



Police

April 23, 2014

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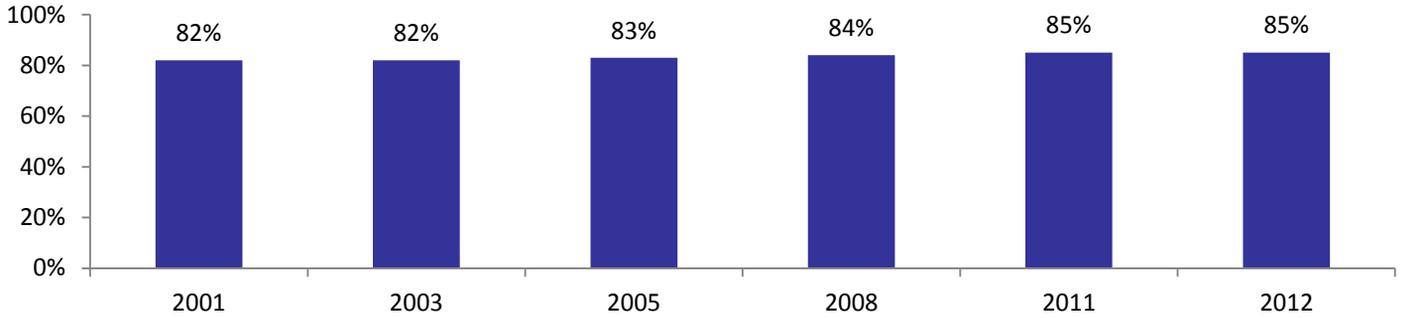
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Department is responsible for this Sustainability Measure and Target. Measures are part of the City's 26 Sustainability Indicators. For more information please visit <http://www.ci.minneapolis.mn.us/sustainability/indicators/index.htm>

# Public Safety

### Citywide Perceptions of Safety



Notes:

1. Percent of Residents who "Agree" or "Strongly Agree" with the statement "My Neighborhood Is a Safe Place to Live"
2. For comparison between survey years, the difference must be four percentage points or higher before they should be considered real changes in population sentiment.

Source: 2012 Minneapolis Resident Survey

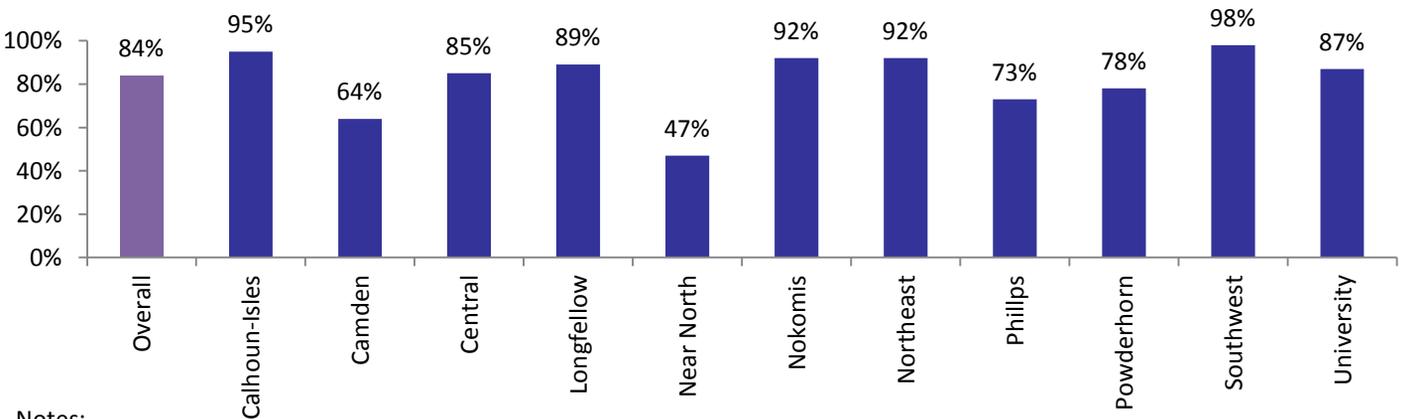
### Why are these measures important?

These measures provide the Minneapolis Police Department (MPD) with a rough guide to the progress being made towards goal one: increasing public safety. Our progress can not be measured solely through monitoring crime and is better when viewed with Minneapolis residents' perception of their neighborhood safety. This measure paired with our work in reducing specific types of crime (violent, property and livability) provide a more complete picture of our progress towards increasing public safety.

### What will it take to make progress?

We will continue to make gains in increasing public safety by reducing crime, being involved in successful community collaboration and communicating these efforts to the broader community. The following measures detail our areas of focus for reducing crime: violent crime, property crime and livability crime. Our summer crime strategy will strive to improve both actual as well as perceived sense of safety by residents through a variety of tactics to include high visibility patrols, foot beats, and increased enforcement in areas where higher levels of violent crime have been occurring.

### Perceptions of Safety, by Community Planning District, 2012



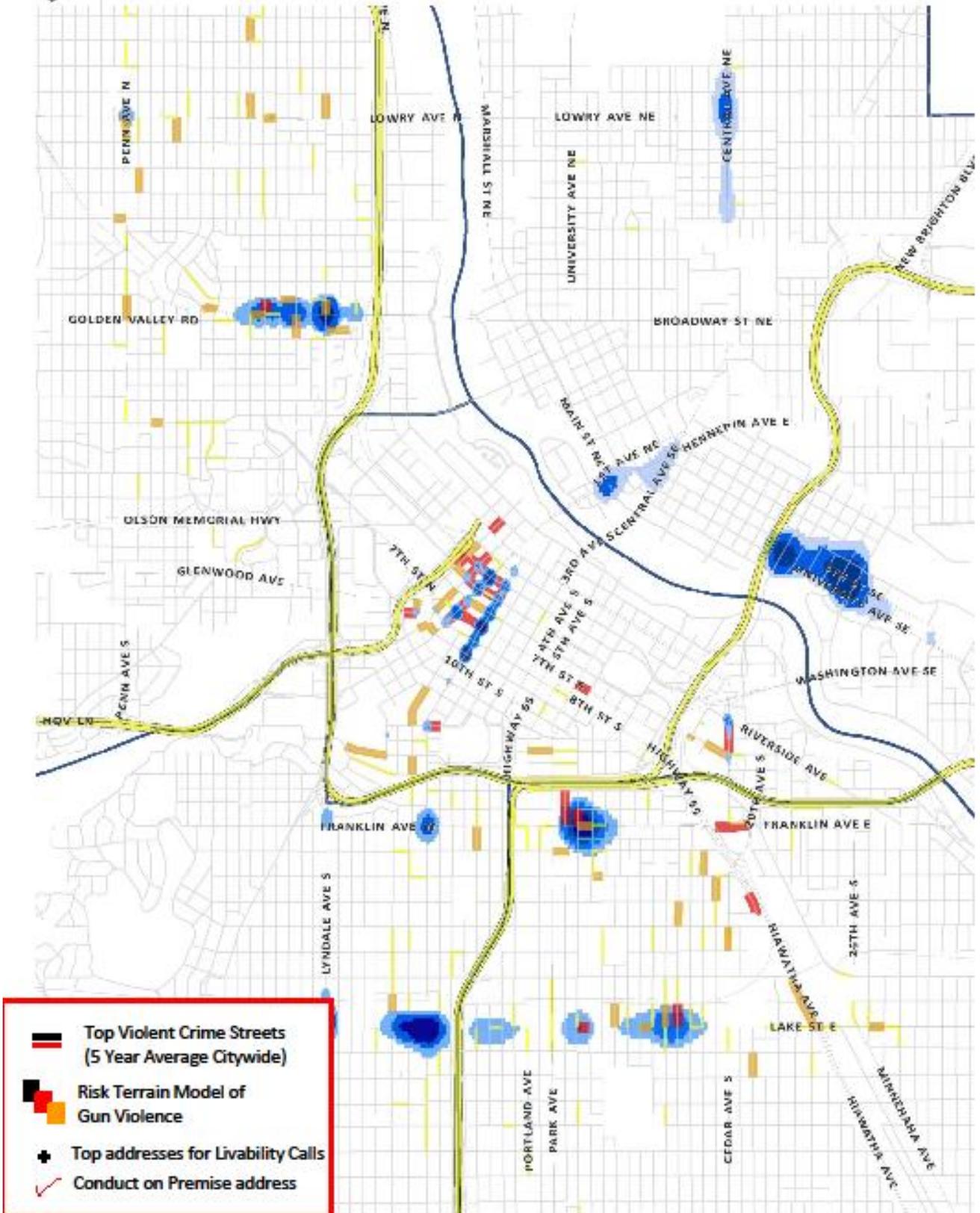
Notes:

1. Percentage of residents who "agree" or "strongly agree" with the statement, "My neighborhood is a safe place to live."
2. Based on sample size, the margin of error for community planning districts is between ±7 and ±10 percent for community planning districts.

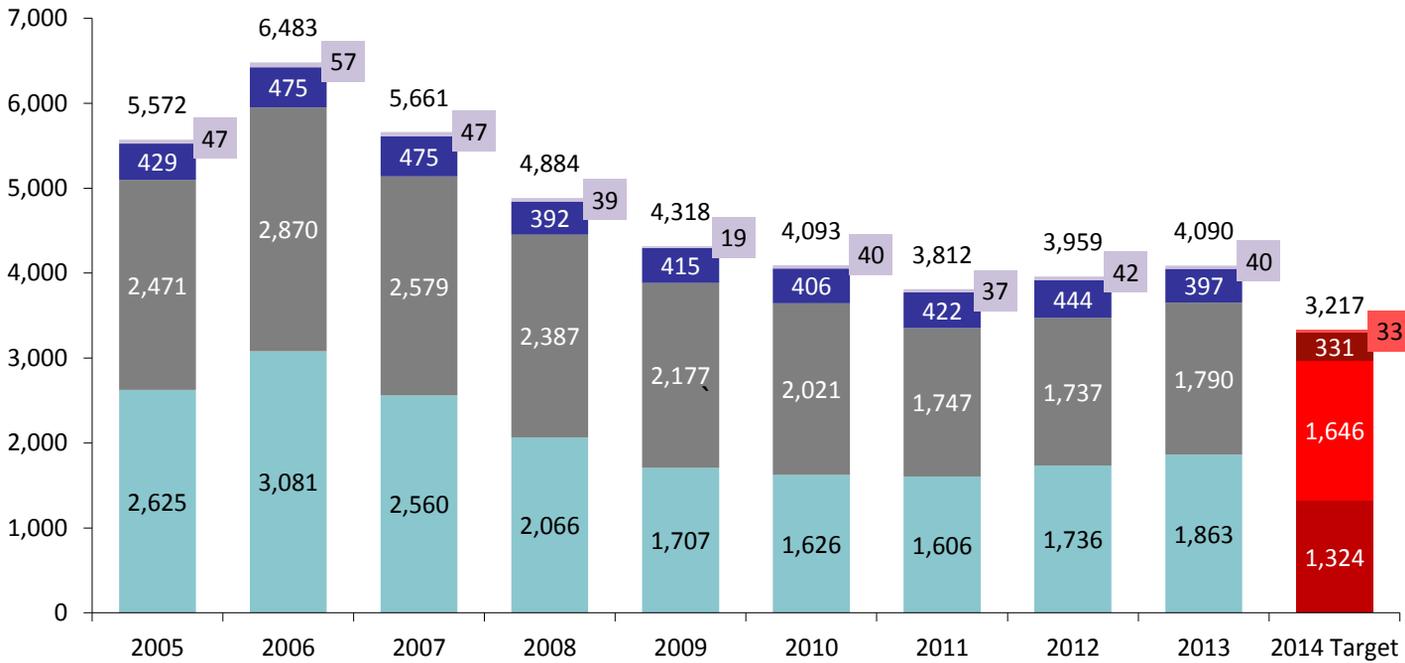
Source: 2012 Minneapolis Resident Survey



# Minneapolis Violent Crime Hot Spots 2013 With Focused Enforcement



Violent Crimes



Note: 2012 Data Updated 4/14

Source: Uniform Crime Report Summary

■ Robbery ■ Aggravated Assault ■ Rape ■ Homicide

**How does this and the following measures support the goal of increasing public safety?**

Violent crimes are a subset of Part I crimes - homicide, rape, aggravated assault and robbery. Violent Crimes are the most personal and dangerous crimes and they are tracked nationally by all major agencies. Violent crimes have the largest impact on the general public's perception of safety.

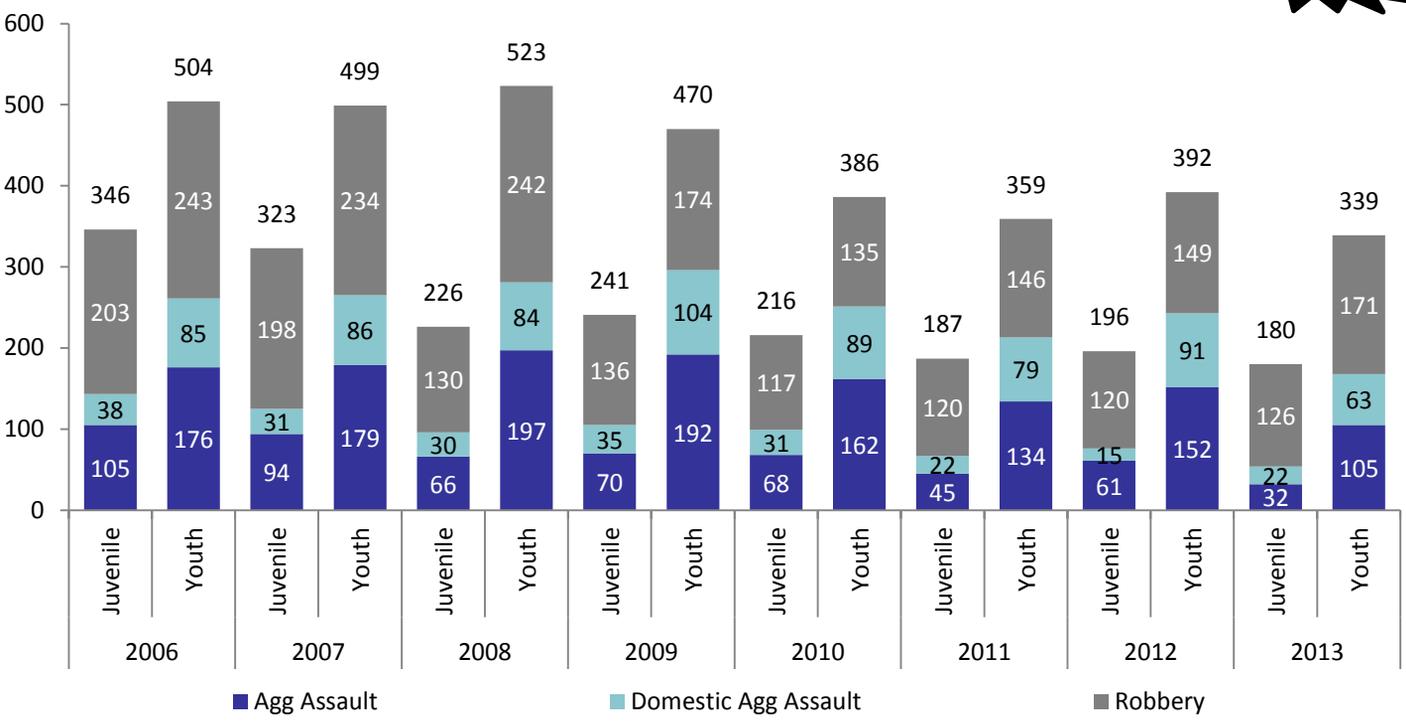
Violent crimes are committed, to a large extent, by a small percentage of criminals. By our estimation, twenty percent of the population we call criminals commit eighty percent of violent crimes. We combat violent crime by focusing on likely crime patterns and known violent offenders. When gangs are involved in violent crime, we focus on those gangs as well.

In order to gain the whole picture in our efforts against violent crime we track gun usage and juveniles involved in violent crime. In addition, we identify and target repeat violent offenders both through enforcement and also enhanced prosecutions. Collaboration with federal authorities is necessary to significantly reduce the number of guns on the street. Minneapolis police officers work with the Federal Bureau of Alcohol, Tobacco and Firearms (ATF).

Similarly, in an effort to reduce juvenile violent crime, we continue to partner with multiple jurisdictions including Minneapolis Public Schools, Hennepin County as well as a number of other City Departments.

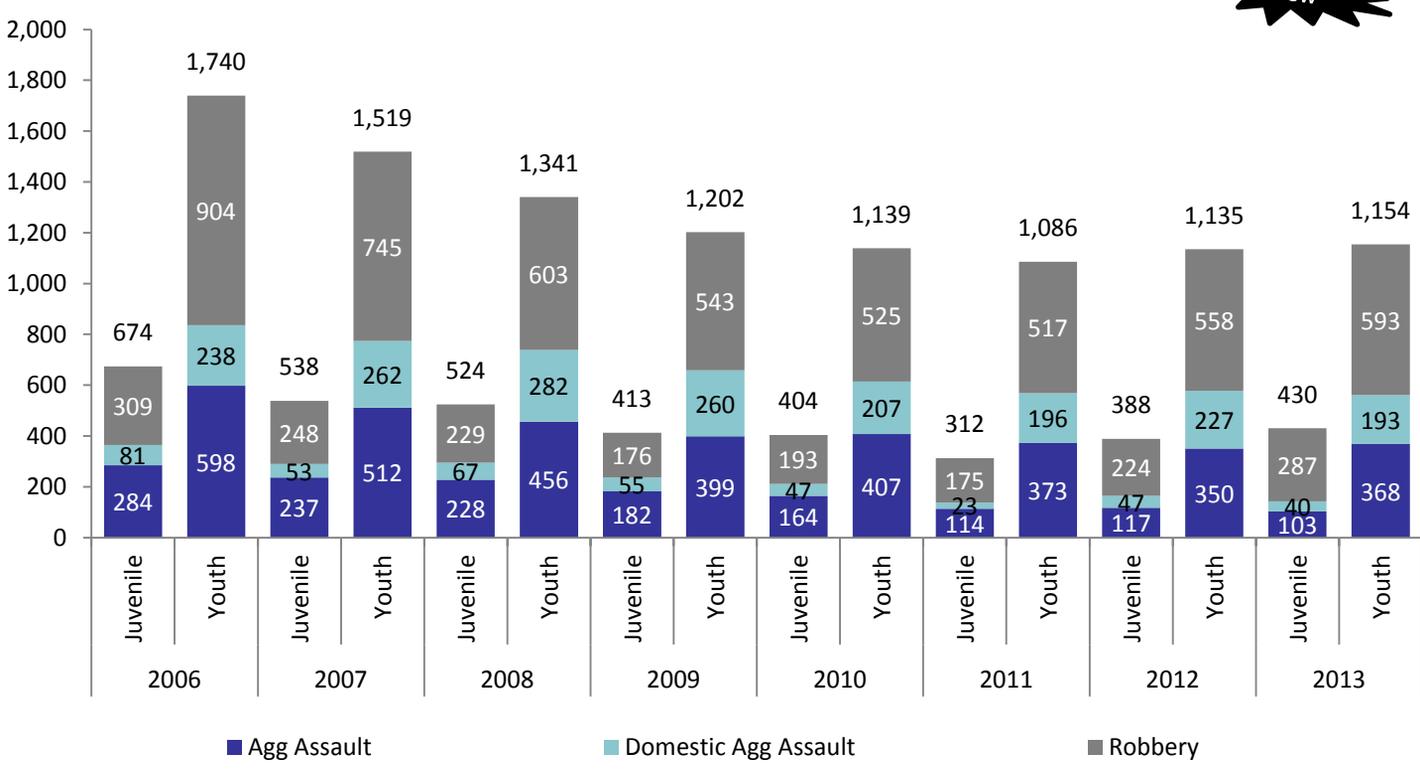
[Additional Data on Next Page...](#)

### Juvenile (10-17) and Youth (18-24) Arrested for Violent Crime



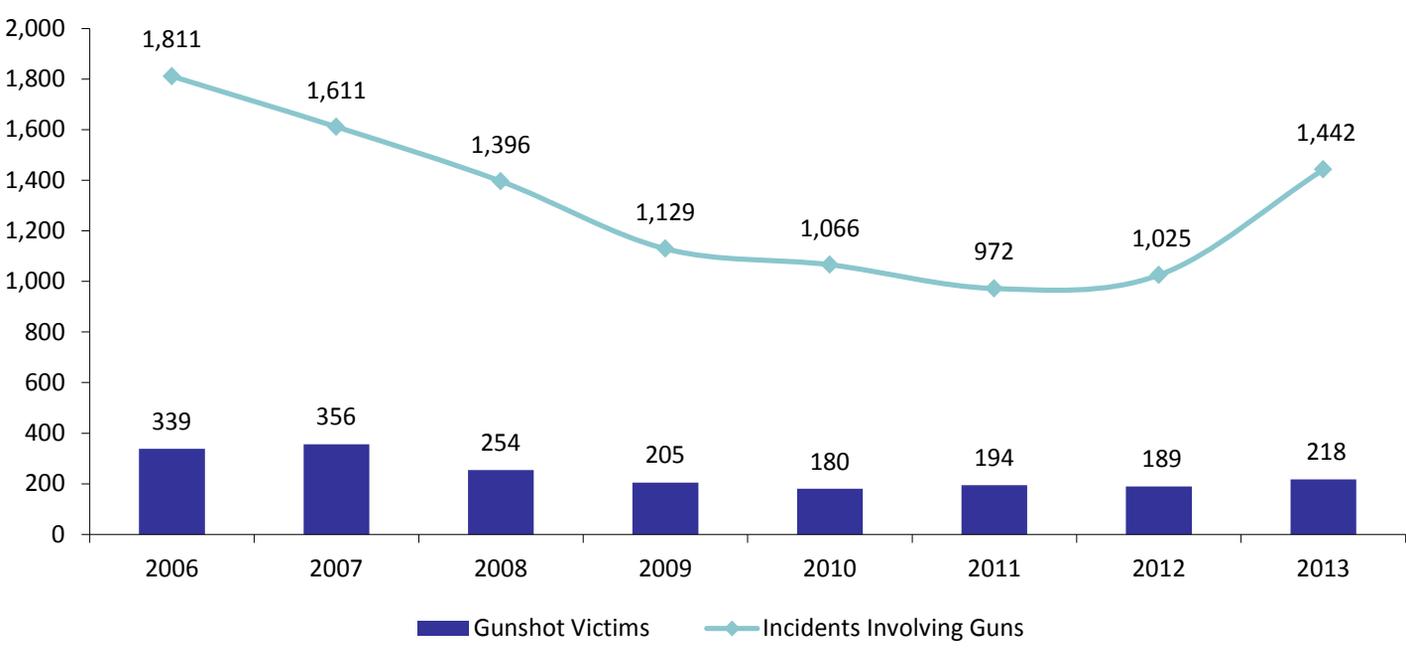
Source: CAPRS

### Juvenile (10-17) and Youth (18-24) Victims of Youth Violence



Source: CAPRS

### Incidents Involving Guns and Number of Gunshot Victims

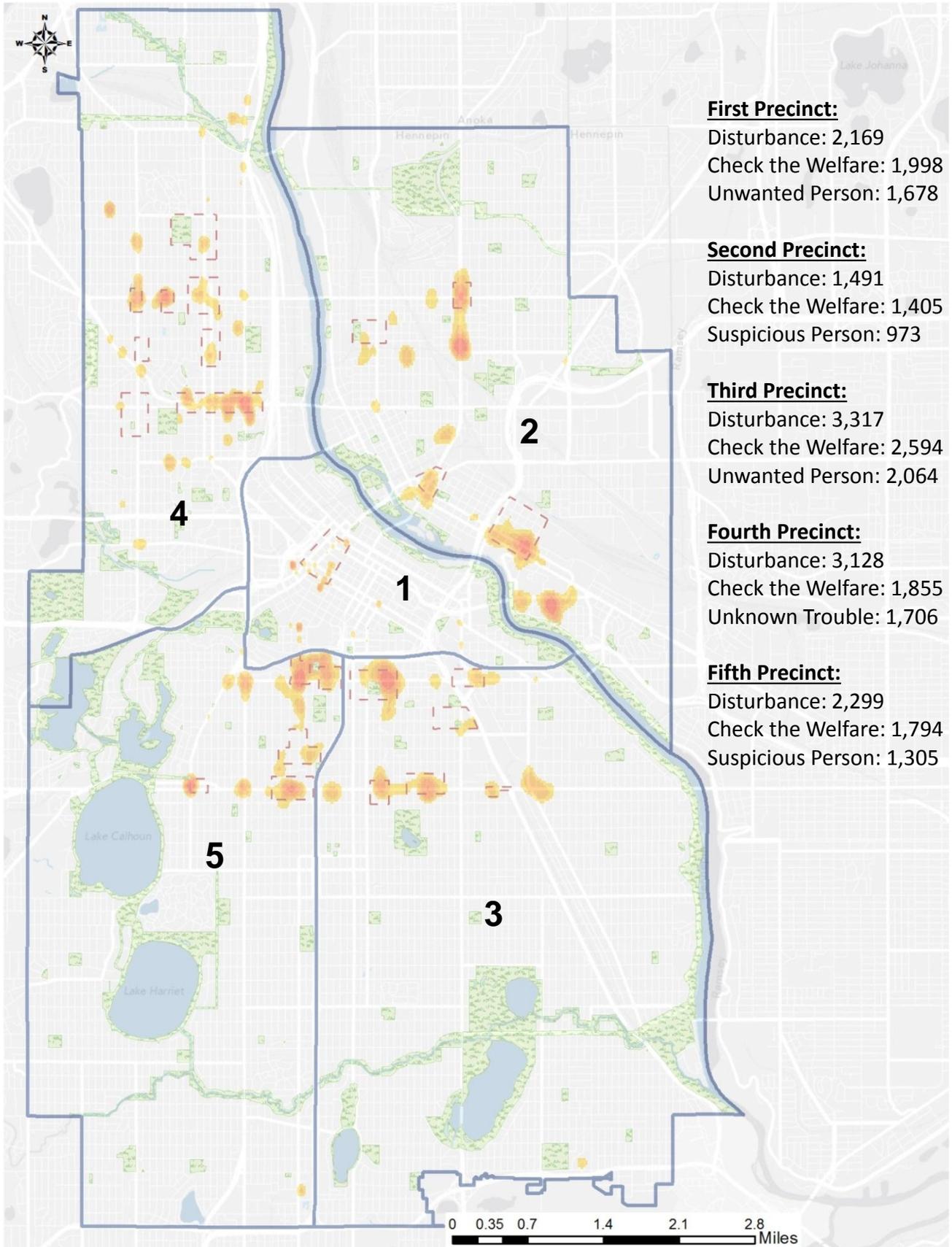


**Incidents involving guns:** (CAPRS query of person shot or shot at, gunshot wound major, gunshot wound minor, discharge of a weapon, gun used from 15 gun descriptors)

**Gunshot Victims:** (CAPRS query of gunshot wound major or minor)

Source: CAPRS Sequential queries

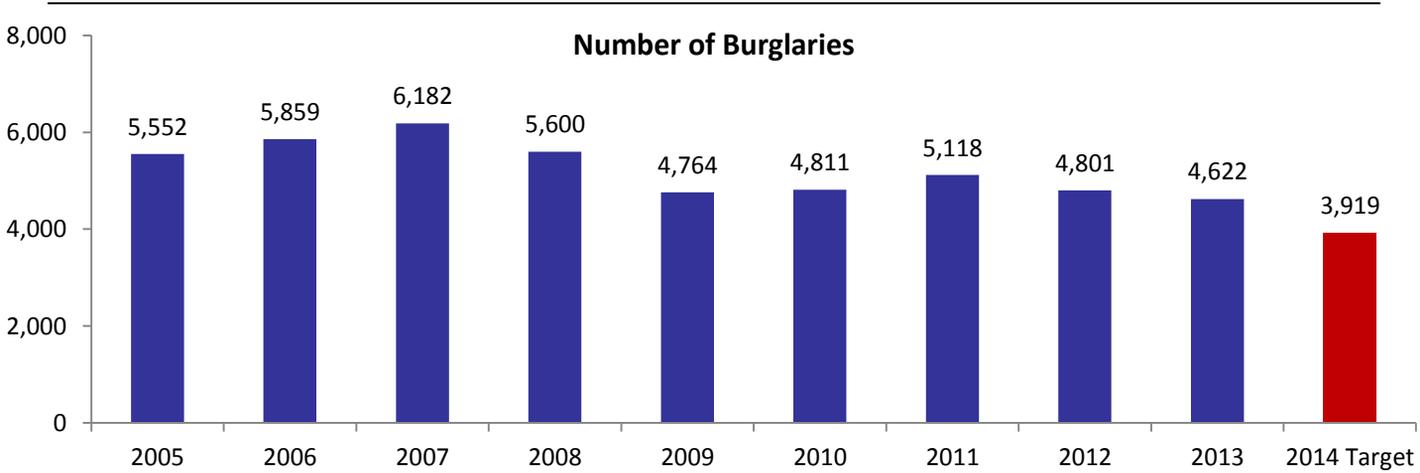
### 2013 Top three Livability Call Categories by Precinct



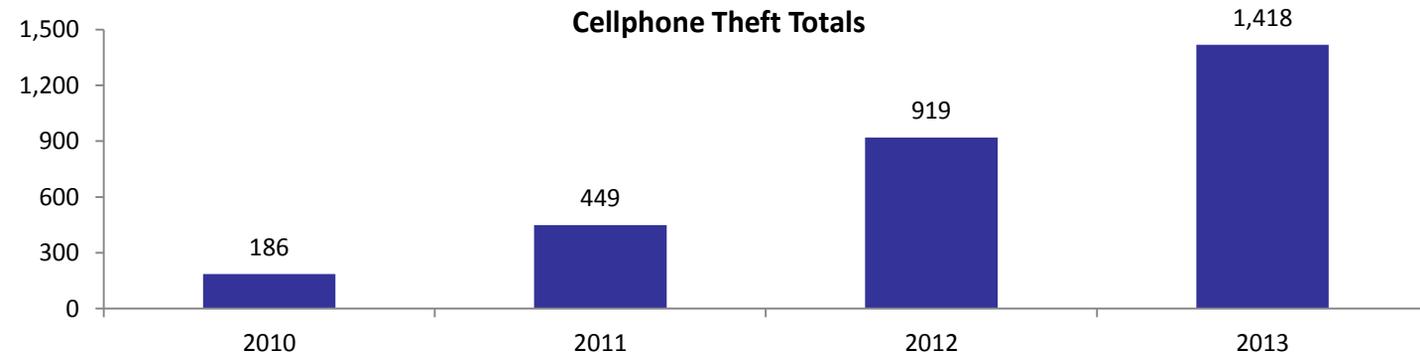
**How does the previous measure and the measures below support the goal of increasing public safety?**

The calls for “livability crimes” (larceny, narcotics, vandalism/property damage, others including liquor laws, disorderly conduct, vagrancy, curfew violations and loitering) represent some of the traditional neighborhood complaints. These in combination with property crimes (displayed below) directly impact people’s perceptions of safety. MPD continues to make progress in the following areas:

- *Livability Crimes:* By taking the feedback of community members, we are focusing our policing efforts and community collaborations on reducing these crimes.
- *Property Crimes:* When a burglary occurs, it has a lasting effect on a resident’s feeling of personal safety. Through in-depth and thorough investigative focus, community education on crime prevention and effective/visible patrol, we strive towards reducing burglary.
- *Cell Phone Thefts:* We have seen a dramatic rise in cell phone thefts in the past four years. This is attributed to a number of factors to include increased number of cell phones and in particular, smart phones in circulation, high re-sale demand for these devices, as well as often inattentive victims with these devices in plain view of potential suspects. The MPD is working on a multi-pronged strategy to address this crime which includes, victim education/prevention efforts, investigation of known cell phone re-sellers, identification of suspect pool and efforts to improve security with cell phone makers including support of things like kill switches.



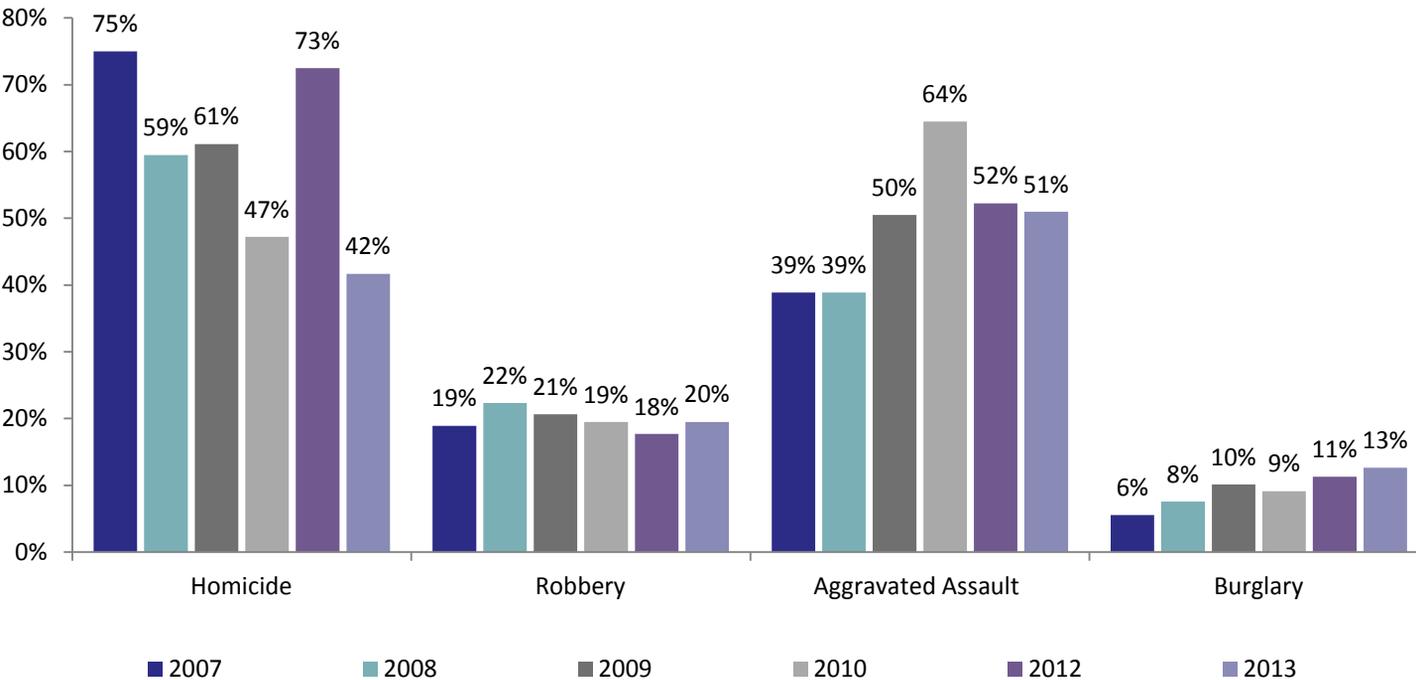
Source: Uniform Crime Report Summary



Note: Totals include Aggravated Robbery, Robbery of Person, Theft from Motor Vehicle, Theft from person and Theft (other Theft)

Source: CAPRS

### Closure Rate by Type of Crime



**Notes:**

1. These statistics reflect a moment in time when many cases especially from the 4th quarter remain under investigation or review by the prosecutor. The charging rates at this time will not necessarily be predictive of year end outcomes as calculated at a later date.
  2. Homicides are cleared/closed only with charging of a suspect turned over for prosecution or with the death of the offender
- Source: *Uniform Crime Report*

#### How does this support the goal of increasing public safety?

Case closure rates measure our successes in dealing with committed crimes. The rate reflects our prioritization of resources and our capacities within investigations. We need to balance our success in closing cases with our primary goal of preventing crime. Cases are considered “closed” in a variety of ways. We consider a case closed with an arrest or prosecution. They can also be closed as “unfounded,” “referred to another agency,” or due to lack of prosecution by the victim. Case closure rates can be used to evaluate the effectiveness of strategies or techniques, as well as the efforts of individual investigators. This works towards our goal of Public Safety by assuring that criminal who commit crimes, are held accountable for their actions.

## Closure Rates by Type of Crime

New  
Comparison

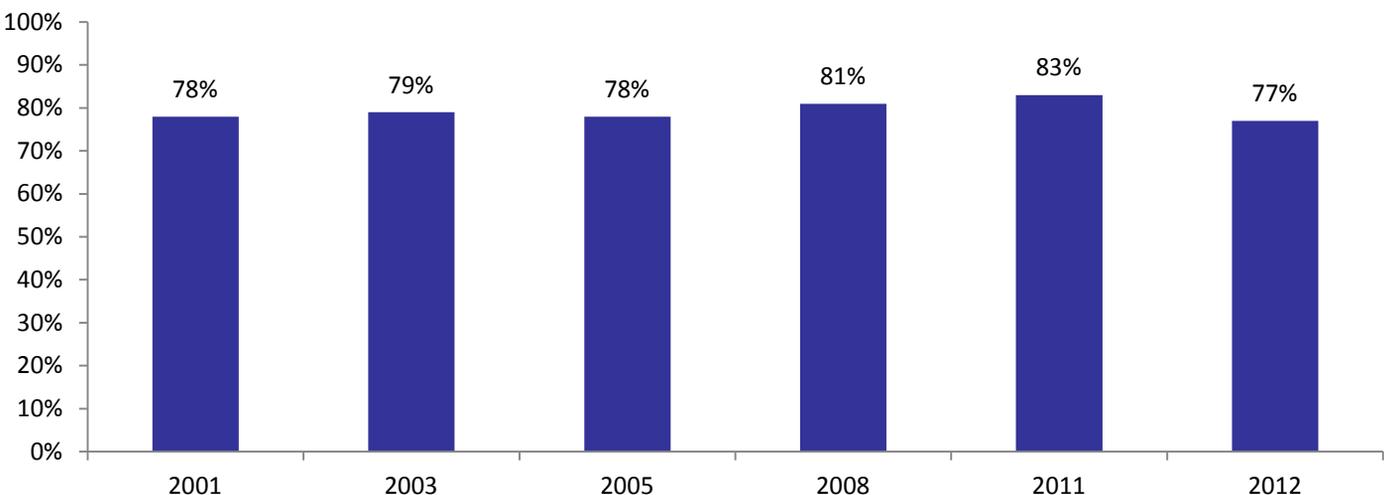
Homicide	Total Reported Offenses	# cases Assigned	% of cases Assigned	Exceptionally Cleared or Closed by Arrest	# Cleared unfounded	Clearance Rate	National Average 2010
2007	47	47	100%	33	3	75%	
2008	39	39	100%	22	2	59%	
2009	19	19	100%	11	1	61%	
2010	40	40	100%	17	4	47%	64.8%
2011	37	37	100%	20	6	65%	
2012	42	42	100%	29	2	73%	
2013	40	40	100%	15	4	42%	
Robbery	Total Reported Offenses	# cases Assigned	% of cases Assigned	Exceptionally Cleared or Closed by Arrest	# Cleared unfounded	Overall Clearance Rate	National Average 2010
2007	2449	912	37%	460	20	19%	
2008	1870	720	39%	409	38	22%	
2009	1624	655	40%	328	35	21%	
2010	1568	564	36%	301	23	19%	28.2%
2011	1606	592	37%	296	17	19%	
2012	1735	672	39%	304	16	18%	
2013	1863	859	46%	362	8	20%	
Aggravated Assault	Total Reported Offenses	# cases Assigned	% of cases Assigned	Exceptionally Cleared or Closed by Arrest	# Cleared unfounded	Overall Clearance Rate	National Average 2010
2007	2370	1411	60%	914	18	39%	
2008	2186	1355	62%	844	14	39%	
2009	1998	1256	63%	991	35	50%	
2010	1841	1232	67%	1170	26	64%	56.4%
2011	1651	1154	70%	906	32	56%	
2012	1745	1402	80%	894	34	52%	
2013	1790	1479	83%	898	28	51%	
Burglary	Total Reported Offenses	# cases Assigned	% of cases Assigned	Exceptionally Cleared or Closed by Arrest	# Cleared unfounded	Overall Clearance Rate	National Average 2010
2007	6204	1067	17%	343	11	6%	
2008	5627	1226	22%	425	11	8%	
2009	4809	1268	26%	485	21	10%	
2010	4822	1076	22%	438	21	9%	12.4%
2011	5116	1305	26%	547	14	11%	
2012	4801	1360	28%	540	19	11%	
2013	4622	1578	34%	582	21	13%	

## Notes:

1. This chart follows the UCR Reporting Guidelines for case closure rates.
2. Per FBI Statistics - 2010 is the latest available information on national clearance rates.
3. These statistics reflect a moment in time when many cases especially from the 4th quarter remain under investigation or review by the prosecutor. The charging rates at this time will not necessarily be predictive of year end outcomes as calculated at a later date.

# Public Trust

### Resident Satisfaction with Police Professionalism



Note: The above graph shows the percent of residents who reported being “satisfied” or “very satisfied” with the professionalism shown by the Police Department staff including police officers.

Source: 2012 Minneapolis Resident Survey

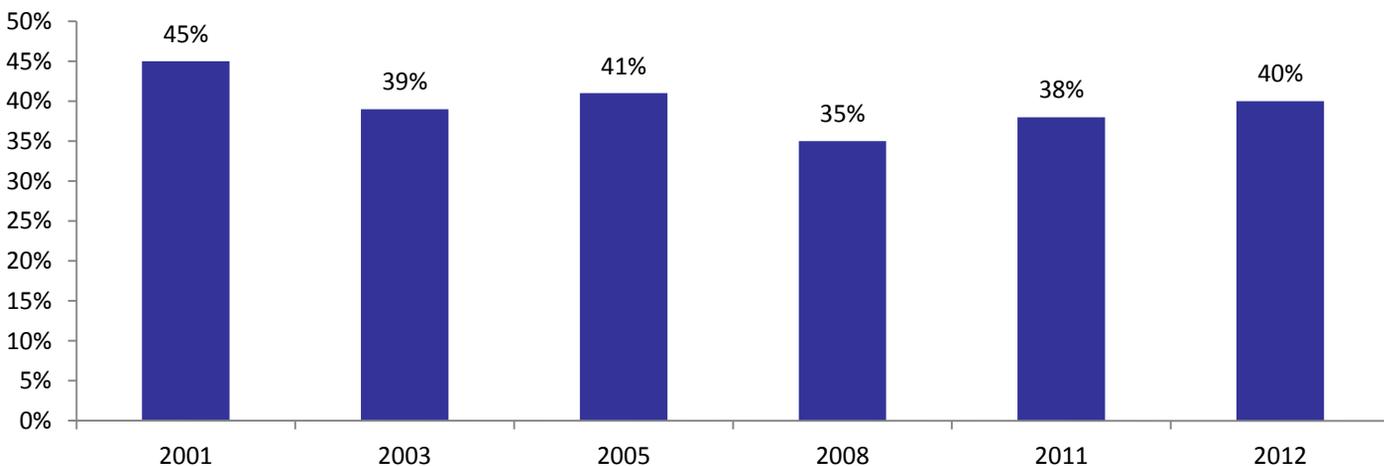
#### Why is this measure important?

As we focus on increasing the trust of the public, this resident survey measure gives us some idea of how the public feels about working with us.

#### What will it take to make progress?

Progress can be made internally by supporting processes and a culture that focuses on continuous improvement and professionalism. Externally, community collaborations, transparency and delivery of MPD’s message, are keys to progress. This includes continual training and reiteration with our officers and staff on the importance of customer service and professionalism.

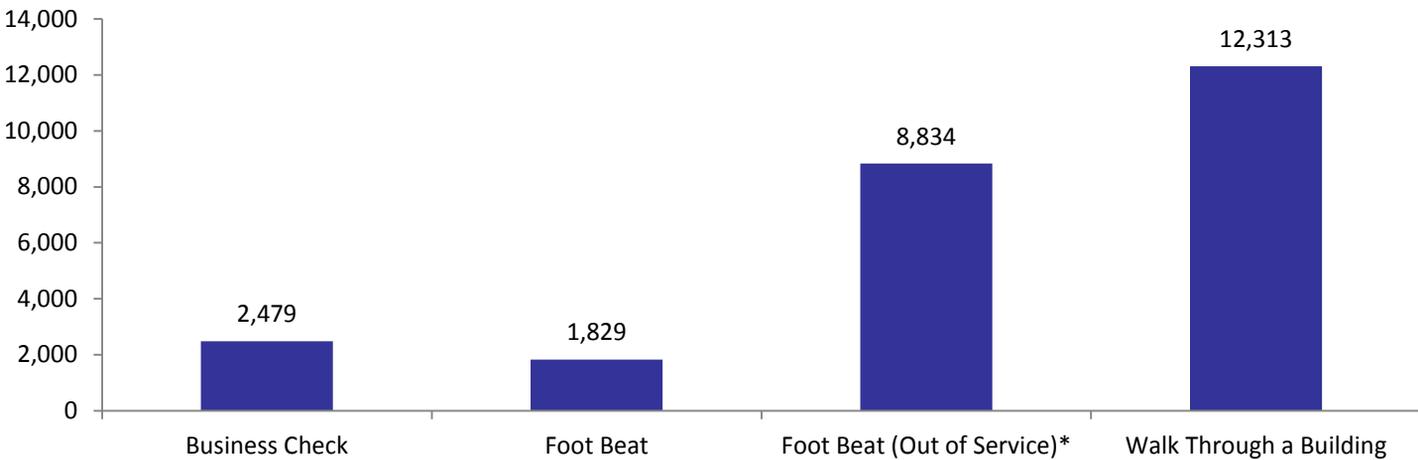
### Resident Contact with the Police Department



Note: The above graph shows the percent of residents who reported having any contact with the police over the past two years.

Source: 2012 Minneapolis Resident Survey

### Minneapolis Police Department "Cops out of Cars" Initiative 2013



Note: Foot Beat should be discontinued as it cannot be replicated or queried efficiently without specific authorization to the CAD (computer aided dispatch) tables and extensive knowledge of sequential query language.

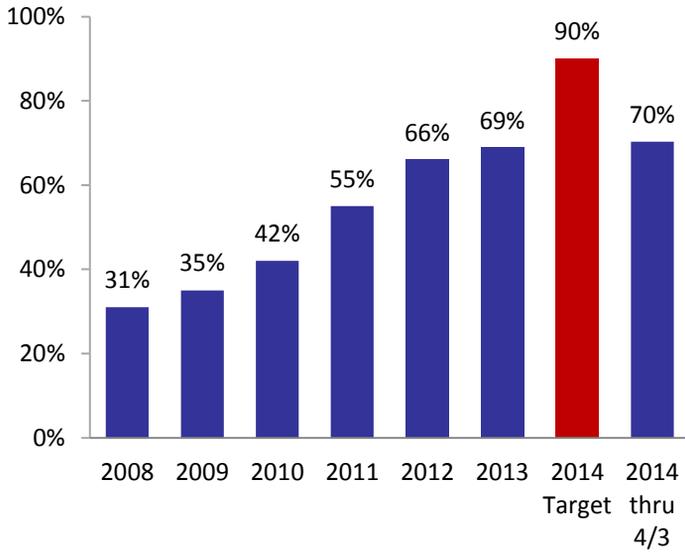
Source: CAD

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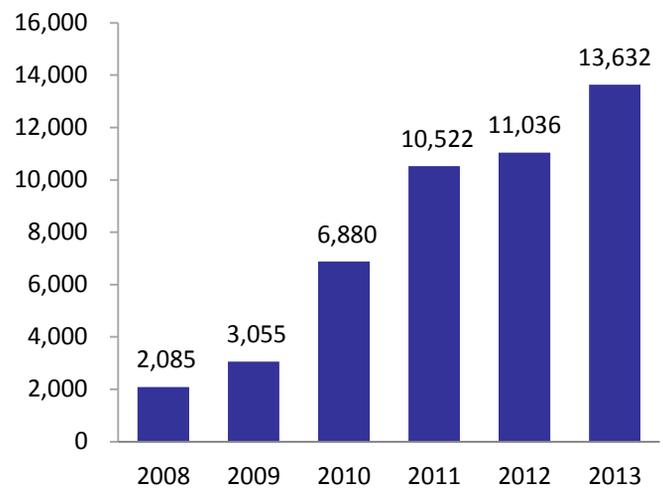
#### How does this measure support the goal of public trust?

Getting our officers out of their squad cars and into the community is an important part of our efforts to better connect with residents and increase public trust of the police department within the community. By having our officers interact with residents on a more personal level and not only during a crisis or police call for service, we can not only make community connections and increase public trust, but also gain valuable information from residents about crime problems and nuisances within their communities. Residents are our "force multiplier" in our crime fighting efforts and a community that is connected with and has trust in their police department is more likely to call to report crime and suspicious activity. We will continue to focus on these efforts in 2014.

**Percent of Blocks Organized  
(3700 total blocks)**



**Number of Enrollees in Crime Prevention  
Specialist Alerts and Advisories**



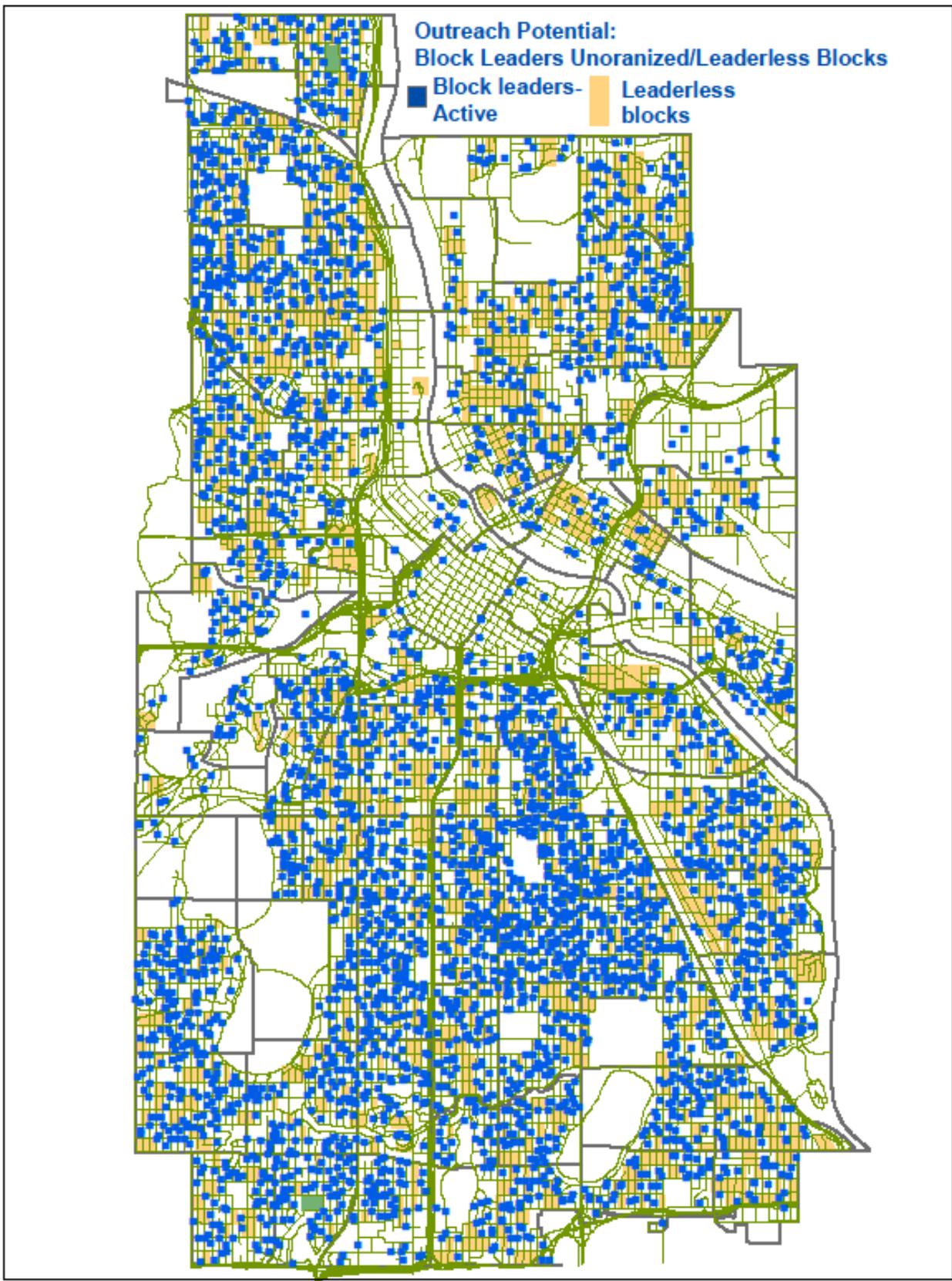
**How does this support the main measure?**

This not only increases public trust but also promotes our first goal of increased public safety. A block organized by a trained leader is safer than an unorganized block. Block leaders extend our education and resources to the rest of the block, including:

- The importance of calling 911 on suspicious persons or activity, not just for emergencies;
- Rallying stakeholders to submit impact statements on chronic offenders, which reduces recidivism; and
- Block meetings attended by Crime Prevention Specialists and other MPD personnel resolve issues more quickly than just the one-911-call-at-a-time approach that is the only option possible on an unorganized block.

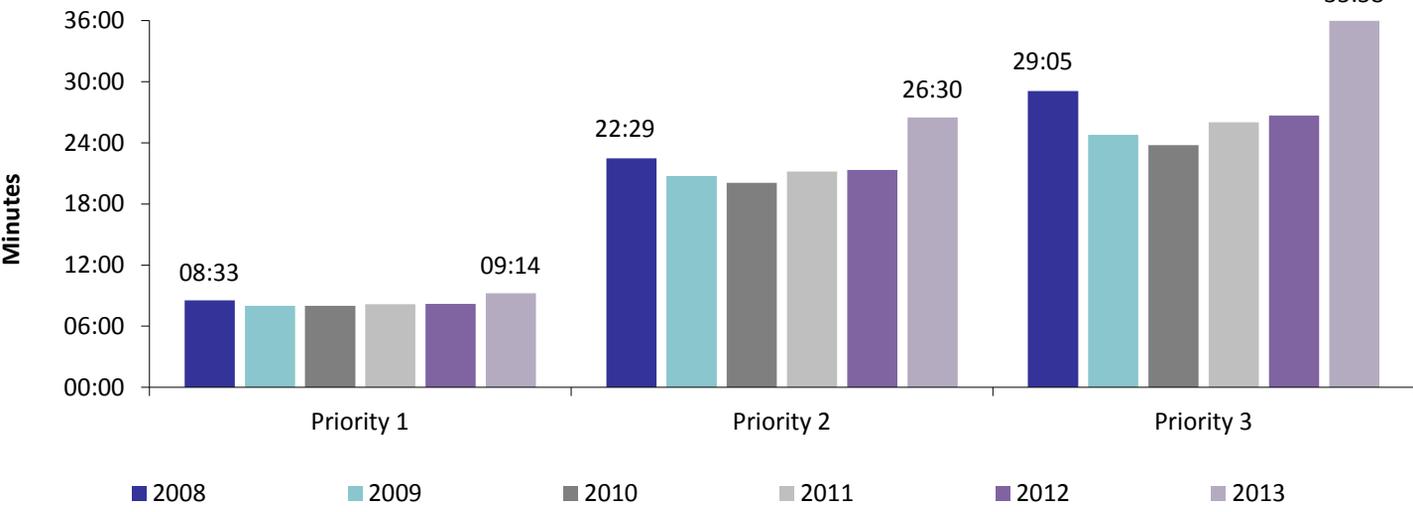
The community engagement and outreach tools used by Crime Prevention Specialists have been expanded. Outreach has been made more efficient through targeted analysis and aggressive recruitment of crime alert subscribers, others who have been involved in peripheral crime prevention projects such as court watch and “reclaiming” past participants in the Citizens Academy, McGruff Houses and Court Watch.

### Active Block Leaders and Leaderless Blocks 2013



Created 4-3-2014 by Crime Prevention Analyst Luther Krueger 612-673-5371 Luther.Krueger@MinneapolisMN.gov

### Response Times (Phone Pickup to Arrival of Officer)

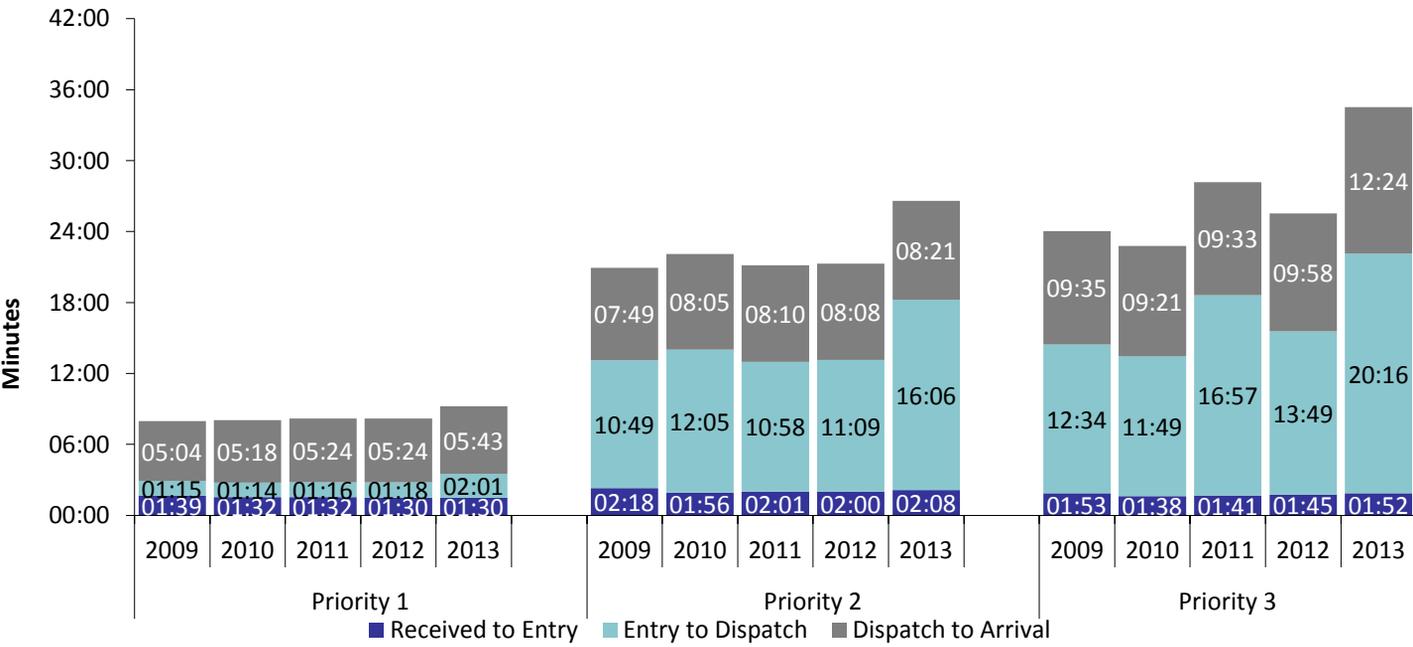


Source: 911 Police Response Times Report

### How do these measures support the goal of increasing public trust?

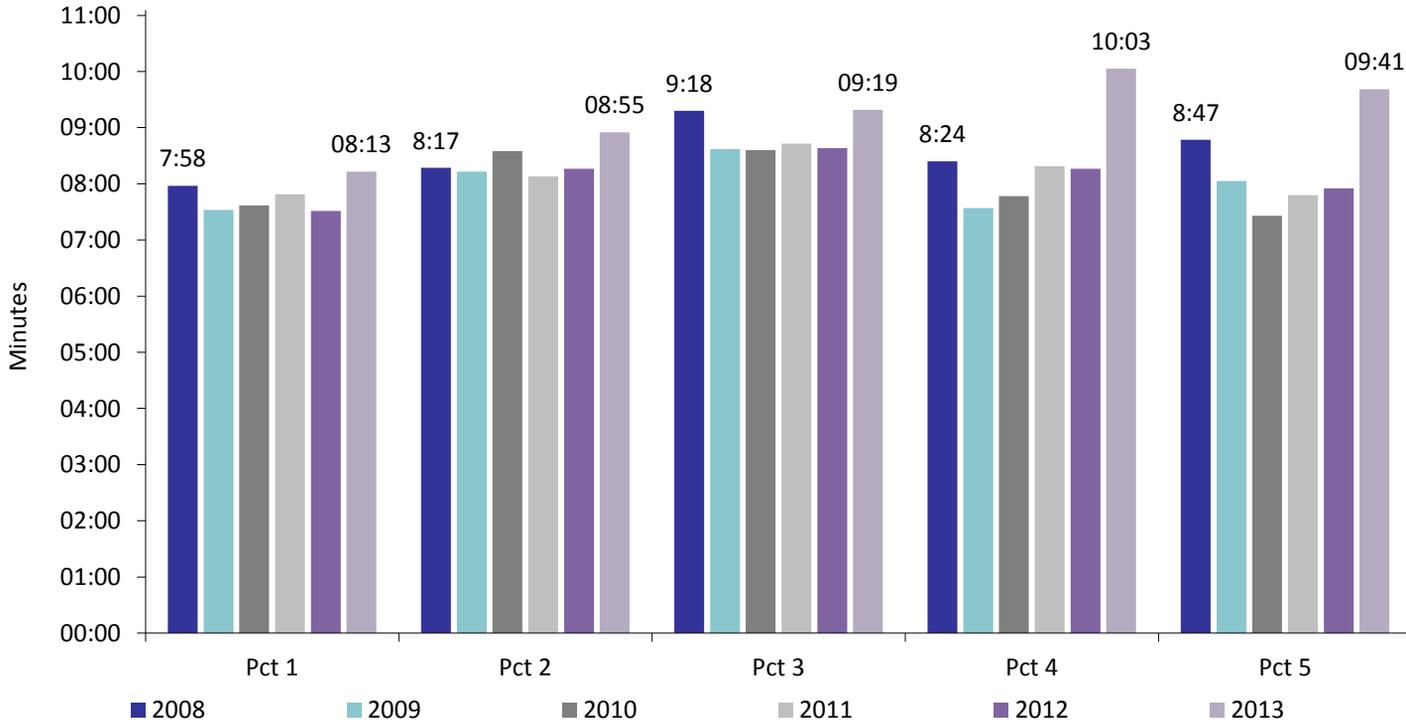
As we work to increase public trust, we know the public values a quick response to all calls for service. The MPD continuously evaluates the balance between time spent with residents and how quickly our officers respond to the next call. We want to avoid the "drive thru" service image and continue to improve on community and customer service practices.

### Response Times by Segment



Source: 911 Police Response Times Report

### Priority 1 Response Times by Precinct



Source: 911 Police Response Times Report

### Complaints Filed with Internal Affairs

Inquiry type	2006	2007	2008	2009	2010	2011	2012	2013
IAU Cases	67	60	78	55	52	48	104	100
Preliminary cases	133	111	110	121	113	55	64	21
Policy/Procedure Inquiry	160	103	133	152	98	71	128	56
Force reviews (critical incidents)	n/a	15	12	13	3	6	9	4
Supervisor Force Reviews (CAPRS)	872	1,234	1,156	1,562	1,781	1,673	1,122	753

Note:

1. In 2006, critical incidents were not counted separately from Internal Affairs.
2. These numbers do not reflect the complaints received or cases investigated as part of the MPD's role within the OPCR.

#### How does this support the main measure?

The Internal Affairs (IAU) unit receives and investigates complaints of alleged misconduct and conducts reviews of critical incidents and incidents where reportable force was used. Complaint data and case investigations are tracked and analyzed to identify deficiencies in department policies, procedures, and training, as well as identifying opportunities for improving or correcting individual performance. This tracking and assessment is a proactive way to ensure that the highest standards of professionalism and accountability are maintained throughout the department. The IAU is also a part of the Office of Police Conduct Review (OPCR). As part of the OPCR, the IAU Commander functions as a joint supervisor and OPCR investigations are conducted by IAU and Civilian investigators.

Definitions:

**Supervisor Force Reviews:** Used to review uses of force that require on-scene supervisor review; IAC will conduct an independent review of these uses of force.

**Force Reviews:** Force reviews occur when officers are involved in a critical incident. Or when the officer's actions caused death or great bodily harm to an officer or another person.

**Preliminary Investigation:** A preliminary case occurs when there is enough information contained in a complaint or report to warrant inquiry, however it is determined after this inquiry that the facts and evidence gathered do not rise to the level which could determine that the accused officer committed the policy violation that was alleged. It is also possible that the alleged policy violation is determined to be a low level violation to be handled at the at the precinct. (See "Coaching Documentation")

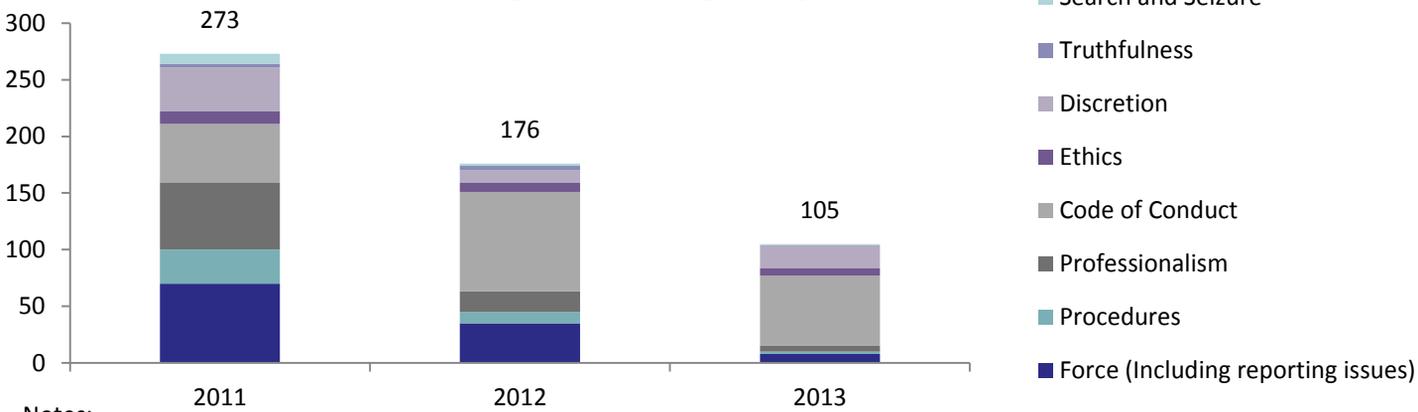
**Administrative Investigation (IAU Case):** Such a case occurs when it becomes necessary to call the accused officer in to make a statement regarding their knowledge and involvement in the associated incidents.

**Coaching Documentation (formerly PPI):** low-level (category A) violations; handled by precinct supervisors

Additional Data on Next Page...



### Nature of Allegations Investigated by Internal Affairs

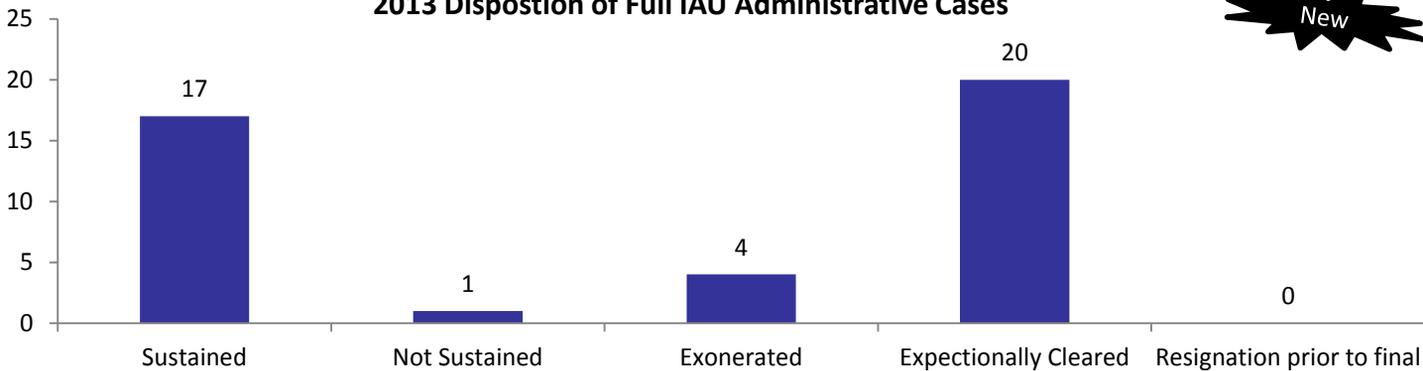


Notes:

1. The above numbers may be higher than the total number of complaints. Some complaints involve multiple officers with multiple allegations.
2. This breakdown of the nature of allegations was not available electronically from the OPCR. The OPCR appears to have been tracking only data specific to the categories listed in the Police Conduct Oversight Ordinance. The information can be obtained by a manual examination of all the complaints from 2013. Specific department policies alleged to have been violated will be included in data entry efforts in 2014 to track and report this information efficiently.

Source: 2013 MPD Internal Affairs Statistical Summary

### 2013 Disposition of Full IAU Administrative Cases

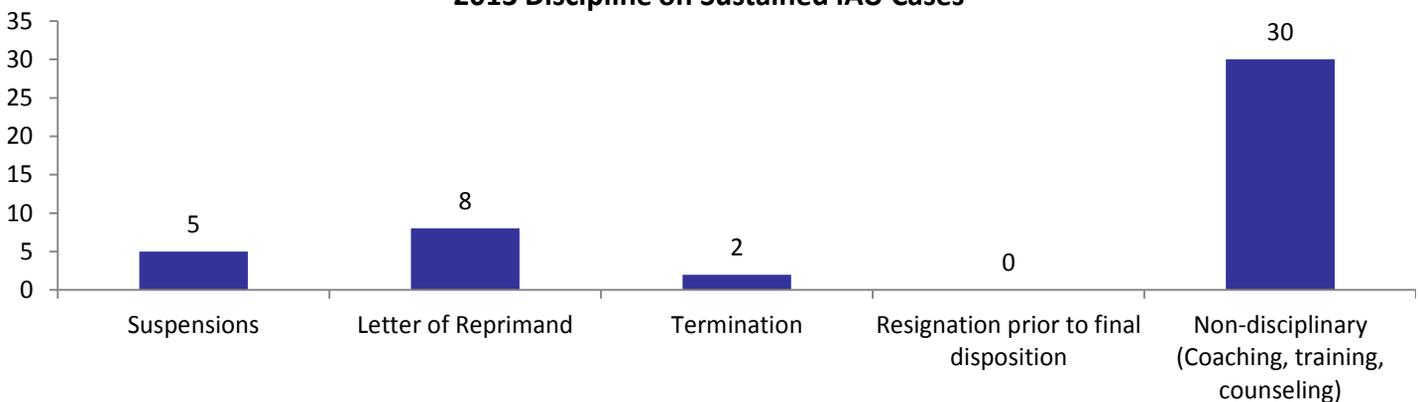


Notes:

1. The above cases are only those that have been completed. There are still cases in the investigative process. The above numbers will increase as those cases come to completion.
2. Also, a single case may have multiple outcomes which may include sustained and not sustained findings on different allegations in a single case.

Source: 2013 Internal Affairs Statistical Summary

### 2013 Discipline on Sustained IAU Cases



Source: 2013 Internal Affairs Statistical Summary

# Employee Engagement and Morale

**Why are these measures important?**

The MPD has refocused its efforts to effectively manage the careers of our employees by creating the Leadership & Organization Development Division. It is understood that the catalyst for success in any organization is that of an engaged and well balanced workforce. This is of great significance for the police department in that employees who have high morale and are engaged will in turn produce positive outcomes. Two of these outcomes as defined by the Goals of the Minneapolis Police Department are Public Safety and Public Trust.

**What will it take to make progress?**

In order to achieve the notion of an engaged workforce with high morale and strong values the MPD has done the following:

**Change in Culture**

Beginning in 2013, the Office of the Chief of Police identified areas within in the organization that historically were seen as ineffective and/or an obstacle for employee development. In response, the Department engaged in several initiatives geared towards changing the culture of the police organization. As an example, we are in the second year of requiring all Divisions and Units to define yearly goals and measures. These goals are defined not solely at the direction of Management but rather by engaging employees at all levels. Over time this process will become institutionalized and will increase the level of ownership employees hold for the Department and its mission.

Additionally, the department has sought the assistance of outside consultants with proven credentials in an effort to institutionalize the manner in which we approach problem solving and organizational development.

**Organizational Health**

This can be defined in many ways however the lens used as that related to employee engagement specifically focuses on consistency in communication and developing department leaders of the future.

Ensuring that a consistent message coming from the department as related to a host of situations will help to diminish conversational chaos amongst employees during times of change or crisis and solidify the publics trust in our actions.

Likewise, by investing in the development of our employees we will ultimately have those people ascend into leadership roles that understand the values of our Department and the necessity to partner with the community.

**Structural Organization**

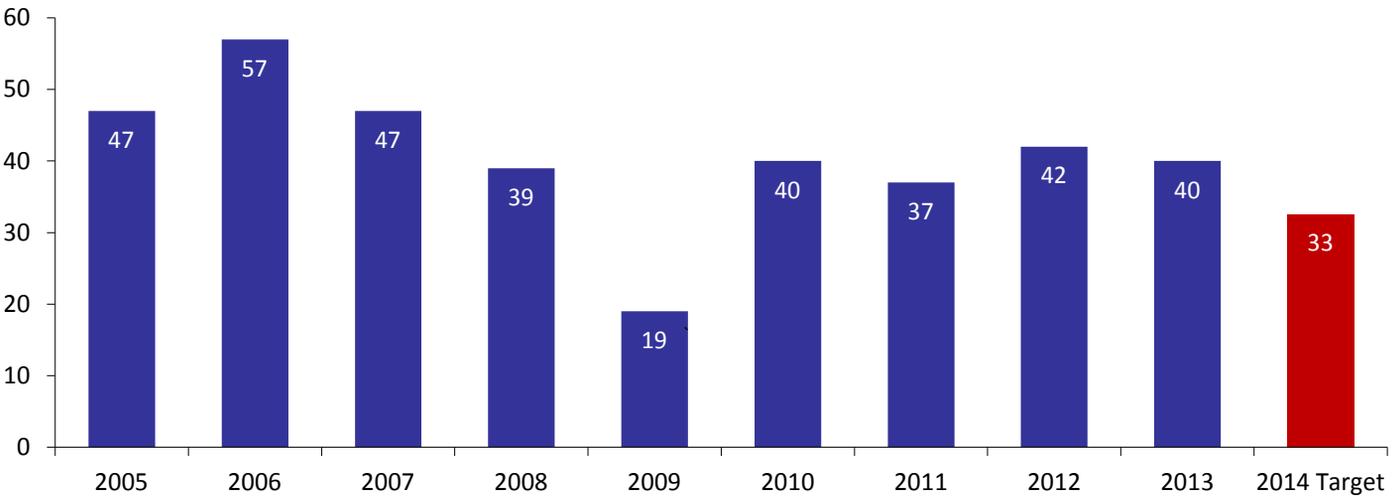
Any organization of this size divides itself into categories and uses a variety of processes to achieve results and function on a day-to-day basis. A flaw in either of these principles most often results in a lack of efficiency and displeasure amongst the employees.

In an effort to make the department run more efficiently and to reduce unintended consequences to its employees, a cursory analysis of the department's hierarchy and some processes used will be facilitated by the Leadership & Organizational Development Division. Necessary changes will be made upon completion of these reviews.

# APPENDIX

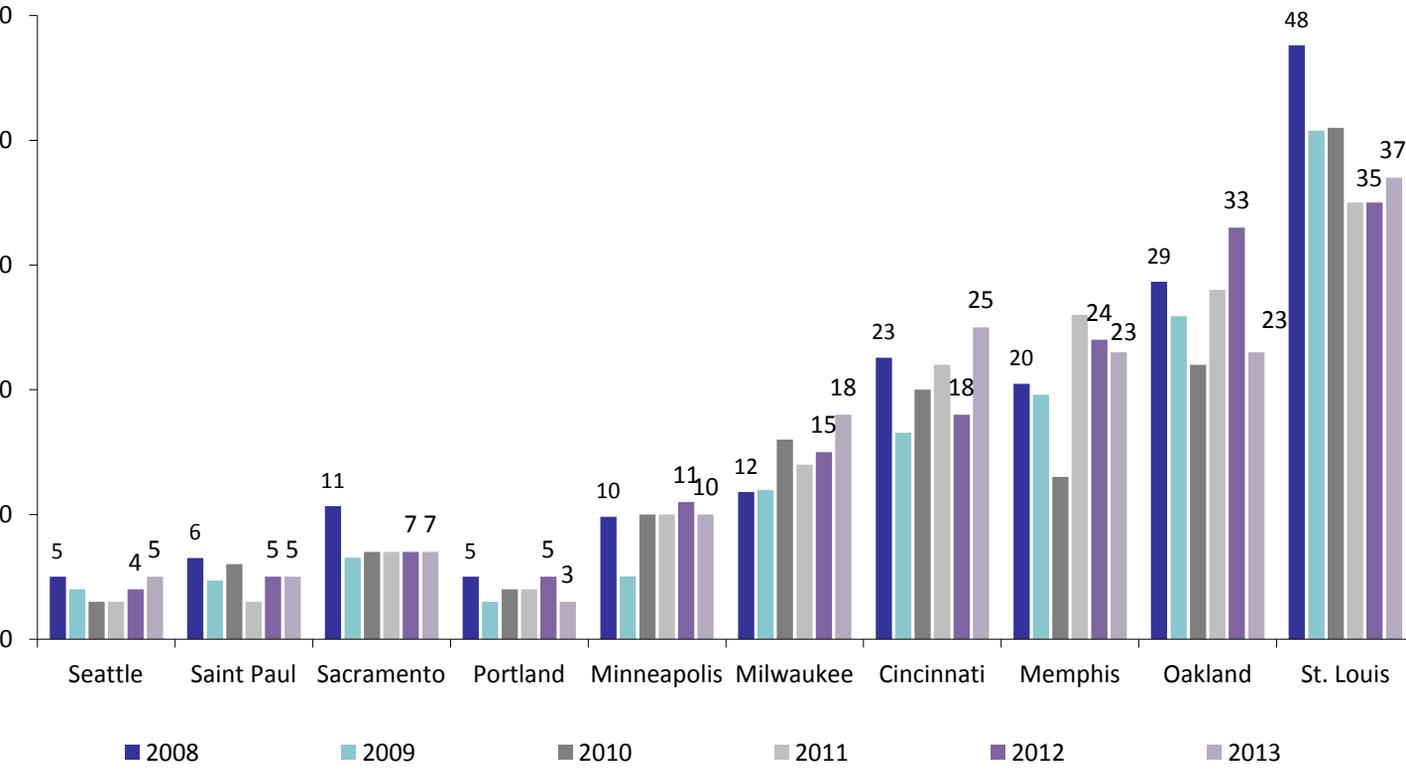
<b>Uniform Crime Summary Report</b>									
<b>Offense</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
<b>Homicide</b>	47	56	47	39	19	39	37	42	40
<b>Rape</b>	429	475	475	392	430	449	422	444	397
<b>Robbery</b>	2,625	3,081	2,559	2,066	1,707	1,626	1,605	1,736	1,863
<b>Aggravated Assault</b>	2,471	2,868	2,579	2,387	2,177	2,021	1,747	1,737	1,790
<b>Burglary</b>	5,552	5,856	6,178	5,599	4,764	4,811	5,117	4,786	4,622
<b>Larceny</b>	13,033	13,166	13,246	12,815	11,392	11,703	12,393	12,802	13,262
<b>MVT</b>	3,944	3,710	3,209	2,439	1,856	1,925	1,795	1,866	1,590
<b>Arson</b>	223	246	192	157	139	114	140	117	123
<b>Part I</b>	28,324	29,458	28,485	25,894	22,472	22,701	23,256	23,530	23,687
<b>Part II</b>	36,676	40,294	38,184	35,135	33,325	31,942	30,053	25,523	30,276

### Number of Homicides in Minneapolis



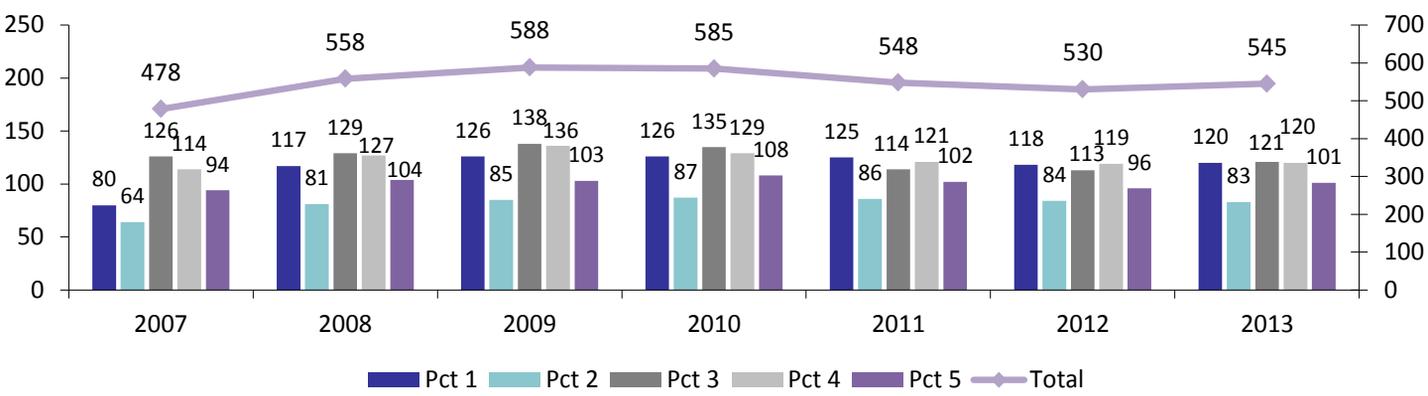
Source: Uniform Crime Report Summary

### Homicides - City Comparison 2007-2011 Rates per 100K in population



Sustainability Target: Maintain no more than 11 homicides per 100,000 residents regardless of population change.

### Staffing Levels by Precinct

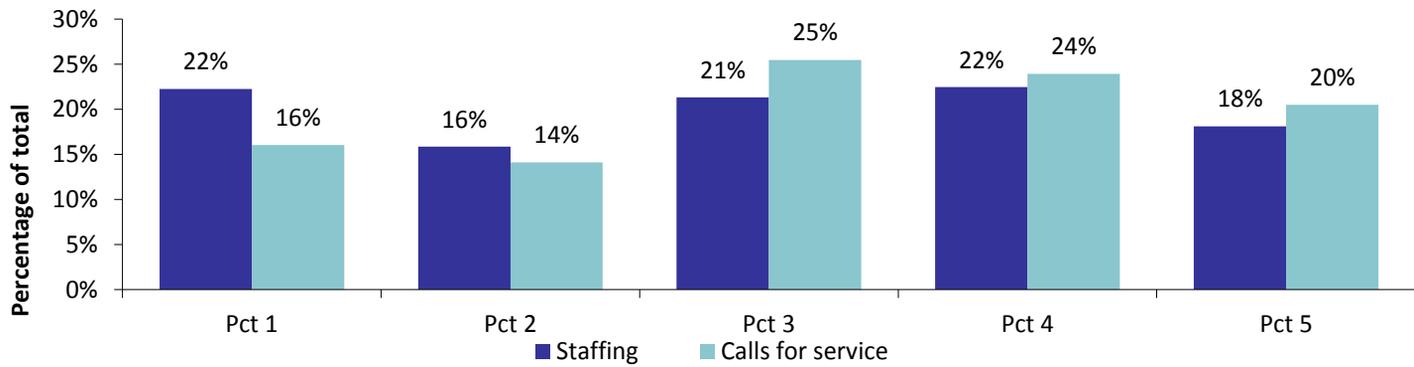


Note:

- 1st precinct includes 11 from License Division.
- 3rd precinct no longer includes the Gang Enforcement Team of 9 people. They now report to the Special Operations Division.

Source: Personnel Report (Workforce Director)

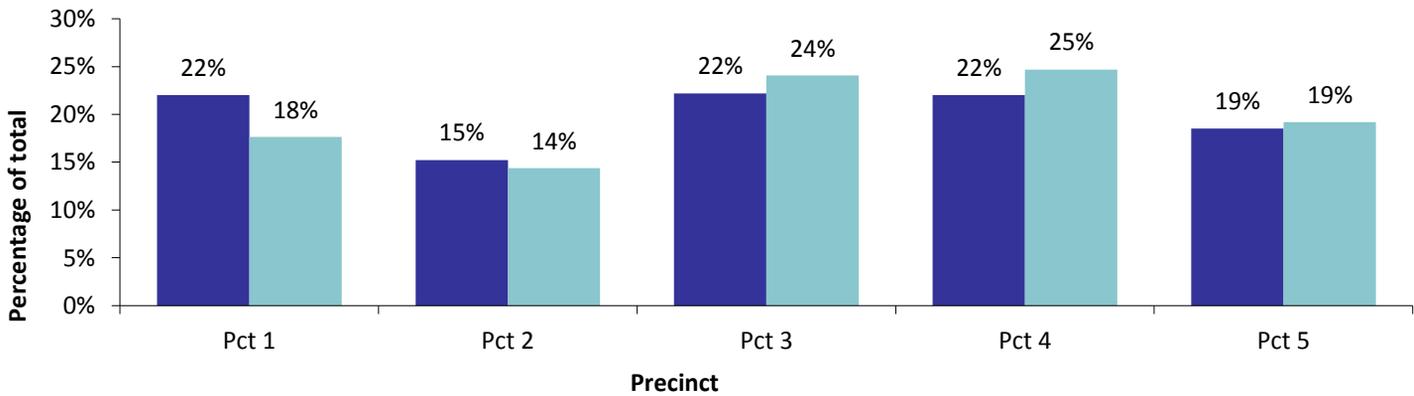
### 2012 Staffing Levels and Calls for Service Comparison by Precinct



Note: This figures only consist of sworn staffing assigned to Patrol Bureau

Source: 911 Police Response Times Report and Personnel Report (WFD)

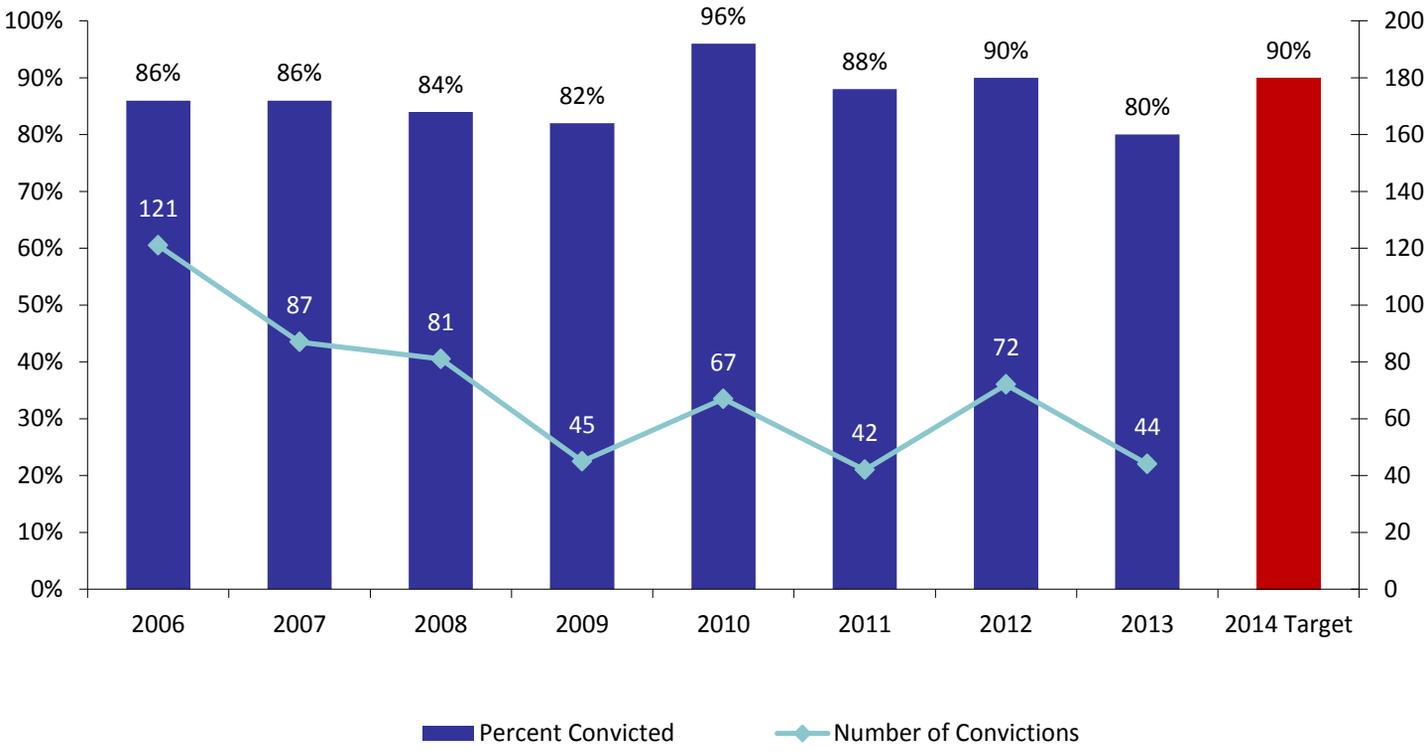
### 2013 Staffing Levels and Calls for Service Comparison by Precinct



Note: This figures only consist of sworn staffing assigned to Patrol Bureau

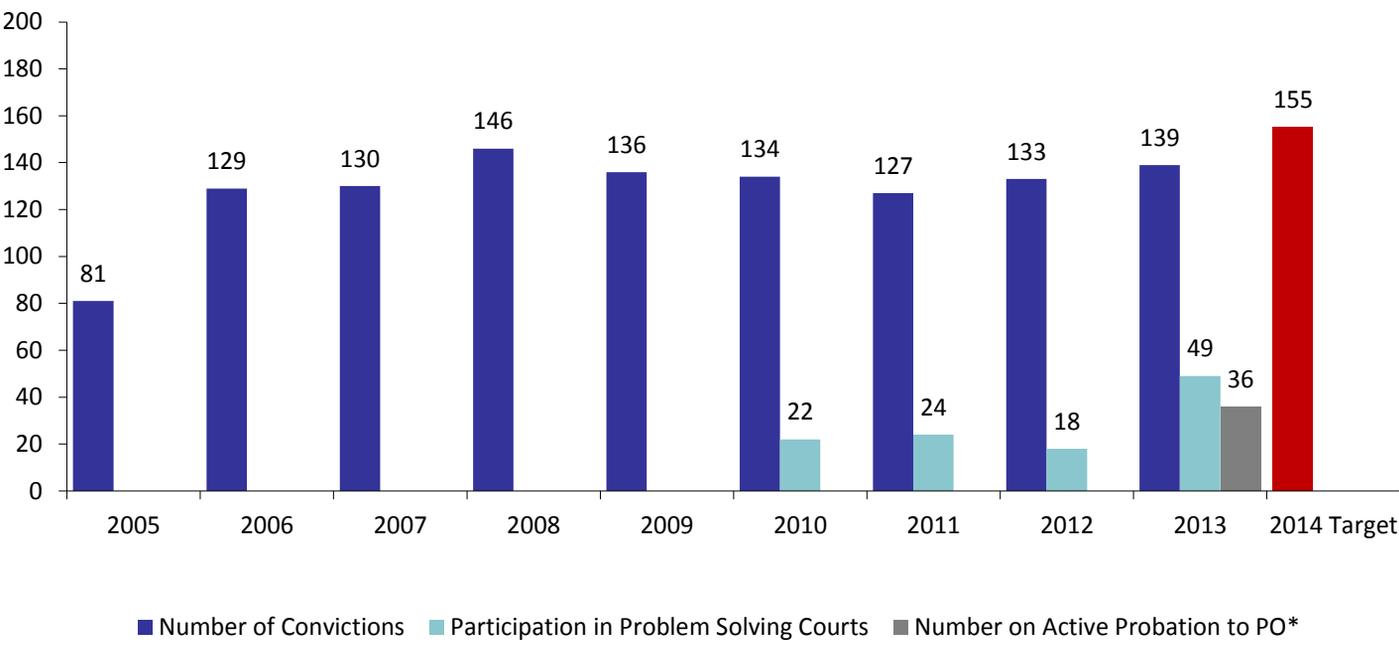
Source: 911 Police Response Times Report and Personnel Report (WFD)

### Gross Misdemeanor Weapons Cases Charged by the City Attorney's Office that Result in Conviction



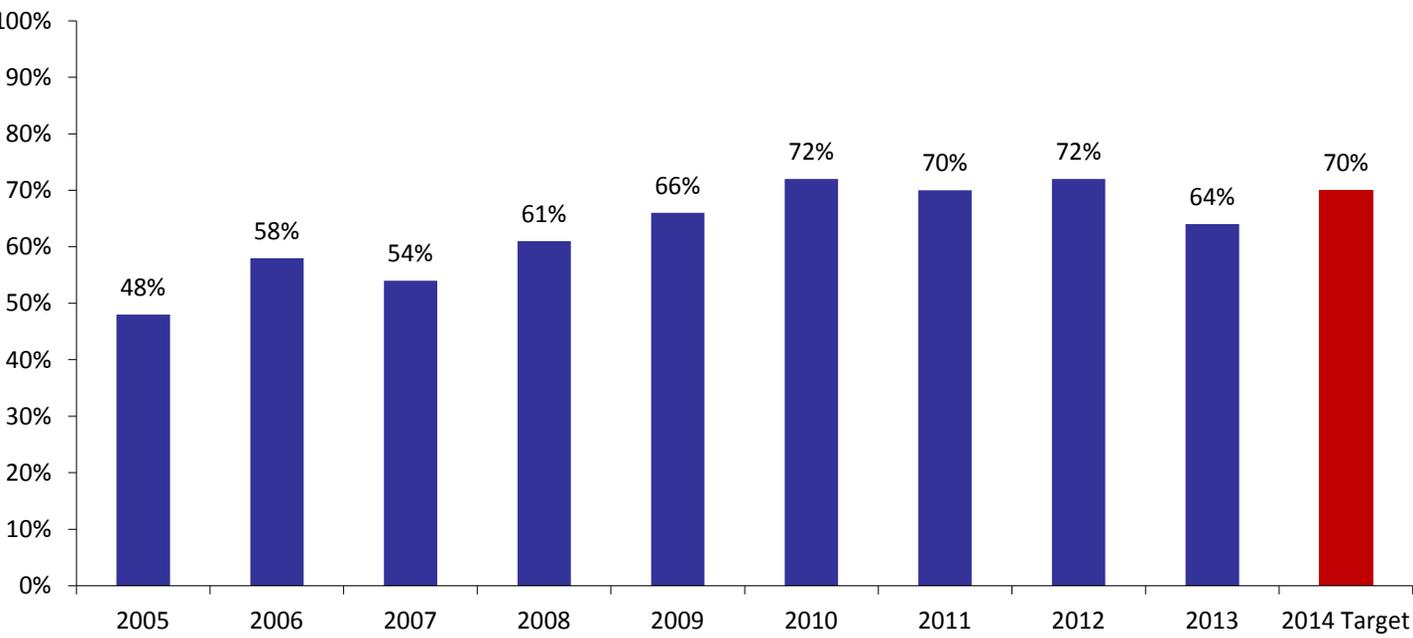
- Notes:
- 1. In April 2009, the U.S. Supreme Court issued a decision that limited the ability of the police to search for weapons in vehicles incident to an arrest; this decision has resulted in lower numbers of cases referred for prosecution.
  - 2. Data for 2008-2010 updated February 2012

### Number of Top 200 Chronic Offenders Convicted and/or Participating in Problem Solving Courts



Note: Active Probation to PO began in March of 2013  
 Source: CAO

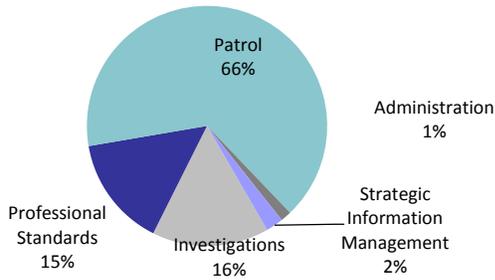
### Conviction Rate on Domestic Violence Cases



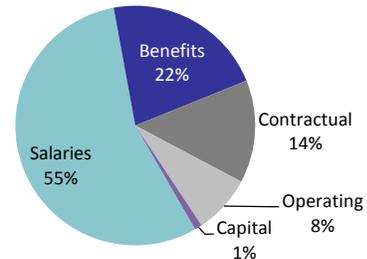
Source: CAO

# Management Dashboard: Police

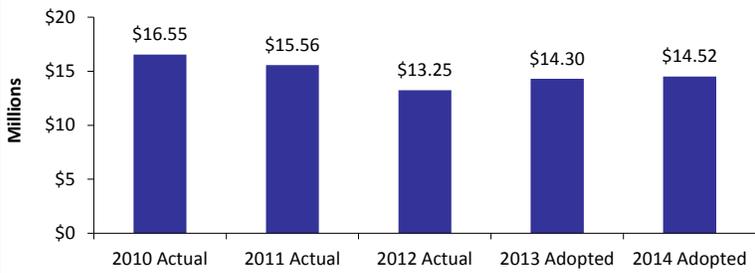
**2014 Positions by Division (Staff total 985.5)**



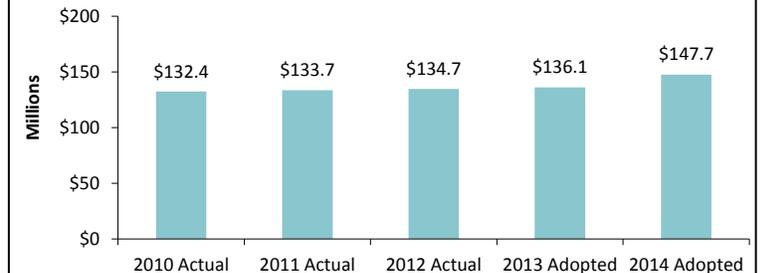
**2014 Expenditures by Type: \$147.7 million**



**Revenue 2010-2014 (in millions)**



**Expenditure 2010-2014 (in millions)**



Loss Prevention Data					
Year	2009	2010	2011	2012	2013
Workers Comp	\$1,901,170	\$1,974,443	\$1,791,605	\$2,172,152	\$1,762,542
Liability Claims	\$51,484	\$91,943	\$65,458	\$48,672	\$85,527

Average Sick Days Taken per Employee (*)					
Year	2009	2010	2011	2012	2013
Days	8.5	8.1	8.6	8.2	8.6

Workforce Demographics		
Year	2003	2013
% Female - Sworn	16.4%	15.0%
% Employee of Color - Sworn	16.5%	20.5%
# of Sworn Employees	794	832
% Female - Civilian	63.2%	65.4%
% Employee of Color - Civilian	21.2%	16.9%
# of Civilian Employees	212	127

Overtime Costs					
Year	2009	2010	2011	2012	2013
Cost	\$4,164,804	\$4,483,481	\$2,813,462	\$3,151,504	\$3,036,786

Positions Vacancies					
Year end	2010	2011	2012	2013	
Percent of Total	2.00%	5.00%	3.81%	7.00%	

Employee Turnover					
Year end	2009	2010	2011	2012	2013
Turnover	5.09%	6.56%	6.55%	3.82%	3.80%

Performance Reviews Past Due in HRIS	
As of 4/17/2014	42%

Retirement Projections											
Year	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Number	61	23	20	39	34	55	43	44	32	46	40
% of Employees	6.36%	2.40%	2.09%	4.07%	3.55%	5.74%	4.48%	4.59%	3.34%	4.80%	4.17%

**Notes:**

Average Sick Days taken per Employee

- A) Based on the payroll calendar year not the calendar year.
- B) Does not include employees who were in a suspended ("S") Pay Status at the end of a given payroll year.
- C) Includes employees who are in a paid ("P") Leave of Absence status and an unpaid Leave of Absence status ("L").

Overtime Costs

- A) OT amount - Fiscal. Reconciled with CRS and Data ware house queries.
- B) Hours - based on HRIS management reports with payroll data

Workforce Demographics

- A) Only includes active FT regular employees.

Employee Turnover and Savings

- A) Turnover Savings= \$Budgeted (personnel) - \$Actual (personnel)

Position Vacancies

- A) Includes only budgeted positions.

Retirement Projections

- A) The projected time an employee is eligible to retire is based on service time in HRIS. For employees who received pension service credit in other organizations, the actual year of retirement eligibility may be sooner than the projections show.



