

# POLICE

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## MISSION

Prevent crime and constantly strive to improve community satisfaction.

## BUSINESS LINES

**Quality Service and Crime Prevention:** *The Minneapolis Police Department's (MPD) primary business is to ensure that our customers (residents, businesses, and visitors) are satisfied with their safety and the safety of their property, and that our customers have confidence in their police department. As a result, the department's core functions or primary business lines are crime prevention and public relations. Crime prevention is "what we do," and public relations are "how we do it."*



**Crime Prevention:** The MPD strives to prevent crime through collaborative partnerships with residents, business owners, criminal justice, and other agencies on proactive and reactive strategies. The department works with residents and partners to identify and plan crime prevention efforts involving youth and adults. Efforts include patrol and investigations strategies, use of technology for cameras and crime analysis, education, programming, intervention efforts (truancy, etc), re-entry strategies, and other community outreach efforts.

When crimes do occur, professional and effective responses to crime are strong deterrents to continued offenses. The MPD will also work with residents and partners to effectively and efficiently respond and solve crimes. Citizen reporting, quick response, quality investigations and prosecutions, offender tracking, and working together on problem offenders and properties are all effective reactive strategies.

MPD support functions assist with the above efforts of crime prevention, response to crime, education and training, professional standards, safety, technological assistance, forensics, communications, recruitment and hiring, and support of the enterprise and its employees.

**Public Relations:** How something is done is just as important as what is done. Our customers desire and deserve to have faith and confidence in the efforts of their police department. To that end, the department strives to work in collaboration with their customers, employees, and partners to plan, communicate, and implement department administrative and operational policies.

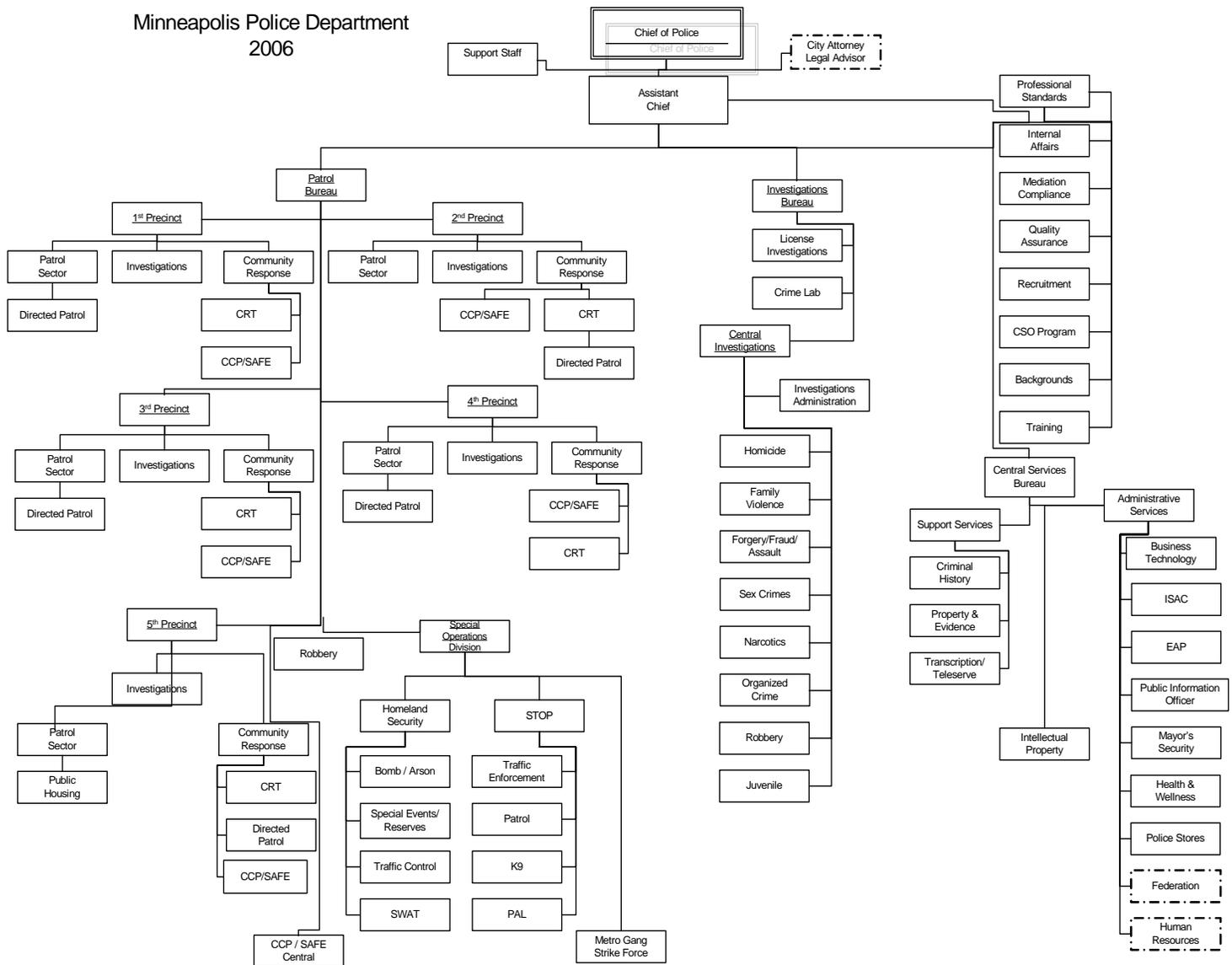
*Planning:* In the last two years, it has become very evident the department that there is extreme interest in police planning and interest in involvement in that planning process. Collaborating with elected officials, community, department members, and partners in forming overall longer term strategies is the essence of community policing. Neighborhoods differ, and their needs differ.

*Implementation:* The department, since 1996, knows that crime strategies are better

implemented with assistance from partners – criminal justice, agencies and citizens (including businesses). The Downtown Safe zone is a huge collaborative effort between all the above that we want to replicate in all areas of the city.

*Communications:* Results are not enough if they are not communicated. The department will strive through existing forums to communicate planning, efforts and results and make use of media, Results Minneapolis, and other tools to improve communications inside and outside the City Hall, the department, and with citizens.

Minneapolis Police Department  
2006



<b>FIVE –YEAR DEPARTMENTAL GOALS, OBJECTIVES, AND PERFORMANCE MEASURES (ALIGNED WITH CITY GOALS AND STRATEGIC DIRECTIONS)</b>				
<b>City Goal (1-6)</b>	<b>City Strategic Direction (A-Z)</b>	<b>Department Goal</b>	<b>Objective</b>	<b>Measure</b>
1. Safe Place to Call Home	B	Prevent and reduce crime	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)
1. Safe Place to Call Home	B	Ensure effective prosecutions	Collaborate with and expand public/private partnerships with the community, criminal justice, public agencies and corporate partners to enhance effectiveness and efficiencies	1. % of evidence presented that is deemed admissible 2. % increase in misdemeanor prosecution

**FIVE –YEAR DEPARTMENTAL GOALS, OBJECTIVES, AND PERFORMANCE MEASURES  
(ALIGNED WITH CITY GOALS AND STRATEGIC DIRECTIONS)**

City Goal (1-6)	City Strategic Direction (A-Z)	Department Goal	Objective	Measure
1. Safe Place to Call Home	B	Increase community satisfaction with their police department	Institutionalize community policing to build cooperation and community trust in Minneapolis Police Officers	1. % of positive responses to trust questions in resident survey  2. # of employees engaged in community policing activities (i.e. foot beats, community meetings, National Night Out, PAL hours, etc)
1. Safe Place to Call Home	B	MPD culture promotes satisfaction, professionalism and professional growth	Maintain a positive departmental culture	1. % increase in positive responses in employee survey  2. # of employees evaluated as performing well  3. # of employees with professional growth plans and/or have had advancement opportunities discussion with supervisor

<b>MEASURES, DATA AND TARGETS TABLE</b>						
Measure Name	2003 Data	2004 Data	2005 Data	2006 Data	2007 Target	2011 Target
Current crime rate is maintained or reduced (Part 1, Part 2 crimes)	25,427 Part 1 38,922 Part 2	24,310 Part 1 36,457 Part 2	28,318 Part 1 36,672 Part 2	12,085		
% of evidence presented that is deemed admissible	Data being gathered for all years					
% increase in misdemeanor prosecutions	Data being gathered					
Annual litigation pay-outs	\$1,508,953	\$2,484,182	\$2,526,718			
# guns recovered as evidence	681	662	894			

Measure Name	2003 Data	2004 Data	2005 Data	2006 Data	2007 Target	2011 Target
# of successful resolutions on problem property cases						
# of narcotic case arrests	3,572	3,137	3,076			
# of prostitution arrests	886	1,252	1,210			
# of driving violation citations						
# of Part 1 arrests	3,702	3,779	3,648			
# of Part 2 arrests	26,003	23,837	22,576			
# of external IAU complaints	16	104	127	62 YTD		
Response time to Priority 1 calls	8:01	8:03	8:51	8:53 YTD		
% of positive responses to trust questions in resident survey	68%* 2005 survey - satisfaction	65%* 2005 survey-satisfaction	64%* 2005 survey-satisfaction			
# of women and people of color hired for sworn positions	3	Data being gathered	24	9 YTD		

## CONTEXT FOR THE DEPARTMENT'S WORK

**Public Safety in changing times:** Crime has been increasing for the last few years. Public safety, and shown in City Surveys, is a top concern of residents, businesses and city visitors. High density areas, like Uptown, Downtown, Broadway, Cedar Riverside, Lake Street and many more want and expect police presence and visibility. High crime areas also want and expect more police presence enforcement. Other residential areas want and expect good response times.

The department has a done a good job prioritizing deployment to meet citizen's needs. We need and have planned to improve strategies to maximize the effectiveness of our resources and increase our visibility. We also need to better coordinate and communicate those efforts. We believe that geographic policing, the Safe City Initiative Planning, Safe Zone replication, technological tools, and other cooperative efforts mentioned above will improve coordination and communication and decrease crime.

**Juvenile Crime:** Juvenile crime has a disproportional increase – where adult crime has decreased, juvenile crime is increasing. Despite the increase in juvenile crimes, arrests and petitions to Juvenile Court have decreased. In 2006, we re-established the Juvenile Unit. The unit is viewed as “the hub” of what happens with juvenile arrestees. We are in the process of evaluating what more we can do with the Juvenile Unit, law enforcement, and community partners towards prevention of juvenile crime. For example, we know that kids who stay in

school are less likely to commit crimes and go to prison. Truancy efforts give us both a short and long term crime prevention benefits. Kids who are in school are not committing crimes, and less likely to become career criminals. We will also work with Hennepin County to establish more neighborhood programming for lower and medium offenders.

**Increased Attrition:** The department expects to see increased attrition due to large hiring twenty five years ago under the then new state pension plan. As a result, at a time when we are likely trying to add officers, we'll also be trying to replace officers retiring. Our goals of hiring quality officers and officers of diversity will require intensive recruitment and expense. The attrition will provide both challenge and opportunity to make rapid change and bring a needed influx of youth and movement (career opportunities) within the department.

**Technology Management:** The Downtown Safe Zone has highly publicized its use of cameras. They help prevent and solve crime. The demand for replicating these efforts is great in every neighborhood throughout the city, and we hope to develop a in the next couple years with city and community partners to supply recommended guidelines for purchase and management of the cameras. The purchase, maintenance and management also have budget implications for the department.

**Increasing Presence and Visibility:** Increasing visibility and presence does require more officers in many areas. However, it also involves changing patrolling strategies to keep officers in certain areas longer using more beats and smaller beats. This is not about “smoke and mirrors.” We can also make them more visible using substations, bike patrol, motorcycle patrol, horse patrol, highly visible jackets, etc.

Increasing beats versus staffing more patrol is a risk. 911 response depends heavily on patrol response. Successful beats ideally will reduce emergency 911 calls to high density or higher crime areas. Staffing beats versus 911 response is delicate balance.

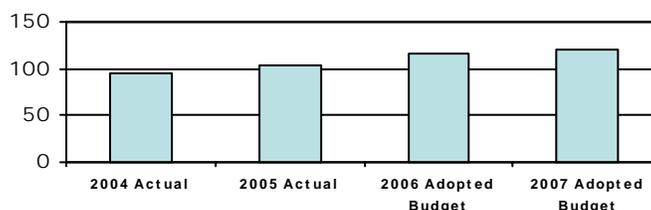
## FINANCIAL ANALYSIS

### EXPENDITURE

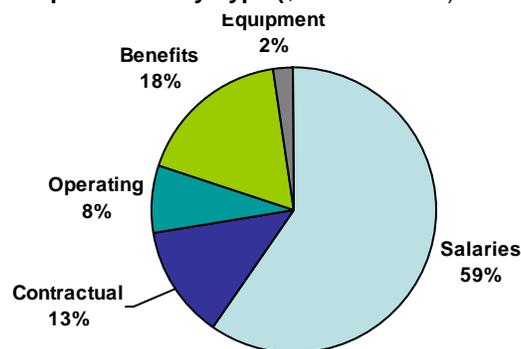
The Police budget is about \$120 million, a 3.6% increase over the 2006 Adopted Budget. Personnel expenses make up 77.4% of the total budget. There is a 4.2% increase in personnel expenses from 2006. Most of the increase is attributable to personnel costs including 43 positions added to the department. In order to stay within the anticipated growth, the current service level was reduced by \$2.2 million.

Non-personnel expenses make up 22.6% of the total budget. Expenses for self-insurance, parking, building rent, fleet rent/repair, phones, and radio communications are paid to the City's internal service funds and make up the majority of non-personnel expense. The remainder of the expenses covers uniform allowance, translator fees, training, supplies, and jail fees.

**Expenditures 2004-2007  
(\$119.7 million)**



**Expenditures by Type (\$119.7 million)**



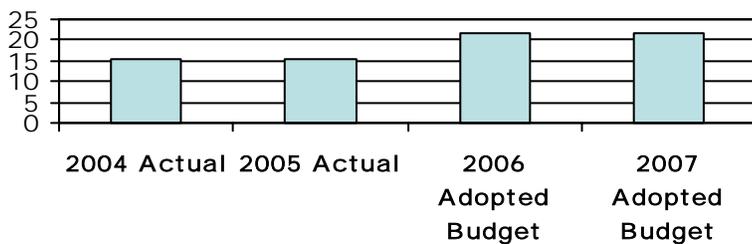
The Department's current service level in 2006 was 1045 FTE, 13 FTE less than the 1058 FTE adopted by 2006 budget. 16 water-funded positions went away when Water Division of Public Works Department decided not to use City Police for security, one Janitor position was moved to Public Works Property Services, and four grant positions were added in 2006.

**REVENUE**

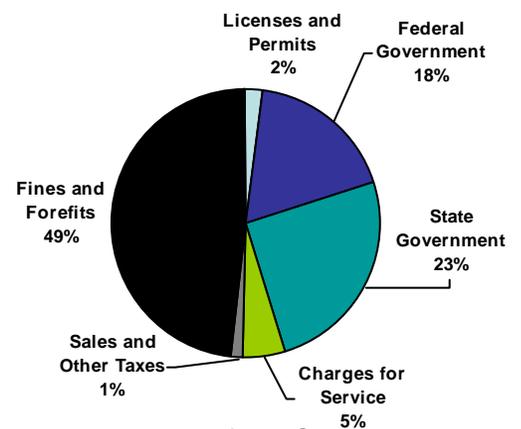
The Police Department's General Fund revenue for 2007 is about \$14.6 million, a 2.1% decrease than the prior year. It represents 66.6% of the Department's total revenue. Fine revenue is the largest revenue source for the Department. The revenue estimate for fines and forfeitures for 2007 is approximately \$10 million. The second largest revenue sources for the Department are federal and state government aid. The Department's General Fund revenue budget receives about \$4.4 million in state aid to offset PERA pension costs. The Police Department has also received \$3.9 million in federal grants from the Department of Justice. These current grants are for equipment, overtime, and technology enhancements.

The Police Department's Special Revenue Fund revenue makes up 33.4% of the total revenue budget. It accounts for forfeitures, gambling tax, the automated pawn system, and reimbursable services such as the Detox van and Public Housing patrol services.

**Revenues 2004-2007  
(In millions)**



**Revenue by Type (\$21.9 m)**



**FUND ALLOCATION**

The majority (94%) of the Police Department's expenditure budget comes out of the General Fund, and others come out of Special Revenue Funds.

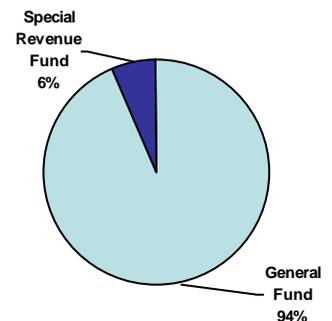
**MAYOR'S RECOMMENDED BUDGET**

An additional 43 police officers were added to the department with the Mayor's recommendation (\$3.4 million). This increased the department's staffing level to the same level of police officers as in 2002 and included additional funding (\$60,000) for conversion of an existing position into a civilian administrator.

The Mayor's recommendation allowed the department's budget to grow by an additional \$250,000 to fund fuel increases.

One-time funding for the department's technology road map (\$1 million) was included in the Mayor's recommended capital budget for the department.

**Expenditures by Fund (\$119.687 m)**



**COUNCIL ADOPTED BUDGET**

The Council added the following clarifications regarding the Police department finance officer. The position will:

- Be responsible for all financial and administrative operations for the department,
- Provide direction and management of the department's support services, including budget development, financial management, accounting and reporting, human resources, information systems, technology planning, business planning, management analysis and other operating activities.

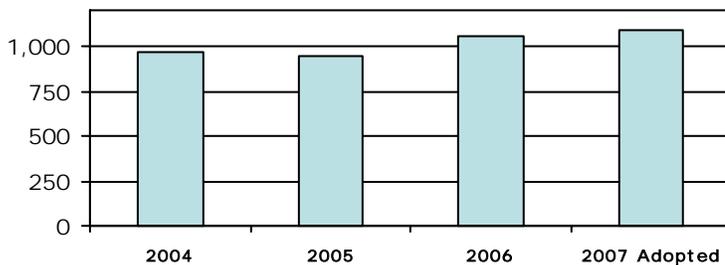
Further, the Council placed the following conditions on the new technology funding:

Before new technology allocations are disbursed, the MPD must first create a long-term technology plan for the department, including assessment of proposed technologies' impact on performance measures as outlined in the department's business plan. This plan should be presented to the Public Safety & Regulatory Services and Ways and Means committees of the Council for approval before the funds are spent, with a draft presented no later than February of 2007. The technology funds are available to finance this planning.

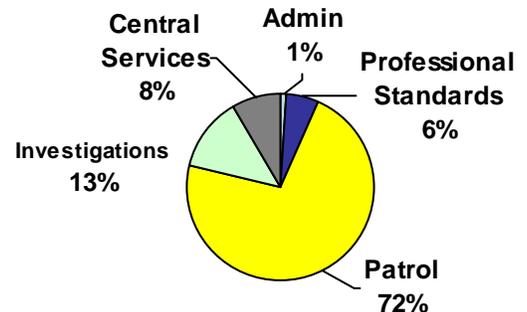
The Council also reduced the department's fuel increase by \$25,000.

<b>POLICE DEPARTMENT</b>						
<b>Staffing Information</b>						
	<b>2004 Adopted Budget</b>	<b>2005 Adopted Budget</b>	<b>2006 Adopted Budget</b>	<b>2007 Adopted Budget</b>	<b>% Change</b>	<b>Change</b>
<b>FTE's by Division</b>						
Administration	14.00	9.00	11.00	11.00	0.00%	-
Traffic Control and Enforcement	-	-	56.00	-	-	-
Office of Professional Standards	-	30.00	52.00	63.00	21.15%	11.00
Patrol Services Bureau	-	672.00	700.00	780.00	11.43%	80.00
Investigations Bureau	-	149.00	150.00	143.00	-4.67%	(7.00)
Central Services Bureau	132.05	82.00	89.00	91.00	2.25%	2.00
North Field Services Bureau	397.00	-	-	-	-	-
South Field Services Bureau	375.50	-	-	-	-	-
Police Licensing & Support Services	47.50	-	-	-	-	-
<b>Total FTE's</b>	<b>966.05</b>	<b>942.00</b>	<b>1,058.00</b>	<b>1,088.00</b>	<b>2.84%</b>	<b>30.00</b>

**Staffing Summary 2004-2007**



**Staffing by Division**



**POLICE  
EXPENDITURE AND REVENUE INFORMATION**

	2004	2005	2006	2007	Percent	Change
	Actual	Actual	Adopted Budget	Adopted Budget	Change	
<b>Total Expenditure - All Funds</b>	94,958,060	102,852,396	115,501,292	119,687,375	3.6%	4,186,083
<b>Total Revenues - All Funds</b>	15,323,250	15,275,563	21,497,433	21,855,454	1.7%	358,021
<b>General Fund - City</b>						
Salaries and Wages	57,580,060	60,080,171	66,500,182	68,765,627	3.4%	2,265,445
Contractual Services	9,009,346	12,844,197	13,382,980	14,195,794	6.1%	812,814
Operating Costs	6,264,664	7,048,620	7,463,523	7,847,332	5.1%	383,809
Fringe Benefits	14,684,454	15,917,957	19,103,144	21,001,732	9.9%	1,898,588
Equipment	65,193	86,063	1,075,928	285,584	-73.5%	-790,344
<b>Total Expenditure</b>	<b>87,603,717</b>	<b>95,977,007</b>	<b>107,525,757</b>	<b>112,096,069</b>	<b>4.3%</b>	<b>4,570,312</b>
Licenses and Permits	350	360	1,000	400	-60.0%	-600
State Government	5,016,126	5,079,174	4,450,000	4,380,000	-1.6%	-70,000
Charges for Service	245,764	273,600	163,300	167,470	2.6%	4,170
Charges for Sales	-10,302	-16,227			0.0%	0
Fines and Forfeits	3,706,302	4,087,650	10,251,377	10,003,877	-2.4%	-247,500
Interest	197	180		173	0.0%	173
Other Misc Revenues	5,793	3,342	1,600	3,340	108.8%	1,740
<b>Total Revenues</b>	<b>8,964,230</b>	<b>9,428,079</b>	<b>14,867,277</b>	<b>14,555,260</b>	<b>-2.1%</b>	<b>-312,017</b>
<b>Special Revenue Funds</b>						
Salaries and Wages	2,857,971	2,554,303	1,482,305	2,225,620	50.1%	743,315
Contractual Services	1,999,097	1,736,061	770,141	1,374,823	78.5%	604,682
Operating Costs	651,601	624,151	640,174	1,228,851	92.0%	588,677
Fringe Benefits	409,383	438,297	340,177	433,524	27.4%	93,347
Equipment	298,163	560,883	3,472,876	2,328,488	-33.0%	-1,144,388
<b>Total Expenditure</b>	<b>6,216,214</b>	<b>5,913,695</b>	<b>6,705,673</b>	<b>7,591,306</b>	<b>13.2%</b>	<b>885,633</b>
Sales and Other Taxes	254,022	206,453	318,380	279,211	-12.3%	-39,169
Licenses and Permits	400,612	445,918	466,049	485,717	4.2%	19,668
Federal Government	3,608,507	3,220,959	3,585,123	3,910,814	9.1%	325,691
State Government	83,672	115,045	621,385	1,015,486	63.4%	394,101
Local Government	16,668				0.0%	0
Charges for Service	846,350	900,816	906,819	927,024	2.2%	20,205
Charges for Sales	810	3,873		0	0.0%	0
Fines and Forfeits	524,921	454,440	347,067	451,550	30.1%	104,483
Interest	10,241	6,912		0	0.0%	0
Contributions	86,580	89,267	110,744	230,392	108.0%	119,648
Other Misc Revenues	2,141	4,347	274,589	0	-100.0%	-274,589
Operating Transfers In	524,495	399,454			0.0%	0
<b>Total Revenues</b>	<b>6,359,020</b>	<b>5,847,484</b>	<b>6,630,156</b>	<b>7,300,194</b>	<b>10.1%</b>	<b>670,038</b>
<b>Enterprise Funds</b>						
Salaries and Wages	924,324	584,309	991,235		-100.0%	-991,235
Contractual Services	358	230,167			0.0%	0
Fringe Benefits	213,447	147,219	278,627		-100.0%	-278,627
<b>Total Expenditure</b>	<b>1,138,129</b>	<b>961,694</b>	<b>1,269,862</b>		<b>-100.0%</b>	<b>-1,269,862</b>