



Ethics, Excellence, Engagement

# Inver Grove Heights Policing in 2040

**City Council Work Session  
October 1, 2018**

8150 Barbara Ave. Inver Grove Heights, MN 55077  
651-450-2500 [www.invergroveheights.org](http://www.invergroveheights.org)

## Staffing Models – Future Requests

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1. Crime trends (Crime up – Cops up).
2. Per-capita approach (Police to Population).
3. Minimum staffing (Creating and maintaining shift minimums).
4. Budgeted (Authorized strength levels based on annual request).
5. Workload-based models (Multi-dimensional analysis – CFS type, units responding, response time, seasonal variation).



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## Bureau of Justice Statistics

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- ▲ In national surveying of law enforcement agencies serving a population of 25,000 to 49,999 had an average ratio of 1.98 police officers per 1,000 residents.
- ▲ If this ratio were to be applied to IGH our sworn strength would be 61 officers versus the current authorized strength of 40.
- ▲ IGH present ratio is 1.18 per 1,000 residents.
- ▲ Minnesota is typically lower than the national average.



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## Police – Population Ratios Locally\*\*

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- ▲ St. Paul 2.06 officers/1,000 population
- ▲ West St. Paul 1.47 officers/1,000 population
- ▲ Minnesota 1.46 officers/1,000 population
- ▲ South St. Paul 1.37 officers/1,000 population
- ▲ Richfield 1.15 officers/1,000 population
- ▲ Cottage Grove 1.13 officers/1,000 population
- ▲ IGH 1.11 officers/1,000 population

\*\*Based on 2016 data (authorized sworn strength of 39 officers. 2018 = 1.18/1,000 using 34,000)



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## Methods for Staffing Analysis

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### Police to Population Ratios

- ▲ Not a recommended model for staffing.
- ▲ Does not reflect community complexity (i.e. unique factors, minimum lot sizes, college community, etc.).
- ▲ Does not reflect community dynamics (i.e. socioeconomics, business development emphasis, presence of retail, etc.).
- ▲ Does not reflect the complexity of patrol staffing allocation.



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## Workload Model – The “Rule of 60”\*\*

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### Three Critical Variables

1. Approximately 60% of the department’s total number of sworn officers should be assigned to the patrol function.
2. The average patrol workload should not exceed 60% (Community initiated CFS, police initiated CFS, out of service/admin time, and directed patrols).
3. Total Service Time (officer-minutes) should not exceed a factor of 60 (Recognizes a need to plan on 25% of schedule force being unavailable).



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## IGH Police Department

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- ▲ IGH uses components of all models but closer analysis is required.
- ▲ The closer patrol gets to 60% workload saturation, the policing model becomes reactive.
- ▲ At 60%+, officers utilize a readiness model (availability for 9-1-1 calls for service and reducing proactivity and targeted patrols).



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## Peak Demand in Inver Grove Heights

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- ▲ While additional analysis is required, partial analysis of staffing data from June and July indicated spikes at or above 60% with the sustained workload average in the mid to upper 40<sup>th</sup> percentile.
- ▲ Implementation of Police Cadet Program and full review of and possible shifts in current service offerings could slow the expected growth in the workload average (i.e. lockouts, lift assists, calls to medical facilities, emergency medical response, etc.).



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## IGH Crime by the Numbers

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### Crime per 100,000 population

- ▲ Eagan 1,775/100,000
- ▲ Shakopee 2,125/100,000
- ▲ **Inver Grove Heights 2,508/100,000**
- ▲ Burnsville 2,882/100,000
- ▲ Maplewood 4,514/100,000
- ▲ Roseville 5,240/100,000



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## Crime In Inver Grove Heights

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- ▲ Nearly 70% of all crime in Inver Grove Heights is theft related.
- ▲ 13% burglaries
- ▲ 8% Auto Theft
- ▲ 5% Assaults
- ▲ 3% Sexual assault
- ▲ 2% Other



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## Chance of Crime Victimization in IGH

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1 in 418 for violent crime

1 in 45 for property crime

1 in 40 generally

Inver Grove Heights is safer than 22% of Minnesota cities and 45% safer than cities in the United States.



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## 2015 to 2016

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Year over crime increase 2015 to 2016

- ▲ Violent Crime up 12% (+20 incidents)
- ▲ Property Crime up 13% (+250 incidents)

2017 crime data was released by the FBI on 9/24/2018.



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## Demographics

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- ▲ Median Age:
  - IGH=40.1 – MN=37.9
- ▲ Median Income (est.):
  - IGH=\$71,105 – MN=\$65,599
- ▲ Race (estimated by percentage):
  - White = 77%, Hispanic/Latino = 10%, Asian = 6%
  - Black = 4%, Two/Mixed = 2%, Other = 0.7%, and
  - Native American – 0.2%



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## Poverty

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- ▲ IGH/MN residents with income below 50% of the poverty level (2016) = 4%/4.4%
- ▲ IGH/MN children below poverty level = 9.9%/12.3%
- ▲ IGH/MN poverty rates high school graduates = 7.7%/14.7%
- ▲ IGH/MN poverty rates who did not graduate high school = 22.7%/35.6%

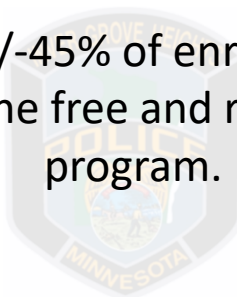


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## Free & Reduced School Lunch Program

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In ISD 199, +/-45% of enrolled students qualify for the free and reduced lunch program.



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## Housing Stock

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### IGH has a diversified range of housing options

- ▲ Older homes – when sold
  - First time buyers or Rental stock?
- ▲ Ample space for new housing development
  - More typically suburban sized lots w/less density
- ▲ Acreage-sized lots
  - Will or could the future (+25 years) create demand for development of acreage-sized lots?



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## Rental Housing

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- ▲ When will the City/region reach saturation for 'market rate' rentals?
- ▲ Current and future adequacy of well-managed affordable housing options?
- ▲ Are owners of multi-family affordable housing re-investing in property upkeep?
- ▲ Will the City's rental registration, code enforcement, and building inspection programs slow or stop growing challenges?
  - Addressing blight and problem properties today is the best way to keep problems from becoming bigger and more intractable.



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## Supportive Living, Group Homes, etc.

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- ▲ Programs are necessary to meet the needs of special populations.
- ▲ Nursing and supportive living can create significant demand for EMS & investigative (elder/vulnerable adult) resources.
- ▲ Group Homes can create profound service demand (i.e. crisis services, resident walk away, non-compliant/combatative residents, etc.).
- ▲ City may not have ability to control the site of program placement or density of programs.



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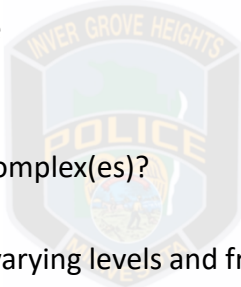
## Future growth questions – NW Area

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### ▲ What type of development will be targeted?

- Corporate, office
- Medical campus
- Retail
- Entertainment complex(es)?

Each type creates varying levels and frequency of police service demand.



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## Traffic Enforcement, Crash Response, & Larger Area Growth

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- ▲ Creates police (and fire, EMS) demand despite the fact that the State Patrol has primary response responsibility, but they may not have the enough local resources to meet response needs.
- ▲ To what extent will the Vikings campus in Eagan create public safety demand? [Will the cost of demand be offset by economic development in IGH?]



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## 2040 Draft Comprehensive Plan

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- ▲ Population – 46,700
- ▲ Need to meet the needs of both:
  - Aging population
  - Increase of young families migrating to IGH
- ▲ Income projections generally show indication of shrinking middle class with the more affluent population becoming more affluent and those less affluent getting lesser affluent.



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## Policy Governance - Police Service

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What level of police service does the City need to provide?

What level of police service is desired by City leaders and residents?

What level of service can be financially sustained?

To what extent are policing outputs (police activities engaged in) and outcomes reflect a public safety ROI?



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## Base-level Service Example

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- ▲ 9-1-1 services – Dakota DCC.
- ▲ Police emergency and call-for-service response.
- ▲ Case/call field investigation & documentation.
- ▲ Assignment to investigations based on presence of considerable solvability.
- ▲ Limited patrol & traffic enforcement - problem-focused.
- ▲ Limited crime prevention services or community engagement programming.
  - Presence required (i.e. IGH Days).



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## Mid-Level Service Example

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Base-level service, PLUS:

- ▲ Broader engagement in crime prevention efforts.
  - Crime free multi-housing, neighborhood watch, crime prevention through environmental design, etc.).
- ▲ Slight expansion of investigative solvability factor assessment and case assignment to the Investigations Unit.
- ▲ Proactive-patrol services near or at 60%.



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## High-Level Service

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### Mid-Level Service, PLUS:

- ▲ Community engagement efforts
- ▲ Investigative “screen-in” for cases with possible solvability
- ▲ Neighborhood-based proactive patrol services
- ▲ Targeted problem-solving to reduce the risk of a return call.
- ▲ Limited “que response” in non-emergency calls (response time).
- ▲ Crime and problem analysis – targeted deployment based on need.
- ▲ Layered (duplicative) EMS response



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## Service Level Policy Decisions

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- ▲ Serve as a guideline or approximate decision.
- ▲ Incidents or community circumstances may dictate variation.
- ▲ To the extent possible should be focused on, “What will the addition of resources achieve by way of measurable increased outputs or outcomes?”
- ▲ Does the increased cost create enough of a value to justify the effort or expense?



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## Maximizing Efficiency

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- ▲ Use of technology.
- ▲ Service-sharing options.
- ▲ Targeted service reduction (i.e. lockouts, medicals).
- ▲ Evidence-based practice - emphasis focus on what works.
- ▲ Increased collaboration with and between IGH & area NGO's, County Social Services/Corrections programs to ensure the application of the "right resources, at the right time, for the right reason."



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## Other Efficiency Possibilities

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- ▲ Use of non-sworn resources (i.e. Cadets) to maximize the use, expertise, and training licensed peace officers.
- ▲ Online reporting or "tele-reporting" of certain crimes.
- ▲ Analytics - Crime and call analysis that includes predictive policing and focused deployment.



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## 2019-2023 Budget Requests – Sworn Personnel

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- ▲ **Patrol Officers (x2) addition - 2023:** These two additional sworn officers would be assigned to the patrol division and assigned to each side (A and B) of the patrol schedule. The positions would be added to a patrol team based on the workload analysis findings indicating where need and benefit is greatest. (Sworn 42)
- ▲ **Special Enforcement Unit (x2 officers, x1 sergeant) – 2023:** The Special Enforcement Unit would be made up of two police officers and a sergeant. The SEU focuses on evidence-based problem solving; utilizing a combination of traditional patrol, investigative, and community policing tactics. The SEU will be deployed to “hot spots” or trending problems. (Sworn 45)



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## 2019-2023 Budget Requests – Sworn Personnel

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- ▲ **Property/Evidence Technician (x1 non-sworn) – 2020:** To effectively manage the intake and release of thousands of pieces of property or evidence logged into the department’s property room each year. This position will also be responsible for the management, release, and redaction of video evidence
- ▲ **Records Unit Supervisor (Position upgrade) – 2021:** Convert one current Records Unit staff person to unit lead or supervisor to oversee the consistent handling of police records, staff scheduling, and supervision.



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## 2024-2030 Budget Requests – Sworn Personnel

- ▲ **Investigator (x2) Addition - 2025:** Addition of two investigators to manage the growing complexity of cases, maintain functional caseloads, and develop certain specialized investigators (Family Violence/Sex Crimes and juvenile focused) to provide the investigative resources needed to achieve improved case outcomes, including: increases in charged cases, deepened engagement with victims, youth diversion screening, enhanced child abuse investigations, etc. (Sworn 47)
- ▲ **Patrol Team (x2) Power Shift Add – 2026:** Addition results in the initiation of a “power shift” to help manage the trendline of increased calls beginning at approximately 10 AM and greatly declining around 10 PM. The power shift also serves as an important tool for covering the current 5:30 PM shift change. (Sworn 49)



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## 2024-2030 Budget Requests – Sworn Personnel

- ▲ **Patrol Sergeant Addition (x2) – 2027:** Increasing longevity and corresponding benefit time earnings, the availability of “Pitman Days” (time owed to patrol personnel based on the schedule) create a challenge for coverage of patrol supervision needs. Based on the size of the department and realities of needed coverage each time will require built-in supervisory relief. (Sworn 51)
- ▲ **Expansion of Police Cadet Program – 2025:** Add law enforcement students as part-time police cadets to establish 20 hours of code enforcement, patrol, and animal control coverage daily.
- ▲ **Crime Analyst (x1) - 2025:** Establish a crime analyst program to ensure smart and effective deployment of resources and implement intervention strategies grounded in predictive policing.



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## 2031-2040 Budget Requests – Sworn Personnel

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- ▲ **Patrol Team (x2) Power Shift Add - 2030:** Build out powershift to maximize coverage during peak need hours. (Sworn 53)
- ▲ **Patrol Team (x4) Patrol Team Add – 2032:** Build out capacity of each patrol team to maintain a focus on problem solving and effective response. (Sworn 57)
- ▲ **Investigations (x1) and Special Enforcement (x1) – 2036:** Expand criminal investigations to maintain screen-in solvability threshold and investigative demand. (Sworn 60)



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## Not Included - Considered

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- ▲ Expansion of School Resource Officer Program and potential for contractual relationship with Inver Hills Community College – contract dependent.
- ▲ Need for/interest in participating in future multi-jurisdictional task forces.
- ▲ Shared service arrangements.
- ▲ Demand for specialized services – i.e. co-located mental health professional.
- ▲ Code enforcement program.



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## Other positive influences on police service need in Inver Grove Heights

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- ▲ Well-designed, managed, and maintained street system
- ▲ Availability of parks and robust recreation programming
- ▲ Thoughtful planning around future development
  - What creates increased demand?
  - Payment for excessive consumption? One-time? On-going?
- ▲ Re-investment in existing private & public infrastructure
- ▲ Proactive building, property, fire code compliance efforts.



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## Next steps

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- ▲ On-going discussions focused on service, quality, and outcome metrics
- ▲ Possible establishment of a public safety advisory commission – meeting 3 – 4 times/year
- ▲ Develop broad cost estimates for base-level, mid-level, and high-level
- ▲ Develop “cost-tails” budget – squads, technology, equipment, etc.



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# Questions?

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## Data Sources

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- ▲ FBI – Uniform Crime Report
- ▲ Draft 2040 Comprehensive Plan
- ▲ ICMA Center for Public Safety Management
- ▲ Bureau of Justice Statistics
- ▲ City-Data.com
- ▲ Metropolitan Council
- ▲ International Association of Chief's of Police
- ▲ MN Department of Public Safety
  - Bureau of Criminal Apprehension



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