



City of Minneapolis SAMHSA ReCAST Program Project Narrative

June, 7 2016

Section A: Statement of Need

A-1. On November 15, 2015, Minneapolis Police Department (MPD) responded to a call on the City's North Side that resulted in an altercation and the fatal shooting of Jamar Clark by a responding officer. Mr. Clark was a 24-year-old African American male resident of North Minneapolis. A rally called by community members began in the afternoon of November 15 at the shooting scene, and continued into the evening a few blocks away outside MPD's 4th Precinct location. The following day, 100 demonstrators moved across Interstate 94, where they linked arms and blocked traffic lanes for more than two hours. Demonstrators then set up an occupation outside MPD's 4th Precinct. On November 15, City officials asked the State of Minnesota Bureau of Criminal Apprehension (BCA) to launch an independent criminal investigation of the incident, and on November 17, asked the U.S. Department of Justice to begin a separate investigation.

On November 18, police moved to disperse the demonstrators camped inside the vestibule of the 4th Precinct station, which led to a night of demonstration that sometimes turned violent. On November 23, five demonstrators were shot during a confrontation with several men at the encampment outside of the 4th Precinct, in what witnesses described as a racially motivated attack. On November 24, nearly 1,000 people marched to City Hall in solidarity with the protest over Mr. Clark's death. Later on November 24, police announced the arrest of four men in connection with the previous night's shooting near the precinct occupation: one of them was charged with five counts of assault with a dangerous weapon and one count of rioting while armed; the remaining three were charged with riot counts. On December 3, MPD and City workers dismantled the occupation encampment in front of the 4th Precinct. The occupation of the 4th Precinct lasted a total of 18 days.

The BCA conducted a criminal investigation into the incident and provided its findings to the Hennepin County Attorney's office. On March 30, 2016, Hennepin County Attorney Mike Freeman announced that after review of all evidence and witness and participant accounts, no criminal charges would be filed from Hennepin County against the two officers involved in the shooting of Jamar Clark.

Along with the BCA investigation, the FBI and the Civil Rights division of the U.S. Department of Justice, led by U.S. Attorney Andrew Luger, conducted an independent investigation into whether or not excessive force or police misconduct occurred in the shooting of Jamar Clark. On Wednesday, June 1, 2016, U.S. Attorney Luger announced that the U.S. Department of Justice would not pursue civil rights charges against the two officers.

The Jamar Clark incident has put Minneapolis into the national conversation about race, policing, and police-community relations. It also elevated ongoing local conversations about racial equity and disparities, and residents' trust in law enforcement and the judicial system. The shooting, the 18-day occupation of the MPD 4th Precinct, and months of investigation have increased the stress and trauma of residents, who have shared feelings of alienation, hurt, anger, disappointment, and frustration.

The City is committed to addressing community healing and working with residents to strengthen and unify the city in the aftermath of this incident through a two-pronged framework. First, the City will focus on community healing and prevention and intervention efforts with

high-risk youth and their families. Second, the City will provide training in trauma-informed approaches for first-point-of-contact City staff and staff of community institutions.

A-2a. The City of Minneapolis, located in Hennepin County, is the largest city in Minnesota and the center of finance, industry, trade and transportation for the Upper Midwest. The City provides services for 410,939 residents. Minneapolis has ranked as the third “Happiest and Healthiest City in America.”¹ Despite these successes, persistent violent crime and acute racial disparities in concentrated communities belie the City’s outward prosperity.

Residents of historically marginalized groups face persistent disparities and barriers in access to gainful employment opportunities, housing and transportation. Black Minnesotans live below the poverty level at a rate of 3 times their white counterpart. Black Minnesotans also rank last in nearly every measure of social and economic progress compared to white Minnesotans – household income, home ownership, educational attainment, and poverty.² US Census numbers show most Minnesota families of color have median incomes about half that of White residents. As the state has gotten more diverse, these gaps have only gotten worse.³

There are mental health services available for youth in the City, but they often are not easy to access. Additionally, the entry point for services is often through systems, which are not always very culturally responsive. That leads to a lack of comfort in accessing those services. And, there are stigmas associated with mental health issues and seeking professional support around mental health, particularly in some cultural communities.

Historical disinvestment in the North Side has been present over the past few decades. Boundaries were drawn, and federal highways were built, to keep segregation alive. There were restrictive covenants and redlining which impacts community today. The North Side was hit hardest during the housing recession in the late 2000’s, and many homeowners were victims of predatory lending and foreclosure.

A-2b. Due to recent and historical events, the City of Minneapolis, both the enterprise and its residents, can greatly benefit from an effort to increase the capacity of community-based approaches to strengthening the engagement and resilience of well-being for residents. In many ways, the Jamar Clark incident and occupation, was a culmination of historically strained relationships between marginalized groups, neighborhoods and MPD.

The summer of 1967 was a turbulent one for race relations in American cities. More than 150 intense and sometimes violent demonstrations broke out, from Newark to Detroit to Milwaukee. In Minneapolis, the unrest centered on the City’s North Side, along Plymouth Avenue, the same street where Jamar Clark was shot nearly half a century later. Mayor Arthur Naftalin and Gov. Harold LeVander called in 600 National Guard troops to quell the crisis. “It is not a comfortable feeling when you see a jeep driving up and down the street with at least three military personnel and a 30-caliber machine gun,” longtime resident Ron Edwards recalled. The unrest was part of a larger wave of flare-ups across the country, as Black Americans called attention to the inequities and injustices they navigated daily⁴. Longtime

¹ “25 Happiest, Healthiest Cities In America,” *Prevention Magazine*. <http://www.prevention.com/mind-body/emotional-health/25-happiest-healthiest-cities-america>

² “Embarrassing, Shameful,” *Insight News* <http://www.insightnews.com/2015/10/14/embarrassing-shameful/>

³ “Minnesota’s Worsening Racial Disparity: Why It Matters to Everyone,” *Twin Cities Pioneer Press* <http://www.twincities.com/2016/04/29/minnesotas-racial-disparities-worsening-why-and-why-it-matters/>

⁴ Martin, Meg., Williams, Brandt. (December 2015). *Jamar Clark shooting, protests continue strained history between community, police*. Minneapolis Public Radio

residents, who witnessed both demonstrations, stated that the frustrations of the 1967 demonstrators were echoed in the demonstrations that began in mid-November, just after Jamar Clark was shot. Other interactions between the community and police ending in fatalities have compounded frustrations over the years. In 1989, two elderly African-Americans died from smoke inhalation after MPD officers used a flash grenade during a botched raid at their home. In 1990, Tycel Nelson, a black teenager was shot and killed by a white MPD officer. In 2002, a stray bullet from an MPD officer's gun, hit and wounded an 11-year-old boy. In 2004, 15-year-old Courtney Williams was shot by an MPD officer for waving around what was later discovered to be a pellet gun. In 2006, Fong Lee, a 19-year-old Hmong-American Minneapolis resident, was fatally shot by MPD officers being pursued in Cityview Elementary School Park in the City's North Side.

Formal efforts have been made to strengthen relationships, but have failed to build a continuation of trust between community and law enforcement. After Tycel Nelson's death in 1990, the Minneapolis City Council created a Civilian Police Review Authority to investigate allegations of police misconduct. In 2003, the U.S. Department of Justice required a Mediation Agreement between community and MPD. Out of this Agreement, the Police Community Relations Council (PCRC) was formed to improve relations. The mediation agreement ended December 2008, with many tasks left incomplete.

Efforts to foster better relationships between police and the community have been complicated by continual data showing disparate treatment of African-Americans by police. MPD recognizes this complication, and the history of tension in our community, and is actively working to repair and strengthen community relationships. In 2015, MPD was selected to be a member of The National Initiative for Building Community Trust & Justice. There is energy and support from MPD to engage and repair damaged relationships in community. The Jamar Clark incident has brought the importance of relationship healing to the forefront of conversation. The work of The National Initiative for Building Community Trust & Justice, coupled with trauma responsive activities of the ReCAST program, will provide the City the capacity to foster the healing of historically strained relationships and move toward a more equitable and unified community.

A-2c. While Minneapolis is generally ranked as one of the healthiest cities in the U.S.,⁵ general measures of well-being obscure some of the State's and City's greatest racial gaps. For example, a Center for Popular Democracy report found that in 2014 Minnesota had the second highest unemployment gap among the 50 states between white and black, with black residents being 3.7 times more likely to be unemployed than whites.⁶ Even with economic recovery and a nationally low unemployment rate in Minnesota, this disparity continues to exist and grow. A U.S. News and World Report study found that in 2014, the high school graduation rate gap in Minnesota between white students and black students was the largest among all states.⁷ A 2013 report prepared for the Council for Minnesotans of African Heritage noted that amongst all states, Minnesota had the highest levels of disparities between whites and blacks in the areas of education and criminal justice.⁸ A Minnesota Council on Crime and Justice Report released in

⁵ 25 Happiest, Healthiest Cities In America," *Prevention Magazine*. <http://www.prevention.com/mind-body/emotional-health/25-happiest-healthiest-cities-america>

⁶ <http://populardemocracy.org/sites/default/files/FedUp%20Report%2003022015%20web.pdf>

⁷ <http://www.usnews.com/news/articles/2015-12-15/high-school-graduation-rates-hit-record-high>. Note that for both these measures, the District of Columbia had a higher rate than any of the 50 states.

⁸ <http://mn.gov/cobm/pdf/COBM%20-%202013%20Research%20Report%20on%20Disparities.pdf>

2013 found that while blacks comprised 5.4% of the population, they comprised 37% of the state's prisoners; black youth comprised 7% of the state's population and 40% of the youth in juvenile detention.⁹

North Minneapolis is the largest area that includes concentrations of people of color and poverty (see maps). This is also the area of the City with the highest rates of violent crime and a consistent pattern of racial health disparities. The 2010-2014 American Community Survey estimates 45% of area residents report their race as black or African American (n=26,057), 24% as white (n=13,860), 12% as Asian (n=6,740), 9% as Hispanic (n=5,029), 6% as two or more races (n=3,488), 4% as some other race (n=2,452), and 1% as American Indian (n=845). There are an estimated 12,072 area residents that are between the ages of 10 and 24 years. More than one third of residents (37%) live below the Federal Poverty Level. One of five adults (21%) age 25 or older have not completed high school or obtained a GED.

The three high schools serving this area are North (graduation rate 72%), Edison (graduation rate, 57%), and Patrick Henry (graduation rate 87%). Enrollment for the 2015-2016 school year was 289 at North, 876 at Edison, and 1,106 at Henry. The proportions of minority students were 93% at North (87% Black), 85% at Edison (53% black), and 92% at Patrick Henry (48% black). The proportion of students eligible for free or reduced price lunch at these three schools was

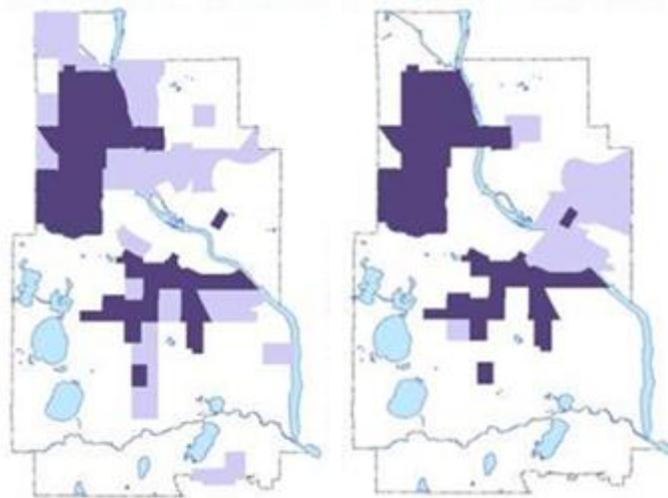
between 85% and 87%.

Young (ages 10-24) people in north Minneapolis experience dating violence and are exposed to violence to a disproportionately greater degree than young people in other areas of the city. Using data over three years 2012 to 2014 from the Minnesota Hospital Association, 35% of assault-related injuries, 58% of firearm-related injuries, and 29% of rape-related assault injuries occurred among 10-24 year olds who reside in the 55411 and 55412, north Minneapolis zip codes alone.

Homicides and violent crimes have rippling effects through entire communities. In 2015, 40% of juvenile (ages 10-17) homicides and 55 percent of young adult (18-24) homicides occurred in the 4th

Concentrations of people of color

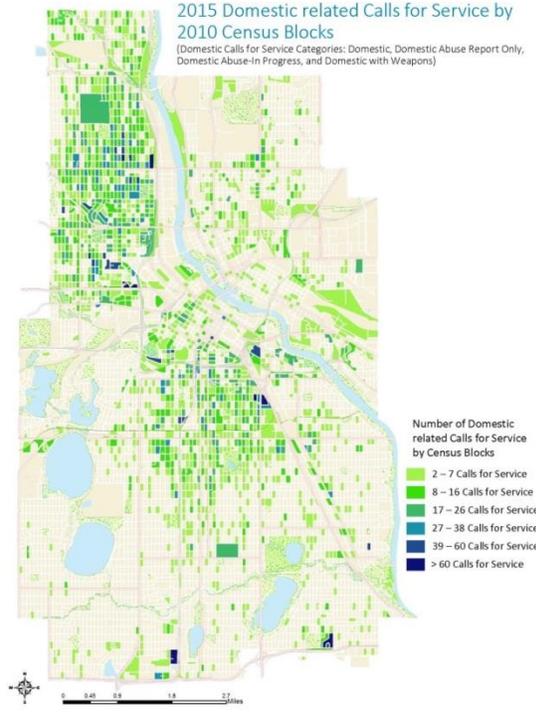
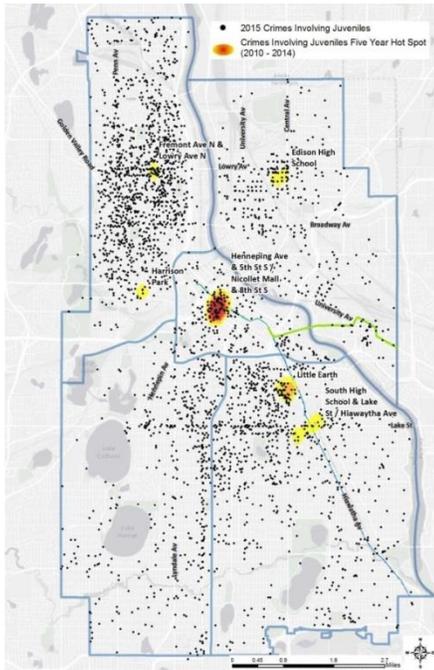
Concentrations of people living in poverty



Precinct of north Minneapolis. The highest density of incidents of crime involving juveniles is located north Minneapolis. Additionally, exposure to family violence is a risk factor that disproportionately affects youth residing in north Minneapolis. (See 2015 Domestic-related Calls for Service map.)

⁹ Council on Crime and Justice. (2012b). African American Males in the Criminal Justice System. Accessed at <http://www.crimeandjustice.org/councilinfo.cfm?pid=72>

**Crimes Involving Juveniles
Incidents in 2015 and Hot Spots 2010-**



In 2015, the U.S. Department of Housing and Urban Development awarded a portion of the North Side a Promise Zone designation. The prevention of youth and domestic violence are key parts of the City’s Promise Zone strategy to be implemented.

South Minneapolis, American Indian Community

South Minneapolis’s Phillips community is home to a large American Indian population. It includes the Little Earth of United Tribes residential community, a 9.4-acre 212-unit HUD-subsidized housing complex in the urban industrial core of Minneapolis. Little Earth is home to nearly 1,000 residents, 500 of whom are under the age of 21. It is the only American Indian preference project-based Section 8 rental assistance community in the United States. 98% of residents are American Indian representing 32 different tribes.

Ninety eight percent of the families and individuals in Little Earth are very low income, with a median income of \$8,500, and 47% of heads of household are unemployed. 65% of Little Earth residents are on public assistance. More broadly, the American Indian population in Minneapolis suffers from poverty (65% of families with children); low employment rates (39% of working-age adults); and the highest educational achievement disparities (17% of 3rd graders are proficient at reading and 22 percent of American Indian students from Minneapolis Public Schools graduate on time).¹⁰ In fact, the American Indian population in Minnesota has the highest educational disparities in the nation.¹¹ Research also shows that American Indian girls and women are particularly at risk for being victims of sex trafficking.¹²

¹⁰ “Domestic Violence Facts”, National Coalition against Domestic Violence.

[http://www.ncadv.org/files/DomesticViolenceFactSheet\(National\).pdf](http://www.ncadv.org/files/DomesticViolenceFactSheet(National).pdf)

¹¹ Edelson, J.L. (1999). “The Overlap Between Child Maltreatment and Woman Battering.” *Violence against Women*. 5:134-154.

¹² Break the Cycle. (2006). *Startling Statistics*. http://www.breakthecycle.org/html%20files/L_4a_startstatist.htm.

9 Williams, Timothy. “Quietly, Indians Reshape Cities and Reservations,” *The New York Times* 13 Apr 2013:<http://nyti.ms/15b4KHr>

MPD has identified a cluster of three street segments in Phillips as hotspots for crime. One of those, EM Stately Street, ranks as the number one hotspot for shootings (people shot or shot at) over the last 25 years in Minneapolis. Phillips has recently experienced an increase in gang activity. In 2014, police reported 151 gang contacts and 17 shootings in the Little Earth complex, which is just a small segment of the broader Phillip's neighborhood.

Leaders in the community recognize that the subtle racism of low expectations contributes to the acceptance of crime and violence. Centuries of historical and cultural trauma unique to Native populations, multi-generational poverty, and repeated exposure to violence have contributed to community acceptance of crime as an unalterable aspect of daily life. A *New York Times* article references this, noting Little Earth residents' expectations for "boys to join gangs, girls to get pregnant."¹³ Lack of engagement, tolerance of crime, poverty, unemployment, poor educational outcomes, and the exposure to violence (particularly for children) are all known risk factors for crime and victimization within American Indian communities.¹⁴

The City is home to the largest Somali population in the world outside of Somalia. The majority of Somali residents reside in the Cedar-Riverside neighborhood. Please note that demographic statistics for Somali residents are inaccessible as it is an ethnicity, not a race. The Minneapolis Department of Neighborhood & Community Relations (NCR) has a Somali liaison on staff to conduct community engagement and MPD also has Somali officers that are assigned to the Cedar-Riverside area. The issue regarding specific data around an ethnic group also applies to the City's Latino and Hmong communities. Along with the Somali Liaison, NCR also has staff who come from each community, and work specifically with the Latino and Hmong residents of Minneapolis. ReCAST program efforts will be inclusive to the Latino, Hmong, and Somali Communities, as well the Native American and African American communities noted above.

A-3. Minneapolis, Minnesota has some of the widest disparities in the nation. The concentration of poverty is particularly evident in the Minneapolis, which is among the nation's most segregated cities and has some of the nation's widest race-based disparities in education, employment, and economic opportunity¹⁵. There is not a single underlying contributor to these disparities, but multiple factors; historical discriminatory housing practices (red lining), poor public transportation options and white flight leading to the re-segregation of Minneapolis Public Schools.

Minnesota is often thought of as a racially-homogeneous and economically-prosperous state. Over the past three decades, however, the rapid increase in migration and immigration among diverse racial and ethnic groups coupled with de facto geographic segregation and remnants of strategic disinvestment in certain areas of the city (e.g. failed US treaties with Native communities, home mortgage redlining, etc.) have created large pockets of concentrated poverty among families of color in the City and State.

There are many efforts, public and private, city wide and neighborhood, to address the issues that factor into quality of life indicators; healthcare, education, income and employment opportunities, housing and transportation. Admittedly, much of this work is isolated. With the

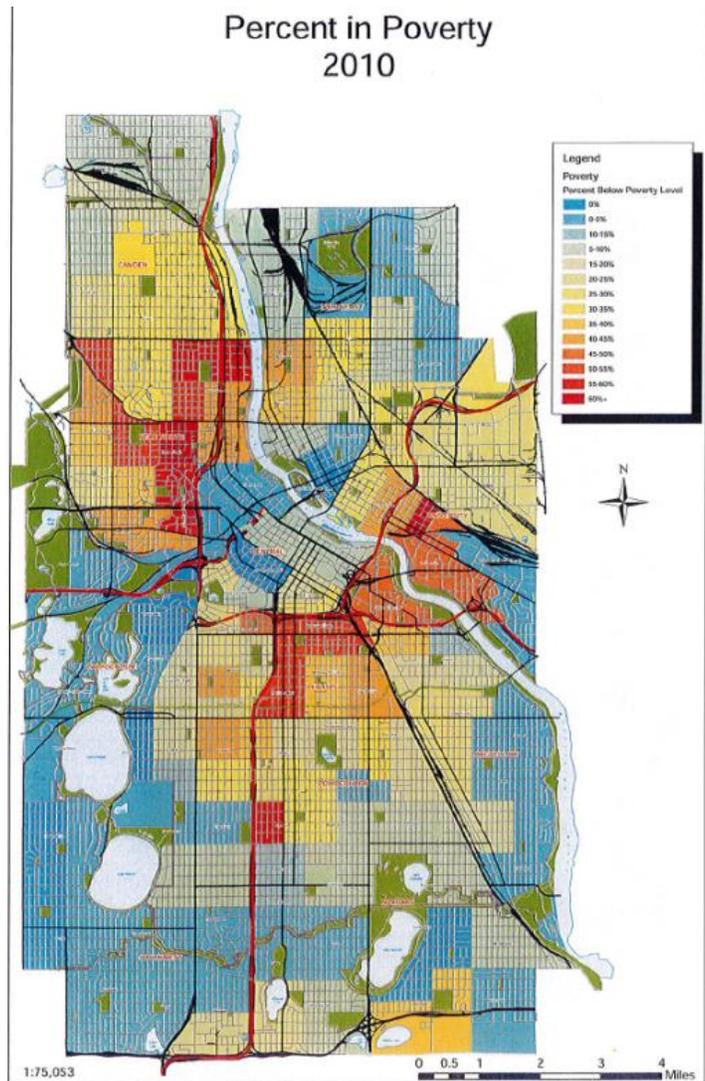
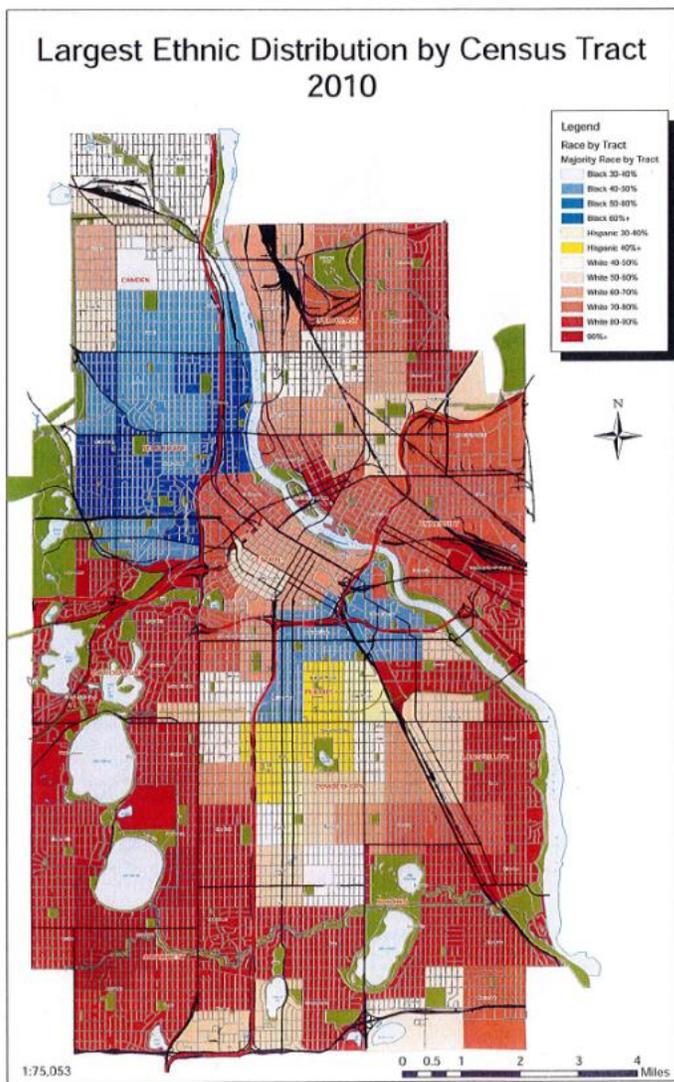
¹⁴ One Minneapolis. (2013). Groups at a Glance: American Indian Residents of Minneapolis. http://www.minneapolisfoundation.org/Libraries/Documents_for_Website/AmericanIndian.sflb.ashx

¹⁵ Institute of Metropolitan Opportunity. (2015). *Why Are the Twin Cities so Segregated?* <https://www1.law.umn.edu/uploads/ed/00/ed00c05a000fffeb881655f2e02e9f29/Why-Are-the-Twin-Cities-So-Segregated-2-26-15.pdf>

ReCAST funds, the City will have the resources currently unavailable, and staff to bring together the key stakeholders on a consistent and regular basis, working to address these pervasive and continuing disparities. Additionally, the City and its community partners will use the funds to build capacity towards trauma recovery initiatives in community based organizations.

We must holistically address the quality of life indicators to close these gaps and break down the barriers to each. The City does not currently have the capacity of an FTE to focus solely on this mission, but it is very much within the City’s adopted goals to do so¹⁶. The Jamar Clark incident and occupation has elevated the conversation to action. City leaders, staff and community understand that we must work together to heal from our past and prevent future incidents through strategic collaboration. As outlined above, the City has begun engaging community and organizing staff towards these goals in many ways. Securing the ReCAST funding will enable us to expand these efforts and build the infrastructure for a more resilient community and a better-equipped City staff to address the needs of the residents it serves.

Census Data Visualizations



¹⁶ The City of Minneapolis. *City Vision, Values, Goals & Strategic Direction*. <http://www.minneapolismn.gov/citygoals/>

A-4. The youth population in Minneapolis is much more racially and ethnically diverse than the City population as a whole. While whites comprised 60% of the total City population in 2010, they comprised only 38% of the population under age 20. Almost one-fourth of students enrolled in Minneapolis Public Schools speak a first language other than English, further emphasizing the vibrancy of changing demographics among the youngest residents. However, many of the families of these young people face socioeconomic challenges. Almost one-third live in households in which the household income falls below the poverty threshold, and more than a third receive some type of public assistance. Two-thirds of the public school students are eligible for free or reduced price meals, and one out of ten are homeless or highly mobile, a serious impediment to staying on track in school. The racial/ethnic disparity evident in terms of the proportion of teens not enrolled in school or employed will be a barrier to closing the racial employment gap for this generation. Socioeconomic inequities evident even in childhood need to be addressed in order to achieve the City's vision of equity of opportunity for all residents and continue to have a strong and vibrant economy well into the future.

A-5. There are numerous resource gaps in the community highlighted in this proposal. Specifically, one of the most successful programs, Inspiring Youth, is a City of Minneapolis Health Department early-intervention program that combines elements of positive youth development, mentorship, and case management principles. Young people ages 10-17 who are at risk for involvement with violence are referred by school personnel, juvenile diversion programs, and other sources. The Inspiring Youth Program, which was identified in the City's 2013 version of the Blueprint for Action to Prevent Youth Violence as a new activity needed to fill a gap in early intervention services, was launched in spring 2014. Initially it was implemented in partnership with Minneapolis Public Schools, with two middle schools serving as referral sites. The program served 17 young people in 2014. Since then, referral partners have expanded significantly. Additional referral sources include the Minneapolis Police Department Juvenile Diversion program and the Hennepin County Juvenile Diversion program. Additionally, positive word of mouth has led to requests from other schools and departments within Minneapolis Public Schools. As of March 31, 2016, 65 youth have been served by the program. We've gone from having to actively seek out and encourage referrals in 2014 to currently having a waiting list to get in to the program. Currently, the waiting list is as large as the number of youth in the program.

One of the largest needs in the community is efforts around building a better perception and trust between our youth and law enforcement. During the fall of 2014, the Voices of Our Generation project was done in partnership between the City's Health Department and the Youth Coordinating Board (a multijurisdictional board comprised of the City, Hennepin County, the Minneapolis Parks and Recreation Board, and Minneapolis Public Schools). The project recruited 43 youth between the ages of 12-21 years old. If our youth do not have a positive perception and trust to rely on law enforcement, violent crime will persist. Here are some selected narratives from Minneapolis youth regarding their perceptions of law enforcement, which illustrate needed trauma and violence prevention services and community healing;

“If I don’t have nothing on me, I’m always going to feel like the cops are still going to pull me over and search me for no reason, just because they might have probable cause. But, it’s like, you can’t fight that. How are you going to take a cop to the system? They’re automatically going to believe the cop because of his badge, instead of just me, you know? They’re going to look at that cop: Oh, he has weight under his belt. You know? He saves lives. What have I done? You know? But it’s what the cop thinks I did, is what makes me look bad. And he could take that to the system and fight it all he wants.”

“I mean, anywhere, honestly, is [on track to being like Ferguson]. And not even just in America, I feel like. I think a lot of places are on track, because there’s just, there’s a sense of distrust between authority and the people.”

A-6. In 2014, 218 juveniles (ages 10-17 years) were arrested for a violent crime, and 454 were victims of violent crime, not necessarily perpetrated by a juvenile. Twenty were gunshot victims. Violent crimes are the most personal and dangerous crimes. They negatively affect the community’s overall perception of safety. The effects of exposure to violent crime and victimization on young people are immeasurable and the trauma can last a lifetime. Juvenile offenders are more likely to become adult offenders than their non-offending peers, which makes intervening at the first sign of violence imperative. Reducing the number of these dangerous crimes being committed by juveniles decreases the chances of retaliation, increases safety among young people, and may prevent future violent crimes and reduce trauma.

During the period of 2006-2014, more juvenile arrestees were male than female (1884 versus 427), and more juvenile arrestees were black than any other racial subgroup (1797 versus 514). Black males made up approximately 65 percent of all juvenile arrestees (1491); black females, 13 percent (306); American Indian males, 5 percent (114). Males (58 percent) and females (42 percent) were more equally represented among juvenile victims of violent crime. Fifty-four percent of violent crime victims were black (2537)¹⁷.

The need lies in the lack of resources to address the impacts of the above statistics. The primary focus of the ReCAST funds will be youth violence prevention and access to appropriate mental health services. The City addresses youth violence as a public health issue. Therefore, impactful prevention, intervention and diversion methods are where the City sees the greatest need for enhanced services. The Minneapolis Health Department’s Blueprint for Action to Prevent Youth Violence is a nationally recognized model for youth violence prevention. Below are selected concerns and recommendations put forth by Plan Development Workgroup that can be addressed through ReCAST program funds and strategic plan development:

- Violence in the home
- Access to guns
- Online bullying and the impact of social media
- Conflict related to racial/cultural differences
- Identified needs/lack of resources
- Lack of resources to engage parents in programs
- Lack of mentors, resources and opportunities to develop problem solving skills
- Lack of culturally relevant resources
- Lack of opportunities to develop emotional coping skills to address historical, generational, and personal trauma

¹⁷ Minneapolis Health Department. Minneapolis Youth Coordinating Board. (2015). *State of Youth: Project Overview*. Pg. 15.

- Need for leaders and peacemakers within cultural groups to lead intercultural dialogue
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A-7. Work around trauma in the community is gaining traction, but efforts need to be elevated. The City and its community partners have been actively engaged in capturing community voice and concerns, particularly in the wake of the Jamar Clark incident, and it is the basis of these conversations that has made this ongoing work a high priority. The need to do the work at this time, and to do it in a collaborative way, has been outlined by community members through robust community engagement process. Community voice has predominantly shaped and ensured that we have the right people at the table when drafting the strategic plan.

Much of the City's Community Engagement efforts for the ReCAST programming will be informed by the guidance of the NCR Department. In May 2016, NCR published, and the City Council adopted, the Blueprint for Equitable Engagement¹⁸. The Blueprint was drafted entirely through the City's Arts, Culture and Creative Economy's Creative Citymaking public engagement process. A coordinated process by NCR with the City of Minneapolis' Arts, Culture and Creative Economy division, both housed under the City Coordinator's Office. Community-based artists engaged with, and captured narrative from, residents on how their vision drives effective engagement and a government that works for them. This input serves as the basis for NCR's Blueprint for Equitable Engagement and will be leveraged with the ReCAST program.

Section B: Proposed Approach

B-1. The City's framework to meet the above goal of community healing and strengthening relationship between the City and its residents is two pronged. First, to focus on community engagement/healing and intervention/prevention for high-risk youth and their families (external), and second, to provide training in trauma informed approaches for constituent-facing City staff and community institutions (internal).

Community Goals (External)

- Increase the capacity of community-based approaches to strengthening the engagement, resilience, and well-being of high risk youth and their families after stress and trauma.
- Increase youth understanding of community-based and City resources in order to reduce impact of stress and trauma.
- Increase community understanding of City response during traumatic events (transparency).
- Reduce trauma through culturally-responsive community-based service delivery models.
- Foster deeper community trust of government.

Enterprise Goals (Internal)

- Provide first point of contact staff with training in trauma-informed approaches, implicit bias, and self-care.
- Increase first responder knowledge of effective community-based resources.
- Deepen our understanding of the historic role of government in high-risk communities to increase our capacity to provide trauma-informed service.
- Develop tools that enable our initial response to trauma to be multi-dimensional

¹⁸ City of Minneapolis. *Blueprint for Equitable Engagement*.
<http://www.minneapolismn.gov/www/groups/public/@clerk/documents/webcontent/wcmssp-176587.pdf>

B-1a. Staff from the City Coordinator’s office has conducted three formal meetings and verbal outreach with multiple community based organizations in regard to the development and implementation of program activities. These organizations are (this is a non-exhaustive list); Minneapolis Public Schools, The Youth Coordinating Board (including representation from Hennepin County, Minneapolis Parks+ Recreation Board, YMCA of Minneapolis, Hennepin County, and Minneapolis Public Schools), Northside Achievement Zone, Minneapolis Urban League, Minneapolis NAACP, Minneapolis Neighborhoods Organizing for Change, Black Lives Matter Minneapolis, ISAIAH, Washburn Center for Children, NorthPoint, the University of Minnesota’s University Regional Outreach Center, Community-University Health Care Center, Kente Circle, and the Neighborhood Hub.

The above listed organizations are deeply rooted in the community, cover geographies that are citywide and are culturally inclusive. There is at least one sector representative from; healthcare, youth violence prevention, community organizing and advocacy, youth centered mental healthcare, K-12 public education, higher education institutions, and the faith community.

Through an open and public process, this group will assist in the selection of a contractor to perform the Community Needs Assessment. While the community needs assessment is being conducted, this group will meet to begin the visioning process of the ReCAST strategic plan. The strategic plan will include the external and internal activities funded by the grant. The strategic planning process will hinge heavily on robust, culturally-responsive community engagement.

B-1b. The City’s current work with high risk youth and their families includes engagement and service delivery within public schools. Should the City become a ReCAST grantee, this work will continue and be expanded through community-based agencies, health/behavioral health service providers, and faith-based institutions. Since the Jamar Clark incident in November 2015, numerous community-driven trauma support efforts commenced. The progressive organizing community created safe spaces for community to gather and have their emotional and mental health needs met by culturally-responsive practitioners. Additionally, organizations like the University Research and Outreach Center (UROC) developed their Trauma Project in partnership with behavioral health specialists and the faith community. Organizations like Stairstep Foundation’s efforts took shape or grew in the wake of the Jamar Clark incident. The ReCAST program allows us to align these organic community efforts and expand upon those programs that are demonstrating they are effective through a competitive bid process. The opportunity to support the work of community based organizations around trauma and healing, is a way for the City to mend and heal damaged relationships with its constituents and for constituents to heal and feel empowered by, and safer in, their community. The ReCAST Advisory Team will be empowered to develop the framework by which this engagement will take place, shape the resulting RFP the City sends to solicit bids from community-based agencies to deliver services.

B-1c. The City has a long track record working across sectors to address the needs of high-risk youth and their families. Our Health Department, City Attorney’s Office, Youth Coordinating Board, the Fire Department, Community Planning and Economic Development, Department of Civil Rights, Neighborhood and Community Relations, and Minneapolis Police Department are

among a few of these departments with such relationships that we will continue to leverage in the development, implementation and evaluation of the ReCAST program

B-1d. Staff has conducted outreach with the major behavioral health institutions in the City, serving both youth and adults. These institutions have agreed to be a part of the ReCAST Advisory Team if the City is awarded ReCAST funds. To address the increasing need for services, the City will look to the Community Needs Assessment, to be done within 5 months post-award announcement, to define where efforts are most immediate. The City will then release RFP's specifically for behavioral health services focusing in trauma, and use the ReCAST funds to fund this work. Currently, behavioral health service providers in the City, do not have the resources to increase the capacity of their efforts. The ReCAST funds are vital to increase the capacity of these institutions to provide trauma specific services to both high-risk youth and their families.

B-1e. A primary internal activity under the ReCAST programming in Minneapolis will be around trauma training for "first point of contact" staff including MPD, Fire, and the 911 call center agents, as well as City staff who operate predominantly in constituent-facing roles (first-point-of-contact staff). This training will include skill development to address the needs of high-risk youth and their families when stress and trauma occurs. It will also include a deepened understanding of the root of community trauma through examining the historic role of government in fostering racially disparate outcomes across sectors like housing, policing, education, health, employment and more.

MPD sworn officers and cadets are increasingly entering into situations of trauma, or of mental health crisis. This is becoming prevalent in our community, so much so that the Star Tribune, the largest newspaper in the State, is currently running a three part series titled "Fatal Intervention" The piece states, "The overrepresentation of the mentally ill, or those in the midst of a mental health crisis, in fatal encounters with police is a national phenomenon. The Treatment Advocacy Center, a Virginia nonprofit that advocates nationally for better care of the mentally ill, estimates that people with severe untreated mental illness are 16 times more likely to be killed in a police encounter. And the deaths are rising. In a 2015 spike, 9 of the 13 people who died statewide had mental health problems. The toll is grim proof that law enforcement agencies across Minnesota are working the jagged edge of a splintered mental health care system, where the most available tool for families facing a psychological emergency remains 911 and a squad car."¹⁹

Beyond the impact to our police force, first-point-of-contact staff and elected officials from across the City enterprise repeatedly report the need to be better equipped to address community needs in the midst of stress and trauma. Post the November 2015 Jamar Clark incident, employee engagement efforts of the City's Office of Equity and Inclusion, along with department-specific meetings, gave rise to concerns from staff in a number of roles that they need the skills to effectively engage community facing trauma in order to do their jobs.

The City will designate ReCAST resources for trauma training for our first point of contact staff; MPD, Fire, 911, and other staff in predominantly constituent-facing roles. The purpose of this training is to provide staff with the tools to address constituent need in a compassionate and

¹⁹ Bjorhus, Jennifer. June 2016. *Fatal Intervention*. Minneapolis Star Tribune.

responsive manner while also ensuring appropriate self-care needs are also addressed. Our goal is to ensure that City staff are not operating with unaddressed trauma that might ultimately meet unaddressed trauma in community when we engage our high-risk youth and their families.

B-2. The City of Minneapolis has a highly vocal constituency which promotes the need for a highly engaged electorate and City staff. Therefore City staff and elected officials work closely and collaboratively with a diverse set of stakeholders in the community as we strive to address community needs. Through examples like our Youth Coordinating Board, Youth Violence Prevention Team, Minneapolis Promise Zone, Office of Justice Programs (OJP) team, and beyond, our work benefits from individuals and agencies that directly serve the needs of high-risk youth and their families. Our efforts in this area include intentionally engaging community voice even from those who are most critical of contentious areas like policing, particularly in the wake of the Jamar Clark incident. City staff and our elected officials also regularly engage with constituents across the city from faith-based organizations, public and private universities or colleges, business and non-profit organizations.

B-3. The ReCAST Advisory Team (community stakeholder group formed around ReCAST grant activities), will serve as the voice of community in defining the needs and resource assessment accompanying our Community Health and Healing Program. The City will look to these community stakeholders to work within their respective bases and organizations to determine these needs, as well as participate with City staff in developing a community engagement framework by which the work of this program will be informed and evaluated by high-risk youth and their families. The specific Community Needs Assessment work will be contracted out. An RFP will be released for the Assessment work after the first meeting of the ReCAST Advisory Team, which will occur the first month after an award announcement is made.

B-4. The ReCAST Advisory Team will be assembled post grant award. The team will be comprised primarily of community stakeholders from the public schools, higher education, faith, non-profit, mental health service providers, community-organizing and culturally-specific advocacy agencies. These individuals will be tasked with working alongside the ReCAST Program Manager and Director, and key City staff to develop the strategic plan. Goals, outcomes, tasks and timelines will be developed by this group. Participants on the ReCAST Advisory Team will be further charged, and supported, to engage their representative bases to capture additional community input to inform this strategic plan. Through the expertise of our Neighborhood Community Relations Department and Creative CityMaking artist-based engagement best practices, the City will execute a robust community engagement initiative to refine the overall plan prior to adoption by our City Council.

B-5. The City has developed multiple Memorandum of Understandings (MOUs) with community partners to formally represent commitment to an initiative. Most recently in 2015, the City executed an MOU between itself and 21 community organizations around the efforts of the Promise Zone. The City intends to execute a similar MOU with partner organizations participating on the ReCAST Advisory Team. The MOU will clearly define the purpose of the ReCAST work, the term of the work (five years), the adherence to federal regulations, the role of the lead organization (the City), and the role of partner organizations.

B-6. Efforts in this area are already underway across the City based on best practices in the behavioral health sector. These efforts are both traditional through larger behavioral health facilities, as well as community-based. We have already engaged many of these practitioners and their representative agencies in shaping this grant application. These individuals will continue to be involved in throughout the life of the Community Health and Healing Program either through contracted services or participation in our ReCAST Advisory Team.

To identify evidence-based violence prevention and community engagement programs that can be supported and/or created from the ReCAST funds, staff will use the professional experience of the behavioral health providers on the ReCAST Advisory Team, as well as the depth of experience and knowledge from the staff of the City's Health Department and look to appropriate research and literature.

B-7. The City is fortunate to have an active behavioral health community serving both adults and youth in the City. It is the intent to use a majority of the ReCAST program funds to support and expand the capacity of these community based organizations to address trauma prevention and healing with evidence-based-and-informed practices. We will ensure cultural competency by assuring the ReCAST Advisory Team is reflective of the City of Minneapolis's diverse residents. The ReCAST advisory team will prioritize racial and cultural inclusion when soliciting RFP's and service providers. We will ensure that NCR staff is on hand to provide language assistance.

The dispense of these funds will come after the Needs Assessment and Strategic Plan Process, all will rely heavily on community, intentionally focusing on engaging with those that are usually untouched from strategic planning processes (ex. high-risk youth). The City feels it is imperative for broad ideas for services come from the community, with City staff serving as support for providing a venue for those conversations, synthesizing feedback from the community, figuring how to make those services available in ways that are responsible and sustainable, and ensuring that the services run effectively while retaining and honoring the community's vision. Service providers will be solicited through an open and competitive RFP process, drive by community insight and overview.

B-8. Trauma-informed training approaches and self-care will be the major internal focus of the ReCAST program, particularly in MPD, Fire, and 911. MPD has agreed to increase its efforts to provide trauma informed training for officers, through the ReCAST program, as well as Fire and 911. The Police Chief, Fire Chief, and the Director of Emergency Communications (911) will evaluate trauma informed training providers specific to their department's needs (911 will need different trainings than MPD). The training will be funded with ReCAST funds, and aim to assist the City's first-point-of-contact staff with the tools they need when entering situations of trauma, or dealing with the aftermath. The ReCAST Advisory Team will also provide oversight into the selected trauma-informed training consultant. The City will coordinate with community based organizations to provide on sight trainings with a selected consultant.

B-9. The City of Minneapolis has numerous existing programs through which high-risk youth are developed and empowered to provide peer support. We intend to continue to use ReCAST funds to shore up these programs and expand the capacity of youth in community to support one another while facing stress and trauma. Among these existing programs are our Youth Violence Prevention Team, BUILD Leaders, My Brother's Keeper, and the Youth Coordinating Board.

We further recognize the role community-based organizations play and their ability to nurture and build capacity in high-risk youth and their families to administer trauma-informed, culturally-responsive care. Our intention with the ReCAST funds is to increase this capacity in community organizations through an open and competitive RFP process.

B-10.



B-11.

1. Educate and train governance, leadership, and workforce in culturally and linguistically appropriate policies and practices on an ongoing basis

A key internal initiative for the ReCAST program will be to provide first point of contact staff (MPD, Fire, Regulatory Services, and 911) with training in who to enter and navigate situations of trauma, as well as multicultural competency. Much of the multicultural competency

will be done by NCR staff. Training for staff regarding situations of trauma, will be provided under contract with a consultant. The City intends on releasing an RFP to qualified consultants working in this field. The Health Department staff will shape the RFP to assure that the consultant services are utilizing evidence-based best practices.

2. Inform all individuals of the availability of language assistance services clearly and in their preferred language, verbally and in writing.

The City has the internal capacity to create literature in English, Somali, Hmong, and Spanish. These four languages serve the majority of the City's residents. The Somali, Hmong, and Spanish community liaisons on staff in the NCR, will provide language assistance when needed, particularly during the community outreach activities.

3. Partner with the community to design, implement, and evaluate policies, practices, and services to ensure cultural and linguistic appropriateness.

With the participation of NCR staff in the ReCAST program activities and outreach, we will have multilingual oversight and multicultural participation to assure inclusive design, implementation, and evaluation policies and practices. Minneapolis is a diverse City with many languages used. Staff is intentional to address program outcome expectations and evaluative measures at the beginning of every activity, and will assure language barriers are addressed and resolved in each community.

Section C: Staff, Management, and Relevant Experience

C-1. Federal Promise Zone Designation: In April 2015, a section of north Minneapolis was designated as a federal Promise Zone. This initiative recognizes and rewards cities that develop innovative approaches and aligned programming that aim to revitalize high-poverty communities across the country. The benefits of a Promise Zone designation include receiving priority points to selected competitive federal funding opportunities, up to five AmeriCorps VISTA volunteers, federal assistance to implement the strategies, and tax incentives for businesses that hire and invest in the Promise Zone (if enacted by Congress).

The Minneapolis Promise Zone (MPZ) plan is a comprehensive, community-driven revitalization strategy that builds on and aligns numerous initiatives to address the persistent unemployment, crime, housing blight, and poor educational outcomes that plague the area.

Minneapolis' community-driven plan includes six goals:

- Reduce racial inequities in public services and institutions that contribute to the ongoing economic exclusion of the MPZ residents and meaningfully engage residents in the decisions affecting their community.
- Reduce serious and violent crime by curtailing gun violence, strengthening community-law enforcement relationships, and addressing youth and domestic violence.
- Improve cradle-to-career outcomes for MPZ students, thereby reducing the racial achievement gap.
- Build a more inclusive economy in the MPZ, ensuring dollars are reinvested in the community; and that goods, arts, and services are available to MPZ residents and visitors.

- Create jobs for MPZ residents through transit development and business growth incentives and craft specific strategies for youth employment.
- Promote stable housing for all MPZ residents by increasing the availability, affordability, and quality of housing stock and better coordinating support services.

Bloomberg Innovation Teams Grant: Minneapolis was one of 14 cities selected in December 2014 as part of the Bloomberg Philanthropies' Innovation Teams program. The City of Minneapolis' Innovation Team (i-team) is focusing initially on how core City services are delivered equitably throughout Minneapolis. The analyses include assessing how City policies, services and service-delivery mechanisms are contributing to racial and place-based disparities and then developing strategies to deliver core services equitably.

The Minneapolis i-team is made possible with a three year, \$2.7 million grant from Bloomberg Philanthropies. The program aims to improve the capacity of City Halls to effectively design and implement new approaches that improve citizens' lives. Grant funds allow mayors to hire and fund i-teams for up to three years. These teams function as in-house innovation consultants, moving from one mayoral priority to the next. Using Bloomberg Philanthropies' tested Innovation Delivery approach, i-teams help agency leaders and staff go through a data-driven process to assess problems, generate responsive new interventions, develop partnerships, and deliver measurable results.

C-2. One of the City's most successful efforts to address youth violence prevention and economic disparities has been the Step-Up program. STEP-UP is the City's primary youth employment strategy. STEP-UP's mission is to prepare youth for success in the workforce by offering quality work and training experiences and strives to see that all Minneapolis youth are work ready. To achieve this, STEP-UP focuses on youth development through training and work experience and on economic development by identifying economic sectors with projected employer demand. This approach is key to developing a competitive pool of talent that will attract companies and help existing companies expand. In 2012, STEP-UP launched a sector strategy to create career pipelines in health care, finance, legal and outdoor careers. STEP-UP was highlighted as an exceptional model of private sector engagement, non-profit partnership and governmental leadership. STEP-UP is the employment component of the Mayor's Minneapolis Promise Initiative, a broader strategy for preparing the future workforce. The initiative involves the City of Minneapolis, AchieveMpls, Minneapolis Community and Technical College and the University of Minnesota and offers summer jobs, career and college counseling and access to higher education. The majority of STEP-UP participants come from low-income homes. The program gives kids a consistent and structured activity throughout the summer months. In the summer of 2016, over 800 youth are participating in a STEP-UP internship. In the last 10 years, STEP-UP placed 19,009 Minneapolis youth in internships where they learned new skills, made connections with business and community leaders, explored a wide variety of industries, or deepened their knowledge in a specific field. In those 10 years, STEP-UP interns earned a total of \$20.7 million dollars in wages. Of that, \$6.7 million was in wages paid by the private sector, and \$8.3 million was funded with government sources. The \$12.4 million investment leveraged from the private sector allowed STEP-UP to employ an additional 6,200 youth.

For 30 years the Minneapolis Youth Coordinating Board (YCB) has coordinated the efforts of the four largest Public Jurisdictions within the City: the City of Minneapolis, Hennepin County, Minneapolis Parks and Recreation Board, and Minneapolis Public Schools. YCB's mission is to champion the well-being and healthy development of Minneapolis children and youth through collaborative action and policy alignment. Founded in 1985 through the leadership of Mayor Don Fraser at the urging of Superintendent Richard Greene, the YCB continues to remain a unique intergovernmental model that convenes and connects organizations in Minneapolis, across jurisdictions with the goal of implementing and coordinating policies, opportunities and services that benefit Minneapolis children and youth.

Most recently, the City Coordinator's Office, under direction from the City Council and Mayor, convened a coalition of community agencies, economic equity advocates, low-wage workers and business people to develop an earned sick and safe time ordinance. This new policy, the first in the State of Minnesota, came about as the result of enormous coalition-driven research and community engagement. Partnership between this coalition and City staff, including Neighborhood & Community Relations, resulted in a new policy that dramatically improves the lives of over 100,000 Minneapolis-based workers.

The City runs multiple programs with community partners, working with high-risk youth. Examples are:

- 1) The Juvenile Supervision Center, early intervention services for youth who encounter law enforcement for status and low-level offenses
- 2) Inspiring Youth, early intervention for youth at risk of involvement with violence
- 3) Build Leaders, a youth employment, leadership development, and violence prevention program that was piloted through the health department and that is now getting up and running with Minneapolis Employment and Training
- 4) The Youth Violence Prevention Multijurisdictional Team
- 5) The Youth Violence Prevention Executive Committee

C-3. Below are highlights of the organizations that have committed to being a part of the ReCAST program in Minneapolis (this list is non-exhaustive):

The Youth Coordinating Board (YCB), a coalition between the City of Minneapolis, Hennepin County, the Minneapolis Park and Recreation Board, the Hennepin County Library, and Minneapolis Public Schools, runs multiple programs that are culturally appropriate and inclusive for Minneapolis youth. The YCB, in partnership with the Downtown Improvement District and the YMCA, collaborate to provide a downtown street outreach team to promote positive relationships and refer youth to appropriate services and supports. The YCB also staffs the Minneapolis Youth Congress, a representative body of youth that has authentic power and influence in decisions and policies relevant to youth. The Minneapolis Youth Congress works in collaboration with elected officials focusing on a common understanding of the welfare of the youth in the City.

Minneapolis Neighborhoods Organizing for Change (NOC) is a grassroots, member-led organization working under-resourced communities and communities of color across the Twin Cities. Together, NOC members work for for racial and economic justice. NOC continues to build a an active and engaged coalition. NOC is a key partner in engaging with the families of high-risk youth and community overall.

Minneapolis Urban League is a historically significant community institution that provides programming in multiple areas specific for high-risk youth and their families. The Minneapolis Urban league focuses on wealth building for families, workforce development, college readiness and career development, physical and mental health.

UROC – Trauma Project is the effort of the Urban Research and Outreach-Engagement Center (UROC) of the University of Minnesota, to convene a community-driven project aims to create a roadmap for recovery from trauma through a comprehensive strategy for positive change in the lives of families and the community as a whole, specific to north Minneapolis. This particular group is winding down the formal efforts in the fall of 2016, but the team’s participation and work that has been done over the past two years, will be integral into the design and implementation of ReCAST program activities city wide.

C-4.

Name, Title, Organization	% Effort Towards Project	Qualifications
<p>Joy Marsh Stephens <i>Manager, Equity and Inclusion</i> City of Minneapolis, City Coordinator</p>	<p>25%</p>	<p>Joy oversees the City of Minneapolis’ enterprise equity and inclusion efforts which includes building capacity inside all City departments and coordinating efforts across departments to advance racial equity. In her role, Joy partners closely with department leadership to ensure alignment, build capacity to address racial inequity, partner with community and other jurisdictional stakeholders, as well as define and report on measures of progress for this critical work. Joy brought over 20 years of organizational change/program development experience to the City of Minneapolis when she joined in the fall of 2015. In addition to managing multi-million dollar projects in the private sector, Joy also worked in leadership roles in local and state-level governing bodies.</p>
<p>ReCAST Program Manager Plan to hire post award</p>	<p>100%</p>	<p>The future ReCAST Program Manager will be expected to bring strong program management, community organizing, program evaluation and grant management experience to the position. Preference will also be given to individuals who can demonstrate success in convening diverse stakeholder groups around critical social and racial equity issues. A degree of political savvy will be favorable in this individual, particularly in a municipal setting with the complex governance structure as the City of Minneapolis. Cultural competency and</p>

		bi-lingual skills will be highly favored for this individual.
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C-5.

Name, Title, Organization	Demonstrated Experience
<p>Joy Marsh Stephens <i>Manager, Equity and Inclusion</i> City of Minneapolis, City Coordinator</p>	<p>Joy’s time as a long-term substitute special education teacher in Minneapolis Public Schools with class comprised exclusively of high-risk Black males sparked Joy’s passion and to advance racial equity policy. Since that time, Joy’s community and grassroots experience has centered on more racially equitable outcomes at the local, regional and statewide level through systems and policy change. She has volunteered as a community organizer and coalition-builder with numerous Minnesota-based progressive organizations including ISAIAH, TakeAction Minnesota, Neighborhoods Organizing for Change, Service Employees Union International, CTUL, and Minnesotans for a Fair Economy. She played a central role in significant policy wins across the State of Minnesota in a variety of policy areas including education, policing, economic equity, employment, and health.</p>
<p>ReCAST Program Manager Plan to hire post award</p>	<p>Plan to hire post award</p>
<p>Ann DeGroot <i>Executive Director</i> Youth Coordinating Board</p>	<p>Since 2008, Ann has led the Minneapolis Youth Coordinating Board. YCB has been leading a movement to actively and strategically engage the collaborative efforts of the City of Minneapolis, Hennepin County, Minneapolis Public Schools, Minneapolis Park & Recreation Board, community organizations and leaders, young people and the general public in realizing our collective vision for Minneapolis children and young people. YCB convenes the Youth Congress, a youth-led, multi-racial team with success partnering with the City of Minneapolis and other YCB municipalities for systems and policy change on a variety of public health and social change fronts including Flavored Tobacco, reTHINK their drink and the Go To Passes (transit).</p>
<p>Sasha Cotton <i>Youth Violence Prevention Coordinator</i> City of Minneapolis, Health</p>	<p>Sasha has been leading the City of Minneapolis’ Youth Violence Prevention program since 2009. In addition to managing this program, Sasha has served in youth development/advocacy leadership roles with the YMCA of Greater Minneapolis, Hennepin County Juvenile Probation, and YouthLink. Her success in each of these roles stems from strong communities ties and a passion for the success of high-risk youth and their families.</p>
<p>Glenn Burt <i>National Initiative for Building Community Trust and Justice</i></p>	<p>Glenn serves as the site director for the Minneapolis Police Department’s participation in the National Initiative for Building Community Trust and Justice. He has served in</p>

<p><i>Coordinator</i> City of Minneapolis, Police</p>	<p>several civilian leadership roles with the MPD including playing a central role engaging community members under the department’s 2003 federal mediation agreement. The 2003 agreement formalized a commitment between community (the Unity Community Team) and the MPD to address public safety, human rights, civil rights, and legal rights of all Minneapolis residents. Incomplete activities from this mediation agreement are a strong basis for work from the National Initiative making Glenn’s involvement with a City of Minneapolis ReCAST program all the more essential.</p>
<p>Julianne Leerssen <i>Promise Zone Manager</i> City of Minneapolis, City Coordinator</p>	<p>The Minneapolis Promise Zone is ground zero for the City of Minneapolis’ qualifying police-involved event under the ReCAST Program. As the head of this initiative, Julianne is able to ensure alignment between the ReCAST program efforts and the broader community health and safety component of the Promise Zone. Julianne has over a decade of experience in North Minneapolis running a community-based agency that directly served high-risk youth and their families.</p>
<p>Erica Prosser <i>Policy and Project Coordinator</i> City of Minneapolis, Fire and Regulatory Services</p>	<p>Erica is currently serving as the Policy and Project Coordinator for both the Fire Department and Regulatory Services Department. Her involvement in the ReCAST program activities is imperative. The staff of these two departments have daily interactions with constituents, from house calls to housing inspections. Traumatic community events impact the work of staff from these two departments greatly and they will benefit from the internal activities under the ReCAST program. Erica has 12 years of experience in the City, previously serving for 10 years as former Mayor R.T. Rybak’s Policy Aide.</p>
<p>Heather Hunt Director City of Minneapolis, Emergency Communications (911)</p>	<p>Heather has over 26 years Emergency Communications management. As the Director of the City’s Emergency Communications Department (911), Heather oversees a staff of 80. ReCAST funds will go to support 911 staff who work daily with individuals in moments of trauma. Support will consist of trauma informed trainings to better equip 911 staff with the tools to communicate with individuals in moments of trauma, but also self-care for staff who feel the lasting effects of other’s trauma.</p>
<p>David Rubedor Director City of Minneapolis Neighborhood & Community Relations City of Minneapolis, City Coordinator</p>	<p>David has over 15 years leadership experience in government and non-profits connecting community to resources and decisions that affect and improve people’s lives. Professional focus on building stronger engagement where cultural norms, practices, disabilities or language have historically limited participation and ensuring inclusion in the decision-making process for more effective program development and service delivery. As the Director of the Neighborhood and Community</p>

	Relations Department, he works to promote the mission is to strengthen our city’s quality of life through vigorous community participation, resident involvement in neighborhood and community organizations, and supporting clearly defined links between the City, City services, neighborhood and community organizations.
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Section D: Data Collection and Performance Measurement (15 points)

D-1. The City of Minneapolis is a HUD entitlement community and receives over \$12 million dollars annually to perform community development activities. The City has the experience and internal structure to successfully monitor and financially manage federal dollars, and meet project goals.

The City of Minneapolis is a national leader in the collection and use of data. Integral to the ReCAST Program Manager’s workplan will be the monitoring and collecting of required data from the community stakeholder oversight group, contracting agencies, and City departments carrying project activities and provide quarterly reports to SAMHSA. Existing systems and practices will aid the ReCAST Program Manager in providing the required information for SAMHSA, as well as the performance data City Leaders require;

Required Performance Measures	Collection Method	Person Responsible
# of individuals who have received training in trauma-informed approaches, violence prevention, mental health literacy, and other related trainings	Activities and Events Log & ReCAST Monthly Status Report	ReCAST Program Manager
# of people in the health and human services workforce, including community services providers and first responders, receiving training in trauma-informed approaches, violence prevention strategies, and other related trainings;	Activities and Events Log ReCAST Monthly Status Report	ReCAST Program Manager City Department Leaders
# of organizations and community representatives that are collaborating/ coordinating/sharing resources with each other as a result of the grant; and	ReCAST Monthly Status Report Narrative- Contractors	ReCAST Program Manager ReCAST Community Stakeholder Advisors Program
# of people receiving trauma-informed behavioral health services.	ReCAST Monthly Status Report- Contractors	ReCAST Program Manager

City of Minneapolis Performance Measures	Collection Method	Person Responsible
# of youth and families participating in community dialogue and engagement activities specifically tied to community stress and trauma	Activities and Events Log ReCAST Monthly Status Report	Neighborhood and Community Relations Staff ReCAST Program Director/Manager
# of families served through family support programs	ReCAST Monthly Status Report- Contractor (unduplicated counts)	Contractors ReCAST Program Director/Manager

D-2. Describe your specific plan for:

Data Collection- The ReCAST Program Manager will be the prime contact for all program activities, internal and external. The Program Manager will send out monthly ReCAST status reports to contractors, as well as designated department staff, and members of the ReCAST Advisory Team. This monthly status report will collect qualitative and quantitative data regarding specific project activity outcomes, as well as narratives around community engagement. Required SAMHSA performance measures, as well performance measures the City is looking for, will be in the monthly status report.

Management- This will be managed by the ReCAST Program Manager.

Analysis- Baseline measurements will be included in the strategic planning process, which will convene immediately after an award decision is made. The community needs assessment tool will provide baseline information for the analysis to be done throughout programming. The ReCAST Program Manager will use the Outcome and Process questions to create an analytical framework to measure and assess the ReCAST programming efforts.

Reporting of data for the population served by your program- Monthly reports will be provided to the ReCAST program manager from contracted service providers. Quarterly reports to SAMHSA on the required performance measures, as well as the City’s desired performance measurements will be culminated by the ReCAST Program Manager, and approved (quarterly), by the Project Director. The Program Manager will conduct periodical site visits during scheduled ReCAST activities.

D-3. Out of all eligible youth in the City, only half of the youth attend Minneapolis Public Schools. Other youth attend either private, open enroll out of the district, or attend charter schools. The majority of the youth that do attend public schools in Minneapolis fall into the high-risk category due to multiple factors. The specific details of ReCAST trauma programming activities and resources will be identified through the strategic planning process. Though, City staff anticipates trauma resource training, open dialogue around community trauma, and other ReCAST activities to be conducted within the classroom/school setting of MPS. This atmosphere gives the opportunity to conduct a pre and post-test survey of youth participants. Staff from the Minneapolis Health Department have stated

that a 90% increase in the understanding of trauma resources by youth participants will be the outcome performance measure that gauges progressive change.

D-4. A performance measure for family engagement will be, executing outreach and education to families around community based trauma resources through the channels of Minneapolis Public Schools and community based organizations that provide services to high-risk families. This will be measured by the creation and delivery of a trauma specific resource document.

D-5. The ReCAST Advisory Team that has been formed around the intent of the ReCAST program, and has existing community buy-in, will meet to outline the participatory performance assessment once the baseline Community Needs Assessment has been completed.

D-6. The ReCAST program effort will identify and use Evidence based best practices for the specific priorities determined through ReCAST Advisory team, the Community Needs Assessment and the Strategic Plan. The City intends for a dashboard, shaped by the ReCAST Advisory Team, to be developed to track baselines from the Community Needs Assessment and progress from the monthly status reports. The Program Manager has the ability to leverage existing tools the city has around reporting, results based accountability, utilizing workplans, building in a consistent process around reporting for internal stakeholders (Council and Mayor), and create a framework that we can be held accountable to internal and external groups. Data performance measurement and consistent reporting from contracted orgs will be done by the Program Manager.

Section E: Statement of Assurance
See Attachment 5

Section F: Biographical Sketches and Job Descriptions

1. Joy Marsh Stephens

2. University of Minnesota-Twin Cities

Master of Education (M.Ed.), Special Education and Teaching, 1993 - 1995

University of Minnesota-Twin Cities

Bachelor of Science, Social Science, 1991 - 1993

3. Manager, Equity & Inclusion at City of Minneapolis

September 2015 - Present

Associate Director, Business Analysis, Enterprise Integration Services at UnitedHealth Group

July 2010 - September 2015

Business Product Owner, Strategic Payment Program at UnitedHealth Group

December 2008 - July 2010

Manager, Business Analysis at UnitedHealth Group

July 2007 - December 2008

Executive Aide, Superintendent's Chief of Staff Office at Minneapolis Public Schools

January 2005 - June 2006

Business Analyst/Sr. Implementation Consultant at US Bank

March 2000 - December 2002

Director, Leadership Evaluation Assessment & Planning at Minnesota Education Technology Alliance

1997 - 1999

Program Manager, 97 by 97 Program at Saint Paul Public Schools

1995 - 1997

4. Six Sigma Green Belt

UnitedHealth Group August 2011

Business Analysis

George Washington University 2010

Six Sigma LEAN

UnitedHealth Group August 2014

5. N/A

6. Joy has access to Urban Scholar Fellows, an AmeriCorps VISTA worker, Promise Zone staff. Joy is committed to the work of the ReCAST program and will seek other funds, federal, state, and private, to support the effort.

Job Description for ReCAST Program Manager

1. ReCAST Program Manager

2. As part of the City of Minneapolis SAMHSA ReCAST program, the Program Manager will work directly with the Program Director- Manager, Equity and Inclusion, and in partnership with existing City staff and community stakeholders to execute the program activities. The ReCAST Program Manager will oversee the program planning and design process, the RFP for services, as well as the program management and compliant expense of program funds.

- Convene and facilitate a community stakeholder group, the ReCAST Advisory Team, which will oversee the creation and execution of ReCAST project goals.

- Manage and work collaboratively with City staff and the ReCAST Advisory Team in managing the Community Needs Assessment, facilitating the strategic planning process, drafting and releasing RFP's for services that come out of the Strategic Planning Process and Community Needs Assessment.
 - Monitor and analyze program benchmarks using analytical frameworks to show the impact and outcomes of ReCAST funded projects.
 - Coordinate primary and secondary research efforts, including best practice studies, literature searches to provide guidance on national evidence-based best practices around trauma informed trainings, high-risk youth, and violence prevention.
 - Communicate progress to all relevant stakeholders, both in written and oral forms
 - Work with key staff throughout the enterprise to design and solicit trauma-informed trainings for first-point-of-contact staff.
 - Manage and maintain strong relationships with a broad set of stakeholders, including senior government officials and other stakeholders of City services.
 - Coordinate with the Neighborhood and Community Relations Department in providing advice to program a on proven and innovative methodologies to engage the community.
3. Bachelor's Degree social sciences, political science, public administration, public social work, related field or equivalent
4. Reports to Manager, Equity and Inclusion
5. - Knowledge of organizational and management principles
- Knowledge of the Community Based Organizations within the City of Minneapolis
 - Knowledge of program planning, including evaluation, communication methods and techniques.
 - Preferred knowledge of City policies and programs
 - Knowledge of performance and effectiveness measures.
 - Knowledge of open and competitive bidding processes.
 - Knowledge of financial and management systems used in the City.
 - Working knowledge of computer operations, applications and software.
 - In-depth understanding of the organization/operations, and work environment.
 - Good human relations skills.
 - Strong written and verbal presentations skills.
6. - Ability to thoughtfully communicate with and respectfully engage diverse stakeholders around a shared vision for achieving results.
- Ability to understand policy implications of issues and make appropriate recommendations.
 - Ability to create comprehensive strategic plans that identify all tasks, resources and deliverables required to achieve the desired results.
 - Understanding of income, racial and place-based inequities and related current dialogue.
7. Travel to various community engagements outside of the standard work day will be required.
8. \$64,249.00 - \$88,157.00
9. 40 hours per week