To: City Council Members
From: Tim Dolan
Date: November 18, 2005
RE: Staffing Plans

2006 Staffing Discussion

At November 9th's Public Safety and Regulatory Services (PSRS) Committee, I was asked to come back with a staffing plan for the new hires coming on the department in 2005 and 2006 – and add the piece to our Department Plan.

The plan is in our Department Budget Plan under Core Services and Support Services. Our first priorities are to the core services of 911 and Emergency Response and investigations of serious crimes. There is a graph in the plan that lists the department functions and the percentages of personnel in each area. The percentage of our sworn in patrol is 76%; 16% in investigations, and 8% in internal management (which includes Internal Affairs, Training, Administration, etc). I attached the PSRS presentation that includes the graph on page 3.

Once primary service measures are viewed at appropriate levels - such as adequate response times, case assignments, and closure rates - we will move down towards more secondary goals such as priority two and three calls to investigations of property crimes and livability offenses.

We are researching other departments to determine how we compare in these allocation percentages. We have found that only Witchita Kansas has a similar percentage of officers working patrol. Others are not even close. St. Paul, for example, is at 59%.

The percentages would indicate that we may be short staffed in investigations, but our priority areas of response times and serious crimes are not at our previous numbers. Response times are climbing at all three levels. We are now at an average of 2.8 minutes for priority one calls as compared to closer to 2.3 in previous years. Both are not bad compared to most other cities. There are no national standards on what are adequate response times. Every city measures them; each has their own expectations.

The department will continue to emphasize more sworn officers working in patrol. This includes traffic enforcement. New officers are also required by Labor Contract to work in patrol for the first year, after FTO training, in a precinct. We plan initially on "staffing up" in all precincts which means that we won't be increasing staffing in investigations or internal services to any equal extent. Again, the level of our satisfying those primary and secondary goals will determine "what else" we can do with our staffing. This requires us to use more a slide-rule determination (based on calls and events) rather than a set number.

I was also asked to explain our precinct staffing formula. To my knowledge, we have always assigned officers to precinct by using two criteria: calls for service and precinct minimums. It is not an ideal system, but precinct minimums prohibit us from doing much else. By precinct minimums, I mean the number of officers it takes to keep the precinct doors open 24/7.

We have five precincts. Dividing available officers by the percentage of calls would actually put two precincts slightly below the number of officers it takes to keep their doors open 24 hours a day – seven days a week. Therefore, we would not have more officers to assign to busier precincts even if we did a better job of giving more value to high priority calls than low priority calls. The five precinct structure dictates some duplication in resources such as desk officers and shift supervisors. Combining two precincts, for example, would free up nearly twenty positions to put back on the street in patrol cars. I am not advocating for the change – just pointing out the constructive restraint.

To conclude, the new recruits all must go to the precincts. They'll stay in the precincts for a minimum of a year and half and likely much longer. Other than the traffic enforcement specialty officers, we won't be pulling many officers out of those precincts, with the addition of the new officers, until we see better response times. I think we will see better times because we are also going to get some help with work volume from e-reports and 311. Overtime, buyback details, and creative smart partnerships with the community and law enforcement partners will also assist making more time for street officers to be more proactive. Getting back to being more proactive is the key to successfully reducing all crimes.

Plan changes re: Traffic Enf.

3. Increase Partnerships: The Downtown SAFE Zone is a partnership with Metro Transit Authority, the Hennepin County Sheriff's Office and downtown businesses to provide more visibility and safety downtown during retail hours. The effort appears to be working and we would like to replicate the effort in other retail-heavy neighborhoods within the City. Another example in 2005 was the Minneapolis Strategic Safety Partnership.
4. Increase Efficiencies through Technology: The department has found the use of cameras Downtown helps reduce the incidents of street crime. We will endeavor to use similar efforts in chronic crime areas in residential and other business areas. The Mayor's recommended budget calls for another 10 cameras for placement in various parts of the City. Another camera effort is the Red-Light Camera Project that will help monitor and reduce violations in high accident locations. Another technology tool will be the development and use of an e-report system that will allow victims to file reports by computer.
5. Continue to Seek Efficiencies in Investigations: Centralizing Robbery, connecting databases with the County and City Attorney Offices, developing e-reports, and increasing the generalist responsibilities of responding police officers are all efforts to maximize our efficiencies in investigations without reducing the core functions of response and investigation of serious crimes.

What Department actions will take place in 2006 to allow you to meet the 5-year financial direction or target strategy?

2006 BUDGET REQUESTS

- The addition of police officers to restore previous staffing levels decreased by past LGA cuts. Officers are most needed in a 911-response capacity, as well as increasing the Traffic Unit by at least ten officers to increase public safety through traffic law enforcement. **This unit will work primarily on traffic safety issues identified in the city**;
- Funding (one-time) for an electronic citations system and the purchase of 10 security cameras for remote enforcement without having to provide traditional staffing;
- A $60,000 contract with the Tubman Family Alliance needs funding to provide a mental health clinician to support officers working on domestic violence issues;
- $400,000 for the Downtown Safety Zone efforts.

ADDITIONAL MAYOR-RECOMMENDED STRATEGIES

- Move Traffic Control from Regulatory Services to MPD;
- Restoration of MPD officers back into the MPD budget from the Water Works security detail.

MAYOR'S RECOMMENDED 5-YEAR DIRECTION

Year	2007	2008	2009	2010	2011
Increase for growth	$2.4 M	$3.4 M	$3.9 M	$4.4 M	$4.9 M
Reduction to growth	$0	$0	$0	$0	$0
Approximate reduction in FTE's	0 FTEs	0 FTEs	0 FTEs	0 FTEs	0 FTEs
Staffing levels with recommended direction	1111	1111	1111	1111	1111

Budget Plan Addition re: Comm. Policing

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Increase misdemeanor prosecutions	Percentage increase in misdemeanor prosecutions	• Improve evidence collection through training and departmental policy changes Continue to strengthen relationship with City Attorneys
MPD culture promotes satisfaction, professionalism and professional growth	Institutionalize community policing to build cooperation and community trust in Minneapolis Police Officers	We will identify a measuring tool/system for community efforts beyond the raw number of community policing activities, e.g. community meetings, and National Night Out which are currently kept	• Promote a customer service culture • Enhance the image of MPD through external communications and internal culture change • Expand number of employees who participate in and attend community events • Ensure alignment of employees' duties with outreach philosophies • Transition to the "generalist" philosophy
	MPD employees are highly trained, competent professionals with equal opportunity for career growth	Number of employees evaluated as performing well Number of employees with professional growth plans and/or have had advancement opportunities discussion with supervisor	• Evaluate and revise MPD's screening process for new employees • Define hiring, training and retention needs for the next generation of police officers • Test officers periodically on policies, procedures, physical fitness and fitness for duty • Increase the workforce diversity • Address both sworn vs. civilian needs • Use the performance evaluation to address potential problems with performance and identify professional growth opportunities • Attain and maintain employee certifications as appropriate, e.g. forensic science certifications
	Maintain a positive departmental culture Maintain professional standing in local/national law enforcement community by participating in homeland security and emerging partnerships	Percentage increase in positive responses in employee survey	• Recognize employees for their contribution to the organization • Provide opportunities for employees to participate in specialized functions e.g. Honor Guard, Pistol Team, ERU Respond to Departmental Employee Survey Response Team Recommendations of: • Develop and communicate vision, direction, priorities, and expectations • Support of personnel publicly by the Chief and Elected Officials • Increase internal visibility of Chief • Honor the chain of command • Communicate recommended changes/policies to the department before they are implemented • Involve end users or those impacted by designing changes • Design and implement a leadership development program • Hire and promote based on merit

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	of community crime prevention, education and feedback/input	We will identify a measuring tool/system for community efforts beyond the raw number of community policing activities, e.g. community meetings, and National Night Out which are currently kept	programs to enhance service; Explorers, Citizen Academy, Reservists 2. Target efforts with new arrivals via outreach activities and partnership building 3. Provide means to communicate to people with Limited English Proficiency (e.g. access to cell phones in the field) 4. Provide information in multiple languages 5. Promote crime prevention methods and build self-sufficiency
	Maintain MPD's ability to process and ensure evidence integrity	% of evidence presented that is deemed admissible	1. Achieve and maintain ASCLD/LAB accreditation 2. Upgrade and add Crime lab capabilities and equipment; e.g.; add DNA analysis capabilities 3. Acquire adequate space for equipment and procedures, e.g. relocate firearms and tool marks examiner's space 4. Co-locate property and evidence 5. Secure grants for equipment upgrades 6. Explore partnerships for Crime Lab efficiencies
	Increase misdemeanor prosecutions	% increase in misdemeanor prosecutions	1. Improve evidence collection through training and departmental policy changes 2. Continue to strengthen relationship with City Attorneys through precinct attorneys and paralegals
MPD culture promotes satisfaction, professionalism	Institutionalize community policing to build cooperation and community trust	We will identify a measuring tool/system for community efforts beyond the raw number of community policing activities, e.g. community	1. Promote a customer service culture 2. Enhance the image of MPD through external communications and

Strategies	Objectives	Measures: Outcome and Driver	Tactics
and professional growth	in Minneapolis Police Officers	meetings, and National Night Out which are currently kept	internal culture change 3. Expand # of employees who participate in and attend community events 4. Ensure alignment of employees duties and philosophical tenants 5. Transition to the "generalist" philosophy
	MPD employees are highly trained, competent professionals with equal opportunity for career growth	# of employees evaluated as performing well # of employees with professional growth plans and/or have had advancement opportunities discussion with supervisor	1. Evaluate and revise MPD's screening process for new employees 2. Define hiring, training and retention needs for the next generation of police officers 3. Test officers periodically on policies, procedures, physical fitness and fitness for duty 4. Increase the workforce diversity 5. Address both sworn vs. civilian needs 6. Use the performance evaluation to address potential problems with performance and identify professional growth opportunities 7. Attain and maintain employee certifications as appropriate, e.g. forensic science certifications
	Maintain a positive departmental culture	% increase in positive responses in employee survey	1. Respond to Departmental Employee Survey Response Team Recommendations 2. Recognize employees for their contribution to the organization
	Continuous processes in place to improve organizational effectiveness and efficiency	# and effect of changes	1. Reexamine and retool CODEFOR 2. Streamline investigations 3. Review and revision of internal department policies and procedures

Core and Support Functions

Internal Management Services	Patrol	Investigations
Core Functions (~67 sworn FTEs) • Central Administration • Records	**Core Functions (~400 sworn FTEs)** • 911 Response/ Community Policing	**Core Functions (~83 sworn FTEs)** • Part 1 Crime investigations • Crime Lab • Property/Evidence
Support Functions (~45 sworn FTEs) • Training • Recruitment & Retention • Internal Affairs/Quality Assurance (61) 8% of Sworn	**Support Functions (~150 sworn FTEs)** • CRT • SAFE • Canine • PAL (601) 76% of Sworn	**Support Functions (~56 sworn FTEs)** • Central Narcotics • Organized Crime • Repeat Offender Program (ROP) (125) 16% of Sworn

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