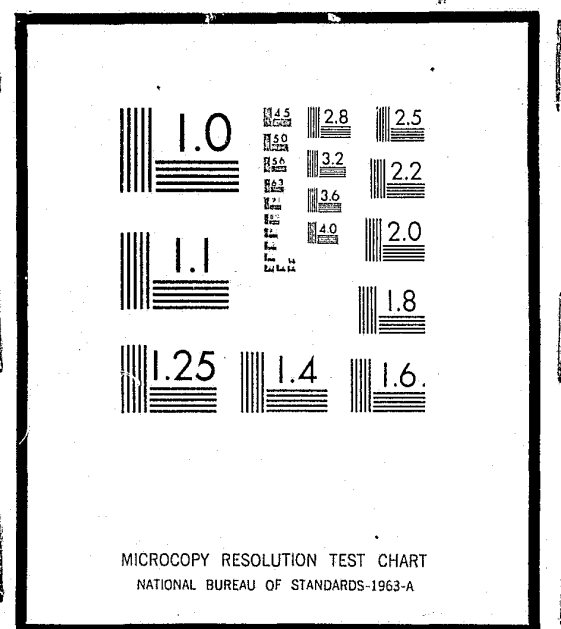


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U.S. DEPARTMENT OF JUSTICE
LAW ENFORCEMENT ASSISTANCE ADMINISTRATION
NATIONAL CRIMINAL JUSTICE REFERENCE SERVICE
WASHINGTON, D.C. 20531

6/16/77

Date filmed

LAW ENFORCEMENT ASSISTANCE ADMINISTRATION (LEAA)

POLICE TECHNICAL ASSISTANCE REPORT

SUBJECT: Police Organization, Staffing and Financing in a Newly Incorporated City

REPORT NUMBER: 76-140-082

FOR: City of Hermantown, Minnesota

Population	7,170
Police Strength	
Sworn, full-time	2
Sworn, part-time	2
Civilian, part-time	1
Total, full-time	2
Total, part-time	3
Square Mile Area	34

CONTRACTOR: Public Administration Service
1776 Massachusetts Avenue, N.W.
Washington, D. C. 20036

CONSULTANT: David L. Norrgard

CONTRACT NUMBER: J-LEAA-002-76

DATE: August 25, 1976

39105

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SECTION I. INTRODUCTION

Formerly a township, Hermantown incorporated and achieved city status on the last day of 1975; thus, it entered the year 1976 as Minnesota's bicentennial city.

The City of Hermantown is located west of Duluth, Minnesota, in close proximity to Lake Superior. In 1970, Hermantown had a resident population of 6,737 persons. In 1976, its population is 7,170, an increase of about six per cent for the six-year period. Since there are no major industrial sites and few commercial employment opportunities within Hermantown, it is, in many respects, a "bedroom" community for the City of Duluth.

The question of whether to incorporate Hermantown as a city had been a persistent one for several years. In March, 1973, an informal vote was taken on the question: "Shall the Town of Herman initiate steps to become a village?" The voters responded affirmatively, and in May, 1974, steps were taken through the Minnesota Municipal Commission to begin the process of incorporation. Shortly thereafter, however, the City of Duluth launched a long threatened effort to annex a seventeen square mile portion of Hermantown which contained about two-thirds of its population. Annexation continued to be an issue until mid-October, 1974, when the City of Duluth abandoned its efforts to annex the area, and instead, sought through negotiation and other means to forestall the move towards incorporation.

The incorporation struggle continued until February, 1975, when the Minnesota Municipal Commission ruled that Hermantown be incorporated as a fourth class city, effective on the last day of 1975. Pivotal to the Commission's decision was its conclusion that the area "... is now partially urban or suburban in character and contains some underdeveloped areas which are about to become urban or suburban in character." The Commission, however, had not applied any tests to determine the financial ability of the proposed city to pay for necessary city services; nor had it made any assessment of desirable levels of such services.

The following report is a belated assessment of one of those services: namely, police protection. Briefly, elected officials of Hermantown requested the assistance of the Law Enforcement Assistance Administration in determining the need for police services in their community. The assessment was to include an examination of the various available alternatives to providing police protection along with an estimation of the cost factors associated with alternative methods.

LEAA subsequently approved the city's request, and a consultant was assigned to undertake the survey.

Survey Method

The local information which serves as the basis of this report was gathered by the consultant through on-site conversations with the individuals listed below.

These interviews were confidential and no person is quoted or otherwise identified in this report. Those aiding in the conduct of this analysis include the following:

Clarence Black
Chief of Police
City of Hermantown

Gerald Brickley
Police Officer
City of Hermantown

Walter Johnson
Communications Supervisor
City of Duluth Police Department

Lt. Walter Peterson
Planning and Training
City of Duluth Police Department

Helmer A. Ruth
Mayor
City of Hermantown

Greg J. Sertich
Sheriff
St. Louis County, Minnesota

Nancy J. Sirois
City Clerk
City of Hermantown

Terrance G. Ulshafer
Police Officer
City of Hermantown Police Department

The report itself is in three parts: a brief overview of the Hermantown Police Department; a presentation of the alternative approaches to police service and their cost implications; and a suggestion for developing some needed police management information.

SECTION II. AN OVERVIEW OF POLICE SERVICES AND THE GENERAL BUDGET

Two principal points require general review prior to any evaluation of alternatives for the provision of police service within the City of Hermantown. First, a general impression must be garnered of the city's budget posture and its ability to pay for an expanded service level. Second, an overview of Hermantown's existing police service capability must be presented. Both of these points will be highlighted in the ensuing discussion.

City Budget and Tax Base

The first budget for Hermantown was adopted shortly after the city's incorporation. The initial property tax called for a tax levy somewhat in excess of 16 mills, an increase of ten mills over the last property tax levy of the Township of Herman. In order to levy such an increase special authority was needed from the State of Minnesota. (In Minnesota, the degree to which a property tax increase can be made is governed by state law.)

A projected budget for the city is presented in Table 1 (see Appendices). The projection shows a fairly steady increase in property tax revenue over the next two years with a leveling off of state and federal revenue sharing aids. As can be seen, the city contemplates a gradual increase in the provision of police services as well, from 7.6 per cent in the first year of operation to more than 14.2 per cent of the total city budget in the third year.

Under normal circumstances a Minnesota city (or other local government) may not increase its property tax levy in excess of six per cent in any one year. Naturally, if assessed valuation within the jurisdiction were to increase, the tax yield would also increase. However, the actual tax rate may not exceed that of the previous year's by more than six per cent. There are some provisions for special tax levies which do not count in the overall calculation to determine the six per cent level, but none pertain to the provision of police services. A special referendum can be called, and if the voters were to approve, the tax rate could be increased beyond the six per cent level.

The levy limitation law would appear to work a financial hardship upon newly incorporated cities because the tax levy base for making the calculations relates to the levy for the unincorporated area. In Hermantown's case, for example, there was an immediate ten-mill increase in its transition from town to city.

The assessed valuation of Hermantown is approximately \$1.1 million for 1975-76, and from that is yielded about \$100,000. Budget estimates presented in Table 1 show an increase of nearly 70 per cent in property tax revenues over the next two years as the assessed valuation increases. There is no guarantee that this growth will continue however. There is, of course, ample room for all types of development within the community although what commercial development does exist tends to be confined to the area immediately adjacent to Duluth. Presently, there is no industrial development and

housing is relatively confined to the eastern portion of the city. The western portion of the city remains largely unpopulated. Although there is evidence of some scattered site development there is no sign of steady, planned development. Indeed, one could question the characterisation of the Minnesota Municipal Commission that the township is "... urban or suburban ... or about to become urban or suburban in character."

Police Services in Hermantown

Prior to incorporation, the St. Louis County Sheriff's Department and two elected constables provided police coverage to the City of Hermantown. Subsequent to incorporation the Sheriff, by policy decision, discontinued direct patrol service to the city and the office of constable no longer exists.

There is no statutory requirement that a city provide a particular level of police service to its residents. Indeed, there is neither a constitutional nor statutory obligation to provide any police service by a city. Strictly speaking, what the City of Hermantown chooses to do in this area is a matter of local option based upon its ability to pay in relation to other city priorities.

Presently, police services within the City of Hermantown are provided by two full-time and two part-time police officers. Each part-time officer works between 20 and 30 hours per week. One of the part-time officers is the former township constable who was selected by the city to serve as chief of police. The chief has full-time employment elsewhere, and is normally available for police duties only on week-ends and some evenings.

Only one of the full-time officers is a state certified law enforcement officer. The trained officer was employed by the Township prior to incorporation through (CETA)* funding and was afforded an opportunity to attend the State of Minnesota police recruit training academy. Once CETA funds expired, the individual was absorbed by the City of Hermantown as one of its new full-time employees. The second full-time police officer is CETA funded as well, but this individual has not, as yet, attended police training school. Efforts are being taken to make such arrangements at the current time. It is likely that once CETA funding has expired this position also will be incorporated into the regular city budget. Neither of the two part-time officers meet the State's police training standards.

The current patrol schedule is for one of the full-time officers to work an 8:00 A.M. to 4:00 P.M. shift and the other to work from 4:00 P.M. to 12:00 midnight. This schedule is rotated weekly. No regular patrol occurs between midnight and 8:00 A.M. although one officer is always on call. This schedule is used Monday through Friday with the part-time personnel covering

* Comprehensive Employment and Training Act

to some extent on the week-ends and some evenings. Days off and leave time are difficult to schedule because of the small staff. Overtime is fairly heavy and there appears to be no consistent policy regarding the payment of overtime.

The City of Hermantown has established three distinct pay levels for its police officers. The officer who has completed the state training program is compensated at the rate of \$6.00 per hour for an annual rate of \$12,480. The untrained police officer employed through CETA funds is compensated at an hourly rate of \$3.81, an annual base of \$8,133. One of the part-time officers is compensated at that rate as well. The part-time chief of police receives an hourly rate of \$4.50 which, if calculated on an annual basis, equals \$9,360.

The Hermantown police department has what must be considered a highly unusual practice of providing for dispatch services. The telephone directory lists two police numbers, a local number and the number of the Duluth Police Department. The local Hermantown number rings at four locations: the police station, the city clerk's office, and the homes of the two full-time police officers. There is no automatic switching. If the telephone is not answered at any of those locations, the calling party must hang up and dial the alternate number.

If the police telephone is answered at the police station or the city clerk's office, the information is taken from the calling party and then a call is placed to the Duluth Police Department to arrange for dispatching the Hermantown police vehicle. Duluth charges the City of Hermantown \$400 annually for this service (\$200 for each of city's mobile units). This cost has remained unchanged since 1967 when the arrangement was first made.

Conversations with Duluth officials indicate that the cost of providing dispatching assistance is likely to increase at the expiration of the current contract. It is estimated that operation of the Duluth communications center costs approximately \$200,000 annually with about 100,000 of the 120,000 people served by the center residing within the City of Duluth. At a cost of \$200 per mobile unit, Duluth officials suggest that non-residents are not paying a reasonable portion of the operating costs of the program. What is contemplated is some type of a per capita or per unit formula which would equitably apportion the costs among all the center's participants.

One estimate places the communications center's operating costs at about \$1.65 per capita. If that figure were to be the one selected, it would mean Hermantown's annual costs for dispatching service would be about \$11,830.

Also important, Duluth is currently considering going to the 911 police emergency telephone system. Present plans for the new system do not include the Hermantown area, however. It is doubtful, therefore, whether Hermantown will be included in the new system unless the city is willing

and able to assume (or perhaps St. Louis County) the cost of extending the special trunk lines needed to make the system operational.

The Hermantown police currently respond to an average of two incidents per day and the Sheriff likely responds to a similar number. It is the department's normal practice to try and cover the entire city through random patrol at least twice each shift. Two older radio equipped vehicles are available for patrol work. Both patrol vehicles have recorded high mileage and appear to be poorly equipped and maintained.

Another problem evident with Hermantown's police service, particularly when the chief of police is part-time, is that little thoughtful planning occurs. Most patrol activities are unplanned and conducted more in response to some specific problem rather than through any careful strategy designed to deal with the community's actual or perceived problems.

SECTION III. ALTERNATIVE APPROACHES TO POLICE SERVICE AND THEIR COST IMPLICATIONS

Hermantown would appear to have three alternatives to consider regarding the provision of police services to its residents. The first option would be to establish a full-time police department. The second would be to arrange for contractual law enforcement service, probably through the County Sheriff's office. The final option would be to discontinue the provision of law enforcement service altogether and rely instead upon the general services of the St. Louis County Sheriff. The option of maintaining a part-time service as it is presently constituted is not recommended because the department is not capable of performing at a high enough level to merit continuation of the expenditure or investment.

A Full Time Police Department

It has been demonstrated statistically that it requires nearly five sworn police officers working a full-time schedule to provide at least one officer on duty twenty-four hours a day. A five person force is essential in order to provide reasonable days-off, sick leave, vacation leave and the like without recourse to on-call status. There is no sound reason for continuing the requirement that a police officer be on-call when not on-duty. Individuals are not capable of functioning at full capacity without reasonable breaks in duty in order to pursue other interests and to serve personal needs. One of the problems of the current arrangement is that the full-time officers are not afforded a reasonable opportunity for days-off and similar matters.

The costs of personal services are the most expensive aspect of providing police services. The prevailing wage scale for trained law enforcement officers in the Duluth area is in a range from \$12,000 to \$16,000 per year with pay related benefits costing an additional 20 per cent. The City of Hermantown already recognizes this fact and compensates its one full-time trained police officer in the \$12,000 range. Projecting a sworn police force of five (four police officers and one chief who would also double as a patrol officer) the costs would breakdown as follows:

1. Police Officers (4 x \$13,000)	=	\$52,000
2. Pay-related benefits (20%)	=	10,400
3. Chief of Police (1 at \$16,000)	=	16,000
4. Pay-related benefits (20%)	=	3,000
5. Civilian clerk (1 at \$6,500)	=	6,500
6. Pay-related benefits (20%)	=	<u>1,300</u>
Total Personal Services	=	\$89,400

Equipment would be another major factor for a full-time department. Both automobiles presently available to the department are in need of replacement. If the city is unable to obtain police vehicles through some type of a fleet purchase plan with either Duluth or the county, it is likely that the cost may be in excess of \$5,000 per vehicle depending upon the special equipment added. In addition to purchase costs, there are operating costs. Presently, the department estimates that approximately 250 miles are driven daily. Assuming that it costs 15 cents per mile to operate a vehicle, the total cost would be approximately \$13,687 per year to operate both vehicles. The estimated costs for vehicle purchase and operation are as follows:

7. New police vehicles (2 at \$5,000 each)	= \$10,000
8. Operating expenses (15¢ x 250 x 365)	= <u>13,687</u>
Total Automotive Equipment	<u>\$23,687</u>

As noted earlier, the City of Hermantown pays Duluth \$200 per unit to provide communications service to the police department. The current total cost is \$400 annually but there is the strong likelihood that the cost will increase, perhaps to as much as \$12,000 under one formula under consideration by the City of Duluth. If Hermantown were to provide its own twenty-four hour dispatching service (assuming it can obtain a police frequency and permission to establish a base station), at least four dispatchers would be necessary. If each dispatcher was paid \$6,500 per year, the annual total costs for salaries and fringe benefits for the four dispatchers would be about \$31,200. The dispatchers could handle the departmental clerical tasks which would alleviate the necessity for providing one clerical position, thereby reducing the total departmental cost by \$7,150. For cost reasons alone, however, the service provided by the City of Duluth would be more economical than that which could be provided by Hermantown. Details are as follows:

9 a. Dispatching (from Duluth)	= \$12,000
9 b. Dispatching (by Hermantown)	31,200

If one examines only the net cost the following pattern emerges for the provision of dispatching service:

9 a. Dispatching (from Duluth, plus clerk)	= \$19,150
9 b. Dispatching (from Hermantown, minus clerk)	= 24,050

In other words, the total cost of securing dispatching services through the City of Duluth is \$4,900 less expensive than it would be for Hermantown to provide such services itself. If the final Duluth package for such services is less than currently estimated, the total cost would be even less expensive.

Other costs which must be considered include specialized training, personal equipment and uniforms for officers, office supplies, special

storage facilities for physical evidence, specialized police equipment (e.g., radar, etc.), and related materials. No firm estimate is possible here although a figure of about \$10,000 would likely cover most recurring costs as well as some of the necessary start up costs. Thereafter, a budgeted sum of \$6,000 to \$8,000 might be realistic. The general estimated cost, then, is as follows:

10. Other (training, office supplies, etc.) = \$10,000

Based upon these estimates it seems likely that operating costs for a full-time police department consisting of five sworn members (the minimum recommended level in order to have a "watchman" type service) would be as follows:

Personal Services	(Items 1-6)	= \$89,400
Automotive Equipment	(Items 7-8)	= 23,687
Dispatching	(Item 9 a)	= 12,000
Other	(Item 10)	= 10,000
		<u>\$135,087</u>
		=====

Obviously, these figures are estimates but they do serve to illustrate the basic components that will need to be considered by the City of Hermantown. Once some capital investments have been made (e.g., new police vehicles) there may be a reduction in police costs but a revolving fund likely should be established in order to provide for the regular acquisition and care of such vehicles.

Contract Police Service

An alternative approach to the provision of police service would be to contract with another police agency, likely the St. Louis County Sheriff's Department, to provide a specified level of police service to Hermantown. The St. Louis County Sheriff supports a contract law enforcement approach and currently has contracts with two other cities within the county, Mountain Iron and Aurora. This approach has been well-tested elsewhere in Minnesota and throughout the United States.

A general contractual agreement has been prepared by the Sheriff's Department for use in the two cities presently contracting for services. The language of the contract specifies that the city has the responsibility for setting the level of service it desires and that regular reports will be made by the Sheriff's department to the city council regarding activities performed within the city. The standard contract calls for the Sheriff's department to provide special patrols for special events occurring within the city, and to make routine checks of businesses with special attention to those dispensing alcoholic beverages, and so forth. The point is simply this: A contract may

be written in any manner acceptable to both parties to the agreement, and may set forth whatever level of service seems appropriate. The annual cost to both Mountain Iron and Aurora is about \$75,000 which includes five deputies assigned to provide law enforcement service to each community. Under most circumstances, the assigned deputy sheriff would remain within the contract community and would not merely pass through from time to time as would be the case with "regular" service from the Sheriff's Department. Under normal circumstances a deputy likely would only leave a contract community to assist in a nearby police problem, a common practice with nearly all police agencies.

Interestingly, too, the St. Louis County Sheriff's Department will seek to add to its staff any full-time police officers of the community deciding to contract for services. There is precedent for this action in both Mountain Iron and Aurora. In other words, if Hermantown were to decide to contract for police services from the St. Louis County Sheriff's Department, there is the strong likelihood that its current full-time police officers would be afforded an opportunity to join the staff of the Sheriff's Department. As long as the officers in question meet the selection standards, they would be placed on the Sheriff's staff with all accumulated benefits, seniority, and the like. If the contractual program were to be discontinued at some later date, the employee would be provided the option of staying with the Sheriff's Department or returning to the City of Hermantown.

One other point merits comment in regard to the employment of Hermantown officers by the Sheriff's Department. The Sheriff's Department has two classes of deputy sheriff. A Class I deputy is one who was absorbed by the Sheriff's Department through a contractual agreement and that individual is assigned permanently to the police community receiving contract service. The Class II deputy, on the other hand, is subject to assignment to any of the three principal sub-stations within the county and thus, relocation could be possible. Compensation is higher for a Class II deputy than a Class I deputy because of the possibility of relocation. This does guarantee, however, that an officer absorbed into the Sheriff's Department could remain in the community he presently serves without concern for later reassignment or relocation. A written policy statement is available from the Sheriff's Department discussing this point.

Contracting would appear to be more economical for the City of Hermantown than the alternative of providing police services independently. While the cost likely would be in the \$75,000 to \$85,000 range, an independent police force capable of providing a minimal level of twenty-four hour service would cost approximately \$135,000. Of course, with contracting comes the loss of some control and independence. This would have to be balanced against any lessening in overall cost to the City of Hermantown.

The principal advantage to contracting is that the sum paid for patrol services would automatically bring with it the supportive services essential

to the operation of a police service. Equipment, dispatching, training, supervision, clerical, and other support must be provided by an independent agency whereas such services come as part of a contractual package. Additionally, criminal investigators, juvenile specialists, crime scene technicians and other specialists already are built-in as a part of the Sheriff's Department, and they would be available to assist deputies assigned to the Hermantown area more readily than if a request for assistance came from an independent department for the same specialized services.

Discontinuing Police Service

One option available to the City of Hermantown is simply to abandon the provision of police service and to rely instead on the random patrol and response to calls for service by the St. Louis County Sheriff's Department. As noted previously, there is no statutory requirement that a city provide police services to its residents. In the absence of such a service, the Sheriff's department does have a continuing responsibility to provide such assistance as is possible so long as it is at the same level as police service provided elsewhere in the county. The general county tax levy (which all Hermantown residents pay) provides this service. A contractual program is different in that an expanded service level would be provided for an increase in cost beyond that which the normal tax levy paid to the county would provide.

Based upon an analysis of requests for police service within Hermantown (discussed more fully in Section IV) it would appear that the department presently averages about two such requests daily. There are several mitigating factors (also discussed in Section IV) but the fact remains that the department does not as yet have a heavy workload. The Sheriff's Department could handle this level of activity without undue difficulty. Indeed, it is likely that the Sheriff's Department did so adequately in the past when the area was unincorporated. In support of this observation is the point that at no time in the discussion of annexation/incorporation was the quality of police service an issue. The difficulty is that patrol will not be in evidence as it is now, nor will there be much emphasis upon traffic enforcement. These deficiencies will need to be evaluated by the City of Hermantown in relation to the cost of such an approach.

SECTION IV. POLICE MANAGEMENT INFORMATION

If the City of Hermantown elects to have its own police department, or if it elects to contract for police service from the St. Louis County Sheriff, certain management information regarding police activities will be essential. This information will be helpful in determining the level of manpower necessary to provide full police service to the community.

Police and city officials need to know: what types of incidents occur within Hermantown; when incidents occur (by time of day and day of week); and, how long it takes for the responding officer to handle each particular incident. None of this information is currently available in any appreciable degree.

A review was made of departmental records to ascertain how many incidents were occurring within the community. Figures 1 and 2 summarize this information. Figure 1 shows the number of police incidents--both those which the officer initiated and those in which the officer was responding to a request for assistance--as they presently are occurring by day of week. Figure 2 displays similar information by time of day. As the average number of incidents was 1.9 per day, the statistical information is limited in the sense that there would appear to be no peak days or time periods. The information is limited for several other reasons as well.

First, no records were maintained by the department until the first of February when a standard police incident report form prepared by the Minnesota Department of Public Safety was adopted for use by the Hermantown Police Department. Second, a stratified sample was taken of the records for the period between February 4, 1976 and July 13, 1976, a five-month period. Normally, a one-year period is used for such a sample but that was not possible in this instance. (Twenty-one days were included in the sample with equal distribution among the days of the week.) The average of two incidents per day was derived from this data. Third, the department is new and therefore not all the residents of the community are yet aware that such a city service exists. Fourth, a number of calls (how many is not known) likely still go to the Sheriff. Fifth, it is possible more than the usual number of incidents goes unreported to the police because of the patchwork telephone system for contacting the Hermantown Police Department. For these reasons, great reliance should not be placed upon the statistical profile presented. There is reason, however, for developing a data base which will provide this information on a regular basis.

Provision is made on the complaint report for logging the time a call for assistance was received, the time a police officer was dispatched to the incident, the time the responding officer arrived at the scene, and the time the officer had completed any necessary field action. Unfortunately, these records are not maintained and therefore the information essential to

determining manpower requirements cannot be determined. Steps should be taken to guarantee that all information is completed on the complaint report for each police incident handled by the department (or the contractor if that route is selected).

Once this information is available more precise determinations can be made of the number of officers needed to provide police service to the community. First, the incidents should be divided into general types such as those provided in the following example:

Type I - Serious crimes, including homicide, rape, assault, robbery, burglary and motor vehicle theft.

Type II - Other crimes, including liquor law violations, vice, vandalism, etc.

Type III- Service calls, including assistance to persons, property checks, lost and found property, etc.

Type IV- Traffic activity, including property damage and personal injury accidents, enforcement activities, etc.

Type V- Miscellaneous activity, including disturbances, animal complaints, suspicious circumstances, etc.

Once the data has been organized into these general categories, the time spent handling each incident type should be noted and the total time spent on each general category determined.

The second step would be to determine, by time of day and day of week, when and what type of incidents occur in order that the available personnel can be deployed to confront the problems that are actually encountered by the department. This is why peak periods need to be determined.

The third step is to determine how many hours an officer actually is available for police work. Allowances must be made for a number of factors such as contained in the following example:

<u>Authorized Absences</u>	<u>Average for Department</u>
Days off	832 hours per year
Sick leave	92 hours per year
Vacation leave	191 hours per year
Compensatory time	11 hours per year
On-duty training	20 hours per year
Total	1,146 =====

What these figures mean is that every police officer in this particular example is available for police work 1,774 hours per year and absent from police work 1,146 hours per year. This is determined as follows:

1. 8 hours x 365 days = 2,920 hours
 2. 2,920 hours - 1,146 authorized leave hours =
 3. 2,920 hours = 1.6 persons (availability factor)
- 1,774 hours

What this means is that 1.6 police officers would be necessary in this particular community to perform the work of one police officer in a twenty-four hour period 365 days a year.

The final step would be to determine the total time spent in handling police incidents; multiply that figure by three in order to provide sufficient time for report writing, court appearances, personal necessities, routine patrol, and the like; and divide the resulting figure by the availability factor. This will provide a fairly accurate display of the number of police officers necessary to provide police protection to the community based upon the actual work load of the community being served. The system is only effective, however, if proper records are maintained. In the case of Hermantown, such records are not available.

APPENDICES



Table 1

GENERAL BUDGET PROJECTIONS

City of Hermantown, Minnesota

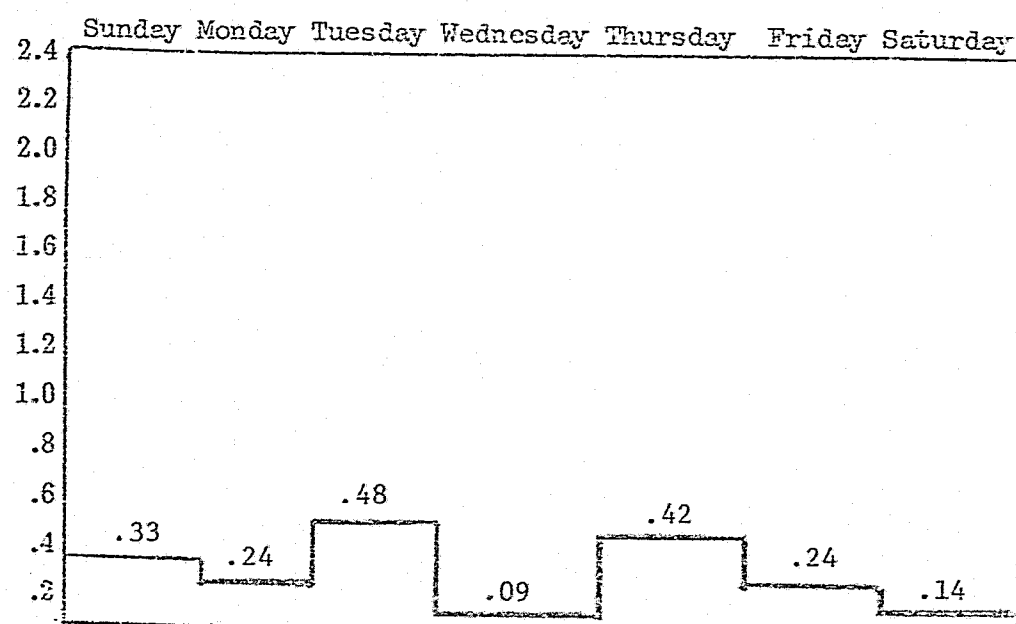
<u>Revenue</u>	<u>1976</u>	<u>Per Cent</u>	<u>1977</u>	<u>Per Cent</u>	<u>1978</u>	<u>Per Cent</u>
State Shared Aid	\$75,244	24.4	\$75,244	21.9	\$75,244	19.9
Federal Shared Aid	28,000	9.1	28,000	8.2	28,000	7.4
Local Property Tax	100,000	32.5	135,000	39.4	170,000	44.9
<u>Other</u> ^{1/}	<u>104,716</u>	<u>34.0</u>	<u>104,716</u>	<u>30.5</u>	<u>104,716</u>	<u>27.7</u>
	<u>\$307,960</u>	<u>100.0</u>	<u>\$342,960</u>	<u>100.0</u>	<u>\$377,960</u>	<u>100.0</u>
<u>Expenditures</u>						
General Fund ^{2/}	\$182,815	59.4	\$182,815	53.3	\$182,815	48.4
Fire Service	15,000	4.9	20,000	5.8	25,000	6.6
Parks	32,400	10.5	32,400	9.4	32,400	8.6
Police Service	23,492	7.6	38,492	11.2	53,492	14.2
Public Works	<u>54,253</u>	<u>17.6</u>	<u>69,253</u>	<u>20.2</u>	<u>84,253</u>	<u>22.3</u>
	<u>\$307,960</u>	<u>100.0</u>	<u>\$342,960</u>	<u>99.9</u>	<u>\$377,960</u>	<u>100.1</u>

^{1/} Fees, licenses, fines, etc.

^{2/} Mayor and council, elections, general administration, inspections, etc.

Figure 1

AVERAGE NUMBER INCIDENTS BY DAY OF WEEK
Hermantown, Minnesota Police Department^{*/}

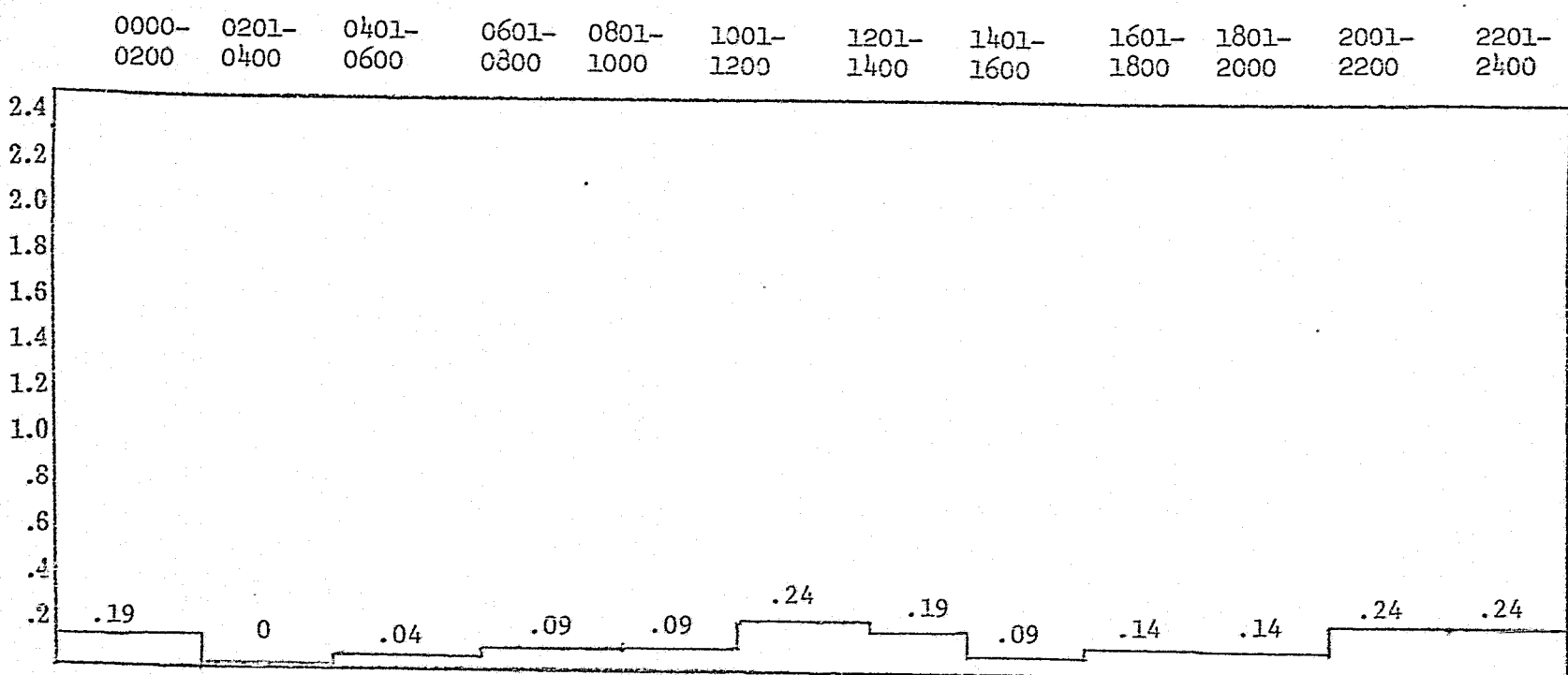


^{*/}
Based upon a stratified sample of 21 days with equal distribution among days of the week between February 4, 1976 and July 13, 1976.

Figure 2

AVERAGE NUMBER INCIDENTS BY TIME OF DAY

Hermantown, Minnesota Police Department*/



*/

.24 incidents were not reported by time of day.

END

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