

Safe and Thriving Communities

Asset and Gap Analysis



Agenda

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BACKGROUND

Background

Phase One: Governance and Leadership

- “Building upon Minneapolis’ previous work and this report, **the City should undertake a government capacity and services gaps analysis to identify existing barriers and opportunities for advancing its public safety goals.** This analysis should focus, amongst other areas, on **opportunities to improve city services and efficiency, address equity issues, and improve the integration of resources into a holistic ecosystem.**”

Background

To conduct the analysis, the Policing Project focused on:

- Assessment of City's Community Safety **assets and gaps**
- Analysis of **demand for services**
- Tools for **measuring performance and promoting transparency**
- **Top opportunities** to improve City services and facilitate the broader ecosystem

METHODOLOGY

Methodology

- Multi-agency questionnaire:
 - Distributed to City departments, agencies, contracted entities
 - 107 responses, of which 62 were within scope
- 65 follow up interviews
- Data review: emergency communications, police, 311
- 911 calls for service review
- Limits based on questionnaire responses, with exceptions, and limits in sample size where noted



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FINDINGS & ACTIONS:

Introduction

Introduction

Minneapolis has a strong foundation on which to build:

- Alternative response services across four areas, which together **are diverting nearly 9%** of 911 calls to non-police responders
 - Behavioral Crisis Response
 - Traffic Control
 - Animal Control
 - 311 and online

Introduction

Last year, **BCR responded to 67% of the 911 calls** to which it was assigned (“Behavioral Crisis Response” and “Welfare Check–Behavioral Crisis Response” calls). This is a strong record, and there are opportunities for expansion.

Introduction

- Minneapolis is **a national leader in 311/online response**.
- **Traffic Control agents respond to 16% of parking-related calls**, and **Animal Care and Control officers respond to nearly all animal-related calls** in the first instance.
- Network of **dedicated service providers** doing important work, who are eager to serve their client population with the right information, resources, and support



FINDINGS & ACTIONS:

Governance

Governance

The most significant findings relate to the governance of the programs and services that make up the community safety ecosystem.

These action items should be considered top priorities, and will require dedicated resources and personnel to ensure they are carried out effectively. The City should aim to address the issues in this section before or at least in parallel with any program expansions or additions.

Governance

The governance action items include:

- Defining the community safety ecosystem
- Supporting community safety providers
- Reaching the intended population
- Maximizing program utilization
- Measuring performance and impact
- Implementing accountability mechanisms

This section also discusses the dashboards created for the City

Governance

1. Define the community safety ecosystem:

- Determine which programs contribute to community safety, articulate their theory of change, and measure success against safety-related goals
- Clarify the relationship between departments with safety-related programming, and ensure proper coordination
- Account for complementary services funded by the state and other sources; leverage opportunities to collaborate

Governance

2. Support community safety providers:

- Adopt a centralized and consistent contract and grants management system
- Launch monthly convenings with City agencies and providers at the precinct-level
- Share safety-related City data with providers
- Create stability via longer term funding sources and clarity about the City's approach to contracting

Governance

3. Reach the intended population:

- Define and estimate the eligible populations
- Ensure language access via procurement incentives

4. Maximize program utilization:

- Create criteria-based referral policies, so programs are utilized and people get needed services
- Collect data to measure utilization and plan for potential expansion

Governance

5. Measure performance and impact:

- Set goals and track progress
- Establish requirements for programs regarding what information is to be provided to the City and how frequently
- Collect and analyze outcomes and impact data
- Prioritize independent evaluations to measure effectiveness and plan for growth

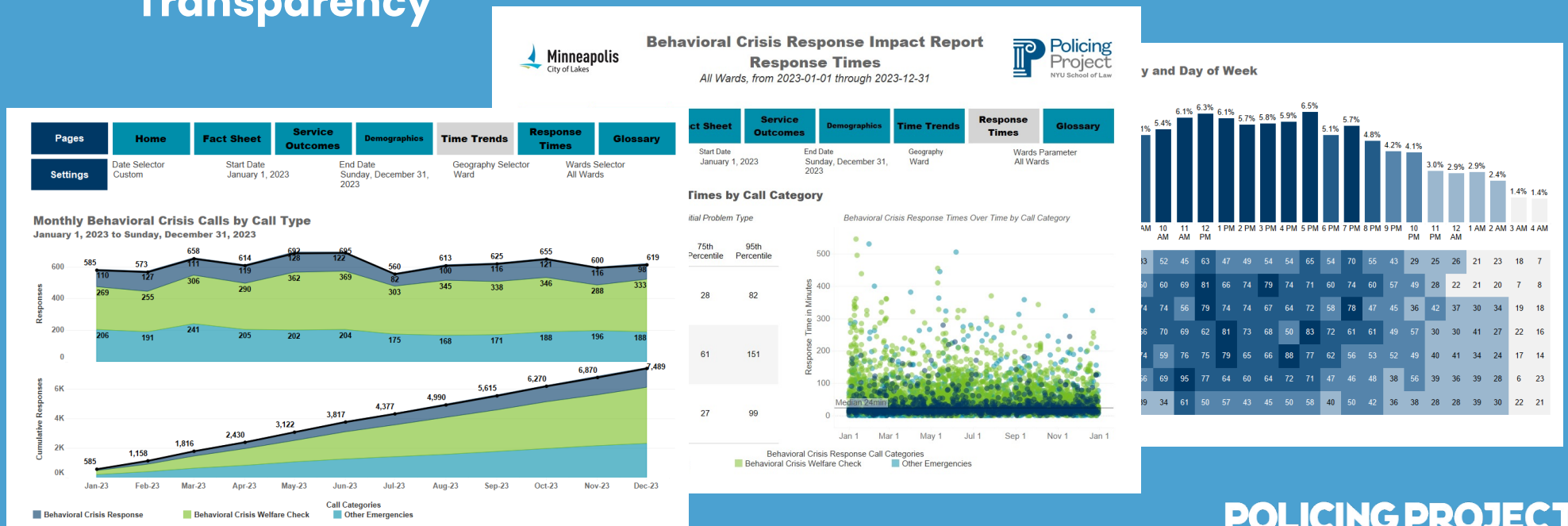
Governance

6. Implement accountability mechanisms:

- Clarify expectations for providers regarding program functions and services
- Hold departments and providers accountable for reaching goals and escalating obstacles to success
- Provide program activity and performance data to the public
- Use data to inform expansion decisions

Governance

Use Dashboards to Measure Performance and Promote Transparency



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FINDINGS & ACTIONS:

Violence Prevention & Intervention Services

Preventive Services

About Violence Prevention and Intervention Services:

These services build individual, family, and community safety and resilience through programming aimed to break cycles of violence. Includes programs such as:

- Violence interrupters
- Group violence intervention
- Ambassadors

Preventive Services

Top priority action items:

1. Implement **Shooting Activation Reviews** and **Notification Protocols** to ensure timely, reliable, coordinated responses from providers, such as street providers, hospital- and school- based providers, or caseworkers.
2. Improve effectiveness of violence prevention organizations through **wraparound services** such as employment and housing.

Preventive Services

Top priority action items (cont'd):

3. Work with providers to **implement data collection, analysis, and sharing** to enhance performance, assess needs, and share successes with the community.

4. **Address geographic and temporal coverage gaps** based on current patterns of violence

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FINDINGS & ACTIONS:

Preventive Services via Community Capacity Building

Preventive Services

About Community Capacity Building Programs:

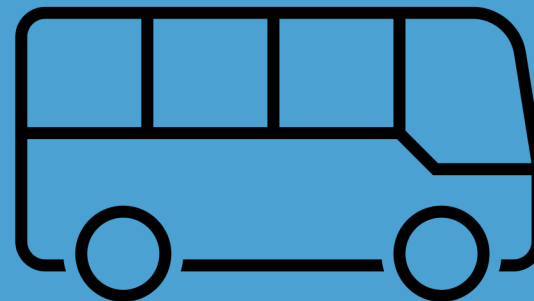
Organizations that reduce violence via:

- Employment
- Housing
- Community connections

Preventive Services

Top priority action item:

1. Create **transportation linkages to referral services** to establish a warm handoff, and help curb the cycle of crisis



Preventive Services

Other action items of note:

2. Create a **dedicated platform for requests of City services**, including by ambassadors

3. Increase access to and availability of **housing and meaningful employment resources**

4. Launch a meeting series to **facilitate coordination between providers** with similar services and/or geographies

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FINDINGS & ACTIONS:

Responsive Services

Responsive Services

About Responsive Services in Minneapolis:

- The City's alternative response portfolio represents a strong foundation.
- Minneapolis is already diverting an impressive 8.9% of calls from law enforcement to alternate responses via:
 - Behavioral Crisis Response
 - Traffic Response
 - Animal Care and Control Response
 - 311/Online Reporting

Responsive Services

- Non-police response can be **expanded** via:
 - Policy changes
 - Expansions of call types
 - Establishing new responses
- Approximately **146,000** calls per year (47% of police calls) **are potential candidates to consider for alternate response.**
- Any expansions of teams will require additional resources in the form of staff, management, and equipment.

Responsive Services

Top priority action items:

1. Launch **ResponseStat**, a forum to review alternative response activity, measure progress toward goals, and problem-solve
2. Implement **a regular review of calls for service** to continue expansion of alternative response
3. **Enhance effectiveness of behavioral health response** by adding :
 - Proactive outreach (including “on-views”)
 - Care navigation
 - Multiple access points
 - Non-transport options for calls
 - Follow-up care facilitation to prevent recurrences

Responsive Services

Top priority action items (cont'd):

4. **Expand traffic-related non-police response** by:

- Adding “Vehicle Property Damage” and “Vehicle Recovery” call types to the Traffic unit
- Increasing Traffic unit coverage to 7 days per week

5. **Expand online reporting** to include: shoplifting, certain traffic crashes, certain assaults, and forgery reports

6. **Transition away from 911 and toward online reporting**, ensuring that accessibility is prioritized

7. Implement a **verified burglar alarm policy**

Responsive Services

Other action items of note:

8. **Expand healthcare call types***:

- Person in Crisis
- Welfare Checks
- Overdose and Person Down
- Disturbance and Suspicious/Unwanted Person

*List above represents behavioral health expansion call types that receive the greatest share of calls in 2023. See full gap analysis for additional call types.

9. **Expand animal control** to reach full coverage as primary responders

10. Launch a new team or otherwise adding **mediation** capacity

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FINDINGS & ACTIONS:

Restorative Services

Restorative Services

About Restorative Services:

This area includes supportive resources and programming that help provide healing and stability following a traumatic event.

Programming examined includes:

- Justice diversion services, which can help to reduce criminal justice system involvement
- Health care services that provide treatment and education
- Victim's support services

Restorative Services

Top priority action item:

1. Formalize diversion programs:

- Create diversion policies and ensure they are utilized, including by police
- Assess expansion opportunities

Other action items of note:

2. Close victim's services gaps:

- Support for victims of crimes that are not domestic, sexual, or gun-related
- Support for victims (who filed a complaint) before charges are filed

3. Expand and standardize school- and housing-based health clinics

CONCLUSION

Conclusion

Minneapolis has a strong foundation of programs, providers, and personnel.

Strengthening governance of the community safety ecosystem should be a top focus and investment priority. New policies, process improvements, and greater oversight will help bring community safety services to more people who need them.

There are also opportunities for program expansion, especially in alternative response, and for new services, such as transportation to referral providers.

By taking the steps identified in this analysis, Minneapolis can be better positioned to build more resilient, equitable, and safe communities.