

Police Management Audit
For
The City of Fairburn, Georgia



Submitted by



March, 2017

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INTRODUCTION

McGrath Consulting Group, Inc. was contracted by the City of Fairburn, Georgia, to conduct a Management Audit of the Police Department. Six consultants were assigned to this project. The team members are listed in Appendix A.

During the course of the study, consultants conducted 40 formal individual interviews with all Police Department personnel, both sworn and civilian (with the exception of the Interim Chief of Police). During the interviews a series of ranked ordered, as well as open-ended questions, were asked of each interviewee. Numerous follow-up interviews were conducted in addition to these formal interviews.

To understand the community perceptions of the department, consultants first reached out to ten identified community leaders requesting interviews. Interviews were conducted with six of these identified community leaders. The interviews were held either at City Hall, or at a location of the choosing of the interviewee. They too were asked a series of rank ordered and open-ended questions. Following those interviews, consultants sent surveys via email to another group of ten identified leaders of home owners associations or neighborhood watch groups. Three persons responded to the survey. The persons that responded via survey approximately represent another 430 residences and 1,120 persons. These responses of the persons interviewed, as well as those responding to the written surveys, were aggregated together.

Team members toured the police facility, the jurisdiction of the City, the Fulton County E911 Center, and sat in on a session of City Court. The Lead police consultant attended a police command staff meeting.

Numerous documents and data were provided to the consultants and were reviewed both on and off-site. These documents included, but were not limited to, the Policy and Procedure Manual of the Police Department, the City of Fairburn Personnel Policy Manual, the City of Fairburn Comprehensive Plan 2015-2035, the most recent Georgia Police reaccreditation report, and the President's Task Force on 21st Century Policing Report. When consultant recommendations coincide with recommendations or action plans within the 21st Century Policing Report that

information is cited following the recommendations. However, caution is advised on over reliance on using the 21st Century Policing Report. The new Trump Administration may not be inclined to use that document as a guideline, or as a mechanism to provide funding, to municipal police agencies. On February 9, 2017, President Trump issued a Presidential executive order on a Task Force on Crime Reduction and Public Safety (President Executive Order on a Task Force on Crime Reduction and Public Safety). On that date the President also issued an executive order on Preventing Violence against Federal, State, Tribal, and Local Law Enforcement Officers (Presidential Executive Order on Preventing Violence against Federal, State, Tribal, and Local Law Enforcement Officers). It is unknown at this time what effect these two executive orders will have on the direction and federal funding for local law enforcement.

Similar to the 21st Century Policing Report, when consultant recommendations coincide with action plans within the Fairburn Comprehensive Plan that information is cited following the recommendations.

Consultants also conferred with other city officials including the Interim City Administrator, Human Resources Director, Human Resources Generalist, Community Development Director, City Judge, and Finance Director. The Fulton County E911 Director and Deputy Director were interviewed during a tour of that facility.

The consultants wish to express appreciation to the many individuals who were involved in these interviews and other interactions, and to those who provided copious amounts of data and other items of information for this report. A special thanks to Interim City Administrator Hood, Interim Police Chief Sutherland and his staff, as well as all other personnel who ensured that consultants were provided with all support needed.

Consultants have made 57 recommendations for the City's consideration. At the end of the report is a "Summary of Recommendations" by the consulting team.

EXECUTIVE SUMMARY

The City is praised for contracting with an independent firm to conduct a management audit of the Police Department. The recommendations formulated are designed to be of benefit to the Department, City government, and residents.

McGrath Consulting Group praises the personnel of the Department, as well as all other City personnel, that were willing to speak openly with the consulting team. It is clear that overwhelmingly these persons have the best interests of the Department and City in mind.

As can be seen by the information in the following sections the staff feels the Department is going in the right direction, more community engagement is desired by the staff and residents, and overall relations between Fairburn Police and residents are good and further improving. Furthermore, the City should be particularly positively impressed by the diversity of the department as well as very positive racial and ethnic relations within the City and between police and residents.

POLICE ADMINISTRATION

POLICIES AND PROCEDURES

The department policies and procedures are contained within the operations manual of the department. This manual covers all operating procedures. It is comprised of 22 separate chapters. The department is accredited by the State of Georgia. The department was initially accredited in 2008, and reaccredited every three years following. Therefore, the department will be seeking its' third reaccreditation this year. During the accreditation process the manual is reviewed by external accreditation assessors. Since 2008 the department has been in compliance in each reaccreditation process. If any policies are not in compliance with accreditation standards then this is noted and the department is required to revise the policy. State accreditation insures that as a minimum, outside assessors conduct a review of policies on a set periodic schedule.

In addition to the outside assessment of policies the administration periodically conducts policy review based on new statutes, current trends, perceived needs, etc. However, there is no set schedule.

Through policy and certification requirements, an annual review is conducted for officers of the major critical policies through documented roll call training or the annual eight hour training block. This year, the department is initiating an extra one hour roll call training per month to facilitate policy review.

Consultants found the policies within the manual to conform to state and federal requirements. The manual provides a good guide for police operations. A standard and regularly scheduled review by the police administration should be implemented. The major high liability policies including, but not limited to, workplace harassment, use of force, pursuits, search and seizure, and bias based policing should be scheduled for annual review. They should also be scheduled (as they are now) for annual training refresher for all appropriate personnel. The remaining non-critical policies should be reviewed on a two year rotating schedule. These policies should also be subject to annual training refresher for appropriate personnel.

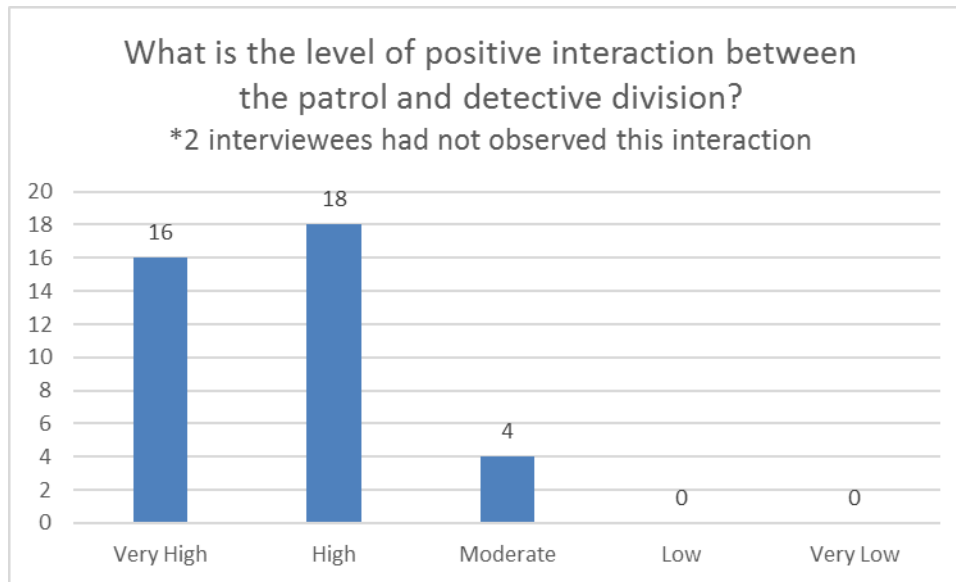
Recommendations:

1. Implement a schedule for annual review of critical high liability policies by the administration on an annual basis.
2. Implement a schedule for a two year rotating review of non-critical policies by the administration.
3. Provide annual training to all appropriate personnel on critical high liability policies.
4. Provide annual training to all appropriate personnel on those non-critical policies reviewed that year.
5. Continue the Georgia State reaccreditation process.

AGENCY INTERACTIONS

Consultants asked a series of rank ordered questions to all department personnel to ascertain the level of interaction between the two major divisions of the department (patrol and detectives) as

well as interaction between the department and other City departments, other agencies, and the City governing body. The following charts aggregate those responses.



Percentages of responses based on 38 respondents:

Very High: 42.1%

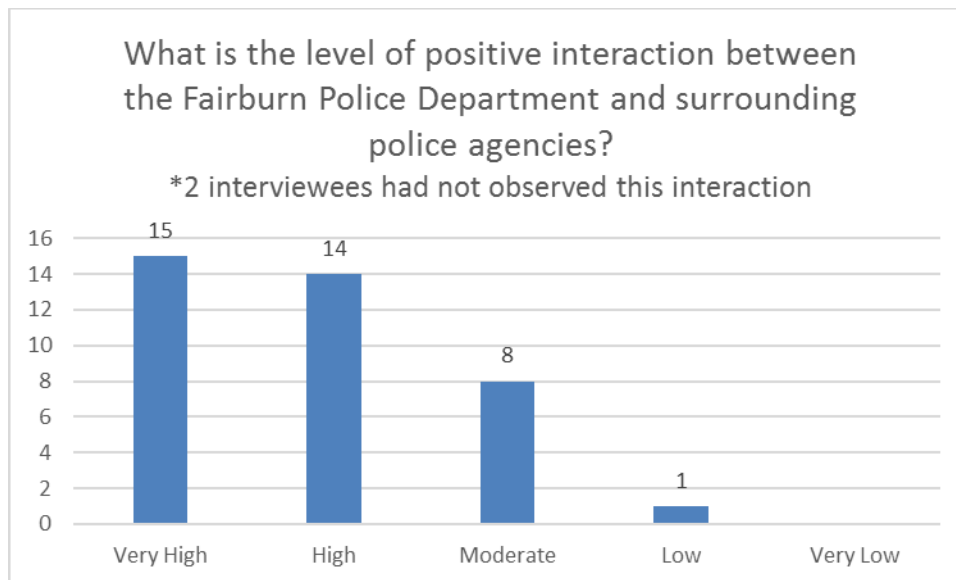
High: 47.3%

Moderate: 10.5%

Low: 0%

Very Low: 0%

Overwhelmingly, at 89.4%, personnel ranked patrol and detective division interaction as either very high or high. No persons ranked it as low or very low.



Percentages of responses based on 38 respondents:

Very High: 39.4%

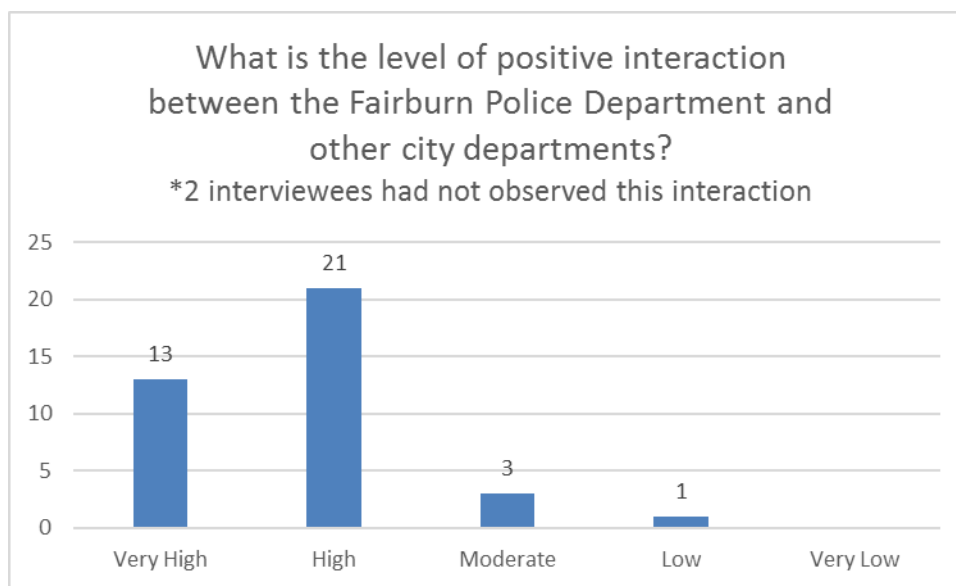
High: 36.8%

Moderate: 21%

Low: 2.6%

Very Low: 0%

Over three-fourth's, or 76.2% of the respondents feel interaction between Fairburn Police and surrounding police agencies is very high or high. One person felt the interaction is very low.



Percentages of responses based on 38 respondents:

Very High: 34.2%

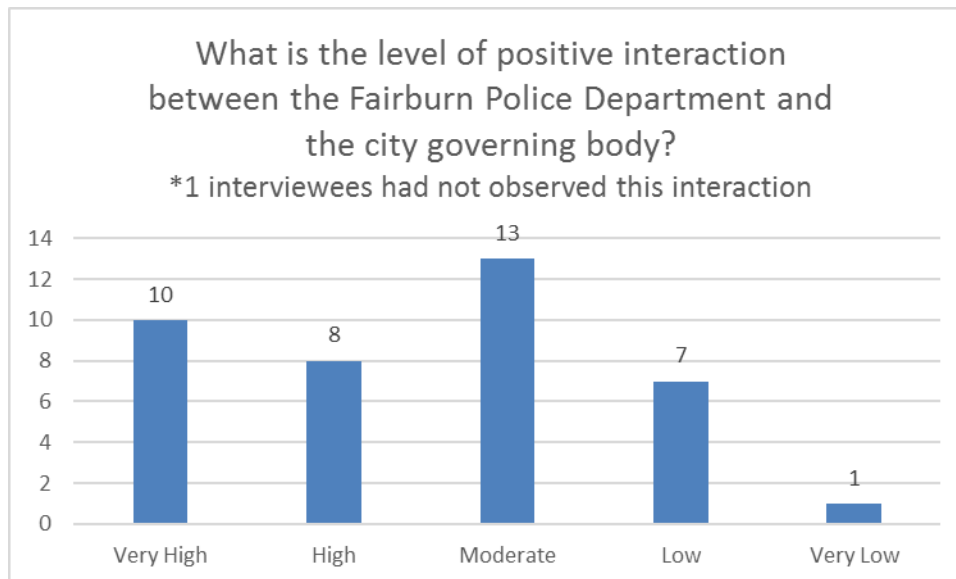
High: 55.2%

Moderate: 7.8%

Low: 2.6%

Very Low: 0%

Relationships between the Police and other City departments appear to be quite good as 89.4% cited interaction as being very high or high. Only 10.4% feel it is moderate or low and none feel it is very low.



Percentages of responses based on 39 respondents:

Very High: 25.6%

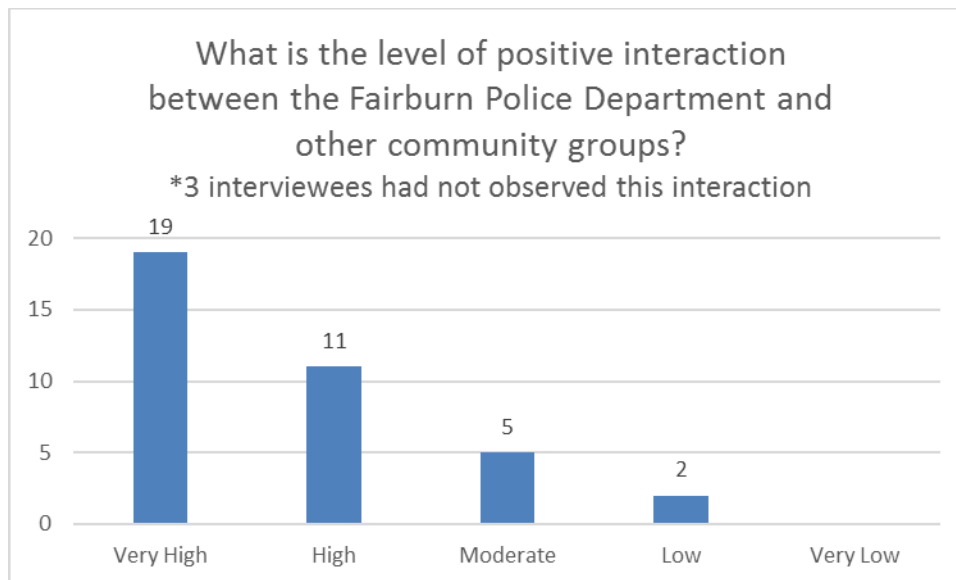
High: 20.5%

Moderate: 33.3%

Low: 17.9%

Very Low: 2.5%

One-fourth, 25.6%, of the respondents feel positive interaction between the Police department and the City governing body is very high. The majority of personnel, 79.4%, feel the interaction is very high, high, or moderate.



Percentages of responses based on 37 respondents:

Very High: 51.3%

High: 29.7%

Moderate: 13.5%

Low: 5.4%

Very Low: 0%

Ranking interaction between the police and community groups shows that 81% of the respondents feel the interaction is high or very high. None ranked it as very low.

PERSONNEL PERCEPTIONS, MORALE AND ORGANIZATIONAL CULTURE

Consultants asked a series of rank ordered questions, as well as open-ended questions, to all department personnel to examine internal perceptions, morale, and culture. The following charts aggregate those responses.



Percentages of responses based on 40 respondents:

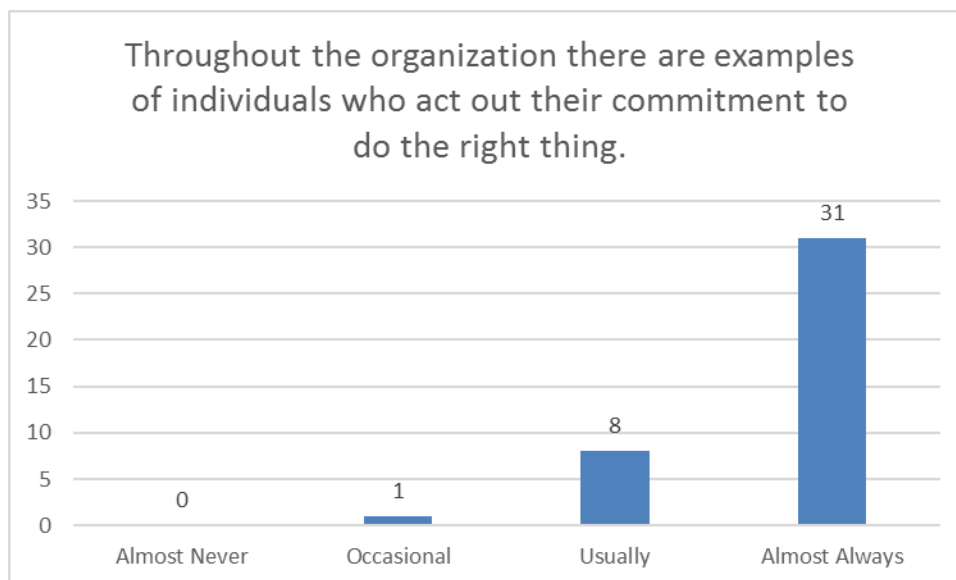
Almost Never: 0%

Occasional: 2.5%

Usually: 40%

Almost Always: 57.5%

Overwhelmingly, 97.5% of respondents stated that individuals on the department almost always or usually practice the ethical standards of the organization. Only one person ranked it as occasionally and none replied almost never.



Percentages of responses based on 40 respondents:

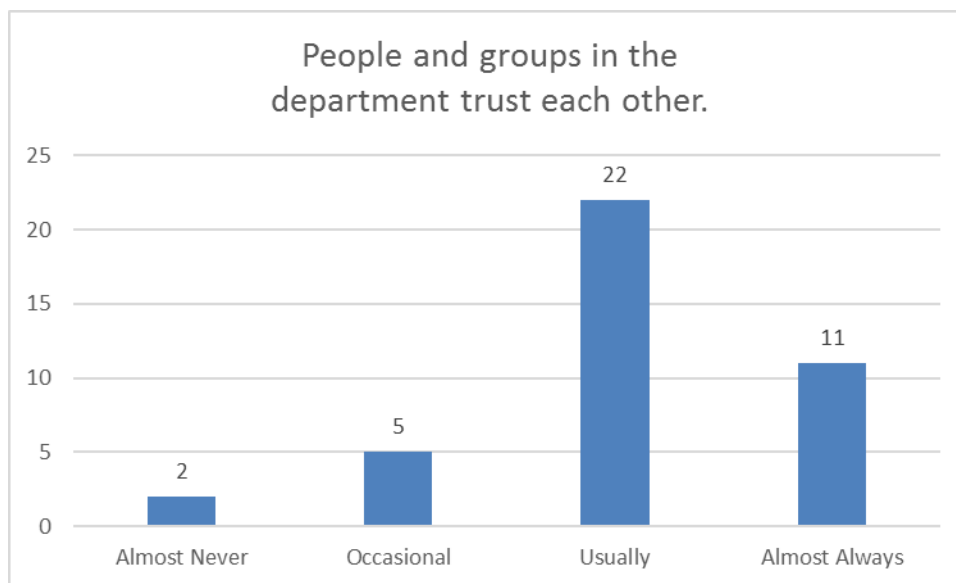
Almost Never: 0%

Occasional: 2.5%

Usually: 20%

Almost Always: 77.5%

With 77.5% of the department members responding that individuals in the organization almost always show a commitment to do the right thing, it can be inferred that a very positive climate permeates the agency.



Percentages of responses based on 40 respondents:

Almost Never: 5%

Occasional: 12.5%

Usually: 55%

Almost Always: 27.5%

The responses show employees feel 82.5% of the time, that usually or almost always trust is exhibited between people and groups in the department.



Percentages of responses based on 40 respondents:

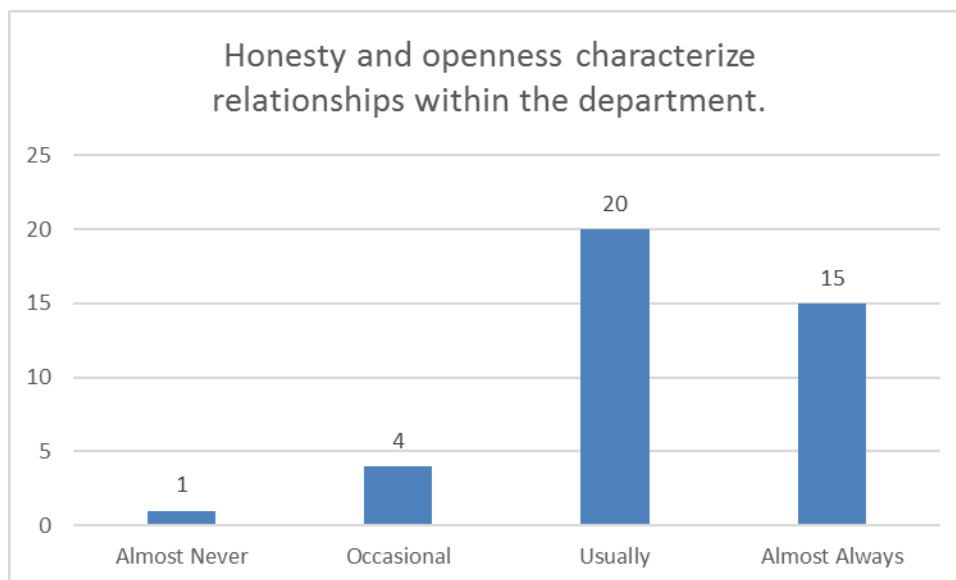
Almost Never: 0%

Occasional: 5%

Usually: 20%

Almost Always: 75%

Ethical values are ranked very highly within the department. Fully 95% of persons stated the organization states and promotes its ethical values almost always or usually. Only 5% stated this occurs occasionally and none stated almost never.



Percentages of responses based on 40 respondents:

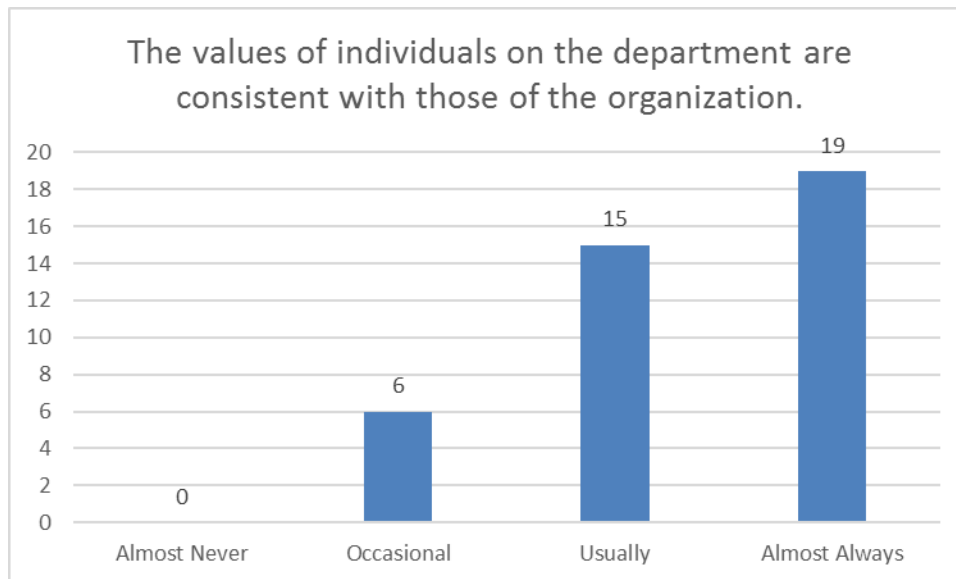
Almost Never: 2.5%

Occasional: 10%

Usually: 50%

Almost Always: 37.5%

Almost always and usually, honesty and openness are ranked as characterizing relationships within the department 87.5% of the time.



Percentages of responses based on 40 respondents:

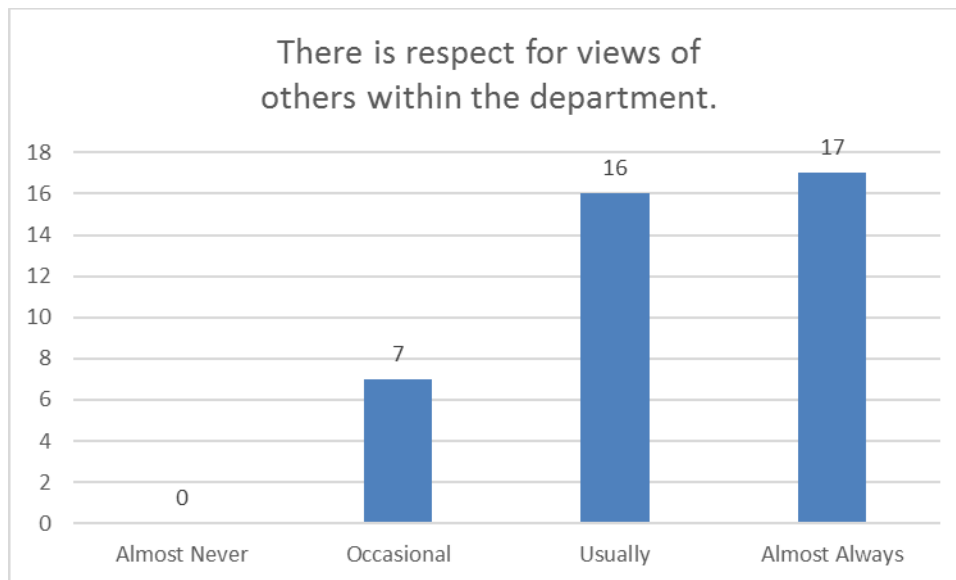
Almost Never: 0%

Occasional: 15%

Usually: 37.5%

Almost Always: 47.5%

Respondents felt individual and organizational values are consistent usually or almost always 85% of the time.



Percentages of responses based on 40 respondents:

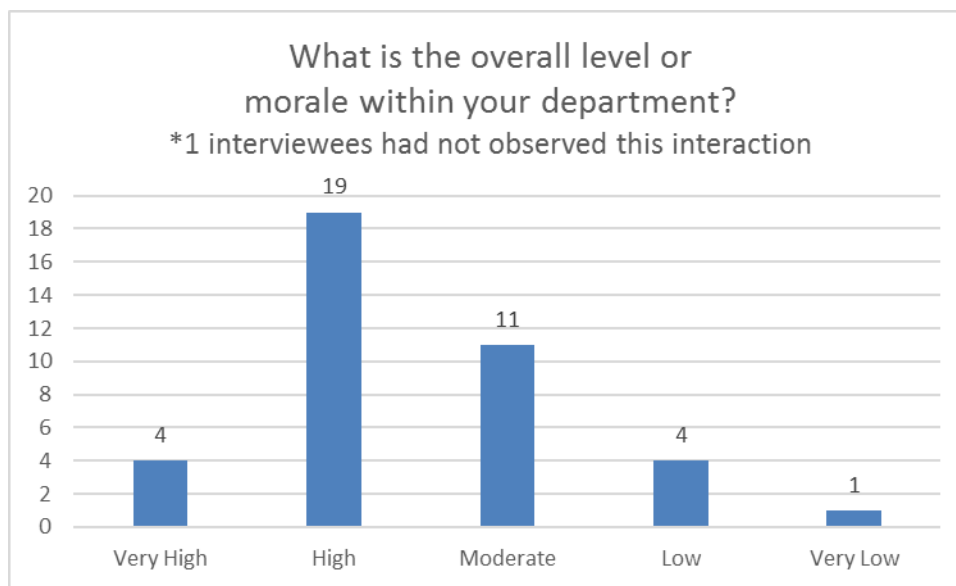
Almost Never: 0%

Occasional: 17.5%

Usually: 40%

Almost Always: 42.5%

Respect for views of others is shown to be ranked at 82.5% usually or almost always. During the open-ended questions one patrol officer stated, *“officers’ are always treated with the utmost respect by supervisors”*.



Percentages of responses based on 39 respondents:

Very High: 10.2%

High: 48.7%

Moderate: 28.2%

Low: 10.2%

Very Low: 2.5%

Almost half, 48.7% of the department members rank morale as high, with an additional 10.2% of the staff ranking it as very high. Therefore, 58.9% of the employees feel morale is high or very high.

In the open-ended questioning consultants posed six questions to the staff members. The questions and responses follow:

Question #1: What can the department do to better serve the citizens of Fairburn?

The overwhelming response was that more community policing activities would be of benefit. Twenty persons expressed this belief. In conjunction with this, three persons stated more time is needed for foot patrols. Nine persons stated the department needs more officers.

Question #2: What improvements to the department do you recommend?

Similar to the responses in question #1, six responded that more officers would improve the department. There were several comments suggesting specialized units would be of value; including, three persons recommending a traffic unit, two recommending a bike patrol unit, and two suggesting a crime suppression unit.

This question also received responses related to employee pay and benefits. Ten persons felt pay should be increased. Two persons stated take-home cars should not be taken away.

Another area that four persons commented on was that of the police headquarters. Those persons stated they felt a new building was needed.

Question #3: When a new policy is introduced how are you made aware of it?

The response to this question was unanimous. Everyone stated that they were informed via memo, email, and at roll call.

Question #4: Do your work practices follow your policies?

It was also unanimous that absolutely, the work practices of the employees follow the procedures within the department policies.

Question #5: Can you describe the state of racial relations within the department and between the department and the community?

Every employee said there were no racial problems within the department. A few members said that from five years prior things have improved. Before that, there were a small number of officers that were antagonistic between each other, but all those officers are gone. Additionally, all stated that race relations between the citizens in the community were good. All of the sworn officers stated that the majority of police/citizen contacts with persons of a race other than the officer are positive. In fact, several officers reported they have been approached by citizens that thanked them for their service, hugged them, and offered them sustenance.

Question #6: Do you have anything else you feel is important to tell us?

Responses related to morale included; *“things have improved with Sutherland as Chief”*, *“changes are positive since the new Chief took over”*, *“interim Chief has done a great job since taking over and morale has improved”*, and, *“couldn’t ask to work for a better police department and morale is much improved with the new leadership team”*.

Staffing concerns were mentioned frequently. Nine persons stated more officers were needed. Twenty persons stated that more community policing was important.

There were some responses related to City policies or actions taken by City leaders that the employees objected to. There were concerns expressed regarding 15 minute breaks being taken away, ending the payout of unused sick leave, and not being allowed to donate sick time to others as was done in the past. Three officers expressed concern that the City Council had given them a raise based on a comparability study, but comparables were not used to give the police a raise.

Following up on the aforementioned comments Consultants were advised that 15 minute breaks have not been taken away. Payout of sick leave has been reduced and donating sick leave has been restricted. However, that policy applies to all City employees, not just the police employees.

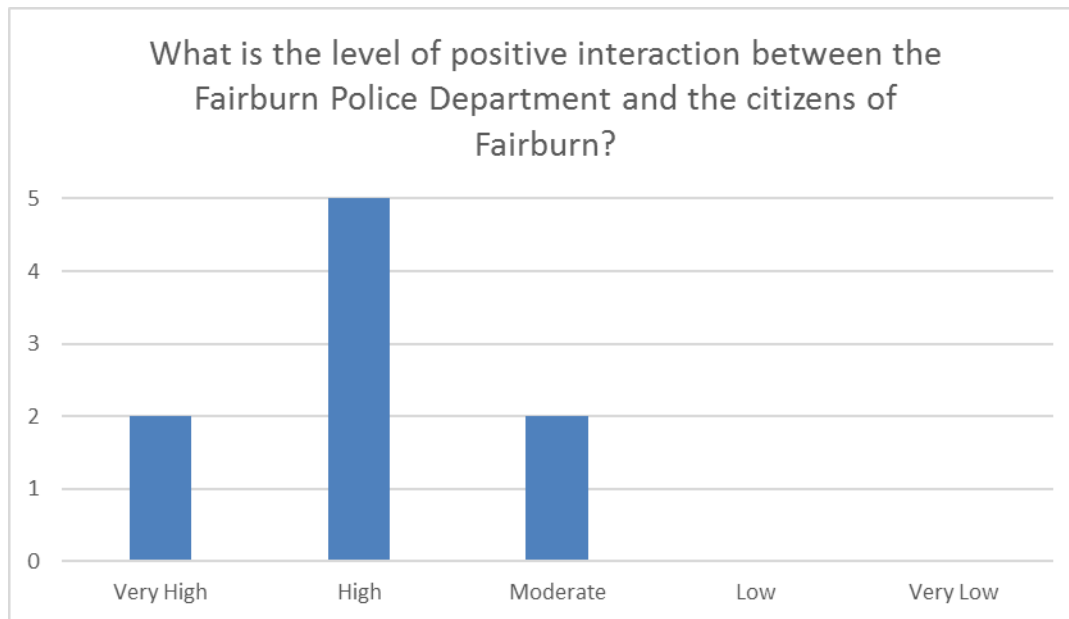
The Human Resources Department provided the following information regarding pay and benefits:

The Police Department pay data was evaluated in 2015 to develop the current City of Fairburn pay scale and pay plan. The City's generous benefits package was an additional factor. For example, the City pays 90% of the cost of an employee's health insurance premium and an additional 60% of the cost for their family members. The City pays 100% of the employee's \$2,000 health insurance deductible and 100% of the \$4,000 deductible for their family members. The City has both a defined benefit plan with a 2% of salary benefit after 5 years of employment with no employee contribution, and a defined benefit plan (without an employer match).

City of Fairburn sworn officers also receive additional compensation for completion of certifications and education. An additional 2% pay increase is provided for obtaining each of the following certifications: FTO, Intermediate Certification, Advance Certification, Supervisory Certification, and Managerial Certification. An additional 4% pay increase is provided for obtaining each of the following levels of formal education from an accredited college or university: Associates Degree, Bachelor's Degree, and a Master's Degree. An additional 4% pay increase is also given to Bilingual/Conversational Spanish speaking officers.

COMMUNITY PERCEPTIONS

Consultants asked a series of rank ordered questions, as well as open-ended questions, to six identified community leaders to examine community perceptions of the police department. Following those interviews written surveys, posing the same questions, were sent to additional community leaders from Home Owners Associations and Neighborhood Watch groups. Three persons responded to those surveys. The following charts aggregate those nine responses.



Very High: 22.2%

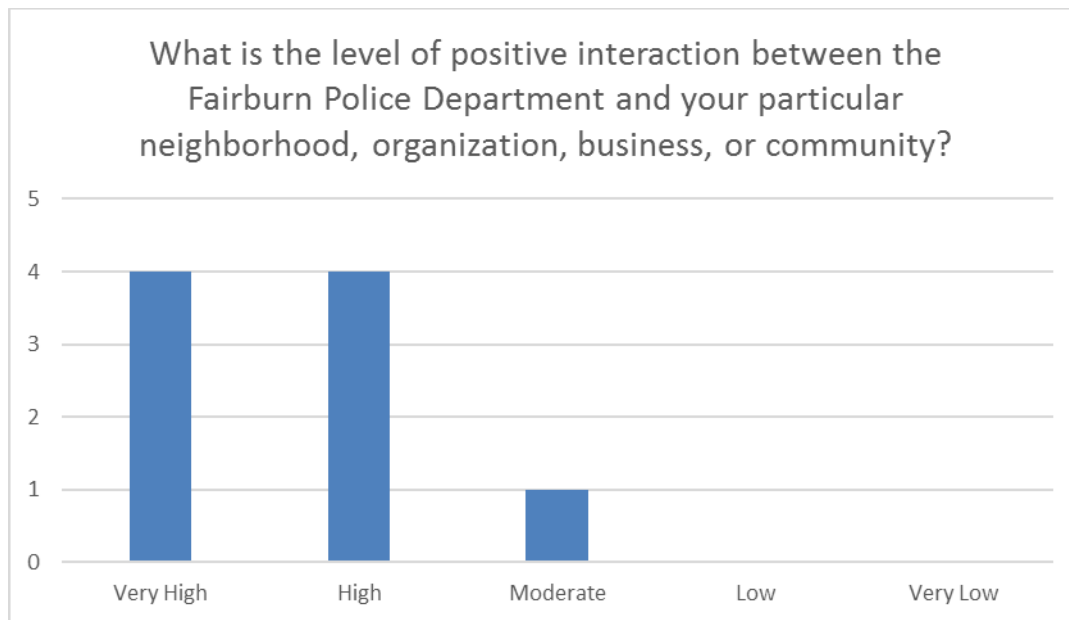
High: 55.5%

Moderate: 22.2%

Low: 0%

Very Low: 0%

All of the community members felt that positive interaction is very high, high, or moderate. No one felt it is low or very low.



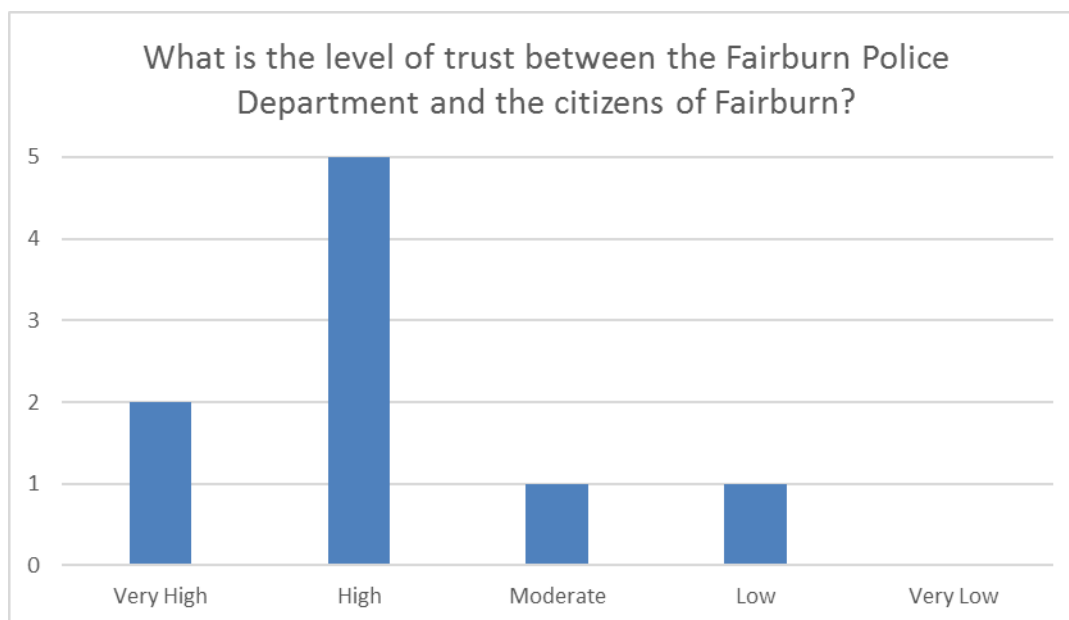
Very High: 44.4%

High: 44.4%

Moderate: 11.1%

Low: 0%

Very Low: 0%



Very High: 22.2%

High: 55.5%

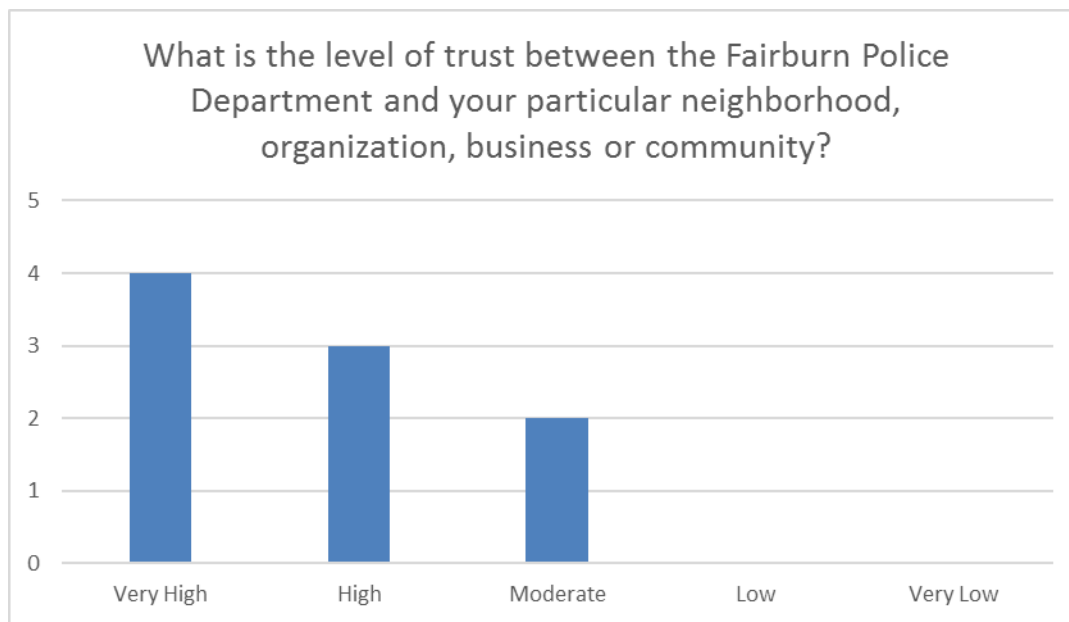
Moderate: 11.1%

Low: 11.1%

Very Low: 0%

A very high or high level of trust was reported at 77.7%. One person felt the trust level was low.

No one reported the trust level as being very low.



Very High: 44.4%

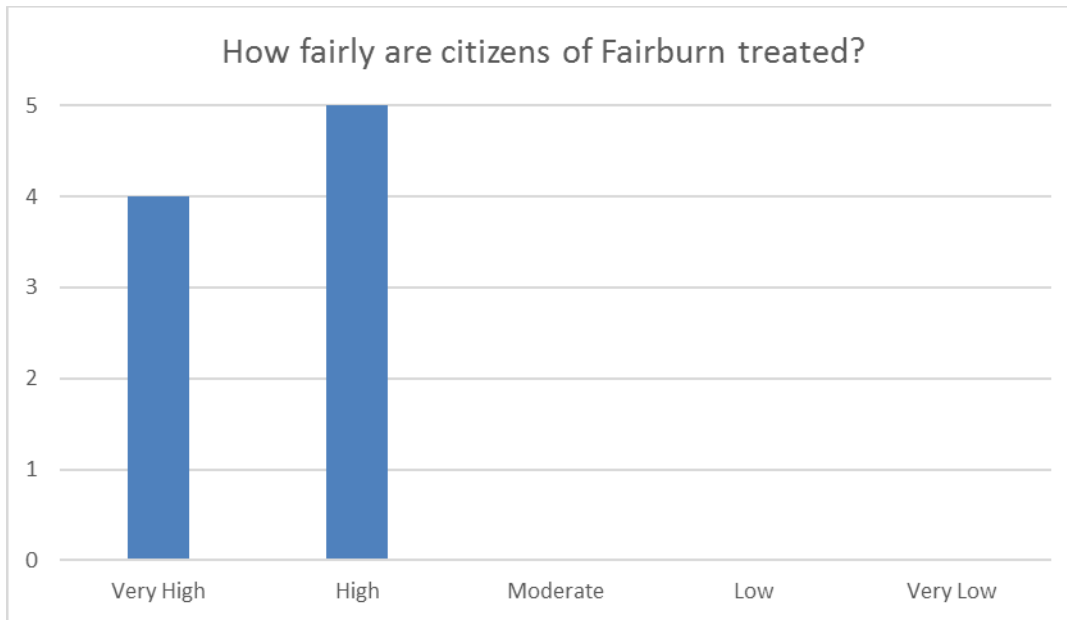
High: 33.3%

Moderate: 22.2%

Low: 0%

Very Low: 0%

Seven, or 77.7%, of the respondents felt the trust between the police and their individual entity is very high or high.



Very High: 44.4%

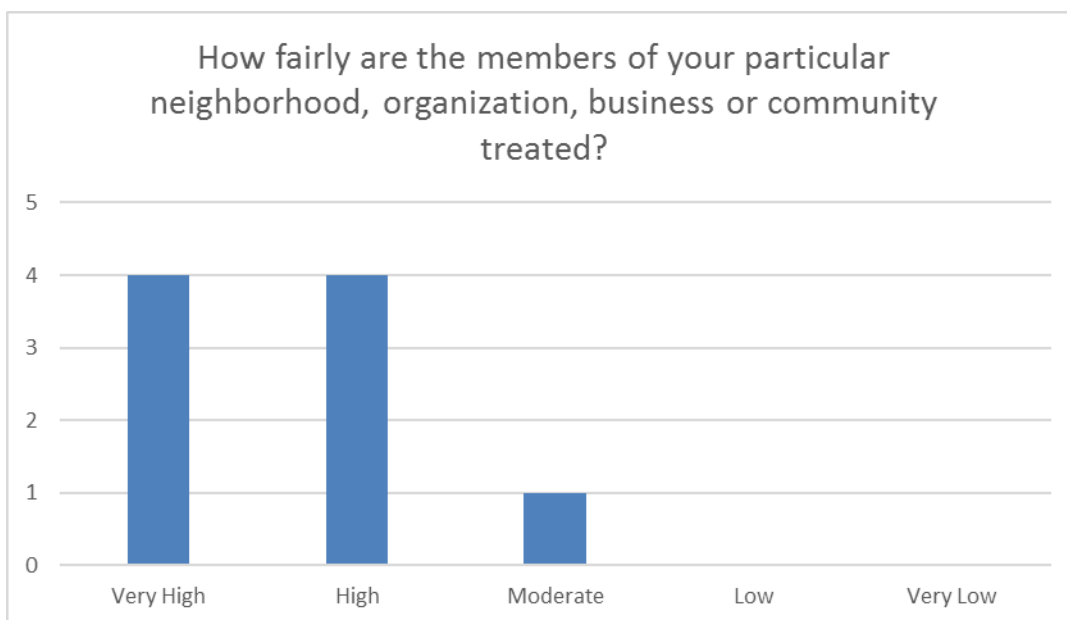
High: 55.5%

Moderate: 0%

Low: 0%

Very Low: 0%

All of the respondents felt that fair treatment by the police was very high or high.



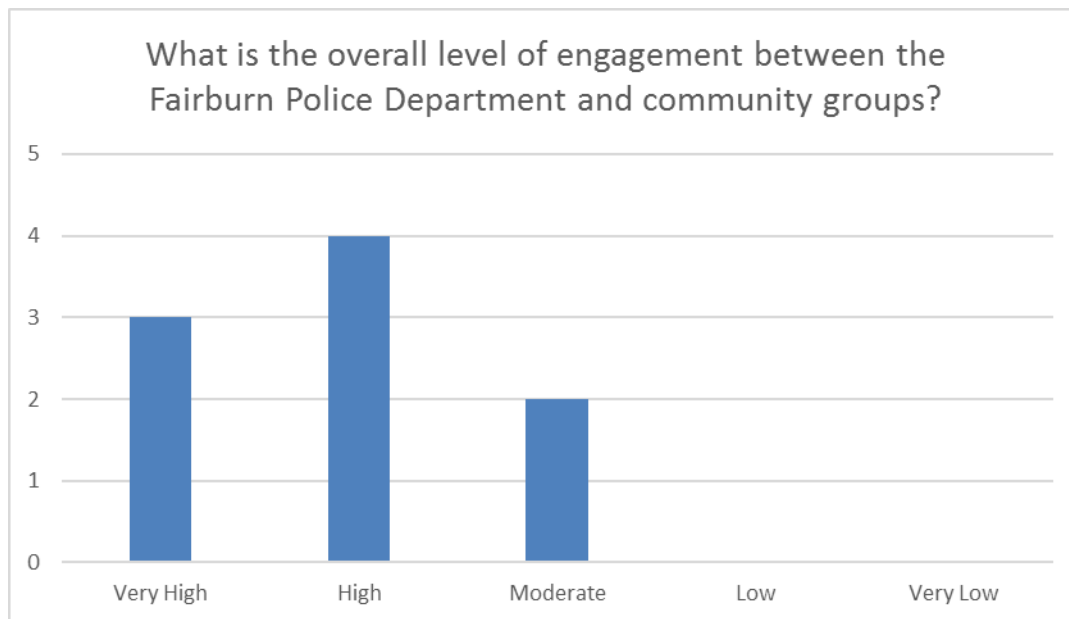
Very High: 44.4%

High: 44.4%

Moderate: 11.1%

Low: 0%

Very Low: 0%



Very High: 33.3%

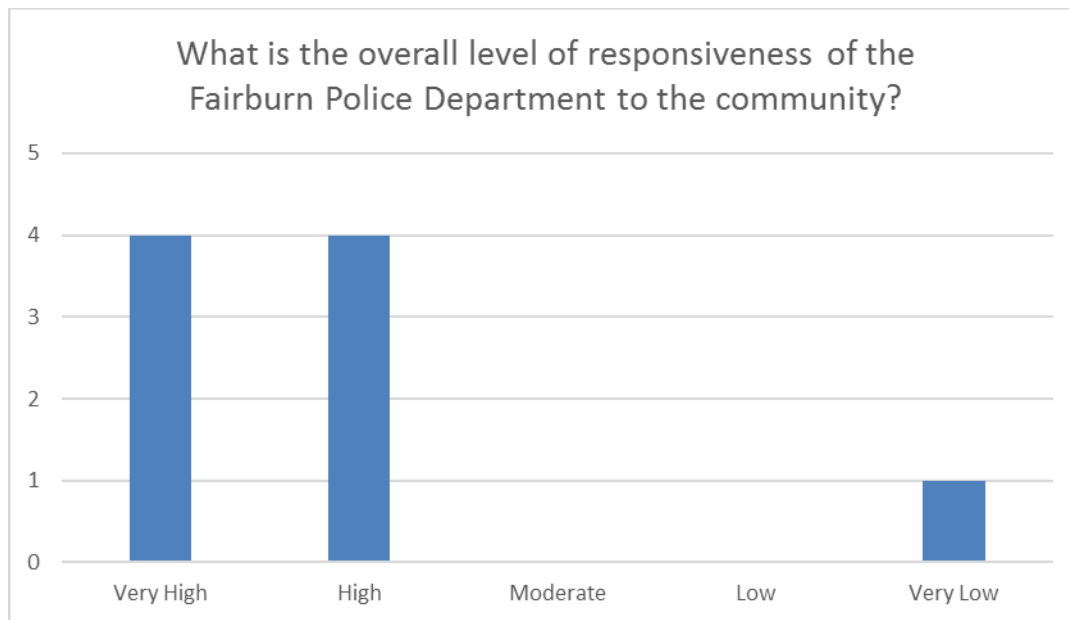
High: 44.4%

Moderate: 22.2%

Low: 0%

Very Low: 0%

The vast majority, 77.7%, felt that engagement is very high or high. A smaller, 22.2%, see engagement as moderate.



Very High: 44.4%

High: 44.4%

Moderate: 0%

Low: 0%

Very Low: 11.1%

Almost all of the respondents (eight or 88.8%) reported responsiveness by the police as very high or high. The lone response of very low was expressed as more of a criticism of the dispatch center. That person felt that having the dispatchers at a distant location caused less responsiveness.

In the open-ended questioning consultants posed the following questions, followed by the responses:

What can the department do to better serve the citizens of Fairburn? *The most frequent responses expressed a desire for more police community outreach, including more visibility downtown, more patrols in the restaurant and hotel districts, attendance at community events, and getting out of the squads more frequently to talk to people.*

What improvements to the department would you recommend? *Similar to responses to the first question, community interaction was repeatedly stressed. Additionally, two persons felt the department is understaffed and should increase the size of the force.*

Can you describe the state of racial relations between the Fairburn Police Department and the community? *None of the persons felt there are negative racial relations or tension between the Fairburn Police and the citizens of Fairburn. One stated that in the past there may have been race issues, but not now. Another commented that the increase in minority officers on the department has eased past tensions.*

Do you have anything else you feel is important to tell us? *Several persons expressed concern over the dispatch call routing.*

There is a misconception that when a 911 call is placed it goes to a dispatch center that then transfers the call to Fairburn Police Department. In fact, the center receives the call and immediately dispatches the officer. There is no transfer of the call.

COMPLAINT PROCEDURES

The department policy on internal affairs and citizen complaints governs the process for investigating citizen complaints against officers. The policy is designed to offer transparency and responsiveness to citizen complaints and concerns.

The department accepts complaints in a number of ways so to not create roadblocks to citing concerns. Complaints are accepted by any person either in person at the police building, by telephone, directly to the Internal Affairs Investigator, through email, or through the complaint form the department has developed. Complaints are accepted from third parties as well as anonymously. The complaint form explains the process, provides a section to write out the nature of the complaint, and provides an area for the investigating officer to contact the complainant. This form may also be used for a citizen to write a commendation for an officer for exceptional work.

All complaints are investigated. The Internal Affairs Investigator investigates the complaint, prepares a report, and submits the finding to the Chief of Police. The Chief determines the final disposition and if appropriate, discipline. At the conclusion of the investigation the complainant is sent a letter advising that the complaint has been investigated and that the matter has been resolved.

An internal affairs log is maintained which lists the case number, employee involved, Internal Affairs Investigator assigned, nature of investigation, dates opened and closed and outcome. It is an excellent source document to show if patterns of misconduct are emerging either on the part of an individual or due to systemic police enforcement actions.

Consultants reviewed samples of internal affairs investigations. They were found to be properly investigated and documented. A log of the complaints is maintained. Of positive note is that the command staff reports implementation of the body cameras in the fall of 2016 has had a positive effect on citizen and officer interaction. In fact, as of the writing of this study, no citizen complaints against officers have been received by the department since initiating the body cameras.

ADMINISTRATION EFFECTIVENESS

The Police Chief engages regularly with his command staff both formally, through scheduled command staff meetings, as well as informally through frequent cordial walk-through's in the building. The lead police consultant sat in on a command staff meeting on December 5th, 2016. In attendance were the Chief, Administrative personnel, Deputy Chief and three Lieutenants. The Administrative personnel took notes from the discussions.

The Chief led the discussions, but encouraged input from all present. The discussions included, but were not limited to, issues regarding radios, squad car rehab, detectives email, use of Narcan, and methods of increasing interaction between patrol and detectives.

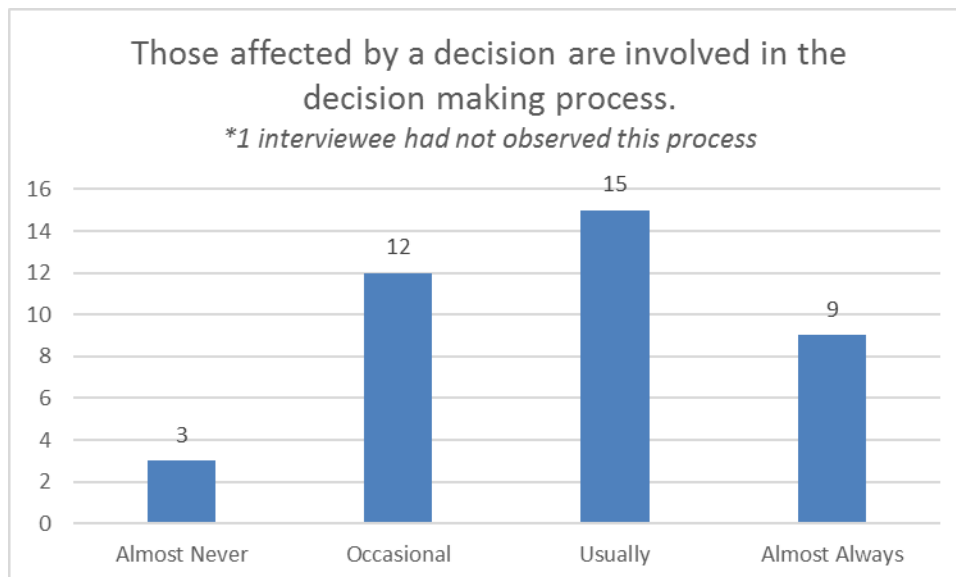
Related to the staff, the Chief noted thanks to officers that attended recent community policing events. The Chief also voiced congratulations to an officer recently promoted to Sergeant. The

command staff also spoke about an officer that would graduate from the academy soon and the shift that officer would begin field training with.

On a larger scale they talked about an incident in North Carolina, involving a police shooting, which could affect police officers in Fairburn. The Chief told the staff to remind their subordinates to be vigilant regarding their safety.

The Lieutenants are required to inform the persons under their command about issues discussed by staff at these meetings. Additionally, these notes are distributed to the entire department. They are posted for the rank-and-file to read. The minutes are kept according to records retention laws.

The following five charts help to illustrate the administrative culture that affects the department personnel. By forwarding information to the rank and file through both verbal and written communications it is clear the personnel understand the mission of the department. They see that persons are held accountable, and, treated fairly. The police administration is transparent with providing information to all in the department. This certainly fosters cohesiveness and positive morale.



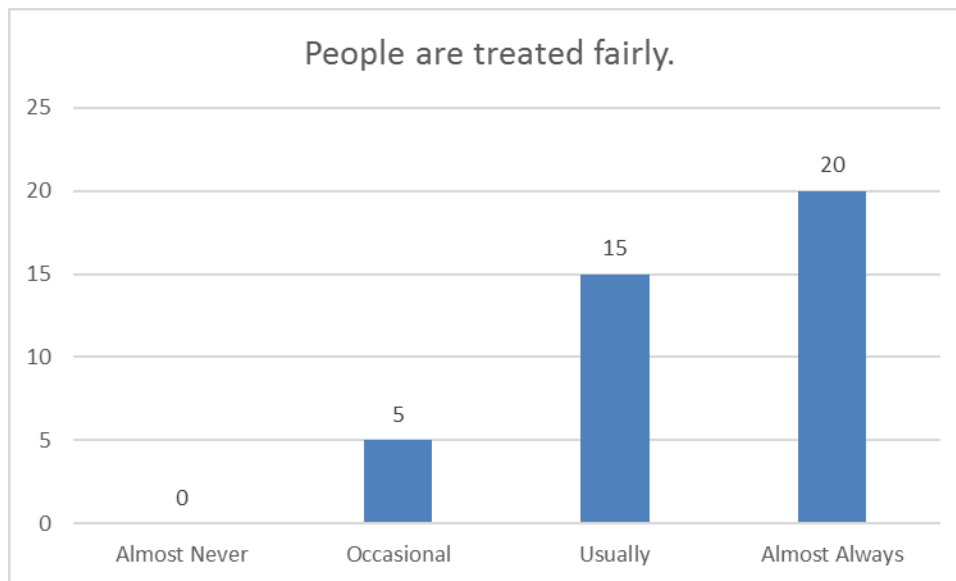
Percentages of responses based on 39 respondents:

Almost Never: 7.6%

Occasional: 30.7%

Usually: 38.4%

Almost Always: 23%



Percentages of responses based on 40 respondents:

Almost Never: 0%

Occasional: 12.5%

Usually: 37.5%

Almost Always: 50%



Percentages of responses based on 40 respondents:

Almost Never: 0%

Occasional: 2.5%

Usually: 32.5%

Almost Always: 65%



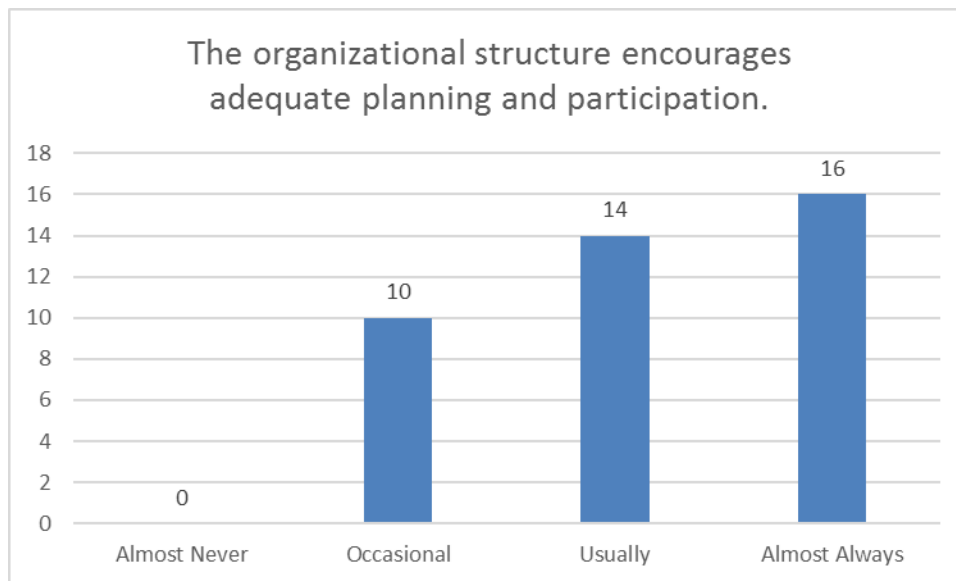
Percentages of responses based on 40 respondents:

Almost Never: 0%

Occasional: 12.5%

Usually: 27.5%

Almost Always: 60%



Percentages of responses based on 40 respondents:

Almost Never: 0%

Occasional: 25%

Usually: 35%

Almost Always: 40%

The administration stays abreast of the larger issues confronting the police profession. For example, they are aware and informed of the findings and recommendations of the President's Task Force on 21st Century Policing (Task Force 21st Century Policing). In early December, 2016, the Deputy Chief distributed the report to all supervisors along with a communication stating; *"All supervisors need to read through this report and brief their subordinates on the highlights. Many of the ideas and recommendations in this report will represent the future of law enforcement"* (Deputy Chief Bazydlo email).

The Police Chief currently reports regularly on police activity to the City Administrator and elected officials through a short written summary providing statistics on incidents, calls for service, patrol activity, etc. The department does not produce an annual report for the city officials or public.

It is recommended that the department begin producing an annual report for dissemination to the public. The report should provide factual data on police service, but also strongly highlight positive community policing efforts and engagement with the community. It should be posted on the City's website.

Recommendations:

1. Produce an annual report highlighting positive police efforts and disseminate to the public.

CULTURAL DIVERSITY, PERCEPTION/SENSITIVITY

The city of Fairburn comprehensive plan shows a population estimate from 2010 that the majority of residents are Black, at approximately 70%, and the White population at approximately 20%. These are the two main racial groups in the city (Fairburn Comprehensive Plan).

Information on the racial and gender makeup of the police department personnel shows the following:

The sworn officer composition of the department includes 17 African-American (44.7%), 16 White (42.1%), three Hispanic (7.8%), and two Asian (5.2%). Males make up 27 (71%) and females represent 11 (28.9%) of the sworn officers.

The civilian staff of seven persons are all female (100%), five (71.4%) are Black and two (28.5%) are White.

Of the total number of sworn personnel 22, or 57.8%, are minorities (Black, Hispanic or Asian). Of civilian personnel five (71.4%) are minority (Black).

The total staff of the department represents a minority majority with 29 (64.4%) of 45 employees being minorities (Black, Hispanic or Asian). White employees number 16 or 35.5%.

The Fairburn Police Department is a very diverse group of employee's representative of the larger community. Most importantly, both police personnel and the community perceive positive racial relations between the police and citizens.

It is vitally important for the department to maintain and strengthen positive relations and understand the importance of diversity issues. To that end, consultants recommend annual training on issues related to cultural diversity. Additionally, this should include training related to persons with mental health concerns. Local police agencies are frequently the first to encounter persons with mental health issues. Recently, the President of the International Association of Chiefs of Police testified about the need for local police officers to be aware and able to deal with mental health matters. In his testimony, President DeLucca emphasized that the lack of mental health treatment options or mental health centers has left law enforcement officers as the de facto mental health providers in their communities (Sarah Guy, *The Police Chief*, page 10).

Recommendations:

1. Schedule and conduct regular training on cultural diversity on an annual basis.
2. As part of annual cultural diversity training, include a section on issues related to officers serving the needs of persons with mental health issues.

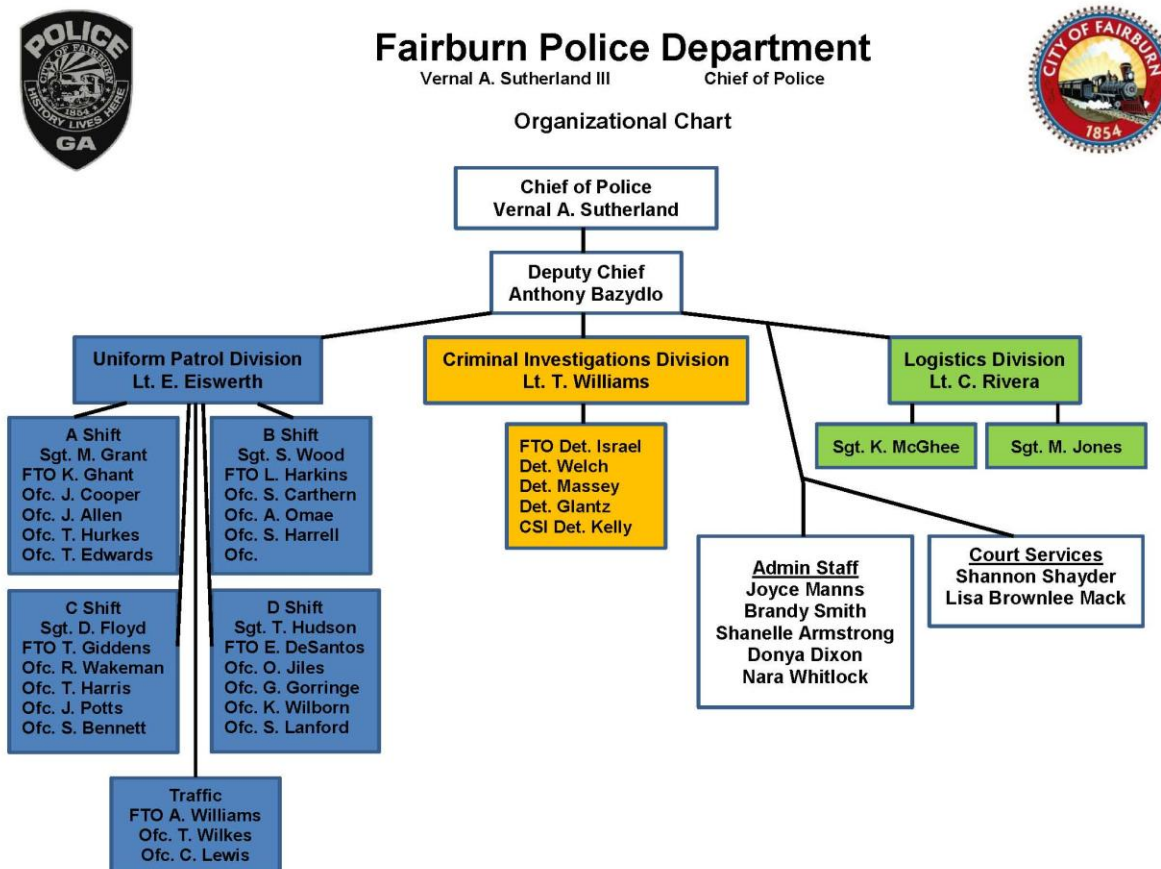
OPERATIONS: UNIFORM PATROL DIVISION AND CRIMINAL INVESTIGATIONS DIVISION

DEPLOYMENT, SCHEDULING AND STAFFING

The authorized strength of the Police Department is a total of 46 full-time employees.

Of the authorized total, 39 are sworn full-time personnel, comprised of the Police Chief, Deputy Chief, three Lieutenants (leading the Uniform Patrol Division, Criminal Investigations Division, or Logistics Division), four Patrol Sergeants, 20 Officers assigned to patrol, three officers assigned to the traffic function in the Patrol Division, five Detectives in the Criminal Investigation Division, and two Sergeants in the Logistics Division. The civilian staff includes five full-time Administrative Staff positions and two assigned to Court Services.

The current Fairburn Organizational Chart is shown below.



Officers and Sergeants serving in patrol or investigations are scheduled for 2,184 hours per year. This equates to 84 hours during every two week work cycle. Those in patrol work a 12 hour shift, comprised of seven shifts of 12 hours, per pay period. There are four patrol shifts designated as A, B, C and D shift. Two day shifts are scheduled from 6:45am to 6:45pm, and the two evening shifts are scheduled from 6:45pm to 6:45am. When one of the day or evening shifts is working, the other day or evening shift is off.

Consultants first reviewed staffing assigned to the patrol function. This is the area that has the most police personnel assigned. Of the 39 sworn members of the department, 28, or 71.7% are assigned to patrol. A Lieutenant is in command of the Division. There are four patrol teams each with an authorized strength of five Patrol officers and one Sergeant. The minimum shift staffing requirement is one supervisor and three patrol officers. If the Sergeant is off, the field training officer on the shift is placed in charge. If both the Sergeant and the FTO are off typically the Patrol Lieutenant works the shift as the supervisor. The patrol shifts are supplemented by a newly developed traffic unit. The traffic unit is supervised by one of the three officers that is a field training officer, but not formally a designated supervisor by rank. This unit works flexible hours and not all three officers are always on duty at the same time. They adjust hours to fit traffic needs. Their primary function is to investigate traffic crashes and perform proactive traffic enforcement.

Consultants utilized the model developed by the International Association of Chiefs of Police to study patrol staffing. The International Association of Chiefs of Police (IACP) has developed a patrol staffing model to determine the appropriate number of patrol officers to be assigned to the patrol function. This calculation does not include supervisory ranks.

The IACP formula takes into account incidents reported (for this study includes citizen calls for service, traffic stops, and other officer self-initiated activities), average time to respond and handle the incident, patrol officer availability (relief factor), and a calculation for administrative duties (servicing vehicles, personal relief and break/meals, in-service training, meetings, etc.), as well as preventive/proactive patrol. The IACP uses an assumption of 45 minutes on average to

process a call for service. The formula also assumes that one-third of an officer's time should be spent on this activity to allow for another third to be devoted to administrative duties and the final third on preventive/proactive patrol.

Consultants reviewed patrol calls for service for 2015 and 2016.

- 2015: 17,069
- 2016: 17,287

The average number of calls for service for those two years is 17,178.

The following calculation is derived from the average of 17,178 calls for service recorded by the Fairburn Police Department over that period of time. Calculations are based on a 24 hour staffing model.

- First, the 17,178 incidents are multiplied by 45 minutes to find that 12,883.50 hours are needed in patrol to process these incidents.
- Next the 12,883.50 hours are multiplied by three to allow for administrative and preventive/proactive patrol to find that a total of 38,650.50 hours are needed in patrol.

To staff one patrol position for a full year 4380 hours are needed (12 hours multiplied by 365 days). The required 38,650.50 hours are divided by 4380 showing that it takes 8.82 patrol units to process the volume of 17,178 incidents requiring 38,650.50 hours of response time.

Fairburn patrol officers are scheduled to work 2,184 hours per year. Consultants examined leave times.

- total annual average sick time is 64.8 hours
- vacation time accrual is 100.88 hours
- training time is 40 hours
- total of time off equals 205.68 hours
- Fairburn officers are available approximately 1,978.32 hours per year (2,184 minus 205.68)

Of the 4380 hours needed to staff one patrol unit based upon a 12 hour shift, an officer is available 1,978.32 hours (2,184 scheduled hours minus 205.68 hours of time off). The basis of 4380 hours is calculated by multiplying a 365 day year by 24 (8760 hours), then dividing by two (4380 hours for 12 hours increments). To determine how many officers are needed to staff one patrol unit for one year, divide the number of hours needed by the number of hours available (4380 divided by 1978.32) to determine the availability factor. The availability factor is calculated at 2.21 officers needed to fill one patrol position. Since 8.82 patrol units are required this is multiplied by the availability factor of 2.21 which equates to 19.49 officers.

As seen from the calculations, the Fairburn Police Department patrol function should be staffed with approximately 19.5 patrol officers. Currently 20 officers are assigned to serve in patrol. Therefore, staffing of this function is calculated as being appropriate to meet current needs.

However, based on future projected growth, as well as the desired level of service by City officials, it is recommended that the staffing in patrol be increased. A report provided to consultants from the Community Development and Engineering Department listed developments that may pose increased call load and activity for the department. Those developments include, but are not limited to the following (December 2, 2016 Community Development and Engineering report):

1. Family Dollar: 8320 square foot retail store
2. Fairburn carwash: 4057 square-foot carwash
3. Fairburn Medical Center: 10,000 ft.² urgent care facility
4. I 85/SR 74 interchange
5. South Park building four: 295,800 square-foot warehouse
6. Fairburn Logistics Center: 493,870 square foot distribution center
7. South City Partners Apartments: 308 multi-family unit apartment complex
8. Oakley Distribution Center: 493,870 square foot warehouse

9. Exeter Distribution Center: 316,680 square foot warehouse
10. Durham Lakes Subdivision: Residential site development
11. Project M: 365,000 distribution center

If a broad community policing strategy, such as the recommended Police Citizen Team Zone program is to be adopted by the department additional staffing is warranted (see description in crime prevention section). Consultants recommend adding one additional patrol officer to each of the four patrol shifts. This will provide for adequate time for community policing activities including, but not limited to, enhanced foot patrols.

Consultants also recommend adding an additional Sergeant to supervise the traffic unit. This Sergeant could also provide patrol shift coverage on some occasions when the shift Sergeant is absent.

Consultants next examined the staffing level of the investigative function. This is the second largest component of the sworn personnel, with six, or 15.3% of sworn officers. A Lieutenant is assigned to supervise the personnel in this division. Five investigators are assigned to the division. One of the Investigators is also designated as the Crime Scene Investigator.

Consultants reviewed cases assigned to investigators for 2015 and 2016. Every criminal case is assigned. Many of the cases assigned do not have sufficient evidence to conduct a follow-up. However, the victim is contacted as a courtesy. The number total assigned is as follows.

- 2015: 1,050
- 2016: 1,080
- The average number of cases assigned for those two years is 1,065.

Detectives are assigned approximately 213 cases per year. The division should consider developing a matrix for assigning cases based on “solvability factors”. These factors include such matters in the offense that could point to the case being solvable. For example, factors include the presence of physical evidence, witnesses, video, a known offender, etc. Cases are

assigned if there are factors present. Of course, all crimes of violence would be assigned regardless of the absence of factors. It is recommended that non-violent crimes, without any solvability factors present, not be assigned for follow-up. This would allow the detectives to concentrate efforts on crimes with a likelihood of being solved. As an alternative to the personal follow-up on these crimes the person could be sent a letter advising them that the department will follow-up if new evidence is obtained.

Detectives are assigned Monday through Friday. The starting hours are staggered with starting times for individuals at 8am, 9am and 10am. They work approximately eight hours and 25 minutes five days per week. Therefore, coverage five days per week is from 8am until 6:25pm. Detectives do not work weekends but there is always one detective on call for matters requiring a detectives' presence during off hours. One of the detectives is the designated crime scene investigator and is on call at all times.

A major recommendation to further spread the community policing strategy throughout the department is to assign one Detective to each of the four designated Police and Citizen Team zones, if that concept is adopted by the department (see described program in crime prevention section). This detective will primarily be responsible for all follow-up investigations in their assigned zone. This leaves one detective as the back-up/float detective. It is recommended that the back-up detective be the designated crime scene investigator, which allows that person to work crime scenes throughout the jurisdiction.

Changes are suggested for scheduling investigators. At this time the department wants to increase communication between patrol and detectives by having a detective attend patrol roll call once per week. However, no detectives are normally scheduled to work during the roll call times of 6:45am and 6:45pm. Therefore, a detective would need to come in early, or stay late to attend roll call. This creates an overtime concern. Furthermore, it would be desirable to have detectives at patrol more frequently than once per week.

A simple solution is to adjust one detective to a schedule of 11am to 7:25pm, Monday through Friday. This would increase evening coverage by one hour, and allow the detective to be

available for up to five patrol roll calls per week. Although not available for the morning roll calls, the Patrol Sergeant can call in available day shift officers for a debriefing with the detective near the end of the patrol shift.

An alternative schedule to be considered is that of a four day work week of ten hour and 30 minute shifts for the investigators. The five investigators could be split into teams of two detectives scheduled Sunday through Wednesday from 9 a.m. to 7:30 p.m., and three investigators assigned Wednesday through Saturday the same hours (note: the configuration of two or three per team can be adjusted). To give investigators rotating weekends off the schedule could allow for one detective on each team to work Monday through Thursday, or Tuesday through Friday, each work cycle.

This would provide detective coverage every day of the week, and although it would not provide a detective on duty from 8am to 9am it would extend coverage every day until 7:30pm. The Lieutenant could remain on duty, commencing at 8am, Monday through Friday. Therefore the Lieutenant would be covering that hour and have time to review and assign cases. The advantages include weekend coverage, extended evening coverage, ability to attend a patrol roll call frequently, and the opportunities presented by having all personnel scheduled every Wednesday. That would allow opportunities for days off, individual and group training, division meetings, and special operations.

It is also recommended that a back-up crime scene investigator be selected, trained, and placed in an on call rotation schedule. One crime scene investigator is not sufficient.

Another issue to consider in operations is the department's involvement in area task forces. The department reports having good relationships with area task forces but is not a participating member with any. For any tactical (SWAT) call up they would request services from Union City, Fulton County or Peachtree City. The Georgia Bureau of Investigation would assist with matters of major crime assistance and cybercrimes. The State Patrol assists with major traffic issues.

The department could benefit by organizing a hotel/motel task force. Fairburn has five hotels in close proximity to major highways. In jurisdictions that have these task forces there has been

recorded success in combating the offenses of drugs, prostitution, human trafficking, and theft. Officers assigned to the task force serve in a collateral duty as opposed to a full-time commitment. The officers would work with hotel staff to train them to identify patrons that may be involved in the aforementioned criminal activities. Officers would then take measures to investigate the possible offenses.

There are very good reasons to develop this task force. The hotels in Fairburn are close to the busiest airport in the USA. Hotels are sometimes used by persons involved in the drug and sex trade as meeting places. Also, on February 3rd, 2019, Atlanta will host the Super Bowl. Some reports say this is the single largest human trafficking event in the USA each year. Consultants conferred with Chief Richard Ramirez of the Stafford, Texas, Police Department regarding issues that impacted their department during the recent 2017 Super Bowl in Houston. Stafford is a city that borders Houston, and has a hotel district adjacent to a major highway. The Chief advised that these hotels raised their rates to \$700 per night for a guaranteed three night stay, and \$500 per night for a guaranteed five night stay during the Super Bowl event. Over a four day period they recorded nine aggravated robberies (robbery with a weapon) in the parking lots of these hotels. The Chief felt that with the prices being charged at the hotels, the offenders felt the clientele would be in possession of large amounts of cash, therefore they were chosen as targets (interview with Chief Richard Ramirez).

On an even more basic crime concern, the parking lots of hotels are often locations where thefts from vehicles occur. The task force officers should work with the hotels in a public-private partnership to enhance surveillance camera coverage and provide quick and easy access for the officers to the video. By forming and being the lead agency in this task force the department would show regional leadership and reduce crime at the hotels.

Recommendations:

1. Add an additional Sergeant to the organizational chart and assign to the traffic unit.
2. Add four additional patrol officers to the force placing one on each patrol shift.

3. Consider modifying detectives work schedules as described.
4. Select and train a back-up crime scene investigator and place in the on call rotation for crime scene processing.
5. Adopt “solvability factors” to screen criminal cases assigned to detectives.
6. Create and be the lead agency of a hotel/motel task force.
7. Have officers assigned to the hotel/motel task force work in cooperation with the hotels in a public-private partnership to enhance video surveillance capabilities in the hotel parking lots.

The recommendation for the consolidated hotel task force is supported by the following recommendations in the 21st Century Policing Report:

1. 2.14 Recommendation: The US Department of Justice, through the office of Community Oriented Policing Services and Office of Justice programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps toward shared services, regional training, and consolidation.

The following action item in the Fairburn Comprehensive plan supports the implementation of the hotel task force (Fairburn Plan 2035):

1. Coordinate with Fulton County and other local governments to provide intergovernmental public safety services to citizens (page 147).

CRIME PREVENTION

The current crime prevention and community policing efforts of the department focus on officers periodically getting out of the squad cars and walking the downtown business areas, and going into other businesses, to make contact with citizens and business persons. Statistics are kept on the number of these events. Officers expressed the belief that these foot patrols are helpful to community relations.

The department recently reorganized and has plans for one of the Sergeants assigned to the Logistics Division to increase community contacts. The plan, which is just starting, is to have that Sergeant begin by making contacts with Churches, schools, and businesses. The details have not yet been established.

A city-wide comprehensive community policing and crime prevention program is recommended. It has several parts, all with the goal of increasing police and citizen interaction to improve community relations and prevent crime. Law enforcement leaders recognize that not one single factor has been more essential to preventing and reducing crime levels than collaboration between law enforcement agencies in the communities they support and serve. In order for law enforcement to be truly effective, officers and agencies must have the active assistance of and support from every facet of our communities. Establishing and maintaining these crucial relationships in order to build a mutual understanding and level of trust with diverse communities requires time and is an ongoing effort (Donald W. DeLucca, *The Police Chief*).

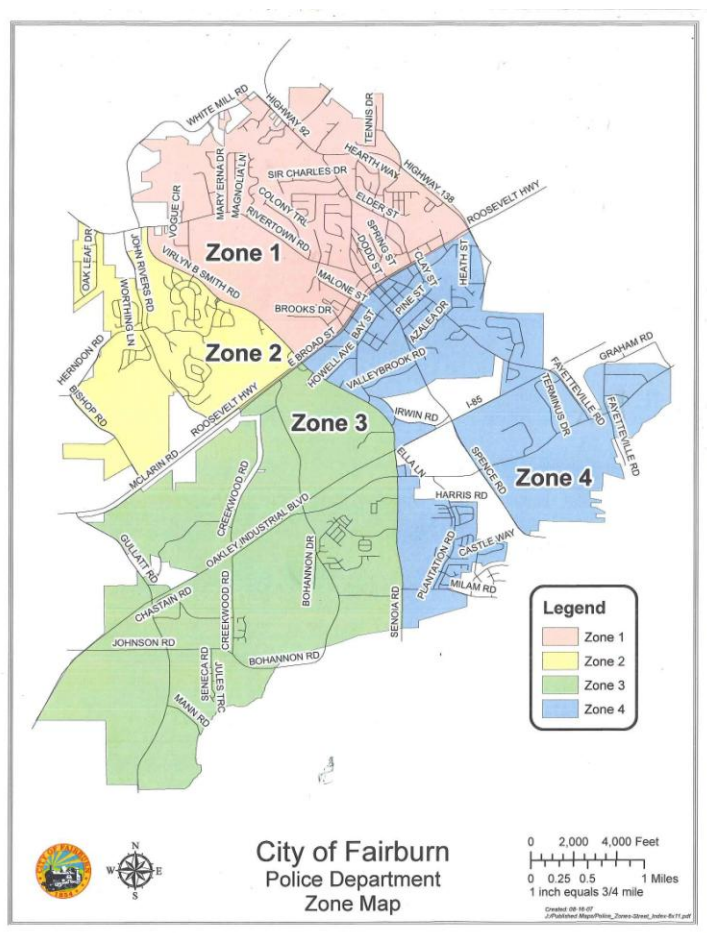
Three major components are suggested for implementation, including the Police and Citizen's Team, a Citizen's Police Academy, and an annual Police and Citizen Event at the Duncan Park sports complex. The programs are described as follows.

POLICE AND CITIZEN'S TEAM:

This program encompasses the entire city in a consistent community policing and crime prevention strategy. The city is divided by four police zones. Each zone will be designated as a Police and Citizen's Team Zone. Patrol Officers and a Detective are assigned to a zone for a minimum of one year. This allows the officers and citizens to become more personally

acquainted. One officer from each of the four patrol shifts, and a Detective, is assigned to the zone. One Sergeant is also assigned to oversee the zone, but they still remain in charge of the entire shift. The officers interact with the community on a daily basis, getting to know the residents, businesspeople, and other stakeholders in the area.

Quarterly, area meetings are held in which each assigned area Officer, Detective, and the Sergeant assigned to the area is present. The community can bring forward concerns, and, the police can present safety topics, address issues, present crime statistics, etc. This process builds community and police partnerships to solve problems in their areas.



Based on area concerns the police develop action plans to address the matters. These are reported through the chain-of-command to the Chief. Based on the department's recent reorganization it may be appropriate to consider having the Sergeant in Logistics be the central contact for the area reports.

Within each zone foot patrols should be increased in both amount and duration to establish positive contacts with the public and to address crime and quality of life concerns. In a recently reported study on the effect of foot patrols it was found that the most the most important finding of this study is the confirmation that foot patrols, if carefully planned and deployed, can facilitate relationship-building between the community and officers, even in areas where a trust deficit may have historically existed (Cowell and Kringen, *The Police Chief*, March 2017). Foot patrols require sufficient time and resources to be effective. Sufficient resources must be deployed in patrol to accommodate the time needed.

The department should consider streaming the quarterly meetings live via their Facebook page. This provides an opportunity for those that can't physically attend the meeting to stay connected and engaged. Viewers could ask questions and participate via a comment section with an officer running the video to respond. Fairburn already does an excellent job with Facebook; this would only strengthen their efforts and drive more traffic and likes to the page. If live streaming is not a viable option, then the department could consider videotaping for inclusion to Facebook at a later time and archiving the meetings.

ANNUAL POLICE CITIZEN EVENT:

Annually a community-wide event could be sponsored by the Police Department at the Duncan Park sports complex. Police personnel would be responsible for preparing and serving a simple dish such as hot dogs on the grill. Department equipment and vehicles could be displayed. The department could reach out to other agencies for enhanced vehicles and equipment such as tactical trucks or helicopters. Other city departments could join and display fire and public works equipment which would be similar to what some municipalities call a "touch a truck" event.

At the Community Policing Event, Fairburn could also consider inviting community service/resource organizations to present the services available to the residents. There should be an outreach to a wide range of multi-cultural agencies. Local media could be invited to strengthen those partnerships and spread positive message for the PD. They may also consider having an officer take photos, video, and live stream portions of the event via Facebook. If a department recruiting team is implemented they should use this event as a major recruiting tool.

CITIZEN'S POLICE ACADEMY:

A training academy to enlighten Fairburn citizens on police practices and procedures should be initiated. One class per year is recommended. Typically, Citizen's academies run ten weeks in length, meeting once per week for about three hours. The curriculum includes such issues as explaining the structure of the department, patrol, investigations, crime scene procedures, requirements for use of force, search and seizure, and other current topics in the profession. All courses are instructed by Fairburn police employees. The academy increases the positive interaction between citizens and police officers.

Upon successful completion of the academy the graduates could be recognized publicly at a City Council meeting. The graduates should be encouraged to form an alumni association. That association will build in size and serve as another conduit of positive relations between the police department and the community.

Recommendations:

1. Implement the City-wide Police and Citizen Team concept and designate it as the Department's community policing and crime prevention focal point.
2. Organize an annual police and citizen event at the Duncan Park sports complex.
3. Develop and conduct a Citizen's Police Academy on an annual basis.
4. If the Citizen's Academy is instituted, encourage and develop a Citizen's Police Academy Alumni Association.

The recommendations of the proposed Crime Prevention and Community Policing programs are well supported by the following recommendations in the 21st Century Policing Report:

1. 4.2 Recommendation: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.
2. 4.2.2 Action Item: Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem-solving and community engagement activities.
3. 4.4.2 Action Item: Law enforcement agency should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.
4. 4.5 Recommendation: Community policing emphasizes working with neighborhood residents to coproduce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community
5. 4.5.1 Action Item: Law enforcement agency should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.
6. 4.5.2 Action Item: Law enforcement agencies should engage youth and communities in joint training with law enforcement, citizen academies, right along's, problem-solving teams, community action teams, and quality-of-life teams.

The following two action items in the Fairburn Comprehensive plan support the implementation of the annual event (Fairburn Plan 2035):

1. Plan annual events to create and foster community (pg 137).
2. Work with local groups to expand local festivals and activities to include a wider range of cultures and languages (page 137).

LOGISTICS DIVISION

RECRUITING AND RETENTION

Matters related to recruitment and retention has faced major difficulties over the last two years. There have been significant changes in the department staff. Within the last year, a long-term Police Chief retired. This was followed by the interim appointment to Chief of a Captain who also then retired. Currently the department is led by Chief Sutherland who was recently appointed as Chief after a period of being the Interim Chief.

The Human Resources department provided information that in the year 2015 the department recorded a turnover rate of 19.1%, followed by a 31.9% turnover rate in 2016. Within the last year, in fact, at one time the sworn makeup of the department was short 10 officers. While consultants were conducting the audit many officers were in their current stages of training and had been on the department for very little time. In fact, consultants even interviewed one department member on their first day of work.

Through a significant recruitment drive the department is now almost fully staffed within the sworn ranks. There is currently one vacancy to be filled in the rank of patrol officer. The recruitment process is maintained primarily by the Police Department in coordination with the Human Resources Department. The Human Resources Department collects the applications but is not involved in the screening process. The recruitment drive in 2016 was primarily assigned to a Detective that was responsible for reviewing applications and processing the background checks as well as carefully screening all documents submitted by the applicant. Upon final approval by the City the officer signs an employment contract. In the event the officer does not successfully complete 24 months of employment, that officer may be required to reimburse the City for partial costs related to uniforms and training.

Now that the majority of the open slots have been filled, the department has reorganized and placed the task of recruitment under the Logistics Division. Steps should be taken to insure the department does not incur significant numbers of vacancies. Every time a vacancy occurs in the rank of patrol the administration should coordinate with Human Resources to fill that position from an established pool of candidates.

It is recommended that a recruitment team be formed composed from a cross section of ranks and positions within the Department. They could work in concert with the Human Resources Department. These persons should proactively recruit new talent for the agency by attending special events and seeking out diverse candidates. Emphasis should also be placed on finding persons that are multi-linguistic.

Furthermore, if the annual Community Policing Event recommendation is implemented, the recruiting team could use that event as a major contact opportunity to seek out diverse and multi-linguistic candidates.

Recommendations:

1. Develop a Department recruitment team.
2. During recruitment develop a pool of suitable candidates to draw from in the event of a vacancy.
3. Use the recruitment team to seek qualified candidates from organizations, schools, etc. that represent diverse and multi-linguistic candidates.
4. If the Annual Police Citizen Event is implemented use that opportunity as a major function for recruiting.

The recruitment recommendations are supported by the following recommendation in the 21st Century Policing Report:

1. 1.8.4 action item: Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural and linguistic responsibilities.

COLLECTION/RELEASE OF PROPERTY AND EVIDENCE

In the most recently revised organizational chart the function of property and evidence falls under the Logistics Division and is assigned to one of the two Sergeants in that Division. In addition to this function that Sergeant has multiple other duties including training and accreditation. There should be redundancy in the duties of this position. A part-time civilian evidence clerk position should be considered to supplement the work of the Sergeant, who has other significant responsibilities.

The initial work done of collecting evidence is appropriate and done in accordance with policy. While on-site consultants conducted a small evidence audit. All items were located by the Sergeant quickly and were in their proper locations.

There are a number of concerns in this area. They are not related to the policy and procedures, but stem from the building and equipment. The evidence room is full to capacity and needs more storage space. There is no extra security for guns, drugs, money, and other valuables. Items that require drying, such as clothing contaminated with blood, are suspended from the ceiling until dry to be repackaged. This creates a biohazard.

Generally, all items of evidence are stored in cardboard banker type boxes. They should be stored in more secure containers. There is no up to date bar-coding system to log and track property and evidence. The tracking system is antiquated. The items are logged in a server which due to the capacity used is very slow. There is no refrigeration or freezing capability for evidence.

The layout of the building hinders the evidence process. At times, items of evidence are taken from this room to the far end of the building to the Sergeant's office to be entered into the records system or otherwise processed. This creates possibilities for evidence to be compromised. There is a small evidence lab for processing and packaging, but it is not adjacent to the evidence room, and is only for very fundamental processing work. The movement of property and evidence items throughout the building should be minimized.

Security is also a concern. There is no camera system in the area adjacent to the evidence room to record submittal of evidence and entry and exit from the room. Access is gained through only a numerical lock. There should be a double entry system.

Recommendations:

1. Create and staff a part-time civilian position in the property and evidence function.
2. A new facility is needed to adequately, safely, and securely store property and evidence.
3. Current evidence should be transferred to more secure containers.
4. Separate safes should be placed in the evidence room to add more security to storage of money, valuables, and drugs.
5. A locked cage should be constructed within the evidence room to hold guns.
6. A drying cabinet should be purchased and placed in the evidence room for drying bio-hazardous evidence prior to packaging.
7. A bar-coding system that is compatible with the department record management system should be acquired and implemented.
8. The server capacity should be increased.

9. Refrigeration and freezing capability should be in place. Acquire a refrigerator/freezer that can be placed in the room and locked.
10. Place cameras in the area near entry to the evidence room capable of recording and storing video showing packaging of evidence as well as submittal and entry/exit from the room.
11. Add an additional locking mechanism necessary to allow access to the evidence storage room.

TRAINING

The training function of the Fairburn Police Department was reviewed by consultants. A combination of staff interviews and training record reviews were conducted. Consultants learned that newly hired Fairburn officers are sent to a 408 hour basic training academy if they are not already certified peace officers in Georgia (consultants were advised that the agency attempts to attract already-certified officers with pay incentives). Following the basic academy, Fairburn officers enter a field training program that consists of 40, 12-hour patrol shifts with new officers working with different training officers on a rotating basis. Officers are also trained in the use of the patrol rifle and Taser. Other training that a new officer would receive includes radar, field sobriety testing, use of breathalyzer machines, and other similar courses.

Consultants inquired about in-service training, and were informed that officers must receive 20 hours of training annually to maintain state certification. This training typically consists of use of force, firearms, legal and policy updates, and other similar topics. Eight hours of this training, at a minimum, is covered during an in-house training session for officers. Tactical shooting, night-fire, shotgun, and pistol qualification are among the topics covered. Consultants were advised that civilian employees are assigned to sit in on portions of in-service training that apply to them based on position – for example, sexual harassment training, policy review, or other training topics that cover conduct or procedure would be attended.

Consultants also inquired about training for officers assigned to specialty positions, such as investigations or the bike patrol unit. Consultants were advised that no set module exists for these positions, but the supervisor of those respective units puts officers in for training on a need basis. Officers assigned to investigations would generally receive specialized training in homicide investigation, sex crimes investigations, juvenile law, and other relevant courses. Officers assigned to the bike patrol unit are assigned to a training course as well. While a review of the training records for 2015 and 2016 does seem to indicate officers are receiving adequate training, consultants would recommend the development of a structured training module for each specialty position, to include 'required' and 'recommended' courses for those officers assigned.

In terms of supervisory/management training, consultants were informed that a 12-week program known as the Command College is available at Columbus State University in Columbus, GA. Any officer with a 4-year degree is eligible to attend; however, as a matter of practice, Fairburn PD sends all officers at the rank of Sergeant or above to this program. Currently, a member of the command staff of the department is attending an accelerated Masters degree program at Columbus State. In addition to Command College, a Professional Management Program is also available at Columbus State. This program is for supervisors and has no degree requirement. The program provides college credit while at the same time teaching management principles. Consultants were advised that to date no Fairburn officers have attended the Professional Management Program. Consultants believe that this program should be possibly considered for officers who are not at the rank of Sergeant but have shown an interest and aptitude for leadership (officers-in-charge, for example).

Consultants were advised that approximately \$25,000 is budgeted annually for department training with approximately \$12,000 for related travel expenses. Consultants were advised that this amount is mostly sufficient; however, more funds would be useful. Additionally, consultants were advised that staffing concerns have somewhat limited the ability to send officers to training in recent years. Consultants were advised that although this practice has been relaxed somewhat recently, training has in the past been limited to a 40 hour per officer per year maximum to reduce the pressure on street staffing caused by officers away at training.

Generally, no overtime is allocated to cover street staffing for training—when manpower is a concern, training courses are usually cancelled.

Consultants further inquired as to the procedure for officers requesting to attend training. Consultants were advised that the officer submits a request through the chain of command to his or her supervisor, who then approves or denies the request. The supervisor would send approved requests to the Lieutenant, who sends approved courses to the training supervisor (consultants were advised this is currently Sgt. McGee). The Chief of Police then has the final say to approve or deny the requests.

Consultants reviewed Fairburn training records from 2015 and 2016 provided by Deputy Chief Bazydlo. A computerized tracking program is used to compile courses and total training hours by officer. A review of these records indicated that Fairburn officers are in fact receiving the required training based on their positions.

Additionally, consultants reviewed Chapter four of the Fairburn Police Department Operations Manual, which is devoted to standard operating procedures relative to the training function. This chapter spells out general philosophies and procedures in the training of both new and veteran officers. The chapter delineates the specific general areas of training to be conducted, which include:

- Use of force (Response to Active Resistance) to include qualification/certification of any weapons or special equipment the officer may utilize.
- Legal Update
- Pursuit
- Emergency operation of vehicles
- Search and seizure/Arrest/Property and Evidence
- Care, custody, restraints and transportation of prisoners
- Domestic violence & Agency Employee involved Domestic Misconduct
- Off-duty conduct / Off-duty paid details

- Ethics - Sexual harassment - External Sexual Misconduct by Officers
- Selection and Hiring (For personnel who may be faced with this issue)
- Complaints and internal affairs investigations
- Special Operations: SWAT; Narcotics, High Risk Warrants Service (For Personnel who may be faced with this issue)
- Dealing with mentally ill, emotionally disturbed persons, and persons with diminished capacity

In light of the challenges facing law enforcement agencies throughout the United States, consultants recommend that the above list be amended to also contain training sessions on the topics of cultural competency, procedural due process, and verbal judo/de-escalation strategies.

The chapter proceeds to spell out the relevant procedures for the selection of training courses and documentation of training of personnel, the selection process for field training officers, and general guidelines for the administration of the field training program. The directive, while general in nature, provides a framework for the training philosophy in Fairburn.

The department does not have a formal succession planning process. It is recommended that a succession planning function be developed and implemented to prepare officers for supervisory and management positions. In an article authored by Chief Haigh (McGrath Fire Consultant), he described the framework for a successful succession planning as follows. “True succession planning focuses on developing those in all ranks and positions to the point that the torch of responsibility can be passed without falter. Class themes have included leadership, sustainability, finance, HR, strategic planning, ethics and tactical decision-making. Classes are taught by in-house personnel as well as nationally recognized experts. Enrollment is open to any department member. Once you embark on a succession planning program designed to grow your people your job as a leader becomes measurably more difficult. As your people grow, they'll gain knowledge and experience and will challenge the status quo. As their leader, you must work hard to avoid

becoming a roadblock in the growth process and thereby limiting their potential success and that of your organization” (Haigh, *International Association of Fire Chiefs*).

Recommendations:

1. The creation of a training module for each specialty position, to include required and recommended courses.
2. Consider the use of the Professional Management Program for officers below the rank of sergeant who have demonstrated an interest and aptitude for leadership.
3. Add training courses on the topics of cultural competency, procedural due process, and verbal judo/de-escalation strategies to the annual in-service training program for officers.
4. Develop a succession planning process to prepare personnel for future supervisory and management positions.

The training recommendations are supported by the following issues in the 21st Century Policing Report (21st Century Policing):

5.3 Recommendation: Law enforcement agency should provide leadership training to all personnel throughout their careers.

5.9.1 Action Item: Law enforcement agency should implement ongoing, top-down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

EQUIPMENT

Consultants discussed Fairburn Police Department equipment with command staff. Consultants were provided a listing of approved uniforms and gear for use by the department. Consultants reviewed the list and found it to be comprehensive, with all items appropriate for professional police use. These items consist of all necessary uniforms for normal and inclement weather

conditions, duty leather gear, handcuffs, flashlights, shoes and headwear. Consultants were informed that Fairburn Police Officers are provided with \$2,600 as an initial allowance to obtain equipment upon hire, with \$500 provided annually for use as the officers determine is needed. Any overages to the annual \$500 are covered at the officers' own expense. These amounts appear to be mostly adequate to obtain needed items;

Officers are provided with ballistic vests, which are paid for utilizing seizure funds. Fairburn officers are issued Glock model 21 pistols and are also provided with the option to carry a department owned patrol rifle. Additionally, officers may carry their own personal rifles on duty, but these weapons must first be inspected by an in-house armorer. Officers must also qualify with the weapon and receive approval from the Chief of Police. Ammunition used in personal rifles for duty use must also be approved. A similar process must be followed for the carrying of officer-owned secondary weapons.

In terms of less lethal use of force options, Fairburn officers are also issued an expandable baton, OC spray, and a Taser. Officers must complete certification training prior to carrying these items, and must re-certify as needed.

Fairburn officers are also issued take-home marked patrol vehicles. The patrol vehicles are equipped fully with appropriate lighting and sirens. Mobile Data Terminal (MDT) computers are also used, and officers have access to computer terminals at the police station to use for reporting. Fairburn PD also currently has two license plate reader (LPR) cameras for patrol vehicle use. Consultants had the opportunity to view the vehicles as well as the state of equipment and dress of Fairburn personnel. Consultants noted that the patrol vehicles appear to be very well kept and maintained, and the same was noted for the state of equipment carried by personnel. Fairburn personnel appeared to be well-equipped, and the overall appearance of the officers was professional and appropriate. This is reflective of the fact that Fairburn PD appears to have effective uniform policies in place that govern employees' appearance. For example, consultants were informed that baseball style hats are issued, but these may only be worn at festival and swimming pool details. Also, a BDU-style uniform is issued, but regulations are in place and enforced which clearly delineate circumstances in which it may be worn.

It should be noted that officers assigned as detectives receive \$500 annually to purchase business attire, and consultants were informed that officers assigned to the new bike unit will be issued duty gear appropriate to that assignment.

In summary, department equipment is up to date, appropriate for the duties of the officers, and their dress presents a professional image. Additionally, the officers are issued and trained in less lethal weapons which can be used as an alternative to deadly force.

FLEET

The department fleet is comprised of a total of 48 vehicles. This represents a combination of administrative, patrol, detectives, and pool vehicles. Generally, this is a mix of older Ford Crown Victoria's, Dodge Chargers, and Ford Explorer's. Every sworn officer on the department has a take-home vehicle.

Regionally, it is known that Union City, Tyrone, and Peachtree City Police Departments also have take-home vehicle programs. Maintenance on all department vehicles is conducted by the Fairburn city garage.

Each individual police officer is responsible for the appearance, cleanliness, and condition of their assigned vehicle. Each officer is required to purchase an additional 10 gallons of gasoline per month for their vehicle. The distance an officer resides from the City is not taken into consideration. Consideration could be given to increasing the contribution of fuel by the officer based on distance from residence to the Police Headquarters. Alternatively, consideration could also be given for waiving the contribution for those that reside within the City limits of Fairburn, thus encouraging officers to reside in the City. It is noted that there is no formal take home vehicle policy in the Police Manual or the City Personnel Manual.

Positives of a take-home car program include; longevity of vehicles since they are not driven round-the-clock seven days per week. Officers typically show care and pride of the vehicles when personally assigned to them. It is also clear who is responsible and accountable for each vehicle. In the case of an emergency an officer with a take-home vehicle can respond to the

scene immediately as opposed to first going to the police headquarters to obtain a vehicle. From the employee perspective the policy is very popular with staff. Several officers commented that they considered this a benefit which makes them continue their employment with the City. At this time the department is purchasing Dodge Chargers or Ford Interceptor SUV's. A comparison of the vehicles is depicted as follows:

2016 Dodge Charger: All wheel drive vehicle. Price includes five year/50,000 mile power train warranty. The initial vehicle cost is \$38,155. Added additional equipment costs of \$9,791 for a total cost of \$47,946.

2016 Ford Interceptor SUV: All wheel drive vehicle. Price includes five year/100,000 mile power train warranty. The initial vehicle cost is \$32,915. Added additional equipment costs of \$3,745 for a total cost of \$36,660

The following summarizes the difference between the 2016 Dodge Charger and the 2016 Ford Interceptor SUV. The initial cost and additional equipment for the Ford is \$11,286 less than the Dodge. The Ford power train warranty has 40,000 more miles under coverage. The Ford is more fuel efficient as it is a V6 versus the V8 of the Dodge.

Instead of purchasing two different vehicles it is recommended one brand is chosen. This standardizes replacement equipment which makes it easier, more efficient, and presents economies of scale for the City maintenance garage. Consultants recommend the Ford Interceptor to reduce costs and standardize equipment.

Furthermore, formal guidelines should be established to determine when to replace department vehicles.

Recommendations:

1. Continue the take home vehicle policy.
2. Create and implement a formal Take Home Vehicle Policy. A sample policy is provided in Appendix B.

3. Consider a boundary, by miles, related to officers being required to put a minimum amount of gasoline in the vehicle per month. For those that reside further the amount should be larger to compensate for the additional mileage to/from work. Consideration could also be given for waiving the contribution for those that reside in Fairburn.
4. Standardize the Ford Interceptor SUV as the department fleet vehicle.
5. Create and implement a vehicle replacement policy based on guidelines and criteria. A sample Guideline Replacement Calculation Sheet is provided in Appendix B.

OTHER

POLICE BUILDING

The size and layout of the police building does not serve the force well. The building has gone through several, perhaps as many as three, add-ons or modifications. Some of the issues consultants found during our tour and work in the department include the following:

Consultants found an external door at the rear of the building that provides access to the Police Department building main power switch as well as the department's auxiliary power system. The door was unlocked and accessible to the public. Therefore, the main power to the building was severely threatened. Another door, adjacent to that door, was also found to be unlocked and accessible. Both apparently, have been left open at times, or, there are gaps between the door and wall that has allowed debris to accumulate in the rooms. This second room was found to be a utility room that houses the phone system for the police department, as well as possibly information technology equipment and components. Any mischievous act could have a tremendous negative on operations of the department, including disruption of phone line services and computer interruption. The police administration was informed upon this discovery and they took immediate action to safeguard this area.

There are weaknesses in the department's information technology server room. The server room appears to also be a storage/collect all for unused IT equipment. The room is also used to monitor police criminal interviews from a computer monitor. It is not a secured environment to

monitor a sensitive interview as the observer's stand in the common hallway to watch the screen. This practice also allows any of these persons to come into contact with the equipment in the room. Also, the viewing of sensitive interviews should be restricted to those involved in investigating the criminal case. The server room is not an appropriate place for these viewings. The server does not have an independent air conditioning system. The room needs its own air condition/climate control system independent and free standing from the rest of the building. The room is cramped and needs to expand to accommodate the current needs. This room should be used solely as a server room and not for storage or viewing of interviews.

The evidence storage room has concerns (as also noted in the Logistics section of the report). It is cramped and overflowing. The size of the room does not allow for more secure storage of guns, drugs, and cash and valuables. The relationship of the crime scene lab to evidence entry is not conducive to a secure environment; they should be adjacent.

There is no secure area to process a vehicle, or a very large item of evidence, related to a criminal investigation, nor do they have an independent storage area. Currently they store vehicles at A+ Towing Company or the city garage. This creates concerns related to the integrity of the evidence.

There are no locker rooms for males or females, nor is there a fitness room. There is no separate break room. One small room in the building serves multiple purposes for roll call, report writing, training, break, etc.

The rear portion of the building does not present a pleasing or professional image. There are items stored in a wire cage and the recycle and refuse containers are visible. This unfortunately faces the beautiful new *Manor at Broad* senior housing facility.

In the Report of Accomplishments section of the Fairburn Comprehensive Plan there was listed a project for *Construction of new fire station in Highway 74 corridor* (Fairburn Comprehensive Plan, page 146). This project has not been completed. Additionally, in the Community Survey Results of the Comprehensive Plan, the question was asked of community members, "*What*

should be the City's top three infrastructure funding priorities?" The highest ranking response was *Fire stations/Police/EMS* (Fairburn Comprehensive Plan, page 91). Apparently there is support for constructing a new Fire facility, but that project has not begun.

Based on the observations of the limitations of the police building, the information from the Comprehensive Plan, and the status for the Fire facility, it is recommended that the City investigate the possibility of building a combined Police and Fire Department Public Safety building. The best solution to the problems of the current police building is to plan and build a new facility. Although costly, consultants suggest it is the best long term solution to problems noted. Other fixes are short term in nature.

Consultants recommend that a further Facility Needs Study be conducted to determine the type and size of building and parking space needed so that cost alternatives for a new combined police and fire facility may be clearly understood. With such understanding in hand, community leaders can make informed decisions regarding how to best move forward with meeting the facilities needs for Public Safety.

Combining the facilities offers a number of great advantages, opportunities and cost savings. In interviews with Architect Dean Roberts, who specializes in public safety design, consultants found the following (interviews with Architect Dean Roberts, January and February, 2017).

Comments from Architect Dean Roberts:

When considering the alternative of building a new building versus continuing to use the existing building and deal with the inefficiencies and shortcomings, we often find out clients are asking one fundamental question – *"What value will our community receive from a new facility?"* We consistently offer a few basic answers.

1. Efficient and secure operations. Older facilities were often constructed in a different era of Fire and Police Operations and therefore lack accommodations that are consistent with contemporary best practices. Often the quantity of Fire and Police Staff has changed,

sometimes staffing has nearly doubled since the current facility was placed in service. The result is inadequate quality and quantity of space.

2. Public Safety First Responder synergy. Today's Public Safety First Responders can gain synergies by working closely together. In an emergency, it is customary for Police, Fire and EMS first responders to show up on the scene. When these public safety professionals know and work with each other daily and weekly, there can be synergies gained that enhance service to the community. Our experience informs us that community residents are supportive of a new project planning approach that provides new or upgraded facilities for Fire, EMS and Police. We have seen this approach supported on the west coast in San Francisco's new Public Safety Headquarters and also in Fairfax County Virginia's new Public Safety Headquarters. In large, medium and small communities, residents and local government leaders have experienced the enhanced synergies of Police, Fire and EMS combined facilities.
3. High quality, purpose-designed facilities. In the most simple of terms buildings for Public Safety are like another piece of purpose designed equipment. Although not mobile like a police cruiser, fire engine or ambulance, they can be considered a necessary piece of equipment used by public safety professionals to get the job done. We have observed that Public Safety professionals provided with state of the art equipment can be more efficient and effective in providing very high quality public safety services to community residents. When designed by a team of professionals possessing a granular understanding of the operational needs of Fire, Police and EMS, a new building can become effective tools that augment the quality of a community's public safety services.

Examples of combined facilities were provided by Dean Roberts, of the architectural firm of McClaren, Wilson & Lawrie, Inc in Appendix C.

Recommendations:

1. Conduct a Facility Needs Study for a combined fire and police building.
2. Based on the Needs Study, consider funding and building a combined fire and police facility.
3. Discontinue use of the server room as a storage area.
4. Move the viewing monitor from the server room to a secure office and restrict it's visibility to only those with a need to be involved in the criminal investigation.
5. Install independent air-conditioning/climate control in the server room.
6. Consider constructing secure fenced storage for vehicles and large items at the City Garage or on other City property.

RESPONSE AND DISPATCH

Fairburn officers are dispatched to calls from the consolidated Fulton County E911 Center located in downtown Atlanta. The Lead police consultant toured the Fulton County E911 Center and interviewed the Director and Deputy Director. From the tour, interview, and review of the Fulton County E911 Fact Sheet (Fulton County E911 Fact Sheet) the following was noted:

- The consolidated 911 center takes all emergency and nonemergency calls for unincorporated South Fulton County, Chattahoochee Hills, Fairburn, Palmetto and Union City.
- The center has 79 budgeted positions, a \$9.3 million budget, and has 18 positions in the working response area.
- 95% of calls are answered within 10 seconds and 91% of high priority calls are dispatched within two minutes.
- Dispatchers go through extensive training including an eight week Academy class and additional in-house training on a continuous basis.

- The Center has excellent systems and applications to perform the dispatch function.
- Dispatchers partake in ride-along's periodically with Fairburn police officers to acquaint themselves with the geography and become more familiar with the community and department.

During interviews and surveys with community members it was found there is a misconception regarding the flow of citizens' calls to the police. Several persons thought that 911 calls from persons in Fairburn first went to a distant call center, and that center then rerouted the call back to a dispatcher at the Fairburn police department, who then dispatched the call to a police unit. That is incorrect. The 911 calls from Fairburn are answered by the dispatchers at the E911 Center, and they dispatch the call directly to the police unit. There is no redirecting the call back to the Fairburn Department for dispatching.

The department should take measures to correct this misinterpretation by the public. Information about the dispatch process should be the subject of information posted on the department website, and if recommendations on community policing are implemented, this information should be shared at the quarterly community policing area meetings. Also, if the annual community policing event is conducted, it is recommended that representatives from the Center be invited to set up an informational booth at the event.

Recommendations:

1. Place information about the 911 call process on the department website.
2. Discuss the process of dispatch at quarterly area community policing meetings (if the community policing recommendations are implemented).
3. Invite the E911 Center to have an informational booth at the annual community policing event (if the community policing recommendations are implemented).

RECORDS MANAGEMENT

Consultants reviewed the records function of the Fairburn Police Department. This was conducted via staff interviews and a tour of the storage and work areas of records personnel. Consultants interviewed the Administrative Supervisor, who is responsible for supervision of the employees assigned to the Records Division. Consultants were advised that there are four full-time records positions. Three of these employees work 8am to 5pm Monday through Friday, while one works from 9pm to 6am Tuesday through Saturday. The Records Division is open Monday through Friday from 8am to 5pm.

Records employees assigned to the day shift handle records requests from the public, other law enforcement agencies, and Fairburn employees. They also handle Open Records Act requests. It should be noted that records requests in which a fee is incurred are handled through City Hall – no money is taken at Fairburn PD for records. Records personnel additionally handle the reporting of Fairburn's crime incidents to the Federal Bureau of Investigation per Uniform Crime Reporting (UCR) requirements. Records personnel on day shift are the first point of contact for citizens coming to Fairburn PD as their work area is situated directly inside the front door of the police building. These personnel are also responsible for answering the phones. After 5pm on weekdays, the inside front door of the police building is locked, and anyone entering the first set of doors can press a button on an emergency call box and an officer will be dispatched to assist them.

Additionally, Fairburn records employees handle scanning and entry of items as needed on a case by case basis into Fairburn's digital records management system, known as Courtware. The Courtware system is the central clearinghouse for Fairburn police records. Case reports, citations, and other documents are digitally entered into the system. Officers write reports directly into the system, and records personnel handle scanning documents or citations into the system. It should be noted that Fairburn PD as a matter of practice prints and maintains a paper copy of all records as a backup to the Courtware system. Consultants were informed that upon the implementation of Courtware approximately 4-5 years ago, an upload of old data from the previous records management system was conducted. However, not all of the cases were able to be successfully loaded into Courtware. Therefore, a large volume of older paper records need to

be gone through and entered into Courtware by records employees. As these older files are entered into the system, the paper copies are then destroyed in accordance with records retention statutes. This project has caused some backlog for personnel; however, the Administrative Supervisor advised that once this project is completed, the workload in the Records Division should become more manageable. Consultants were advised that staffing for the Records Division is sufficient overall.

The employee assigned to the overnight shift is primarily responsible for Georgia Crime Information Center (GCIC) related validations and entries. The GCIC is a statewide database that agencies can upload and query information from. This includes updating Fairburn's entries of stolen articles, wanted persons, and other items necessary for upload. One of the day shift employees is also responsible for the processing of all bill payments for police purchasing. In addition to the previously described duties, consultants were advised that records personnel assist officers with prisoner booking on an as-needed basis.

Consultants inquired as to areas in need of improvement in records, and were told that storage and security are the main issues. These issues appear to be facility related. Consultants observed the records storage area, which is a room that used to house Fairburn dispatch services prior to the city contracting with Fulton County to provide dispatch services several years ago. This room appears to be insufficient to store Fairburn PD's records. Boxes of files have accumulated in front of filing cabinets in the room, and some files are being kept in other office areas as well as filing cabinets in a hallway. As records storage needs appear to have overwhelmed the current facility, an off-site storage of some older files may be warranted.

In terms of security, there are records workstations situated directly inside the front door of the police building with no glass or protective surrounding for the employees. Consultants were advised that administrative staff would like to find a way to configure the building to put the employees handling the front desk behind some type of enclosure to provide a barrier for their safety. However, it is necessary for the bathrooms in the front lobby area to be accessible to the public. This creates a design and layout challenge based on the amount of space available in the front lobby for an enclosure. Further, the Administrative Supervisor's office is behind a glass

door and glass wall that leads directly to the main lobby. A tinting film has been applied to the glass which somewhat obscures vision into the office. Consultants were advised that no panic alarm system is installed in the police facility, and no cameras are currently installed. It is recommended, at a minimum, that a panic button type alarm system, wired directly to Fulton County dispatch, be installed in the building. Also, security cameras should be installed in and around the police building. These protective upgrades should be added to the existing facility to increase security for employees.

Recommendations:

1. The layout of the front lobby area should be reviewed to determine if it is possible to provide an enclosure for records personnel who are the first point of contact with persons entering the police facility.
2. Obtain temporary, secure, off-site storage for paper files and records that are waiting scanning.
3. A panic button alarm system should be installed that is directly wired to police dispatch.
4. Security cameras should be installed in and around the police facility.

IMPLEMENTATION OF RECOMMENDATIONS

City officials must determine what recommendations are appropriate for the department to adopt. Following those determinations the Police Chief and command staff should prioritize implementation based on immediate to long range needs. Of course, funding must be approved. Therefore some recommendations must wait for future budget cycles.

After direction is determined on recommendations to implement, the Chief should update the City officials on progress of implementation on a quarterly basis at Council meetings.

Recommendations:

1. The Police Chief should update the City officials on progress of implementation of recommendations on a quarterly basis at Council meetings.

SUMMARY OF RECOMMENDATIONS

#	Topic	Recommendation
1	Policies and Procedures	Implement a schedule for a two year rotating review of non-critical policies by the administration.
2	Policies and Procedures	Implement a schedule for annual review of critical high liability policies by the administration on an annual basis.
3	Policies and Procedures	Provide annual training to all appropriate personnel on critical high liability policies.
4	Policies and Procedures	Provide annual training to all appropriate personnel on those non-critical policies reviewed that year.
5	Policies and Procedures	Continue the Georgia State reaccreditation process.
6	Administration Effectiveness	Produce an annual report highlighting positive police efforts and disseminate to the public.
7	Cultural Diversity, Perception/Sensitivity	Schedule and conduct regular training on cultural diversity on an annual basis.
8	Cultural Diversity, Perception/Sensitivity	As part of annual cultural diversity training, include a section on issues related to officers serving the needs of persons with mental health issues.
9	Deployment, Scheduling and	Add an additional Sergeant to the organizational chart and assign to the traffic unit.

	Staffing	
10	Deployment, Scheduling and Staffing	Add four additional patrol officers to the force placing one on each patrol shift.
11	Deployment, Scheduling and Staffing	Consider modifying detectives work schedules as described.
12	Deployment, Scheduling and Staffing	Select and train a back-up crime scene investigator and place in the on call rotation for crime scene processing.
13	Deployment, Scheduling and Staffing	Adopt “solvability factors” to screen criminal cases assigned to detectives.
14	Deployment, Scheduling and Staffing	Create and be the lead agency of a hotel/motel task force.
15	Deployment, Scheduling and Staffing	Have officers assigned to the hotel/motel task force work in cooperation with the hotels in a public-private partnership to enhance video surveillance capabilities in the hotel parking lots.
16	Crime Prevention	Implement the City-wide Police and Citizen Team concept and designate it as the Department’s community policing and crime prevention focal point.
17	Crime Prevention	Organize an annual police and citizen event at the Duncan Park sports complex.
18	Crime Prevention	Develop and conduct a Citizen’s Police Academy on an annual basis.
19	Crime Prevention	If the Citizen’s Academy is instituted, encourage and

		develop a Citizen's Police Academy Alumni Association.
20	Recruiting and Retention	Develop a Department recruitment team.
21	Recruiting and Retention	During recruitment develop a pool of suitable candidates to draw from in the event of a vacancy.
22	Recruiting and Retention	Use the recruitment team to seek qualified candidates from organizations, schools, etc. that represent diverse and multi-linguistic candidates.
23	Recruiting and Retention	If the Annual Police Citizen Event is implemented use that opportunity as a major function for recruiting.
24	Collection/Release of Property and Evidence	Create and staff a part-time civilian position in the property and evidence function.
25	Collection/Release of Property and Evidence	A new facility is needed to adequately, safely, and securely store property and evidence.
26	Collection/Release of Property and Evidence	Current evidence should be transferred to more secure containers.
27	Collection/Release of Property and Evidence	Separate safes should be placed in the evidence room to add more security to storage of money, valuables, and drugs.
28	Collection/Release of Property and Evidence	A locked cage should be constructed within the evidence room to hold guns.

29	Collection/Release of Property and Evidence	A drying cabinet should be purchased and placed in the evidence room for drying bio-hazardous evidence prior to packaging.
30	Collection/Release of Property and Evidence	A bar-coding system that is compatible with the department record management system should be acquired and implemented.
31	Collection/Release of Property and Evidence	The server capacity should be increased.
32	Collection/Release of Property and Evidence	Refrigeration and freezing capability should be in place. Acquire a refrigerator/freezer that can be placed in the room and locked.
33	Collection/Release of Property and Evidence	Place cameras in the area near entry to the evidence room capable of recording and storing video showing packaging of evidence as well as submittal and entry/exit from the room.
34	Collection/Release of Property and Evidence	Add an additional locking mechanism necessary to allow access to the evidence storage room.
35	Training	The creation of a training module for each specialty position, to include required and recommended courses.
36	Training	Consider the use of the Professional Management Program for officers below the rank of sergeant who have demonstrated an interest and aptitude for leadership.

37	Training	Add training courses on the topics of cultural competency, procedural due process, and verbal judo/de-escalation strategies to the annual in-service training program for officers.
38	Training	Develop a succession planning process to prepare personnel for future supervisory and management positions.
39	Fleet	Continue the take home vehicle policy.
40	Fleet	Create and implement a formal Take Home Vehicle Policy. A sample policy is provided in Appendix B.
41	Fleet	Consider a boundary, by miles, related to officers being required to put a minimum amount of gasoline in the vehicle per month. For those that reside further the amount should be larger to compensate for the additional mileage to/from work. Consideration could also be given for waiving the contribution for those that reside in Fairburn.
42	Fleet	Standardize the Ford Interceptor SUV as the department fleet vehicle.
43	Fleet	Create and implement a vehicle replacement policy based on guidelines and criteria. A sample Guideline Replacement Calculation Sheet is provided in Appendix B.
44	Police Building	Conduct a Facility Needs Study for a combined fire and police building.

45	Police Building	Based on the Needs Study, consider funding and building a combined fire and police facility.
46	Police Building	Discontinue use of the server room as a storage area.
47	Police Building	Move the viewing monitor from the server room to a secure office and restrict it's visibility to only those with a need to be involved in the criminal investigation.
48	Police Building	Install independent air-conditioning/climate control in the server room.
49	Police Building	Consider constructing secure fenced storage for vehicles and large items at the City Garage or on other City property.
50	Response and Dispatch	Place information about the 911 call process on the department website.
51	Response and Dispatch	Discuss the process of dispatch at quarterly area community policing meetings (if the community policing recommendations are implemented).
52	Response and Dispatch	Invite the E911 Center to have an informational booth at the annual community policing event (if the community policing recommendations are implemented).
53	Records Management	The layout of the front lobby area should be reviewed to determine if it is possible to provide an enclosure for records personnel who are the first point of contact with

		persons entering the police facility.
54	Records Management	Obtain temporary, secure, off-site storage for paper files and records that are waiting scanning.
55	Records Management	A panic button alarm system should be installed that is directly wired to police dispatch.
56	Records Management	Security cameras should be installed in and around the police facility.
57	Implementation of Recommendations	The Police Chief should update the City officials on progress of implementation of recommendations on a quarterly basis at Council meetings.

APPENDIX A: CONSULTING TEAM MEMBERS

Chief Ronald Moser – Project Manager / Senior Police Consultant

Chief Ronald Moser heads the police division of McGrath Consulting Group, Inc. and will serve as the Project Manager. Prior to joining McGrath Consulting, Chief Moser spent 34 years in law enforcement at six municipal agencies, in three states, in vastly different and diverse communities ranging in population from 9,000 to 700,000. At three of those communities he served as Chief of Police. When serving as Chief of Police for 11 years in the Village of Hanover Park, IL, a Chicago suburb, he held the collateral position of Director of Emergency Management. The Village Board subsequently appointed Chief Moser to the position of Village Manager where he served for three years before retiring. Shortly after retiring he was recruited to serve as Interim Chief of Police for the Village of Sugar Grove in Kane County, Illinois. There, he implemented much needed change, and helped the organization become more efficient and realized significant cost savings through scheduling and other changes.

Chief Moser was responsible for developing the first strategic plan for a police department, facilitated the accreditation through the Commission on Accreditation for Law Enforcement

Agencies (CALEA) of the Hanover Park Police Department, and has served as a CALEA team accreditation member and Team Leader. Thus, he has a wealth of experience in the evaluation of best practices within the police and law enforcement arena. He has been most successful in developing strategies in reducing crime.

Chief Moser has been instrumental in developing partnerships with Homeland Security, local and regional law enforcement agencies, including cross jurisdictional responses of Village emergency responders – police, fire, and public works – to local, regional, and state disasters. Through his innovative efforts, the Village saw a 50% reduction in Part One crime. The Village of Hanover Park was recently rated as one of the 100 safest cities in America.

In addition to serving his community, Chief Moser is a member of the International Association of Chiefs of Police (Life member), Illinois Association of Chiefs of Police (Life member), DuPage County (IL) Chiefs of Police Association (past President and Life member), North Suburban (IL) Association of Chiefs of Police (Life member), the American Society for Industrial Security, and a former member of the International City Managers Association and Illinois City Managers Association. He has served as an adjunct faculty member at a number of colleges and universities and currently instructs criminal justice courses through Columbia College of Missouri.

Chief Moser has a Master of Arts degree in Criminal Justice and Corrections from the University of Iowa, as well as a Master of Arts and a Bachelor of Arts degree from Western Illinois University.

Chief Mark Beckwith – Law Enforcement Consultant

Mark Beckwith is the Deputy Chief of Public Safety for Augustana College in Illinois. Prior to joining the campus police for Augustana, he served a distinguished 28-year career with the Milan, Illinois Police Department. At that department, he rose through the ranks to become Chief of Police. He has the collateral duty at Augustana as the Emergency Management Director, and is currently authoring the campus University Operations Plan. Under his leadership, Augustana College was selected as one of nine colleges to participate in the State of

Illinois “Ready to Respond Campus” pilot program. Deputy Chief Beckwith, for six years, served as the President of the Illinois Law Enforcement Alarm System, which provided leadership to the entire state of Illinois Law Enforcement Mutual Aid System. This included oversight and a management of Homeland Security funding for Illinois agencies, as well as administering the coordination of out of state mutual aid response to Hurricane Katrina, the 2008 Republican National Convention, the 2009 G20 Summit in Pittsburgh, Pennsylvania, and the 2012 NATO Summit in Chicago. Deputy Chief Beckwith has a Bachelor of Science Degree in Law Enforcement and Justice Administration from Western Illinois University, and is a graduate of the FBI National Academy.

Sheriff Patrick Perez – Law Enforcement Consultant

Sheriff Patrick Perez began his career with the Kane County, Illinois, Sheriff’s Office and rose through the ranks of Sergeant, Supervisor of Special Operations, Investigations, and Patrol as well as spending some time in the civil division responsible for foreclosure sales in Kane County. In 2006, and again in 2010 he was elected Sheriff. Under his oversight, to complete evidence audits were conducted. The first was necessitated by the department’s move to a new facility. Therefore, not only was every item of evidence inventoried, they were transported to the new storage area. Later, another complete audit was conducted since the records management system of the department changed. This required each item to be newly entered into the new system. The evidence room under the Sheriff’s command included a lab processing area, several computers and report writing stations, a pass-through evidence storage system, and refrigerated locker. Strict security measures were put in place by the sheriff including video surveillance and controls over employees that had access to the area.

Sheriff Perez brings a wide variety of experience in law enforcement from street policing to administration of a County Sheriff’s department of over 300 employees representing 30 divisions.

Sheriff Perez enacted several initiatives to professionalize the agency including: mandatory random drug testing, an office of professional standards, major revision of the department’s

Standard Operating Procedures, established a crime analyst position, redesigned the website, established a public information officer, and implemented a Citizen's Police Academy.

During his tenure as Sheriff, the operations were relocated, thus increasing jail capacity from 400 to 640 inmates. Thus, he has experience in design and building of a new corrections facility. In 2008, the operations were move to the new St. Charles facility; which entailed the relocation of 511 inmates in one night. The increase in population did not correlate to an increase in staffing, as many alternative staffing methodologies were considered and implemented. Current correction officer staffing is 122 personnel, 35 assigned to court security, and 85 deputies. As Sheriff, he has overall responsibility for a budget approximately \$27 million. Sheriff Perez is a graduate of the National Sheriff's Institute.

Dr. Victoria McGrath – Human Resources

Dr. Victoria McGrath has an extensive background in the field of human resources, predominately in the public sector; but also has a number of years in the private sector having worked in health care, banking, and education. In 2012, due to the ability to serve organizations in human resources beyond public safety, McGrath Human Resources Group was formed and Dr. McGrath serves as CEO of this subsidiary organization of McGrath Consulting Group, Inc. She brings over 29 years of experience in all phases of human resources.

Her professional experience includes the City of Brookfield, WI, which had in excess of 500 employees, including 5 labor unions; the Elmbrook School District, WI – the 2nd largest school district in Wisconsin, also with 5 labor unions; and Citicorp Banks. Thus, she has dealt with labor/employee relations; policy, procedure and labor compliance; benefits and compensation; recruitment and staff development.

As a labor negotiator, Dr. McGrath has represented management while utilizing a consensus style bargaining for a variety of public sector unions. During contract negotiations with the Fire Union, the entire contract was re-written in order to accommodate the first paramedic training center located outside an educational institution.

Through her education and experience in both working and consulting in human resources, she has developed an extensive background in analysis and development of compensation systems, overtime analysis and FLSA compliance, labor contract analysis, and development of integrated human resource systems – recruitment, compensation, policies & procedures, and performance management. In addition to the evaluation of all aspects of a department/organization's personnel systems, she has also worked with department supervisory personnel to ensure efficiency in job responsibilities either within a single department, or across departments within an organization. When called upon, she has then integrated these recommended position changes within the organization's compensation system.

In addition to her role as CEO of McGrath Human Resources Group, Dr. McGrath is an adjunct professor at Northwestern University teaching in the Masters of Public Policy. A member of the Society for Human Resource Management, Wisconsin City/County Management Association, International Public Management Association for Human Resources; and World at Work.

Dr. McGrath has a Ph.D. in Administrative Leadership from the University of Wisconsin at Milwaukee, a Masters of Management from Cardinal Stritch College, and a Bachelor of Science in Industrial Relations/Finance from the University of Wisconsin at Milwaukee and has completed Labor Management Relations Training from the Federal Labor Relations Administration.

Deputy Chief Andy Johnson – Law Enforcement Consultant

Andy Johnson is a 17-year veteran of the Hanover Park, IL Police Department where he currently holds the rank of Deputy Chief. Johnson serves as the Support Services Deputy Chief, where he is responsible for budgeting, purchasing, training, emergency management, code enforcement, records, internal affairs, CALEA, and also serves as the Department's public information officer. He is the Chair of the Illinois Association of Chiefs of Police Public Relations Committee, as well as the Chair of the DuPage County Chiefs of Police Association Communications Committee. Additionally, he is the Chair of the Hanover Park Safe Communities America Coalition, which is a community coalition seeking to improve safety throughout the Village of Hanover Park.

Johnson has been a blog author for the International Association of Chiefs of Police on the topic of social media implementation and communications strategies. Johnson recently authored a comprehensive analytical report on the Hanover Park Police Department's compliance with the recommendations of the President's Task Force on 21st Century Policing Report.

He holds a master's degree in criminal justice from Columbia College (MO) and is a graduate of the Northwestern University School of Police Staff and Command.

Commander Patrick Stephens-Law Enforcement Consultant

Prior to his recent retirement, Patrick Stephens was one of five District Commanders for the Cleveland, Ohio Police Department. In that role, he was responsible for the security and safety of the downtown core area of Cleveland, including sports venues, the regions financial institutions, cultural centers and residential neighborhoods. In his role as Commander, he has reduced crime and improved working relationships with community and business leaders. He was the liaison to the University Circle Police Department which is a small police agency within the City of Cleveland. In that role he provided direction and guidance to a department of 25 officers.

He has been chosen as an Incident Commander in the City of Cleveland for protests and marches, major league sporting events, numerous city festivals and was responsible for the Republican National Initial Presidential Debates, as well as having responsibilities for the recent Republican National Presidential Convention.

Commander Stephens is a graduate of the FBI national Academy and has a Bachelor's Degree in Criminal Justice from Kent State University.

APPENDIX B: KANE COUNTY FLEET DOCUMENTS

KANE COUNTY SHERIFF'S OFFICE

GENERAL ORDER: GO-93-02

EFFECTIVE DATE: 08/09/96 (Revised: 04/22/2005, 8/19/2008)

SUBJECT: SHERIFF'S OFFICE VEHICLES

PURPOSE:

To establish guidelines for the proper use, assignment and care of Kane County Sheriff's Office vehicles.

POLICY:

It is the policy of the Kane County Sheriff's Office (herein referred to as the Office) to maintain a fleet of properly equipped and serviced vehicles for maximum effectiveness and use by Office members. All members using an Office vehicle shall be governed by this policy.

DEFINITIONS:

UNAUTHORIZED PERSONS - For the purposes of this policy, unauthorized personnel include any person that: is not being attended to in the member's course of duty; has not signed appropriate waivers for participation in the Office's ride-along program; is not otherwise authorized by constituted authority.

PROCEDURE:

I. PERMISSION FOR USE

No Office member shall take a Office vehicle, not assigned to such member, from the Office without first obtaining permission from the proper supervisory member normally responsible for the assignment of that vehicle.

II. USE OF SHERIFF'S OFFICE VEHICLES

- A. Vehicles will only be used for official business, both on and off-duty, and in a lawful manner except as otherwise provided by law.
- B. Members will be armed and in possession of proper Office credentials at all times while operating the vehicle.
- C. Members not in uniform will be neatly attired
- D. Members using a vehicle shall check in and out of service, and must advise Communications when they are handling or responding to a call for police service.
- E. Office members are responsible for exercising due care and caution when using assigned vehicles and equipment, including the appearance and cleanliness of the vehicle. Vehicles washed other than at the Office garage will be washed at the member's own expense.
- F. Unless authorized by the Fleet Manager, and approved by the Sheriff or Sheriff's designee, no member shall install or permit the installation of any accessory or piece of equipment which is additional to the standard equipment on the vehicle. This shall also apply to any modification to the standard vehicle.
- G. Members using a Office vehicle are responsible for assuring that the vehicle is properly fueled and serviced for further use; for promptly reporting service problems to garage Office members; and for adhering to any assigned maintenance schedule for such vehicle. All service work and repairs shall be performed at the Office garage unless otherwise approved by the Fleet Manager. The Fleet Manager shall notify appropriate supervisory members whenever a vehicle operator fails to comply with these provisions.
- H. Any damage, accidental or otherwise, to an Office vehicle shall be immediately reported to one's supervisor and as elsewhere required in accordance with Office written directives.

- I. Office Command members and supervisors shall randomly inspect vehicles under their authority for appearance, cleanliness and required equipment.

III. INDIVIDUALLY ASSIGNED VEHICLES

- A. The assignment of a Office vehicle for the exclusive use of an individual Office member is not a fringe benefit or right of employment, but for the operational needs of the Office. The specific assignment of an Office vehicle is at the discretion of the Sheriff or Sheriff's authorized designee.
- B. The protection and care of an individually assigned vehicle while at a member's residence is the responsibility of the assigned member. Failure to properly protect or care for an individually assigned vehicle may jeopardize the member's assignment to that vehicle.
- C. Taking an assigned vehicle home is voluntary for members who are not command staff or subject to an assigned call-out schedule.
- D. Taking an assigned vehicle home is restricted to members who reside within the boundaries of Kane County.
- E. Members with individually assigned vehicles will not be compensated for time spent waiting for service work to be performed on their vehicle. Such service work shall coincide with the member's regularly compensable hours of employment.
- F. Members with individually assigned vehicles, other than command staff, when on vacation, extended leave, disability, or suspension, shall turn their vehicle over to their supervisor, or other member having authority for such vehicle, until their return to full duty status. Members may request an exemption to this section. The request for exemption shall be in writing stating the reason for the exemption. The request shall only apply when approved by the Division Lieutenant and the Fleet Services Manager.

IV. PROHIBITIONS

All Department members are prohibited from:

- A. Operating Office vehicles at any time other than for duty related purposes, such as: court appearances, going to and from work, or upon authorized assignment.
- B. Operating an Office vehicle without a valid driver's license.
- C. Operating an Office vehicle while impaired by or under the influence of alcohol and/or any drug.
- D. Operating an Office vehicle without all occupants being properly restrained by seat belts as required.
- E. Operating or parking an Office vehicle in any other manner contrary to applicable vehicle codes.
- F. Transporting unauthorized persons in an Office vehicle.

By Order of: _____
Patrick B. Perez, Sheriff

STATE OF ILLINOIS

COUNTY OF KANE

RESOLUTION NO. 08 - 294

APPROVING A VEHICLE REPLACEMENT POLICY

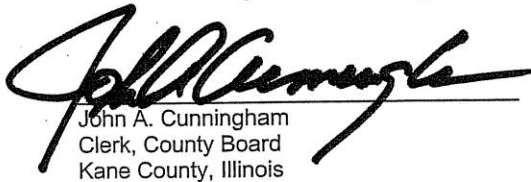
WHEREAS, the Administration Committee approves the purchase of every vehicle by all departments and offices; and

WHEREAS, under the direction of Administration Committee, the Kane County Vehicle Replacement Policy (copy attached) has been developed; and

WHEREAS, the Vehicle Replacement Policy has been reviewed by the Kane County Board, and the Kane County Board has determined that said policy be adopted and implemented effective October 14, 2008.

NOW, THEREFORE, BE IT RESOLVED by the Kane County Board that the Kane County Vehicle Replacement Policy is hereby adopted and implemented effective October 14, 2008. Said policy shall be distributed to all Department Heads and Elected Officials. The Administration Committee will not approve any request for vehicle purchase until, and unless, all steps defined in the Vehicle Replacement Policy have been completed. The Vehicle Replacement Policy will be reviewed, updated, and modified by the Administration Committee as necessary.


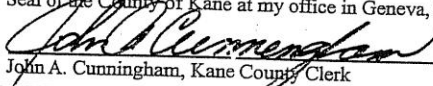
Passed by the Kane County Board on October 14, 2008.


John A. Cunningham
Clerk, County Board
Kane County, Illinois


Karen McConnaughay
Chairman, County Board
Kane County, Illinois

Vote:
Yes 24
No -
Voice -
Abstentions -

10VehiclePolicy

STATE OF ILLINOIS COUNTY OF KANE	DATE <u>OCT 27 2008</u>
	
I, John A. Cunningham, Kane County Clerk and Keeper of the Records in Kane County, Illinois, hereby certify that the attached is a true and correct copy of the original record on file.	
In witness whereof, I have hereunto set my hand and affixed the Seal of the County of Kane at my office in Geneva, Illinois.	
 John A. Cunningham, Kane County Clerk	

KANE COUNTY VEHICLE REPLACEMENT POLICY
(Effective October 14, 2008)

The purchase of all vehicles is required to be presented to the Administration Committee for review and approval. Historically, the Administration Committee has not been supplied adequate and appropriate documentation to make an informed decision as to whether the proposed purchase is appropriate and justified.

Working together, the Building Management Department, the Sheriff's Fleet Maintenance Department, KDOT's Fleet Maintenance Department, and the Purchasing Department developed the attached procedure to develop a fair and objective program to evaluate vehicle replacement. This program was approved today by the County Board by Resolution and is effective immediately.

There are two attached documents. The first document is titled "Kane County Vehicle Request Form." This form is to be filled out by the office/department requesting the acquisition of a replacement vehicle. Upon completing this form, KDOT fleet maintenance is to be contacted (630/584-1172) and the vehicle scheduled to be brought to the KDOT maintenance facility located at 41W011 Burlington Road in Campton Hills. KDOT maintenance personnel will inspect the vehicle (this inspection is estimated to take 90 minutes) and KDOT staff will complete the Replacement Guidelines Calculation Sheet (the second attached document). The entire file of all repairs completed on the vehicle, and estimates of all required repairs should be brought in with the vehicle to KDOT. For vehicles under the control of the Sheriff, the Sheriff's Fleet Manager will complete all required forms and inspections. Upon receiving the Fleet Manager's approval, the office/department is directed to the Purchasing Department to pursue the acquisition of a new vehicle (for elected offices, the Purchasing Department is available to assist you). Purchasing will not assist with the acquisition of a replacement vehicle until and unless the Fleet Manager has approved the vehicle replacement. If you do not agree with the Fleet Manager's assessment and their recommendation not to replace your vehicle, you can present your case to the Administration Committee for their consideration.

For new purchases approved within the budget that are NOT a vehicle replacement, simply contact the Purchasing Department. The Administration Committee will evaluate the need for the acquisition of the vehicle to be purchased, along with the type and size of vehicle being proposed.

To replace a vehicle involved in an accident, the first step is to contact the Department of Human Resource Management.

If you have any questions concerning this new policy, please contact the Fleet Manager or the Purchasing Department.

Kane County Vehicle Request Form

Section 1 – Department Information			
Department:		Division:	Date:
Address:		City:	Zip Code:
Department Contact Person:		Title:	
Telephone:		email:	
Section 2 – Current Vehicle Information			
This request is to: <input type="checkbox"/> Replace an existing vehicle OR <input type="checkbox"/> Add a new vehicle to the fleet			
Does the replacement vehicle meet the County's replacement guidelines (age, mileage, reliability, maintenance and repair costs and conditions as calculated on the Replacement Guideline Calculation, attached)? <input type="checkbox"/> Yes <input type="checkbox"/> No			
Vehicle being replaced:	Year:	Make:	Model:
Vehicle Type:	V.I.N. #:		Current Mileage:
<input type="checkbox"/> Sedan	<input type="checkbox"/> Full size <input type="checkbox"/> Intermediate <input type="checkbox"/> Compact <input type="checkbox"/> Police Pkg <input type="checkbox"/> Special Equip.		
<input type="checkbox"/> SUV	<input type="checkbox"/> Full size <input type="checkbox"/> Intermediate <input type="checkbox"/> Compact <input type="checkbox"/> 4x4 <input type="checkbox"/> 4x2 <input type="checkbox"/> Special Equip.		
<small>Additional justification required for all SUV requests – please attach separate justification narrative</small>			
<input type="checkbox"/> Pass. Van	<input type="checkbox"/> 7 passenger <input type="checkbox"/> 12 passenger		<input type="checkbox"/> Special Equipment
<input type="checkbox"/> Cargo Van	<input type="checkbox"/> mini van <input type="checkbox"/> ¾-ton <input type="checkbox"/> 1-ton		<input type="checkbox"/> Special Equipment
<input type="checkbox"/> Pickup	<input type="checkbox"/> Compact <input type="checkbox"/> 4x4 <input type="checkbox"/> Standard Cab <input type="checkbox"/> Short Box <input type="checkbox"/> Special Equip.		
	<input type="checkbox"/> ½-ton <input type="checkbox"/> 4x2 <input type="checkbox"/> Extended Cab <input type="checkbox"/> Long Box		
	<input type="checkbox"/> ¾-ton <input type="checkbox"/> Crew Cab		
	<input type="checkbox"/> 1-ton		
Original Purchase Price:		Current Estimated Fuel Efficiency (miles per gallon):	
Section 3 – Requested Vehicle			
What will be the primary use of this vehicle?			
<input type="checkbox"/> Transportation of people Number of people: _____ <input type="checkbox"/> Emergency response <input type="checkbox"/> Transportation of equipment, materials, or supplies (explain below) <input type="checkbox"/> Transportation of both people and equipment, materials, or supplies (explain below) <input type="checkbox"/> Other			
Please explain the selection from the previous question			
Is this vehicle authorized for take-home use? <input type="checkbox"/> Yes (explain below) <input type="checkbox"/> No			
Vehicle will be assigned to: <input type="checkbox"/> Specific Individual <input type="checkbox"/> Work Group or Crew <input type="checkbox"/> Motor Pool or Shared Use			
How often will this vehicle be used: <input type="checkbox"/> Multiple 8 hour shifts per day <input type="checkbox"/> Daily <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> Pool Car			
Primary parking location of the requested vehicle:			

Kane County
Vehicle Requisition
Page 1

Type of Vehicle Requested	
<input type="checkbox"/> Sedan	<input type="checkbox"/> Full size <input type="checkbox"/> Intermediate <input type="checkbox"/> Compact <input type="checkbox"/> Police Package <input type="checkbox"/> Special Equipment
<input type="checkbox"/> SUV	<input type="checkbox"/> Full size <input type="checkbox"/> Intermediate <input type="checkbox"/> Compact <input type="checkbox"/> 4x4 <input type="checkbox"/> 4x2 <input type="checkbox"/> Special Equipment <small>Additional justification required for all SUV requests – please attach separate justification narrative</small>
<input type="checkbox"/> Pass. Van	<input type="checkbox"/> 7 passenger <input type="checkbox"/> 12 passenger <input type="checkbox"/> Special Equipment
<input type="checkbox"/> Cargo Van	<input type="checkbox"/> mini van <input type="checkbox"/> ¾-ton <input type="checkbox"/> 1-ton <input type="checkbox"/> Special Equipment
<input type="checkbox"/> Pickup	<input type="checkbox"/> Compact <input type="checkbox"/> 4x4 <input type="checkbox"/> Standard Cab <input type="checkbox"/> Short Box <input type="checkbox"/> Special Equipment <input type="checkbox"/> ½-ton <input type="checkbox"/> 4x2 <input type="checkbox"/> Extended Cab <input type="checkbox"/> Long Box <input type="checkbox"/> ¾-ton <input type="checkbox"/> Crew Cab <input type="checkbox"/> 1-ton
Fuel Type (Choose One): <input type="checkbox"/> Gasoline <input type="checkbox"/> Gasoline/Electric Hybrid <input type="checkbox"/> Diesel <input type="checkbox"/> Flex-Fuel (E-85)	
Projected average monthly mileage:	
Fuel efficiency of replacement vehicle (miles per gallon - city and highway):	
Is the vehicle(s) to be purchased from the Illinois state public bid list? <input type="checkbox"/> Yes <input type="checkbox"/> No If no, why not?	
When not in use, can this vehicle be used by other County employees outside department / office? <input type="checkbox"/> Yes <input type="checkbox"/> No (explain below)	
Provide detailed description and justification for any special or miscellaneous equipment (e.g., trailer hitch, spot light, tool box, lift gate, partitions, etc.) requested.	
Section 4 – Signatures	
Requesting Department Director's / Elected Officer's Signature:	Date:
Fleet Manager's Signature: Request <input type="checkbox"/> Approved <input type="checkbox"/> Denied Reason for denial:	Date:

REPLACEMENT GUIDELINES CALCULATION SHEET

Light Vehicle Replacement Guidelines

Factor	Points
Age	One point for each year of chronological age, based on in-service date.
Miles/Hours	One point for each 10,000 miles of use.
Type of Service	1, 3, or 5 points are assigned based on the type of service that vehicle receives. For instance, a police patrol car would be given a 5 because it is in severe duty service. In contrast, an administrative sedan would be given a 1.
Reliability	Points are assigned as 1, 3, or 5 depending on the frequency that a vehicle is in the shop for repair. A five would be assigned to a vehicle that is in the shop two or more times per month on average, while a 1 be assigned to a vehicle in the shop an average of once every three months or less.
Maintenance and Repair Costs	1 to 5 points are assigned based on total life maintenance and repair costs (not including repair of accident damage). A 5 is assigned to a vehicle with life M&R costs equal or greater to the 50% of vehicle's original purchase price or 100% of the trade-in value of the vehicle, while a 1 is given to a vehicle with life M&R costs equal to 20-percent or less of 50% its original purchase cost or 50% of the vehicle's trade-in value. (attach copies of repair estimates or written summary of required repairs and source(s) of estimates)
Condition	This category takes into consideration body condition, rust, interior condition, accident history, anticipated repairs, etc. A scale of 1 to 5 points is used with 5 being poor condition. (attach photograph)
Point Ranges	
Under 18 points	Condition I Excellent
18 to 22 points	Condition II Good
23 to 27 points	Condition III Qualifies for replacement
28 points and above	Condition IV Needs immediate consideration

APPENDIX C: ARCHITECT EXAMPLES

McClaren, Wilson & Lawrie, Inc.

PROJECT EXPERIENCE



PRINCIPAL ARCHITECT/ PLANNER
Dean Roberts, AIA*

CLIENT
City of Glendale, Arizona

SIZE
30,000 SF

CONSTRUCTION COST
\$5.1 million

COMPLETION DATE
2003

ASSOCIATE FIRM
DWL Architects + Planners, Inc.

REFERENCE
Bill Passmore
City of Glendale
(623) 930-3647

PROJECT FEATURES
District Police Facility including:
Patrol
Investigations
Records
District Administration
Evidence Storage/ Evidence
Processing
Shared Community/ Training Space
Shared Fitness Room
Secure Covered Parking

Fire Station including:
4 Apparatus Bays
Fire fighters active day space
Sleeping quarters

* This project was completed by Mr. Dean Roberts while employed by another firm.



Public Safety Facility Glendale, Arizona



The Western Area Public Safety Building was sensitively designed to integrate into the Master Plan for the City's 88-acre municipal park.

The building form is broken up horizontally and vertically to respond to the scale of the adjacent residential neighborhood and the expansive recreation area. This opens the building up to the public visually, while maintaining the security required for a structure of this type.

The plan is radial which infers an extension to the proposed future park buildings, library, and multi-generation center while expanding its presence on 83rd Street and minimizing its presence on the park. This also allows the building to effectively screen the staff parking areas from street views.

The forms, colors, and textures all are carefully orchestrated to create structures that exemplify a new Southwestern regionalism. The use of indigenous materials such as copper and the desert color blends of masonry are sculpted into curvilinear forms and patterns that emphasize both the gentle forms of the desert and the contrasting fluid forms that relate to the large water features proposed for the park.





PROJECT TEAM

Dean S. Roberts, AIA
Peter Crawford, AIA

CLIENT

City of Marshalltown

SIZE

Police Facility: 43,000 SF
Fire Station: 27,000 SF
Joint Communications: 4,000 SF

STUDY COMPLETED

2013

MWL SCOPE

Facility Needs Assessment
Site Evaluation and Selection

CLIENT CONTACT

Randy Wetmore, City Administrator
24 N. Street St.
Marshalltown, IA 50158
(641) 754-5799
rwetmore@ci.marshalltown.ia.us

COST

Budget: Fire Department: \$5.9 million
Budget: Police Department: \$10.2 million
Budget: Communications: \$1.2 million

FACILITY COMPONENTS

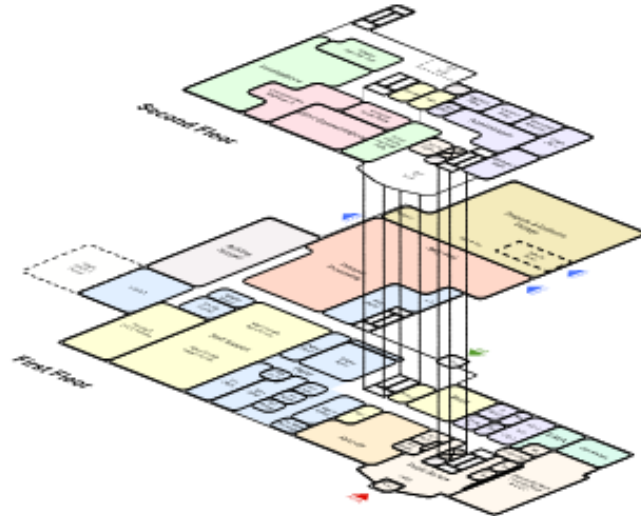
Fire Station with 7-Apparatus Bays
Fire Admin & Training
Full service Police Facility
Police Admin
Investigations/Crime Lab
Patrol Division
Records
911 Communications
Short-term Custody
LOCKERS AND FITNESS



Functional/Blocking Diagram

Police and Fire Department Facilities

Marshalltown, Iowa



Police Facility Block and Stack Concept Plan

The City of Marshalltown's 50 year-old fire station was in need of major structural repair due to building deterioration and the existing facility could only accommodate part of the fire apparatus being used. The police department was operating from a nearly 100-year old, repurposed building that called for the department staff to be split between three separate floors. The police facility was located on a small site that required nearly all police vehicle parking to be remote from the facility.

MWL completed a facility needs assessment study and developed a project implementation plan for upgraded facilities for the fire department and police department. The study goals were to determine building space and parking needs, project budget and recommend a site location.

The fire and police department's space and parking needs were determined in the context of a series of workshops that engaged the staff of each department. Operational needs, functionality and optimum adjacencies were thoroughly reviewed by using concept floor plan and site plan diagrams that were refined to achieve user approval.

A series of candidate sites were evaluated based on objective criteria. The top ranked sites were approved for acquisition by the city council. MWL's leadership of the facility needs assessment and site selection assisted the City in achieving the project goals.



PRINCIPAL ARCHITECT/ PLANNER

Dean Roberts, AIA

CLIENT

City of Aurora, Illinois

SIZE

19,152 SF

CONSTRUCTION COST

\$8.6 million

COMPLETION DATE

Fall 2007

REFERENCE

Hal Carlson, Deputy Chief
Aurora Fire Department
75 North Broadway
Aurora, IL 60505-3374
(630) 897-7821

PROJECT FEATURES

Customer Service Call Center
Public Lobby
Community/Training Room

Fire Station including:
4 Apparatus Bays
Fire fighters active day space
Sleeping quarters

Fire Station #8, Customer Service Call Center
Aurora, Illinois



Aurora is a rapidly growing city of 150,000 residents in west suburban Chicago. This new facility will replace a 30-year old Fire Station and provide a Customer Service Call Center (CSCC) for residents to better serve the east end of the City. Initially, this project was taken on as a Facility Needs Assessment Study in 2001. The functional relationships of space were analyzed for the needs of both the community and the staff.

The design concept was carefully developed with participation of the Fire Department and City staff to optimize functionality as well as gain the inherent economic benefits of a shared facility. The shared area of the building includes staff lobby and break area, a public lobby and a Community/Training Room. The CSCC will provide a convenient location for residents to pay water bills and access other City services. The fire station portion of the building includes 3 bays, a fitness area, a kitchen, and a bunkroom.

The project creates a new presence for City government in close vicinity to new neighborhoods on the eastern border of the City and enables public safety and other City staff to better serve the area residents.

* This project was completed by Mr. Dean Roberts
while employed by another firm.



Public Safety Facility Complex Winfield, Kansas

PROJECT TEAM

Dean S. Roberts, AIA
Peter Crawford, AIA

CLIENT

City of Winfield, Kansas

SIZE

Retrofit: 12,000 SF
New Construction: 23,000 SF
Total: 35,000 SF

SCHEDULE

Construction anticipated to begin: 2019

MWL SCOPE

Needs Assessment
Programming
Public Safety Design Architect

CLIENT CONTACT

Patrick Steward, City Engineer
(620) 251-5520

REFERENCE

Alan Stoll, Fire Chief
(620) 221-5560
817 Fuller Street
Winfield, KS 67156

COST

Budget: \$8 million

DELIVERY METHOD

Design-Bid-Build (*Anticipated*)

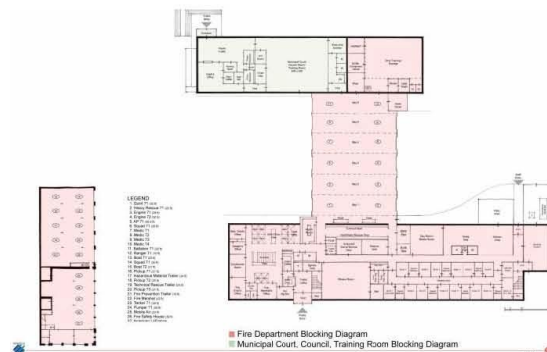


McClaren, Wilson & Lawrie completed a space needs assessment and participated in site selection and concept design for a new combination fire, police, city commission chambers and municipal court facility in downtown Winfield.

The fire department is using a fire station built in 1886. The fire department recently took over the EMS service, previously operated by the local hospital. The police department is housed in a repurposed building built in the 1920's and the city commission and municipal court share a facility that lacks the customary amenities of a purpose-designed building.

The preferred concept design solution preserves and updates the historic station and adds additional apparatus bays in order to house the 25-plus fire apparatus, ambulances, rescue equipment and support vehicles. A new police facility was planned to be adjacent to the expanded fire station thereby enabling spaces to be shared by police and fire staff for training. A large, well-equipped training room may also be used for city commission and municipal court functions.

The expanded fire station with associated police department and city council/municipal court is planned to share a site in the heart of downtown Winfield.





PROJECT TEAM

David G. Wilson, RA
Richard Rehfeldt, RA

CLIENT

City of Southlake

SIZE

87,050 SF
Firing Range Alternate: 9,000 SF

COMPLETED

January 2010

MWL SCOPE

Space Needs Assessment
Public Safety Consulting Architect

AWARDS

TEXO –
Texas Construction Industry Award
10-30 million Category Project Award
United Masonry Contractors
Association
2010 Golden Trowel Award

Fire Chief Magazine – Gold Award
Station Style Awards, Shared Facility

ARCHITECT OF RECORD

RPGA Architects

**Public Safety Headquarters,
Central Fire Station, Municipal Court**
Southlake, Texas



McClaren, Wilson & Lawrie, Inc. (MWL), in association with RPGA Architects, was selected to perform planning and design services for the City of Southlake's new Department of Public Safety Headquarters. This facility was planned to accommodate Southlake's anticipated staff and community growth through the defined build-out population of 32,000 residents.

The facility features leading technology capabilities and integration that enhances the public reception, staff effectiveness, and safety of staff and visitors.

MWL led the needs assessment validation, program development, concept and schematic design phases developing the site and building concept and massing, and the detailed site and floor plan development. Technical design consultation continued through completion of the project.

Southlake now has a state of the art public safety headquarters located adjacent to the regional shopping "Town Square" area that also includes City Hall. The Public Safety Headquarters had to fit into the turn of the century look of "Town Square's" "new urbanism" or "village center" style.



RESOURCES

Brett M. Cowell, Project Associate, Police Foundation, and Anne L. Kringen, PhD, Assistant Professor, Criminal Justice, University of New Haven, Connecticut, “Leveraging Foot Patrol to Strengthen Community Police Relations,” *The Police Chief*, (March 2017): 14-15.

Craig Haigh, “Succession Planning: Ensuring Organizational Success,” *International Association of Fire Chiefs*, (September 15, 2013).

Deputy Chief Bazydlo email regarding 21st Century Policing report, December 8, 2016.

Donald W. DeLucca, “The Institute for Community-Police Relations: Aiding Law Enforcement in Enhancing Community Trust,” *The Police Chief*, (March 2017): 6-7.

Fairburn Plan 2035, City of Fairburn Comprehensive Plan 2015-2035

Operations Manual, Fairburn Georgia Police Department

“President Executive Order on a Task Force on Crime Reduction and Public Safety,” *The Police Chief*, (March 2017): 10.

“Presidential Executive Order on Preventing Violence Against Federal, State, Tribal, and Local Law Enforcement Officers,” *The Police Chief*, (March 2017): 10.

Sarah Guy, IACP President Testifies on Mental Health Care and Law Enforcement’s Role,” *The Police Chief*, (March 2017): 10.

The President’s Task Force on 21st Century Policing. May 2015.

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