

# POLICE

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## **MISSION**

Working with our diverse communities to safeguard the lives and property, to reduce the incidence and fear of crime, and to enhance public safety.

## **SLOGAN**

- TO PROTECT WITH COURAGE
- TO SERVE WITH COMPASSION

## **BUSINESS LINES**

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

### **Patrol Bureau Business Line**

- **Precincts** – Patrol (911 Response, Directed Patrol), Investigations, Community Response Teams (CRT), Mounted Patrol and Crime Prevention Specialists.
- **Special Operations Division** – Emergency Preparedness Unit : Police Activities League (PAL), Special Events; Emergency Services Unit: Bomb/Arson, Crisis Negotiations, SOD Patrol, SWAT; Special Operations Unit: Canine, Public Housing, Traffic Accident Investigations;

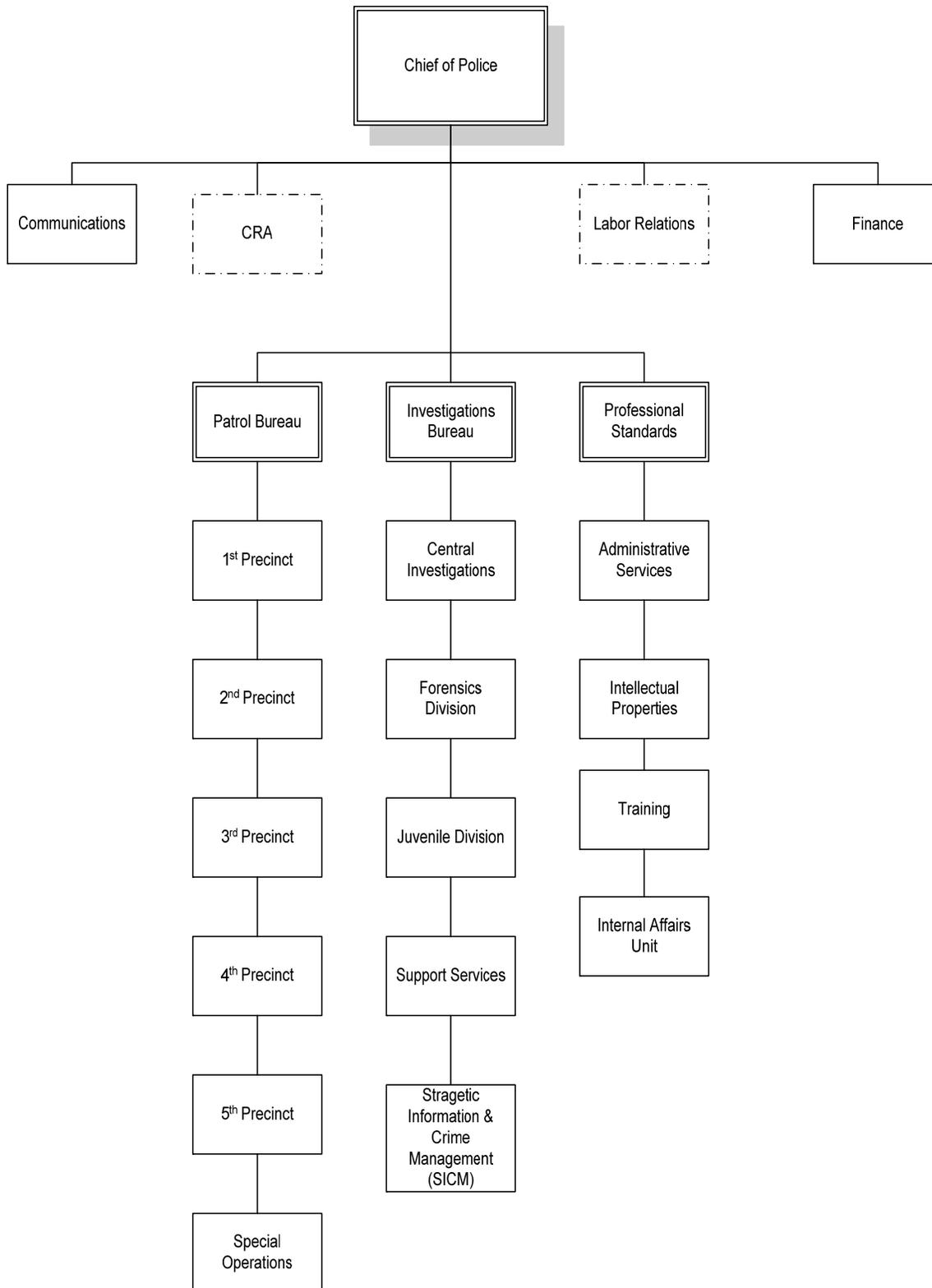
### **Investigations Bureau Business Line**

- **Criminal Investigations Division** – Child Abuse, Domestic Assault, Financial Crimes Unit, Joint Terrorism Task Force (JTTF), Homicide/Violent Criminal Apprehension Team (VCAT)/Auto Theft Prevention (ATP), Robbery/Assault, Sex Crimes/Predatory Offender Registration, and Violent Offender Task Force (VOTF)/VOTF DEA Task Force.
- **Forensics Division** – Crime Lab - Field Operations, Firearms/Toolmark, Forensic Garage, Photo Lab, and MAFIN.
- **Juvenile Division** – Juvenile Investigations and School Resource Officer Program.
- **Support Services** – Criminal History, Property and Evidence, and Transcription.
- **Strategic Information and Crime Management (SICM)** – Crime Analysis, Gang Enforcement Team, I-Care, and Weapons.

### **Professional Standards Bureau**

- **Administrative Services** – Backgrounds Unit, Business Technology and Support, Court Liaison, Fleet, Health & Wellness, Police Stores, and Research & Policy Development.
- **Internal Affairs Unit**
- **Training** – Academy, Community Service Officer (CSO) Program, In-Service, and Pre-Service.

# ORGANIZATION CHART



## RESULTS MINNEAPOLIS CHARTS

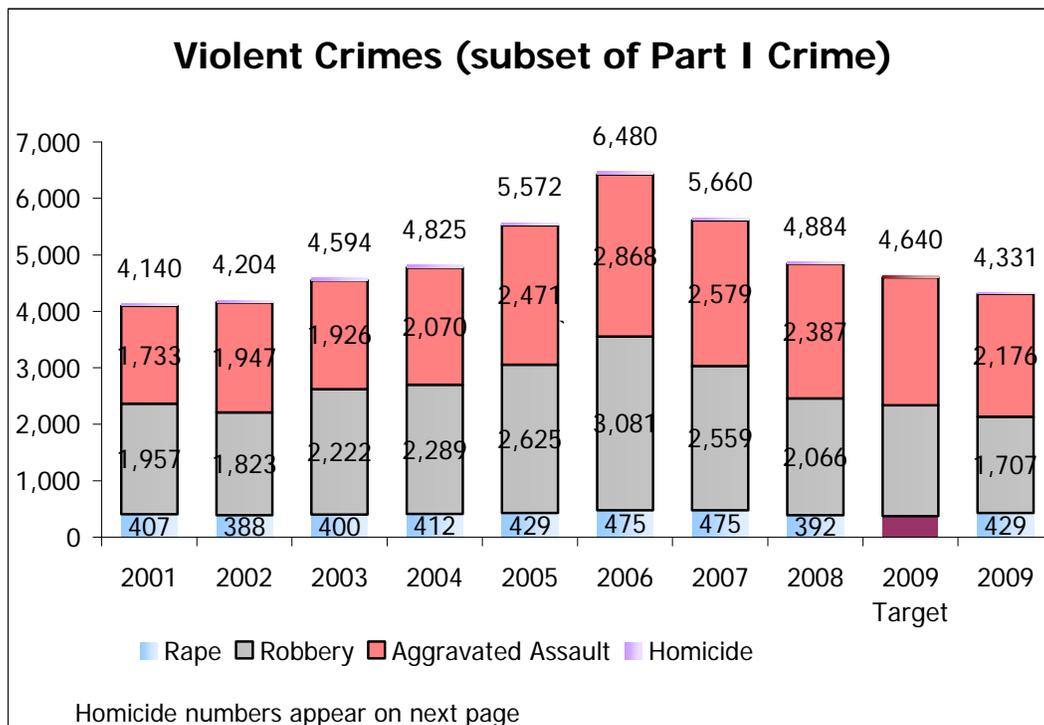
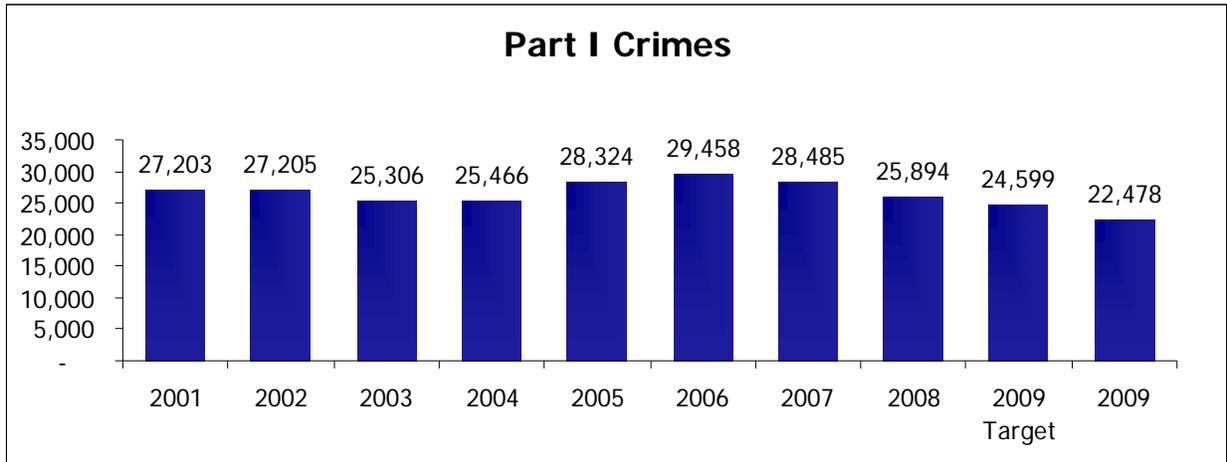
### MEASURES, DATA AND TARGETS TABLE

Measure Name	2007 Data	2008 Data	2009 Data	2010* Data	2011 Target	2014 Target
Part 1 crimes	28,485	25,895	22,478	4,419	-5%	-5%
Part II crimes	38,184	35,135	33,169	6,705	-5%	-5%
Violent Crimes	5,660	4,884	4,331	905	-5%	-5%
Agg. Assault	2,579	2,487	2,176	447	-5%	-5%
Homicide	47	39	19	13	-5%	-5%
Rape	475	392	429	99	-5%	-5%
Robbery	2,559	2,066	1,707	346	-5%	-5%
<b>Juveniles</b> involved in violent crime arrestees	293	281	176	45	-5%	-5%
Agg Assault	116	70	80	20	-5%	-5%
Homicide	10	7	1	3	-5%	-5%
Rape	7	11	3	0	-10%	-10%
Robbery	160	94	92	22	-5%	-5%
<b>Juveniles</b> involved in violent crime suspects	950	771	618	122	-5%	-5%
Guns seized	1,087	1,002	929	196	1,000	1,000
Part 1 & II arrests	30,327	26,141	25,761	5,072	<b>+5%</b>	<b>+5%</b>
Adults	22,323	22,107	25,763	4,043	+5%	+5%
Juveniles	8,004	5,154	4,921	1,029	+5%	+5%
Incidents closed by arrest/complaint	29,936	46,179	44,148	10,094	+5%	+5%
Response time for priority one calls-citywide average	9:49	8:33	8:00	8:00	8:00	8:00
Response time for priority two calls	25:15	22:29	20:44	20:04	21:00	21:00
Response time for priority three calls	33:09	29:05	24:48	23:46	25:00	25:00
Externally generated internal affairs complaints	230	248			-5%	-5%
Curfew incidents	1,487	1,487	1,173	204	+5%	+5%
Curfew arrests	1,903	1,620	1,692	295	+5%	+5%

Source: Minneapolis Uniform Crime Reports (UCR)

- \*First Quarter 2010 results

## RESULTS MINNEAPOLIS CHARTS



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

### **• Maintain decreases in crime.**

Minneapolis Police Department (MPD) has had success in the last three years focusing on violent and Part 1 crimes. According to the FBI's Uniform Crime Reports (UCR), the decrease in violent crimes is one of the best measures of the City's safety. The majority of the MPD's resources are committed to the prevention and deterrence of crime. With a smaller overall Department and fewer administrative resources, this will require more time from line officers and supervisors to be spent on administrative duties, thus decreasing time spent on proactively addressing crime issues. Leveraging limited resources with outside partners has been very effective for the MPD and enhancing these partnerships will be even more critical in 2011.

### **• Managing and organizing a smaller police department.**

Decreases in department funding mean that new officers will not be hired and current officers will not be promoted. It is also possible that there will be additional sworn staffing reductions in 2011. Vacancies in both the sworn and civilian ranks will remain unfilled and some services may not be provided. While there are models for predicting increases in crime based on decreases in police officers, it is unclear what the real impact of these changes will be in the City. Rand Corporation studies have shown that a 10% reduction in sworn staffing can result in a 10% increase in crime which can result in an increase to Minneapolis taxpayers. It will be imperative that the MPD organize its smaller Department to maximize patrol presence. Prioritization of investigative resources will also be critical.

### **• Meeting demands for technology**

Technology brings a whole new set of challenges to MPD. To date the Department has been successful in finding grant funding for Mobile Data Computers and digital squad cameras and other items. These sources, however, cannot be used to pay the ongoing costs of managing and maintaining this technology. Further, implementation of digital squad cameras has been hindered by complications with infrastructure needs to support an ever increasing digital video database. Although it is imperative that this technology be installed and implemented, the challenges associated with costs and logistics in doing so will remain in 2011 and beyond. In 2011, BIS support costs are expected to increase by 13% in spite of fewer computers due to small number of employees within the MPD. These types of increases are largely out of the control of the MPD.

Although technology and support costs remain high, there is a benefit of technology. The use of cameras in squads specifically has been successfully used to defend lawsuits and provide increased transparency of MPD actions to the community.

## **In what internal/external partnerships is the department currently engaged and/or exploring for the future?**

The Minneapolis Police Department partners with dozens of law enforcement agencies and taskforces, City of Minneapolis departments, community businesses and organizations and neighborhood groups.

Examples of some critical partnerships:

### **Law Enforcement-related**

Minnesota Internet Crimes Against Children (MNICAC)

FBI Cybercrime Taskforce  
Violent Offender Taskforce (VOTF)  
Safe Streets (FBI, BCA, St. Paul Police)  
Firearms Examination and Charging (ATF)  
Juvenile Violent Crime Prevention Initiative (Henn County, District Court, Mpls Public Schools)

### **Community Businesses and Organizations**

Restorative Justice  
Corner House

### **Strategic Information Center**

Mpls Fire, Mpls Emergency Preparedness, U.S. Coast Guard, law enforcement agencies in the region.

### **Neighborhood Groups, Associations and Advocate Organizations**

Neighborhood Problem Property Taskforces  
Downtown Improvement District (DID)  
Safezone

In addition, over 47 businesses and organizations participate in neighborhood groups and associations working to reduce crime, and improve safety and livability conditions in Minneapolis neighborhoods. A few examples:

- Target Corp
- MadDads
- SuperAmerica Corp
- Domestic Abuse Project (DAP)

### **How is the department evaluating programs or services for cost effectiveness?**

When evaluating the cost effectiveness of each program and unit, MPD examines the overall value of the program in terms of the impact each program has on violent crime prevention or reduction first, and then evaluate the cost of the program. The benefits derived from a program sometimes out-weigh the high costs associated with the program. For example, the cost of a homicide, depending on the study, is estimated between \$2 million and \$10 million per incident. The \$2 million represents *direct* costs for investigation, prosecution, and incarceration with the *indirect* costs being associated with rises in insurance premiums, decreases in property values, etc. A dollar figure cannot be placed on the personal and emotional costs of homicide victims' families. In the case of homicide, solving the crime and seeking justice for the victims and their families outweigh the cost to the department and City to investigate the homicides.

MPD strives to balance crime prevention and crime analysis in order to keep crime stats down and criminals off the street, the need for investigators to investigate cases and be successful in getting criminals charged, and the need for maintaining a qualified, efficient workforce which directly affects the perceived professionalism of our department by elected officials and the community. There is little debate about the need for the patrol function (911 response) to be prioritized over the investigative function and for both of those functions take priority over the professional standards functions.

Sometimes however, MPD is required to provide services for special events held in the City such as the Aquatennial, Juneteenth, Cinco de Mayo, security for dignitary visits, etc. regardless of the cost to the department. There is no cost recovery associated with providing these types

of additional service over and above normal patrol duties. With decreased personnel, it will become more of a challenge to provide these services without incurring increases in overtime, which have an adverse affect on the budget. MPD continually strives to maximize efficiency throughout the organizational structure.

**What actions will the department take to meet the current service level reductions? Please include a description of any revenue proposals. Identify *Results Minneapolis* measures where you anticipate a service level impact based on cuts.**

MPD had been developing strategies to minimally meet a \$1.709 million CSL cut in 2011. In preparing the budget, it was determined based upon projections for increases in several areas in 2011, that MPD would be faced with a 2011 reduction of \$5.7 million to achieve a long-term balanced budget. The unexpected increases are largely due to the following:

**Actual staffing higher than authorized/budgeted:**

- Proportion of personnel/non personnel budget dollars not reflective of staffing levels

**Expense in excess of revenue for separate policing agreements:**

- School liaison & MPHA agreement \$820,000

**13% increase in BIS costs which equals \$653,000:**

- This in spite of reduction of 38 computers in 2011 due to 2010 staffing reductions.
- \$85,000 of this increase is for ongoing technology support for the new *strategic information center* that is not covered by grants.

**10% increase in Property Services rent which equals \$266,000:**

- This increase may be offset by planned decrease costs which will be realized in rented space due to VOTF and Ballistics moves which could exceed \$100,000 in savings annually.

**15% Self-insurance fund rate increase which equals \$880,000.**

**Contingency funding (set to expire in 2011) which equals \$1.5 million**

**As a result, the MPD's plan for achieving this \$5.7 million reduction includes the following strategies:**

- \$1 million potential in reductions of personnel due to incentive (10 sworn est.).
- \$200,000 in potential further reductions in fleet costs due to fewer personnel.
- \$2.8 million in personnel reductions (sworn layoffs and other attrition of up to 31 FTE's )
- Use of unspent contingency, this is currently estimated at \$800,000 of the \$1.5 million appropriated in 2010 could offset some of the above layoffs.

In early budget preparation for 2011, layoffs were a possibility. The Adopted budget reduces the chances of layoff by appropriating \$500,000 in one time dollars to allow attrition without layoffs.

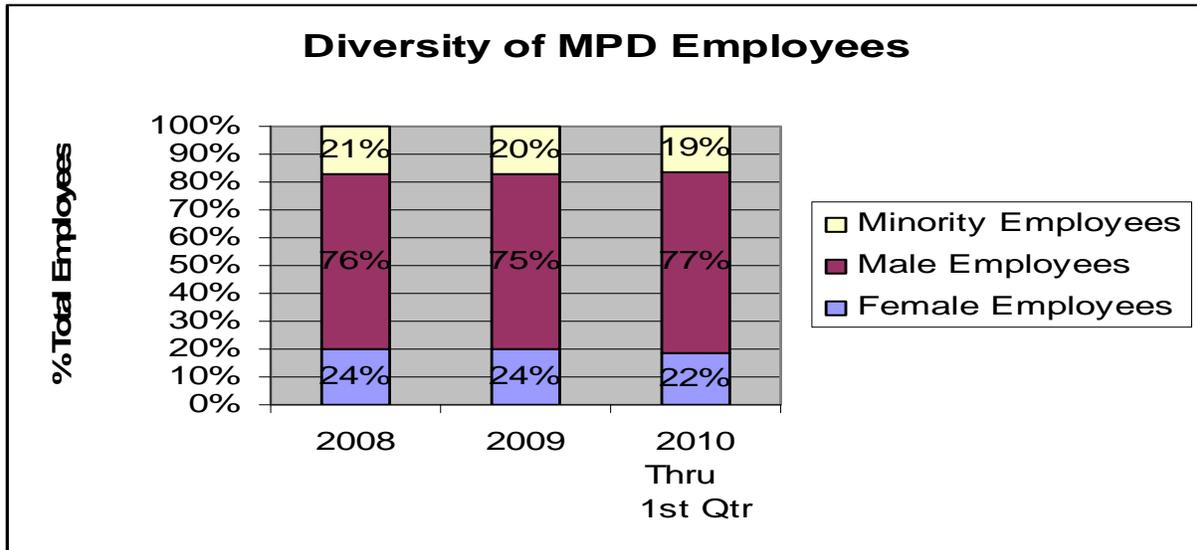
**Arrests**

Arrests are a measure of police activity and represent a positive outcome for a crime that has been committed. Decreases in officers on the street will mean that fewer arrests will be made. It

is difficult to estimate the changes in crime in relation to a percentage of staffing cuts. A Rand Corporation report estimates that for every 10% reduction in a police force, there is a corresponding increase in crime varying from 0-10% depending upon the offense as well as a decrease in the number of arrests made.

**Diversity of Workforce**

Over the past few years, the MPD has made significant progress with increasing diversity in the workforce. The loss of sworn FTE's will result in decreased diversity in the MPD.



**Retirement Incentive:**

The MPD has 52 sworn who are currently eligible or will become eligible to retire in 2010. In 2011, the MPD will have an additional 11 sworn employees eligible to retire. Due to the poor economy, people are postponing retirement. If eligible employees take advantage of the retirement incentive, the increased attrition would result in additional savings in employee salaries and benefit costs, as well as creating opportunities for advancement for other sworn and for potential increased diversity throughout the sworn ranks.

**2011 Revenue:**

In 2010, City Council allocated \$250,000 in one-time funding to replace MPD's current electronic ticket writing system. The MPD is purchasing this new software which, when operational, will allow for greater tracking of citations through the system. Ultimately, this should increase fine revenue realized from citations.

## **FINANCIAL ANALYSIS**

### **EXPENDITURE**

The Police budget is \$136 million, a 2.1% increase over 2010. Personnel expenses make up about 78% of the total budget. For 2011, to more accurately reflect actual spending, the department moved non personnel dollars into personnel to add 16.8 FTE within existing resources. Non-personnel expenses make up about 22% 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.

The Police Federal Grant Budget is \$4,002,906 which includes 13 officers funded by the COPS Hiring Grant. The Grants-Other Budget for the Police is \$791,811. The Federal Grants & Grants-other make up 3.5% of the Police Budget. These grant funds are for personnel including overtime, equipment, training, contractual services, operating costs etc.

### **REVENUE**

The department's revenue for 2011 is about \$17.4 million, a 1.6% decrease from the prior year. Federal and state government aid is the largest source of department revenue. The general fund revenue budget receives about \$4.4 million in state aid to offset PERA pension costs.

The Revenue Budget in the MPD Federal Grants is \$4.48 million which includes City Attorney's expenses in 2 Federal Grants.

The department's police special revenue fund's revenue makes up about 1.6% of the total revenue budget. It accounts for forfeitures, lawful gambling tax, the Automated Pawn System, Workforce Director, and reimbursable services such as the detox van, bomb sweeps at sporting events and police overtime for snow emergencies. Public housing patrol services and school liaison, which had been part of the special revenue fund, are reflected in the general fund.

### **FUND ALLOCATION**

The majority (94%) of the department's expenditure budget comes from the general fund, and the rest comes out of the police special revenue fund, state, federal and other grants.

### **MAYOR'S RECOMMENDED BUDGET**

The Mayor recommended a reduction to growth of \$1.025M for this department, which will be partially offset by health care savings for the department. The recommendation also included a reduction of 24 sworn FTE, to 862 sworn FTE, to be accomplished by the end of the 2011. The Mayor also recommended a one-time appropriation increase of \$500,000 to allow the department to reduce personnel through attrition. In addition, the department was directed to reduce non-personnel expenses by \$1M to meet long-term financial projections.

Based on actual receipts, the City's entertainment tax revenues have increased by \$300,000 from previous estimates. The department's base budget was increased to reflect this change. Entertainment tax resources are transferred into the general fund for activities related to Citywide entertainment events. As the largest general fund department, most of these resources support the Police department.

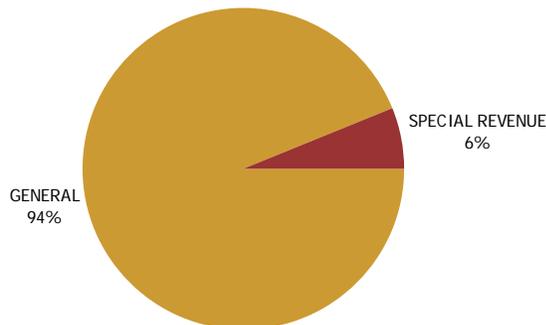
## COUNCIL ADOPTED BUDGET

Council adopted the Mayor's recommendations.

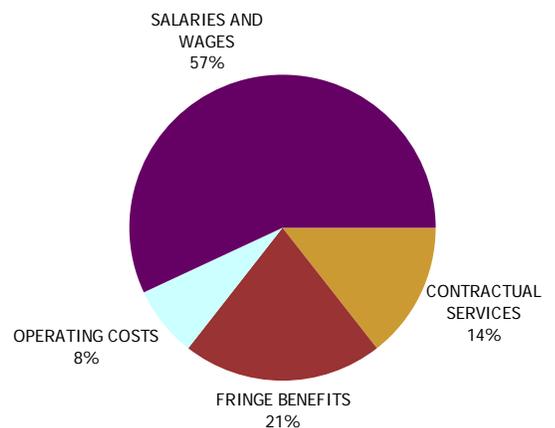
### POLICE EXPENSE AND REVENUE INFORMATION

EXPENSE	2008 Actual	2009 Actual	2010 Revised Budget	2011 Council Adopted	Percent Change	Change
<b>AGENCY</b>						
OPERATING COSTS	(55,468)	(381,894)			0.0%	0
<b>TOTAL AGENCY</b>	<b>(55,468)</b>	<b>(381,894)</b>				<b>0</b>
<b>GENERAL</b>						
SALARIES AND WAGES	73,759,618	74,920,285	72,772,108	73,596,342	1.1%	824,234
FRINGE BENEFITS	23,000,289	25,885,471	25,389,767	27,670,581	9.0%	2,280,814
CONTRACTUAL SERVICES	17,168,337	17,631,456	16,355,567	17,451,031	6.7%	1,095,464
OPERATING COSTS	8,737,559	8,323,097	8,894,448	9,181,460	3.2%	287,012
CAPITAL	67,785	131,942	457,548	100,585	-78.0%	(356,963)
<b>TOTAL GENERAL</b>	<b>122,733,588</b>	<b>126,892,251</b>	<b>123,869,438</b>	<b>128,000,000</b>	<b>3.3%</b>	<b>4,130,562</b>
<b>SPECIAL REVENUE</b>						
SALARIES AND WAGES	8,176,164	5,576,257	5,244,935	4,011,035	-23.5%	(1,233,900)
FRINGE BENEFITS	1,317,131	1,600,403	1,546,234	1,002,738	-35.1%	(543,496)
CONTRACTUAL SERVICES	1,474,111	1,963,243	1,461,132	2,114,159	44.7%	653,027
OPERATING COSTS	547,196	1,325,109	1,441,851	1,213,539	-15.8%	(228,312)
CAPITAL	365,388	130,368	(0)		-100%	0
<b>TOTAL SPECIAL REVENUE</b>	<b>11,879,990</b>	<b>10,595,380</b>	<b>9,694,151</b>	<b>8,341,470</b>	<b>-14.0%</b>	<b>(1,352,681)</b>
<b>TOTAL EXPENSE</b>	<b>134,558,110</b>	<b>137,105,737</b>	<b>133,563,589</b>	<b>136,341,470</b>	<b>2.1%</b>	<b>2,777,881</b>

Expense by Fund

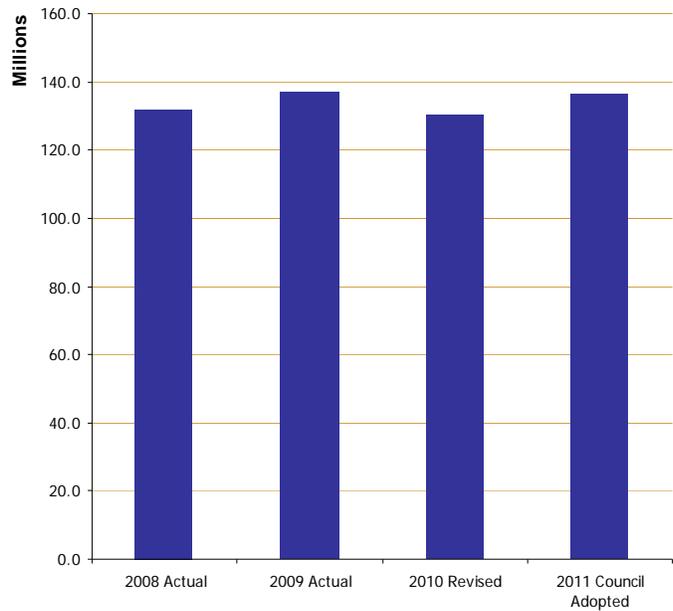
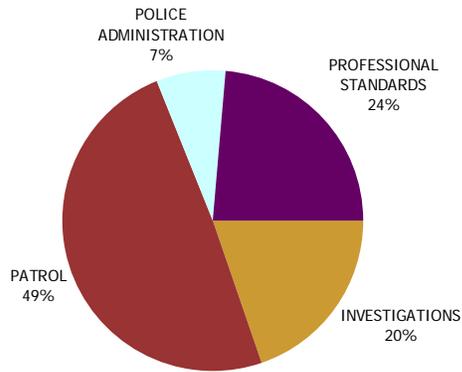


Expense by Category



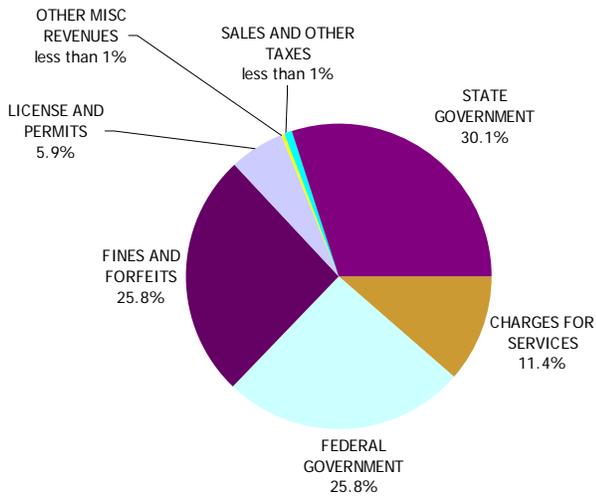
Expense by Division

Expense 2008 - 2011

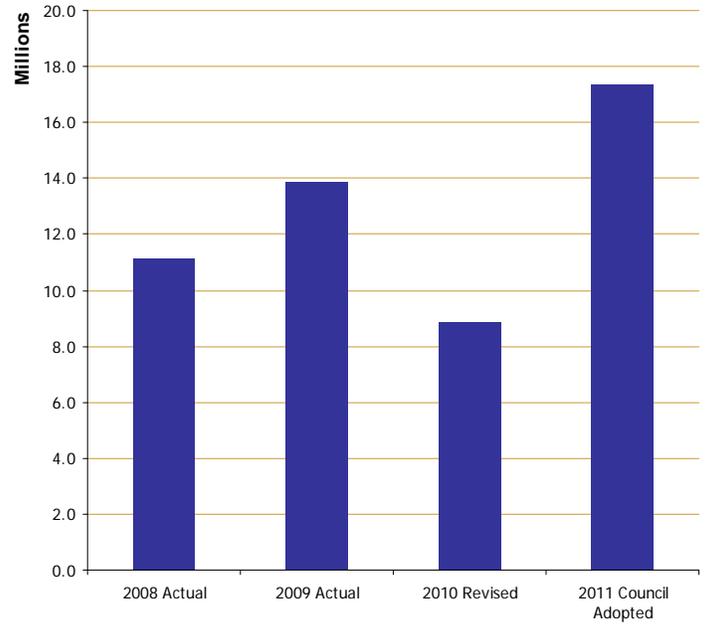


REVENUE	2008 Actual	2009 Actual	2010 Revised Budget	2011 Council Adopted	Percent Change	Change
<b>AGENCY</b>						
GAINS	1,063	1,611			0.0%	0
LONG TERM LIABILITIES PROCEEDS	(1,063)	(1,611)			0.0%	0
<b>TOTAL AGENCY</b>					<b>0.0%</b>	<b>0</b>
<b>GENERAL</b>						
SALES AND OTHER TAXES		1,567				
LICENSE AND PERMITS			400		-100.0%	(400)
STATE GOVERNMENT	4,428,440	4,443,294	4,380,000	4,440,000	1.4%	60,000
CHARGES FOR SERVICES	643,810	333,308	167,643	1,690,238	908.2%	1,522,595
CHARGES FOR SALES		2,212				
FINES AND FORFEITS	8,195,359	8,153,561	3,718,877	3,837,000	3.2%	118,123
OTHER MISC REVENUES	2,093	30,596	3,340	3,270	-2.1%	(70)
<b>TOTAL GENERAL</b>	<b>13,269,702</b>	<b>12,964,538</b>	<b>8,270,260</b>	<b>9,970,508</b>	<b>20.6%</b>	<b>1,700,248</b>
<b>SPECIAL REVENUE</b>						
SALES AND OTHER TAXES	147,571	141,806	121,626	140,000	15.1%	18,374
LICENSE AND PERMITS	833,436	973,508	540,626	1,025,000	89.6%	484,374
FEDERAL GOVERNMENT	2,196,931	5,985,533	4,841,454	4,484,632	-7.4%	(356,822)
STATE GOVERNMENT	997,168	1,215,963	1,288,730	791,811	-38.6%	(496,919)
LOCAL GOVERNMENT	55,380	26,233				
CHARGES FOR SERVICES	1,253,707	1,935,619	2,152,629	290,000	-86.5%	(1,862,629)
CHARGES FOR SALES	12,915					
FINES AND FORFEITS	733,029	584,969	416,467	652,000	56.6%	235,533
INTEREST	12,561	7,358				
CONTRIBUTIONS	38,825	45,585				
OTHER MISC REVENUES	590	35,022	40,000	30,000	-25.0%	(10,000)
<b>TOTAL SPECIAL REVENUE</b>	<b>6,282,113</b>	<b>10,951,596</b>	<b>9,401,532</b>	<b>7,413,443</b>	<b>-21.1%</b>	<b>(1,988,089)</b>
<b>TOTAL REVENUE</b>	<b>19,551,815</b>	<b>23,916,134</b>	<b>17,671,792</b>	<b>17,383,951</b>	<b>-1.6%</b>	<b>(287,841)</b>

### Direct Revenue by Type



### Revenue 2008 - 2011



### Staffing Information

Expense	2008 Budget	2009 Budget	2010 Budget	2011 Budget	% Change	Change
INVESTIGATIONS	143.00	217.50	201.00	199.00	-1.0%	(2.00)
PATROL	785.00	734.35	716.70	731.00	2.0%	14.30
POLICE ADMINISTRATION	11.00	13.00	14.00	9.00	-35.7%	(5.00)
PROFESSIONAL STANDARDS	154.00	127.15	67.50	53.00	-21.5%	(14.50)
<b>TOTAL</b>	<b>1,093.00</b>	<b>1,092.00</b>	<b>999.20</b>	<b>992.00</b>	<b>-0.7%</b>	<b>(7.20)</b>

### Positions 2008-2011

