

# **MINNEAPOLIS POLICE DEPARTMENT**

## **5 YEAR BUSINESS PLAN 2006-2010**

**DRAFT  
OCTOBER 2005**

## **2006 EXECUTIVE SUMMARY**

### **2006 – 2010 BUSINESS PLAN**

#### **VISION –**

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

#### **VALUES –**

Employees are our greatest asset. A workforce that reflects our community. Protection of human rights. Excellence in serving the public. Honesty and Integrity. Community participation.

#### **MISSION –**

Implement effective prevention strategies and reduce crime in collaboration with the community and our criminal justice partners.

#### **BUSINESS LINES –**

##### **Response to Requests for Service and Investigation of Serious Crime:**

Our primary business is to ensure that citizens are satisfied with their safety and the safety of their property. The department's core functions or primary business lines are the response to calls and the investigation of serious crimes. Support functions assist with those efforts, crime prevention, communication, and support of the enterprise and its employees. The department's ongoing objective is to try and best meet our citizens' needs with the resources provided.

##### **Public Safety Services Business Line**

The Public Safety Services business line emphasizes the Minneapolis Police Department's primary duty as the protection of life and property. The MPD provides 911 response and works with the community to develop and implement crime prevention/reduction strategies. The department investigates crimes against person and property and prepares cases for prosecution.

##### **Internal Management Services Business Line**

The Internal Service business line consists of service activities designed to interface within the MPD organization providing operational direction, information and monitoring points that support law enforcement, investigations and crime reduction initiatives. The business line coordinates with the Finance and Human Resource Departments in providing services to MPD.

## 2006 DEPARTMENT FOCUS –

***What trends and challenges will the department address in 2006 and what actions will be taken?***

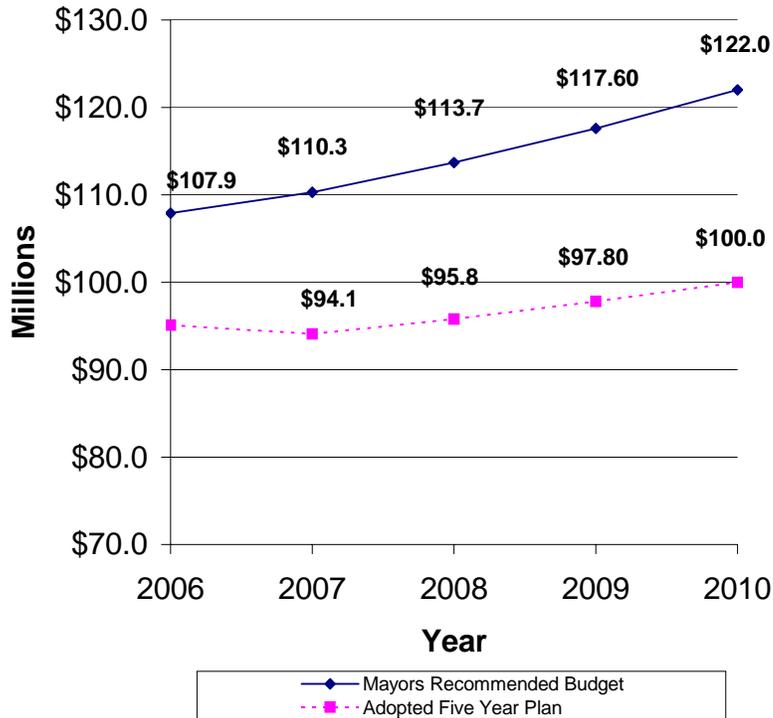
**Build on 2005 successes.** In response to rising violent crime and chronic downtown loitering issues, the MPD formed the STOP Unit and two key partnerships. The challenge in 2006 will be to continue these efforts and respond to new challenges that will arise.

1. **Downtown Safe Zone.** This \$800,000 effort was jointly funded by MPD, Hennepin County and the Downtown Council. The initiative paired MPD officers, Hennepin County deputies, and Metro Transit officers in a beat capacity to provide a visible presence and deter crime.
2. **The Minneapolis Strategic Safety Partnership.** Corporate partners funded a summer initiative to deal with rapidly rising violent crime, especially homicides. The effort combined community partnerships with law enforcement tactics to reduce violent crime.
3. **Downtown Cameras.** Funded by Target Corporation, this initiative involved placing surveillance cameras in major crime corridors in Downtown. By monitoring the cameras, crimes were recorded, suspects were identified and prosecuted, and no increased staffing was required. The Mayor's proposed budget calls for 10 additional surveillance cameras for other parts of the City.

**Maximize efficiencies and deployment with Mayor's proposed budget.** With additional staffing as proposed in the Mayor's recommended budget, the MPD will be able to appropriately manage additional resources to attain City and Department goals through the following:

1. **Timely hiring –** Ensuring officer hiring and training to occur so that new recruits are deployed at the beginning of the summer.
2. **Increase diversity –** Increase workforce diversity by hiring through the lateral entry recruit officer program, Community Service Officer program, and college partnerships.
3. **Staff precincts based on need –** Precincts are more adequately staffed based on crime trends
4. **Maintain larger percentage of street officers while meeting supervisory and Internal Affairs needs.**
5. **Maintain flexibility of STOP Unit.**

## Comparison of 2006-2010 Adopted and Mayor's Recommended 5-Year Financial Direction (General Fund only)



\*The previously adopted 5-year financial direction anticipated ongoing reductions in Local Government Aide. Because LGA funding is being partially restored, and because of annual savings the City has achieved by reducing debt, Mayor Rybak is recommending a 2006 budget and updated 5-year financial direction that allow the Police Department to hire 71 additional officers in 2006 and maintain that higher staffing levels in future years.

**Managing Increases in Violent Crime.** The department has had six years of decreases in Part I crimes: Homicide, Robbery, Felony Assault, Auto Theft, Sexual Assault, and Thefts. In 2004 and 2005 we are seeing an increase in violent crimes such as homicide, robbery and felony assault in some precincts, although not yet an alarming rate. Our efforts for 2006 include the following:

1. Maintaining Precinct Shift Staffing: Despite budget constraints, staffing of 911 responders on precinct shifts were not reduced for the last three years. We are committed to maintaining staffing for the core functions of police response and investigating serious crimes. It will not be reasonable to expect the MPD to have any significant impact on rising crime rates with the current staffing levels. It is critical to increase staffing to be able to proactively address trends and stem serious crime.

2. Increasing Flexibility: With limited staffing, the department found a need to develop an increased capacity for flexibility to deal with events, demonstrations and chronic crime. The STOP Unit was started to provide many of these services. We believe that an increasing coordination and presence in chronic crime areas will have a positive impact on violent crime.
3. Continuing CODEFOR: Our Computer Optimized Deployment Efforts focused on Results (CODEFOR) efforts stress accountability of commanders to track crime patterns and report strategies. The effort has been successful for seven years, and we continue to make refinements.
4. Increasing use of Technology: The street cameras downtown have provided a model to replicate in other business areas.
5. Increasing Partnerships: Community, agency and law enforcement partnerships increase our effectiveness and efficiency. The SAFE Zone effort Downtown is one such model. It allowed us to increase law enforcement presence without providing much additional staffing. The Operation CLEAN developed by the Third Precinct with neighborhoods to identify and track chronic offenders is another program being replicated City-wide. The City Attorney's Office also collaborates with the MPD by providing precinct attorneys to employ prosecution strategies unique to individual precincts. There are several such models.

#### **Increase resident and stakeholder satisfaction and build public trust.**

1. Maintain Response Times for Calls for Service: There are three levels of calls for service – Priority 1 (most serious), Priority 2, and Priority 3 (least serious). Department-wide response times have increased in the last three years. Calls for service are increasing, and it is reasonable to expect response times to serious crimes to worsen until staffing levels are increased.
2. Staying Committed to the Police Community Relations Council (PCRC). PCRC was created out of the Mediation Agreement signed December 4, 2003. The committee meets regularly to discuss current issues and work towards commitments in the agreement. The committee had several successful interventions last year on high profile incidents.
3. Expanding the Role of Police Working with the Community. With reductions in SAFE, the department made a commitment to expand the role of precinct lieutenants and their shifts in working with the community. To measure that commitment, the department reports quarterly to the City Council. The goal is to decentralize the efforts of traditional SAFE officers. The department will continue efforts to expand services to Limited English Proficiency customers.
4. Increasing Partnerships with the Community: Efforts with neighborhoods, businesses, and community leaders enhance public satisfaction and department effectiveness and efficiencies. The Downtown SAFE Zone partnership has the potential of multiplying “our resources” tenfold. Neighborhood efforts have led to efforts like Operation Clean Sweep. Traditional efforts such as the Explorers, Police Activities League and Police Reserves will be continued. The Minneapolis Strategic Safety Partnership is another example of a successful partnership.
5. Maintaining the Professional Standards Division: Professional Standards is comprised of Quality Assurance, Internal Affairs, Training and Backgrounds Units. The Division is committed to internal and external audits, proactive and timely investigation and process of complaints, working with Civil Rights and Civilian Review and developing sound working practices that reduce complaints, liabilities and risk to the City, the department and our employees. The addition of a Use of Force report and supervisory response is now in place.
6. Diversifying the Workforce: The department will continue to hire from a process of developing candidates through the Community Service Officer (CSO) program which seeks qualified candidates from a broader community. The last two academy classes were all from the CSO program. With attrition and CSO hires, the department has managed a slight increase in

diversity levels. The addition of 71 officers in 2006 provides a significant opportunity to further diversify the department.

7. Publicize Results: The department has continued to hold department managers accountable for performance measures through their Computer Optimized Deployment Efforts Focused on Results (CODEFOR) Program. The weekly meetings focus on crime statistics, crime patterns, investigation efficiencies, and personnel management. Bi-weekly meetings are public and televised.
8. Transition of Squad cameras to digital technology: Squad cameras have proven successful at documenting the actions of officers and assisting us with evidence in critical and high profile incidents as well as complaints. The current tape technology works, but access is cumbersome. Digital technology will make access and retention much easier. The department plans on facilitating the transition with the issuance of new squads.
9. Homeland Security Coordinating: The department has committed full-time resources to continue working with City and other agency partners on our response and roles in homeland security issues.

**Increase employee professionalism.** Our employees determine the success or failure of department efforts. Their recruitment, training, development, care and satisfaction are essential concerns of the department. Our efforts include the following:

1. Employee Engagement – Employee Survey Team: The Employee Survey Team has identified efforts, policies, and procedures and developed recommendations that will assist in communications, supervision and ownership of department and community efforts.
2. Maintaining Training Budgets: The department is maintaining funding and expanding training through professional business and educational partnerships. We will continue to provide quality on-duty annual training to all officers and expand specialized training as identified.
3. Reinstituting Fitness Testing: Starting in 2006, the department will again begin fitness testing officers as part of a revamped officer wellness program that was stopped due to budget cuts in 2003.
4. Continued Commitment to Proper/Safe Equipment: The department will continue to test new equipment, monitor the use of current equipment, and seek internal and external funding for additional equipment to keep the police department up to date with latest professional developments.
5. Department Recognition: The department will continue supporting efforts such as employee awards, the Honor Guard, and department unit recognition that contribute to pride in the profession and the department.

**Managing budget constraints.** The department must continue to be innovative to maximize efficiencies and effectiveness within our existing authorized budget. Police operation costs have outpaced past budget increases. The department will continue to emphasize maintaining core functions and work differently to support those functions. To this effort, the department is committed to the following efforts:

1. Maintain Core Services: The department will maintain their level of precinct 911 response staffing. 2005 staffing levels cannot keep up with increased calls for service and rising crime rates.
2. Increase Revenue: The department will continue to market software developments and specialized functions such as training expertise. We will also continue to actively seek grants and outside funding. The department currently has nearly forty specially funded positions and additional agreements for overtime and event funding.

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 to increase public safety through traffic law enforcement;
- 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				
Staffing levels with recommended direction	1111	1111	1111	1111	1111

Without additional funding, the previously adopted 5-year plan financial direction would not have allowed the MPD to maintain current staffing levels or current service levels. The Department would have had to eliminate a total of 29 positions, through reduction, attrition and retirements. The reductions will have a significant impact on our ability to deliver core services.

**Based on 2005 Adopted Budget**

<b>Year</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
<b>Increase for growth</b>	\$2.9 M	\$2.9 M	\$3.0 M	\$3.3 M	\$3.6 M
<b>Reduction to growth</b>	\$2.5 M	\$3.9 M	\$1.3 M	\$1.3 M	\$1.3 M
<b>Approximate reduction in # of FTEs<sup>2</sup></b>	29 FTEs	44 FTEs	15 FTEs	15 FTEs	15 FTEs
<b>Staffing levels with adopted direction</b>	970	926	911	896	881

<sup>1</sup> The 5-year financial direction calls for \$2.6 million in reductions for 2005. But in 2004, \$1 million of the MPD's reductions were generated from generating additional revenues from NRP. The NRP chose not to continue this funding, so the MPD will have to reduce its 2005 budget by an additional \$1 million to meet this permanent reduction.

<sup>2</sup> Assumes 85% of cuts from personnel; \$75,000 per FTE).

**2006 DEPARTMENTAL STRATEGIES, OBJECTIVES, MEASURES AND TACTICS/INITIATIVES AND MEASURES –**

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Ensure people feel safe in Minneapolis	Effectively manage resources, deployment, and efforts to reduce crime	Minneapolis' current crime rate is maintained or reduced Number of Part 1 and Part 2 crimes (UCR crime categories)	<ul style="list-style-type: none"> <li>• Enhance traffic safety with red light cameras</li> <li>• 10 additional surveillance cameras in Mayor's proposed budget</li> <li>• 11 additional officers to the Traffic Unit</li> <li>• Expand the role of patrol officers (generalist approach)</li> </ul> Build flexibility strategies for redeployment of resources, such as the Stop Unit to staff peak needs for events and crime
	People receive a timely response to their requests for service.	Maintain or reduce response time for Part 1 crimes.	<ul style="list-style-type: none"> <li>• Continuously review prioritization and response to calls for police service</li> <li>• Assist in the development and implementation of 311</li> </ul> Develop and maintain E-report system to allow citizens to enter their own lower level crime reports.
	Collaborate with and expand public/private partnerships with the community, criminal justice, public agencies and corporate partners to promote cohesiveness and enhance effectiveness and efficiencies	Percentage of positive responses to trust questions in resident survey	<ul style="list-style-type: none"> <li>• Partner with Civil Rights to address issues with Civilian Review Authority</li> <li>• Collaborate on efforts to promote a safer environment; e.g. SAFE Zone downtown, "Ambassador Program", Work with Probation Officers</li> <li>• Partner with other agencies to help victims feel safe</li> <li>• Minneapolis Strategic Safety Partnership</li> </ul>
	Outreach in areas of community crime prevention, education and feedback/input.	Percentage increase in number of people participating in PAL, SAFE, Citizens Academy and other outreach activities.	<ul style="list-style-type: none"> <li>• Expand volunteer programs to enhance service; Explorers, Citizen Academy, Reservists</li> <li>• Target efforts with new arrivals via outreach activities and partnership building</li> <li>• Provide means to communicate with people with Limited English Proficiency e.g. access to cell phones in the field</li> <li>• Provide information in multiple languages</li> <li>• Promote crime prevention methods and build resident self-sufficiency</li> <li>• Continue involvement in Police Community Relations Council</li> </ul>
Ensure effective prosecutions	Maintain MPD's ability to process and ensure evidence integrity	Percentage of evidence presented that is deemed admissible.	<ul style="list-style-type: none"> <li>• Achieve and maintain ASCLD/LAB accreditation, and explore partnership options with Hennepin County</li> <li>• Upgrade and add Crime lab capabilities and equipment; e.g.; DNA analysis</li> <li>• Acquire adequate space for equipment and procedures, e.g. Relocate firearms and tool marks examiners space</li> <li>• Co-locate property and evidence</li> <li>• Secure grants for equipment upgrades</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Increase misdemeanor prosecutions	Percentage increase in misdemeanor prosecutions	<ul style="list-style-type: none"> <li>• Improve evidence collection through training and departmental policy changes</li> <li>• Continue to strengthen relationship with City Attorneys</li> </ul>
MPD culture promotes satisfaction, professionalism and professional growth	Institutionalize community policing to build cooperation and community trust in Minneapolis Police Officers	Number of community policing activities, e.g. community meetings, National Night Out (NNO), etc.	<ul style="list-style-type: none"> <li>• Promote a customer service culture</li> <li>• Enhance the image of MPD through external communications and internal culture change</li> <li>• Expand number of employees who participate in and attend community events</li> <li>• Ensure alignment of employees' duties with outreach philosophies</li> <li>• Transition to the "generalist" philosophy</li> </ul>
	MPD employees are highly trained, competent professionals with equal opportunity for career growth	<p>Number of employees evaluated as performing well</p> <p>Number of employees with professional growth plans and/or have had advancement opportunities discussion with supervisor</p>	<ul style="list-style-type: none"> <li>• Evaluate and revise MPD's screening process for new employees</li> <li>• Define hiring, training and retention needs for the next generation of police officers</li> <li>• Test officers periodically on policies, procedures, physical fitness and fitness for duty</li> <li>• Increase the workforce diversity</li> <li>• Address both sworn vs. civilian needs</li> <li>• Use the performance evaluation to address potential problems with performance and identify professional growth opportunities</li> <li>• Attain and maintain employee certifications as appropriate, e.g. forensic science certifications</li> </ul>
	<p>Maintain a positive departmental culture</p> <p>Maintain professional standing in local/national law enforcement community by participating in homeland security and emerging partnerships</p>	Percentage increase in positive responses in employee survey	<ul style="list-style-type: none"> <li>• Recognize employees for their contribution to the organization</li> <li>• Provide opportunities for employees to participate in specialized functions e.g. Honor Guard, Pistol Team, ERU</li> </ul> <p>Respond to Departmental Employee Survey Response Team Recommendations of:</p> <ul style="list-style-type: none"> <li>• Develop and communicate vision, direction, priorities, and expectations</li> <li>• Support of personnel publicly by the Chief and Elected Officials</li> <li>• Increase internal visibility of Chief</li> <li>• Honor the chain of command</li> <li>• Communicate recommended changes/policies to the department before they are implemented</li> <li>• Involve end users or those impacted by designing changes</li> <li>• Design and implement a leadership development program</li> <li>• Hire and promote based on merit</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	Continuous processes in place to improve organizational effectiveness and efficiency	Number and effect of changes	<ul style="list-style-type: none"> <li>• Reexamine and retool CODEFOR</li> <li>• Streamline investigations</li> <li>• Review and revision of internal department policies and procedures</li> <li>• Assess areas of operation for procedural, structural or managerial changes</li> <li>• Implement Enterprise Information Management plan in 2006 &amp; 2007</li> <li>• IBIS, Electronic Ticket writers</li> </ul>
Maximize technological and revenue opportunities to maintain or advance service levels	Employees are properly equipped and supported to do their work	Number and effect of changes	<ul style="list-style-type: none"> <li>• Maintain technology and education levels on par with industry advancements</li> <li>• Enhance training in focused areas</li> <li>• Increase efficiency through high and low technology enhancements, e.g. digital cameras, cell phones, downtown cameras, etc.</li> <li>• Implement Loss Prevention Tactics</li> </ul>
	The MPD is continually evaluating and improving our services	Revenue generated	<ul style="list-style-type: none"> <li>• Review MPD's procedures for special events and business supported off-duty deployment</li> <li>• Explore the development of special service districts for police services</li> <li>• Market MPD technology</li> <li>• Market MPD training</li> <li>• Explore charging for extra security measures for events</li> </ul>

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## INTRODUCTION

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The Minneapolis Police Department's Business Plan focuses on primary police services and helps the Police Department align its current and future services with the City of Minneapolis' strategic goals. A team representing all ranks within the department, including both sworn and civilian personnel, developed the initial plan in 2004. The MPD's senior management team then finalized the plan and provided updates. The Planning Team utilized the City of Minneapolis' Finance and Human Resource Departments and the City of Minneapolis' Business Planning Handbook to conduct the process.

The MPD Business Plan process included the Police Department's review of its mission statement, defining primary business lines and service activities related to each business line; defining customers and partners; establishing performance measures; and determining resource management strategies.

The Minneapolis Police Department's Business Plan is organized into four sections:

- Section One: Department Overview
- Section Two: Primary Business Line Overviews  
Other Models of Providing Services
- Section Three: Strategies, Objectives, Measures and Tactics
- Section Four: Resource Plans

The following abbreviations are used within the Minneapolis Police Department's 5-Year Plan document:

APS – Automated Pawn System  
ATF – Bureau of Alcohol, Tobacco and Firearms  
BCA – Bureau of Criminal Apprehension  
BIS – Business Information Services  
CAD – Computer Aided Dispatching  
CAO – Hennepin County Attorney's Office  
CAPRS – Computer Aided Police Reporting System  
City – City of Minneapolis  
CJCC – Community Justice Coordinating Committee  
CODEFOR – Computer Optimized Deployment Efforts Focused on Results  
CCP/SAFE – Community Crime Prevention/Safety for Everyone  
CRA – Civilian Review Authority  
CSO – Community Service Officer  
DEA – Drug Enforcement Agency  
Department – Minneapolis Police Department  
FTE – Full Time Equivalent (City employee)  
FBI – Federal Bureau of Investigation  
HC/HCSO – Hennepin County/Hennepin County Sheriffs Office  
IBIS – Integrated Ballistic Information System  
MAFIN – Midwest Automated Fingerprint Information Network  
MBC – Minneapolis Building Commission (City Hall)  
MECC – Minneapolis Emergency Communications Center (911)  
MPD – Minneapolis Police Department  
MN – (State of) Minnesota  
NIBAN – National Integrated Ballistic Information Network

NCIC – National Crime Information Center  
NNO – National Night Out  
PAL – Police Athletic League  
PCRC – Police Community Relations Council  
POST – Police Officer Standards and Training (state)  
RECAP – Repeat Calls (to same) Address Program  
ROP – Repeat Offender Program  
UCR – Uniform Crime Report

# **SECTION ONE: DEPARTMENT OVERVIEW**

DEPARTMENT VISION, MISSION AND VALUES  
PRIMARY BUSINESS LINES  
ALIGNMENT WITH CITY GOALS  
KEY TRENDS AND CHALLENGES IMPACTING THE DEPARTMENT  
DEPARTMENT ORGANIZATIONAL CHART

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## **MINNEAPOLIS POLICE DEPARTMENT VISION, VALUES, AND MISSION**

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### **Vision:**

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

### **Values:**

Employees are our greatest asset. A workforce that reflects our community. Protection of human rights. Excellence in serving the public. Honesty and integrity. Community participation.

### **Mission**

Implement effective prevention strategies and reduce crime in collaboration with the community and our criminal justice partners.

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## **PRIMARY BUSINESS LINES - DEFINITIONS**

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To fulfill its mission, the Minneapolis Police Department has the following two Primary Businesses:

### **Public Safety Services:**

The Public Safety Services business line emphasizes the Minneapolis Police Department's primary duty as the protection of life and property. The MPD provides 911 responses and works with the community to develop and implement crime prevention/reduction strategies. The department investigates crimes against person and property and prepares cases for prosecution.

### **Internal Management Services:**

The Internal Service business line consists of service activities designed to interface within the MPD organization providing operational direction, information and monitoring points supporting law enforcement, investigations and crime reduction initiatives. The business line coordinates with the Finance and Human Resource Departments in providing services to MPD.

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## ALIGNMENT WITH CITY GOALS AND EXPECTATIONS

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### City Goals

1. Build communities where all people feel safe and trust the City's public safety professionals and systems.
2. Maintain the physical infrastructure to ensure a healthy, vital and safe City.
3. Deliver consistently high quality City services at a good value to our taxpayers.
4. Create an environment that maximizes economic development opportunities within Minneapolis by focusing on the City's physical and human assets.
5. Foster the development and preservation of a mix of quality housing types that is available, affordable, meets current needs and promotes future growth.
6. Preserve and enhance our environmental, economic and social realms to promote a sustainable Minneapolis.
7. Promote public, community and private partnerships to address disparities and to support strong, healthy families and communities.
8. Strengthen City government management and enhance community engagement.

(Adopted by the Mayor and City Council, January 2003; amended April 2005)

The Minneapolis Police Department's Mission, Vision and Organizational values and its 5 Year Plan embrace and focus on all City goals – the strongest relationship to the MPD's primary business lines include:

### **PUBLIC SAFETY SERVICES BUSINESS LINE**

#### **(GOALS 1, 2, 3, 7)**

Law Enforcement and Emergency Services

Investigating Crimes

Crime Prevention and Reduction

Goal 1: The MPD works closely with the communities of Minneapolis to provide a safe environment in which to live work and visit. The MPD strives to provide quality, consistent and impartial police services. The MPD reaches out to new and established communities to build trust and cooperation. The MPD implements various enforcement strategies to address issues of emergency preparedness, criminal justice reform and neighborhood livability issues. Crime prevention and reduction strategies help build safe communities and develop trust of the MPD. The MPD focuses on livability crimes and develops strategies to combat them. The MPD works with communities to develop environmental physical design strategies that promote public safety.

Goal 2: The MPD supports city departments as requested to assist in maintaining the physical infrastructure of the city by providing security and other aid.

- Goal 3: The MPD strives to provide high quality service to its customers. The MPD has worked to make its service delivery more accessible and understandable to its customers. The MPD uses technology (CODEFOR) to identify those geographic areas, temporal and other mapping trends that are most in need of police services.
- Goal 5: The MPD works closely with other city departments and external agencies to ensure housing code compliance. The MPD identifies housing code violations and other problems and reports them to the appropriate agencies. The MPD enforces these code violations when appropriate.
- Goal 6: The MPD supports other city departments and external agencies to protect the natural and historic environment in Minneapolis. The MPD responds to incidents that involve neighborhood livability issues and environmental concerns. The MPD enforces laws related to the protection of the natural and historic environment in Minneapolis.
- Goal 7: The MPD contributes to the health of our community by ensuring that its residents have a safe and healthy environment to live and work in. The MPD works closely with all public, community and private entities to support healthy families and communities.
- Goal 8: The MPD participates in citywide management strategies, frequently conferring with other departments and city council members. The MPD works closely with the citizens through community outreach initiatives, business and community groups and block clubs.

**INTERNAL MANAGEMENT SERVICES BUSINESS LINE (Goals 1, 3, 8)**

Professional Standards: Workforce Development & Selection  
 Professional Standards: Internal Affairs/Quality Assurance  
 Central Services

- Goal 1: MPD Administration promotes trust in the City’s public safety professionals and systems. The Internal Affairs Unit and all commanders ensure that concerns are addressed.
- Goal 3: The MPD evaluates and implements strategies to continue to provide high quality services that are responsive and accessible with less resources.
- Goal 8: The MPD actively participates in city management and encourages a law enforcement focus on community engagement initiatives.

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## **TRENDS AND CHALLENGES IMPACTING THE DEPARTMENT**

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The Minneapolis Police Department's comprehensive strategies developed over the past few years, such as CODEFOR, decentralization of services, community initiatives, institutionalized problem solving and accountability for all ranks, have enabled the department to meet many of the current challenges. The department is now faced with new tests, including limited staffing resources, increasing citizen and community demands and homeland security issues. Community and law enforcement partnerships also contribute greatly to MPD success.

The Minneapolis Police Department's primary responsibility is responding to emergency 911 calls. The department will do everything it can to build on and develop new successful strategies, as the MPD continually strives to improve the quality of life for our residents and visitors, as defined in the trends and challenges outlined below:

### **PUBLIC SAFETY SERVICES BUSINESS LINE**

**Trend: Increasing demands on MPD for all emergency services.**

- Challenge: Maintaining the highest level of response to 911 calls for service by maintaining a 911 responder percentage.
- Challenge: Maintaining a high level of overall police services.
- Challenge: Streamlining emergency calls for non-law enforcement or primary police issues (i.e. social services, civil issues, etc.), including other agency after hour calls.
- Challenge: Increasing demands for investigative hours based on increasing crime numbers more sophisticated, cyber-crime and livability crimes.
- Challenge: Pursuing effective prosecutions, especially with projected resource reductions in city and county attorney's offices.
- Challenge: Working with other agencies and task forces to enable us to tackle large-scale crime impacts (gangs, cross-jurisdictions, etc.).

**Trend: Increasing numbers of non-English speaking people and people from other countries.**

- Challenge: Communication with non-English speaking persons.
- Challenge: Connecting with the immigrant community and educating them about the MPD, laws, customs, crime prevention, etc.
- Challenge: Training and recruiting officers to speak/instruct at in-service training.

**Trend: Increasing concerns for Emergency Preparedness.**

- Challenge: Assuring that the MPD and the City of Minneapolis are prepared to respond to any emergency situation.
- Challenge: Meeting increasing Emergency Preparedness needs, including additional vigilance in heightened levels of national alert.
- Challenge: Meeting MPD demands for specialty training and equipment.

Challenge: Participating and collaborating with all local, state and federal agencies requesting Minneapolis officers and other resources.

Challenge: Addressing the fears of citizens regarding local and national alerts.

Challenge: Staffing large planned and unplanned events, (including immediate emergency needs – weather, utility issues, etc. and events such Aquatennial, dignitary visits, protests, large crowds, conventions, parades/marches, etc. and homeland security issues).

**Trend: Ongoing legislative, technical developments/enhancements.**

Challenge: Meeting new legislative unfunded mandates through training, policy or other required actions. (Frequently cost is a factor.)

Challenge: Continually increasing the level of internal technology and communications capabilities in an ever-increasing technological age.

**Trend: Emphasis on Community Outreach.**

Challenge: Working with representatives of all communities to establish on-going productive relationships.

Challenge: Gaining the trust of the community. Educating the community to the responsibilities, service levels and limits of law enforcement.

**Trend: Monitor current national, state and local crime trends.**

Challenge: Continuing crime reduction in future years.

Challenge: Utilizing ever-changing technological skills to compile analyze and strategize responses to crime trends.

Challenge: Developing and implementing crime prevention strategies that are reflective of the ever-changing methods of criminal activity.

Challenge: Working toward reductions in and prevention of crime with fewer resources while maintaining high levels of service to the community.

Challenge: Look at how best to align resources and prioritize services to meet citizen expectations. Educating citizens on service levels.

**INTERNAL MANAGEMENT SERVICES BUSINESS LINE**

**Trend: Increasing demand for police services**

**Trend: Decreasing budgets (impacting finances, resources, staffing and services).**

Challenge: Streamlining the MPD and modifying the existing organizational structure of the department to meet community, organizational, and budget goals.

Challenge: Making the MPD run in the most efficient and effective way possible.

Challenge: Maintaining the highest standards of equipment and training for our existing employees and new hires.

Challenge: Working to maintain a positive working environment for our employees.



# **SECTION TWO: BUSINESS LINE OVERVIEWS**

PRIMARY BUSINESS LINE DEFINITION AND DESCRIPTION

SERVICE ACTIVITIES

IDENTIFICATION OF CUSTOMERS AND EXPECTATIONS

RELATIONSHIP TO OTHER DEPARTMENTS' AND AGENCIES' BUSINESSES

OTHER MODELS OF SERVICE

**PRIMARY BUSINESS LINE DEFINITION AND DESCRIPTION (OUTCOMES & SERVICE ACTIVITIES)**

**PUBLIC SAFETY SERVICES BUSINESS LINE**

**Goals:**

- Minneapolis' current crime rate is reduced
- People are confident in the public safety services they receive
- People receive a timely response to their request for service
- People feel safe living in, working in, and visiting Minneapolis
- Victim's sense of safety and justice is renewed
- Lives are saved
- The community trusts Minneapolis police officers
- People feel MPD's response is professional, impartial and caring
- People's risk for being victims of crime is lowered
- New opportunities for community involvement are created
- People look out for one another

<p><b>Service Activity:</b></p> <p><b>Law Enforcement &amp; Emergency Services</b></p> <p>Protection of life and property through 911 response; enforcement of local, state and federal laws; emergency preparedness planning and operations; and identification and enforcement of neighborhood livability crimes</p>	<p><b>Service Activity:</b></p> <p><b>Investigating Crimes</b></p> <p>Investigate crimes against persons and crimes against property. Investigations are by either the Precinct Investigations Units (including property crimes, auto theft and juvenile crimes) or the Central Investigations Division (including homicide, narcotics, robbery, organized crime, bomb/arson, family violence, sex crimes, forgery/fraud and accident investigation.</p> <p>Also included in this service activity is the Crime Lab, which includes gathering and processing evidence, as well as Licensing functions.</p>	<p><b>Service Activity:</b></p> <p><b>Crime prevention and reduction</b></p> <p>Enhance safety and livability in Minneapolis, through police-community partnerships. Police Officers and SAFE, through precinct commands, coordinate prevention activity. Precinct and Investigations provide flexible directed patrols and special details in areas of current need. The Police Athletic League (PAL) promotes goodwill and positive direction to the city's youth.</p>
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## **RELATIONSHIP TO OTHER DEPARTMENTS AND AGENCIES AND IDENTIFICATION OF CUSTOMERS AND EXPECTATIONS**

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All business lines and units of the Minneapolis Police Department interact with most of the internal and external partners and customers (city departments, outside departments, agencies, business and the community) listed below. The MPD has denoted which business line normally has responsibility for primary contact and principal support. The plan defines these relationships in the following three ways:

1. Partners – the MPD needs their assistance to perform our services
2. Customers – who the MPD serves
3. Dual Partner/Customer – strong working relationship – MPD and the department, agency or business are both partners and customers of each other

### **PUBLIC SAFETY SERVICES BUSINESS LINE**

The Public Safety Services business line emphasizes the Minneapolis Police Department's primary duty as the protection of life and property. The MPD provides 911 responses and works with the community to develop and implement crime prevention/reduction strategies. The department investigates crimes against persons and property and prepares cases for prosecution.

#### **Relationship to other departments, agencies, businesses**

Mutual Aid – The Minneapolis Police Department is the largest law enforcement agency in Hennepin County and participates in the Hennepin County Mutual Aid agreement. Under mutual aid, each agency may request assistance from and/or send assistance to another jurisdiction.

#### **Partners**

- 911 – Receives emergency calls and dispatches personnel
- BIS (Business Information Systems) –coordinates technology needs
- Metro 9-1-1 Board – sets policies for PSAPs in metro area
- Metro Radio board – sets policies for radio in metro area
- Metro Transit – patrols transit (bus, light rail) venues
- Traffic Control Agents – assistance with traffic issues
- Minnesota State Patrol – supports field patrols with police response; provide traffic-related investigative assistance
- Hennepin County Adult Detention Center (Jail) – provides intake of adult arrestees
- Hennepin County Juvenile Detention Center (Jail) – provides intake of juvenile offenders
- Hennepin county Attorney's Office - prosecuting cases
- Vendors (Motorola, Teac, etc.) – equipment needs and services
- Qwest – provides and maintains 911 trunk lines; city phone system

- Regulatory Services – coordinates with MPD on problem properties
- Social Service Agencies – provide referrals; offer services
- State Department of Transportation – addresses livability issues (vagrant camps, etc.)
- FBI (Federal Bureau of Information) – provide statute mandated crime statistics and other information as requested
- BCA (Bureau of Criminal Apprehension) – provide statute mandated crime statistics and other information as requested
- Public Works, Solid Waste and Recycling – assist with garbage clearance, vagrant camps, graffiti abatement
- Media outlets – publicize information, crime alerts, crime patterns, etc.

### Customers

- People who live in, work in and visit Minneapolis – response to emergency and non-emergency calls; crime prevention information; resources
- All City of Minneapolis Departments – 24 hour emergency call-out/notifications
- Hennepin County Medical Center – transfer calls for medical assistance
- North Memorial Medical Center – transfer calls for medical assistance
- County and State Environmental Services - provide after hour contact/notification
- Licensing – maintain alerts on properties
- Federal Reserve – provide NCIC access for agents
- Inspections/Zoning – provide information

### Mutual – Dual Partner/Customer Relationship

- Public Works – call out for emergencies and environmental hazards
- Animal Control – assistance with animal calls
- Minneapolis Park Police – provide dispatch for part police; coordinate activities; patrols park facilities after hours
- Hennepin County Sheriffs Office – assists with large scale operations and normal law enforcement patrol activities (patrol, warrants, etc.); provides investigative assistance
- University of Minnesota – collaboration on large events; assistance as requested; CAD
- Fire Department – assistance with emergency services; coordinating large event, emergency preparedness planning
- BCA (Bureau of Criminal Apprehension) – provide investigative support; sets policy; coordinates programs (Amber Alert, etc.)

- FBI (Federal Bureau of Investigation) – provide investigative support; assistance on large scale operations; local security needs; sets policy
- DEA (Drug Enforcement Agency) – provide investigative support; assistance on large scale operations
- ATF (Department of Alcohol, Tobacco and Firearms) – provide investigative support, assistance on large-scale operations
- Department of Homeland Security – coordinates national/local security issues
- US Secret Service – coordinate dignitary security; support large scale operations
- US Postal Service – provide investigative assistance
- Task Forces
  - Multi-jurisdictional Narcotics Task Force
  - DEA (Drug Enforcement Agency)
  - State (MN) Gang Strike Force
  - State (MN) Financial Crimes Task Force
  - Internet Crime Against Children
- City Attorney’s Office – provide legal advice; prosecuting cases
- Mayor and City Council – collaborate on issues
- Community Partnerships (neighborhood associations, business groups, block groups, individual residents, etc.) = collaborate on issues; help in planning strategies

**Identification of Markets, Customers and Expectations**

The primary customers for the Public Safety Services business line are the people who live, work, visit or own property in Minneapolis. Precinct officers are the primary responders to calls for service, emergency situations and disturbances in the City. The MPD is also called upon to assist other law enforcement jurisdictions and outside agencies. The growing area of homeland security is concern to both law enforcement and the community, who want to be assured of their safety. Investigations provide services to victims through case investigation and presentation for prosecution.

Minneapolis has seen a large increase in new immigrant populations. The MPD is looking at best ways to overcome the challenge of language and custom barriers, to provide service and crime prevention education to all communities.

**Other Models of Providing Service**

The MPD is working to improve the efficiency and effectiveness of the department. The department has been able to increase a law enforcement presence without providing much additional staffing through increased partnerships with businesses, community, agency and other law enforcement organizations. Examples of this successful method include the SAFE Zone effort in the 1<sup>st</sup> precinct, Operation CLEAN, the Chicago/Lake substation, and the Franklin Avenue Safety Center in the 3<sup>rd</sup> precinct, the Lowry/Central substation in 2<sup>nd</sup> precinct, and the Minneapolis Strategic Safety Partnership citywide.

## Internal Management Services Business Line

### Goals:

MPD’s workforce reflects the diverse community it serves  
 MPD employees are highly trained, competent professionals  
 with equal opportunity for career growth  
 The MPD is an employer of choice for public safety professionals  
 Our customers are treated professionally and respectfully  
 Employees are properly equipped and supported to do their work  
 The MPD is continually evaluating and improving our services  
 Every employee understands the value of their role in impacting public safety

<p style="text-align: center;"><b>Service Activity: Professional Standards: Workforce Development &amp; Selection</b></p> <p>This component of the Office of Professional Standards coordinates all phases of recruiting and retaining a qualified, diverse workforce, including internal and external training, backgrounds and recruitment.</p>	<p style="text-align: center;"><b>Service Activity: Professional Standards: Internal Affairs/Quality Assurance</b></p> <p>The Internal Affairs Unit (IAU) receives processes and investigates complaints and MPD policy violations involving MPD personnel. IAU also participates in reviewing, auditing, developing and defining organizational and operational processes and practices.</p> <p>Quality Assurance and Field Operations includes ensuring the successful implementation and coordination of the mediation agreement through the PCRC.</p>	<p style="text-align: center;"><b>Service Activity: Central Services</b></p> <p>Central Services provides a number of services to the MPD and external customers including: The Support Services Division, which supervises the management of and requests for criminal records and police reports, property and evidence inventory and transcription and data-entry. Operations Development manages organizational resources, develops policies and procedures and oversees grants and contracts.</p>
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## **INTERNAL MANAGEMENT SERVICES BUSINESS LINE**

The Internal Service business line consists of service activities that are designed to interface within the MPD organization. They provide operational direction, information and monitoring points, which supports law enforcement, investigations and crime reduction initiatives, and coordinates the mediation agreement. The business line coordinates with the Finance and Human Resource Departments in providing services to MPD.

### **Relationship to other departments, agencies, businesses**

#### **Partners**

- Public Works – coordinates vehicle, radio and other equipment inventories; provides field support as requested
- Human Resources – coordinates personnel management
- Finance – provides assistance with financial requirements (budgeting, payroll, etc.)
- CRA (Civilian Review Authority) – provide investigation of complaints
- City Attorney – Precinct Attorneys and Paralegals

#### **Customers**

- Citizens of Minneapolis – provide information and administrative services; report in-take; provide complaint investigations
- MBC (Minneapolis Building Commission) – provide building security; assistance as requested
- MPD employees – benefit services, equipment, workplace support, policy direction
- Other city departments – provide background, coordinate activities and events
- Outside agencies that license/use the APS system

#### **Mutual – Dual Partner/Customer Relationship**

- Other Law Enforcement Agencies – share information (policies, etc.)
- State Legislature/City Ordinances – propose/give input on legislation
- PCRC – Police Community Relations Council – coordinates mediation agreement

### **Identification of Markets, Customers and Expectations**

The primary customers for the Internal Service business line are the MPD employees for personnel services (hiring, training, fiscal management, etc.), equipment, patrol and investigative support and policy development. Citizens of Minneapolis expect the MPD to provide an accessible network of safety, emergency response, crime prevention, community support and accountability.

### **Other Models of Providing Service**

The MPD continually works on improving the efficiency and effectiveness of the department through organizational efficiencies/directives, technological advances, and community and law enforcement partnerships.

**SECTION THREE:  
DEPARTMENT STRATEGIES,  
OBJECTIVES, MEASURES AND  
TACTICS CHARGE AND  
PERFORMANCE MEASUREMENTS**

# Minneapolis Police Department

## 2006 Strategies, Objectives, Measures and Tactics

Strategies	Objectives	Measures: Outcome and Driver	Tactics
Ensure people feel safe in Minneapolis	Effectively manage resources, deployment, and efforts to reduce crime.	Minneapolis' current crime rate is maintained or reduced Number of Part 1 and part 2 crimes (UCR crime categories)	<ol style="list-style-type: none"> <li>1. Enhance traffic safety with red light and downtown cameras, and additional technology</li> <li>2. Expand the role of patrol officers (generalist approach)</li> <li>3. Build flexible strategies for redeployment of resources, such as the Stop Unit to staff peak needs for events and crime</li> <li>4. Maximize efforts through partnerships (CLEAN, City Attorney, etc)</li> </ol>
	People receive a timely response to their requests for service	Maintain or reduce response time for part two crimes	<ol style="list-style-type: none"> <li>1. Continuously review prioritization and response to calls for police service</li> <li>2. Assist in the development and implementation of 311.</li> <li>3. Develop and maintain E-report system to allow citizens to enter their own lower level crime reports.</li> <li>4. Maintain street staffing percentage</li> </ol>
Ensure effective prosecutions	Collaborate with and expand public/private partnerships with the community, criminal justice, public agencies and corporate partners to promote cohesiveness and enhance effectiveness and efficiencies.	% of positive responses to trust questions in resident survey	<ol style="list-style-type: none"> <li>1. Partner with Civil Rights to address issues with CRA</li> <li>2. Collaborate on efforts to promote a safer environment, e.g. SAFE Zone downtown, "Ambassador Program", Work with Probation Officers</li> <li>3. Partner with other agencies to help victims feel safe and justice is renewed</li> <li>4. City Attorney partnership makes us more effective</li> </ol>
	Outreach in areas	% increase in number	<ol style="list-style-type: none"> <li>1. Expand volunteer</li> </ol>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
	of community crime prevention, education and feedback/input	of community policing activities	<ul style="list-style-type: none"> <li>programs to enhance service; Explorers, Citizen Academy, Reservists</li> <li>2. Target efforts with new arrivals via outreach activities and partnership building</li> <li>3. Provide means to communicate to people with Limited English Proficiency (e.g. access to cell phones in the field)</li> <li>4. Provide information in multiple languages</li> <li>5. Promote crime prevention methods and build self-sufficiency</li> </ul>
	Maintain MPD's ability to process and ensure evidence integrity	% of evidence presented that is deemed admissible	<ul style="list-style-type: none"> <li>1. Achieve and maintain ASCLD/LAB accreditation</li> <li>2. Upgrade and add Crime lab capabilities and equipment; e.g.; add DNA analysis capabilities</li> <li>3. Acquire adequate space for equipment and procedures, e.g. relocate firearms and tool marks examiner's space</li> <li>4. Co-locate property and evidence</li> <li>5. Secure grants for equipment upgrades</li> <li>6. Explore partnerships for Crime Lab efficiencies</li> </ul>
	Increase misdemeanor prosecutions	% increase in misdemeanor prosecutions	<ul style="list-style-type: none"> <li>1. Improve evidence collection through training and departmental policy changes</li> <li>2. Continue to strengthen relationship with City Attorneys through precinct attorneys and paralegals</li> </ul>
MPD culture promotes satisfaction, professionalism	Institutionalize community policing to build cooperation and community trust	# of community policing activities (i.e. community meetings, NNO, etc)	<ul style="list-style-type: none"> <li>1. Promote a customer service culture</li> <li>2. Enhance the image of MPD through external communications and</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
and professional growth	in Minneapolis Police Officers		<ul style="list-style-type: none"> <li>internal culture change</li> <li>3. Expand # of employees who participate in and attend community events</li> <li>4. Ensure alignment of employees duties and philosophical tenants</li> <li>5. Transition to the “generalist” philosophy</li> </ul>
	MPD employees are highly trained, competent professionals with equal opportunity for career growth	<p># of employees evaluated as performing well</p> <p># of employees with professional growth plans and/or have had advancement opportunities discussion with supervisor</p>	<ul style="list-style-type: none"> <li>1. Evaluate and revise MPD’s screening process for new employees</li> <li>2. Define hiring, training and retention needs for the next generation of police officers</li> <li>3. Test officers periodically on policies, procedures, physical fitness and fitness for duty</li> <li>4. Increase the workforce diversity</li> <li>5. Address both sworn vs. civilian needs</li> <li>6. Use the performance evaluation to address potential problems with performance and identify professional growth opportunities</li> <li>7. Attain and maintain employee certifications as appropriate, e.g. forensic science certifications</li> </ul>
	Maintain a positive departmental culture	% increase in positive responses in employee survey	<ul style="list-style-type: none"> <li>1. Respond to Departmental Employee Survey Response Team Recommendations</li> <li>2. Recognize employees for their contribution to the organization</li> </ul>
	Continuous processes in place to improve organizational effectiveness and efficiency	# and effect of changes	<ul style="list-style-type: none"> <li>1. Reexamine and retool CODEFOR</li> <li>2. Streamline investigations</li> <li>3. Review and revision of internal department policies and procedures</li> </ul>

Strategies	Objectives	Measures: Outcome and Driver	Tactics
			<ol style="list-style-type: none"> <li>4. Assess areas of operation for procedural, structural or managerial changes</li> <li>5. Changes are made in response to outdated or ineffective practices</li> <li>6. Implement Enterprise Information Management plan in 2006&amp;07</li> </ol>
Maximize technological and revenue opportunities to maintain or advance service levels	Employees are properly equipped and supported to do their work	# and effect of changes	<ol style="list-style-type: none"> <li>1. Maintain technology and education levels on par with industry advancements</li> <li>2. Enhance training in focused areas</li> <li>3. Increase efficiency through high and low technology enhancements, e.g. digital cameras, cell phones, downtown cameras, etc.</li> <li>4. Implement Loss Prevention Tactics</li> </ol>
	The MPD is continually evaluating and improving our services	\$ revenue generated	<ol style="list-style-type: none"> <li>1. Review MPD's procedures for special events and business supported off-duty deployment</li> <li>2. Explore the development of special service districts for police services</li> <li>3. Market MPD technology</li> <li>4. Market MPD training to others</li> <li>5. Explore charging for extra security measures for events</li> </ol>

# **SECTION FOUR: RESOURCE PLANS**

FINANCE PLAN

WORKFORCE PLAN

TECHNOLOGY PLAN

EQUIPMENT PLAN

SPACE PLAN

LIMITED ENGLISH PROFICIENCY PLAN

## **FINANCE PLAN**

The Minneapolis Police Department's total 2005 budget is approximately \$98.1 million of which 80% is personnel. The majority of the Police Department budget is located within the general fund (90%), with Special Revenue Funds and Enterprise Funds comprising 9% and 1% of the budget respectively.

### **FINANCIAL INFORMATION**

#### **EXPENSES**

	<b>2003 Actual Budget</b>	<b>2004 Actual Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Recommended Budget</b>
General Fund	\$93.6 M	\$87.6 M	\$94.7 M	\$107.9 M
Special Revenue Funds	\$5.8 M	\$6.2 M	\$6.6 M	\$6.6 M
Water Enterprise Fund		\$1.1 M	\$1.1 M	\$1.3 M
<b>Total</b>	<b>\$99.4 M</b>	<b>\$95.0 M</b>	<b>\$102.5 M</b>	<b>\$115.8 M</b>

#### **REVENUES**

	<b>2003 Actual Budget</b>	<b>2004 Actual Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Recommended Budget</b>
General Fund	\$11.2 M	\$9.0 M	\$8.6 M	\$14.6 M
Special Revenue Funds	\$5.6 M	\$6.4 M	\$6.4 M	\$6.6 M
<b>Total</b>	<b>\$16.7 M</b>	<b>\$15.3 M</b>	<b>\$15.0 M</b>	<b>\$21.1 M</b>

#### **2006 POLICE DEPARTMENT EXPENDITURES**

		<b>% of total</b>
Salaries	66,239,065	57.2%
Overtime	2,940,653	2.5%
Benefits	19,754,052	17.1%
External Contractual Services	1,008,351	0.9%
Non-Profit Contracts	230,981	0.2%
Government Contracts (Jail Fees)	1,173,350	1.0%
Internal services (BIS, 311, postage, benefits admin)	4,310,751	3.7%
Radios	1,384,694	1.2%
Printing and Copying	190,645	0.2%
Training and Education	581,833	0.5%
Rent	1,322,382	1.1%
Equipment	8,949,666	7.7%
Utilities	284,923	0.2%
Operating Expenses (Supplies)	2,916,726	2.5%
Travel	72,317	0.1%
Liability Premium (Self-Insurance)	3,712,658	3.2%
Uniform Allowance	736,149	0.6%
<b>Total</b>	<b>115,809,196</b>	<b>100%</b>

## **POLICE DEPARTMENT CURRENT FIVE-YEAR FINANCIAL DIRECTION**

In July of 2002, the Mayor and City Council projected the long-term demands on the City's property taxes through 2010. Subsequently, they adopted a long-term tax policy that limits the maximum annual property tax increase to 8%. Of this increase, 4% will be used to support debt repayment in the Internal Service Funds, the City's pension obligations and the City's regular debt service. The remaining 4% is available to offset increases in spending growth. This policy effectively limits the growth in the City's property tax supported departments to 4% annually.

At the same time the City projected a 7% average annual increase in growth to spending. This increase is the result of wage/salary/benefit increases, contractual inflation, rising health insurance premiums, internal service fund obligations, and capital spending.

The City's 5 year financial direction to the MPD limits growth to 1.1% on average over the next 5 years. If we stayed within the 5-year financial direction, the MPD must limit budget increases over the next five years to \$5.3 million. This is \$10.4 million less than needed to maintain current service levels. The Finance Plan outlines strategies for meeting these challenges and attempts to project how these will impact some of the department's key performance measures.<sup>1</sup>

The previously adopted 5-year financial direction anticipated ongoing reductions in Local Government Aid. Because LGA funding is being partially restored, and because of annual savings the City has achieved by reducing debt, Mayor Rybak is recommending a 2006 budget and updated 5-year financial direction that allow the Police Department to hire 71 additional officers in 2006 and maintain that higher staffing levels in future years.

Eighty-five percent of the MPD budget goes to wages and benefits for personnel. The department will continue to prioritize expenditures in personnel to maximize the number of officers working the street. The MPD feels that increased street presence and effective tactics are our best tools for achieving department goals.

As the Police Department develops strategies for meeting its goals, the department has committed to maintaining the number of 911 responders and to maintaining investigations of the most serious and violent crimes. The focus on these areas ties back to the Police Department's primary obligation of having adequate staffing to respond to emergencies.

### **Priorities**

By focusing on maintaining 911 response and investigations, the Police Department will be able to minimize the impacts of the reductions on its key outcomes:

- Minneapolis' current crime rate is reduced
- People are confident in the public safety services they receive
- People receive a timely response to their requests for service
- The community trusts Minneapolis police officers
- People feel MPD's response is professional, impartial and caring
- People's risk for being victims of crime is lowered
- New opportunities for community involvement area created

<sup>1</sup> The finance plan is based upon the original 5-year financial direction adopted in December 2004.

**Core versus Support Functions:**

The following table notes the core and support functions for each of the four new bureaus. Strategies for meeting the reductions in growth will focus first on the support functions. In addition, a greater share of the reductions will fall on the middle ranks. The number of lieutenants should be at no more than the required percentage, the number of sergeants will fall to about 100 (currently 192).

<b>Internal Management Services</b>	Patrol	Investigations
<b>Core Functions (~67 sworn FTEs)</b> <ul style="list-style-type: none"> <li>▪ Central Administration</li> <li>▪ Records</li> </ul>	<b>Core Functions (~400 sworn FTEs)</b> <ul style="list-style-type: none"> <li>▪ 911 Response/Community Policing</li> </ul>	<b>Core Functions (~83 sworn FTEs)</b> <ul style="list-style-type: none"> <li>▪ Central Narcotics</li> <li>▪ Organized Crime</li> <li>▪ Repeat Offender Program (ROP)</li> </ul>
<b>Support Functions (~45 sworn FTEs)</b> <ul style="list-style-type: none"> <li>▪ Training</li> <li>▪ Recruitment &amp; Retention</li> <li>▪ Internal Affairs/Quality Assurance</li> </ul>	<b>Support Functions (~150 sworn FTEs)</b> <ul style="list-style-type: none"> <li>▪ Community Service Officers</li> <li>▪ CRT</li> <li>▪ SAFE</li> <li>▪ Canine</li> <li>▪ PAL</li> </ul>	<b>Support Functions (~56 sworn FTEs)</b> <ul style="list-style-type: none"> <li>▪ Central Narcotics</li> <li>▪ Organized Crime</li> <li>▪ Repeat Offender Program (ROP)</li> </ul>

**2006 BUDGET REQUESTS**

- Add 71 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 to increase public safety through traffic law enforcement;
- Funding (one-time) for an electronic citations system and the purchase of 10 security cameras for remote enforcement without having to provide traditional staffing;
- Contract with the Tubman Family Alliance (\$60,000) to provide a mental health clinician to support officers working on domestic violence issues;
- Fund \$400,000 for the Downtown Safety Zone efforts;
- Move Traffic Control from Regulatory Services to MPD;
- Restore MPD officers back into the MPD budget from the Water Works security detail.

**MAYOR’S RECOMMENDED 5-YEAR DIRECTION**

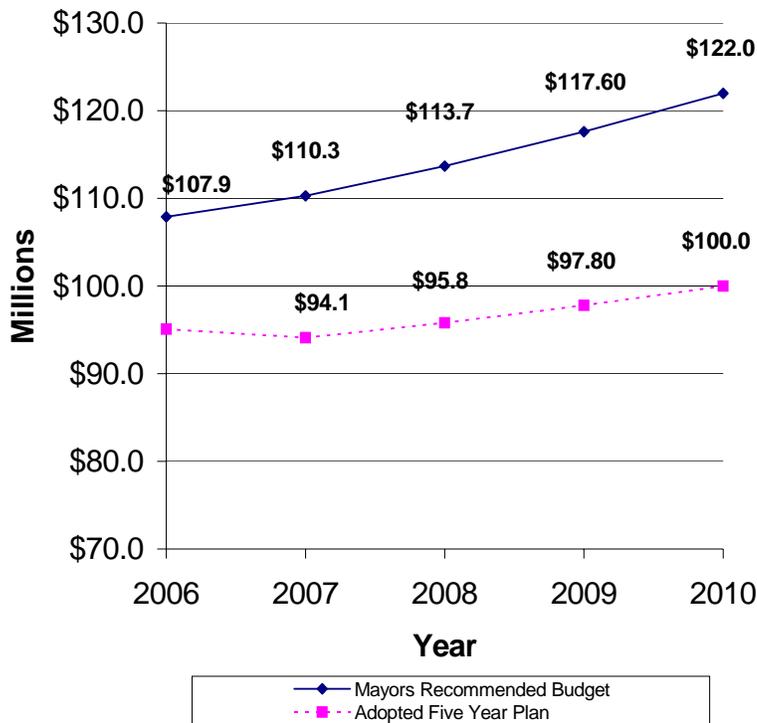
<b>Year</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>
<b>Increase for growth</b>	\$2.4 M	\$3.4 M	\$3.9 M	\$4.4 M	\$4.9 M
<b>Reduction to growth</b>	\$0	\$0	\$0	\$0	\$0
<b>Approximate reduction in FTE’s</b>	0 FTEs				
<b>Staffing levels with recommended</b>	1111	1111	1111	1111	1111

<b>direction</b>					
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## IMPACT OF THE 2005 ADOPTED BUDGET

Year	2006	2007	2008	2009	2010
<b>Increase for growth</b>	\$2.9 M	\$2.9 M	\$3.0 M	\$3.3 M	\$3.6 M
<b>Reduction to growth</b>	\$2.5 M	\$3.9 M	\$1.3 M	\$1.3 M	\$1.3 M
<b>Approximate reduction in # of FTEs<sup>2</sup></b>	29 FTEs	44 FTEs	15 FTEs	15 FTEs	15 FTEs
<b>Staffing levels with adopted direction</b>	970	926	911	896	881

### Comparison of 2006-2010 Adopted and Mayor's Recommended 5-Year Financial Direction (General Fund only)



If the Mayor's proposed budget is not approved, the Police Department may need to reduce its budget over the next 5 years. These reductions are cumulative and represent

cuts to current service levels. These reductions from current service levels will total \$10.4 million in reductions in the 2010 budget.

## **FINANCIAL IMPACT OF THE FEDERAL MEDIATION AGREEMENT**

On December 4<sup>th</sup>, 2003 the Police Department signed a historic mediation agreement with representatives of the Unity Community Team, which remains in effect until December 4, 2008. This agreement establishes a set of priorities and initiatives to improve police-community relations over the next 5 years. Many of these initiatives have substantial implications for the police Department's 5-Year Financial Plan. The list below outlines some of the initiatives with financial and/or personnel implications.

- Providing and maintaining 40mm multi-launchers, tasers and other, less lethal weapons (sec. 1, 14.2).
- Producing and distributing a Department recruitment strategy and budget (Sec. 2, 14.1.1).
- Providing an MPD lieutenant to monitor and coordinate compliance (Sec. 14, 14.2).
- Providing administrative support to the PCRC (Sec. 2, 14.1.3).
- Designating duties for personnel within each precinct entitled "Community Liaison" (Sec. 2, 14.3.5).
- Establishing a Multicultural Recruitment Team with budget (Sec. 4, 33.1.2).
- Publishing materials for Identifying Career Paths for Advancement (Sec. 4, 40.3.1).
- Establishing a Tuition Reimbursement Program (Sec. 4, 40.3.7).
- Conducting a Work Environment Survey with proposals (Sec. 4, 40.4.2).
- Budgeting & strategizing to increase hiring and promotions to diversity (Sec. 4, 40.5).
- Publishing all literature in English, Spanish, Hmong, Somali (Sec. 5, 40.6.2).
- Providing a financial incentive for officers proficient in a language other than English (Sec. 5, 44.1.4).
- Contracting with community members to assist in multi-cultural training (Sec. 5, 44.2.1).
- Producing business cards for all officers (Sec. 6, 44.5).
- Producing and disseminating "Police Conduct Incident Report Form" in English, Spanish, Hmong, Somali (Sec. 7, 44.8.1 & 44.8.2).
- Providing training for supervisors and staff at agencies using the Incident Report (Sec. 7, 62.1.1 & 62.1.2).
- Providing mandatory in-service and pre-service training on undoing racism, ethnic stereotypes, prejudice and white privilege (Sec. 9, 14.1.1 & 14.1.2).
- Making available to officers training classes in the languages of Spanish, Hmong, Somali and American Sign Language (Sec. 9, 14.1.3).
- Requiring mandatory training on Biased Policing (Sec. 9, 14.2).
- Providing access to cell phones for all on-duty patrol officers (Sec. 10, 14.1).

These priorities and key initiatives must be considered when considering changes to the Police Department's budget.

## WORKFORCE PLAN

### WORKFORCE DEMOGRAPHICS AND TRENDS

The Department has experienced a decrease in its workforce since a Workforce Planning Project was completed in March 2001. In three years, the Minneapolis Police Department has had a reduction-in-force of approximately 215 employees. This reduction-in-force is attributable to attrition, including civilian layoffs and a higher than usual retirement rate in 2003. In addition, in January 2004, the Emergency Communication Center moved from MPD to reporting to the City Coordinator, thereby reducing MPD personnel by 90.5 employees.

While overall strength in the Police Department has declined over the past three years, MPD has seen an increase in the percentage of employees of color who make up the department. The complement of white employees has decreased slightly, while the number of Hispanic and Asian employees has increased slightly.

			Sworn		Civilian	
<b>Gender</b>	#	%	#	%	#	%
Male	749	72.0%	666	84.20%	83	33.3%
Female	291	28.0%	125	15.8%	166	66.67%
<b>Total</b>	<b>1040</b>		<b>791</b>		<b>249</b>	
<b>Ethnicity</b>						
White	857	82.4%	661	83.5%	196	78.7%
Black	80	7.6%	49	6.1%	31	12.4%
Hispanic	37	3.5%	32	4.0%	5	2.0%
Asian	33	3.1%	24	3.0%	9	3.6%
Native American	33	3.1%	25	3.1%	8	3.2%
<b>Total</b>	<b>1040</b>		<b>791</b>		<b>249</b>	
<b>People of Color</b>	183	17.5%	130	16.4%	53	21.2%

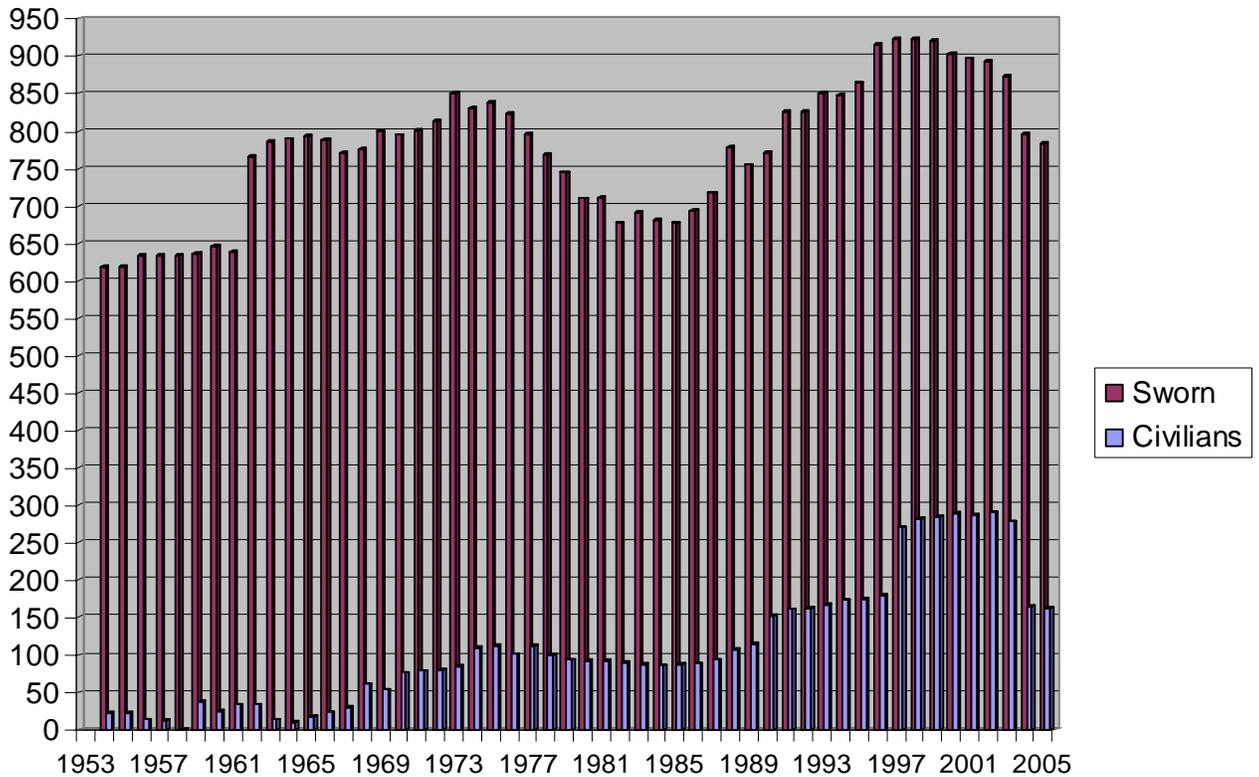
	March 07, 2001		September 12, 2005	
<b>Gender</b>	#	%	#	%
Male	838	71.0%	749	72.0%
Female	343	29.0%	201	28.0%
<b>Total</b>	<b>1181</b>		<b>1040</b>	
<b>Ethnicity</b>				
White	993	84.1%	857	82.4%
Black	83	7.0%	80	7.6%
Hispanic	33	2.8%	37	3.5%
Asian	32	2.7%	33	3.1%
Native American	40	3.4%	33	3.1%
<b>Total</b>	<b>1181</b>		<b>1040</b>	
<b>People of Color</b>	188	15.9%	183	17.5%

Compared with the 2000 Census, however, the Minneapolis Police Department is still under-represented with officers of color.

<b>2000: Population by Race/Ethnicity and Sex for Minneapolis</b>			
Total Population	382,618		100%
<b>Race/Ethnicity</b>	<b>Population</b>		<b>Percent</b>
White	249,186		65.10%
Black/African American	68,818		18.00%
American Indian	8,378		2.20%
Asian/Pacific Islander	23,744		6.20%
Other Race	15,798		4.10%
Two or more races (2000 only)	16,694		4.40%
Hispanic Ethnicity	29,175		7.60%
<b>Sex</b>			
Male	192,232		50.20%
Female	190,386		49.80%

*Source: 2000 U.S. Census*

## MPD's STAFFING HISTORY (1953-2005)



### POLICE DEPARTMENT UTILIZATION REPORT Current as of September 12, 2005

Sworn Personnel															
Job Classification	Employees			Empls of Color		Female		White		People of Color					
	Total	M	F	Total	Pct	Total	Pct	M	F	Black		Hispanic		Asian	
Officers/Corporals	552	473	79	88	15.9%	79	9.9%	390	74	27	18	23	0	21	1
Sergeants/Team Leaders	186	153	33	29	15.5%	33	17.7%	129	28	12	2	5	0	2	0
Lieutenants/Captains	43	34	9	10	23.2%	9	20.9	5	25	8	4	0	4	0	0
Chief/DCs/Inspectors	10	6	4	3	30.0%	4	40.0%	4	3	2	1	0	0	0	0
<b>Grand Total</b>	<b>791</b>	<b>666</b>	<b>125</b>	<b>130</b>	<b>16.4%</b>	<b>125</b>	<b>15.8%</b>	<b>548</b>	<b>113</b>	<b>46</b>	<b>21</b>	<b>32</b>	<b>0</b>	<b>23</b>	<b>1</b>

Selected Civilian Job Classifications															
Job Classification	Employees			Empls of Color		Female		White		Black		Hispanic		Asian	
	Total	M	F	Total	Pct	Total	Pct	M	F	M	F	M	F	M	F
Admin. Analyst I & II	7	3	4	2	28.5%	4	57.1%	2	3	1	0	0	0	0	1
Crime Prevention Spec.	18	8	10	6	33.3%	10	55.5%	7	5	1	2	0	1	0	1
Comm. Service Officers	18	13	5	11	61.1%	5	27.7%	3	3	6	2	1	0	2	0
Forensic Scientists	15	6	9	0	0.0%	9	60.0%	6	9	0	0	0	0	0	0
Police Supp. Tech. I & II	66	15	51	18	27.2%	51	77.2%	13	35	2	9	0	2	0	1
Grand Total	124	45	79	37	29.8%	79	63.7%	31	55	10	13	1	3	2	3

Rank	2004	2005	2006	2007	2008	Total
Appointed (Inspector through Chief)	2	1	0	1	0	4
Police Captain	0	0	0	0	0	0
Police Lieutenant	10	2	3	3	1	19
Police Sergeant/Team Leader	16	7	7	6	11	47
Police Officer/Corporal	8	24	24	24	24	104
Total Eligible	36	12	15	14	26	103
Cumulative Total**	36	48	63	77	103	

\*Eligible sworn have a minimum of 20 years of service by the age of 50.

\*\*Cumulative projection is if no eligible employee retires in previous year(s).

### **IMPACT OF THE FEDERAL MEDIATION AGREEMENT**

The Federal Mediation agreement, signed in December 2003, has significant impact on the recruitment, hiring, and retention of people of color and women. This agreement codifies the need to have a workforce that reasonably resembles the race and gender of the community. Specific actions have been outlined in the agreement, including assigning a ranking officer to the recruitment position, establishing a recruitment coordinator to develop an official department recruitment strategy, and providing some guidelines for measuring the agency's success toward diversifying.

Developing and implementing an effective hiring system will be the most critical component in diversifying the workforce. Retirement projections over the next five years are not significant enough to aggressively recruit sworn personnel (See Table 4). Sworn attrition (retirement, resignation and termination) is expected to be conservative at approximately two per month or twenty-four per year. Foreseeable slow or no-growth in the Department's workforce will place increased importance on each new employee hired. This is a long-term strategy that will extend beyond the next 5 years.

Department policy and practices must be modified to require that agency command staff be the final decision-makers on whether or not a candidate is hired. This decision must be made after a comprehensive, objective background investigation of all potential candidates is made. In order to accomplish this, the department may have to adjust the organizational structure of the agency. The mediation agreement requires that all department employees be surveyed periodically to ensure that MPD is providing a positive workforce environment. This agreement acknowledges that recruiting and hiring a quality workforce is only the first step in maintaining quality staff. Once the survey results are analyzed, the onus will be on the department's executive staff to ensure that appropriate measures are implemented to create a positive environment.

## **CORE COMPETENCIES**

The Minneapolis Police Department, in conjunction with the City of Minneapolis' Human Resource Department, has developed core competencies for all ranks of sworn employees as well as all civilian job classifications. One example of the City of Minneapolis' Core Competencies is reflected in the proficiency level in key competencies for Police Officer. The competencies are:

- Adaptability
- Accountability
- Communication (Oral and Written)
- Investigative Techniques
- Legal Process
- Computer Literacy
- Law Enforcement
- Safety and Security Awareness
- Stress Management
- Cross-cultural Awareness

In addition to the basic Core Competencies for each position, the MPD requires additional testing and information, including physical ability, psychological evaluation, background, education/skills and a personal interview or oral exam. For Police Officers, the interview process covers additional job dimensions including:

- Prerequisite Knowledge
- Judgment and Decision Making Ability
- Integrity
- Human Relations/Customer Service
- Oral Communication

All elements are continually evaluated by the Minneapolis Police Department's and Human Resource Department's team to ensure the best qualified candidates are hired or promoted.

## **Training**

Training is a critical element of all organizations and one of the more important components of the MPD's workforce plan – the organization is only as strong as the weakest link – training is the vehicle through which links are strengthened. Training is an ongoing focus – from the first day in recruit school to retirement. Training's first and foremost goal is employee safety on the job. Additional goals are to reduce or eliminate liability claims for police action and enhance

credibility as professionals. Training must ensure that all Federal, State, local and POST mandates for law enforcement training are met. In addition, the Department's own initiatives are undertaken – providing employees with additional skills and enhancing their professionalism based on department, personal, city and community needs. Currently, cultural awareness, language and other courses tie into the precinct and investigative officer's needs.

The MPD's training also covers specialized skills, determined by department and individual needs. Additional language courses are being made available for employees, as well as Cultural Diversity and awareness training being developed and offered. Additionally, the MPD is enhancing current training efforts with development of specific training for employees who are making the transition into the supervisory level (Sergeant) and need to obtain a different perspective and many new skills, as well as planning for executive level training to prepare our employees (Lieutenants) to undertake leadership positions within the department.

### **2004 EMPLOYEE SURVEY RESPONSE TEAM'S RECOMMENDATIONS**

In 2004 the City of Minneapolis undertook its first all employee survey. After the results were presented in early 2005, each department was asked to further explore the survey results and identify actions which could be taken by the department to improve the department's work environment. In 2005, the MPD formed a survey response team to address the issues identified in the Employee Survey. The team recommended the following actions be initiated:

- Department goals, vision and direction are developed and communicated to all employees.
- Department priorities, decisions and expectations are communicated to employees.
- Department personnel are supported publicly by the Chief and elected officials.
- The Chief is visible to and interacts with department employees.
- The integrity of the chain of command is maintained.
- Policy changes and other information is communicated to employees before they are implemented.
- End-users or those impacted by department systems and policy changes are involved in the design and implementation.
- All employees have opportunity for leadership and/or development program with unique elements for each job class or rank.
- Employees are hired and promoted based on merit, work experience and history of employment with the city.

## **INITIATIVES RELATED TO WORKFORCE**

The Minneapolis Police Department is committed to developing its employees and accomplishing the initiatives set forth in its 5 Year Plan. The Initiatives that relate to Workforce Planning are:

Challenge: Evaluate the MPD's screening process for new employees

Current Status: MPD and Human Resources have streamlined the hiring and selection process, and ongoing changes will continue to occur.

Challenge: Define hiring, train and retention needs

Current Status: Hiring needs are based on long-range planning based on attrition and recruitment projections. Training needs assessments for sworn personnel were sent out in 2005.

Action 2006: A training needs assessment for civilian employees will be disseminated and reviewed for training needs. A Civil Service test for the rank of Sergeant will be given in 2006.

Action 2007-2010: Succession planning at all levels.

Challenge: Diversify the workforce

Current Status: Hiring through the Community Service Officer, as well as Lateral Officer Entry programs are bringing employees with diversity into the MPD workforce in 2005.

Action 2006: Hiring for both Community Service Officer and Recruit Officer will be necessary for staffing needs. A variety of methods aimed at recruiting women and people of color will be implemented to continue the increases in diversity.

Action 2007-2010: Retirement waves will mandate on-going hiring, and recruitment methods aimed at non-traditional law enforcement candidates will be employed.

Challenge: Expand Volunteer programs to enhance service

Current Status: The Police Explorer program continues to be a valuable function for providing an increased service level.

Action 2006: Work with labor unions to expand capability to bring other volunteer programs into the MPD.

Action 2007-2010: Create, implement and evaluate comprehensive volunteer program after labor union issues are resolved.

## **UPDATE ON INITIATIVES DEVELOPED IN THE MPD'S 2000/2001 WORKFORCE PLAN- UPDATED THROUGH AUGUST 2005**

In 2000 and 2001, a team of MPD employees completed its Workforce Action Plan and identified eleven priorities that needed attention. The priorities and their current status' are:

1. Lack of qualified candidates and/or feeder systems for the following positions:  
Community Service Officer, Forensic Scientist II, Police Officer, Police Support Technician 1, 911 Operators and Police/Fire Dispatchers.

*Status: Progress has been made in all areas, particularly with Community Service Officers and Forensic Scientists. Strides have been made to add more diversity to MPD by hiring more CSOs from protected classes. Since January 1, 2004, 911 Operators and Police/Fire Dispatchers are no longer a part of MPD.*

2. Required competencies for supervisory positions have not been defined (Sworn and Civilian) and;

*Status: This Priority was combined with Priorities #3 and 5 and competencies for sworn personnel were identified.*

3. Selection [hiring] tools do not always select the kind of supervisors, managers and leaders we need, and;

*Status: Written tests are now based on managerial situations, not memorization.*

4. Current recruit and employee training is too enforcement oriented. Skills need to improve (customer service, long-term problem solving, facilitation and negotiation, de-escalation skills, people skills, and keyboarding and computer skills, and;
5. Not adequately developing mid-managers (sworn and civilian)
6. Inadequate employee reward system to recruit or retrain employees

*Status: This Priority is not specific to MPD. There was a citywide team studying this issue until a reduction-in-force and a hiring freeze were implemented.*

7. Skill sets, positions and employees we need in the future have not been defined.
8. Inability to keep abreast of technological changes and remain up-to-date on systems that will help do the jobs more effectively.

*Status: MPD's business Technology Unit coordinates on-going technology training and explores technology needs. Reductions-in-force have impacted MPD's ability to roll out new technology in a timely manner. This priority has become part of MPD's Business Plan under "Technology Plan".*

9. Inadequate Facilities

*Status: This priority has become a part of MPD's Business Plan under the category of "Space Plan. A consultant was hired to review current and long-term needs and this Plan is under review for bonding referendums.*

10. Inadequate number of support staff in certain areas of the department
11. Lack of adequate internal back-ups for certain positions

*Status: Progress has been made in all areas. Specific core competencies and expectations are in place. A development plan for supervisors and managers is in progress. And, training has been expanded to cover community relations and technology skills. Defining future needs is ongoing and one of the 5 Year Plan's Initiatives. Critical positions have been noted and back-up support systems are being developed.*

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## **TECHNOLOGY PLAN**

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### **FLEET**

Information technology will continue to play a critical role in achieving further crime reduction, adding value to our partnership efforts with the community and more effectively deploying our resources. With the implementation of more sophisticated technologies each year, the MPD will need to more finely coordinate the acquisition and implementation of new high tech equipment. To avoid redundant purchase of equipment and software, the MPD must adhere to a unified technology plan.

### **SAFE ZONE PUBLIC SAFETY CAMERA SYSTEM**

Even with budget constraints, the MPD continues to look forward and is in the process of launching a Public Safety Video System in the proposed Safe Zone of the 1st Precinct, coordinating information-sharing with other law enforcement entities, and establishing a common radio channel with security personnel throughout the City.

Costs: Installation costs estimated between \$300,000 to \$500,000 will be borne by Target Corporation, as will costs for the first three (3) years of operation. After three years the MPD will review the program's effectiveness and recommend either continuing business support for the project or city support. The Mayor's proposed budget calls for 10 more surveillance cameras to monitor various other parts of the City.

### **RECORDS MANAGEMENT SYSTEM (RMS)**

The Department's CAPRS (Computer Aided Police Reporting System) has served well throughout the 1990's and early 2000's. The decision to move forward with a new CAD/Mobile solution is appropriate to think about replacing the RMS so that the integration of the system is complete. The talk of linking RMS's together from other agencies is not appropriate or recommended from a technical standpoint. You want to have a system where you have adapters that send information from the RMS to a broker and the broker is responsible for sharing the information. This is already being done with Minneapolis and Hennepin County. CAPRS will continue to expand on its flexible database platform and may be directly linked to, or even merged with the CAO's anticipated RMS. To the extent possible, we will explore a unified system whereby incident reporting, time and attendance, and equipment servicing can be managed. In 2005, a User Board was also formed, to respond to employee feedback.

### **MOBILE DISPLAY COMPUTERS (MDC)**

MDCs replaced MDTs (Mobile Display Terminals) in 2003. With the implementation of MDC. Near-instant access to criminal histories, drivers and vehicle records, and information from other law enforcement agencies has expedited the handling of suspects, and reduced the costs associated with booking and otherwise manual procedures. Using MDCs, patrol and initial investigations have become more productive. An ongoing,

unintended consequence: Many offenders previously were prevented from re-offending, however briefly, when jailed for lack of identification. Our challenge is to hold our other criminal justice systems accountable for traditional cases, and maximize the use and effectiveness of the administrative adjudication process for minor offenses.

Most computer equipment has an effective life of 3-4 years. MPD has developed a replacement plan starting in year three, or 2006. The plan will replace 1/3 of the squad computer fleet per years. If we stay with the same equipment manufacturer, Data 911, we will be able to replace only the CPU, which has a cost of around \$4,500 each. This would assume the monitor is in good condition and that there have not been any major improvements in ruggedized monitor screens. Total computer replacement cost is currently estimated at \$7000.

Replacement of CPUs only for 186 units would have an overall cost of \$837,000

Suggested replacement schedule:	2006	1/3 fleet replacement	\$279,000
	2007	1/3 fleet replacement	\$279,000
	2008	1/3 fleet replacement	\$279,000

Replacement of whole computer for 186 would have an overall cost of \$1,302,000

Suggested replacement schedule:	2006	1/3 fleet replacement	\$434,000
	2007:	1/3 fleet replacement	\$434,000
	2008:	1/3 fleet replacement	\$434,000

A further consideration for budgeting is the advancement of computer technology and wireless data communications. Our department is testing a system called IBIS, which is a mobile fingerprint identification system that will identify criminals in the MRAP. The technology, if successful, will most likely be installed in all district calls, at least. The estimated costs of this technology in squads is \$5000 per unit. This will mostly likely drop in price, as more units become available.

In future years, handheld technology will also become more commonplace. Officers will be able to take a PDS-like device that is connected to the squad car computer and walk into buildings with it and have most of the information in the squad available. Costs are unknown for this technology.

### **AUTOMATED CITATION**

Allocation of personnel will be streamlined through the more efficient process of issuing automated citations. Officers will be able to handle calls more briefly and return to service more quickly. Collection of fines will be more certain, given the reduction in errors of data-entry built into the automated citation software. This also gives the officer the capability of writing comments in plain language so that hearing officers will also have the officer information when a person appears at the violation bureau.

### **COMMUNICATING WITH THE COMMUNITY**

The MPD has increased its capacity to communicate with residents, businesses and others with a stake in the safety of Minneapolis. Using email for critical crime alerts and other notices, SAFE's Virtual Block Club participation has been higher than expected. The MPD web page will become more user-friendly and serve as a guide to those new to working with their neighborhood officers or precinct. On-line crime reporting for thefts and property damage is already a reality. This E-reporting will be refined for investigators to more efficiently respond to patterns of low-level property crimes.

## **GEOGRAPHIC INFORMATION SYSTEMS (GIS)**

Using GIS to monitor and respond to crime patterns, CODEFOR has proven to be effective as a long-term crime reduction management philosophy. Yet mapping Part 1 crimes was only the beginning. CODEFOR and selected units will have selected personnel trained in GIS to greatly expand on the use of GIS for resource planning, squad distribution and ultimately to hold each unit and supervisor accountable for meeting community needs, monitoring directed patrol and responding to crime trends over longer periods of time. Expanded use of GIS will especially benefit ad hoc and pilot projects such as the 1<sup>st</sup> Precinct's administrative citations for livability crimes, securing much larger geographic restrictions on chronic offenders and tracking the movements of violent offenders and registered sex offenders throughout the City. By early 2006, crime maps will be posted on the City's website on a weekly basis.

## **RESEARCH AND DEVELOPMENT**

A plethora of new technology applications have begun to show more than promise when utilized by police agencies throughout the country. The MPD will look outside to agencies with successful strategies – Best Practices – in the use of these technologies. From Personal Data Assistants (PDA) with wireless connections to public safety cameras, to voice recognition software for writing reports and computer access security, we may follow the lead of many departments that have successfully integrated these and other new technologies into effective, routine police work. We will seek input from all units, and integrate cost-effective plans where they serve a pressing need.

## **RED LIGHT CAMERA ENFORCEMENT**

In 2005, the MPD signed a contract with Redflex, a vendor providing a camera enforcement system for semaphores. 16 intersections were selected for camera installation (based on historical right-angle accident data), and red light violators are captured on digital photography. After MPD review of each violation on film, violators are mailed a citation within 21 days. While this system is expected to generate a modest amount of revenue for the city, it is also expected to modify driver behavior to increase the safety of Minneapolis streets. Revenue projections for 2005 (July-December operation) are roughly \$180,000 in fines.

## **CONTINGENCY PLANS FOR BREAKDOWNS**

All contingency plans for technology breakdowns revert to the old way of radio transmissions and paper and pencil.

## **LINKAGE TO OTHER DEPARTMENT'S TECHNOLOGY PLANS**

To avoid redundancy and assure interoperability, other departments' resource plans must be closely considered when exploring new technologies or strategies involving underutilized current technologies. Emergency preparedness/Homeland Security planning will especially rely on integrating plans across several City and extra-municipal departments.

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## **EQUIPMENT PLAN**

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### **FLEET**

The MPD fleet budget for 2005 is \$4.2 million. The increase in the budget is anticipated to be about 5% per year for the next 5 years.

Beginning in 2004 the MPD instituted a Fleet Rate Model program. The new program will be utilized to track the individual cost for each MPD vehicle. In the past the fleet expenditures were billed as a group with twelve individual payments made to the city's public works department.

Tracking of the fleet vehicles individually will allow personnel to identify areas of need or excesses in the fleet. Depreciation and replacement of squads will be easier to track with the new program.

The turnover plan for the fleet for the next 5 years is the replacement of 35 to 40 squad cars per year and an average of 10 to 20 other vehicles per year. This cost is budgeted into the MPD fleet budget.

#### **Mobil Command One:**

Mobil Command One is billed through public works. The MPD's monetary responsibility is \$255,000 with \$25,000 paid through a grant. Mobil Command One will be depreciated over 10 years and is part of the MPD fleet expenditures

#### **LED light bars:**

MPD Fleet personnel will install LED light bars on 24 squads starting in 2005. The use of the LED light bars is needed to reduce the electrical current needed to run the squad cars with the increased drain from MDCs, video cameras and other electrical equipment. The cost of the light bars is \$1,200 per unit.

Cost included in the monthly rental fees paid for squads.

#### **Squad Car Cameras**

The MPD originally received squad-mounted video cameras for 145 squads. The cameras were funded through a state sponsored data collection project that the MPD participated in. The squad cameras have a 1-year warranty with most of the warranties having expired as the cameras were installed in February 2003. The expected life of the cameras is 5 years. Technology solutions should be determined. Digital camera equipment that could be hooked up through the MDC's would make this project more efficient and changing of VHS tapes and storage would become non-issues.

#### **Yearly expenses**

- 18,000 video tapes @ 1.80 each = \$32,400.00
- 80,000 Spine Labels @ .03 each = \$2400.00
- 20,000 Face labels @ .03 each = \$600.00
- Radio Shop labor (Estimate) = \$25,000

Total= \$60,400

In 2006, the MPD will issue an RFP for converting the squad car camera system to digital technology. Until then, costs are expected to remain the same.

### **Anticipated expenses**

- If tapes are kept longer than 90 days, then tape expenses will increase. Example. 18,000 tapes used 4 times a year is a \$32,400 yearly expense. From an evidentiary viewpoint and for traffic court, Tapes should be kept at least a year, however city attorney recommends saving tapes for 7 years. If this was done then tape expense would be 4 times as much or \$129,600. Contract storage would be approximately \$30,000 a year.
- Replacement of equipment, estimate of 10 % of video cameras and equipment will need replacement. Original contract at a discount with Mobil Vision was for a full unit \$3706. Replacement would be near \$4800. Yearly expense could be \$72,000 (15 units x \$4800).
- Bar code and net base inventory system. If tapes are kept longer than 90 days, a system such as this would be helpful in inventory and processing of tapes. One time expense of \$30,000
- Upgrade equipment to digital...(estimate) 146 units X \$5,000 = \$730,000

**No funding source identified for maintenance or updates – this is managed through existing budget.**

### **RADIO SHOP:**

#### **Installation in Squads:**

The cost for installation of radio equipment in squads has increase by \$600 per unit. This increased cost will result from an increase in the shop rate to \$80.00 per hour. The MPD anticipates the installation of radio equipment in 40 squad cars per year.

Cost per year. \$33,000

#### **800MHZ radio system**

The 800MHZ-radio system is in place. The radio shop bills the City of Minneapolis \$36.00 per month for each portable and squad radio. All radio shop fees are negotiated and billed to the City.

#### **Equipment needs as specified by the mediation agreement:**

Cell phones:

Equip 150 squads with cellphones: \$11,000 initial cost; \$65,000 yearly charge for service

### **ERU NEEDS:**

1. Purchase of 55 tactical vest. \$2,000 to \$2,500 per vest. Total \$137,500
2. The purchase of a smaller Mobil command vehicle for ERU functions (unknown cost).

3. Rotation of New MP-5s into ERU arsenal. The current weapons have been in service for 15 years.
  - a. Purchase of 12 new MP-5's @ \$1,400 per gun. = \$16,800
  - b. Winter weather gear for the 55 ERU members. \$450 per suit = \$24,750
2. Purchase of 2 Remington Light tactical Rifles per year to rotate out current ERU sniper rifles. Rifles have a 2-year life when used for training.  
10 rifles at \$1,600 each (includes Leupold scope) = \$16,000

**Total costs not including command van \$ 195,050**  
**No funding source at this time.**

### **BOMB SQUAD:**

1. Bomb robot upgrades \$12,000 (est.)
2. EOD 8 Bomb suits \$13,000 (est.)
3. Porta count Respirator Fit Tester \$8,200
4. ECM Jammer-Cellphone, pager, radio freq. \$125,000 (est.). Used to jam signals to cell phones and other electronic devices, which may have a bomb in them
5. X-ray machine-"breadmaker" \$25,000 (est.)

**Total cost: \$183,200**  
**No funding source at this time.**

### **MPD TIMEKEEPING AND INVENTORY SYSTEMS UPGRADES:**

The MPD Timekeeping System 1.5 "BERTHA" (Better Electronic Record Timekeeping Helps Accountability) has been funded by the Federal Government to upgrade the software program. A test inventory program has been developed and attached to the MPD navigator that allows supervisors to document all equipment that is assigned to their unit or personnel. Included in the upgrade plan to "BERTHA 2.0" is inventory control software integrated into the roster operational processes. The upgrades were rolled out.

**Implementation date: 2006**  
**Cost: \$ 1.8 million**  
**Funded by Federal Government**

### **MPD RANGE**

PC Master Control Console, to include:

- Drive Unit kit
- Software chip
- Communication wire
- Pick up shoe
- Drive Cable
- Freight

Service  
Installation and Training

**Reason:** This new console system would allow us to provide challenging and innovative firearms training to our officers. It provides advanced controls for each shooting lane. Being PC based allows for easy upgrades and additional shooting courses can be programmed directly into the system.

**Estimated Cost: \$15,000.**

**No Funding Source at this time.**

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## SPACE PLAN

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The MPD has developed a long-range (20 year) comprehensive facilities plan in conjunction with the City's Property Management Division. In 2003, the study was conducted and plan prepared by Carter Global and Associates, Inc., a facility's planning firm specializing in law enforcement facility planning. The final draft plan developed outlines the physical space needs for the MPD today and projects space needs twenty years into the future.

### **MPD 5 Year Facilities Plan**

- Chief McManus and his administrative staff have reviewed the Carter Goble 2003 Space Facility Plan prepared for the police department. The department would be best served by "Option Four" which allows the department to keep administrative staff in City Hall while creating a Public Safety Center for Crime Lab, Property and Evidence, and current Investigative functions in City Hall. We are working with City Property Services to explore several site and partner options.
- In 2005 the 3<sup>rd</sup> Precinct expansion construction was completed.
- In 2004-2008; Continued planning work and scheduling as needed for the Crime Lab.
- During 2004-2008: There is an established need and potential opportunity to address the MPD training Facilities. Federal and State funding dollars may become available to assist the MPD to replace existing training facilities. Being prepared with a training facility plan could save future City funded initiatives. A training facility plan should be completed during this time period.
- During 2004-2008: the Property and Evidence Warehouse and inventory system may require planning in conjunction with the Crime Lab plan and other Property Services initiatives.
- The Bomb Squad needs a new structure at the Rosemount Bomb Range. The current trailer that is on site and used by the squad is structurally unsound. The cost of a SATELLITE trailer that is 56' x 12' is \$20,200. (\$14,000 for the structure, \$5,000 for footings and \$1,200 for a bathroom.) The site also needs to have an asphalt lot for parking. Funding is not available through grants for these items.



**Limited English Proficiency**

- o In October of 2004, the Minneapolis City Council approved a plan to ensure equal access for those who speak limited English and requested departments build on this enterprise wide plan and develop their individual departmental plans in phases.

Strategies	Objectives	Tactics	Department Specific Tactics
Integrate practices of language access into operations of every City department	Build awareness about legal mandates of language access services in each department	<ul style="list-style-type: none"> <li>▪ Designate LEP liaisons in department</li> <li>▪ Define liaison responsibilities</li> <li>▪ Establish and support on-going departmental LEP workgroup(s) (Workgroups usually meet once per month for 2 hours)</li> </ul>	<ul style="list-style-type: none"> <li>▪ MPD has two liaisons designated</li> <li>▪ MPD's internal workgroup has met and will continue to meet</li> <li>▪ Cell phone issuance to street officers</li> </ul>
Define protocols and service activities for language access compliance in each department	Provide notice to limited English speakers of their right to free service	<ul style="list-style-type: none"> <li>▪ Utilize multiple communication channels(signage, language blocks, website, bulletins, etc.) to disseminate information about how to obtain and use language services</li> </ul>	<ul style="list-style-type: none"> <li>▪ "I speak signs posted in precincts and some administrative offices</li> <li>▪ MPD is exploring best ways to post "I speak" signs in squad cars</li> </ul>
	Identify the LEP persons living in Minneapolis and the City services they use	<ul style="list-style-type: none"> <li>▪ Assess level (low/medium/high) of frequency and intensity of LEP interaction in department to determine service gaps</li> <li>▪ Develop mechanisms to track services provided to LEP individuals</li> </ul>	<ul style="list-style-type: none"> <li>▪ MPD's overall interaction with immigrants was rated medium to high but varies with business line</li> <li>▪ Language information field was embedded in CAPRS reporting</li> </ul>
	Offer free, timely spoken language interpretation services for LEP individuals	<ul style="list-style-type: none"> <li>▪ Establish decision tree for determining whether to use internal or external interpreters</li> <li>▪ Set up telephonic interpreting account</li> <li>▪ Use work tools and guides for working with interpreters</li> </ul>	<ul style="list-style-type: none"> <li>▪ MPD is working on establishing this –in some instances officers will be used, in others we will use interpreting service. Cell phones are being issued dept.-wide for access to language line</li> <li>▪ Telephonic interpretation accounts through Certified Languages International have been established for precincts and administration</li> <li>▪ MPD is working to included interaction with interpreters as part of its training series</li> </ul>
	Provide free written language translations of vital documents	<ul style="list-style-type: none"> <li>▪ Select which documents are vital and will be translated</li> <li>▪ Use checklists for preparing documents for</li> </ul>	<ul style="list-style-type: none"> <li>▪ MPD regularly reviews need for document translations-recent projects include translating the blue</li> </ul>

		translation	cards and “Stop on Red” into six languages as well as NNO and other crime prevention information
	Hiring to meet multilingual needs	<ul style="list-style-type: none"> <li>▪ Work with HR to have multilingual capability a consideration or qualification in job announcements</li> </ul>	<ul style="list-style-type: none"> <li>▪ MPD is committed to recruiting sworn and civilian personnel with multilingual capabilities and will work with HR to ensure position descriptions address issue</li> </ul>
	Train to ensure that City staff is familiar with legal mandates and best practices for serving LEP individuals	<ul style="list-style-type: none"> <li>▪ Identify and utilize training opportunities to promote an increased understanding and awareness of improved communications through language access (e.g. new employee orientation, videos, departmental presentations and discussions) available to City staff</li> <li>▪ Work with MMS to customize training based on department needs/business lines when appropriate</li> <li>▪ Encourage use of resources and tools posted on CityTalk to facilitate consistent LEP Service.</li> </ul>	<ul style="list-style-type: none"> <li>▪ MPD includes language and disability access issues in its training</li> <li>▪ MPD will evaluate training needs periodically</li> <li>▪ MPD will work to include language access protocols in policy and in handbook /manual</li> <li>▪ Increase number of MPD employees who speak second languages through department training. Current programs exist for Spanish and sign language.</li> </ul>

## Loss Prevention Tactics for the Minneapolis Police Department

Strategy	Objective	Tactics	Status
<b>I. Integrate the philosophy and practices of loss prevention into daily operations</b>	A. Develop structure and define accountability for loss prevention.	<ul style="list-style-type: none"> <li>○ Assign Department Loss Prevention Coordinator</li> <li>○ Attach loss prevention template to business plan</li> </ul>	
	B. Create a loss prevention culture through expectation, communication, and training.	<ul style="list-style-type: none"> <li>○ Define loss prevention responsibilities</li> </ul>	
	C. Maintain written safety system that defines various programs, policies, procedures	<ul style="list-style-type: none"> <li>○ Develop written safety &amp; health program</li> </ul>	
<b>II. Workplace Survey/Hazard Analysis</b> Systematically identify potential loss exposures and means to control same.	A. Develop written process for reporting workplace injuries/illnesses	<ul style="list-style-type: none"> <li>○ Complete Supervisor's Report of Injury (SRI) forms in a timely manner and forward to supervisor for action</li> </ul>	
	B. Develop written process for reporting and tracking workplace hazards	<ul style="list-style-type: none"> <li>○ Report all hazards to Department Loss Prevention Coordinator</li> </ul>	
	C. Perform Workplace Survey/Hazard Analysis	<ul style="list-style-type: none"> <li>○ Survey workplace for unsafe conditions/work practices</li> </ul>	
	D. Appraise workplace hazards that could lead to occupational disease.		
<b>III. Accident and Data Analysis</b> Identify loss exposures based upon claims history	A. Review loss data to identify trends and potential loss exposures	<ul style="list-style-type: none"> <li>○ Review and discuss department's OSHA 300 log and Risk Management's quarterly loss reports</li> </ul>	
	B. Complete accident investigations for all claims		
<b>IV. Hazard Prevention and Control</b> Implement prevention measures to	A. Based upon hazard, develop effective safety programs and review same annually.	<ul style="list-style-type: none"> <li>○ Develop and implement effective safety programs</li> </ul>	
	B. Create a written system for tracking and		

Strategy	Objective	Tactics	Status
control hazards.	abating hazards		
	C. Administer system of accountability to ensure employees are performing jobs, tasks as instructed.	<ul style="list-style-type: none"> <li>○ Review policies, procedures with employees</li> <li>○ Observe employees' work practices</li> </ul>	
	D. Develop written maintenance/repair programs		
<b>V. Emergency Preparedness</b> Prepare for perils and preserve City assets	A. Protect City assets prior to, and preserve City assets following an emergency. Assets include personnel, property and continuity of service.		

COMMENTS: The MPD will be completing the written health and safety plan by the fourth quarter of 2005. Tactics listed above are either currently occurring or will be implemented by the end of 2005. Additional tactics will evolve with the development of the health and safety plan.