POLICE OPERATIONS AND DATA REPORT

MINOT POLICE DEPARTMENT, MINOT, N.D.

FINAL REPORT

CPSM®

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ICMA

Exclusive Provider of Public Safety Technical Services for
International City/County Management Association

ABOUT THE ASSOCIATION AND THE COMPANY

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION (ICMA)

The International City/County Management Association (ICMA) is a 109-year-old, non-profit professional association of local government administrators and managers, with approximately 13,000 members located in 32 countries.

Since its inception in 1914, ICMA has been dedicated to assisting local governments and their managers in providing services to their citizens in an efficient and effective manner. ICMA advances the knowledge of local government best practices with its website, www.icma.org, publications, research, professional development, and membership.

CENTER FOR PUBLIC SAFETY MANAGEMENT (CPSM)

The ICMA Center for Public Safety Management (ICMA/CPSM was launched by ICMA to provide support to local governments in the areas of police, fire, and Emergency Medical Services.

The Center also represents local governments at the federal level and has been involved in numerous projects with the Department of Justice and the Department of Homeland Security. In 2014, as part of a restructuring at ICMA, the Center for Public Safety Management (CPSM) spun out as a separate company and is now the exclusive provider of public safety technical assistance for ICMA. CPSM provides training and research for the Association's members and represents ICMA in its dealings with the federal government and other public safety professional associations such as CALEA, PERF, IACP, IFCA, IPMA-HR, DOJ, BJA, COPS, NFPA, etc.

The Center for Public Safety Management, LLC, maintains the same team of individuals performing the same level of service that it had for ICMA. CPSM's local government technical assistance experience includes workload and deployment analysis using our unique methodology and subject matter experts to examine department organizational structure and culture, identify workload and staffing needs, and identify industry best practices.

We have conducted more than 400 such studies in 46 states and provinces and more than 275 communities ranging in population size 3,300 (Lewes, DE) to 800,000 (Indianapolis, IN).

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SECTION 1. EXECUTIVE SUMMARY

The Center for Public Safety Management, LLC (CPSM) was commissioned to review the operations of the Minot Police Department (MPD). While our analysis covered all aspects of the department's operations, particular areas of focus of this study included identifying appropriate staffing of the department given the workload, community demographics, and crime levels; the effectiveness of the organizational structure; and efficiency and effectiveness of division/unit processes.

We analyzed the department workload using operations research methodology and compared that workload to staffing and deployment levels. We reviewed other performance indicators that enabled us to understand the implications of the service demand on current staffing. Our study involved data collection, interviews with key operational and administrative personnel, focus groups with line-level department personnel, on-site observations of the job environment, data analysis, comparative analysis, the development of alternatives and recommendations, and engagement with key city stakeholders.

Based upon CPSM's detailed assessment of the Minot Police Department, we conclude that the department is doing an outstanding job—considering the challenges of policing in today's environment—with a staff dedicated to the department's mission of providing quality police service. Throughout this report, we will strive to allow the reader to look inside the department to understand its strengths and challenges. We sincerely hope that all parties constructively utilize the information and recommendations contained herein to improve the operations of the Minot Police Department to provide an even higher level of service to the community.

As part of this Executive Summary, we offer general observations that identify some of the department's more significant issues. We also list key recommendations for consideration; we believe these recommendations will enhance organizational effectiveness. Often, these types of recommendations require a substantial financial commitment. It is important to note that this report will examine specific sections of the department and offer a discussion of our observations and recommendations for each.

The list of recommendations is extensive. Should the Minot Police Department choose to implement any or all recommendations, it must be recognized that this process will not take just weeks or even months to complete but perhaps years. The recommendations are intended to form the basis of a long-term improvement plan for the city and department. Though lengthy, this list of recommendations is standard in our operational assessments of agencies around the country and should not be interpreted as an indictment of the department. While all of the recommendations are important, we suggest the Minot Police Department, in conjunction with the City Manager and community members, decide which recommendations should take priority for implementation.

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GENERAL OBSERVATIONS

- The employees of the Minot Police Department spoke very highly of the Minot community. Employees cited tremendous community support for the officers of the department as well as law enforcement in general. Many employees cited this dynamic as being among the greatest draws to wanting to work in the City of Minot.

- The Minot Police Department is a mid-sized police department in a mid-sized community. However, in many respects it is a large police agency in a large community by North Dakota standards. As such, the department performs functions and is equipped better than most of its comparable peer-sized agencies around the country. This makes sense considering the department's role in policing within the northwestern area of the state. However, in other ways the department is similar to smaller departments and communities where everybody knows one another and most employees perform multiple roles for the operational success of the agency.

- As with any police department, there is always concern about the welfare and morale of the workforce. Although some employees cited concerns about many of the common complaints we normally hear (staffing, communication, leadership, etc.) during an assessment, we found the MPD employees to be professional and positive during our interactions, interviews, and group sessions. This is not to imply we conducted a survey of morale and asked specifically if employees were happy. However, we have conducted many of these assessments, and MPD employees were generally positive compared to most assessment projects.

- This report will make some limited recommendations for additional personnel. However, in general we found the Minot Police Department to be well-staffed to manage the patrol and investigative workload of the agency.

- The department is well-equipped and possesses most of the modern technology that is present in contemporary police agencies.

- The management team of the MPD is professional and engaged and appeared to be taking steps to either move the agency toward positive change or keep the agency contemporary in modern policing principals.

- There are some long-term planning concerns that should be addressed by the department and the City of Minot. This includes a decision on the future home of the department, the future management structure of the community's consolidated dispatch center, and staffing considerations associated with the Minot International Airport.

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KEY RECOMMENDATIONS

Section 3. Department Overview
(See pp. 12-25.)

1. CPSM recommends the Minot Police Department engage in a facilitated strategic planning process.

2. We recommend that MPD establish a succession planning document that will outline necessary and desired training for employees in key positions in the department.

3. We recommend the MPD include an effective date and an expiration date when issuing a department directive.

4. We recommend that MPD establish a process whereby long-term directives are added to the department's policy manual.

5. We recommend that MPD establish a process whereby employees acknowledge receipt of department directives as required by policy.

6. We recommend MPD update the department's organizational chart that accurately depicts current operations and functions.

7. CPSM recommends that MPD convert one captain position to a deputy/assistant chief position.

8. We recommend the department add an FTE administrative assistant to the department organizational structure.

9. We recommend that MPD take steps to clarify its personnel rosters and keep those rosters updated on a regular basis.

10. We recommend a printable complaint form be offered on the police department's website.

11. We recommend the department take steps to separately classify, investigate, and track service complaints against the department.

12. We recommend that MPD take steps to involve sergeants in low-level internal investigations.

13. MPD should conduct an audit of all internal investigations going back three years to ensure all investigations were completed as required by policy.

14. CPSM recommends that MPD explore off-the-shelf software solutions for tracking and maintaining internal investigations and other personnel matters.

Section 4. Administration

Community Outreach
(See pp. 26-27.)

15. We recommend that MPD enhance overall community engagement with training afforded to employees on expectations of community engagement and interaction.

Recruitment, Hiring, and Training
(See pp. 27-28.)

16. We recommend that recruitment, hiring, and training functions be denoted on the department organization chart.

17. CPSM recommends that MPD explore the various changes to the recruitment and training efforts outlined in our discussion.

Property and Evidence

(See pp 29-34.)

18. CPSM recommends MPD develop a strategic plan for the P&E Unit and begin to transition sworn personnel to a civilian property and evidence administrator and evidence technicians.

19. CPSM recommends an after-hours and emergency process be documented in the Lexipol policy system for organizational reference.

20. CPSM recommends that MPD continue to develop the section manual as a usable guide for P&E personnel. CPSM also recommends that MPD ensure that all members assigned to the P&E Unit become formal members of the IAPE and use IAPE resources to continue to update and expand the section property manual.

21. CPSM recommends MPD consider developing a "Property Staff and Activity Report" to measure productivity in Property and Evidence. IAPE can provide guides for developing an activity report that meets the standards expected of a P&E section.

22. CPSM recommends MPD consider using part-time (sometimes retired personnel) as evidence technicians to provide the extra effort to improve systems and provide "back-up" for the current evidence technician.

23. It is recommended that the MPD develop an audit schedule annually or bi-annually that produces an administrative report of activity.

24. CPSM recommends that MPD complete the workspace study and initiate a process to reduce the number of property room storage locations.

25. CPSM recommends a written check-in and check-out signature board at the entry/exit points of the main property rooms.

26. It is recommended that MPD seek professional assistance and when appropriate purchase a design storage system that will reduce the backlog and create open space in a legal and proper method. This will reduce the chances of misplaced items, improve the ability to track and locate evidence, and guard against workplace injuries.

27. CPSM highly recommends MPD utilize the capabilities of the records management system to develop a regular monthly report that documents incoming and outgoing items, and how many items are disposed of each month. This approach is highly recommended by IAPE and will reduce liability exposure while improving risk management.

28. CPSM recommends MPD strongly consider a temporary task force comprised of part-time (trained) personnel to conduct a complete audit of the property room and dispose of unneeded items.

29. MPD should seek out a formal property room audit through IAPE once the workspace project is completed in 2024.

Records Unit

(See pp. 34-38.)

30. It is recommended that MPD begin to develop a multiyear plan to transition the sergeant and master officer positions to professional (civilian) staff to oversee the Records and the Property and Evidence Units.

31. CPSM strongly supports the current approach by MPD to cross-train the Records staff to achieve the outcomes identified in this report.

32. CPSM recommends MPD use its RMS system and other systems to provide a monthly statistical report on the total tasks the Records staff perform.

33. CPSM recommends the MPD consider an online reporting system to decrease the need for patrol officers to respond to "report only" calls for service.

34. CPSM recommends MPD increase training and develop skill levels among the records technicians; MPD should establish an in-house training system to meet mandated training requirements for all new Records personnel by using a training matrix.

35. It is recommended that Records supervisors use national organization membership to participate in webinars and learn contemporary methods that may help solve current and future challenges.

36. CPSM recommends MPD consider hiring part-time records personnel to offset the increasing workload and increase the current number of full-time staff.

Section 5. Operations

Patrol

(See pp. 39-58.)

37. CPSM recommends that MPD establish a training matrix for patrol officers and sergeants that includes the benefits of patrol officers being proactively engaged with the community and other modern policing strategies.

38. CPSM recommends that Minot PD divide up its geographic beat structure into a greater number of beats that are smaller in size than its existing beats.

39. We also recommend the department establish smaller reporting districts that will aid in future crime analysis work.

40. We recommend MPD adjust some officers on the evening (mid) shift from reporting for duty from 4:00 p.m. to 2:00 a.m. to reporting for duty from 2:00 p.m. until midnight in order to increase the number of available officers during peak call volume times.

41. CPSM recommends that MPD explore the expansion of the use of civilian, non-sworn employees to assist the patrol division. This includes the reclassification of the Parking Control Officer (PCO) to a Community Service Officer (CSO) and adding one FTE civilian CSO.

42. We recommend MPD pursue an online reporting option.

Tactical Team (SWAT)

(See pp. 61-63.)

43. CPSM recommends Minot increases its SWAT team training to 16 hours per month in compliance with NTOA.

44. MPD should consider equipping patrol officers who are SWAT team members with SWAT resources in order to have trained tactical officers available to immediately respond to a critical incident. Additionally, we recommend allowing SWAT officers to check out their assigned department-issued SWAT rifle daily to be secured in their assigned patrol vehicle rather than the shared patrol rifle.

45. We recommend MPD train sergeants in the use of less-lethal munitions and equip the supervisor vehicles with less-lethal force options.

K-9 Operations and Bomb Team

(See p. 63.)

46. CPSM recommends MPD assign one of the K-9 teams to the Focused Enforcement Unit.

Focused Enforcement Unit

(See p. 64.)

47. CPSM recommends MPD assign one of the K-9 teams to the Focused Enforcement Unit.

48. CPSM recommends at least one police officer be assigned full-time to the Focused Enforcement Unit.

49. We recommend MPD develop a policy for the Focused Enforcement Unit outlining the mission of the unit, specific goals, and procedures for deployment and use. This policy should clearly specify intelligence-led policing initiatives that will be used to make the Focused Enforcement Unit effective.

Police Patrol Fleet

(See pp. 64-65.)

50. CPSM recommends MPD assign no more than two officers to each marked police vehicle and purchase additional marked police vehicles to allow for this.

51. We recommend officers check-out a patrol rifle daily and it be inspected at the beginning and end of each shift. The rifles should be zeroed in on the range regularly.

Animal Control and Parking Control

(See pp. 65-66.)

52. CPSM recommends MPD reclassify the Parking Control Officer position to Community Service Officer (CSO). The CSOs can be cross-trained for animal control, parking enforcement, traffic control, vehicle impounds, driver information exchange on non-reportable, minor vehicle accidents, handling report-only lower-level criminal offenses that are not in progress, and a variety of other administrative tasks currently handled by patrol officers. The CSO positions can also assist the Community Outreach sergeant with community events.

53. One additional CSO position is recommended in FY 25 by converting the fleet manager position from part-time to full-time and reclassifying it as a CSO.

54. We recommend cross-training the Animal Control Officers (ACO) as Community Service Officers (CSOs) in addition to their ACO duties for use during peak times on patrol and as a force multiplier.

Section 6. Investigations

(See pp. 67-88.)

55. CPMS recommends the MPD expand its current investigator (600) policy to include specific assignments within CID and define the position of senior/master officer positions.

56. CPSM recommends MPD expand Policy 600 and provide a written matrix of detective rotation assignments and the process of how investigators are selected.

57. CPSM recommends CID consider a detective rotation schedule of three to five years, with the ability to extend individual rotations based on investigative needs.

58. With the constant changes in BWV laws, redacting software, and new technologies by Axon, MPD will need to invest and possibly expand the evidence technician position. CPSM recommends MPD increase the training level of the evidence technician and provide ongoing professional development.

59. CPSM recommends CID establish an SOP, inclusive of templates and resources to further the professional development of all personnel.

60. CPSM recommends MPD's CID develop a more comprehensive list of professional training through a training matrix and evaluate the need for additional courses as CID develops new specialized assignments in the future.

61. CPSM recommends that CID develop an Excel spreadsheet or other document to track special operations and search warrants involving CID personnel.

62. CPSM recommends that as the workspace project is completed MPD should seek out the ability to provide private workspace for sexual assaults and domestic violence detectives with consideration for the sensitive nature of their victim relationships and types of investigations.

63. CPSM recommends the MPD consider the reassignment of personnel to structured areas of investigations such as violent and property crimes as well as into smaller workgroups such as burglaries, robberies, sex crimes, thefts, and homicides.

64. CPSM recommends MPD to use its RMS system to develop a 30- or 60-day reporting system to track updates and progress of investigations.

65. CPSM recommends the Minot Police Department develop a database (preferably with RMS) to track and report on the number of cases assigned to each detective and the number of investigations closed by patrol officers.

66. CPSM also recommends that MPD seek out a solution to ensure that the arrests made by warrant service are entered into the RMS system and updated in the county system to better track clearance rates related to warrant arrest. This may be a feature best accomplished by a full-time crime analyst position as recommended in this report.

67. CPSM recommends MPD develop a policy with the assistance of Lexipol to guide the Bomb Unit and define operational standards and protocols that meet and exceed industry standards.

68. It is recommended that CID assign the narcotics unit to an intelligence-led unit of detectives trained to use 21st-century policing strategies to focus on career criminals, crime trends, and violent crimes.

69. It is recommended that MPD utilize one to two former (retired) police officers with investigative experience to assist in evaluating and reviewing unsolved homicides and missing persons cases on an annual and as-needed basis.

70. Based on the number of Part I crimes and the number of police officers, CPSM recommends that MPD consider the addition of one full-time or part-time civilian analyst.

71. CPMS recommends that the crime analyst receive ongoing professional training from the IACA and other entities.

72. CPSM also recommends that MPD continue to develop and advance the role of the evidence technician position by advancing their annual training to include national conferences and out-of-state training with entities such as the Secret Service in order to advance MPD's capabilities.

73. CPSM recommends that MPD continue to assign personnel to regional, state, and federal task forces and attempt to ensure full-time commitment when resources are available.

74. CPSM recommends MPD assign one full-time investigator to the ICAC task force to fulfill its task force obligation while promoting the ICAC initiative throughout the region.

75. CPSM recommends that CSRU develop an ongoing training matrix to ensure ongoing professional development.

76. CPSM recommends that MPD consider developing a standalone crime scene (civilian) technician unit in support of the continued use of the CSRU component.

77. CPSM recommends the MPD restructure CID in striving for an intelligence-led policing model suggested by IACP and PERF to pursue career criminals and known suspects through intelligence-led strategies.

78. MPD should seek out national leadership training courses for frontline personnel and which are focused on self-leadership, fortitude, and providing an understanding of today's policing challenges.

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SECTION 2. METHODOLOGY

Data Analysis

CPSM used numerous sources of data to support our conclusions and recommendations for the Minot Police Department. Information was obtained from the FBI Uniform Crime Reporting (UCR) Program, Part I offenses, along with numerous sources of internal information. UCR Part I crimes are defined as murder, rape, robbery, aggravated assault, burglary, larceny-theft, and larceny of a motor vehicle. Internal sources included data from the computer-aided dispatch (CAD) system for information on calls for service (CFS).

All data, analysis, and recommendations, especially for patrol operations, are based upon CPSM's examination of 32,206 CAD events during the period of October 1, 2022, through September 31, 2023, which are those calls handled by the department's patrol officers. Of those 32,206 calls noted, 22,413 were community-initiated calls requiring service, and 9,197 were calls initiated by MPD police officers.

Interviews

This study relied extensively on intensive interviews with personnel. Remote (Zoom meetings), on-site, and in-person interviews were conducted with people throughout the organization and the city.

Focus Groups

A focus group is an unstructured group interview in which the moderator actively encourages discussion among participants. Group discussion permits greater exploration of topics. For the purposes of this study, focus groups were held with a representative cross-section of employees within the department.

Document Review

CPSM consultants were furnished with numerous reports and summary documents by the Minot Police Department. Information on planning, personnel staffing, deployment, monthly reports, annual reports, operations manuals, evaluations, training records, and performance statistics were all reviewed by project team staff. Follow-up emails and phone calls were used to clarify information as needed.

Operational/Administrative Observations

Numerous observations were conducted over the course of the evaluation period. These included observations of general patrol operations, investigations, and administrative services such as records, property and evidence, professional standards, and administrative functions. CPSM representatives engaged in all facets of department operations from a "participant observation" perspective.

Staffing Analysis

In virtually all CPSM studies, we are asked to identify appropriate staffing levels. That is the case in this study as well. This report will discuss workload, operational and safety conditions, and other factors to be considered in establishing appropriate staffing levels. Staffing recommendations are based on our comprehensive evaluation of all relevant factors.

SECTION 3. COMMUNITY AND DEPARTMENT OVERVIEW

COMMUNITY

The City of Minot is located in the north-central part of the State of North Dakota. It is the county seat for Ward County and is the fourth most populous city in North Dakota. The city was founded in 1886 during the construction of the Great Northern Railroad and today serves as a primary city of the Minot micropolitan area, consisting of McHenry, Renville, and Ward counties. The city is within 50 miles of the United States–Canada border.

U.S. Census data places the city size at 27.2 square miles, which represents a growth of 10 square miles from the city's geographic size in 2010 (17.4 square miles).

The city is well known as the home of Minot Air Force Base, which is located 13 miles north and is the city's largest employer. The Minot AFB is among the most important military installations in the United States because of its role in the national nuclear capabilities. The community is also home to Minot State University, the third-largest university in the State of North Dakota, and a campus of the North Dakota University system. The oil industry is also a significant employer and economic driver for the Minot community. While many in this industry live in Minot, the industry also has a significant transient workforce that impacts the population of the community.

Minot's climate is known for very cold winters with an average snowfall of 42 inches and almost 40 days annually of below-zero temperatures, while summers are warm to moderately hot with frequent thunderstorms.

Minot uses a council-manager system of government with seven council members elected from within the city's seven wards. The city's mayor is separately elected. The city manager handles the city's day-to-day business.

Demographics

According to the U.S. Census, the estimated population in Minot was 47,759 in 2022. That is a slight decline from the 2020 census, which showed the population to be 48,377. Since 1980, the city has experienced moderate growth, including 18 percent growth between 2010 and 2020 (40,888 to 48,377).

The following table provides a breakdown of select demographic data in Minot compared to Ward County, the State of North Dakota, and the United States.

TABLE 3-1: Select Demographic Data (2020 Census)

	Minot, ND	Ward County, ND	North Dakota	United States
Population	48,377	69,919	779,094	331,449,281
White	82.30%	87.10%	86.60%	75.50%
Black or African American	4.70%	4.70%	3.60%	13.60%
American Indian	2.30%	2.80%	5.30%	1.30%
Asian Alone	2.00%	1.80%	1.70%	6.30%
Hispanic or Latino	7.10%	7.00%	4.60%	19.10%
Owner Occupied Housing	55.30%	59.80%	63.00%	64.50%
Median Value of Housing	$217,500	$224,200	$209,900	$244,900
Median Gross Rent	$893	$951	$853	$1,163
Persons Per Households	2.24	2.4	2.37	2.6
High School Grad Over Age 25	92.90%	93.80%	93.30%	88.90%
Bachelor's Degree of Higher	30.30%	29.40%	31.10%	33.70%
Median Household Income	$68,453	$72,227	$68,131	$69,021
Persons in Poverty	11.70%	9.40%	11.50%	11.50%
Population per Square Mile	1,774	34.7	11.3	93.8

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LAW ENFORCEMENT SERVICES

The Minot Police Department is a full-service law enforcement agency and is the primary law enforcement agency serving the City of Minot. Due to the department's size and geographic remoteness, it is among the larger police agencies in North Dakota and provides assistance to many agencies and communities in the region when requested. Although the Ward County Sheriff's Department is headquartered in Minot, it is much smaller and relies on the MPD for assistance when needed.

We inquired with MPD staff about who it might rely on in a mutual aid event. The department said Ward County Sheriff and the State Patrol would be the most capable to assist but both agencies are far more limited with their available assets to assist. There are also smaller communities with police departments around the greater Minot area, but most are very small agencies that would be unlikely to offer any significant assistance.

Neither the local school district nor Minot State University have police departments; both rely on MPD for all law enforcement services to their campuses. Minot Air Force base does have security and police services but because these are military assets, their ability to aid MPD is very limited.

Uniform Crime Reports / Crime Trends

While communities differ from one another in population, demographics, geographical landscape, and socioeconomic distinctions, comparisons to other jurisdictions can be helpful in illustrating how crime rates in Minot measure up against those of other North Dakota communities as well as the State of North Dakota and the nation overall.

The FBI's Uniform Crime Reporting (UCR) Program assembles data on crime from police departments across the United States; the reports are utilized to measure the extent, fluctuation, and distribution of crime. For reporting purposes, criminal offenses are divided into two categories: Part 1 offenses and Part 2 offenses. For Part 1 offenses, representing the most serious crimes, the UCR index is split into two categories: violent crimes and property crimes. Violent crimes include murder, rape, robbery, and aggravated assault. Property crimes include burglary, larceny, and motor vehicle theft. Crime rates are expressed (indexed) as the number of incidents per 100,000 population to allow for comparison.

The following tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2013 through 2022 and clearance rates for 2021 and 2022.

In comparing Minot data with other North Dakota jurisdictions, one can see that MPD reports a violent crime rate similar to the North Dakota average and a property crime rate significantly lower than the state average. Both categories of crime numbers are significantly lower than the national average.

TABLE 3-2: Reported Crime Rates in 2021 and 2022, by City

| Municipality | State | 2021 | | | | 2022 | | | |
| | | Population | Crime Rates | | | Population | Crime Rates | | |
			Violent	Property	Total		Violent	Property	Total
Bismarck	ND	75,396	281	1,576	1,857	74,604	307	1,391	1,698
Dickinson	ND	24,179	252	922	1,175	24,577	236	879	1,115
Fargo	ND	127,313	500	3,194	3,694	127,649	607	3,037	3,644
Jamestown	ND	14,879	302	1,425	1,727	15,772	222	1,116	1,338
Grand Forks	ND	56,253	299	1,547	1,845	58,620	292	1,733	2,025
Mandan	ND	23,292	365	3,332	3,697	24,666	235	2,903	3,138
West Fargo	ND	39,704	161	1,007	1,169	39,987	180	913	1,093
Williston	ND	31,680	287	909	1,196	25,513	494	1,634	2,128
Minot	**ND**	**48,086**	**250**	**821**	**1,071**	**47,278**	**281**	**662**	**943**
North Dakota		**774,948**	**241**	**1,398**	**1,639**	**779,261**	**266**	**1,335**	**1,601**
National		***332,031,554**	**396**	**1,933**	**2,329**	**332,403,650**	**380**	**1,954**	**2,334**

Note: *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates.*

The following figure visually represents the violent and property crime rates for Minot from 2013 through 2022. Violent crime has remained static, while property crime overall has declined considerably over that period of time.

FIGURE 3-1: Reported Minot Violent and Property Crime Rates, by Year
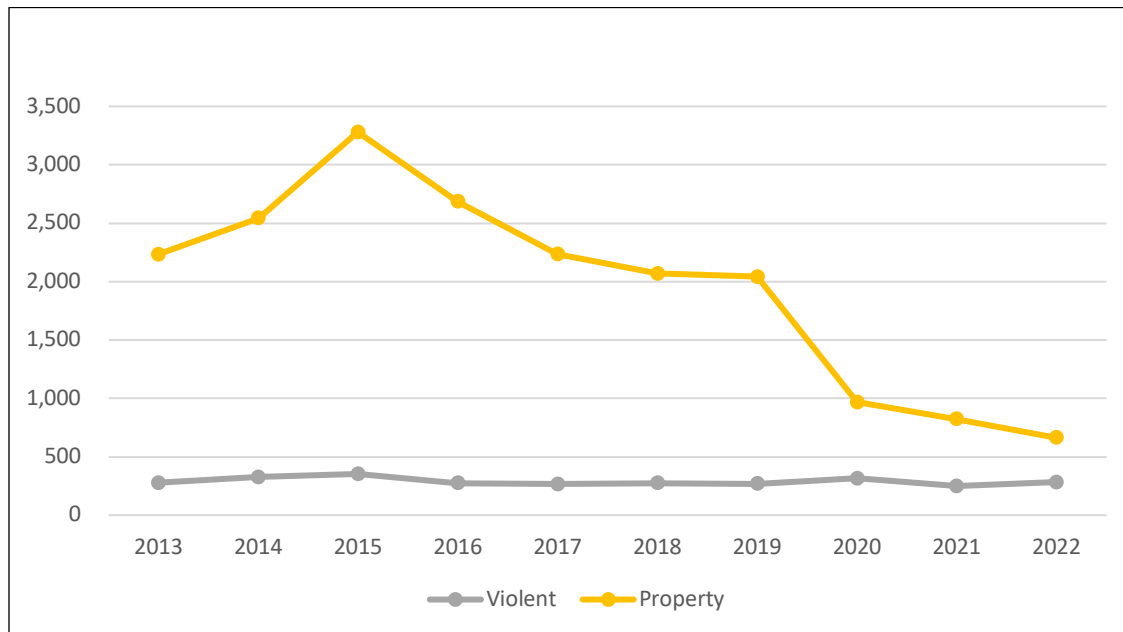
The next figure shows that prior to 2017, the overall crime rate in Minot was above the North Dakota average, yet by 2019–2020, the overall crime rate fell below the North Dakota average. This also occurred at a time when overall crime in the state was declining.

FIGURE 3-2: Reported City and State Crime Rates, by Year

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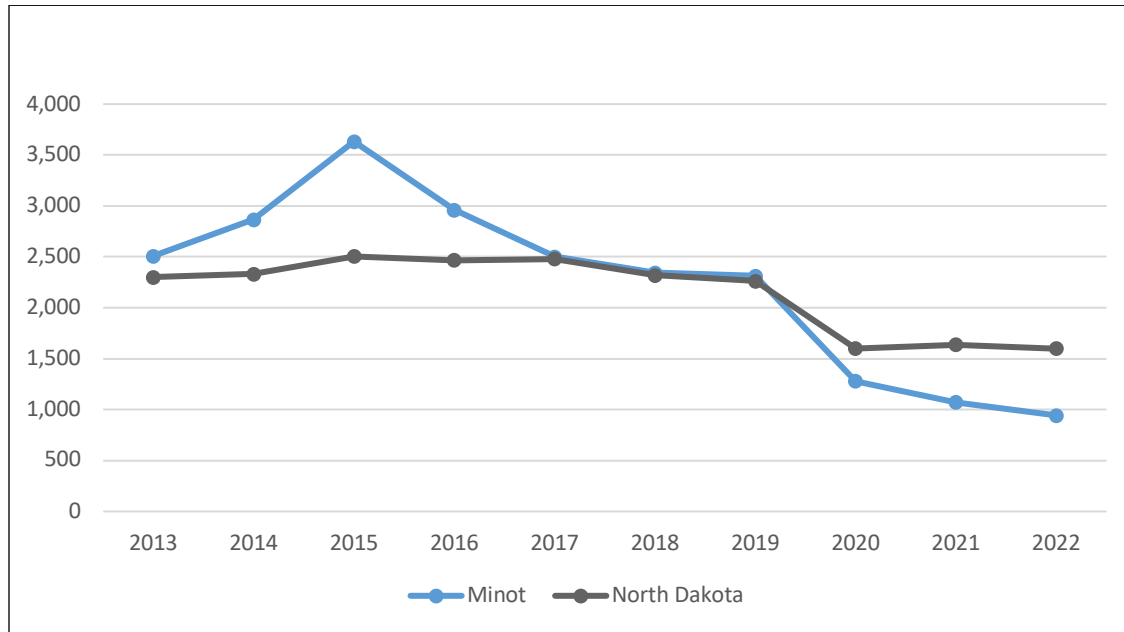
TABLE 3-3: Reported Minot, North Dakota, and National Crime Rates, by Year

Year	Minot				North Dakota				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2013	44,635	276	2,234	2,509	747,626	261	2,040	2,301	321,947,240	362	2,627	2,989
2014	47,682	325	2,542	2,867	764,102	261	2,072	2,333	324,699,246	357	2,464	2,821
2015	49,842	353	3,280	3,633	781,773	247	2,257	2,504	327,455,769	368	2,376	2,744
2016	51,265	273	2,686	2,959	783,900	244	2,224	2,468	329,308,297	383	2,353	2,736
2017	50,118	267	2,235	2,502	755,393	281	2198	2,479	325,719,178	383	2,362	2,745
2018	48,829	274	2,070	2,344	760,077	281	2040	2,321	327,167,434	369	2,200	2,568
2019	48,185	270	2,042	2,312	762,062	285	1977	2,262	328,239,523	379	2,010	2,489
2020	48,108	314	967	1,280	765,309	244	1356	1,600	331,449,281	399	1,958	2,357
2021	48,086	250	821	1,071	774,948	241	1398	1,639	332,031,554	396	1,933	2,329
2022	47,278	281	662	943	779,261	266	1335	1,601	332,403,650	380	1,954	2,334

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The following tables show the reported crime clearance rates for the Minot Police Department in 2021 and 2022. In general, Minot shows a clearance rate that is on par with or better than the state and national average for those crime categories with a higher volume of reported crimes (assault, burglary, larceny, and vehicle theft).

TABLE 3-4: Reported Minot, State of North Dakota, and National Crime Clearance Rates, 2021

Crime	Minot			North Dakota			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	3	100%	17	16	94%	22,900	11,500	50%
Rape	41	7	17%	340	66	19%	144,300	16,500	11%
Robbery	4	1	25%	186	65	35%	202,200	48,800	24%
Aggravated Assault	72	52	72%	1,321	796	60%	943,800	297,500	32%
Burglary	115	14	12%	2,899	358	12%	899,700	107,200	12%
Larceny	143	23	16%	5,958	751	13%	4,627,000	508,900	11%
Vehicle Theft	137	25	18%	1,979	406	21%	890,200	68,500	8%

Note: *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates*

TABLE 3-5: Reported Minot, State of North Dakota, and National Crime Clearance Rates, 2022

Crime	Minot			North Dakota			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	2	67%	30	23	77%	21,797	10,752	49%
Rape	37	3	8%	379	72	19%	132,997	27,856	21%
Robbery	8	3	38%	216	83	38%	215,760	51,930	24%
Aggravated Assault	85	54	64%	1,448	853	59%	756,601	334,405	44%
Burglary	92	15	16%	2,585	409	16%	916,970	125,838	14%
Larceny	89	17	19%	5,818	876	15%	4,947,709	633,098	13%
Vehicle Theft	132	28	21%	1,999	428	21%	953,827	87,140	9%

Strategic Planning

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future.

Effective strategic planning articulates where an organization is headed, and the actions needed to make progress and how it will know if it is successful.

The MPD does not have a written strategic plan. Most planning done by the department is made at the management level and is often an informal process connected to the annual budget process. Contained within this report will be a number of suggestions and recommendations; some of the recommendations may require long-term planning. We encourage the Minot Police Department to engage a cross-section of the department as well as community stakeholders to chart a path forward in a facilitated strategic planning process. A process that involves long-term planning with measurable goals and objectives is the most effective manner of strategic planning, and a process that involves a cross-section of the community, including elected officials, facilitates a commitment to an agreed-upon plan.

Recommendation:

- CPSM recommends the Minot Police Department engage in a facilitated strategic planning process. (Recommendation No. 1.)

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Succession Planning

For many smaller and mid-sized police departments, such as the Minot Police Department, succession planning is difficult and often informal. Oftentimes, resources can be scarce, and it can be difficult to have key management personnel away for any length of time for professional development.

MPD does not have a written succession plan. Nor does the department have an established training matrix for employees in key positions to ensure professional development for the benefit of both the employee and the city. We encourage the MPD to establish a succession plan in the form of a training matrix that will commit personnel to a professional training and development plan. An effective plan should successfully position key personnel for future positions and leadership within the department and the policing industry.

Recommendation:

- We recommend that MPD establish a succession planning document that will outline necessary and desired training for employees in key positions in the department. (Recommendation No. 2.)

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A succession plan should not be confused with "succession of command." MPD does have a succession of command document that outlines the department authority structure in the absence of key command personnel.

Minot Police Department Mission Statement

The Mission Statement of the Minot Police Department is as follows:

> The Minot Police Department will provide excellent police services to the citizens and guests of the City of Minot. We will strive to reduce and prevent crime, instill a sense of safety and security, and to work in partnership with our community to preserve a high quality of life. We will use our training and resources along with our values of honor, integrity, and trustworthiness to serve our citizens. Our goal is

to make Minot a better place for all to live through our commitment to our profession.

Department Policy Manual

The Minot Police Department uses a subscription-based policy service provided by Lexipol. In our experience, subscription-based services for department policy manuals are an industry best practice. Departments that manage their own policy manuals struggle to keep up with timely updates as changes in the law enforcement profession occur; additionally, any policy that gets created or updated should be legally vetted to ensure the policy will stand up to outside scrutiny if and when litigation occurs. Subscription-based services provide these up-to-date changes in a timely manner with industry best practice policies that have been legally reviewed.

Services such as Lexipol will provide an agency with an off-the-shelf manual that requires minimal customization. Some agencies elect to adopt the manual "as is" with minimal customization (i.e., inserting the agency name where appropriate). However, the implementation process allows agencies to modify the Lexipol policy as much as they like to either fit their operational culture or to match past policies out of a previous manual. When modifications are made, those modifications are not typically vetted by Lexipol's legal services and are, therefore, potentially outside the policy's original intent. We discussed this with MPD staff and learned that modifications to the Lexipol policy were made, but up to this point, any updates distributed by Lexipol have not resulted in any significant conflicts.

In addition to the policy, Lexipol also offers a policy attestation tool that creates a record that all employees have reviewed and understood the policy. The service also offers a training tool called Daily Training Bulletins (DTBs) that challenge an employee's understanding and application of policy through scenario-based training. The Minot Police Department uses this module of the Lexipol service.

MPD also uses a "Department Directive" method of disseminating information about a temporary change in procedure or practice. This is very common in agencies; in the MPD it is covered in department Policy 201, Departmental Directives. The policy states that the department will ensure that employees receive and acknowledge receipt of the department directive; additionally, policy states that long-term department directives should be added to the permanent policy manual at some point. There is ambiguity regarding when directives expire or should be converted into policy. We could not find evidence of this policy being followed consistently. Some employees expressed frustration at not always being aware of changes and some changes were reported to happen by word of mouth versus a written directive. An example was given that COVID protocols implemented in 2020 technically never went away; employees reported that they simply stopped doing some of the practices such as wearing masks.

We believe this situation can be mitigated by including an effective date and an expiration date on the directives when issued. Management should then be cognizant to either extend the directive as the expiration date approaches, add the directive into the department policy manual as a permanent practice/procedure, or allow the directive to expire. The department also needs to establish a procedure of ensuring employees have received department directives as outlined in policy.

Recommendations:

- We recommend that MPD include an effective date and an expiration date when issuing a department directive. (Recommendation No. 3.)

- We recommend that MPD establish a process whereby long-term directives are added to the department's policy manual. (Recommendation No. 4.)

- We recommend that MPD establish a process whereby employees acknowledge receipt of department directives as required by policy. (Recommendation No. 5.)

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Accreditation

Law enforcement agency (LEA) accreditation is a self-initiated process of adopting and maintaining standardized policies and procedures. LEAs operate within a specific set of state- and/or nationally recognized standards that are determined and defined by an accreditation body.[1]

Within the United States, one nationally recognized accreditation program called the Commission on Law Enforcement Accreditation (CALEA) applies to a municipal police department such as the Minot Police Department. In many states, there is a separate accreditation process either through a state police chiefs association or through the state itself. North Dakota does not have a state accreditation program, meaning that options for North Dakota police departments, including Minot PD, are limited to the CALEA process. In our experience, agencies that have pursued accreditation through CALEA have found the process to be labor intensive and costly. Yet, some agencies have reported positive organizational change that has resulted from these processes.

MPD has not pursued accreditation through CALEA, and it is unclear if past administrations ever evaluated the need to pursue accreditation. Due to the department's embrace of Lexipol to ensure policies are up to date, and based on our observations of the department, we do not see a need to specifically recommended that MPD pursue accreditation. However, this is a department choice and being an accredited agency can provide an additional layer of confidence to the community that their police department is contemporary and embracing the most up-to-date concepts of constitutional policing. The decision about accreditation should be regularly evaluated by the agency, with the benefits weighed against the cost and operational impact.

Department Structure / Chain of Command

The Minot Police Department is led by a police chief and is divided into three divisions, each led by a police captain. The three captains, as well as the professional standards lieutenant, report directly to the Police Chief. The three divisions are Operations (Patrol), Administration, and Investigations.

The organizational chart that follows is a functional chart created by CPSM and based on a Microsoft Excel document "chart" provided by the department. The department's chart showed individual employees such as each officer position in patrol but not necessarily every position in the department. The department chart also showed some functions that did not include FTE employees, and not all functions were listed. One example is bike patrol is included under Operations even though bike patrol is only a part-time function staffed by certain officers as time, weather, and staffing permit; at the same time, personnel and training, a function that is a vital part of the department's day-to-day business, was not included as a function.

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1 https://cops.usdoj.gov/LEA_accreditation

Finally, there were listings found on the department's chart that had either been moved to another area of department operations or had been eliminated from the department. For example, court services were included in the department's chart under the administration captain, yet these services are no longer managed by the department. School resource officers were listed under Operations, yet they had been moved under Community Outreach several months prior to this assessment.

FIGURE 3-3: Minot Police Department Organizational Chart (Functional, December 2023)
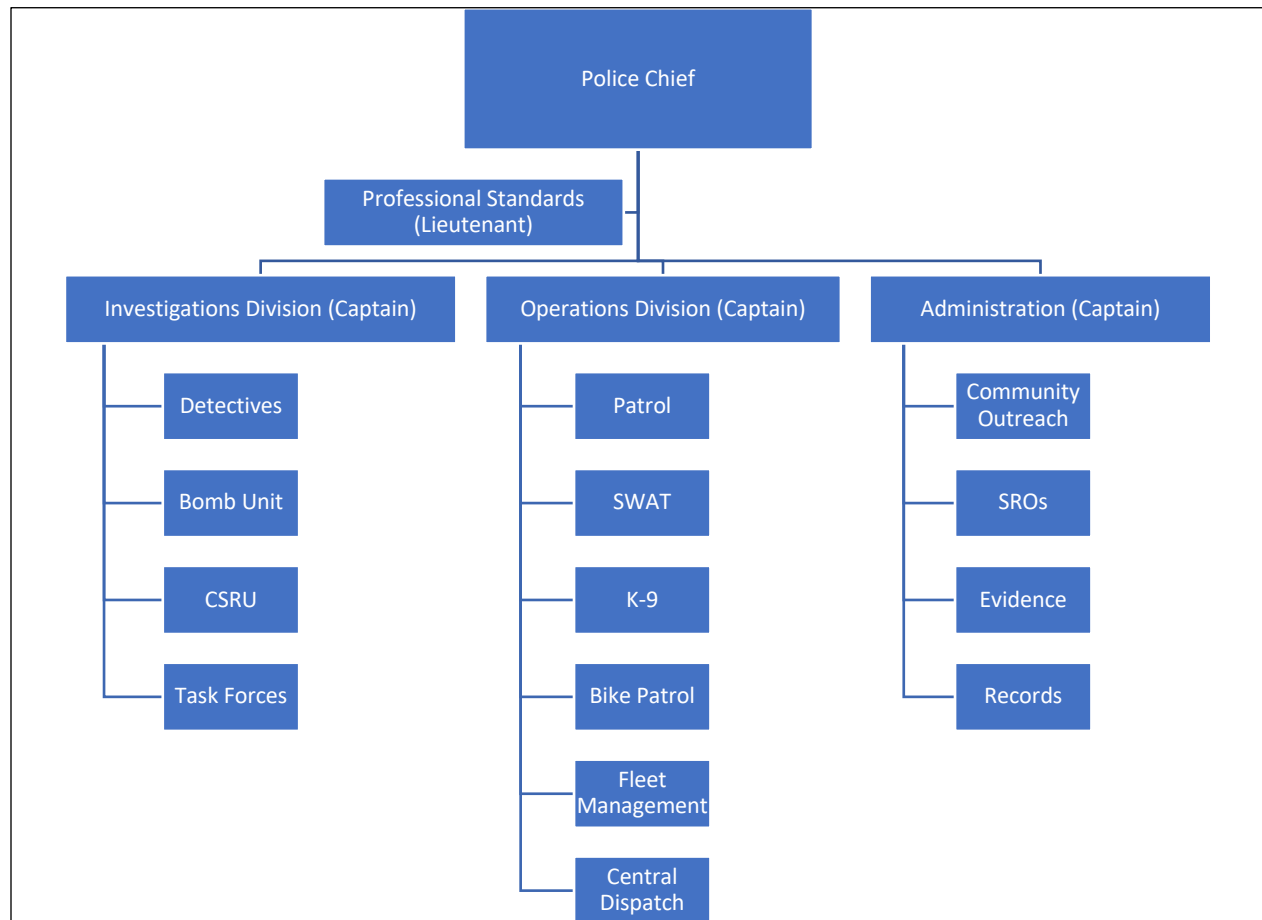
As noted above, this chart was compiled by CPSM, not the police department. It includes the functions that were on the department's chart, but not all functions in the department are listed. MPD should have an up-to-date and accurate organizational chart (similar to what is depicted above) on hand at all times. Organizational charts should be dated and archived when updates are made.

Recommendation:

■ We recommend MPD update the departmental organizational chart to accurately depict current operations and functions. (Recommendation No. 6.)

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Overall, the number of managers and supervisors for an agency the size of MPD is appropriate for proper management and supervision. However, we do have some concerns with the management structure. There is a significant imbalance in personnel within the agency and who commands those personnel. Because most department personnel fall under "Operations," the Operations captain is tasked with significantly more oversight than the other two captains.

We believe a solution to this is to convert one captain position to a Deputy Chief/Assistant Chief position in the organization. This Deputy Chief would serve as department's number 2, and under normal circumstances, the Chief and Deputy Chief would never be away from the agency at the same time, thereby always ensuring a police leadership position is present in the city at all times. The Deputy would fall directly under the Chief on the organizational chart, and would manage the day-to-day functions of the Operations and Investigations Divisions of the department. Additionally, the department's administrative functions and professional standards would report directly to the Deputy. This structure should allow the Chief an enhanced ability to focus on community needs and external relationship building, which we believe would benefit the organization.

An additional administrative element that we see lacking in MPD is the presence of an administrative assistant. Administrative assistants perform a wide variety of tasks, organizing the administrative needs of an agency.

Agencies use these positions to maintain organizational needs and department records, take meeting minutes, and keep administrative records up to date. In MPD, the typical duties of an administrative assistant is a shared responsibility between the Chief and the various managers in the department. With this situation we often see that institutional knowledge is lost when members transfer or retire. A professional and talented administrative assistant will establish protocols and workflows that will translate to future assistants; by virtue of the job classification, administrative assistants remain in their positions far longer than police managers, who spend a majority of their career climbing the police career ladder before reaching department administration near the end of their career.

This need was apparent during our interaction with department staff. There were a number of times where questions were asked of staff, who in turn needed to confer with others on matters that should be clearly documented. Small examples included up-to-date personnel rosters, up-to-date organizational charts, the lack of meeting minutes, project assignment flowcharts, and the maintenance of personnel records. Ultimately, MPD was able to produce what we asked for but that process is far more streamlined when agencies have a professional administrative assistant on staff.

Recommendations:

- CPSM recommends that MPD convert one captain position to a deputy/assistant chief position. (Recommendation No. 7.)

- We recommend the department add an FTE administrative assistant to the department organizational structure. (Recommendation No. 8.)

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Department Staffing

The Minot Police Department is currently authorized for 84 sworn officers and 14 civilian employees. The sworn position breakdown and numbers of filled positions are noted in the following table.

TABLE 3-6: MPD Sworn Officer Staffing

Position	Authorized	Funded	Actual
Police Chief	1	1	1
Captain	3	3	3
Lieutenant	5	5	5
Sergeant	14	14	14
Sworn Officers*	61	58	52
Totals	**84**	**81**	**75**

Note: *Includes MPOs, Sr. Officers, Officers, and Detectives.

The above information was provided by MPD. It was compiled by extracting personnel information from different documents and through discussions with MPD staff to clarify information. There were discrepancies in the information that was provided by the department that required clarification. For instance, there is a document that lists all sworn personnel and some of the civilian personnel; this document shows each employee by assignment (patrol shift, detectives etc.). That document had the same personnel included two times in different places. The document did not show where the vacancies were being carried in the department, clarification on those numbers was obtained through discussions with MPD staff. There was no list that included the same information for civilian employees.

It was obvious to us that certain members of the MPD management team had the information that was needed either in memory or in various other databases and records, but it did not exist in one location / report that was simple to access. An effective way of managing this information is to have a roster of all positions in the department including vacant positions, who is occupying the position, the date of hire, and the date of their current position / rank. Another document should exist that shows the assignments of every position in the department, including where the identified vacancies are being carried.

Recommendation:

- We recommend that MPD take steps to clarify its personnel rosters and keep those rosters updated on a regular basis. (Recommendation No. 9.)

Department Budget

The following table shows the 2021, 2022, and 2023 budget figures as provided by MPD.

TABLE 3-7: MPD Budget, 2021–2023

Year	Total MPD Budget	MPD Budgeted Overtime	Actual Overtime Usage
2021	$10,183,876	$169,998	$203,431
2022	$11,438,892	$185,997	$310,742
2023	$11,944,699	$204,596	$322,120 (YTD 1/6/23)

The MPD follows a calendar-year budget. The overtime budget amount comes from general fund overtime funds available to the department. The actual overtime usage includes grant-funded overtime (reimbursable to the department) and staffing backfill that was offset by salary savings connected to unfilled positions. MPD did not exceed its overall budget amount in any of the years noted.

Professional Standards

The department's professional standards (internal affairs) function is managed by a lieutenant who reports directly to the Police Chief. All personnel complaints are routed through the professional standards lieutenant, who either investigates the matter or refers the investigation to the appropriate manager or supervisor in the department for investigation.

Personnel complaints are covered in Department Policy 1005, which states in part that the department will accept and address all complaints of misconduct in accordance with policy and the law. This policy also states that complaint forms are available in the public lobby as well as through the department website.

We tested the availability of the form, and we were able to navigate to a portal that allowed for general city complaints. It required clicking on a city link from the department's webpage and then clicking on "requests" (not apparent unless you saw those instructions on the department webpage). From requests, the user clicks on "create a request," where a login page appears. That requires a user to create an account to proceed. There is an option to "create anonymously." After several steps, we followed the prompts and came to a page that allowed for a typed entry of one's "service requests" that included a drop-down menu for police matters, including a complaint. Without completing the process to "file a complaint," we concluded that the portal appears to work as intended and meets the policy of the department.

However, the system does require several steps and may not be considered very user-friendly by many. We believe the department should also offer a form one can print directly off the department website and mail to the department. This would allow for a simpler option for many in the community who may find technology frustrating.

Recommendation:

■ We recommend a printable complaint form be offered on the police department's website. (Recommendation No. 10.)

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Personnel Complaints vs Service Complaints

In reviewing the complaint matrices provided by MPD, we noticed that tracked complaints were personnel complaints in nature. None of the complaints were service-level complaints against the agency. In discussing this with the agency, we learned that there was no distinction within its process. Furthermore, if a service-type complaint were received it would likely be handled informally versus under the established personnel complaint process. Most agencies separate these types of complaints and track them separately from personnel complaints. An example found in the department records occurred earlier this year where there was a documented investigation of a citizen that "did not get the result they wanted." Three employees were listed in this investigation and the outcome stated that "no policy violation observed." This

investigation likely should have been classified as a service complaint and not a personnel complaint against department employees.

For clarification, a service complaint is when a citizen is unhappy about the service level provided by the department but does not allege misconduct by an employee. Examples might include slow response times, unhappy with an investigation outcome, etc. MPD should take steps to formalize and track service complaints made against the department. Formally tracking this metric and ensuring there is a process to investigate these concerns properly may yield management benefits by being able to recognize operational or procedural shortfalls that should be addressed.

Recommendation:

- We recommend the department take steps to separately classify, investigate, and track service complaints against the department. (Recommendation No. 11.)

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Investigative Process and Case Summaries

As noted, the professional standards lieutenant receives all complaints, assigns a case number, and distributes those investigations appropriately to an assigned investigator. Although investigations can be disseminated to other lieutenants, most are investigated by the professional standards lieutenant. For investigations that involve someone above the rank of sergeant, the investigation is assigned to a captain (in one case, the Chief conducted an investigation). Data provided by the department indicated that since 2021, the Police Chief investigated one internal case, captains handled seven cases, and lieutenants handled the balance (43) of cases investigated by the department. The department's past practice has been to not involve sergeants in internal investigations. The department should consider involving sergeants in lower-level internal investigations. Doing so on minor allegations will expose sergeants to the process, better prepare them to understand the role if/when they are promoted to lieutenant, and will allow the department to see the administrative capabilities of its sergeant workforce. At minimum, that type of exposure works to expand a supervisor's knowledge base of what to look for when they are tasked with receiving a citizen complaint.

Recommendation:

- We recommend that MPD take steps to involve sergeants in low-level internal investigations. (Recommendation No. 12.)

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We were provided a department matrix of complaints investigated by MPD since 2021. The matrix included the date the complaint was received, the nature of the complaint, the source of the complaint (internal/external), the file number, redacted employee names, who the investigation was assigned to, and what the outcome of the investigation was determined to be. This matrix was developed internally and intended to provide a quick snapshot of open and past investigations. On the surface, the matrix may serve its intended purpose, but looking more closely at the report, we see inconsistencies that may not meet the policy intent of the department.

For instance, not all cases had sensible file numbers. Most had a sequential number that should be aligned with an IA process, some had no number and had a note that it was referred to a lieutenant in patrol (unknown if an investigation was even done), and others had what appears

to be a crime report number from a different source. Not all of the entries had an outcome and none of the cases had a close date. Therefore we don't know if or when the investigation was completed.

The department should audit all internal cases for the past three years and complete the matrix to ensure all cases were appropriately investigated and closed. Future records should include the close date.

Recommendation:

- MPD should conduct an audit of all internal investigations going back three years to ensure all investigations were completed as required by policy. (Recommendation No. 13.)

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The department's internal tracking mechanism for complaints and other reporting areas, such as the use of force tracking, is done on department-generated spreadsheets. This is not unusual for agencies in the size range of MPD. Large police agencies have been forced to develop more sophisticated tracking procedures to ensure accuracy, consistency, and completeness. Many agencies in the size category of Minot have been able to adjust accordingly and incorporate tracking in a more rudimentary form because the volume of incidents and cases is not as high. The existing spreadsheets and investigations are on a shared department drive with access limited to all department managers.

However, we have highlighted some problematic areas in MPD's tracking documents and observed some similar concerns in other internal reports. There are off-the-shelf software programs that MPD could use for tracking all aspects of complaints and investigations. Software platforms such as IA Pro[2] offer solutions that can streamline the process and provide operational insight into areas of MPD's operations that need to be addressed.

These programs will digitally track and store all cases and evidence associated with internal investigations. They can be used to categorize cases, provide summary reports, provide reminders and alarms when cases have been open too long, and provide a tracking mechanism of who has accessed a case file. Additionally, data such as use of force incidents, pursuits, employee injuries, etc., can all be tracked on these platforms, which provides department leadership insights into employee performance or concerns that should be addressed.

MPD should perform an assessment of the products available for this purpose and determine what platform works best for the department. MPD should improve its internal tracking and reporting and have better control over file access, regardless of the platform used.

Recommendation:

- CPSM recommends that MPD explore off-the-shelf software solutions for tracking and maintaining internal investigations and other personnel matters. (Recommendation No. 14.)

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2. We are not promoting any one product; IA Pro is used as an example since the author is familiar with the workflow of this program. Other similar products exist, and MPD should perform its own evaluation.

SECTION 4. ADMINISTRATION

The Minot Police Department's administrative commander is a police captain who oversees the following department functions:

- Community Outreach.

- School Resource Officers.

- Property and Evidence.

- Records.

- Personnel, Training, Hiring.

The existing organizational chart also lists the municipal court function under the administrative commander, but this function was moved under the city manager in early 2023. The existing organizational chart has not been updated to reflect this change.

With the municipal court being moved out of this division/department, the administration division has the fewest direct reports in the department. We suggest the functions of this division should be merged into other areas of department operations and/or the proposed Deputy Chief, as outlined in this report.

COMMUNITY OUTREACH

The MPD organizational chart has a section titled Community Outreach. The section includes one "administrative sergeant" and one community outreach officer. Currently, one of the police officer vacancies in the department is being held within this unit, leaving one sergeant to fulfill the department's community outreach efforts.

In our discussions with MPD about community outreach efforts, we learned that limited proactive community outreach is taking place, largely a byproduct of the department culture and because of limited staffing dedicated to the effort. The department will intentionally host one to two "coffee with a cop" events per year and plan efforts around events such as National Night Out and other opportunities that may present themselves. Outside of those efforts, the remaining official outreach involves responding to community requests to be present at community discussions about policing issues or for a specific request, such as a police station tour. In this case, the community outreach sergeant may solicit other members of the department to assist.

The department also employs a civilian position that manages community messaging through traditional public information officer duties and social media engagement. This employee shares their work time between the police and fire departments and largely works out of an office in City Hall. In reviewing the department's social media posts on Facebook, it appears that as of late, there are regular posts occurring that balance crime news and positive "get to know your police department" type posts. The Facebook contributors include the PIO mentioned above and the administrative sergeant managing community outreach.

We also learned that the expectations of other employees throughout the department in relation to community outreach were mixed. The patrol workload was deemed to be too busy to allow for engagement beyond the calls they were dispatched to handle, and culturally, many in those other assignments felt that community outreach was more of the responsibility of

the community outreach unit (i.e., one sergeant) rather than a collective effort of all employees. This is not to imply there is any lack of professionalism in the department as officers interact with the public, just an observation of ownership of "community outreach" responsibilities.

This report will have some recommendations designed to realign some staffing within the agency to allow for a greater personnel investment within "community outreach." However, we believe the department is missing an opportunity for better community interaction, and improvements should be made. Specifically, there should be a better understanding of how all employees play a critical role in community outreach and engagement and that all employees have that responsibility within their work expectations. This should be done through an outline of department expectations as well as training on what the department expects, including examples of desirable conduct and ownership of engagement and outreach efforts.

Recommendation:

- We recommend that MPD enhance overall community engagement with training afforded to employees on expectations of community engagement and interaction. (Recommendation No. 15.)

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Additionally, the department told us it desires to have the police officer position that is assigned to community outreach permanently moved to patrol and have the community outreach coordination function done by a civilian employee. This function is commonly performed by civilian employees in police organizations nationwide and this change would serve the department well.

RECRUITMENT, HIRING, AND TRAINING

The MPD administrative sergeant who manages community outreach spends most of her workday dedicated to the department's recruitment, hiring, and training process. These functions are not outlined on the department's organizational chart. One may argue that the current organizational chart is more aligned with identifying personnel and their chain of command; however, in reality, it outlines many units and functions that do not have FTE employees (CSRU, Bomb, SWAT, Bike Patrol, etc.).

Recommendation:

- We recommend that recruitment, hiring, and training functions be denoted on the department organization chart. (Recommendation No. 16.)

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MPD engages in a hiring process that, per the department, is defined and limited by the city's civil service rules. The department will have three to four recruitment periods per year during which it accepts applications. Once that application period closes, it will process those applicants through various traditional policing hiring processes. Prospective employees who successfully pass the process and are offered employment with the department enter into an internal training program that the department manages.

The internal training program consists of in-house classroom training provided by MPD employees and is followed up by the field training program. Police officers, at some point, will leave the MPD training program within their first year on the job to attend a state-certified academy. In our

experience, most departments around the country will first send a new police officer to an academy before allowing them to enter into a field training program and serve as a sworn police officer. However, we understand that MPD and the State of North Dakota have a dynamic different from many states, and there are simply limited academy training dates and classes available, thereby necessitating the current practice. We agree with MPD's approach of ensuring that all new employees attend their in-house program before working in uniform on the streets.

MPD cited concerns over its inability to garner a larger pool of candidates and reach "full staffing." In discussions with the department, we found it believes it has identified many issues and where it may be falling short in recruiting. For instance, the Air Force base and the university should be fertile recruiting grounds. Many of the current employees of the department have come from one of these recruitment feeders. However, the department cited COVID-19 as a disruptor in the Air Force recruitment program, and the relationship it previously enjoyed with the university is not as strong as it has been.

From an outside perspective, we see some structural issues that might be hindering the department's efforts. For instance, the primary employee who runs these programs and recruiting efforts is the administrative sergeant. Her time and efforts are stretched thin with her multiple responsibilities. The function is important, yet, as noted before, it does not appear on the department organizational chart, and at best it is an ancillary responsibility within the department's day-to-day business.

We have already suggested that one captain (administration) be upgraded to a Deputy Chief position. Making this change should allow for that Deputy Chief to handle most day-to-day business, thereby allowing the Police Chief to focus on certain external relationships, such as with the Air Force and the university, to improve those recruitment programs. We also believe the department should consider merging the professional standards lieutenant with the administrative functions of the department. The IA function itself is not that busy and the lieutenant position appears to have excess capacity that could be better utilized elsewhere. There is a natural relationship between the training function and the professional standards of a department. For efficiency, the functions could be merged, thereby adding capacity to both functions.

Finally, the department does not have a streamlined process for lateral applicants that may present themselves outside of the traditional recruitment periods. MPD cited the civil service process as being the hinderance that does not allow it to separately process and expedite those applicants through the hiring / training process. The department did not have data available on how many laterals may become available at any given time outside the recruitment period or how many it may be losing because of the internal process. But we believe there should be a process for those applicants that already have attended a state academy and can be expedited into an FTO program. MPD should ensure that this is possible.

Recommendation:

- CPSM recommends that MPD explore the various changes to the recruitment and training efforts outlined in our conclusions. (Recommendation No. 17.)

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SCHOOL RESOURCE OFFICER PROGRAM

MPD has a relationship and MOU with the local school district for school resource officers. In our review of the program we did not determine any issues of concern and it appears that the best practices are in place (including a funding component from the school district). Currently, the SRO program is supervised by the administrative sergeant. This is a recent structural change that has more to do with her relationship with the program (past SRO herself) and less to do with where the SROs may be best positioned within the department structure.

We have made structural recommendations that would impact the administrative division of the department. If the department follows those recommendations we believe the SRO program should be moved back to operations.

PROPERTY & EVIDENCE SECTION

Property management is one of the most important jobs in the entire police operation. Increased drug law enforcement, the use of DNA testing, and other developments have greatly complicated the task of logging, tracking, storing, and inventorying evidence in recent years. The two biggest challenges in operating a property room are avoiding occurrences of mismanagement and incidents such as missing monies or drugs that appear to indicate corruption. To oversee the property function effectively, managers must understand the management procedures, be aware of the liabilities, and continually search for ways to improve the system. Property rooms are usually overcrowded, so unnecessary items should be purged regularly. Safeguards include proper packaging, lockers, and security measures. Computer software and other technology are available to automate parts of the property management system. Police agencies should also have clear policies and procedures regarding property room management. The intake, processing, storage, and disposal of evidence and property are important and high-risk functions of any law enforcement agency. It is especially true for weapons, narcotics dangerous drugs, currency, and jewelry.

Police agencies across the country regularly face consequences of mismanaged property and evidence sections, and which result in terminations and arrests of police employees, from janitors to police chiefs, for thefts of narcotics, cash, jewelry, guns, and other items of value. In some cases, audits that revealed unaccounted-for property and evidence have led to the termination of police executives, though they were not suspected of being implicated in the theft/loss of the evidence. Controlling access to the property and evidence areas, inventory control, and regular audits are critical to the effective management of the property and evidence function to ensure community trust and confidence.

National organizations such as the International Association of Police Chiefs, the U.S. Department of Justice, and the International Association for Property & Evidence (IAPE) offer reports, training, and other material to ensure a high quality of professional standards in property & evidence sections. During this assessment, CPSM found several areas of concern regarding the storage and condition of the MPD's Property and Evidence (P&E) Section. Although these issues are not directly related to the current management or oversight by the evidence technician or the Command staff, MPD will need to address several issues that can lead to larger risk management issues if not properly handled soon.

Staffing and Operation

Property and Evidence (P&E) is under the command of the Criminal Investigations Division captain; staffing includes one full-time police sergeant, one master officer position, and one

professional staff technician. Each of these positions is also assigned responsibility for the administrative functions of the Records Unit. The P&E Unit administrator is the current police sergeant who recently transferred to the P&E assignment. While CPSM understands MPD's need to assign sworn personnel to P&E during this transitional period for operational improvements and enhancements, a long-range strategic plan should be developed. CPSM recommends MPD develop a strategic plan for the P&E Unit and begin to transition sworn personnel to a trained civilian property and evidence administrator. This approach is highly suggested by the Police Executive Research Forum (PERF) as well as IAPE as a contemporary and modern approach to property and evidence management.

The operational hours of P&E are from 8:00 a.m. to 4:30 p.m. and appointments are made as needed for the public. In case of an emergency after hours, the P&E sergeant or master officer is available for response. This process is not memorialized in any official documents or authorities. CPSM recommends an after-hours and emergency process be documented in the Lexipol policy system for organizational reference.

Policy & Administrative

Policies for the Property and Evidence Section govern general procedures, such as how officers book evidence and property into the system. MPD's Lexipol policies guide property room management as well as how evidence is processed into the evidence room. We found related policies were properly up-to-date and reflected current minimum law enforcement standards; however, higher industry standards are recommended to prevent future evidence-related issues from occurring. In support of the Lexipol policies, the property room custodian has created a usable and well-prepared "how to" manual that meets industry standards.

CPSM recommends that MPD continue to develop the section manual as a usable guide for P&E personnel. CPSM also recommends that MPD ensure that all members assigned to the P&E Unit become formal members of the IAPE and use IAPE's available resources set to continue to update and expand the section property manual. By achieving these objectives, the evidence technician can offer industry-standard recommendations for the command staff as well as develop proven methods to resolve property-related issues that emerge.

Industry-standard administrative and operational functions are a core principle for P&E sections; MPD utilizes the Tyler RMS that integrates into other department domains such as "Evidence.com." Axon's "Evidence.com" can create an audit trail of every single action around digital evidence; however, currently, MPD does not utilize this function.

During CPSM's query of various functions in P&E, some relevant information was readily available, while some was not. The evidence technician primarily uses the records management system (RMS) to track, manage, and purge evidence and limits the use of off-shelf products or the need to use Excel spreadsheets to manage property. MPD's approach is a national standard that is highly recommended, as many police departments often use off-shelf products.

We found the RMS offers a property and evidence management feature, and it is effective in managing evidence/property as well as activity reports. CPSM recommends MPD consider developing a "Property Staff and Activity Report" to measure productivity. IAPE can provide guidance on developing an activity report that meets the standards expected of a P&E section. The report should include data on P&E requests, discovery, lab runs, destruction/purging, property intake, clerical activities, and staffing. It was evident that the MPD has produced usable reports and systems; however, considering the need to exceed minimum standards, MPD should enhance its P&E audit and report systems.

The most pressing need in Property and Evidence is to hire and train permanent personnel and to provide assistance when there is only one evidence technician. CPSM recommends MPD consider preparing part-time (sometimes retired personnel) evidence technicians to provide the extra effort to improve systems and provide "back-up" for the current evidence technician. During this assessment, it was determined the P&E/Records staff spend about 70 percent of time managing the property and evidence room and another 30 percent overseeing the Records Unit and other responsibilities. It would benefit MPD to evaluate the need for additional personnel to divide the responsibilities between the workgroups.

The department should develop a formalized system to ensure all the evidence technicians are trained annually in critical topical areas and adequately document the training. This will ensure that industry standards will continually be sought to avoid potential problems.

Audits

MPD is not under state POST mandates or internal timelines to conduct audits and reviews of P&E; however, the current P&E staff has recently conducted inventories in order to legally destroy adjudicated case evidence, re-package items, and reorganize several of the six areas of property and evidence storage. There are no recent audits that CPSM was able to review nor any written guidelines on how the process is to be conducted. However, the P&E Unit is conducting ongoing, in-depth reviews and assessments. CPSM conducted a physical walk-through of the various property storage areas and viewed photographs taken before the current effort to reorganize P&E. There was a notable improvement in how evidence is processed, stored, and managed. CPSMs found that the current approach to managing the P&E Unit meets industry standards as recommended by IAPE, PERF, and IACP; however, there is a need to continue the current effort to improve operations, administrative systems, and storage.

It is recommended that the MPD develop an audit schedule annually or bi-annually that produces an administrative report of activity. The audit report should consider the following suggested items:

- Intake, recording, and storing all property booked by police employees.
- Safeguarding property.
- Releasing evidence to detectives for court.
- Releasing property to the public.
- Missing or misplaced items.
- Destruction plan for evidence and property.
- Compliance with state law and policy regarding the disposition and purging of property.
- Evaluation of ventilation and proper storage of chemicals and other hazardous item.

Security & Physical Assessment

MPD's P&E has video cameras installed in the main evidence storage area and the evidence processing area where officers have access to the two-way locker system to book and store property 24 hours a day. The current staff was unable to answer questions as to whether the cameras were operational or how the system was managed. CPSM recommends that MPD develop a written procedure or Lexipol update that provides an overview of the system and how it is managed. The equipment is positioned in areas that are expected and would record any improper behavior or performance issues when entering and exiting the property room.

However, it was unknown at the time of CPSM's visit if the cameras were operational or where saved videos are maintained. It is recommended that MPD follow the IAPE recommendation and ensure a 24-hour monitoring video system for when personnel enter the storage areas, with recordings maintained for up to two years.

The physical property rooms include the following areas of storage:

■ The main property room allows officers to package and store items in two-way lockers that connect to a secured area, with an access door combination code for P&E staff to enter and process evidence.

■ A secondary storage area of secured guns and drugs to include a separate area for marijuana evidence.

■ A secured area in the "SWAT Bay" for evidence and long-term evidence storage.

■ Two secured evidence refrigerators for sexual assault evidence, blood items, and other evidence that needs to be refrigerated.

■ An off-site, outside storage area for larger items, with the capability to temporarily store hazardous items and fireworks.

Having various locations for evidence storage is not recommended by CPSM or other national organizations such as IAPE. CPSM understands that MPD is currently conducting a workplace study regarding workspace, storage, and potential structural upgrades. CPSM recommends that MPD complete the study and initiate a process to reduce the number of property storage locations. As an example, the evidence refrigerators can be relocated into the main property intake area, allowing both officer and P&E Unit personnel access. CPSM recognizes this approach cannot be undertaken until the workspace study is completed in 2024.

The International Association of Property and Evidence (IAPE) provides valuable training and technical support for guidance in building a professional and secure security and video monitoring system. IAPE's website features links to sample policies and procedures as well as additional resources to improve security. As an example, CPSM was required to check in or out at any of the entry points to the various property rooms. CPSM recommends a written check-in and check-out signature board at the entry/exit points of the main property rooms.

The door to the property room does not require any authentication to access and the door is not designed to withstand forced entry. MPD should upgrade its systems to provide for double authentication for entry. The evidence room lacks a gun safe to store guns and narcotics; however, the security conditions of the property room with security doors and videos prevent unauthorized entry or removal of property. However, this issue remains a concern. In the rear of the property room there is a large open container with rifles and other long guns stored in the area.

Based on IAPE best practice recommendations, it is preferred to have a secured and ground-bolted gun, monies, and narcotics safe for higher level security and storage. It is recommended that MPD consider the purchase and installation of a commercial-grade safe to store all firearms. The P&E room was safe from dangerous chemicals, fireworks, and other dangerous items and, per policy, these items are required to be safely and securely stored in the evidence garage. CPSM inventoried the evidence garage and found the area to be safely secured, with the proper precautions to avoid health issues. The property room faces a challenge with the backlog of found and safekeeping items and this has produced a storage space issue for the MPD.

MPD has taken initial steps to resolve this issue and should be commended for its current effort. As the workspace project is finalized the storage space issue will need to be rectified with the new design system. The room was previously overcrowded and it was hazardous to access needed evidence. The current storage and space design has reduced overcrowding and the potential for work-related injuries. It is recommended that MPD seek professional assistance and when appropriate purchase a design storage system that will reduce the backlog and create open space in a legal and proper method. This will reduce the chances of misplaced items, increase the ability to track and locate evidence, and guard against workplace injuries.

Overall, without significant improvement in property purging, the department will likely see maxed-out storage space in two to three years. Fortunately, MPD has taken significant steps over the past six months to improve storage space by relocating evidence and purging items. Unfortunately, during the CPSM visit, the P&E staff was unable to supply a report of property checked in, items processed into the P&E area, or the amount of overall property disposed of per year. CPSM highly recommends the MPD utilize the capabilities of the RMS to develop a regular monthly report that documents incoming and outgoing items and how many items are disposed of each month. This approach is highly recommended by IAPE and will reduce liability exposure while improving risk management.

The internal system tracks items temporarily checked out for court purposes and the property custodian manually tracks items released for court purposes. The manual process ensures accountability, but the MPD should begin to build a barcoded system under the current RMS system for improved long-term accountability.

Currently, MPD is pursuing methods to improve space, tracking of evidence, and auditing but the efforts are limited until the workspace project is completed.

CPSM recommends MPD strongly consider a temporary task force comprised of (trained) personnel to conduct a complete audit of the property room and dispose of unneeded items. Space must be freed up in the property room and there must be a more organized system to intake property and evidence. It is also recommended that MPD seek out a formal property room audit through IAPE once the workspace project is completed in 2024.

Property and Evidence Section Recommendations:

- CPSM recommends MPD develop a strategic plan for the P&E Unit and begin to transition sworn personnel to a civilian property and evidence administrator and evidence technicians. (Recommendation No. 18.)

- CPSM recommends an after-hours and emergency process be documented in the Lexipol policy system for organizational reference. (Recommendation No. 19.)

- CPSM recommends that MPD continue to develop the section manual as a usable guide for P&E personnel. CPSM also recommends that MPD ensure that all members assigned to the P&E Unit become formal members of the IAPE and use IAPE's available resources to continue to update and expand the P&E manual. (Recommendation No. 20.)

- CPSM recommends MPD consider developing a "Property Staff and Activity Report" to measure productivity. IAPE can provide guidance on developing an activity report that meets the standards expected of a P&E section. (Recommendation No. 21.)

- CPSM recommends MPD consider using part-time (sometimes retired personnel) as evidence technicians to provide the extra effort to improve systems and provide "back-up" for the current evidence technician. (Recommendation No. 22.)

- It is recommended that the MPD develop an audit schedule annually or bi-annually that produces an administrative report of activity. (Recommendation No. 23.)

- CPSM recommends that MPD complete the workspace project and initiate a process to reduce the number of property room storage locations. (Recommendation No. 24.)

- CPSM recommends a written check-in and check-out signature board at the entry/exit points of the main property rooms. (Recommendation No. 25.)

- It is recommended that MPD seek professional assistance and when appropriate purchase a design storage system that will reduce the backlog and create open space in a legal and proper method. This will reduce the chances of misplaced items, improve the ability to track and locate evidence, and guard against workplace injuries. (Recommendation No. 26.)

- CPSM highly recommends MPD utilize the capabilities of the RMS to develop a regular monthly report, documenting incoming and outgoing items, and how many items are disposed of each month. This approach is highly recommended by IAPE and will reduce liability exposure while improving risk management. (Recommendation No. 27.)

- CPSM recommends MPD strongly consider a temporary task force comprised of part-time (trained) personnel to conduct a complete audit of the property room and dispose of unneeded items. (Recommendation No. 28.)

- MPD should seek out a formal property room audit through IAPE once the workspace project is completed in 2024. (Recommendation No. 29.)

RECORDS

The MPD Records Unit is the central repository of incident, traffic accident, and related reports and reviews; the unit also classifies incident reports according to the FBI National Incident-Based Reporting System (NIBRS) standards. The MPD's Records Unit falls under the command of the Criminal Investigations Division.

TABLE 4-1: MPD Records Unit Staffing, 2023

Rank	Authorized	Actual	Vacant
Records Sergeant	1	1	0
Records Specialist Supervisor	1	1	0
Records Master Officer	1	1	0
Police Specialists/Technicians	4	4	0
FOIA Clerk	1	1	0
Total	**8**	**8**	**0**

Source: MPD Records Staffing

Policy and Structure

The Records Unit functions as a support unit for the Minot Police Department. All incident reports written by officers are entered into a computer system and maintained by state law. The Records Unit is responsible for all records functions, criminal warrant files, police statistical data, and preparation of police reports.

The Records Unit is properly structured with personnel trained to review and classify police reports while classifying incidents by the National Incident Reporting System (NIBRS). Records also

includes a Freedom of Information Act (FOIA) clerk to process all incoming requests made by the public as well as by the judicial system.

CPSM noted the records policy exceeds national expectations and the procedural manual maintained by the Records Unit provides a foundation to encourage professional growth. CPSM also noted that the Records Unit is mostly digital and does not file or store hard copies of reports or other documents. This is an achievement most police agencies never attain.

The structure of the Records Unit includes sworn positions at the sergeant and master officer ranks. It is recommended that MPD begin to develop a multi-year plan to transition the sergeant and master officer positions to professional (civilian) staff to oversee the Records and the Property and Evidence Units. The integration of professional staff will reduce costs and enable MPD to repurpose these sworn personnel to more essential operational positions. MPD may consider developing the positions as administrators and managers who can oversee the Records and Property & Evidence Units.

Work Schedules & Public Access Hours

Records Unit personnel work a five-day workweek that covers Monday through Friday with a schedule of 8:00 a.m. to 4:30 p.m.

The regular (public) operating times are from 8:00 a.m. to 4:30 p.m.

Records Duties & Processing Volume, 2021–2023

The Records Unit maintains statistical recordkeeping that is consistent with contemporary law enforcement agencies in the United States. CPSM reviewed the Records Unit's procedures, management, and report filing. We found a growing pace of incidents including police report entries and public information requests. MPD Records does not track the number of police reports, incoming phone calls, or the number of public counter visitors to MPD for various requests such as obtaining copies of reports, taxi permits, vehicle-related reports, or other public services. CPSM recommends MPD use its RMS and other systems to develop a monthly statistical report on the total tasks the Records staff perform. This will assist the MPD in estimating proper staffing levels and other trending issues related to performance.

Information on MPD Records Unit tasks for 2021, 2022, and 2023 is limited to the data found in the following table.

TABLE 4-2: Records Unit Work Volume, 2021–2023

	2021	2022	2023
Incident Reports	38,085	38,180	39,180
FOIA Requests	3,049	3,268	3,064

Source: Minot Police Records Unit

CPSM found that the total number of FOIA requests exceeds typical levels for a department the size of Minot Police Department. FOIA requests have increased over the past several years. The MPD should be concerned with the growing number of FOIA requests increasing each year, specifically the number of requests by the District Attorney Officer and defense attorneys. MPD utilizes one defined digital evidence technician to complete duties related to body-worn camera video and in-car video content as well as all FOIA requests. CPSM recommends MPD continue its cross-training efforts to enable additional personnel to perform FOIA duties. CPSM also recommends MPD consider part-time personnel to assist with the FOIA requests.

There is a vast array of duties performed in police records units that can be overwhelming. The table above reflects a limited view of the total annual activity as well as the average number of these tasks per category. CPSM found that the Record's staff is performing a high level of daily records tasks, but MPD does not track the entirety of these daily efforts. Some agencies choose to assign specific duties to individual employees who serve as specialists and perform those duties. MPD attempts to cross-train personnel to assist in other areas. CPSM strongly supports the current approach by MPD to cross-train the Records staff to achieve the outcomes identified in this report.

The duties performed in Records include the following:

- Review and process citations and incident reports.

- Conduct criminal history checks and background checks.

- Answer telephone calls related to the operation of the records.

- Handle walk-in customers at the front desk.

- Organize and maintain reports in various databases.

- Respond to document, video, and/or photographic image requests from the public and law enforcement/criminal justice community.

- Accept fees for vehicle releases, copies of reports, and taxi licenses.

- Prepare morning paperwork, including affidavits from officers, served warrants, and citations to be sent to municipal court and city attorneys.

- Monitor and respond to requests received through the agency's central email box

- Respond to requests for the release of various documents/tapes/ photographs as required under the Public Records Act (PRA).

- Receive and distribute incoming and outgoing mail.

- Merge and review officer entries from the Enterprise Law Enforcement Mobile program to the internal tracking program.

- Prepare statistical reports monthly.

- Dictate officers' narratives and statements.

- Enter orders of protection manually into the RMS.

- Create and print taxi licenses.

- Warrant processing, entering, and dismissing of warrants.

The MPD does not use a self-service model (online) reporting system. Such a system enables citizens to make a report over the telephone for any past offense that does not require an officer to go to the scene. These types of services are becoming more common in police departments and are considered a best practice in decreasing the need for patrol officers to respond to specific types of "report-only" calls for service. CPSM recommends the MPD consider an online reporting system to decrease the need for patrol officers to respond to "report-only" calls for service.

The department's records management system, commonly referred to as the Tyler Technology system, allows officers to upload their reports from the in-car computers directly into the records

management system through wireless transmission. The RMS increases officers' in-car access to updated information and speeds up the tracking of items turned in as property or evidence.

Nationally, challenges with RMS products are being experienced by contemporary law enforcement organizations; however, MPD has overcome similar challenges by integrating the RMS system into daily operations.

- MPD regularly migrates the CAD data into the RMS system for effective statistical reports and trend identification.

- MPD has a regional dispatch center and has fully integrated the RMS system into the regional platform for other police agencies to utilize.

- MPD's successful integration allows the ability to obtain CFS trends and fully integrate data for CompStat and other crime-fighting strategies when needed.

The challenge for MPD is ensuring ongoing training for all personnel and ensuring a continued reduction in off-shelf products and Excel spreadsheets to manage data. MPD serves as a model for utilizing its RMS system in administrative and operational data reports.

CPSM recommends MPD increase training and develop skill levels among the records technicians to advance the usage of the RMS. MPD should establish an in-house training system to meet mandated training requirements for all new Records personnel by using a training matrix of skill development. It is also recommended that the Records management and supervisors use national organization membership to participate in webinars and learn new contemporary methods that may help solve current and future challenges. As an example, the National Association of Government Archives and Records Administration (NAGARA) offers membership, training, conferences, and webinars for municipal records management staff and frontline professionals to advance their skill sets.

FBI UCR Reporting / Clearance Rates

Annually, the Federal Bureau of Investigation produces a Uniform Crime Report (UCR) that provides comprehensive crime and other law enforcement data for agencies across the country. This data is provided by states after each state collects and processes data received from local agencies. CPSM maintains that while preventing a crime is of utmost importance to any law enforcement agency, solving crime should have parity. The solving of crimes which results in the prosecution of offenders not only prevents future crime, but it also provides much-needed closure to crime victims.

Clearance rates, as defined and measured by the FBI Uniform Crime Report (UCR), are the benchmark for a department's effectiveness in solving crimes. MPD has maintained accurate and industry-standard-level reporting mechanisms for crime and clearance rates. In addition, the FBI has transitioned from its traditional UCR reporting to a more comprehensive model, the National Incident-Based Reporting System (NIBRS) and MPD has also made the transition. Many U.S. police departments have not made the transition for various reasons, and this is another positive example of the diligent work performed by MPD's Records Unit.

Overall, the MPD Records Unit is functioning at a positive level of professionalism and operational excellence that is not attained by departments of equal size. However, it should be noted that the number of tasks and operational tempo are quickly increasing, and the size of the Records Unit may need to be expanded in the coming years. CPSM recommends MPD consider hiring part-time records personnel to offset the increasing workload and increase the current number of full-time staff.

It is notable that in CPSM's review of the Records staff, the number of task items is steadily increasing, yet the staff has not allowed a backlog of entries or shown an inability to perform the volume of work. This is not the case in most agencies, as backlogs are growing and becoming a challenge for records units. MPD's Records staff has also been able to integrate Tyler Technologies with no interface issues reported with other internal systems.

Records Unit Recommendations:

- It is recommended that MPD begin to develop a multiyear plan to transition the sergeant and master officer positions to professional (civilian) staff to oversee the Records and the Property and Evidence Units. (Recommendation No. 30.)

- CPSM strongly supports the current approach by MPD to cross-train the Records staff to achieve the outcomes identified in this report. (Recommendation No. 31.)

- CPSM recommends MPD use its RMS and other systems to provide a monthly statistical report on the total tasks the Records staff perform. (Recommendation No. 32.)

- CPSM recommends the MPD consider an online reporting system to decrease the need for patrol officers to respond to "report only" calls for service. (Recommendation No. 33.)

- CPSM recommends MPD increase training and develop skill levels among the records technicians; MPD should establish an in-house training system to meet mandated training requirements for all new Records personnel by using a training matrix. (Recommendation No. 34.)

- It is recommended that Records supervisors use national organization membership to participate in webinars and learn new contemporary methods that may help solve current and future challenges. (Recommendation No. 35.)

- CPSM recommends MPD consider hiring part-time records personnel to offset the increasing workload and increase the current number of full-time staff. (Recommendation No. 36.)

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SECTION 5. OPERATIONS

The most visible members of most police departments in America are officers assigned to uniformed patrol functions. Patrol is considered the "backbone" of American policing. Bureau of Justice Statistics indicates that nearly all police departments in the U.S. in the same size category as the Minot Police Department provide uniformed patrol. Patrol commands the largest share of resources committed by the department. It is critical for the allocation of patrol resources to be focused on having officers available to respond to calls for service and provide law enforcement services to the public.

Staffing decisions, particularly for patrol, must be based on actual workload. Once the actual workload is determined the amount of discretionary time is determined and then staffing decisions can be made consistent with the department's policing philosophy and the community's ability to fund it. The MPD's philosophy is to address essentially all requests for service from the community. This is typically done in a reactive style of policing based on the demands for police services. MPD does engage in some community policing initiatives such as Coffee with a Cop; Citizens Police Academy; and National Night Out. However, team members observed that patrol personnel do not generally see community policing efforts as part of their job duties. Most believe proactive policing involves making traffic stops or drug arrests. Effective community policing is an organizational philosophy and not a program. The balance among reaction to calls for service, community policing, and proactive patrol strategies is best accomplished when officers have ongoing training opportunities to broaden their understanding of modern policing best practices. We recommend that MPD establish a training matrix for patrol officers and sergeants that includes the benefits of patrol officers being proactively engaged with the community at all levels.

Understanding the actual workload (the time required to complete certain activities) requires review of the total reported events within the context of how the events originated. This includes events originating through directed patrol, administrative tasks, officer-initiated activities, and citizen-initiated activities. The charts and tables in this section outline this information.

Understanding the difference between the various types of police department events and the resulting staffing implications is critical to determining deployment needs. This portion of the study looks at the total deployed hours of the police department with a comparison to the current time spent to provide services.

The "Rule of 60" can be applied to evaluate patrol staffing. This rule has two parts. The first part states that 60 percent of the sworn officers in a department should be dedicated to the patrol function (patrol staffing) and the second part states that no more than 60 percent of their time should be committed to calls for service, which includes all activities that occupy an officer's time, including calls from the public, self-initiated work, and administrative tasks. This commitment of 60 percent of their time is referred to as the *Patrol Saturation Index*.

The Rule of 60 is not a hard-and-fast rule, but rather a starting point for discussion on patrol deployment. Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The *Patrol Saturation Index* indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60 percent.

The Rule of 60 for patrol deployment does not mean the remaining 40 percent of time is downtime or break time. It is a reflection of the extent that patrol officer time is saturated by calls for service. The time when police personnel are not responding to calls should be committed to management-directed operations. This is a more focused use of time and can include supervised allocation of patrol officer activities toward proactive enforcement, crime prevention, community policing, and citizen safety initiatives. It will also provide ready and available resources in the event of a large-scale emergency.

From an organizational standpoint, it is important to have uniformed patrol resources available to undertake activities such as proactive enforcement, community policing, and emergency response. Patrol is the most visible and available resource in policing, and the ability to harness this resource is critical for successful operations.

From an officer's standpoint, once a certain level of CFS activity is reached, the officer's focus shifts to a CFS-based reactionary mode. A reactionary mode shifts a patrol officer's mindset from one that looks for ways to deal with crime and quality-of-life conditions in the community to one that continually prepares for the next call. After saturation, officers cease proactive policing and engage in a reactionary style of policing. The outlook becomes "Why act proactively when my actions are only going to be interrupted by a call?" Any uncommitted time is spent waiting for the next call. MPD personnel advised CPSM team members during peak demand times they shift to a reactionary mode.

RULE OF 60 – PART 1

According to the MPD's personnel data, patrol is authorized 55 sworn officers (2 Lieutenants, 9 sergeants, and 44 Police Officers). These 55 of the approximately 84 sworn officers represent **65 percent** of the sworn officers in the Minot Police Department. When CPSM team members were onsite, MPD had approximately seven vacancies in the patrol division.

This part of the "rule" is not hard-and-fast. Taken on its face, however, this part of the "rule" must be considered when examining the operational elements of the department when staffing recommendations are taken into consideration. The data presented by the department indicates that overall authorized staffing is just above the 60 percent recommendation. This does not imply that fewer people as a percentage should be assigned to the patrol function, it merely shows that the department is assigning an appropriate number of officers to the function.

RULE OF 60 – PART 2

The second part of the "Rule of 60" examines workload and discretionary time and suggests that no more than 60 percent of time should be committed to calls for service. In other words, CPSM suggests that no more than 60 percent of available patrol officer time be spent responding to the service demands of the community. The remaining 40 percent of the time is the "discretionary time" for officers to be available to address community problems and be available for serious emergencies.

It is CPSM's contention that patrol staffing is optimally deployed when the saturation index (SI) is in the 60 percent range. An SI greater than 60 percent indicates that the patrol manpower is largely reactive and overburdened with CFS and workload demands. An SI of somewhat less than 60 percent indicates that patrol manpower is optimally staffed. SI levels much lower than 60 percent, however, indicate patrol resources that are underutilized.

Departments must be cautious in interpreting the SI too narrowly. One should not conclude that SI can never exceed 60 percent at any time during the day, or that in any given hour no more

than 60 percent of any officer's time be committed to CFS. The SI at 60 percent is intended to be a benchmark to evaluate overall service demands on patrol staffing. When SI levels exceed 60 percent for substantial periods of a given shift, or at specific times during the day, then decisions should be made to reallocate or realign personnel to reduce the SI to levels below 60 percent.

Resource allocation decisions must be made from a policy and/or managerial perspective through which costs and benefits of competing demands are considered. The patrol saturation index indicates the percentage of time dedicated by police officers to public demands for service and administrative duties related to their jobs. Effective patrol deployment would exist at amounts where the saturation index was less than 60.

The CPSM data analysis in the second part of this report provides a rich overview of CFS and staffing demands experienced by the Minot Police Department. The analysis here looks specifically at patrol deployment and how to maximize the personnel resources of the department to meet the demands of calls for service while also engaging in proactive policing to combat crime, disorder, and traffic issues in the community.

WORKLOAD ANALYSIS

The following section represents workload, staffing, and the "saturation" of patrol resources in the MPD during the two months (seasons) on which we focused our workload analysis. The figures represent the manpower and demand during weekdays and weekends during the period of January 4, 2023, to February 28, 2023 (winter) and July 7, 2023, to August 31, 2023 (Summer). Examination of these figures permits exploration of the second part of the Rule of 60.

FIGURE 5-1: Deployment and All Workload, Weekdays, Winter 2023
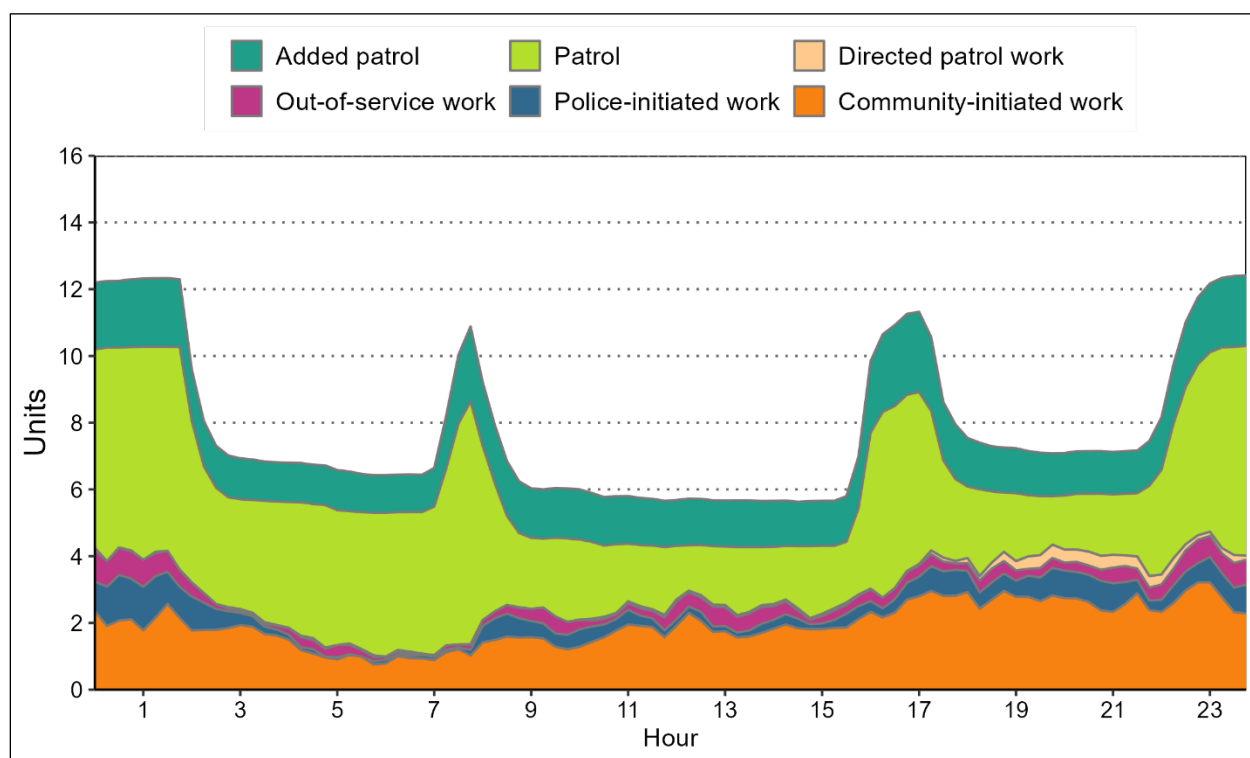
FIGURE 5-2: Percentage of Workload, Weekdays, Winter 2023
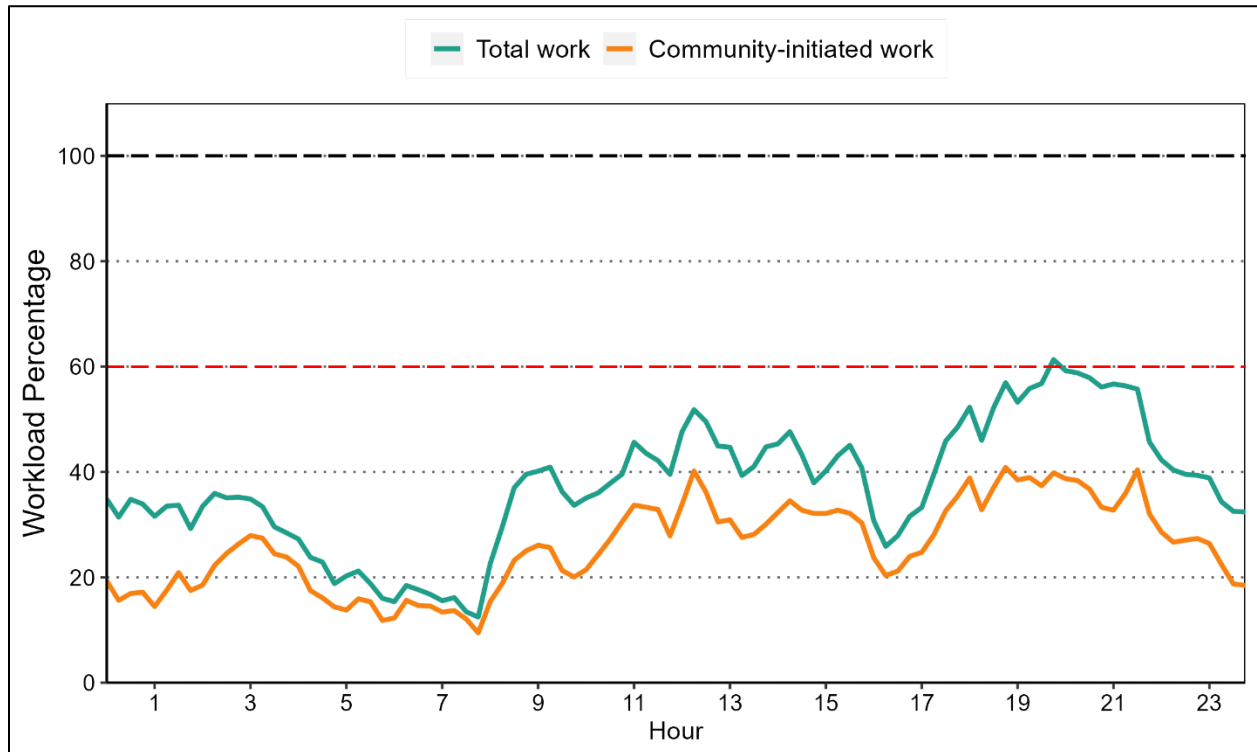
Workload v. Deployment – Weekdays, Winter

Avg. Deployment	7.8 officers per hour
Avg. Workload:	2.9 officers per hour
Avg. % Deployed (SI):	37 percent
Peak SI:	61 percent
Peak SI Time:	7:45 p.m.

The figures above and the following figures on workload represent a great deal of data. The "Deployment and All Workload" figures show the relationship of all on-duty police officers that were factored into the workload analysis and what work is represented by those officers throughout the course of the day. For weekdays in winter, average deployment throughout the day was 7.8 officers. The average saturation index (SI) was 37 percent, and the peak SI was 61 percent at 7:45 p.m. These figures would suggest that MPD was optimally deployed on the weekdays during the winter months in 2023.

Now for the remainder of the remaining workload figures for the periods analyzed.

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FIGURE 5-3: Deployment and All Workload, Weekends, Winter 2023

FIGURE 5-4: Percentage of Workload, Weekends, Winter 2023

Avg. Deployment: 8.1 officers per hour
Avg. Workload: 3.1 officers per hour
Avg. % Deployed (SI): 37 percent
Peak SI: 68 percent
Peak SI Time: 7:15 p.m.

FIGURE 5-5: Deployment and All Workload, Weekdays, Summer 2023

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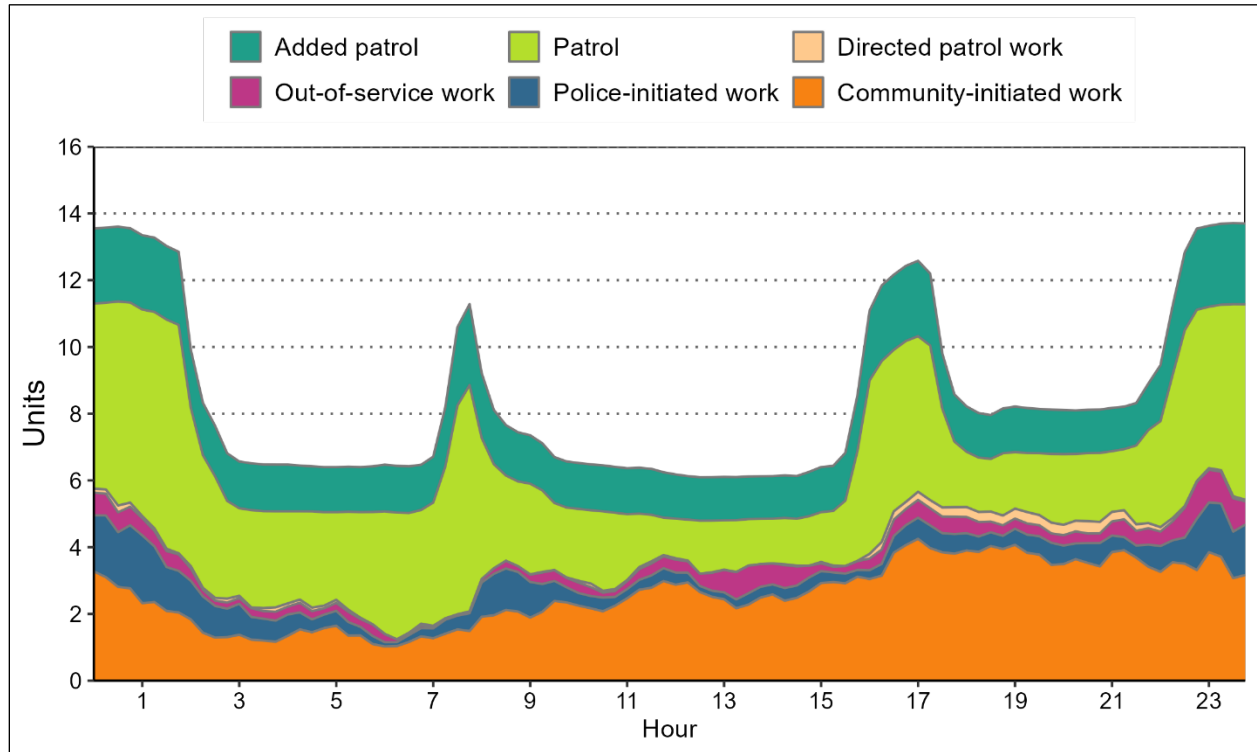
FIGURE 5-6: Percentage of Workload, Weekdays, Summer 2022
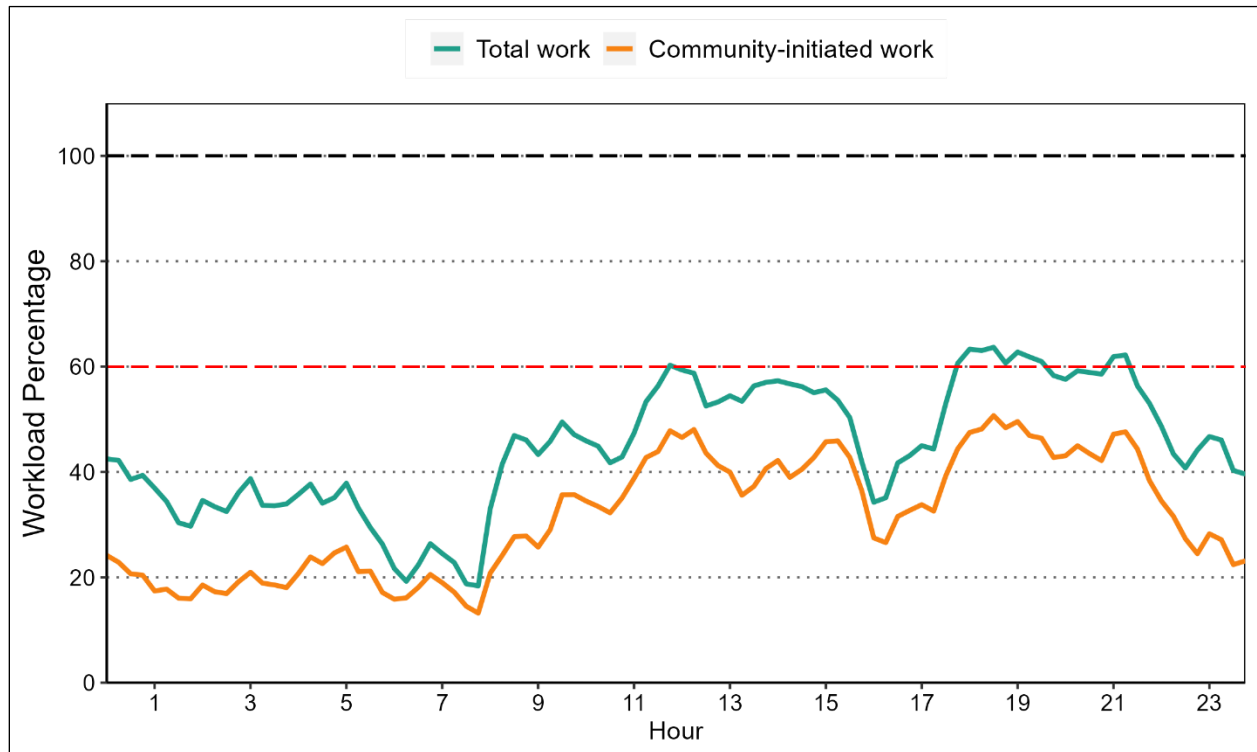
Workload vs. Deployment – Weekdays, Summer

Avg. Deployment:	8.5 officers per hour
Avg. Workload:	3.7 officers per hour
Avg. % Deployed (SI):	44 percent
Peak SI:	64 percent
Peak SI Time:	6:00 p.m.

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FIGURE 5-7: Deployment and All Workload, Weekends, Summer 2022
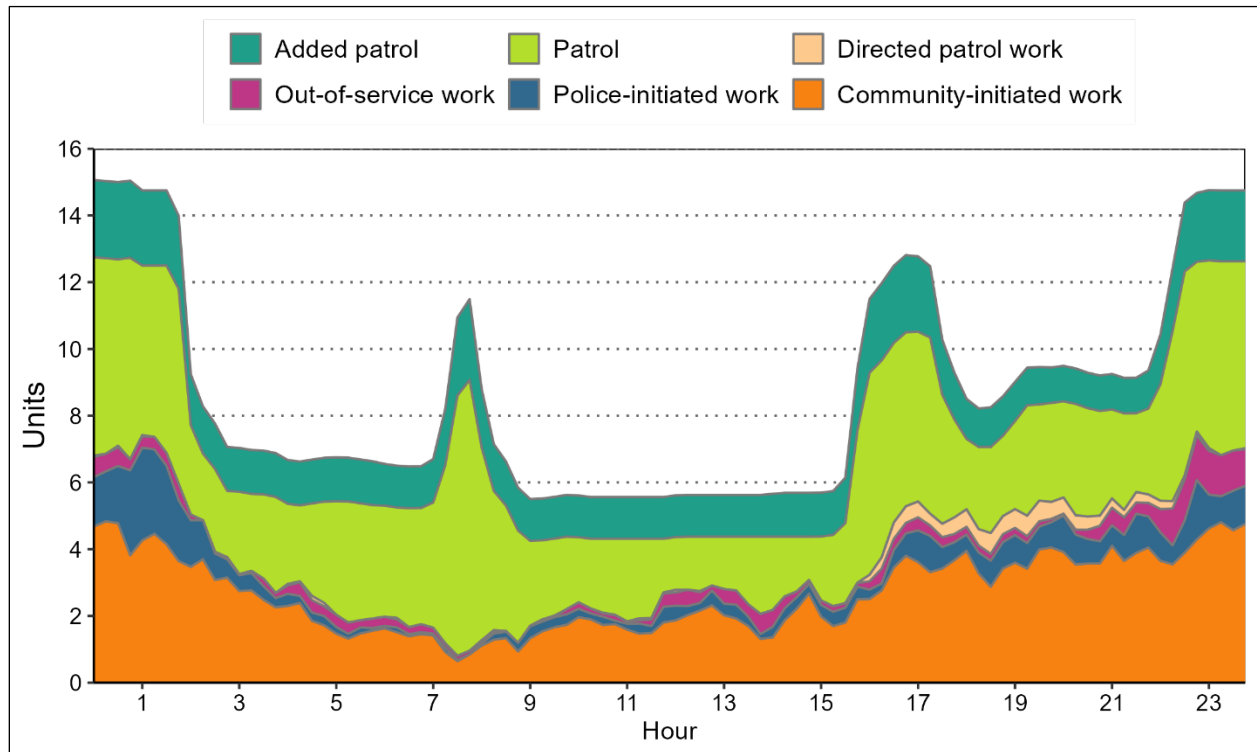
FIGURE 5-8: Percentage of Workload, Weekends, Summer 2022

Avg. Deployment: 8.7 officers per hour
Avg. Workload: 3.8 officers per hour
Avg. % Deployed (SI):   43 percent
Peak SI: 63 percent
Peak SI Time: 9:30 p.m.

Observations:

Winter:

- Community-initiated work:

  □ During the week, the workload reached a maximum of 41 percent of deployment between 6:45 p.m. and 7:00 p.m. and between 9:30 p.m. and 9:45 p.m.

  □ On weekends, the workload reached a maximum of 49 percent of deployment between 7:15 p.m. and 7:30 p.m.

- All work:

  □ During the week, the workload reached a maximum of 61 percent of deployment between 7:45 p.m. and 8:00 p.m.

  □ On weekends, the workload reached a maximum of 68 percent of deployment between 7:15 p.m. and 7:30 p.m.

Summer:

- Community-initiated work:

  □ During the week, the workload reached a maximum of 51 percent of deployment between 6:30 p.m. and 6:45 p.m.

  □ On weekends, the workload reached a maximum of 47 percent of deployment between 2:45 p.m. and 3:00 p.m. and between 6:00 p.m. and 6:15 p.m.

- All work:

  □ During the week, the workload reached a maximum of 64 percent of deployment between 6:00 p.m. and 6:15 p.m. and between 6:30 p.m. and 6:45 p.m.

  □ On weekends, the workload reached a maximum of 63 percent of deployment between 9:30 p.m. and 9:45 p.m.

As indicated earlier, the figures and data represented above are from two 8-week periods during winter and the summer of 2023; the data is broken down by weekdays and weekends. In evaluating the workload against the available staffing in the MPD patrol division it "appears" the division is properly staffed.

We know from conducting assessments involving departments throughout the country that these workload numbers do not represent all work being done in the department. Police culture by its very nature does not encourage 100 percent accounting of an officer's time. Beat integrity is a cultural element in all departments and beat integrity encourages officers to be available to handle any service call or crime report in their area of responsibility. As a result, officers tend to remain "available" in the department's CAD system and not record all activity such as report writing and other administrative tasks.

It is important to point out that the data that CPSM used to create the above figures was based entirely on information from the computer-aided dispatch (CAD) records. The importance of officers accurately tracking their time cannot be understated. If Minot desires to move into the direction of being a data-driven department and to staff according to real workload, then the real workload must be measured.

Minot PD, like many departments, has its officers voice dispatch themselves whenever they are involved in any activity. This is done so that other officers hear it on the radio and are aware of where their colleague is working and what they are doing. It is deemed a basic safety principle for officers. However, along with that safety protocol, many departments have established protocols where officers can place themselves on a call within their mobile data computer (MDT) in the patrol car to alleviate unnecessary radio traffic. These are all best practice decisions for the agency.

Regardless of what MPD elects to do we encourage it to ensure that all officer activities are accurately captured in CAD. Additionally, not just enforcement work or citizen contact should be captured but administrative time should also be tracked. Examples of administrative time would be meal breaks and report writing when those reports cannot be tracked within the original call. MPD indicated to CPSM team members that all activities of officers are accurately captured in the CAD. Observations by team members during the site visit supported this. We compliment MPD for using best practices in tracking officer activities.

FIGURE 5-9: Percentage Events per Day, by Initiator
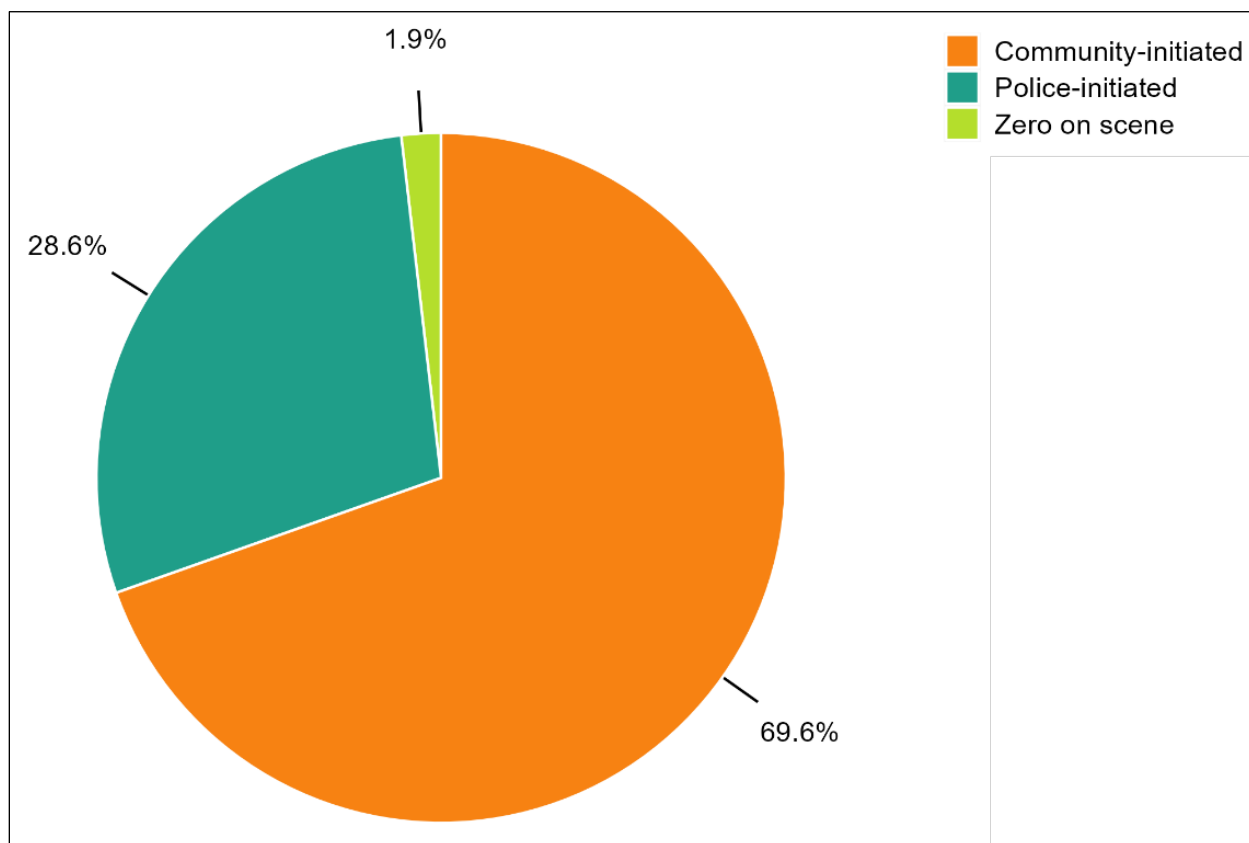
Note: Percentages are based on a total of 32,206 events.

TABLE 5-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	22,413	61.4
Police-initiated	9,197	25.2
Zero on scene	596	1.6
Total	**32,206**	**88.2**

Observations:

- 2 percent of the events had zero time on scene.

- 29 percent of all events were police-initiated.

- 70 percent of all events were community-initiated.

- There was an average of 88 events per day or 3.7 per hour.

The above data shows the percentage of activity occurring daily within MPD. As can be seen there is an average of 61.4 calls for service per day that are initiated by the community (calls into dispatch either through the business line or through 911) representing nearly 70 percent of all workload while officer-initiated activity (primarily traffic stops) represent 28 percent of all workload, or 25.2 calls per day. The zero on-scene category are simply CAD entries that amounted to so little time that they were largely excluded from the analysis.

In many cases with other agencies, we see officer-initiated and community-initiated ratios that are similar to the Minot data. It is common for officer-initiated activity to represent approximately 30 percent of the workload while community-initiated activity typically commands a much larger percentage of an officer's total workload.

The following table and figure further break down the daily events experienced by MPD. The emphasis on traffic-related stops and enforcement plus the directed patrols mentioned in the workload section above are detailed.

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FIGURE 5-10: Percentage Events per Day, by Category

Pie chart legend:
- Alarm
- Assist
- Check
- Crime
- Directed patrol
- Disturbance
- General noncriminal
- Investigation
- Suspicious incident
- Traffic
- Warrant/prisoner/vehicle

Pie chart values: 2.5%, 12.7%, 6.9%, 19.1%, 3.2%, 5.8%, 5.8%, 8.2%, 5.6%, 25.7%, 4.4%

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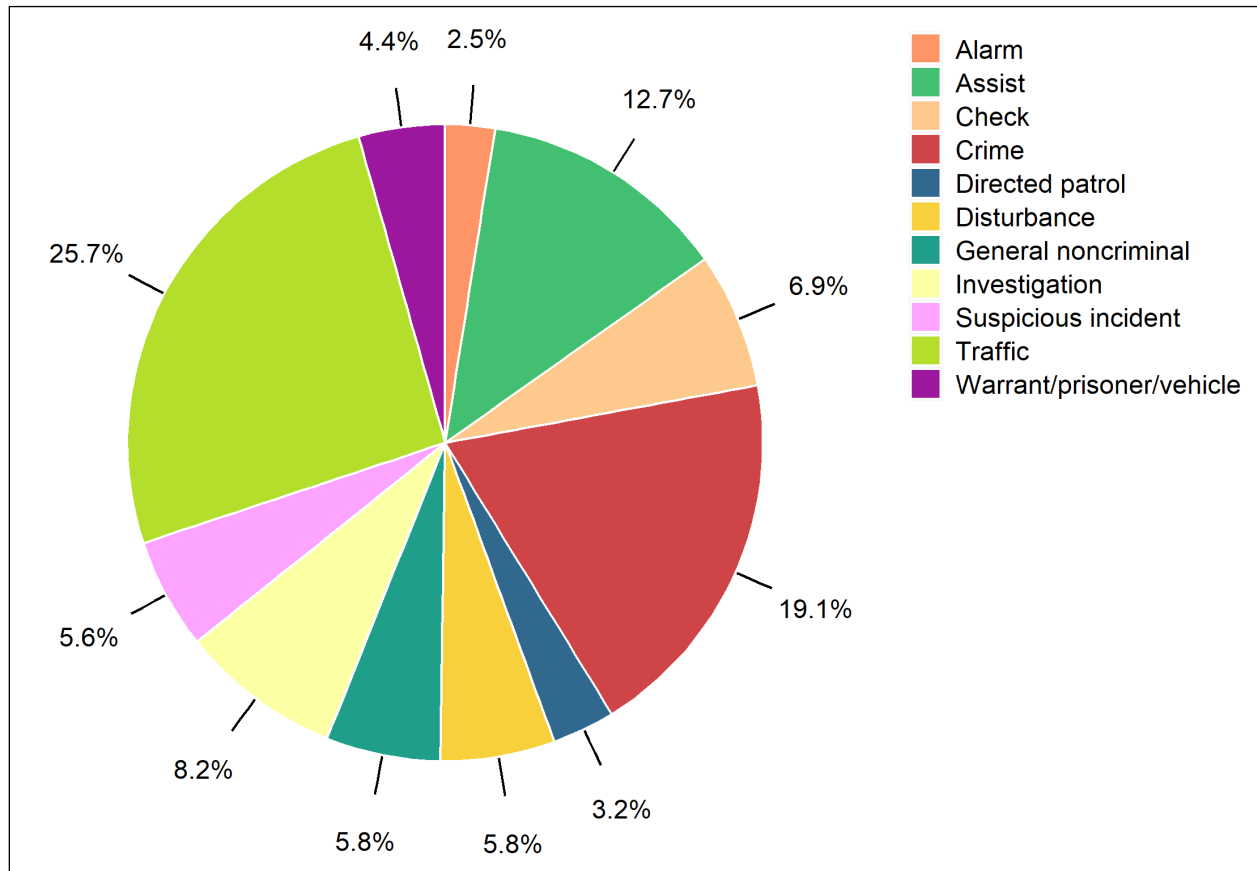
TABLE 5-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	1,234	3.4
Accident–criminal	372	1.0
Alarm	810	2.2
Animal call	632	1.7
Assist other agency	1,769	4.8
Assist public	2,322	6.4
Crime against persons	1,186	3.2
Crime against property	1,742	4.8
Crime against society	2,057	5.6
Directed patrol	1,029	2.8
Disturbance	1,875	5.1
Investigation	2,637	7.2
Juvenile	780	2.1
Mental health	131	0.4
Miscellaneous	335	0.9
Special check	314	0.9
Suspicious incident	1,817	5.0
Traffic enforcement	1,674	4.6
Traffic enforcement–criminal	799	2.2
Traffic stop	5,369	14.7
Warrant/prisoner/vehicle	1,417	3.9
Welfare check	1,905	5.2
Total	**32,206**	**88.2**

Observations:

- The top three categories accounted for 58 percent of events:
  - 26 percent of events were traffic-related.
  - 19 percent of events were crimes.
  - 13 percent of events were assists.

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POLICE BEATS AND WORKLOAD DISTRIBUTION

The Minot Police Department divides the city into three beats. Beat A is the northern half of the city. Beats B and C divide the southern half of the community. The 'beats' are historical in nature; they are large by municipal policing standards. Call volume is comparable among the beats, with Beat A generating the most calls for service by a small margin compared to Beat C. Patrol command staff advised team members they do not typically utilize all three beats to deploy staff, but rather assign officers to either north (Beat A) or south (Beat B/C). This actually makes the beats exceptionally large when treated as just two for the entire community for deployment purposes. Additionally, it impacts the ability to garner detailed statistics for smaller quadrants of the community, such as specific neighborhoods. Analysis of crime and other statistics allow for improved strategic deployment of patrol resources to address specific problems.

Many law enforcement agencies divide a community into smaller beats or divide up larger areas of the city into reporting districts (RDs) to allow for data-driven decisions to address crime and other public safety issues. Having large beats for deployment as MPD does can increase response times due to officers gathering in one area of the larger geographic north or south deployment or tending to roam the entire larger area. Beat integrity refers to officers remaining in their assigned beat or geographic area. It is an integral part of effective patrol deployment and enhances response times.

Minot State University (MSU) is located in the city limits of Minot. MSU does not have its own police department and relies on the Minot Police Department for police services. MSU does have a security department comprised of 10 security officers. The security officers handle patrol of the campus. Criminal calls and investigations are referred to MPD.

FIGURE 5-11: Percentage Calls and Work Hours, by Beat
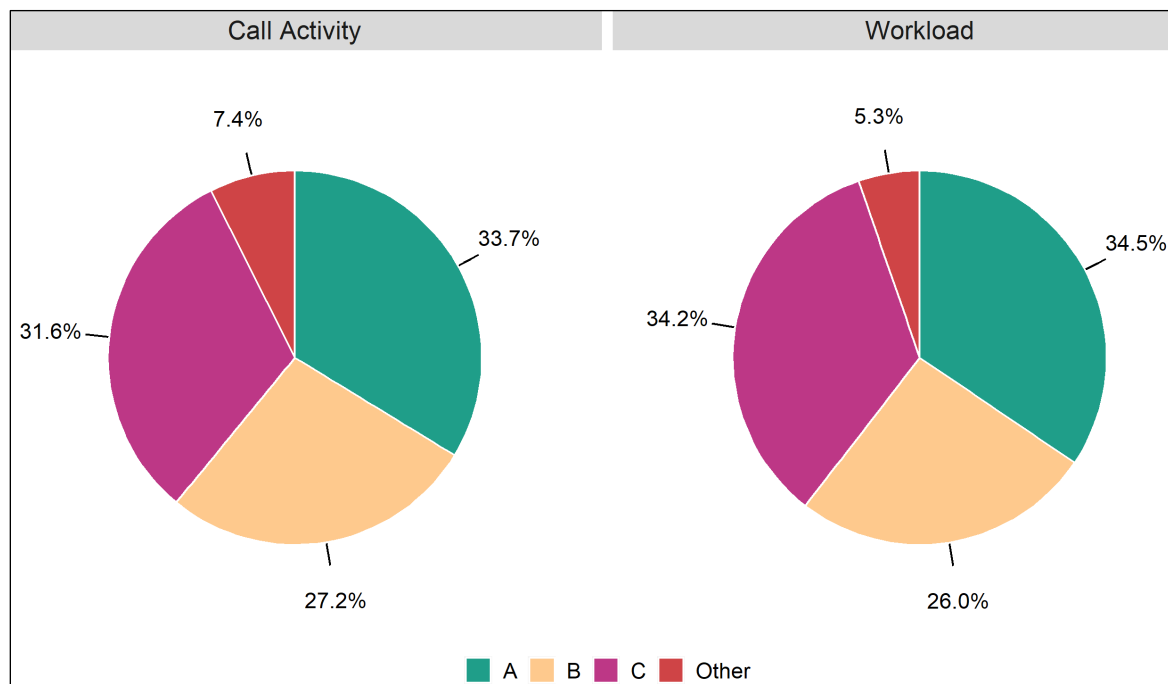
Note: The "other" category includes calls at headquarters, miscellaneous beats, and calls missing beats. About 94 percent of calls in the miscellaneous category were in beat "P2," which is the Ward County Sheriff's Office beat in the Minot area.

TABLE 5-3: Calls and Work Hours by Beat, per Day

Beat	Per Day	
	Calls	Work Hours
A	28.3	23.6
B	22.8	17.8
C	26.5	23.4
HQ	4.0	2.2
Miscellaneous	1.7	0.9
Unknown	0.5	0.5
Total	**83.9**	**68.5**

Observations:

- Beat A had the most calls, which accounted for approximately 34 percent of total calls.

- Beat A and C had larger workloads than beat B, with each accounting for approximately 34 percent of the total workload.

FIGURE 5-12: MPD Beats
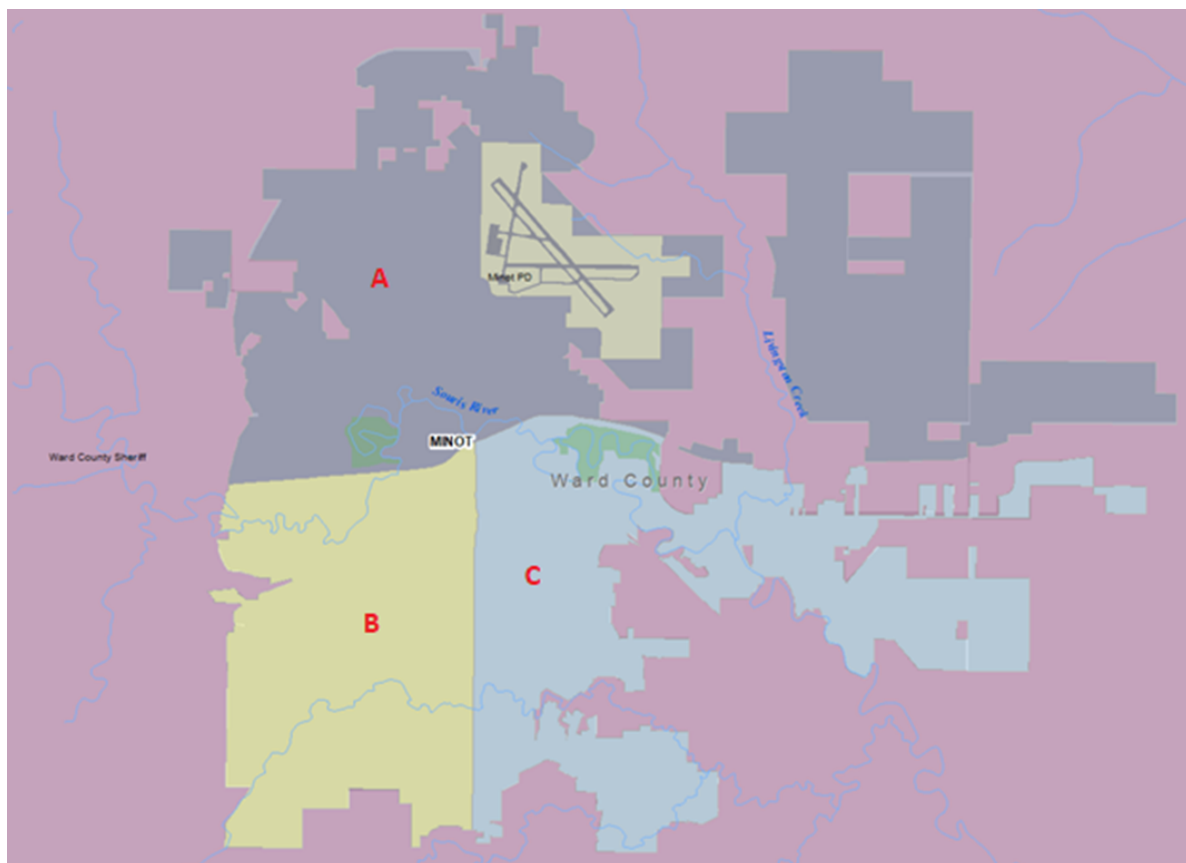
We believe that MPD should restructure its beat boundaries and increase the number of beats to make them smaller and more manageable. We also suggest that within those beats, smaller areas be broken down into separate reporting districts. Considering the area that Minot

encompasses and the call volume, Minot could easily be broken down into six to eight beats, with multiple reporting districts within those beats.

It is important to point out that a "beat" does not imply that a single officer must always be assigned that beat 24-7. A beat should be thought of as a geographic area that is manageable in size and that allows for patrol resources to be optimally deployed throughout a wider jurisdiction. Beat integrity becomes a cultural and policy expectation that officers remain in their geographic area unless priority service needs arise to have them leave that area. Ideally, beats would be designed to have reasonably similar workload and calls.

The existing three-beat configuration does not allow the department to strategically assign officers to specific areas where crime or public safety issues are prevalent. Smaller beats can also improve response time (see note below about the beats in the Response Times section). The practice of deploying officers using a two-beat, north and south, plan spreads existing on-duty officers throughout the city. This can also increase the likelihood of officers clustering in a small geographic area rather than be spread throughout the community. Officers could still be optimally deployed with existing staffing. When daily staffing exceeds the number of beats due to workload, the department could simply double-up busier beats or create rover units to provide assistance citywide. During times when staffing is not adequate to cover all beats, officers could take more than one beat per shift or have officers share beats with common borders.

Reporting districts (RD) serve an altogether different purpose. RDs should be relatively small and numerous. Breaking down areas into smaller RDs will enable better data analysis in the future. Smaller, defined areas make crime spikes easier to spot and help enable a faster solution to those problems. Smaller reporting districts would allow the department to track the impact of certain types of development and housing more carefully.

PATROL SCHEDULE

The department's main patrol force consists of patrol officers operating on 10-hour shifts starting at 7:30 a.m., 4:00 p.m., and 10:00 p.m. The police department's main patrol force deployed an average of 6.3 officers per hour during the 24-hour day in winter 2023 and an average of 7.0 officers per hour in summer 2023. When patrol sergeants are included, the department averaged 7.9 units per hour during the 24-hour day in winter 2023 and 8.6 units in summer 2023.

MPD advised team members it has a minimum staffing requirement of six units (officers) per shift. Patrol sergeants are often used to attain the minimum staffing of six. We were informed sergeants do not routinely take reports or dispatch as primary units on CFS, even when used to achieve the minimum staffing level for patrol.

The 10-hour shifts are very popular with patrol personnel. We do believe MPD's 10-hour shifts limits the number of officers available for shift coverage. A 10-hour schedule does typically require more resources than a traditional 8- or 12-hour schedule. The 10-hour shifts are popular with officers and the overlapping evening (mid) shift bolsters resources. We recommend MPD adjust the schedule of at least two officers per day on the evening (mid) shift from reporting for duty from 4:00 p.m. to 2:00 a.m. to reporting for duty from 2:00 p.m. until midnight. This will increase the number of available officers during peak call volumes.

OUT-OF-SERVICE ACTIVITIES

Workload activity is divided into three distinct categories. Community-initiated work involves calls for service that officers are dispatched to handle. For instance, when someone calls 911 to report a crime and an officer is sent to investigate, then it will be classified as a community-initiated call. Self-initiated or self-directed work is also self-explanatory. An officer who makes a traffic stop and takes whatever appropriate action deemed necessary will have that call classified as self-initiated. About 38 percent of all other work recorded in a department CAD system gets classified as being administrative in nature or as this category implies, "out-of-service" activity.

The following table is a breakdown of all out-of-service activity which CPSM extracted from MPD's CAD data.

TABLE 5-4: Activities and Occupied Times by Description

Description	Occupied Time	Count
Out of Service	33.3	2,563
Repairs	5.1	4
Reports	24.6	44
Training	100.6	204
Administrative - Weighted Average/Total Activities	**38.0**	**2,815**
Personal - Lunch	28.1	2,663
Weighted Average/Total Calls	**33.2**	**5,478**

When looking at the overall activity level of MPD officers, the most common administrative description was "out of service." There are no indications that out-of-service activity is being misrepresented or misused. However, unless properly monitored by field supervisors to ensure accountability, the use of this time categorization can become problematic.

There are some areas of this data that were further explored:

- "Out of Service" was further explored to determine if the activities being undertaken in this description are better suited in one of the other administrative descriptions. MPD staff advised CPSM team members "out of service" is most often used for officers calling out "10-6" (busy) on the radio which is keyed in CAD as "out of service" They go "10-6" for some training tasks, court appearance, restroom breaks, and some administrative tasks.

- Lunch and short breaks are noted at the bottom of the table. Typically, department policy gives an allowable lunch break period (often 30 minutes) and policy also allows for a limited number of shorter breaks, such as two 15-minute breaks during an officer's shift. Patrol SOP 1011 (Meal Periods and Breaks) outlines what is allowable. This policy establishes that meal breaks are cleared through dispatch and officers are on call while on a break.

- The fact that report writing is present and is being used at some level is encouraging; it demonstrates that officers are to some extent recording this very important administrative activity. We would suggest that to the extent possible, report writing time be captured within the originating call to be able to measure the true workload of those call categories. This may actually be occurring due to the lower count under report writing.

- The other administrative activity of note was the longest average timed activity was described as "training." It is common to have training time lasting more than one hour.

The importance of accurately capturing the use of administrative time is important. There should be a management expectation that field supervisors are actively managing the shift to ensure officers are being judicious with their time and to the greatest extent possible in their assigned beats handing community concerns. This can only be done when supervision has an accurate picture of what every officer is doing.

WORKLOAD MITIGATION STRATEGIES

Whenever evaluating the workload within any patrol force there should always be the question of what workload could be mitigated or achieved more efficiently. Minot's existing workload is manageable with current staffing. However, there are peak times during which workload demands are high. There are opportunities for some alternative ways of handling service demand that could be used for efficiency and for dealing with peak demands. Additionally, the following strategies can help ensure that on-duty capacity can be in place to handle larger incidents or at least two to three labor-intensive (two or more officers) calls for service at the same time.

By the very nature of what police officers do and the potential danger and liability associated with their actions and responsibilities, the sworn officers within any agency will be the among the most expensive labor a city will invest in. There comes a point in every organization where the use of technology and less expensive labor becomes a commonsense necessity.

Response to Traffic Collisions

Investigating traffic collisions represents a significant workload for any police department. In MPD's case it accounts for 4.4 calls per day or 1,596 calls annually (calls labeled "Accident" and "Accident–Criminal"). In most cases, collisions require multiple units and can be time-consuming at nearly 45 minutes of labor per incident in these cases.

Serious crashes involving injuries or criminal conduct (DUI, etc.) certainly require a police response. However, most crashes are minor in nature and do not involve injuries or criminal prosecution. In many of those cases, departments can either seek an alternate response or elect not to respond at all since these incidents are often deemed to be civil in nature. Non-injury crashes can be handled by the involved parties exchanging information and managing the process through their auto insurance companies.

This is a difficult decision for many organizations because it is deemed a reduction in customer service and there will likely be community push back. But if the department modifies its response now it may pay dividends in the future as this workload increases. We often recommend that departments modify their response to these types of service demands. Please see note below for use of civilian, non-sworn personnel as a method to handle information exchange on minor traffic collisions.

Use of Civilian Employees

Use of civilian, non-sworn employees in patrol work is found in departments across the nation and is deemed a best practice for departments seeking to deliver service in the most efficient manner. When deployed effectively these resources can be a force multiplier by handling nonhazardous, time-consuming patrol duties, thereby freeing up sworn officers to handle more critical functions as well as direct their efforts to community problem solving. Another benefit of utilizing civilians in the patrol workforce is the lower training threshold in comparison to sworn officers. The level of training for civilian employees is much less than that of a sworn police

officer. They do not need to attend an academy; however, we encourage that all employees receive proper training for the jobs they are tasked with performing. Extensive training should be provided to civilian employees working in the patrol function. Civilian employees can typically be hired and trained internally at a much faster rate that a regular police officer. This can be a benefit when a department is struggling to fill existing vacancies.

We do believe the addition of civilian employees into the patrol workforce would be beneficial for MPD. The re-classification of the Parking Control Officer (PCO) to a Community Service Officer (CSO) and one additional FTE civilian CSO is recommended (see note below about the part-time Fleet Manager position). The CSOs can be cross-trained for parking enforcement, traffic control, vehicle impounds, driver information exchange on non-reportable, minor vehicle accidents, handling report only lower level criminal offenses that are not in progress, and a variety of other administrative tasks currently handled by patrol officers. The CSO positions can also assist the Community Outreach sergeant with community events. The CSOs should work staggered schedules to make their impact effective during the early evening hours in addition to daytime hours when patrol-related administrative tasks are the highest. Due to the relatively low volume of animal control calls per day (1.7), the ACOs could be cross-trained as CSOs.

Alternative Reporting Options

Responding to service calls for very basic police reports is not an efficient use of sworn officers' time. Aside from using civilian employees for basic service calls, many agencies have turned to technology to offset the workload. There are off-the-shelf software solutions that provide the ability for citizens to create their own police reports through online portals or mobile applications. Many of these platforms integrate into a department CAD / RMS system for streamlined workflow. Additionally, some CAD / RMS vendors offer these solutions as well when paired to their existing systems.

MPD allows for some reports to be taken over the phone; however, this is done by a patrol officer on the street. Many of these phone reports could be handled by a civilian CSO employee mentioned above or through an online portal when for crimes or issues not in progress. We recommend MPD pursue an online reporting option through its current RMS vendor or another software vendor that specializes in online reporting. Many vendors offer kiosk-type solutions for police station lobbies in addition to reporting options on the department's website. Typically, lower-level, not in progress, property crimes and some issues needing a police case number (e.g., lost property) are the only police reports permitted to be done online.

False Alarm Mitigation

Mitigating false alarm calls is another area where agencies could be more efficient with a streamlined response and internal control mechanisms to mitigate unnecessary calls. We made inquiries to the MPD process and found it is are adhering to best practices. Minot has an industry best practice municipal code that requires all alarms in the city to be registered. The city has a model false alarm ordinance in place requiring a permit for alarm systems, and a mechanism to levy a fine for a certain number of false alarm responses by MPD.

During the evaluation period of this report MPD responded to 807 alarms, about 2.2 events per day. A majority were undoubtedly false. Although that number does not seem high it is important to point out the number will increase over time and for every alarm call there is typically a two-officer response for safety reasons. Officers responding to a call that is likely false means they are unavailable to respond to or manage a more serious community concern.

Patrol Recommendations:

- CPSM recommends that MPD establish a training matrix for patrol officers and sergeants that includes the benefits of patrol officers being proactively engaged with the community and other modern policing strategies. (Recommendation No. 37.)

- CPSM recommends that Minot PD divide up its geographic beat structure into a greater number of beats smaller in size than its existing beats. (Recommendation No. 38.)

- We also recommend the department establish smaller reporting districts for the purpose of future crime analysis work. (Recommendation No. 39.)

- We recommend MPD adjust the schedule for some officers on the evening (mid) shift from reporting for duty from 4:00 p.m. to 2:00 a.m. to reporting for duty from 2:00 p.m. until midnight in order to increase the number of available officers during peak call volume times. (Recommendation No. 40.)

- CPSM recommends that MPD explore the expansion of the use of civilian, non-sworn employees to assist the patrol division. This includes the re-classifications of the Parking Control Officer (PCO) to a Community Service Officer (CSO) and adding one FTE civilian CSO (see note below about the part-time Fleet Manager position). (Recommendation No. 41.)

- We recommend MPD pursue an online reporting option. (Recommendation No. 42.)

RESPONSE TIMES

The Minot Police Department is served by Minot Central Dispatch, which is the public safety answering point (PSAP) and dispatch center for all public safety agencies in Ward County.

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

We begin the discussion with statistics that include all calls combined. We started with 3,962 calls in winter and 5,745 calls in summer. We limited our analysis to community-initiated calls, which amounted to 2,788 calls in winter and 4,045 calls in summer. In addition, we removed the calls lacking a recorded arriving unit, a few calls located at headquarters, as well as calls not in Minot PD beats. We were left with 2,182 calls in winter and 2,977 calls in summer for our analysis. For the entire year, we began with 30,615 calls and limited our analysis to 22,179 community-initiated calls. With similar exclusions, we were left with 17,005 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares summer and winter periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 5-13: Average Response Time and Dispatch Processing, by Hour of Day, Winter and Summer, 2023
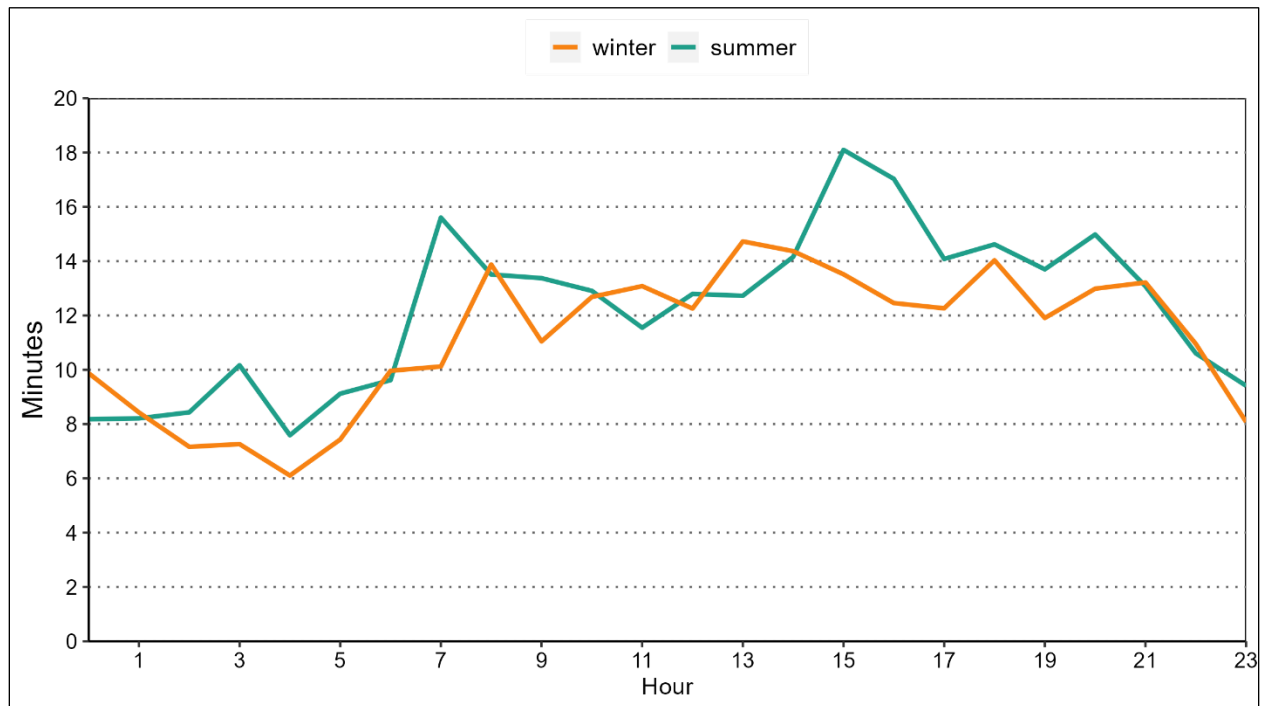
The above figure shows the consistency in department response times at different times of the year (winter and summer). Many agencies we analyze show lower response time during the early morning hours with times steadily increasing as it gets later in the day and calls get heavier. This pattern shows the MPD response times also vary significantly by the hour of the day. In the winter, the longest response times were between 1:00 p.m. and 2:00 p.m. with an average of 14.7 minutes. The shortest response times in the winter were between 4:00 a.m. and 5:00 a.m., with an average of 6.1 minutes. The longest response times in the summer were 18.1 minutes between 3:00 p.m. and 4:00 p.m., with the shortest response times being 7.6 minutes again between 4:00 a.m. and 5:00 a.m. The longest and shortest response times of the day in the winter and summer correlate to the call volumes during those same times.

The following table shows response times by season to the various types of calls received.

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TABLE 5-5: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	6.7	6.1	12.9	150	6.4	6.0	12.4	147
Accident–criminal	9.6	7.7	17.3	33	10.0	7.6	17.6	47
Alarm	1.7	4.1	5.8	109	1.3	3.5	4.9	134
Animal call	11.7	6.7	18.4	35	13.6	7.5	21.1	63
Assist other agency	3.5	4.1	7.7	165	3.6	4.1	7.6	268
Assist public	9.0	6.1	15.1	117	11.7	6.8	18.5	215
Crime against persons	6.5	6.3	12.8	69	10.5	7.9	18.4	115
Crime against property	10.0	7.2	17.2	162	9.3	6.9	16.2	211
Crime against society	4.3	4.8	9.1	182	5.6	5.5	11.0	283
Disturbance	4.1	5.2	9.3	234	5.5	5.5	11.0	282
Investigation	5.3	5.2	10.6	209	7.6	6.5	14.0	282
Juvenile	10.3	6.7	16.9	92	10.6	6.2	16.9	76
Mental health	2.9	5.4	8.3	25	1.9	4.9	6.8	16
Miscellaneous	2.9	6.9	9.8	10	8.2	4.3	12.5	22
Special check	0.4	4.1	4.5	8	0.7	5.7	6.5	14
Suspicious incident	6.0	4.4	10.4	153	5.9	5.0	10.9	277
Traffic enforcement	9.3	5.7	15.0	111	8.7	5.9	14.6	145
Traffic enforcement–criminal	1.8	3.9	5.6	15	8.7	5.3	13.9	11
Warrant/prisoner/vehicle	7.5	5.8	13.3	85	6.3	6.1	12.4	97
Welfare check	8.1	5.5	13.6	218	8.2	5.4	13.7	272
Total Average	**6.4**	**5.5**	**11.9**	**2,182**	**7.1**	**5.7**	**12.9**	**2,977**

Note: The total average is weighted according to the number of calls per category.

MPD's fastest overall response time is associated with alarm calls. The longest response times for both winter and summer were to general noncriminal calls.

Next we will examine the response to calls based on priority. Police departments will divide call types by priority as a means to ensure more pressing calls receive a faster response than more routine calls. MPD divides calls into four priority levels; "high" for the highest-priority calls, "medium" for the next priority, "low" for the lowest-priority calls, and "follow-up" for calls not requiring a quick response. Also, we studied injury traffic accident responses. One reason we look at injury collision calls is because agencies typically consider that call some level of an emergency response and they will be among the faster response times in these categories.

Note the 90th percentile category simply shows the response time 90 percent of the time versus the average noted in the first columns.

TABLE 5-6: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
High	2.8	4.6	7.4	4,418	12.4
Medium	7.6	6.1	13.8	6,169	31.2
Low	8.9	6.2	15.1	3,496	34.0
Follow-up	7.9	6.2	14.1	2,922	32.4
Total	**6.7**	**5.7**	**12.4**	**17,005**	**27.1**
Injury Accident	1.8	3.2	5.0	121	7.6

Note: The total average is weighted according to the number of calls within each priority level.

The dispatch time noted is the total time from the moment a 911 call is received, entered into the CAD system, and sent to a patrol unit for a response. The travel time is self-explanatory; it begins the moment a call is received by the officer and continues through the time it takes to drive to the location of the call.

Ideally, departments strive to have a response time of five minutes or less to critical, in-progress calls that may pose a threat to life. In the case of MPD, the highest category of calls is "High" and the average response time to those calls is well over the five-minute target.

Agencies often have multiple call types included in the highest priority responses and which may not be as serious as many true emergencies are; therefore, the totals in this call category can be misleading. However, injury collisions are serious and almost always garner a fast response. MPD's response in this area is right at the industry standard goal of five minutes.

The highest priority calls had an average response time of 7.4 minutes, which was lower than the overall average of 12.4 minutes for all calls. For high-priority calls, the longest response time occurred between 3:00 p.m. and 4:00 p.m., with an average of 9.6 minutes. The shortest response times for high-priority calls were between 1:00 a.m. and 2:00 a.m. and 5:00 a.m. and 7:00 a.m. with an average of 5.7 minutes.

We believe one of the reasons MPD does not meet a standard of close to five minutes is primarily due to the current officer deployment strategies into two large beats (A and B/C). Dividing the city into more beats that are geographically smaller and assigning an officer to each should reduce response times by having officers closer to calls occurring in their assigned smaller area of responsibility.

SPECIAL WEAPONS AND TACTICS (SWAT)

The Minot Police Department has a tactical team operated as a regional Special Weapons and Tactics (SWAT) team. The team is made up of officers from MPD, deputies from the Ward County Sheriff's Office, and tactical medics from the Minot Fire Department. The team is comprised of 15 tactical operators, 4 snipers, 7 tactical medics, and a physician serving as a tactical doctor. The team is under the command of a patrol sergeant who reports to the Operations Division Captain.

Due to MPD being one of the larger law enforcement agencies in North Dakota and the largest agency in the region, it provides SWAT resources for a large section of northwestern North Dakota. North Dakota has just six SWAT teams in the state. If MPD needs additional tactical

resources, one or more of the other five tactical teams would respond in a mutual aid capacity. MPD receives grant funding from the State of North Dakota to support its regional response as a tactical team.

CPSM team members were very impressed with the quality of equipment and resources the MPD SWAT has. It is equipped at a level that matches many larger metropolitan police departments. All of the equipment for SWAT team members including their vests, helmets, and rifles are kept in the SWAT storage room or on the SWAT bus. This is a great strategy for a full team deployment outside of Minot. However, in a critical incident, a patrol officer who is also a SWAT team member does not have any tactical equipment with them while on duty. If SWAT resources or less-lethal munitions (bean bag shotgun, 40mm rounds, Pepperball) are needed, a SWAT officer would need to return to the police station and enter a code in at least three door or lockers to access the equipment.

MPD should consider purchasing "go bags" for SWAT team members assigned to patrol. This would allow them to carry their helmet, vest, and other personal tactical equipment with them while on duty to provide an immediate tactical resource in an emergency. Additionally, we recommend SWAT officers be permitted to carry their department-issued rifle while on-duty for patrol rather than relying on a shared rifle assigned to each patrol vehicle. As mentioned in the Fleet section of this report, the shared rifles have limitations. Trained tactical officers properly equipped on police patrol can contain an emergency situation and provide responding SWAT command with important on-scene intelligence while awaiting a full SWAT team deployment.

CPSM was advised that SWAT maintains all less-lethal force options. Less-lethal force options often include, but are not limited to, bean bag shotguns, 40mm launcher, and Pepperball launchers. Less-lethal force options can be an effective response to persons armed with weapons other than firearms. For MPD to deploy less-lethal in an emergency, an officer trained in less-lethal would need to go to the police station and obtain the less-lethal tools from the SWAT vehicle. We recommend MPD train sergeants in the use of less-lethal munitions and equip the supervisor vehicles with less-lethal options. This will allow for a faster response to a critical incident where a less-lethal option may prevent the need to utilize deadly force.

The current SWAT team policy (403) is a model tactical team policy and covers the basic elements of tactical team operations, selection, and training. While MPD SWAT is training an average of 12 hours per month, this does not meet the National Tactical Officers Association (NTOA) standards for a SWAT team. Because of the highly technical and complex nature of SWAT team operations, the training required is extensive. The danger, stress, and liability associated with SWAT or SRT teams also demand rigorous training standards. According to the NTOA, teams should train at least 16 hours per month. We recommend MPD increases its tactical team training by 4 hours a month for a total of 16 hours per month to meet NTOA standards.

In 2020, the SWAT team was utilized 4 times and two times in 2021 and 2022. There has been one callout of the team in 2023. We were advised MPD has reduced the use of SWAT for narcotics search warrants, which is a national trend and best practice. This explains the reduction in the number of callouts. Many law enforcement agencies are moving away from dynamic entries for narcotics search warrants due to the high risk of this type of use of SWAT.

TABLE 5-7: SWAT Team Callouts / Use

	2020	2021	2022	2023
Callouts	4	2	0	1

MPD does have a Crisis Negotiation Team (CNT) made up of eight trained negotiators. This is a regional team with members also from the Ward County Sheriff's Office. All of the negotiators have at least level two training in crisis negotiations, and some have achieved level three training. CNT deploys with the SWAT team on callouts. They also train with the SWAT team.

MPD does have a formal after-action review (AAR) process for critical or major incidents. The AAR process allows for a major incident or event to be debriefed where lessons learned can be implemented. This fosters discussion that improves response to future events and addresses safety concerns and other lessons learned. We applaud MPD for utilizing a formal AAR process.

Tactical Team (SWAT) Recommendations:

- CPSM recommends Minot increases its SWAT team training to 16 hours per month in compliance with NTOA. (Recommendation No. 43.)

- MPD should consider equipping patrol officers who are SWAT team members with SWAT resources in order to have trained tactical officers available to immediately respond to a critical incident. Additionally, we recommend allowing SWAT officers to check out their assigned department-issued SWAT rifle daily to be secured in their assigned patrol vehicle rather than the shared patrol rifle. (recommendation No. 44.)

- We recommend MPD train sergeants in the use of less-lethal munitions and equip the supervisor vehicles with less-lethal force options. (Recommendation No. 45.)

K-9 OPERATIONS AND BOMB TEAM

MPD has utilized police service dogs for more than two decades. It currently has three dogs assigned to patrol with their trained police officer handler. The police dog and their handler comprise a K-9 team. One dog is trained in explosive detection as a "bomb dog" and tracking. The other two dogs are trained in narcotics detection and tracking. All dogs are trained for suspect apprehension and handler protection. MPD utilizes recognized K-9 trainers to acquire their police dogs.

The K-9 Unit policy (309) is a model K-9 operations policy that covers training, when the use of a police dog is authorized, and handler responsibilities. The K-9 Unit trains together 16 hours a month. They often train with other K-9 teams in the region. There have been no bites by the police dogs since 2016. MPD does an excellent job of recordkeeping of K-9 deployments and training. The K-9 teams were utilized 233 times in 2023, with a nearly equal distribution of tracking uses and narcotics detection. K-9 teams are assigned a marked, take-home police vehicle. The One K-9 team is currently assigned to each of the three patrol shifts. We recommend at least one narcotic detections K-9 team be assigned to the Focused Enforcement Unit.

MPD receives federal funds to maintain a Bomb Team. MPD's explosive detection K-9 team is assigned to the Bomb Team. The bomb team is made up of MPD officers, a Ward County Sheriff's deputy, and a member of the Minot Fire Department. The team averages 10 to 15 deployments a year across a large response region of the state. Bomb sweeps by the K-9 team are a majority of the deployments.

K-9 Operations and Bomb Team Recommendation:

- CPSM recommends MPD assign one of the K-9 teams to the Focused Enforcement Unit. (Recommendation No. 46.)

FOCUSED ENFORCEMENT UNIT

MPD recently created a street crimes-style team to proactively address crime trends. It refers to the team as the "Focused Enforcement Unit." Special units such as this can be effective to augment patrol, as a force multiplier, and to address specific crime trends. However, these units are only effective when their activities are led by effective intelligence. Deployment should be based on analysis of crime data and trends. The unit needs to be given specific goals and a detailed mission for maximum effectiveness.

The Focused Enforcement Unit is currently staffed with one police sergeant. Other officers are assigned to the unit when staffing permits. For the unit to be most effective, it needs to have dedicated personnel. Additionally, an MPD crime analyst should play a role in providing the crime data and hot-spot locations for the unit to address. As noted above in the K-9 section, we recommend one K-9 team (handler and dog) trained in narcotics detection be assigned full-time to the Focused Enforcement Unit. An additional police officer should be assigned full-time to the unit. Additional resources can be added to the team for mission-specific purposes on a temporary basis.

We recommend MPD develop a policy for the Focused Enforcement Unit outlining the mission of the unit, specific goals, and procedures for deployment and use. This policy should clearly specify that intelligence-led policing initiatives will be used to make the Focused Enforcement Unit effective.

Focused Enforcement Unit Recommendations:

- CPSM recommends MPD assign one of the K-9 teams to the Focused Enforcement Unit. (Recommendation No. 47.)

- CPSM recommends at least one police officer be assigned full-time to the Focused Enforcement Unit. (Recommendation No. 48.)

- We recommend MPD develop a policy for the Focused Enforcement Unit outlining the mission of the unit, specific goals, and procedures for deployment and use. This policy should clearly specify intelligence-led policing initiatives that will be used to make the Focused Enforcement Unit effective. (Recommendation No. 49.)

POLICE PATROL FLEET

Minot PD has approximately 25 marked police vehicles in its fleet. The fleet is predominately Ford Explorer SUVs. Other than K-9 team members, vehicles are not assigned to specific officers, groups of officers, or shifts. Marked police vehicles are checked out daily by officers at the beginning of their tour of duty. Since all marked vehicles are in the fleet pool for patrol, an officer may have a different vehicle assigned to them each workday. The marked police fleet appears to be well-equipped with modern police equipment.

"Hot seating" cars (that is, 24-hour continuous use) in a fleet pool structure such as MPD uses causes cars to not be as well cared for, equipment in the car to not be as well maintained, and officers to not take a sense of ownership in something they are not assigned to for a longer term. Additionally, the cars have little down time between shifts, making their lifespan shorter. We recommend MPD permanently assign no more than two officers to each marked police vehicle. This may require the purchase of some additional marked police vehicles in order to maintain

several pool cars that can be utilized when an officer's assigned car is down or in for scheduled maintenance. Assigned vehicles will be better cared for, last longer, create a sense of ownership by officer in the vehicle assigned to them, and add a level of accountability for the condition of the vehicle and the equipment assigned to it.

A patrol rifle is assigned to each marked patrol unit. The rifle is secured in a locked mount between the front seats and the in-car camera system is activated anytime the rifle is removed from the secure mounting system. The patrol rifles are equipped with rail mounted electronic optics. Team members were advised that the patrol rifles are inspected monthly and seldom are they fired at the range or the optics zeroed in. At least one of the patrol rifles mounted in a marked police vehicle was observed to be covered in a layer of dust. Monthly inspection of this important piece of equipment is not a best practice.

We recommend officers check-out a patrol rifle daily and it be inspected at the beginning and end of each shift. The rifles should be zeroed in on the range regularly. If the above recommendation of assigning no more than two officers to each marked patrol vehicle is implemented, then the rifle could be assigned to that specific vehicle and still be inspected daily by each of the assigned officers when they begin their tour of duty. These same assigned officers could also be responsible for zeroing in the rifle assigned to their car and for making sure the rifle is always in a state of readiness.

MPD maintains police patrol bicycles for use during warmer weather months. Bike Patrol is utilized for special events or specific missions seasonally. Officers are permitted to take a police bike with them on patrol utilizing a bicycle rack on the back of their patrol vehicle. This gives them the flexibility to park their police vehicle and switch to bike patrol in a specific area of the community.

A part-time fleet manager is employed by MPD to coordinate fleet related activity. This includes scheduling or regular maintenance on police vehicles and arranging for the vehicles to be dropped off at a repair facility.

Police Patrol Fleet Recommendations:

- CPSM recommends MPD assign no more than two officers to each marked police vehicle and purchase additional marked police vehicles if needed to allow for this. (Recommendation No. 50.)

- We recommend officers check-out a patrol rifle daily and it be inspected at the beginning and end of each shift. The rifles should be zeroed in on the range regularly. (Recommendation No. 51.)

ANIMAL CONTROL OFFICERS AND PARKING CONTROL OFFICER

Animal control services for the City of Minot are handled by two Animal Control Officers (ACO) who work in the Minot Police Department under the Operations Division captain. Animal control handled 632 animal-related calls in the year studied, or 1.7 calls per day. Minot does not have its own animal shelter but rather contracts with the Minot Veterinary Clinic. The Minot Veterinary Clinic handles animal sheltering and impounds of dogs and cats, pet adoptions, and euthanasia. When team members were onsite, one ACO position was vacant.

MPD has one Parking Control Officer (PCO) position. The PCO handles the enforcement of parking time limits in the downtown area and other parking complaints in Minot. The PCO and ACOs also assist patrol officers with vehicle impounds, traffic control, and other administrative

tasks not requiring a sworn police officer response. The use of the PCO and ACO positions to assist patrol is a force multiplier and best practice.

As previously mentioned in the section on patrol, we do believe the addition of civilian employees into the patrol workforce would be beneficial for MPD. The reclassification of the Parking Control Officer (PCO) to Community Service Officer (CSO) would be a step in that direction. The CSOs can be cross-trained for parking enforcement, traffic control, vehicle impounds, driver information exchange on non-reportable, minor vehicle accidents, handling report-only, low-level criminal offenses that are not in progress, assisting ACOs, and a variety of other administrative tasks currently handled by patrol officers. The CSO positions can also assist the Community Outreach sergeant with community events. One additional civilian CSO is recommended in FY 2025. This could be accomplished by converting the part-time fleet manager position to a full-time CSO. Additionally, MPD should consider converting the ACOs to CSOs and cross-training them to assist in CSO duties during peak times.

Animal Control and Parking Control Recommendations:

- CPSM recommends MPD reclassify the Parking Control Officer position to Community Service Officer (CSO). The CSOs can be cross-trained for animal control, parking enforcement, traffic control, vehicle impounds, driver information exchange on non-reportable, minor vehicle accidents, handling report-only, lower-level criminal offenses that are not in progress, and a variety of other administrative tasks currently handled by patrol officers. The CSO positions can also assist the Community Outreach sergeant with community events. (Recommendation No. 52.)

- One additional CSO position is recommended in FY 25 by converting the fleet manager position from part-time to full-time and reclassifying it as a CSO. (Recommendation No. 53.)

- We recommend cross-training the Animal Control Officers (ACO) as Community Services Officers (CSOs) in addition to their ACO duties for use during peak times on patrol and as a force multiplier. (Recommendation No. 54.)

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SECTION 6. INVESTIGATIONS

This segment of the report reviews the operations of the Minot Police Department Criminal Investigations Division (CID) and the various units as well as the functions related to investigation efforts. The Criminal Investigations Division includes the following workgroups:

- Detective Unit.

- Intel Analyst.

- Bomb Unit (Collateral Assignment).

- Crime Scene Response Unit (Collateral Assignment).

- Regional Task Force Teams.

Other collateral work units that include CID investigators include two investigators assigned to the Crisis Negotiation Team and four with the department's Peer Support Team. MPD investigators can also participate in the CSRU, SWAT, and the Bomb Unit.

In many fundamental respects, the investigation process has changed significantly over the past decade because of technological advances, the emergence of cybercrimes, drug epidemics such as the fentanyl crisis, and the increasing gun violence plaguing American communities. Equally, the complexity and length of police investigations have an impact on resources. Investigations are compounded by the public expectations for investigative accountability, the application of software systems, and the prolonged time needed to upload and review various types of video recordings. Law enforcement agencies must also conduct fair and equitable investigations leading to the arrest and subsequent conviction of criminal offenders while increasing public trust in the process.

The Criminal Investigations Division (CID) is led by a captain. The CID lieutenant reports to the captain and utilizes two police sergeants to supervise CID operations. CID utilizes the title of police investigator to define the role of an officer assigned to CID. While the position is not a promotion or civil service position, all candidates are interviewed and approved by the Chief of Police for the position of Investigator.

In this review, CPSM is committed to offering best practice recommendations through examinations of overall detective performance, operations, advanced management concepts, and collaboration with nonprofits and the community at large. This review will assess the following areas of MPD's Criminal Investigations Division to include the various investigative workgroups and the Bomb Unit:

- Crime reduction strategies and various statistics.

- Staffing levels, training plans, and administrative processes.

- Case assignment, case intake, and closure rates.

- Policy analysis and structure of the bureau.

- Detective functions.

STAFFING

CID is appropriated 17 full-time personnel including two professional (civilian) specialists and 15 sworn police officers, led by a police captain, managed by a police lieutenant, and supervised by two sergeants. The staffing shortage during the CPSM assessment includes two investigators and two TFOs. The shortage of two personnel is related to retention and recruitment challenges facing most American law enforcement organizations. The challenge of replacing vacant investigator positions becomes more difficult as senior personnel cannot transfer until new officers are hired, attend an academy, and complete the Field Training Officer Program.

TABLE 6-1: CID Staffing

2023 Position	Budgeted	Actual	Vacant
Commander	1	1	0
Lieutenant	1	1	0
Sergeant	2	2	0
Investigators	7	5	2
Task Force Officers (TFOs)	4	2	2
Civilian Intelligence Analyst	1	1	0
Civilian Forensic Analyst	1	1	0
Total Authorized Personnel	**17**	**13**	**4**

Source: Minot Police Department's Criminal Investigations Division

The Minot Police Department participates in the two regional task forces, namely the Ward County Narcotics Taskforce with two of four officers currently deployed with the unit, and one collateral officer with the Bureau of Alcohol, Tobacco, and Firearms (ATF). The MPD also assigns four investigators to the regional Internet Crimes Against Children Task Force (ICAC) on a collateral (as needed) basis.

To fill vacant CID positions, the department announces investigative openings to all members. MPD officers can submit emails of intent and interviews are conducted with all candidates before CID positions are chosen. The CID investigator candidates are based on achieving senior/master officer levels through performance and years of service merits. MPD has seven available slots with five slots currently filled with limitations due to vacancies. All officers chosen for investigator positions are not provided compensation for the assignment; however, take-home vehicles are provided for all investigators. CPSM staff reviewed the structure and operating procedures and concluded the protocols set in place are antiquated in areas such as the lack of civilian opportunities and the generalization of detective workgroups. CPSM recommends the MPD expand its current investigator (600) policy to include specific assignments within CID and define the position of senior/master officer positions.

Per operational protocol, investigators are chosen for CID positions with no written procedures for a rotational schedule; however, in 2022 the MPD Chief of Police authorized all sworn officers to rotate every five years to improve proficiency and skills while preventing stagnancy. The CID investigators rotate every five years; however, two of the seven positions are classified as "long-term" assignments within CID. CPSM recommends MPD expand Policy 600 and provide a written matrix of detective rotation assignments and the process of how investigators are selected. An expanded investigative policy to include rotation schedules and a selection process is recommended by the International Association of Police Chiefs (IACP) and the Police Executive Research Forum (PERF).

As a more contemporary approach to detective assignments, the IACP recommends a detective rotational schedule to expand the breadth of knowledge throughout an organization. This approach moves the experience throughout an organization and maintains a positive work culture as others can be assigned to detective positions. CPSM recommends CID consider a detective rotation schedule of three to five years, with the ability to extend individual rotations based on investigative needs. A defined MPD policy defining the rotation process and assignment will reduce misperception of how the rotation process functions.

Based on the number of sworn personnel and the various working groups within the division, CPSM evaluated the span of control, which is defined as the number of personnel a supervisor is responsible for directing, guiding, and communicating with daily. CPSM found the current supervisor-to-officer ratio to be sufficient and to meet national expectations and best practices. Assigning the appropriate number of supervisors for personnel benefits the quality of work while reducing the risk of liability exposure for the Criminal Investigations Division. This recommendation is based on best practices by the Internal Association of the Chiefs of Police as well as the U.S. Department of Justice, Office of Justice Programs. Research literature recommends one supervisor for every six police officers and many versions and research models are recommending up to eight police officers for one police supervisor to manage. The actual number depends on several factors that each organization must consider.

For this assessment, CPSM recommends MPD redefine the responsibility of each Investigative sergeant to better equip the unit with well-trained, experienced supervisors. As an example, MPD would benefit from assigning one sergeant to one group of investigators and another sergeant to a second workgroup. The current detective structure includes various responsibilities from reviewing non-fatal overdoses to conducting investigations regarding gangs, organized crime, and narcotic dealers with the likelihood of seizing narcotics and money. A direct narcotics supervisor would minimize the liability exposures related to narcotics investigations and tactical operations.

CID Work Schedule

The 2023 work schedule for the detective staff is designed in the following format: Administrative Schedule, Monday through Friday, 7:30 a.m. to 4:00 p.m.

Based on a review of the detective work schedule and responsibilities, CPSM acknowledged the need for various functional shifts as well as the collateral assignments of selected detective personnel.

Policy

The Criminal Investigations Division is guided by policy 600 (Investigation and Prosecution) and procedure that is managed through the Lexipol service.

It is a law enforcement officer's commitment to the community they serve to uphold their responsibility to incorporate the most contemporary policies regarding traditional and emerging issues. Policies that serve as operational guidelines are critical to the effective and efficient management of any organization. Given the mission of law enforcement and ever-changing laws that regulate the performance of such, a comprehensive and current policy manual is vital. Few law enforcement agencies, including the Minot Police Department, have resources available to maintain a comprehensive, up-to-date policy manual.

The most useful policies are developed with clear and firm guidance for preferred operational outcomes. Yet, no model policy meets all the needs of any police agency nor fits every incident

imaginable. Instead, the development and assessment of policies is an ongoing process that requires adherence to U.S. Supreme Court rulings, federal/state statutes, local ordinances, regulations, and judicial and administrative decisions. Policies must also include guidelines and procedures for an array of operational challenges while considering an understanding of political and community perspectives and customs, as well as aligning with provisions of collective bargaining agreements. Policy development must also include consultation from an agency's legal advisors before implementation. Therefore, agencies must decide how to maintain up-to-date policies that incorporate national standards and model policies with general order manuals.

Through MPD's annual subscription with Lexipol, the department has access to a full library of customized, state-specific law enforcement policies that are automatically updated in response to new state and federal laws to include court decisions. Lexipol also offers online training bulletins, videos, and other platforms to meet police training mandates. A police department is offered various levels of services based on pricing and annual contracting agreements that MPD should continue with. MPD's policy development and analysis are provided by Lexipol and approved by the Chief of Police and the command staff along with legal consultation from the city's legal advisors. This approach is a best practice for police organizations.

The Minot Police Department incorporates a national best standard in its use of the Lexipol Enforcement Policies and Procedures and has contracted to use Lexipol's Knowledge Management System (KMS).   KMS provides electronic policy acknowledgment by all MPD employees, tracking automatic archiving of prior policies, and training for all department personnel. MPD has yet to use the full services of Lexipol in its policy development and training bulletins, which would reduce the department's workload while ensuring all members of the department receive training bulletins as well as acknowledge policy changes.

Eight MPD policies were reviewed as part of our assessment of the CID and which have a direct nexus to the efforts of training, documenting, and reviewing cases within the department. CID policies that were reviewed are:

- 600 - Investigation and Prosecution.

- 603 - Asset Forfeiture.

- 602 - Informant Management.

- 603 - Eyewitness Identification.

- 604 - Brady Information.

- 605 - Sexual Assault Investigations.

- 606 - Warrant Service.

- 607 - Operations and Deconfliction.

- 609 – Crime Scene Response Unit.

The policies and written procedures reviewed by CPSM meet basic industry standards; however, MPD would benefit from seeking resources from IACP and expanding its current policies to include detective responsibilities and accountabilities in tracking supplemental reports and the timeline for submitting investigative updates regarding active cases. Case reviews and tracking are undertaken by MPD but are not included in the policies CPSM reviewed.

Policy 600 guides detectives in evaluating criteria for determining whether to conduct follow-up investigations and when to deactivate investigative efforts. The investigations policy should mandate case progress reporting and the need for detectives to provide updated reports at least once a week or more frequently if needed as well as case file management instructions. These recommended aspects of the policy provide performance expectations for detective personnel to follow.

CID Body-Worn Video Program

The MPD utilizes a Body-Worn Video program. There are many public and organizational benefits of a BWV program such as resolving what would otherwise be unprovable allegations while providing clarity in many encounters involving the police and the public including CID special operations and critical events such as officer-involved shootings. BWV enhances community trust and credibility through accountability and a commitment to transparency. MPD utilizes a Records Unit digital evidence technician to assist with maintaining digital evidence to include BWV footage. The use of the evidence technician position provides a best-practice approach to managing a BWV program.

An interview with the evidence technician provided quality insight and the exceptional work being performed in this position. With the constant changes in BWV laws, redacting software, and new technologies by Axon, MPD will need to invest and possibly expand this position. CPMS recommends MPD increase the training level of the evidence technician and provide ongoing professional development. MPD is commended for using a non-sworn professional staff position as an evidence technician.

MPD requires all CID personnel to wear their BWC devices when conducting field investigations and the performance of special operations, search warrants, and high-risk situations. Investigators are also required to wear BWC devices when wearing a police uniform and donning body armor vests.

Training & Section Manual

In our policy review, CPSM compares a section's "how-to" manuals with department policies to ensure there is a more specific procedure manual that establishes better practices for all personnel. CPSM found that CID does not have a division or unit manual specific to the Criminal Investigations Division.

MPD does not have a specific operational CID section manual to further professional development through resources, templates, or written procedures on detective operations. However, MPD has adopted operational procedures that provide some of the guidance of an operational manual with search warrant templates. Examples of these procedures are included in policies 606 (Warrants) and 607 (Operations Planning and Deconfliction). These policies offer safety measures, review processes, debriefs, and training requirements. To further this effort, it would benefit CID to develop a section manual that includes resources and templates for personnel. CPSM recommends CID establish an SOP, inclusive of templates and resources, to further the professional development of all personnel. This section manual should also include a list of required training courses and those that are preferred for each detective assignment. The manual should include common forms, search warrant samples, tactical planning for detectives, and operational guidelines. These operational manuals benefit new detective staff and supervisors and can ease the transition into Investigations. It should also include an expanded list of training courses offered by the state, regional association courses, as well as internal courses developed for detectives.

The MPD should include written guidance for the CID detective training plan, which is comprised of mandatory and encouraged courses for professional development. There are no state mandates for training and legal updates; however, CID requires all investigators to attend the Advanced Investigations Techniques courses provided by the State's CIB. CID ensures each detective receives internal training for detective orientation.

Training is a key component to ensure that personnel are qualified to perform the duties and responsibilities of a detective/investigator and those training and performance expectations are listed in the policy and procedures order. MPD ensures all new detectives are assigned to seasoned detectives to advance their professional development and also provides training topics, equipment, and other needs. CPSM recommends MPD's CID develop a more comprehensive list of professional training through a training matrix and evaluate the need for additional courses as CID develops new specialized assignments in the future. It is suggested that MPD search for statewide and national courses focused on self-leadership, and resilience in improving the understanding of today's policing challenges. This will assist MPD in preparing for future challenges while continuing to manage the present issues that developed from the national pandemic and social change movement that altered aspects of American policing.

In our review of CID special operations and the managing of critical events, CPSM found that the MPD provides proper deconfliction with operational briefings, use of risk assessment protocols, and pre-operations planning documents to assist in assuring the safety of all personnel and the community. CPSM recommends that CID develop an Excel spreadsheet or other document to track special operations and search warrants involving CID personnel. This process will allow CID to track all events, dates, and outcomes while also providing the ability to assess trends or any issues involving critical events.

DETECTIVE FUNCTIONS

The Investigations Division serves as the core (traditional) investigative body of the department. Its purpose is to investigate the most serious and significant of crimes, regardless of the category, At times, Patrol officers will respond and handle initial report complaints and the shift patrol lieutenant is responsible for reviewing cases. The Patrol lieutenant will then decide to allow patrol officers to continue with the field-level investigation if it does not substantially burden the patrol officers and interfere with their primary function. This is an important distinction in that the patrol division decides at the initial first level the type of cases the patrol officer will investigate at the field level.

CPSM reviewed the case intake, assignments, and function of the detective ranks for all units of work for the Criminal Investigations Division. All CID personnel are expected to be well-trained detectives with specialized expertise in various areas to conduct effective investigations in the following areas.

- Interviewing skills (for interviewing victims, witnesses, and offenders).

- Developing and managing informants.

- Conducting covert surveillance, including the use of advanced surveillance technologies.

- Identifying and locating potential witnesses and sources of intelligence.

- Preserving and developing evidence.

- Preparing cases for prosecution and liaising with prosecutors in the lead-up to, and management of, a trial.

- Protecting, managing, and preparing witnesses for trial.

- Sequencing of investigative steps in an inquiry to optimize chances of success.

- Maintaining knowledge of, and in some cases relationships with, criminals and criminal groups.

One of the challenges facing the Minot Police Department is the growing need for additional resources as the population continues to expand and this would require redistributing workloads for each working detective. CPSM recommends the MPD consider the reassignment of personnel to structured areas of investigations such as violent and property crimes as well as into smaller workgroups such as burglaries, robberies, sex crimes, thefts, and homicides.

Case Management & Clearance Rate

Clearance rates are an important measure of an individual detective's performance and can lead to the identification of training needs, additional supervisory oversight, and in some cases reassignment from the unit. CPSM found that CID is responsible for maintaining information on clearance rates, managed by the records administrators. CPSM maintains that while preventing a crime is of utmost importance to any law enforcement agency, solving crime should have parity. The solving of crimes which results in the prosecution of offenders not only prevents future crime; it provides much-needed closure to crime victims. The crime rates in the City of Minot are slightly increasing as the population begins to reach 50,000 residents. The overall crime rate (indexed per 100,000) crime rate is consistent with state-wide crime averages and significantly lower than national averages. The City of Minot has benefited from contemporary crime fighting and prevention strategies that have assisted in maintaining and managing crime trends in Minot.

Clearance rates, as defined and measured by the FBI Uniform Crime Report (UCR), are the benchmark for a department's effectiveness in solving crimes; however, the Criminal Justice Information Services (CJIS) developed new standards on crime reporting beginning in 2021.

Some cases are not assigned to a detective and can be closed based upon a lack of solvability factors or closed with an arrest by patrol officers. For most calls, the responding officer will be responsible for conducting the preliminary investigation and completing the report. There are instances when officers may be responsible for follow-up investigations and in these types of investigations, the detective sergeant monitors the case investigation to ensure accountability.

At the MPD, all crime reports are entered into the Records Management System (RMS) for tracking purposes. The RMS system is used to manage cases and the progress of investigations.   All investigators are required to submit update reports into the RMS system; however, there is no required period for the updates. The Patrol lieutenants and sergeants monitor follow-up via the records management system. The follow-up may be assigned by the investigations Lieutenant on occasion with notations for the handling detective to complete additional investigative tasks. MPD does not require a timeline for investigators to submit updates; however, the supervision team (Sergeants, Lieutenant, and Captain) meets once a week to discuss case progress.

Of note is the department's robust use of the RMS system to manage all investigative reports assigned to the detectives with supervisor review and approval. The RMS enables supervisors to view and track all open and pending investigative cases assigned to detectives; however, the system is not used to its fullest potential.

Per CID policy and procedures, all actions taken during an investigation are required to be documented in the investigative narrative or supplemental reports, specifically stating why an offense is closed/cleared. The RMS tracks cases assigned, the submission of supplemental

reports, and how and when cases are considered closed. The system provides basic case review and management but lacks some management accountability features.

CPSM found the RMS tracking system does not provide automatic notifications when detectives have not closed or updated cases within a specific time. As an example, more robust systems provide notifications to supervisors and detectives when supplemental reports have not been updated within a set period of time. CPSM recommends MPD use its RMS to develop a 30- or 60-day reporting system to track updates and progress of investigations. Most RMSs allow for this type of reporting and the system usually provides audit reports regarding specific cases that have not received updates for long periods.

Using the U.S. Department of Justice (US DOJ) and the Federal Bureau of Investigation (FBI) standards of how crime reports are classified, CPSM evaluated the process of identifying solvability factors, how cases are closed, and how detectives enter narratives into the RMS. CPSM also assessed how CID reviews case entries with the ability to return supplement reports for corrections or other reasons. National industry standards and U.S. DOJ and FBI require the closure factors listed below; CID investigators regularly consider these factors in all investigations. However, these closure factors are not enumerated in MPD in policy nor written in procedures or protocols. CPSM highly recommends that these factors be written in Policy 600 or that a separate policy be developed for CID investigators to follow.

- The suspect is named.

- The suspect can be identified.

- The address of the suspect is known.

- The suspect can be located.

- The license plate number of the vehicle used in the crime is known.

- The vehicle can be identified.

- There was traceable stolen property.

- There were identifiable latent fingerprints lifted from the scene.

- There was potentially identifiable forensic/biological evidence collected.

- A significant modus operandi has been recognized in the case.

- It is reasonably suspected that there was a limited opportunity to commit the crime.

- There is reason to believe that further investigative efforts will lead to the solving of the crime.

The Criminal Investigation Division's investigative cases are considered closed under the following classifications and these classifications written in Policy 600.5. These standards meet the requirements of the Uniform Crime Reporting (UCR) system established by the FBI.

- All reasonable investigative efforts have been exhausted, no reasonable belief that the person who committed the crime can be identified, and the incident has been documented appropriately.

- The perpetrator of a misdemeanor has been identified and a warning is the most appropriate disposition.

  - In these cases, the investigator shall document that the person was warned and why prosecution was not sought.

□ Warnings shall not be given for felony offenses or other offenses identified in this policy or by law that require an arrest or submission of a case to a prosecutor.

- The case has been submitted to the appropriate prosecutor, but no charges have been filed and further investigation is not reasonable and/or has not been requested by the prosecutor.

- The case has been submitted to the appropriate prosecutor, charges have been filed, and further investigation is not reasonable, warranted, or requested.

- Suspects have been arrested, there are no other suspects, and further investigation is either not warranted or requested.

- The investigation has proved that a crime was not committed (see the Sexual Assault Investigations Policy for special considerations in these cases).

- The Domestic Violence, Child Abuse, Sexual Assault Investigations, and Adult Abuse policies may also require an arrest or submittal of a case to a prosecutor.

Review of Clearance Rates

CPSM reviewed the MPD's solvability factors and concluded these are consistent with industry practices among contemporary law enforcement agencies. While these fall within generally accepted elements of case management, other important elements of an effective case management system are not included. These include automated notification to supervisors of investigations exceeding normal completion periods and/or case updates, and clearance rate percentages by individual detectives.

The following tables show the overall 2021 and 2022 clearance rates of the MPD. It is worth noting that MPD maintained clearance rates on average with state levels and well above the national averages for each year. MPD's clearance rates of 72 percent in 2021 and 64 percent in 2022 for aggravated assaults are valuable statistics for the City of Minot, as many assaults reflect ongoing alcohol, drug, gang, and youth crimes that routinely occur and commonly begin with aggravated assaults. MPD has one of the highest clearance rates for this crime across the country and serves as a national model.

TABLE 6-2: Reported Minot, State of North Dakota, and National Crime Clearance Rates, 2021

Crime	Minot			North Dakota			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	3	100%	17	16	94%	22,900	11,500	50%
Rape	41	7	17%	340	66	19%	144,300	16,500	11%
Robbery	4	1	25%	186	65	35%	202,200	48,800	24%
Aggravated Assault	72	52	72%	1,321	796	60%	943,800	297,500	32%
Burglary	115	14	12%	2,899	358	12%	899,700	107,200	12%
Larceny	143	23	16%	5,958	751	13%	4,627,000	508,900	11%
Vehicle Theft	137	25	18%	1,979	406	21%	890,200	68,500	8%

Note: *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates*

TABLE 6-3: Reported Minot, State of North Dakota, and National Crime Clearance Rates, 2022

Crime	Minot			North Dakota			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	2	67%	30	23	77%	21,797	10,752	49%
Rape	37	3	8%	379	72	19%	132,997	27,856	21%
Robbery	8	3	38%	216	83	38%	215,760	51,930	24%
Aggravated Assault	85	54	64%	1,448	853	59%	756,601	334,405	44%
Burglary	92	15	16%	2,585	409	16%	916,970	125,838	14%
Larceny	89	17	19%	5,818	876	15%	4,947,709	633,098	13%
Vehicle Theft	132	28	21%	1,999	428	21%	953,827	87,140	9%

According to the Marshall Project, a decrease in historical clearance rate percentages began during the pandemic and has continued as police departments struggle with public trust and confidence, combined with the challenges of police officer recruitment and retention in specialized assignments such as investigations.

A closer examination of the types of crimes being investigated by CID detectives provides an examination of the relative workload and the association with staffing challenges. The following table shows all cases assigned and average workload per detective for 2021 and 2022. The data below was derived from the UCR report; however, these totals also include investigations assigned to patrol officers closed by an arrest. Considering this challenge, it was difficult for CPSM to define the actual number of cases assigned to detectives, and does not represent the actual number. CPSM believes the actual number of cases to be lower than the data in the table.

TABLE 6-5: Cases per Detective, 2021 and 2022

	2022 Total	2022 Cases per Detective	2021 Total	2021 Cases per Detective
Total	1040	148	1441	205

Source: Plymouth Police Department

There are no absolute standards to determine an appropriate caseload for a police detective; however, the International Association of Chiefs of Police (IACP) suggests a detective caseload between 120 and 180 cases per year (10 to 15 per month) is manageable. The average number of cases per detective can be less or more depending on their area of expertise. Compounding the challenge is the increased complexity of investigative work and the need for technology systems to assist in clearing cases. As an illustration, CID had one sexual crime investigator responsible for investigating all rape investigations and other sexual crimes in 2021 and 2022 but does not include the part-time assignment or caseloads with the Human Trafficking taskforce.

In review, CPSM estimated the total number of cases per detective was lower in 2022 than in 2021; as the approximate number of detectives was seven. As stated, at the time of this assessment, the number of detectives had decreased to five detectives based on current vacancies.

It is also a national policing challenge to confront the increasing time required to investigate cases with pursuable leads. The use of technology, changes in new laws, and the need to view hours of video footage have added to the average investigative time for detectives.

Considering these challenges CPSM reviewed the case management aspect with the following observations:

- From 2020 to 2023, CID has staffed 13 investigators in various assignments with five to seven detectives assigned as core CID detective functions, not to include the narcotics workgroup or others.

- In 2021 and 2022, the detective workloads were higher than national averages but had decreased in 2021, demonstrating MPD's challenges to maintaining appropriate staffing levels in CID

- The detective unit uses a records management system that provides a usable report as to the number of cases assigned to each detective.

- CID maintains an active database to track the number of cases assigned per detective with minimal research effort to produce the data. This is not often the case in police organizations throughout the Nation.

- CPSM noted a challenge for MPD and the Criminal Investigations Division to properly track and clear the number of arrests made by warrant service. The current county-wide system does not allow the MPD to reconcile warrant arrests with the county-wide system, causing inaccuracy in reporting overall data. MPD will need to research further efforts to resolve this issue.

These observations reflect national best practices and measurements that demonstrate the accomplishment by MPD in ensuring the investigative efforts are supported by the RMS. The observations also highlight the challenges facing MPD in ensuring the proper clearance data is tracked and reported. MPD should pursue solutions to the challenges identified by CPSM and these include:

- MPD will need to develop a tracking mechanism either through the RMS or a "log" to track patrol cases assigned to officers. The number of cases cleared by patrol arrests is not regularly tracked by the RMS and doing so would assist in defining end-of-year clearance rates.

- CPSM also recommends that MPD seek out a solution to ensure that the arrests made by warrant service are entered into the RMS and updated in the county system to better track clearance rates related to warrant arrest. This may be a feature best accomplished by a full-time crime analyst position as recommended in this report.

Overall, the Criminal Investigations Division's Detective Unit provides a supervisor and management review of investigative cases as well as mechanisms for assuring case clearance accountability. In addition, CID management and supervisors properly utilize the RMS to track and monitor case investigations. CPSM recommends the Minot Police Department develop a database (preferably within the RMS) to track and report on the number of cases assigned to each detective and the number of investigations closed by patrol officers.

BOMB UNIT

CPSM recognizes that the MPD operates the Bomb Unit in cooperation with the Federal Bureau of Investigations (FBI), with a joint Memorandum of Understanding (MOU). MPD currently has four sworn personnel including one police K-9 sergeant assigned to the Bomb Unit as auxiliary positions. The Minot Police Department's participation in the North Dakota Bomb Squad Association requires an approved Memorandum of Understanding with the Federal Bureau of Investigations, other regional police agencies, and the United States Air Force (Minot Air Force Base). The guiding documents that allow MPD to participate in this unique initiative are the North Dakota Bomb Squad Association's Standard Operating Procedure and the FBI's MOU regarding the regional bomb unit initiative.

CPSM reviewed both documents and found the MOU was renewed in July 2023 and the Bomb Unit's SOPs remain relevant with current information. However, in our review, CPSM found that MPD does not have a current Lexipol policy regarding the Bomb Unit's purpose, structure, and internal guidelines for operations. As such, CPSM recommends MPD develop an internal Lexipol Policy regarding the operations and guidelines for the Bomb Unit. This should include an on-call process, take-home vehicles, equipment, an activation process, and a notification protocol as well as other unique features of this regional agreement with local police agencies and the FBI.

One of the primary goals of the FBI MOU is to ensure that jurisdictions that do not maintain their own Bomb Squads could have access to a Bomb Squad in their area to assist them if needed. As a result, the State of North Dakota has been divided into four separate geographical areas of responsibility, with each Bomb Squad responding to assist municipal, county, state, and federal jurisdictions within their area. This includes the Minot Response District.

The Minot Response District is the responsibility of the Minot Police Department Bomb Squad and consists of 15 counties and approximately 45 local jurisdictions located in the north-central area of North Dakota. The Minot Response District includes the Minot Air Force Base, which as an ordnance disposal team and operates with the Minot (PD) Bomb Unit.

In establishing a uniform criterion for individual bomb squads to meet to be recognized by the North Dakota Bomb Squad Association and the North Dakota Peace Officers Association Special Operations Committee, the North Dakota Bomb Squad Association maintains a commitment to follow the recommended guidelines for bomb squad certification as established by the FBI Explosives Unit-Bomb Data Center and the National Guidelines for Bomb Technicians. These guidelines set forth requirements in the areas of bomb squad personnel, training, and equipment.

CPSM also recognizes that MPD is currently researching and writing a policy for the Bomb Unit operations and currently the FBI MOU serves as the primary document structuring the purpose, operational guidelines, and technical aspects of the unit. The Bomb Unit is a specific agreement with the Minneapolis FBI field office as well as other police entities in Minnesota and North Dakota. The MOU covers the following points and authorities:

- Legal Authorities.
- Specific Responsibilities.
- Personnel & Equipment.
- Operations & Equipment.
- Joint Investigations.
- Federal Deputations & Cross Deputations.

- Liabilities.

- Press Releases.

- Training.

All police agencies in the MOU agree to share available personnel, equipment, resources, and expertise in the State of North Dakota, regarding Render Safe Procedures (RSPs) (including weapons of mass destruction and explosives and the disposal of or disassembly), and investigation of explosive-related incidents as necessary. Each agency agrees to designate and train one alternate certified bomb technician in addition to its Department Coordinator and is required to maintain this minimum level of support as staffing and personnel assignments permit. The MOU provides the training guidelines to ensure joint training ventures and provide a collective effort of resources involving any relevant threats in the region.

CPSM conducted an onsite visit of the Bomb Unit equipment and vehicles including a quick response truck and a larger bomb technician vehicle. All equipment, storage, and accountabilities exceeded industry standards. In addition, CPSM found the documentation of training days, training curriculums, and actual callouts/deployments exceed industry standards. CPSM recommends MPD develop a policy with the assistance of Lexipol to guide the Bomb Unit and define operational standards and protocols that meet and exceed industry standards.

UNSOLVED (COLD CASE) MURDERS

The use of the term unsolved murder cases, also known as "cold cases," continues to be part of CPSM's review of investigative practices. The purpose of this effort is to assure communities that justice will be served for those who have lost loved ones to violent crimes or continue to be classified as missing persons. The Minot Police Department is committed to this national priority and as an example recently made an arrest in the only unsolved murder in the City of Minot. In addition, the North Dakota Bureau of Criminal Investigation is also committed and works with law enforcement agencies across the state on unsolved missing persons and homicide cases. These cases are referred to the Cold Case unit by the law enforcement agency and Minot PD has an excellent reputation with this state-level unit.

CPSM recommends that MPD include the priority of unsolved murders and missing persons in policy. Examples of a policy would include the definition of a "cold case" and its nexus to the state's effort on unsolved investigations. The policy can also include how a case becomes an unsolved investigation that has been suspended, usually due to the exhaustion of investigative leads or evidence and an organizational procedure for managing these critical investigations. Other elements included in a policy triggering a cold case investigation would be:

- New evidence in the case has been discovered.

- New technology is available which may provide new leads in the case.

- A witness in the case has come forward.

- A victim's body has been found.

The Chief of Police may also determine that a case should be reopened based on any of the following criteria:

- The nature of the crime.

- The nature and weight of the new evidence.

- The age of the case.

- The availability of witnesses.

- The likelihood of a successful prosecution.

In each case where a cold case is reviewed and a determination is made to reopen the case, a supplement shall be made to the report of the fact that the case has been reopened as well as any investigative activities. Many of the unsolved murder investigations will generally be tracked and investigated with the assistance of the State's BCI Division. The department has committed to investigating unsolved homicides on an as-needed basis and is to be commended for its efforts in making an arrest in a Minot unsolved murder case.

It is recommended that MPD utilize one to two former (retired) police officers with investigative experience to assist in evaluating and reviewing unsolved homicides and missing persons cases on an annual or as-needed. CPSM understands that the Minot Police Department would need to coordinate efforts with the State Police to investigate unsolved murders.

VIOLENT CRIME & COMPSTAT

Many American communities are struggling with gun and youth violence (14 to 24 years of age), and while poverty is usually a large factor in youth crime, there are other ailments and socioeconomic issues at the core of violent crime. The CompStat model is a process used to identify and develop public safety priorities and communicate the priorities to all frontline personnel. The CompStat concept is a crime analysis approach that seeks to reduce crime through accountability discussions and deploying resources where needed. It was created in the early 1990s by the New York City Police Department and has evolved into many national variations. MPD does not specifically use a CompStat model but does integrate elements of the model with regular staff and frontline discussions about crime trends and violent incidents that occur in Minot and the region.

The reality is that the CompStat process is not a single state-of-the-art computer equipped with a special software program. In general terms, the CompStat process is a method of management accountability and a philosophy of crime control. It is less about procuring state-of-the-art equipment and more about adopting a state of mind that police do count in reducing crime. The MPD delivers crime stats and critical conversations through weekly engagements with the Chief of Police and the Command staff but does not include frontline personnel or operational sergeants. The information is later transferred to patrol and detective personnel via roll call and other briefings. CPMS recommends that MPD embrace CompStat principles and establish a monthly meeting with frontline investigators, operational sergeants, support staff, and lieutenants. This engagement forum allows open discussion regarding crime trends and allows the crime analysis process to be led by a review of data. This decentralized approach allows for robust interactions with frontline personnel as command staff attends and listens to real-time crime issues and recommendations for their consideration and approval.

The MPD's strategic crime meeting is valuable to the organization and vital to the overall safety of the community. CPSM reviewed the homicide and gun violence statistics for 2021, 2022, and 2023 YTD, and that data follows. It should be noted that MPD does not readily track the number of gunshot victims due to the low number of critical events, but steps should be taken to track annual violent crime and shootings on a dashboard for the monthly crime stat review.

Homicide Totals (source: Minot Police Department):

- 2020: 9 (7 murders, 1 fatal hit and run, 1 Justifiable homicide).

- 2021: 3 (3 murders).

- 2022: 3 (3 murders).

- 2023 YTD: 5 (4 murders, 1 undetermined).

- Total of Unsolved (Cold Cases) Murders: 0.

Again, the Minot Police Department is to be commended for outstanding investigative work in arresting those responsible for murder and other violent crimes in the community. The violent crime in Minot is significantly less than in most cities in the region; however, violent crime does occur, requiring policing strategies to mitigate crime. The increase in murders in 2023 is an example of the national trends and challenges most American communities are grappling with and the Minot Police Department is confronting those challenges. The Minot Police Department has provided outstanding policing service to reduce potential violent crime, and this can be measured in the low violent crime activity as well as the arrest of those committing violent crimes.

INTELLIGENCE ANALYST & EVIDENCE TECHNICIAN

Currently, MPD utilizes one CID professional (civilian) position who also performs crime analysis to assist with research on specific cases as needed as well as an evidence technician to conduct forensic investigations. The crime intelligence analyst supports tracking elements of an investigation to include suspect information for investigators and provides intelligence to patrol and investigators on an as-needed basis. Additionally, the position provides a direct link between CID investigators and patrol officers regarding crime trends and linking information with department personnel. MPD's approach to crime intelligence is an excellent platform to advance its effort to establish a standalone Crime Analyst Unit. In combination with the evidence technician, MPD has positioned itself for the future and established a platform for a national policing model, that few agencies of equal size can establish.

CPSM recommends the Minot Police Department develop wider crime strategies and adopt a regional approach to crime reduction in Minot. The use of full-time crime analysts is a national model that produces positive outcomes. IACP and the International Association of Crime Analysts (IACA) recommend that all police agencies develop a crime analyst program as a standalone unit or at least in conjunction with local or regional agencies. IACA recommends that law enforcement agencies have one analyst for 1,500 Part I crimes or one per 1,800 NIBRS group A crimes. In addition to this metric, IACA also recommends one analyst per every 70 police officers or one for every 30,000 calls for service (CFS). Based on the number of Part I crimes and the number of police officers, CPSM recommends that MPD consider the addition of one full-time or part-time civilian analyst. CPMS recommends that the crime analyst receive ongoing professional training from the IACA and other entities. This approach will help develop an improved CompStat model for the Minot Police Department and free up sworn personnel to focus on case investigations.

CPSM also recommends that MPD continue to develop and advance the role of the evidence technician position by advancing their annual training to include national conferences and out-of-state training with entities such as the Secret Service in order to advance MPD's capabilities. The mandated training for the evidence technician and the crime analyst should be included in the recommendation to establish a CID training matrix for all positions.

TASK FORCE INVESTIGATIONS

It is a difficult commitment for Chiefs of Police to commit local resources to a countywide or regional task force, but it is a critical initiative to ensure community safety to reduce cyber fraud and stop human trafficking as well as other organized crime. Task force participation also encourages regional and state communication and helps to maintain professional relationships with all local, state, and federal law enforcement agencies. The Minot Police Department is committed to this national priority and ensuring homeland security for its community.

The Minot Police Department participates in two regional task forces including the Ward County Narcotics Taskforce, currently with two CID Task Force Officers (TFO) assigned to the task force. The MPD has four authorized positions for the task force; however, due to vacancies it currently assigns only two personnel. In addition, the MPD allows officers to participate in regional mutual aid working groups such as SWAT and motorcycle deployments and this effort should continue in order to support local events and emergencies. MPD is to be commended for its commitment to the local task forces and CPSM recommends that participating in the task forces should continue.

All narcotics detectives are trained in the following areas but there is no state POST mandate to require this training:

- Drug Law Enforcement Training Program – Homeland Security.

- Undercover Operations.

- Informants Management.

- Search Warrant Management.

- Latest Legal Development in Drug Enforcement.

- Basic Narcotics School.

The primary challenges facing the narcotics unit involve the national epidemic of fentanyl overdoses and the criminal enterprises using press pill machines to produce illegal tablets. The MPD narcotics investigators are trained to conduct reviews of overdose investigations that are mostly handled by patrol officers. The level of work required for non-fatal overdose investigations can be staggering and requires ongoing professional training to ensure detailed investigations. This requires MPD investigators to maintain a strong relationship with regional narcotic task forces and ensure participation in the task force efforts.

The challenge for the Minot Police Department is balancing the need to conduct overdose investigations and allowing the investigators to pursue drug organizations and other types of narcotic-related crimes through the regional task forces. This can only be achieved by the MPD by participating in the regional task force efforts.

MPD also assigns collateral personnel (investigators) to the Alcohol, Tobacco, & Firearms (ATF) Violent Crimes Task Force and four investigators to the Internet Crimes Against Children (ICAC) Task Force. These task forces have the mission to seek out local criminal enterprises and dismantle these organizations, which have ties to both domestic and international groups. These task forces have been recommended at the Presidential level of the United States and continually offer local agency training, resources, and higher-level networks to focus on these criminal enterprises. CPSM recommends that MPD continue to assign personnel to regional, state, and federal task forces and attempt to ensure full-time commitment when resources are available.

Specific to ICAC, the pressing national issue of internet-related sex crimes involving children and the growing number of incidents reported to local police is rising. The U.S. DOJ's annual report to the U.S. Congress in 2023 cited a substantial increase between 2019 and 2021. DOJ anticipates the crimes to also increase in 2022 and 2023. The following table shows the scope of these increases across the United States.

TABLE 6-6: 2023 U.S. DOJ Report to Congress on the National Strategy for Child Exploitation & Prevention

Reporting Category	2019 Reports	2020 Reports	2021 Reports
Extraterritorial Child Sexual Abuse	683	955	1,624
Child Sex Trafficking	11,798	15,879	16,032
Child Sexual Molestation	4,747	11,770	12,458
Online Enticement of Children for Sexual Acts	19,174	37,872	44,155

Source: United States Department of Justice

In Minot, the number of sex crime cases requiring ICAC support or investigation is growing; however, MPD's work with ICAC is currently on an as-needed basis. Based on the activity in the region, CPSM recommends MPD assign one full-time investigator to the ICAC task force to fulfill its task force obligation while promoting the ICAC initiative throughout the region.

CRIME SCENE RESPONSE UNIT

Recent Supreme Court decisions have resulted in placing tremendous value on physical and corroborative evidence. These court decisions have created a demand for a higher degree of technology on the part of the police laboratory. Therefore, the development of new physical aids, techniques, and methods of analysis has resulted in meeting this need. A laboratory unit is a crucial link in the processing of physical evidence for presentation in the courts since much of the evidence collected in a criminal investigation is sent to the laboratory for analysis and evaluation. However, it is a frequent occurrence that material analysis, or improper packaging methods, destroy valuable evidence.

The two most basic police functions are the protection of lives and property and the maintenance of peace. The third basic job is the investigation aimed at bringing the violator before a court of law with sufficient evidence to convict. The content of this procedural instruction represents the department's efforts to provide guidelines and procedures to facilitate the recognition, collection, and preservation of physical evidence until properly submitted to the proper department unit for analysis and evaluation; thereby assisting in the prosecution of the violator. The following information serves as guidelines to overcome any inadequacies that may be present in the recognition, collection, and preservation of physical evidence.

The Crime Scene Response Unit (CSRU) has been established to provide specialized support to the Investigations Division. The CSRU's function is the documentation, collection, and processing of evidence at the scene of major incidents. MPD utilizes investigators in a collateral capacity utilizing the proper equipment and industry-standard practices to process crime scenes thoroughly and consistently.

MPD's use of the CSRU is initiated by the watch commander and approved by the Investigations Division Commander. In turn, the Investigation's Division Commander will notify and confer with

the CSRU Commander for coordination and response (as per Policy 609.2.2). Personnel chosen for this position are based on job knowledge, and skill sets during an interview process by the CSRU commander. All unit members are required to attend ongoing training related to crime scene investigations; however, there is no documented training matrix nor a state mandate to do so. CPSM recommends that CSRU develop an ongoing training matrix to ensure ongoing professional development. MPD can request additional assistance at major crime scene investigations from the McHenry County Sheriff's Office and the State Attorney General's Bureau of Criminal Investigations (BCI) also offers investigative resources related to Officer Involved Shootings, Force Encounter events, and crime scene investigations with additional resources and specialized equipment.

In a review of the CSRU policy 609.6, we found policy contained the operational essentials for ensuring unit structure, selection, and retention of personnel, as well as activation procedures for on-call personnel. The unit maintains equipment essential for crime scene management and it is overseen and managed by the CID's CSRU sergeant.

The CID lieutenant manages MPD's crime scene duties and is collateral responsibility for CID investigators and other MPD personnel assigned to this unique and specialized team. The CSRU is comprised of officers and detectives from the Minot Police Department. CSRU is capable and equipped to respond to and manage all major crimes, including homicides. CSRU has the authority to request assistance from the State's BCI Unit as an addition to CSRU crime scene investigation resources. These requests are usually limited to supplementing crime scene-related equipment. The North Dakota State Lab is the sole crime lab in North Dakota and every state agency must utilize this for lab services and all crime scene processing is completed by the Minot Police Department's CSRU team.

The responsibilities handled by the county and state resources include:

- Crime scene documentation.
- Collection and processing of evidence at major crime scenes.
- Crime scene photography and evidence processing.
- Recovery of latent fingerprint, footwear, and tire track evidence.
- Homicides.
- Armed robberies.
- Sexual assaults.
- Suspicious deaths.
- Motor vehicle accidents.
- Burglary (breaking & entering).

MPD investigators receive training in the following areas from the Ward County Sheriff and the State's Bureau of Criminal Investigations (BCI):

- Crime Scene Investigations and Evidence Collection.
- Sexual Assault Investigations and Evidence Collection.
- Digital Photography.
- DNA Swabs.

- Fingerprint collection.

CPSM found that CID does not track the number of crime scene responsibilities nor maintain a database of evidence collected; however, these aspects of crime scene investigations are documented in the investigative and supplemental reports.

There are several national associations of crime scene investigations including the Crime Investigation and Forensic Science, Association for Crime Scene Reconstruction, and Forensic Science Association, all of which provide national industry standards in crime scene investigations. These associations highly suggest developing professionally trained personnel (civilian-based) who can respond, collect, and process evidence while working with both the state and county evidence labs. These associations have supported the contemporary approach of developing crime investigators and evidence technicians as standalone units of operations.

Based on current national trends and requirements, CPSM recommends that MPD consider developing a standalone crime scene (civilian) technician unit in support of the continued use of the CSRU component. CPSM found that the CSRU is an industry best practice that advances the professional development of personnel and establishes a skilled workforce capable of managing advanced crime scenes. This recommendation is based on the continually changing legislation, increasing industry standards, and the ongoing impact of new case law involving crime scene investigations combined with the innovations at MPD with the CSRU.

It should be noted that CPSM's review of the CID crime scene investigations, supplemental reports, and activity of work did not produce any negative outcomes or system failures. The recommendations offered in this segment are based on the development of contemporary investigatory services and best practice recommendations by the International Association of Chiefs of Police as well as the growing importance of crime scene investigator certifications and advanced college degrees in this specific and growing field of professionals.

COMMUNITY OUTREACH AND VICTIM ASSISTANCE

Community outreach and victim assistance can often be overlooked, but it is an important part of police work. The relationship between police and their special community organizations is a vital priority in ensuring victims are protected and can be rehabilitated from the harm done to them. Across the United States, individual officers engage in outreach, and many police departments also employ specific programs dedicated to outreach. The importance of community outreach leads to many positive outcomes such as:

- Building trust.
- Decreasing overall crime.
- Combating domestic violence & child abuse.
- Reducing sexual crimes.
- Addressing substance abuse.
- Stopping human trafficking.

The positive impact of community outreach cannot be overstated and should be a top priority for all police organizations. As part of this review, CPSM assessed MPD's use of outreach and

counseling services for victims of crimes who oftentimes are unequipped to search for special services on their own.

CPSM found that the Minot Police Department works closely with several community-based organizations and often MPD personnel serve on the boards of these community organizations. CPSM spoke with two organizations and their response was very positive about the Minot Police Department and its officers and investigators. Examples of the organizations are the Minot Domestic Violence Crisis Center and the Northern Plains Children's Advocacy Center. These organizations provide specialized outreach, trauma support, and counseling for victims of domestic violence, sexual assault, child abuse, and human trafficking. The Minot Police Department must continue to develop partnerships with local community organizations that provide outreach, support, and counseling to the special victims in the region. The MPD should be very proud of its outreach efforts and the ongoing efforts to maintain positive and professional relationships with outreach organizations.

CID CONCLUSION

In the final analysis, CPSM suggests the Minot Police Department undertake a restructure of CID investigator assignments to become more consistent with 21st-century policing strategies to improve public safety practices, reduce crime, and enhance crime prevention strategies. It is recommended that investigators be assigned as specialists to violent and major crimes as well as specialized teams of officers to confront unique crimes and utilize modern intelligence-led strategies.

CPSM recommends the MPD restructure CID in pursuing an intelligence-led policing model suggested by IACP and PERF to pursue career criminals and known suspects to reduce crime. This includes using advanced technology, surveillance techniques, and regional partnerships to leverage resources to reduce violence and stop crime. Finally, MPD should seek out national leadership training courses for frontline personnel, with these courses focused on self-leadership, fortitude, and providing an understanding of today's policing challenges. This will assist in establishing a durable and resilient workforce for the future.

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Criminal Investigations Division Recommendations:

- CPMS recommends the MPD expand its current investigator (600) policy to include specific assignments within CID and define the position of senior/master officer positions. (Recommendation No. 55.)

- CPSM recommends MPD expand Policy 600 and provide a written matrix of detective rotation assignments and the process of how investigators are selected. (Recommendation No. 56.)

- CPSM recommends CID consider a detective rotation schedule of three to five years, with the ability to extend individual rotations based on investigative needs. (Recommendation No. 57.)

- With the constant changes in BWV laws, redacting software, and new technologies by Axon, MPD will need to invest and possibly expand the evidence technician position. CPSM recommends MPD increase the training level of the evidence technician and provide ongoing professional development. (Recommendation No. 58.)

- CPSM recommends CID establish an SOP, inclusive of templates and resources, to further the professional development of all personnel. (Recommendation No. 59.)

- CPSM recommends MPD's CID develop a more comprehensive list of professional training through a training matrix and evaluate the need for additional courses as CID develops new specialized assignments in the future. (Recommendation No. 60.)

- CPSM recommends that CID develop an Excel spreadsheet or other document to track special operations and search warrants involving CID personnel. (Recommendation No. 61.)

- CPSM recommends that as the workspace project is completed MPD should seek out the ability to provide private workspace for sexual assaults and domestic violence detectives with consideration for the sensitive nature of their victim relationships and types of investigations. (Recommendation No. 62.)

- CPSM recommends the MPD consider the reassignment of personnel to structured areas of investigations such as violent and property crimes as well as into smaller workgroups such as burglaries, robberies, sex crimes, thefts, and homicides. (Recommendation No. 63.)

- CPSM recommends MPD to use its RMS to develop a 30- or 60-day reporting system to track updates and progress of investigations. (Recommendation No. 64.)

- CPSM recommends the Minot Police Department develop a database (preferably with the RMS) to track and report on the number of cases assigned to each detective and the number of investigations closed by patrol officers. (Recommendation No. 65.)

- CPSM also recommends that MPD seek out a solution to ensure that the arrests made by warrant service are entered into the RMS system and updated in the county system to better track clearance rates related to warrant arrest. This may be a feature best accomplished by a full-time crime analyst position as recommended in this report. (Recommendation No. 66.)

- CPSM recommends MPD develop a policy with the assistance of Lexipol to guide the Bomb Unit and define operational standards and protocols that meet and exceed industry standards. (Recommendation No. 67.)

- It is recommended that CID assign the narcotics unit to an intelligence-led unit of detectives trained to use 21st-century policing strategies to focus on career criminals, crime trends, and violent crimes. (Recommendation No. 68.)

- It is recommended that MPD utilize one to two former (retired) police officers with investigative experience to assist in evaluating and reviewing unsolved homicides and missing persons cases on an annual and as-needed basis. (Recommendation No. 69.)

- Based on the number of Part I crimes and the number of police officers, CPSM recommends that MPD consider the addition of one full-time or part-time civilian analyst. (Recommendation No. 70.)

- CPMS recommends that the crime analyst receive ongoing professional training from the IACA and other entities. (Recommendation No. 71.)

- CPSM also recommends that MPD continue to develop and advance the role of the evidence technician position by advancing their annual training to include national conferences and out-of-state training with entities such as the Secret Service in order to advance MPD's capabilities. (Recommendation No. 72.)

- CPSM recommends that MPD continue to assign personnel to regional, state, and federal task forces and attempt to ensure full-time commitment when resources are available. (Recommendation No. 73.)

- CPSM recommends MPD assign one full-time investigator to the ICAC task force to fulfill its task force obligation while promoting the ICAC initiative throughout the region. (Recommendation No. 74.)

- CPSM recommends that CSRU develop an ongoing training matrix to ensure ongoing professional development. (Recommendation No. 75.)

- CPSM recommends that MPD consider developing a standalone crime scene (civilian) technician unit in support of the continued use of the CSRU component. (Recommendation No. 76.)

- CPSM recommends the MPD restructure CID in striving for an intelligence-led policing model suggested by IACP and PERF to pursue career criminals and known suspects through intelligence-led strategies. (Recommendation No. 77.)

- MPD should seek out national leadership training courses for frontline personnel, and which are focused on self-leadership, fortitude, and providing an understanding of today's policing challenges. (Recommendation No. 78.)

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SECTION 7. SUMMARY

Overall, our assessment team had a very favorable opinion of the Minot Police Department. We believe it is a department striving to be contemporary and to provide service in a professional manner that suits the needs of the community it serves.

We have made a number of recommendations in this report that we believe will enhance the operational effectiveness of the MPD. Some recommendations can be implemented with minimal effort, while others may require significant effort and investment. The fact that there are a large number of recommendations is in no way an indictment of the department. As noted, we have a high opinion of MPD; we simply make recommendations that we believe will improve the department overall.

These reports are always intended to identify proper staffing. Although this report makes a few recommendations regarding staffing and positions, in general we believe the department is appropriately staffed; at minimum, the workload and policing dynamics are manageable with the current staffing figures. As always, we encourage the department to work to fill its vacancies and thereby increase the level of service it can provide.

We further recognize that implementing many of the recommendations in this report, should the Minot Police Department choose to do so, will take weeks, months, and in some cases years. We would encourage the city and department leadership to work together on identifying those recommendations that are most critical. Also, we would make ourselves available to consult as necessary and appropriate.

Additionally, a comprehensive data analysis report follows. While the more pertinent aspects of that analysis are embedded in the preceding Operational Assessment, readers are encouraged to review the data analysis report in its entirety.

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SECTION 8. DATA ANALYSIS REPORT

This data analysis on police patrol operations for the Minot Police Department focuses on three main areas: workload, deployment, and response times. These three areas are related almost exclusively to patrol operations, which constitute a significant portion of the police department's personnel and financial commitment.

All information in this analysis was developed using data from the police department's computer-aided dispatch (CAD) system.

CPSM collected data for one year from October 1, 2022, through September 30, 2023. The majority of the first section of the report, concluding with Table 8-9, uses call data for one year. For the detailed workload analysis, we used two eight-week sample periods. The first period is from January 4 through February 28, 2023, or winter, and the second period is from July 7 through August 31, 2023, or summer.

WORKLOAD ANALYSIS

When CPSM analyzes a set of dispatch records, we go through a series of steps:

- We first process the data to improve accuracy. For example, we remove duplicate patrol units recorded on a single event as well as records that do not indicate an actual activity. We also remove incomplete data, as found in situations where there is not enough time information to evaluate the record.

- At this point, we have a series of records that we call "events." We identify these events in three ways:

  - We distinguish between patrol and nonpatrol units.

  - We assign a category to each event based on its description.

  - We indicate whether the call is "zero time on scene" (i.e., patrol units spent less than 30 seconds on scene), "police-initiated," or "community-initiated."

- We then remove all records that do not involve a patrol unit to get a total number of patrol-related events.

- At important points during our analysis, we focus on a smaller group of events designed to represent actual calls for service. This excludes events with no officer time spent on scene and directed patrol activities.

In this way, we first identify a total number of records, then limit ourselves to patrol events, and finally focus on calls for service.

As with similar cases around the country, we encountered several issues when analyzing Minot's dispatch data. We made assumptions and decisions to address these issues.

- 596 events (about 2 percent) involved patrol units spending zero time on scene.

- The computer-aided dispatch (CAD) system used approximately 106 different event descriptions, which we condensed into 22 categories for our tables and 11 categories for our figures (shown in Chart 8-1). Table 8-20 in the appendix shows how each call description was categorized.

Between October 1, 2022, and September 30, 2023, the communications center recorded approximately 32,206 events that were assigned call numbers, which included an adequate record of a responding patrol unit as either the primary or secondary unit. When measured daily, the department reported an average of 88.2 patrol-related events per day, approximately 2 percent of which (1.6 per day) had fewer than 30 seconds spent on the call.

In the following pages, we show two types of data: activity and workload. The activity levels are measured by the average number of calls per day, broken down by the type and origin of the calls, and categorized by the nature of the calls (crime, traffic, etc.). Workloads are measured in average work hours per day.

CHART 8-1: Event Descriptions for Tables and Figures

Table Category	Figure Category
Alarm	Alarm
Assist other agency	Assist
Assist public	
Special check	Check
Welfare check	
Accident–criminal	Crime
Crime against persons	
Crime against property	
Crime against society	
Traffic enforcement-criminal	
Directed patrol	Directed patrol
Disturbance	Disturbance
Animal call	General noncriminal
Juvenile	
Mental health	
Miscellaneous	
Investigation	Investigation
Suspicious incident	Suspicious incident
Accident	Traffic
Traffic enforcement	
Traffic stop	
Warrant/prisoner/vehicle	Warrant/prisoner/vehicle

FIGURE 8-1: Percentage Events per Day, by Initiator
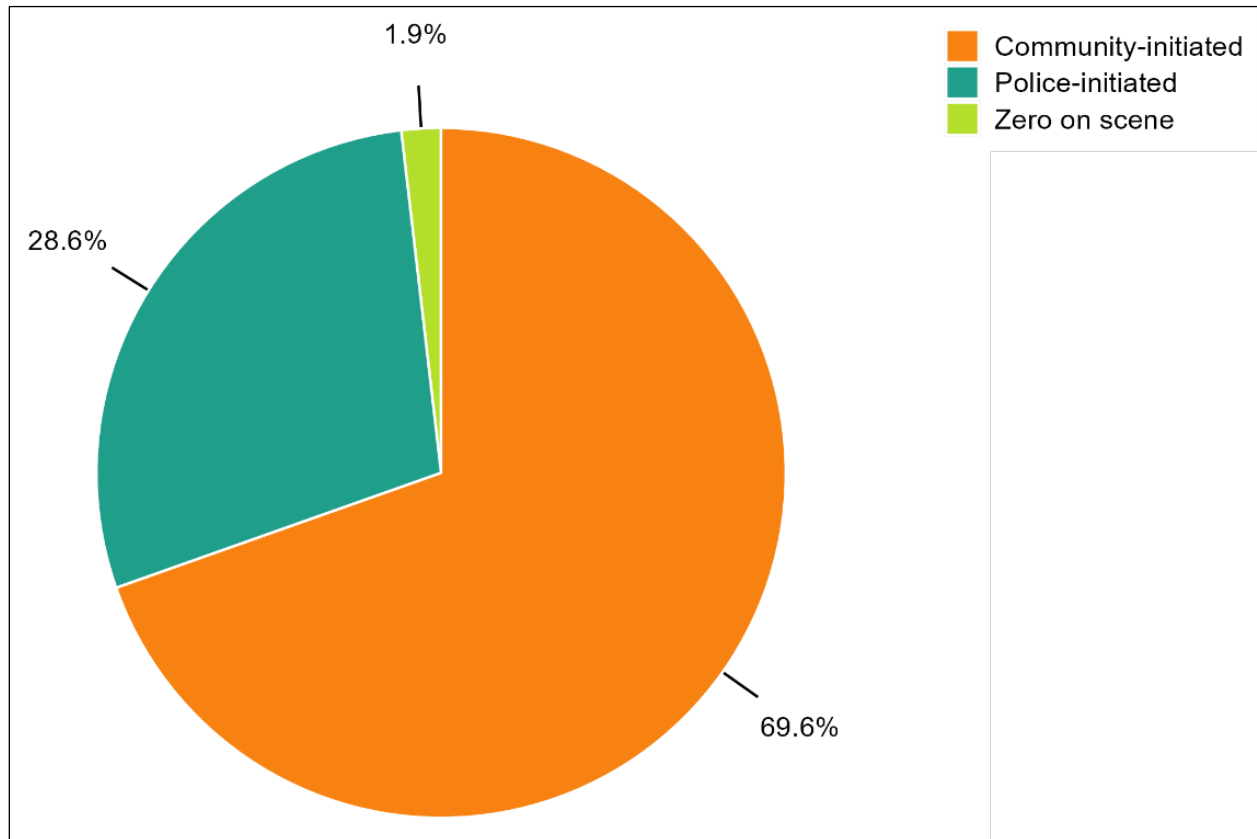
Note: Percentages are based on a total of 32,206 events.

TABLE 8-1: Events per Day, by Initiator

Initiator	No. of Events	Events per Day
Community-initiated	22,413	61.4
Police-initiated	9,197	25.2
Zero on scene	596	1.6
Total	**32,206**	**88.2**

Observations:

- 2 percent of the events had zero time on scene.
- 29 percent of all events were police-initiated.
- 70 percent of all events were community-initiated.
- There was an average of 88 events per day or 3.7 per hour.

FIGURE 8-2: Percentage Events per Day, by Category
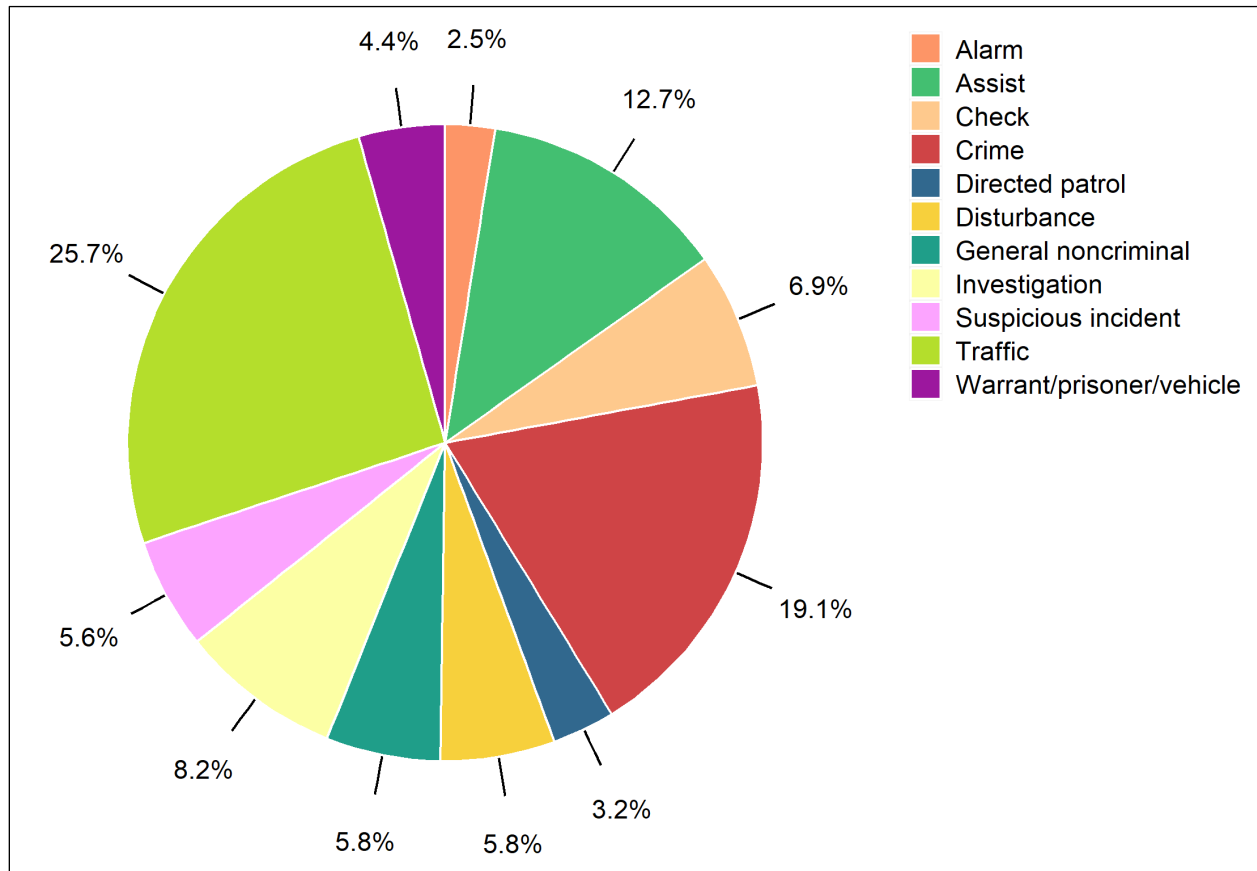
Pie chart legend:
- Alarm
- Assist
- Check
- Crime
- Directed patrol
- Disturbance
- General noncriminal
- Investigation
- Suspicious incident
- Traffic
- Warrant/prisoner/vehicle

Values: 2.5%, 12.7%, 6.9%, 19.1%, 3.2%, 5.8%, 5.8%, 8.2%, 5.6%, 25.7%, 4.4%

Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-2: Events per Day, by Category

Category	No. of Events	Events per Day
Accident	1,234	3.4
Accident–criminal	372	1.0
Alarm	810	2.2
Animal call	632	1.7
Assist other agency	1,769	4.8
Assist public	2,322	6.4
Crime against persons	1,186	3.2
Crime against property	1,742	4.8
Crime against society	2,057	5.6
Directed patrol	1,029	2.8
Disturbance	1,875	5.1
Investigation	2,637	7.2
Juvenile	780	2.1
Mental health	131	0.4
Miscellaneous	335	0.9
Special check	314	0.9
Suspicious incident	1,817	5.0
Traffic enforcement	1,674	4.6
Traffic enforcement–criminal	799	2.2
Traffic stop	5,369	14.7
Warrant/prisoner/vehicle	1,417	3.9
Welfare check	1,905	5.2
Total	**32,206**	**88.2**

Note: Observations below refer to events shown within the figure rather than the table.

Observations:

- The top three categories accounted for 58 percent of events:
  - □ 26 percent of events were traffic-related.
  - □ 19 percent of events were crimes.
  - □ 13 percent of events were assists.

FIGURE 8-3: Percentage Calls per Day, by Category

■	Alarm
■	Assist
■	Check
■	Crime
■	Disturbance
■	General noncriminal
■	Investigation
■	Suspicious incident
■	Traffic
■	Warrant/prisoner/vehicle

4.5% 2.6% 13.0% 7.1% 19.9% 6.1% 5.9% 8.5% 5.8% 26.6%

Note: The figure combines categories in the following table according to the description in Chart 8-1.

TABLE 8-3: Calls per Day, by Category

Category	No. of Calls	Calls per Day
Accident	1,225	3.4
Accident–criminal	371	1.0
Alarm	807	2.2
Animal call	610	1.7
Assist other agency	1,695	4.6
Assist public	2,270	6.2
Crime against persons	1,171	3.2
Crime against property	1,731	4.7
Crime against society	2,042	5.6
Disturbance	1,861	5.1
Investigation	2,588	7.1
Juvenile	778	2.1
Mental health	130	0.4
Miscellaneous	286	0.8
Special check	298	0.8
Suspicious incident	1,788	4.9
Traffic enforcement	1,566	4.3
Traffic enforcement–criminal	790	2.2
Traffic stop	5,343	14.6
Warrant/prisoner/vehicle	1,386	3.8
Welfare check	1,879	5.1
Total	**30,615**	**83.9**

Note: The focus here is on recorded calls rather than recorded events. We removed 596 events with zero time on scene and another 995 directed patrol activities.

Observations:

- On average, there were 83.9 calls per day, or 3.5 per hour.

- The top four categories accounted for 59 percent of calls:

  □ 27 percent of calls were traffic-related.

  □ 20 percent of calls were crimes.

  □ 13 percent of calls were assists.

FIGURE 8-4: Calls per Day, by Initiator and Month
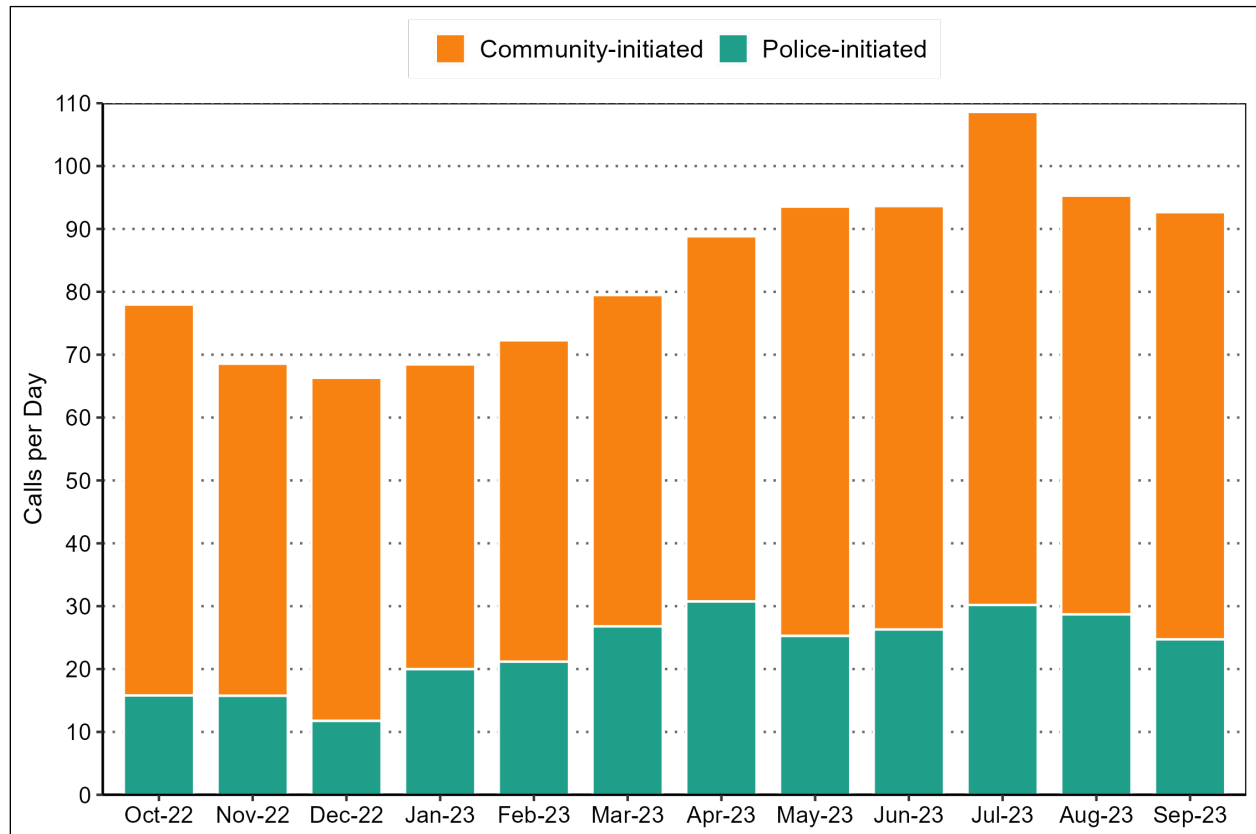
TABLE 8-4: Calls per Day, by Initiator and Month

Initiator	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Community	62.2	52.8	54.5	48.5	51.1	52.7	58.1	68.3	67.3	78.4	66.6	67.9
Police	15.8	15.8	11.8	20.0	21.2	26.8	30.8	25.3	26.3	30.2	28.7	24.7
Total	**78.0**	**68.6**	**66.3**	**68.5**	**72.3**	**79.5**	**88.8**	**93.5**	**93.6**	**108.6**	**95.3**	**92.7**

Observations:

- The number of calls per day was lowest in December.

- The number of calls per day was highest in July.

- The months with the most calls had 64 percent more calls than the months with the fewest calls.

- April had the most police-initiated calls with 161 percent more than December, which had the fewest.

- July had the most community-initiated calls with 62 percent more than January, which had the fewest.

FIGURE 8-5: Calls per Day, by Category and Month
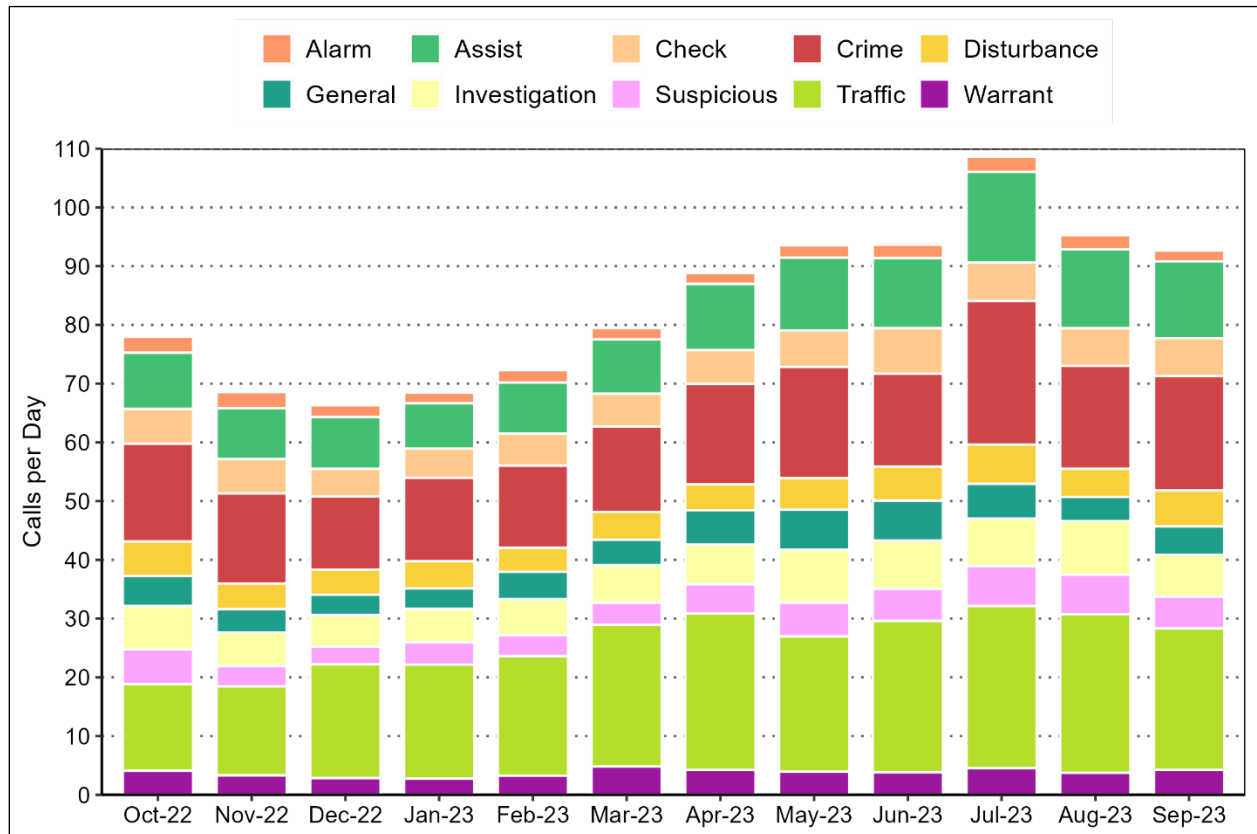
Note: The figure combines categories in the following table according to the description in Chart 8-1.
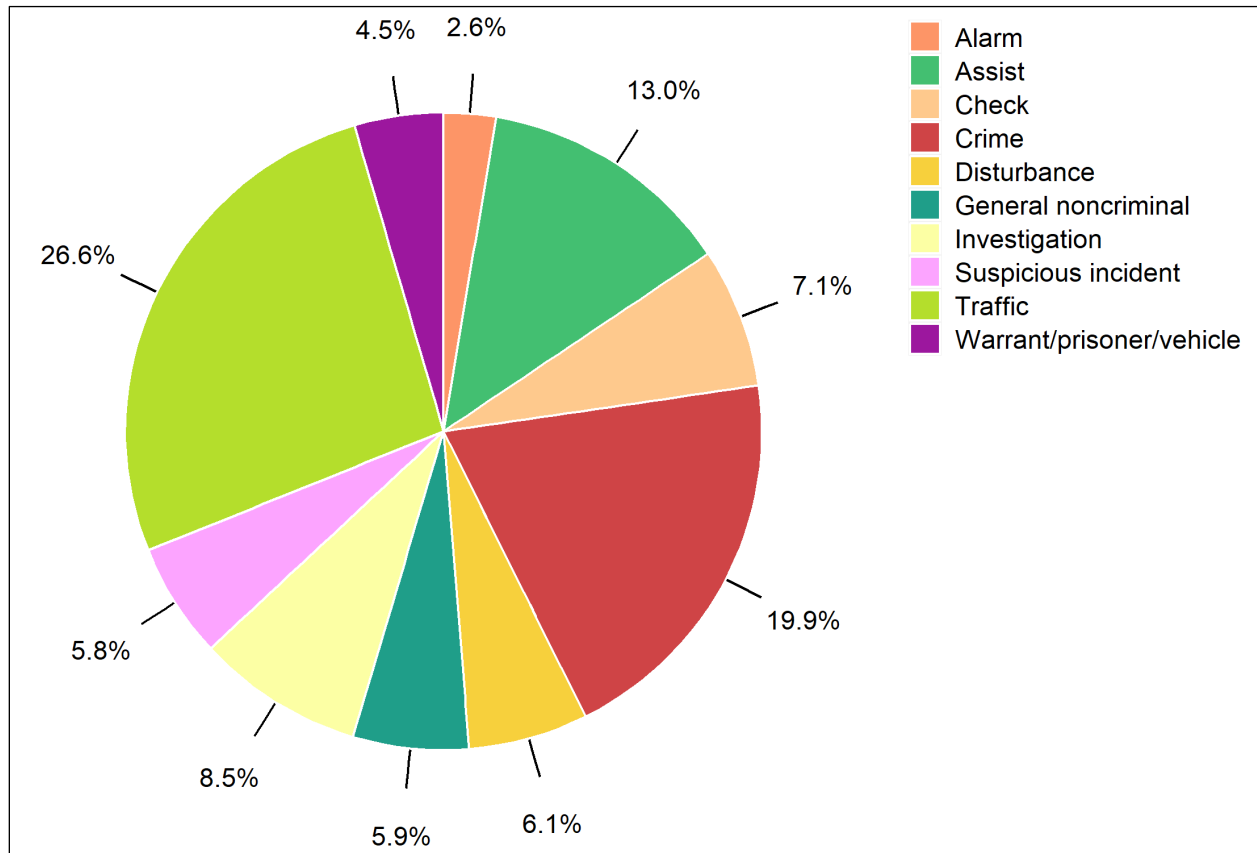
TABLE 8-5: Calls per Day, by Category and Month

| Category	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Accident	2.9	3.7	5.9	3.0	3.5	3.0	2.5	3.3	2.9	2.9	3.2	3.4
Accident–criminal	0.9	1.2	1.2	0.8	0.9	1.1	1.3	0.7	0.9	1.2	1.0	1.2
Alarm	2.7	2.8	2.0	1.8	2.1	2.0	1.9	2.1	2.3	2.6	2.5	1.9
Animal call	2.0	1.2	1.4	0.8	1.1	1.2	2.0	2.0	3.1	2.2	1.4	1.6
Assist other agency	3.5	3.6	4.8	3.7	3.8	4.0	4.9	6.0	4.2	6.2	5.6	5.2
Assist public	6.0	5.0	4.0	4.0	5.0	5.3	6.3	6.4	7.8	9.2	7.8	7.8
Crime against persons	3.7	2.8	2.1	3.0	2.4	3.1	3.1	3.9	2.8	4.2	3.5	3.8
Crime against property	4.8	5.1	3.9	4.2	3.6	3.5	4.5	6.3	4.4	5.3	5.1	6.1
Crime against society	5.7	4.8	4.2	4.2	4.5	3.7	5.0	5.7	5.9	11.1	5.7	6.5
Disturbance	5.9	4.4	4.3	4.6	4.1	4.7	4.4	5.4	5.8	6.7	4.8	6.1
Investigation	7.4	5.7	5.4	5.7	6.1	6.4	6.8	9.0	8.2	8.1	9.1	7.1
Juvenile	2.2	1.9	1.3	1.5	2.5	2.1	2.6	3.1	2.6	2.5	1.5	1.6
Mental health	0.3	0.2	0.3	0.5	0.5	0.4	0.4	0.5	0.3	0.3	0.3	0.3
Miscellaneous	0.6	0.7	0.5	0.6	0.5	0.7	0.8	1.3	0.8	0.9	0.9	1.2
Special check	0.7	1.5	0.4	1.0	0.8	0.8	1.1	0.5	0.9	0.8	0.9	0.4
Suspicious incident	5.9	3.4	3.0	3.8	3.6	3.8	5.0	5.7	5.5	6.8	6.7	5.4
Traffic enforcement	2.5	3.6	8.0	4.0	3.9	4.0	3.8	4.0	4.9	4.9	3.8	4.0
Traffic enforcement–criminal	1.5	1.5	1.0	2.0	2.6	3.1	3.2	2.4	1.9	2.7	2.2	2.0
Traffic stop	9.4	7.9	5.5	12.4	13.0	17.1	20.3	15.8	17.9	19.8	20.0	16.6
Warrant/prisoner/vehicle	4.1	3.3	2.8	2.7	3.2	4.8	4.2	3.9	3.8	4.5	3.7	4.2
Welfare check	5.2	4.4	4.3	3.9	4.6	4.8	4.7	5.7	6.8	5.7	5.5	6.1
Total	**78.0**	**68.6**	**66.3**	**68.5**	**72.3**	**79.5**	**88.8**	**93.5**	**93.6**	**108.6**	**95.3**	**92.7**

Note: Calculations were limited to calls rather than events.

Observations:

- The top three categories averaged between 53 and 62 percent of calls throughout the year.
   - Traffic calls averaged between 14.7 and 27.6 calls per day throughout the year.
   - Crime calls averaged between 12.5 and 24.5 calls per day throughout the year.
   - Assist calls averaged between 7.7 and 15.4 calls per day throughout the year.
- Crime calls accounted for 17 to 23 percent of total calls.

FIGURE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator
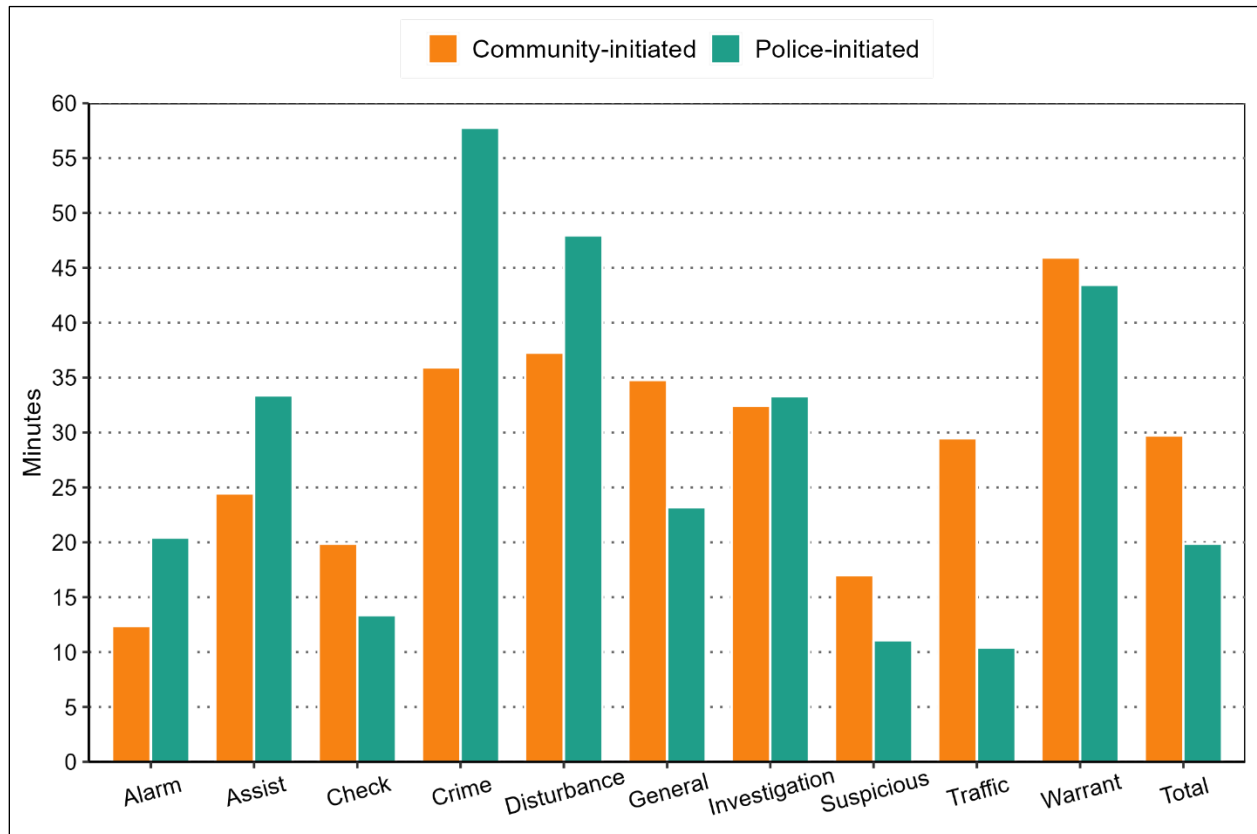
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-6: Primary Unit's Average Occupied Times, by Category and Initiator

Category	Community-Initiated		Police-Initiated	
	Minutes	Calls	Minutes	Calls
Accident	42.8	1,185	40.4	40
Accident–criminal	40.3	363	47.1	8
Alarm	12.4	806	20.4	1
Animal call	20.1	588	10.9	22
Assist other agency	25.3	1,626	59.9	69
Assist public	23.8	2,154	17.6	116
Crime against persons	40.7	1,152	136.1	19
Crime against property	35.3	1,708	41.4	23
Crime against society	29.4	1,868	45.2	174
Disturbance	37.3	1,840	48.0	21
Investigation	32.4	2,151	33.3	437
Juvenile	35.0	764	46.9	14
Mental health	122.3	123	83.2	7
Miscellaneous	24.4	224	15.5	62
Special check	14.2	102	11.6	196
Suspicious incident	17.0	1,548	11.1	240
Traffic enforcement	16.9	1,252	15.3	314
Traffic enforcement–criminal	89.1	118	59.5	672
Traffic stop	NA	0	9.9	5,343
Warrant/prisoner/vehicle	45.9	777	43.5	609
Welfare check	20.2	1,830	20.3	49
Weighted Average/Total Calls	**29.7**	**22,179**	**19.9**	**8,436**

Note: The information in Figure 8-6 and Table 8-6 is limited to calls and excludes all events that show zero time on scene. A unit's occupied time is measured as the time from when the unit was dispatched until the unit becomes available again. The times shown are the average occupied minutes per call for the primary unit, rather than the total occupied minutes for all units assigned to a call. Observations below refer to times shown within the figure rather than the table.

Observations:

- A unit's average time spent on a call ranged from 10 to 58 minutes overall.

- The longest average times were for police-initiated crime calls.

- The average time spent on crime calls was 36 minutes for community-initiated calls and 58 minutes for police-initiated calls.

FIGURE 8-7: Number of Responding Units, by Initiator and Category
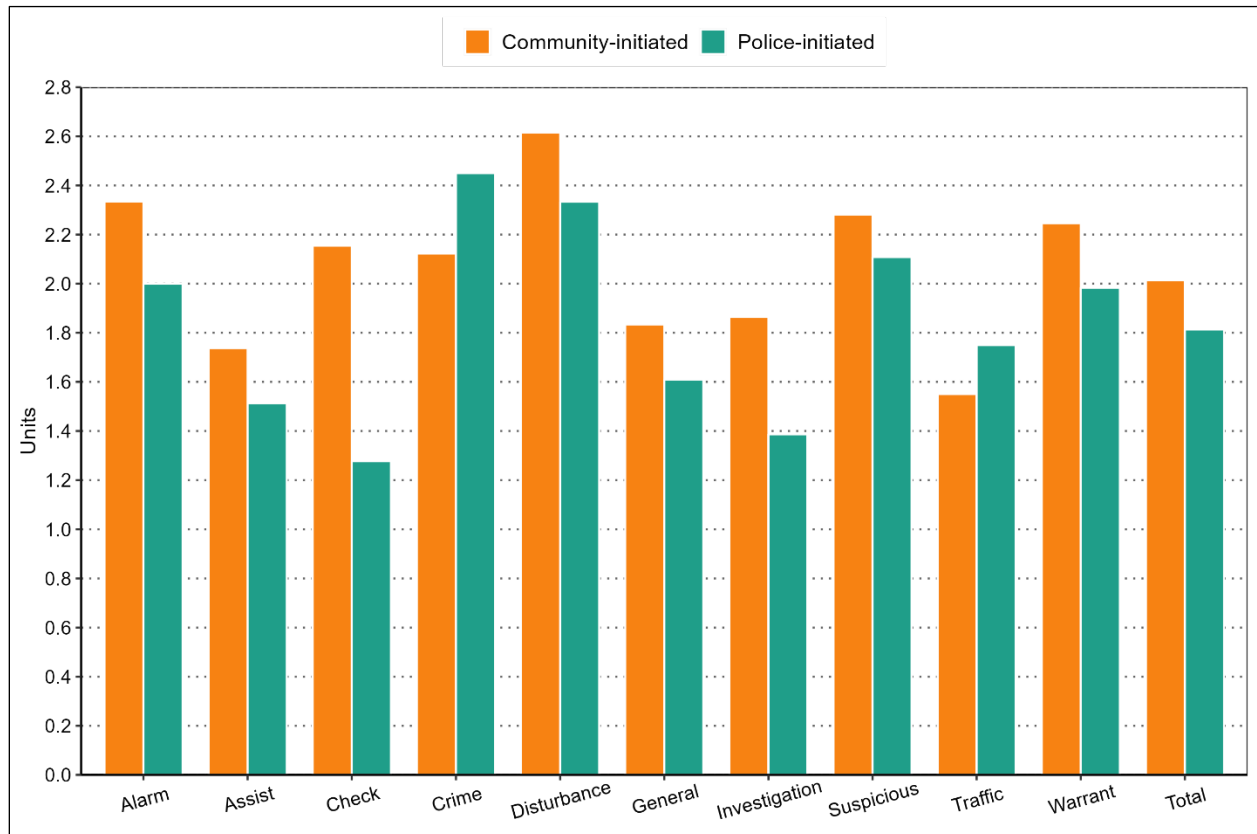
Note: The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-7: Average Number of Responding Units, by Initiator and Category

Category	Community-Initiated		Police-Initiated	
	No. of Units	Calls	No. of Units	Calls
Accident	1.6	1,185	1.8	40
Accident–criminal	1.6	363	2.8	8
Alarm	2.3	806	2.0	1
Animal call	1.4	588	1.3	22
Assist other agency	1.9	1,626	1.7	69
Assist public	1.6	2,154	1.4	116
Crime against persons	1.8	1,152	1.5	19
Crime against property	1.9	1,708	1.7	23
Crime against society	2.6	1,868	2.8	174
Disturbance	2.6	1,840	2.3	21
Investigation	1.9	2,151	1.4	437
Juvenile	2.1	764	1.9	14
Mental health	3.1	123	3.6	7
Miscellaneous	1.6	224	1.4	62
Special check	1.2	102	1.1	196
Suspicious incident	2.3	1,548	2.1	240
Traffic enforcement	1.5	1,252	1.5	314
Traffic enforcement–criminal	3.1	118	2.4	672
Traffic stop	NA	0	1.8	5,343
Warrant/prisoner/vehicle	2.2	777	2.0	609
Welfare check	2.2	1,830	1.8	49
Weighted Average/Total Calls	**2.0**	**22,179**	**1.8**	**8,436**

Note: The information in Figure 8-7 and Table 8-7 is limited to calls and excludes all events that show zero time on scene. Observations refer to the number of responding units shown within the figure rather than the table.

FIGURE 8-8: Number of Responding Units, by Category, Community-initiated Calls

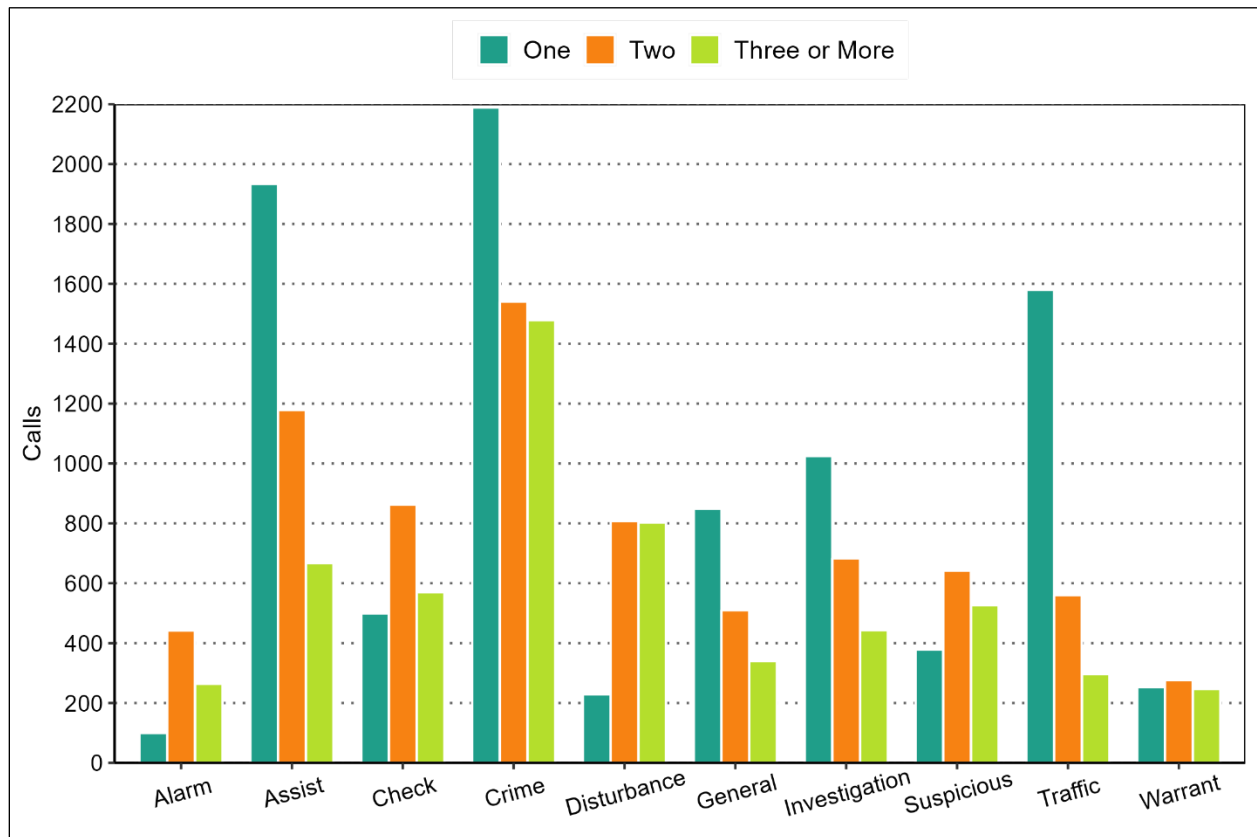**Note:** The figure combines categories using weighted averages from the following table according to the description in Chart 8-1.

TABLE 8-8: Number of Responding Units, by Category, Community-initiated Calls

Category	Responding Units		
	One	Two	Three or More
Accident	736	265	184
Accident–criminal	225	89	49
Alarm	100	442	264
Animal call	408	136	44
Assist other agency	665	566	395
Assist public	1,269	613	272
Crime against persons	693	266	193
Crime against property	834	511	363
Crime against society	430	635	803
Disturbance	229	808	803
Investigation	1,025	683	443
Juvenile	290	281	193
Mental health	9	37	77
Miscellaneous	142	56	26
Special check	88	8	6
Suspicious incident	379	642	527
Traffic enforcement	844	295	113
Traffic enforcement–criminal	7	40	71
Warrant/prisoner/vehicle	253	277	247
Welfare check	411	855	564
Total	**9,037**	**7,505**	**5,637**

Observations:

- The overall mean number of responding units was 1.8 for police-initiated calls and 2.0 for community-initiated calls.

- The mean number of responding units was as high as 2.6 for disturbance calls that were community-initiated.

- 41 percent of community-initiated calls involved one responding unit.

- 34 percent of community-initiated calls involved two responding units.

- 25 percent of community-initiated calls involved three or more responding units.

- The largest group of calls with three or more responding units involved crimes.

FIGURE 8-9: Percentage Calls and Work Hours, by Beat
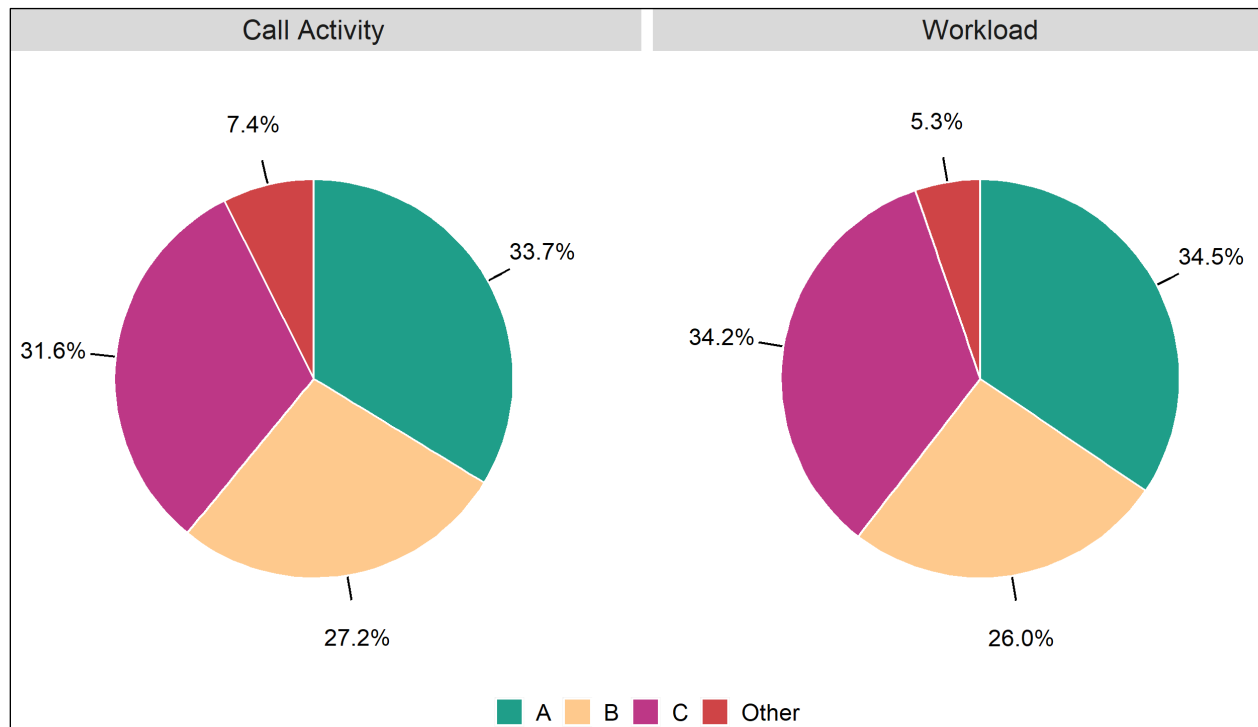
Note: The "other" category includes calls at headquarters, miscellaneous beats, and calls missing beats. About 94 percent of calls in the miscellaneous category were in beat "P2," which is the Ward County Sheriff's Office beat in the Minot area.

TABLE 8-9: Calls and Work Hours by Beat, per Day

Beat	Per Day	
	Calls	Work Hours
A	28.3	23.6
B	22.8	17.8
C	26.5	23.4
HQ	4.0	2.2
Miscellaneous	1.7	0.9
Unknown	0.5	0.5
Total	**83.9**	**68.5**

Observations:

- Beat A had the most calls, which accounted for approximately 34 percent of total calls.

- Beat A and C had larger workloads than beat B, with each accounting for approximately 34 percent of the total workload.

FIGURE 8-10: Percentage Calls and Work Hours, by Category, Winter 2023

Call Activity	Workload

Legend:
- Alarm
- Assist
- Check
- Crime
- Disturbance
- General
- Investigation
- Suspicious
- Traffic
- Warrant

Call Activity percentages: 2.8%, 11.4%, 7.5%, 20.1%, 6.2%, 5.7%, 8.5%, 5.1%, 28.5%, 4.3%

Workload percentages: 1.7%, 9.6%, 5.7%, 33.0%, 11.1%, 7.6%, 8.4%, 4.0%, 12.4%, 6.5%
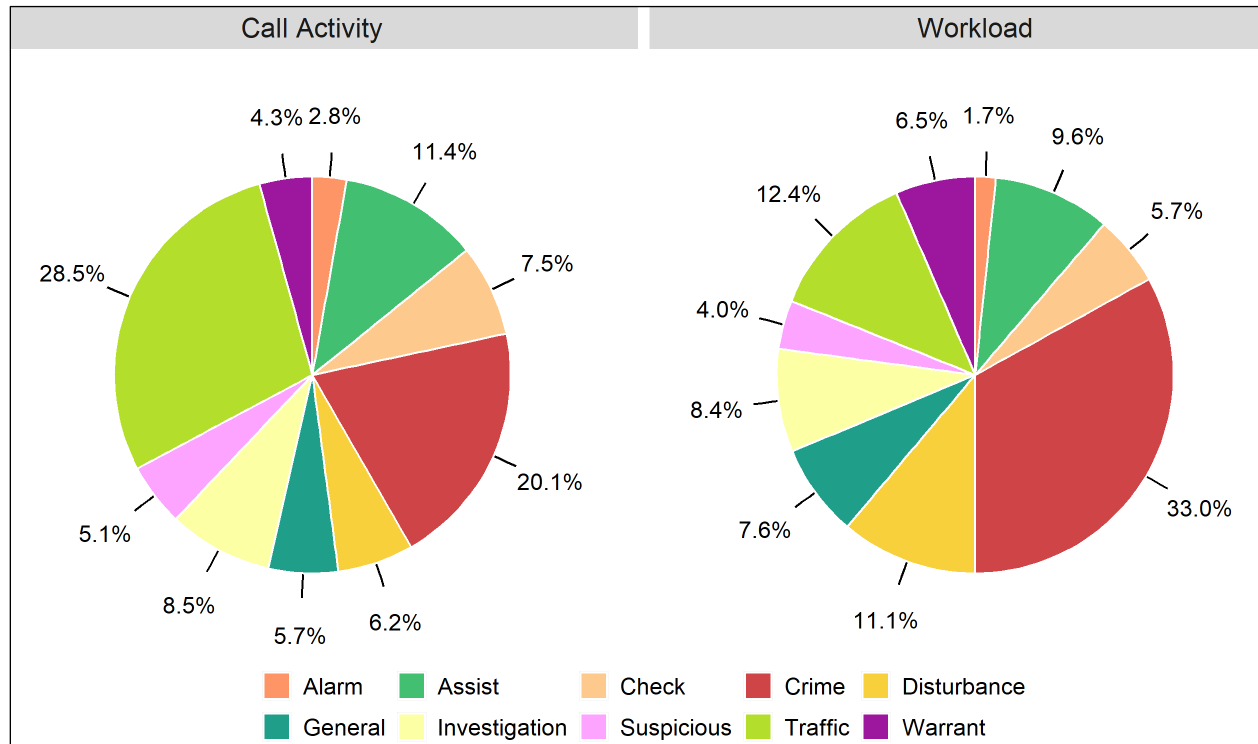
TABLE 8-10: Calls and Work Hours per Day, by Category, Winter 2023

Category	Per Day	
	Calls	Work Hours
Accident	3.2	2.8
Accident–criminal	0.8	0.8
Alarm	2.0	1.0
Animal call	1.0	0.3
Assist other agency	3.6	3.1
Assist public	4.4	2.6
Crime against persons	2.7	5.4
Crime against property	4.0	4.0
Crime against society	4.4	5.7
Disturbance	4.4	6.6
Investigation	6.0	5.0
Juvenile	2.0	2.1
Mental health	0.4	1.5
Miscellaneous	0.6	0.6
Special check	0.9	0.3
Suspicious incident	3.6	2.4
Traffic enforcement	4.0	1.4
Traffic enforcement–criminal	2.3	3.8
Traffic stop	13.0	3.2
Warrant/prisoner/vehicle	3.1	3.9
Welfare check	4.3	3.1
Total	**70.8**	**59.5**

Note: Workload calculations focused on calls rather than events.

Observations, Winter:

- Total calls averaged 71 per day or 2.9 per hour.

- The total workload averaged nearly 60 hours per day, meaning that on average 2.5 units per hour were busy responding to calls.

- Traffic calls constituted 28 percent of calls and 12 percent of workload.

- Crime calls constituted 20 percent of calls and 33 percent of workload.

- Assist calls constituted 11 percent of calls and 10 percent of workload.

- These top three categories constituted 60 percent of calls and 55 percent of workload.

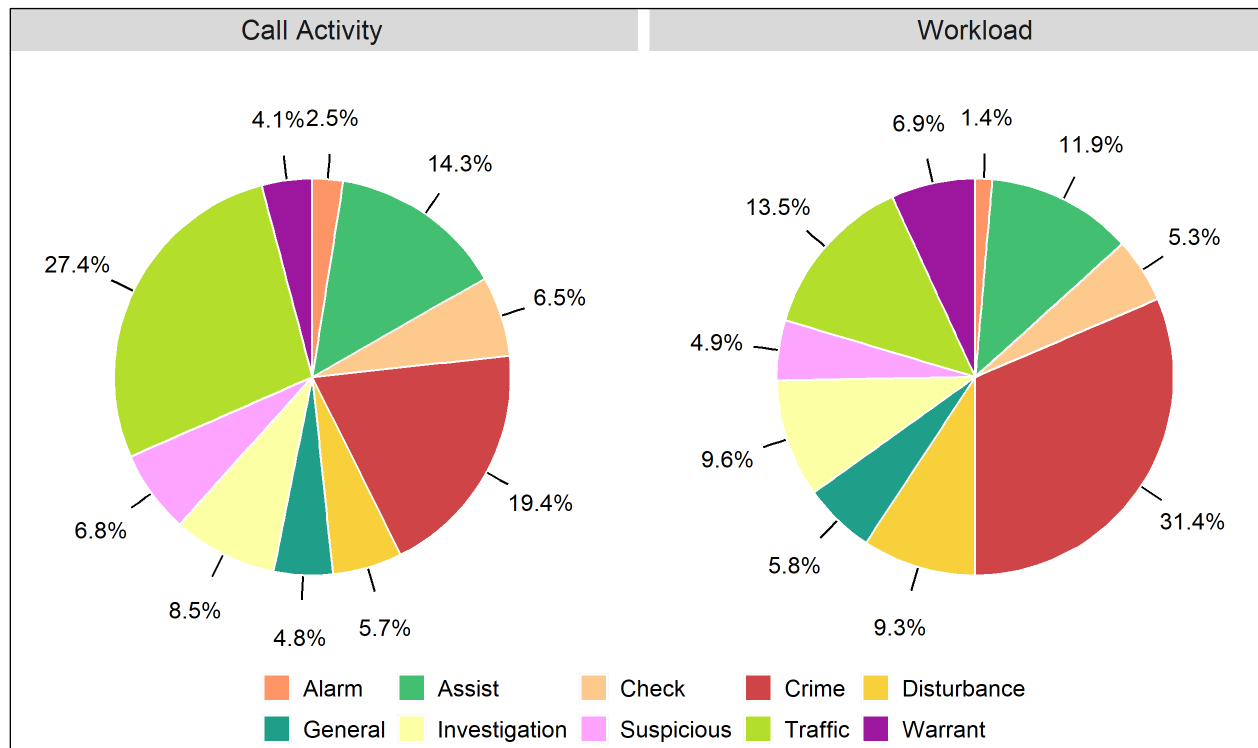**FIGURE 8-11: Percentage Calls and Work Hours, by Category, Summer 2023**

TABLE 8-11: Calls and Work Hours per Day, by Category, Summer 2023

Category	Per Day	
	Calls	Work Hours
Accident	3.1	3.8
Accident–criminal	1.1	0.8
Alarm	2.6	1.1
Animal call	1.7	0.8
Assist other agency	6.1	4.7
Assist public	8.6	4.6
Crime against persons	4.0	5.2
Crime against property	5.3	5.7
Crime against society	7.1	8.0
Disturbance	5.8	7.3
Investigation	8.8	7.5
Juvenile	2.0	2.0
Mental health	0.3	1.4
Miscellaneous	0.9	0.4
Special check	0.9	0.2
Suspicious incident	6.9	3.8
Traffic enforcement	4.5	1.8
Traffic enforcement–criminal	2.4	4.8
Traffic stop	20.6	5.0
Warrant/prisoner/vehicle	4.2	5.4
Welfare check	5.8	4.0
Total	**102.6**	**78.4**

Note: Workload calculations focused on calls rather than events.

Observations, Summer:

■ The average number of calls per day and the average daily workload were higher in summer than in winter.

■ Total calls averaged 103 per day or 4.3 per hour.

■ The total workload averaged 78 hours per day, meaning that on average 3.3 units per hour were busy responding to calls.

■ Traffic calls constituted 27 percent of calls and 14 percent of workload.

■ Crime calls constituted 19 percent of calls and 31 percent of workload.

■ Assist calls constituted 14 percent of calls and 12 percent of workload.

■ These top three categories constituted 61 percent of calls and 57 percent of workload.

NONCALL ACTIVITIES

In the period from October 1, 2022, through September 30, 2023, the dispatch center also recorded activities that were not assigned incident numbers. We focused on those activities that involved a patrol unit. We also limited our analysis to activities that occurred during shifts where the same patrol unit was also responding to calls for service. There were a few problems with the data provided and we made assumptions and decisions to address these issues:

- We excluded activities that lasted less than 30 seconds. These are irrelevant and contribute little to the overall workload.

- After these exclusions, 5,478 activities remained. These activities had an average duration of 33.2 minutes.

In this section, we report activities and workload by descriptions. In the next section, we include these activities in the overall workload when comparing the total workload against available personnel in winter and summer.

TABLE 8-12: Activities and Occupied Times by Description

Description	Occupied Time	Count
Out of Service	33.3	2,563
Repairs	5.1	4
Reports	24.6	44
Training	100.6	204
Administrative - Weighted Average/Total Activities	**38.0**	**2,815**
Personal - Lunch	28.1	2,663
Weighted Average/Total Calls	**33.2**	**5,478**

Observations:

- The most common administrative description was "out of service."

- The activities with the longest average time were described as "training."

FIGURE 8-12: Activities per Day, by Month
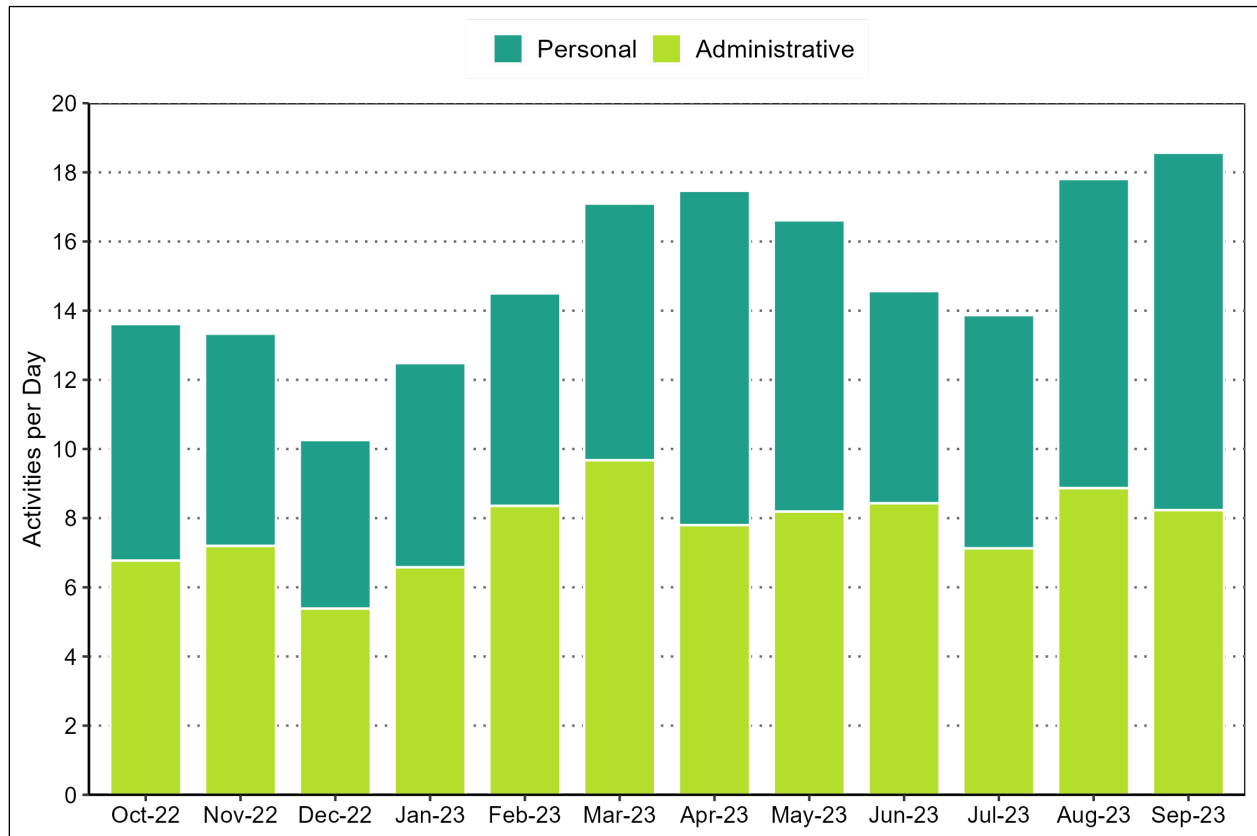
TABLE 8-13: Activities and Workload per Day, by Month

Activities	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Personal	6.8	7.2	5.4	6.6	8.4	9.7	7.8	8.2	8.4	7.1	8.9	8.2
Administrative	6.8	6.1	4.9	5.9	6.1	7.4	9.7	8.4	6.1	6.7	8.9	10.3
Total	13.6	13.3	10.3	12.5	14.5	17.1	17.5	16.6	14.6	13.9	17.8	18.6

Observations:

- The number of activities per day was the lowest in December.
- The number of activities per day was highest in September.

FIGURE 8-13: Activities per Day, by Day of Week
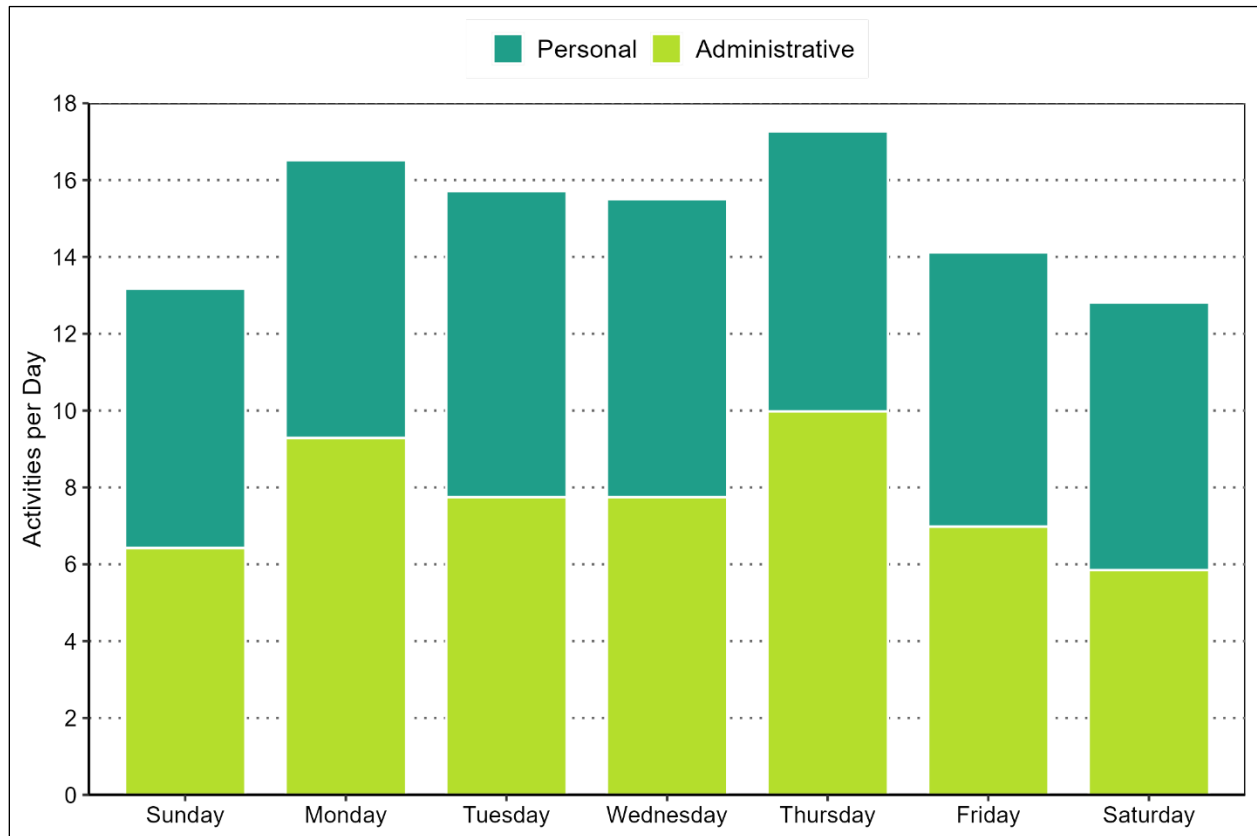
TABLE 8-14: Activities per Day, by Day of Week

Day of Week	Administrative	Personal	Activities per Day
Sunday	6.4	6.8	13.2
Monday	9.3	7.2	16.5
Tuesday	7.8	8.0	15.7
Wednesday	7.8	7.8	15.5
Thursday	10.0	7.3	17.3
Friday	7.0	7.1	14.1
Saturday	5.8	7.0	12.8
Weekly Average	**7.7**	**7.3**	**15.0**

Observations:

- The number of out-of-service activities per day was lowest on weekends.

- The number of out-of-service activities per day was highest on Thursdays.

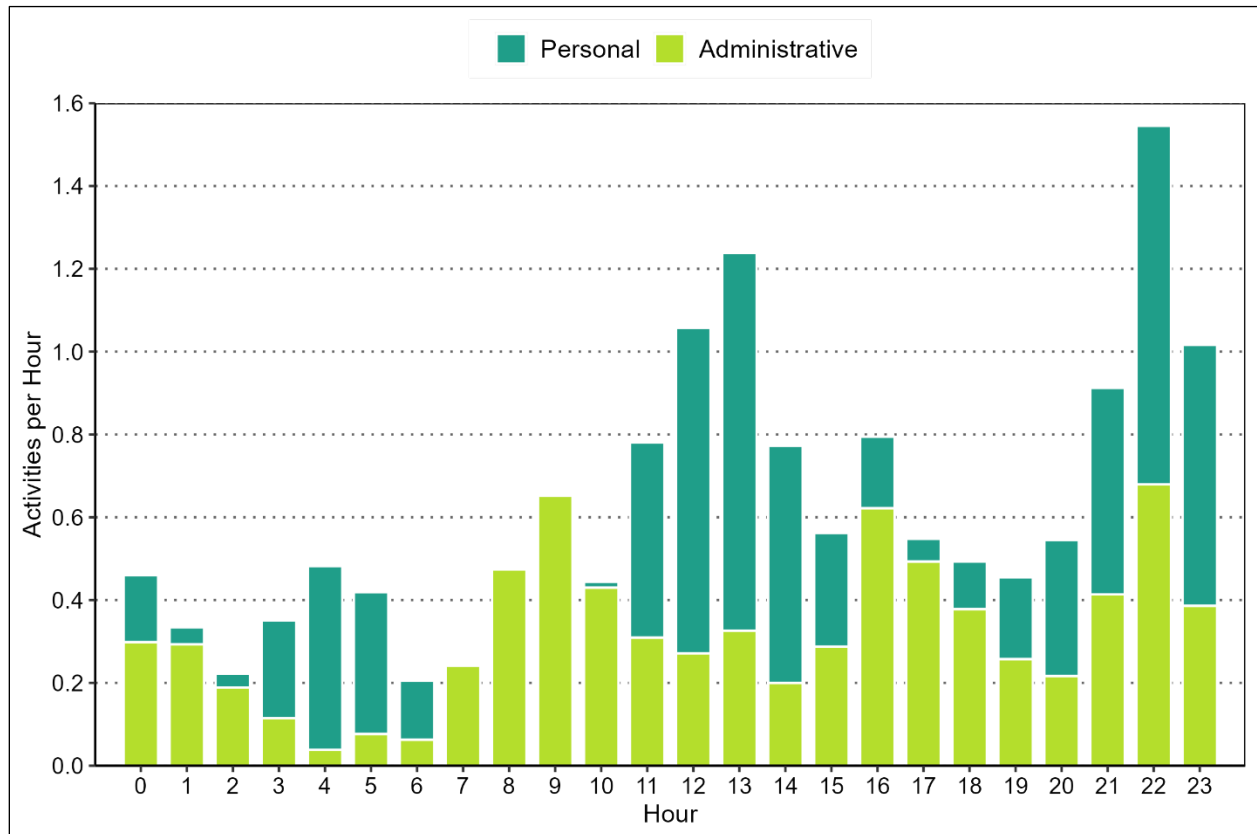**FIGURE 8-14: Activities per Day, by Hour of Day**

TABLE 8-15: Activities per Hour, by Hour of Day

Hour	Personal	Administrative	Total
0	0.16	0.30	0.46
1	0.04	0.29	0.33
2	0.03	0.19	0.22
3	0.24	0.12	0.35
4	0.44	0.04	0.48
5	0.34	0.08	0.42
6	0.14	0.06	0.21
7	0.00	0.24	0.24
8	0.00	0.47	0.48
9	0.00	0.65	0.65
10	0.01	0.43	0.44
11	0.47	0.31	0.78
12	0.79	0.27	1.06
13	0.91	0.33	1.24
14	0.57	0.20	0.77
15	0.27	0.29	0.56
16	0.17	0.62	0.79
17	0.05	0.49	0.55
18	0.12	0.38	0.49
19	0.20	0.26	0.45
20	0.33	0.22	0.55
21	0.50	0.41	0.91
22	0.87	0.68	1.55
23	0.63	0.39	1.02
Hourly Average	**0.30**	**0.32**	**0.63**

Observations:

■ The number of activities per hour was lowest between 6:00 a.m. and 7:00 a.m.

■ The number of activities per hour was highest between 10:00 p.m. and 11:00 p.m.

DEPLOYMENT

For this study, we examined deployment information for eight weeks in winter (January 4 through February 28, 2023) and eight weeks in summer (July 7 through August 31, 2023). The department's main patrol force consists of patrol officers, operating on 10-hour shifts starting at 7:30 a.m., 4:00 p.m., and 10:00 p.m. The police department's main patrol force deployed an average of 6.3 officers per hour during the 24-hour day in winter 2023 and an average of 7.0 officers per hour in summer 2023. When patrol sergeants were included, the department averaged 7.9 units per hour during the 24-hour day in winter 2023 and 8.6 units in summer 2023.

In this section, we describe the deployment and workload in distinct steps, distinguishing between winter and summer and between weekdays (Monday through Friday) and weekends (Saturday and Sunday):

- First, we focus on patrol deployment alone.

- Next, we compare "all" workload, which includes community-initiated calls, police-initiated calls, directed patrol activities, and out-of-service activities.

- Finally, we compare the workload against deployment by percentage.

Comments follow each set of four figures, with separate discussions for summer and winter.

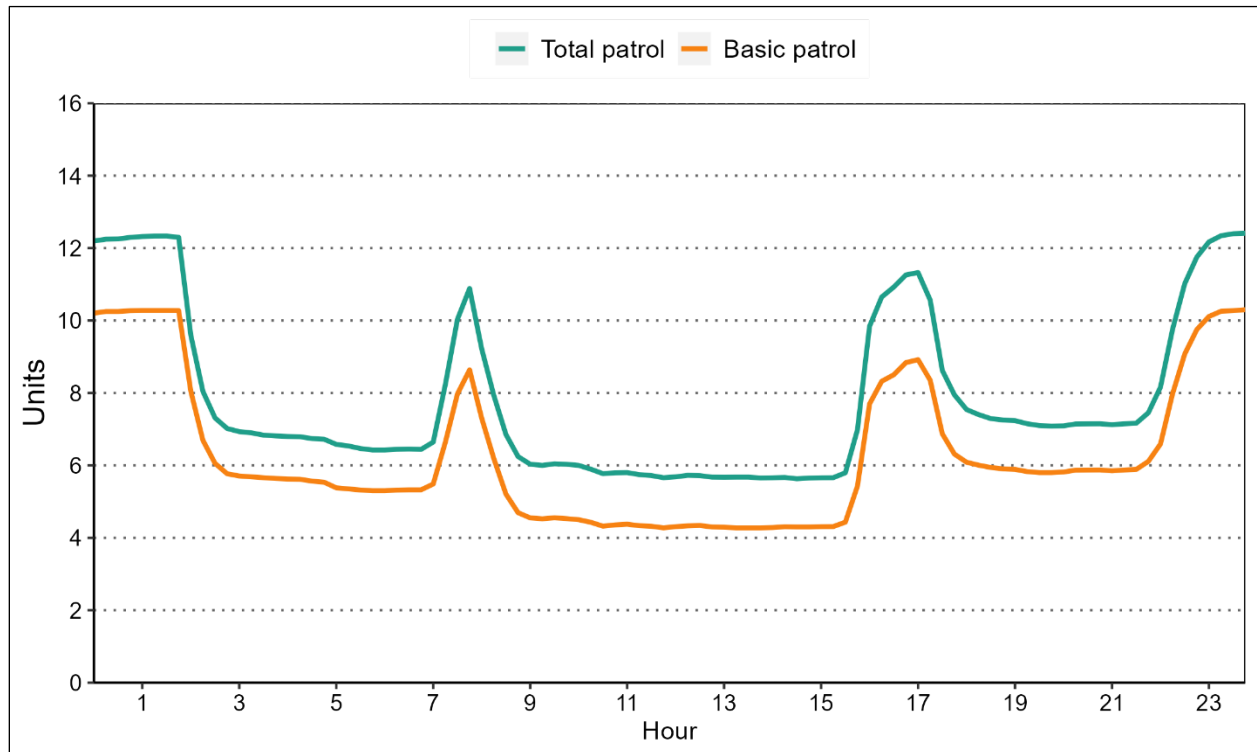**FIGURE 8-15: Deployed Officers, Weekdays, Winter 2023**

FIGURE 8-16: Deployed Officers, Weekends, Winter 2023
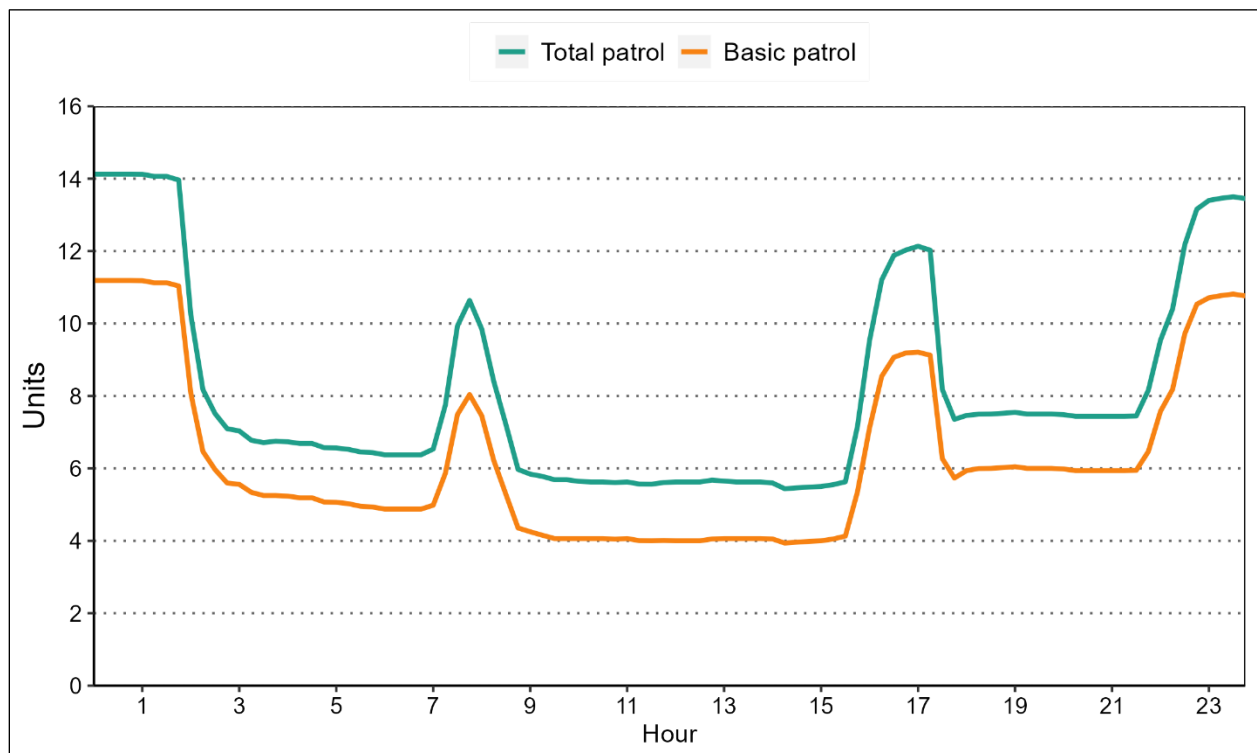
FIGURE 8-17: Deployed Officers, Weekdays, Summer 2023
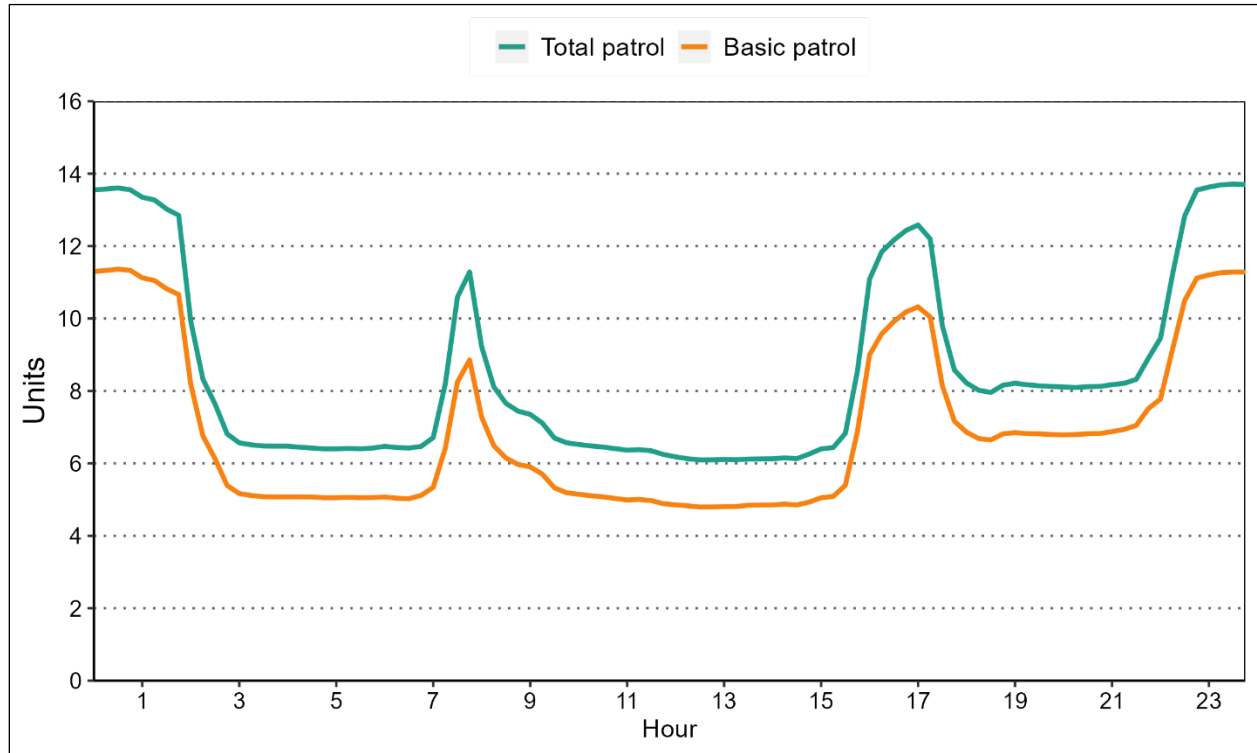
FIGURE 8-18: Deployed Officers, Weekends, Summer 2023
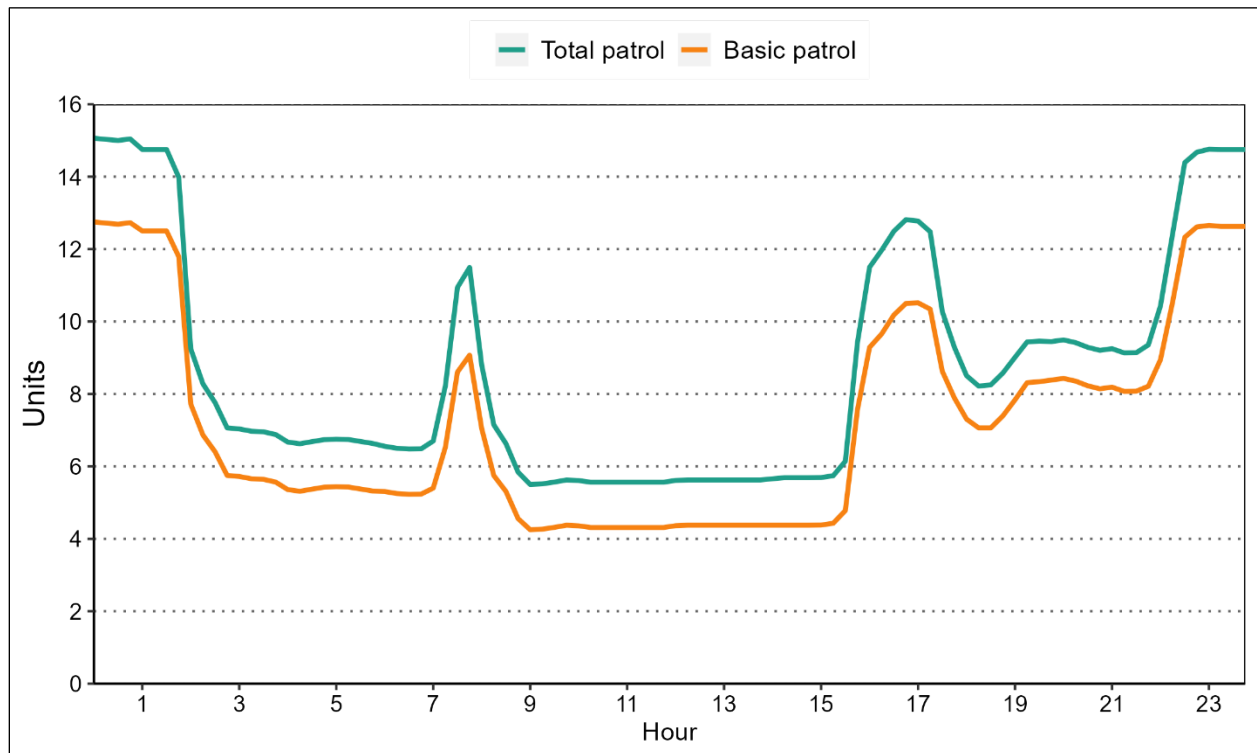
Observations:

- For Winter (January 4 through February 28, 2023):

  - The average deployment was 7.8 units per hour during the week and 8.1 units per hour on the weekend.

  - Average deployment varied from 5.6 to 12.4 units per hour on weekdays and 5.4 to 14.1 units per hour on weekends.

- For Summer (July 7 through August 31, 2023):

  - The average deployment was 8.5 units per hour during the week and 8.7 units per hour on the weekend.

  - Average deployment varied from 6.1 to 13.7 units per hour on weekdays and 5.5 to 15.1 units per hour on weekends.

FIGURE 8-19: Deployment and All Workload, Weekdays, Winter 2023

FIGURE 8-20: Deployment and All Workload, Weekends, Winter 2023
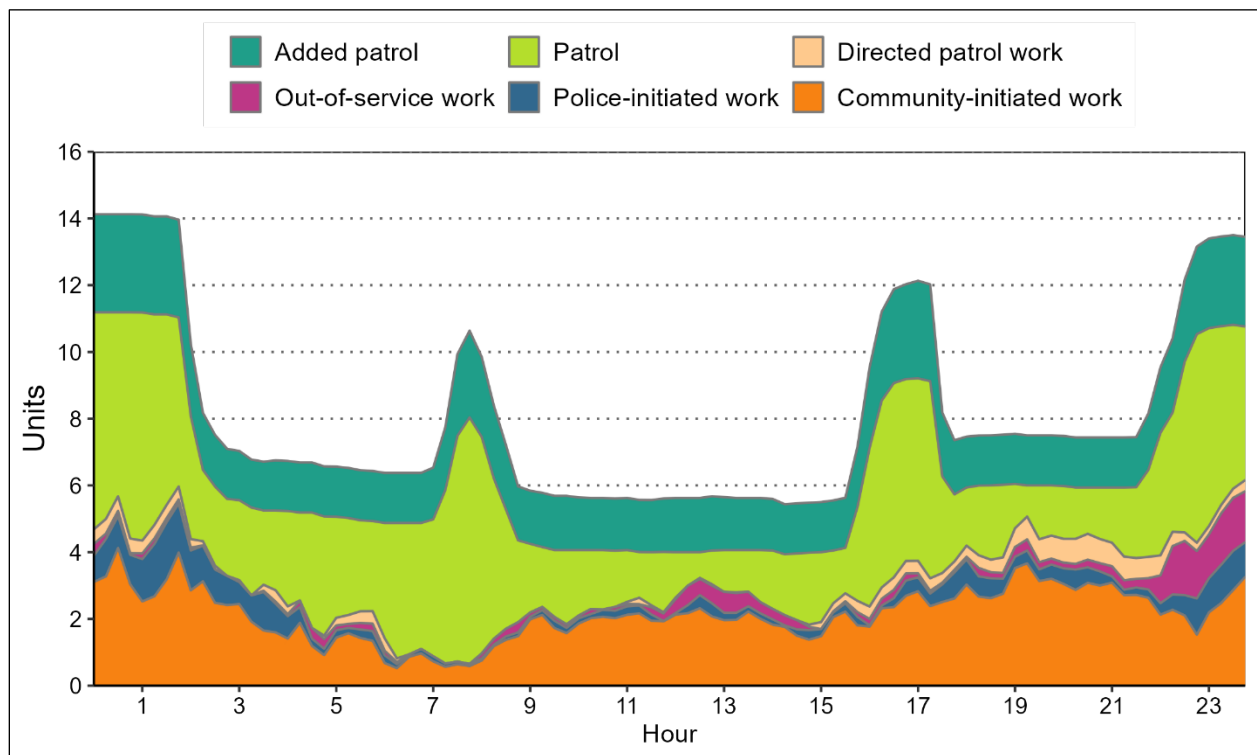
FIGURE 8-21: Deployment and All Workload, Weekdays, Summer 2023
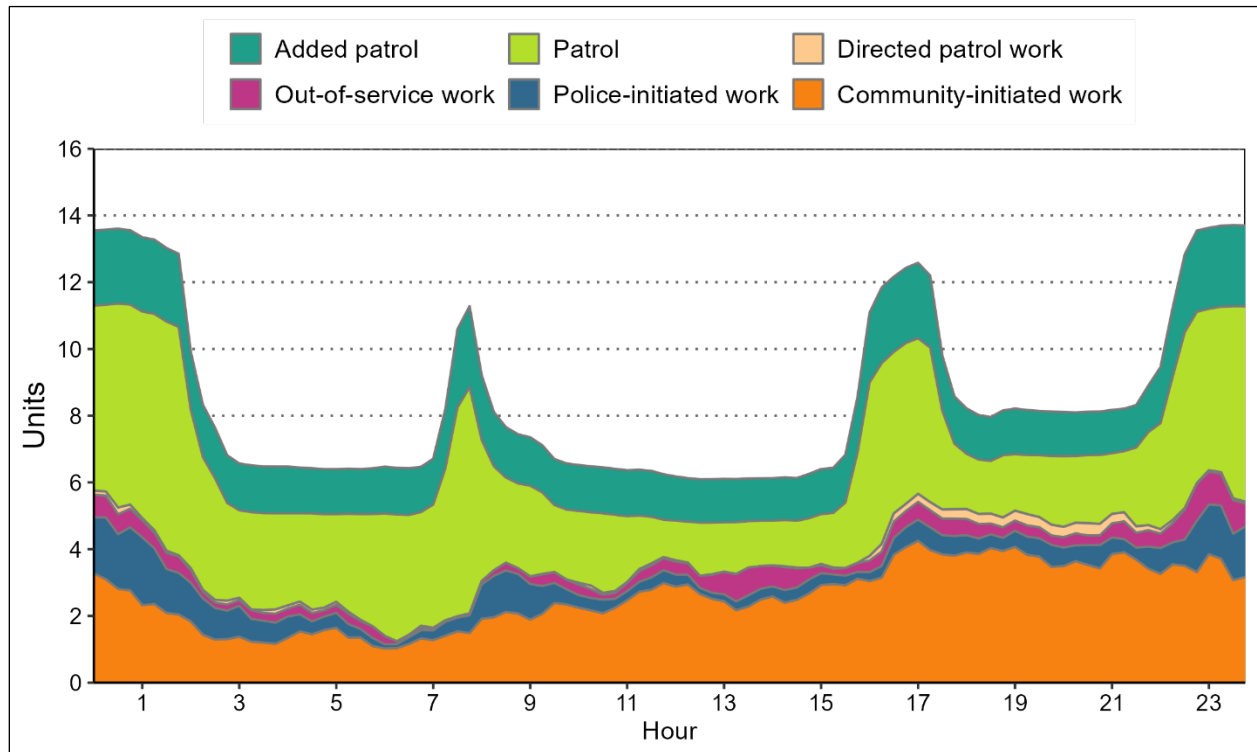
FIGURE 8-22: Deployment and All Workload, Weekends, Summer 2023
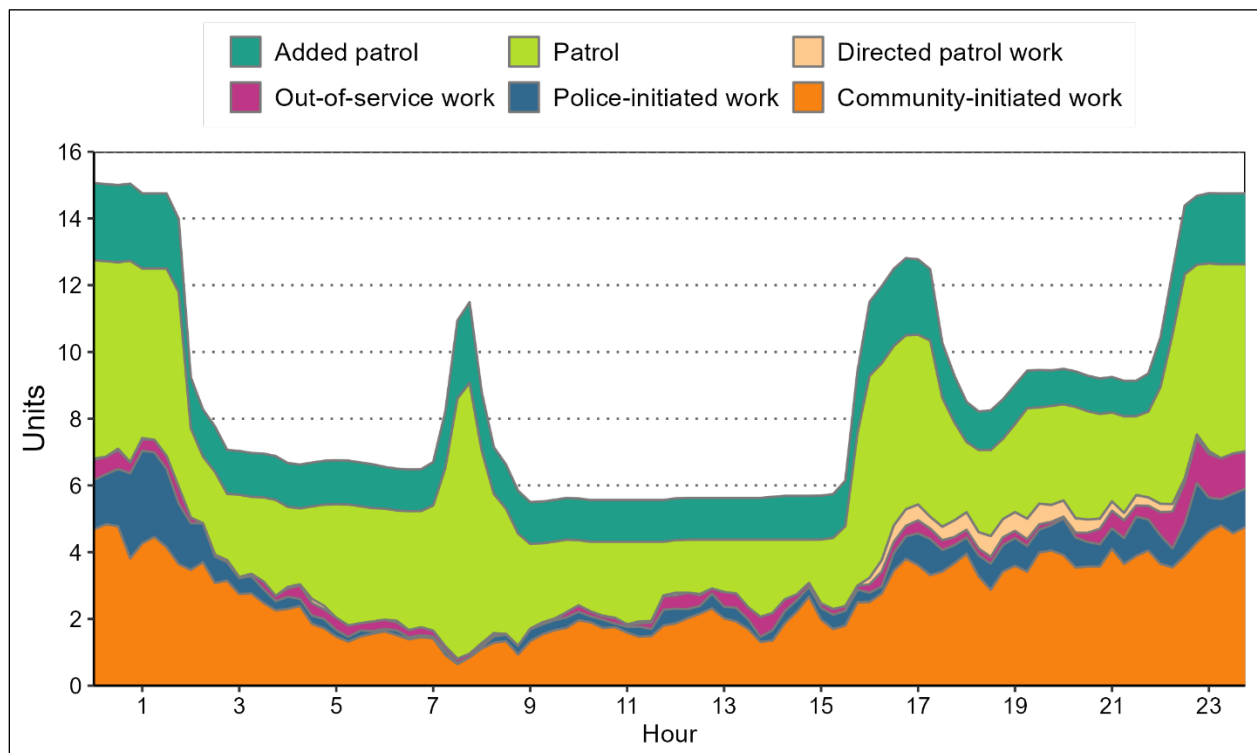
Note: Figures 8-19 to 8-22 show deployment along with all workloads from community-initiated calls, police-initiated calls, directed patrol work, and out-of-service work.

Observations:

Winter:

- Community-initiated work:

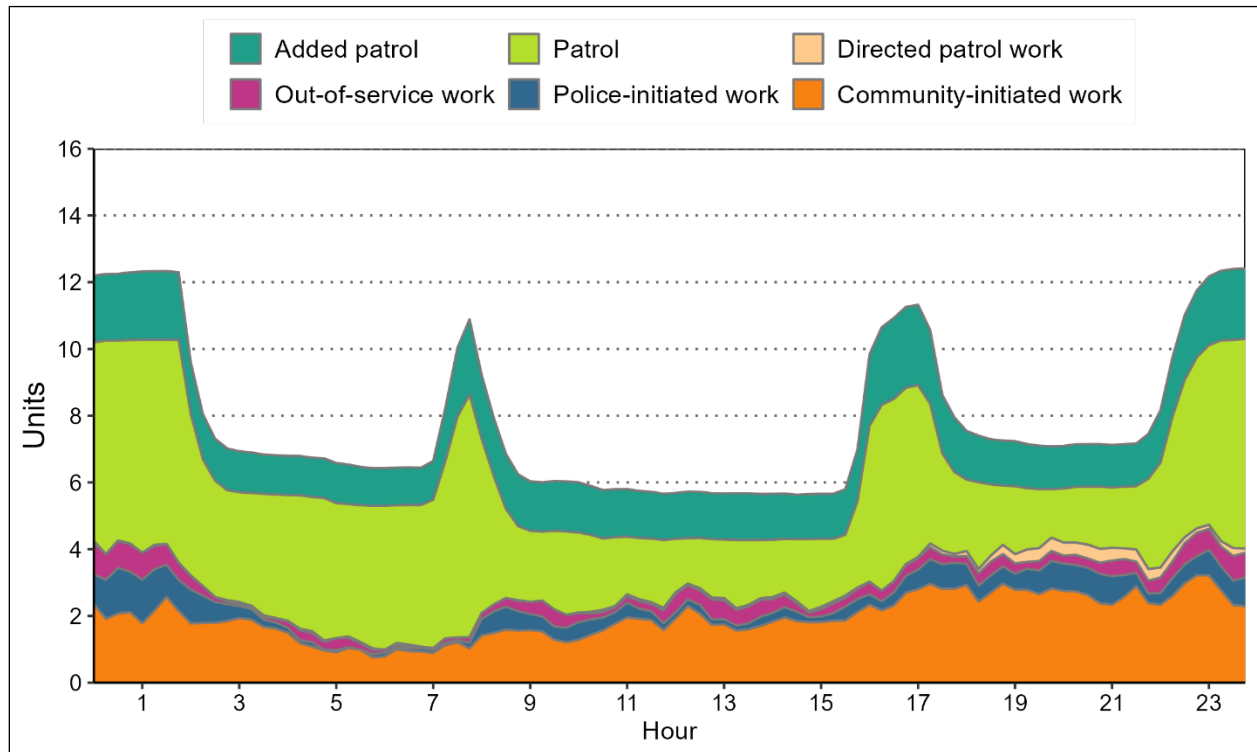 - Average community-initiated workload was 2.0 units per hour during the week and 2.2 units per hour on weekends.

  - This was approximately 25 percent of hourly deployment during the week and 26 percent of hourly deployment on weekends.

- All work:

  - Average workload was 2.9 units per hour during the week and 3.1 units per hour on weekends.

  - This was approximately 37 percent of hourly deployment during the week and 38 percent of hourly deployment on weekends.

Summer:

- Community-initiated work:

  - Average community-initiated workload was 2.6 units per hour during the week and 2.7 units per hour on weekends.

  - This was approximately 31 percent of hourly deployment during the week and 31 percent of hourly deployment on weekends.

- All work:

  - Average workload was 3.7 units per hour during the week and 3.8 units per hour on weekends.

  - This was approximately 44 percent of hourly deployment during the week and 43 percent of hourly deployment on weekends.

FIGURE 8-23: Percentage of Workload, Weekdays, Winter 2023
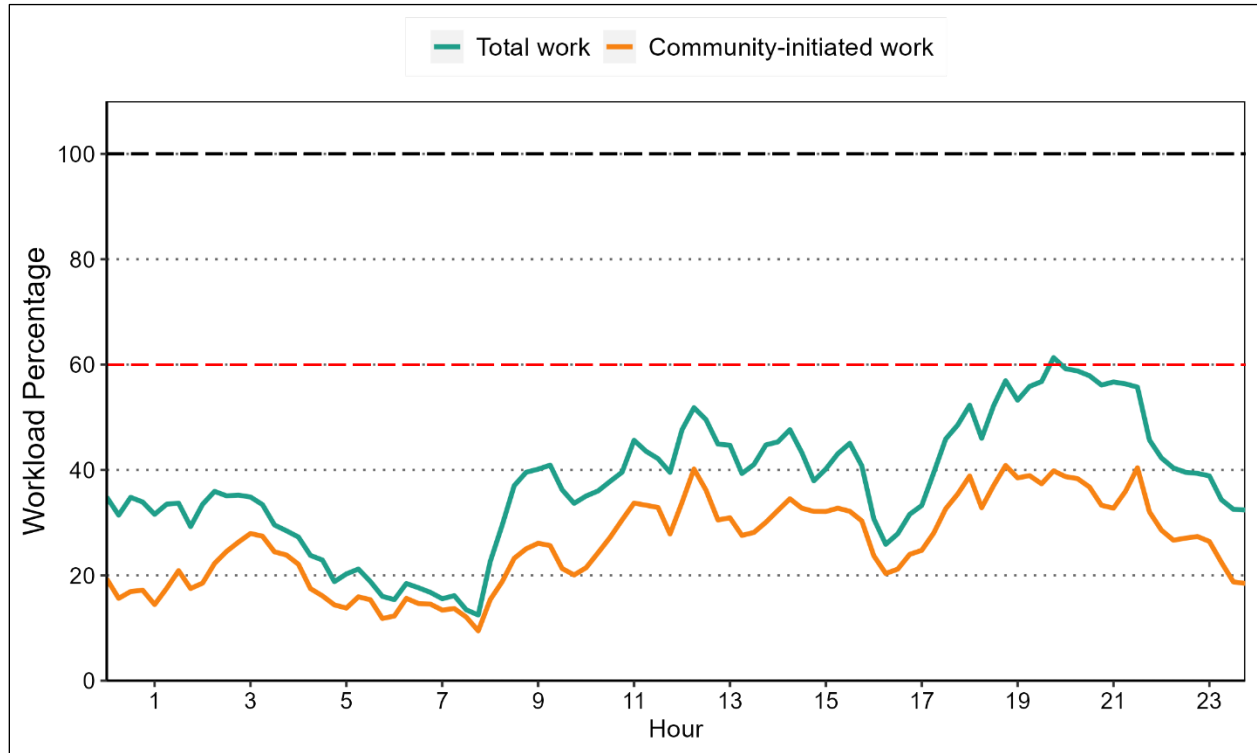
FIGURE 8-24: Percentage of Workload, Weekends, Winter 2023
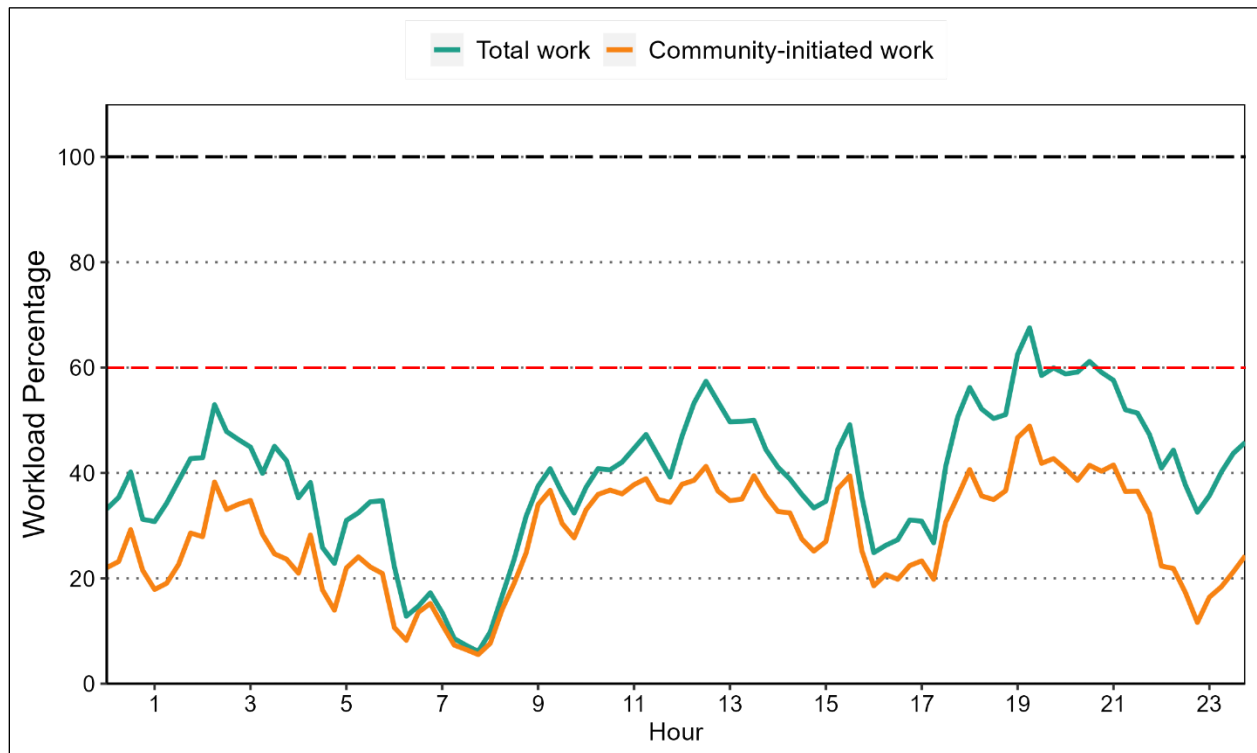
FIGURE 8-25: Percentage of Workload, Weekdays, Summer 2023
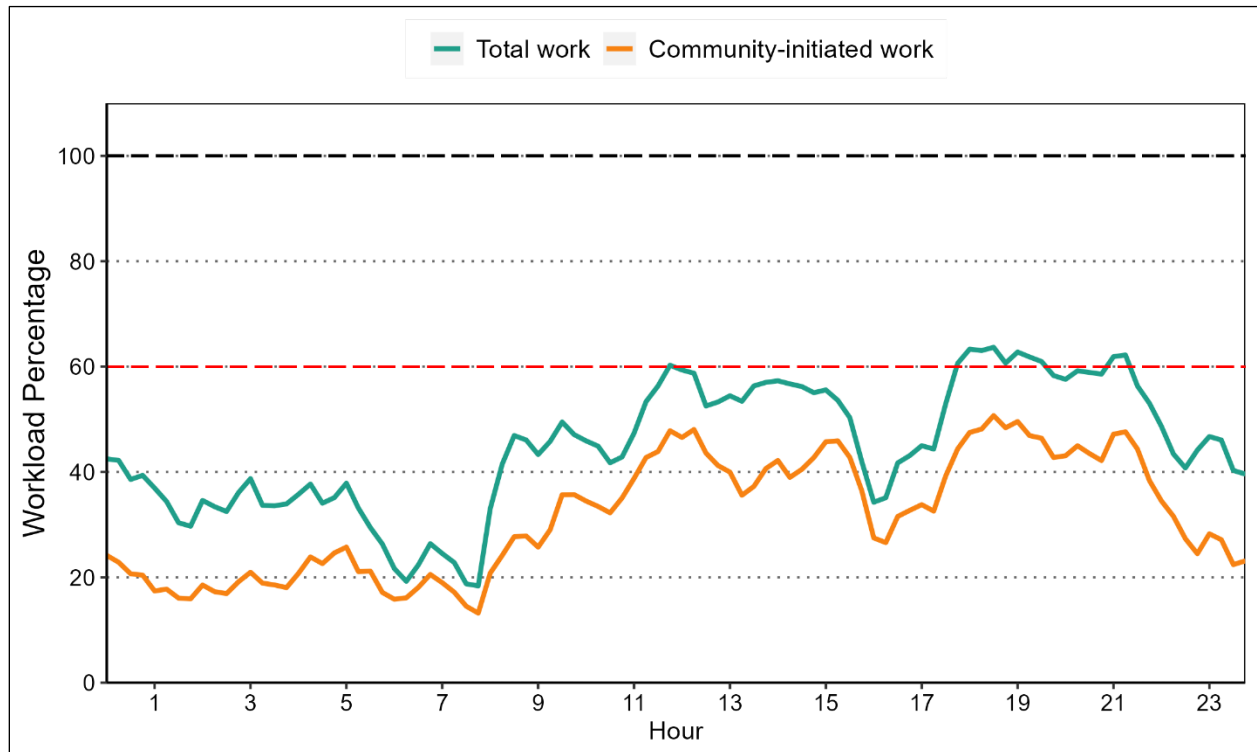
FIGURE 8-26: Percentage of Workload, Weekends, Summer 2023

Observations:

Winter:

- Community-initiated work:

  - During the week, the workload reached a maximum of 41 percent of deployment between 6:45 p.m. and 7:00 p.m. and between 9:30 p.m. and 9:45 p.m.

  - On weekends, the workload reached a maximum of 49 percent of deployment between 7:15 p.m. and 7:30 p.m.

- All work:

  - During the week, the workload reached a maximum of 61 percent of deployment between 7:45 p.m. and 8:00 p.m.

  - On weekends, the workload reached a maximum of 68 percent of deployment between 7:15 p.m. and 7:30 p.m.

Summer:

- Community-initiated work:

  - During the week, the workload reached a maximum of 51 percent of deployment between 6:30 p.m. and 6:45 p.m.

  - On weekends, the workload reached a maximum of 47 percent of deployment between 2:45 p.m. and 3:00 p.m. and between 6:00 p.m. and 6:15 p.m.

- All work:

  - During the week, the workload reached a maximum of 64 percent of deployment between 6:00 p.m. and 6:15 p.m. and between 6:30 p.m. and 6:45 p.m.

  - On weekends, the workload reached a maximum of 63 percent of deployment between 9:30 p.m. and 9:45 p.m.

RESPONSE TIMES

We analyzed the response times to various types of calls, separating the duration into dispatch processing and travel time, to determine whether response times varied by call type. Response time is measured as the difference between when a call is received and when the first unit arrives on scene. This is further divided into dispatch processing and travel time. Dispatch processing is the time between when a call is received and when the first unit is dispatched. Travel time is the remaining time until the first unit arrives on scene.

We begin the discussion with statistics that include all calls combined. We started with 3,962 calls in winter and 5,745 calls in summer. We limited our analysis to community-initiated calls, which amounted to 2,788 calls in winter and 4,045 calls in summer. In addition, we removed the calls lacking a recorded arriving unit, calls located at headquarters, as well as calls not in Minot PD beats. We were left with 2,182 calls in winter and 2,977 calls in summer for our analysis. For the entire year, we began with 30,615 calls and limited our analysis to 22,179 community-initiated calls. With similar exclusions, we were left with 17,005 calls.

Our initial analysis does not distinguish calls based on priority; instead, it examines the difference in response to all calls by time of day and compares winter and summer periods. We then present a brief analysis of response time for high-priority calls alone.

All Calls

This section looks at all calls without considering their priorities. In addition to examining the differences in response times by both time of day and season (winter vs. summer), we show differences in response times by category.

FIGURE 8-27: Average Response Time and Dispatch Processing, by Hour of Day, Winter, and Winter 2023
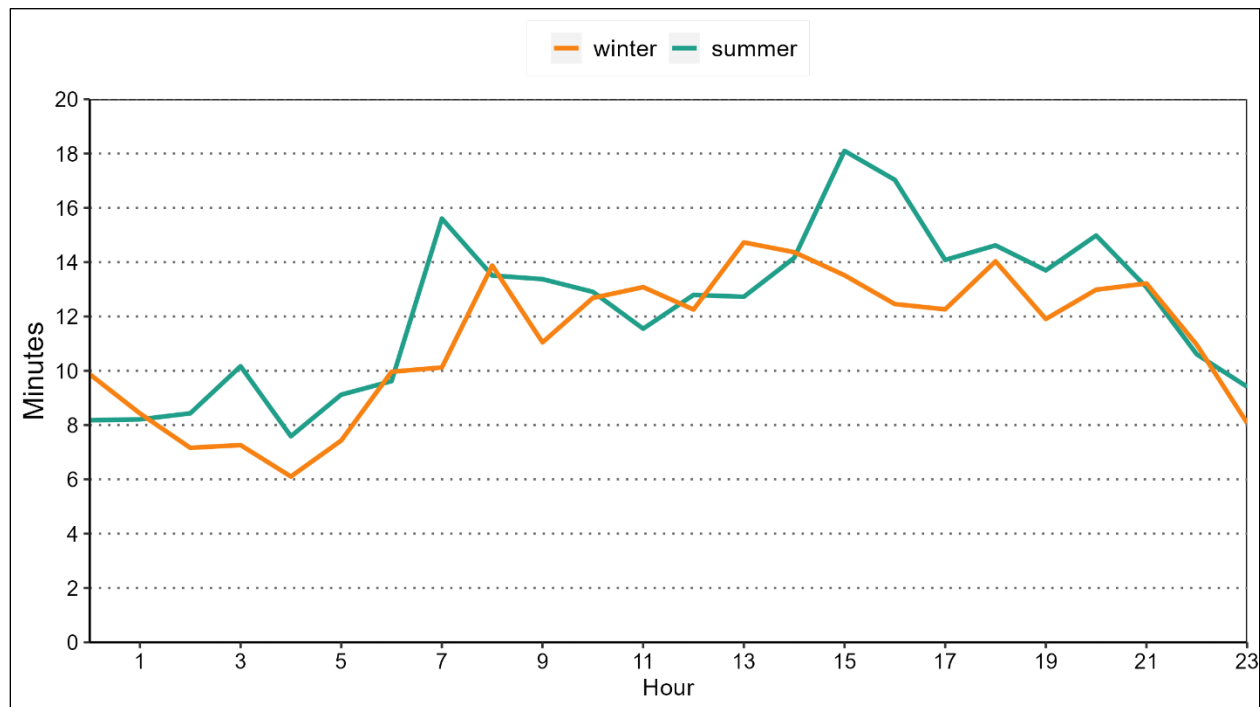
Observations:

- Average response times varied significantly by the hour of the day.

- In winter, the longest response times were between 1:00 p.m. and 2:00 p.m., with an average of 14.7 minutes.

- In winter, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 6.1 minutes.

- In summer, the longest response times were between 3:00 p.m. and 4:00 p.m., with an average of 18.1 minutes.

- In summer, the shortest response times were between 4:00 a.m. and 5:00 a.m., with an average of 7.6 minutes.

FIGURE 8-28: Average Response Time by Category, Winter 2023
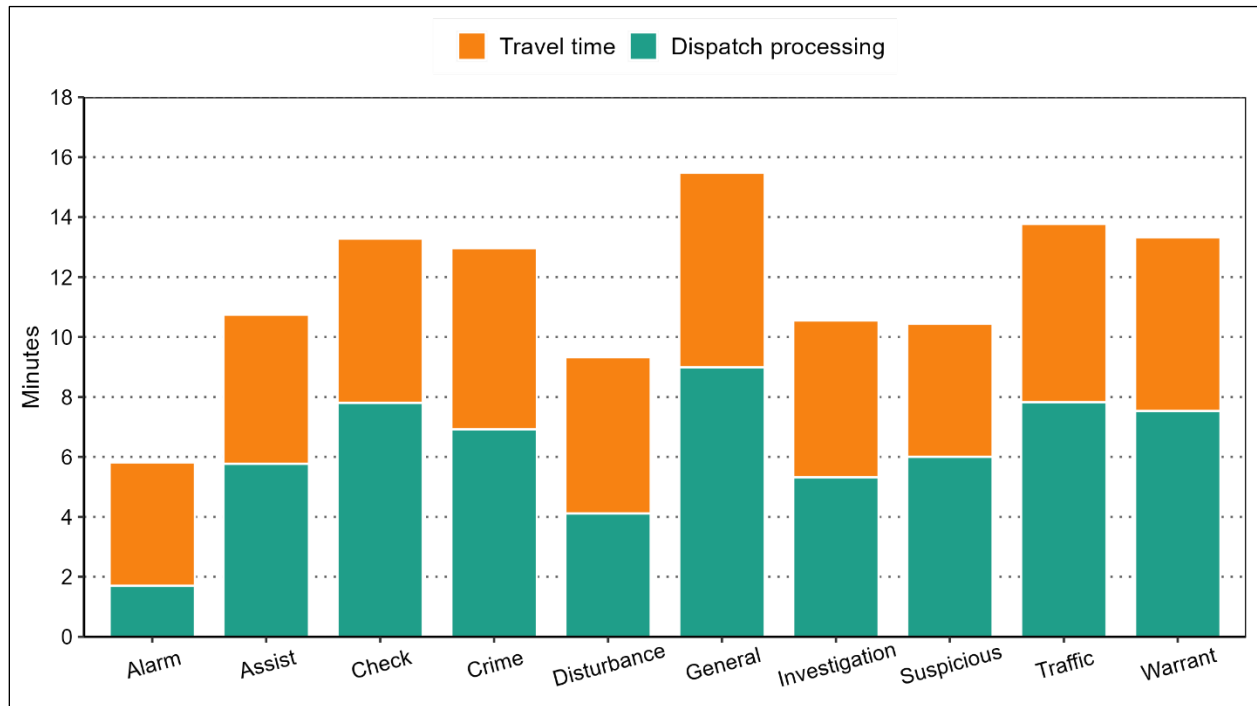
FIGURE 8-29: Average Response Time by Category, Summer 2023
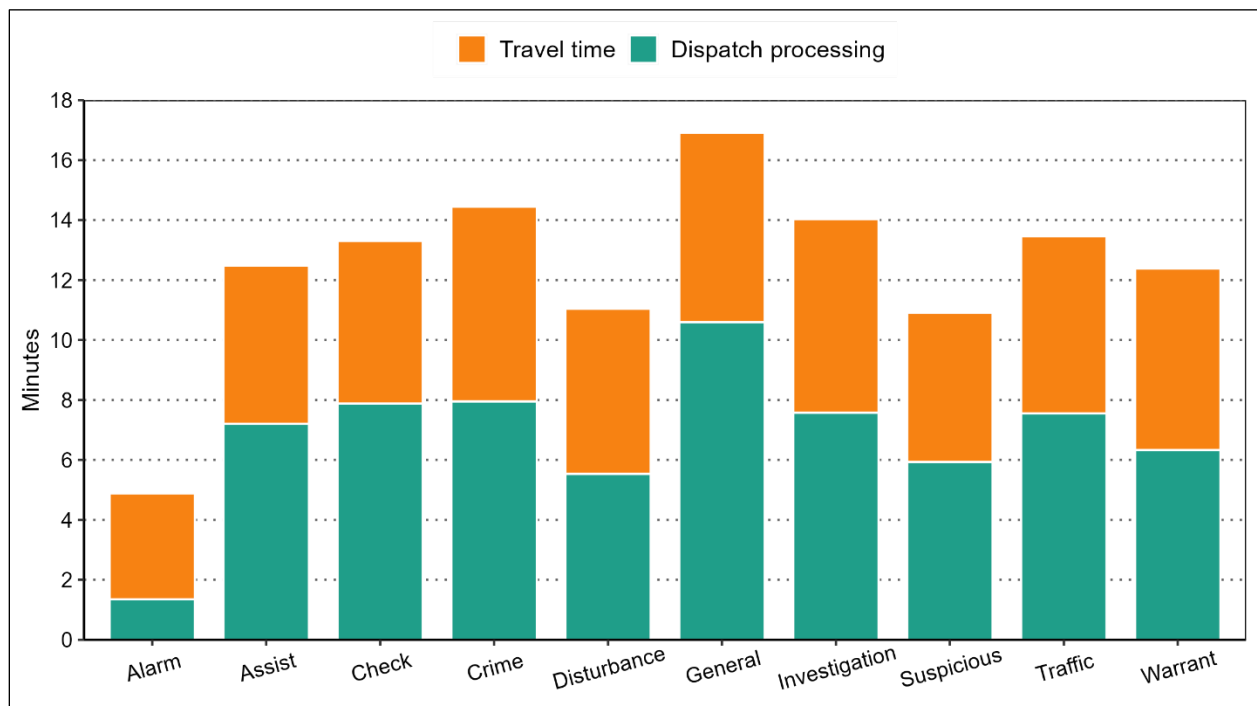
TABLE 8-16: Average Response Time Components, by Category

Category	Winter				Summer			
	Minutes			Count	Minutes			Count
	Dispatch	Travel	Response		Dispatch	Travel	Response	
Accident	6.7	6.1	12.9	150	6.4	6.0	12.4	147
Accident–criminal	9.6	7.7	17.3	33	10.0	7.6	17.6	47
Alarm	1.7	4.1	5.8	109	1.3	3.5	4.9	134
Animal call	11.7	6.7	18.4	35	13.6	7.5	21.1	63
Assist other agency	3.5	4.1	7.7	165	3.6	4.1	7.6	268
Assist public	9.0	6.1	15.1	117	11.7	6.8	18.5	215
Crime against persons	6.5	6.3	12.8	69	10.5	7.9	18.4	115
Crime against property	10.0	7.2	17.2	162	9.3	6.9	16.2	211
Crime against society	4.3	4.8	9.1	182	5.6	5.5	11.0	283
Disturbance	4.1	5.2	9.3	234	5.5	5.5	11.0	282
Investigation	5.3	5.2	10.6	209	7.6	6.5	14.0	282
Juvenile	10.3	6.7	16.9	92	10.6	6.2	16.9	76
Mental health	2.9	5.4	8.3	25	1.9	4.9	6.8	16
Miscellaneous	2.9	6.9	9.8	10	8.2	4.3	12.5	22
Special check	0.4	4.1	4.5	8	0.7	5.7	6.5	14
Suspicious incident	6.0	4.4	10.4	153	5.9	5.0	10.9	277
Traffic enforcement	9.3	5.7	15.0	111	8.7	5.9	14.6	145
Traffic enforcement–criminal	1.8	3.9	5.6	15	8.7	5.3	13.9	11
Warrant/prisoner/vehicle	7.5	5.8	13.3	85	6.3	6.1	12.4	97
Welfare check	8.1	5.5	13.6	218	8.2	5.4	13.7	272
Total Average	**6.4**	**5.5**	**11.9**	**2,182**	**7.1**	**5.7**	**12.9**	**2,977**

Note: The total average is weighted according to the number of calls per category.

Observations:

- In winter, the average response time was between 6 minutes and 15 minutes.

- In winter, the average response time was as short as 6 minutes (for alarms) and as long as 15 minutes (for general noncriminal calls).

- In summer, the average response time was between 5 minutes and 17 minutes.

- In summer, the average response time was as short as 5 minutes (for alarms) and as long as 17 minutes (for general noncriminal calls).

TABLE 8-17: 90th Percentiles for Response Time Components, by Category

Category	Minutes in Winter			Minutes in Summer		
	Dispatch	Travel	Response	Dispatch	Travel	Response
Accident	16.4	12.1	26.4	17.0	11.3	24.7
Accident–criminal	19.1	14.2	28.9	29.5	15.5	36.5
Alarm	2.4	7.2	9.4	2.0	6.0	7.6
Animal call	33.7	11.1	42.0	47.4	12.4	53.1
Assist other agency	4.9	7.5	11.2	4.6	7.0	12.3
Assist public	26.5	10.7	31.8	34.5	14.2	43.0
Crime against persons	17.1	11.5	32.3	29.8	18.1	43.1
Crime against property	29.3	12.6	37.6	28.1	13.0	38.8
Crime against society	6.5	8.5	15.2	13.8	10.6	22.8
Disturbance	7.7	9.3	15.3	11.6	9.3	18.1
Investigation	8.0	10.0	19.9	17.1	12.9	30.6
Juvenile	27.6	13.2	39.4	39.3	12.1	50.8
Mental health	4.4	9.4	13.3	3.0	7.5	9.3
Miscellaneous	5.7	14.3	19.4	22.6	8.0	30.1
Special check	0.8	7.8	8.2	1.1	10.0	10.2
Suspicious incident	12.3	9.4	22.8	14.8	9.2	22.2
Traffic enforcement	23.7	10.0	30.8	25.0	12.3	31.9
Traffic enforcement–criminal	3.1	8.1	10.2	16.9	11.6	28.5
Warrant/prisoner/vehicle	15.4	13.2	28.5	17.6	14.1	26.1
Welfare check	19.7	9.8	30.8	21.6	9.7	28.5
Total Average	**15.0**	**10.2**	**24.3**	**20.1**	**11.0**	**28.7**

Note: A 90th percentile value of 24.3 minutes means that 90 percent of all calls are responded to in fewer than 24.3 minutes. For this reason, the columns for dispatch processing and travel time may not be equal to the total response time.

Observations:

■ In winter, the 90th percentile value for response time was as short as 9 minutes (for alarms) and as long as 33 minutes (for general noncriminal calls).

■ In summer, the 90th percentile value for response time was as short as 8 minutes (for alarms) and as long as 50 minutes (for general noncriminal calls).

FIGURE 8-30: Average Response Time Components, by Beat
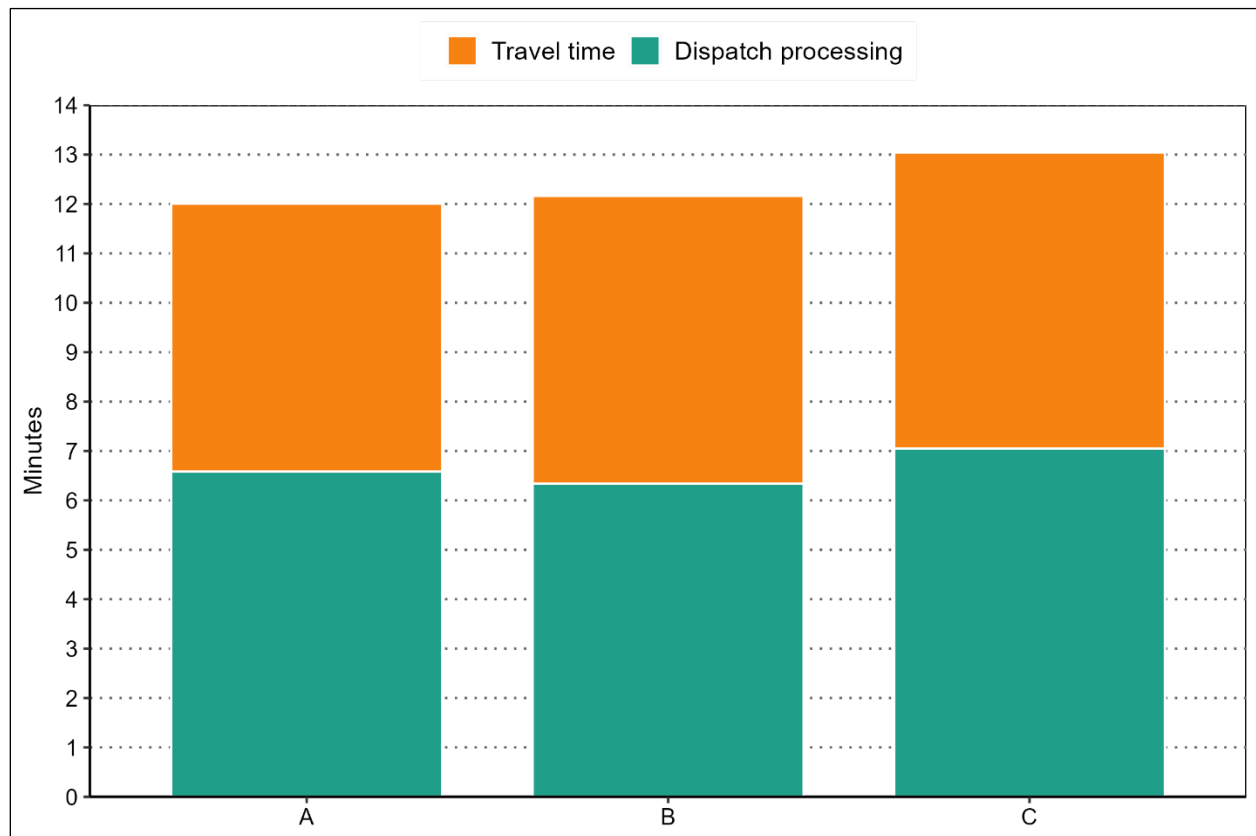
TABLE 8-18: Average Response Time Components, by Beat

Beat	Minutes			Calls
	Dispatch	Travel	Response	
A	6.6	5.4	12.0	5,957
B	6.3	5.8	12.2	4,690
C	7.1	6.0	13.0	6,358
Total	6.7	5.7	12.4	17,005

Observations:

- All three beats share a similar average dispatch processing time, with beat B having the shortest average dispatch processing time of 6.3 minutes.

- All three beats share a similar average response time, with beat A having the shortest average response time of 12.0 minutes.

High-Priority Calls

The department assigned priorities to calls with priority "high" as the highest priority. Table 8-19 shows average response times by priority. Also, we studied injury accidents to see if these provided an alternate measure for emergency calls. These calls were identified based on their call descriptions: "accident w/injuries" and "hit and run - injury."

TABLE 8-19: Average and 90th Percentile Response Times, by Priority

Priority	Minutes			Calls	90th Percentile Response Time, Minutes
	Dispatch	Travel	Response		
High	2.8	4.6	7.4	4,418	12.4
Medium	7.6	6.1	13.8	6,169	31.2
Low	8.9	6.2	15.1	3,496	34.0
Follow-up	7.9	6.2	14.1	2,922	32.4
Total	**6.7**	**5.7**	**12.4**	**17,005**	**27.1**
Injury Accident	1.8	3.2	5.0	121	7.6

Note: The total average is weighted according to the number of calls within each priority level.

FIGURE 8-31: Average Response Times and Dispatch Processing for High-priority Calls, by Hour
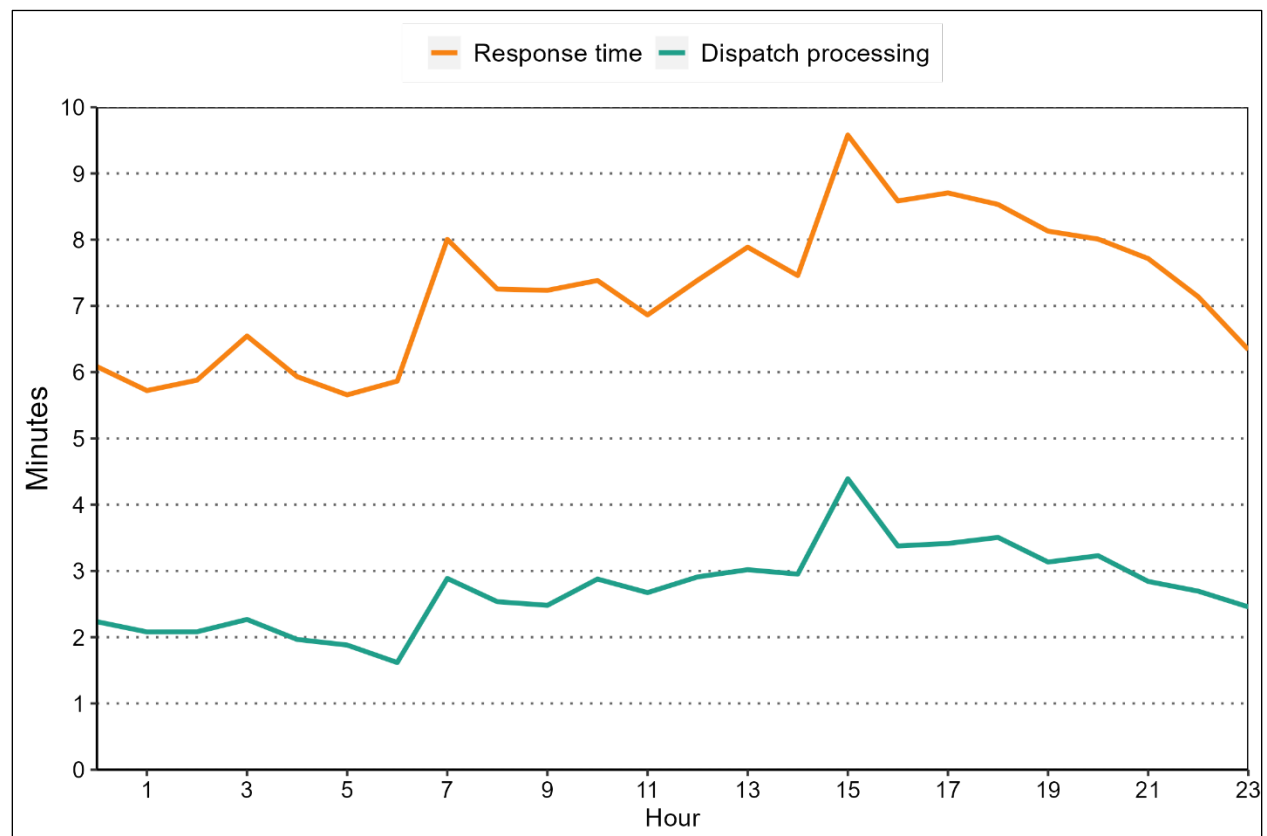
Observations:

- High-priority calls had an average response time of 7.4 minutes, lower than the overall average of 12.4 minutes for all calls.

- Average dispatch processing was 2.8 minutes for high-priority calls, compared to 6.7 minutes overall.

- For high-priority calls, the longest response times were between 3:00 p.m. and 4:00 p.m., with an average of 9.6 minutes.

- For high-priority calls, the shortest response times were between 1:00 a.m. and 2:00 a.m. and between 5:00 a.m. and 7:00 a.m., with an average of 5.7 minutes.

- Average response time for injury accidents was 5.0 minutes, with a dispatch processing of 1.8 minutes.

APPENDIX A: CALL TYPE CLASSIFICATION

Call descriptions for the department's calls for service from October 1, 2022, to September 30, 2023, were classified into the following categories.

TABLE 8-20: Call Type, by Category

Call Type Description	Table Category	Figure Category
Alarm burglary	Alarm	Alarm
Alarm medical		
Ambulance request	Assist other agency	Assist
Assist		
Assist fire		
Assist other agency		
Assist police		
Fire–alarm waterflow		
Fire alarm		
Fire dumpster/outside		
Fire grass/brush		
Fire other structure		
Fire vehicle		
Public works/signal malfunction		
Public works/signals		
Assist public	Assist public	
Civil dispute		
Bar check	Special check	Check
Offender check		
Premises check		
Welfare check	Welfare check	
Hit and run	Accident–criminal	Crime
Hit and run–injury		
Hit and run–property		
Assault	Crime against persons	
Child abuse/neglect		
Forgery		
Harassment		
Robbery		
Sex offense		
Shooting		
Stabbing		
Terrorizing		
Threats / intimidation		
Auto burglary	Crime against property	
Bike theft		

Call Type Description	Table Category	Figure Category
Burglary		
Criminal mischief		
Littering		
Motor vehicle theft		
Shoplifting		
Stalled vehicle		
Theft		
Trespass		
Alcohol violation	Crime against society	
Bomb incident		
Disorderly conduct		
Indecent exposure		
Judicial violations		
Ordinance violation		
Pornography/obscene materials		
Pursuit/flight		
Shots fired		
Tobacco violation		
Weapons violations		
Dui	Traffic enforcement–criminal	
Dus/dur		
Extra patrol	Directed patrol	Directed patrol
Special detail		
Domestic disturbance	Disturbance	Disturbance
Intoxicated person		
Loitering		
Noise complaint		
Animal - lost/found pet	Animal call	General noncriminal
Animal bite		
Animal complaint		
Animal complaint domestic		
Found child	Juvenile	
Missing/runaway		
Runaway information		
Runaway located		
Unruly juvenile		
Unruly juvenile		
Committal	Mental health	
Information	Miscellaneous	
Messy yard		
New call		
Repo veh/private property tow		

Call Type Description	Table Category	Figure Category
Unshoveled sidewalks		
911 investigation	Investigation	Investigation
Attempt to locate		
Bike - found/abandoned		
Criminal investigation		
Death		
Drug investigation		
Follow up		
Lost/found property		
Recovered stolen property		
Recovered stolen vehicle		
Routine investigation		
Smoke investigation		
Suicide investigation		
Open door/window found	Suspicious incident	Suspicious incident
Suspicious activity		
Suspicious person/vehicle		
Suspicious vehicle		
Accident property damage	Accident	Traffic
Accident w/injuries		
Impound	Traffic enforcement	
Parking complaint		
Traffic complaint/investigation		
Traffic obstruction		
Traffic stop	Traffic stop	
Escort	Warrant/prisoner/vehicle	Warrant/prisoner/vehicle
Judicial service		
Warrant service		

APPENDIX B: UNIFORM CRIME REPORT INFORMATION

This section presents information obtained from Uniform Crime Reports (UCR) collected and reported by the Federal Bureau of Investigation (FBI) or on the North Dakota State Government website. The tables and figures include the most recent information that is publicly available at the national level. This includes crime reports for 2013 through 2022, along with clearance rates for 2021 and 2022. Crime rates are expressed as incidents per 100,000 population.

TABLE 8-21: Reported Crime Rates in 2021 and 2022, by City

Municipality	State	2021				2022			
		Population	Crime Rates			Population	Crime Rates		
			Violent	Property	Total		Violent	Property	Total
Bismarck	ND	75,396	281	1,576	1,857	74,604	307	1,391	1,698
Dickinson	ND	24,179	252	922	1,175	24,577	236	879	1,115
Fargo	ND	127,313	500	3,194	3,694	127,649	607	3,037	3,644
Jamestown	ND	14,879	302	1,425	1,727	15,772	222	1,116	1,338
Grand Forks	ND	56,253	299	1,547	1,845	58,620	292	1,733	2,025
Mandan	ND	23,292	365	3,332	3,697	24,666	235	2,903	3,138
West Fargo	ND	39,704	161	1,007	1,169	39,987	180	913	1,093
Williston	ND	31,680	287	909	1,196	25,513	494	1,634	2,128
Minot	**ND**	48,086	250	821	1,071	47,278	281	662	943
North Dakota		**774,948**	**241**	**1,398**	**1,639**	**779,261**	**266**	**1,335**	**1,601**
National		***332,031,554**	**396**	**1,933**	**2,329**	**332,403,650**	**380**	**1,954**	**2,334**

Note: *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates.*

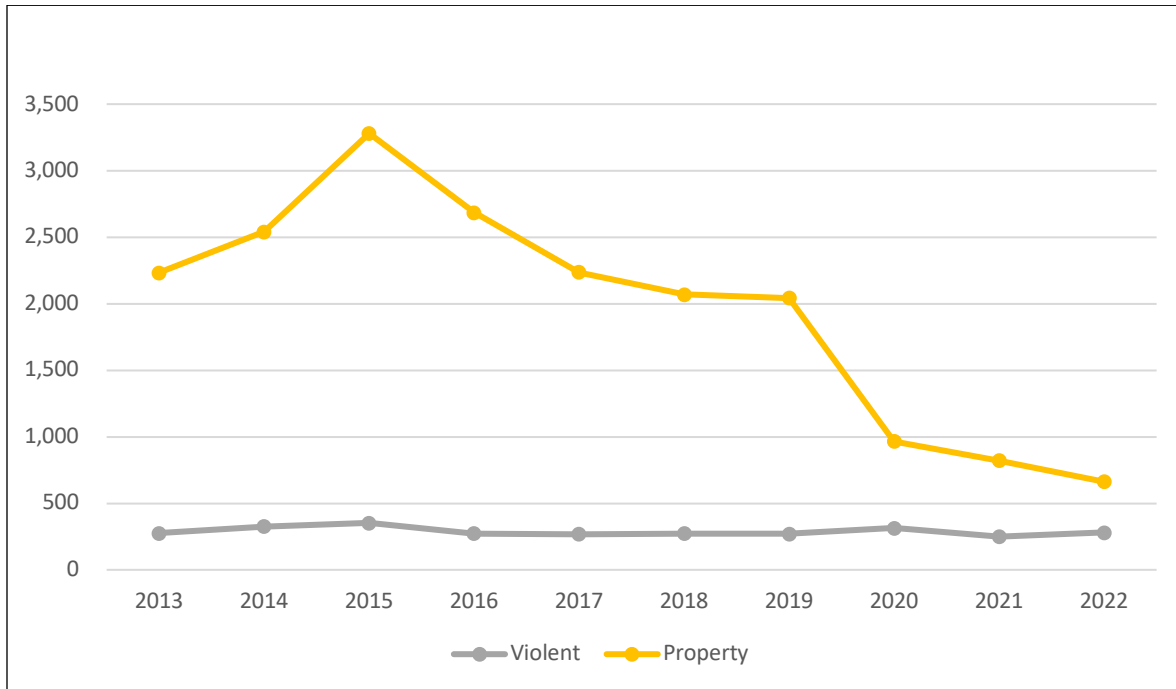**FIGURE 8-32: Reported Minot Violent and Property Crime Rates, by Year**

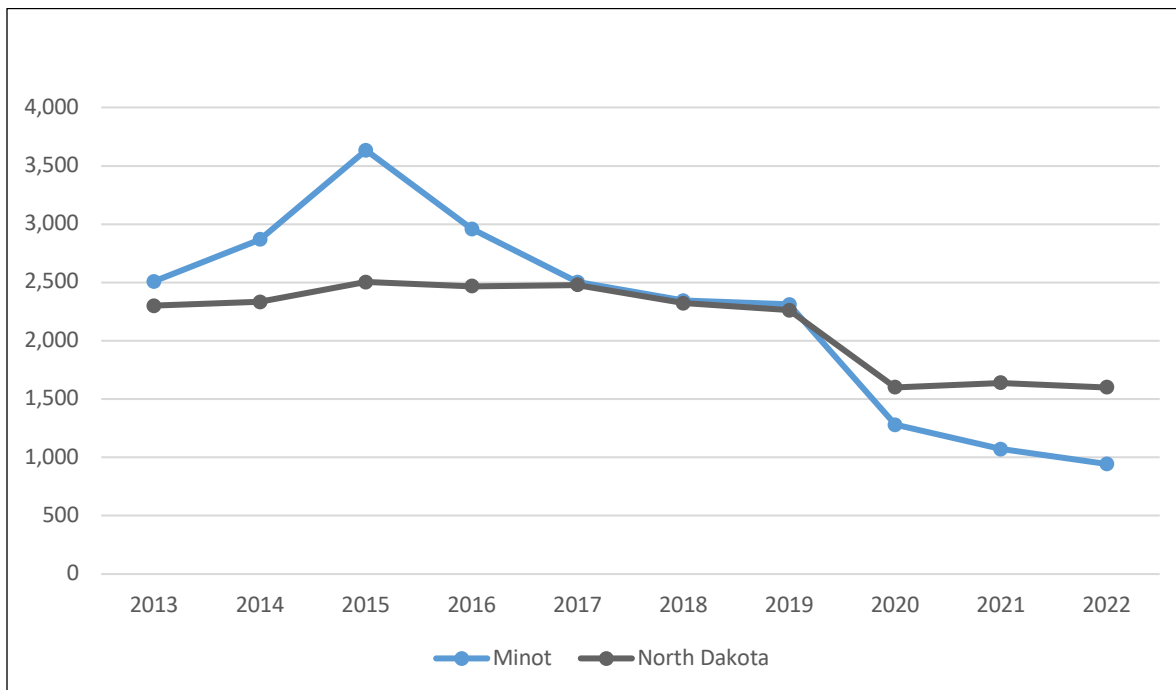**FIGURE 8-33: Reported City and State Crime Rates, by Year**

TABLE 8-22: Reported Minot, North Dakota, and National Crime Rates, by Year

Year	Minot				North Dakota				National			
	Population	Violent	Property	Total	Population	Violent	Property	Total	Population	Violent	Property	Total
2013	44,635	276	2,234	2,509	747,626	261	2,040	2,301	321,947,240	362	2,627	2,989
2014	47,682	325	2,542	2,867	764,102	261	2,072	2,333	324,699,246	357	2,464	2,821
2015	49,842	353	3,280	3,633	781,773	247	2,257	2,504	327,455,769	368	2,376	2,744
2016	51,265	273	2,686	2,959	783,900	244	2,224	2,468	329,308,297	383	2,353	2,736
2017	50,118	267	2,235	2,502	755,393	281	2198	2,479	325,719,178	383	2,362	2,745
2018	48,829	274	2,070	2,344	760,077	281	2040	2,321	327,167,434	369	2,200	2,568
2019	48,185	270	2,042	2,312	762,062	285	1977	2,262	328,239,523	379	2,010	2,489
2020	48,108	314	967	1,280	765,309	244	1356	1,600	331,449,281	399	1,958	2,357
2021	48,086	250	821	1,071	774,948	241	1398	1,639	332,031,554	396	1,933	2,329
2022	47,278	281	662	943	779,261	266	1335	1,601	332,403,650	380	1,954	2,334

TABLE 8-23: Reported Minot, North Dakota, and National Crime Clearance Rates, 2021

Crime	Minot			North Dakota			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	3	0	17	16	94%	22,900	11,500	50%
Rape	41	7	17%	340	66	19%	144,300	16,500	11%
Robbery	4	1	25%	186	65	35%	202,200	48,800	24%
Aggravated Assault	72	52	72%	1,321	796	60%	943,800	297,500	32%
Burglary	115	14	12%	2,899	358	12%	899,700	107,200	12%
Larceny	143	23	16%	5,958	751	13%	4,627,000	508,900	11%
Vehicle Theft	137	25	18%	1,979	406	21%	890,200	68,500	8%

Note: *We used national crime and clearance rates estimated in the FBI's report *The Transition to the National Incident-Based Reporting System (NIBRS): A Comparison of 2020 and 2021 NIBRS Estimates*

TABLE 8-24: Reported Minot, North Dakota, and National Crime Clearance Rates, 2022

Crime	Minot			North Dakota			National		
	Crimes	Clearances	Rate	Crimes	Clearances	Rate	Crimes	Clearances	Rate
Murder Manslaughter	3	2	67%	30	23	77%	21,797	10,752	49%
Rape	37	3	8%	379	72	19%	132,997	27,856	21%
Robbery	8	3	38%	216	83	38%	215,760	51,930	24%
Aggravated Assault	85	54	64%	1,448	853	59%	756,601	334,405	44%
Burglary	92	15	16%	2,585	409	16%	916,970	125,838	14%
Larceny	89	17	19%	5,818	876	15%	4,947,709	633,098	13%
Vehicle Theft	132	28	21%	1,999	428	21%	953,827	87,140	9%

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