

# Police Operations and Data Analysis

- **Minot Police Department**
  - Minot, North Dakota
- 
- By: Center for Public Safety Management
  - April 15<sup>th</sup>, 2024



# Project Staff

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# Project Methodology

- Data Analysis
- Interviews
- Focus Groups
- Document Review
- Operational and Administrative Observations
- Provides standardized approach to understanding each agency

# Report Findings

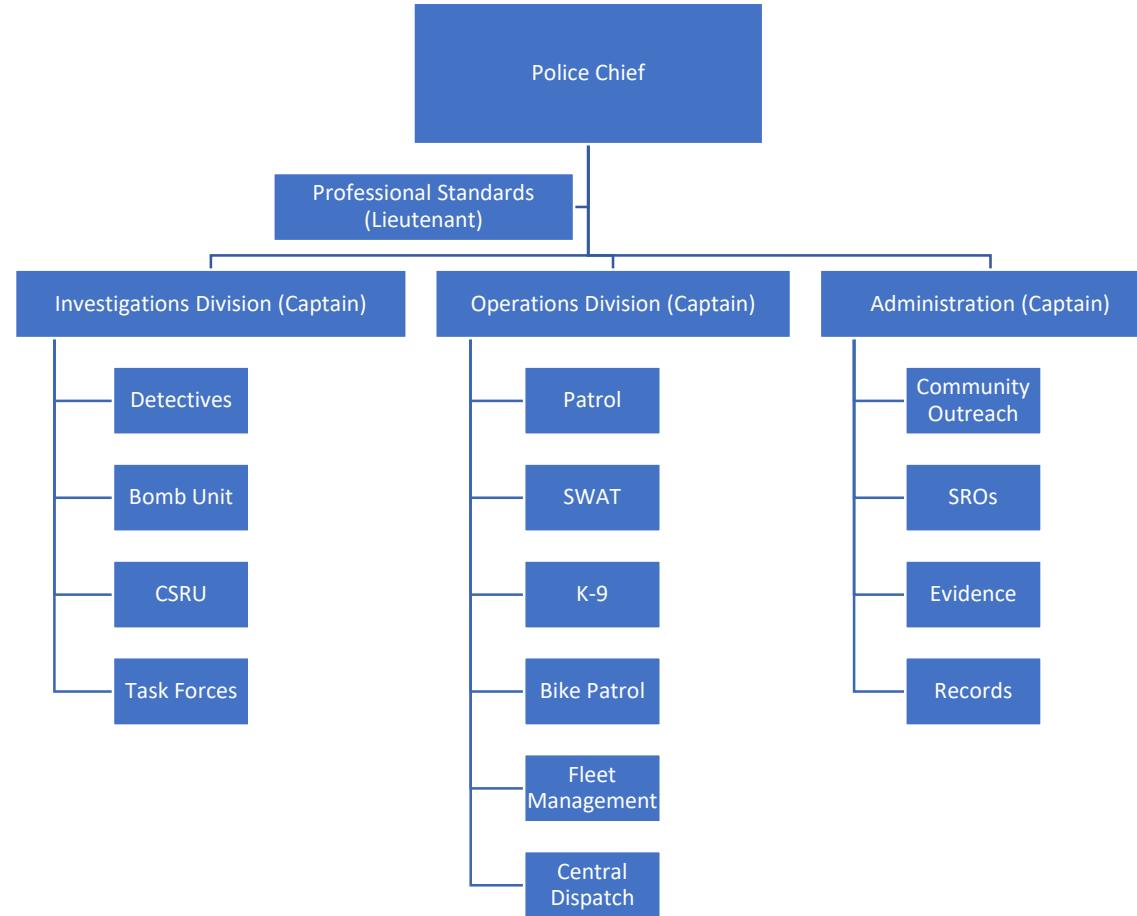
- Overall report is 141 pages
  - Analysis Report
  - Data Report
- The report contains 78 recommendations
  - Some will be discussed in this presentation.
- Recommendations range from simple operational or procedural changes to long term human resource and capital investments
- Some recommendations may work in one community or one department, but not in a different community or department
- Recommendations are based on data, legal considerations, best practices and experience

# General Observations

- Minot PD is a professional, well-equipped organization that strives to provide good service to the community.
- MPD employees appear very dedicated to the Minot community and the department. The organization's members genuinely care about their community, and department morale appears to be good.
- The police facility is in good overall condition, but there are some space concerns, and there is a need for long-term planning regarding its future.
- MPD is not a large police department by national standards, yet within this geographic region, it is a large organization that many partner organizations may look to for regional support.

# Key Department and Administrative Recommendations

- Develop a clear organizational chart – clarify chain of command.
- Convert one captain to a deputy chief position.
- Create an administrative assistant within the MPD administration.



# Key Department and Administrative Recommendations

## Changes to the Department Directive Process

- Define date periods
- Convert to Policy when appropriate
- Establish protocols for all employees to be notified of DD's

## Strategic Planning and Professional Development.

## Changes to the Internal Affairs Program:

- Consider a software solution to tracking IA Investigations
  - Additional benefits of reporting on use of force incidents, pursuits, complaints etc...
  - Multiple recommendations to improve tracking and processes.

# Crime Rates – North Dakota Cities 2021-2022

Municipality	State	Population	2021			2022			
			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

# Minot PD Sworn 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
<b>Totals</b>	<b>84</b>	<b>81</b>	<b>75</b>

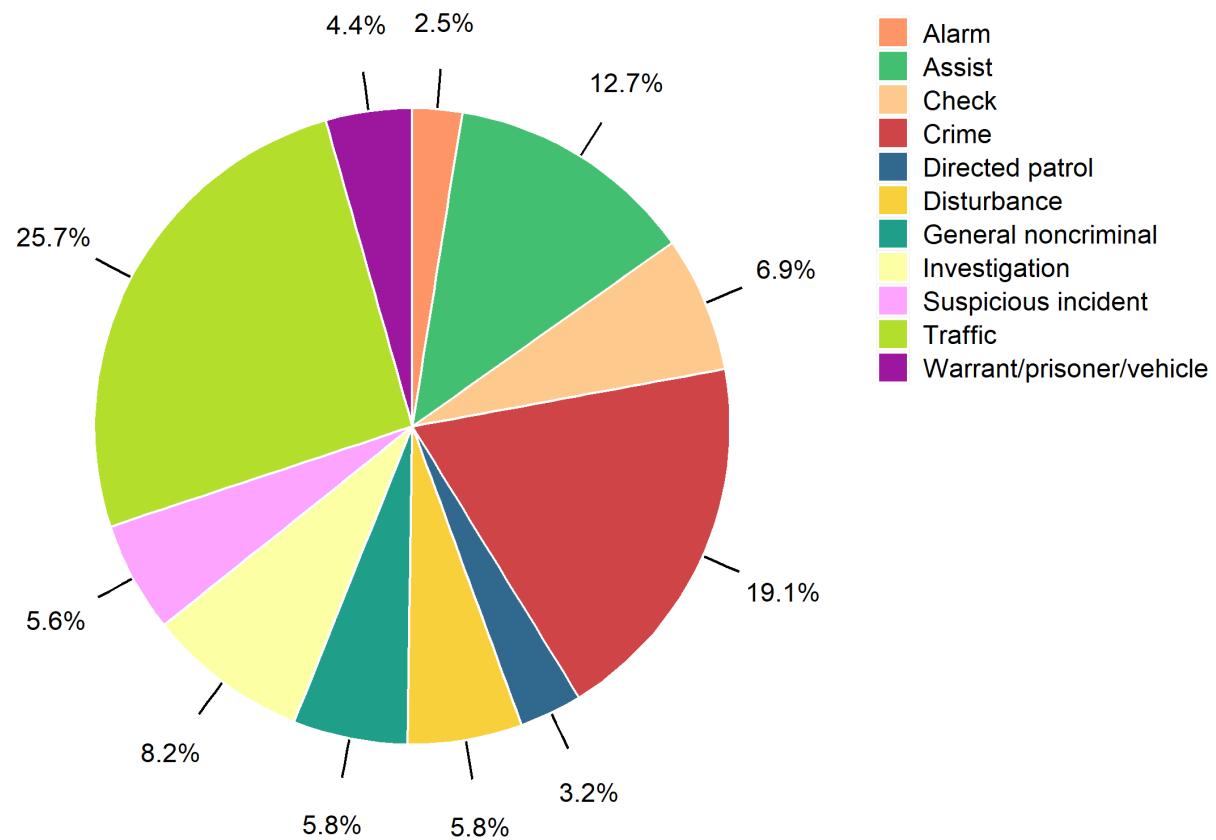
# Patrol Staffing

What activities do/should the officers perform?

How many officers are necessary?

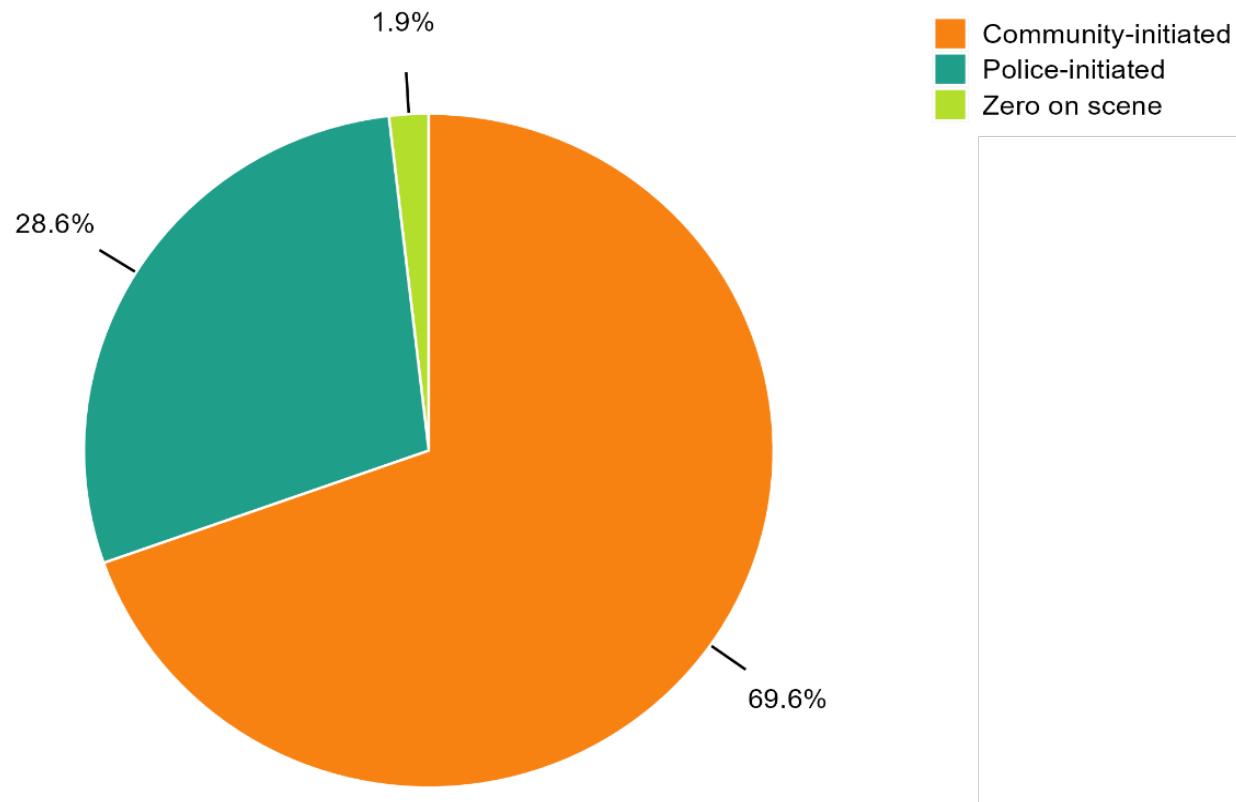
How should they be deployed (or how shouldn't they be)?

# 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
<b>Total</b>	<b>32,206</b>	<b>88.2</b>

# 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
<b>Total</b>	<b>32,206</b>	<b>88.2</b>

# Out of Service Activity

- “Out of Service” is too broad – it should be more specific for time accountability.
- Report Writing is underreported in this category.
- Recommendation to better capture all work.

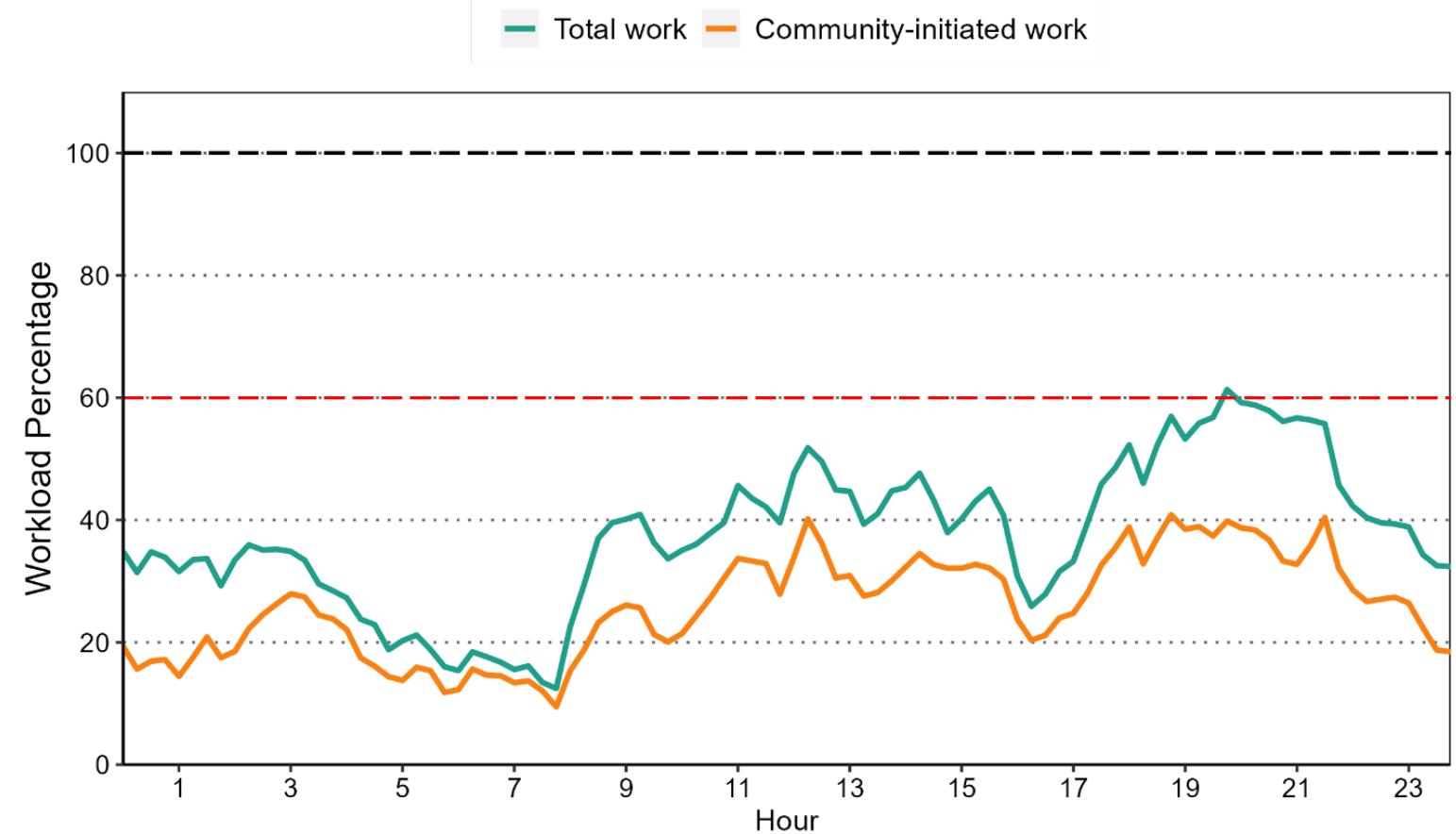
Description	Occupied Time	Count
<b>Out of Service</b>	33.3	2,563
<b>Repairs</b>	5.1	4
<b>Reports</b>	24.6	44
<b>Training</b>	100.6	204
<b>Administrative - Weighted Average/Total Activities</b>	38.0	2,815
<b>Personal - Lunch</b>	28.1	2,663
<b>Weighted Average/Total Calls</b>	33.2	5,478

# Patrol Staffing Analysis

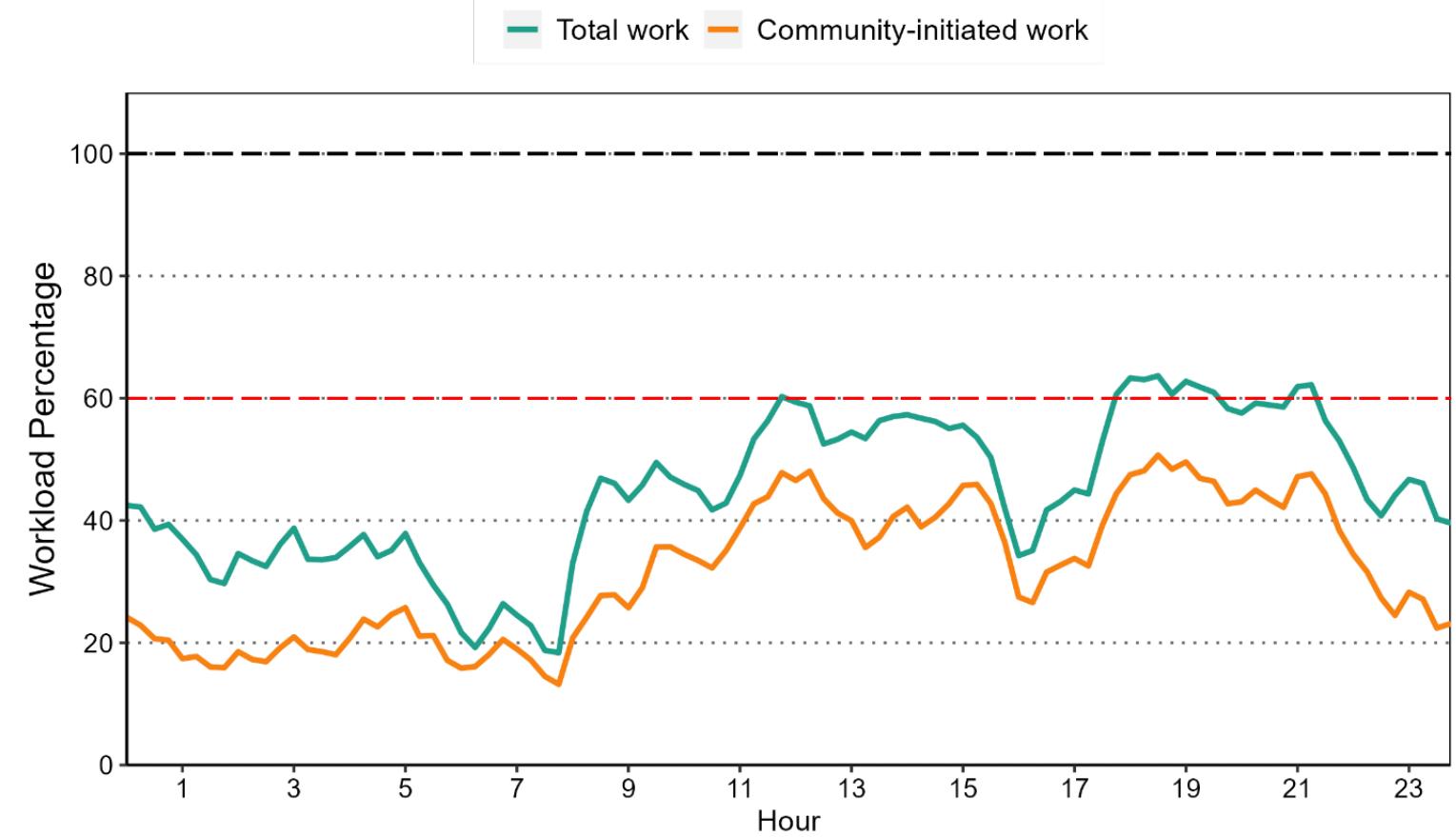
## Allocation – “The Rule of 60”

- Ratio of Patrol : Total should be about 60%  
Minot PD at 65%  
(55 of the 84 sworn positions)
- Saturation Index should be lower than 60%

# Workload Percentage by Hour – Weekdays in Winter 2023

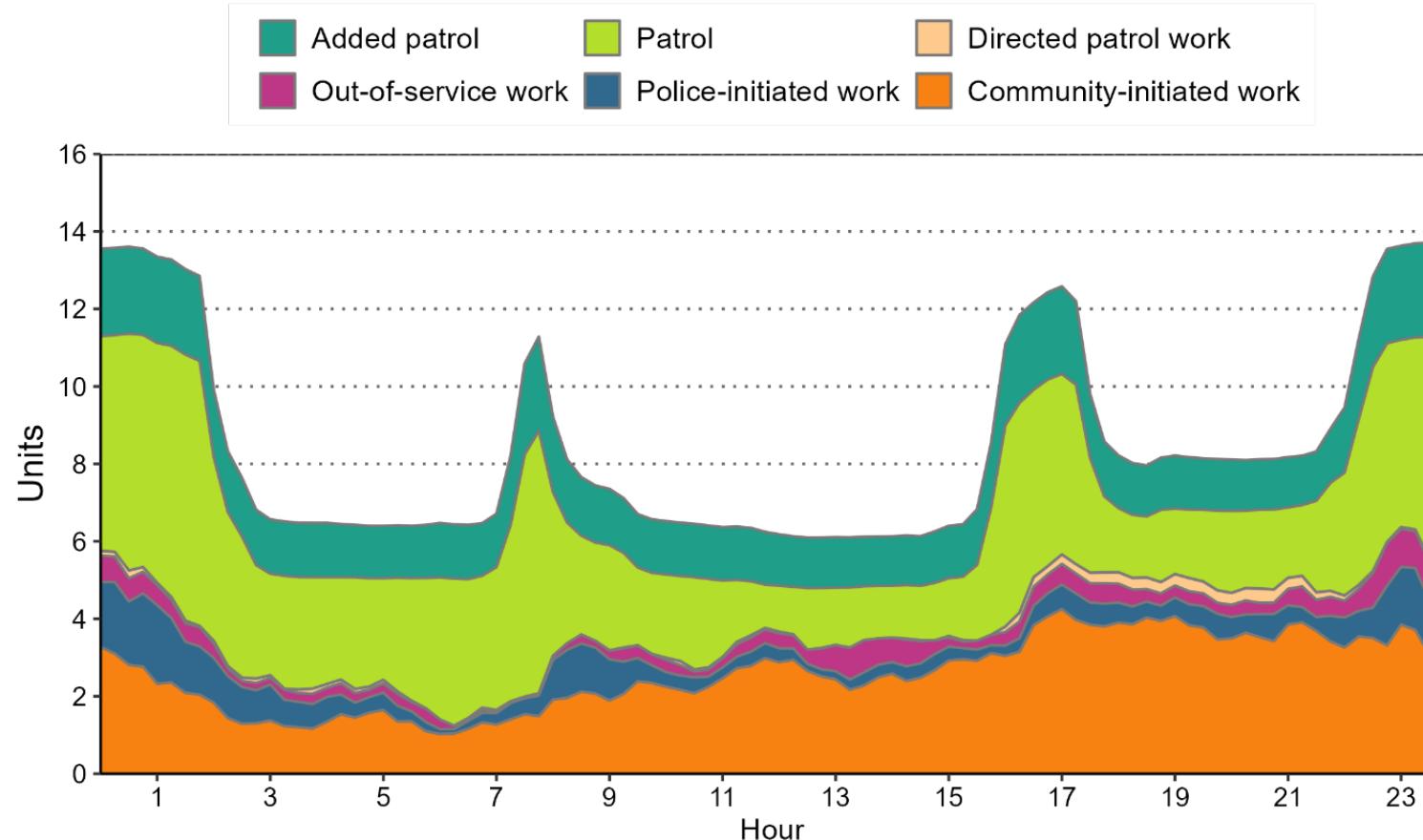


# Workload Percentage by Hour – Weekdays in Summer 2023



# Deployment and Workload – Weekdays

## Summer 2023

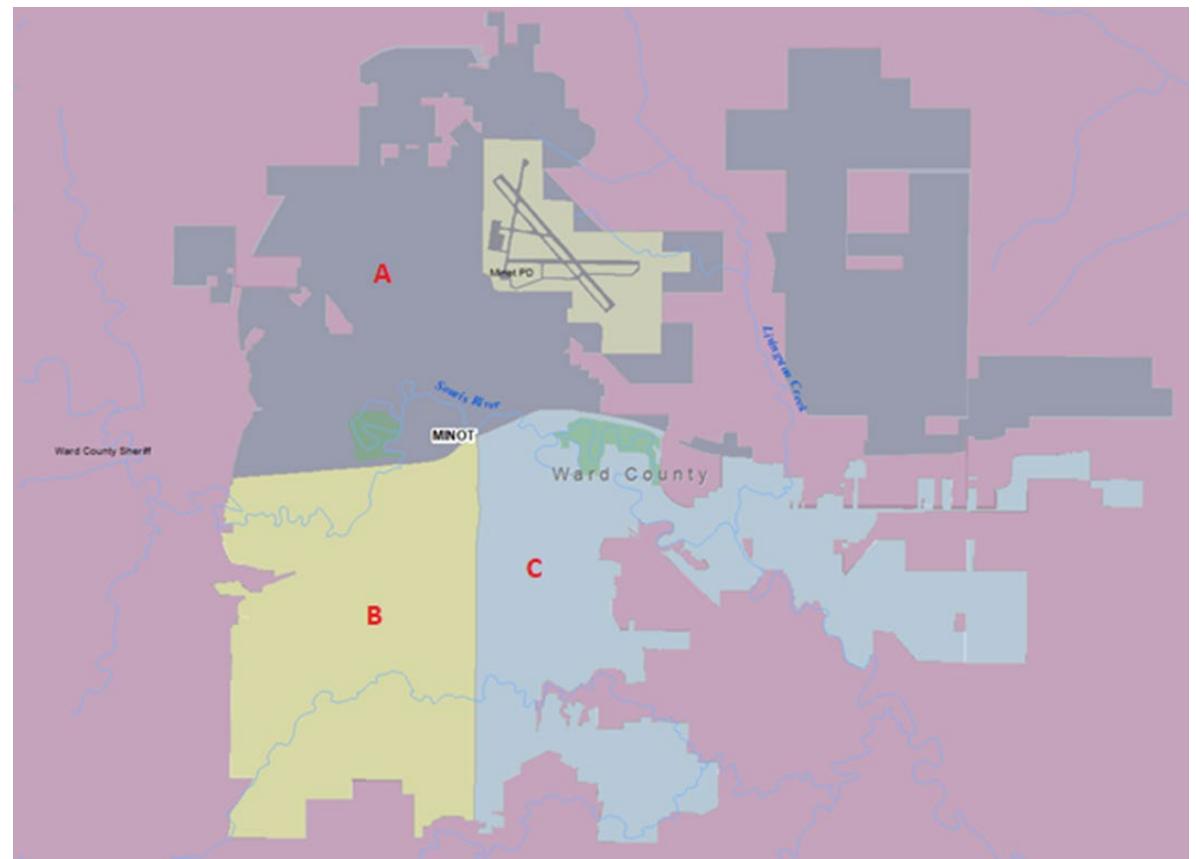


# Summary – Workload and Deployment

	Weekdays - Winter	Weekends - Winter	Weekdays - Summer	Weekends - Summer
Average Deployment	7.8 Officers	8.1 Officers	8.5 Officers	8.7 Officers
Average Workload	2.9 Officers	3.1 Officers	3.7 Officers	3.8 Officers
Average SI	37%	37%	44%	43%
Peak SI	61%	68%	64%	63%
Peak Time	7:45PM	7:15PM	6:00PM	9:30PM

# Minot Police Beats – Calls 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
<b>Total</b>	<b>83.9</b>	<b>68.5</b>



# Average Response Times by Priority

Priority	Minutes			Calls
	Dispatch	Travel	Response	
High	2.8	4.6	7.4	4,418
Medium	7.6	6.1	13.8	6,169
Low	8.9	6.2	15.1	3,496
Follow-up	7.9	6.2	14.1	2,922
<b>Total</b>	<b>6.7</b>	<b>5.7</b>	<b>12.4</b>	<b>17,005</b>
<b>Injury Accident</b>	<b>1.8</b>	<b>3.2</b>	<b>5.0</b>	<b>121</b>

# MPD Patrol Recommendations

- Pursue an online reporting option (workload mitigation)
- Make adjustments to the patrol schedule for enhanced coverage when workload increases. Specifically, the afternoon shift should start at 2 PM vs 4 PM.
- Explore using civilians within the patrol structure—including reclassifying certain civilian positions into a broader CSO position.

# Other Discussion Points

- Migrate sworn personnel from Records/Property Functions into operations and replace them with civilians.
- Consider utilizing part-time retire labor in Property/Evidence as well as the investigative– Cold Case function.
- Fleet
  - Recommendations made to minimize the assignment of units to no more than 2 officers. This will likely result in a need to increase the fleet – but improve accountability.
  - Property and Evidence – consolidate storage locations.

# Recruitment and Training

- Alleviate the admin sergeant workload to place additional emphasis on this area.
  - IA Lieutenant
- Improve the recruitment pool and streamline the lateral officer process.
- Emphasize community relations as a department-wide philosophy.

# Questions?