

# POLICE

## MISSION

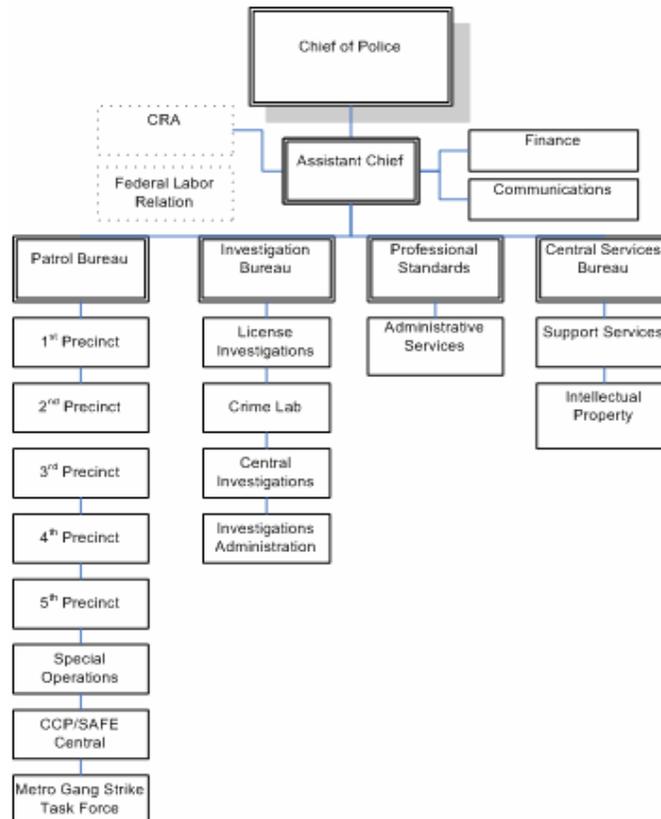
To prevent crime and improve community satisfaction.

## BUSINESS LINES\*

- **Patrol Bureau**
  - *Precincts*: patrol (911 response, directed patrol), investigations, community response teams, SAFE/crime prevention specialists.
  - *Special operations division*: patrol (STOP – strategic operations), traffic, SWAT, K9, public housing, traffic control agents, bomb/arson, police reserves (volunteers), homeland security, special events and ISAC (Intelligence Sharing and Analysis Center).
  - *SAFE Central*: crime prevention management, McGruff houses, National Night Out, graphics and support.
- **Investigations Bureau**
  - *Criminal investigations bureau*: homicide, organized crime, juvenile, robbery, assault/VCAT, sex crimes, license and forgery fraud, narcotics/weapons, family violence (domestic assault, child abuse).
  - *Crime lab*: field operations, firearms/toolmark, forensic garage, photo lab, MAFIN
  - *Support services division*: criminal history, records, property and evidence, transcription
- **Professional Standards Bureau**
  - *Training*: pre-service, in-service
  - *Internal affairs*
  - *Audit*: quality assurance
  - *Mediation compliance*
  - *Administrative services division*: research/policy, business technology and support

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

## ORGANIZATION CHART



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

City Goals & Strategies	Department Goal	Objective	Measure
<b>Crime Prevention</b>			
<p><b>A safe place to call home:</b> A. Guns, gangs, graffiti B. Crime reduction C. Lifecycle housing</p> <p><b>One Minneapolis:</b> C. Equitable City services</p> <p><b>Lifelong learning:</b> E. Education: stronger partnerships</p> <p><b>Connected communities:</b> B. Walkable, bikable, swimmable</p> <p><b>A premier destination:</b> B. Reposition &amp; grow businesses C. Cleaner, greener, safer downtown E. Leverage our entertainment edge</p>	Prevent and reduce all crime	Prevent loitering and street crime in high crime or high density areas	<ul style="list-style-type: none"> <li>• Incident rates</li> <li>• Part 2 crime arrests</li> <li>• Police beats – details and hours</li> <li>• Number of monitored cameras</li> <li>• Number of ShotSpotter sites</li> </ul>
		Serious and violent crime offenders will be arrested and charged	<ul style="list-style-type: none"> <li>• Part 1 arrests</li> <li>• Gun seizures</li> <li>• Felony charging rates</li> <li>• Federal charging rates</li> </ul>
		Increase cooperative strategies	<ul style="list-style-type: none"> <li>• Risk Management (internal assessments)</li> <li>• Number of neighborhood policing plans</li> <li>• Number of block clubs</li> <li>• Number and quality of interagency, community and business partnerships</li> </ul>
		Perpetrators of livability crimes will be successfully prosecuted	<ul style="list-style-type: none"> <li>• Increase conviction rate on livability crimes cases to 65%</li> <li>• Percentage of cases where a conviction or revocation of sentence is obtained.</li> </ul>
<b>Community Relations</b>			
<p><b>A safe place to call home:</b> A. Guns, gangs, graffiti gone B. Crime reduction C. Lifecycle housing</p> <p><b>One Minneapolis:</b> C. Equitable City services</p> <p><b>Lifelong learning:</b> B. Economic engine E. Education: stronger partnerships</p> <p><b>Connected communities:</b> B. Walkable, bikable, swimmable C. Development services E. Streets &amp; avenues</p>	Increase community satisfaction	Manage expectations regarding deployment, response times and calls for service	<ul style="list-style-type: none"> <li>• Calls for service by priority</li> <li>• Response times by priority</li> <li>• Staffing deployment</li> </ul>
		Increase community satisfaction	<ul style="list-style-type: none"> <li>• Number of complaints</li> <li>• Resolution stats on complaint</li> <li>• Citizen satisfaction survey</li> <li>• Diversity in hiring</li> </ul>
		Proceed with federal mediation agreement	<ul style="list-style-type: none"> <li>• Number of action items completed</li> <li>• Bi-annual reports to Council</li> </ul>
		Continue coordination with Civilian Review Authority (CRA)	<ul style="list-style-type: none"> <li>• Monthly updates with CRA, PACC</li> <li>• Progress toward 100%</li> <li>• Agreement on CRA cases</li> </ul>

City Goals & Strategies	Department Goal	Objective	Measure
<p><b>A safe place to call home:</b>  A. Guns, gangs, graffiti gone  B. Crime reduction  C. Lifecycle housing  D. Make healthy choices</p> <p><b>One Minneapolis:</b>  A. Close race &amp; class gaps  B. Middle class: keep it, grow it  C. Equitable City services</p> <p><b>Lifelong learning:</b>  B. Economic engine  C. Skills for all 21-year-olds</p> <p><b>Connected communities:</b>  A. Integrated multimodal transportation  B. Walkable, bikable, swimmable  C. Development services  D. Northstar, Central Corridor, SW Corridor  E. Streets &amp; Avenues</p> <p><b>Enriched environment:</b>  C. Arts  D. Upper Mississippi</p> <p><b>A premier destination:</b>  A. Retain &amp; grow businesses  C. Cleaner, greener, safer downtown</p>	Assist the City in minimizing its financial exposure to claims and lawsuits	Aggressively defend claims and lawsuits that result from the City's risk generating activities	<ul style="list-style-type: none"> <li>Liability payouts resulting from certain of the City's risk generating activities.</li> <li>Number of adverse matters opened each year.</li> <li>Number of adverse matters closed each year.</li> </ul>
	Provide high quality legal services to the City's elected officials, its departments, independent boards and commissions, and staff	Identify risk generating activities and assist departments in finding solutions	<ul style="list-style-type: none"> <li>100% sworn personnel trained.</li> <li>All training requests for new supervisors/employees from HR are completed.</li> </ul>
	Increase employee satisfaction	<ul style="list-style-type: none"> <li>Number of employees responding to City Employee survey</li> <li>Develop strategies on recommendations from employee survey work team</li> </ul>	
	Maintain professionalism of the department	<ul style="list-style-type: none"> <li>Evaluations of In-Service Training</li> <li>Early Warning System</li> <li>Conduct annual performance evaluations</li> <li>Evaluations of Leadership Training and Development Programs</li> </ul>	
	Provide opportunities for professional growth	<ul style="list-style-type: none"> <li>Career enrichment opportunities</li> <li>Leadership Education opportunities (FBI, SPI, NW Staff/Command, SMIP, LEADS)</li> <li>Employee satisfaction with performance evaluation process and career opportunities</li> </ul>	

## MEASURES, DATA AND TARGETS TABLE

Measure Name	2004 Data	2005 Data	2006 Data	2007* Data	2008 Target	2011 Target
Part I crimes	24,310	28,318	29,474	7,890	-5%	
Part II crimes	36,457	36,672	40,323	11,422		
Violent crimes	4,820	5,571	6,483	1,600	-5%	
Aggravated assault	2,069	2,471	2,870	743	-5%	
Homicide	54	48	57	18	-5%	
Rape	412	429	475	136	-5%	
Robbery	2,285	2,623	3,081	703	-5%	
Juveniles involved in violent crime arrestees	301	294	282	77	-20%	
Aggravated assault	133	99	116	31	-20%	
Homicide	9	14	0	0	-20%	
Rape	22	20	7	3	-20%	
Robbery	137	161	159	43	-20%	
Juveniles involved in violent crime suspects	1,223	1,723	2,263		-20%	
Guns seized	1,093	1,032	1,458**	207		
Part I & II arrests	27,616	26,224	30,270	8,725	+5%	
Adults	21,395	19,735	22,285	6,661		
Juveniles	6,221	6,489	7,985	2,064		
Response time for priority one calls	8.03	8.51	9.13			
Response time for priority two calls	22.25	25.16	26.12			
Response time for priority three calls	25.57	30.23	31.37			
Externally generated internal affairs complaints	104	127	154		+5%	
Curfew incidents	924	999	1,853	257	+5%	
Curfew arrests	1,673	1,790	3,534	532	+5%	

Source: Minneapolis Uniform Crime Reports (UCR). First Quarter 2007 results

\*\*In 2006 the department participated in a gun turn-in program

### ***What key trends and challenges does the department face and how will each be addressed?***

The Police Department recognizes that there may be challenges to providing outstanding police services to the City over the next five years.

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

#### **Increased demand for police services:**

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

**Managing perceptions of crime:** Often the perception of crime is not reflective of the reality of an area's safety. The MPD will continue to publish actual crime statistics and information that will give

the citizens a true picture. The crime prevention specialists also conduct meetings and are available for questions and discussions on specific real and perceived problems.

**Addressing racial profiling:** The MPD is committed to working with the Police Community Relations Council on issues outlined in the federal mediation agreement. The department also provides diversity training to all officers and immediately addresses issues of race or other charges.

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

**Recruitment of diversified workforce:** The MPD has increased its outreach to recruiting new hires. The department has established a community service officer program – where a new hire joins the department while completing their law enforcement education and skill requirements as part of the job. In 2006, a sergeant assigned to new recruitment jump-started outreach to all communities to encourage potential candidates. In March, 2007, the MPD was at 18% minority for sworn officers and 27% for civilian employees.

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

**Improving community satisfaction with internal (IAU) investigations:** The department's Internal Affairs Unit (IAU) is developing an early warning system to address potential issues before they arise. Throughout the next couple years, IAU will be monitoring cases for timely and thorough investigations. Case dispositions will be reported annually.

### ***What actions will the department take to meet its five-year financial direction?***

The five-year financial direction includes no reduction to the Police Department.

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

- *Fiscal responsibility:* Budget accountability is reviewed weekly by all commanders in conjunction with the director of financial operations. Overtime will continue to be monitored closely and be part of the agenda of the Code for meetings.
- *Seek creative solutions to matching fund requirements:* Frequently grant sources require matching funds; this is a super tool to combine expenses of needed equipment and resources that grants may cover.
- *Continually seek federal and state funding assistance:* The MPD continually seeks out potential funding sources – grants, contract savings, etc. While all employees' cooperative and alert management to funding options, the efforts are coordinated by the department's contract manager.
- *Fine revenue analysis:* The MPD is working with finance and other areas/agencies to determine how best fine revenue is allocated to local jurisdictions. The issue of the City paying Hennepin County jail fees is an ongoing discussion.

## FINANCIAL ANALYSIS

### EXPENDITURE

The Police budget is \$127.5 million, a 6.6% increase over the 2007 budget. Personnel expenses make up 79% of the total budget. There is a 7% increase in personnel expenses from 2007.

Non-personnel expenses make up 20% 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.

Four housing positions, eight grant positions, and one gambling position were eliminated due to reductions the housing contract, grants, and gambling revenue. One janitor position was moved to Public Works, reducing a position and increasing contractual services.

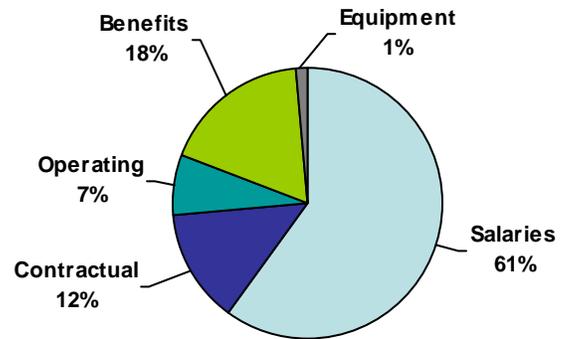
The Police budget in special revenue funds reflects a decrease of 17.1%. The public housing contract reduced funding by 4 positions. Gambling and forfeitures removed 3 positions due to declines in the gambling tax and forfeitures.

The budget for grants was reduced by 3 positions because of lack of funding from Little Earth.

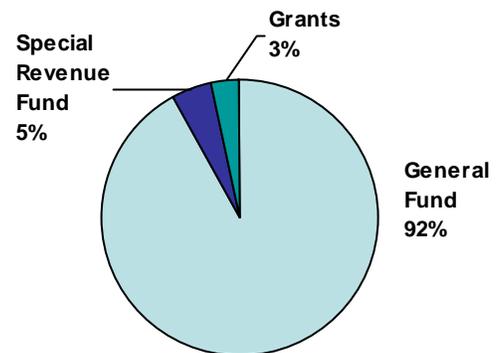
### REVENUE

The department's revenue for 2008 is about \$21.5 million, a 1.7% decrease from the prior year. Fine revenue is the largest revenue source for the department. The revenue estimate for fines and forfeitures for 2008 is \$11.0 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 department has also received \$3.5 million in federal grants from the U.S. Department of Justice. These current grants are for equipment, overtime, and technology enhancements.

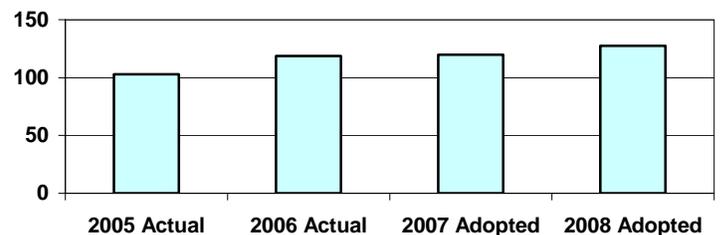
**Expenditures by Type (\$127.5 million)**



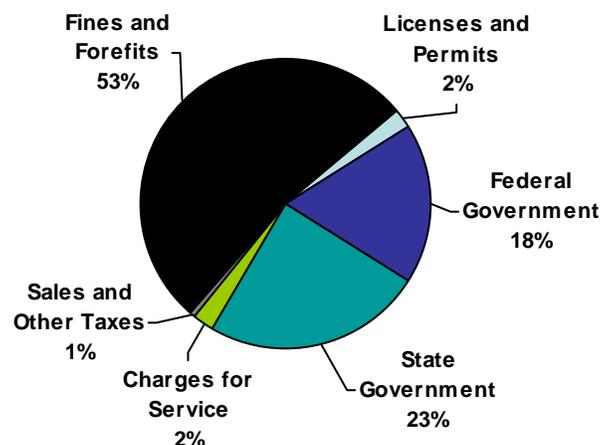
**Expenditures by Fund (\$127.5 million)**



**Expenditures 2005-2008 (in millions)**

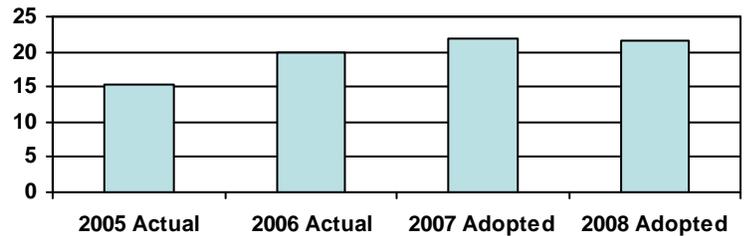


**Revenue by Type (\$21.5 million)**



The department's special revenue fund revenue makes up 28% 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. The fund has declined by 19% due to a reduction as described in the expenditure discussion above.

**Revenues 2005-2008  
(In millions)**



#### FUND ALLOCATION

The majority (95%) of the department's expenditure budget comes out of the general fund, and the rest comes out of special revenue and grant funds.

#### MAYOR'S RECOMMENDED BUDGET

The Mayor made current service level increases to the Police Department budget as follows:

- Additional revenue related to state law which changed the split of fine revenue between the City and Hennepin County. The City will now receive 80% of the collections, instead of 60%. (\$1 million)
- Removal of attrition savings assumption (\$2.5 million). Beginning in 2005, the department used this strategy to handle an ongoing reduction to the budget. (The need for this reduction resulted from the department's current service level budget.) The result of removing this assumption is that as normal attrition occurs, the department will experience increased resource flexibility.

The Mayor recommended an additional \$800,000 in police overtime, \$500,000 of which is funded from the sales tax fund with the remainder funded in the general fund.

Taxi inspections (\$150,000 for two positions) are moved from Police to Regulatory Services.

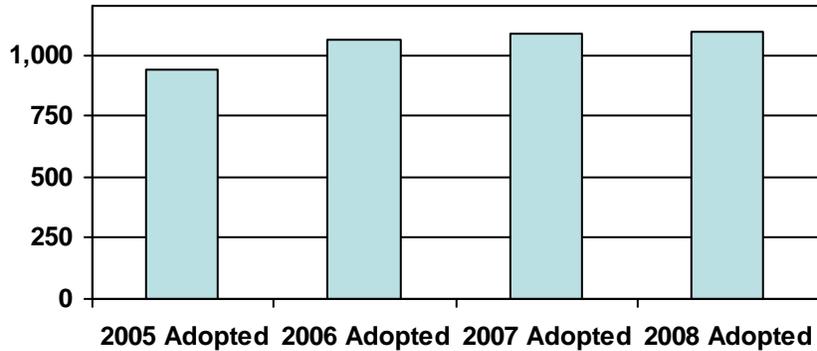
#### COUNCIL ADOPTED BUDGET

The Council adopted the Mayor's recommended budget and directed the Public Works, Finance, and Police departments to return to the Ways & Means/Budget Committee by February 25 with options for funding the City's Graffiti removal, prevention, and enforcement efforts from a source other than solid waste rates.

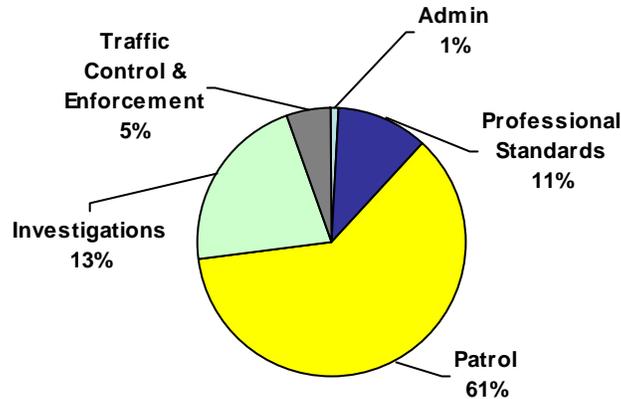
**POLICE**  
**Staffing Information**

	2005 Adopted Budget	2006 Adopted Budget	2007 Adopted Budget	2008 Adopted Budget	% Change	Change
<b>FTE's by Division</b>						
Administration	9.00	11.00	11.00	11.00	0.00%	-
Traffic Control	-	56.00	-	-	0.00%	-
Bureau of Professional Standards	30.00	52.00	63.00	63.00	0.00%	-
Patrol Services Bureau	672.00	700.00	780.00	785.00	0.64%	5.00
Investigations Bureau	149.00	150.00	143.00	143.00	0.00%	-
Central Services Bureau	82.00	89.00	91.00	91.00	0.00%	-
<b>Total FTE's</b>	<b>942.00</b>	<b>1,058.00</b>	<b>1,088.00</b>	<b>1,093.00</b>	<b>0.46%</b>	<b>5.00</b>

**Staffing Summary 2005-2008**



**Staffing by Division**



**POLICE**  
**EXPENDITURE AND REVENUE INFORMATION**

	2005 Actual	2006 Actual	2007 Adopted	2008 Adopted	Percent Change	Change
<b>Total Expenditures - All Funds</b>	102,852,396	118,688,784	119,687,375	127,537,360	6.56%	7,849,985
<b>Total Revenues - All Funds</b>	15,275,563	19,755,850	21,855,454	21,491,797	-1.66%	-363,657
<b>General Fund - City</b>						
Salaries and Wages	60,080,171	68,427,361	68,765,627	74,257,826	7.99%	5,492,199
Contractual Services	12,844,197	16,885,597	14,195,794	15,355,399	8.17%	1,159,605
Operating Costs	7,048,620	8,048,113	7,847,332	8,198,837	4.48%	351,505
Fringe Benefits	15,917,957	19,098,793	21,001,732	23,144,510	10.20%	2,142,778
Equipment	86,063	151,506	285,584	290,967	1.88%	5,383
<b>Total Expenditures</b>	<b>95,977,007</b>	<b>112,611,371</b>	<b>112,096,069</b>	<b>121,247,539</b>	<b>8.16%</b>	<b>9,151,470</b>
Licenses and Permits	360		400	400	0.00%	0
State Government	5,079,174	5,095,190	4,380,000	4,380,000	0.00%	0
Charges for Service	273,600	178,510	167,470	167,470	0.00%	0
Charges for Sales	-16,227	75,017				
Fines and Forfeits	4,087,650	8,270,473	10,003,877	11,003,877	10.00%	1,000,000
Interest	180	770	173	173	0.00%	0
Contributions		75				
Other Misc Revenues	3,342	1,878	3,340	3,340	0.00%	0
<b>Total Revenues</b>	<b>9,428,079</b>	<b>13,621,912</b>	<b>14,555,260</b>	<b>15,555,260</b>	<b>6.87%</b>	<b>1,000,000</b>
<b>Special Revenue Funds</b>						
Salaries and Wages	2,554,303	2,730,485	2,225,620	1,787,695	-19.68%	-437,925
Contractual Services	1,736,061	1,806,892	1,374,823	1,693,244	23.16%	318,421
Operating Costs	624,151	980,461	1,228,851	1,053,177	-14.30%	-175,674
Fringe Benefits	438,297	500,547	433,524	171,871	-60.35%	-261,653
Equipment	560,883	59,028	2,328,488	1,583,834	-31.98%	-744,654
<b>Total Expenditures</b>	<b>5,913,695</b>	<b>6,077,413</b>	<b>7,591,306</b>	<b>6,289,821</b>	<b>-17.14%</b>	<b>-1,301,485</b>
Sales and Other Taxes	206,453	165,775	279,211	121,626	-56.44%	-157,585
Licenses and Permits	445,918	634,333	485,717	492,751	1.45%	7,034
Federal Government	3,220,959	1,665,115	3,910,814	3,783,883	-3.25%	-126,931
State Government	115,045	2,103,862	1,015,486	840,244	-17.26%	-175,242
Charges for Service	900,816	852,844	927,024	359,714	-61.20%	-567,310
Charges for Sales	3,873	3,060	0			
Fines and Forfeits	454,440	511,454	451,550	263,353	-41.68%	-188,197
Special Assessments		17,170				
Interest	6,912	13,992	0			
Contributions	89,267	117,913	230,392	74,966	-67.46%	-155,426
Other Misc Revenues	4,347	3,025	0			
Operating Transfers In	399,454	45,397				
<b>Total Revenues</b>	<b>5,847,484</b>	<b>6,133,938</b>	<b>7,300,194</b>	<b>5,936,537</b>	<b>-18.68%</b>	<b>-1,363,657</b>
<b>Enterprise Funds</b>						
Salaries and Wages	584,309					
Contractual Services	230,167					
Fringe Benefits	147,219					
<b>Total Expenditures</b>	<b>961,694</b>					