

# Duluth Police Department

## Strategic Plan

### 2017 - 2021



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## Introduction

This report provides a final summary of actions taken to achieve the Duluth Police Departments (DPD) Strategic Plan Initiative, which was a three to five-year plan. DPD's Strategic Plan Initiative was created in 2016 when DPD hired the firm of Perme and Associates to facilitate our strategic planning. DPD, with the assistance of Cathy Perme, took a deep dive into what our staff, our leadership, and our community saw as important for our organization. We conducted multiple staff input sessions to hear from everyone who works within the Duluth Police Department as well as dozens of community input sessions throughout Duluth. These sessions provided input on how to make our community a safer place for all. This was the most encompassing community input campaign our department has ever done. The foundational work helped guide us as we shaped the Beliefs, Mission, and Values of DPD, along with the Goals we want to accomplish as an organization.

DPD's Strategic Plan includes a new Mission Statement, five Core Beliefs, four Values, and four Goals. DPD's Strategic Plan Goals are grounded in our Core Beliefs, Mission Statement, and Values.

DPD's Core Beliefs provides us with what guides us as an organization, those things everyone that works within the department holds most dear. The Mission Statement provides us with the work we intend to do, how we intend to do it, and that our community includes everyone. The Values provide us guiding principles that we strive to accomplish each and every day. The Goals give us a roadmap to help facilitate what we need to focus on as an organization.

This report highlights the implementation of the Duluth Police Department's new Beliefs, Mission Statement, Values, and Goals since inception in February 2017.

## Who we are: Core Beliefs, Mission Statement, and Values

DPD's Strategic Plan process identified the following overarching principles to guide us going forward and it starts with the following:

### CORE BELIEFS

- **We are a lifesaving organization.**
- **We recognize that our authority comes from our social contract with the community.**
- **People will believe we are there to serve them if we are kind, caring, and compassionate, and our actions match our words.**
- **People will trust us if they believe we are protecting their rights.**
- **Every interaction leaves a lasting impression.**
- **The safety of both our community and officers is paramount.**

## MISSION

**To provide a safe Duluth for all by strengthening relationships and serving in a respectful, caring, and selfless manner.**

DPD attends a wide array of events throughout the year that includes Kids, Cops, and Cars, National Night Out, holiday parades, and participates in activities with the Boys and Girls Club and Neighborhood Youth Services. The Department also provides services that put our Mission Statement into practice with our nationally recognized initiatives like the CORE Unit, the SAKI Initiative, the Duluth Model, Mending the Sacred Hoop, and the Person Centered Incident Matrix. An array of community events, community meetings, and multiple individual encounters speak to DPD's Mission. We also just recently included a community engagement bus to our fleet to help us with our community outreach and relationship building.

## VALUES

**FAIR | ACCOUNTABLE | CARING | TRANSPARENT**

DPD is committed to integrate these overarching principles in our daily work and we continue to improve on them. DPD carries out these Values in many ways, including during training, with the use of technology, and in a robust commitment to complaint investigation.

## What we have accomplished:

DPD's Strategic Plan identified four high-level goals to guide the organization moving forward. Each of these goals have multiple action items under each goal identified.

### 1. Strengthen Organizational Effectiveness and Efficiency

- **Implement a new records management system**

The planning stages for a new records management system (RMS) started in 2019 with a multi-department team comprised of DPD staff and City I.T. staff. In 2018, this team crafted a Request for Proposal to better serve the community and create efficiencies. In 2019, the Duluth Police Department selected Tyler Industries as our vendor. All of 2019 and most of 2020 was dedicated to building a system to meet the needs of not only our department but also our community. In November of 2020, our new system went live. This continues to be an ongoing project for DPD.

- **Complete an assessment of work-flow and organizational design**

The planning stages for an organizational assessment took place in 2017 through 2018 with a Request for Proposal going out in late 2018. Upon selection of BerryDunn, work on the collection of data began in 2019 with a full report on recommendations being released in August of 2019. An organizational assessment is a long-term guide and will be used by the Duluth Police Department for many years to come. The full organizational assessment report can be located on the website labeled as Organizational Assessment.

DPD has implemented a more robust Community Service Officer plan. This plan is intended to decrease the work load of officers and increase recruitment opportunities. This program continues to evolve as we look for more opportunities for CSO's in our organization to further our Mission of serving in a respectful, caring, and selfless manner.

- **Develop SOP's for records**

SOP's for records has been completed but this is a task that is getting revisited. With a new RMS requires new SOP's.

- **Conduct cross-training for civilian staff**

Like SOP's, this has been completed and will need to be revisited to encompass a new RMS.

- **Improve online reporting platform**

In 2018, City I.T. and DPD staff revamped the online reporting system to be more robust. These enhancements have been helpful but the Duluth Police Department hasn't realized the full potential of an online reporting system and are working at improving this tool and marketing it to our community.

- **Develop and implement a new staffing schedule**

Investigative staff was moved to an 8/9 hour day schedule. A new patrol staffing schedule was also explored and implemented. This continues to be an area that gets reviewed due to the many factors that encompass adequate staffing.



## 2. Strengthen Trust within the Community and the Department

- **Cascade planning down into each unit of the department**

In 2017, upon completion of the Strategic Plan, all supervisors were tasked to meet with their units and develop a plan on how they would address strategic planning. The plan would then be reviewed during employee evaluations to determine if goals were being achieved or if changes are needed.

- **Help every employee within the DPD determine how to build and maintain relationships within the community that they impact**

In 2017, upon completion of the Strategic Plan, all supervisors were tasked to commit to community engagement. This took the form of engagement at local schools, educational engagements with different community groups, providing training when asked by different community groups, reading at the library, and much more.

- **Audit and improve the community engagement calendar and problem-solving tracking spreadsheet**



In 2017 the community calendar and problem-tracking spreadsheet was overhauled, keeping in mind what types of engagements provided opportunities for relationships. A standard for community engagement expectations was also set.

- **Restructure how we meet and communicate as an organization**

DPD hired a civilian Public Information Officer to increase the Department's ability to communicate internally and externally. DPD's PIO created a Duluth Police Media Guide for our media partners, as well as a Critical Incident Communication Plan for our department to utilize in major incidents.

In 2018, a YouTube Channel was created to share internal video messaging within the department.

In 2019, quarterly investigative meetings with the Deputy Chief was implemented. These meetings were called 'Donuts with the DC.'

- **Outreach by Chiefs to community and staff**

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In 2019, quarterly investigative meetings with the Deputy Chief was implemented. These meeting were called 'Donuts with the DC.'

In 2021, 'Wednesday Walks' was initiated as an opportunity for our community to engage with our staff.

In 2021, DPD added a TikTok account to connect and engage with youth in our community.



### 3. Commit to Professional Development and Employee Wellness

- **Implement environmental fixes to improve wellness**

In 2019 and 2020, DPD developed a draft policy for a wellness program to include yearly mental health check ins, a stronger focus on physical fitness, and personal care. In collaboration with the City, we were able to provide funding for yearly mental health check ins, as well as an increase to our ability to fund staff interest in utilizing our contracted mental health provider. We also have been able to allocate some grant funding to help acquire more equipment to be utilized in the Departments gym. In conjunction with our work, the City has implemented a more robust incentive employee wellness plan.

- **Develop and implement employee development plan/instrument**

In 2017, the City Human Resource Department implemented a new evaluation tool for all city employees to follow.

- **Identify training needs and opportunities for staff**

Identifying individual training needs is addressed in every employee's yearly evaluation and an individualized plan should be developed with you and your supervisor. We have assessed the usage of a 5<sup>th</sup> day training day for our staff and have now implemented this plan for a more robust ability to provide training to our staff.

- **Identify organizational and community-based training opportunities**

DPD continues to assess the training needs of our department. A modified CIT training was developed to encompass a CIT refresher. It also covers 16 hours of P.O.S.T. required training in the area of CIT, Conflict Management, and Implicit Bias/Community Diversity and Cultural Differences. We continue to provide the full CIT course as well as bring in national experts to provide training in Implicit Bias/Community Diversity.

DPD identified and brought Mobile Field Force Training to our staff with the implementation of MFF teams and will be an ongoing required training, as well as Fair and Impartial Policing Training (FIP). FIP was identified as an organizational need and will continue to be an ongoing training for our organization as it encompasses racial bias and cultural competency components.



#### 4. Commit to an Inclusive Work Environment and Leadership

- Complete assessment to find out why few people apply for promotions

In 2017, a survey was sent out to staff asking who was interested in promotional opportunities. The survey showed approximately half of our employees would be interested in a promotional process in the next two to five years. When asked if employees felt they were prepared for a promotional process, over 70% said yes and those that said no felt a checklist of skill and tasks identified for potential Sgt's would be helpful. This document has not been developed as of this report.

- Conduct implicit bias training

DPD researched and invited Dr. Lorie Fridell's team from Fair and Impartial Policing, a national training initiative, to completed a department wide training on implicit bias in 2017. This same organization will be coming back to train DPD in 2022.

- Conduct cultural competency training

DPD has provided this training as part of the Fair and Impartial Training in 2017 and will cover it again when Fair and Impartial Policing training is conducted in 2022. We also address this topic as part of our ongoing two-day CIT course that meets P.O.S.T. training objectives. Every officer attends this training in a three year cycle.



- **Network with local colleges and educational systems within the area and mentor potential applicants**

DPD has set up a nexus with Fond du Lac Tribal and Community College with Chief Mike Tusken teaching community policing. We also have developed the ability to connect many aspiring Fond du Lac law enforcement students with CSO jobs at DPD, which has proven to be an excellent recruitment tool. We networked with University of Wisconsin-Superior to see if we were missing candidates going to Wisconsin agencies due to P.O.S.T. requirements. We found that DPD was missing candidates and are working on finding a solution to that problem.

We will be implementing a mentorship program with prospective candidates. This program will be an intentional outreach, providing opportunities for involvement in DPD like ride-a-longs, job shadowing, and CSO job opportunities. These opportunities provide career mentorship and coaching with students interested in joining DPD.

- **Develop an exit interview program**

An exit interview process was conducted in 2017 of all 14 employees who left employment within the DPD (not retired) between 2013 through 2016. 12 of the 14 ex-employees were willing to respond. The top two reasons for leaving were family and pay. Various other reasons were sighted but they were individual responses. In late 2019 to early 2020, we intended to continue this and contact those who had left in 2017 through 2019 to compile this data. This timeline was interrupted during the Coronavirus pandemic and will be implemented at a later date.



## Recommendations: What we need to complete

Complete the exit interview data collection of non-retired sworn staff who left DPD between 2017 through 2019.

Complete a list of tasks and skills prospective employees should have if they are considering a promotion. Make this list available to staff.

Finalize the wellness policy and implement the annual mental health check-ins as a physical fitness assessment.

Continue to expand our usage of TylerMobile to create efficiency and growth opportunities in the area of online reporting.

Continue to create community engagement opportunities with the public.