

Brooklyn Center Police Department Workload Study



City Council Meeting, July 24, 2023

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Introduction

- In 2022, the city of Brooklyn Center contracted with the National Policing Institute (NPI). The purpose was to conduct a workload study and an organizational assessment.
 - Dialog with the NPI began in 2019 (i.e., **prior to** COVID-19, George Floyd and Daunte Wright).
- High-level goals of the analysis were:
 - Analyze the police department's current workload, organizational structure, and resources.
 - Use workload data to assess the potential impact of diverting some calls for service.
 - Examine the community and internal police department sentiment about policing in Brooklyn Center.



Introduction

- The NPI began working on the study in early 2022.
- The NPI recently produced a 90 page report that includes a variety of findings:
 - Surveys of department employees
 - Interviews and the focus group with community
 - Quantitative analyses
 - 26 Comprehensive recommendations



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Methods

The methodology consisted of a mixed methods approach, using:

- Surveys
- Interviews
- Quantitative Analyses



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Surveys

Department employees and community members were surveyed using the NPI's National Law Enforcement Applied Research Data Platform.

- The employee survey (sworn and non-sworn) yielded a high response rate with most parts of the survey having a 60-70% response rate.
- The community survey was distributed through various means and languages to community members but resulted in a very small number of responses that could not be used for analysis.



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Interviews

Institute staff interviewed numerous department employees along with community members.

- The interviews of department staff included individuals of all ranks, sworn and non-sworn.
- The sessions were instrumental in contextualizing the data from the quantitative analyses and truly understanding the operations and experiences of department staff.
- The interviews made it possible to formulate tailored and actionable recommendations.



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Quantitative Analyses

- To examine the patrol workload, calls for service were analyzed and coupled with relief factor calculations to determine the optimal number of patrol officers based on workloads and service levels.
- The methods used by NPI use the time taken to respond to community-initiated calls for service, the time officers are available, and the service level to calculate the number of officers needed.
- The result is a staffing model that provides enough time for a quality response from officers while also providing time for training and wellness.



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Analysis to Recommendations

- Analyze the CFS to determine patterns of demand.
- Determine the CFS demand from the community.
- Determine the number of positions needed (demand and service level).
- Apply “relief factor” to the number of positions to determine the number of officers needed.
- Determine the optimal allocation of officers.



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Number of Officers Needed

Factors to determine the number of officers needed:

- The community demand, based on CFS.
- The amount of time allocated for administrative time.
- The desired service level (or amount of time available for proactive activities and tasks).
- The relief factor (or the number of hours officers are available for patrol).



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Calls for Service (CFS)

- CFS generated from the community is predicted to be 42,210 for 2023.
- From analysis of CFS data, average time spent on calls by officers can be calculated (.32 hours).
 - This time includes driving to the call and on-scene processing.
- These figures can be used to calculate the annual demand from the community.



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Administrative Time

- Time needed for post-call processing is another key factor.
 - It is common for officers to collect evidence and take time to write reports after departing a CFS.
- The convention for administrative time as a percent of the total time is approx. 25-33 %.
 - This is based on both interviews and is routinely observed in other departments.



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Service Level

The final consideration for determining staff needs is the service level desired by the community and policymakers.

- **Service level** is defined as the proportion of time officers are available to devote to proactive activities.
- **Proactive policing** refers to a police department's attempts to prevent crime, engage the community, and enhance public safety rather than respond to calls.



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Service Level (continued)

Amount of available proactive time is important for two reasons:

- When officers spend most of their time answering CFS and then completing the required admin work, they have little time or capacity to solve problems proactively and engage in community policing.
- Service level is also important regarding officer health and wellness.
 - Research has shown officers with high workload levels possibly face a series of negative effects (ex: increased stress and poor sleep).
 - Such effects make then have an impact on police-community relationships and performance more generally.
- To prevent negative effects of high stress and burnout, policymakers should consider these factors as they make decisions about the staffing levels of police departments.



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Relief Factor Calculations

Relief factor is defined as the ratio of time required for one police position to the time available.

- Payroll data for last five years captured the time away from patrol taken by patrol officers (included: sick time, vacation time, training time, breaks, and other categories of leave).
- When Payroll data was combined with CFS data, the relief factor was determined to be 2.88.
- The relief factor is multiplied by the number of positions to determine the total number of employees needed.



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Staffing Level Scenarios

Patrol Division

The number of officers needed to staff the patrol division can be determined by using the CFS demand, administrative time, service level, and the relief factor.

	Service Level		
	A	B	C
Proactive Time as Percent of Total Time	30%	40%	45%
Positions Needed	7.75	10.33	12.40
Relief Factor	2.88	2.88	2.88
Officers Needed	22	30	36



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7 Selected Key Recommendations

#1: The police department should authorize a total of 36 officers for patrol to ensure officers have adequate time for problem-solving, training, and vacation time.



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7 Key Recommendations *(continued)*

#2: The police department should authorize two additional sergeants in the Patrol Division to ensure sergeants are able to attend training and proactively supervise officers.



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7 Key Recommendations *(continued)*

#3: The police department should add an additional detective to lower the workload of detectives.

Department	Population	2021 Group A Offenses	Authorized Detectives (Not Incl. Task Force Ofc.)	Offenses per Detective
Golden Valley	21,740	867	4	217
Champlin	25,249	686	3	229
Richfield	36,336	2,071	9	230
Plymouth	80,588	2,551	10	255
Columbia Heights	21,238	1,029	3	343
Brooklyn Center	30,258	2,044	5	409



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7 Key Recommendations *(continued)*

#4: The police department should immediately hire individuals to fill the authorized records technician positions and add an additional position to compensate for the recommended officer increase.



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7 Key Recommendations *(continued)*

#5: The police department should champion and expand the department employee wellness program and seek grants to provide additional resources.



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7 Key Recommendations *(continued)*

#6: The police department should create a comprehensive crime reduction strategy in collaboration with the community and communicate it internally and externally.



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7 Key Recommendations *(continued)*

#7: The police department and City should initiate programs with the community to foster positive interactions between community members and department employees.



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Increasing the Service Level

- Will significantly increase both prevention and community engagement efforts, all while reducing stress and burnout.
- Current community engagement is extremely limited with current staffing levels.
- Current community engagement frequently requires using OT.
- More proactive time would routinely allow community engagement during normal duties and could be across the organization.



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Examples of Past and Current Engagement with Community

- | | |
|--|---|
| • Annual Commander for a Day (5 th Grade Student) | • Polar Plunge for Special Olympics, MN |
| • Safely Camp Counselors | • Recess with Cop (Earle Brown Elem) |
| • Started Neighborhood Area Meetings | • Torch Runs for Special Olympics MN |
| • Serving Breakfast to Students (Northport Elem.) | • JCCP Multi-cultural Advisory Committee (MAC Meetings) |
| • Cop on Top for Special Olympics MN | • Coffee with a Cop and Cone with a Cop |
| • Crescent Cove Activities and Visits | • Night to Unite (formerly National Night Out) |
| • Drug Take Back Days | • Shop with a Cop |
| • Command Staff Deliver Meals on Wheels Bi-weekly | • Adopt a Family |
| • Teach Junior Achievement Classes | • Reading to Elementary Students |
| • New Millennium School Visits (for carnivals) | • Welcoming Kids Back from Spring and Winter Breaks (Northport Elem.) |
| • Street Crimes Unit Hosting Weekly Open Gyms | |



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More Examples of Past and Current Engagement with Community

- Earle Brown Days Parade
- HeartSafe Activities with BCFD
- Officers Accompanied Rec on the Go Staff
- Evergreen Elem. School Visits (for Field Days)
- Community Health Fairs
- Toys for Tots
- Assist with Annual Brooklyn United Mega Garage Sale
- Virtual Career Fairs
- Community Conversations (Fall 2016)
- Pumpkin Giveaways to Kids
- Flower Pot Giveaways to Kids (Mother's day)
- Serving Lunch to Students (Northport Elem)
- Cone with a Cop
- National Night Out Kick-off Party
- Farmer Market Visits
- Bowling Program for Special Olympics MN
- Project X in 2016 (a BCHS and YMCA program)
- Cornerstone Holiday Gift Shopping
- Dog Walker Watch
- Garden City Elem. School Visits (for Carnivals)
- Assist with Annual Robbinsdale Birdtown Half Marathon



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Current Wellness and Crime Reduction Efforts

Efforts undertaken by the department regarding employee wellness and crime reduction:

- Mandated an annual "Check up from the Neck up."
- A peer support team has been formed.
- Mental health professionals regularly visit the department and go on ride along with staff.
- A wellness room has been created for department staff.
- A recruitment and retention team has been formed.
- Continue weekly Crime Reduction Strategy meetings to analysis data and determine actionable efforts.
- Look forward to the city's implementation of alternative response team for some CFS.



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Possible 3 year hiring plan (Based off Workload Study and its Recommendations)

<u>Year</u>	<u>Additions</u>	<u>Approximate Cost</u>
2024	4 patrol officers	\$718,500
2025	2 Sgts. / 1 Det. / 1 patrol officer	\$770,000
2026	5 patrol officers / 1 records tech	\$971,500

In addition to adding staff we also propose the addition of three vehicles to the fleet.

<u>Year</u>	<u>Approximate Cost (additional equipment included)</u>
2024	\$124,000 (two patrol squads)
2025	\$35,000 (detective vehicle)
2026	\$62,000 (one patrol squad)

Total budget increase: \$2,681,000 (3 year average increase of \$893,667)

