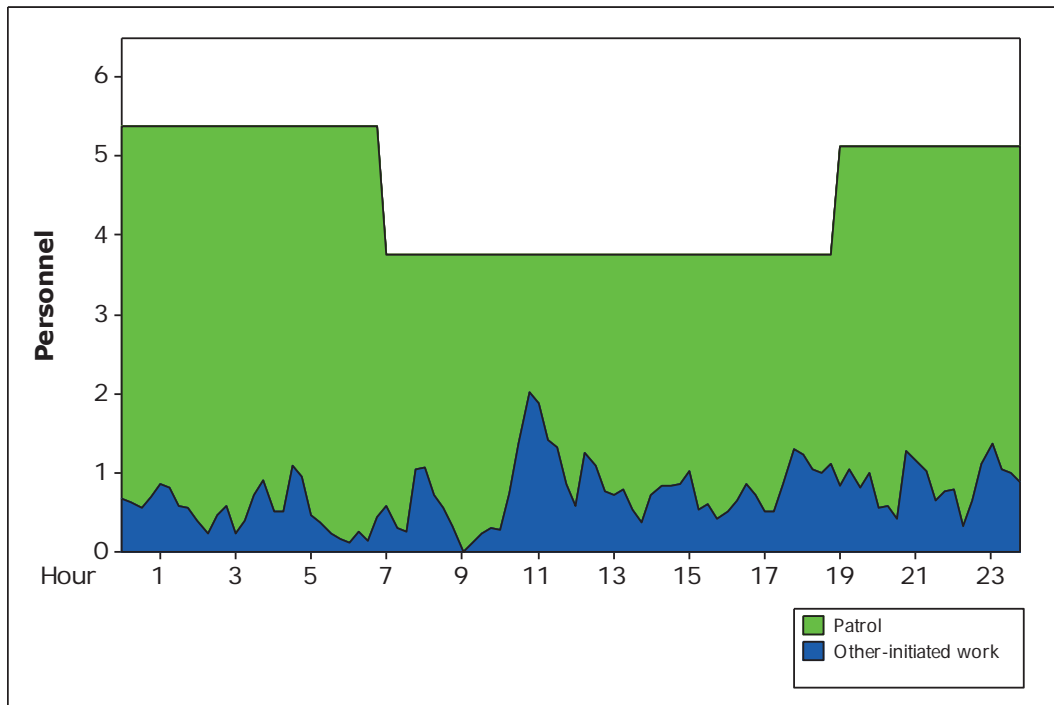
**FIGURE D16: Deployment and Other-Initiated Workload, Weekends, Summer 2012**



**FIGURE D17: Deployment and Other-Initiated Workload, Weekdays, Winter 2013**



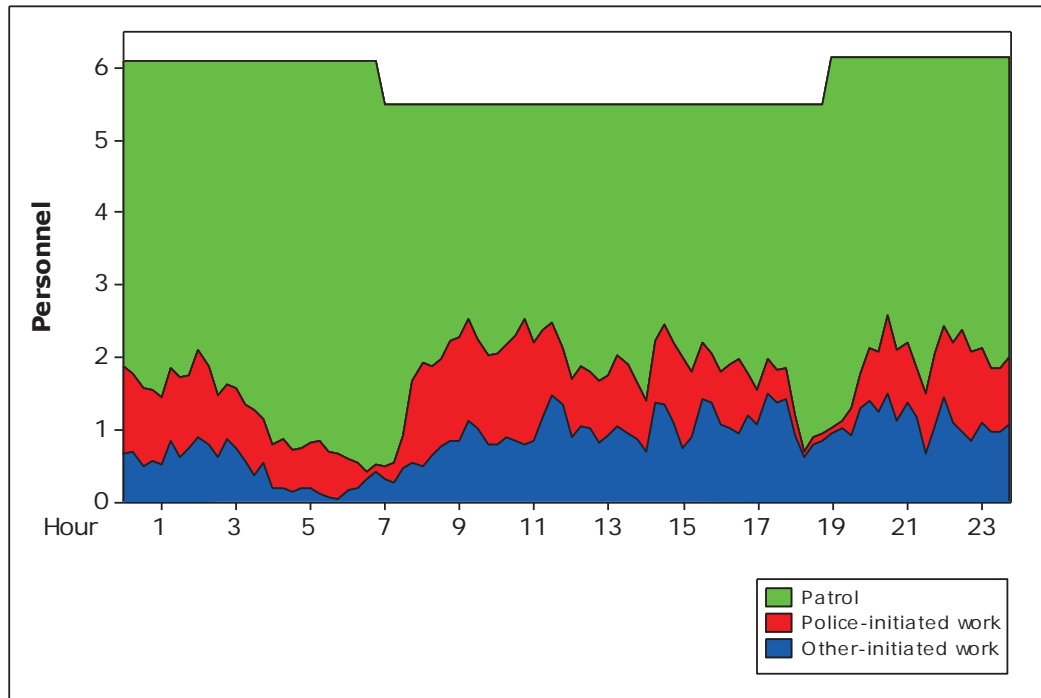
**FIGURE D18: Deployment and Other-Initiated Workload, Weekends, Winter 2013**



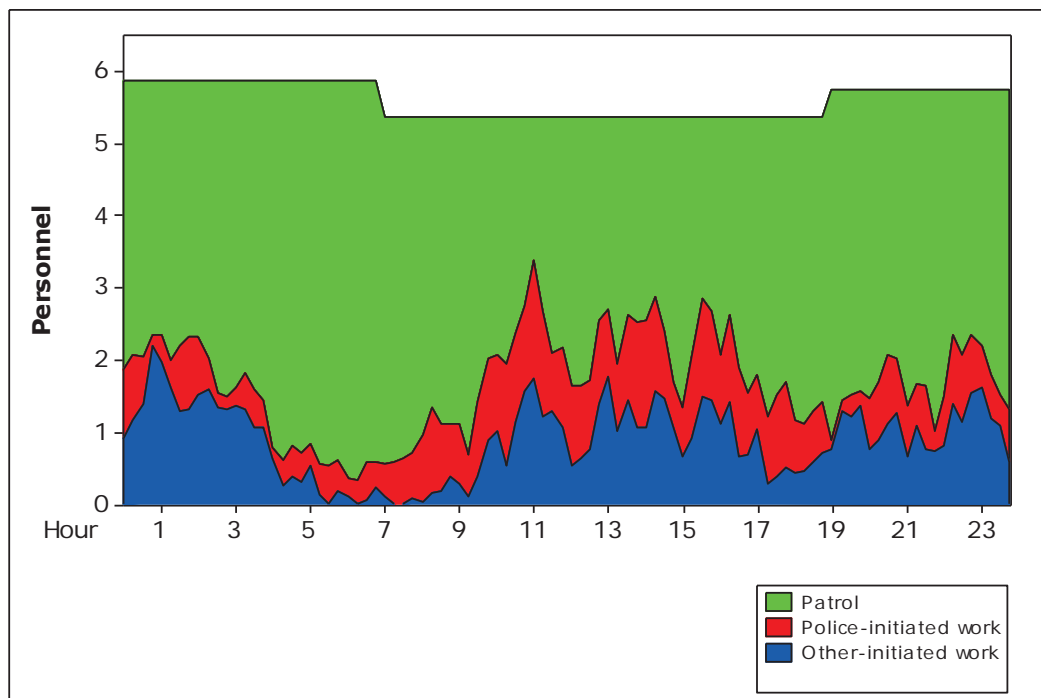
## Observations:

- For summer 2012:
  - Average other-initiated workload was 0.8 officers per hour during the week and 0.9 officers per hour on weekends.
  - This was approximately 14 percent of hourly deployment during the week and 16 percent of hourly deployment on weekends.
  - During the week, workload reached a maximum of 27 percent of deployment between 5:15 p.m. and 5:30 p.m.
  - On weekends, workload reached a maximum of 37 percent of deployment between 12:45 a.m. and 1:00 a.m.
- For winter 2013:
  - Average other-initiated workload was 0.8 officers per hour during the week and 0.7 officers per hour on weekends.
  - This was approximately 17 percent of hourly deployment during the week and 16 percent of hourly deployment on weekends.
  - During the week, workload reached a maximum of 43 percent of deployment between 6:45 p.m. and 7:00 p.m.
  - On weekends, workload reached a maximum of 54 percent of deployment between 10:45 a.m. and 11:00 a.m.

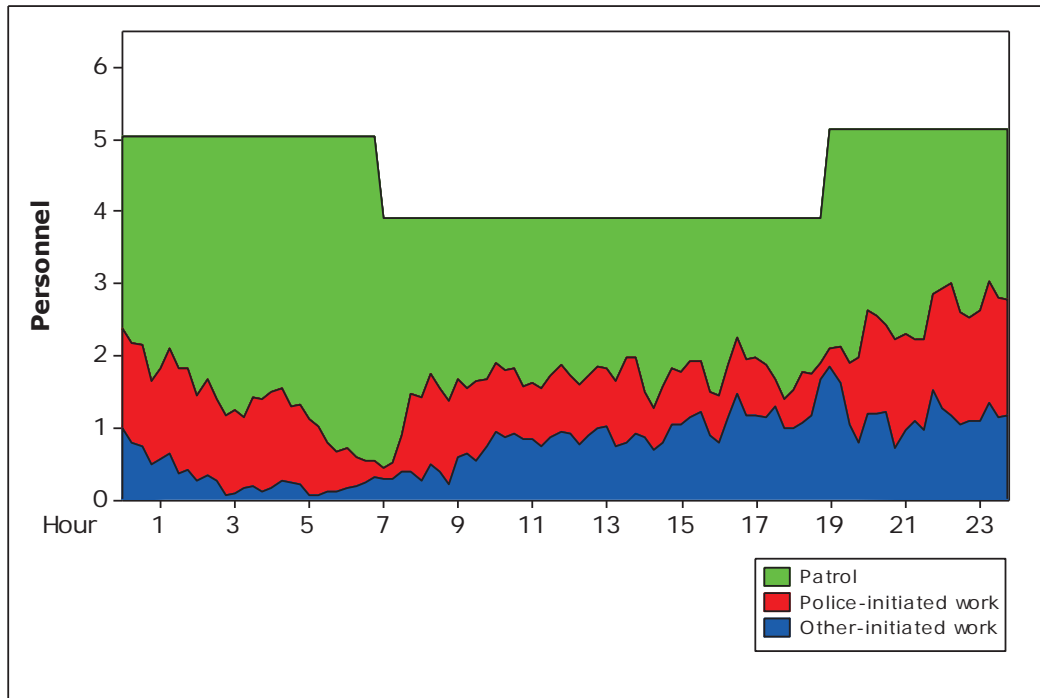
**FIGURE D19: Deployment and Main Workload, Weekdays, Summer 2012**



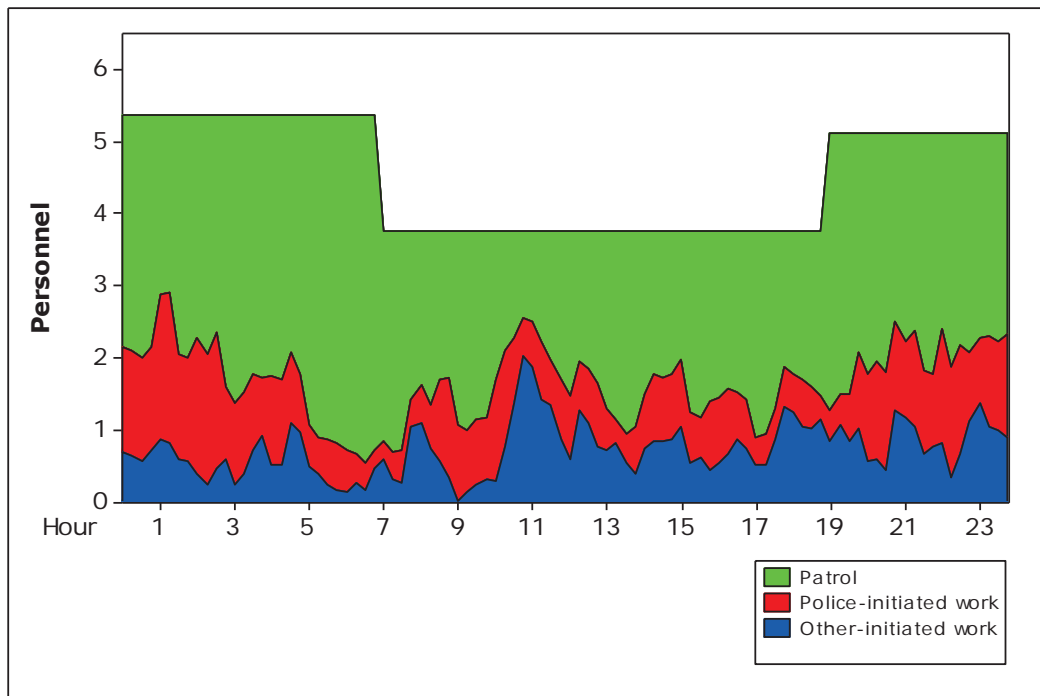
**FIGURE D20: Deployment and Main Workload, Weekends, Summer 2012**



**FIGURE D21: Deployment and Main Workload, Weekdays, Winter 2013**



**FIGURE D22: Deployment and Main Workload, Weekends, Winter 2013**

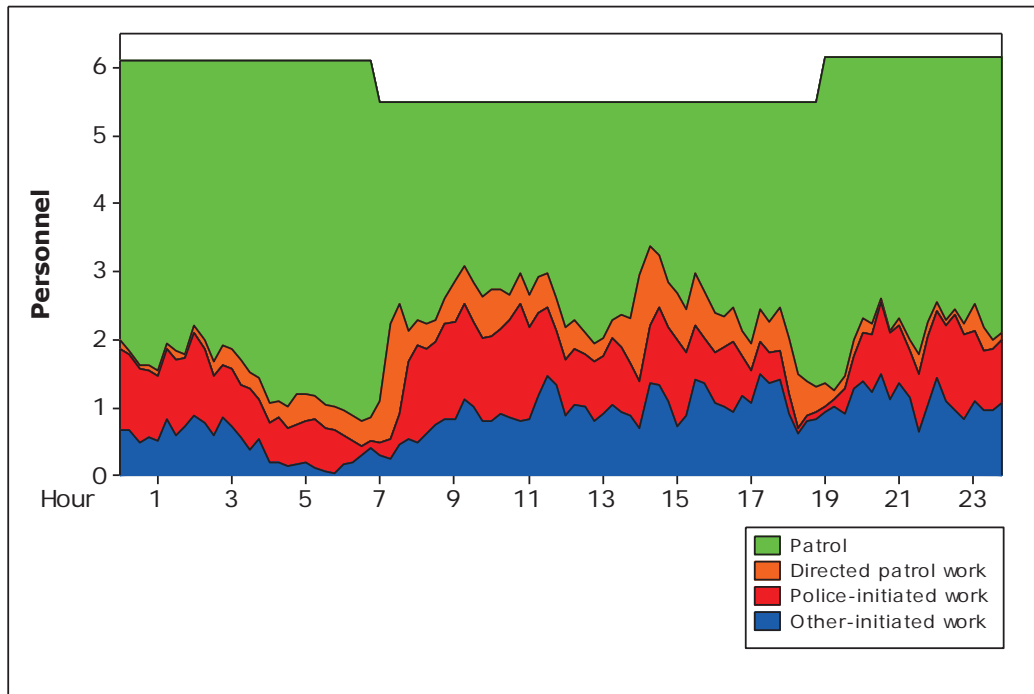


**Note:** Figures D19 to D22 include deployment along with all workload from other-initiated and police-initiated activities.

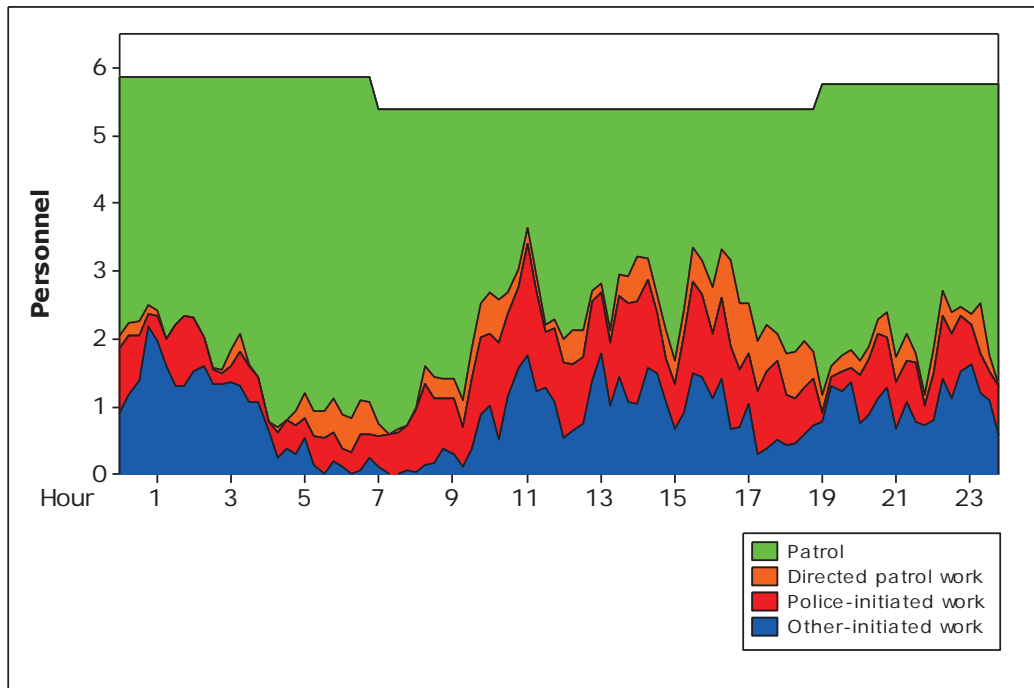
## Observations:

- For summer 2012:
  - Average workload was 1.7 officers per hour during the week and on 1.6 officers per hour on weekends.
  - This was approximately 29 percent of hourly deployment during the week and on weekends.
  - During the week, workload reached a maximum of 46 percent of deployment between 10:45 a.m. and 11:00 a.m.
  - On weekends, workload reached a maximum of 63 percent of deployment between 11:00 a.m. and 11:15 a.m.
- For winter 2013:
  - Average workload was 1.7 officers per hour during the week and weekends.
  - This was approximately 39 percent of hourly deployment during the week and 37 percent of hourly deployment on weekends.
  - During the week, workload reached a maximum of 59 percent of deployment between 11:15 p.m. and 11:30 p.m.
  - On weekends, workload reached a maximum of 68 percent of deployment between 10:45 a.m. and 11:00 a.m.

**FIGURE D23: Deployment and All Workload, Weekdays, Summer 2012**

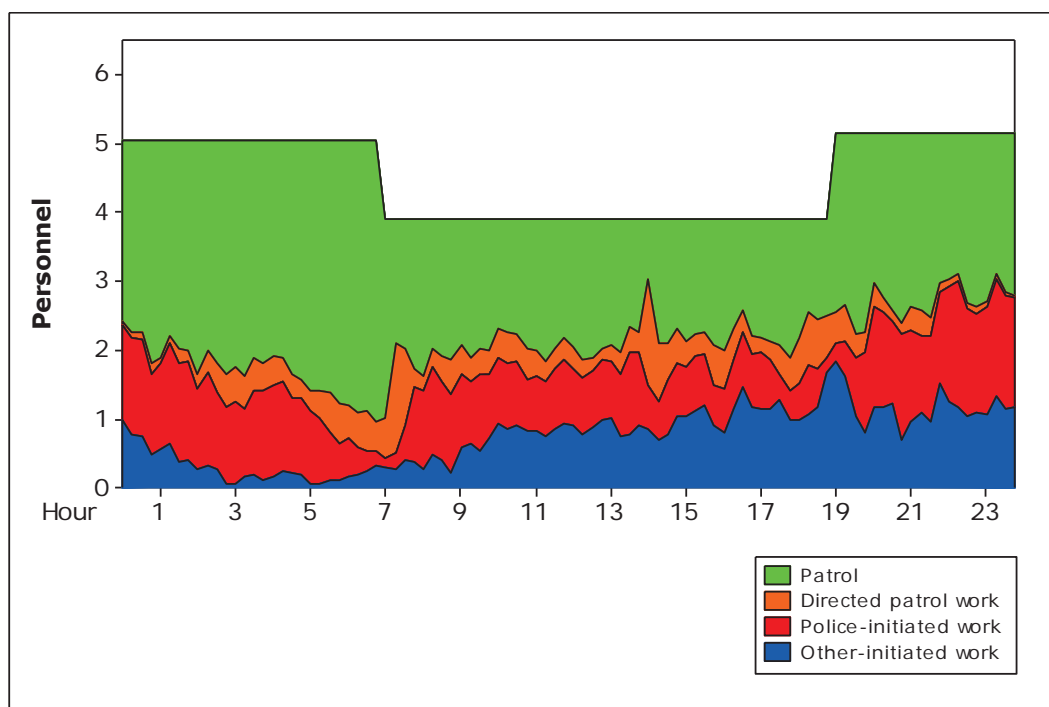


**FIGURE D24: Deployment and All Workload, Weekends, Summer 2012**

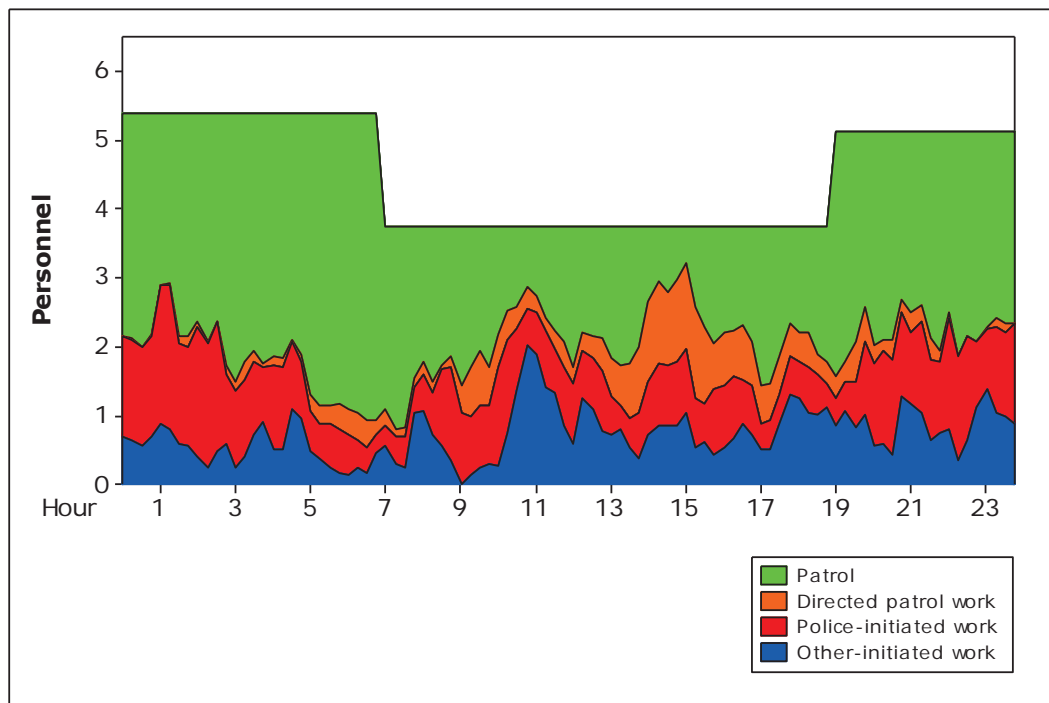




**FIGURE D25: Deployment and All Workload, Weekdays, Winter 2013**



**FIGURE D26: Deployment and All Workload, Weekends, Winter 2013**



**Note:** Figures D23 to D26 include deployment along with all workload from other-initiated, police-initiated, and directed patrol events.

## Observations:

- For summer 2012:
  - Average workload was 2.1 officers per hour during the week and 2.0 officers per hour during the weekends.
  - This was approximately 36 percent of hourly deployment during the week and 35 percent on weekends.
  - During the week, workload reached a maximum of 61 percent of hourly deployment between 2:15 p.m. and 2:30 p.m.
  - On weekends, workload reached a maximum of 68 percent of hourly deployment between 11:00 a.m. and 11:15 a.m.
- For winter 2013:
  - Average workload was 2.1 officers per hour during the week and 2.0 officers per hour during the weekends.
  - This was approximately 47 percent of hourly deployment during the week and 44 percent on weekends.
  - During the week, workload reached a maximum of 78 percent of hourly deployment between 2:00 p.m. and 2:15 p.m.
  - On weekends, workload reached a maximum of 86 percent of deployment between 3:00 p.m. and 3:15 p.m.

## Response Times

We analyzed the response times to various types of calls, separating the duration into dispatch and travel times. We begin the discussion with statistics that include all calls combined. We analyzed several types of calls to determine whether response times varied by call type.

Before presenting the specific figures and tables, we summarize our observations. We started with 2,766 events for summer 2012 and 3,128 events for winter 2013. We limited our analysis to other-initiated calls. We also encountered numerous calls without arrival times that we were forced to exclude from our analysis due to lack of information. This left 707 calls in summer and 668 calls in winter for our analysis.

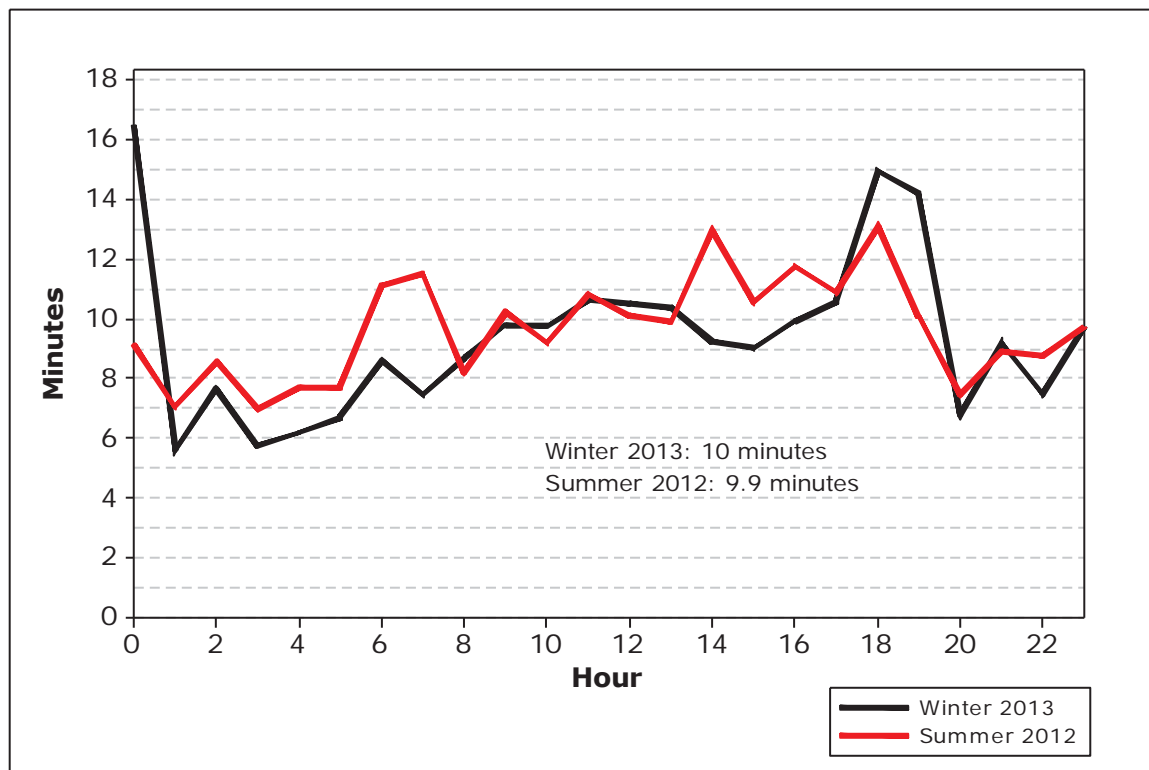
Our initial analysis does not distinguish calls based on their priority. Instead, it examines the difference in response by time of day and compares summer and winter periods. After the overall statistics, we present a brief analysis of response time for high-priority calls.

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 delay and travel time. Dispatch delay 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.

## All Calls

This section looks at all calls without considering their priorities. We examine the differences in response by both time of day and season (summer versus winter). We also show differences in response times by category and by district.

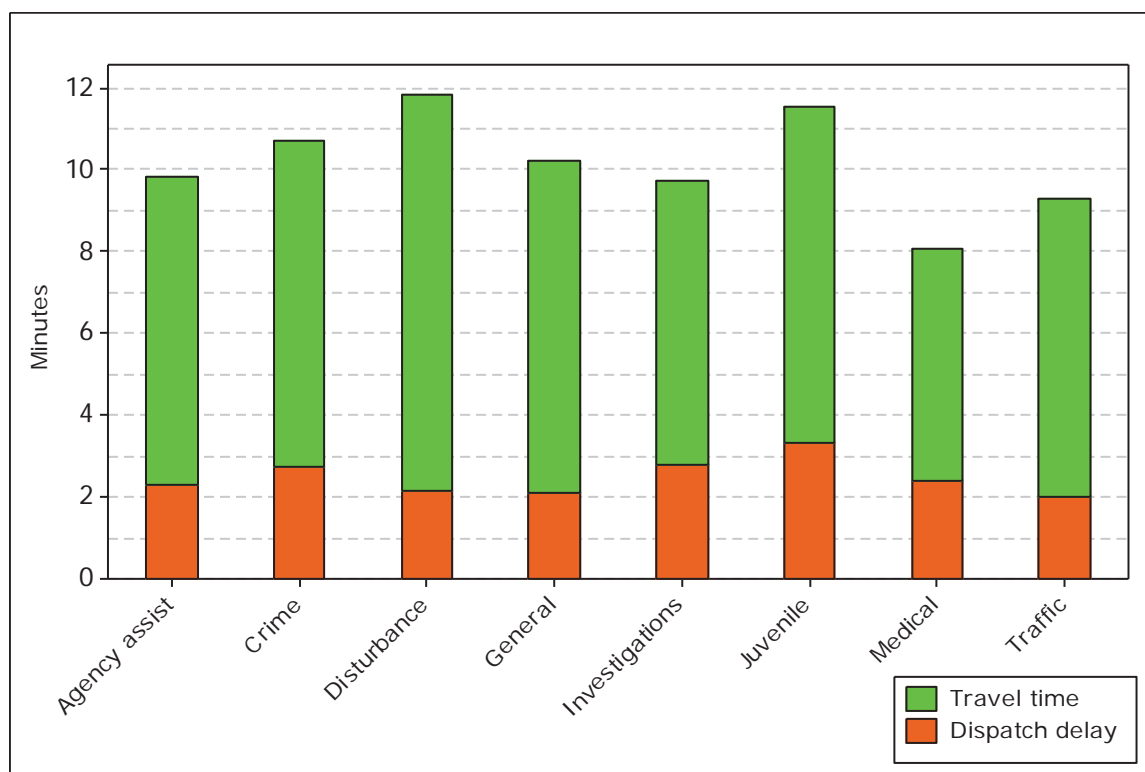
**FIGURE D27: Average Response Time, by Hour of Day, Summer 2012 and Winter 2013**



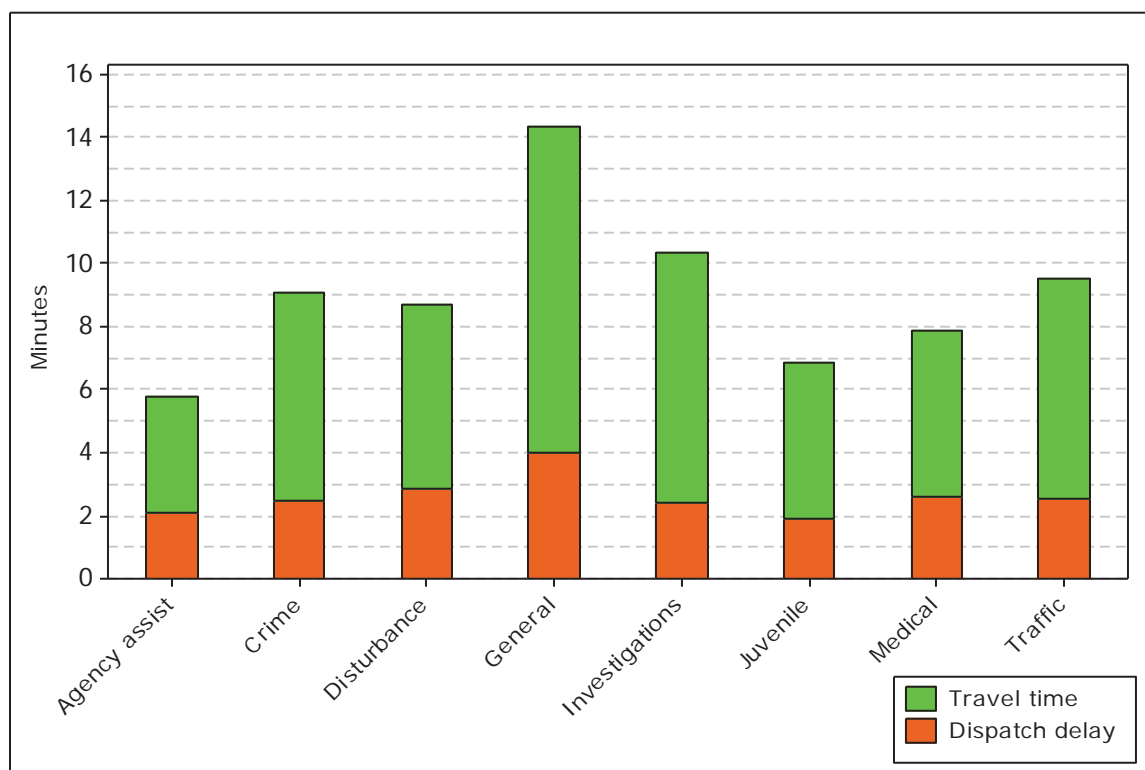
### Observations:

- Average response times varied significantly by hour of day.
- In summer, the longest average response time was between 6:00 p.m. and 7:00 p.m., with an average of about 13.1 minutes.
- In summer, the shortest average response time was between 3:00 a.m. and 4:00 a.m., with an average of 7.0 minutes.
- In winter, the longest average response time was between midnight and 1:00 a.m., with an average of 16.5 minutes.
- In winter, the shortest average response time was between 1:00 a.m. and 2:00 a.m., with an average of 5.6 minutes.

**FIGURE D28: Average Response Time by Category, Summer 2012**



**FIGURE D29: Average Response Time by Category, Winter 2013**



**TABLE D11: Average Response Time Components, by Category**

Category	Summer 2012			Winter 2013		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Assist other agency	2.3	7.5	9.8	2.1	3.6	5.8
Crime	2.7	7.9	10.7	2.4	6.6	9.1
Disturbance	2.2	9.7	11.8	2.9	5.8	8.7
General noncriminal	2.1	8.1	10.2	4.0	10.2	14.2
Investigations	2.8	7.0	9.7	2.4	7.9	10.3
Juvenile	3.3	8.2	11.5	1.9	4.9	6.8
Medical	2.4	5.6	8.0	2.6	5.2	7.8
Traffic	2.0	7.3	9.3	2.5	7.0	9.5
<b>Total</b>	<b>2.6</b>	<b>7.3</b>	<b>9.9</b>	<b>2.6</b>	<b>7.4</b>	<b>10.0</b>

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

### Observations:

- In summer, the average response times for most categories were between 8 minutes and 11 minutes. The average response time was as short as 8 minutes (for medical calls) and as long as 12 minutes (for disturbance calls).
- In winter, the average response times for most categories were between 6 minutes and 12 minutes. The average response time was as short 6 minutes (for agency assists) and as long as 14 minutes (for general noncriminal calls).

**TABLE D12: 90th Percentiles for Response Time Components, by Category**

Category	Summer 2012			Winter 2013		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Assist other agency	5.0	23.8	24.8	4.1	5.8	7.7
Crime	4.1	14.8	19.7	3.8	13.0	17.5
Disturbance	3.6	24.8	27.5	7.9	10.6	17.4
General noncriminal	4.3	14.2	16.5	8.1	31.5	34.1
Investigations	5.0	13.1	17.8	3.9	13.0	16.3
Juvenile	7.7	14.8	17.7	4.0	8.1	11.5
Medical	3.9	9.3	11.9	5.8	9.7	13.5
Traffic	3.4	15.5	18.2	4.5	14.0	15.7
<b>Total</b>	<b>4.5</b>	<b>13.7</b>	<b>17.5</b>	<b>4.4</b>	<b>13.0</b>	<b>15.9</b>

**Note:** A 90th percentile value of 18 minutes means that 90 percent of all calls are responded to in fewer than 18 minutes. For this reason, the columns for dispatch delay and travel time may not be equal to the total response time.

#### Observations:

- In winter, 90th percentile values for response times were as short as 8 minutes (for agency assists) and as long as 34 minutes (for general noncriminal calls).
- In summer, 90th percentile values for response times were as short as 12 minutes (for medical calls) and as long as 27 minutes (for disturbance calls).

## High-Priority Calls

A priority code is assigned to each call by the dispatch center, with 3 as the highest priority and 1 as the lowest priority. Table D13 shows average response times, separated by priority, with an additional line for injury accidents. As in the previous section, we excluded calls with zero time on scene or which were police-initiated. However, in this section we included calls throughout the entire year from March 2012 to February 2013. There were approximately 8,600 other-initiated calls with valid response times.

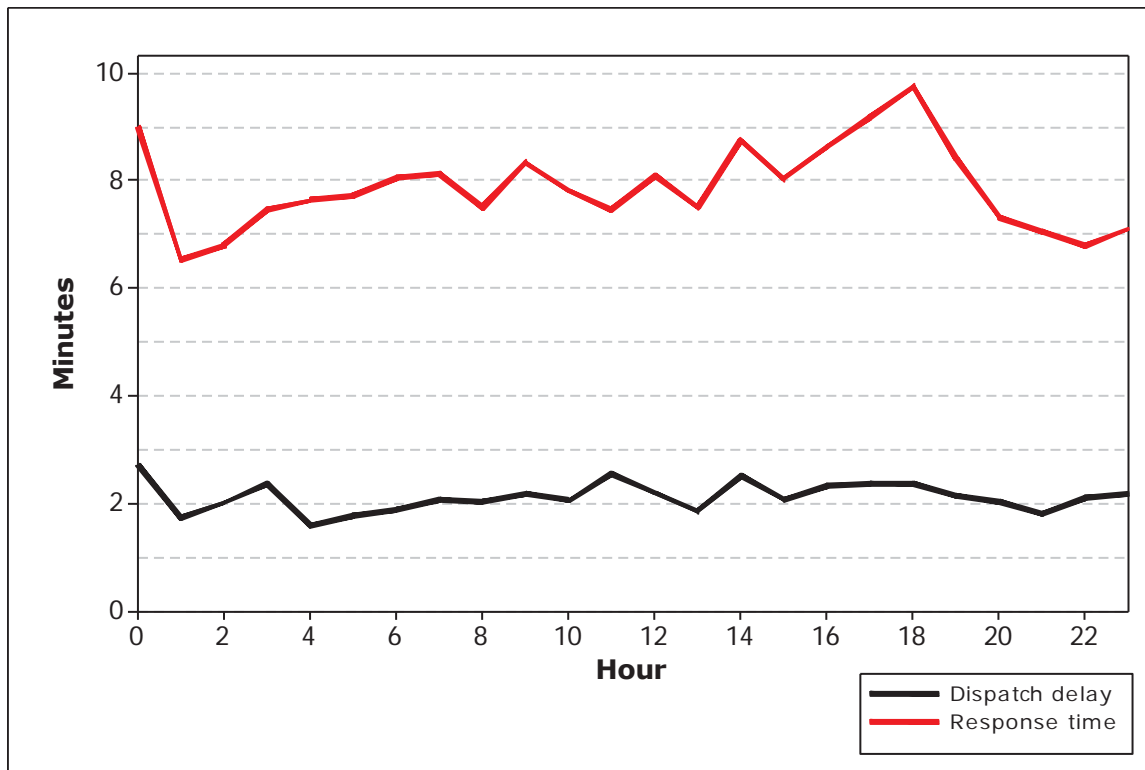
**TABLE D13: Average Dispatch, Travel, and Response Times, by Priority**

Priority	Dispatch	Travel	Response	Total Calls
3	2.1	5.8	8.0	2,590
2	2.8	7.3	10.2	1,801
1	2.9	7.9	10.8	4,235
<b>Total</b>	<b>2.7</b>	<b>7.2</b>	<b>9.8</b>	<b>8,626</b>
Injury accidents	3.3	7.2	10.5	15

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



**FIGURE D30: Average Response Times and Dispatch Delays for High-Priority Calls, by Hour**



#### Observations:

- High-priority calls had an average response time of 8.0 minutes, lower than the overall average of 9.8 minutes for all calls.
- Average dispatch delay was 2.1 minutes for high-priority calls, compared to 2.7 minutes overall.
- The shortest average response time for high-priority calls was approximately 6.5 minutes between 1:00 a.m. and 2:00 a.m.
- The longest average response time for high-priority calls was approximately 9.7 minutes between 6:00 p.m. and 7:00 p.m.
- Average dispatch delay for high-priority calls was consistently 2.5 minutes or less, except between midnight and 1:00 a.m.
- Average response time for injury accidents was 10.5 minutes, with a dispatch delay of 3.3 minutes.

## Appendix: Call Descriptions and Categories

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The following table shows how each call description that was used within the Camden County Sheriff's Office Communications Center was assigned to one of our different categories. These categories were used in the majority of our tables and further grouped within our figures according to Chart 1.

Call Description	Table Category
ACCIDENT	Accidents
INJURY	Accidents
HIT & RUN	Accidents
ACCIDENT INJ	Accidents
ALARM	Alarm
FIRE ALARM	Alarm
MED ALARM	Alarm
CARBON MONO	Alarm
ANIMAL	Animal calls
LIGHT OUT	Assist other agency
WIRE DOWN	Assist other agency
GAS LEAK	Assist other agency
FIRE	Assist other agency
TREE DOWN	Assist other agency
STRUCT FIRE	Assist other agency
VEHICLE FIRE	Assist other agency
BRUSH FIRE	Assist other agency
PLANE CRASH	Assist other agency
REPO	Assist other agency
TRASH FIRE	Assist other agency
INVESTIGATE	Check/investigation
SECURITY CHK	Check/investigation
WELFARE CHK	Check/investigation
RUOK	Check/investigation
MISSING	Check/investigation
SMOKE INVEST	Check/investigation
LOST/STOLEN	Check/investigation
WANTED/STOLE	Check/investigation
SUICIDE	Check/investigation
OD	Check/investigation
SHOOTING	Check/investigation
VSO	Check/investigation
STATUS CHECK	Check/investigation

<b>Call Description</b>	<b>Table Category</b>
GUNSHOT	Check/investigation
OVERDOSE	Check/investigation
THEFT	Crime-persons
DOMESTIC	Crime-persons
THREATS	Crime-persons
DRUGS	Crime-persons
CHASE	Crime-persons
HARASS	Crime-persons
FIGHT	Crime-persons
PROWLER	Crime-persons
SEXUAL ASSLT	Crime-persons
TRESPASS	Crime-persons
ASSAULT	Crime-persons
INTOX PEDEST	Crime-persons
STABBING	Crime-persons
RAPE	Crime-persons
CHECK STOLEN	Crime-persons
ROBBERY	Crime-persons
BOMB THREAT	Crime-persons
ARMED ROBBER	Crime-persons
DAMAGE	Crime-property
BURGLARY	Crime-property
CTW	Crime-property
SHOP LIFTING	Crime-property
GAS DR OFF	Crime-property
SPECIAL DUTY	Directed patrol
SCHOOL CROSS	Directed patrol
ESCORT	Directed patrol
LOUD NOISE	Disturbance
JUVENILE	Juvenile
BREATHING	Medical
CHEST PAIN	Medical
PERSON SICK	Medical
MENTAL S03	Medical
BIRTH	Medical
UNCONSCIOUS	Medical
SEIZURES	Medical
DIABETIC	Medical
STROKE	Medical

Call Description	Table Category
CHOKING	Medical
ELECTROCUTE	Medical
BOLO	Medical
DEAD PERSON	Medical
BLOOD PRES	Medical
FALL	Medical
MENTAL	Medical
HEART PROB	Medical
STAND BY	Miscellaneous
PHONE CALL	Miscellaneous
CH	Miscellaneous
PAPERS	Miscellaneous
PUBLIC SERV	Miscellaneous
FUNERAL	Miscellaneous
ASSISTANCE	Miscellaneous
LOCK OUT	Miscellaneous
IN CUSTODY	Miscellaneous
TRANSPORT	Miscellaneous
TRANSFER	Miscellaneous
TRAFFIC STOP	Traffic enforcement
VEHICLE INFO	Traffic enforcement
RECKLESS	Traffic enforcement
PARKING	Traffic enforcement
ASSIST MOTOR	Traffic enforcement
INTOX DRIVE	Traffic enforcement
DL INFO	Traffic enforcement
SPEEDING	Traffic enforcement
DIRECT TRAFF	Traffic enforcement
DRAG RACING	Traffic enforcement
HAZ-MAT	Traffic enforcement
4WHEELER	Traffic enforcement
RACING	Traffic enforcement
VEH INFO	Traffic enforcement