

**City Council Agenda Item 3.B
Meeting of April 20, 2026**



Title: Public Safety Master Plan - Police and Fire Implementation Discussion

Report from: Scott Boerboom, Police Chief
Kevin Fox, Fire Chief

Submitted through: Darin Nelson, Finance Director
Erik Nilsson, City Attorney
Mike Funk, City Manager

Presenter: Scott Boerboom, Police Chief and Kevin Fox, Fire Chief

Action Requested: Provide feedback.

Summary Statement

Public safety staff will provide an update on Public Safety Master Plan.

Strategic Plan Relatability
N/A

Background

A consultancy company conducted a public safety management and operations assessment in 2010 to identify areas for improvement. Their findings led to 41 suggestions. In our then-evolving environment, the plan offered a roadmap for the delivery of public safety services in the future. Recommendations, which were based on national best practices and standards, were implemented in the police and fire departments throughout the course of the following five to seven years.

Since then, the city has continued to expand and undergo renovation, particularly in the neighborhoods of Opus and Ridgedale. Additionally, the Opus area is currently the site of the METRO Green Line Extension, generally known as the Southwest Light Rail project, which is expected to be open in 2027.

It is critical the fire and police departments recognize community expectations and continue to provide excellent service to all those who visit and reside in Minnetonka.

Citygate was hired in 2022 to conduct a thorough analysis of the police and fire services. For the purpose of determining what is required and an implementation plan, Citygate provided the police and fire departments with two independent teams.

Police Department

The police department study took place over eight months and focused on a service and staffing review, community risk analysis and community expectations. In preparing the report, Citygate consultants engaged in the following processes:

- Reviewed available documents and records relating to the management, operation, staffing, training, and budgeting of the department
- Conducted an anonymous online internal employee survey to assess department strengths, weaknesses, opportunities, and threats (SWOT)
- Interviewed sworn and professional staff throughout the department
- Conducted an online community survey
- Facilitated one online community listening forum
- Conducted an on-site visit of department facilities
- Reviewed available computer-aided dispatch (CAD) and workload measurement data
- Conducted a legislative review, interviews, and review of organizational impacts
- Considered best practices in other agencies for applicability to the department

Overall, there are 59 key findings and 47 specific action item recommendations. The report encompasses Citygate's recommendations for department success over the next five to seven years.

Fire Department

The fire department study looked at historical data from fire department operations over the past three years in addition to stakeholder listening interviews and a review of the department's physical assets and staffing. In order to prepare the report Citygate consultants engaged in the following analysis:

- Review of relevant city and department data and documentation
- Comprehensive incident data statistical analysis including services demands and response performance
- GIS service demand and travel time analysis utilizing 18 service area maps
- Review of the paid-on-call firefighter program
- Identification of policy questions for the council to consider

Throughout this report, Citygate makes key findings and, where appropriate, specific action item recommendations. Overall, there are 21 key findings and five actionable recommendations. This report, along with the subsequent policy direction from the council will give the fire department strategic goals for the next decade. (See attachments for full report)

The Public Safety Master Plan is a road map spanning the next five to seven years; the year 2027 will be year four of implementation. Police and fire staff will provide a brief overview of the previous three years and share 2027 recommendations.

Police Department

Over the past three years, the police department has made significant progress in addressing the action items identified in the report. The report originally recommended the addition of 14.5 full-time equivalent (FTE) positions, representing the most substantial cost component of the plan. The funded action items implemented to date are outlined below.

2024 Highlights

- Four police officers (power shift)
- One traffic officer (currently state-funded)
- One sergeant (Professional Standards)
- Crisis Intervention Training

2025 Highlights

- One case detective
- Axon public safety applications
- Drones as First Responders

2026 Highlights

- One community engagement officer
- Axon Records Management System

Additional FTEs identified in the report included one additional traffic officer, two retail crime detectives, and two officers to establish a dedicated mental health unit. Each year, staff evaluate these recommendations - particularly those involving new positions - to determine whether they remain necessary.

As the fire department transitions to a fully staffed, 24/7 operational model, we anticipate shifting certain mental health response responsibilities from law enforcement to a Fire Department-led approach. Under this model, fire personnel trained in crisis intervention and de-escalation will serve as the primary responders to non-violent mental health-related calls. Social workers and interns will provide on-scene support and follow-up services, while police will remain available for calls involving criminal activity or safety risks. Staff believe this approach will eliminate the need to hire two additional mental health officers.

A key recommendation that remains in place is the continued investment in emerging and effective technologies to improve resource management and enhance the department's ability to prevent, detect, and respond to incidents. With the implementation of the Real Time Operations Center (RTOC) and the Drones as First Responders program, staff have determined that these tools reduce the need for additional retail crime detectives.

The police department will continue to leverage both existing and new technologies to meet evolving public safety demands and community expectations. We will actively identify opportunities to expand our technological capabilities, with the goal of reducing the need for additional sworn personnel in the foreseeable future. This includes ongoing evaluation of the RTOC's effectiveness in both police and fire operations, as well as identifying areas for improvement - primarily through expanded staffing using non-sworn, part-time personnel.

Fire Department

In April 2025, the fire department presented an update on the Public Safety Master Plan and proposed Service Level Objectives to the City Council. The Master Plan established a five-to-seven-year framework designed to guide investment, service delivery improvements, and long-term planning for the department.

The city is currently in year four of the Master Plan. The primary focus for 2026 is the assessment, planning, and advancement of satellite fire station initiatives. This work includes evaluating funding options, response time improvements, and long-term station placement to support continued community growth and service expectations.

The remaining three years of the Master Plan will center on staffing and station-related priorities. These later-stage elements of the plan were intentionally designed with flexibility, allowing the department to adapt the timing and sequencing of implementation based on operational needs, budget conditions, and Council direction.

This update provides the Council with a status summary of the fire department's progress to date.

Discussion Questions

Public safety staff recognizes the complexity of the recommendations contained in the police and fire reports. Priorities may shift from year to year requiring ongoing yearly discussions with the council. For this evening's discussion, public safety staff is looking for council feedback on the overall proposed plan

and specifically proposed 2027 recommendations.

ATTACHMENTS:

Fire Comprehensive Operations and Staffing Assesment

Fire Map Study

Police Comprehensive Operations and Staffing Assessment