



Mayor Jacob Frey
Community Safety
Work Group Report

June 27, 2022

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Part 1: Executive summary

Mayor Jacob Frey announced the creation of the Community Safety Work Group (Work Group) on December 4, 2021. Our charge was to “develop a series of recommendations that streamline existing internal practices related to 911 response, violence intervention and prevention, policy reform, safety beyond policing, and innovative alternative public safety strategies that strengthen community trust”.

Mayor Frey asked us to create recommendations that:

- Enhance existing public safety programming
- Increase community trust and police accountability
- Offer an equivalent or better impact on public safety compared to current police effectiveness
- Center the people and communities most impacted

Our 22-member¹ Work Group includes:

- Community members
- Public safety practitioners
- Experts engaged on the full spectrum of public and community safety initiatives
- City staff

Together, we explored the myriad and complex challenges surrounding the Minneapolis Police Department’s (MPD) procedures, practices, and culture.

We looked for potential solutions to the problems that have severely hampered community trust and police-community relations over several decades. For many years, Black and Indigenous community members as well as other communities of color, city residents, and community organizers have been calling for:

- An end to racist and discriminatory policing practices within MPD
- An end to racial profiling of people of color within our city
- More oversight and accountability within MPD
- Greater levels of transparency
- An end to aggressive and abusive policing practices
- A more balanced, effective, and inclusive system of community safety to both address community violence and proactively prevent violence in our most vulnerable communities.

In addition to the seriousness of the long-standing challenges within MPD, we also recognize:

- The importance of ensuring a more equitable division of resources within the City
- The need for programs and initiatives that address disparities for communities of color across every key indicator of quality of life, including housing affordability, disparate home ownership rates due to inequitable lending practices, and education disparities

¹ A total of 28 members were initially appointed by Mayor Frey.

- The need for greater economic opportunity, workforce development, and job creation to ensure stronger, healthier communities

The lingering effects of redlining, marginalization, and exclusion of people of color have compounded the issues of policing and safety within our city. These issues must be addressed in tandem with police reform and violence intervention and prevention. This will make Minneapolis a more livable city for all, regardless of race, ethnicity, and income level.

At the heart of our recommendations is an opportunity for Mayor Frey, city council members, and government, business, and religious leaders to:

- Address the challenges we face head-on
- Act with a sense of urgency in making the necessary changes that city residents deserve

For our leaders to make substantive change, there must be a willingness to move away from divisive politics. They must honestly and openly embrace all the evidence that has been uncovered about the harmful state of MPD's culture and the misalignment with the aspirational values of our city.

These recommendations represent a starting point toward a paradigm shift. Still, we acknowledge that much more work is needed to repair the harms that have been caused across many generations of Black, Indigenous, and other residents of color throughout our city.

We listened to multiple stakeholders, including:

- Public and community safety experts working at the local, state, and national levels
- Individuals with expertise based on lived experience
- City staff and department heads

In addition, we held a community engagement forum to receive input from the public and invited the public to offer recommendations via a Google survey and a Google number. We also invited a small group of community members to share their insights during a Workgroup meeting.

We met from December 2021 through June 2022, both as a full group and in sub-groups. Our two sub-groups explored recommendations for:

- Police and public safety reform
- Community safety and violence prevention and intervention

[See Part 4 for recommendations](#)

Part 2: Background

In November 2021, Mayor Frey created three work groups to help guide him and his administration throughout his term. Our Work Group on Community Safety was one of those work groups.

Our guiding principles

We adopted the following principles to guide our discussion. These principles are consistent with the charge given by Mayor Frey and his expressed priorities for our work.

- We examined these questions:
 - What mechanisms or systems should be put in place to inform the community on the progress of the work group?
 - How frequently should information be sent to the community?
 - At what points should the group solicit community feedback?
 - How should the group process and handle workgroup-driven or community-driven ideas that are not advanced?
- Develop recommendations that:
 - Enhance existing public safety programming
 - Increase community trust and police accountability
 - Offer an equivalent or better impact on public safety compared to current police effectiveness
 - Focus on the people and communities most impacted
- Follow these procedural ground rules:
 - All members are free to express themselves fully and authentically in group meetings while also respecting the perspectives of others. Meetings will include members, staff, and any invited guests.
 - Members agree not to record or report out specific comments, decisions, deliberations, or conclusions by the Work Group.
 - Members are encouraged to bring ideas, concerns, or concepts from the community to the Work Group. But they should make no commitments in receiving such commentary from the community.
 - Decisions will be made by consensus.
 - The efforts of the work group will include creating opportunities for meaningful public input before finalizing decisions.
 - Use of the City-provided group email address should be limited to communications with and from staff and for the distribution of agenda materials. The data exchanged through the City-provided group email address may be classified as public data. Members should therefore not use the City-provided group email address for private discussions between themselves.

Members

The Mayor appointed 28 members to the Work group in an unpaid, volunteer capacity. Six members were ultimately unable to serve. The remaining 22 members, two co-chairs and 20 other members, represented community members, public safety practitioners, experts engaged on the full spectrum of public and community safety initiatives and City staff.

Co-chairs

The Mayor named Nekima Levy Armstrong and Rev. Dr. DeWayne Davis as co-chairs.

Levy Armstrong is a nationally recognized expert, award-winning attorney, and Minneapolis civil rights activist. She has previously served as the President of the NAACP Minneapolis Chapter and taught for thirteen years as a law professor at the University of St. Thomas Law School. She is the founder of the Racial Justice Network, the Executive Director of the Wayfinder Foundation and owner of Black Pearl, LLC, a Minneapolis-based consulting firm.

Davis is Lead Minister for the Plymouth Congregational Church. He has a B.A. in Economics and Philosophy from Howard University, an M.A. in Government and Politics from the University of Maryland, a Doctor of Ministry degree in preaching from Luther Seminary, among other academic accomplishments. Davis has also worked as a senior legislative and policy assistant to several Members of the U.S. Congress, a federal relations director with Sallie Mae and has served in a variety of capacities in the nonprofit sector.

Work Group members

Nekima Levy Armstrong, co-chair	Founder, Racial Justice Network; Executive Director, The Wayfinder Foundation; CEO, Black Pearl, LLC
Rev. Dr. DeWayne Davis, co-chair	Lead Minister, Plymouth Congregational Church
Charles Adams III	Director of Team Security, Minnesota Twins
Sue Abderholden	Executive Director, NAMI Minnesota
Nicole L. Archbold	Director of Community Affairs, Minnesota Department of Public Safety
Susan Bass Roberts	Vice President and Executive Director, Pohlad Foundation
Steve Cramer	President and CEO, Downtown Council
Autumn Dillie	Bdote Learning Center; Street Outreach Worker, American Indian Community Development Corporation (AICDC)
Michael Goze	CEO, American Indian Community Development Corporation (AICDC)
Michelle Gross	President, Communities United Against Police Brutality
Chela Guzmán-Wiegert	Assistant County Administrator for Law, Safety and Justice
Brandon Jones	Executive Director, Minnesota Association for Children's Mental Health
Rev. Carmen Means	Pastor, The Movement Church; Executive Director, CANDO
Angela Rose Myers	Former President, NAACP MPLS
Antonio Oftelie	Executive Director at Leadership for Networked World, Harvard University
Sondra Samuels	President and CEO, Northside Achievement Zone
Sharon Sayles Belton	Vice President of Government Relations and Community Affairs, Thomson-Reuters
LaZya Smith	Young People's Taskforce
Chanda Smith-Baker	Chief Impact Officer and Senior Vice President, Minneapolis Foundation
Bridgette Stewart	Agape Movement Co
Christopher (Chris) Uggen	Professor, University of Minnesota
Jan Unstad	President, Unstad Project LCC

Sub-group members

Police and public safety reform	Community safety / Violence prevention and intervention
Lead – Co-chair Nekima Levy Pounds	Lead – Co-chair Rev. Dr. DeWayne Davis
Sondra Samuels	Rev. Carmen Means
Susan Bass Roberts	Sue Abderholden
Steve Cramer	Brandon Jones
Sharon Sayles Belton	Christopher (Chris) Uggen
Jan Unstad	Michael Goze
Angela Rose Myers	Bridgette Stewart
Autumn Dillie	Chela Guzmán-Wiegert
Charles Adams III	Chanda Smith-Baker
Nicole L. Archbold	Antonio Oftelie
Michelle Gross	
LaZya Smith	

City staff

Sasha Cotton	Director, Office of Violence Prevention and Intervention
Brian Smith	Director, Office of Performance & Innovation / Interim Director, Strategic Management
Andrew Hawkins	Chief of Staff, Department of Civil Rights
Amelia Huffman	Interim Chief of Police, Minneapolis Police Department
Jared Jeffries	Principal Policy Aide, Public Safety, Office of Mayor Jacob Frey
Fatima Moore	Director, Intergovernmental Relations

Part 3: Public comments

On May 11, we held a community forum at Sabathani Community Center to:

- Provide the community with an update on the status of our work
- Enlist public comments on:
 - Police reform and accountability
 - Community safety and violence intervention and prevention

We also provided the public with a Google survey form and a Google voice number to leave public comments, suggestions, and additional feedback.

We appreciate the time and energy that the community invested to bring forward their comments and concerns. Several of their recommendations dovetail ours. We urge Mayor Frey and city leadership to:

- Review and assess these recommendations from the public
- Implement the recommendations, where possible and appropriate

A sampling of the community suggestions

- Hold Minneapolis police officers accountable on a regular and more consistent basis.
- Terminate problem officers.
- Strengthen civilian oversight.
- Recruit more officers who live in the city of Minneapolis.
- Provide a more focused strategy to engage and support youth in our community.
- Allocate more resources to address quality of life issues in our city (homelessness, mental health, youth employment opportunities, etc.).
- Improve coordination and cooperation between the mayor and city council.
- Improve alternatives to police responses to 911 calls.
- Put stronger emphasis on officer recruitment.
- The city must work harder to address concerns about rising incidences of violence and crime.
- Provide better data on effectiveness of violence intervention programs and key measurements being used.
- Allocate more funding for violence intervention and prevention.
- Invest in young people of color who are struggling—see young Black people as assets.
- Stop MPD officers and SWAT teams from evicting homeless encampments and take a more holistic, compassionate approach to assisting the unhoused in Minneapolis. Currently, the humanity of people in encampments is being disregarded. People are being mistreated because they are houseless. Resources are needed in the community to get to the root causes of the issues
- There needs to be a stronger effort to uplift and support youth in our community, particularly Black youth. Our youth are in crisis. They are hurting and dying.
- Create a stronger focus on police accountability— how these things will be implemented and maintained. There should be many people within MPD and the city whose job it is to implement accountability.
- Concentrate on the training aspects of the MDHR report.
- MPD needs to be trusted by the community.

- What are the performance metrics for cops we will measure and enforce?
- MPD problems are top down and the brass needs work. From lieutenants on down, changes need to be made.
- Provide more time and more opportunity for community input.
- We need implementation and enforcement. How will our recommendations be used and tracked?
- MPD academy needs more on de-escalation and less on police tactics like firearms.
- Data regarding MPD acts needs to be publicly available – how many stops, assaults etc.
- Focus on how to stop internal department retaliation within MPD.
- We need civilian police review with subpoena power.
- CUAPB recommendations should be implemented.
- MPD needs an embedded response for trauma that goes well beyond the current chaplain program.
- Behavioral crisis response needs should be high in our recommendations.
- Find ways to incentivize youth to get them off the streets; workforce development for youth of color is sorely needed.
- Change the payout structure for police misconduct. Officers should have to carry their own personal liability insurance.
- Permanently ban no-knock warrants and chokeholds.
- Enforce body camera policies to ensure that officers are keeping their cameras turned on.
- Shift from warrior-training model to guardian protection model. Restructure payouts to a police department insurance policy. In use-of-force incidents, hold police officers accountable if they fail to activate their body cameras, and make use-of-force a fire-able offense.
- Implement real civil review and oversight.
- Increase reporting to the public on effectiveness of current and ongoing public safety initiatives.
- Overhaul MPD training to emphasize de-escalation and to address race-based and biased policing.
- Strengthen coordination and communication between MPD and community-based organizations.
- Improve recruitment strategies and provide stronger outreach to the Latinx community to recruit new officers.
- Return to the use of community policing and foot patrols.
- Improve MPD's quality and accuracy of communications to the public and to the media.
- Implement and adequately fund gun buy-back programs.
- Provide more resources and support for victims of violence in the city.
- Provide more funding for police.
- Less funding for police and more funding for mental health resources for the Black community, in light of the compounded trauma that has been experienced and recent suicides that have occurred.
- Increase the visibility of MPD officers in local communities.
- Shift MPD from a warrior culture to a guardian culture.

Part 4: Work Group recommendations

We offer several recommendations, organized under two broad themes:

- Police and public safety reform
- Community safety and violence prevention and intervention

Theme 1: Police and public safety reform

The City of Minneapolis has a unique opportunity to address long-standing challenges within MPD. Residents, almost universally, are calling for change within the department. This call for change is largely a response to the May 2020 police killing of George Floyd and the ensuing unrest.

The killing of George Floyd also prompted two separate jurisdictions to launch investigations of MPD:

- The Minnesota Department of Human Rights (MDHR)
- The U.S. Civil Rights Division of the Department of Justice (DOJ)

On April 27, 2022, MDHR publicly released findings from its two-year investigation into patterns or practices of discrimination within the City of Minneapolis and MPD. Based on its extensive and damaging findings against MPD, MDHR recommends the City agree to be placed under a consent decree.

By the end of 2022, the DOJ is expected to complete its investigation and release its findings.

Several other entities have also evaluated the City's response to the civil unrest in the summer of 2020, the treatment of protesters, and MPD operations.

In response to what we learned, we offer the following recommendations for police and public safety reform. These recommendations are by no means exhaustive, but they represent a solid pathway toward addressing systemic issues within MPD and paving the way toward long overdue, viable and sustainable changes. We have divided our recommendations into four categories.

Category 1: Improve oversight and coordination within MPD

Background

According to the Minneapolis City Charter, authority over MPD resides within the power and authority of the Mayor of Minneapolis. The long-standing issues, investigations, and lawsuits related to MPD underscore that the current system is not working effectively; therefore, changes to policy and practices are required now, and with a stronger sense of urgency. In addition, the totality of community safety-related functions within city government are delivered in a fragmented fashion.

Recommendation

We recommend that the Mayor create a government structure that provides effective oversight and coordination between the Mayor's Office, MPD administration, and other City enterprise functions that address overall community safety. The City must be committed to a multi-faceted approach to providing safety for all in Minneapolis. At present, these activities are distributed across several departments.

We recommend the creation of a leadership position focused on coordination of community safety-related functions with a goal of integration of these activities to improve overall safety outcomes for our City. This position should also provide a sounding board for the Mayor as he fulfills his City Charter responsibilities in this area.

Category 2: Strengthen MPD's recruitment and hiring process

Background

MPD faces significant challenges that make it difficult to hire more officers and get back to the authorized sworn strength of 888 law enforcement officers per City policy.² These challenges include, but are not limited to:

- **Number of vacancies** - There are vacancies in law enforcement agencies across the Twin Cities, and Minneapolis leads the pack. The vacancies in MPD are a result of numerous resignations and leaves from duty following the civil unrest after the murder of George Floyd. These vacancies will be compounded by future retirements.
- **Pace of recruitment** - At the current pace of recruitment, certification, and training, it will take several years to get back to the authorized sworn strength of MPD. Current efforts to recruit and train candidates to fill vacancies need to be accelerated. This is an urgent matter that requires focused and sustained mayoral and city council attention and leadership.

Strategic recommendations

- Devise and implement a “first-in-class” recruitment and training program that meets the public’s expectation today and well into the future.
- Provide fair and market competitive compensation to attract new recruits and retain a workforce committed to serving with honor and distinction.
- Ensure that responsibility and accountability for achieving results is crystal clear and centered with the chief of police.
- Leverage the goodwill of public, private and nonprofit partners who want to assist MPD in these efforts.
- Build on the current momentum around developing a workforce committed to effective, just, and trusted policing.

Recommended actions

- [Increase MPD staffing to authorized levels](#)
- [Build a community pipeline for new recruits](#)
- [Plan and implement a marketing and communications program](#)
- [Catalyze broad-based community support](#)

More information

[Learn about current state and city police licensing requirements and more](#)

² See Minneapolis Code of Ordinances, art VII §

Getting Started

The citizens of Minneapolis affirmed in the last election that they want a police department to serve all the city's residents with integrity and respect. It is our collective responsibility to be a part of that transformation. We must resolve to work together to shift the problematic culture currently associated with MPD.

It begins with strong, trustworthy, and ethical leadership from our law enforcement executives. This includes a commitment to:

- Inspire the rank and file to protect and serve without bias and/or engaging in abusive practices
- Hold officers accountable to their oath of office

To support the transformation of MPD, it is important for the city to invest in:

- Strategic recruitment and retention initiatives
- Other incentives that help keep MPD's best officers and attract new officers who will uphold our community values and expectations

If adopted, these recommendations can:

- Help rebuild trust
- Shift the narrative and expectation about a career in law enforcement as an opportunity to "be the change"
- Provide citizens with the level of public safety that they expect and deserve

a. Increase MPD staffing to authorized levels

The current MPD recruitment team is significantly under-resourced. It is stretched too thin to achieve the hiring goal in a timely manner. We recommend hiring additional sworn staff and civilian experts to:

- Build a pipeline of future candidates who live in the city of Minneapolis
- Attract and recruit high quality candidates into MPD programs

Details

Hiring goal	888 sworn staff						
Current recruitment team	One person, a sergeant, assigned full-time						
To achieve the hiring goal, add:	<ul style="list-style-type: none"> ● One FTE sworn officer ● One civilian FTE to perform administrative duties ● One civilian FTE to perform marketing/communications duties 						
After achieving the hiring goal, add:	Additional part-time sworn staff to ensure MPD has a steady class of recruits						
Administrative duties	<ul style="list-style-type: none"> ● Correspondence ● Comprehensive list building ● Support for the sworn staff engaged in recruiting efforts ● Customer relations, including management of CRM software 						
Marketing/communication duties	See page 18						
Estimated costs	<table> <tr> <td>Administrative position</td> <td>\$45,000, plus benefits*</td> </tr> <tr> <td>Marketing position</td> <td>\$80,000, plus benefits*</td> </tr> <tr> <td>Software and office materials</td> <td>\$25,000</td> </tr> </table> <p>*Benefits are calculated at 24%</p>	Administrative position	\$45,000, plus benefits*	Marketing position	\$80,000, plus benefits*	Software and office materials	\$25,000
Administrative position	\$45,000, plus benefits*						
Marketing position	\$80,000, plus benefits*						
Software and office materials	\$25,000						
Estimated first-year cost	\$180,000						

b. Build a community pipeline

There are many ways to identify prospective recruits and get them on a clear path to serving in MPD and being an asset to the community. It is imperative to optimize existing paths and create new ones. We recommend the following actions:

- Expand recruitment efforts to identify candidates for lateral hires
 - Attract candidates with a demonstrated commitment to effective and just policing
 - Establish partnerships to attract and hire qualified officers with:
 - A national recruiting agency such as the National Testing Network
 - The National Association of Black Law Enforcement Executives
 - Other affinity-based law enforcement trade associations
 - Develop a well-defined marketing strategy with stable funding
- Expand community service officer and cadet outreach efforts to expand and ensure the diversity of the candidate pool.
 - Provide all recruits with access to mentors and support services to increase their likelihood of successful completion.
- Develop and support community partners to assist candidates in successfully navigating program and training requirements. Help may include:
 - Test tutoring
 - Assistance with applications and HR processes
 - Financial support for childcare, transportation, and other costs that may impede completion.
- Expand recruitment for the Explorer Program, a feeder program for cadets by:
 - Fostering partnerships with K-12 programs, park and recreation programs, youth-serving agencies, and the private sector.
 - Use outreach methods like public service announcements, radio, and social media.
- Create a K-12 public safety career pathways program.
 - This should include career fairs, field trips, and mentorship opportunities, to expose children to careers in public safety.
 - Partner with Minneapolis Public Schools to initiate planning for such a program.
- Establish recruitment partnerships with colleges and universities.
 - These partnerships should offer a wide range of public safety career pathways programs, including in law enforcement, forensic sciences, criminal justice, emergency services, and other public safety specialties.
 - MPD Recruit Team should host career fairs and forums to build future candidate pipelines.

- Review City HR employment prerequisites.
 - Ensure that hiring prerequisites are not impeding recruitment efforts or limiting the candidate pool.
 - Evaluate the need for reviewing credit scores as part of the process in hiring police officers; and make policy changes where appropriate.
 - Ensure the training and hiring process is fair and reflects the value of creating an effective, trusted and just police department.

- Conduct a comprehensive review and evaluation of the MPD academy training requirement.
 - Ensure that all required competencies are critical to the position and without bias.

c. Plan and implement a marketing communications program

The City must plan and implement a more focused marketing and communications plan to support and ensure the success of recruitment efforts. The relationship between the MPD recruitment team, MPD management and City Communications needs to be seamless and nimble so decisions can be made and executed in a timely fashion.

We recommend developing a comprehensive marketing and communications plan that highlights the unique historical challenges of MPD and opportunities for transformation of the department.

Implementation Steps

- Update marketing materials and signage for recruiting fairs and outreach events
- Create a stand-alone recruitment website
- Develop and implement a social media strategy
- Develop an outreach budget that includes PSAs
- Produce new videos about:
 - The MPD recruitment function
 - Opportunities within MPD
 - The important role of policing as a profession and for community safety

Cost estimate: \$175,000 to \$200,000

This work falls under the duties of the marketing/communications FTE. [\(See page 15\)](#)

d. Catalyze broad-based community support

The City has an opportunity to catalyze broad-based community support for and involvement in the transformation of MPD as a department committed to effective, just, and unbiased policing.

We recommend the following actions:

- Connect with the business community for technical and financial assistance for specific activities related to immediate recruitment needs. Examples: Communications planning, website development, updated CRM software.
- Expand community-based recruitment partnerships to help develop a citywide network of community ambassadors. We recommend working with:
 - The Youth Coordinating Board
 - Faith-based organizations
 - Community-based service organizations
 - Civic and social clubs
 - Affinity groups
 - Fraternities and sororities
 - Local law enforcement organizations
- Develop a robust scholarship fund to support participants in pipeline programs.
- Reestablish opportunities for MPD to connect with youth through education and recreation programs, citywide.
- Form an advisory panel of external experts who will:
 - Provide ongoing advice and access to community resources
 - Help maintain needed focus and urgency
 - Serve as a sounding board and source of support for this work

Category 3: Significantly improve the quality of MPD training

Background

Most of the training that takes place within MPD occurs through internal staff and materials.

Given the myriad issues within the department and its training gaps, it is imperative that MPD take appropriate steps to align its training program, materials, and instructor credentials with national best practices. We believe that overhauling and upgrading MPD's training materials and quality of instruction will strengthen and improve outcomes.

We recommend these 15 actions:

Hire the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to:

- Overhaul training within MPD
- Ensure that adult learning experts design courses
- Ensure that all MPD training courses are taught using IADLEST-certified courses and instructors.
- Ensure that the Crisis Intervention Team (CIT) training is provided by organizations certified by the national CIT organization.
- Infuse training of new recruits, veterans, and MPD staff with:
 - A strong focus on developing a cultural shift within MPD
 - An emphasis on the aspirational values of MPD to:
 - Strengthen police-community relations
 - Provide unbiased policing services
 - Operate with transparency and integrity
- Audit the Field Training Officer (FTO) program and overhaul it to align with national best practices and standards.
 - Develop stringent criteria for FTO qualification
 - Provide proper training and assessments that are well-documented
 - Thoroughly train the FTO division leader to provide more intentional and direct oversight of the FTO program
 - Provide a mechanism for trainees to be able to give confidential feedback about the training that they have/and are receiving to ensure better quality control of the program
 - Identify prospective FTO Recruits and create a pipeline to ensure there are enough effective Field Training Officers for new recruits
- Conduct annual course evaluations.
- Conduct equity assessments of internal policies in hiring and promotions to address hidden and overt biases.

- Conduct an equity assessment of the training program and tracking of who gets excluded.
- Ensure equitable processes for selecting Academy staff to identify biases and to promote greater levels of diversity and inclusion.
- Invest in and utilize performance-based technology, when feasible and appropriate.
- Develop a community pipeline program that offers clear guidance and criteria for those seeking promotion and leadership opportunities within MPD.
- Ensure training is consistent with and supportive of MPD's desired culture shift.
- Hire a training manager with demonstrated competence in adult education to manage day to day training operations including ensuring regular course updates, overseeing training staff and maintaining training records.
- Eliminate all warrior-type training from the courses provided by MPD.

Category 4: Strengthen MPD's disciplinary and accountability systems

Background

Proper accountability practices and procedures are essential to creating and maintaining a culture of quality, professional and constitutional policing. This is an area that has been sorely lacking within MPD and the city for a very long time, causing a multitude of highly troubling and well-documented concerns. With this in mind, we recommend the following actions:

- Conduct a professional audit (by a qualified third party) of the current MPD disciplinary system and take action to implement the recommendations.
- Appoint a special committee focused on MPD disciplinary policy and procedures.
- Institute a disciplinary reset to address specific concerns that come up in arbitration due to a lack of consistency in application of policies and discipline.
- Review all arbitration decisions to assess deficiencies in the disciplinary process and use that knowledge to make improvements.
- Implement a robust early intervention system.
- Review the coaching policy to track for discrepancies in accountability outcomes for same or similar behaviors by officers
- Use the [Indianapolis manual/structure/disciplinary rubric](#) as an example of an appropriate disciplinary matrix and disciplinary practices.
- Ensure front-line supervisors are properly trained in documenting infractions, conducting coaching, and addressing policy violations.
- As there has been an increase in civilian complaints to the Office of Police Conduct Review (OPCR), additional resources are necessary to bolster OPCR's investigative capabilities.
- Either revamp the Police Conduct Oversight Commission (PCOC) or develop a permanent standing committee to address MPD policy. Provide the group with adequate resources. Establish member-training guidelines. Ensure open positions are filled quickly and with an eye towards increasing diverse representation.
- Create an incentive or reward system that aligns with the desired MPD culture.
- Ensure timely resolution of pending disciplinary decisions by establishing proper checks and balances with supervisors.
- Conduct a detailed investigation and analysis of critical incidents. Use what is learned to create new and improved policies, procedures, and training.

Theme 2: Community safety and violence prevention and intervention

Background

Our recommendations come at a time of great concern regarding violence, public safety, and the administration of justice. We recognize the urgency and importance of developing a stronger and better-coordinated approach to public safety in Minneapolis.

Our recommendations focus specifically on those areas that fall within the City's purview, rather than within the broader state or federal legislative and policy environment.

We envision a comprehensive approach to community safety that is achieved by:

- Expanding services and programs that limit unnecessary interactions with armed law enforcement personnel
- Increasing investments in alternative responses to people and communities in crisis

We recommend taking the following actions. They fall into four categories.

Category 1: Expand services and programs

- Increase ongoing funding for violence interrupters and outreach workers, including developing more teams to:
 - Provide coverage to more neighborhoods
 - Meet the current demands from the community
 - Support historically underserved communities
- Increase ongoing funding for the Office of Violence Prevention Fund to support one-time multi-year grants for violence prevention ideas, such as forming block clubs and other innovative neighborhood groups.
- Assess current programs and build a coordinated system of access to all youth development, employment, and recreation opportunities. Increase investments and expand access to include more youth, including specific outreach to those most at-risk of juvenile justice system involvement.
- Leverage existing budgets and attract private and philanthropic investment to support the health, safety, and well-being of youth.

Category 2: Evaluate and report on service and program effectiveness

- Ensure individuals involved in these programs are carefully vetted and properly trained
- Provide an accountability mechanism for community members to submit complaints or concerns
- Keep community and systems partners up to date on how program success is being measured.
- Provide ongoing funding to develop and maintain a system to produce and disseminate the metrics needed to assess progress.
- Look at the program's macro and micro level impacts. Do not share information about individual participants. Their identities must be protected.
- Provide ongoing funding to support data and performance evaluation systems for non-enforcement public safety services in the enterprise.

Category 3: Coordinate and prioritize community safety among and within City departments and across jurisdictions

Background:

Our history in Minneapolis and best practices in other jurisdictions have demonstrated that a coordinated, collaborative model of community safety planning, management, and oversight improves governance, accountability, evaluation, and communication. This improves our ability to maintain safe and healthy communities.

Elected leaders in partnership with public safety experts in and outside of the city should determine the way non-enforcement public safety is approached in Minneapolis and commit to that framework. Adequate funding, training, technical assistance, and coordination must be a priority. At present, a wide range of City offices and staff are engaged in public safety activities, sometimes at cross purposes. A common vision and a clear delineation of responsibilities is needed to make the most of these significant investments.

- Convene monthly multi-jurisdictional, executive-level meetings focused on public safety strategies and planning and coordination. These meetings should include, but not limited to:
 - Office of the Mayor
 - MPD Chief of Police
 - Superintendent of Minneapolis Public Schools
 - Minneapolis Park Board commissioners
 - Hennepin County library leadership, county commissioners and sheriff

- Establish a common vision and plan for approaching public safety in Minneapolis
 - Fund and support a strategic planning process
 - Include external strategic planning and public safety experts as well as City staff
 - Develop, fund, and implement a coordinated strategic plan

- Develop and use a data-sharing system to improve coordination between the Minneapolis Police Department, Office of Violence Prevention, Office of Performance and Innovation, and other related City departments and divisions.
 - Provide both in-the-moment real-time data and long-term and retroactive information about shootings and other major incidents.
 - Be mindful of confidentiality concerns.

- Adjust and update policies and procedures in procurement and finance.
 - Prioritize and expedite payment of contracts, invoices, and other efforts related to public safety outside of MPD. For example, processing an invoice for paying an interrupter should take precedence over an invoice to pay for printer paper.

- Establish and sustain a better-coordinated multipronged approach to public safety and violence prevention and control (including sworn, non-sworn and contract personnel).
 - Build on the demonstrated success of earlier violence prevention and intervention efforts in Minneapolis and ongoing efforts in other jurisdictions.
 - Prepare and share a confidential daily interagency briefing sheet on public safety to facilitate communication across these groups and provide the real-time information needed for violence prevention and control.
 - Develop a group violence intervention strategy (the Minneapolis version of the "[Boston miracle](#)" program) with effective communication across units.

Category 4: Expand Minneapolis' Behavioral or Mental Health Crisis Response Strategy³

- Ensure a well-funded crisis care continuum that provides a tailored and layered response to residents' diverse behavioral or mental health needs.⁴
- Increase investment in and use of additional supports including:
 - 911 embedded mental health professionals/social workers
 - Police embedded mental health professionals/social workers
 - Alternative (non-police) response
 - Co-responder teams
 - Mobile behavioral crisis response (BCR) teams
 - Crisis stabilization services
 - Crisis homes
- Strengthen partnership and service delivery coordination with:
 - [Hennepin County Cope](#)
 - Other mental health and substance use disorder services run by the county
 - Community-based providers in Minneapolis and Hennepin County
- Clarify roles and services that are provided by the partners listed above. This is especially important with 988 coming into being in July 2022.⁵
- Continue to invite residents to help improve response and stabilization follow-up services.
- Collect data related to response outputs and outcomes to evaluate efforts and inform future innovation and refinement.

³ The existing Behavioral Crisis Response (BCR) Pilot Program, which was created to dispatch behavioral health responders to emergency mental health 911 calls, has shown promising results. The current pilot program has provided its services in every precinct, ward, and neighborhood in the city, taking approximately 100 calls per week and responding to more than 1,650 total incidents. 911 staff and MPD officers report an overall positive response to the program.

⁴ Data indicates that offering a range of layered responses is most effective at responding to the wide range of needs presented during a 911 call.

⁵ 988 is the number to call, text or chat with trained suicide prevention and mental health counselors at the National Suicide Prevention Lifeline. Beginning July 16, 2022, it will be available for use in Minneapolis. Counselors take calls 24 hours a day, seven days a week.

Part 5: Background information about police recruitment and hiring

Part of the process for developing the Community Safety Work Group Report was inviting public comments. During the comment period, we received many questions about police recruitment and hiring. This document provides answers to the most frequently asked questions and gives context to our recommendations.

A. State of Minnesota

Police oversight and requirements

- Minimum requirements for becoming a Minnesota police officer are set by [Minnesota law](#).
- The [Minnesota Board of Peace Officer Standards and Training \(POST\)](#) Board handles licensing and ensures that all officers meet the following legal requirements.
 - US citizenship
 - Valid driver's license
 - Background check
 - No history of felony or certain other criminal convictions
 - Successful completion of:
 - Written and oral licensing exams
 - Medical, psychological, and physical strength and agility tests
 - A two-year Professional Peace Officer Education (PPOE) program, earning an Associate of Arts (AA) or Associate of Science (AS) degree.
- To maintain a license, officers must complete continuing education requirements during each three-year licensing cycle.
- People who have successfully completed all requirements, including a licensing exam, are eligible to be licensed. Upon accepting a conditional offer of employment, they will be licensed.
- Individual departments may set additional standards for employment.
- Minnesota law does not allow residency requirements. This does not preclude cities from offering incentives for residency.

Related resources

- [See the list of 30 Minnesota colleges and universities that offer POST Board-certified PPOE programs](#)
- [Read about PPOE learning objectives](#)
- [Read about POST continuing education requirements](#)
- [Read the Minnesota statute about residency requirements](#)
- [See job qualifications for MPD officers](#)

Process for changing the licensing requirements

Changes can be made by following the [Minnesota rulemaking process](#). Draft rules follow multiple steps, including:

- POST Board meetings
- Rule drafting
- Opportunity for public comment
- Legal scrutiny, including by the Office of Administrative Hearings (OAH). OAH is an independent state agency that reviews the proposed rules, Statement of Need and Reasonableness (SONAR) and compliance with all procedural steps.
- The executive and legislative branches may also weigh in.

B. Minneapolis Police Department (MPD)

Staffing levels

On June 9, 2022, MPD had 575 total active sworn officers

- 410 in patrol bureau (911 response)
- 89 in investigations
- 76 in administration, professional standards, community outreach and special operations/intelligence

Other police agencies operating in Minneapolis

Several police agencies operate within the city; each has its own jurisdiction.

- [Metro Transit Police](#) respond to and investigate all crimes reported on buses, light rail, commuter trains, facilities, and rights-of-way. They are responsible to the Metropolitan Council.
- [University of Minnesota Police](#) responsible for policing and investigating crimes that occur on property owned, leased, or operated by the University of Minnesota Twin Cities campus, as well as several roadways running through campus.
- [Minneapolis Park Police](#) responsible for Minneapolis parks and serve under the direction of the Superintendent of Parks.

While it doesn't have its own police agency, the Minneapolis Public School District is responsible for the safety and security of [Minneapolis Public Schools](#).

Unions

[Police Officers Federation of Minneapolis \(POFM\)](#) represents MPD and Minneapolis Park police officers up to the rank of lieutenant in:

- Contract negotiations
- Matters related to working conditions
- Contractual disputes
- Grievance issues
- Arbitrations
- As an official voice for officers

Other resources

- [Minneapolis Crime maps and dashboards](#)
- [MPD Policy and Procedure Manual](#): MPD officers must keep body-worn camera on during the entire response to a call.