

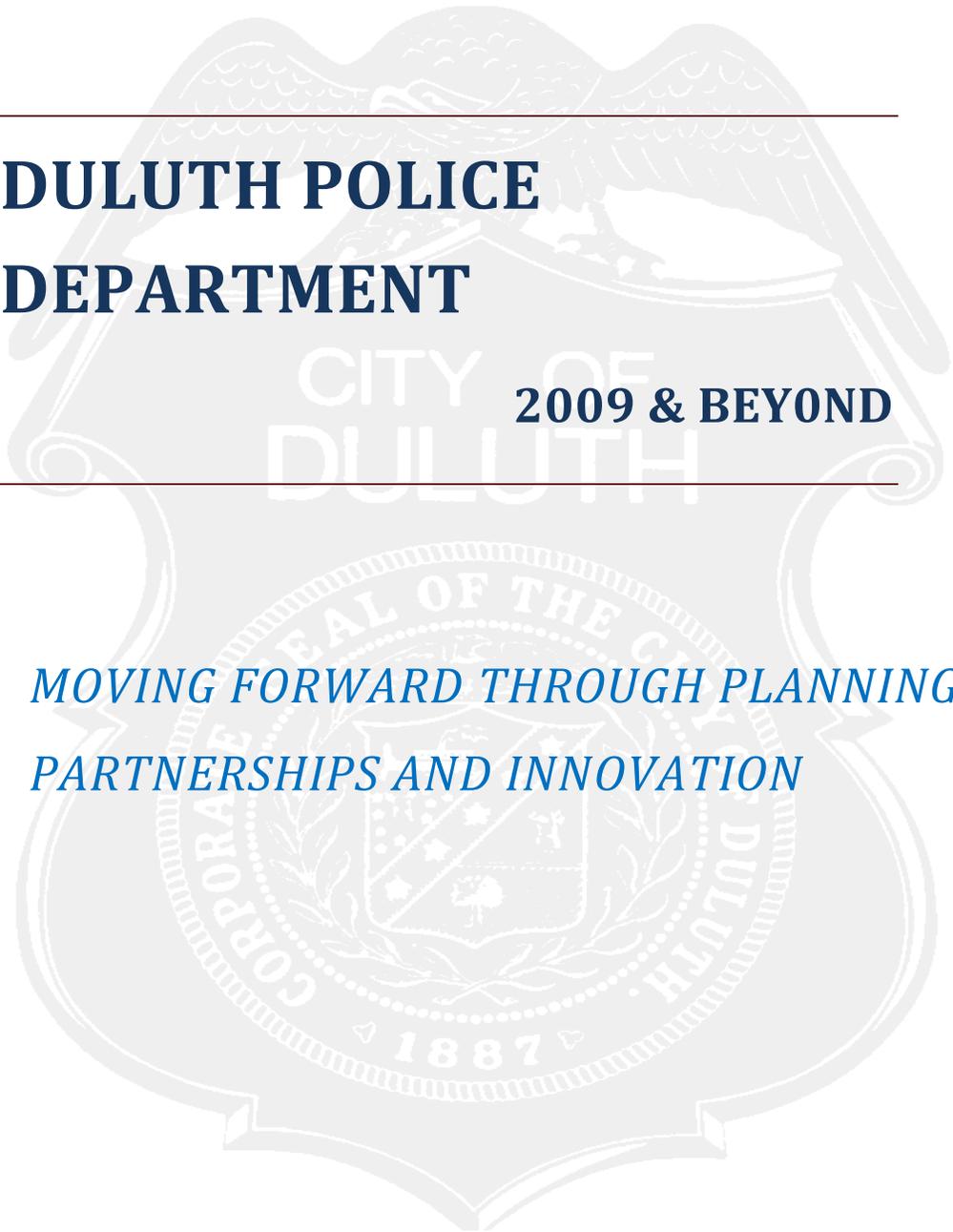
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**DULUTH POLICE  
DEPARTMENT**

**2009 & BEYOND**

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*MOVING FORWARD THROUGH PLANNING,  
PARTNERSHIPS AND INNOVATION*



## INTRODUCTION

The pace of change in this first decade of the 21<sup>st</sup> century has been unparalleled; economic uncertainties, shifting demographics, sophisticated technology and increasing globalization have impacted our communities on a multitude of levels. The police department, as our community's first line in ensuring safety, security and quality living, is striving to grow and adapt to continue providing for the needs of our community.

Mayor Ness has a serious interest in increasing our staffing to ensure Duluth's public safety needs are met. Mayor Ness recently said, "We need to maintain Duluth's reputation as a safe community to live and work. A properly staffed and funded police department is necessary to ensure Duluth remains a healthy community. I'm proud of our police force, they do a great job with the resources they are given. This additional operational support will make a significant difference in our effort to fight and prevent crime in Duluth."

In an effort to develop a multi-year plan for the department, the Command Staff met to discuss, strategize and prioritize initiatives. Working from a department -prepared Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis and a staffing needs proposal, the Command Staff developed a plan around four main components:



Implementation benchmarks were established in six month increments beginning in June, 2009.

The primary issue facing us in a time of change and challenge is capacity. As we look ahead, we first question whether or not we have the staff capacity to meet expanding needs.

Staffing levels have fluctuated greatly over the past 20 years, with an all time high of 156 officers in 1999. Our current level of 139 officers affects the department's ability to respond to the changing needs of our community and simultaneously to prepare for the emergent trends in crime. We have been severely hampered by our inability to sustain and grow our staffing levels.

Facilities emerge as another area of concern for the department. The question we face is how to provide for the customer service, function and technology demands. Accessibility by the public is a major concern, as well as a welcoming and secure environment for all those we deal with. Planning for a new headquarters building offers many opportunities for improvement and must be balanced with continuing a presence in our neighborhoods.



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# PERSONNEL

## Valuation & Efficacy

The Department's future personnel plan for the next four years focuses on three areas:

**Filling current vacant positions; some of which have been vacant for years**

**Increasing staffing with the focus on putting personnel into positions that will have the most impact on community service and quality of life**

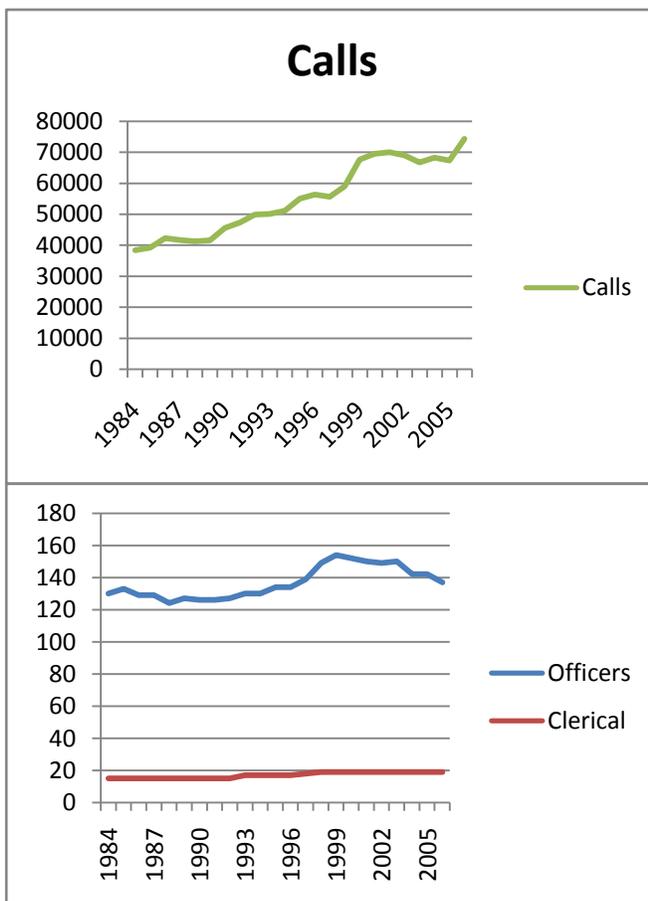
**Offering development through training, utilizing a new law enforcement center to establish our agency as a regional training destination in northern Minnesota**

The Duluth Police Department currently has 139 officers and 26 full time support staff who answered 76,000 calls for service from the citizens and visitors to Duluth. In 1968, the Department had 142 officers and 15 support staff who answered 35,000 calls for service. Now more than ever,

the Department is asked to deliver more services to more customers while the level of expected service is considerably higher. As a result, the Department operates at maximum capacity to meet the demands of our citizens and visitors. The patrol division is frequently overwhelmed with calls for service and investigative staff are unable to provide effective follow up on many cases throughout each year. The additional hiring of officers will ultimately result in call reduction, shorter call response time, more effective problem solving and ability to clear cases by arrest and hold offenders accountable.



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## 2008 Investigative Unit Referrals

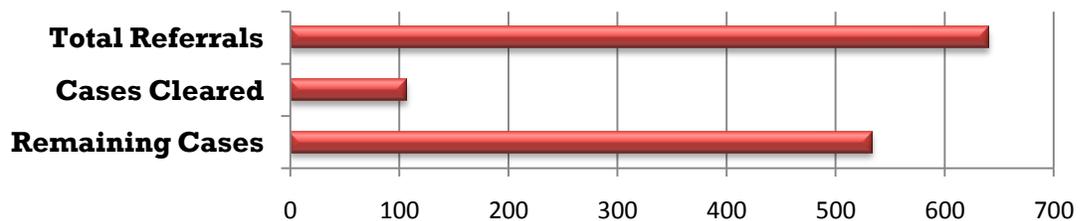
### VIOLENT CRIMES UNIT:

The Violent Crimes Unit belongs to the Major Crimes Bureau of the Investigative division. The unit investigates and follows up on case referrals dealing mostly with felony level violent crimes committed against persons. These include but are not limited to:



From January 1 through September 30 of this year, the Violent Crimes Unit has received over 640 case referrals needing follow up investigation. So far over 107 of those cases have been cleared through arrest or issuance of arrest warrants. The remaining 533 case are still pending. Many of these pending cases are felony level crimes which are potentially solvable if additional investigative work hours and resources were available.

### 2008 Violent Crimes Unit Referrals



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Duluth, MN 55802



## CRIME SCENE INVESTIGATION UNIT:

The Crime Scene Investigation Unit (CSI) received approximately 411 case referrals through September. In addition to referral follow up, the unit frequently responds to crime scenes to preserve and document the scene as well as collect and process evidence located at the scene.

Collection and processing of evidence is very labor intensive and the training required to develop staff expertise is extensive. For example, the development and identification of one latent fingerprint can take weeks of exhaustive examination before a match can be “called”. The Duluth Police Department has the only municipal forensic crime scene lab and crime scene investigators north of the twin cities which enables the department to expedite this aspect of criminal investigations.

In addition to providing technical investigative support to the entire police department, CSI also provides forensic crime scene processing services to the City and County Attorney’s Office, and at times the Assistant U.S. Attorney’s Office. The unit also maintains the department’s property and evidence rooms, which includes responsibility for proper distribution and disposal of evidence and property held by the department.

# Crime Scene Response Evidence Collection, Documentation and Processing Prosecution Support

Media Copying  
Services  
(Photographs,  
CD,s, Audio  
and  
VideoTapes)

State Crime  
Lab Submittals  
and Liaison

Training on  
Crime Scene  
Processing and  
Evidence  
Collection  
Procedures



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Duluth, MN 55802



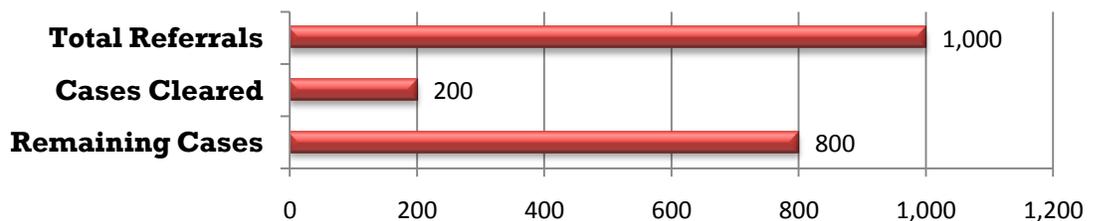
## FAMILY CRIMES UNITS:

The Family Crimes Unit also belongs to the Major Crimes Bureau of the Investigative Division. This unit investigates crimes committed against the person that often involve a domestic abuse situation. These cases include, but are not limited to:

<b>Domestic Assault</b>	<b>Domestic Assault by Strangulation</b>
<b>Order for Protection Violations</b>	<b>Sexual Assault (Adults and Children)</b>
<b>Child Neglect, Abuse and Exploitation</b>	<b>Predatory Offender Registration</b> <ul style="list-style-type: none"><li>•Registration Violations</li><li>•Community Notification Meetings</li></ul>

From January 1, 2008 through September 30, 2008 the Family Crimes Unit has received over 1,000 cases requiring follow up investigation. Over 200 of those have been cleared through arrest or issuance of arrest warrants. Most of the remaining 800 cases are still pending. Again, many of these pending cases are felony level crimes which are potentially solvable if additional investigative hours and resources were available.

### 2008 Family Crimes Unit Referrals



## **SPECIAL INVESTIGATIONS UNIT:**

With the drug trade comes all the residual crime, the crimes of violence and property crimes as people try to get money to buy drugs. In regards to crimes of violence and the drug trade connection, this is evidenced by two Duluth homicides: the Stan Booty homicide and the Marcus Johnson homicide.

In June of 2008, Duluth Police Department Violent Crimes Investigators conducted a homicide investigation which stemmed from an attempted drug “rip off”. The suspect in the homicide shot and killed the victim, STAN BOOTY, after BOOTY had made arrangements for two pounds of marijuana to be delivered to the suspect by two other individuals. Upon seeing it was a drug “rip off”, BOOTY tried to intervene and was subsequently shot in the chest during a struggle with the suspect.

In September of 2003, Duluth Police investigated the MARCUS JOHNSON homicide. GARY LAQUIER, a confirmed member of the Latin Kings, along with four other individuals, went to the residence of CLIFFORD BROWN, a member of the Gangster Disciples criminal street gang. His intent was to rob BROWN of drugs and money that BROWN allegedly had in his possession. When BROWN confronted LAQUIER at the front door to the apartment, BROWN tried to close the door on LAQUIER. LAQUIER fired one round into the apartment, which struck five year old MARCUS JOHNSON, who was sleeping on a couch in the living room. JOHNSON died at the scene as a result of the injuries sustained from the gunshot.

Investigators assigned to the Duluth Police Department Special Investigations Unit (SIU) are attached to the Lake Superior Drug and Gang Task Force (LSDGTF). The Lake Superior Drug and Gang Strike Force is housed at the department; the Task Force receives state grant funding and is comprised of officers from the Duluth, Hermantown, and Superior Police Departments and the St Louis County Sheriff's Office. SIU/LSDGTF investigates:

Use and sales of controlled substances

Vice (Prostitution, Gambling)

Weapons Offenses

Collection, documentation, Use and dissemination of criminal intelligence

Identification and documentation of gang activity and membership; investigation of gang related offenses



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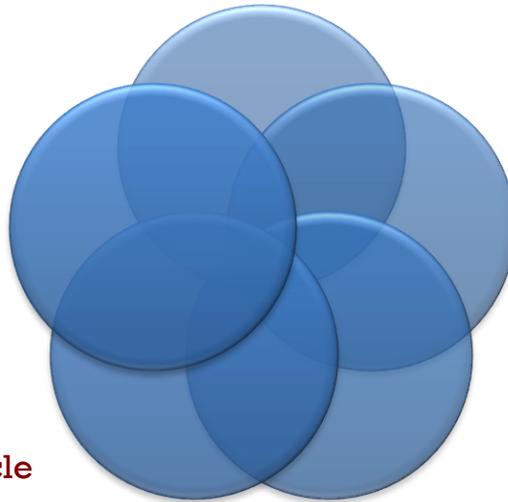


In the period from January 1, 2008 through September 30, 2008, SIU/LSDTGF investigated 193 cases. The majority of these were felony level cases. SIU/LSDGTF Investigators are also responsible for the identification, documentation, and tracking of those individuals associated with criminal organizations such as (but not limited to):

**Midwest (Chicago)  
Based Criminal Street  
Gangs**

**Correctional  
Based Gangs**

**West Coast  
Criminal Street  
Gangs**



**Outlaw Motorcycle  
Gangs**

**Ethnic/Cultural  
Criminal Gangs**

SIU/LSDGTF Investigators work collaboratively with other local, state, and federal law enforcement agencies to aggressively investigate and prosecute those individuals involved in these types of criminal behavior. Cases involving joint operations are frequently very complex and require thousands of investigative hours. SIU/LSDTGF investigators are currently engaged in two joint operations involving crack cocaine and methamphetamine. These investigations have been ongoing for 1 1/2 years and 2 1/2 years respectively and have resulted in sixty federal indictments, with more expected to come.



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## PROPERTY CRIMES UNIT:

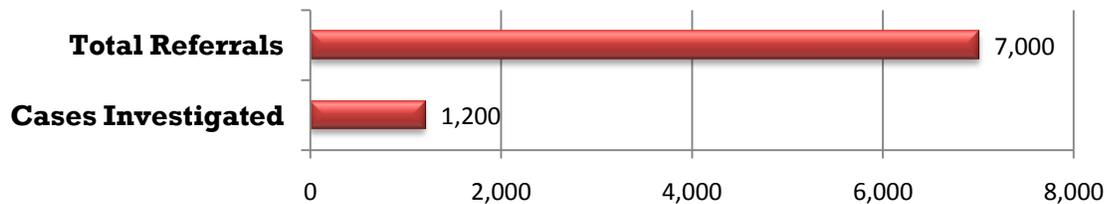
The department maintains a Property Crimes Units to investigate property crimes including:



Not only do Property Crimes Investigators conduct follow up investigation on these incidents, they also use crime-mapping software to strategically identify specific areas experiencing higher calls for service. Target hardening strategies (cameras, alarms, etc) are then employed to increase detection and augment investigations.

From January 1, 2008, through September 30, 2008, the three property crimes investigators have reviewed approximately 7,000 property reports by Uniformed Division personnel. Each one of these property reports is reviewed to determine which are related to theft or criminal damage to property related crimes, and to determine which cases require investigative follow up. From the 7,000 Property Reports, Investigators have conducted investigations on approximately 1,200 of these initial reports. Many of these pending cases are felony level crimes which are potentially solvable if additional investigative hours and resources were available.

### 2008 Property Crimes Unit Referrals



These Property Reports do not include direct referrals from sources such as citizen call-ins and reports, requests for assistance from other agencies, etc. For example, in July, Property Crimes and Financial Crimes Task Force Investigators, dedicated approximately two weeks to assisting law enforcement agencies from North Dakota and Michigan with the investigation of an interstate theft ring.

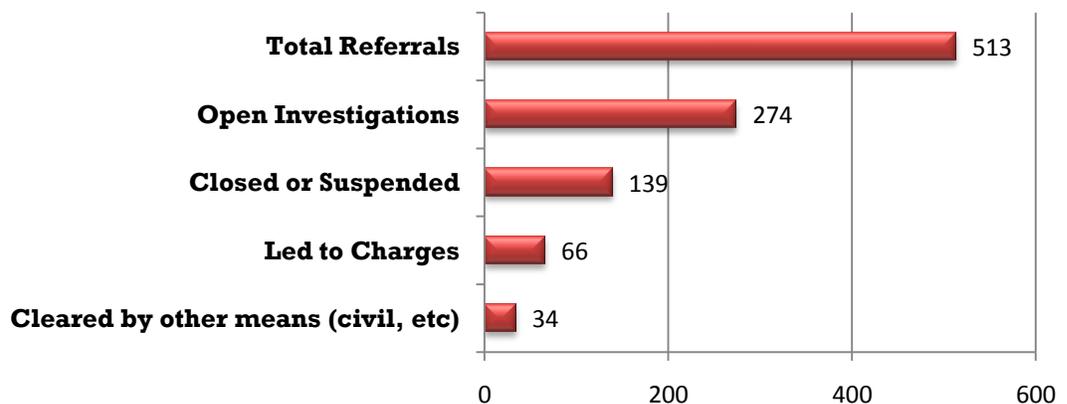
## MINNESOTA FINANCIAL CRIMES TASK FORCE:

Due to the increase of crimes related to financial institutions and computer fraud from offenders regionally, nationally and internationally, the State of Minnesota has established a Financial Crimes Task Force. The Task Force is directed by statute to investigate major financial crimes throughout the State of Minnesota. The department has two investigators assigned part-time to the Task Force.

Financial crimes constitute a wide variety of crimes, including identity theft, credit card and check fraud, forgery and counterfeiting, etc. Commissions of these crimes frequently employ the use of computers and other electronic devices to commit crime. From January 1, 2008, through December 1, 2008, 513 cases have been referred to the Financial Crimes Unit. Of these cases, financial crimes investigators assisted in 69 cases occurring outside of Duluth. These cases are typically highly complicated, multi-jurisdictional investigations in which the victim(s) have sustained a loss in excess of \$5,000. Of these 513 cases referred, currently there are 274 open investigations, 139 closed or suspended cases, 66 cases that have led to formal charges and 34 cases that have been cleared by other means (determined to be civil, etc.)



## 2008 Financial Crimes Task Force Referrals



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411 W. 1<sup>st</sup> St.  
Duluth, MN 55802





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## Hiring Needs:

The Department will hire continuously to bring the staffing level up to 165 officers. Twelve officers have been given conditional offers and are anticipated to start in January. The hiring plan for additional officers is as follows:

**2009 12 officers will be hired in September**

**2010 12 officers will be hired in January**

**2011 8 officers will be hired in January**

The hiring of these officers accounts for an 80% retention rate of new recruits and 2-3 % rate of retirements annually.

## Current vacant positions:

First, the Department must focus on filling ten vacancies, many of which have lingered for years and impact the level of service the Department delivers. Those vacancies are:

Unit	Vacancies	Responsibilities
Family Crimes	2	As described previously
Financial Crimes / Property Crimes	2	As described previously
Special Investigations	2	As described previously
Crash Investigations	1	This unit investigates motor vehicle crashes and hit and run
Patrol	3	911 response, neighborhood problem solving, directed patrol
<b>Total</b>	<b>10</b>	

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## Moving Forward

Police administrators are requesting an authorized strength of 165 officers and two additional clerical positions to keep up with increased demands. The positions are ranked in sequential order of the impact each will make on community quality of life and organizational need. A summary of each position is provided along with the anticipated impact of staffing the position.



*DULUTH POLICE  
DEPARTMENT  
411 W. 1<sup>st</sup> St.  
Duluth, MN 55802*



## Computer Forensic Examiner

**Positions requested: 1**

The demand for this position has become increasingly apparent with the increase of modern technologies (computers, cell phones, flash drives, etc). The types of criminal investigations a computer forensics examiner would be involved with are, but not limited to, the following crimes:

***Internet crimes against children, which deals with the exploitation of children via the internet.***

***Human Trafficking - it is important that our department take a proactive approach to this type of crime as Duluth is a major shipping port and is located on a major interstate thoroughfare (I-35)***

***Financial Crimes such as identity theft, check forgery, mortgage fraud, and intrusions into accounts.***

***Homicide Investigations - examination of electronic records which may provide additional evidence.***

***Drug trafficking and distribution investigations - assists in identifying co-conspirators in a drug trafficking organization and identifying where proceeds from the sale of illegal drugs may be secreted.***

The Duluth Police Department frequently has to request assistance from outside agencies to do the forensic evaluation of various electronic storage devices. In many cases, the wait time on these forensic examinations is more than six months. The demand for electronic forensic evaluations by law enforcement agencies is increasing rapidly.

For example, in child pornography cases, instead of keeping a scrapbook hidden in the closet or under the mattress, sexual offenders who victimize children now use electronic storage devices to keep illegal images memorializing details of their offenses. They also share images and journal with other sexual offenders via the internet.

Child pornography, child sexual exploitation and financial crimes cases will continue to be backlogged until the Department can add a forensic examiner. Establishing a department examiner would greatly reduce investigative roadblocks, such as the incident which occurred last summer when the City of Duluth was the victim of an internet based financial crime. One of the City's computers was "Hijacked" and used to launch an internet phishing scam. The City waited over two months to have the computer examined because it was sent to another law enforcement agency for examination.



DULUTH POLICE  
DEPARTMENT  
411 W. 1<sup>st</sup> St.  
Duluth, MN 55802



## Neighborhood Impact Team Sergeant and Investigator

**Positions requested: 2**

The newly formed unit is staffed with two investigators from drug and gang unit (SIU). Adding an investigator and sergeant to the unit would substantially increase the unit's ability to identify and respond to problem areas and chronic offenders presenting the greatest threats to peace and public safety in the City. In addition to actively participating in the investigative duties of the team, the sergeant would provide the necessary coordination and supervision for the unit.

Investigators in this unit are skilled in surveillance techniques and are among the department's most knowledgeable officers in the area of criminal interdiction, criminal intelligence, and investigation. This unit will be deployed into areas where increased criminal activity has been identified. Proactive robbery and burglary reduction operations are prime examples of the work this unit will do. For instance, in 2008, the City has experienced a 20% increase in street robberies; this unit analyzed these incidents and implemented a response plan to address the problem.

The Neighborhood Impact Team will make an immediate impact on neighborhood quality of life and safety and will reduce the potential for duplication of investigative efforts, thus improving operational efficiency.



DULUTH POLICE  
DEPARTMENT  
411 W. 1<sup>st</sup> St.  
Duluth, MN 55802



## Internet Crimes Against Children / Child Neglect Investigator

**Positions requested: 1**

The Duluth Police Department is currently a member of the Minnesota Internet Crimes Against Children (I.C.A.C.) Task Force. However, due to limited staffing, the Duluth Police Department has been unable to assign an investigator to the unit. The Minnesota I.C.A.C. Task Force provides the Duluth Police Department with detailed information concerning suspected child pornography crimes involving the internet. The department receives high priority referrals from the State Task Force. As no one is currently assigned to work these cases exclusively, the department has to “triage” I.C.A.C. case referrals. The Department has been able to accept only eight cases in 2008; however there are numerous cases waiting investigative follow up and these numbers are not representative of the total number of cases.

These cases are very complex and labor intense. The collection of electronic forensic evidence is an essential step in bringing these offenders to justice. The I.C.A.C. Investigator will be responsible for the investigation of all City of Duluth cases involving the manufacture, possession, and distribution of child pornography as well as the cases that involve the sexual exploitation and enticement of children via the internet.



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DEPARTMENT  
411 W. 1<sup>st</sup> St.  
Duluth, MN 55802



## Human Trafficking Investigator

**Positions requested: 1**

The Human Trafficking Investigator will work closely with the I.C.A.C. Investigator and Forensic Computer Examiner, as many cases of human trafficking involve child sexual exploitation and the use of computer technology to facilitate crimes. The Human Trafficking Investigator will investigate cases of modern day slavery (human trafficking). Human trafficking frequently involves the illegal trafficking of women and children for sexual exploitation, agricultural labor, and sweatshops as well as involuntary domestic servitude.

A 2007 report to the Minnesota Legislature on human trafficking in Minnesota concluded,

*“This year’s and last year’s study demonstrate that labor and sex trafficking is occurring in Minnesota and that victims come from all over the state, nation, and world. The exact number of victims is difficult to determine, and this report only accounts for those victims who received help and were correctly recognized as trafficked. There are, without doubt, people in Minnesota experiencing labor or commercial sexual exploitation who have not received help or who do not recognize their victimization.”*

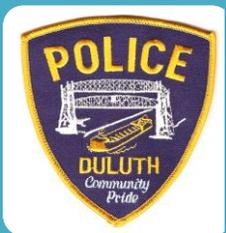
This report was prepared by the Minnesota Office of Justice Programs.

The port of Duluth-Superior is specifically named in the September, 2008 Sex Trafficking Needs Assessment for the State of Minnesota as a destination for trafficking victims who are brought on board ships for exploitation by the crew. According to this report:

*“Investigation of sex trafficking into the port of Duluth-Superior involves negotiating multiple jurisdictions. To date, this complexity has resulted in a dearth of sex trafficking investigations and enforcement of sex traffic laws, and ultimately in no assistance for trafficked persons or prosecutions of traffickers.”*



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DEPARTMENT  
411 W. 1st St.  
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## Habitual Offender Team (HOT)

**Positions requested: 3**

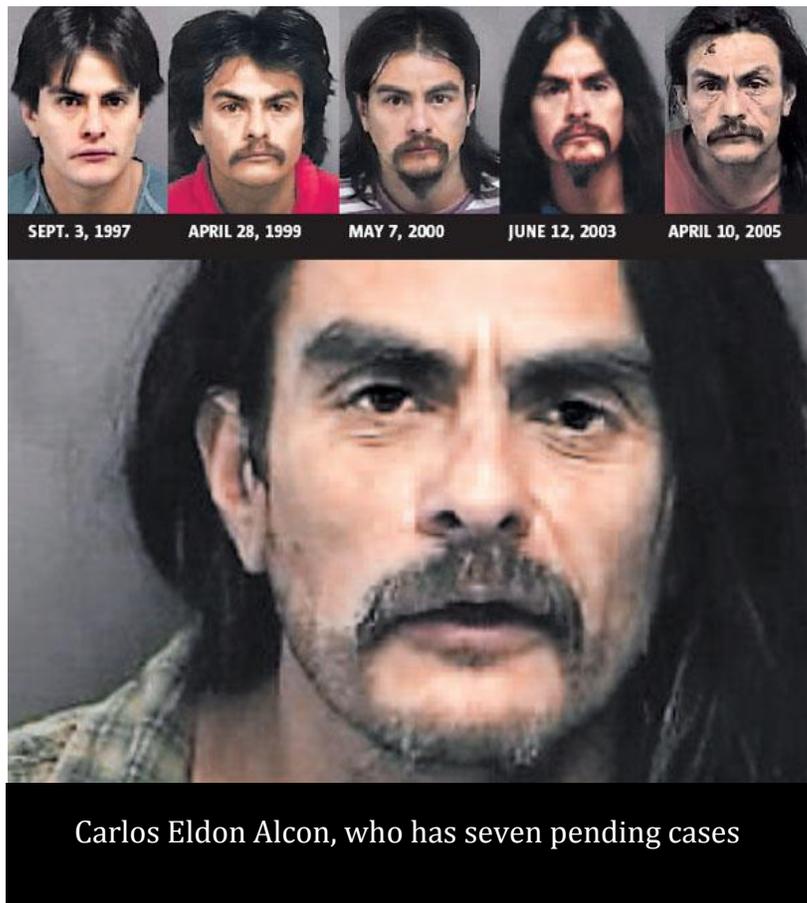
Police and Probation partnerships are very successful programs throughout the United States and are responsible for significant crime reduction by holding habitual offenders accountable for their conditions of probation or parole.

The members of the Habitual Offender Team will focus on identified high risk offenders currently on probation, parole or intensive supervision. The team will collaborate with probation and corrections to deter criminal activity or investigate and prosecute criminal activity.

In addition, the team will monitor compliance of the nearly 300 registered predatory offenders living in the City of Duluth. Currently, compliance checks are not systematically completed. This program would allow the Department to properly monitor predatory offenders and maintain an up to date database.



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DEPARTMENT  
411 W. 1<sup>st</sup> St.  
Duluth, MN 55802



Carlos Eldon Alcon, who has seven pending cases

## Juvenile Sergeant

**Positions requested: 1**

In 1999 the Duluth Police Department had thirty sergeants. Today the department only has twenty sergeants. In the fall of 2003 the Juvenile Bureau was disbanded and its duties were distributed across the Department. It has become increasingly apparent that this change had many unanticipated consequences. The Department has lacked a coordinated response to many juvenile-related issues such as investigating and clearing runaway reports; assigning, investigating, documenting, and following up on juvenile diversion cases; truancy and curfew enforcement; and ensuring juvenile tickets are submitted to the court in a timely fashion.



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DEPARTMENT  
411 W. 1<sup>st</sup> St.  
Duluth, MN 55802



In addition to coordinating and monitoring juvenile investigations, diversion activities and enforcement projects, the Juvenile Sergeant would also provide uniform and consistent supervision and direction to the Department's seven School Resource Officers, who provide crime prevention initiatives such as: gang prevention strategies, drug prevention programs (D.A.R.E) and safe school programs.

## Community Police Officer (COP)

**Positions requested: 6**

The community police officer assignment accomplishes two critical tasks for the Department:

***Neighborhood problem-solving***

***Forming neighborhood partnerships***

Community police officers are assigned to a neighborhood and network with the community, residents and businesses. For the residents of the neighborhoods they serve these officers become the “face” of the Department. Community officers actively engage residents and the business community to work together to resolve crime and quality of life issues. They mediate neighborhood problems which could become larger problems if not quickly addressed.



Community police officers routinely identify and address quality of life problems such as nuisance properties, blight and disorderly homes where disturbances and illegal activity are occurring. With the exception of the two day shift downtown foot patrol officers, a single COP is assigned to each neighborhood. The demand for their time and services exceeds their capacity to effectively address all the neighborhood concerns.



DULUTH POLICE  
DEPARTMENT  
411 W. 1st St.  
Duluth, MN 55802



Currently, the Central Hillside, Canal Park, East Hillside, Lincoln Park, and West Duluth neighborhoods are most in need of additional community police officers to address the community demands. Each of these COP officers once had partners but due to staffing shortages the positions were eliminated. With increased staffing, additional COPs will be returned to the neighborhoods to provide greater visibility, increased neighborhood support and enhanced flexibility to address problems when they occur.



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DEPARTMENT  
411 W. 1st St.  
Duluth, MN 55802*



## Community Police Officer Deployment

**The six requested Community Police Officers will be deployed into the following neighborhoods:**

### **Central Hillside Neighborhood (2)**

The Central Hillside neighborhood generates the highest volume of calls for service in the City. At one time, this neighborhood had two additional community officers assigned but due to staffing shortages, the positions were eliminated.



This neighborhood has the challenge of many rental properties, a transient population, and many disturbance and blight related complaints. This summer, two high profile homicides have shaken the community. These officers will be assigned to the neighborhood to meet the resident's needs to address quality of life issues and crime. One community officer will be assigned during night time hours to address activities in the downtown area and Central Hillside area focusing on juvenile offenders, disturbances and other crime. The second community officer would work in partnership with the current Central Hillside COP to address the numerous quality of life concerns in this neighborhood. The area along 4th Street from 4<sup>th</sup> Avenue West to 6<sup>th</sup> Avenue East would be targeted for high visibility foot and bike patrols.



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DEPARTMENT  
411 W. 1<sup>st</sup> St.  
Duluth, MN 55802*





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411 W. 1<sup>st</sup> St.  
Duluth, MN 55802



### **Canal Park/ Park Point Neighborhood (1)**

The Canal Park District is not only one of the most visited areas in Minnesota; it is also a destination for many local residents. The area at one time had a seasonal police presence of ten officers assigned during the busy tourist seasons from June to October. Due to staffing shortages, more than half of these positions were reduced.

With the recent and anticipated growth in the hospitality industry additional year-round staff are needed to provide comprehensive identification and resolution of crime and disorder issues. When the police had a



significant presence in the area crime and disorder was minimal. In the past few years, driving violations, loud music, blocking the sidewalk, disorderly conduct and graffiti crimes have increased. Many of these crimes are committed by juveniles and young adults. Assigning an additional officer to this area would provide increased continuity of service in efforts to reduce crimes that negatively impact the experience of visiting this popular area.

### **East Hillside Neighborhood (1)**

The East Hillside neighborhood generates the second highest volume of calls for service in the City. The East Hillside neighborhood previously had two community officers but due to staffing shortages, one position was reduced. This neighborhood is challenged by a growing college student population interspersed with long time residents. The neighborhood is plagued with many quality of life issues, such as disturbances, disruptive parties, blighted properties and parking complaints. The East Hillside has also experienced an increase in violent crimes. An additional officer would allow for more night-time presence when many of the illegal activities are occurring and would focus more efforts on proactive policing.



DULUTH POLICE  
DEPARTMENT  
411 W. 1<sup>st</sup> St.  
Duluth, MN 55802



### **Lincoln Park Neighborhood (1)**

Lincoln Park has a large number of high density rental properties and a transient population. Many disturbance and blight related calls for service occur. Officers work continually with commercial and industrial business owners to prevent burglary and theft related crimes. This neighborhood was once staffed with two community officers but due to staffing shortages, one position was reduced. The neighborhood has a very active citizen patrol working under the direction of the community officer. An additional officer would allow for more night-time presence when many of the illegal activities are occurring and would focus more efforts on proactive policing.

### **West Duluth Neighborhood (1)**

The West Duluth Neighborhood is comprised of a diverse mix of business, medical, and residential areas with unique problems ranging from traffic concerns, blight, disturbances, burglary and theft. Some neighborhoods have an increasing number of rental properties and a transient population and others are

predominantly home owners.

This neighborhood was once staffed with two community officers but

due to staffing shortages, one position was

eliminated. An additional officer would allow for more night-time presence when many of the illegal activities are occurring and would focus more efforts on proactive policing.



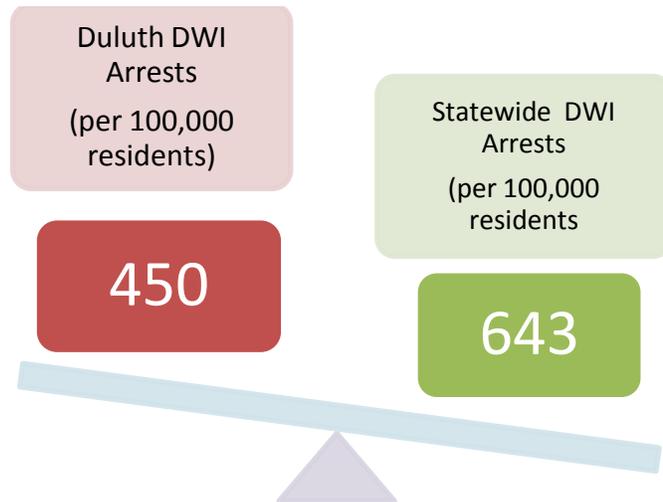
## Crash Reduction Traffic Enforcement / DWI Unit

**Positions requested: 3**

The purpose of the Crash Reduction Unit will be to mitigate traffic crashes and sustain traffic enforcement efforts. Driving complaints related to speeding, failing to stop at signs and semaphores, loud mufflers and reckless driving are among the most common complaints. These complaints are assigned to community officers and patrol officers to resolve. The speed trailer is deployed to make citizens aware of their speed when applicable.

Special enforcement areas are established to address the complaints and are staffed by patrol officers during unassigned time. The difficulty in addressing these complaints is the lack of capacity to sustain an enforcement effort due to increasing call load.

A crash reduction unit will focus on the intersections and roadways with the most traffic crashes and analyze the time of day, conditions, and causes and deploy resources in those areas to reduce crashes. (St. Louis County is third in the State of Minnesota in number of fatalities and alcohol related fatalities). Duluth Police Department made 333 DWI arrests in 2007. The State of Minnesota converts these numbers into a formula of “arrests per 100,000 residents”. Using this formula, Duluth’s arrests compare to the rest of the state as such:



Arrests are down due to increased calls for service demand on officer’s time.

The addition of a traffic officer would benefit citizens through more responsiveness to citizen concerns by means of the efficient use of a sign trailer, increased traffic safety through targeted enforcement, and increased citations which would result in increased revenues to the City.



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## **Non-sworn - Records Staff**

### ***Positions requested: 2***

Policing has become increasingly complex in the past two decades. Laws have become more complicated and state and federal reporting mandates have dramatically increased, as has the level of documentation needed to successfully prosecute many criminal cases. Accordingly, records management staff has been pushed beyond capacity. To meet the mandated state and federal statistical reporting requirements, the Duluth Police Department has been forced to use a substantial amount of overtime. In 2007 the Department spent \$56,949 in clerical overtime. Adding two, non-sworn records staff would result in a substantial reduction in overtime costs, increase efficiencies, and allow more flexibility in scheduling to maximize productivity.

## **Patrol Power Shift**

### ***Positions requested: 4***

The Patrol Division has 60 officers assigned to respond to 9-1-1 calls. The 60 officers are deployed to four patrol shifts of 15 officers each. These officers are charged with policing the vast geographical area of the City. Due to time off requirements, typically 12 officers are working per shift, leaving little room for flexibility. Falling below 12 officers may require the department to hire overtime to fill the position or potentially creates a situation where only one officer is available to work an entire district.

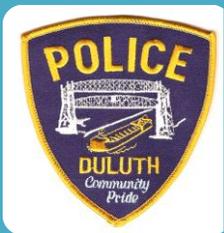
During the busiest hours between 3PM and 3 AM, staffing does not keep up with the demand for 9-1-1 responses. Delayed responses frustrate citizens and create additional opportunities for violators. Power shift officers would reduce response times by being deployed during the busiest hours.

The Department has had power shifts in the past but shortages in staffing eliminated the positions. Officers assigned to these shifts patrol the busiest districts and can be deployed to any area in the City according to need.

Additional officers assigned to a power shift would allow patrol shifts to operate above minimum staffing. Operating the shifts above minimum staffing will allow the Department to save thousands of dollars in overtime to replace officers when we drop below minimum staffing.



*DULUTH POLICE  
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Duluth, MN 55802*



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## Training and staff development

***Positions requested: 1***

Police have the power that no other profession has; the ability to take away someone's liberty; to seize their property and to take a life. We must ensure we are training our officers to the best of our ability. Training and staff development must become a priority for the Department. This unit is also responsible new officer recruitment, selection, background investigations and training of new officers. The Duluth Police Department has a struggled to provide comprehensive training to officers. With increased staffing, the Department must focus efforts on staff development so we are on the cutting edge of law enforcement training, techniques, practices and policies.



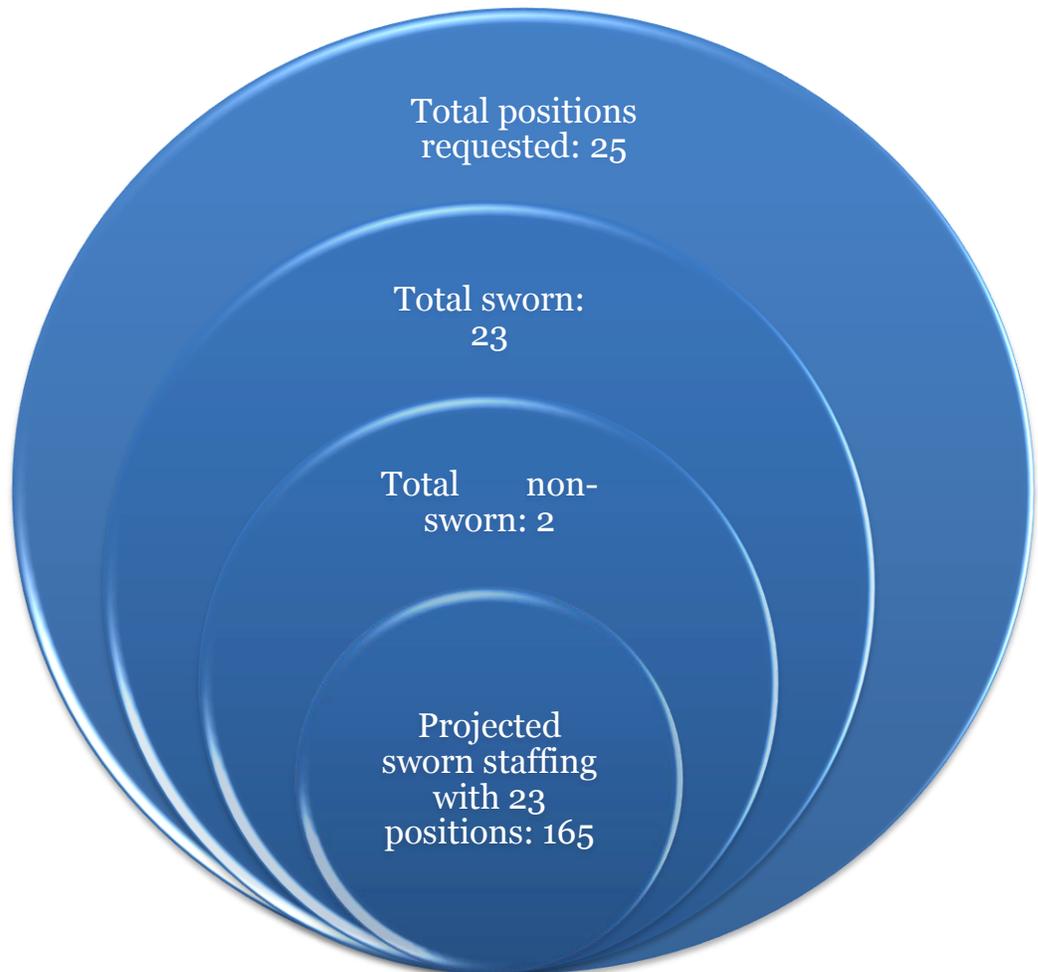
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## Summary

The Duluth Police Department is currently operating beyond capacity. We are currently triaging cases based on solvability factors. Our annual calls for service continue to increase every year while our staffing levels have decreased. Many serious, felony level cases are not being investigated due to the increasing workload. Our response time to emergency calls is increasing and more and more frequently we do not have available squads to respond to priority calls. In comparing the cities of Racine, Kenosha, Green Bay, Bloomington, Rochester, Duluth and Fargo, Duluth has the highest part one crime rate (part one crimes consist of major felonies such as robbery, homicide, burglary, auto theft, etc).

The budget for 2009 includes the reduction of five officers. This will further strain our crime fighting and community policing efforts. The Department has worked internally on a strategic staffing plan to properly staff for our needs. We are seeking a gradual increase in our staffing over the next several years to bring us to an authorized strength of 165 police officers.

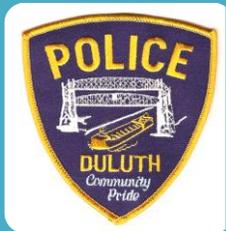


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## 2007 City Comparison

	Duluth	Rochester	Bloomington	Racine	Green Bay	Kenosha
<b>Budget</b>	16,108,800	16,388,351	16,822,635	26,792,011	22,576,150	21,706,494
<b>Calls for Service</b>	76,539	44,532	44,365	81,086	85,954	93,636
<b>Part I Crimes*</b>	4,699	2,835	3,463	4,515	3,471	3,768
<b>Authorized</b>	146	130	116	199	192	192
<b>Non-Sworn</b>	27	50	35	63	43.5	11

\* Part I crimes include Homicide, rape, robbery, assault, burglary, theft, auto theft, and arson.

\*\* Kenosha non-sworn staff totals are based solely on the Kenosha Police Department's budget, despite with the Kenosha County Sheriff's Department in a joint law enforcement agency called the Kenosha City County Joint Services, which is the other non-sworn staff they share with the Kenosha County Sheriff's Department in a joint law enforcement agency called the Kenosha City County Joint Services, which is a 3rd party entity that also employs non-sworn staff.