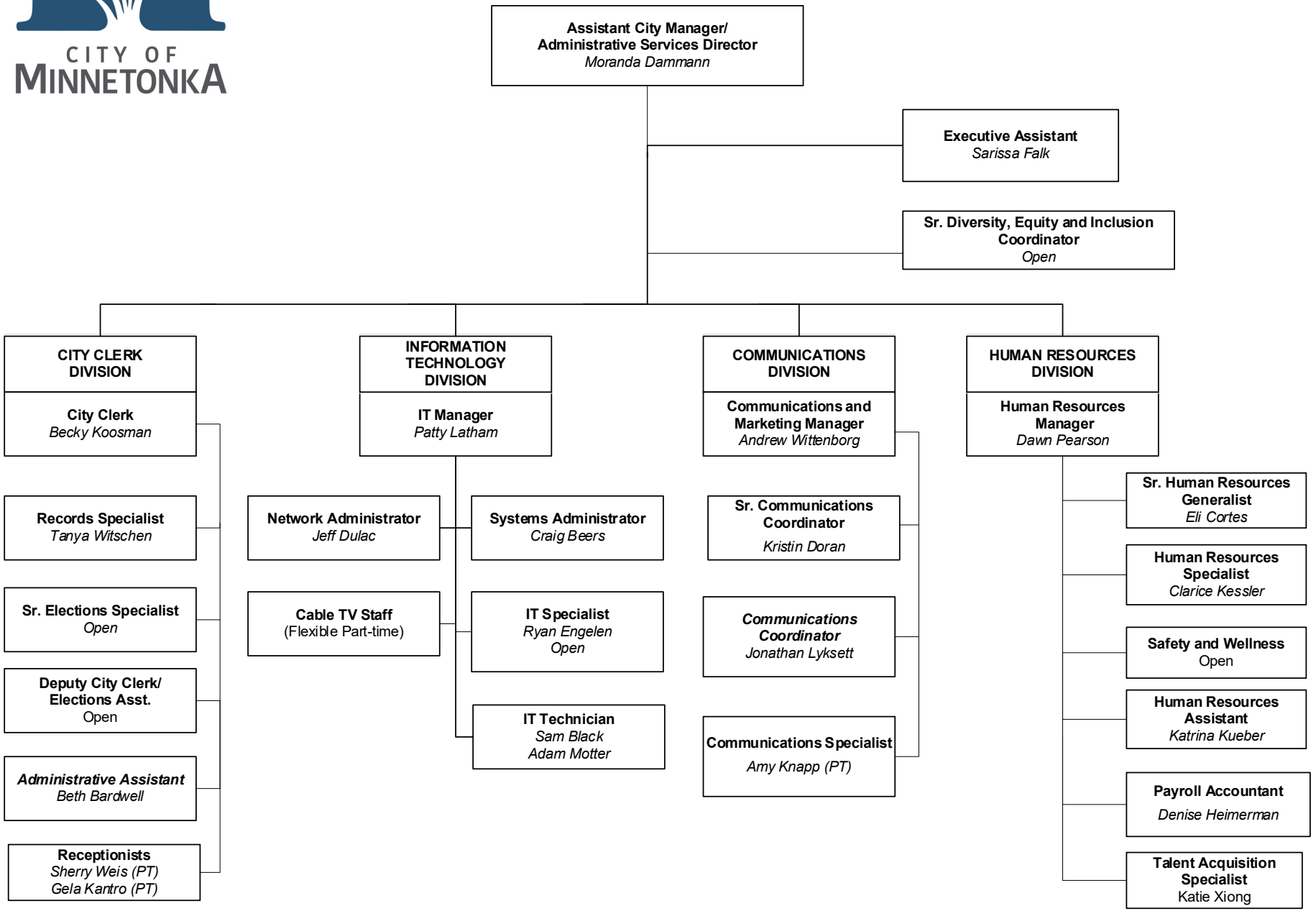
CITY OF MINNETONKA
2024 BUDGET PREPARATION: DEPARTMENT UPDATES

DEPARTMENT: ADMINISTRATION

CITY OF MINNETONKA

Administration



04/2023

2022 DEPARTMENT HIGHLIGHTS

- The continued success of Minnetonka Matters and use of community engagement tools and the growth of social media and community engagement
- Completion of redistricting
- Launch of updated employee intranet including security measures to access remotely
- Evaluated and secured ERP and utility billing software
- Implemented new password length requirements
- Added Juneteenth as a paid holiday
- Facilitated the ongoing efforts of the Internal Employee Diversity Committee, and continued external relationship building
- Converted all paper personnel files to digital

CHALLENGES

- Rising costs:
  - Print and postage
  - Health care
  - Technology
  - General cost of elections
- Project and technology delivery delays
- Growth of social media commentary directed at city which must be monitored and curated more frequently
- Prioritizing daily customer needs and new innovations
- Technology access, delivery and security
- Staff turn-over
- Increase in data practice requests

2024 GOALS & NEW INNOVATIONS

- Talent management attract and development
- Employee experience
- Focus on wellness and safety
- Partner with Finance to further implementation of enterprise resource planning software
- Minnetonka Branding
- Successfully execute 3 state/federal elections
- Access to city records and continued records management initiatives
- Focus efforts of the Internal Employee Diversity Committee, and continue external DEI initiatives
- Support The Marsh
- Technology security and enhancements
- Employer of choice

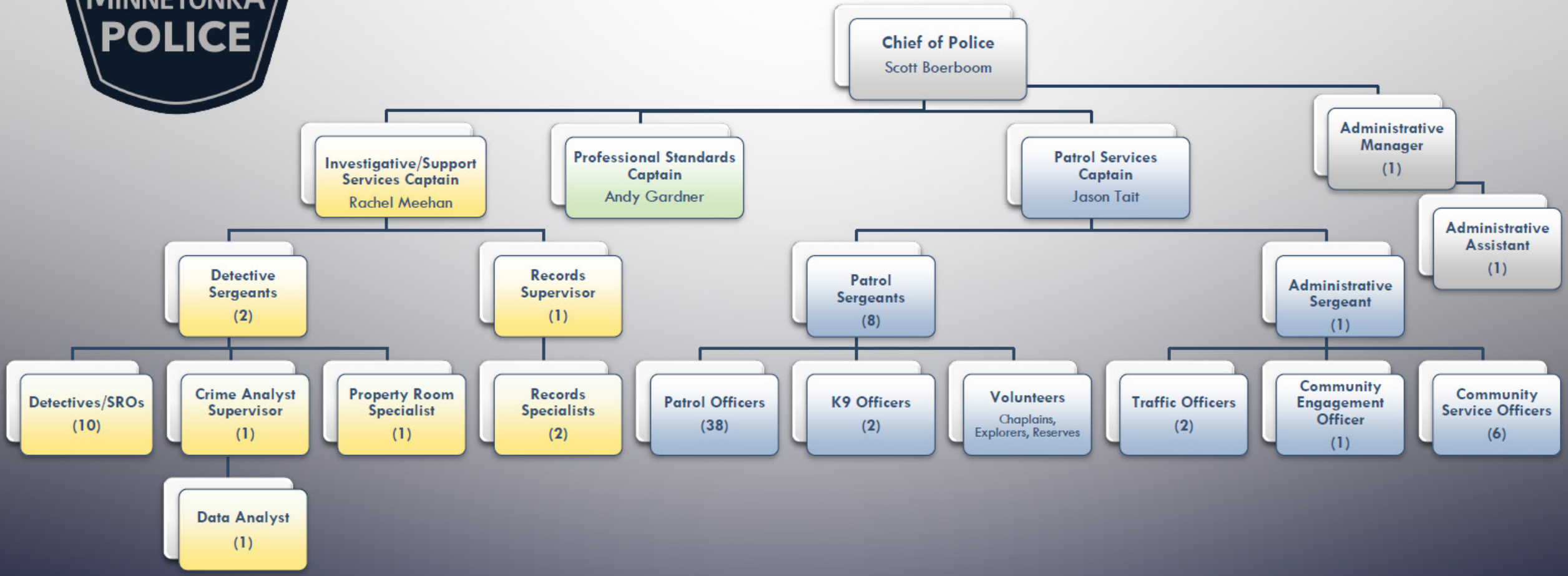
QUESTIONS?

CITY OF
MINNETONKA

CITY OF MINNETONKA
2023 BUDGET PREPARATION: DEPARTMENT UPDATES

DEPARTMENT: POLICE

ORGANIZATIONAL CHART



OVERVIEW – WHAT WE DO

Professional Standards Division

- Oversees the professional conduct of our employees
- Investigates complaints or allegations of misconduct involving police employees
- Manages the recruitment and hiring of police employees including pre-employment background checks
- Administers the training of police employees
- In charge of policy development and Implementation
- Assures POST Board, BCA and other compliance requirements are met

OVERVIEW – WHAT WE DO

Patrol Division

The Patrol Division is the uniformed staff who provide law enforcement services to our community 24 hours a day, seven days a week. Officers patrol the city and respond to a variety of calls.

- 31 police officers
- 9 patrol sergeants
- 2 full-time/4 part-time Community Service Officers/ Cadets
- 2 K-9 officers
- Specialty: Traffic Unit, Bike Patrol, Drug Recognition Expert

OVERVIEW – WHAT WE DO

Investigative and Support Services Division

There are two main components of the Investigative and Support Services Division:

- The investigative division is staffed by detectives who provide follow-up investigations to all types of criminal incidents. Detectives investigate and prepare cases for charging by the Minnetonka City Attorney or the Hennepin County Attorney's Office.
- The records division serves as a primary point of contact and connect the public with police staff. The unit manages case reports, permits to purchase fire arms, criminal histories, public data requests and fingerprinting.

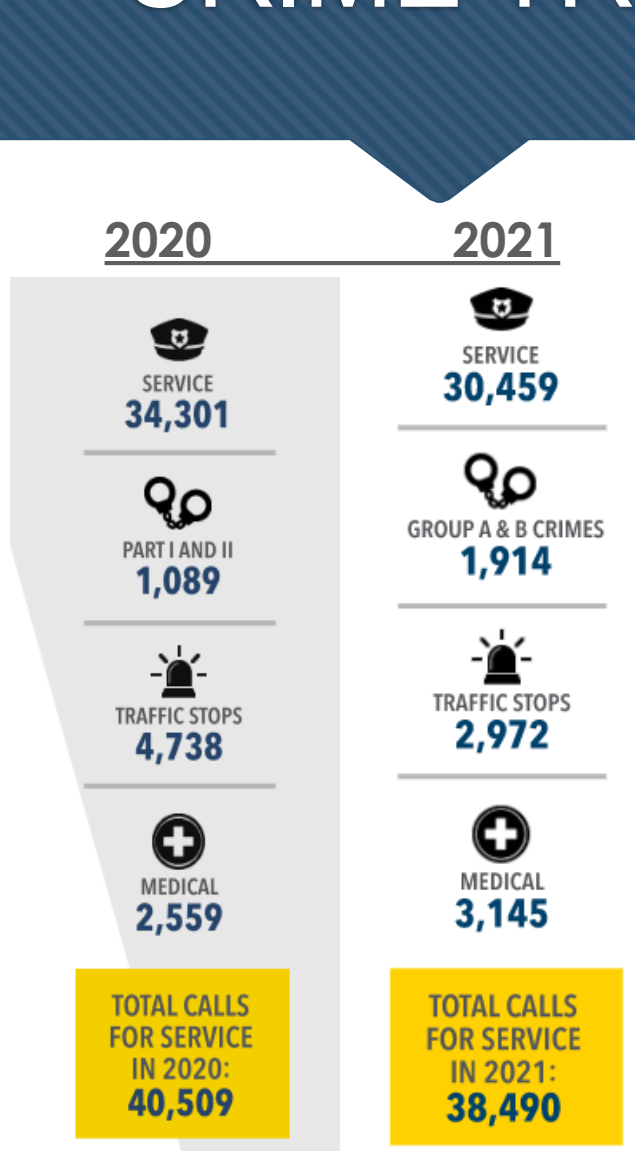
Investigations:

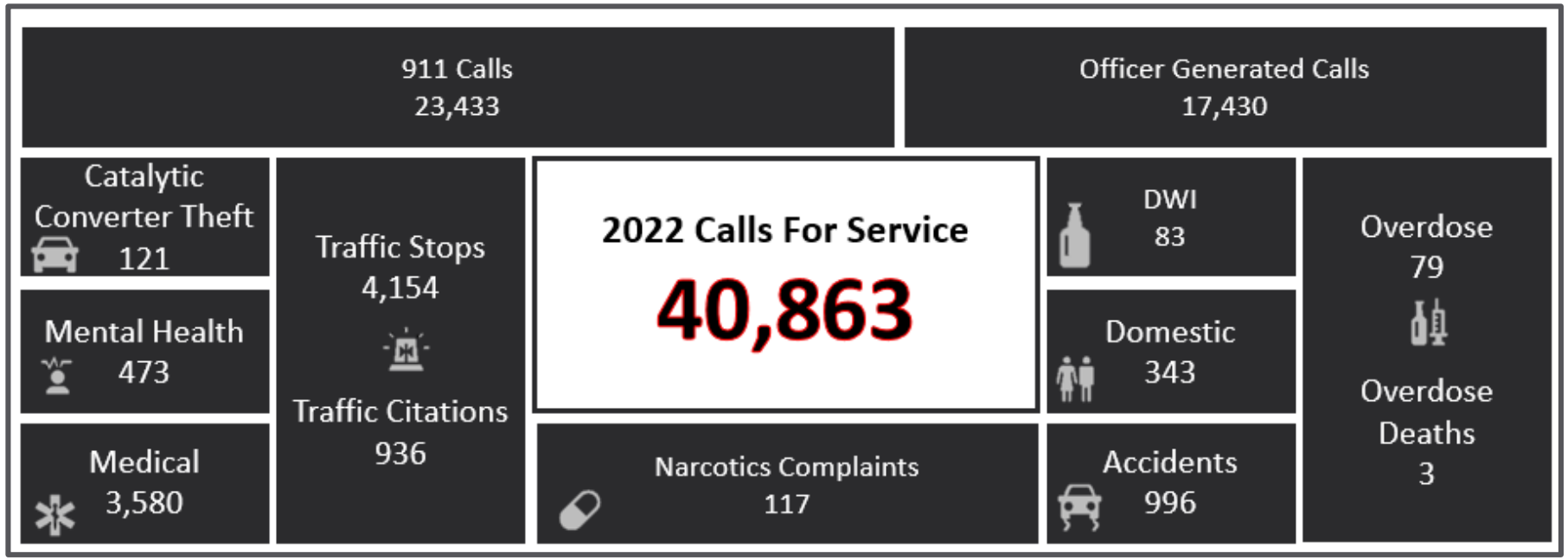
- 2 sergeants
- General case detectives(4), retail crime detectives(2), school resource officers(2), Southwest Hennepin Drug Task Force(1), Electronic Crimes Work Group(1), crime and data analyst(2), property and evidence Technician(1)

Records:

- 1 supervisor
- 2 specialists

CRIME TRENDS





2022 DEPARTMENT HIGHLIGHTS

- Community engagement
- Directed patrol program
- Demographic collection
- Cadet program
- Lexipol policy transition
- Community involvement in hiring

CHALLENGES

- Recruitment & Retention-especially of diverse candidates
- Increased technology costs
- Community Trust/Media Misinformation
- Increase in crime-specifically property crime
- Increase in Mental Health Calls
- Lack of facilities for Mental Health & Drug/Alcohol Treatment and Detox
- Population Growth *(Specifically in Opus (due to light rail) and Ridgedale area's)*
- Lack of facilities to house and rehabilitate repeat juvenile offenders
  - *Homeschool and Totem Town closed, mental health treatment facilities full, JDC only takes violent offenders*
- Recidivism rate of offenders-accounts for a significant amount of the crime

2023 GOALS & NEW INNOVATIONS

- Transparency dashboard expansion
  - Arrest
  - Use of Force
  - Officer misconduct
- Homelessness response
- *Safe 7 Summer* traffic safety initiative
- Public safety master plan implementation

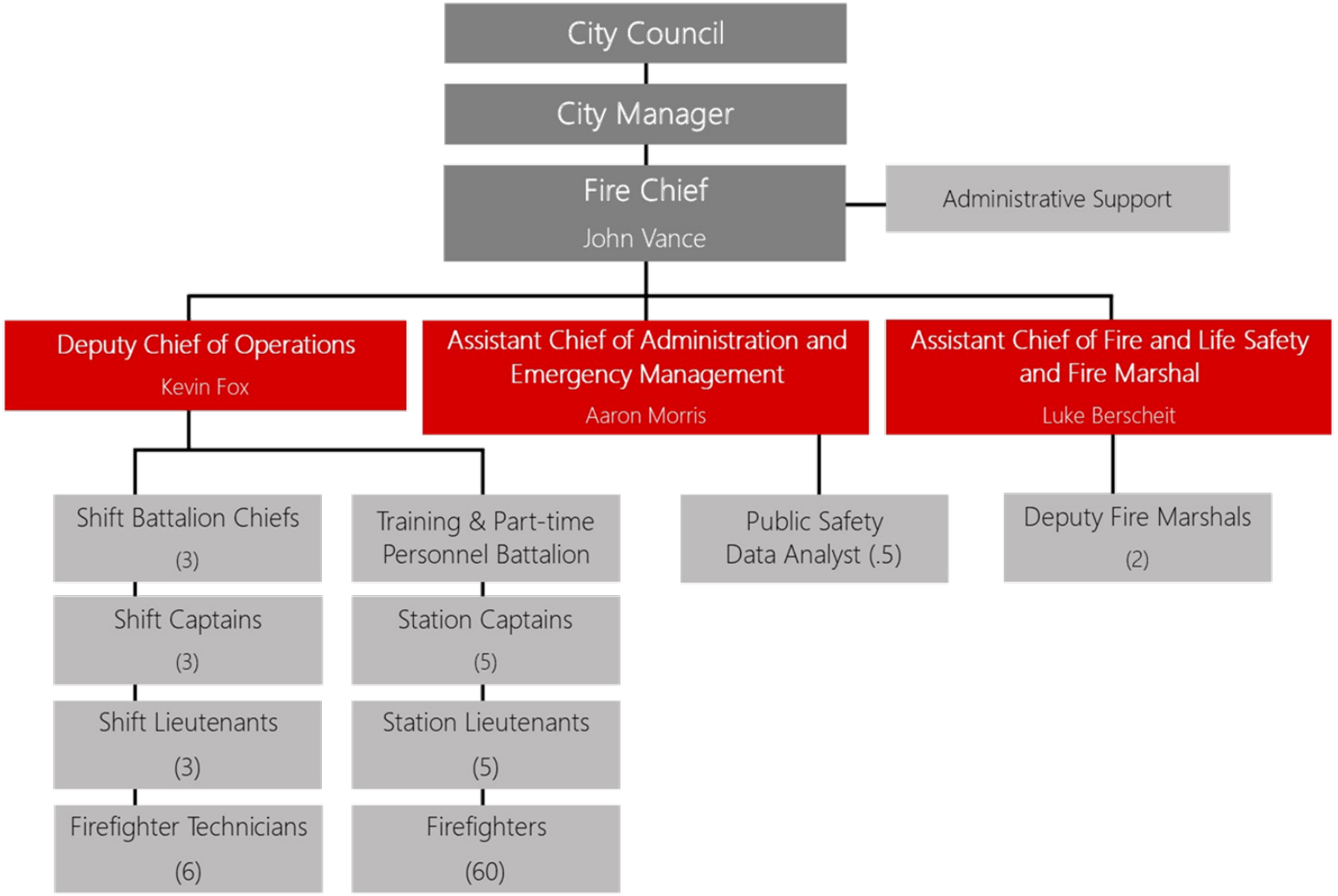
Questions?

CITY OF MINNETONKA

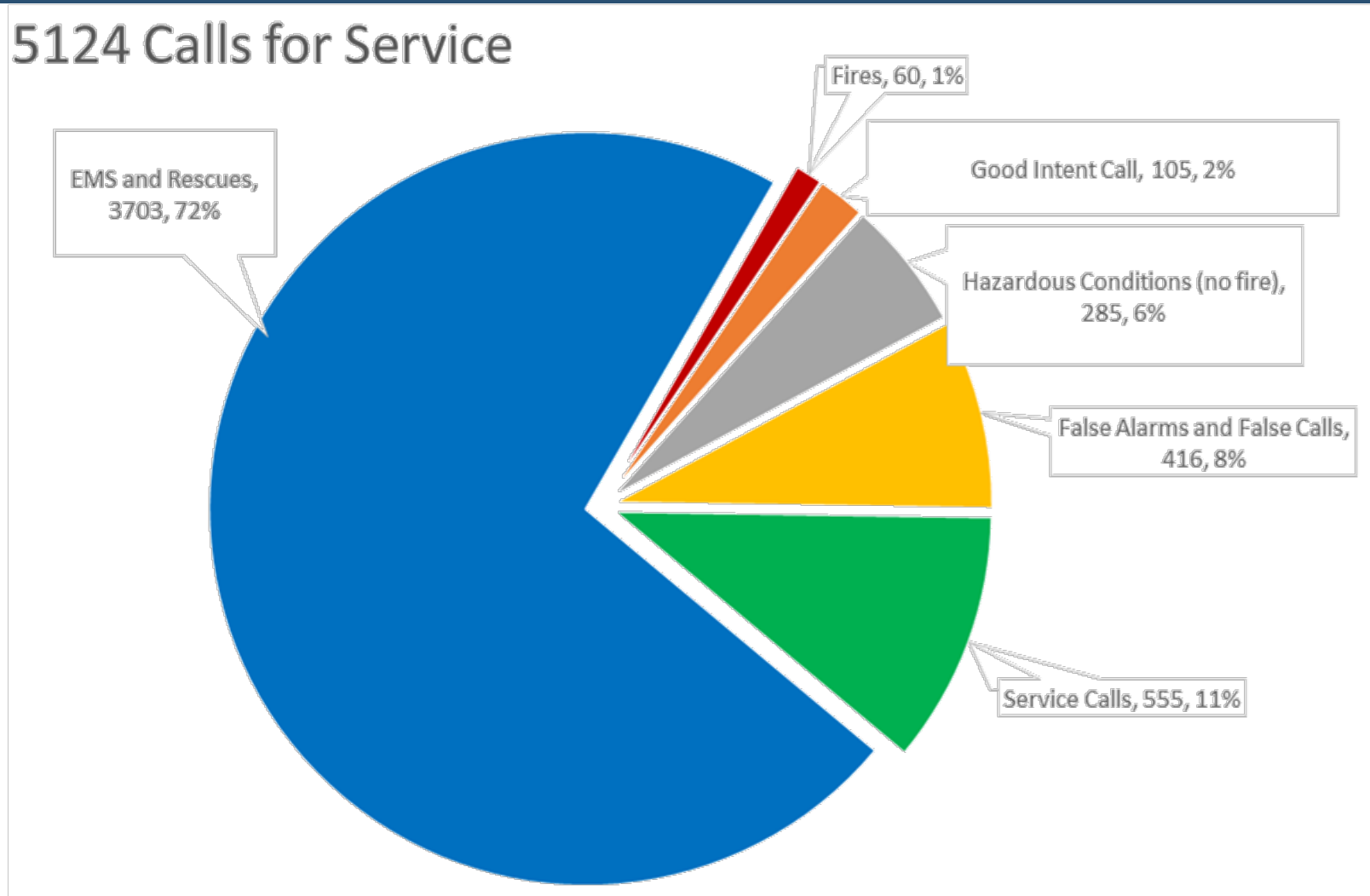
CITY OF MINNETONKA
2024 BUDGET PREPARATION: DEPARTMENT UPDATES

DEPARTMENT: FIRE

DEPARTMENT ORGANIZATIONAL CHART - STAFFING



2022 CALL VOLUME



OPERATIONS DIVISION: FLEET OF APPARATUS

5 Fire Stations

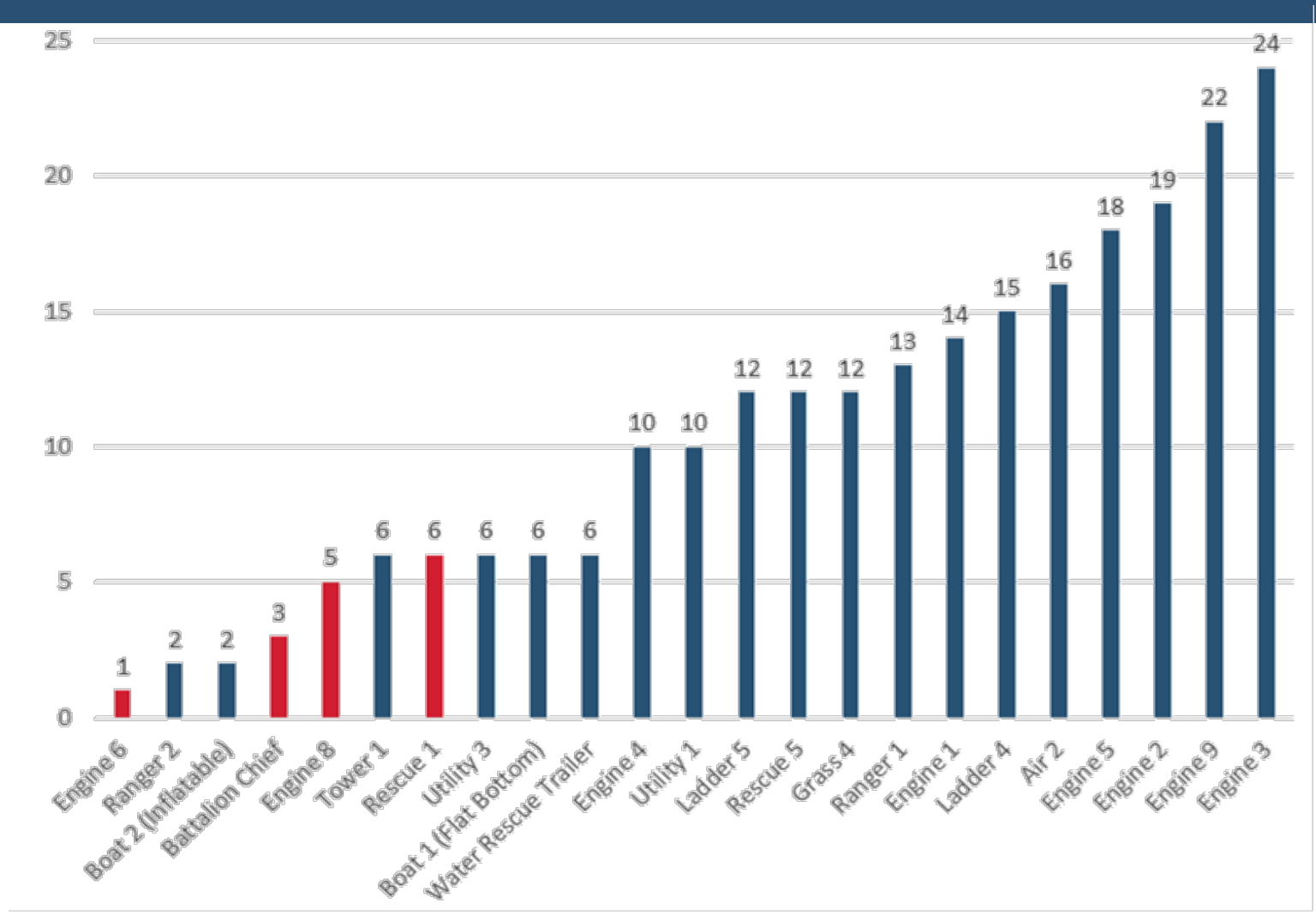
8 Engines

3 Ladders

2 Rescues

7 Specialty Apparatus

7 Staff & Utility Vehicles



FIRE AND LIFE SAFETY DIVISION

207 fire protection permits reviewed & approved

373 permitted inspections

123 fire call follow-ups

188 existing building inspections

11,941 total 2022 attendees

287 public education events & tours

101 Quality of Life follow-ups

166 private fire hydrant reports received

TRAINING AND HIRING

nine new full-time firefighters

one retirement

nine resignations

875 hours of training with Blue Card

15,128 hours of training

2,315 hours of training in EMS

4,850 hours of fire and fire equipment training

61 sworn firefighters

2022 DEPARTMENT HIGHLIGHTS

- Staffing Station 3 24/7
- 9 additional full time staff
- Improved response times and capability
- Continued community outreach
- Revised command staff structure
- 4 sprinkler saves: Public Storage, Brier Creek Apartments, Jimmy's Food and Cocktails, and Shady Oak Crossing Apartments.

CHALLENGES

- Increased call volume
- Staffing
- Aging fleet, inflation and lead time for builds
- Fire Station infrastructure
- EMS crisis
- Funding

2023 GOALS & NEW INNOVATIONS

- Implementation of consultant recommendations
- The future of EMS
- Continued outreach
- Refined equipment replacement program
- Council adopt Standard of Cover
- EOC exercise

QUESTIONS?

CITYGATE ASSOCIATES, LLC

COMPREHENSIVE OPERATIONS AND STAFFING ASSESSMENT

COUNCIL PRESENTATION

CITY OF MINNETONKA, MN

PRESENTED ON APRIL 24, 2023

Process

- Submitted detailed document and data request
- Developed, delivered, and analyzed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) survey to every employee
- Reviewed data and survey material
- Conducted interviews with Department staff
- Worked with City and Department staff for clarification and understanding
- Conducted a workload analysis by division
- Conducted a community satisfaction survey
- Held virtual community engagement listening session

Police Services Delivery: A Policy Choice

- No mandatory federal or state regulations directing police staffing levels, response times, or outcomes
- Best practices offered by experience, IACP, CALEA, MN POST, PERF, NPI, etc.
- Police executives are challenged to identify the application of best practices in collaboration with elected officials and the communities they serve
- Elected officials are challenged to balance public safety and fiscal responsibility
- Increasingly, data-driven, evidence-based decisions are best practice

Citygate's Impression of MPD

- Police Department displayed high level of professionalism at all levels
- Department members extremely dedicated to the community
- While no organization is perfect, the Minnetonka Police Department is well positioned to deepen its ability to provide proactive policing

Benchmark Analysis – Staffing

Agency	Population	Sworn	Residents per Officer	Officers per 1,000 Residents	Violent Crime Rate (10k)	Violent Crime 2021
St. Louis Park	50,144	60	835.7	**1.20**	17.95	90
Eden Prairie	64,142	72	890.9	**1.12**	6.55	42
Edina	53,572	58	923.7	**1.08**	6.91	37
Minnetonka	**54,704**	**58**	**943.2**	**1.06**	**8.04**	**44**
Plymouth	81,184	81	1002.3	**1.00**	5.67	46

Benchmark Analysis – Rank Structure

Agency	Population	Sworn	Command*	Sergeant	Officers	Patrol
Plymouth	81,184	81	6%	16%	77.8%	53%
Eden Prairie	64,142	72	7%	17%	76.4%	64%
Minnetonka	**54,704**	**58**	**7%**	**19%**	**74.1%**	**64%**
Edina	53,572	58	9%	14%	77.6%	69%
St. Louis Park	50,144	60	8%	15%	76.7%	63%

* "Command" means sworn managers above first line supervisors including Lieutenant, Captain, Deputy Chief, and Chief positions; "Sergeant" refers to Sergeants or first line supervisors; "Officers" refers to all line-level sworn officers; and "Patrol" refers to officers and Sergeants assigned to the Patrol function

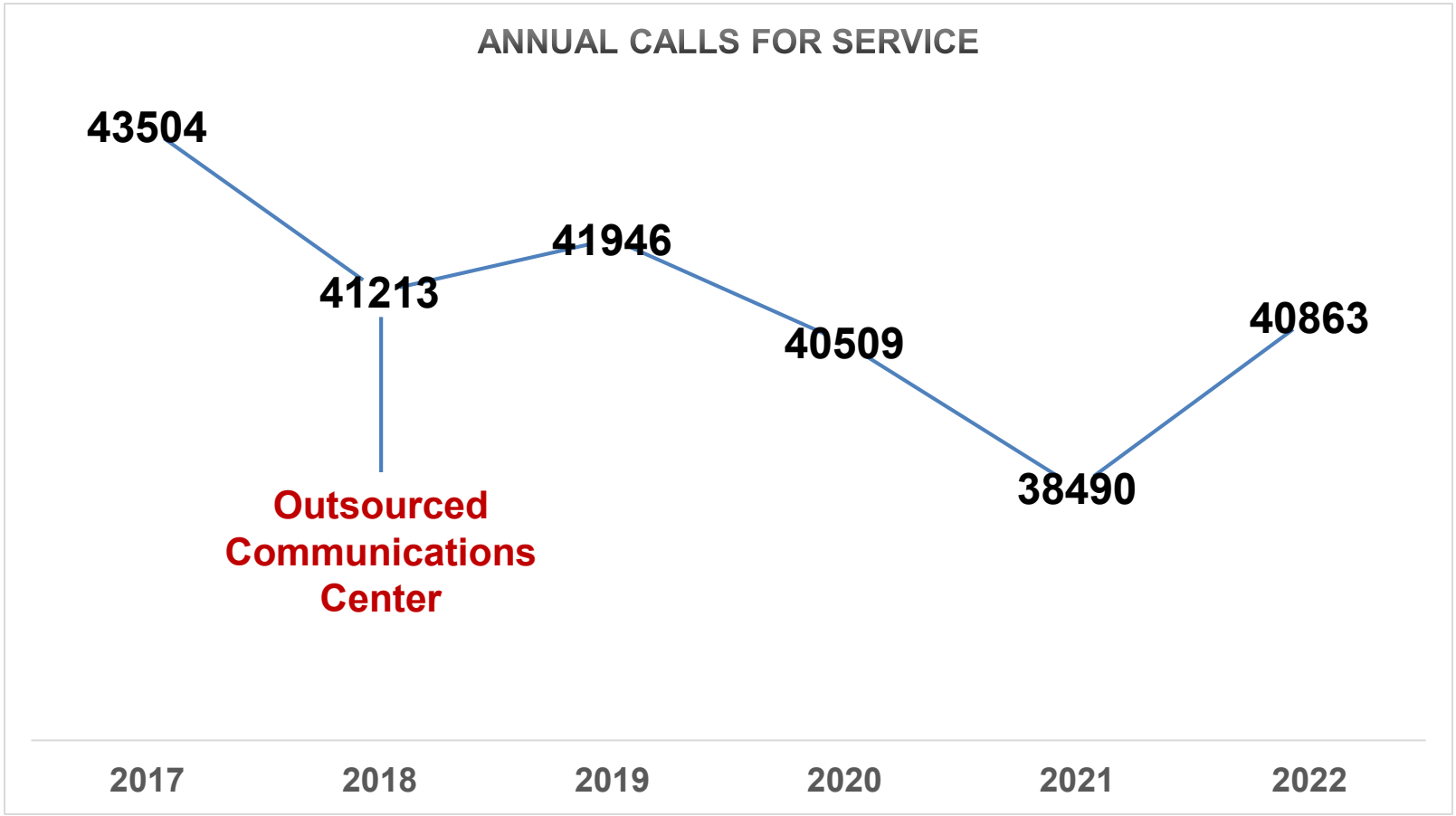
Benchmark Analysis – Policing Costs

Agency	CY 21 Population	CY 22 City Budget General Fund	CY 22 Police Budget General Fund	CY 22 Police Budget % of General Fund	CY 22 Police Budget per Capita – General Fund**
Eden Prairie	64,142	$52,664,390	$17,388,375	33.02%	**$271**
Edina	53,572	$52,231,751	$14,175,815	27.14%	**$265**
St. Louis Park	50,144	$44,312,567	$11,846,760	26.73%	**$236**
Minnetonka*	**54,704**	**$49,815,000**	**$11,882,050**	**23.85%**	**$217**
Plymouth	81,184	$46,955,697	$16,716,084	35.60%	**$206**

* Operational budget only; does not include Capital Improvement Plan (CIP) funding

** Assumes CY 21 population

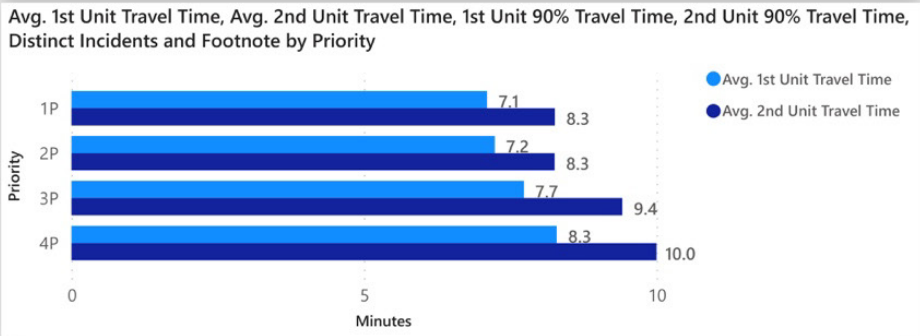
Workload Analysis: Calls For Service

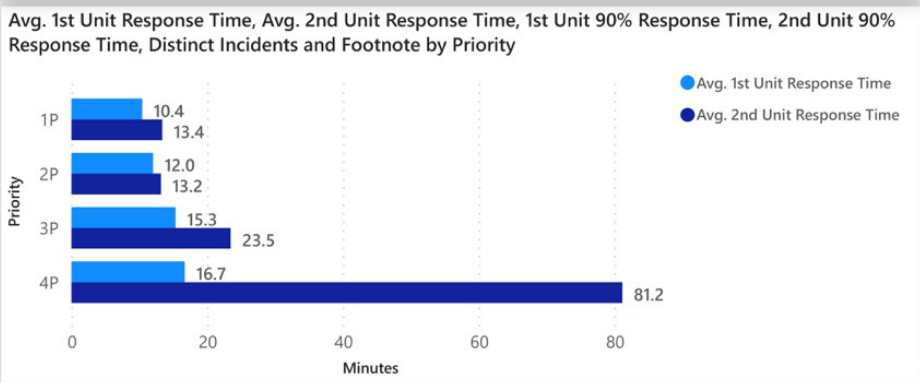


Patrol Workload Analysis

- Year-by-year Patrol **public-generated calls** reveals a four-year average of **14,238 incidents**
  - 2019: 14,726
  - 2020: 13,235
  - 2021: 14,481
  - 2022: 14,508
- Year-by-year Patrol **officer-initiated activity** reveals a four-year average of **10,462 incidents**
  - 2019: 12,122
  - 2020: 10,518
  - 2021: 9,010
  - 2022: 10,199

Average Response Times by Priority





57,595
Distinct Incidents

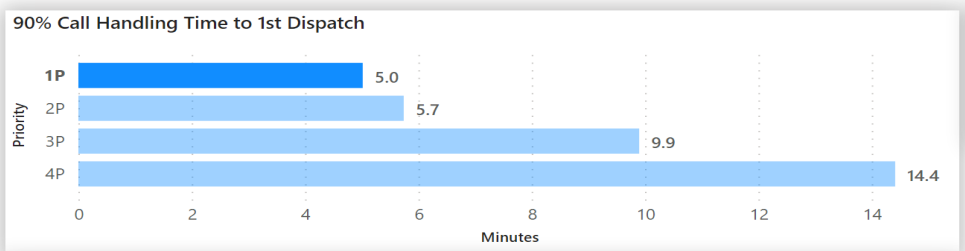
Problem Class

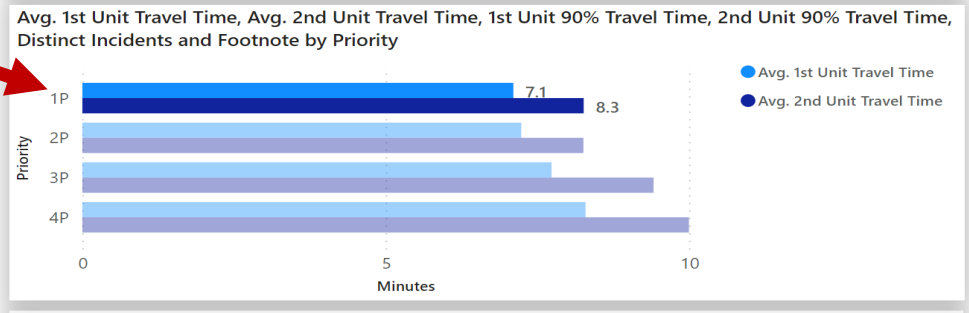
Problem	Distinct Incidents
ALMP-ALARM/POLICE	3,901
WELFAR-WELFARE CHECK	2,979
CALL-PHONE CALL	2,953
SUSP-SUSPICIOUS ACT	2,764
ASTPOL-ASSIST/POLICE	2,044
PD -ACCIDENT/PD	2,023
DISTUR-DISTURBANCE	1,888
THEFT4 -THEFT/RPT	1,725
911-HANGUP 911	1,602
MENTAL-MENTAL PROBLEM	1,410
ANIMAL-ANIMAL COMPLAINT	1,277
TRAF-TRAFFIC/COMPLAIN	1,245
HEART-HEART	1,227
PAIN-PAIN	1,190
FALL-FALL	1,174
ILL-ILLNESS	1,131
BREATH-BREATHING PROB	1,125
DOMEST-DOMESTIC	1,067
CIVIL-CIVIL MATTER	958
THEFA4 -THFT FRM AUTO RP	912
UNCON-UNCONSCIOUS	774
HARASS-HARASSMENT	676
PARK-PARKING COMPLAIN	661
DAMAG4-DAMAGE PROP/RPT	557
LIFTAST-LIFT ASSIST	557
INFO-INFORMATION ONLY	556
UNWANT-UNWANTED PERSON	548
PD4-ACCIDENT/PD/RPT	525
Total	57,595

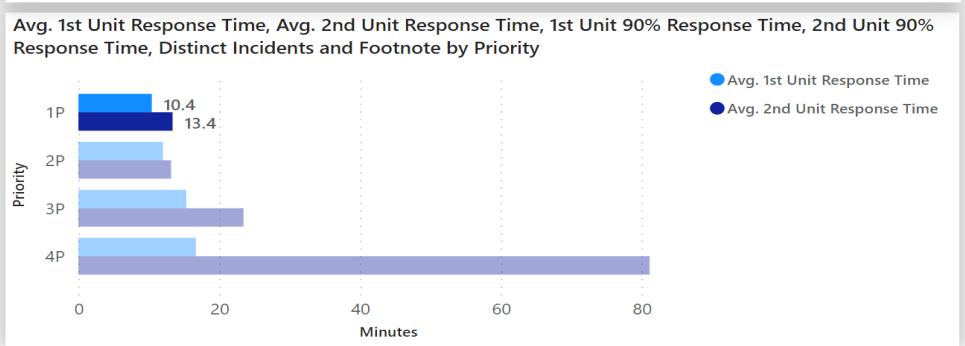
Year
- 2019
- 2020
- 2021
- 2022

Current Priority 1 CFS Response Times

Average: 7:07 minutes







21,037
Distinct Incidents

Problem Class

Problem	Distinct Incidents
ALMP-ALARM/POLICE	3,898
MENTAL-MENTAL PROBLEM	1,321
HEART-HEART	1,227
PAIN-PAIN	1,186
FALL-FALL	1,171
BREATH-BREATHING PROB	1,124
ILL-ILLNESS	1,122
DOMEST-DOMESTIC	1,037
UNCON-UNCONSCIOUS	774
DIZZY-DIZZY/FAINT	516
THEFT -THEFT	478
BLEED-BLEEDING	477
STROKE-STROKE	451
SEIZ-SEIZURE	384
ALME-ALARM/MEDICAL	358
PI -ACCIDENT/PI	348
HEAD-HEAD INJURY	298
DISTUR-DISTURBANCE	260
OD-DRUG OVERDOSE	250
GASO-GAS ODOR	228
ALMBUS-ALM FIRE/BUSINESS	225
BONE-BROKEN BONES	211
MAP-MUTUAL AID POL	208
DOA-REPORTED DEAD	207
TRS-TRAFFIC STOP	192
DIABET-INSULIN PROBLEM	171
ACC-ACCD UNK/INJURY	167
DWI-DK/SUSPECTED	165
Total	21,037

Year
- 2019
- 2020
- 2021
- 2022

Demand For Service

Distinct Incidents by Day and Hour

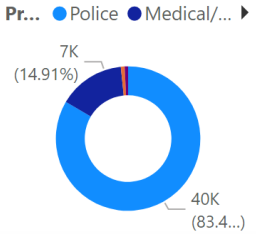
Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	685	720	566	921	939	870	798	5,499
1	631	642	522	802	831	891	739	5,058
2	526	559	511	607	578	684	596	4,061
3	406	403	375	354	340	374	381	2,633
4	308	312	291	273	279	259	269	1,991
5	225	207	215	186	214	176	189	1,412
6	266	274	269	260	263	254	208	1,794
7	604	538	633	712	660	422	362	3,931
8	844	722	836	846	834	605	568	5,255
9	893	943	863	832	890	797	741	5,959
10	960	1,019	941	993	1,004	859	780	6,556
11	967	1,000	1,057	1,083	1,039	914	839	6,899
12	990	940	909	884	806	859	729	6,117
13	869	947	968	943	956	787	655	6,125
14	888	949	992	1,038	1,032	817	713	6,429
15	1,016	1,024	983	994	1,081	792	778	6,668
16	1,030	1,009	1,028	958	1,048	747	745	6,565
17	873	923	862	860	855	658	667	5,698
18	749	796	755	780	764	708	618	5,170
19	969	942	912	1,085	1,096	922	806	6,732
20	946	894	962	1,049	1,033	911	764	6,559
21	688	650	754	679	831	816	679	5,097
22	482	517	516	546	691	735	547	4,034
23	559	460	678	740	706	662	573	4,378
Total	17,374	17,390	17,398	18,425	18,770	16,519	14,744	120,620

Committed Hours by Day and Hour

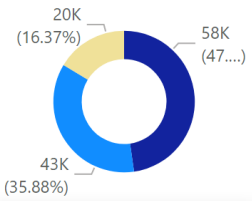
Hour	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	210	293	225	246	318	261	289	1,841
1	282	273	254	269	259	267	293	1,897
2	207	255	197	191	244	231	287	1,612
3	203	180	177	142	150	137	168	1,157
4	113	125	132	105	136	113	150	873
5	70	78	97	73	60	61	81	519
6	113	145	133	132	134	121	105	882
7	237	209	201	235	245	165	140	1,433
8	288	258	252	284	263	212	189	1,745
9	311	366	303	306	316	278	247	2,129
10	403	413	352	367	343	297	273	2,447
11	381	437	373	371	337	325	286	2,509
12	429	404	337	335	334	300	302	2,441
13	379	396	406	376	380	299	253	2,488
14	383	433	398	418	375	319	285	2,611
15	501	471	413	384	406	276	322	2,772
16	435	443	512	380	403	317	289	2,779
17	394	414	379	337	304	258	277	2,364
18	373	371	357	347	349	335	330	2,462
19	443	367	325	362	396	323	311	2,527
20	369	381	329	371	360	362	312	2,483
21	341	302	262	245	322	300	280	2,053
22	234	234	250	245	316	283	265	1,826
23	256	220	235	247	252	294	264	1,768
Total	7,353	7,469	6,897	6,768	7,000	6,134	5,999	47,619

120,620
Distinct Incidents

Committed Hours by Problem Class



Distinct Incidents by How Initiated



Shift
- Day Shift
- Night Shift

Time Block
- 03-09
- 09-15
- 15-21
- 21-03

Year
- 2019
- 2020
- 2021
- 2022

Suggeste...
- 1P
- 2P
- 3P
- 4P

Problem Class
- Police
- Fire
- Medical/Rescue
- Other

Unit Focus, Class, Position
- Administration
- Community & Sch...
- Detective
- Investigations
- Patrol
  - Patrol
    - Day Patrol
    - K9
    - Night Patrol
    - Patrol
- Patrol Supervisor
- Police Explorers
- Reserve
- Special Detail

Report Taken
- No
- Yes

How Initiated
- Public Generated
- Self-Initiated

Patrol Utilization (2019–2022)

Patrol Utilization Rates by Hour and Day (Excludes Supervisors)

Patrol Avg. Total Committed Time

Value	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	1.3	1.7	1.4	1.4	1.7	1.5	1.6	**1.5**
1	1.7	1.5	1.6	1.6	1.4	1.5	1.7	**1.6**
2	1.3	1.6	1.2	1.2	1.5	1.4	1.7	**1.4**
3	1.3	1.4	1.1	1.0	1.2	1.0	1.2	**1.2**
4	0.9	1.1	1.0	1.0	1.0	0.9	1.1	**1.0**
5	0.6	0.6	0.8	0.6	0.5	0.7	0.7	**0.7**
6	0.9	1.0	1.0	1.0	1.1	1.0	0.9	**1.0**
7	1.3	1.2	1.2	1.3	1.4	1.1	0.9	**1.2**
8	1.5	1.3	1.3	1.4	1.4	1.2	1.1	**1.3**
9	1.6	1.9	1.6	1.6	1.7	1.5	1.3	**1.6**
10	2.0	2.1	1.8	1.8	1.7	1.5	1.4	**1.8**
11	1.9	2.1	1.9	1.9	1.7	1.7	1.5	**1.8**
12	2.1	2.0	1.7	1.7	1.7	1.5	1.6	**1.8**
13	1.9	2.0	2.1	1.9	2.0	1.5	1.3	**1.8**
14	1.9	2.1	2.0	2.1	1.9	1.7	1.5	**1.9**
15	2.5	2.3	2.1	1.9	2.0	1.4	1.6	**2.0**
16	2.1	2.2	2.5	1.9	2.0	1.7	1.5	**2.0**
17	2.0	2.0	2.0	1.8	1.6	1.4	1.5	**1.8**
18	2.0	2.0	1.9	1.9	1.8	1.8	1.7	**1.9**
19	2.3	1.9	1.7	1.8	2.0	1.7	1.6	**1.9**
20	1.9	1.9	1.7	1.9	1.9	1.9	1.7	**1.9**
21	1.8	1.7	1.4	1.4	1.7	1.5	1.6	**1.6**
22	1.3	1.4	1.5	1.5	1.8	1.5	1.6	**1.5**
23	1.6	1.4	1.4	1.4	1.5	1.7	1.5	**1.5**
Total	**1.8**	**1.8**	**1.7**	**1.6**	**1.7**	**1.5**	**1.5**	**1.6**

Patrol Avg, Units Engaged on Calls

Value	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	3	3	3	3	3	3	3	**3**
1	3	3	3	3	3	3	3	**3**
2	3	3	3	3	3	3	3	**3**
3	3	3	3	3	3	2	3	**3**
4	3	3	2	3	2	2	2	**2**
5	2	2	3	2	2	2	2	**2**
6	2	2	2	2	2	2	2	**2**
7	3	3	3	3	3	3	2	**3**
8	3	3	3	3	3	3	3	**3**
9	4	4	3	3	3	3	3	**3**
10	4	4	4	4	4	3	3	**4**
11	4	4	4	4	4	3	3	**4**
12	4	4	4	4	4	3	3	**4**
13	4	4	4	4	4	3	3	**4**
14	4	4	4	4	4	3	3	**4**
15	4	4	4	4	4	3	3	**4**
16	4	4	4	4	4	3	3	**4**
17	5	4	4	4	4	4	4	**4**
18	4	4	4	4	4	3	3	**4**
19	4	4	4	4	4	3	3	**4**
20	4	4	4	4	4	3	3	**4**
21	4	3	3	3	3	3	3	**3**
22	3	3	3	3	3	3	3	**3**
23	3	3	3	3	3	3	3	**3**
Total	**4**	**4**	**4**	**4**	**4**	**3**	**3**	**3**

Patrol Utilization Rate per Engaged Unit

Value	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	38%	45%	43%	40%	46%	39%	46%	**42%**
1	49%	43%	49%	43%	40%	43%	49%	**45%**
2	40%	47%	42%	35%	42%	41%	50%	**42%**
3	42%	41%	40%	34%	37%	34%	41%	**39%**
4	33%	34%	35%	31%	32%	33%	38%	**34%**
5	23%	25%	31%	27%	20%	23%	27%	**25%**
6	36%	42%	42%	41%	41%	42%	38%	**40%**
7	40%	39%	36%	39%	41%	39%	34%	**38%**
8	42%	41%	36%	42%	40%	40%	36%	**39%**
9	43%	49%	43%	44%	46%	44%	39%	**44%**
10	49%	49%	42%	42%	42%	44%	42%	**45%**
11	46%	49%	42%	43%	43%	48%	42%	**45%**
12	50%	49%	40%	42%	45%	43%	47%	**45%**
13	48%	50%	47%	45%	46%	45%	43%	**46%**
14	47%	51%	46%	47%	48%	47%	46%	**48%**
15	56%	53%	47%	46%	49%	43%	47%	**49%**
16	49%	50%	50%	45%	46%	46%	43%	**47%**
17	41%	43%	42%	38%	36%	34%	34%	**39%**
18	51%	49%	50%	44%	46%	51%	51%	**49%**
19	55%	48%	45%	44%	49%	47%	45%	**48%**
20	48%	51%	45%	47%	49%	50%	45%	**48%**
21	46%	48%	39%	38%	45%	44%	43%	**43%**
22	41%	44%	46%	43%	48%	45%	46%	**45%**
23	42%	44%	41%	39%	43%	48%	46%	**43%**
Total	**45%**	**46%**	**43%**	**42%**	**44%**	**43%**	**43%**	**44%**

Patrol Utilization – Modeling Combined

Current
4 Officers

Patrol Utilization Rate vs. Min. Staffing

Value	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	30%	44%	36%	34%	42%	37%	41%	**38%**
1	40%	39%	41%	41%	36%	38%	44%	**40%**
2	32%	38%	31%	30%	37%	35%	42%	**35%**
3	35%	36%	30%	25%	30%	22%	28%	**29%**
4	24%	27%	25%	25%	25%	22%	29%	**25%**
5	13%	16%	22%	16%	12%	16%	19%	**16%**
6	23%	26%	25%	25%	29%	26%	23%	**25%**
7	33%	30%	29%	32%	34%	27%	22%	**30%**
8	37%	34%	32%	36%	34%	32%	28%	**34%**
9	40%	47%	40%	39%	41%	38%	33%	**40%**
10	51%	52%	45%	45%	44%	37%	35%	**44%**
11	47%	53%	48%	48%	43%	42%	37%	**45%**
12	55%	51%	43%	44%	43%	37%	41%	**45%**
13	48%	50%	53%	48%	49%	38%	33%	**46%**
14	47%	55%	52%	52%	48%	41%	38%	**48%**
15	63%	60%	52%	50%	51%	37%	40%	**51%**
16	52%	55%	63%	48%	50%	44%	37%	**50%**
17	51%	50%	48%	45%	38%	36%	37%	**44%**
18	51%	50%	49%	47%	47%	44%	45%	**48%**
19	60%	49%	42%	45%	50%	41%	40%	**47%**
20	45%	47%	44%	48%	48%	48%	42%	**46%**
21	44%	43%	34%	34%	42%	39%	40%	**39%**
22	34%	35%	36%	37%	44%	37%	42%	**38%**
23	41%	34%	35%	35%	37%	42%	38%	**38%**
Total	**44%**	**45%**	**42%**	**41%**	**42%**	**37%**	**37%**	**41%**

PEAK TIMES

5 Officers

Patrol Utilization Rate vs. Min. Staffing

Value	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	24%	35%	28%	28%	34%	30%	33%	**30%**
1	32%	31%	32%	33%	29%	30%	35%	**32%**
2	26%	30%	25%	24%	30%	28%	34%	**28%**
3	28%	29%	24%	20%	24%	17%	23%	**24%**
4	19%	21%	20%	20%	20%	17%	23%	**20%**
5	11%	13%	17%	13%	10%	13%	15%	**13%**
6	19%	21%	20%	20%	23%	21%	18%	**20%**
7	27%	24%	23%	26%	28%	22%	18%	**24%**
8	30%	27%	26%	28%	27%	26%	22%	**27%**
9	32%	38%	32%	32%	33%	30%	26%	**32%**
10	41%	42%	36%	36%	35%	30%	28%	**36%**
11	37%	42%	38%	38%	34%	33%	29%	**36%**
12	44%	41%	34%	35%	34%	30%	32%	**36%**
13	38%	40%	43%	38%	40%	30%	27%	**37%**
14	37%	44%	41%	42%	39%	33%	31%	**38%**
15	51%	48%	42%	40%	41%	30%	32%	**41%**
16	41%	44%	50%	39%	40%	35%	30%	**40%**
17	41%	40%	39%	36%	31%	29%	29%	**35%**
18	41%	40%	39%	38%	37%	35%	36%	**38%**
19	48%	39%	33%	36%	40%	33%	32%	**37%**
20	36%	38%	35%	38%	38%	38%	34%	**37%**
21	35%	34%	27%	27%	33%	31%	32%	**31%**
22	27%	28%	29%	30%	35%	30%	34%	**31%**
23	33%	27%	28%	28%	30%	34%	30%	**30%**
Total	**35%**	**36%**	**34%**	**33%**	**33%**	**30%**	**30%**	**33%**

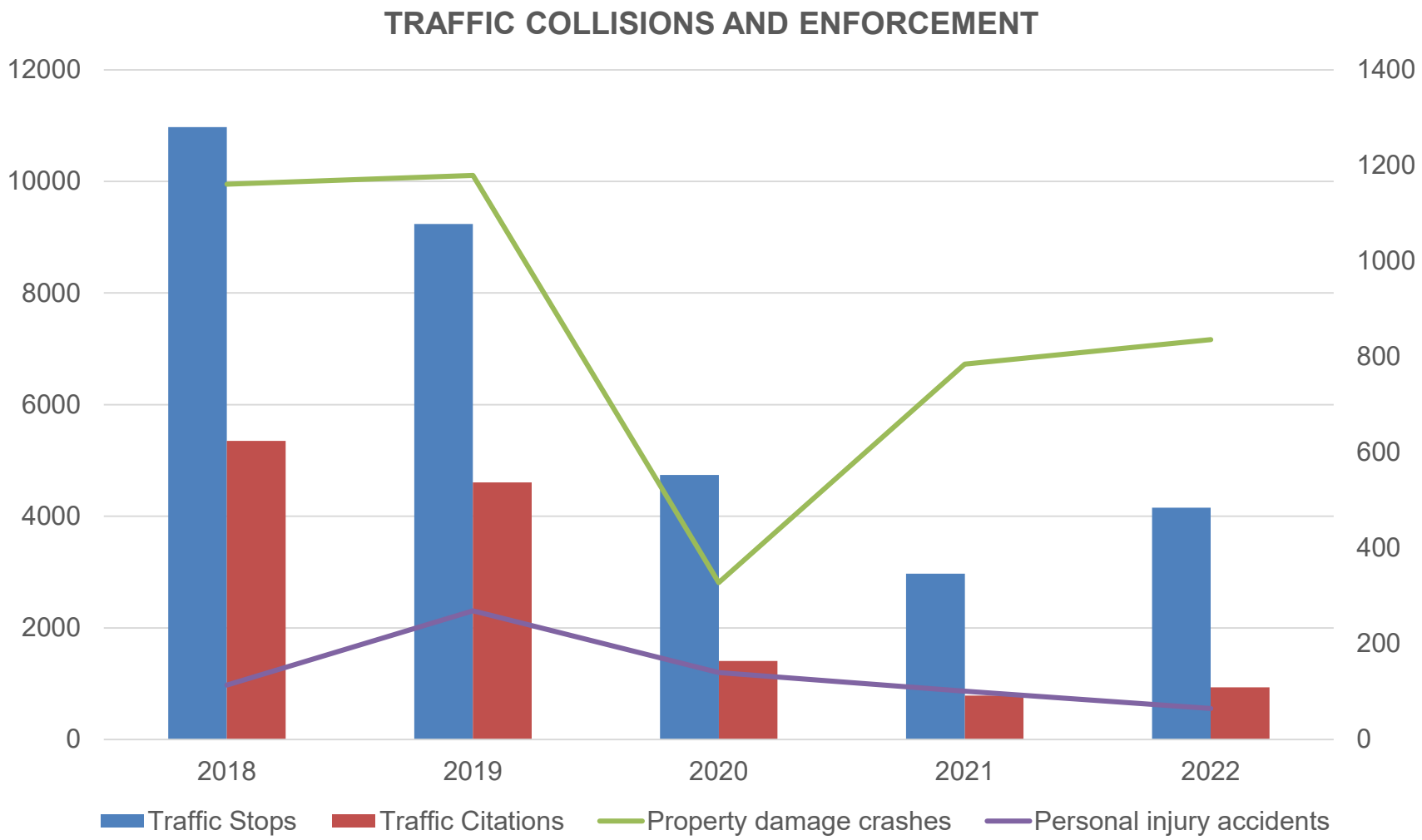
Power
6 Officers

Patrol Utilization Rate vs. Min. Staffing

Value	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0	20%	29%	24%	23%	28%	25%	27%	**25%**
1	27%	26%	27%	27%	24%	25%	29%	**27%**
2	22%	25%	20%	20%	25%	23%	28%	**23%**
3	23%	24%	20%	17%	20%	15%	19%	**20%**
4	16%	18%	17%	17%	16%	14%	19%	**17%**
5	9%	10%	14%	11%	8%	10%	12%	**11%**
6	15%	17%	17%	17%	19%	17%	15%	**17%**
7	22%	20%	19%	21%	23%	18%	15%	**20%**
8	25%	23%	22%	24%	23%	22%	19%	**22%**
9	27%	31%	27%	26%	27%	25%	22%	**27%**
10	34%	35%	30%	30%	29%	25%	23%	**30%**
11	31%	35%	32%	32%	28%	28%	24%	**30%**
12	37%	34%	29%	29%	29%	25%	27%	**30%**
13	32%	34%	35%	32%	33%	25%	22%	**31%**
14	31%	36%	34%	35%	32%	27%	25%	**32%**
15	42%	40%	35%	33%	34%	25%	27%	**34%**
16	34%	37%	42%	32%	33%	29%	25%	**34%**
17	34%	34%	32%	30%	26%	24%	25%	**29%**
18	34%	34%	33%	31%	31%	29%	30%	**32%**
19	40%	32%	28%	30%	34%	27%	26%	**31%**
20	30%	31%	29%	32%	32%	32%	28%	**31%**
21	29%	29%	23%	22%	28%	26%	27%	**26%**
22	23%	23%	24%	25%	29%	25%	28%	**25%**
23	28%	23%	23%	23%	25%	28%	25%	**25%**
Total	**29%**	**30%**	**28%**	**27%**	**28%**	**25%**	**25%**	**28%**

Finding: While this slide simulates added resources over an entire 24-hour work cycle, it demonstrates a significant reduction in utilization saturation during peak utilization hours between 0900 hours and 2100 hours with “Power Shift”

Traffic Impact



Community Survey

- A Community Satisfaction survey launched on December 21, 2022, and closed January 20, 2023; the survey received a total of 356 responses
- The survey was developed using a survey created by the US DOJ Community-Oriented Policing Services and assessed five key areas of police-community relations including:
  - Community Involvement
  - Safety
  - Procedural Justice
  - Performance
  - Contact and Satisfaction

Community Survey (cont.)

- Top community concerns included auto theft, residential burglaries and traffic-related problems
- In the area of procedural justice, 71 percent of respondents said the Department treats people fairly “to a great extent” or “a lot” compared to less than 2 percent who said “a little” or “not at all”
- Most respondents (80 percent) had no contact with the Department in the previous 12 months

Community Listening Session

Date/Time/Location

Citygate facilitated an online Community Engagement Session on Wednesday, February 8, from 6:00 pm to 7:30 pm utilizing the Zoom videoconferencing platform

Format

- Discussion was facilitated by Citygate consultants with the Professional Standards Captain in attendance for technical questions
- A total of 38 participants registered in advance of the event
- An email address was set up for Citygate to receive additional input from community members who were unable to attend

Email responses, along with the content of the facilitated discussion, were considered during the preparation of Citygate's report

Findings and Recommendations

A total of **60 key findings** and **47 specific action item recommendations** that include recommended funding priorities

- **Organizational Structure** – 4 recommendations
- **Patrol Division** – 20 recommendations including 9 FTEs
- **Investigations Division** – 21 recommendations including 4.5 FTEs
- **Professional Standards Division** – 2 recommendations including 1 FTE

Findings and Recommendations (cont.)

Organizational Review (includes Administration)

- 7 key findings and 4 specific action item recommendation
- No additional FTE

*"**Plan for the impact of increased traffic** in the Opus Park area of people traveling to and living in proximity to the Southwest Light Rail transit corridor." [Recommendation #2]*

Findings and Recommendations (cont.)

Patrol Services Division

- 21 key findings and 20 specific action item recommendations
- 9 additional FTEs
  - Add 4 Police Officers to Patrol (Power Shift)
  - Add 2 Traffic Officers to Patrol
  - Add 2 Mental Health Officers
  - Add 1 Community Engagement Officer

*"**Re-implement a Power Shift with two Patrol Officers** per shift to respond to increased utilization during peak hours of the day (four total FTE police officer positions)." [Recommendation #10]*

Findings and Recommendations (cont.)

Investigative/Support Services Division

- 16 key findings and 19 specific action item recommendations
- 4.5 additional FTEs
  - Add 1 Police Officer (Detective)
  - Add 2 Police Officer (Retail Crime Detective)
  - Add 1 Crime Analyst
  - Add .5 Property Room Specialist

*"**Add two Retail Crime Detectives**, creating a four-person team with rotating responsibilities…" [Recommendation #33]*

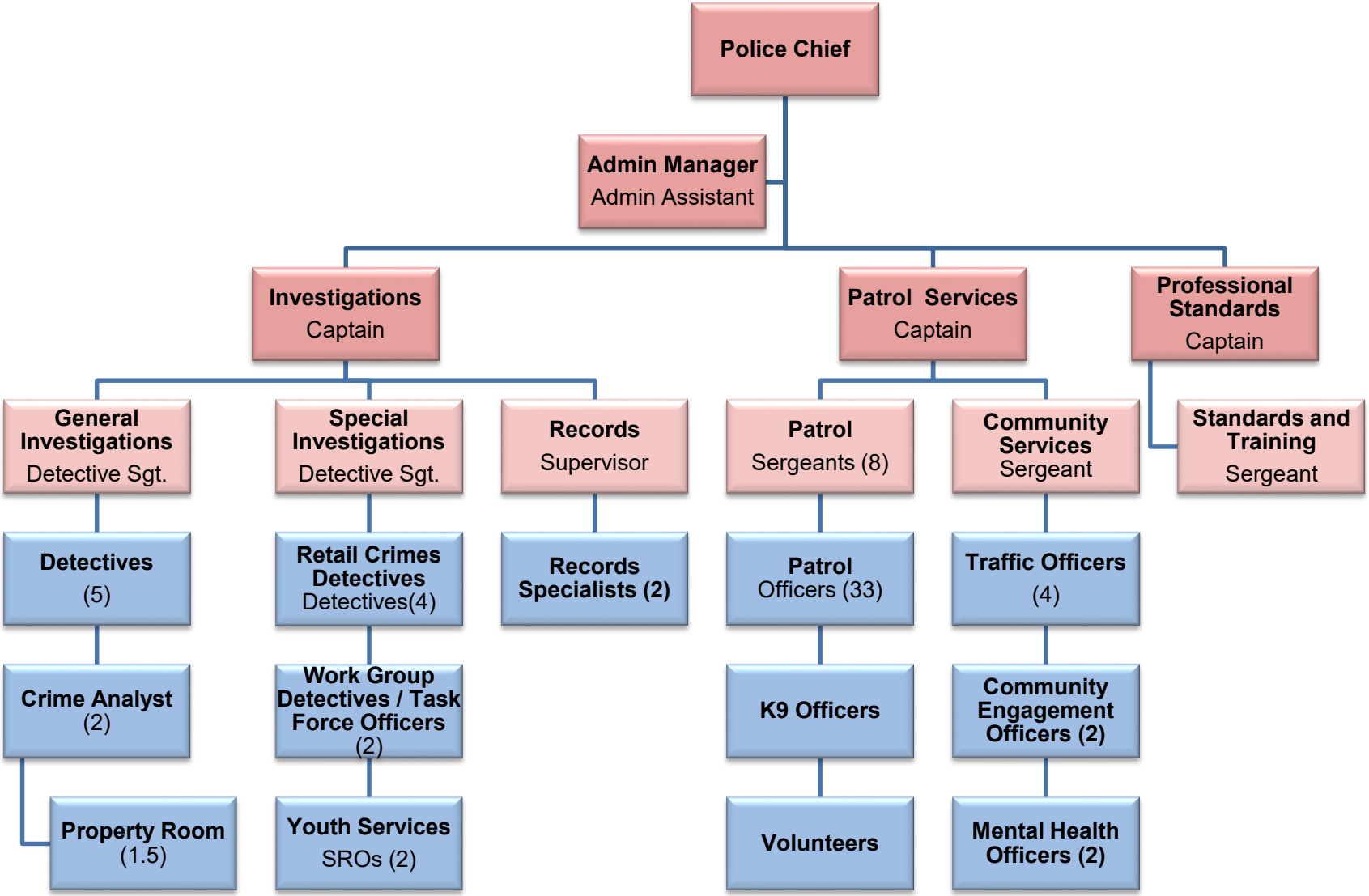
Findings and Recommendations (cont.)

Professional Standards Division

- 4 key findings and 2 specific action item recommendations
- 1 additional FTE
  - Add 1 Police Sergeant (Standards and Training)

*"**Move the training function to a new Sergeant of Standards and Training**; this position can report to the Captain of Professional Standards and address the new complexities of Minnesota POST requirements."*
[Recommendation #45]

Proposed Organizational Chart



Questions and Discussion

CITYGATE ASSOCIATES, LLC

STANDARDS OF COVER AND PHYSICAL ASSET STUDY

CITY COUNCIL PRESENTATION

CITY OF MINNETONKA, MN

April 24, 2023

FIRE 59 MINNETONKA MN

How Study was Conducted

- Review of relevant City and Department data and documentation
- Stakeholder listening interviews
- Comprehensive incident data statistical analysis
  - Service demand / response performance
- GIS service demand / travel time analysis
  - 18 service-area-wide maps
- Paid-on-Call Firefighter Program review

Policy Choices

- No federal or state laws or regulations in the U.S. mandating fire service staffing levels, response performance, or outcomes
  - If fire services are provided, state and federal safety regulations apply
- The level of fire service provided is a local policy decision
  - Communities have the level of service they can afford or which they choose to fund
  - May not be the desired level of service

Outcome Goals Drive Deployment

- Fire service deployment goal is to deliver desired outcomes
- Typical **urban** community desired outcomes:
  - Prevent death and/or permanent impairment from medical emergencies where possible
  - Confine building fires to the room or compartment of origin
- Typical **rural** community desired outcomes:
  - Prevent death from medical emergencies where possible
  - Confine building fires to the building of origin
- Delivering desired outcomes depends on adequate staffing, apparatus types, and response time

Deployment Strategies

- Fire service deployment is essentially about the speed and weight of response
  - Speed refers to the single neighborhood-based first responders to mitigate routine-to-moderate emergencies for the outcome desired
  - Weight refers to the multiple-unit response (ERF/First Alarm) needed to control serious emergencies for the outcome desired
- In multi-station size city, how to balance response equity to all similar neighborhoods

Minnetonka Challenges

- Dedicated response time coverage from two stations
- City large enough to need/use five stations
- Limited 24-hour career and POC staffing
- Light immediate response from POC personnel
- Physical limitations of fire stations
- Need to adopt response time goals
- Need adequate coverage for EMS first responder needs

Risk Assessment

Risk Assessment Methodology

- Establish geographic planning sub-zones
- Identify/quantify values at risk to be protected
- Identify hazards likely to impact service area
- Determine probability of a hazard occurrence
- Identify likely impact severity of a hazard occurrence
- Determine **overall risk** by hazard and planning zone

Hazards Evaluated

1. Building Fire
2. Vegetation/Wildfire
3. Medical Emergency
4. Hazardous Material Release/Spill
5. Technical Rescue
6. Marine Incident

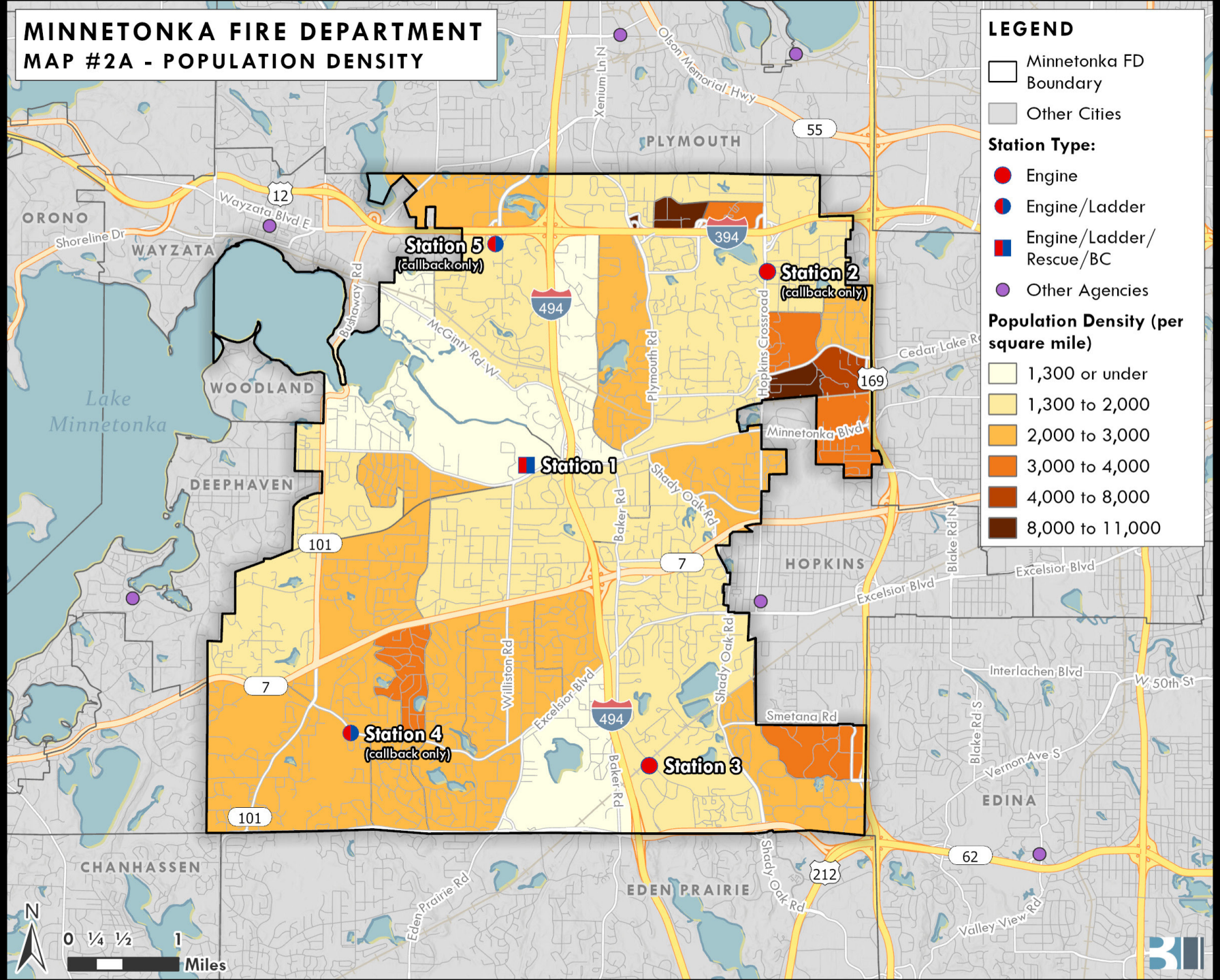
28 sq. miles

55,000 residents

25,500 dwelling units

3,000 businesses

34 critical facilities



Growth Projections

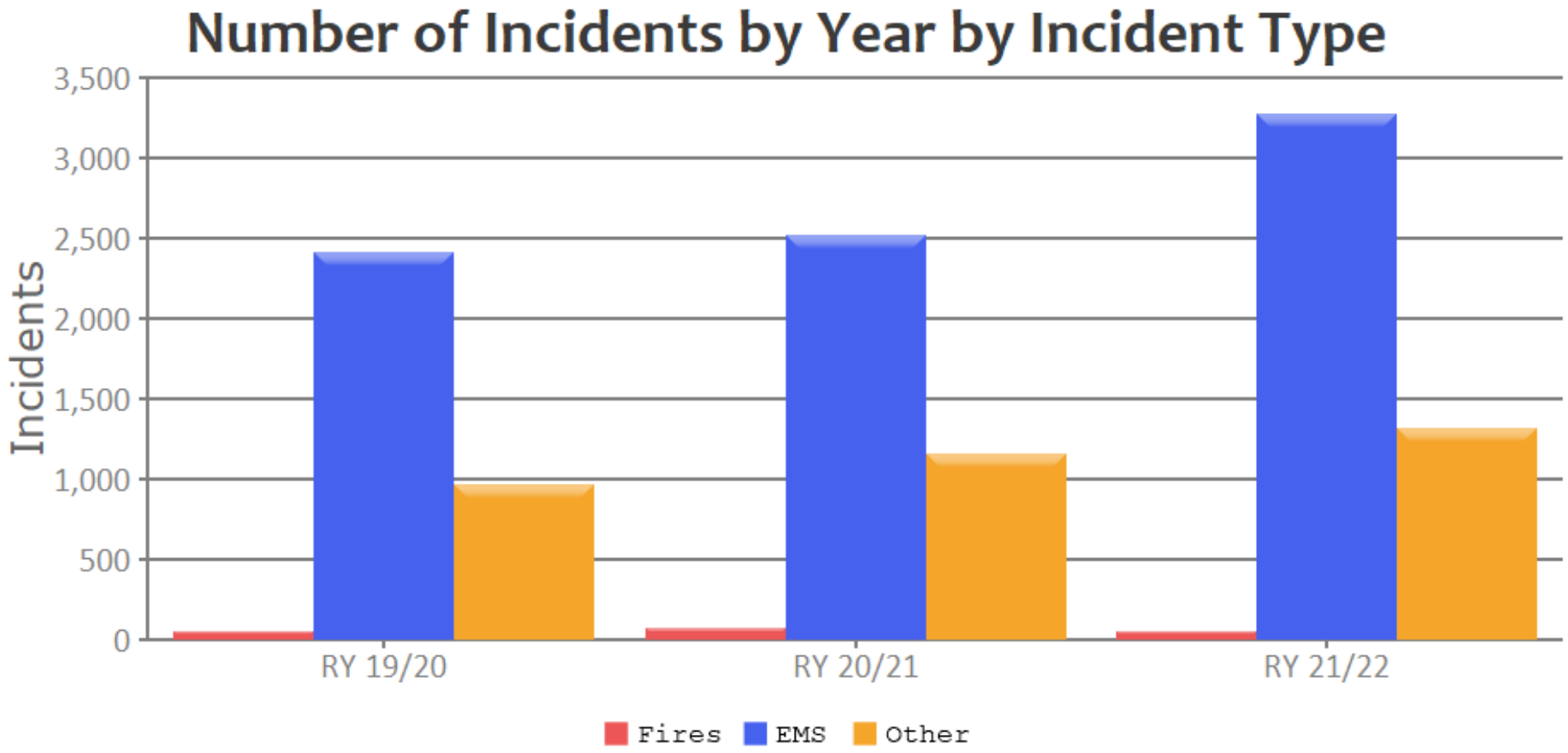
- All types of new dwelling units (DU) by 2025 = **6,099**
- At a ratio of 2.5 persons per DU = **15,247** new residents
- **186 units** for seniors in the development pipeline
- The Opus Park area is “poised to accommodate a large share of the City’s future development;” it will attract high-density housing of low- to mid-rise building plus townhomes

Risk Analysis

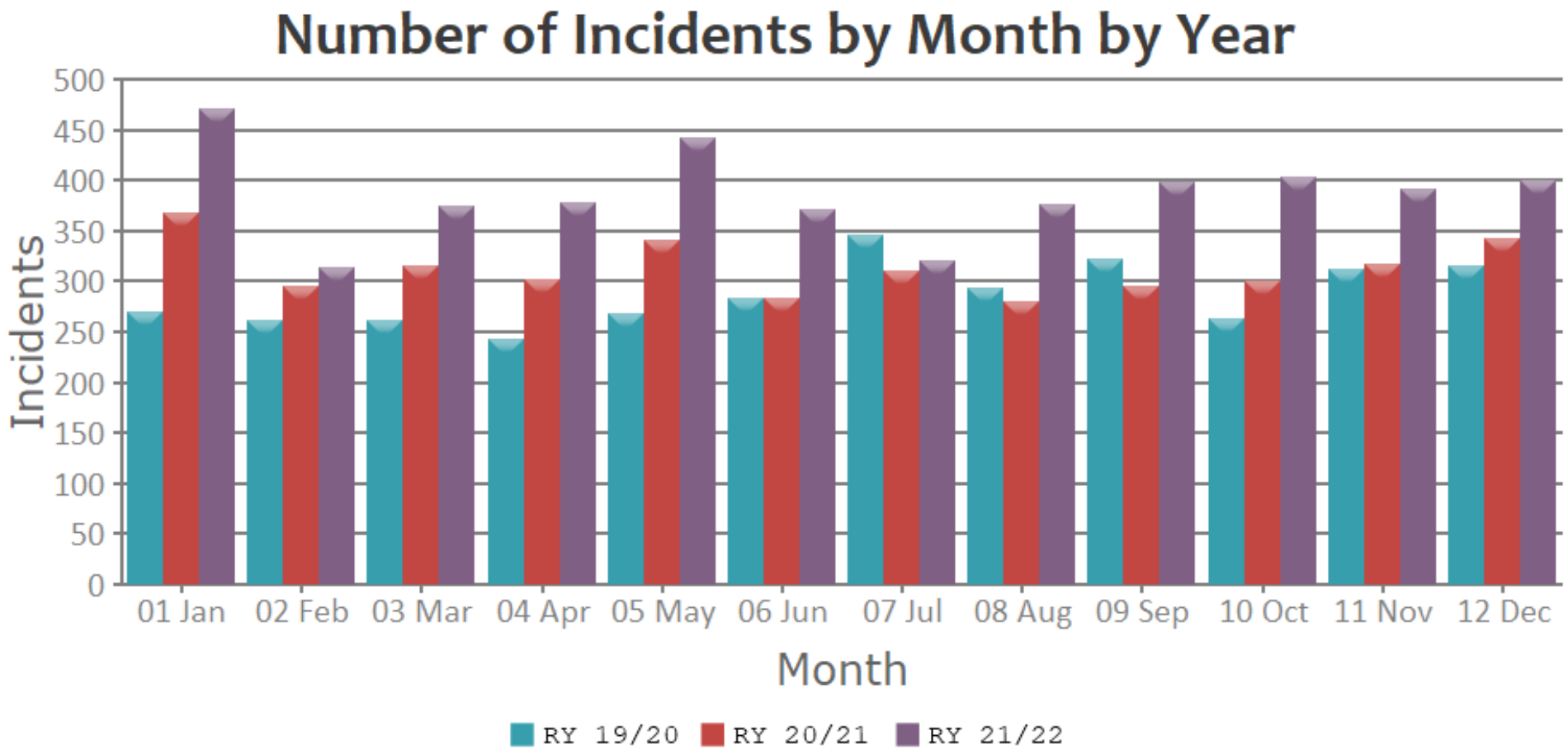
Hazard	Planning Zone				
	Station 1	Station 2	Station 3	Station 4	Station 5
Building Fire	*Moderate*	*Moderate*	*Moderate*	*Moderate*	*Moderate*
Vegetation/Wildfire	*Low*	*Low*	*Low*	*Low*	*Low*
Medical Emergency	*High*	*High*	*High*	*High*	*High*
Hazardous Materials	*Low*	*Low*	*Low*	*Low*	*Low*
Technical Rescue	*Moderate*	*Moderate*	*Moderate*	*Moderate*	*Moderate*
Marine Incident	*Moderate*	*Moderate*	*Moderate*	*Moderate*	*Moderate*

Service Demand

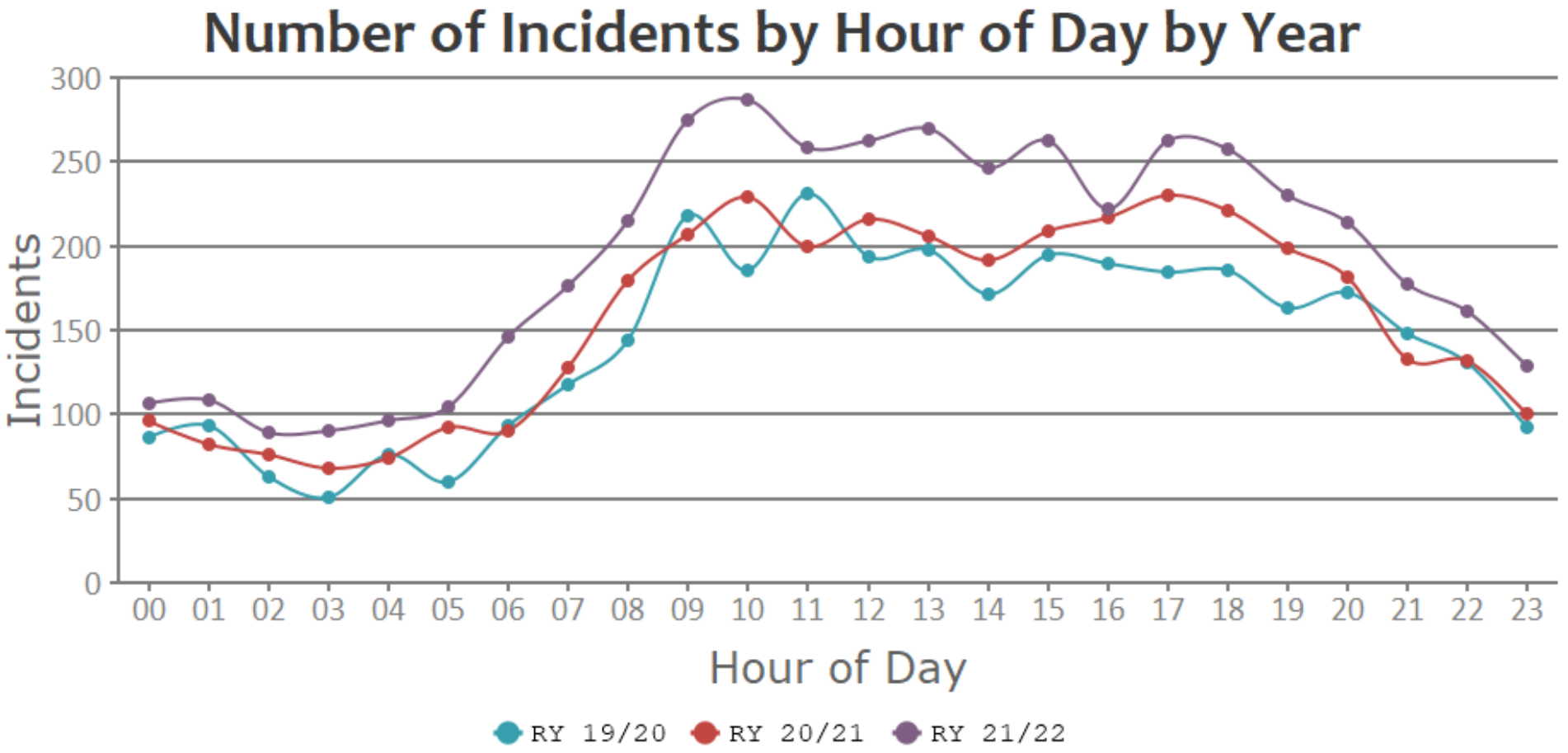
Service Demand by Incident Type



Service Demand by Month



Service Demand by Time of Day



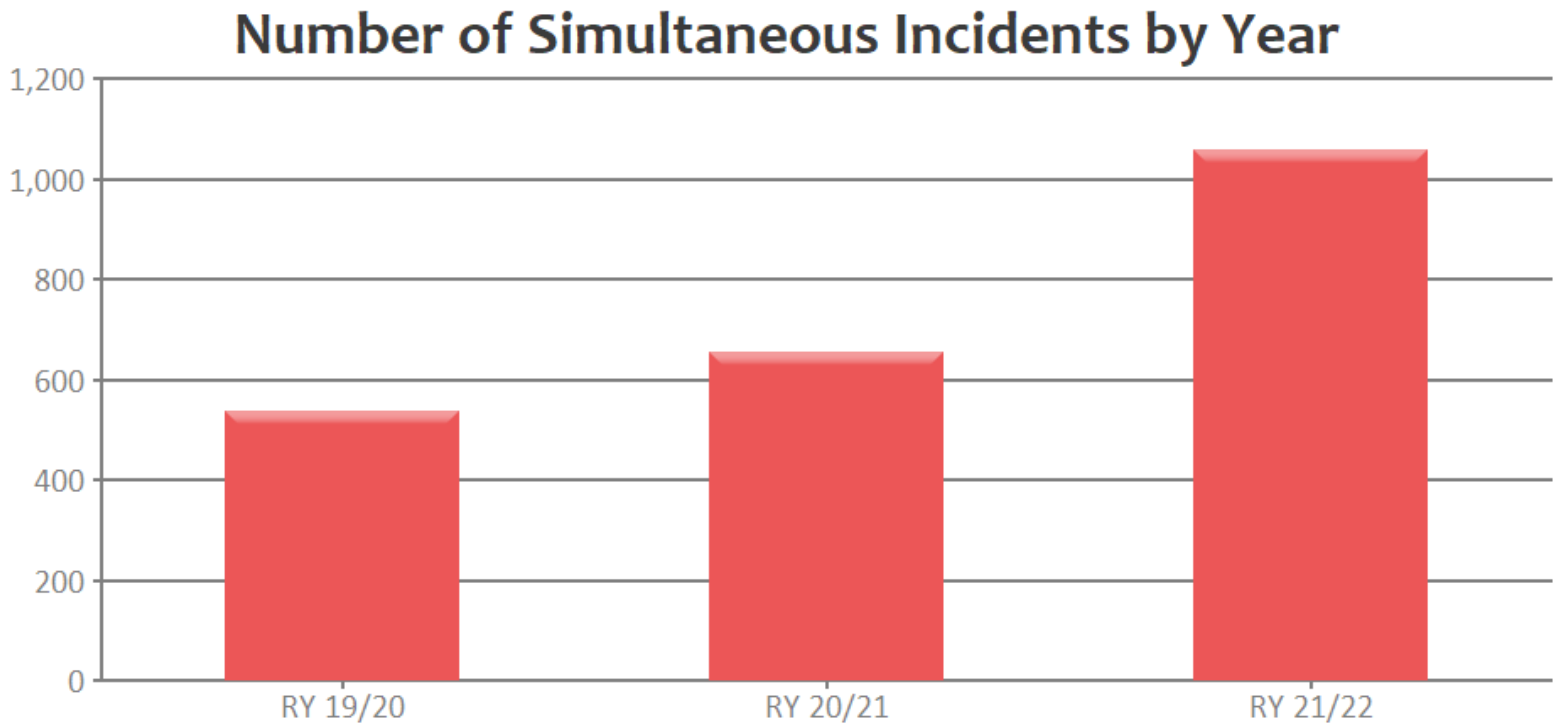
Station Demand by Hour of Day (RY 20/21)

Hour	DC6	ST5	ST3	ST2	ST4	ST1
00:00	9.37%	0.12%	0.00%	0.00%	0.00%	0.00%
01:00	11.85%	0.00%	0.00%	0.00%	0.00%	0.00%
02:00	9.40%	0.00%	0.00%	0.00%	0.00%	0.00%
03:00	9.91%	0.00%	0.00%	0.00%	0.00%	0.00%
04:00	10.24%	0.00%	0.00%	0.00%	0.00%	0.00%
05:00	11.00%	0.00%	0.00%	0.00%	0.00%	0.00%
06:00	14.96%	0.00%	0.07%	0.00%	0.00%	0.00%
07:00	19.14%	0.00%	0.00%	0.00%	0.17%	0.00%
08:00	21.44%	0.00%	0.00%	0.00%	0.00%	0.00%
09:00	27.95%	0.16%	0.00%	0.00%	0.00%	0.00%
10:00	27.55%	0.00%	0.00%	0.00%	0.00%	0.08%
11:00	24.50%	0.00%	0.12%	0.00%	0.00%	0.00%
12:00	26.50%	0.00%	0.00%	0.00%	0.00%	0.00%
13:00	25.59%	0.00%	0.00%	0.25%	0.00%	0.00%
14:00	23.02%	0.00%	0.08%	0.10%	0.00%	0.00%
15:00	24.30%	0.00%	0.00%	0.07%	0.14%	0.00%
16:00	20.41%	0.05%	0.00%	0.00%	0.00%	0.16%
17:00	24.96%	0.12%	0.00%	0.00%	0.00%	0.00%
18:00	25.39%	0.00%	0.10%	0.00%	0.00%	0.00%
19:00	22.32%	0.00%	0.23%	0.00%	0.00%	0.00%
20:00	21.45%	0.00%	0.00%	0.00%	0.00%	0.00%
21:00	17.67%	0.00%	0.00%	0.00%	0.00%	0.00%
22:00	14.70%	0.06%	0.00%	0.00%	0.00%	0.00%
23:00	12.50%	0.00%	0.00%	0.00%	0.00%	0.00%
Overall	**19.00%**	**0.02%**	**0.02%**	**0.02%**	**0.01%**	**0.01%**

Simultaneous Incident Activity

1 or more simultaneous incidents: **22.83%**

2 or more simultaneous incidents: **3.42%**

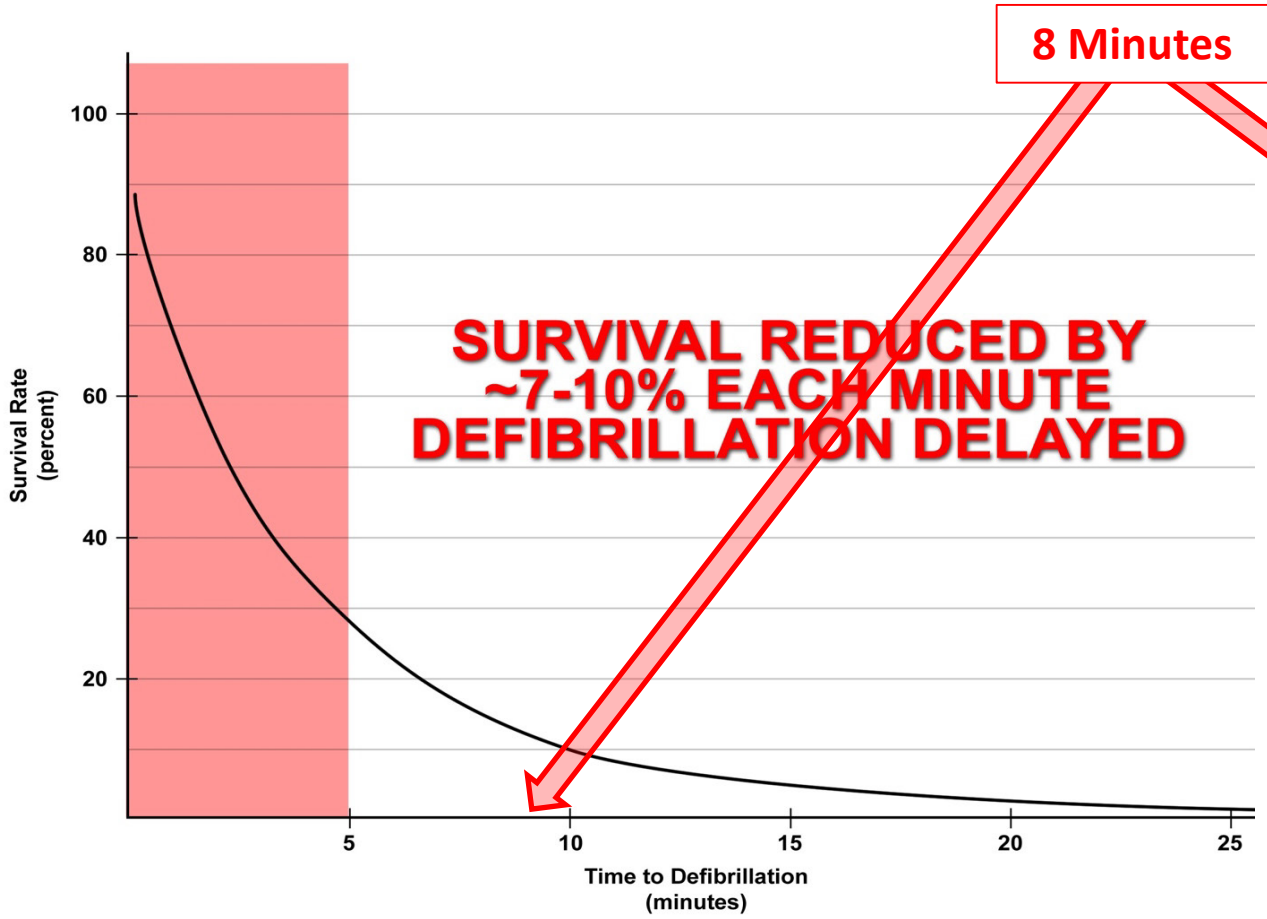


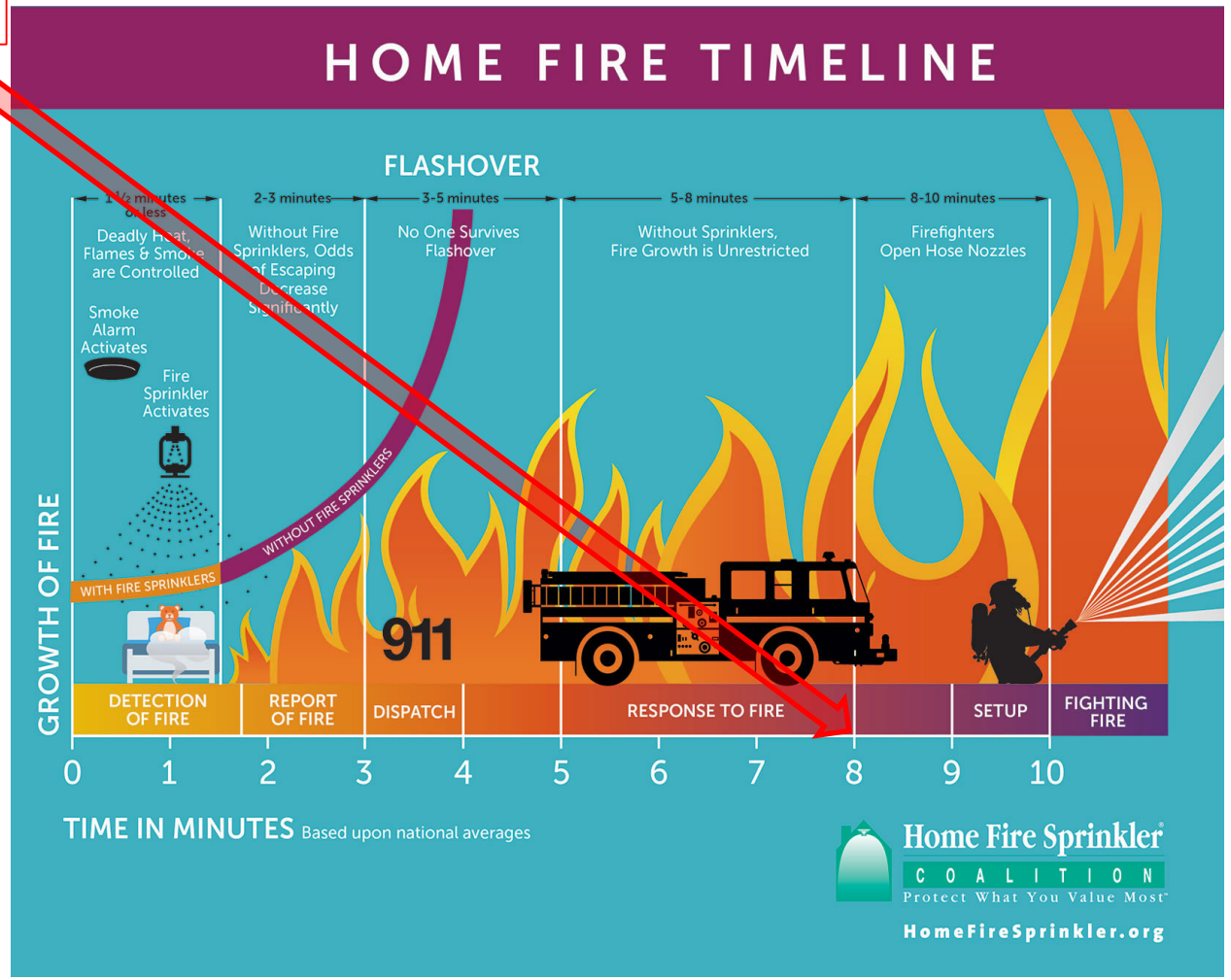
Station 1
1 Engine w/3
1 Rescue w/2
1 Batt. Chief

Station 3
1 Engine w/3

Response Performance

Emergency Timeline Targets



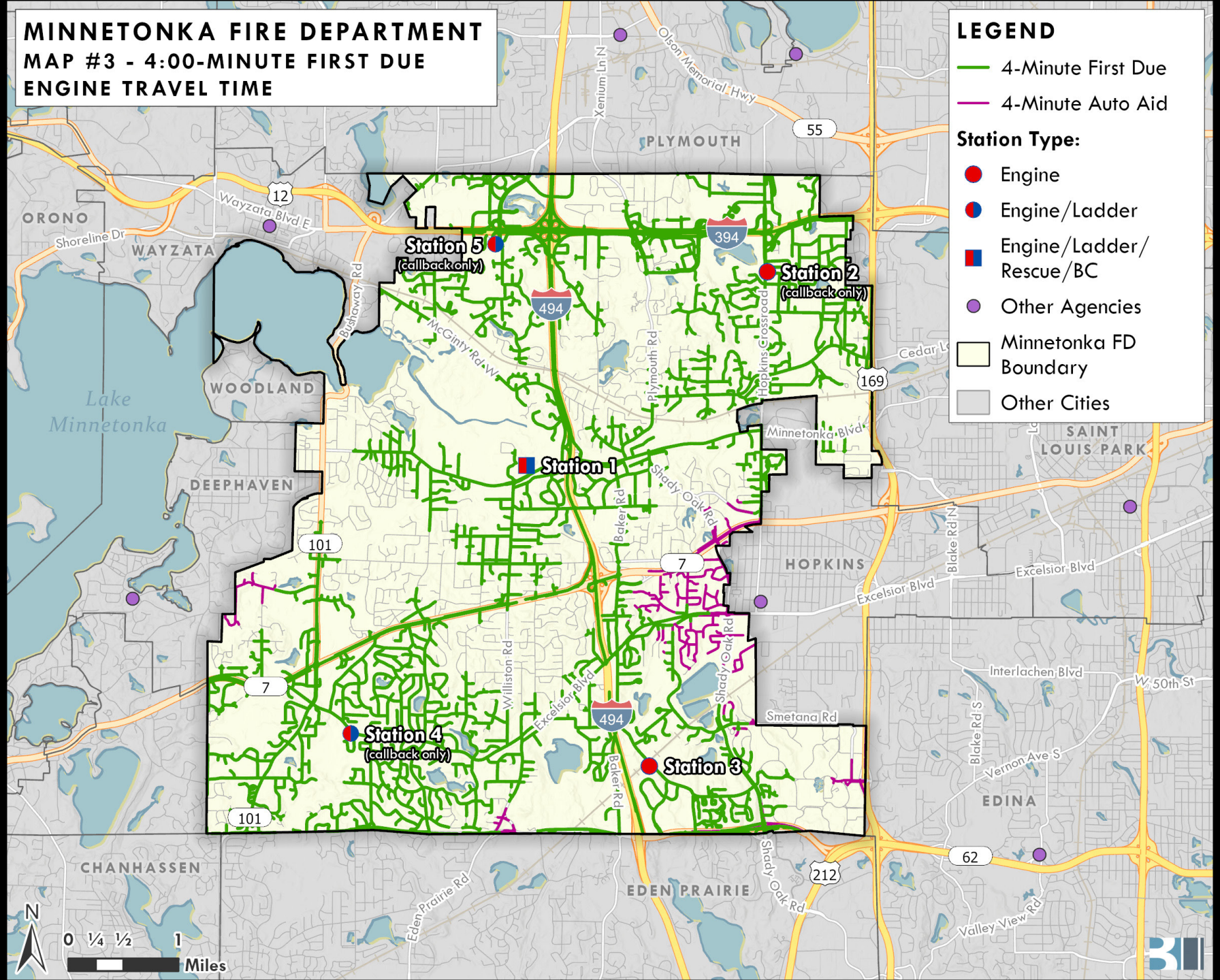


Response Performance

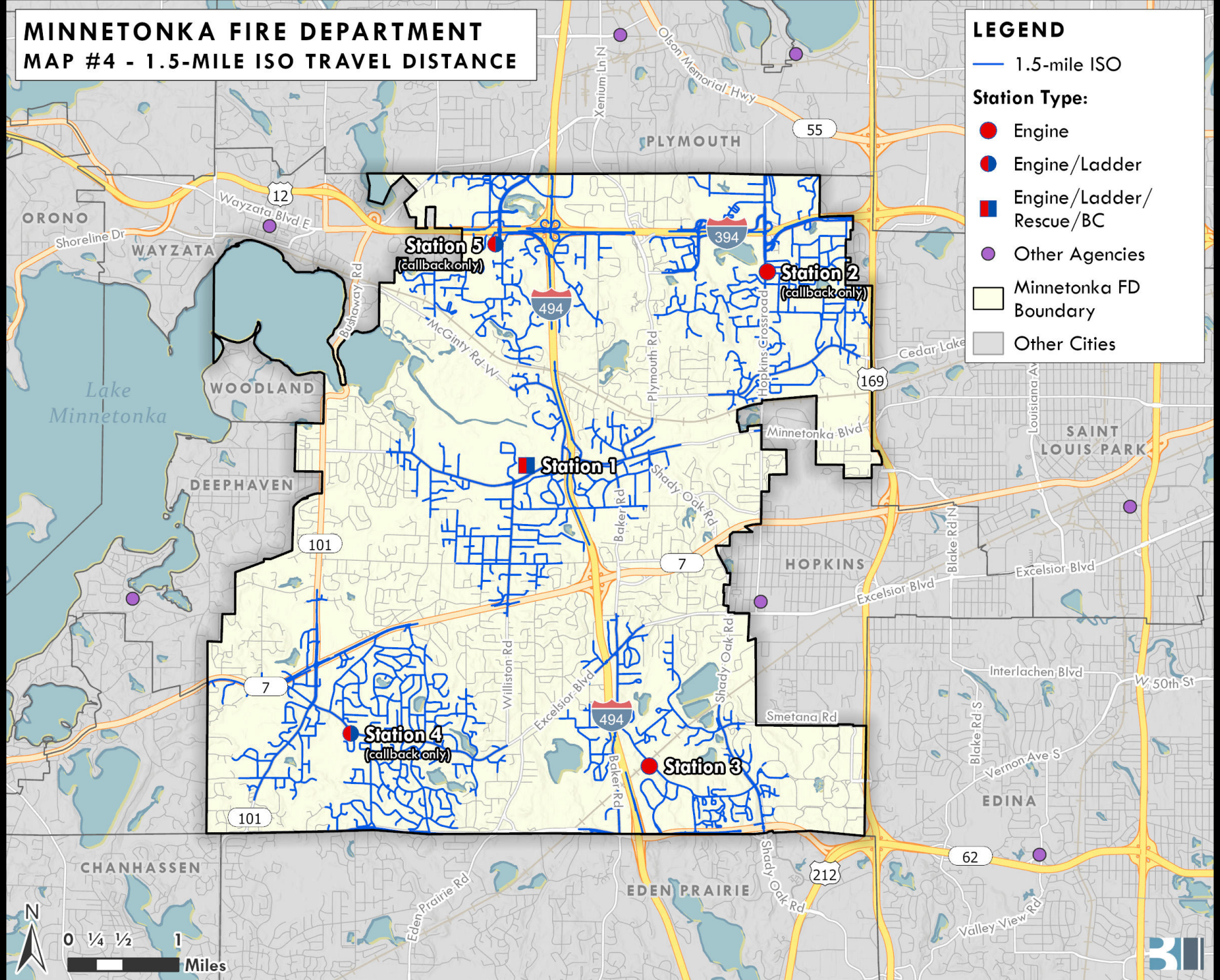
Response Component	Best Practice		90th Percentile Performance RY 21/22	Performance Versus Best Practice and Current Goal	Minimum Staff Needed
	Time	Reference			
Call Processing / Dispatch	1:30	NFPA	1:16	**- 0:14**	
Duty Crew Turnout	2:00	Citygate	2:24	**+ 0:24**	
First-Unit Travel	4:00	NFPA	8:44	**+ 4:44**	
First-Unit Call to Arrival	7:30	Citygate	11:02	**+ 3:32**	**3 FF**
ERF Call to Arrival	11:30	Citygate	16:50	**+ 5:20**	
Paid-on-Call Notification to On-Scene (Avg. Paid-on-Call Count / Minutes)	--	--	--	**5 / 10:00** **8 / 15:00**	**15 FF**

Geographic Coverage

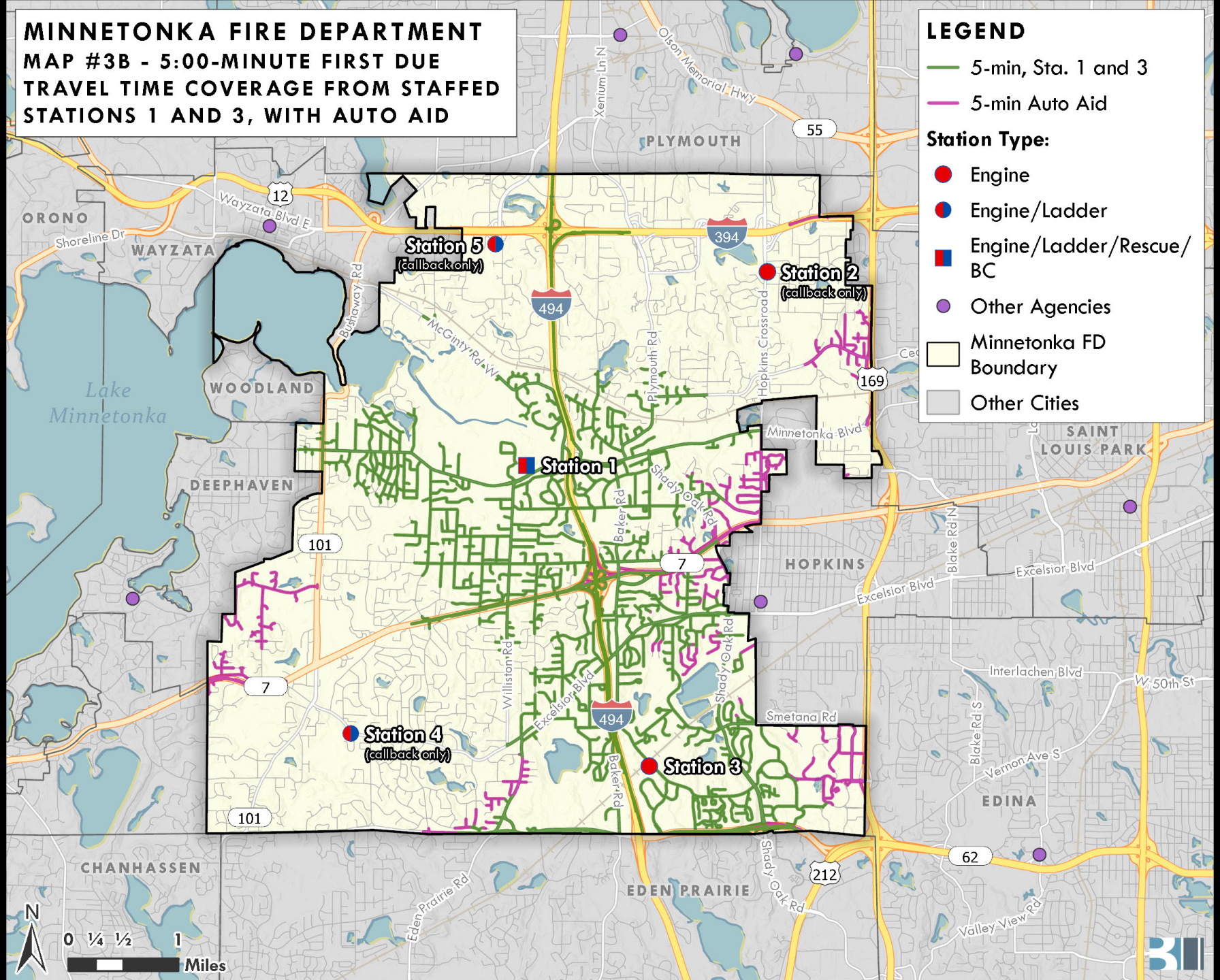
62.6%
Miles
Covered



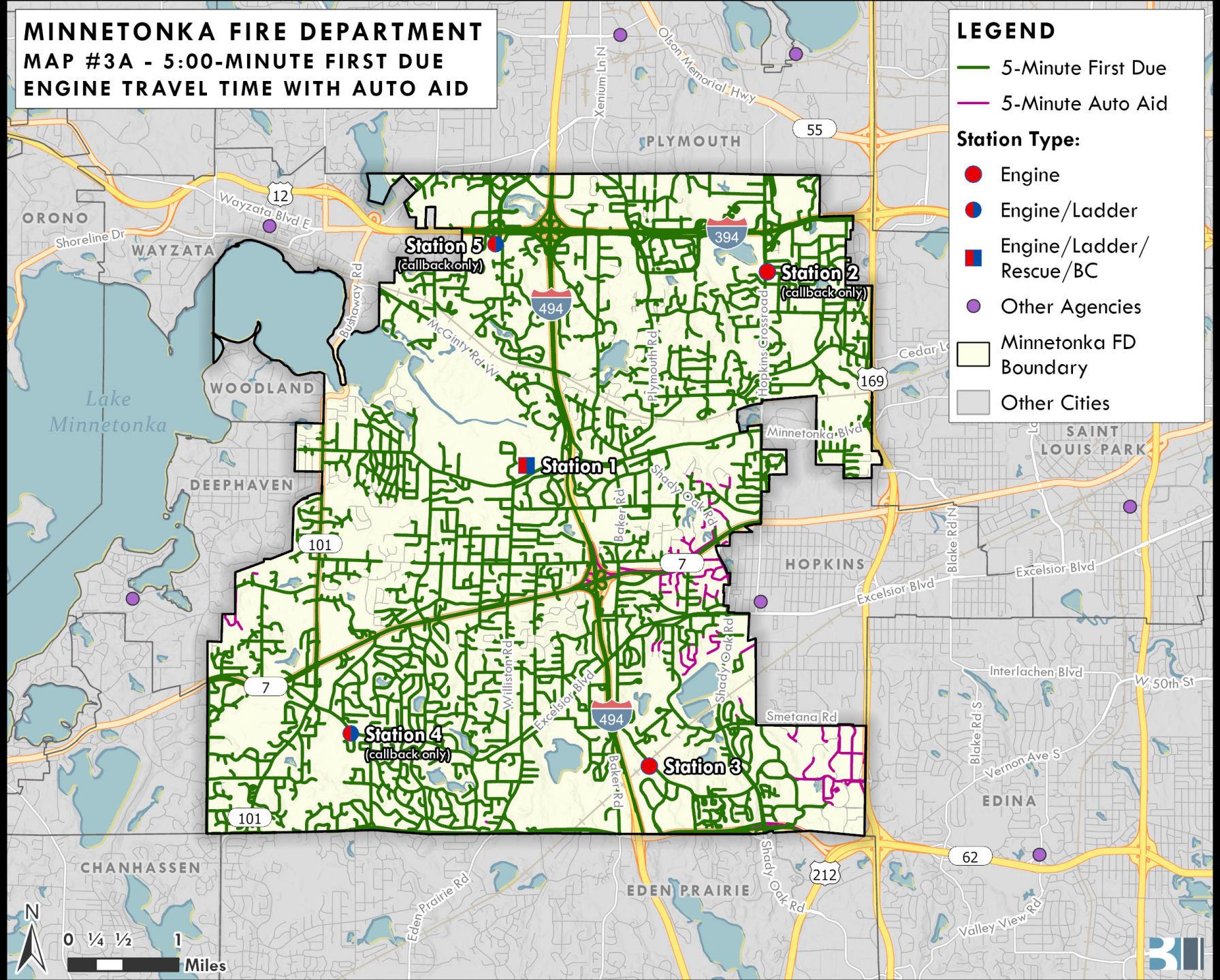
46.7%
Miles
Covered



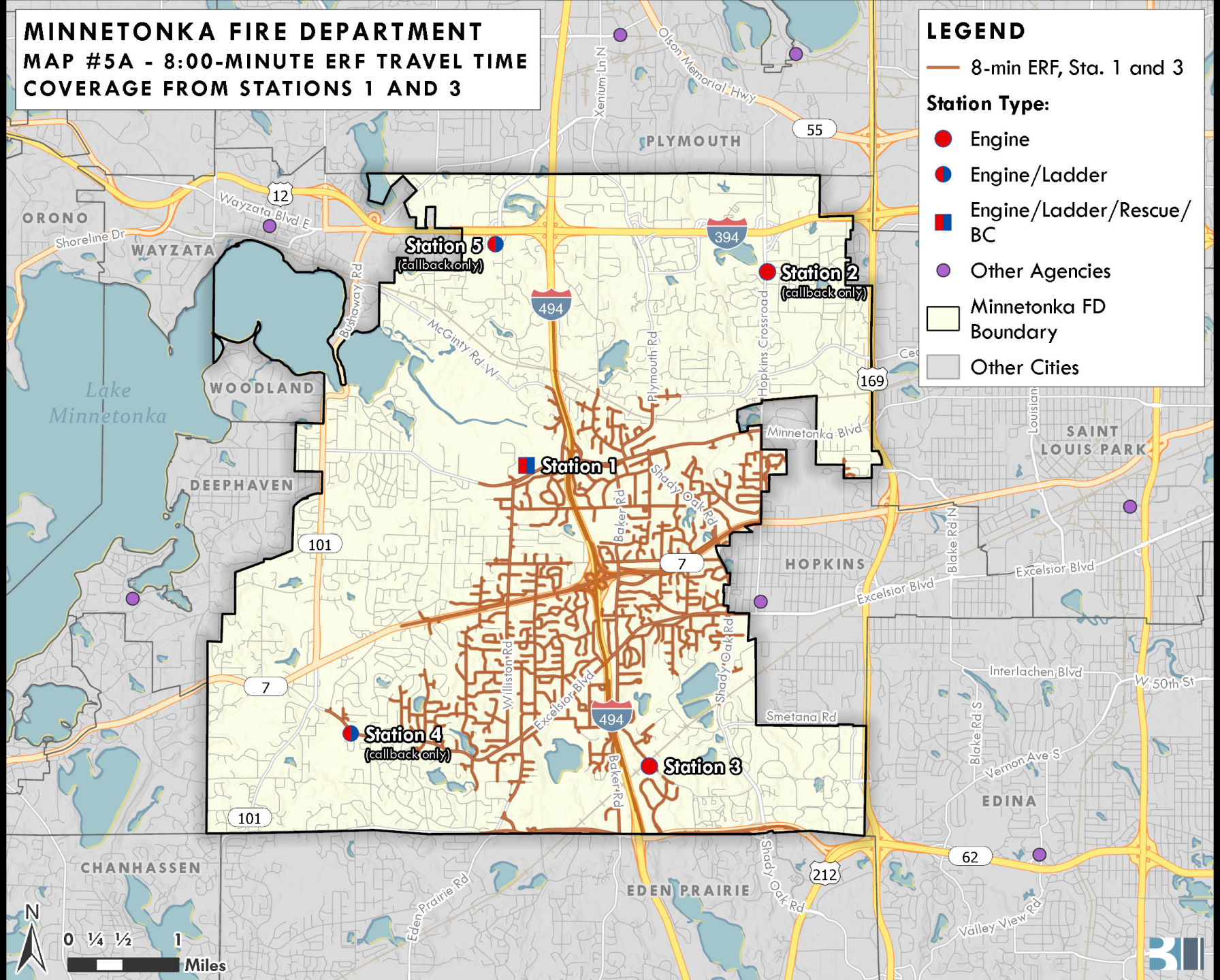
44.6%
Miles
Covered

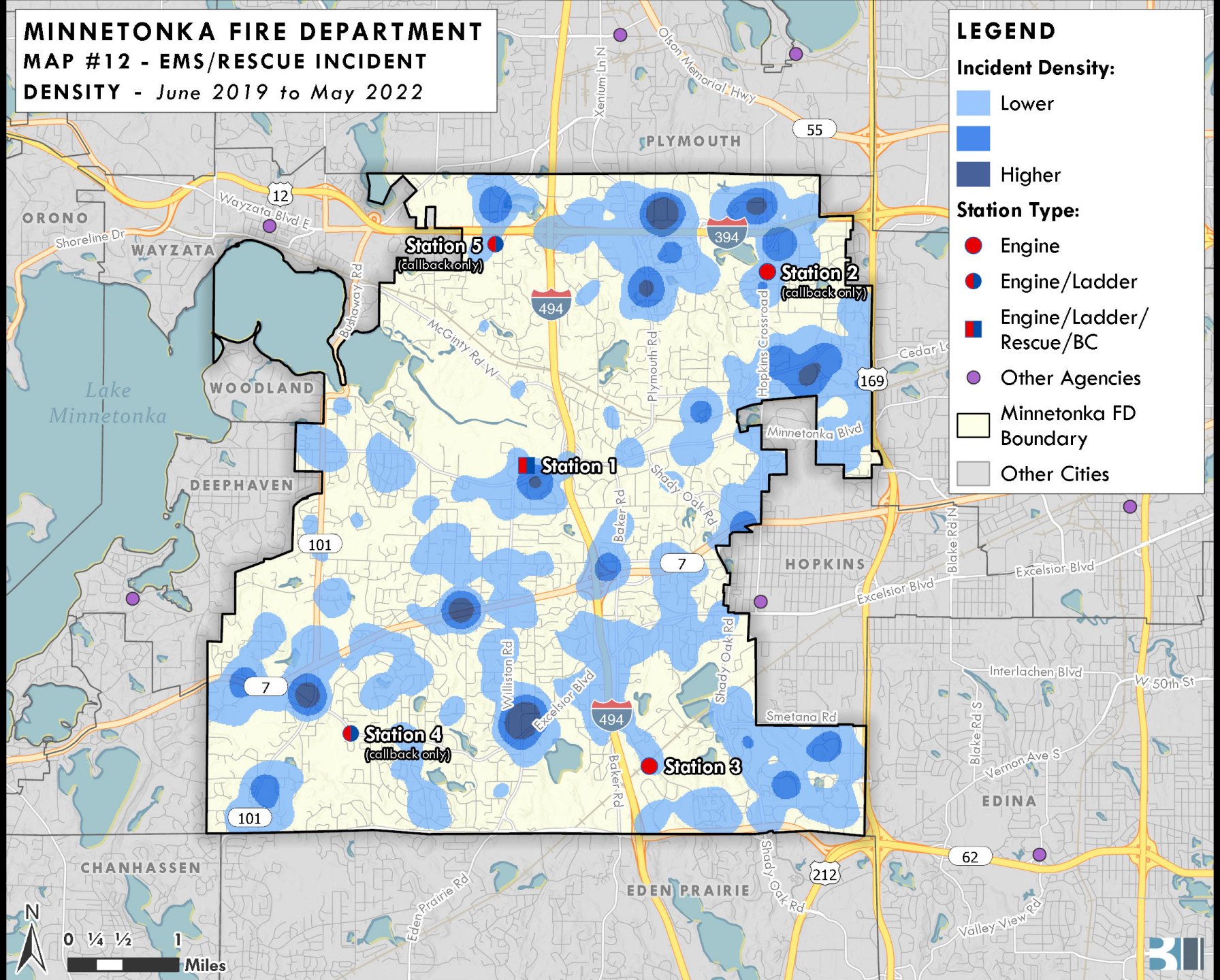


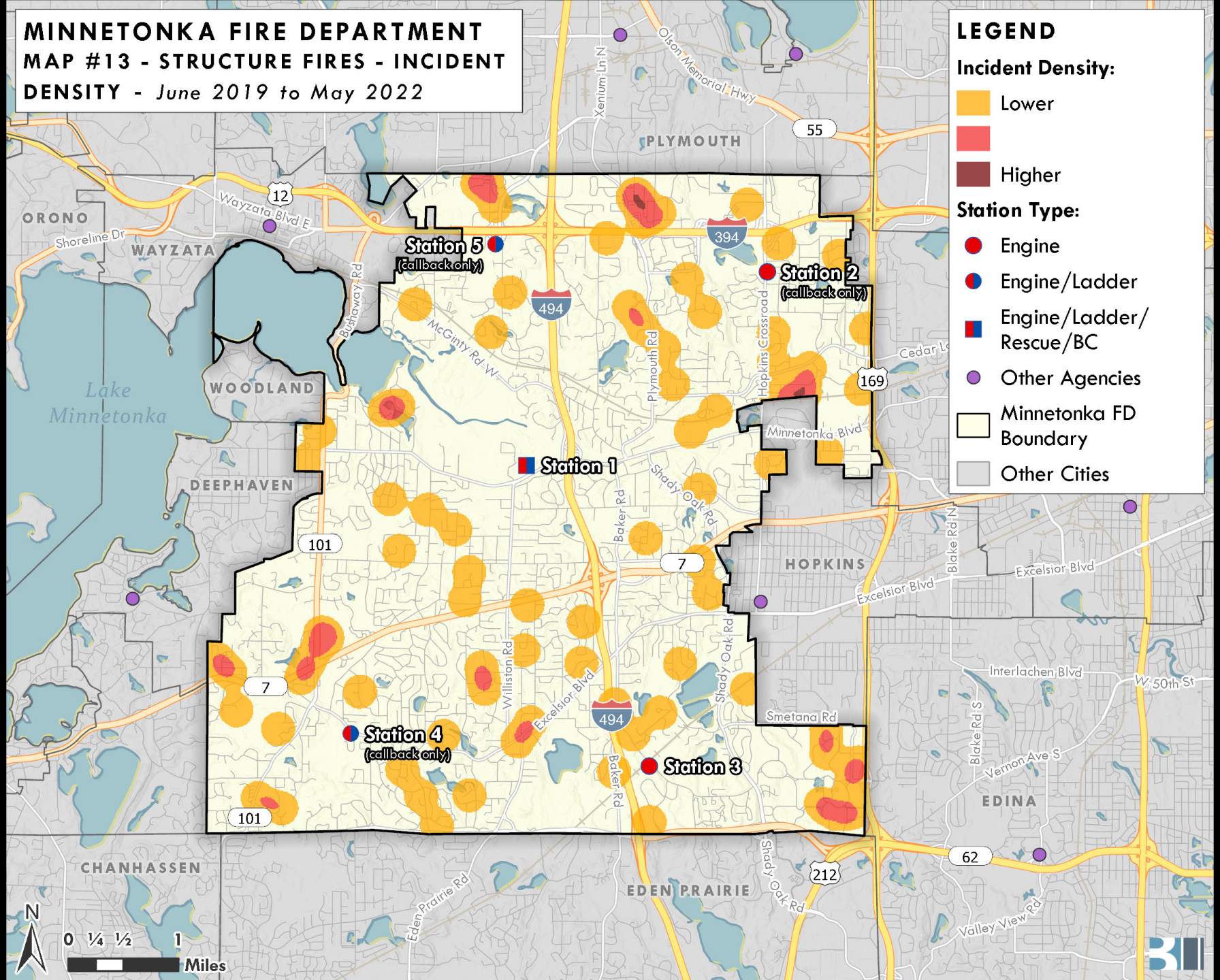
91.8%
Miles
Covered



31.3%
Miles
Covered




MINNETONKA FIRE DEPARTMENT
MAP #12 - EMS/RESCUE INCIDENT
DENSITY - June 2019 to May 2022
LEGEND
Incident Density:
Lower
Higher
Station Type:
Engine
Engine/Ladder
Engine/Ladder/ Rescue/BC
Other Agencies
Minnetonka FD Boundary
Other Cities
Station 5 (callback only)
Station 2 (callback only)
Station 1
Station 4 (callback only)
Station 3
ORONO
WAYZATA
WOODLAND
DEEPHAVEN
PLYMOUTH
HOPKINS
EDINA
CHANHASSEN
EDEN PRAIRIE
Lake Minnetonka
Wayzata Blvd E
Shoreline Dr
Bushaway Rd
McGinty Rd W
Xenium Ln N
Olson Memorial Hwy
Plymouth Rd
Hopkins Crossroad
Minnetonka Blvd
Baker Rd
Shady Oak Rd
Williston Rd
Excelsior Blvd
Blake Rd N
Blake Rd S
Interlachen Blvd
W 50th St
Smetana Rd
Vernon Ave S
Eden Prairie Rd
Valley View Rd
12
55
394
494
169
101
7
62
212
N
0 ¼ ½ 1
Miles

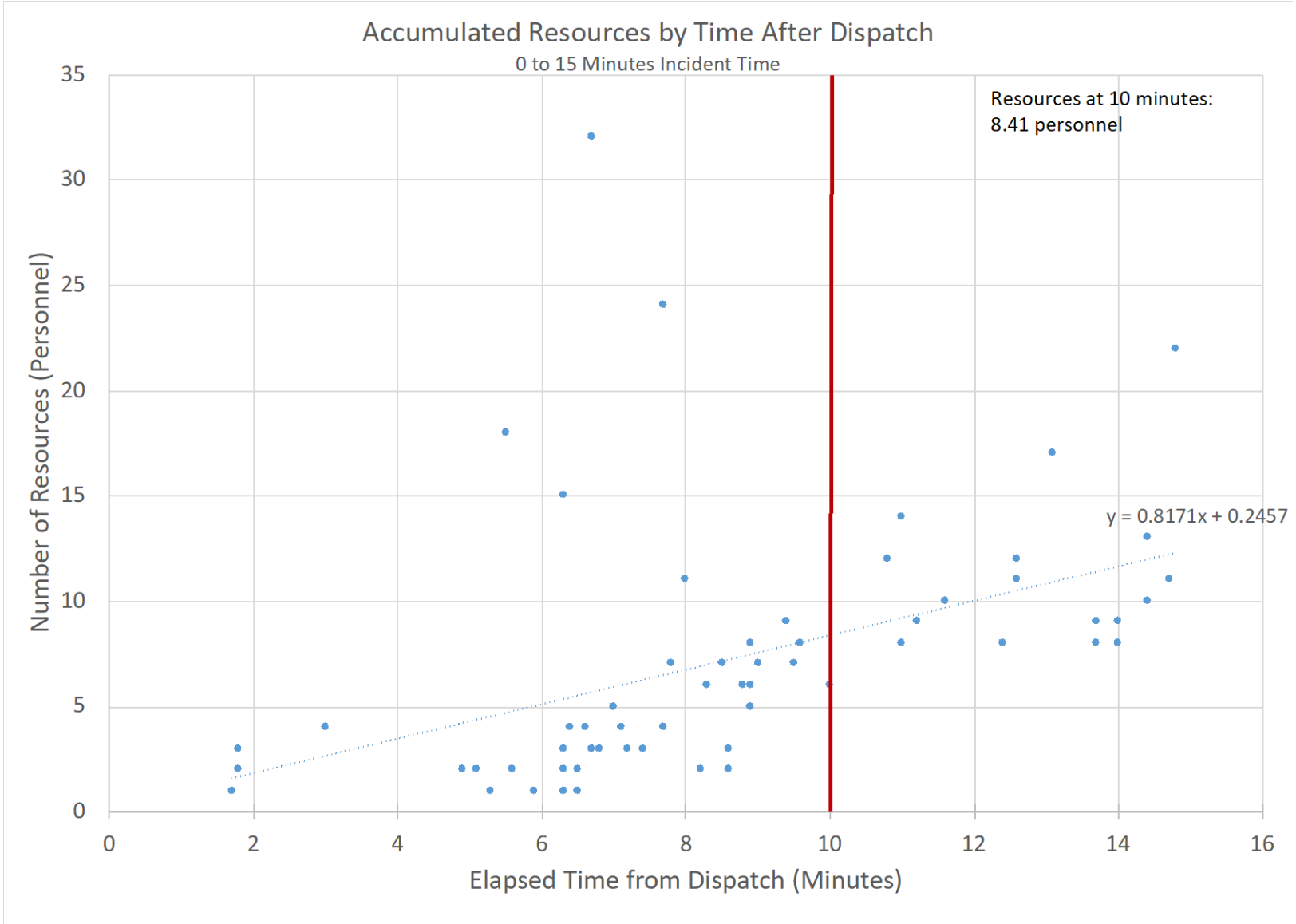

MINNETONKA FIRE DEPARTMENT
MAP #13 - STRUCTURE FIRES - INCIDENT DENSITY - June 2019 to May 2022
LEGEND
Incident Density:
Lower
Higher
Station Type:
Engine
Engine/Ladder
Engine/Ladder/ Rescue/BC
Other Agencies
Minnetonka FD Boundary
Other Cities
Station 5 (callback only)
Station 2 (callback only)
Station 1
Station 4 (callback only)
Station 3
ORONO
WAYZATA
WOODLAND
DEEPHAVEN
PLYMOUTH
HOPKINS
EDINA
CHANHASSEN
EDEN PRAIRIE
Lake Minnetonka
Wayzata Blvd E
Shoreline Dr
Bushaway Rd
McGinty Rd W
Plymouth Rd
Hopkins Crossroad
Minnetonka Blvd
Baker Rd
Shady Oak Rd
Williston Rd
Excelsior Blvd
Blake Rd N
Blake Rd S
Interlachen Blvd
W 50th St
Smetana Rd
Vernon Ave S
Eden Prairie Rd
Valley View Rd
Xenium Ln N
Olson Memorial Hwy
12
55
394
494
169
101
7
62
212
N
0 ¼ ½ 1
Miles

POC Program Review

81 POC personnel provide high value to the Department and City

- Daily duty crew staffing
- ERF incident staffing
  - 95 ERF incidents in 2021
  - Average response is 33.8 POC personnel
  - However, in 2022, it took 12:26 minutes to get 10 POC personnel on-scene; 18:56 minutes to get 15 POC personnel on-scene
- Ongoing recruitment/retention challenges
  - Turnover since 2015 is 46 percent
  - 52 percent of current POC personnel have less than three years on the job
  - Most common reason for leaving is to be a career firefighter

POC Response Time – Early Minutes – 2021



Fire Station Assessment

Station 2

- Oldest station facility (46 years)
- Cannot accommodate 24-hour staffing
- Cannot accommodate additional or larger apparatus
- Parcel can accommodate larger facility

Station 3

- 34-year-old facility in good location, but very poor condition and small parcel

Station 4

- 34 years old
- Cannot accommodate 24-hour staffing
- Two drive-through apparatus bays
- Could be upgraded at current site to meet future needs

Deployment Recommendations

- **Three 24-hour duty crews** (9 personnel) supported by at least **7 available POC personnel from home/work** is the current minimum recommended service level given the City's risks and large area
- Consider deploying the Station 1 Rescue from Station 2 during daylight hours to add service from a third site in the *northern* area of the City
- Identify enhanced POC *part-time* staffing support and/or career staffing to staff an engine (3-FF crew) from a third or fourth station
- Remodel or replace stations 2, 3 and 4

Next Steps

- **Near-Term**
  - Review and absorb the content, findings, and recommendations of this report
  - Adopt response performance goals as recommended
- **Longer-Term**
  - Develop a plan to fund additional daily response staffing as identified in this report
  - Study and develop a plan and costs to remodel or replace two fire stations that currently cannot house 24/7 staffing and upgrade Station 3
  - Monitor response times to goals and outcomes
  - Monitor how much prescheduled station assignments and callback staffing the Paid-on-Call firefighter program provides in meeting the City's outcome-driven needs

Questions

PILOT BUCKTHORN PICKUP PROGRAM AND THE RESILIENT MINNETONKA INITIATIVE

COUNCIL STUDY SESSION – APRIL 24, 2023

CITY OF MINNETONKA

PILOT BUCKTHORN PICKUP PROGRAM DETAILS

- $15,000 approved in 2023 budget
  - 3-4 pickup events throughout the year (SavATree contractor)
  - ~$180 per site for pickup services
  - Site could include multiple properties working together
  - Standards apply related to location, lenght, amount etc.
- Application submitted to city staff for review and approval (first come, first served)
- Training workshops/online module available for buckthorn management best practices – removal methods and follow-up planning
- Year-end evaluation to inform adjustments for next year

"Resilient Minnetonka"

Education Opportunities

- *Resilient Yards* – April 27th
- Buckthorn online learning module
- Garlic mustard workshops
- Turf Alternatives learning module
- Raingardens and shoreline buffers workshops
- Website/resources

Technical Assistance

- Staff conversation
- On-site consultations
- Preliminary landscape designs

Financial Incentives* (reduced costs)

*While funds last

- Buckthorn pickup
- Native plant sale
- Tree and shrub sale
- Project rebates

<u>Outreach</u>

- Minnetonka Matters webpage
- *Minnetonka Memo*
- Natural Resources e-blast - monthly

CITY OF
MINNETONKA