

WORK GROUP TRACKER

COMMUNITY SAFETY WORK GROUP

POLICE AND PUBLIC SAFETY REFORM

CATEGORY	RECOMMENDATION(S)	ASSIGNED TO	FINISH DATE	STATUS
Improve oversight and coordination within the MPD	We recommend that the Mayor create a government structure that provides effective oversight and coordination between the Mayor's office and MPD administration.	Mayor's Office/OCS	Completed	Mayor and Council created an Office of Community Safety and appointed Commissioner Alexander to serve as lead on this effort.
Strengthen the MPD recruitment and hiring process	Devise and implement a "first-in-class" recruitment and training program that meets the public's expectation today and well into the future.	HR/PD	ongoing	RFP has been issued. Engagement is ongoing. The City recently completed competitive RFP process. The City is negotiating with successful contractor.
	Provide fair and market competitive compensation to attract new recruits and retain a workforce committed to serving with honor and distinction.	Labor Relations/MPD/OCS	Completed/ ongoing	2020-2022 CBA passed; POFM workgroup ongoing; negotiations to begin Fall 2022 for 2023 and beyond contract
	Ensure that responsibility and accountability for achieving results is crystal clear and centered with the chief of police.	OCS/MPD	ongoing	These efforts will be further developed as Office of Community Safety is built out
	Leverage the goodwill of public, private and nonprofit partners who want to help MPD in these efforts.	OCS/MPD	ongoing	Commissioner Alexander, MPD staff, and HR staff have engaged with a variety of external partners on recruitment/retention efforts
	Build on the current momentum around developing a workforce committed to effective, just, and trusted policing.	OCS/MPD/HR	ongoing	Many of specific initiatives listed here will contribute to the development of effective, just and trusted policing.
	Increase MPD staffing to authorized levels	Expand recruitment efforts to identify candidates for lateral hires	OCS/MPD/HR/ Comms	ongoing

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	<ul style="list-style-type: none"> ● Attract candidates that have a demonstrated commitment to effective and just policing ● Establish partnerships to attract and hire qualified officers with: <ul style="list-style-type: none"> ○ 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 			<p>(NTN) which will begin testing in laterals in May of 2023 and Cadets at a later date.</p> <p>OCS has assisted with establishing communication with members of NOBLE to assist with police recruitment efforts and initiatives</p> <p>MPD has begun recruitment efforts with Historically Black Colleges and Universities (HBCUs), college campuses and military bases.</p> <p>OPS is currently working to identify a vendor to provide a well-defined marketing strategy for police recruits and 911 staff.</p>
	<p>Expand community service officer and cadet outreach efforts to expand and ensure the diversity of the candidate pool.</p> <ul style="list-style-type: none"> ● Provide all recruits with access to mentors and support services to increase their likelihood of successful completion. 	MPD	completed/established as standard practice	<p>Efforts of outreach have been expanded for recruiting diverse police candidates by taking recruitment to the neighborhoods through community meetings, events, door to door recruitment, and on-air radio discussions about pathways. Unity Community Mediation Team and the Young People’s Task Force committed to partnering with MPD to recruit 100 candidates into the MPD hiring process by September 2023.</p>

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				Discussions continue between MPD and Unity Community Mediation Team (UCMT) regarding a mentorship program.
	<p>Develop and support community partners to assist candidates in successfully navigating program and training requirements. Help may include:</p> <ul style="list-style-type: none"> • Test tutoring • Assistance with applications and HR processes • Financial support for childcare, transportation, and other expenses that may impede completion. 	OCS/MPD/HR	ongoing	Evaluation of this proposal is underway.
	<p>Expand recruitment for the Explorer Program, a feeder program for cadets by:</p> <ul style="list-style-type: none"> • Fostering partnerships with K-12 programs, park and recreation programs, youth-serving agencies, and the private sector. • Use outreach methods like PSAs, radio, and social media, as outlined in greater detail below. 	MPD/HR	Established as a standard practice	<p>MPD continues to work with the YMCA's youth program to provide opportunities for participation in the MPD's Explorer Program</p> <p>MPD continues to work with the Somali Youth Task Force and the Unity Community Mediation Team's Youth Task Force</p> <p>MPD has established a partnership with Urban Ventures and continues recruitment efforts and community outreach</p> <p>MPD's outreach will continue to be promoted through radio communications (guest appearances by recruitment team members)</p>

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	<p>Create a K-12 public safety career pathways program.</p> <ul style="list-style-type: none"> This should include career fairs, field trips, and mentorship opportunities, to expose children to careers in public safety. The City should partner with Minneapolis Public Schools to initiate planning for such a program. 	MPD/HR	Ongoing	City will launch an MPD Pathways Pilot in 2023 in conjunction with YMCA of the North if approved in the final budget
	<p>Establish recruitment partnerships with colleges and universities.</p> <ul style="list-style-type: none"> 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. 	MPD/HR	Completed/established as a standard practice	<p>MPD has established partnerships with colleges and universities to participate in career fairs, in an effort to expand opportunities for employment with the MPD</p> <p>Multiple pathways to becoming an officer with the MPD are offered through dialog with students</p>
	<p>Review City HR employment prerequisites.</p> <ul style="list-style-type: none"> Ensure that hiring prerequisites are not impeding recruiting efforts or limiting the candidate pool. Evaluate the need for reviewing credit scores as part of the process in hiring police officers. Ensure the training and hiring process is fair and reflects the value of creating an effective, trusted and just department. 	OCS/MPD/HR	Ongoing	<p>The MPD continues to evaluate and implement best practices for hiring through recruitment pathways and has met with Minneapolis schools to engage in Law and Public Safety pathways to help Minneapolis students enter CSO program.</p> <p>The MPD will continue to monitor and compare updates from Minnesota P.O.S.T. to ensure fairness with respect to the pool of candidates</p>
	<p>Conduct a comprehensive review and evaluation of the MPD academy training requirement.</p>	OCS/MPD/HR/CAO	Review is underway with observation in first quarter 2023	Adult Education Curriculum Development Specialist has begun review of all training classes for

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	<ul style="list-style-type: none"> Ensure that all required competencies are critical to the position and without bias. 			academy. In addition, a representative from CAO's office will be observing upcoming training for evaluation.
Plan and implement a marketing communication program	We recommend developing a comprehensive marketing and communications plan that highlights the unique historical challenges of MPD and opportunities for transformation of the department.	OCS/MPD/OPS	Completed	Lake & Tree Business Films has been hired by MPD to produce new marketing videos for use on social media platforms in the near term. Two additional PIOs have been hired to work within MPD, one with significant experience with video production and social media communication. Longer-term plan is under development and part of contract on recruitment.
	<p>Implementation Steps</p> <ul style="list-style-type: none"> Update marketing materials and signage for recruiting fairs and outreach events Create a stand-alone recruiting website Develop and implement a social media strategy Develop an outreach budget that includes PSAs Produce new videos about: <ul style="list-style-type: none"> The MPD recruiting function Opportunities within MPD The important role of policing as a profession and for community safety 	OCS/MPD/HR/Comms	Ongoing	See above
Catalyze broad-based community support	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.	OCS/MPD	Ongoing	Conversations by Commissioner and MPD leadership with the business community for support are in progress and will continue.
	Expand community-based recruitment partnerships to help develop a citywide network of community ambassadors. Work with:	OCS/MPD	Ongoing/Adopted as standard practice	The MPD has created two Community Partner Liaison

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	<ul style="list-style-type: none"> • The Youth Coordinating Board • Faith-based organizations • Community-based service organizations • Civic and social clubs • Affinity groups • Fraternities and sororities • Local law enforcement organizations 			positions to assist with recruitment initiatives and partnerships
	Develop a scholarship fund to support participants in pipeline programs.	MPD/HR	Recommendation under review	Evaluation of this proposal is underway
	Reestablish opportunities for MPD to connect with youth through education and recreation programs, citywide.	OCS/MPD	Ongoing	<p>MPD has started the process of re-establishing the Police Activities League beginning with a partnership with an elementary school located in north Minneapolis. PAL board leadership from the community has been re-activated.</p> <p>MPD and the Mayor's office continue to work with MPS to rebuild relationships.</p>
	<p>Form an advisory panel of external experts who will:</p> <ul style="list-style-type: none"> • 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 	OCS	Recommendation under review	Evaluation of this proposal is underway
Improve the quality of MPD training	<p>Hire the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to:</p> <ul style="list-style-type: none"> • Overhaul training within MPD • Ensure that adult learning experts design courses. 	MPD	Ongoing	The MPD Adult Education & Curriculum Development Specialist is currently reviewing MPD Academy curriculum. Hiring IADLEST is currently cost prohibitive but in addition to the work of the curriculum review, the recently

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				signed MDHR agreement outlines a number of curriculum changes and recommendations that will overhaul training within the department.
	Ensure that all MPD training courses are taught using IADLEST-certified courses and instructors.	MPD	Not pursuing recommendation	MPD is not pursuing this recommendation at this time. It is not feasible to require that every course presented to MPD personnel is certified by IADLEST. The cost may be prohibitive for training providers. There may not be an IADLEST certified provider in the area. There are POST requirements for vendors for certain programs to be from a POST approved list. Additionally, there will be settlement agreement language pertaining to the qualifications of external trainers in some topic areas.
	<p>Infuse training of new recruits, veterans, and MPD staff with:</p> <ul style="list-style-type: none"> ● A strong focus on developing a cultural shift within MPD ● An emphasis on the aspirational values of MPD to: <ul style="list-style-type: none"> ○ Strengthen police-community relations ○ Provide unbiased policing services ○ Operate with transparency 	MPD	Ongoing	The MPD executive team meets with each new academy to discuss the values of the MPD and share the importance of the values and how to strengthen our relationship with the community. A similar presentation is done for all newly promoted supervisors. MPD also continues to provide training in procedural justice and courses designed to build intercultural competencies.

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Strengthen MPD's disciplinary and accountability systems	<p>Audit the Field Training Officer (FTO) program and overhaul it to align with national best practices and standards.</p> <ul style="list-style-type: none"> • 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. 	MPD/Internal Audit	Completed	The Internal Audit Department completed an audit of the FTO program and issued a report including the Department's management plan on 6/28/2021. The final report to the audit committee was presented on 6/27/2022 completing the project.
	Conduct annual course evaluations.	MPD	In-progress	In the Fall of 2023, all participants of the FTO program, including the FTO Coordinator were provided a week of training from a nationally recognized FTO development training agency. Since the audit of the FTO program which was conducted in 2022, the MPD has developed a far more stringent criteria for FTO qualifications, and when an FTO is the subject of a complaint of misconduct, that FTO is placed on pause until the conclusion of the investigation or until it is determined that the misconduct should not preclude them from participation in the FTO program. The FTO Record Management System acquired in 2022, also allows for FTO trainee's to provide confidential feedback, better facilitating quality control of the FTO program.

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	Conduct equity assessments of internal policies in hiring and promotions to address hidden biases.	HR		Evaluation of this proposal is underway
	Conduct an equity assessment of the training program and tracking of who gets excluded.	OCS/HR		Evaluation of this proposal is underway
	Ensure equitable processes for selecting Academy staff to identify biases and to promote greater levels of diversity and inclusion.	MPD	In-progress	MPD has an open application process for candidates interested in becoming academy staff, with a desire to maintain a diverse staff of trainers.
	Invest in and utilize performance-based technology, when feasible and appropriate.	OCS	In-progress	Evaluation of this proposal is underway in conjunction with other ongoing processes.
	Develop a community pipeline program that offers clear guidance and criteria for those seeking promotion and leadership opportunities within MPD.	MPD	Recommendation under review	Evaluation of this proposal is underway
	Ensure training is consistent with and supportive of MPD's desired culture.	MPD	Ongoing/Adopted as standard practice	The Deputy Chief of Professional Standards regularly identifies systemic issues in accountability, performance and misconduct and refers these issues to the Training Division to highlight needed training updates.
	Hire a training manager with a master's degree in adult education to manage day to day training operations including ensuring regular course updates, overseeing training staff and maintaining training records.	MPD	Completed	MPD created a position in January of 2021 and hired an Adult Education and Curriculum Development Specialist who has started in her role.
	Scrub all warrior-type training from the courses provided by MPD.	MPD	Completed	Warrior-type training is already prohibited.
	Conduct a professional audit of the disciplinary system and implementation of the recommendations.	MPD		Disciplinary system changes based on best practices would likely be addressed in a potential MDHR

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				settlement agreement or DOJ consent decree.
	Appoint a special committee focused on disciplinary policy and procedures.	OCS	Recommendation under review	Evaluation of this proposal is underway.
	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.	MPD	Completed	Discipline reset occurred on 6/1/2022
	Review all arbitration decisions to ensure compliance with the upgraded disciplinary policy. Review all arbitration decisions to assess deficiencies in the disciplinary process and use that knowledge to make improvements.	MPD/City Attorney's Office	Ongoing	MCAO HR attorneys collaborate with MPD to review and analyze arbitration decisions. HR attorneys make process improvement recommendations and provide training to IA investigators to improve outcomes.
	Implement a robust early intervention system.	MPD/IT	Ongoing	Grant funding has been obtained and the development of the RFP is near completion with City IT
	Review the coaching policy to track for discrepancies in accountability outcomes for same or similar behaviors.	MPD	Completed	As a part of the CCPO Ordinance and the separation of Internal Affairs from OPCR, the Coaching process has been evaluated. A new process has been established in the new Complaint Process Manual, includes a requirement that the Chief affirm that a complaint is eligible for Coaching. It will also require that the Chief complete a final approval of Coaching. The current Coaching Form is being evaluated by the CAO for consideration of revision and this will include signature lines for the

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				Chief. New discipline matrix and discipline reset address the use of non-disciplinary corrective actions in limited circumstances. Training to build supervisory skill to effectively coach for growth and development has been created in collaboration with City HR Learning & Development and will be implemented in the first quarter of 2023 (estimated).
	Use the Indianapolis manual/structure/disciplinary rubric as an example of an appropriate disciplinary matrix and disciplinary practices.	MPD	Completed	On 6/1/22, MPD implemented a new discipline matrix that was developed after reviewing similar matrices from other jurisdictions including Indianapolis. The POFM participated in the research, discussion and drafting of the new matrix giving it additional weight.
	Ensure front-line supervisors are properly trained in documenting infractions, conducting coaching, and addressing policy violations.	MPD	Ongoing	Training to build supervisory skill to effectively coach for growth and development has been created in collaboration with City HR Learning & Development and will be implemented in the first quarter of 2023 (estimated).
	Either revamp the Police Conduct Oversight Commission (PCOC) or develop a permanent standing committee to address police department policy. Provide the group with adequate resources. Establish guidelines for nominations and training of members. Ensure open positions are filled quickly.	OCS	Completed	The Community Commission on Police Oversight was established in April 2023.

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	Create an incentive or reward system that aligns with the desired MPD culture.	MPD/LR	Proposal being evaluated	A financial incentive or reward (like performance pay) would need to be bargained with the POFM. Metrics need to be established.
	Ensure timely resolution of pending disciplinary decisions by putting in proper checks and balances with supervisors.	MPD	Completed	The process currently requires a discipline decision within 30 days after the Chief receives a recommendation from a police conduct review panel.
	Conduct a detailed investigation and analysis of critical incidents. Use what you learn to create new and improved policies, procedures and training.	MPD	Ongoing	The process for investigation and analysis of critical incidents was identified as a major gap through the MDHR's investigation. The process for "detailed investigation and analysis of critical incidents", is outlined in the MDHR Settlement Agreement and MPD will be setting up a review panel as is required by the agreement.

WORK GROUP TRACKER

COMMUNITY SAFETY WORK GROUP

COMMUNITY SAFETY AND VIOLENCE PREVENTION AND INTERVENTION

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Expand services and programs	<p>Increase ongoing funding for violence interrupters and outreach workers, including developing more teams to:</p> <ul style="list-style-type: none"> • Provide coverage to more neighborhoods • Meet the current demands from the community • Support American Indian and Latinx communities 	OCS/ Neighborhood Safety Department	Ongoing	The Neighborhood Safety Department (NSD) currently has active contracts with six organizations for Violence Interrupter services in different parts of the City. Those contracts are funded through City general funds and federal American Rescue Plan Act funding allocated to NSD. NSD does receive requests to expand the reach of current teams and to add more teams to more parts of the City. NSD worked with Intergovernmental Relations to submit a request for Congressionally Directed Spending to expand scope and reach and continues to monitor other external funding opportunities. An increase in City general funds to support this work is dependent on elected leaders.
	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.	OCS/NSD	Ongoing	NSD currently has \$350,000 in ongoing funds per year allocated for the Violence Prevention Fund. In 2023, that amount is augmented with \$1,000,000 in American Rescue Plan Act funding. In 2024, that amount is anticipated to be augmented with \$1,000,000 in one-time general funds allocated during the 2023 biennial

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				budget process. An increase in ongoing City general funds is dependent on elected leaders.
Evaluate and report on service and program effectiveness	Keep community and systems partners up to date on how program success is being measured.	OCS/MPD/NSD	Ongoing	NSD has worked and will continue to work to keep community and systems partners up to date on how program impact is being measured through publishing information on the NSD webpage, presenting at City Council meetings, sharing information at cross-jurisdictional meetings and community meetings, and providing updates to fellow Office of Community Safety department heads at regular OCS Executive Leadership meetings. Ongoing growth and expansion of these efforts is dependent in part on ongoing funding for a monitoring and evaluation system.
	Provide ongoing funding to develop and maintain a system to produce and disseminate the metrics needed to assess progress.	NSD	Ongoing	One-time ARPA funding was allocated to development of a system. NSD has engaged with Health Department Research and Evaluation partners, Finance, and IT around solutions. However, currently there is no ongoing funding dedicated to ongoing operating costs. A lack of ongoing funding limits the potential in this area. Ongoing funding for this

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				need would be dependent on elected leaders.
	Look at the program’s macro and micro level impacts of the impact. Do not share information about individual participants. Their identities must be protected.	NSD	Ongoing	NSD looks at macro- and micro-level impacts for its initiatives in partnership with the Health Department’s Research and Evaluation team. These efforts continue to evolve as program and initiative services, scope, and reach evolve. Ongoing growth and expansion of these efforts is dependent in part on ongoing funding for a monitoring and evaluation system.
	Provide ongoing funding to support data and performance evaluation systems for non-enforcement public safety services in the enterprise.	Mayor’s Office/OCS	Ongoing	One-time ARPA funding was allocated to development of a system. evaluation of ongoing needs is underway.
	Keep community and systems partners up to date on how program success is being measured.	OCS	Ongoing	NSD has worked and will continue to work to keep community and systems partners up to date on how program impact is being measured through publishing information on the NSD webpage, presenting at City Council meetings, sharing information at cross-jurisdictional meetings and community meetings, and providing updates to fellow Office of Community Safety department heads at regular OCS Executive Leadership meetings. Ongoing growth and

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				expansion of these efforts is dependent in part on ongoing funding for a monitoring and evaluation system.
Coordinate and prioritize community safety among and within City departments and across jurisdictions	<p>Convene monthly multi-jurisdictional, executive-level meetings focused on public safety strategies and planning and coordination. These meeting should include, but not limited to:</p> <ul style="list-style-type: none"> ● 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 	OCS	Recommendation under review	Evaluation of this proposal is underway.
	<p>Establish a common vision and plan for approaching public safety in Minneapolis</p> <ul style="list-style-type: none"> ● 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 ● Implement the plan 	OCS	Ongoing	As OCS enters its first full year of operation, leadership is working across the Enterprise to plan and strategize, continuing with 2024 budget planning.
	<p>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.</p> <ul style="list-style-type: none"> ● 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. 	OCS	Ongoing	
	<p>Adjust and update policies and procedures in procurement and finance.</p> <ul style="list-style-type: none"> ● Establish a dedicated team to expedite payment of contracts, invoices, and other efforts related to public safety outside of MPD. For example, 	OCS	Ongoing	

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	processing an invoice for paying an interrupter should take precedence over an invoice to pay for printer paper.			
	<p>Establish and sustain a better-coordinated multipronged approach to public safety and violence prevention and control (including sworn, non-sworn and contract personnel).</p> <ul style="list-style-type: none"> ● 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. ● Create a violent crime task force targeting crimes of great concern. ● Develop a group violence intervention strategy (the Minneapolis version of the "Boston miracle" program) with effective communication across units 	OCS	Partially ongoing	While regular coordination across safety departments is occurring, evaluation of this proposal is continuing.
Expand Minneapolis' Behavioral or Mental Health Crisis Response Strategy	Ensure a well-funded crisis care continuum that provides a tailored and layered response to residents' diverse behavioral or mental health needs.	OCS/NSD	Ongoing	The City of Minneapolis and interjurisdictional partners are coordinating services to ensure a full range of needs are met.
	<p>Increase investment in and use of additional supports including:</p> <ul style="list-style-type: none"> ● 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 teams ● crisis stabilization services ● crisis homes 	OCS/Office of Neighborhood SafetyNSD	Ongoing	<p>Mayor's 2022-23 budget proposed an increase to current contract on BCR; planned 2024 budget proposes further BCR expansion with the goal of 5 vans operating 24/7 over time.</p> <p>The City also contracts with Hennepin County for police embedded social workers.</p>

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				Alternative response, such as civilian traffic control and parking enforcement, 311 property crime reporting, among others also continue.
	<p>Strengthen partnership and service delivery coordination with:</p> <ul style="list-style-type: none"> • Hennepin County COPE • Other mental health and substance use disorder services run by the county • Community-based providers in Minneapolis and Hennepin County 	OCS	Ongoing	In conjunction with State and County partners, the City continues to expand its service models on mental health and substance abuse disorders.
	Clarify roles and services that are provided by the partners listed above. This is especially important with 988 coming into being in July 2022.	OCS	Ongoing	
	Continue to invite residents to help improve response and stabilization follow-up services.	OCS	Ongoing	
	Collect data related to response outputs and outcomes to evaluate efforts and inform future innovation and refinement.	OCS	Ongoing	