

BUSINESS PLAN –

POLICE DEPARTMENT

Police



Business Plan

City of Duluth

Police Department

2011-2012 Business Plan

Prepared by: Chief Gordon Ramsay

Submitted: March 31, 2011

I. Executive Summary

The Department focuses on achieving and sustaining excellent customer service by demanding responsibility and accountability from personnel for successful problem solving outcomes. The Department strives to develop new community partnerships daily and enjoys tremendous community support. The Department focuses its efforts on our mission statement. ***The Mission of the Duluth Police Department is to provide the highest level of service through partnerships and problem solving in a professional, ethical, and timely manner.***

The motto of the department is ***"Innovation in Policing."***

The Duluth Police Department has a young, ambitious, energetic workforce that is educated and skilled.

The Department continues to look to technology to maximize efficiencies.

- ❖ Field-based reporting, electronic storage of documents, electronic transmission of citations and criminal complaints will save the Department time.
- ❖ 20 Surveillance cameras have been installed at the beginning of 2011. We will continue to aggressively pursue our goal of dramatically increasing the number and coverage of these cameras over the next five years.
- ❖ Now that we have video cameras in most patrol vehicles, we need to explore what is the next solution for capturing video and audio of our response.
- ❖ The Early Warning System tracks potential problem employees by monitoring, commendations, complaints, use of force and sick time to identify and protect employees at risk and addresses behavior or need for other services. This will help keep employees healthy and limit liability for the City.

The Department maintains safe neighborhoods despite significant increases in demand for calls for service. In 1968, the Department had 142 officers who answered 35,000 calls for service. In 2010 the Department answered approximately 82,313 calls for service with 144 officers. With the demand for service met by nearly the same number of staff, the Department has reached capacity in delivering police services.

The Department has been very proficient and successful resolving many high profile crimes. Excellent patrol response and skilled and devoted investigative and support staff have gathered the necessary evidence at scenes to lead to the successful arrest and prosecution of those offenders who cause community concern. These arrests allow citizens peace of mind and inspire community confidence in the Department.

II. WHO ARE WE?

Mission statement

The Mission of the Duluth Police Department is to provide the highest level of service through partnerships and problem solving in a professional, ethical, and timely manner.

Values

- **Integrity** – The department employs a character based hiring process as a foundation for future success. We continue this philosophy throughout our training, coaching and mentoring.
- **Respect** - As a foundation of our agency, we subscribe to an attitude of respect for and the protection of the value, dignity, and rights of those we serve.
- **Dedication** - We are proactive members of our organization and community. We are self-directed and self-motivated. We identify problems and develop and implement solutions to improve quality of life.
- **Honesty** - We value candor, honesty, and ethical behavior in the members of our Department. We are committed to uphold our positions of trust by maintaining the highest ethical standards as set forth in the Law Enforcement Code of Ethics and the Standards of Conduct for Minnesota Peace Officers.
- **Professionalism** – We clearly define our goals and mission and reinforce it through performance management and high expectations.
- **Ownership** – The police department adheres to the city's guiding principle of own it, solve it, take pride.



Business/Program Structure

Department history

In 1870 the state legislature granted a charter to the city of Duluth. As soon as the session adjourned an election was held in Duluth. Col. J.B. Culver was elected mayor and one of his first official acts was to appoint Robert S. D. Bruce, Chief of Police on April 21, 1870. With this appointment, the Duluth Police Department was formed. In 1876, the state legislature revoked the Duluth City Charter due to financial difficulty. The city became a village and the Duluth Police Department was reduced to a single Marshall.

On January 1, 1886, M. Sutphin was elected Mayor. He appointed Patrick Doran as his "Chief of Police" apparently feeling confident in what would happen in the next legislative session; because in 1887 Duluth was once again "cloaked with the power of a city" and the Marshall became the Chief of Police for "real". A "real" jail was also built that year. From this time on, the department continued to grow until it became the outstanding department it is today.

Organization of the Department

The department is divided into the Patrol Division, managed by Deputy Chief Mike Tusken and the Investigative/Administrative Division, managed by Deputy Chief Robin Roeser.

Patrol Division

The Patrol Division is divided into two geographic patrol areas. Each area is under the command of a lieutenant. The Patrol Division consists of the following units;

- Patrol shifts
- Community Policing Teams
- K-9 Unit
- Traffic Enforcement

Investigative / Administrative Division

The Investigative/Administrative Division contains all investigative units and administrative functions. There are currently four lieutenants assigned to this division, which consists of the following units;

- Crime Scene Investigation Unit
- Violent Crimes Unit
- Property/Financial Crimes Unit
- Crash Investigations Unit
- Lake Superior Drug and Gang Task Force
- Personnel, Training & Licensing Unit
- Juvenile Services Unit / School Resource Officers
- Records Support Unit
- Animal Shelter/Control
- Sex Crimes, Abuse, Neglect and Domestic Violence Unit
- Other division responsibilities include internal investigations, fleet, MIS, facilities, and grant management
- Forensic Computer Examiner

Each unit consists of a sergeant and several investigators. The department operates out of two main buildings.

- Police headquarters is located in City Hall, 411 West 1st Street and contains administrative and investigative offices as well as East Patrol Area operations.
- The West Duluth building is located at 5830 Grand Avenue (behind the Library and Fire Hall) and houses West Patrol Area operations, investigative personnel, and the emergency operations center. There are also neighborhood offices where many of our community police officers work.

Key Operational Functions

❖ Administrative / Investigative Division

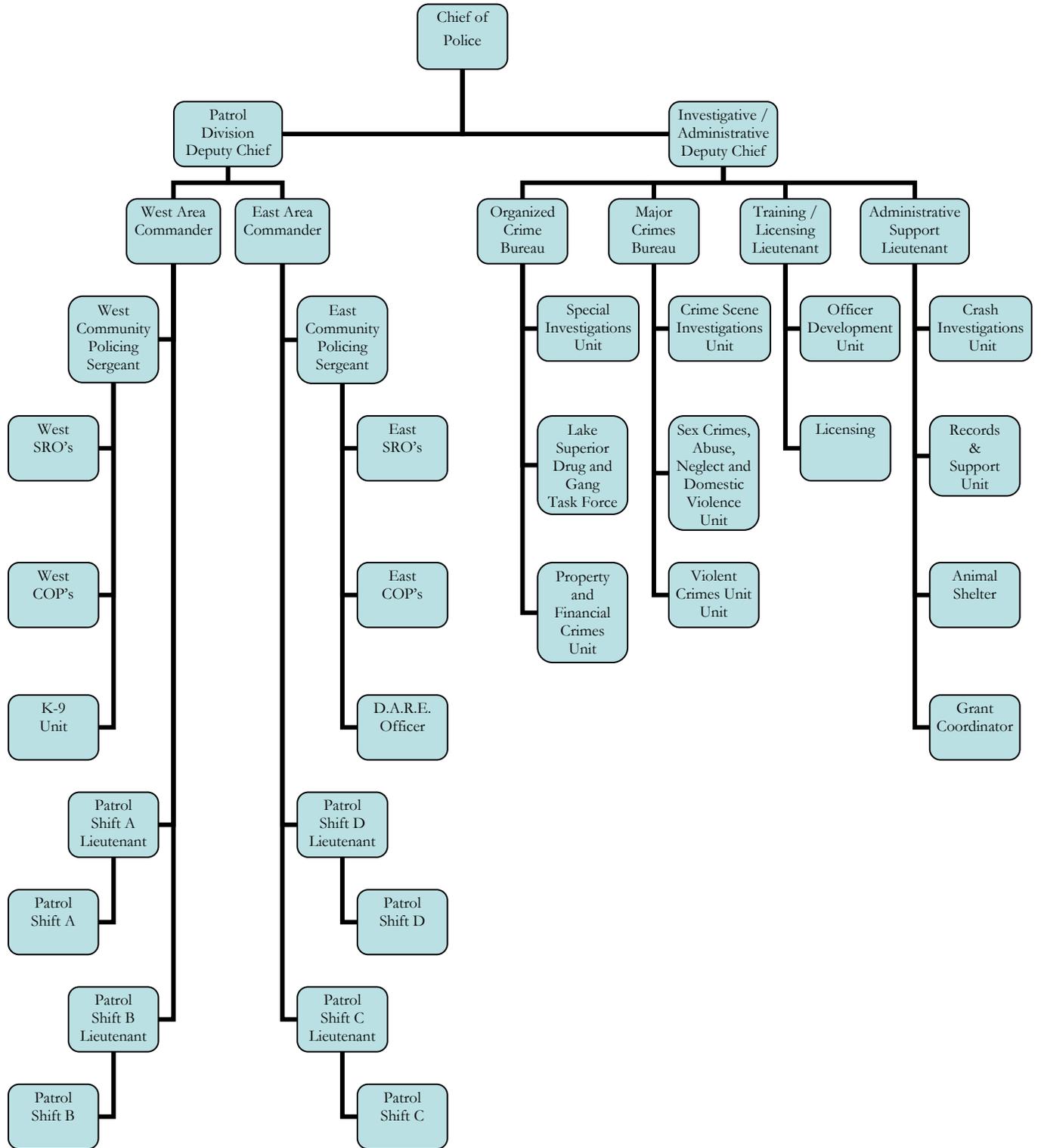
- Investigate crimes against persons and crimes against property, and see to the daily operation of the department. Investigations include the Major Crime Bureau (including robbery, homicide, assault, sexual assault and crime scene processing) and the Organized Crime Bureau (including , narcotics, theft, forgery/fraud and internet scams), The Administrative Division includes Personnel, Training and Licensing, and Crash Investigations.

❖ Patrol Division

- Protection of life and property through 911 response; enforcement of local, state and federal laws; emergency preparedness planning and operations; and identification and enforcement of quality of life crimes
- Enhance safety and livability in Duluth, through police-community partnerships
- Focused Law Enforcement activities using Patrol Officers, K-9 officers and Community Oriented Police Officers
- Responding to calls for service
- Proactive Law Enforcement activity by Patrol Officers



Organizational Chart



Significant Trends and Changes include:

1. Poor economic conditions impact our ability to hire needed officers. This is further hindered by reduced grant opportunities and funding;
2. Reduction of crime in City for past 2 years can only be sustained by continual innovation and creative problem solving;
3. New Training facility will allow best training opportunities for our staff at reduced costs resulting in a more professional, well-trained staff;
4. Move to new building;
5. Staffing levels, retirements and military leave etc.;
6. CompStat;
7. Enhancing existing partnerships within City Hall; and
8. Technological advances such as LPR, AVL, 800MHz.



SWOT Analysis

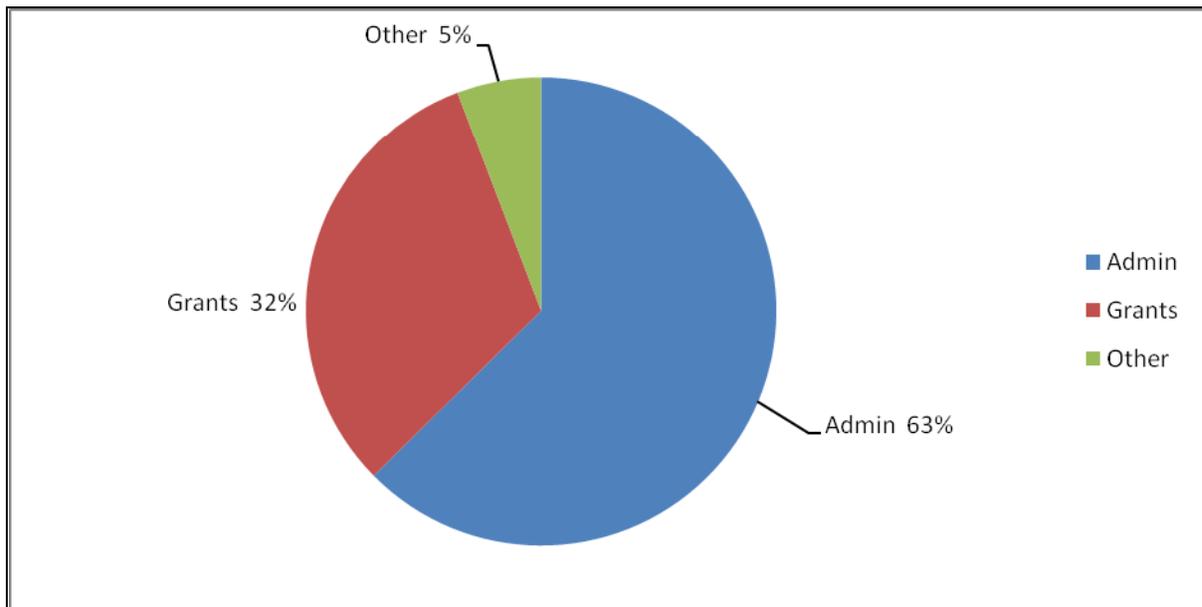
Internal Strengths	Internal Weaknesses
<ul style="list-style-type: none"> • Committed, dedicated, and professional staff both sworn and civilian • Strong partnerships (P.A.V.S.A., D.A.I.P., Safe Haven, City & County Attorney's, ISD 709 etc.) • Clear mission statement to guide the Department • Improved internal communication (CompStat, Patrol Log, Case Activity logs) • Character based hiring and training • Improved succession planning for personnel (EDA's, Training and Mentoring) • Increased accountability, dedication, integrity and professionalism • Continued commitment to enhanced technological upgrades for better efficiency and security • Excellent community support with improved communication (Public Information Officer) • CIT trained staff 	<ul style="list-style-type: none"> • Inability to reach authorized staffing levels due in part to lengthy hiring process and inability to hire for projected vacancies • Difficulty in hiring and promoting qualified personnel (limited control of the hiring process, civil service restrictions) • Inexperienced FTO base (many FTO's have only a few years of experience) • Limited overtime reduces training opportunities • Records staffing has increased slightly (15 in 1984 to 18 in 2010) but, call load has doubled (38,326 in 1984 to 82,313 in 2010.) • Poor system integration (CAD, Shield, BEAST, Field Based Reporting, etc) • Redundant data entry • Budget does not support operations for adequate project overtime, training or equipment. • Reduction in funding (Grants down, increased percentage of budget allocated to staff costs)
External Opportunities	External Threats
<ul style="list-style-type: none"> • New police headquarters and regional training center with an opportunity to utilize the new Police Headquarters • Shared/consolidated services with St. Louis County (C.S.I., crime lab, evidence storage, records) • Increase and improve partnerships with federal state and local law enforcement • Increased citizen involvement through advisory board • Strong community support to allow the Department to increase funding, staffing and upgrade facilities • CompStat continues to evolve • Leveraging other community partners/resources private and public, non-profit for greater problem solving • Technological advances available to aid in operations • Increased use of volunteers (Citizen's Patrol, Police Reserve) 	<ul style="list-style-type: none"> • Budget limitations set us up for failure to staff, train or provide the level of service we are committed to providing • Staffing has not kept pace with increased work load (140 officers average in the 60's, 70's and 80's and 144 officers in 2010) call load has doubled during this period. • The need to compete for other city resources (MIS, facilities, snowplowing) sometimes stalls our priorities and leaves staff frustrated • Difficulty in maintaining progress with succession planning and leadership development • Increased dependence and declining control over resources • Decreased funding for partner agencies • Increased expectations from the public to provide non-law enforcement services

III. OPERATIONS

Revenues

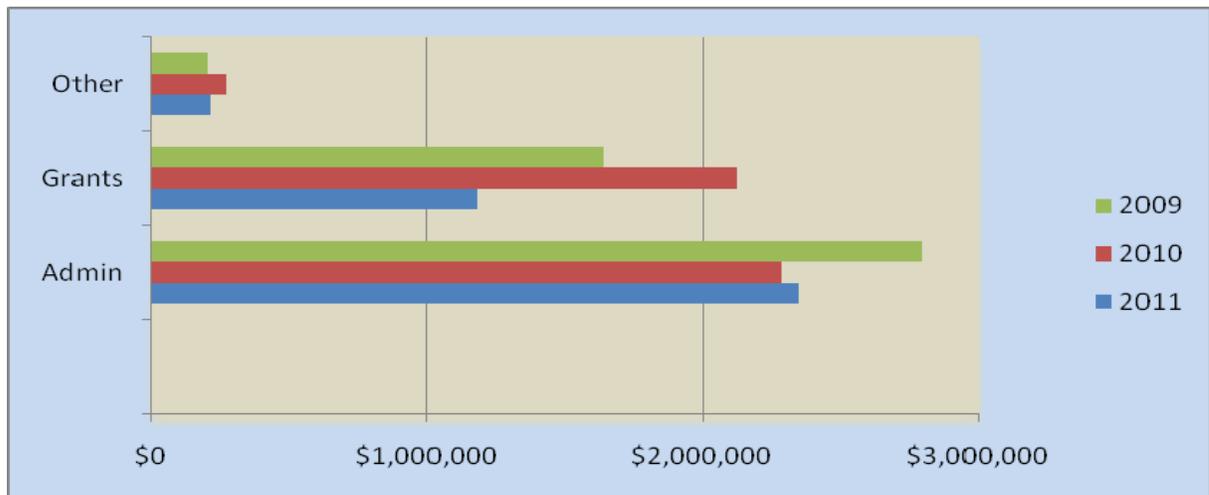
Department revenue is separated into three primary categories; Administrative, Grants and Other sources.

- Administrative revenues consist of POST training, State Insurance, Animal Shelter fees, ISD 709, Housing, Pawnbroker transaction fees, false alarm fees, extra duty and inter-fund transfers (Salaries & Wages).
- Grant funding is derived from JAG, OVW, LSDTF, MN Auto Theft, Local Law Enforcement
- Other Sources includes Special Accounts and Special Projects revenues. These revenues are obtained through programs such as DWI forfeitures, Auctions, Forfeited Funds, Animal Shelter fees and donations to the department.



Revenue Changes:

	<u>2011</u>	<u>2010</u>	<u>2009</u>	<u>Reimbursements from:</u>
Admin	\$2,344,000	\$2,287,018	\$2,796,164	Post training, State Ins, Animal Shelter fees, ISD 709, Housing, Pawnbroker trans, False alarm fees, extra duty, interfund transfers (salaries & wages)
Grants	\$1,181,256	\$2,125,217	\$1,643,979	JAG, OVW, LSDTF, MN Auto Theft, Pilot Enforcement Program
Other	\$217,422	\$274,457	\$205,481	DWI forfeiture, Auction, Forfeited Funds, Animal Shelter fees and donations
	<u>\$3,742,678</u>	<u>\$4,686,692</u>	<u>\$4,645,624</u>	



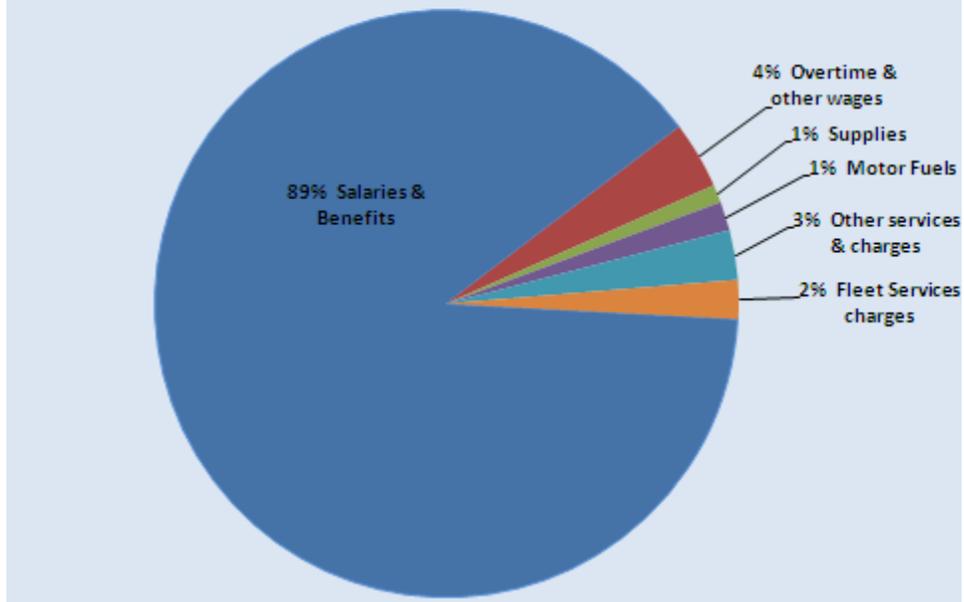
Personnel

The department has 144 sworn police officers and 38 civilian staff.

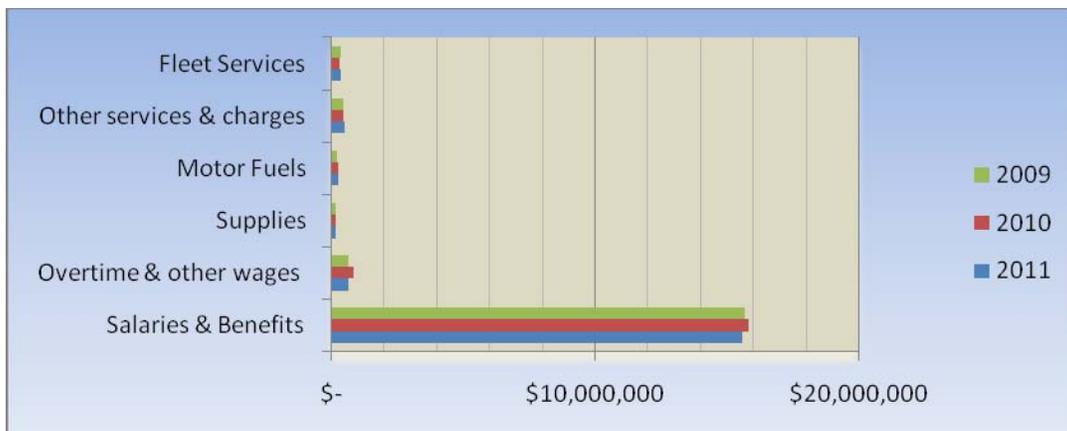
Key Expenses

Salaries and wages comprise 89 percent of the budget, while another 4 percent will be committed to the overtime budget. The remaining 7 percent is dedicated to fleet service charges, motor fuel, general supplies and other services & charges.

2011 Police Budget



	<u>2011</u>	<u>2010</u>	<u>2009</u>
Salaries & Benefits	\$ 15,599,900	\$ 15,806,994	\$ 15,671,106
Overtime & other wages	\$ 650,000	\$ 842,534	\$ 640,418
Supplies	\$ 174,500	\$ 143,149	\$ 149,795
Motor Fuels	\$ 280,000	\$ 266,531	\$ 212,961
Other services & charges	\$ 479,200	\$ 432,121	\$ 462,895
Fleet Services	\$ 375,000	\$ 316,030	\$ 354,781
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	\$ 17,558,600	\$ 17,807,359	\$ 17,491,956



Location & Facility

Our main headquarters is located in city hall with a west station at 5830 Grand Avenue. In February 2012, our main headquarters will be moving to a new facility at 2030 Arlington Avenue.

We have neighborhood sub-stations throughout the city. The transit center sub-station at 214 W. Superior Street is staffed Monday through Friday during business hours. The Lincoln Park sub-station, located at 2012 W. Superior Street is staffed by volunteers at various times of the day and week.

Legal issues

Due to the inherent dangers and contentious nature of policing, the police department is regularly confronted with legal issues. We work closely with City Attorney's, County Attorney's, the Minnesota Attorney General's Office and many other legal entities. The Minnesota POST Board regulates our licensed personnel and 100% of our employees are union members.

Key Suppliers

The majority of department costs are reasonably stable from year to year. Fuel prices continue to fluctuate due to external influences. We make every effort to reduce fuel costs by purchasing more fuel-efficient vehicles and limiting run time for vehicles. In the near future, we will begin using Automated Vehicle Locator (AVL) technology to dispatch the squads closest to calls, rather than dispatching by district assignment. This will help in reducing fuel costs even further.

We have been successful in reducing our fleet service costs by seeking alternative service providers and purchasing equipment through outside sources.

Supplier	Service / Product	2011	2010	2009
St. Louis County	Shield UF Access	\$ 66,975	\$66,975	\$66,975
	eMerts Suite - Ticket Writer	\$14,232	\$14,232	\$14,232
	Records Mgmt Svs (RMS)	\$2,880	\$2,880	\$2,880
	MDC - Nemesis - In-Car Connect	\$23,400	\$23,400	\$23,400
	Port Fee Connection	\$1,920	\$1,920	\$1,920
	Antenna Site (increase \$250 per yr)	\$8,000	\$7,750	\$7,500
	Sub-Total	\$117,407	\$117,157	\$116,907
E/S Support Service	Shield Support	\$17,328	\$17,328	\$17,328
MN Dept of Public Safety	Fingerprint	\$17,300	\$17,300	\$17,300

ICO	Fuel	\$280,000	\$266,531	\$212,961
Office Max/ Innovative	Office Supplies	\$24,000	\$16,485	\$19,380
Uniforms Unlimited	Uniforms	\$40,000	\$48,080	\$49,692
Phones	Sprint/ AT&T	\$65,000	\$93,661	\$71,990
Fleet Services	Parts & Labor	\$304,512	\$316,030	\$354,781
Police Training/Travel		\$90,000	\$71,216	\$87,393
Ammunition		\$40,000	\$35,700	\$25,444
Xerox	Lease	\$27,640	\$27,747	\$28,648

Capital Expenditures

	2011	2012	2013	2014	2015	
Police Vehicles	\$200,000	\$600,000	\$550,000	\$575,000	\$750,000	
License Plate Readers	\$ -	\$80,000	\$80,000	\$80,000	\$80,000	Four each yr at \$20,000 each x 5
Cameras Across City	\$ -	\$35,000	\$35,000	\$35,000	\$35,000	We have 20, goal is 80 x \$2000 each
Handguns/Taser /Rifles/Shotguns	\$ -	\$20,000	\$20,000	\$20,000	\$20,000	5 hand guns per year @\$550 each 5 Taser per year @\$1100 each 5 rifle per year until every office has new one @ \$1100 5 shotguns per year @ \$500
Total	\$200,000	\$735,000	\$685,000	\$710,000	\$885,000	

IV. WHAT DO WE WANT TO ACHIEVE/WHAT DO WE WANT TO BECOME?

Vision

The Duluth Police Department strives to provide quality, consistent, impartial police services to the diverse population and visitors to the city; build communities where all people feel safe and trust the City's public safety professionals and systems; deliver consistently high quality city services at a good value to our taxpayers and provide a safe environment in which to live, work, and visit.

Five-Year Goals & Objectives

Goal	Objective	Tactics	Measurement
Staffing	Maintain & increase staffing levels	Pursue grant funding, engage community and politicians	Number of full time employees
	Increase volunteers	Develop program to utilize volunteers as needs arise	Volunteers used on a regular basis by the end of 2011
	Hire Technology Manager	Demonstrate need, Assemble Job Description, Hire Someone	Technology Manager hired by the summer of 2012
Technological advances	Add 100 cameras by the end of 2015	Identify primary areas of where cameras are needed	20 Cameras added per year until the end of 2015
	Automated License Plate Readers in all primary squads by 2015	Utilize fleet budget and or grants to purchase ALPR units	20 units in place by 2015
	Replace I-Cop with more mobile recording technology	Research and evaluate appropriate equipment	All patrol officers outfitted with recording device by the end of 2015
Regional Training Center	Build revenue	Solicit partners to bring in professional training	Regular training is scheduled and fees are collected from outside agencies
	Increase training opportunities	Utilize local subject matter experts to expand training opportunities for DPD personnel	SME's identified, regular training scheduled, expenses reduced

V. HOW ARE WE GOING TO GET THERE?

Major Issues and Recommended Solutions

❖ Issue

Understaffing

The Police Department's primary issue to be resolved is understaffing. We are continually faced with ever-increasing calls for service, increasing citizen and community demands/expectations and homeland security issues. Current staffing levels for both sworn officers and support staff do not allow the department to provide the level of service the community has come to expect.

➤ Solution

Retain new hires

Beginning in 2009, the department began a new philosophy in hiring, training and retaining new officers. The department instituted a new Field Training Program and started the police department's first ever Police Academy, a ten week program designed to give recruits the tools they need to succeed in the FTO program and as police officers in general. While the program is still being evaluated, it appears to be a success.

Expand volunteer programs

The DPD will take steps to expand its citizen volunteer program. Citizen volunteer programs allow residents to provide support services to the police department, most of which could not be carried out due to staffing levels. It is anticipated that the DPD citizen volunteers will assist through duties such as supply maintenance, phone calls to victims, filing, mail packets, and a host of other services. Once fully implemented, we believe citizen volunteers will be of great benefit in relieving support staff on many of the time consuming tasks that keep them from their primary duties.

❖ Issue

Shared Services and Partnerships – The police department currently shares a number of services with St. Louis County. In early 2012, we will move to a joint law enforcement center and will share space and personnel as well. Issues that may arise have been identified as:

- Staff with different contracts may have different terms and conditions, which can result in animosity

- Different department policies and operating procedures may result in confusion amongst staff members and create redundancies and/or loss of information
- Building design may create communication issues with staff

➤ Solution

- Develop staff communications strategy to include representatives from each work group. This includes managing everyday relations and fostering new relationships.
- Ensure that “the little things” are taken care of quickly and efficiently to ensure they do not become larger problems
- Explore flexible work schedules to achieve best use of staff and effect savings
- Regularly evaluate joint services to ensure synchronization amongst work groups and prevent redundancies and/or loss of information

❖ Issue

Technology – technological advances continue to outpace the department’s ability to maintain current systems and supply new technology in order to police effectively and efficiently in the 21st century.

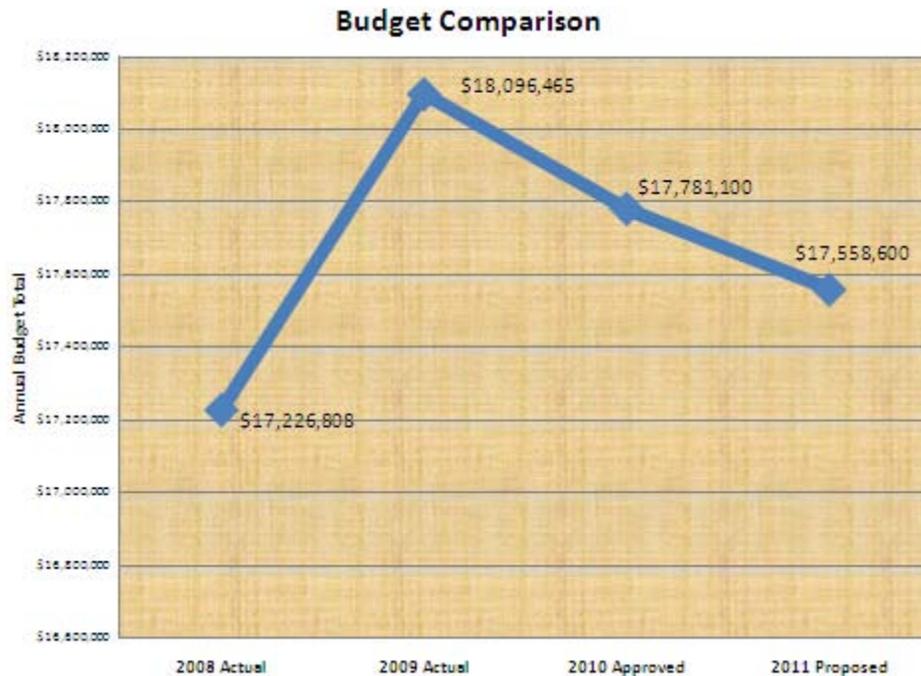
➤ Solution

Technology Manager

The department will hire a technology manager for the department by the summer of 2012. The technology manager’s responsibility will be to evaluate our current technology, explore new technology and monitor emerging technology. In this way, not only can we keep pace with technological advances, we can be at the forefront of advances in law enforcement technology.

VI. WHAT RESOURCES ARE WE GOING TO USE?

Finance Plan



Workforce Plan

Recruiting – The department actively seeks out qualified candidates from colleges and universities across the state. Officers regularly attend job fairs and public safety expos to promote the department and attract first-rate candidates. The department will further explore promoting the department through modern technology, such as YouTube, Twitter, etc.

Hiring and Retention – The department will continue to evaluate our hiring and training practices for new employees in order to attract and retain the most qualified candidates.

Technology Plan

Alternative recording technology - The department is currently exploring the use of alternative recording technology such as personal body cameras for patrol officers. This type of technology is cheaper than I-COP cameras and provides better coverage of events since they are with the officer wherever they go.

Field-Based Reporting System – The department is in the process of improving Field Based Reporting systems that have been installed in the squad cars. Field Based Reporting allows for: more efficient and timely report submission from the field; record/data entry time savings; more efficient record system and more staff time available for pressing tasks to name a few.

Controlled Asset Vault (Equipment Storage) – The department is exploring the purchase of a Controlled Asset Vault. Benefits of the asset vault include:

- Ability to secure all equipment issued daily to Patrol Officers
- Personal identification for each individual officer allows access to equipment and tracks removal of equipment
- Ability to track missing equipment back to last officer who checked it out
- Ability to maintain inventory of equipment
- Security of equipment
- Cost savings due to better management and tracking of equipment

*Currently used by Superior Police Department with excellent results

Equipment Plan

License Plate Readers (LPR) Technology – In 2010, the department acquired an LPR system through a Homeland Security grant. The LPR technology has been an valuable asset for the department, helping to locate vehicles involved in a variety of criminal activity. The department intends to purchase four LPR systems per year through 2015 for a total of twenty systems.

Handguns / Tasers / Rifles / Shotguns – The department's firearms are getting old and are in need of replacement. In addition, the department would like to expand its Tasers inventory. The department intends to purchase five shotguns, hand guns, rifles and tasers per year through 2015 in order update and replenish the equipment. Incremental purchases spread over the course of several years will reduce the financial impact to the department and set the stage for regular replacement of this equipment in the future.

800 MHz Radios – By January 2013, the department must migrate to a narrow band radio system. This will require the replacement of all mobile and portable radios. Grant funding has been secured to pay for them.

MDC'S – In 2010, the department replaced 1/3 of our MDC's. We intend to continue with incremental replacement in order to reduce the financial impact to the department.

Space Plan

The Duluth Police Department currently occupies space on the ground level and first floor of the City Hall building. Space is limited with operational services (patrol, word processing, records and customer services) predominantly located on the ground floor and administration and investigative offices on the first floor

The department is looking forward to moving to a new facility. The new facility is being constructed adjacent to the new St Louis County Sheriff's Office building and joint emergency communications center, near both the Arrowhead Juvenile Center and the Chris Jensen Nursing Home facility, between Rice Lake Road and Arlington Avenue. The close proximity of the two departments would encourage the combining of specific services, increased communication and dual use training and meeting facilities.



VII. Management and Organization

Management Team

The Duluth Police Department Command Staff consists of the Chief, 2 Deputy Chief's and 10 Lieutenants. The command staff has an average of 21.5 years of experience in law enforcement. The majority of command staff members are graduates of either the Northwestern School of Police Staff and Command or the FBI Academy.

Succession Plan

The department works under the philosophy that it is our responsibility to train personnel to replace us. All officers are encouraged to take the Bureau of Criminal Apprehension's Police Management series that helps them prepare for duties associated with promotion and leadership. The department also supports officers in their efforts to attend other classes that promote leadership, such as the FBI National Academy, Northwestern University's School of Police Staff and Command, and the IACP's Leadership in Police Organizations.



VIII. Appendices

2010 Initiatives & Results

Compstat

Compstat management philosophy adopted and fully implemented in 2010. Compstat utilizes crime statistics, GIS crime mapping, police records systems to identify trends in crime and disorder. The premise of this philosophy is to utilize timely criminal intelligence information to quickly deploy resources that will relentlessly follow-up on identified problems while tactics used to resolve problems are evaluated for effectiveness. Other cities who have utilized this philosophy have experienced remarkable reductions of crime and disorder. In Duluth, we are experiencing the same results after our first year!

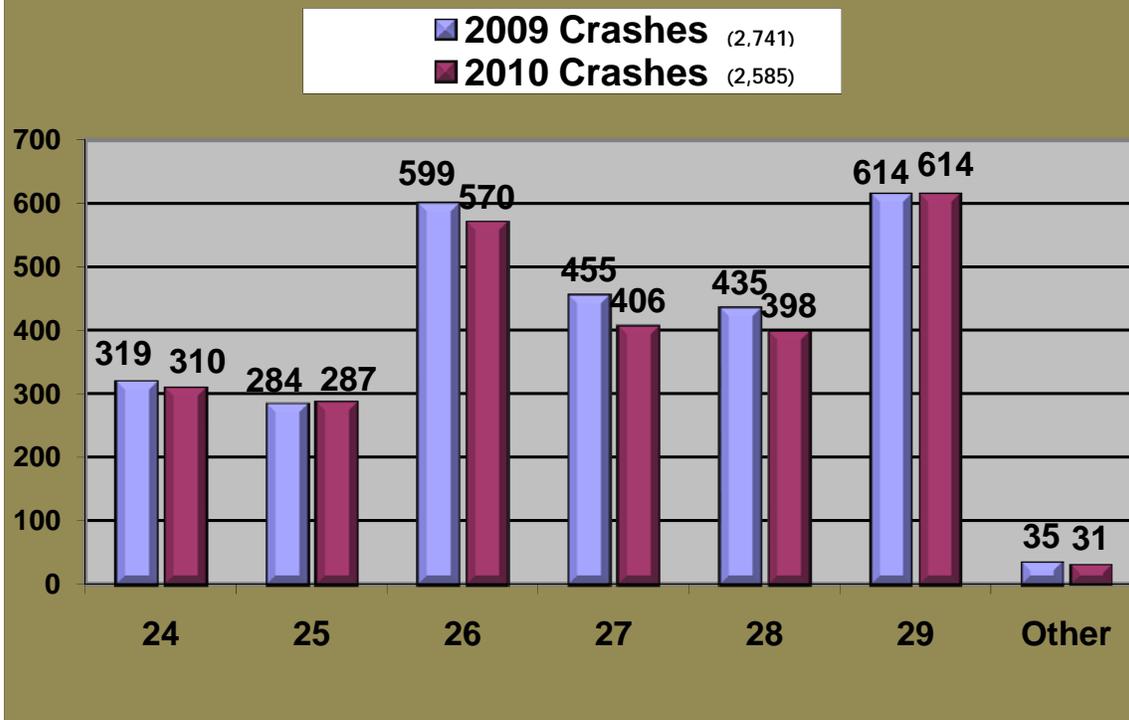
This philosophy is driven by performance management. Monitoring directed patrols, arrests, citations and stops identify employees who excel at criminal interdiction and area tool to monitor the effectiveness of tactics used to problem solve. We have seen increased proactive policing in problem areas resulting in more timely and effective problem solving. Performance management ensures all employees are engaged in problem solving and goals of the Department.

This philosophy requires accountability for effectiveness. A veteran community police officer was selected to coordinate the program and prepare criminal intelligence information in a weekly meeting held for department members to analyze crime statistics, trends and patterns and begin to strategize how to resolve problems. Our police commanders give updates on problems from the previous week and described progress and effectiveness of tactics used. This keeps focus on problems resolution.

Compstat improved communication across divisions, units and shifts. The weekly presentation is accessible on-line and directs our staff on the priorities for the week. The increased communication has allowed the department experience more timely resolutions to problems by having all members aware and engaged in priorities.

The results have been impressive this year! We have reduced street robberies 33%, increased impaired driving arrests, traffic stops and seat belt enforcement leading to a reduction in traffic crashes. We have reduced party calls around the campuses and increased our arrests of juvenile curfew violators more than 100%. This is important because juveniles often contribute to increased property crime. We are looking forward to year two and continued successes improving the quality of life in the City of Duluth!

2009/2010 YTD Crashes by District



Blight Collaborative

City of Duluth Police and Community Development Departments recognized failures to communicate both internally and externally on blighted properties. The police department brought together a comprehensive group of interested and action orientated partners representing city and county governments, nonprofits and authorities. The group meets monthly with a goal of reducing duplication of efforts and to focus on the city's worst properties. The collaborative approach has all the stakeholders at the table to identify demolition resources available and prioritize blight and demolition projects weighing such factors as public safety concerns or the property contributes to the decline of the surrounding neighborhood. Developing priorities directs blight clean-up to the properties and neighborhoods with the greatest need. This collaborative promotes communication and efficiency of partnerships to improve the neighborhoods in Duluth!

Police Prosecutor Partnership

Investigator Drozdowski began 2010 in uncharted territory as a Blight and Nuisance Community Policing Officer for Downtown Duluth. He took on the goal of changing the outlook or perception of crime Downtown with a partner who traditionally stayed in the courtroom, an assistant city attorney, Theresa Neo.

These two employees have shown incredible resolve to build collaborative relationships within our community to find solutions to problems which have eluded others. Both David and Theresa immediately understood that solutions to many of our community issues were not isolated to a single population or to a single service needed. They saw the need to be systems type thinkers. Many of the citizen they came in contact with had challenges such as; chemical dependency, mental health and criminal histories. They saw that one way of addressing and changing that particular person's behavior was to get each of these services together and have a round table to specifically address the person's entire needs.

When they identify a person who has multiple police contacts, they begin to search for a solution that fulfills everyone's needs. They actively search out resources for the person such as, chemical dependency treatment, housing, probation, mental health, courts and the community affected by the person's behavior. These groups choose a collaborative plan to affect positive change in the person's behavior. The person is held accountable, but they are always afforded an opportunity to accept the support of these different disciplines. There are a number of individuals accept the help and begin to change their behavior because they know someone cares for them.

Ultimately their contacts with the police department were reduced. Dave and Theresa sought help from other community leaders in cities who have creative initiatives that have succeeded, and adapted them for use here in Duluth.

The partnership has surpassed the first year's grant performance expectations so much so, the grant administrators were asked to change their goals by raising the performance benchmarks. A goal of the partnership is to be a template for others cities to use when trying to address quality of life for a neighborhood as community prosecuting model.

Crime Free Multi-Housing

The City of Duluth fully implemented a nationally recognized program Crime Free Multi-Housing (CFMH) to address crime and quality of life concerns facing our

neighborhoods by better management of rental properties. The Duluth Police Department and Neighborhood Housing Services (NHS) partnered to provide training for property owners and managers to be better property managers. Property managers are educated on the importance of conducting background checks on tenants and addressing minor problems before they become major issues that will lead to erosion of quality of life for other neighbors and property owners. Training of landlords will continue in 2011 to provide education and resources for property managers to help them better manage their properties. Another component of the CFMH is the ability of property managers to receive a timely email notifying them of any police calls to their licensed properties. This allows the property manager to address problems in a timely manner before a small issue becomes a major issue.

College Party Reduction

2010 showed a great deal of promise in maintaining and sustaining quality of life to campus neighborhoods. The Police Department used a number of tools to increase the effectiveness of criminal and civil ordinances. Social host ordinance, Crime Free Multi Housing and University of Duluth extending code of conduct on student to off campus behavior were among the most substantial changes. The social host ordinance placed significant fines on violators and changed behaviors of party hosts. The effective, appropriate and regular use of this ordinance to resolve party calls brought positive comments from campus neighbors who experienced an improvement in quality of life in their neighborhoods. A community police officer who does follow up with party hosts and landlords where parties occurred received feedback from students and property managers that the social host ordinance and CFMH have a deterrent effect on behaviors.

Also contributing to the improved quality of life was the partnership Duluth police had with other local law enforcement agencies to target party properties and impaired driving.

Law Enforcement Partnership

Duluth police partnered this year with the Minnesota State Patrol in a Data Driven Approaches to Crime and Traffic Safety (DDACTS) DDACTS uses crime mapping to target areas of crime using traffic enforcement to reduce crime and crashes. This program has been used in cities across the United States to reduce crime and crashes. Monthly, Duluth police and Minnesota State Patrol select an area to do 2-3 day enforcement projects. This initiative was used in Downtown Duluth to reduce street robberies and improve the perception of safety in response to the survey on safety. Additionally, the partnership was used to respond to party calls when college students began the school year and to target impaired drivers.



D.D.A.C.T.S.

SAFE ROADWAYS – SAFE COMMUNITY



MINNESOTA STATE PATROL

DULUTH POLICE DEPARTMENT

ACTIVITY SUMMARY

Self Initiated Field Activity

	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14
TLE – Moving	4	5	13	7	3	0	3	4	0	8	0	15	6	0
TLE – Equipment	10	9	7	8	9	5	3	5	0	0	1	18	3	2
TLE Subject Stops	8	31	3	16	22	9	9	18	12	21	8	16	14	6
Citations / Other Contact														
Speed	0	1	0	1	0	0	0	1	0	0	0	1	1	0
Seat Belt	0	1	2	1	0	0	0	0	0	0	0	1	0	0
Equipment	0	6	0	0	0	2	0	0	0	0	0	5	0	0
Other Contact	2	4	0	7	8	8	6	5	4	5	2	15	10	0
Arrests														
DUI	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Warrants	1	0	0	0	0	0	1	0	0	0	0	0	2	0
Narcotics	0	0	0	0	0	0	0	0	0	1	0	0	0	0
Other	2	0	1	2	0	0	5	2	0	1	0	3	0	0
TOTALS														
TLE	27	45	23	31	34	14	15	27	12	29	9	49	23	8
Citations	2	12	2	9	8	10	6	6	4	5	2	22	11	0
Arrests	3	0	1	2	0	0	6	2	0	2	0	3	2	0
Field Interview Cards	2	0	0	0	0	0	0	0	0	0	0	0	0	0
Citizen Contacts	5	10	0	6	9	2	6	12	0	15	0	5	20	10
Warnings/Rep	12	38	27	36	37	11	10	20	15	32	10	34	19	11
Hours Worked	21	21	17.5	24.5	24	15	21	27.5	8.5	18	12	36	21	9

High School Seat Belt Initiative

Statistics show the greatest risk of death to our teenage children is traffic crashes. As a result, the Duluth Police Department partnered with a regional committee Driving 4 Safe Communities focusing on the “4 E’s” Engineering, Emergency response, Education and Enforcement. The committee has a multi-disciplinary membership including hospitals, emergency personnel, engineering and law enforcement. The Duluth public high schools did an educational component while law enforcement issued a press release followed by an enforcement initiative. DPD had contact with more than 60 drivers issuing warnings and citations in a 12 day period in May. This project kept our teenagers safe from the number one killer of teenagers in Minnesota!

2011 Initiatives

- Continue Crash Reduction strategies with a goal of continuing to sustain proactive impaired driving, speed and seat belt enforcement strategies by goal setting, partnerships, and directed patrols.
- Sustain 2010 robbery reductions of 33% from 2009. Foot and bike patrols, compstat and partnerships with other LE.

- Reduce property crimes, burglary and vehicle prowls by 10%. Intelligence led policing, communication department-wide; reduce opportunity through details and education while clearing cases through arrests.
- Increase the number of SIMPLE details directing officers to address specific and defined problems with a strategic plan in place.
- Increase in-house training for patrol shifts on tactical procedures. Train officers in search and seizure issues to more effectively gather evidence during stops of suspects that will enhance criminal prosecution and reduce crime.
- Smooth transition to the new building by having all units complete thorough house-cleaning so that only what is necessary is moved.
- Full-time participation in the Forensic Technology and ICAC Task Force.
- Expansion of field reporting to include two additional forms and the ability for them to transmit electronically by end of year.
- Increase robbery clearance rate by 5 points on cases that are at a "5" or higher on the solvability matrix. To accomplish this, we will make use of CompStat, Patrol Bulletins, and "Question of the Week" to increase Patrol knowledge of suspects and cases.
- Increase burglary clearance rate by 5 points.
- Increase prosecution of domestic violators that also engage in sexual assault with their victim. We will work with PAVSA and their data base which tracks cases where domestic violence and sexual assault occur within the same incident. Preliminary tracking indicates that suspects who commit sexual crimes on their domestic partner also commit sexual assault outside of that domestic relationship.
- Complete Phase 2 of camera project (2008 PSGP) by end of year.
- Gain 100% registration compliance of the most dangerous Predatory Offenders (Levels 2 and 3).

