Goal	Action steps	Departments	Status	Deadline
Governance & Leadership				
Co-create a collaborative practice model	Instill equity as a core goal and evaluation criteria for all initiatives discussed in this plan.	Design and Implementation Team	Ongoing	01/01/24
	Develop a practice model that will govern the collaborative work of the Offices of Public Services and Community Safety. The practice model should define the following, amongst other items: A vision for the future and integration of services, as discussed below in the Defining the Vision for the Future Action Step. Rules of engagement. A regular cadence for meetings. How disputes are resolved and escalated (as needed). Coordination with external partners (including the County and Community Based Organizations and recruiting members from BIPOC communities). A template for resource sharing. Collaborative training. Accountability and continuous improvement processes, as described below. Investments in trust building.	Office of Community Safety Office of Public Service	In progress	12/31/24
	Engage departmental heads in the development of the collaborative practice model.	Office of Community Safety	In progress	12/31/24
	Regularly review the practice model to identify areas for improvement.	Office of Community Safety	Ongoing	
Define the vision for the future	The city should revisit this vision on an annual basis to ensure it continues to meet the direction of the City and needs of the community.	Design and Implementation Team	Not started	01/31/25
	The city should post this vision on its website to make it easily accessible to the public.	Design and Implementation Team	Complete	07/31/24

	With the collaborative practice model described above, develop a vision for the future to provide overarching direction for the City's efforts to transform its public safety and health services.	Design and Implementation Team Mayor's office Office of Community Safety Office of Public Service	Complete	02/01/24
	The city should conduct community engagement sessions to share this vision and preliminary plans for implementing the vision.	Communications - OCS Design and Implementation Team NCR	Planning	08/01/25
Define leadership roles	Create clarity regarding roles/responsibilities and decision-making authority throughout the system, operating under the Collaborative Practice model.	Design and Implementation Team Office of Community Safety Office of Public Service	Complete	05/31/24
	Monitor leadership activities for fidelity to their roles.	City Attorney's Office Mayor's office Office of Community Safety Office of Public Service	Ongoing	08/01/25
	Ensure people in leadership "own" their role by implementing an accountability system to ensure fidelity.	Design and Implementation Team Office of Community Safety Office of Public Service	In progress	09/30/24
Institute Management Structures to Implement the Vision	Establish a recurring meeting schedule for these committees.	Design and Implementation Office of Community Safety Office of Public Service	Complete	02/01/24
	Create an Executive Steering Committee to oversee the implementation of this plan.	Design and Implementation Office of Community Safety Office of Public Service	Complete	11/01/23
	Create subcommittees to advance the vision in this plan, mirroring the broad sectors of work in this plan.	Office of Community Safety Office of Public Service	Complete	11/01/23
	Create a Preventive Services Subcommittee to oversee the development of preventive services, including violence prevention efforts.		Excluded	
	Create Responsive Services: Alternative Responses Subcommittee, which will oversee the development and expansion of alternative responses to community needs, building upon the City's work in this area in close partnership with the Performance Management and Innovation Department.		Excluded	
	Create Responsive Services: 911, Communications & Technology Subcommittee, which will oversee the development of innovative emergency and non-emergency communications practices to connect the community to the broadened ecosystem of services recommended in this report.		Excluded	
	Create a Restorative Services Subcommittee to oversee the implementation of improved services to help community members after		Excluded	

	experience a traumatic event or crisis.			
	Include analytics personnel on the Executive Steering Committee and subcommittees above to support the development of relevant performance metrics to monitor and manage ecosystem performance.	Design and Implementation Team PMI	Complete	
Create a Community Advisory Board	Create a community advisory committee to provide direct community input and feedback on an ongoing basis regarding plan implementation.	Design and Implementation Team Office of Community Safety	Planning	11/15/24
Conduct A Government Capacity & Services Gaps Analysis	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. This analysis will be fundamental to the next recommendation.	Design and Implementation Team Office of Community Safety PMI	In progress	11/30/24
Develop a phased implementation and funding plan to achieve the city's vision	The City should post the implementation plan on its website to ensure community understanding of the City's implementation efforts. The City should ensure any modified versions of the plan are promptly posted on the website.	Communications - OCS Design and Implementation Team IT	Planning	10/01/24
	Identify sources of federal, state, local, and philanthropic funding for plan implantation.	Design and Implementation Team Financial & Property Services Office of Community Safety	In progress	12/31/24
	Commit to a set number of development goals and pilots in the first year of implementation.	Design and Implementation Team Financial & Property Services PMI	In progress	12/31/24
	Using the city's previous work plan as a starting point, the city should develop a phased implementation plan to implement initiatives toward achieving the vision defined through the Action Steps above. This phased implementation plan should include processes to address gaps in government capacity and services, identified through the analysis above, to better meet community needs. The aforementioned committees would be responsible for developing the phased implementation plans for their sections, with the support of this report and a template for creating the action plans provided by the Office of Community Safety. The Community Safety	Design and Implementation Team	In progress	08/01/25

	Commissioner and Executive Steering Committee would provide oversight for this process.			
	The city should engage with the Community Advisory Board on this plan and conduct community engagement sessions around the plan.	Design and Implementation Team NCR Office of Community Safety	Not started	12/15/25
	Analyze overall human resource and financial capacity and synchronize with the anticipated degree and pace of plan implementation.	Financial & Property Services Human Resources	Excluded	
	The City should review this plan for potential revisions on an at least annual basis to ensure it continues to meet the direction of the City and needs of the community.	Design and Implementation Team	Ongoing	
Educate and train staff, partners, and the community	Develop materials to explain the practice model to staff and community.	Communications - OCS Communications - OPS Design and Implementation Team	Planning	10/01/24
	Develop staff trainings to support understanding of the practice model.	Communications – OCS Communications – OPS Design and Implementation Team	Planning	12/15/24
Institute a data-driven management system for continuous coordination & accountability	With the performance metrics and elevated analytical capacity generated through the recommendations in this plan, the City should institute a CitiStat-style performance management system spanning the operations of the Office of Community Safety and beyond, as appropriate, and helpful, within a Results Based Accountability (RBA) framework. This meeting should be used as a collaborative problem-solving and accountability forum for all of the entities involved in the implementation of this plan.	Design and Implementation Team PMI	Planning	09/01/26
Implement a Community Communications Plan and Progress Dashboard.	Develop a multi-year community engagement plan which supports co-creation of ecosystem services with communities most affected.	Communications - OPS Design and Implementation Team NCR	In progress	12/21/24
	Identify community ambassadors who are tasked with actively engaging with community to gain ideas and insights on service design and delivery.	Design and Implementation Team NCR	Planning	12/31/24
Progress dashboard, transparency, and accountability	Produce an online dashboard to track progress on the development and implementation of key services and performance metrics in the Safe and Thriving Communities plan.	Communications - OPS Design and Implementation Team IT	In progress	09/30/24

Establish a governance and operations plan	Community Safety Commissioner should create a governance and operations plan/standard operating procedure for how the new governance structure will function collaboratively within the Office of Community Safety, across government units, and with community groups.	Design and Implementation Team Office of Community Safety	Not started	08/30/25
	Develop a protocol for the committee structure described under the Governance & Leadership section above. This protocol should spell out the procedures and operations for the committees to ensure operational clarity and consistency in pushing this vision forward.	Design and Implementation Team	In progress	10/30/24
Create confidentiality, privacy, and data sharing policies among partners	Develop a coherent policy on confidentiality, privacy, data sharing, and data security for all partners across the enterprise with a strong consent management process.	City Attorney's Office City Clerk Design and Implementation Team IT	Planning	12/31/24
	Develop data sharing practice protocols at the individual, system, and population levels across all ecosystem partners.	City Attorney's Office Design and Implementation Team IT	Not started	08/31/25
Develop resource sharing protocols	Develop a resource sharing protocol that is committed to all partners in the ecosystem in an equitable way.	Design and Implementation Team Office of Community Safety Office of Public Service	Planning	08/01/25
Project management software	The city should consider implementing project management software to help manage the plan implementation.	IT	Complete	09/01/16
IT infrastructure and analytics software	Minneapolis should assess available resources to institute effective data-driven management practices and address any IT and analytics needs to deliver the necessary management analytics and dashboards spanning the ecosystem of services described in this report.	Design and Implementation Team Human Resources IT	Not started	08/31/25
	Initiating a technology gaps analysis and planning process to address barriers to ecosystem integration and build an innovative system for dispatch and records management integration across the ecosystem.	IT	Complete	06/01/24
	The Human Capital & Collaboration section below speaks to the need to invest in sufficient IT and analytics personnel to manage and deliver the necessary analytics products for this ecosystem transformation to occur.	Budget IT	Not started	09/01/27

Project Management capacity	Add dedicated project management capacity within an existing city office or the creation of a dedicated unit to support the implementation of this plan and the effective functioning of the recommended committees. This group would need consistent communication directly with the Office of Community Safety.	Office of Community Safety	In progress	09/01/27
IT and analytics capacity	Ensure the City has sufficient IT and analytics personnel to support the wide-ranging technology modernization efforts and data-driven management initiatives recommended by this plan. The City should consider how it wants to organize its growing analytics capacity as it moves forward.	IT	Not started	09/01/26
Problem-solving capacity	Ensure the City has sufficient problem-solving capacity to work across entities to address complex issues. Dedicated problem-solving capacity personnel would support the CitiStat-style meetings described above and facilitate various City entities in collaborating to diagnose and address problems. Problem-solving activities should be an ongoing topic of discussion, management, and accountability in the CitiStat-style meetings.	Design and Implementation Team PMI	In progress	09/01/27
Continuous capacity monitoring	Continually monitor capacity gaps in the implementation of the City's plan and ensure any gaps are addressed to support the effective implementation of the City's plan.	Design and Implementation Team	Ongoing	
Preventive Services				
Prioritize core Department of Neighborhood Safety (DNS) programs	Review current NSD programming and identify those with the best outcomes and closest alignment to the mission of the Office.	Neighborhood Safety	Planning	09/01/27
	Revise the NSD budget to further invest in select, high-impact programs and divest from programs with low return on investment.	Neighborhood Safety	Not started	09/01/27
Create a City service inventory	Catalog all violence prevention programming in the City, not just DNS services, including populations served, referral sources, and fund sources.	Design and Implementation Team Financial & Property Services Neighborhood Safety	In progress	11/01/24
	Analyze results to identify additional opportunities for collaboration and how to best leverage existing programs.	Design and Implementation Team	In progress	08/01/25
Improve internal collaboration	Build better alignment between DNS programming, crisis response, and aftermath supports.	Design and Implementation Team Office of Community Safety	In progress	09/01/26

	Develop regularly scheduled cross-departmental meetings to discuss collaboration efforts and progress. Properly staff and support meetings to ensure clarity of purpose, agenda setting, and effective facilitation.	Design and Implementation Team Office of Community Safety Office of Public Service	In progress	11/01/24
	Work closely with the Community Safety Commissioner, City Operations Officer, and department leadership to identify opportunities for further collaboration and points of friction.	Design and Implementation Team Office of Community Safety Office of Public Service	Not started	12/31/24
	Develop plans to capitalize on opportunities and address points of friction.	Design and Implementation Team Office of Community Safety Office of Public Service	Not started	08/31/25
Build capacity of the Department of Neighborhood Safety	Ensure sufficient IT, HR, and other administrative resources are in place to support the Minneapolis Department of Neighborhood Safety. The Office of Violence Prevention was recently restructured as the Department of Neighborhood Safety – a standalone department with its own clear mandate.	Human Resources IT Office of Community Safety	In progress	08/01/25
Enhance continuous quality improvement infrastructure	Develop a performance metrics plan for Preventive Services, with guidance from the performance metrics recommended in this plan below.	Design and Implementation Team Neighborhood Safety PMI	Not started	09/01/26
	Train staff and community partners on the new CQI program and data system.	CPED Design and Implementation Team Financial & Property Services Health IT Neighborhood Safety PMI Regulatory Services	Planning	09/01/27
	Conduct regular, cross-departmental meetings to review results and identify opportunities for improvement.	Design and Implementation Team Office of Community Safety Office of Public Service	Planning	12/31/24
	Develop a public dashboard to report data to the community.	Design and Implementation Team IT PMI	Not started	09/01/26
	Hire a DNS staff member who will be dedicated to the development and implementation of a robust continuous quality improvement (CQI) program.	Neighborhood Safety Office of Community Safety	Complete	07/29/24
	Consult with other departments and the Performance Management and Innovation Department to align output and outcome tracking across departments and programs.	PMI	In progress	08/01/25

	Invest in a data collection system to capture outputs and track outcomes.	Design and Implementation Team IT	In progress	08/01/25
Improve external service navigation	The City should work with United Way 211 to streamline and improve its online and warm handoff navigation for residents.	311 Design and Implementation Team Neighborhood Safety	Planning	08/01/25
	Train staff across the enterprise to utilize 211 as a tool to connect individuals and families to services. Work with the United Way to support this training.	311 Neighborhood Safety	Not started	08/01/25
	The City should explore contracting with 211 (the universal nationwide human services and referral call number) to build out Minneapolis navigation services and ensure the alignment of 211 with 311 (the public services information referral call number).	311 Design and Implementation	Not started	09/01/27
Train community-based staff/contractors	Develop a unified training program to build competencies and capacities to navigate cross-sectorially to meet the needs of residents reaching out for help. Include utilization of the United Way's 211 system in the training.	Communications - OPS Design and Implementation Team Human Resources IT	Not started	09/01/26
	Assess the effectiveness of the training program.	Design and Implementation Team PMI	Not started	09/01/27
	Identify all community-based staff/contracted positions (e.g., Community Outreach Workers, Community Ambassadors, Community Liaisons, Community Navigators, Community Health Workers, etc.). It is important to assess roles and responsibilities across these multiple functions to understand the landscape and to reduce redundancies and expand coverage of services.	Design and Implementation Team Office of Community Safety Office of Public Service	Planning	08/01/25
Enhance the contracting process with community-based organizations	Build incentives for good performance.	Design and Implementation Team Financial & Property Services PMI	Not started	09/01/27
	Implement performance-based contracting, building on existing practices and leveraging County expertise.	Design and Implementation Team Financial & Property Services PMI	Planning	08/01/25
	Build contract monitoring competencies for program staff.	Design and Implementation Team Financial & Property Services PMI	Planning	08/01/25
	Create opportunities for greater collaboration between like service providers.	Design and Implementation Team Office of Community Safety	In progress	08/01/25

		Office of Public Service		
	Increase access to capacity-building opportunities for small, emerging nonprofits to engage in public sector contracting and support the City's equity goals (i.e., Blueprint Approved Institute).	Neighborhood Safety	In progress	05/01/25
Contract monitoring	Invest in additional staff capacity to enhance contract monitoring with community-based organizations in support of CQI.	Financial & Property Services Human Resources	Not started	09/01/27
	Consider splitting administrative and programmatic contract oversight.	Financial & Property Services Human Resources Office of Community Safety Office of Public Service	Not started	08/01/25
Responsive Services				
Piloting and scaling expanded responses	Develop policies where necessary for any expanded response pilots.	Office of Community Safety Office of Public Service PMI	Ongoing	08/01/25
	Continue ongoing pilots, scale these pilots as appropriate, and implement planned initiatives in this area.	311 Office of Community Safety Office of Public Service Regulatory Services	Complete	
Maximizing virtual response options	Ensure analytics and management mechanisms are in place to consistently monitor the usage and impact of these systems to ensure appropriate functioning and impact on the overall ecosystem.	Design and Implementation Team IT Office of Community Safety Office of Public Service	Not started	01/01/25
	Analyze current usage of online and phone reporting to identify any opportunities to expand the usage of these systems to improve efficiency and service for community members and reduce field responder workload. This analysis should include what incident types are eligible for virtual responses, whether eligible calls are consistently handled through virtual response, and how these programs are managed to maximize impact.	311 911 Design and Implementation Team IT	In progress	12/01/24
	Review the current public communications strategy regarding these services and as needed, work toward greater community understanding and usage.	311 911 Communications - OCS Communications - OPS Design and Implementation Team	Planning	12/01/24

Community and data-driven process for advancing alternative response	Produce a refreshed, phased data-driven plan for moving forward with an expanded diversified response ecosystem, planning for desired availability of expanded response options and the required staffing, resources, and funding to deliver the desired response.	Design and Implementation Team External partner PMI	Not started	01/01/27
	Revisit the previous analysis regarding call for service workload, update it as helpful, and re-engage in discussions regarding potential expanded response options, building upon ongoing work in this area.	911 Design and Implementation Team External partner	In progress	12/31/24
	The City should engage in public engagement sessions in the development of the plan for expanded response services.	Communications - OPS Design and Implementation Team	Not started	03/01/27
	As part of this process, the City should plan for effectively managing piloted expanded responses moving forward, including the development of performance metrics and management mechanisms for continual, close management of all services.	Design and Implementation Team Office of Community Safety Office of Public Service PMI	Planning	06/01/25
Connecting hotlines to 911	Minneapolis should explore connecting applicable hotlines, such as a behavioral health crisis line, to its 911 operations so that dispatchers can connect callers with certain low risk calls to the applicable hotline when appropriate.	911 Design and Implementation Team	In progress	12/31/25
Develop performance metrics for responsive services	Using the guidance above in the Performance Metrics for Responsive Services subsection, develop a plan for building out performance metrics spanning responsive services.	Design and Implementation Team Office of Community Safety Office of Public Service PMI	Not started	09/01/26
Staffing plan for Expanded Response	Develop a staffing plan in conjunction with the phased approach to expanding alternative response. Ensure necessary job descriptions exist to support planned alternative response initiatives. Plan for the projected budgetary requirements for hiring and resourcing this staff for success.	Design and Implementation Team Financial & Property Services Human Resources Office of Community Safety Office of Public Service	Not started	09/01/26
911 & Communications				
MECC independence and governance	Ensure that Minneapolis 911 remains independent and has an equal voice in matters related to public safety.	911 Office of Community Safety	Complete	10/15/24
	Ensure there is an effective Executive IT & Data Steering Committee, as discussed in the Technology Modernization subsection.	911 IT	In progress	12/01/24

MECC transparency	Publicly post more information about the MECC's governance, governing board, practices, and procedures to increase transparency.	911 IT	Planning	12/31/24
Screening Bias-Based calls	Consider developing a process for identifying bias-based calls and screening them out instead of sending responders.	911	Planning	03/31/25
Technology modernization	Develop a phased technology modernization plan, addressing the following at a minimum: How to address the issues identified in the above gaps analysis. RMS and CAD modernization to facilitate the integrated ecosystem approach Integrations of various systems to facilitate the integrated ecosystem approach. Ensure that MECC is on track to fully implement its Next Generation 911 plans. Develop a plan to implement Smart 911 capabilities. Seek available grant funding to support the implementation of technology modernization initiatives.	911 Financial & Property Services IT	Planning	03/30/25
	Conduct an IT and data gaps analysis to inform the development of a phased technology modernization plan, with guidance from this plan.	911 External partner IT	Complete	06/01/24
	Re-evaluate the opportunity to use criteria-based dispatch to facilitate this ecosystem approach to responsive services.	911	Complete	
Supporting 911 professionals	Embed mental health clinicians in MECC.	911 PMI	Planning	10/01/25
	Review current 911 training and address any training gaps.	911	Complete	06/30/24
	Create a plan that works towards classifying 911 call takers and dispatchers as public safety professionals to properly recognize them and provide the appropriate resources and compensation.	911 Human Resources IGR	In progress	08/01/25
	Develop a retention plan to identify opportunities to improve employee satisfaction and retention. This retention plan should include the development of a 911 professional career ladder.	911 Human Resources	In progress	12/31/24
	Conduct listening sessions and a survey with current employees to identify opportunities to improve working conditions and attract and retain	911	In progress	12/31/24

	employees.			
	Fill the 911 Training Manager position, if still unfilled.	911 Human Resources	Complete	07/01/24
	Develop an equity-focused recruitment and hiring plan to increase hiring and fill vacancies at the MECC.	911 Human Resources	Complete	03/01/24
	Develop an employee wellness plan.	911 Human Resources	Complete	03/01/24
Restorative Services				
State-county relationship	Strengthen partnerships with County and State to ensure that the City gets the full benefit of county and state programming for its residents.	Design and Implementation Team Mayor's office Office of Community Safety Office of Public Service	In progress	01/01/27
	Leverage County and State services and partnerships and augment them as needed to fill necessary gaps for City residents.	Design and Implementation Team Mayor's office Office of Community Safety Office of Public Service	In progress	01/01/27
	Ensure that the City does not duplicate functions that are the responsibility of the State and County.	Design and Implementation Team	Planning	01/01/27
Multi-sectoral partnership	Leverage existing coordinating entities to annually resource and report on services and programs built into the actionable roadmap around violence prevention.	Design and Implementation Team Mayor's office Office of Community Safety Office of Public Service	Not started	01/01/27
Ensure that services in statute and regulation are identified within the delivery system	Analyze existing State, County, and City statutes, regulations, and ordinances to identify opportunities to either leverage current permissions more fully or to tweak local ordinances to invest in re-entering populations.	City Auditor Design and Implementation Team IGR	Not started	09/01/27
	Look at fees levied for civil offenses and determine if those can be waived based on poverty.	City Attorney's Office Design and Implementation Team Office of Community Safety	Not started	09/01/27
Identify opportunities to address policy fixes, such as to waive user fees for criminal behavior	Each year tackle one to two policy initiatives to align existing systems intended to support prevention, restoration, and resilience.	Design and Implementation Team	Ongoing	
	Identify a core set of national best practices to bring to Minneapolis.	Design and Implementation Team	Planning	09/01/26
Leverage national best practices	Include start-up costs and resources for at least two best practices to be implemented in the first 3 years.	Budget Design and Implementation Team Mayor's office PMI	Planning	01/01/27
Develop community trauma and healing response plan	Develop a community trauma and healing plan that outlines options, action steps, departments/organizations responsible, resources available, and criteria to trigger plan implementation. The plan should provide a framework that can be quickly tailored and implemented post-traumatic	Design and Implementation Team Health Neighborhood Safety	Not started	08/01/25

	event			
	Develop and maintain relationships with key community leaders who can be called upon to support the tailoring of the plan following a traumatic event.	Health MPD NCR Neighborhood Safety	Ongoing	08/01/25
Embed restorative justice practices	Explore the creation of a restorative justice court.	City Attorney's Office Design and Implementation Team Office of Community Safety	Not started	08/01/25
	Strengthen partnerships with Restorative Justice Community Action and other organizations supporting restorative justice.	City Attorney's Office Design and Implementation Team MPD	In progress	08/01/25
	Participate in restorative justice activities – as invited and appropriate – to support trust-building and legitimacy.	City Attorney's Office Design and Implementation Team MPD	Not started	08/01/25
Review flex funding guidance	Review guidance restricting the use of flexible funds. Engage County and State counterparts to understand their interpretation of the Public Purpose Doctrine.	City Attorney's Office Neighborhood Safety Office of Community Safety	In progress	04/01/25
	Provide flexible funding to meet the needs of victims of crime and support healing.	Neighborhood Safety Office of Community Safety	In progress	08/01/25
Ensure revenue maximization from state and county fund sources	Based on the governance, policy, and practice analysis, conduct a review to ensure that City residents are receiving all available services and benefits from Federal, State, and County fund sources.	Budget Design and Implementation Team Financial & Property Services	Not started	09/01/26
	Analyze all current City expenditures to see if there are any cost offsets to help with sustainability.	Design and Implementation Team Financial & Property Services	Not started	09/01/26
	Review grant and philanthropic opportunities to seed new initiatives.	Design and Implementation Team Financial & Property Services Office of Community Safety Office of Public Service	Ongoing	
Develop a framework and algorithm for performance-based contracting	All relevant City grants and contracts should report on performance metrics related to restoration, resilience, and programming.	Design and Implementation Team Financial & Property Services PMI	Planning	09/01/27
	Research and adopt by the end of three years a data platform that can collect all data from grantees and contractors in the violence prevention arena and report on it.	Design and Implementation Team Financial & Property Services	Planning	09/01/27
	Develop public-facing dashboards where the data is meaningful and used to make decisions.	Design and Implementation Team Financial & Property Services IT	Not started	09/01/27
Support public and private providers of	Provide training and capacity building for cutting-edge practices.	Design and Implementation Team	Not started	09/01/27

restorative and resilience services	Ensure accountabilities for all practitioners.	Design and Implementation Team Office of Community Safety Office of Public Service	Not started	09/01/26
	Incentivize good practice for entities and staff maintaining fidelity with programming.	Design and Implementation Team Financial & Property Services PMI	Not started	09/01/27
Continuously check in with the field and with the community and adjust as needed	Develop a recruitment and hiring plan to increase hiring and fill vacancies within programs serving re-entry populations and community healing.	External partner Neighborhood Safety	Not started	09/01/27
	Develop a retention plan to identify opportunities to improve employee satisfaction and retention.	External partner Neighborhood Safety	Not started	09/01/27
	Conduct listening sessions and a survey with current City and CBO employees to identify opportunities to improve working conditions and attract and retain employees.	Design and Implementation Team External partner Neighborhood Safety	Planning	09/01/27
Clarify roles and increase restorative services staffing	Ensure that second response staff have access to necessary information from the Police Department.	MPD Neighborhood Safety	In progress	01/31/25
	Explore expanding the number of Victim/Witness Specialists and expanding their role in connecting individuals and families to support services.	City Attorney's Office	Not started	03/01/27
	Create a plan for expanding staffing for community relationship-building, whether through the hiring of additional Community Navigators, if relationship building is determined to be within their scope of practice, or other positions supporting this work.	Design and Implementation Team MPD NCR Neighborhood Safety	Planning	03/30/25
	Clarify and standardize the roles of community navigators (i.e., are the positions more focused on second response or community relationship building).	Design and Implementation Team MPD Neighborhood Safety Office of Community Safety	In progress	06/01/25
	Create a plan to expand second response staffing, whether through the hiring of additional Community Navigators, if second response is determined to be within their scope of practice, or other positions supporting this work.	Design and Implementation Team MPD Neighborhood Safety Office of Community Safety	In progress	09/01/27
	Explore expanding the number of staff in the Department of Neighborhood and Community Relations to better support and engage neighborhood organizations.	Budget NCR Office of Public Service	Not started	09/01/26

Invest in secondary trauma services and supports for staff	Develop a robust set of secondary response service options for staff who experience a traumatic incident in the line of work. Services may include training on coping skills, incident debriefs with a trauma-trained professional, individual and group counseling, and time off following the traumatic event.	Design and Implementation Team Human Resources	Not started	09/01/26