

WORK GROUP TRACKER

COMMUNITY SAFETY WORK GROUP

POLICE AND PUBLIC SAFETY REFORM

CATEGORY	RECOMMENDATION(S)	ASSIGNED TO	STATUS	NOTES
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	Complete	Mayor and Council created an Office of Community Safety and appointed Commissioner Alexander to serve as lead on this effort. OCS division (MPD, Fire, 911, NSD, and Emergency Management) is currently headed by Commissioner Barnette.
Strengthen the MPD recruitment and hiring proces	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	Complete/ongoing	“Imagine Yourself” campaign implemented last year. MPD recruitment team is also actively recruiting. Applications increased by 133% during 2024 and MPD finished the year with more officers than it started with at the beginning of the year.
	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	Complete/ ongoing	2020-2022 CBA passed; POFM workgroup ongoing; New competitive contract signed in 2024.
	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	Complete/ongoing	(Former) Commissioner Alexander, MPD staff, and HR staff engaged with a variety of external partners

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				on recruitment/retention efforts. Pro-bono placement of recruitment materials and advertisement were placed.
	Build on the current momentum around developing a workforce committed to effective, just, and trusted policing.	OCS/MPD/HR	Ongoing	Many of the 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 <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 	OCS/MPD/HR/Comms	Complete/ongoing	MPD has established a partnership with the National Testing Network (NTN) which began testing laterals in May of 2023 and Cadets at a later date. OCS has assisted with establishing communication with members of NOBLE to assist with police recruitment efforts and initiatives. MPD has begun recruitment efforts with Historically Black Colleges and Universities (HBCUs), college campuses and military bases. HR contracted <i>Accenture</i> for a recruitment campaign launched in 2024 and ongoing with support from MPD recruitment team.
	Expand community service officer and cadet outreach efforts to expand and ensure the diversity of the candidate pool. <ul style="list-style-type: none"> Provide all recruits with access to mentors and support services to increase their likelihood of successful completion. 	MPD	Complete/established as standard practice	Outreach efforts have been expanded for recruiting diverse police candidates by taking recruitment to neighborhoods, through community meetings,

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				<p>events, door to door recruitment, and on-air radio discussions about pathways.</p> <p>Discussions continue between MPD and Unity Community Mediation Team (UCMT) regarding a mentorship program.</p> <p>Chief O'Hara developed an internship program both as a new pathway program for prospective officers and to bring onboard lateral hires to begin training while application materials process.</p>
	<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 and continuous.
	<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	Complete/Established as a standard practice	<p>MPD is two years into the Explorer Program that has provided young adults opportunities to learn in MPD, while being paid, during the summer months.</p> <p>MPD continues to work with the YMCA's youth program to provide opportunities for participation in the MPD's Explorer Program</p>

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				<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>
	<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	Complete/ongoing	<p>The City launched an MPD Pathways Pilot in 2023 in conjunction with YMCA of the North. MPD's Police Explorers program also serves this purpose for exposing students ages 14-20 to law enforcement careers.</p>
	<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	Complete/established as a standard practice	<p>MPD has established partnerships with colleges, universities and military bases, to participate in career fairs, in an effort to expand opportunities for employment with the MPD.</p>

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				Multiple pathways to becoming an officer with the MPD are offered through dialog with students.
	<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	Complete/Ongoing	<p>OCS in collaboration with MPD worked to cut the application wait period for police recruits in half by hiring the National Testing Network, which helped cut the background check process in half.</p> <p>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> <ul style="list-style-type: none"> • Ensure that all required competencies are critical to the position and without bias. 	OCS/MPD/HR/CAO	Complete/ongoing	<p>Adult Education Curriculum Development Specialist has reviewed training classes for the academy. In addition, a representative from the CAO's office observes training for evaluation.</p> <p>Many elements of MPD's training curriculum are being reviewed as</p>

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				part of the implementation of the City/MDHR State Settlement Agreement on police reform.
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	Complete	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 were 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.
	Implementation Steps <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	Complete/Ongoing	See above (supplemented in 2024 by the “Imagine Yourself” recruitment campaign).
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	Complete/Ongoing	Conversations by Commissioner and MPD leadership with the business community for support are ongoing and will continue. Highlights include advertisement placement by many sports teams at

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				their stadiums for open MPD positions.
	Expand community-based recruitment partnerships to help develop a citywide network of community ambassadors. Work with: <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 	OCS/MPD	Ongoing/Adopted as standard practice	The MPD has created two Community Partner Liaison positions to assist with recruitment initiatives and partnerships.
	Develop a scholarship fund to support participants in pipeline programs.	MPD/HR	Complete/Ongoing	Cadets and Community Service Officers receive free tuition while enrolled in these programs.
	Reestablish opportunities for MPD to connect with youth through education and recreation programs, citywide.	OCS/MPD	Complete/Ongoing	MPD Police Activities League (PAL) is active, and PAL's board leadership from the community has been re-activated. MPD and the Mayor's office continue to work with MPS to rebuild relationships.
	Form an advisory panel of external experts who will: <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	Ongoing	OCS has acquired funding for and is recruiting qualified candidates to serve on an advisory and implementation board for the Safe and Thriving Communities Report.
Improve the quality of MPD training	Hire the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to: <ul style="list-style-type: none"> • Overhaul training within MPD • Ensure that adult learning experts design courses. 	MPD	Complete/Ongoing	Requirements within the City/MDHR State Settlement Agreement require a multitude of changes to MPD training and will require several vendors for hyper specific training needs.

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	Ensure that all MPD training courses are taught using IADLEST-certified courses and instructors.	MPD	Not pursuing recommendation	Due to the vast training needs within the City/MDHR State Settlement Agreement, it is not feasible to require that every course presented to MPD personnel is certified by IADLEST. Specific requirements within the Settlement Agreement will dictate the credentials of the vendors.
	Infuse training of new recruits, veterans, and MPD staff with: <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. Training requirements within the City/State Settlement Agreement will play a large role in achieving this goal.
Strengthen MPD's disciplinary and accountability systems	Audit the Field Training Officer (FTO) program and overhaul it to align with national best practices and standards. <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. 	MPD/Internal Audit	Complete	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

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	<ul style="list-style-type: none"> 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. 			<p>committee was presented on 6/27/2022 completing the project.</p> <p>Ongoing audits will be conducted to track compliance with the City/MDHR State Settlement Agreement.</p>
	Conduct annual course evaluations.	MPD	Ongoing	<p>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 trainees to provide confidential feedback, better facilitating quality control of the FTO program.</p>

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				Course evaluations are also required per the City/MDHR State Settlement Agreement.
	Conduct equity assessments of internal policies in hiring and promotions to address hidden biases.	HR	Ongoing	Evaluation of this proposal is underway.
	Conduct an equity assessment of the training program and tracking of who gets excluded.	OCS/HR	Ongoing	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	Complete	Via a strong partnership with the Pohlada Foundation, the City purchased and is implementing an Early Intervention System that tracks officer performance.
	Develop a community pipeline program that offers clear guidance and criteria for those seeking promotion and leadership opportunities within MPD.	MPD	Ongoing	Evaluation of this proposal is underway. The State POST Board certifies requirements for promotion within law enforcement in the state of Minnesota.
	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.

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	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	Complete	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	Complete	Warrior-type training was already prohibited prior to this report
	Conduct a professional audit of the disciplinary system and implementation of the recommendations.	MPD	Complete/Ongoing	MPD’s discipline matrix was evaluated and updated in 2022 and is currently being reevaluated as part of the work to implement the City/MDHR State Settlement Agreement.
	Appoint a special committee focused on disciplinary policy and procedures.	OCS	Ongoing	In 2023 the City created the Community Commission on Police Oversight (CCPO) to provide civilian oversight of alleged misconduct cases. Appointees sit on panels which review all misconduct investigations and provide discipline recommendations to the Chief of Police.
	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	Complete	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	Complete/Ongoing	CAO 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.

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				The City embedded attorneys in the investigation process to improve case management and report writing. This has led to better outcomes in arbitration or allowed the City to avoid arbitration altogether.
	Implement a robust early intervention system.	MPD/IT	Ongoing	The City obtained grant funding from the Pohlad Foundation to purchase an Early Intervention System in 2023 and is currently working to incorporate City/MDHR State Settlement Agreement Requirements in the rollout of the technology.
	Review the coaching policy to track for discrepancies in accountability outcomes for same or similar behaviors.	MPD	Complete	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 Chief. New discipline matrix and discipline reset address the use of non-disciplinary corrective actions

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				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	Complete	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 was implemented in 2023.
	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	Complete	The Community Commission on Police Oversight was established in April 2023.
	Create an incentive or reward system that aligns with the desired MPD culture.	MPD/LR	Ongoing	A financial incentive or reward (like performance pay) and metrics would need to be bargained with the POFM.

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	Ensure timely resolution of pending disciplinary decisions by putting in proper checks and balances with supervisors.	MPD	Complete	<p>The process currently requires a discipline decision within 30 days after the Chief receives a recommendation from a police conduct review panel.</p> <p>This policy was incorporated into the City/MDHR State Settlement Agreement.</p>
	Conduct a detailed investigation and analysis of critical incidents. Use what you learn to create new and improved policies, procedures, and training.	MPD	Ongoing	<p>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.</p>

WORK GROUP TRACKER

COMMUNITY SAFETY WORK GROUP

COMMUNITY SAFETY AND VIOLENCE PREVENTION AND INTERVENTION

CATEGORY	RECOMMENDATION(S)	ASSIGNED TO	FINISH DATE	STATUS
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	Complete/Ongoing	<p>Neighborhood Safety Department (NSD) has expanded its number of active contracts for Violence Interrupter services in different parts of the City to six. Those contracts are funded through City general funds</p> <p>NSD is also rolling out additional initiatives as part of its ecosystem of safety work including Community Safety Specialists, Safety Ambassadors, Embedded Social Workers, Crime Prevention Specialists and Domestic Abuse Liaisons.</p>
	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	Complete/Ongoing	NSD currently has been provided \$3 million for Community Safety Pilots for the Southside Safety Center specifically and several more million from the State awarded Public Safety Aid for various public safety related support and project across the city for the next few years.
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

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				meetings and community meetings, and providing updates to fellow Office of Community Safety department heads at regular OCS Executive Leadership meetings. The City is working to create dashboards to increase transparency with the community.
	Provide ongoing funding to develop and maintain a system to produce and disseminate the metrics needed to assess progress.	NSD	Complete	The City has fully staffed out the Performance Management and Innovation Department, who works to identify and track key performance indicators for every department at the City.
	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	Complete/Ongoing	<p>NSD looks at macro- and micro-level impacts for its initiatives. These efforts continue to evolve as program and initiative services, scope, and reach evolve. Impact measurement is an ongoing task.</p> <p>In the Spring of 2025, the City submitted request for proposals for both Group Violence Intervention contracts and Violence Interrupter contracts. This was the first new RFP for both services since 2022 and has revamped accountability requirements for service providers.</p>
	Provide ongoing funding to support data and performance evaluation systems for non-enforcement public safety services in the enterprise.	Mayor's Office/OCS	Complete/Ongoing	One-time ARPA funding was allocated to develop a system.

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				Public facing dashboards have been developed and are live that allow residents to track progress towards compliance with the City/MDHR State Settlement Agreement.
	Keep community and systems partners up to date on how program success is being measured.	OCS	Complete/Ongoing	Public facing dashboards have been developed and are live that allow residents to track progress towards compliance with the City/MDHR State Settlement Agreement.
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	Ongoing	This recommendation will be picked up by the work through the Safe and Thriving Communities Report.
	<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	Complete	The City has developed a community safety vision as well as a vision for the community safety ecosystem. Implementation of that goal is guided by the Safe and Thriving Communities Report and the NYU Asset and Gaps Analysis.
	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.	OCS	In progress	This recommendation will be picked up by the work through the Safe and Thriving Communities Report.

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	<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. 			
	<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, processing an invoice for paying an interrupter should take precedence over an invoice to pay for printer paper. 	OCS	In progress	<p>This recommendation will be picked up by the work through the Safe and Thriving Communities Report.</p> <p>Progress to date has included changes to procurement and invoicing for Violence Interrupter contracts, for expediency and accountability improvements.</p>
	<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	In progress	<p>Increased coordination has already taken place, particularly through GVI and YGVI program.</p> <p>The Commissioner of Community Safety convenes daily briefings with his team.</p> <p>This recommendation will be picked up by the work through the Safe and Thriving Communities Report.</p>
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	In progress	The City of Minneapolis and interjurisdictional partners are coordinating services to ensure a full range of needs are met. Social

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				workers are already embedded with police precincts and behavior crisis response team is in place. Contracts for trauma response organizations are also in place. A social worker has been in 911.
	<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/NSD	In Progress	<p>BCR was moved to MFD in 12/24. BCR funding has increased to 5 teams operating 24/7.</p> <p>The City also contracts with Hennepin County for police embedded social workers and will soon have a social worker embedded in 911.</p> <p>Alternative response, such as civilian traffic control and parking enforcement, 311 property crime reporting, among others also continue. New civilian response options are being considered currently. Co-responder teams were explored but excluded in the past. They will be reassessed for future services.</p> <p>Hennepin County already provides many crisis stabilization services.</p>
	<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 	OCS	Ongoing	In conjunction with State and County partners, the City continues to expand its service models on mental

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	<ul style="list-style-type: none"> Community-based providers in Minneapolis and Hennepin County 			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	This will be ongoing work. We are currently working on a communication strategy to reinforce the differences between 911, 311, 211, and 988.
	Continue to invite residents to help improve response and stabilization follow-up services.	OCS	Ongoing	Community engagement continues about this topic. A community advisory group focused on community safety will be formed in 2025.
	Collect data related to response outputs and outcomes to evaluate efforts and inform future innovation and refinement.	OCS	Ongoing	This evaluation will need to happen regularly to ensure effective services are in place and adjust when needed.

WORK GROUP TRACKER

GOVERNMENT STRUCTURE

CATEGORY	RECOMMENDATION(S)	ASSIGNED TO	FINISH DATE	STATUS
Structure	The Work Group recommends consideration of either Option 2 or	Clerk/Mayor's Office/CAO/ Coordinator	Completed	The Council adopted an Executive Mayor-Legislative Council government structure on October 20, 2022.

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	<p>Option 3. We believe that either of these options would provide:</p> <ul style="list-style-type: none"> • An effective, accountable reporting structure • Ensure effective city operations • Support the mayor's execution of public facing duties 			
Reporting Relationship Options	<p>The Work Group believes both options are viable and forward them without recommendation. We believe Mayor Frey and future mayors will determine the requisite reporting relationship for the city attorney based on the policy, operational, and governance needs of the city during their term.</p> <ul style="list-style-type: none"> • City Attorney as direct report to Mayor • City Attorney reports to COO 	Clerk/Mayor's Office/CAO/ Coordinator	Completed	The Council adopted changes to the government structure on October 20, 2022, which has the City Attorney as a direct report to the mayor, with dual advisory responsibilities to the Council and Mayor. The CAO's client is the City of Minneapolis.
	<p>The Work Group believes both options are viable and forward them without recommendation. We advise Mayor Frey to decide. This should be done during the transition, as he and the city council deliberate on the potential consolidation of city departments and as part of the process of defining the structure and operation of the Executive Mayor-Legislative Council city government.</p> <ul style="list-style-type: none"> • City Coordinator as City Operations Officer • City Coordinator as Director of Administrative Services 	Mayor's Office	Completed	The Council and Mayor approved changes to the government structure creating the positions of City Operations Officer and Community Safety Commissioner on October 20, 2022.

WORK GROUP TRACKER

INCLUSIVE ECONOMIC RECOVERY

CATEGORY	RECOMMENDATION(S)	ASSIGNED TO	FINISH DATE	STATUS
Topic: Workforce	Identify opportunities to align programs, projects, and investments to support both workforce and housing goals (e.g., workforce training connected to affordable housing projects; modular housing manufacturing, apprenticeship programs in construction, etc.).	Department of Community Planning and Economic Development (CPED) Housing Policy and Development (HPD) & Economic Policy and Development (EPD)	2023	Work plan needed for this recommendation; however, staff are already considering this recommendation in project prioritization (i.e. GBI, modular housing facility)
	Leverage workforce investments to continue to partner with community-based organizations to scale and expand workforce and career pathways programs that can provide living wage jobs and career paths in growing sectors such as hospitality, construction, tech, renewable energy, healthcare, and manufacturing targeting people experiencing the largest economic disparities.	CPED EPD	2022 and beyond	APRA funding for expanded career pathways approved in Phase 2. Contracts for green pathways programs awarded in 2022; additional

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				\$660,000 in pathways funding awarded in 2023.
	Expand current high-quality programs that are credible and target youth and adults over 25 without a high school diploma or equivalency.	CPED EPD	2023 and beyond	Workplan needed for this recommendation with respect to increasing funding for the City's WIOA Adult program.
	Explore strategies to support existing and emerging manufacturing, high-tech firms and other industry uses that provide employment opportunities for living wage jobs in or near historically marginalized communities. Protect production lands to retain, attract and support these land uses.	CPED EPD	2023 and beyond	City provided \$2 million in support for modular housing production facility in November 2022. Continue to explore additional emerging opportunities. Working with State of Minnesota and Hennepin County on additional funding supports.
	Expand short and long-term livable wage jobs and benefits in marginalized communities. Support ready projects to expand jobs and recruitment efforts and identify existing organizations that can expand its scope to expand service to marginalized communities.	CPED EPD	2022 and beyond	Included in the Minneapolis Workforce Board plan to increase participation in all economic sectors of marginalized groups in the city.
	Build awareness of workforce programs and partnerships that are working well.	CPED EPD	2022 and beyond	Working on marketing and awareness with Workforce Board, community-based partners, and CareerForce centers
Topic: Housing	Scale funding for strategies that expand sustainable and affordable homeownership to BIPOC residents, including more diverse ownership housing options consistent with the Minneapolis 2040 Plan.	CPED HPD	2023	Mayor has supported this strategy through increased ARPA funding. Staff has executed the contracts and implementation is underway. City staff participated in several working groups to scale investment in affordable homeownership regionally, including: 1. Ground Break Coalition recommendations (connected to a \$9 million strategy to create a special purpose credit program focused on

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				<p>Black homeowners, administered by TC Habitat and MN HOC)</p> <p>2. State bill to fund \$176 million first generation down payment assistance (DPA) program to serve 5,000 first generation homebuyers</p> <p>3. Administrator discussions to create the educational curriculum and procedural manual to implement the City's new perpetually affordable housing model and advance understanding with MN HOC partners and stakeholders of perpetually affordable housing.</p> <p>4. Recommended projects that responded to the 2023 Minneapolis Homes: Financing RFP for funding to develop ownership housing units for households at or below 80% AMI. Historic rate of service is 70% to BIPOC households.</p> <p>5. Applied for additional funding through the State for down payment assistance and development assistance for ownership housing.</p>
	Expand programs and partnerships that are working well, such as Stable Homes Stable Schools and NOAH preservation strategies; identify opportunities for new partnerships that address both housing and workforce goals.	CPED HPD	2023	<p>Programmatic changes have been made to programs that are working well to enhance access. Changes to the NOAH Preservation Fund (NPF) has resulted in an improved rate of service to BIPOC and mission-driven developers. The mayor has supported this effort through ARPA - \$5.9M and</p>

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				<p>additional \$2M in 2023. In August 2023, RFP for the NOAH Preservation Fund released.</p> <p>The City, Minnesota Public Housing Agency (MPHA), and Minneapolis Public Schools (MPS) are coordinating on a process to expand the Stable Homes Stable Schools program.</p> <p>In 2022, the City adopted new scoring incentives for affordable rental projects with workforce training components into the Affordable Housing Trust Fund (AHTF). RFP issue in Q1 and proposals are due July 2023.</p>
	Increase funding for developer technical assistance to support emerging developers; expand pathways for emerging developers, including BIPOC and women-owned businesses, to gain experience.	CPED EPD & HPD	Ongoing	The Small Business Team manages the Developer Technical Assistance Program (DTAP). The program has been expanded to include a cohort training sessions and providing 1:1 technical assistance to emerging developers. DTAP continues to expand pathways for access to CPED programs by BIPOC, Women-led and emerging developers. There is enhanced coordination with the GMHF, LISC, and ULI developer technical assistance programs focused on expanding the pool of developers of color.
	Ensure City housing investments use the greenest building technology, including, but not limited to, geothermal and solar panel installation that	CPED HPD	Ongoing	CPED Housing has made significant changes to its programs – through

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	support City sustainability and climate change resiliency goals and support local manufacturing jobs.			<p>scoring and minimum requirements. The Minneapolis Homes Program staff, working in conjunction with the Office of Sustainability embarked on a Pilot for incorporating green building standards and technology into its program. The first affordable passive house design, 914 19th Ave NE, was completed in Minneapolis in 2022 through the Minneapolis Homes Program. More projects were approved in 2022, and more are anticipated to be funded in future Minneapolis Homes funding rounds. Continued implementation of the revised sustainability standards for Minneapolis Homes projects, including implementation of a net zero ready standard for 1–3-unit buildings and funding for passive homes and zero energy certified homes. Provided technical assistance training to developers in 2022 to explain the new standards and coordinated with the health department's Green Zone initiatives to provide additional resources to developers.</p> <p>Minneapolis Homes: Financing program prioritizes projects that incorporates sustainable standards in their design.</p>

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	Expand strategies to support upward mobility in housing, which will increase supply for first-time and lower-income homeowners.	CPED HPD	Ongoing	The Minneapolis Homes Program completed a total revamp. The changes employed were design to increase supply to household between 40% to 80% AMI which will also increase the rate of service to BIPOC households. These changes are in effect for all future RFP rounds. Over half of the units of affordable ownership housing approved through the Minneapolis Homes are affordable to households below 60% AMI.
Topic: Entrepreneurship and small business	<p>Create partnership programs among the City, community development financial institutions (CDFIs), cultural community development corporations (CDCs), and other non-public funders to “package” City investments with private debt and equity to fund business and development capital needs. Increase patient capital sources that provide longer terms and lower interest rates. Focus this strategy on rebuilding community corridors and key destination sites through community-based ownership by. Take the following actions to complement and advance this strategy.</p> <ul style="list-style-type: none"> • Quadruple the Commercial Property Development Fund program’s funding; improve its efficiency. • Expand supports to and participation of developers of color in all capital investment programs, including technical assistance and mentoring. • Pursue state legislation that would allow greater flexibility in the use of Tax Increment Financing (TIF), value capture, and other financial tools, to support community rebuilding strategies that center community-based ownership of housing, small business, and commercial property. • Increase investments into and support for culturally competent community-based partner organizations that serve BIPOC entrepreneurs, focusing on lagging service to Native American owned businesses and continuing service to Black-owned businesses to ensure access to all underserved communities. 	CPED Directors Team	2022 and beyond	Under the leadership of the Mayor, CPED has expanded funding to financing and technical assistance programs in 2022 through ARPA and in the 2023 budget. The City was unsuccessful with its 2023 Legislative request for \$200 million in cash support for Commercial Property Development Fund and special TIF request authority. Preliminary discussions and scoping between CPED, Civil Rights, and Procurement on procurement process improvements occurring.

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	<ul style="list-style-type: none"> Simplify the City's procurement processes to expand participation of BIPOC-owned businesses; encourage other public, private, and non-profit partners to do the same. Coordinate City departments to find opportunities to streamline permitting and licensing processes. 			
	Convene stakeholders to map out the ecosystem of support for entrepreneurs and small businesses, including technical assistance and access to capital. Identify gaps in services; opportunities for alignment and coordination among providers; regulatory and other barriers; and metrics tracked for services. Identify action steps and strategies to ensure a robust ecosystem of support.	CPED Directors Team	2023 and beyond	Ground Break Coalition, with members in the government, philanthropic, and private sectors, who are mapping out opportunities to align capital, announced its findings from four workgroups to its steering committee in early 2023 and plan to announce programs in fall 2023. This work will inform a basis for increased mapping of the entrepreneur ecosystem work.
	Establish a comprehensive training program to scale second stage and seasoned business owners and entrepreneurs.	CPED EPD	2023 and beyond	The Ground Break Coalition is also looking into supports for entrepreneurs. CPED will benefit from this initial work to evaluate opportunities with the BTAP program. We will look to adjust these supports.
	Establish and market navigation/concierge services to connect entrepreneurs and small businesses resources, including financing, technical assistance, and mentoring. Increase funding and tools that support increasing capacity of community-based technical assistance providers. Create a clearinghouse where businesses can find information on all available programs. Consider development of an App to quickly identify availability of and eligibility for federal funding (and potentially state and local public funding).	CPED EPD	2022 and beyond	CPED's Recovery Team developed a case management system and is currently tracking 15 properties that experienced major damage or destruction from the 2020 Unrest. This system is a pilot to understand strengths and opportunities to scale it to meet the recommendation of the workgroup.
Legislative	Increase program funding	CPED Directors Team	2023 and beyond	City's 2023 Legislative agenda included support for a request for

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	<ul style="list-style-type: none"> DEED's current program funding levels do not meet economic recovery needs. The City should support increased funding for the Main Street program (\$120 million in a Minneapolis-specific allocation was requested during the 2021 legislative session). Other programs to consider increased funding include Youth at Work grants, support for cultural malls, and COVID relief grants. 			\$200 million on direct funding to Minneapolis and support of the City's partners for changes to the Main Street program. The 2023 City budget includes \$400,000 to support Cultural Malls and funding for youth job programs.
	<p>Make program improvements DEED program guidelines create barriers that make it complicated for many small businesses and service providers to effectively use the funds.</p> <ul style="list-style-type: none"> Removing or reducing local match requirements, streamlining application processes, and providing administrative fees for technical assistance providers will reduce barriers to access funding. Alignment with federal and local programs will help ensure state funds leverage more resources. Program guidelines for entrepreneur support programs should be expanded to include sole proprietors and other excluded businesses. Loan guarantee programs need modifications to permitted use to provide additional credit enhancement and leverage with other lending. DEED should create a process for applicants and providers to offer ideas for program improvements. 	CPED Directors Team	2023 and beyond	Aligned with the work related to special TIF authority, these requests added to the City's Legislative agenda.
	<p>Creative innovations Minneapolis will benefit from the use of local sources to support recovery, including financing tools that leverage local property tax as a resource. The City should support changes at the Legislature to the Tax Increment Financing (TIF) statutes and consider value capture laws to increase flexibility of collecting local tax base to:</p> <ul style="list-style-type: none"> Support recovery investments that preserve and expand long-term cultural community ownership of commercial and residential property; and Prevent displacement of historically marginalized communities 	CPED Directors Team	2023 and beyond	Aligned with the work related to special TIF authority, these requests added to the City's Legislative agenda.
Other recommendations on metrics	City staff should review existing program evaluation metrics to ensure they are disaggregated by race and ethnicity and that they assess effectiveness in	CPED Directors Team	2022 and beyond	On-going work that is incorporated in new program design and updates to existing programs.

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	reducing racial disparities in income, employment, education, housing, and/or ownership.			