

**Falcon Heights- Community Engagement Commission**

**June 27, 2017**

**7:00 pm**

**Agenda**

1. Call to Order
2. Approval of May 15, 2017 Minutes
3. Task Force Inclusion Recommendations
4. Events
5. Meeting Schedule and Adjourn

**Falcon Heights- Community Engagement Commission**

**May 15, 2017**

**7:00 pm**

**Minutes**

1. Call to Order: 7:00 pm
2. Approval of April 17, 2017 Minutes Approved
3. Event Details
  - Check in about outreach efforts.
  - Chat about calls to apartment managers/emails and update the list to reflect work done.
  - Discuss tasks for day of event/set up: supervise bounce house, oversee kids activities, oversee information table, check in on food table/refreshments.
  - Divide up list to call neighborhood liaisons.
4. Meeting Schedule and Adjourn: 7:25 pm

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Shirley Reider, Commission Chair

Dated this 15<sup>th</sup> day of May, 2017

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Katie Thrasher, Staff Liaison

**DRAFT**

**The City of Falcon Heights Inclusion and  
Policing Task Force**

**Overview of Recommendations**

**Prepared for Community Conversation 5  
June 19, 2017**

# Background and Overview of the Process

The Falcon Heights Task Force on Inclusion and Policing was charged by the City Council to articulate community values, identify community needs, and recommend programming and policies to be an inclusive and welcoming place for residents and guests of Falcon Heights.

The Task Force is comprised of 11 committed individuals with diverse experiences and perspectives. Since December, they have met for 13 regular task force meetings. To develop a set of recommendations on policing and second set of recommendations on inclusion, the task force deliberated thoughtfully, engaged extensively with the interested public through four community conversations (involving 142 individuals), consulted with subject matter experts in four priority areas (policing, police-community relationships, citizen oversight boards, and joint powers authorities), and had individual dialogues with other residents and guests of Falcon Heights.

The policing recommendations lay out a set of goals for policy implementation and change relating to restoring mutual safety and trust for community members and police. The final version of the policing recommendations was adopted by the City Council on May 24, 2017.

The inclusion recommendations provide a Statement of Community Values, and a series of recommendations on building a more inclusive Falcon Heights. The foundation of all of the recommendations is that fundamental issues of inclusion and exclusion have left many people feeling that they do not fully belong in our community. As we, as a community, pursue specific implementation actions, we need to sustain an all-encompassing commitment to fight racism and other kinds of discrimination and exclusion. We need to do relational, financial, legal, and occupational development work to address inequity and build trust so that everyone is included in our community. The final version of the inclusion recommendations was adopted by the City Council on June 14, 2017. At this time, the Council also unanimously agreed to seek grants and allocate funds in upcoming city budgets to dedicate skilled staff attention to sustaining this work.

In conjunction with the Task Force meetings, more than 140 people have participated in a series of Community Conversations. The dialogue and feedback has been used to develop and shape the recommendations. Full summaries of each community conversation can be found on City's website, [www.falconheights.org](http://www.falconheights.org).

- Conversation 1 - February 16, 2017: Conversations focused on personal and community values.
- Conversation 2 - March 2, 2017: Participants helped develop options for how the City can live out the Community's values in its activities, policies, and policing policies and practices.
- Conversation 3 - April 3, 2017: Participants reviewed and provided feedback on draft policing recommendations.
- Conversation 4 - May 1, 2017: Participants shared their thoughts on what is needed for transformational change to begin and each made a personal commitment.
- Conversation 5 - June 19, 2017: This conversation will focus on commemoration of the work accomplished and move towards next steps for the community.

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# Statement of Community Values

We assert and uphold these values for our community, including residents and guests, in our relationships with one another and in city government services, leadership, and policies.

**Leadership.** We aspire to become known for our leadership in creating community relationships of mutual respect and welcome, for equity in service to the community, and for working to recognize and heal historic patterns of disparity and exclusion.

**Trust, transparency, and accountability.** We believe that mutual well-being is created through mutual trust. We value relationships of mutual respect, learning, and honesty in communication among community members and city government. We value transparency, communication, and respecting diverse perspectives in governance.

**Equity, justice, and anti-discrimination.** We value protecting and treating all residents and visitors equally and fairly under the law. We value equity in the provision of public services and in the city's response to concerns. We recognize the persistent work we must do, individually and collectively, to reject and remedy prejudice, bias, and discrimination within individuals, the community, and in our government and policing.

**Welcome and inclusion.** We value diversity, welcoming all people with respect and dignity, and creating authentic relationships that honor our shared humanity despite our differences. We aspire to harmonize the needs of all while understanding varied individual needs, across generations, across racial or ethnic or religious groups, and across other aspects of our rich identities. We recognize the need to work together to heal and overcome divisions in our community. We commit to work continuously to forge strong relationships and to be a place where everyone is recognized and welcomed as part of our community.

**Awareness.** We value seeking diverse perspectives, listening with an open mind, and taking time to learn from others. We commit to recognizing and working to address our individual and collective biases.

**Courageous Action.** We value taking individual and collective responsibility to uphold these values, including having the courage to name and confront problems and to pursue solutions and healing when these values are not upheld. We recognize that everyone has the responsibility for being engaged and challenge others when we see or hear hurtful actions or comments.

**Safety.** We value safety, including protecting residents and guests from personal harm and protecting groups from prejudice, discrimination, and hostility. Respect for life and minimizing harm to all are our highest priorities in public safety and policing. We believe that mutual safety is built through mutual trust.

# **Inclusion Recommendations**

**Created by the Task Force with Community Input**

**Adopted unanimously by City Council on June 14, 2017**

# Summary of Inclusion Recommendations

Below is the high level summary of the recommendations. Full details are provided in the following pages.

**Recommendation:** Sustain City commitment through: creating a Truth, Racial Reconciliation, and Healing Committee of some kind; dedicating substantial City staff time to this work; and re-framing existing City resources to bring attention to equity.

**Recommendation:** Invest significantly to address persistent sources of disparities and exclusion.

**Recommendation:** Promote reconciliation, healing, and inclusion through connecting Falcon Heights with community partners doing excellent work in these areas.

**Recommendation:** Support and sponsor events within the community to foster inclusion.

## Overarching Value for All Inclusion Recommendations

**Address the sources of exclusion.** The context and premise of these recommendations is that fundamental issues of inclusion and exclusion have left many people feeling that they do not fully belong in our community. As we pursue specific implementation actions, we need to sustain an all-encompassing commitment to fight racism and other kinds of discrimination and exclusion. The following implementation suggestions are starting points for comprehensive work that needs to be done to build relationships across difference, to build trust in the community among those who have felt left out, and to work on building the financial, legal, and occupational resources of excluded groups.



# Process for Implementation of these Recommendations

***Across all of the full inclusions recommendations, these principles should be applied:***

**Create two special resources to mobilize implementation and accountability of these recommendations.** Specifically, the Task Force strongly recommends that the City Council make a commitment to create and sustain these two structures, for at least 3-5 years. It is critical that the city make this commitment now to sustain the work over this period, to make sure that this work lifts off and is sustained.

1) Create a dedicated Truth, Racial Reconciliation, and Healing Committee of some kind to have responsibility for sustaining attention and accountability for these recommendations.

2) Dedicate city staff time (through reassigning existing staff time or expanding capacity through consulting or new staffing) to forge partnerships, find grants, and recruit and support volunteers to accomplish all of these efforts. *[Note: On June 14, 2017, City Council unanimously decided to seek grant funds and opportunities in the 2017 and 2018 city budgets to expand staff capacity for this work.]*

**Make continuous efforts.** Inclusion is never done. We need to be continually attentive to how accessible and inclusive we, as a city, are being, and keep recommitting ourselves to improvement.

**Use what we have.** Whenever possible, we recommend integrating these ideas into structures that are already in place. For example, we recommend enhancing the welcome packet for new residents to include resources for building connections across differences.

**Inclusion is community-based work.** City government and leaders have a key role to play, but the City is not the only source of leadership and action for community healing and reconciliation. We recognize and value the work of other community organizations and volunteers, and ask that the City Council commit city staff effort (through a reassignment or an expansion of staffing capacity) to build its own capacity to participate and to support these efforts.

**Invest resources.** In some cases, we are simply recommending that successful, existing programs and systems be sustained or re-framed. In other cases, we recommend new investments to leverage new opportunities. For example, the city could amplify the work of community organizations and volunteers by enhancing the city website, providing training or other support for community volunteers, or writing grants to expand partnerships with community institutions that have skill and passion for this work.

**Provide a variety of options and avenues for people to get involved.** Inclusion means providing variety in the types of activities to appeal to different people's styles, skills, and availability. Varying the times and locations, providing childcare, and minimizing cost will make opportunities more accessible.

# Complete Inclusion Recommendations

**Recommendation: Invest significantly to address persistent sources of disparities and exclusion.**


- Provide workshops to support people to build their knowledge and resources for legal, financial, and occupational opportunities and rights. This is an important step to address inequity.
- Build up career pathways program for low-income or minority youth. Other communities have had success with a variety of models for summer employment, internships, apprenticeship, and small enterprise development programs through partnerships among local high schools, businesses, business associations, and city government.
- Invest in continuously sustaining and expanding affordable housing options.

**Recommendation: Promote reconciliation, healing, and inclusion through connecting Falcon Heights with community partners doing excellent work in these areas.**


**For example:**

- Partner with the Science Museum of Minnesota, to expand Falcon Heights participation in their programming on race and our shared humanity.
- Work with the Minnesota Historical Society, Ramsey County Recorder’s Office and Registrar of Titles Office, or The Historyapolis Project at Augsburg College to support documentation and research to make visible historic policies and patterns, such as redlining and racially restrictive property covenants, that continue to shape our community.
- Partner with Ramsey County Libraries to launch a “book of the year” or ongoing book clubs for people interested in expanding their knowledge of diverse cultures and history.
- Recognize and promote the potential of local businesses to support this work. For example, encourage residents to hold community gatherings in their spaces, advertise that guests driving through the city can provide feedback on the community by stopping in local businesses, or involve local employers in youth development programs.
- Expand partnerships with the University of Minnesota to bring more attention specifically to these areas of work. The Center for Urban and Regional Affairs, the Art of Hosting community of practice, and The Center for integrative Leadership have already supported this work, but there are many other options for partnership.
- Work with foundations that are committed to improving diversity and inclusion, restorative justice, police-community relationships, or related issues, to secure funding or direct technical assistance for the programming, training, or events listed here. The Task Force’s research suggests that the Wilder Foundation, Bush Foundation, Kellogg Foundation, JAMS Foundation and the St. Paul or Minneapolis Foundations may be interested. The National Initiative for Building Community Trust and Justice has resources and toolkits.
- Work with existing organizations to provide support and training on how to build relationships across differences. Living Room Conversations provides tools and resources to allow people to connect and hear different perspectives in small group conversations. There are a number of training programs operating nationwide that have resources, including: Hope in the Cities; Sustained Dialogue; Alaska Native Dialogues

**Recommendation:** Build commitment and capacity through re-framing existing City resources.

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- Use the city website and newsletter to emphasize the importance of this work and make it accessible. On the city website, ensure that information about our values, resources for community work on inclusion, and opportunities to participate are accessible, timely, and easy to find. Expand the newsletter to consistently include highlights on diversity and inclusion and push people to new opportunities and resources on the website.
  - Expand the city's information packets for block parties to include resources on how to build relationships across differences, from having courageous conversations to knowing where to turn for help with neighbor disputes.
  - Use the newsletter and website to support the related work that other community groups are doing, for example to promote events in the schools.
  - Use the neighborhood welcome packet to emphasize that all are welcome, and provide resources to new community members. Find a way to partner with landlords so they have the most up to date packets to share with new tenants.
  - Sustain and expand city trainings on implicit bias and de-escalation. We suggest that these be open not only to city staff, but sometimes also to residents and others who are interested. Other communities have very successfully strengthened their commitments and capacities by having diverse groups of people go through the training together. This could be an exciting programming opportunity to explore with foundations.

**Recommendation Support and sponsor events within the community to foster inclusion.**

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- Continue to host the events currently in place (ice cream socials, block parties), but enhance them by having special activities, resource people, or information to engage people in building relationships across difference.
  - Keep the community conversations going, to intentionally bring people together but also allowing for organic relationship building. Foundation support may be available to support this.
  - Host book and/or movie clubs and discussions relevant to racial inequity and inclusion topics.
  - Connect events with the work the Community Engagement Commission is already doing.

# **Policing Recommendations**

**Adopted by the City Council on  
May 24, 2017**

# Summary of Policing Recommendations

Below is the high level summary of the recommendations. Full details are provided in the following pages.

## **Recommendation:** Police-Community Relationships

- **Mutual Safety is built through Mutual Trust.**
- **Ownership.** Falcon Heights needs to have appropriate authority with the police department serving our community, beyond annual reporting.
- **Community engagement.**
- **Creation of a Community-Police Work Group for trend monitoring, relationship building, and problem solving.**

## **Recommendation:** Training and Capacity

- **Mental health care for people in crisis and officers, for mutual safety and well-being.**
- **Training, with a focus on de-escalation, cultural competency, and explicit and implicit bias.**
- **Hiring and workforce development to emphasize community relationship-building.**

## **Recommendation:** Data and Transparency

- **Data collection, sharing, and monitoring to detect and respond to trends.**
- **Public Feedback: surveys, multiple feedback channels, and information/feedback cards.**
- **Prompt, thorough, and open communication in case of serious incidents.**

## **Recommendation:** Priorities for Policing Activity

Respect for all is the foundation for policing in our community. The highest priorities for policing activity are:

- **Emergency response.**
- **Cultural competence and community engagement.**
- **Informative policing.**
- **In traffic policing, prioritization of serious moving violations.**

# Adopted Guiding Principles for Implementing Policing Recommendations

## Culture and Values

**Anti-discrimination culture.** Everyone – residents, city government leaders, police officers, and others - need to actively acknowledge the long history and current reality of racism and other forms of discrimination in our country. In City Council meetings, community conversations, and our Task Force meetings, many people have spoken to their lived experience of stereotyping and bias, yet privilege allows some people to even deny that stereotyping and bias exist and are problems. The Task Force was charged to look at policing. We recognize that policing reform is needed in our country. However, we emphasize also the need for work throughout the community to recognize and address inequity, injustice, and discrimination.

**Respect for Life.** Respect for life and minimizing harm to all are our highest priorities in public safety and policing. The mutual safety and well-being of the public and police officers are essential.

**Community Values.** Our community, including our public safety officers, should uphold and advance all of our community values. A statement of these values should be included in any contract for police services.


**Anti-profiling.** Policing patterns that are in effect profiling are contrary to our community values and damage community-police trust and the protection of everyone’s well-being. We strongly affirm the obligation to treat all people fairly and equally under the law, without discrimination on the basis of race, color, creed, religion, national origin, gender, marital status, familial status, disability, public assistance status, age, or sexual orientation.

**The following policing recommendations set forth goals and frameworks for strengthening the realization of community values for public safety and policing. We preface them with a few caveats about what they do not include:**

- We recognize that some of the following practices are already common practice in some police departments, while others are quite new. Collectively, we believe these practices are good foundations for ongoing, continual improvement in policing.
- Our charge includes making recommendations on inclusion more broadly, as well as on policing specifically. In about a month, the Task Force will convey its recommendations for additional work on transforming our community to continually combat stereotyping and prejudice and advance mutually respectful relationships and inclusion of all.
- We recognize that there is much work to be done to spell out the operational details for implementing these policing recommendations. In some cases, we are able to convey some more detailed implementation suggestions based upon the input of our expert panels and our review of the literature, although generally such work probably exceeds our domain of expertise and our compressed timeframe as a Task Force comprised of community volunteers. Furthermore, the police department serving Falcon Heights should be involved in sorting out the finer aspects of implementation. Clearly, however, the Task Force is invested in the accomplishment of these goals, and we ask the City Council to commit to implementation. Specifically, we suggest the City promptly enter into an agreement with subject matter experts in equity, policing, and public policy to work with the City Council and police department to develop a 2-year work plan and a 5-year strategy to implement these recommendations.

# Adopted Complete Policing Recommendations

## Recommendation: Police-Community Relationships



**Mutual Safety through Mutual Trust.** We care about mutual safety of community members and officers, and feel this is enhanced through mutual trust. We want to know our officers, to have them know and be attached to our community, and for community members to feel protected by police and officers to feel that our community is a desirable and safe duty location. Falcon Heights should continue to have law enforcement officers who work routinely in Falcon Heights and get to know our community. The city’s website could include a link to photos and short introductions to officers working in Falcon Heights, to help residents and visitors become familiar with the officers serving our community.

**Ownership.** Falcon Heights needs to have appropriate authority with the police department serving our community, beyond annual reporting. This is a foundation for realizing all of the implementation recommendations we are making, particularly when it comes to building strong community-police relationships and trust, living our community values, and training. It is also an essential foundation to ensure that city leaders may respond in a timely and effective fashion if there is a serious (acute or persistent) concern about a public safety issue or policing performance.

**Community engagement.** We recommend several actions to build mutual trust and appreciation and to reduce separation between “the community” and “the police” and to break down “us vs. them” boundaries. Police supervisors’ and officers’ duties should include participating regularly in community conversations involving the interested public and police and other community events. We recommend that the city and police department regularly participate in workshops (with the public or with culturally competent liaisons who will work directly with diverse communities) to explain what people’s civil rights are, in the event that they should have an interaction with police. This is a relationship-building opportunity to build trust through positive interactions and very visibly demonstrating the police department’s commitment to civil rights. Similarly, we recommend that there be community-led and community-oriented trainings, for police officers and any interested member of the public, to familiarize officers with the challenges that residents and visitors face when it comes to public safety or policing. (Please refer to the full set of training recommendations, below.)

**Community-Police Work Group.** The City will promptly enter into an agreement with subject matter experts in equity, policing, and public policy to guide us on how best to bring these functions into effect. This is a structure, independent of the police department, to enable ongoing communication and relationship-building, timely response to emerging problems in public safety and policing, and advocacy for changes in policies and resources to advance continual improvements in public safety and policing. It is not a structure for performing investigations of complaints about police misconduct. While a majority of members should be from the community, we strongly encourage the involvement of a senior member of the police department and preferably at least one other police officer in every meeting, to facilitate mutual learning from one another’s knowledge and experiences about the contexts of crime and policing, to build relationships and trust, and to have shared ground for working together on culture change to improve mutual safety and trust.

### **The three purposes of the Community-Police Work Group are:**

- To serve as a channel for community members to give positive or negative feedback or register complaints on police conduct. As an entity independent of the police department, this committee provides an alternative option for anyone who would prefer not to present their feedback directly to the police department. In addition, this provides a forum for conveying concerns that may not reach the threshold for a full investigation by the internal affairs unit of the police department, yet nonetheless deserve attention. This function of the Commission allows those issues to become visible and get attention. If the Commission detects a pattern in these reports, it should offer recommendations to respond to the problem.
- To support public safety by monitoring trends in public safety and policing. At least quarterly, the committee should receive and review the department's aggregate data on crime, enforcement activities, complaints, and critical incident reports. This provides a mechanism for timely detection of emerging trends regarding public safety, biases or other problems in enforcement, and other issues. If issues are found, the Community-Police Commission might respond by continuing to monitor or by recommending to the City Council that they negotiate with the police department to make changes – for example, in programs, training, staffing, equipment, or budgets – to improve public safety and policing.
- To safeguard the procedural integrity of the police department's internal affairs process for investigating and resolving complaints. We believe that it is in everyone's interest to have an investigation system that is trusted for investigating complaints in a timely and procedurally fair way; this is essential to trust in the police department and to the safety of the community and officers. At least quarterly, the committee should receive a report on all police conduct investigations, at a level of detail to protect confidential information and yet permit monitoring of the completeness and timeliness of police conduct investigations and yet with sufficient transparency to reveal any persistent pattern of complaints about particular types or locations of policing activity or officers. At least annually, the Community-Police Commission should make a written report to the City Council and police department about whether programs and resources for training and the complaint handling procedure should be sustained or changed.

The Commission needs to have teeth to accomplish any of these goals. The reviews it makes of complaints, trends, and the procedural integrity of the police department must be consequential for the Commission to have legitimacy and trust. That means that any recommendations that come of these reviews should need to be acted on with fidelity to the purposes they are meant to accomplish. It is hoped that direct communication between the civilian members and police department representatives would proactively and easily resolve any issues. However, the Commission might sometimes also report concerns or make recommendations – for example, for changes in community programs, training, staffing, equipment, or budgets – to City Council, in its capacity as a steward for the wellbeing of community members and employees (or contracted employees), authorizer of the policing contract, and decision-maker about policies and budgets. We request that the City Council support well substantiated recommendations made by the Commission. If the City Council subsequently acts on the Commission recommendations by making a request to the police department, and the police department does not respond by implementing the request or by explaining its inability to do so, the police department should be considered to be out of compliance with its contract with the City of



## Recommendation: Training and Capacity

**Mental health for mutual safety and well-being.** The city could arrange to have, on call at all times, professionals with extensive training in social work or mental health to provide timely support for de-escalation of policing situations, support for the mental health of police officers, and mental health assistance to community members interacting with the police.

**Training.** Officers should have regular, high-quality training to build their capacity for de-escalation of themselves and others and for recognizing and preventing all bias (including implicit and explicit bias). As mentioned above, community-led and community-oriented training about the challenges that community members face in public safety and policing is a key component of strengthening community-police relationships generally, as well as for building police officers' skills for community engagement. The content of these workshops might include, for example, training on bias, matters relating to race, community-led guidance about cultural norms for interacting respectfully with diverse groups in Falcon Heights, or the historic origins of some persistent prejudices or disparities. We strongly suggest that these forms of capacity building should receive attention on a par with the more conventional forms of required training for law enforcement officers (e.g., on use of force or procedures for emergency vehicle operations). Training for what is sometimes called a "warrior" mindset does not serve our community values and the mutual safety and trust of the public and officers.

**Hiring and workforce.** The police department should continually strive to have a diverse workforce, preferably one that reflects the diversity of residents and visitors in Falcon Heights.

## Recommendation: Data and Transparency

**Data collection.** The police department should collect comprehensive data on all police interactions and crime. Emerging research on best practices for building police-community trust suggest it is especially beneficial to collect these types of data: basic demographic information; the public safety concern, location, and context; the incident outcome (e.g., information given, warning issued, citation); and whether the suspect(s) had weapons. Summary reports should be made monthly to the City Council and published on the City’s website in as much detail as possible without violating privacy.

**Public Feedback.** The City of Falcon Heights should gather public feedback on policing through at least three mechanisms:

- In every interaction, police officers should give the person with whom they are interacting a card that identifies the officer by name and provides a phone number and website to submit feedback (positive or negative), questions, suggestions, or complaints. Assuming the Community-Police Commission is instituted, it should be listed as an option, independent of the police department, to provide feedback.
- On an annual basis, the city should conduct a survey of households to solicit feedback on policing.
- At least semi-annually, the City Council, police department, and public should hold community conversations to enable continued communication about community values, public safety issues, and positive or negative feedback on policing.

**Serious incidents.** To build community trust, if serious incidents occur (e.g., public safety emergency, officer-involved shooting, or a serious allegation of police misconduct), the police department and City of Falcon Heights should communicate as promptly, thoroughly, and openly as possible.

## Recommendation: Priorities for Policing Activity

**Respect for all** is the foundation for policing in our community. The highest priorities for policing activity are:

- **Emergency response** to 911 calls and violent crimes are the highest priorities.
- **Community policing.** Officers need to get to know people. Some steps to engage with people in non-enforcement activities include getting out of their cars, participating in community events, etc.
- **Cultural competence and community engagement.** In an effort to build relationships, training for cultural competency must be linked with positive cultural and community engagement to build relationships.
- **Informative policing.** In enforcement-related interactions, officers should promptly inform the individuals(s) involved about why they are being stopped (e.g., to explain that they were observed running a stop sign). This should improve compliance with laws, the safety of the public and officers, and community-police trust.
- **Traffic policing.** Dangerous moving violations are high priority. Policing for other motor vehicle violations is a lower priority, and the policy for these could be to issue a warning. We recommend the City explore opportunities to proactively intervene in downward cycles associated with fines for minor violations. For example, the City might consider investing in a program -- like the Lights on! program found in several Twin Cities communities -- which provides drivers with financial assistance to take care of minor problems with vehicle equipment compliance.

**Property crimes**, although they are one of the most commonplace crimes in Falcon Heights, were not mentioned as a priority during community conversations. We do not assume that it is a low priority; possibly people did not mention it because they take this kind of policing for granted. This reinforces the value of our recommendations about data reporting and public safety trend monitoring to communicate and respond to public safety concerns and policing activities.

## Recommendation: Ownership

Ultimately the City Council has authority and responsibility for keeping a contract with SAPD or moving to some other arrangement. In early April 2017, the City Council instructed the city administrator to begin a Request for Interest from other potential providers. As of June 14, 2017 the City Council is actively exploring options for a partnership with the Ramsey County Sheriff's Office.

Many comments had been shared at the community conversations preceding the council decisions. Those comments were to the effect that increasing and ensuring ownership that the police department respects community values are more important than the specific structure of the arrangement.

When participants in the community conversations were asked to express and explain their preferences for different organizational arrangements for policing, the option of issuing a new Request for Proposals to contract a police department received much greater support than any other option. Two other options - renegotiating with SAPD (which received some support, while some people completely opposed it) or constituting a shared police department through a joint powers agreement – were less well supported. There was very little support for creating a police department just for Falcon Heights.

On the basis of our consultations with subject matter experts and the literature on organizational options for policing, we recommend constructing the contract to:

- Articulate community values as the foundation for public safety and policing.
- Emphasize mutual safety through mutual trust. Build structure and routines for regular communication, mutually responsive consultation and problem-solving, and ongoing relationship-building between the community, city leadership, and police department.
- Affirm the importance of ongoing, high-quality training – specifically including the forms of training on implicit bias, de-escalation, and community-oriented training on community experiences and to build cultural competence – and provide resources for this.
- Ensure mechanisms for data collection and sharing, accountability, and compliance.
- Provide clear and compelling consequences for non-compliance with the contract, which