

Duluth Police Department

Organizational Assessment for the Duluth Police Department Executive Summary



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Executive Summary

This document provides an executive summary of the operational assessment that BerryDunn conducted for the Duluth Police Department. By its design, this document is brief. Significant details, supporting information, and other data are contained within the Full Report. These include numerous tables, figures, and analyses, along with other documents, appendices, and a detailed narrative that outlines and supports the findings and recommendations. Those with questions regarding any portion of this executive summary should review the corresponding section or sections in the Full Report.

Project Overview

In the spring of 2019, the City of Duluth, Minnesota, contracted with BerryDunn to conduct an operational assessment of the Duluth Police Department (DPD). The BerryDunn team conducted two on-site visits and initiated a series of interviews with staff and select community members identified by DPD. Community members also had the opportunity to provide in-person and online feedback to BerryDunn, and staff from the DPD completed an in-house workforce survey. BerryDunn also used numerous other data-gathering instruments. BerryDunn conducted significant analysis of current data and new data generated as a part of this assessment and produced a series of findings and recommendations.

In addition to conducting this assessment and completing this report, BerryDunn also engaged with key staff from the DPD in a strategic planning process to prioritize and develop action steps for the recommendations developed. Through that process, DPD staff developed detailed action plans for the prioritized recommendations and these have been added to the Full Report in Appendix E.

Studies of this nature are predisposed toward the identification of areas requiring improvement, and accordingly, they have a propensity to present what needs work, without fully acknowledging and highlighting positive aspects of an organization. The Full Report follows a similar progression. Because of the numerous recommendations contained within the study, those consuming the Full Report (and this executive summary) might mistakenly conclude that the police department is in a poor condition. BerryDunn wishes to state the opposite quite clearly. Although the Full Report contains several areas for improvement, BerryDunn made many positive observations, and would like to acknowledge a few specific areas in which the DPD seems to be operating very well. These areas include:

- The Domestic Violence Response Team (DVRT)
- The Sex Crimes, Child Abuse, and Neglect Unit (SCAN)
- The Mental Health Unit (MHU)

BerryDunn has provided additional details regarding these units in the body of the Full Report, but these units are noteworthy in their design, function, and collaborative nature, and are excellent examples of industry-leading practices.

Notwithstanding the findings and recommendations outlined here, and in the Full Report, the DPD is a generally efficient and well-organized agency with a strong commitment to community policing and collaborative problem-solving efforts. Staff at all levels present a high level of commitment and pride in their work. The DPD provided BerryDunn unfettered access to staff and all data at its disposal, without reservation or hesitation. It was evident to the BerryDunn team that the command staff at the DPD want what is best for the agency and the community, and they are willing to take the necessary steps to help ensure positive and appropriate change takes place.

This assessment examined more than 20 primary areas of department operation, as well as several sub-areas and specialized positions. BerryDunn's analysis determined that several areas within the police department require adjustment to assist the DPD in meeting service demands, improving operational efficiency, and sustaining positive relationships and trust between the police department and the community. This study provides 45 recommendations, separated into three rank-prioritized categories, following several major themes:

- Department communication
- Staffing levels and deployments, including scheduling
- Department unit consolidations, including improving the efficient use of resources and non-sworn personnel
- Personnel development
- Technology and data
- Recruiting, hiring, and retaining personnel
- Reporting and documenting crime and police activities

The Full Report outlines the process and methodology BerryDunn used to conduct the assessment of the police culture and practices of the DPD. The analysis provided by BerryDunn is balanced, and it fairly represents the conditions, expectations, and desired outcomes studied, and those that prompted and drove this assessment. Where external data was used for comparison purposes, references have been provided.

BerryDunn stands behind the core finding statements and purposes of the recommendations provided; however, those recommendations may be implemented by the DPD in several ways. Although BerryDunn has provided guidance and prompts within many of the recommendations, the DPD should select an implementation approach that works best for its culture and environment. BerryDunn also wishes to express its appreciation for the opportunity to collaborate with the City of Duluth on this important project.¹

¹ Portions of this report and the data within it have been reproduced from publicly available documents.

Introduction and Summary

The Full Report has been organized into several chapters, each of which correspond to a section of organizational and/or operational function and analysis. Although each chapter is distinct, there is some repetition of information, due to the overlapping nature of police operations and the value in refreshing certain data for the reader. The information in this executive summary is identical to the Full Report and it follows the same format. However, for brevity and ease of reading, this document contains only the summary for each chapter.




The Full Report has been written for three different but important audiences: government officials, police officials and staff, and community members. Accordingly, BerryDunn has worked to provide sufficient details so that anyone reading the Full Report can readily understand each aspect. The Full Report contains numerous acronyms. BerryDunn has introduced each acronym in the body of the Full Report. A full list of acronyms used is also available in Appendix B of the Full Report. In conducting this assessment, BerryDunn utilized several varied strategies, including collection of historical data (e.g., computer records, dispatch, and crime data), creation of new data through surveys and worksheets, and on-site interviews and observations by the BerryDunn team of staff and consultants. Following the collection of this information, BerryDunn engaged a thorough and comprehensive analysis of the data, which resulted in various recommendations for the DPD. These recommendations, and the Full Report, were subjected to significant review by subject matter experts, the study team, and BerryDunn staff, with an emphasis on working to ensure a quality product that provided recommendations that conform to industry standards and best practices. Once the BerryDunn review was completed, the draft report was reviewed by the client to help ensure accuracy, relevance, and that all aspects of the scope of the project were addressed. Through this process, the final report was completed, which was provided to the client as the key deliverable product from this assessment.

Upon finalizing the findings and recommendations, BerryDunn engaged key staff from the agency in a strategic planning process. The purpose of this process was to further prioritize the recommendations from the assessment and to establish a short-term, mid-term, and long-term schedule for the agency to follow in addressing the recommendations. The strategic planning process also included developing action steps for the agency, relative to the major findings and recommendations.

Within the final report, BerryDunn has provided various tables and figures as visual aids and as a means to validate and substantiate the observations of the team, and the associated recommendations. Supplemental information, data, and tables are also included within the appendices at the end of the report. The formal recommendations from the assessment can be found in this executive summary report in two sections. First, a summary of the principal findings and recommendations is provided below. This is intended to provide consumers with a quick reference list of the formal recommendations made in this assessment. Second, each of the full recommendations is included within Appendix A of this report.

BerryDunn has separated formal recommendations into three prioritized categories, in rank order. The seriousness of the conditions or problems that individual recommendations are designed to correct, their relationship to the major priorities of the community and the department, the probability of successful implementation, and the estimated cost of implementation are the principal criteria used to prioritize recommendations. Table 1 provides a description of the priority levels used for the recommendations.

Table 1: Priority Descriptions

Overall Priorities for Findings and Recommendations	
 Critical	Critical/Priority – These recommendations are very important and/or critical and the agency should prioritize these for action.
 High	High/Primary – These recommendations are less critical, but they are important and should be prioritized for implementation.
 Medium	Medium/Non-Urgent – These recommendations are important and less urgent, but they represent areas of improvement for the agency.

Due to their pressing nature, BerryDunn provided all of the Critical/Priority recommendations to the DPD midway through this assessment. This information was presented early in the process to allow the DPD to take prompt action in these areas, instead of waiting for the development of the full report and findings.


BerryDunn has provided a summary of the full recommendations and findings in the Principal Findings and Recommendations section of this report. The format of this information is provided in Table 2.

Table 2: Short Recommendation Format

Chapter: The Policing Environment		
No.	Finding	Recommendation
1-1	Brief Finding Statement	Succinct Recommendation Statement

The purpose of this format is to provide readers of this document with a quick review of the findings and recommendations. The format for the full recommendations is included in Table 3. Each finding and recommendation will include a description of the details supporting the recommendation, as well as details regarding areas for agency consideration. Again, BerryDunn has provided each of the full recommendations in the body of the report and in Appendix A.

Table 3: Full Recommendation Format

[Chapter and Title]		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter Section:</i>		
1-1	Finding Area: (Finding Statement). Supporting information regarding the finding.	 Critical
	Recommendation: (Succinct Recommendation Statement). Additional details concerning the recommendation, including items for consideration.	

Changing Conditions

The DPD is a dynamic and ever-changing organization. BerryDunn recognizes that numerous changes have taken place since the start of this assessment in the spring of 2019. Conditions examined in this report may have changed in the time that has elapsed between report preparation and delivery. Understandably, it has been necessary to freeze conditions in order to prepare the report. The most current information on the conditions of the organization resides with the command staff of the police department, including information on actions that constitute consideration and implementation of the recommendations included in this report.

In addition, the DPD has provided BerryDunn with a brief outline of its actions during this assessment, including those that relate to early recommendations provided. This information is included in the Full Report in Appendix D.

Principal Findings and Recommendations

Critical/Priority Findings and Recommendations

Operations and Staffing		
No.	Finding	Recommendation
3-2	The PIO for the DPD has limited experience in law enforcement and would benefit from additional exposure to police department units and their operations.	Expand PIOs Knowledge of Police Operations.

Patrol Services		
No.	Finding	Recommendation
4-2	The process of preparing cases for prosecution for those who are in custody is not consistently efficient. This has resulted in prosecution delays, and in some cases, the release of offenders prior to arraignment in court.	Revise In-Custody Report Process

Juveniles and Youth Engagement		
No.	Finding	Recommendation
6-1	The DPD is required by Minnesota statute to provide notifications to schools regarding certain offenses committed by juveniles, but this process has not been consistently applied.	Provide Juvenile Offense Notifications to Schools

Operational Policies		
No.	Finding	Recommendation
9-2	The DPD has formed some partnerships with advocates and other non-law enforcement agencies and personnel. These partnerships have been effective and are representative of innovation and best practices within the industry. Although the current practices are highly effective and beneficial, the DPD has experienced challenges within these partnerships in ensuring compliance with the MGDPA.	Ensure Compliance with the MGDPA.

Data, Technology, and Equipment		
No.	Finding	Recommendation
10-1	The DPD is in the process of deploying a new RMS, and the rollout is expected to occur in the summer of 2020. This system is expected to provide additional functionality and efficiency for the department. Maximizing the effectiveness of this new system is a critical need for the DPD.	Track Critical Capability Needs and Integrate them into the new RMS.
10-2	The DPD has engaged various iterations of crime information/abatement meetings, and/or intelligence-led policing (ILP) processes, but there is a need to clarify the goals and objectives for these initiatives, and to build a process that supports them.	Revise the Crime Meeting and ILP Strategies

High/Primary Findings and Recommendations

Organizational Leadership and Culture		
No.	Finding	Recommendation
2-1	In its current state, internal communication within the DPD is not serving the needs of the organization.	The DPD should develop an internal communication strategy.
No.	Finding	Recommendation
2-2	There is a perception of inconsistent internal accountability for staff within the DPD.	The DPD should examine the current agency-wide accountability system, and establish appropriate procedures for effective and consistent accountability practices.
No.	Finding	Recommendation
2-3	The DPD does not have a formal structure in place for managing, implementing, monitoring, or communicating operational change.	The DPD should establish an Operations Improvement Committee (OIC), to support internal improvements and changes within the organization.

Operations and Staffing		
No.	Finding	Recommendation
3-4	There is a substantial volume of work in the records area that relates to processing data requests. In addition, there is substantial workload involving coding and transcription of case reports.	The DPD should add one full-time staff member to assist with data requests and one full-time staff member to assist with coding and transcription duties.
No.	Finding	Recommendation
3-5	Expanding the role of the part-time CSOs to a full-time unit would provide substantial benefits to the organization and reduce the obligated workload burden for patrol.	The DPD should convert the part-time CSO Unit to a full-time unit, and staff the front desk and operational positions, commensurate with the determined functions for the unit.

Operations and Staffing		
No.	Finding	Recommendation
3-9	In some non-sworn roles within the DPD, there are less-complex tasks that could be performed by personnel in administrative roles. Shifting these duties to administrative personnel would provide additional time for those in non-sworn roles to perform higher-level tasks.	The DPD should engage in a job task analysis for those in non-sworn roles to determine if certain job tasks could be reallocated to administrative personnel.

Patrol Services		
No.	Finding	Recommendation
4-5	The staffing levels in patrol are not optimized and do not meet operational demands.	The DPD should add eight patrol officers to primary CFS response in the Patrol Division.
No.	Finding	Recommendation
4-7	The patrol work schedule for the DPD is not effectively or efficiently meeting staffing and personnel distribution needs for the department.	The DPD should make revisions to the patrol work schedule to maximize efficiency and distribution of personnel.

Operational Policies		
No.	Finding	Recommendation
9-3	The DPD does not have a formal process for policy revisions or development that includes broad participation and input across the organization.	The DPD should develop a formal process to solicit input from DPD staff on any significant policy revision, or when considering the development or adoption of any new policy. The policy should also consider community involvement in major policies that will affect them.

Recruitment, Retention, and Hiring Practices		
No.	Finding	Recommendation
12-1	The DPD does not have a recruiting plan that supports a specific and focused effort at recruiting and building diversity within the police department.	The DPD should develop a recruiting plan that outlines the goals and objectives of the DPD in building and maintaining a diverse and quality workforce.

Medium/Non-Urgent Findings and Recommendations

Organizational Leadership and Culture		
No.	Finding	Recommendation
2-4	The DPD does not have a formal staff development system that includes coaching, mentoring, or succession planning.	The DPD should develop a set of procedures surrounding personnel development that includes coaching, mentoring, staff development, and succession planning.
No.	Finding	Recommendation
2-5	There is a lack of consistency of documentation regarding supervisor notes pertaining to followers.	The DPD should develop a policy and procedure relative to the recording of non-disciplinary supervisor notes.
No.	Finding	Recommendation
2-6	The current performance evaluation system is generic and is considered marginally useful at all levels of the DPD organization.	The DPD should engage a collaborative process to evaluate the current performance appraisal system in use, to develop a system that will more closely conform to the needs and desires of the leadership and staff within the department.
No.	Finding	Recommendation
2-7	The culture and climate survey includes substantive feedback from staff that highlights several areas of concern.	The DPD should review the quantitative and qualitative survey responses and consider any appropriate actions

Operations and Staffing		
No.	Finding	Recommendation
3-1	The DPD can improve the operational efficiency of the organization by making adjustments to the organizational structure, including restructuring of oversight roles.	The DPD should adjust the organizational structure and organization chart.
No.	Finding	Recommendation
3-3	Staffing at the animal control shelter is insufficient to manage the workload and expectations for this unit. Based on staff input, there are training, equipment, and facility needs for this unit.	The DPD should convert the part-time staff member of the Animal Control Unit to full-time. In addition, the DPD should conduct a review of the infrastructure and operations of the Animal Control Unit and develop a strategic plan to address any shortcomings.
No.	Finding	Recommendation
3-6	A substantial volume of administrative work within this section is being managed by sworn staff. The diversity of work in this section and the increasing demands require additional capacity, particularly for sworn staff.	The DPD should add one non-sworn staff member to this section to assist with administrative duties. The lieutenant should develop metrics to quantify the workload for the units within this section.
No.	Finding	Recommendation
3-7	The DPD has established a MHU to service the segment of the population within Duluth that is suffering from mental illness and addiction.	The DPD should develop metrics for tracking the workload of the MHU. The DPD should increase staffing of the MHU by one sworn officer to manager elder abuse and POR duties, and to support the MHU.
No.	Finding	Recommendation
3-8	The DPD is currently using overtime to supplement staffing for the Bike Patrol Unit. The use of overtime for planned staffing is generally considered an inefficient use of resources.	The DPD should consider its current staffing model for the Bike Patrol Unit, to evaluate ways in which appropriate staffing might occur with minimal or no overtime use.

Patrol Services		
No.	Finding	Recommendation
4-1	The report writing and case review process in use by the DPD is inefficient and at times inconsistent. The system does not formally engage the use of solvability factors as an assessment tool in determining which cases should be activated for additional investigation.	The DPD should revise the report review and investigations referral process
No.	Finding	Recommendation
4-3	The CFS volumes within the patrol zones are unbalanced, contributing to operational and CFS response issues.	The DPD should examine the patrol zones and revise their structure and the associated personnel allocations.
No.	Finding	Recommendation
4-4	Numerous units with the DPD that are not assigned primary patrol and CFS responsibilities assume primary CFS duties on a case-by-case basis. This process is referred to as supplanting.	The DPD should establish a supplanting CAD code that clearly identifies that the CFS response was managed by a non-patrol unit on behalf of the Patrol Division.
No.	Finding	Recommendation
4-6	Hiring levels at the DPD do not account for attrition rates.	In collaboration with city leaders, the DPD should establish a minimum operational level and a new authorized hiring level that helps ensure continuity of staffing.
No.	Finding	Recommendation
4-8	Improvements and enhancements to the TRU and online reporting system will improve operational efficiency for the DPD.	The DPD should take steps to maximize the use of alternative reporting methods, particularly the use of the TRU and online reporting systems.

Community Engagement		
No.	Finding	Recommendation
5-1	Although the DPD emphasizes community policing as a department philosophy, many officers, particularly those in patrol, do not regularly exercise the full range of community policing strategies.	The DPD should establish and quantify expectations for patrol and all other officers with regard to community policing, and create a reporting mechanism for officers to detail these activities back to their supervisors. These expectations, and the work done by officers, should be an accountability point within the performance evaluations for those staff.
No.	Finding	Recommendation
5-2	The DPD does not regularly collect perceived race and gender data on all law enforcement related contacts. Additionally, the DPD does not collect outcome data from all law enforcement related contacts.	The DPD should collect subject and outcome data from all law enforcement related contacts.

Juveniles and Youth Engagement		
No.	Finding	Recommendation
6-2	The use of SROs as a youth engagement mechanism is a best practice within the law enforcement industry. Due to volume concerns and workload demands within the middle and high schools, the DPD does not provide consistent focused efforts in engaging youth at area elementary schools.	The DPD should increase youth engagement at the elementary schools.
No.	Finding	Recommendation
6-3	The SRO squad cars do not currently have computers and the same peripherals as the patrol units. The lack of this equipment eliminates certain efficiencies that might be gained (e.g., issuing citations, using the squad computer).	The DPD should equip the SRO squad cars with the same technology that is deployed in the standard patrol units.

Dispatch/Communications		
No.	Finding	Recommendation
7-1	Call holding and stacking of CFS within the dispatch center is contributing to inaccurate response time data and elongated response times.	The DPD should work with the SLCECC to develop a policy and consistent procedure for distribution of CFS for zone units that are in a busy status.
No.	Finding	Recommendation
7-2	There is no current policy that dictates how many units to send to a CFS.	The DPD should establish a policy and protocol for multi-unit dispatching, and this information should be merged with the CAD system.

Investigations Services		
No.	Finding	Recommendation
8-1	The current system of categorization of cases within investigations does not allow for an evaluation of unit or investigator efficiencies.	The DPD should establish a new coding and case monitoring processes for investigative cases and cases referred to investigation for review.
No.	Finding	Recommendation
8-2	There is a growing need within the DPD to conduct forensic examinations of multiple electronic devices on various criminal cases, and the cost of outsourcing these services is prohibitive.	The DPD should add a full-time staff member to focus on conducting forensic examinations of digital evidence.
No.	Finding	Recommendation
8-3	The DPD has a finite capacity to process crime scenes, due to staffing. This capacity can be significantly expanded, providing training to patrol officers on basic evidence-gathering techniques.	The DPD should provide POCSI training to all new patrol officers and to any existing patrol officers who have not received it. In addition, the DPD should provide refresher training on an ongoing basis, to help ensure these skills are maintained.

Investigations Services		
No.	Finding	Recommendation
8-4	Due to the volume of high-level drug cases that the task forces handles, there is limited opportunity to address low- and mid-level narcotics cases.	The DPD should develop a process for the coordinated response and investigation of low- and mid-level drug cases.

Operational Policies		
No.	Finding	Recommendation
9-1	The DPD has an extensive policy manual to provide guidance to personnel on operational rules and practices. Although the manual is comprehensive, there are aspects of the manual that should be adjusted to conform to industry best practices.	The DPD should review the information provided by BerryDunn from the review of the DPD policy manual, and revise the associated policies, or adopt new policies, as recommended.
No.	Finding	Recommendation
9-4	The DPD does not have a policy or practice for annual policy review by staff.	The DPD should require that all staff review all department policies annually.

Data, Technology, and Equipment		
No.	Finding	Recommendation
10-3	The DPD has made a commitment to broaden its ILP strategy, to include more robust crime meetings.	The DPD should add a half-time administrative staff member to assist the crime and intelligence analysts.

Training and Education		
No.	Finding	Recommendation
11-1	The DPD does not currently have a formal process for training newly promoted personnel.	The DPD should develop an FST program for all new supervisors.

Training and Education

No.	Finding	Recommendation
11-2	The DPD does not have a policy that establishes a department-wide training strategy.	The DPD should establish a broad training policy and plan that establishes a department-wide training strategy.

Chapter 1: The Policing Environment - Summary

The City of Duluth is a community with a land mass of roughly 71 square miles, situated along the west shore of Lake Superior. Duluth is essentially a free-standing city, with limited supporting resources available from nearby communities. Duluth has a population of approximately 86,000 residents, but is also home to more than 15,000 college students who attend the UMD Campus and the College of Saint Scholastica. The population of Duluth was as high as 106,000 at one point, but it has declined from that peak, and has been consistently around 86,000 since 1990. Although there are some indications of population growth in the community, there are no expectations for a substantial population shift in the short-term.

The police department is authorized for 157 sworn positions and 46 non-sworn positions. Although the both city and the police department have experienced double-digit budget increases over the past five years, sworn police staffing levels have remained flat. The police department is operationally separated into two sections, which include the Administrative and Patrol Divisions. With some minor exceptions, staffing ratios by rank and spans of control are within typical levels, and the organization structure is generally functional.

Serious crime levels have been relatively constant over the past three years, although secondary crime incidents have increased roughly 9.25% during that period. In addition to secondary crime levels, non-criminal service call levels have increased roughly 6% in the past three years. Although there are some upward and downward shifts in crime and service levels that BerryDunn suggests the DPD should examine further, there are no areas of substantive concern reflected in the crime and service data provided and examined.

The DPD has three specialized units worth specific mention. The SCAN, MHU, and DVRT Units are all examples of units engaging in industry-leading and best-practices processes. Each of these units is serving a unique and important clientele within the community, and each is addressing a substantial need for services.

Chapter 2: Organizational Leadership and Culture - Summary

The leaders within the DPD have demonstrated a commitment to ensuring that the department is operating in an efficient and effective manner, in furtherance of the public safety mission for the organization in serving the Duluth community. The DPD engaged a consultant in 2016/2017 to aid the department in developing a strategic plan. That plan identified revised mission, core beliefs, and values statements that serve as the foundation for the organization. Within the plan, four key goal areas were established, with specific action steps for each of the primary goals. The DPD has engaged significant effort toward the completion of the goals and action steps; however, much of this effort has not been visible to staff, and this has resulted in a perception of inaction on the part of organizational leaders.

The DPD is a highly professional organization that prides itself in being ethical and in holding itself and staff members accountable to the community and to each other. However, consistent

and equitable accountability have been raised as growth areas for the organization. From a discipline standpoint, the DPD utilizes a wide range of options available, resorting to formal punitive discipline only as a progressive requirement or when serious infractions occur.

The DPD leadership does not engage a singular operational style, but instead uses a variety of styles that are situationally based, taking into account the individual and task at hand. Staff feel empowered to do their work but have indicated a desire for more inclusivity in operational discussions and decisions that will affect them. The DPD is exercising an approach to law enforcement that is highly consistent with industry best practices and the components of 21st Century Policing.² Labor relations within the organization are positive and suggest a collaborative environment.

One of the primary themes of the assessment pertains to communication. Although the DPD has used a variety of methods and has made improvements in this area, lack of information flow has been identified as a significant operational need. This is easily illustrated by the lack of knowledge of department staff concerning the progress that has been made in furtherance of the areas identified in the strategic plan.

Another primary area of focus is the need for mentoring, coaching, and staff development. Although a new appraisal system was recently implemented, this process falls short of providing the details and structure required to ensure goal development, progress, and monitoring. It also does not sufficiently provide for staff development, whether within role, or from a succession planning standpoint.

Through the organizational climate and culture survey, staff identified a number of areas they feel require some attention. As with perceptions related to the progress on the strategic plan, staff also noted they have conveyed similar concerns on two recent prior occasions, and it appears to them that nothing has occurred. This is another example of a significant need for operational leaders to close the communications gap.

Chapter 3: Operations and Staffing - Summary

Although the organizational structure for the DPD has appropriate spans of control and is generally functional, adjusting certain elements of the organizational structure would benefit the department. Areas for consideration of revision should include COP and the Patrol and Investigations Division. Revisions to the organizational structure should also include ensuring that all significant units within the department are reflected in the organizational chart.

The DPD is highly committed to community policing and has had great success in this area. However, staffing levels, personnel deployments, and overall workload have detracted from the ability of patrol officers to fully engage these principles. To help ensure that patrol officers have

² https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

additional time to engage in meaningful community policing activities, changes in personnel deployments will be required.

Based on information provided to BerryDunn, the DPD is committed to using data-driven practices and to the concept of intelligence-led policing. However, using data in this manner requires specific efforts, and the DPD will need to make some adjustments in order to more intentionally engage these efforts.

There are several areas within the support services sections of the DPD that would operate more efficiently and effectively with additional staff resources. Those include the Animal Control Unit, Records and Support Section, the CSO program, Training and Licensing, and the MHU. In addition, the DPD should examine the staffing model in use for the Bike Patrol Unit. This model currently uses overtime to staff some shifts, and this may not be the most effective method.

Chapter 4: Patrol Services - Summary

The DPD Patrol Division has 106 personnel allocated to it, including 7 administrators, 13 sergeants, 72 patrol officers, and 14 specialty officers. The DPD has established six patrol zones within the city. Three of these patrol zones are geographically small, ranging in size from 1.85 to 3.49 square miles, and the remaining three are substantially larger, ranging from 19.16 to 24.63 square miles. The distribution of CFS volume between the patrol zones is unbalanced; however, the allocation of personnel is equalized when staffing levels are at the minimum. The DPD should make adjustments to the patrol zones to balance CFS volumes and to aid in a more stable and consistent distribution of personnel.

The schedule for the patrol officers and patrol supervisors is based on a 12-hour shift system. There are four patrol teams that are scheduled to cover the six patrol zones on a 24-hour basis.

Although the DPD has a robust report review process in place, elements of this process are inefficient and in need of revision. Revising these processes will benefit operational efficiencies for patrol and investigations, and contribute to a more streamlined process for providing reports and case files to prosecutors in a timely manner.

Based on calculations using the CAD dataset provided to BerryDunn, and after making adjustments to the dataset related to supplanting, the obligated workload for the Patrol Division is approximately 34,745 hours. This translates into the need for 72 patrol officers.

Although calculations were done using the data provided, the DPD could improve the quality of the CAD data by adding a code to track supplanting efforts by non-patrol personnel. However, looking solely at the obligated workload does not fully account for other factors that affect staffing demands. Based on geographic factors, CFS volumes and patterns, and other factors, BerryDunn has concluded that the DPD should add eight patrol personnel to optimize the Patrol Division.

In addition to adding patrol staff, it is also important for the DPD to identify its optimal staffing level and to develop a new authorized hiring level that accounts for annual attrition, to help ensure that optimal staffing levels are maintained. To optimize patrol staffing and the distribution of personnel, the DPD needs to make changes to the patrol work schedule. The current schedule, which is based on over-scheduling, lacks flexibility and does not meet optimal standards.

The DPD has a TRU and an online reporting system, but these systems could be better promoted and utilized, which would help mitigate a portion of the obligated workload for patrol officers. This would help free them up for other activities, including proactive enforcement efforts, and COP.

Chapter 5: Community Engagement - Summary

The DPD has clearly established COP as a departmental philosophy. However, staff within patrol have found it challenging to engage in meaningful COP activities on a consistent basis. This is due primarily to staffing levels and personnel deployment issues. The COP Unit has established several positive operational strategies and has had significant success, based on their work in the community.

From a broad perspective, the department engages in numerous outreach efforts and events. These include a variety of collaborations with local leaders, groups, and service organizations. Based on information provided to BerryDunn, the DPD has engaged significant efforts in addressing several broadly-scoped community problems. These efforts are strong examples of the commitment by the DPD to the COP philosophy. Despite the intentional efforts of the DPD in establishing COP within the department, there are areas for improvement.

The DPD has established a citizen review board to review complaints against officers and to advise the police chief regarding policy and procedural issues that might benefit from some adjustment. The citizen review board was established by the department and has been operating for about eight years. In addition to its review and advisory role, the citizen review board also provides a mechanism for receiving complaints about the department.

Although BerryDunn worked collaboratively with the DPD to provide opportunities for public participation in this assessment, community participation was very low. Those who provided feedback, however, identified several thoughts and ideas that are worthy of additional consideration by the DPD.

The DPD has made a strong commitment to combating biased-based policing within the department. This includes a robust complaint system, a strict policy that involves supervisory monitoring, and significant training for department staff. At present, the DPD collects limited race and gender data, and does not collect this data, or outcome-based data, on all law enforcement related activities by officers. To help ensure and preserve the commitment of the DPD to bias-free policing, BerryDunn recommends the collection and monitoring of these data.

Chapter 6: Juveniles and Youth Engagement - Summary

The DPD places great value on interactions with youth in the community and is active in numerous projects and programs that involve area youth. The DPD has a thorough policy relating to juvenile investigations that outlines appropriate procedures for officers to follow.

The policy encourages officer discretion in cases involving minor offenses, or first offenses, and encourages alternatives to arrest and detention. The DPD has a process for and policy relating to school notifications for certain juvenile offenses, but reporting has been inconsistent. This is an area that the DPD needs to adjust.

The DPD participates in the JDAI program, which includes a risk assessment for juvenile offenders, and this helps ensure that custodial detention only occurs when needed.

The DPD provides four SROs, respectively, in the two high schools and two middle schools.

The efforts of the SROs are governed by a well written SRO manual and inter-governmental agreement. Despite success with the SROs, the DPD has a limited level of direct interaction with youth in the elementary schools, and this is an area that the DPD should address.

Chapter 7: Dispatch/Communications - Summary

The SLCECC provides dispatching services for the DPD. The SLCECC separates call taking from dispatching, with one staff member handling the phone call and another staff member handling the dispatching. All CFS are dispatched by radio and by MDT. All CFS are given a priority rating within CAD, and these are designated by color code. Lag time between call receipt and entry into CAD is nominal, and within an acceptable range. However, lag time between CAD entry and dispatching is elongated, primarily due to CFS holding when officers are busy. BerryDunn recognizes that the DPD has staffing and deployment issues that are likely contributing to call holding. However, this is an area that requires a solution.

Based on various data, it is evident to BerryDunn that there is some over-response to CFS occurring with the DPD. Educating officers on proper CFS response and holding supervisors accountable for monitoring this will alleviate some of this issue. However, the CAD system at the SLCECC does not have preloaded information on how many units should be dispatched to CFS types, and the DPD should work to establish these standards and integrate them into CAD and the dispatching process.

Chapter 8: Investigations Services - Summary

The Investigations Division for the DPD is separated into two primary sections, Investigative Major Crimes (MCB), and Organized Crimes (OCB). The units within these sections have primary responsibility over all criminal investigations for the DPD, and they also perform a variety of supplemental duties. The DPD allocates 38 sworn staff to the Investigations Division, including supervisors. As mentioned in Chapter 3, BerryDunn recommends that the DPD

reorganize the Investigations Division. The purpose of that reorganization would be to minimize the duplication of duties across units, to reduce the number of overall units, and to increase unit sizes.

The DPD has policies related to case screening, assignment, management, and solvability factors. However, these policies are not consistently followed, and various procedures and case categorizations within the Investigations Division lack sufficient detail to provide sufficient monitoring by supervisors. In addition, these same challenges make it difficult to evaluate unit or investigator performance. These reporting practices and operational procedures complicated BerryDunn's ability to perform a full workload analysis for this division. BerryDunn recommends changes to these practices, so that future evaluations and improved monitoring can occur.

As society has changed and the number of digitized devices and sources has skyrocketed, police agencies have a growing need to conduct digital forensic examinations on a wide variety of sources. The outsourcing of these services is cost-prohibitive, but the DPD has the ability to perform these internally. Unfortunately, the volume associated with analyzing these devices is substantial, and the DPD is in need of another staff member to keep up with these demands.

The DPD has a very capable and competent CSI Unit; however, this unit has limited resources and cannot manage the evidence collection requirements for all criminal cases. Fortunately, this unit has developed a training for patrol officers that provides them with the skills they require to perform basic crime scene processing. This training, POCSI, should be provided to all new and current patrol personnel to improve their skillset and to provide additional capacity for the CSI Unit.

The DPD is a partner with the area Drug Task Force; however, because the task force focuses on high-level cases, many low- and mid-level drug cases are not investigated fully. The DPD needs to develop a coordinated response for investigating these cases, so that these offenses are addressed. The new system should include protocols to eliminate investigative conflicts between the local efforts and those of the task force.

It is apparent to BerryDunn that the Investigations Division is busy and doing good work. Some staff have suggested that there are staffing needs for various units within the Investigations Division, and in some cases, BerryDunn agrees. In others, however, the data is insufficient to support the addition of staff. BerryDunn has made several recommendations within this report which, if implemented, will produce additional capacity within the Investigations Division. BerryDunn encourages the DPD to implement these recommendations and to continue to monitor the workloads within the units of the Investigations Division.

Chapter 9: Operational Policies - Summary

BerryDunn conducted a general review of the DPD policy manual with regard to its organization, relevance to industry standards, and key policy areas. Based on that review, BerryDunn noted some policy areas that were not covered, or other areas in which policy adjustments should be

considered. BerryDunn recommends that the DPD consider making changes to the policy manual, based on the review provided.

One area that BerryDunn identified as a possible risk for the DPD involves compliance with the MGDPA. The DPD uses several external partners as key collaborators in different areas of department operations. However, there is currently no policy or agreement in place that requires non-department personnel to comply with the provisions of the MGDPA, and BerryDunn recommends that the DPD address this.

Although the DPD policy manual describes the process for dissemination of policies to staff, including revisions to policy, there is no formal process in place for developing new policies, or for making policy revisions. BerryDunn recommends that the DPD establish a policy for this, including the development of an internal policy review committee. Additionally, BerryDunn recommends that the DPD engage the public on major policy considerations or revisions.

BerryDunn recognizes that certain policies are reviewed regularly with staff. However, there is no provision in place that requires a regular review of all department policies. BerryDunn recommends that the DPD develop a procedure for this that includes a process for staff to provide feedback regarding their review of the manual and its contents.

It is important to note that the policy review BerryDunn conducted was general in nature, as are the recommendations. None of the information in this section should be considered legal advice, and BerryDunn recommends that the DPD discuss any policy adjustments with their legal advisors, prior to adoption and/or implementation.

Chapter 10: Data, Technology, and Equipment - Summary

The DPD can significantly improve the efficiency of its operations through the improvements to available technology. BerryDunn is aware that the DPD is in the process of acquiring a new RMS; however, it is vital that the new system be configured properly and in a manner that optimizes its functionality.

Given that the DPD is in the middle of acquiring a new RMS, BerryDunn has provided information to the DPD for consideration for field technology use, as well as RMS configuration. To help ensure this, the DPD should carefully monitor and track critical functionality needs for this system and convey these to the RMS vendor.

The DPD has been involved in ILP for several years but feels that adjustments to current protocols and practices concerning ILP would improve service delivery. To assist the DPD in developing a thorough ILP and crime meeting strategy, BerryDunn has crafted a white paper that outlines the common elements of these systems, and this has been provided to the DPD. With the expansion and increased focus of ILP within the DPD, there is a need to provide administrative support to the analysts that perform the work that feeds these processes, and BerryDunn recommends a part-time staff addition for this purpose.

Chapter 11: Training and Education - Summary

The State of Minnesota has the highest level of pre-service qualifications in the law enforcement industry in the United States. Officer candidates must complete significant college and law enforcement skills training and pass a state exam prior to being hired. The DPD provides additional police skills training in the form of an 11-week training academy for new officers. Following the DPD academy, new officers engage in a field training program for another 16 weeks prior to being authorized to assume police duties on their own.

Although the training for new DPD officers includes a COP focus, the department does not have an explicit requirement for new officers to engage in a community-based problem-solving exercise as part of their initial training. BerryDunn recommends that the DPD consider adding this element to its training regimen.

Like many departments, the DPD does not have a formal training program for new supervisors. The transition from line-officer to line-supervisor is very challenging for most new supervisors, and the DPD would benefit from developing an FST program. The FST program can help equip new supervisors with the requisite understanding of their new role and provide them with information regarding DPD expectations.

The DPD provides substantial funding for department training for both pre-service and in-service training. It is clear that the DPD values training, but the department does not have a training plan that clearly establishes responsibilities of the training unit, or a department-wide training strategy. BerryDunn recommends that the DPD establish a committee to develop a department-wide training policy and strategy for implementation.

Chapter 12: Recruitment, Retention, and Promotion - Summary

Like many organizations, the DPD has experienced challenges in recruiting, hiring, and retaining personnel. Although the DPD has substantial experience within its workforce, the DPD patrol staff reflects lower experience levels, due to attrition, particularly from officer separations in recent years.

The DPD has a workforce fairly representative of the community; however, the percentages of minority and female officers within the DPD could be improved. In addition to a need to improve general diversity and gender balance within the DPD, representation of these groups within supervisory ranks needs improvement.

The process for hiring officers within the DPD is similar to most law enforcement agencies, and it follows a natural progression. There are no indications of any concerns with the current hiring process from a validity standpoint.

Although the DPD hiring process appears to be meeting department needs, there is a need to improve the recruiting efforts of the department. In the past, the DPD has enjoyed prominent

status within the law enforcement industry and in the State of Minnesota. However, with greater competition for quality candidates, the DPD need to make adjustments to its recruiting practices.

To help ensure that recruiting is a more intentional process, and one that has clear goals and objectives, the DPD should develop and establish a recruiting plan. The recruiting plan should include numerous perspectives and operational components, including analyzing mechanisms for developing retention strategies. Examining attrition and retention issues within the DPD should cover a broad range of work conditions and include a collaborative effort with City of Duluth officials to develop strategies to retain personnel.

BerryDunn reviewed the general process involved in department promotions and found that they are applied consistently internally and appear to be meeting department objectives.

Chapter 13: Internal Affairs - Summary

Based on an overall review, the DPD has a strong internal affairs system, which includes appropriate policies and oversight, including both internal and external systems. It is evident that there is a culture of accountability within the organization, and that staff members in the organization value the professional and ethical environment of the DPD.

Despite the positive aspects of the policies at the DPD, there is a concern regarding the lack of feedback and inputs into IA Pro regarding non-disciplinary complaints and supervisory actions. This lack of reporting limits organizational knowledge of officer actions, and it also works against the functional use of an EWS.

Chapter 14: Conclusion and Staffing Recommendations

BerryDunn's analysis of the DPD suggests that leaders are consciously engaged in running the department in progressive and positive manner, and that those within the organization, from command to line staff, take great pride in providing exemplary service to the public. Irrespective of the recommendations provided, BerryDunn found the DPD to be a full-service, community-oriented police agency that has worked hard to respond to increasing service demands. BerryDunn also noted several best practices and industry-leading aspects of the DPD operation.

In addition to the positive aspects of the work environment observed at the DPD, as the recommendations in this report suggest, there are opportunities for improvement. The three most notable categories of recommendations involve internal communication, staffing, and technology. Although the DPD has taken steps to improve internal communication, and some improvement has been noted, an operational gap remains. Numerous staff reported a willingness to not only know and understand more about department operations, but to have an opportunity to participate in discussions and decisions that will affect them.

Staffing includes the hiring and retention of personnel, the use of non-sworn personnel, and the efficient scheduling and deployment of personnel, particularly of sworn staff. There is also the need to significantly improve the use of technology, both as an internal strategy for strategic use

of resources and developing operational efficiency, and as a mechanism for engaging alternative methods of incident reporting to mitigate growing staffing needs and service demands.

During the course of this study, BerryDunn heard from several within the agency that the department is in need of additional personnel. Although BerryDunn agrees that the department would benefit from hiring additional sworn personnel, BerryDunn also notes that the department would benefit from engaging non-sworn personnel in various roles. Combined with using alternative reporting methods, these strategies will help to stabilize the service demands for personnel and will help increase the ability of staff to engage in meaningful community policing activities.

One of the important staffing aspects for the DPD involves establishing a new *operational minimum* level of sworn staffing for the department, which BerryDunn has established at 166, along with a new *authorized* hiring level of 174. Hiring at 174 sworn positions will compensate for consistent attrition and non-operational personnel. These levels will help ensure that optimal operational minimums are maintained, which will lead to the more efficient and consistent delivery of police services for the community. At the same time, there is a need to staff various non-sworn positions, which include the reallocation of personnel and the merging of some units and responsibilities. These efforts are intended to create operational efficiency and to most effectively utilize the resources allocated to the police department.

In addition to the need for personnel, BerryDunn noted significant limitations for the DPD relating to the use of technology. Admittedly, much of these limitations are due to an outdated RMS, and other peripheral software and hardware applications. The DPD can realize significant improvements in overall efficiency through the use of technology, and, as with the recommendations in this report relating to staffing, BerryDunn strongly recommends working quickly toward these solutions.

As indicated in the beginning of this report, it was necessary for BerryDunn to *freeze* certain conditions in order to conduct this assessment. However, this does not mean that the DPD has been constrained from making various changes during this process. In fact, BerryDunn worked with the DPD during the course of this project to inform key leaders on areas requiring more immediate attention. DPD staff have responded positively in this regard, operating in a process of continuous improvement during the time of this study. Accordingly, some of the recommendations made by BerryDunn have already been acted upon by the DPD, and some others are in queue. At BerryDunn's request, DPD staff have provided a list of these efforts as they relate to the assessment recommendations, and these are outlined in Appendix D of the Full Report.

It is BerryDunn's sincere hope that this report and the associated recommendations serve to provide positive guidance, and that it is viewed as a valuable resource, not only for the DPD, but also the government officials for the City of Duluth, who work together on behalf of the public to provide policing excellence for the community.

I. Staffing Recommendations Summary


The data in Table 4 provide a composite summary of the personnel and hiring adjustments recommended by BerryDunn in this assessment.


Table 4: Staffing Recommendations Summary (Table 110 in Full Report)


Action	Captain / Commander	Lieutenant	Investigations	Officer	CSO	Non-Sworn
Replace Lieutenant Positions with Captain or Ranked Commander Position	2	-2				
Eliminate Part-Time Animal Control Position						-.5
Add Full-Time Animal Control Position						1
Add Full-Time Data Practices Position						1
Add Full-Time General Records Position						1
Eliminate Part-Time CSO Model					-5	
Add Full-Time CSO Model					10	
Add Full-Time Administrative Position to Training and Licensing						1
Add Full-Time Investigator for Elder Abuse/POR Responsibilities in MHU			1			
Add Full-Time Patrol Personnel				8		
Add Full-Time Digital Forensic Evidence Examiner (preferably non-sworn)						1
Add Part-Time Administrative Position to Crime Analysis/Intelligence Unit						.5
Total	2	-2	1	8	5	5

Appendix A: Findings and Recommendations


This section contains the full list of recommendations from this report, presented in the order in which they appear.


Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 2 Section IV: Communication</i>		
2-1	<p>Finding Area – Internal Communication: In its current state, internal communication within the DPD is not serving the needs of the organization. (Strategic Plan Item)</p> <p>Based on information from interviews with staff, BerryDunn found that internal communication with the DPD is inconsistent, with many agency members feeling that overall communication, and communication with and between supervisors and command staff, is in need of improvement.</p> <p>Staff report that one of the more common communication strategies is for information to be provided to lieutenants, with the expectation that it will trickle down and through the organization. This strategy has not been fully successful, and it has resulted in inconsistent, incomplete, and sometimes inaccurate messaging. Additionally, information does not always reach each level or unit within the organization, and this has resulted in staff feeling isolated from various operational discussions and decisions.</p>	 High
	<p>Recommendation: The DPD should develop an internal communication strategy.</p> <p>Within a policing environment that includes a diversely scheduled 24/7 work force, it is critical to develop communication processes that work to ensure that all messages reach their intended target. This must be done in a timely manner, and it must provide for consistent and accurate messaging. There can never be too many avenues of communication capacity, and redundancy with internal communications can be a positive attribute, especially when combined with operational transparency.</p> <p>BerryDunn recommends that the DPD conduct a series of internal discussions to determine how to improve communications. These discussions should focus on current gaps in practice and establishing ongoing formal mechanisms to overcome any identified gaps.</p>	

Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
Chapter 2 Section II: Accountability, Ethics, and Integrity		
2-2	<p>Finding Area – Internal Accountability: There is a perception of inconsistent internal accountability for staff within the DPD.</p> <p>During interviews with staff, each expressed that the DPD is a highly ethical organization that values performance and accountability. Each interviewed staff member was grounded in their commitment to doing the right thing at the right time. However, although accountability was rated high by everyone interviewed, staff also said that the level of accountability within the organization seems to vary. Staff noted a lack of accountability concerning work product, overlooking discipline issues, and observations of perceived favoritism toward certain employees. Staff also provided examples to BerryDunn regarding perceived inconsistency of disciplinary actions for different staff members who engaged in the same behavior.</p> <p>Recommendation: The DPD should examine the current agency-wide accountability system, and establish appropriate procedures for effective and consistent accountability practices.</p> <p>From a broad perspective, accountability for a police department relates to ensuring that the organization is accomplishing its public safety mission. Within this context, the police department is held accountable externally to the community served and the governing body to whom it reports.</p> <p>Internally, personnel who comprise the organization are dependent upon the work efforts and results of every other team member. When those efforts are accomplished and they serve the public safety mission, the department is successful. When the organization has a culture of accountability, both externally and internally, each member then takes ownership over their work and their mission, and consistent high performance becomes second nature. However, when individuals do not perform, and when accountability for inadequate performance is lacking, it can negatively affect the attitude and effort of staff, and this can result in a variety of poor outcomes.</p> <p>For it to be effective, accountability should be fair, consistent, timely, and certain. It is incumbent upon leaders to develop accountability systems and practices that meet these criteria, which also include opportunities for monitoring accountability efforts to help ensure they are producing intended outcomes. BerryDunn recommends that the DPD examine internal accountability practices to help ensure that they meet these criteria, including ongoing monitoring of accountability practices.</p>	 High


Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
Chapter 2 Section IV: Communication		
2-3	<p>Finding Area – Organization Change Management: The DPD does not have a formal structure in place for managing, implementing, monitoring, or communicating operational change.</p> <p>In 2016/2017, the DPD engaged in a strategic planning process to establish operational goals for the organization. This process was successful in producing a set of goals and action steps for accomplishing those goals. Since the adoption of the plan, the DPD command staff and other key leaders have engaged in a series of actions related to the stated goals. However, many staff members have expressed a lack of knowledge about those changes, or the work or decisions involved.</p> <p>Recommendation: The DPD should establish an Operations Improvement Committee (OIC), to support internal improvements and changes within the organization.</p> <p>Although much prior work on operational changes within the DPD has already been done, particularly in relation to the strategic plan, internal involvement and messaging has not been consistent. This has resulted in staff feeling disenfranchised and separated from the decision-making processes, and in many cases, a perception of inaction by organizational leaders.</p> <p>Change within organizations is difficult, and police departments are no exception. Although there are myriad reasons why organizational changes ultimately fail, implementation issues are a key cause for these failures. Having an intentional process for change is a critical element in ensuring success, and this starts with having the right people involved from the beginning. Engaging multiple people within the organization, from varied areas and assignments, will help provide a broader perspective, but it will also foster involvement and communication throughout the department.</p> <p>The DPD is in the midst of significant change relating to the strategic plan, and additional changes will no doubt occur as a result of this report. The department is also in the planning process of implementing a new RMS. These in-progress and pending changes demand an organizational change management structure to help ensure success, and BerryDunn recommends that the DPD develop an OIC to assist with these processes.</p>	

Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
Chapter 2 Section VI: Mentoring and Coaching		
2-4	<p>Finding Area – Personnel Development: The DPD does not have a formal staff development system that includes coaching, mentoring, or succession planning. (Strategic Plan Item)</p>	


Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
	<p>Although new officers at the DPD are provided a mentor as a point of contact within the organization during their first year of employment, there is no formal coaching or mentoring program within the department, and there is no formal system of succession planning. Based on interviews with staff, it is evident that some supervisors coach and mentor certain team members on their own, including identifying those they feel might be good leaders in the future. However, this system has been done informally, and not everyone is afforded the same opportunities.</p> <p>The lack of a personnel development system is not exclusive to line-level staff. Supervisors also expressed that there is no formal system of mentoring, coaching, or training for them in their supervisory roles.</p> <p>Recommendation: The DPD should develop a set of procedures surrounding personnel development that includes coaching, mentoring, staff development, and succession planning.</p> <p>Career development and succession planning programs involve a structured process that provides for individual growth, exposure, and development at all levels of the organization. These programs help individuals to be more productive, efficient, and effective in their current roles, which increases job performance and improves overall job satisfaction. In addition, these programs also prepare individuals to ascend to leadership positions, if they are interested in that progression.</p> <p>Regardless of whether certain persons ascend the promotional ladder, the development of personnel and providing them with enhanced training helps staff to see the organization through the lens of organizational leaders, and this broadens their perspective.</p> <p>In order to help ensure success within each operational role and to prepare those within the department for promotion to supervisory and command-level positions, the department must create an atmosphere that not only encourages personnel development, but one that specifically prepares staff for those opportunities through an intentional process. BerryDunn recommends that the DPD develop a formal coaching, mentoring, and succession planning program for staff, and that the program be implemented both in policy and practice.</p>	 <p>Medium</p>

Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
Chapter 2 Section VI: Mentoring and Coaching		
2-5	<p>Finding Area – Supervisor Notes Documentation: There is a lack of consistency of documentation regarding supervisor notes pertaining to followers. The DPD uses IA Pro to document professional standards/internal affairs complaints and to record disciplinary actions for employees. Although these entries are consistently accomplished through staff assigned to these responsibilities, documentation of supervisor notes and non-disciplinary actions by</p>	 <p>Medium</p>


Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
	<p>supervisors is not consistent. This lack of consistency works against confidence in the system, while diminishing the potential for the system to act as an early warning system (EWS).</p> <p>Recommendation: The DPD should develop a policy and procedure relative to the recording of non-disciplinary supervisor notes.</p> <p>The DPD uses IA Pro as its triggering EWS, and the details of these processes are included in DPD Policy 1016. The purpose of an EWS is to identify any pattern of behaviors, or a combination of behaviors by an employee, that may be affecting their performance or may otherwise indicate that the employee requires guidance and/or assistance. The key EWS factors for the DPD are included within Policy 1016.</p> <p>At present, there does not appear to be a clear policy regarding the collection, tracking, or disposal of supervisor notes. As a result, some supervisor/coaching notes may be entered into IA Pro, while others may not. In larger busy workplaces, ensuring that there is consistency can present a challenge. However, without a set of guiding policies to govern a particular practice, inconsistencies will be likely.</p> <p>BerryDunn understands that supervisor/coaching notes are non-disciplinary, and also recognizes that as the documentation of any supervisor-to-follower interaction increases, there is a greater sense of formality. As this formality increases, many officers and staff feel as though the process has shifted into the disciplinary arena. Despite these concerns, the value of an EWS increases with the inclusion of additional information, and supervisor notes often include minor details or nuances that might go unnoticed if they are retained independently and not considered collectively. Accordingly, BerryDunn recommends that the DPD develop a policy and procedure for uniform collection, retention, storage, and review of all supervisory notes. Additionally, BerryDunn recommends that this process be developed in conjunction with representatives from the respective labor associations.</p>	


Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
Chapter 2 Section VII: Performance Appraisals		
2-6	<p>Finding Area – Performance Appraisals: The current performance evaluation system is generic and is considered marginally useful at all levels of the DPD organization. (Strategic Planning Item)</p> <p>The current system was designed by human resources for the City of Duluth. The format is generic and does not include any job-specific evaluation. The system does not provide any standards or measurements, and it does not include any standardized mechanism for personnel development and/or monitoring of goals. Staff within the DPD, sworn and non-sworn, expressed their displeasure with the lack of specific information pertaining to their individual positions.</p>	 Medium


Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
	<p>Recommendation: The DPD should engage a collaborative process to evaluate the current performance appraisal system in use, to develop a system that will more closely conform to the needs and desires of the leadership and staff within the department.</p> <p>To achieve its public safety mission, the DPD must depend upon satisfactory work performance from all its employees. From an accountability standpoint, this means that staff should know what is required of them, and there should be a process to evaluate their performance against those expectations. Although the appraisal forms reviewed by BerryDunn appear to solicit some good information from both the employee and the supervisor, they do not include performance standards and measures, and they are general in nature. In addition, there is no process for personnel development and no system for monitoring progress against goals or future development opportunities.</p> <p>One of the key areas noted by staff, and a concern shared by BerryDunn, is the generic nature of the current system and the lack of job-specific evaluative criteria. Ideally, each performance appraisal should be tailored to each assignment and include criteria and measures that can be assessed against the performance of that employee. Although a formalized job task analysis provides one mechanism for the development of such standards, this is an arduous process, which can be time-consuming and expensive. Alternatively, the DPD could develop a small number of KPAs for each position, and these could be incorporated into the process.</p> <p>It is imperative that staff have some level of confidence in the appraisal system in use, otherwise, staff will find little value in going through the process, and it will become simply a perfunctory duty. To help ensure that the system in use in Duluth is valued and worthwhile, BerryDunn recommends that the DPD engage a collaborative process to design a system that will better suit the needs of the staff and the organization.</p> <p>BerryDunn notes it is important to point out here that human resource departments often have very sound reasons for the layout of the performance appraisals they produce. Accordingly, it is critical to include representatives from human resources in this process.</p>	

Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 2 Section IX: Workforce Survey</i>		
2-7	<p>Finding Area – Organizational Culture and Climate: The culture and climate survey includes substantive feedback from staff that highlights several areas of concern.</p> <p>Recommendation: The DPD should review the quantitative and qualitative survey responses and consider any appropriate actions</p>	 Medium


Organizational Leadership and Culture		
No.	Issue and Opportunity Description	Overall Priority
	The organizational climate survey provides organizational leaders with substantive data to consider, which reflects various perspectives of staff. However, the true value in this information is not in what it conveys, but rather, in what categories this information prompts additional inquiry, discussion, and action. BerryDunn encourages the leadership at the DPD to examine the survey information from this section and consider engaging in follow-up in the appropriate areas.	


Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
Chapter 3 Section I: Organizational Structure		
3-1	<p>Finding Area – Organizational Structure: The DPD can improve the operational efficiency of the organization by making adjustments to the organizational structure, including restructuring of oversight roles. (Strategic Plan Item)</p> <p>BerryDunn observed that several units and sub-units are not included in the organizational chart.</p> <p>The east and west commanders who oversee the COP section do not have authority over the direction of patrol resources.</p> <p>There are many different investigations units, most of which are small and have challenges in managing peak or unusual volumes. This has resulted in temporary assignments of investigators to other units to support them.</p>	 Medium
	<p>Recommendation: The DPD should adjust the organizational structure and organization chart.</p> <p>The DPD should make adjustments to the organizational structure and oversight responsibilities for community policing and patrol. These adjustments should include adding supervisory authority for the direction of patrol units to respond to intelligence-led policing (ILP) and other data-driven strategies that support COP and crime mitigation.</p> <p>The DPD should examine the units and job duties of the investigative units, and consider merging units that perform similar functions or manage similar crime activity. Consideration should also be given to spans of control.</p> <p>The DPD should ensure that all relevant functional units are represented on the organizational chart. Revising the organizational chart should be done in consideration of the recommendations of this assessment and may involve moving units within the organizational structure.</p>	


Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments.</i>		
3-2	<p>Finding Area – PIO: The PIO for the DPD has limited experience in law enforcement and would benefit from additional exposure to police department units and their operations.</p>	 Critical
	<p>Recommendation: Expand PIOs Knowledge of Police Operations.</p> <p>Due to the nature of the position, the PIO is oftentimes the most visible and accessible person within the police organization. This role is very important in building and maintaining public trust with the community as well as in educating the public on various department operations. Developing a deep understanding of the varied department units and their objectives, processes, and methodologies is a key element in optimizing the effectiveness of the person in this role.</p>	

Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments</i>		
3-3	<p>Finding Area – Animal Control: Staffing at the animal control shelter is insufficient to manage the workload and expectations for this unit. Based on staff input, there are training, equipment, and facility needs for this unit.</p> <p>Staff explained that they must care for housed animals seven days per week, and that the 2.5 staff members allocated to the unit are taxed in their ability to manage this function and carry out other expectations.</p> <p>The DPD has experienced a 31% increase in Animal Disturbance calls over the past three years, with no apparent mechanism to manage the increased volume. Equipment in use by staff is described as antiquated, and the facility is likely in need of updating.</p>	 Medium
	<p>Recommendation: The DPD should convert the part-time staff member of the Animal Control Unit to full-time. In addition, the DPD should conduct a review of the infrastructure and operations of the Animal Control Unit and develop a strategic plan to address any shortcomings.</p> <p>The operational review should include the following:</p> <ul style="list-style-type: none"> • Line-level staff training • Supervisor training, including industry best practices • Review of equipment, including technology and software • Facility review • Operational review, including follow-up and proactive animal control needs and expectations <p>BerryDunn also wishes to point out that the staffing recommendation provided here is predicated on an expectation that the DPD will convert the CSO program to a full-time unit, and that staff from that unit assist with animal control functions.</p>	


Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
	If the DPD does not expand the CSO Unit, and/or if the DPD does not add animal control duties to the CSO Unit, additional staffing for the Animal Control Unit would likely be required, if proactive animal control duties are an expectation for this unit.	

Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments</i>		
3-4	<p>Finding Area – Records and Support: There is a substantial volume of work in the records area that relates to processing data requests. In addition, there is substantial workload involving coding and transcription of case reports. The volume of data requests is equivalent to 20 requests per day. Although some requests are easy to process, data releases must conform to strict standards to avoid violating state law.</p> <p>The number of cases that require crime coding and the number of dictated reports that require transcription are significant. Although the Records Unit has several people who perform these functions, they are having difficulty managing the workload volume. This is supported by an expression by prosecutors that there have been delays in receiving transcribed case files, particularly for arrested subjects who are awaiting arraignment.</p> <p>Recommendation: The DPD should add one full-time staff member to assist with data requests and one full-time staff member to assist with coding and transcription duties.</p> <p>Although BerryDunn is making a recommendation to add two personnel to this unit, it is possible that adding these staff will not fully resolve workload imbalances. However, the Records Unit has not quantified current work demands, and this would be necessary to justify additional staff. In addition to adding the two staff members, BerryDunn also recommends quantifying and tracking staff efforts in the records area.</p> <p>BerryDunn is also aware that the DPD is in the process of acquiring a new RMS. When the new RMS is implemented, it may shift workload burdens and even alter the time associated with certain tasks. BerryDunn recommends that records staff quantify the workload demands of the new system, as compared to prior metrics, and as a means to inform decision makers regarding future staffing needs.</p>	

Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments</i>		
3-5	<p>Finding Area – CSOs: Expanding the role of the part-time CSOs to a full-time unit would provide substantial benefits to the organization and reduce the obligated workload burden for patrol.</p> <p>The CSOs have been successful in performing work at the front desk of the DPD, managing walk-in reports and reports that have come into the DPD by phone or the online reporting system.</p> <p>There are numerous other tasks that the CSOs can perform, which do not require a sworn officer, and which would remove this obligated workload burden from patrol.</p> <p>Recommendation: The DPD should convert the part-time CSO Unit to a full-time unit, and staff the front desk and operational positions, commensurate with the determined functions for the unit.</p> <p>Based on information provided to BerryDunn, the DPD has already given significant consideration to expanding the use of CSOs for various operational duties. BerryDunn sees significant value in shifting duties from patrol staff to CSOs, as this would ease the workload burden for patrol staff. In addition, there are other functions within the DPD that could benefit from a full-time CSO Unit, including animal control.</p> <p>Based on the need to staff a TRU, manage online reporting, and support patrol operations, BerryDunn recommends moving to a full-time CSO Unit with 10 full-time personnel. It is possible that the department might benefit from reserving a certain number of these positions for part-time staff, as not everyone who might have an interest in these positions will have the capacity to work full-time. This is an issue that the DPD should consider as part of the expansion of this unit. In any case, it will require 10 FTEs to appropriately staff this unit, as recommended by BerryDunn.</p> <p>BerryDunn also recommends that the DPD consider the placement of this unit with the organization, and overall supervision of these personnel. Given the level of effort that this reorganized unit will dedicate to patrol, BerryDunn recommends that the DPD consider moving this unit to that division.</p>	 <p>High</p>

Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments</i>		
3-6	<p>Finding Area – Training and Licensing: A substantial volume of administrative work within this section is being managed by sworn staff. The diversity of work in this section and the increasing demands require additional capacity, particularly for sworn staff.</p> <p>This section manages licensing and inspections for various transportation services, alcohol, gambling, and tobacco, and gun permits. The section is also</p>	 <p>Medium</p>


Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
	<p>responsible for all department training, including in-service training, and post-hire academy training.</p> <p>This section currently has no administrative non-sworn staffing to assist with administrative duties.</p> <p>Although this section manages a substantial workload, this has not been quantified.</p>	
	<p>Recommendation: The DPD should add one non-sworn staff member to this section to assist with administrative duties. The lieutenant should develop metrics to quantify the workload for the units within this section.</p>	

Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
Chapter 3 Section III: Support Services, Specialty Programs, and Assignments		
3-7	<p>Finding Area – MHU: The DPD has established a MHU to service the segment of the population within Duluth that is suffering from mental illness and addiction. This unit has been highly successful but has limited data to support unit expansion. This unit is serving a population that includes community members who are highly susceptible to elder abuse or are classified as vulnerable adults. This is an overlap with other efforts within the SCAN Unit in investigations.</p> <p>Recommendation: The DPD should develop metrics for tracking the workload of the MHU. The DPD should increase staffing of the MHU by one sworn officer to manager elder abuse and POR duties, and to support the MHU.</p> <p>Based on data reviewed by BerryDunn, the MHU has had significant success in providing positive outcomes for a targeted section of the community population. The community collaboration and efforts of the MHU are an example of industry best practices, and they have resulted in improvements in quality of life for many of the people the MHU has worked with, as well as reducing overall workload for the police department. Although the MHU has demonstrated success, there is limited data to quantify and express this unit’s workload.</p> <p>Investigators within the SCAN Unit are currently responsible for managing vulnerable adult and adult abuse cases. Many cases of this nature overlap with the population the MHU is serving. In addition, the SCAN Unit is responsible for POR and monitoring of these individuals. There is a need within the SCAN Unit to provide relief for this workload. There would be significant benefits and synergies in shifting this work burden to the MHU. BerryDunn recommends creating one additional uniformed investigations position within MHU to manage elder abuse/vulnerable adult cases and to assume the POR responsibilities. This investigator could also provide support to the MHU as an additional resource.</p>	 Medium


Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 3 Section III: Support Services, Specialty Programs, and Assignments</i>		
3-8	<p>Finding Area – Bike Patrol: The DPD is currently using overtime to supplement staffing for the Bike Patrol Unit. The use of overtime for planned staffing is generally considered an inefficient use of resources.</p> <p>The DPD uses bike patrol officers to provide additional resources in areas identified through the crime meeting process. Bike patrol officers also patrol areas of the community with high pedestrian volume, to provide opportunities for proactive and positive connections with those in the community.</p> <p>The Bike Patrol Unit is staffed primarily with SROs, who do not have school duties during the summer months. Additional staffing for this unit occurs through the use of COP officers and overtime for other bike patrol officers.</p> <p>Recommendation: The DPD should consider its current staffing model for the Bike Patrol Unit, to evaluate ways in which appropriate staffing might occur with minimal or no overtime use.</p> <p>From an operational perspective, the use of overtime is generally regarded as a means to support emergencies, and unexpected or unplanned events. When it is possible to plan for staffing needs, the typical expectation is that the department will plan its work schedule to meet those demands. The rationale for this principle is that staffing costs are increased when overtime is used, and using staff at a standard rate can reduce costs, and/or create opportunities to increase overall staffing in other areas.</p> <p>Although departments should typically avoid using overtime for general staffing purposes, this is not always possible or reasonable. In some cases, adding a sufficient number of staff may be prohibitive from a cost standpoint, or because the reallocation of other internal resources may come at an operational cost for another unit.</p> <p>For the DPD, however, it may be possible to engage in other staffing models to avoid paying overtime. These could include reallocating certain patrol staff to bike patrol within their designated areas, or using a flexible work schedule to assign additional staff to bike patrol duties on a limited basis. BerryDunn recommends that the DPD examine staffing for the Bike Patrol Unit, in conjunction with other personnel deployments, to determine whether a more effective model is available.</p>	<p>Medium</p>


Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 3 Section VII: Civilianizing Staff and Reallocating Duties</i>		
3-9	<p>Finding Area – Civilianizing Staff and Reallocating Duties: In some non-sworn roles within the DPD, there are less-complex tasks that could be performed by personnel in administrative roles. Shifting these duties to administrative personnel would provide additional time for those in non-sworn roles to perform higher-level tasks.</p>	<p>High</p>

Operations and Staffing		
No.	Issue and Opportunity Description	Overall Priority
	<p>Reallocating certain non-complex job duties to administrative personnel would reduce the costs of those services, and improve operational efficiency and value for certain non-sworn personnel.</p> <p>The DPD should conduct a review of all positions to determine viability of civilianizing positions.</p> <p>Recommendation: The DPD should engage in a job task analysis for those in non-sworn roles to determine if certain job tasks could be reallocated to administrative personnel.</p> <p>Performing a job task analysis can be an exhaustive process. If the DPD prefers, it could engage a firm to assist with this task. Doing so could reveal areas in which efficiencies could be gained, and this may be of interest to the DPD.</p> <p>However, it would be possible for the DPD to conduct this process internally, particularly if the focus of the inquiry is narrow. Once the information is gathered, the DPD should be in a position to determine whether it would be appropriate to shift certain duties and responsibilities to administrative staff, and this may include adding administrative staff to manage this volume.</p>	


Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 4 Section II: Patrol Call Load and Distribution of Calls for Service		
4-1	<p>Finding Area – Report Processing and Review: The report writing and case review process in use by the DPD is inefficient and at times inconsistent. The system does not formally engage the use of solvability factors as an assessment tool in determining which cases should be activated for additional investigation.</p> <p>At present, officers self-refer cases to investigations. The review of these referrals is done by line investigators, and this may lead to inconsistency between reviewers. Line investigators do not have supervisory authority over those who write reports and conduct preliminary investigations, and the review of all referred cases is a significant drain on the time of investigators. Although they are outlined in policy, there is either an inconsistent or ineffective use of solvability factors as part of the report/case review process.</p> <p>Recommendation: The DPD should revise the report review and investigations referral process</p> <p>Effective case review systems should provide a level of quality control, ensure that all cases are reviewed so that no cases are overlooked, and provide for an assessment of which cases should be activated for additional investigation, based on standardized criteria.</p> <p>BerryDunn notes that the current process within the DPD includes a redundant review of many cases, and that the process is inefficient. Adjusting the case review process to remove investigations personnel from the process, where</p>	 Medium


Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
	<p>appropriate, could save precious time that investigators could dedicate to case investigations.</p> <p>The consistent use of solvability factors helps ensure more thorough preliminary investigations and allows for easier evaluation of cases for investigative assignment. The new report/case review system should formally adopt and incorporate solvability factors. BerryDunn is aware that the new RMS the DPD will be implementing has this capacity.</p> <p>BerryDunn recommends that the DPD consider revisions to the report/case review system to maximize efficiency and improve consistency.</p>	


Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 4 Section II: Patrol Call Load and Distribution of Calls for Service		
4-2	<p>Finding Area – In-custody Reports: The process of preparing cases for prosecution for those who are in custody is not consistently efficient. This has resulted in prosecution delays, and in some cases, the release of offenders prior to arraignment in court.</p>	 Critical
	<p>Recommendation: Revise In-Custody Report Process</p> <p>The report writing and case review process within the DPD has many layers, including dictation and transcription, referral for review, approval, and forwarding for additional action. BerryDunn has observed the potential for inconsistency and delays within the current process, and these are most critical relative to those who are in custody, due to the time-sensitive nature of providing this documentation to prosecutors.</p>	

Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 4 Section III: Calls for Service Analysis		
4-3	<p>Finding – Patrol Zones: The CFS volumes within the patrol zones are unbalanced, contributing to operational and CFS response issues. CFS response times are elongated, in part, due to staffing and geographic distribution.</p> <p>Balancing patrol zone volumes will contribute to improved community policing efforts by officers.</p>	 Medium
	<p>Recommendation: The DPD should examine the patrol zones and revise their structure and the associated personnel allocations.</p>	


Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
	<p>BerryDunn favors the use of a patrol zone structure for several reasons, including workload management, response times, a broad distribution of personnel, and deployments that support community policing efforts.</p> <p>The department should evaluate the size and structure of the current zones to determine whether adjustments should be made. This should include consideration of the volume of each zone, as well as geographic boundaries.</p> <p>The department should ensure proper staffing of each patrol zone, based on CFS volumes, as identified in this report, or as adjusted, based on any zone revisions.</p> <p>The staffing and deployments of personnel should be designed to minimize out-of-zone response.</p> <p>Although it is tied to work schedule design, the DPD should deploy personnel consistently within zones, in keeping with the concept of geographic policing and in order to support continuity of staffing as part of an overall community policing strategy.</p>	


Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 4 Section IV: Patrol Staffing Analysis and Calculations		
4-4	<p>Finding Area – Supplanting: Numerous units with the DPD that are not assigned primary patrol and CFS responsibilities assume primary CFS duties on a case-by-case basis. This process is referred to as supplanting.</p> <p>Based on a review of the data in CAD, there is substantial supplanting of the Patrol Division by various officers. At present, there is no clear method to identify the level of supplanting occurring.</p> <p>Recommendation: The DPD should establish a supplanting CAD code that clearly identifies that the CFS response was managed by a non-patrol unit on behalf of the Patrol Division.</p> <p>At present, various non-patrol units within the DPD assist the Patrol Division by taking CFS, when the patrol units are too busy to handle them. Supplanting artificially lowers the obligated workload for patrol, and makes a full analysis of the data difficult.</p> <p>BerryDunn recommends that the DPD add a disposition code of <i>Assist Patrol</i> within CAD, and that non-patrol personnel use this code when taking a CFS for patrol. This will make future analysis of the obligated workload easier and more accurate.</p>	 Medium


Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 4 Section II: Patrol Call Load and Distribution of Calls for Service</i>		
4-5	<p>Finding Area – Patrol Staffing: The staffing levels in patrol are not optimized and do not meet operational demands.</p> <p>Based on a strict obligated workload analysis, the allocation of 72 patrol officers appears sufficient to meet CFS volume. However, this number is not sufficient to optimize staffing levels and personnel distributions throughout the community.</p> <p>Although the obligated workload volume is balanced with staff distribution, an analysis of other factors suggests the need for additional patrol resources.</p>	 High
	<p>Recommendation: The DPD should add eight patrol officers to primary CFS response in the Patrol Division.</p> <p>Based on a thorough analysis of the obligated workload for patrol, BerryDunn calculates that the DPD needs to add eight officers to the Patrol Division in order to achieve the minimum staffing level required to achieve optimal efficiency.</p> <p>This recommendation presumes adjustments to the zones within the city to balance CFS volumes. If these adjustments are not made, additional patrol staff would be required to efficiently manage CFS and workload demands.</p>	

Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 4 Section II: Patrol Call Load and Distribution of Calls for Service</i>		
4-6	<p>Finding Area – Operational Minimums and Authorized Hiring Levels: Hiring levels at the DPD do not account for attrition rates.</p> <p>Hiring for officers at the DPD occurs when there are vacancies. Because of the lag-time associated with hiring and providing initial training for officer personnel, the DPD is constantly operating at less-than-optimal levels.</p>	 Medium
	<p>Recommendation: In collaboration with city leaders, the DPD should establish a minimum operational level and a new authorized hiring level that helps ensure continuity of staffing.</p> <p>It is important that the DPD ensure that the department is fully staffed at a level that is optimally efficient. Staffing at this level supports the full range of departmental services and contributes to maximizing the outputs of each unit and sub-unit within the department. Once the minimum operational level has been established, the city and the police department need to take steps to maintain staffing at that level. Due to attrition rates, non-operational personnel rates, and the lag-time involved in hiring and staffing sworn positions, the authorized hiring level must be adjusted. The authorized hiring level should be sufficient to overcome projected attrition and non-operational positions within the department.</p> <p>Based on the overall assessment of the DPD, BerryDunn recommends a minimum operational level of 166 officers; this will require an authorized hiring at a</p>	

Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
	<p>rate of 174 to maintain minimum staffing for the agency. The numbers here reflect the following:</p> <p>Current Sworn Staffing: 157 Additional Sworn Staffing: 9 Estimated Attrition Rate: 8 Authorized Hiring Level: 174</p> <p>These numbers assume a consistent attrition rate. BerryDunn is aware that the DPD has many sworn staff who are close to retirement. The DPD should monitor these staff, and adjust the authorized hiring level in advance of their retirement, to help ensure the minimum operational level of 166 officers is consistently maintained.</p>	


Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 4 Section IV: Patrol Staffing Analysis and Calculations		
4-7	<p>Finding Area – Patrol Work Schedule: The patrol work schedule for the DPD is not effectively or efficiently meeting staffing and personnel distribution needs for the department. (Strategic Plan Item)</p> <p>The patrol schedule lacks flexibility and consistency, the rotation exceeds 2,080 hours, it does not minimize the use of overtime or appropriate staffing in all patrol zones, and it does not adjust to peaks and valleys in leave time.</p> <p>Because of continuity of scheduling issues, the current patrol work schedule does not consistently align with geographic policing expectations, and this reduces the ability of the department to fully engage COP work in each of the patrol zones.</p> <p>Recommendation: The DPD should make revisions to the patrol work schedule to maximize efficiency and distribution of personnel.</p> <p>Based on the numerous data provided, it is evident that the current work schedule in use by the DPD is not maximizing the use of personnel. Overall, the schedule lacks the flexibility to adjust to leave varied periods and lacks continuity of staffing. BerryDunn understands the complexities in making adjustments to the patrol work schedule. Patrol staff are significantly affected by these changes, and those adjustments can impact the lives of staff in a variety of ways. During interviews, virtually all levels of personnel discussed their apprehension regarding possible changes to the work schedule. Although BerryDunn recognizes and understands these apprehensions, the current work schedule is not serving the agency well.</p> <p>BerryDunn recommends that the DPD engage a committee to review the work schedule, in light of the information contained in this report, and that a new schedule be developed that will meet department, staff, and community needs.</p>	 High


Patrol Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 4 Section VI: Alternative Response		
4-8	<p>Finding Area – Alternative Reporting: Improvements and enhancements to the TRU and online reporting system will improve operational efficiency for the DPD. (Strategic Plan Item)</p> <p>The DPD currently uses CSOs on a part-time basis to staff the desk in the lobby of the police department and to take phone reports. The system is working, but maximizing the use of the TRU will require supplemental staffing.</p> <p>The DPD also uses an online reporting system, but the number of reports received annually is low.</p> <p>Recommendation: The DPD should take steps to maximize the use of alternative reporting methods, particularly the use of the TRU and online reporting systems. Although the DPD already takes a number of phone reports, the DPD would benefit from extended and consistent staffing of a TRU. This would help ensure that personnel would be available on a consistent basis to accept these calls and to take these reports.</p> <p>Similarly, the DPD has an online reporting system that is currently underutilized. The DPD should expand the types of reports available within this system, and ensure that proper routing protocols are in place.</p> <p>Overall, the DPD should promote the use of these systems with staff, with the communications center, and within the community. As the community becomes more aware of their availability, a portion of the work will naturally shift to these areas.</p> <p>Increasing capacities in these areas will benefit the community, as it will increase the community’s access to these services based on personal needs. Improving alternative reporting for the DPD will also reduce the obligated workload for patrol and provide additional capacity within the Patrol Division.</p> <p>One of the important considerations in fully implementing these processes involves gently guiding the public toward these resources. BerryDunn has spoken with personnel within the St. Louis County communications center who were open to working with the DPD on creating protocols for these purposes.</p>	 Medium

Community Engagement		
No.	Issue and Opportunity Description	Overall Priority
Chapter 5 Section I: Community Policing		
5-1	<p>Finding Area – Community Policing: Although the DPD emphasizes community policing as a department philosophy, many officers, particularly those in patrol, do not regularly exercise the full range of community policing strategies. (Strategic Plan Item)</p> <p>Patrol officer COP activity has been limited and hampered by staffing levels and personnel deployment issues.</p>	 Medium


Community Engagement


No.	Issue and Opportunity Description	Overall Priority
	<p>The DPD has provided a mechanism for documentation of COP efforts, but the process lacks the capacity to track specific activity, accomplishments, or efforts by officers.</p> <p>It is evident that the DPD has promoted COP as a departmental philosophy and objective, and the activities of the COP unit, and the department as a whole, demonstrate significant effort. Even within patrol, there is evidence of effort on the part of patrol officers. However, it is clear that these efforts could be improved.</p> <p>Recommendation: The DPD should establish and quantify expectations for patrol and all other officers with regard to community policing, and create a reporting mechanism for officers to detail these activities back to their supervisors. These expectations, and the work done by officers, should be an accountability point within the performance evaluations for those staff.</p> <p>The established expectations should include strategies for building community relationships, and specific goals, policies, and objectives. These steps will create an agency-wide philosophy of proactive community interaction and establish formal responsibility to each employee of the agency and their importance to the overall success of the department.</p> <p>Based on interviews with staff, it appears that there may be a disconnect regarding the role of officers in attending community forums. This may be associated with a communication flaw where officers do not understand the nuances of community engagement, or why they are assigned to do certain tasks.</p> <p>The DPD should take several steps to encourage more consistent community policing efforts by staff. BerryDunn has provided several possible actions the DPD may wish to consider.</p> <ol style="list-style-type: none"> 1. Each new officer should be required to engage in a community-based project as a part of their field training. This will not only benefit the community, based on the outcome of their work, it will also solidify an understanding of the processes involved in these projects. This will benefit both the new officer and the FTO who must oversee the project. 2. The DPD should provide periodic in-service training on community policing to staff, to include examples of successful projects and strategies officers have used, either internal or external to the DPD. 3. As indicated previously, the DPD should fully embrace the concept of geographical policing, and strive to establish continuity of personnel deployments within designated zones or geographic areas. This type of focused deployment should aid officers in understanding that section of the community and its unique needs, and assist officers in building relationships and trust within the community, particularly within their assigned work area. 4. The DPD should establish expectations for COP activity and a mechanism to capture this data. This information should be used as part of the performance evaluation, and as a mechanism to monitor COP activities by officers. 5. The DPD should review the sections on COP within the SRO manual, and use this information as a springboard to develop a greater level of understanding of COP within the organization. 	


Community Engagement		
No.	Issue and Opportunity Description	Overall Priority
Chapter 5 Section VII: Impartial Policing		
5-2	<p>Finding Area – Impartial Policing: The DPD does not regularly collect perceived race and gender data on all law enforcement related contacts. Additionally, the DPD does not collect outcome data from all law enforcement related contacts. Documentation of complete and consistent demographic data by police agencies is necessary to provide complete supporting data to assess compliance with laws prohibiting bias-based profiling and address community complaints and concerns. Collected data should include gender, perceived race, and outcomes (e.g., cited, arrested, searched, warned, handcuffed).</p>	 Medium
	<p>Recommendation: The DPD should collect subject and outcome data from all law enforcement related contacts.</p> <p>Given the societal concerns over biased policing, it is important for the DPD to consistently collect perceived race and gender data regarding all community member contacts that result in any type of documentation of police efforts. In addition to collecting this data, the DPD should also ensure the collection of data that document what occurred within the contact or as a result of the contact. This includes, for example, documenting whether the contact resulted in a warning, citation, arrest, pat-down or other personal search, a search of the person’s vehicle or other property, or whether the person was detained and/or handcuffed.</p> <p>Additionally, because the DPD engages in proactive policing and data-driven policing efforts, and it intends to expand these efforts, BerryDunn recommends collection of activity data (e.g., officer-initiated, directed patrol, hot spot assignment) in concert with collecting perceived race, gender, and outcome data, as the two datasets are often intertwined.</p> <p>Person data should be collected on all police-related contacts (this includes SIFA, but excludes general COP activities).</p> <p>If possible, perceived race data should be a hidden field within RMS that does not appear on a police report unless it involves an arrest.</p>	


Juveniles and Youth Engagement		
No.	Issue and Opportunity Description	Overall Priority
Chapter 6 Section I: Policies		
6-1	<p>Finding Area – Juvenile Offense Notifications: The DPD is required by Minnesota statute to provide notifications to schools regarding certain offenses committed by juveniles, but this process has not been consistently applied.</p>	 Critical
	<p>Recommendation: Provide Juvenile Offense Notifications to Schools</p> <p>Under Minnesota law, police agencies are required to report juvenile alcohol or drug violations to school chemical abuse pre-assessment teams. In addition, law enforcement is required to notify schools if there is probable cause to believe that</p>	


Juveniles and Youth Engagement		
No.	Issue and Opportunity Description	Overall Priority
	a juvenile committed (1) an adult crime, (2) the victim is a student or staff member, and (3) notice is reasonably necessary to protect the victim. These notifications benefit the school system, but also have ancillary benefit to the SROs working for the DPD.	


Juveniles and Youth Engagement		
No.	Issue and Opportunity Description	Overall Priority
Chapter 6 Section III: School Resource Officers		
6-2	<p>Finding Area – SROs: The use of SROs as a youth engagement mechanism is a best practice within the law enforcement industry. Due to volume concerns and workload demands within the middle and high schools, the DPD does not provide consistent focused efforts in engaging youth at area elementary schools.</p>	 Medium
	<p>Recommendation: The DPD should increase youth engagement at the elementary schools.</p> <p>BerryDunn recognizes the substantial efforts of the DPD in engaging youth. This includes numerous programs, community initiatives, youth centers, and through the SROs. However, elementary-aged students have a need to develop positive relationships with police officers, and there is ample evidence around the country that points to the value of these interactions.</p> <p>BerryDunn recommends that the DPD examine this issue to determine ways in which the DPD can increase officer presence within the elementary schools. This could involve assigning additional staff as SROs, or utilizing patrol staff as liaisons within their patrol zones.</p>	

Juveniles and Youth Engagement		
No.	Issue and Opportunity Description	Overall Priority
Chapter 6 Section III: School Resource Officers		
6-3	<p>Area Finding – SROs: The SRO squad cars do not currently have computers and the same peripherals as the patrol units. The lack of this equipment eliminates certain efficiencies that might be gained (e.g., issuing citations, using the squad computer).</p>	 Medium
	<p>Recommendation: The DPD should equip the SRO squad cars with the same technology that is deployed in the standard patrol units.</p> <p>Adding computers and other peripherals to the SRO squads would improve their efficiency. This would also allow the SROs to use these vehicles during the summer months when schools are not in session. Additionally, these vehicles could act as a backup to supplement the patrol fleet, if needed.</p>	


Dispatch/Communications		
No.	Issue and Opportunity Description	Overall Priority
Chapter 7 Section II: Call Routing and Dispatching Protocols		
7-1	<p>Finding Area – CFS Routing: Call holding and stacking of CFS within the dispatch center is contributing to inaccurate response time data and elongated response times.</p> <p>There is a lack of consistency and policy relating to how dispatch should manage CFS that come in for a specific patrol zone in which the officer is busy.</p>	 Medium
	<p>Recommendation: The DPD should work with the SLCECC to develop a policy and consistent procedure for distribution of CFS for zone units that are in a busy status.</p> <p>At present, there is no current defined method for distribution of priority 1 or 2 CFS within the SLCECC. BerryDunn recommends that the DPD and SLCECC should have a policy relating to immediate distribution of any priority 1 or 2 CFS. Consideration should be given to establishing time triggers for other priority CFS, so that they do not remain in a held or stacked status for longer than a specified period.</p> <p>The DPD should give strong consideration to the role of the shift supervisor in managing these processes. Additionally, the DPD may wish to consider using AVL for priority 1 and 2 CFS when the area unit is not available.</p>	


Dispatch/Communications		
No.	Issue and Opportunity Description	Overall Priority
Chapter 7 Section II: Call Routing and Dispatching Protocols		
7-2	<p>Area Finding – Multi-Unit Dispatching: There is no current policy that dictates how many units to send to a CFS.</p> <p>At present, units are dispatched to a CFS based on the assessment of the dispatcher. This practice is subjective and may or may not match agency expectations or needs.</p> <p>Best practices provide a standard unit response number within CAD.</p>	 Medium
	<p>Recommendation: The DPD should establish a policy and protocol for multi-unit dispatching, and this information should be merged with the CAD system.</p> <p>BerryDunn recommends that the DPD identify unit response numbers based on CFS type. The DPD should work with the SLCECC to integrate this data with the CAD system so that dispatchers have a clear protocol on the number of units to send to different CFS.</p> <p>The policy should include language regarding over-response to CFS, self-dispatching, and supervisory requirements to monitor this activity.</p> <p>This practice will help ensure that sufficient resources are sent, and it will also help eliminate self-dispatching and over-response to CFS.</p>	

Investigations Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 8 Section III: Policies and Procedures		
8-1	<p>Area Finding – Investigations Case Categorization and Monitoring: The current system of categorization of cases within investigations does not allow for an evaluation of unit or investigator efficiencies.</p> <p>Although policy requires that investigators conduct follow-up within 10 days and a self-review of their cases within 30 days, this practice is inconsistent among investigators.</p> <p>Supervisors are required to review investigator caseloads, but only on a quarterly basis.</p> <p>The manner in which cases are monitored and categorized does not provide an opportunity for a clear review of investigative caseloads, unit or individual investigator efforts, clearance rates related to investigative efforts, or case durations.</p>	 Medium
	<p>Recommendation: The DPD should establish a new coding and case monitoring processes for investigative cases and cases referred to investigation for review.</p> <p>The new system should include regular monitoring and reporting of supervisors on investigator caseloads, and should include direction on case duration expectations. Cases that fall outside the prescribed case duration limits should require a thorough review by the unit supervisor, and an elevated review, if durations exceed a secondary durational tier.</p> <p>The new system should also distinguish case referrals from case investigations, and be able to reflect clearance rates that occur as a result of investigative effort.</p>	


Investigations Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 8 Section IV: Workloads and Caseloads		
8-2	<p>Finding Area – Forensic Evidence Processing: There is a growing need within the DPD to conduct forensic examinations of multiple electronic devices on various criminal cases, and the cost of outsourcing these services is prohibitive.</p> <p>The DPD is currently using the capacity of the ICAC investigator to process these devices, which is detracting from their ability to investigate ICAC cases.</p> <p>Local and county prosecutors are requesting more and more forensic exams of these devices, and the volume is currently prohibitive.</p>	 Medium
	<p>Recommendation: The DPD should add a full-time staff member to focus on conducting forensic examinations of digital evidence.</p> <p>BerryDunn recommends that the DPD explore adding this position as a non-sworn staff member, assuming there are no statutory reasons that prohibit it and assuming it is more cost-effective for the department.</p>	


Investigations Services		
No.	Issue and Opportunity Description	Overall Priority
	<p>The DPD should also work with local and county prosecutors to develop a protocol on which devices require examination and which may be deferred for examination at a later time, if prosecution proceeds.</p> <p>The DPD should consider placement of this staff position within the agency, to include consideration of what other job duties this person might perform, if they have additional capacity.</p>	

Investigations Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 8 Section IV: Workloads and Caseloads		
8-3	<p>Finding Area – CSI: The DPD has a finite capacity to process crime scenes, due to staffing. This capacity can be significantly expanded, providing training to patrol officers on basic evidence-gathering techniques.</p> <p>The DPD has a training program that is already developed to provide basic crime scene training to officers. The program, POCSI, provides officers with the skills and tools they need to conduct basic crime scene investigations.</p>	 Medium
	<p>Recommendation: The DPD should provide POCSI training to all new patrol officers and to any existing patrol officers who have not received it. In addition, the DPD should provide refresher training on an ongoing basis, to help ensure these skills are maintained.</p> <p>Given the demands for advanced CSI processing, the DPD has a need to increase capacity. This can be done easily through training all patrol staff on POCSI. Although BerryDunn is aware of the workload constraints for patrol, in most cases, the officer could collect the evidence in the same time involved in calling out a CSI and waiting for them to arrive and process the scene.</p> <p>The DPD should make POCSI training mandatory for all patrol officers, and a policy should be developed regarding CSI callouts. Supervisors should monitor CSI callouts to verify that the level of evidence collection is beyond POCSI expectations.</p>	


Investigations Services		
No.	Issue and Opportunity Description	Overall Priority
Chapter 8 Section IV: Workloads and Caseloads		
8-4	<p>Finding Area – Drugs and Gangs: Due to the volume of high-level drug cases that the task forces handles, there is limited opportunity to address low- and mid-level narcotics cases.</p> <p>The Drug Task Force has limited resources, and due to its multi-agency structure and the partnerships, it must focus its efforts on high-level narcotics cases.</p>	 Medium


Investigations Services		
No.	Issue and Opportunity Description	Overall Priority
	<p>Many low- and mid-level narcotics cases provide intelligence and other opportunities for the investigation of high-level cases.</p> <p>Recommendation: The DPD should develop a process for the coordinated response and investigation of low- and mid-level drug cases.</p> <p>BerryDunn recognizes that the task force cannot manage all drug cases and that its focus is on high-level cases. BerryDunn also understands that the DPD is doing some cross-training for investigators within the OCB. Although this is a good idea, the other investigators within the OCB have other responsibilities.</p> <p>For many departments, low- and mid-level drug cases are managed within the Patrol Division. If additional capacity within patrol is generated based on the recommendations from this assessment, it is possible that a process could be developed to investigate these cases through the patrol units.</p> <p>If the DPD chooses this path, BerryDunn recommends it does so in a coordinated manner. If these efforts are not coordinated, conflicts could occur on the smaller cases among patrol officers, or more importantly, with the larger cases being investigated by the task force.</p>	

Operational Policies		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 9 Section II: Critical Policies</i>		
9-1	<p>Finding Area – Policy Development and Revision: The DPD has an extensive policy manual to provide guidance to personnel on operational rules and practices. Although the manual is comprehensive, there are aspects of the manual that should be adjusted to conform to industry best practices.</p> <p>Recommendation: The DPD should review the information provided by BerryDunn from the review of the DPD policy manual, and revise the associated policies, or adopt new policies, as recommended.</p> <p>This recommendation includes a review of the information provided by BerryDunn, relative to the National Consensus Use of Force Policy.</p>	 Medium


Operational Policies		
No.	Issue and Opportunity Description	Overall Priority
<i>Chapter 9 Section II: Critical Policies</i>		
9-2	<p>Finding Area – Data Privacy: The DPD has formed some partnerships with advocates and other non-law enforcement agencies and personnel. These partnerships have been effective and are representative of innovation and best practices within the industry. Although the current practices are highly effective</p>	 Critical


Operational Policies		
No.	Issue and Opportunity Description	Overall Priority
	and beneficial, the DPD has experienced challenges within these partnerships in ensuring compliance with the MGDPA.	
	<p>Recommendation: Ensure Compliance with the MGDPA.</p> <p>There are significant restrictions to accessing police data under Minnesota law, and these apply to all non-agency personnel. The DPD has developed some remarkable collaborative processes, which include and engage the use of external professional partners, but there are no current agreements in place to regulate access to, or dissemination of, protected data.</p>	

Operational Policies		
No.	Issue and Opportunity Description	Overall Priority
Chapter 9 Section IV: Policy Review and Updates		
9-3	<p>Finding Area – Policy Committee: The DPD does not have a formal process for policy revisions or development that includes broad participation and input across the organization.</p> <p>Changes in policies and procedures materially affect those who must carry out the work.</p> <p>Those who do the work are in the best position to recognize how changes will alter or affect the work they must perform.</p> <p>Persons who perform the work often have insights into details of the work, which should be considered during policy revision or development processes.</p> <p>Co-production policing practices suggest the inclusion of the public in key policy decisions.</p> <p>Recommendation: The DPD should develop a formal process to solicit input from DPD staff on any significant policy revision, or when considering the development or adoption of any new policy. The policy should also consider community involvement in major policies that will affect them.</p> <p>The DPD should consider establishing a representative committee to review and collaborate on all significant procedural and policy changes and on policy development, to help ensure optimal configuration.</p> <p>The committee should represent all areas of the department and should include sworn and non-sworn staff.</p> <p>If policy discussion or development concerns a unique aspect of department operations, the department should take steps to ensure that those with relevant knowledge and expertise in that area are involved in the process, regardless of whether those individuals are members of the committee. This could also involve external resources, when warranted.</p>	 High


Operational Policies		
No.	Issue and Opportunity Description	Overall Priority
Chapter 9 Section IV: Policy Review and Updates		
9-4	<p>Finding Area – Policy Review: The DPD does not have a policy or practice for annual policy review by staff.</p> <p>Staff are required to maintain knowledge of all policies, but there is no provision within policy that requires staff to review DPD policies on any schedule.</p> <p>Recommendation: The DPD should require that all staff review all department policies annually.</p> <p>The DPD policy manual is lengthy and complex, and it contains critical direction for staff. To help ensure appropriate working knowledge of DPD policies, there is a need for staff to periodically review them. Although the DPD provides training on policies it considers critical, there are numerous other policies not regularly reviewed that include important provisions.</p> <p>Staff interviewed told BerryDunn that some elements of the policies provided by Lexipol require updating. Others stated there are sections of department policies not consistently followed.</p> <p>It is critical that department staff follow all department policies. If policies interfere with operations, it is up to the department to adjust the policies, or to require staff to adjust to the policies. To ensure consistent operations and to minimize risk, the DPD must require strict adherence to all policies. However, to help ensure the viability of all policies, and to help ensure that staff understand and have working knowledge of those policies, a review process should be implemented.</p> <p>The DPD should establish a review process for all staff. As part of that review, staff should provide the following information to their supervisors:</p> <ul style="list-style-type: none"> • Identifying any outdated information (e.g., statue references) • Identifying any conflicting or redundant information • Ensuring that all policies in place are still relevant • Considering any operational areas that are not covered by policy but for which a policy should be created • Collecting feedback from staff on any items of policy that should be adjusted, corrected, and/or considered for review. • Receiving confirmation from staff that they have reviewed all department policies <p>All feedback from this process should be returned to the policy administrator for the department.</p>	 Medium


Data, Technology, and Equipment		
No.	Issue and Opportunity Description	Overall Priority
Chapter 10 Section I: Data and Technology		
10-1	<p>Finding Area – Records Management System: The DPD is in the process of deploying a new RMS, and the rollout is expected to occur in the summer of 2020. This system is expected to provide additional functionality and efficiency for</p>	

Data, Technology, and Equipment		
No.	Issue and Opportunity Description	Overall Priority
	<p>the department. Maximizing the effectiveness of this new system is a critical need for the DPD. (Strategic Plan Item)</p> <p>Recommendation: Track Critical Capability Needs and Integrate them into the new RMS.</p> <p>Numerous operational constraints currently exist due to the poor functionality of the current RMS. Most modern RMS software products have significant capabilities; however, maximizing these opportunities will require intentional focus by the department on desired outcomes and conveying these to the vendor. BerryDunn is aware that the DPD has a committee working on the RMS project, which is a positive step in the implementation process. BerryDunn also recognizes that the timing of the RMS rollout is relevant to the operational assessment because there is an opportunity for the DPD to leverage and integrate the observations and recommendations from this project into discussions with the RMS vendor to improve the overall product value when deployed.</p>	 Critical


Data, Technology, and Equipment		
No.	Issue and Opportunity Description	Overall Priority
Chapter 10 Section II: Crime Analysis		
10-2	<p>Finding Area – Intelligence Led Policing: The DPD has engaged various iterations of crime information/abatement meetings, and/or intelligence-led policing (ILP) processes, but there is a need to clarify the goals and objectives for these initiatives, and to build a process that supports them.</p> <p>Recommendation: Revise the Crime Meeting and ILP Strategies</p> <p>The DPD has personnel dedicated to crime analysis and intelligence, and these individuals have substantial skills. The current crime information/abatement meeting process is more informational. It currently neither includes an outcome-based evaluation of current or prior efforts, nor includes an expectation of response or actions by organizational leaders in relation to the data presented.</p>	 Critical

Data, Technology, and Equipment		
No.	Issue and Opportunity Description	Overall Priority
Chapter 10 Section II: Crime Analysis		
10-3	<p>Finding Area – Crime Analysis/Criminal Intelligence: The DPD has made a commitment to broaden its ILP strategy, to include more robust crime meetings.</p>	


Data, Technology, and Equipment		
No.	Issue and Opportunity Description	Overall Priority
	<p>There are substantial administrative duties that are currently being managed by the crime analyst and criminal intelligence analyst, which could be performed by an administrative staff member.</p> <p>Reducing the administrative tasks for the analysts would provide additional capacity for them to apply their unique skillset to department operations.</p> <p>Recommendation: The DPD should add a half-time administrative staff member to assist the crime and intelligence analysts.</p> <p>The DPD has two skilled analysts who are performing various administrative functions that could be completed by an administrative staff member. Because the DPD is moving toward a more robust ILP and crime meeting process, and because there will be increased demands on these resources, BerryDunn recommends that the DPD add a part-time staff member to perform these administrative duties.</p>	 Medium

Training and Education		
No.	Issue and Opportunity Description	Overall Priority
Chapter 11 Section II: Field Training		
11-1	<p>Finding Area – Field Training: The DPD does not currently have a formal process for training newly promoted personnel.</p> <p>Transitioning from line-officer to line-supervisor requires major adjustments for most new supervisors.</p> <p>First-line supervisors play a critical role in the success of the organization, and their personal success is imperative.</p> <p>Many new supervisors do not have extensive leadership training when they are promoted, and they often lack clarity of their role.</p> <p>Recommendation: The DPD should develop an FST program for all new supervisors.</p> <p>Training is often cited as one of the greatest responsibilities of a law enforcement agency. Implementing an FST program at the DPD will help new supervisors to act decisively in a broad spectrum of situations. Additionally providing FST will help new supervisors realize greater effectiveness in acting consistently with discipline, performance evaluations, and understanding the greater mission of the organization. Ultimately such a program will foster cooperation and unity throughout the organization while providing newly promoted personnel training commensurate with their duties.</p> <p>Elements of an FST might include the following:</p> <ul style="list-style-type: none"> • Outlining supervisor expectations • Clarifying supervisory responsibilities regarding policies and other general oversight duties • Training on writing performance evaluations 	 Medium

Training and Education		
No.	Issue and Opportunity Description	Overall Priority
	<ul style="list-style-type: none"> Identifying accountability and disciplinary processes, to help ensure consistency throughout the organization Mentoring by a senior supervisor within the same division <p>There are many benefits to providing FST, and BerryDunn recommends that the DPD develop and implement this process.</p>	

Training and Education		
No.	Issue and Opportunity Description	Overall Priority
Chapter 11 Section VI: Required and In-Service Training		
11-2	<p>Finding Area – Training Program: The DPD does not have a policy that establishes a department-wide training strategy. (Strategic Plan Item)</p> <p>Although the DPD clearly values training for its staff, there is no specific process outlined in policy that provides direction for the training unit regarding the numerous duties and responsibilities of that unit.</p> <p>There is no policy that outlines required or preferred training for operational roles, and no policy that outlines minimum training expectations for supervisors.</p> <p>There is no policy that addresses officer development, and no identified process for staff development or improvement plans.</p> <p>Recommendation: The DPD should establish a broad training policy and plan that establishes a department-wide training strategy.</p> <p>The DPD provides significant training for officers, and this is evidenced by the number of training hours each officer receives, as well as the fiscal allocations that support organizational training. However, other than annual required training, and specialized training requirements (e.g., BCA leadership, CIT), there does not appear to be a specific strategy in place for determining which courses officers should take. There is also no apparent method for determining which courses should be approved for officers, and why.</p> <p>BerryDunn recommends that the DPD develop a plan that outlines the types of training that coincide with certain job duties. For example, this would include the identification of baseline and advanced training for investigators, patrol officers, and supervisors. The DPD should carefully consider each of the categorical areas within the department and develop a list of preferred training that supports the development of skills for officers within those areas.</p> <p>Decisions regarding approval of training for officers should follow these guidelines. BerryDunn also notes here that supervisors should be having regular discussions with officers regarding their intended career path, as part of their performance evaluation and on an ongoing basis. Approval for specific training courses for officers should also take these discussions into account.</p> <p>In addition to developing this plan, the training division should be monitoring the progress of officers assigned within each of the identified areas, and when courses are available that are in alignment with the training needs for those</p>	 Medium

Training and Education		
No.	Issue and Opportunity Description	Overall Priority
	<p>positions, the training division should be proactively encouraging officers to submit for that training.</p> <p>As noted in Chapter 9, the DPD should consider the following areas developing a training policy, plan, and strategy:</p> <ul style="list-style-type: none"> • Training records maintenance • Requests for training • Department types of training • Training program and development • Curriculum development • Instructor development • Annual training • Preferred in-service training • Specialized training required by designated unit or role • Educational partnerships <p>BerryDunn recommends that the DPD convene an agency-wide committee, composed of a diverse composition of staff members, to assist in the development and evaluation of the training needs of the organization. This committee should solicit input from various organizational components and consider the full spectrum of operational services of the DPD. The committee should develop a training policy and plan, and provide this to DPD administration for consideration of adoption.</p>	

Recruitment, Retention, and Hiring Practices		
No.	Issue and Opportunity Description	Overall Priority
Chapter 12 Section II: Hiring, Recruitment, and Retention		
12-1	<p>Finding Area – Recruitment and Hiring: The DPD does not have a recruiting plan that supports a specific and focused effort at recruiting and building diversity within the police department.</p> <p>The DPD does not have any full-time personnel dedicated to recruiting.</p> <p>Recruiting within the DPD is assigned to the training and licensing section, but there has been no apparent effort to expand recruiting efforts beyond this unit.</p> <p>Recommendation: The DPD should develop a recruiting plan that outlines the goals and objectives of the DPD in building and maintaining a diverse and quality workforce.</p> <p>A good recruiting plan can establish priorities for the recruiting unit, and it also helps those within the department understand the recruiting goals of the department.</p> <p>The recruitment plan should identify the areas where the department will advertise and recruit candidates, including multiple traditional and web-based</p>	

Recruitment, Retention, and Hiring Practices		
No.	Issue and Opportunity Description	Overall Priority
	<p>methods, and it should also outline the relationships between the DPD and various educational and law enforcement training institutions.</p> <p>The plan should also describe the commitment of the department to establishing a workforce that seeks an ethnic, racial, and gender balance that is also representative of the community it serves. Further, the plan should include specific steps and strategies that will be used in order to accomplish these goals.</p> <p>There are multiple considerations to developing a strong recruiting plan, and BerryDunn has compiled a list of considerations that the DPD should evaluate as part of its process to develop a recruiting plan. BerryDunn has included this information in Appendix C of the full report, under Recruiting and Hiring Considerations.</p> <p>BerryDunn recommends that the DPD establish a recruiting and hiring plan, and that department review this report and the relevant section in Appendix C as part of that process.</p>	