

Implementation of Safe and Thriving Communities Report

Proposal for Technical Assistance

Background

The Minneapolis Safe and Thriving Communities Report: *A Vision and Action Plan for the Future of Community Safety and Wellbeing* (the Report), released in July, responds to the community's insistence upon a new model of public safety – one that is built upon transparent, respectful, equitable, and fair outcomes. The Report provides a blueprint for a service delivery ecosystem that leverages existing community resources and emerging national best practices for a new public safety model that will foster trust and legitimacy, and support safe and thriving communities.

The Report is anchored around three central pillars: preventative, responsive, and restorative strategies – which together comprise an ecosystem of services for communities in Minneapolis. In its approach to each of these critical areas, the Report emphasizes the importance of building up these pillars with scaffolding that is essential to success, including cross-agency partnerships, data transparency and analytics, policy and practice working groups, financing, a national community of practice, evaluation, and community engagement.

Proposal

The Policing Project will support the initial phase of implementation of the Report. Working in collaboration with the City of Minneapolis, other essential stakeholders, and the Report's proposed committee structures, the Policing Project would:

- **Perform an analysis of the City's service continuum** to 1) determine what assets the City has that can be leveraged or expanded, and 2) identify resource gaps the City must address in order to both scale existing initiatives and develop new programs to implement the ecosystem articulated by the Report. This would include an analysis of calls for service to identify opportunities for expansion of alternative (non-police) responses.
- **Serve as a Subject Matter Expert and Advisor to the City in the area of alternative (non-police) response data analysis, outcomes measurement, and visualization**, as the City pursues its public safety data analytics and information systems workstreams. This would include advising on the build-out of comprehensive performance metrics including a public-facing dashboard to promote accountability and transparency, as well as internal performance management metrics.

To facilitate the above deliverables, the Policing Project would need reliable and timely access to all relevant data and information, as well as consistent points of contact for relevant City agencies and offices.

About Us

Policing Project's Reimagining Public Safety Initiative

Every day across the United States, hundreds of thousands of people call 911 for help, with issues ranging from the emotional aftermath of a violent crime or a loved one suffering from a mental health crisis, to a complaint about a noisy neighbor or a loose pet. In most communities — no matter the reason for the call—we send the police to address these problems. But police are trained primarily in the use of force and law enforcement—tools to address violent crime and other dangerous situations. The result? A social system overburdened with recurring unmet community needs. And a mass diversion of law enforcement time away from critical criminal investigation and strategies to stop violent crime.

Through the Policing Project's Reimagining Public Safety initiative, we have been conducting in-depth, on-the-ground research on alternative response across the country, working with community members and municipal stakeholders—police officers and leadership, alternative responders, 911 operators, City Hall staff, and others. Going issue-by-issue, we have been producing guidance for cities that seek to redesign their first response systems. And we have stood up a community of practice with practitioners across the country to share information and foster cross-jurisdictional collaboration.

The Policing Project has developed a holistic response model to address the panoply of problems to which we send the police every day—calls that can include administrative issues, code violations, quality of life problems, minor traffic accidents, and socially complex but non-violent incidents, among others. This model would be part of an ecosystem that includes the following elements to resolve community concerns in a manner that reduces the likelihood of future 911 calls and improves safety for first responders and communities:

- Pre-Response – Resolving calls without dispatch, including via online reporting
- Alternate Response – Dispatching units other than police and fire
- Alternate Destinations – Transportation to locations other than police stations or emergency departments, and arrest diversion
- Second Response – A system of follow-up that reduces the likelihood of future emergency response

Implementation of this system is designed to be supported by a legislative and regulatory roadmap, robust data analysis and transparency tools, a national community of practice, an apprenticeship-style workforce model for public sector careers, and connection to independent evaluation.

Our Team

Barry Friedman serves as the Faculty Director of the Policing Project at New York University School of Law, where he is the Jacob D. Fuchsberg Professor of Law and Affiliated Professor of Politics. The Policing Project partners with communities and police to promote public safety through transparency, equity, and democratic engagement. Friedman has taught, litigated, and written about constitutional law, the federal courts, policing, and criminal procedure for over thirty years.

Freya Rigterink is the Executive Director of the NYU Policing Project. Freya launched the organization's Reimagining Public Safety portfolio, an expansive effort to support and learn from jurisdictions that are redesigning their public safety systems to be more responsive to communities, with a particular emphasis on alternative and non-police response. Freya's background is in municipal government and oversight. Freya has held roles in the City of Chicago Office of the Inspector General, as well as the NYC Mayor's Office and City Council.

Alexander Heaton is the Director for the Reimagining Public Safety initiative. Alex supports partner sites with the design and implementation of their reimagining public safety projects. He also oversees and manages the activities of the technical assistance and research teams. Most recently, Alex served on the City of Chicago Office of the Mayor Public Safety Team, where he was a policy advisor to the mayor on arrest diversion and alternate response initiatives that sought to incorporate all city agencies into the creation of public safety. Prior to that, Alex was with the University of Chicago Crime Lab, where he led the design and implementation of the nation's largest narcotics arrest diversion initiative, in partnership with the Chicago Police Department.

Michael Thompson is the Reimagining Public Safety Senior Data Analyst. Michael provides technical assistance to jurisdictions around data visualization and analysis. In his previous role he was an Epidemiologist at the Chicago Department of Public Health where he worked as the lead analyst on Chicago's Crisis Assistance Response and Engagement (CARE) program. Prior to that, Michael worked as an Embedded Analyst with the University of Chicago Crime Lab where he consulted with various government organizations and non-profits to help evaluate new and existing programs as well as to establish and improve client data practices.

Krystan Hitchcock is the Reimagining Public Safety Senior Counsel. She assists jurisdictions with legislative analysis to pave the way for alternate first response systems. In her previous role, Krystan represented cities, organizations, and survivors of gun violence in high-impact affirmative litigation at Everytown Law. Krystan has also worked at the New York City Administration for Children's Services where she represented the agency in child abuse and neglect proceedings in the Bronx County Family Court.

Dr. Antonio Oftelie is a Senior Advisor and co-author of the Safe and Thriving Communities Report. His research focuses on best practices and innovations involving policing and health and human services, documenting promising cross-disciplinary collaboration, and developing

recommendations for an ecosystem-approach to public safety. Based in the Technology and Entrepreneurship Center at Harvard University, Dr. Oftelie administers the Harvard Innovation Award program and is faculty lead for the Public Safety, Health and Human Services, Chief Financial Officer, Next Generation Operations, and Public Sector for the Future summits.

Dr. Jessica Gillooly is a Senior Policing Fellow and an Assistant Professor of Sociology and Criminal Justice at Suffolk University. Dr. Gillooly provides guidance and expertise regarding call center operations and 911 systems. Her research centers on the role of 911 in the criminal justice system. Using a mix of quantitative, qualitative, and conversation analytic methods, she examines the process through which caller requests become police responses. One thread of her research examines the function of the 911 call-taker in mediating caller requests, and their impact on policing in the field. Another thread explores the public's reliance on 911 and identifies potential organizational policy reforms aimed at rethinking the current dispatch-and-response system.

Marquianna Griffin is Reimagining Public Safety's Research Associate. Marquianna conducts research and drafts issue papers detailing alternate response solutions to a number of responses currently handled by law enforcement. Prior to joining the Policing Project, Marquianna conducted research for the Illinois Department of Juvenile Justice, producing the Department's first large-scale monthly data report and creating the Department's confinement index – a streamlined measure of solitary confinement use that was used in measures to reduce placement.

About the Policing Project

Since 2015, the [Policing Project at NYU Law](#) partners with communities, the police, municipal and federal governments, other academic institutions, and the private sector to promote public safety through transparency, equity, and democratic engagement.

In 2022, we created [Reimagining Public Safety](#), a community of thought leaders and practitioners nationwide coming together to collaboratively solve problems and share information about reimagining public safety. RPS seeks to realign public safety services to address underlying community needs and reduce reliance on police for a range of issues that do not require or necessarily benefit from a law enforcement response.

By partnering with community leaders, advocates, lawmakers, researchers, 911 dispatchers, social service professionals, and police across the country, RPS is creating a blueprint for how governments and communities can collaboratively support strong, safe, healthy, and thriving communities.