

**City of Minneapolis
Minneapolis Police Department**



2007-2011 Business Plan

DATE: April 2007

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Appendix

This is a five-year plan that is designed to align the Minneapolis Police Department with the City's goals and strategic directions. The business planning process assists the MPD in clarifying its mission, defining its business lines and related service activities, establishing performance measures, and focusing its use of available resources.

Note: The MPD 5 Year Plan is always a work in progress. The MPD will continue to report to council as part of the ongoing budget updates. The forthcoming hire of the newly created position of MPD Finance Director will provide future direction and target information for the MPD's 2008 5 Year Plan.

Minneapolis Police Department

VISION

The City of Minneapolis is the safest place to live, work and visit.

MISSION

To prevent crime and improve community satisfaction.

VALUES

Serve and work with our community

Employees are our greatest asset

A workforce that reflects our community

Protection of human rights

Professional excellence

Honesty and integrity

Minneapolis Police Department

Business Lines

The Minneapolis Police Department has three business lines, focused on the strengths of each individual bureau's responsibilities:

1. Patrol Bureau Business Line

Precincts – Patrol (911 Response, Directed Patrol), Investigations, Community Response Teams, SAFE/Crime Prevention Specialists.

Special Operations Division – Patrol (STOP – Strategic Operations), Traffic, SWAT, K9, Public Housing, Traffic Control Agents, Bomb/Arson, Police Reserves (volunteers), Homeland Security, Special Events and ISAC (Intelligence Sharing and Analysis Center).

SAFE Central – Crime Prevention Management, McGruff Houses, National Night Out, Graphics and support.

2. Investigations Bureau Business Line

Criminal Investigations Bureau - Homicide, Organized Crime, Juvenile, Robbery, Assault/VCAT, Sex Crimes, License and Forgery Fraud, Narcotics/Weapons, Family Violence (Domestic Assault, Child Abuse).

Crime Lab – Field Operations, Firearms/Toolmark, Forensic Garage, Photo Lab, MAFIN

Support Services Division – Criminal History, Records, Property and Evidence, Transcription.

3. Professional Standards Bureau Business Line

Training – Pre-Service, In-Service

Internal Affairs

Audit (Quality Assurance)

Mediation Compliance

Administrative Services Division – Research/Policy, Business Technology and Support (Employee Assistance, Stores, Court Liaison)

Note: MPD restructured from four bureaus to three bureaus in April 2007

Minneapolis Police Department

Department Goals

The following two areas support the Minneapolis Police Department's three Business Lines (Patrol, Investigations, Professional Standards):

CRIME PREVENTION

1. **Prevent crime** – A crime prevented is better than a crime solved. The goal of crime prevention is to reduce crime through effective resource allocation, proactive strategies, (including intelligence, police presence and technology assistance).

The goal is focused on our vision to ensure a safe city and perception of personal and property safety for citizens and visitors.

2. **Ensure more effective prosecutions** – Quality arrests and investigations will lead to more criminal charges and better prosecutions.

The goal is focused on working with the judicial system to strengthen prosecutions, especially on career criminals. The MPD will strive for better investigative training and tools.

MPD PRIORITIES:

1. Increase Department production.

The MPD consistently reviews crime and arrest reports. We are looking at ways to increase production (arrests, crime deterrents, case management, prosecutions, etc.) through established and new initiatives, including technology and best practices.

2. Increase regular uniformed presence in high density and high crime areas.

The Patrol Bureau will continue to address targeted problems and staff areas of concern and in need of immediate service due to crime trends.

3. Increase investigative capabilities for juvenile and adult crimes.

The MPD is undertaking efforts to address the growing youth violence issue, including restructure of the Juvenile Unit and participating in the City's Youth Violence Prevention Steering Committee, which is developing intervention, education and program protocols.

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COMMUNITY RELATIONS

1. **Increased community satisfaction** – The Minneapolis Police Department serves the City of Minneapolis. We can increase satisfaction through better police service, communications and building and sustaining long-term relationships.

This Goal is focused on MPD efforts to build relationships with the citizens, neighborhoods, businesses and communities. We will encourage working partnerships and input on current issues.

2. **Promote a Department culture that develops community partnerships** – We recognize that resident and business partners want to help with reducing crime and these partnerships will increase our efficiency and effectiveness. By striving to open the department to the communities, a higher level of trust will prevail.

This goal is focused on both internal (training and skill building) and external (outreach to community partners) efforts to combat crime and develop strategies for dialogues on safety and issues of concern.

MPD PRIORITIES:

1. Develop individual Neighborhood Policing Plans.

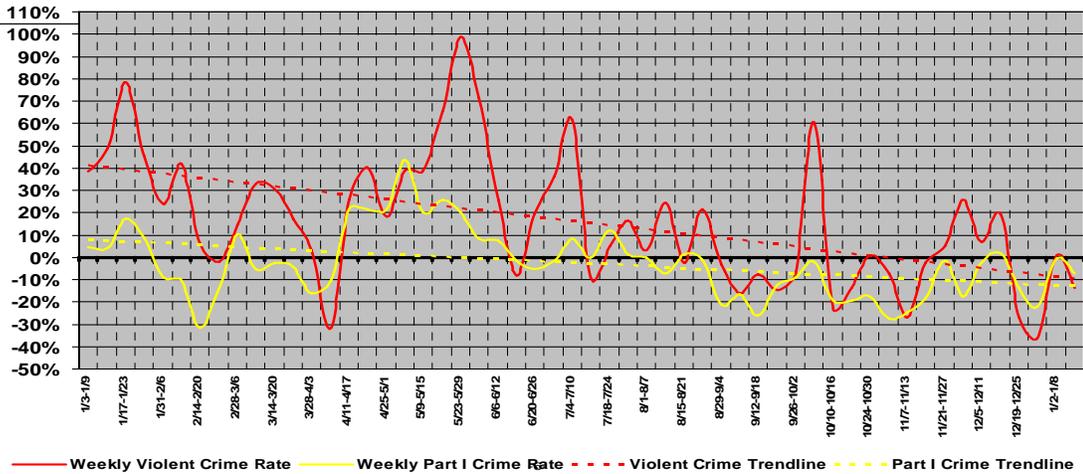
In 2007, the Patrol Bureau initiated an outreach strategy to work with individual Neighborhoods on their specific needs and outlining the responsibilities of both the police and community to work on the issue(s).

2. Increase and maintain community, business and criminal justice system partnerships.
3. Work with the community on the Federal Mediation Agreement.

In December 2003, the Minneapolis Police Department (MPD) signed a historic Memorandum of Agreement (MOA) with the Unity Community Team (UCT), which is comprised of Minneapolis community leaders. From guidance derived from the US Department of Justice, this agreement was signed by key parties involved which then formed the Police Community Relations Council (PCRC). This agreement consists of 121 action items and the timeframe for compliance is December 2008.

Minneapolis Police Department

Minneapolis Police Department
 Citywide Weekly Crime Rate Trend (1/3/2006 to present)
 [as of 1/15/2007]



Part I Crimes

<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	Forecast <u>2007</u>	Forecast <u>2008</u>	Target <u>2011</u>
27201	25427	24310	28318	29474	29177	29921	28001

Part 2 Crimes

<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	Forecast <u>2007</u>	Forecast <u>2008</u>	Target <u>2011</u>
42363	38922	36457	36672	40323	37048	36415	38307

Forecast – 5 year trend

Target is 5% reduction of 2006

Minneapolis Police Department

Arrests

Part 1

<u>Arrests</u>					Forecast	Forecast	Target
<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2011</u>
4065	3702	3779	3648	3486	3372	3251	3312

Part 2

<u>Arrests</u>					Forecast	Forecast	Target
<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2011</u>
28092	26003	23837	22576	26784	23646	23430	25445

Forecast - 5 year trend

Target is 5% reduction from 2006

Curfew

<u>Arrests</u>				Target	Target	Target
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2011</u>

Curfew Center	844	1078	2207	2000	2000	1500
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CAPRS	1661	1771	3542	--	--	--
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CAPRS includes additional youth in violation of the curfew ordinance brought home, etc.

Truancy

<u>Arrests</u>				Target	Target	Target
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2011</u>

Truancy Center	326	614	1397	1250	1100	550
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Target reflects efforts to keep youth in school and abiding with curfew ordinance

Minneapolis Police Department

CHALLENGES

The Minneapolis Police Department recognizes that there may be challenges to providing outstanding police services to the City of Minneapolis over the next 5 years. The challenges include:

- **Increases in violent crime**

The Department focuses on violent (or Part 1) crimes, as described by the FBI's UCR, (Uniformed Crime Report) as one of the best measures of the City's safety. The majority of the MPD's resources are committed to crime prevention and crime deterrent.

- **Increased demand for police services**

- Increased calls for service – with the growing population and decreases in other agency programs, the MPD is called upon to respond to a growing number of service calls. With community cooperation and law enforcement technology the MPD can assure that the population receives the level of police service they've come to expect.
- 2008 Republican Convention – the MPD's priority during the Convention (and at all times) is providing police services to the City of Minneapolis. During the Convention, all local and state law enforcement departments will be working together to ensure that security, crowd, traffic and other concerns are addressed.
- Homeland Security concerns – the MPD, along with other city departments will continue to train and prepare for emergency response; the primary duty of Homeland Security is infrastructure protection.

Calls for Service

<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	Forecast <u>2007</u>	Forecast <u>2008</u>	Target <u>2011</u>
423129	433960	426090	464346	459829			

Forecast are difficult because of trending changes (ie. Cell phones).

Minneapolis Police Department

Challenges, continued:

- **Managing perceptions of crime**

Often the perception of crime is not reflective of the reality of an area's safety. The MPD will continue to publish actual crime statistics and information that will give the citizens a true picture. The Crime Prevention Specialists also conduct meetings and are available for questions and discussions on specific real and perceived problems.

- **Addressing racial profiling**

The MPD is committed to working with the Police Community Relations Council on issues outlined in the Federal Mediation Agreement. The Department also provides diversity training to all officers and immediately addresses issues of race or other charges.

- **Growing non-English speaking communities**

The MPD is reaching out to non-English speaking communities through bi-lingual liaisons and providing law enforcement information translated into numerous languages. Internally, the Department provides training to all officers in various language, customs and cultures.

- **Recruitment of diversified workforce**

The MPD has increased its outreach to recruiting new hires. The Department has established a Community Service Officer program – where a new hire joins the Department while completing their law enforcement education and skill requirements as part of the job. In 2006, a new recruitment Sergeant jump-started outreach to all communities to encourage potential candidates. In March, 2007, the MPD was at 18% minority for sworn officers and 27% for civilian employees.

- **Meeting demands for technology**

The MPD is actively working with the City's Business Information Systems department to develop a plan for future technology needs. We continue to look at best practices and what tools will serve Minneapolis in the future. The MPD has had great success with ShotSpotter (a system that detects and locates shots fired) and with cooperation from the Downtown and Cedar Riverside communities, installing monitoring cameras.

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Challenges, continued:

- **Improving community satisfaction with internal (IAU) investigations**

The Department's Internal Affairs Unit (IAU) is developing an Early Warning System to address potential issues before they arise. Throughout the next couple years, IAU will be monitoring cases for timely and thorough investigations. Case dispositions will be reported annually.

IAU Cases				Target	Target	Target
(Category)	2004	2005	2006	2007	2008	2011
Sustained	34	18	13	27	27	24
Not Sustained	14	16	8	16	16	15
Other	32	45	64	38	38	36
Total	80	79	85	81	81	75

2004 saw 44% of cases with final dispositions sustained; in 2005 and 2006, the percent of sustained cases dropped to 28% for both years among cases with final dispositions.

Pending cases for 2005: 15 (included in the "other" category)

Pending cases for 2006: 40 (included in the "other" category)

Minneapolis Police Department

CHANGES

The MPD recognizes that law enforcement is an ever-changing challenge. In striving to provide the best police services to the City of Minneapolis, the Department has noted many changes and opportunities throughout the plan. **The 2007 Changes are recapped below:**

- **Increase the number of police officers**
 - Focus on visible presence
 - Increased production (arrests, curfew, truancy, charges, etc.)
 - Increase in investigations
 - Juvenile Unit commitment

**CID
(Investigative)
Cases Assigned**

			Target	Target	Target
<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2011</u>
7582	7361	8345	9300	9300	9000

- **Community Partnerships**
 - Develop neighborhood policing plans
 - Increased business, church and school partnerships
 - Increase the role of individual officers in working with the communities

911 Response Times

				Target	Target	Target
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2011</u>
Priority 0	2.38	3.16	2.42	---	---	---
Priority 1	8.03	8.51	9.13	---	---	---
Priority 2	22.25	25.16	26.12	---	---	---
Priority 3	25.57	30.23	31.37	---	---	---

Minutes /
Seconds

Data from
MECC

- **Technology Advances**
 - "ShotSpotter"
 - Neighborhood Cameras
 - Squad Cameras
 - Forensics

Minneapolis Police Department

City of Minneapolis - GOALS

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Minneapolis is a vibrant and welcoming city that encourages learning and innovation and embraces diversity. A mixture of accessible housing, jobs and educational opportunities creates a livable city and stimulates growth. Neighborhoods give the comfort and safety of home while offering the connectedness of community. Thriving commercial areas are linked by state-of-the-art transit and generous green spaces. Renowned cultural and recreational activities entertain and inspire. Minneapolis is a valued state resource and a city people enjoy visiting and calling home. The city's future is shaped through thoughtful and responsible leadership in partnership with residents and coordinated with a regional vision. The City Council has adopted the following goals and strategic directions.

1. A SAFE PLACE TO CALL HOME

HOUSING, HEALTH AND SAFETY

In five years all Minneapolis residents will have a better quality of life and access to housing and services; residents will live in a healthy environment and benefit from healthy lifestyles; the city's infrastructure will be well-maintained and people will feel safe in the city.

STRATEGIC DIRECTIONS

- a. GUNS, GANGS, GRAFFITI GONE
- b. CRIME REDUCTION: COMMUNITY POLICING, ACCOUNTABILITY & PARTNERSHIP
- c. LIFECYCLE HOUSING THROUGHOUT THE CITY
- d. "GET FIT" AND MAKE HEALTHY CHOICES
- e. YOUTH: VALUED, CHALLENGED & ENGAGED

2. ONE MINNEAPOLIS

EQUAL ACCESS, EQUAL OPPORTUNITY, EQUAL INPUT

In five years the gap will be closing for access to housing, health care, education and employment; diversity will be welcome, respected and valued; the city's middle class will be thriving; there will be living-wage jobs or entrepreneurial opportunities for everyone; all residents will have confidence in public safety services; and residents will have access to fair, open and transparent decision-making.

STRATEGIC DIRECTIONS

- a. CLOSE RACE & CLASS GAPS: HOUSING, EDUCATIONAL ATTAINMENT, HEALTH
- b. MIDDLE CLASS: KEEP IT, GROW IT
- c. EQUITABLE CITY SERVICES & GEOGRAPHICALLY PLACED AMENITIES
- d. ELIMINATE HOMELESSNESS
- e. DECONCENTRATE POVERTY

Minneapolis Police Department

City Goals, continued:

3. LIFE LONG LEARNING SECOND TO NONE

SCHOOLS, LIBRARIES AND INNOVATION

In five years Minneapolis will provide a superior education for all students; literacy rates will be increasing; everyone entering adulthood will have the knowledge and skills to earn a living wage; educational resources will be a top priority; the city will fully realize the benefits of having renowned educational and research institutions such as the U of M; the wisdom of the senior population will be harnessed; and Minneapolis will be known as a center of ideas.

STRATEGIC DIRECTIONS

- a. ALL KIDS READY-TO-READ BY KINDERGARTEN
- b. ECONOMIC ENGINE: GENERATING IDEAS, INVENTIONS & INNOVATIONS
- c. 21ST CENTURY SKILLS FOR ALL 21 YEAR-OLDS
- d. EMBRACE THE U'S OUTREACH & LAND-GRANT EXPERTISE
- e. EDUCATION: STRONGER PARTNERSHIPS TOWARD BETTER RESULTS
- f. TAP THE CONTRIBUTION POTENTIAL AND WISDOM OF RETIREES & SENIORS

4. CONNECTED COMMUNITIES

GREAT SPACES & PLACES, THRIVING NEIGHBORHOODS

In five years, Minneapolis will be a connected collection of sustainable urban villages where residents will live within walking distance of what they need or of public transit; there will be a connected network of transportation options; streets will be destinations; a mix of unique small businesses will be thriving; and Minneapolis' neighborhoods will have unique identities and character.

STRATEGIC DIRECTIONS

- a. INTEGRATED, MULTIMODAL TRANSPORTATION CHOICES BORDER-TO-BORDER
- b. WALKABLE, BIKABLE, SWIMMABLE!
- c. CUSTOMER-FOCUSED, OUTCOME-BASED, PERFORMANCE-DRIVEN DEVELOPMENT SERVICES
- d. NORTHSTAR COMPLETED; CENTRAL CORRIDOR UNDERWAY; SW CORRIDOR FULLY-DESIGNED
- e. STREETS & AVENUES: REOPEN NICOLLET AT LAKE; REVITALIZE BROADWAY & LOWRY; REALIZE WASHINGTON BOULEVARD

Minneapolis Police Department

CITY GOALS, CONTINUED:

5. ENRICHED ENVIRONMENT

GREENSPACE, ARTS, SUSTAINABILITY

In five years there will be plentiful green spaces, public gathering areas, celebrated historic architectural features and urban forests in Minneapolis; lakes, rivers and the soil and air will be clean; the city's parks and the Mississippi riverfront will be valued and utilized; opportunities to experience diverse cultures and the arts will abound; and usage of renewable energy will be increasing.

STRATEGIC DIRECTIONS

- a. ENERGY INTO RENEWABLE & ALTERNATIVE ENERGY
- b. REPLANT, RESTORE, REVERE OUR URBAN FOREST
- c. ARTS – LARGE & SMALL – ABOUND AND SURROUND
- d. UPPER MISSISSIPPI PLANNED AND PROCEEDING
- e. FULLY IMPLEMENT THE CITY'S CULTURAL & SUSTAINABLE WORK PLANS

6. A PREMIER DESTINATION

VISITORS, INVESTMENT AND VITALITY

In five years Minneapolis will be the economic leader in the region with vast potential for growth and development; investors will see Minneapolis as a sure thing; a distinctive mix of amenities, entertainment and culture will be available downtown and in Minneapolis neighborhoods; people who visit the city will want to come back; the city will be an attractive landing spot for people in all life stages and will be well-positioned for the creative class; and the country will see Minneapolis as a national treasure.

STRATEGIC DIRECTIONS

- a. RETAIN & GROW BUSINESSES IN LIFE SCIENCES & THE CREATIVE ECONOMY
- b. REPOSITION CITY IN MINDS OF REGION, STATE, NATION & WORLD
- c. CLEANER, GREENER, SAFER DOWNTOWN
- d. JOBS: BE A TALENT MECCA
- e. LEVERAGE OUR ENTERTAINMENT EDGE ... HECK, BE EDGY!
- f. TAP THE CONTRIBUTION POTENTIAL AND WISDOM OF RETIREES & SENIORS.

Minneapolis Police Department

Crime Prevention - Goals, Objectives, and Performance Measures

City Goal	City Strategic Direction	Department Goal	Objective	Measure
1 2 3 4 6	1 (a) (b) (c) 2 (c) 3 (e) 4 (b) 6 (b) (c) (e)	<ul style="list-style-type: none"> ▪ Prevent and reduce all crime 	<ul style="list-style-type: none"> • Prevent loitering and street crime in high crime or high density areas. 	<ul style="list-style-type: none"> • Incident rates • Part 2 crime arrests • Police beats – details and hours • Number of monitored cameras • Number of ShotSpotter sites
			<ul style="list-style-type: none"> • Serious and violent crime offenders will be arrested and charged. 	<ul style="list-style-type: none"> • Part 1 arrests • Gun Seizures • Felony charging rates • Federal charging rates
			<ul style="list-style-type: none"> • Increase cooperative strategies 	<ul style="list-style-type: none"> • Risk Management (internal assessments) • Number of Neighborhood Policing Plans • Number of Block Clubs • Number and quality of interagency, community and business partnerships
			<ul style="list-style-type: none"> • Prevent juvenile crime and gang activity. 	<ul style="list-style-type: none"> • Arrest Rates • Charging Rates • Curfew Arrest Rates • Truancy Arrest Rates • Outreach efforts (ie. PAL)
		<ul style="list-style-type: none"> • Contribute to effective prosecutions. 	<ul style="list-style-type: none"> • Increase case management. • Improve arrests and quality of reports 	<ul style="list-style-type: none"> • Cases assigned, cases charged and cases declined. • Cases assigned.
			<ul style="list-style-type: none"> • Enhance chronic offender prosecutions 	<ul style="list-style-type: none"> • Number of impact statements.
			<ul style="list-style-type: none"> • Increase number of prosecutions 	<ul style="list-style-type: none"> • Percentage of arrests that result in criminal charging

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Community Relations - Goals, Objectives, and Performance Measures

City Goal	City Strategic Direction	Department Goal	Objective	Measure
1 2 3 4	1 (a) (b) (c) 2 (c) 3 (b) (e) 4 (b) (c) (e)	<ul style="list-style-type: none"> ▪ Increase community satisfaction 	<ul style="list-style-type: none"> • Manage expectations regarding deployment, response times and calls for service 	<ul style="list-style-type: none"> • Calls for service by priority • Response times by priority • Staffing deployment
			<ul style="list-style-type: none"> • Increase community satisfaction 	<ul style="list-style-type: none"> • Number of Complaints • Resolution stats on complaint • Citizen Satisfaction Survey • Diversity in hiring
			<ul style="list-style-type: none"> • Proceed with Federal Mediation Agreement 	<ul style="list-style-type: none"> • Number of action items completed • Bi-annual reports to Council
			<ul style="list-style-type: none"> • Continue Coordination with Civilian Review Authority (CRA) 	<ul style="list-style-type: none"> • Monthly updates with CRA, PACC • Progress towards 100% agreement on CRA cases

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Community Relations - Goals, Objectives, and Performance Measures, continued:

City Goal (1-6)	City Strategic Direction (A-Z)	Department Goal	Objective	Measure
<ul style="list-style-type: none"> 1 2 3 4 5 6 	<ul style="list-style-type: none"> 1 (a) (b) (c) (d) 2 (a) (b) (c) 3 (b) (c) 4 (a) (b) (c) (d) 5 (c) (d) 6 (a) (c) 	<ul style="list-style-type: none"> • Promote department culture that values employee satisfaction, professionalism and professional growth. 	<ul style="list-style-type: none"> • Increase employee satisfaction 	<ul style="list-style-type: none"> • Number of employees responding to City Employee survey • Develop strategies on recommendations from Employee survey work team
			<ul style="list-style-type: none"> • Maintain professionalism of the Department 	<ul style="list-style-type: none"> • Evaluations of In-Service Training • Early Warning System • Conduct annual Performance Evaluations • Evaluations of Leadership Training and Development Programs
			<ul style="list-style-type: none"> • Provide opportunities for professional growth 	<ul style="list-style-type: none"> • Career enrichment opportunities • Leadership Education opportunities (FBI, SPI, NW Staff/Command, SMIP, LEADS) • Employee satisfaction with performance evaluation process and career opportunities

Minneapolis Police Department

FINANCIAL PLAN

The MPD is focused on the following financial planning and effective resource management strategies:

- **Fiscal Responsibility**
 - Budget accountability is reviewed weekly by all commanders
 - In 2007, all overtime (except critical and emergency) was curtailed

- **Increase the number of sworn employees**
 - To fulfill the council directive in the 2006 Budget, the Department is streamlining other expenses to ensure that salary funds are available for the 70 new hires
 - A new Pre-Service Training Unit was developed to expedite efforts in recruitment, background, hiring process and academy training

- **Seek creative solutions to matching fund requirements**
 - Frequently grant sources require matching funds; this is a super tool to combine expenses of needed equipment and resources that grants may cover.

- **Continually seek federal and state funding assistance**
 - The MPD continually seeks out potential funding sources – grants, contract savings, etc. While all employees' cooperative and alert management to funding options, the efforts are coordinated by the Department's Contract Manager.

- **Fine revenue analysis**
 - The MPD is working with Finance and other areas/agencies to determine how best fine revenue is allocated to local jurisdictions.
 - The issue of the City of Minneapolis paying Hennepin County 'jail fees' is an ongoing discussion.

- **Hire a Loss Prevention Coordinator**
 - The MPD is actively searching for opportunities to streamline losses (including payout of lawsuits); a Loss Prevention Coordinator or similar manager could assist in coordinating policy and practice review and implementation with financial analysis.

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Budget Information

Expense and Revenue Information (City Finance)

	<u>2004</u> <u>Actual</u>	<u>2005</u> <u>Actual</u>	<u>2006</u> <u>Adopted</u>	<u>2007</u> <u>Adopted</u>	<u>Percent</u> <u>Change</u>	<u>Change</u>
Expenditures	94,958,060	102,852,396	115,501,292	119,687,375	3.60%	4,186,083
Revenues	15,323,250	15,275,563	21,497,433	21,855,454	1.70%	358,021

Staffing Information

Staffing Information (City Finance, Adopted Budgets)

FTE's	<u>2005</u> <u>Adopted</u>	<u>2006</u> <u>Adopted</u>	<u>2007</u> <u>Adopted</u>	<u>Percent</u> <u>Change</u>	<u>Change</u>
Administration	9	11	11	0%	--
Professional Standards	30	52	63	21.15%	11
Patrol Services	672	756	780	11.43%	24
Investigations	149	150	143	-4.67%	-7
<u>Central Services</u>	<u>82</u>	<u>89</u>	<u>91</u>	<u>2.25%</u>	<u>2</u>
Total FTE's	942	1058	1088	2.84%	30

* Patrol 2006 – includes transfer of Traffic Control

Minneapolis Police Department

WORKFORCE PLAN

The MPD recognizes the importance of a diverse, well-trained and productive workforce. The Department is actively looking at how best to encourage and develop employees at all ranks by:

- **Hire, promote and retain a diverse workforce**
 - The Department is committed to a workforce that is reflective of the population it serves. In March 2007, the Department stood at 18% minority for sworn employees and 27% for civilian employees.
 - The Department is committed to developing the potential of all employees. The MPD has established career enrichment opportunities for employees to gain experience in other units and has redrafted officer in-service to meet specialized training requests.

- **Improve productivity**
 - The Department continues to explore ways to 'work smarter'. The MPD has expanded with technology and maintains uniformed sector responsibilities to provide better service to the citizens. In the next few years, the Department will be reviewing what and how best to measure productivity, including citizen satisfaction and internal case management.

- **Develop a fair and meaningful performance evaluation**
 - The MPD re-designed the Department performance evaluation form in 2003, with emphasis on interaction skills (community policing, investigative and communication) and accountability. As with many agencies, the difficulty is measuring non-specific issues (such as community interactions) along with specific items (such as number of tags or arrests). The MPD has this project on track for 2009.
 - Currently all MPD employees are evaluated annually, with opportunities to discuss career growth, other interests or concerns, and provide input to managers.

- **Improve communications with all levels of the Department**
 - MPD employees listed communication as one of their concerns in the 2004 and 2006 City's Employee Survey. Chief Dolan sends out personal e-mails to all MPD employees highlighting current Department activities, concerns and provides accurate information (ie. rumor control) on hot topics – the employees welcome his e-mails!

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Workforce Plan, continued:

- **Improve employee overall involvement in Department strategies and efforts**
 - The Department exemplifies lead by example'. Chief Dolan is unique in that he only needs to ask something of his employees and they respond. For example, he encouraged involvement in the Employee Survey and MPD response went up 60%; he asked for 6 volunteers for a special crime detail and got over 25 officers offering their help. The current administration is dedicated to promoting strong morale.

- **Develop and implement an 'early warning' system**
 - The Internal Affairs Unit is working on an early warning system – to address potential issues before they arise. The system is in the initial design phase with implementation scheduled for 2009.

Minneapolis Police Department

TECHNOLOGY PLAN

The Minneapolis Police Department and the Business Information Systems Department have been working on a Technology Plan to facilitate the growing and future needs for technology. (The Technology Plan has been submitted to City Council under separate cover from BIS and MPD.)

The MPD has worked diligently on evaluating technological advances to ensure that the following criteria will benefit:

- **Efficiency** – to increase efficiency for MPD personnel by reducing the amount of time spent on report writing, waiting, administrative takes and by reducing response times to incidents.
- **Life / Safety** – to assist the MPD in protecting the life and safety of citizens and their property and help keep MPD personnel safe in their duties.
- **Crime Prevention** – to help the MPD and other city department prevent crime.
- **Criminal Investigations** - to assist patrol officer, investigators and support personnel in gathering and documenting criminal evidence, processing and preserving that evidence, and presenting the evidence effectively for prosecution.
- **Situational Awareness** – to increase situational awareness for MPD personnel, allowing officers to better respond to the situation encountered, and permitting commanders to better manage complex and changing events.
- **Integration** – to integrate with existing technology wherever practical, and should be designed to permit easy integration with future technologies.

2007/2008 MPD TECHNOLOGY EFFORTS:

- Coordinate the Public Safety Technology Plan
- Adding a new Computer Aided Dispatch (CAD)
- Additional Neighborhood and Business District Cameras
 - Assist with developing long term plan for monitoring the Neighborhood and Business District Cameras
- Expansion of “ShotSpotter”
- Conversion to digital squad cameras
- Continued expansion of partnership with 311

Minneapolis Police Department

SPACE PLAN

The MPD is planning ahead for the best use of space to ensure a thriving work environment for its employees. Among the future space plans are:

- **Hamilton School**
 - In 2007 the MPD contracted with the Minneapolis School Board for the use of Hamilton School (41st and Dupont Ave No.). A site, with parking, was needed to office the newly created Special Operations Division and the expanded Training Unit. The addition of an MPD facility, providing more police presence, was warmly welcomed by the neighborhood.
 - Hamilton School – the MPD Special Operations Center houses: Special Operation's Division (Strategic Operations Patrol Program, Homeland Security, Special Events, and the Police Activity League), Training Unit and SAFE Central.

- **Crime Lab**
 - In 2007, the Crime Lab functions of Firearms / Toolmark (Ballistics) examination will be moved to the City of Lakes Building. The move is necessitated by Accreditation requirement for specific evidence testing.
 - Throughout the next 5 years, the Crime Lab will continue to address space issues related to Accreditation and explore options – including sharing lab facilities and joint partnership expansions with Hennepin County and the MN Bureau of Criminal Apprehension.

- Other Space needs will be addressed and long term solutions developed on an as need basis. Currently the MPD is working with the city on:
 - Completion of the City Hall office re-configurations in 2006/2007
 - Record retention
 - ADA requirements
 - Security for MPD facilities
 - Future Space planning initiatives

Minneapolis Police Department

ENTERPRISE INITIATIVES

- **Sustainability**

- Reduce homicide and overall crime rate through collaborations, strategic deployments and crime analysis.
- Increase the number of block clubs and neighborhood activities.

- **Community Engagement**

- Develop neighborhood plans; address neighborhood crime.
- Training for Sector Lieutenants and Crime Prevention Specialists in the community engagement process.
- Identify trainers for the train-the trainer sessions.
- Mediation Agreement compliance and teamwork.

Minneapolis Police Department

Minneapolis Police Department – Historical Background

When Minneapolis was incorporated as a city in 1867, the population of 5,000 was a mix of lumbermen, millers and immigrants. Mayor Darilus Morrison appointed H. H. Brackett as the first police chief. Since then, there have been 49 Chief's of Police.

The Police Department's duties and responsibilities varied greatly as the city gained in population. By 1889, Minneapolis had grown to be a thriving city of 200,000, with 200 police officers to patrol the 53 square mile city, on a budget of \$10,972. The city was patrolled primarily by foot beats, with outlying areas of the city covered by horseback. The captain was required to stay at the City Hall desk to monitor the newly installed telephone.

With the dawn of the 20th century came new and innovative ways to serve the 300,000 citizens of this now industrial city. The first motorcycles began patrolling in 1909, every criminal was fingerprinted and telephones lines were greatly extended throughout the Police Department.

The Great Depression-era of the 1930's saw the Police Department heavily involved in quelling labor disputes and battling gangsters and the effects of Prohibition. The infamous Barker-Karpis gang killed two of MPD's finest in a sensational gun battle outside the Third Northwestern Bank in Northeast Minneapolis. The years during World War II saw 118 MPD officers fight for their country. The 1950's brought population growth, stability and prosperity. The city's population increased to over 500,000 in 1950 with 600 officers.

The 1960's brought change, turmoil and reform. Major riots along Plymouth Avenue resulted in the creation of the Community Relations Division and the Model Cities Precinct in 1970. The 1970's saw increased reliance on federal grant and the first use of mobile digital technology (MDT's) in squad cars.

The 1980's and 1990's saw community-policing evolve from an effort to get closer to the community to today's Department commitment to Community Crime Prevention, including sector policing, SAFE Central and the precinct-based Crime Prevention Specialists.

Today the Minneapolis Police Department remains committed to continuing to provide the best police service to the City of Minneapolis.

Source: City of Minneapolis web site