6:00 p.m. Dinner – Ojibway Park Building

Workshop Agenda

6:30 p.m. 1. Public Safety Annual Report

7:00 p.m. 2. Public Safety Staff Study Update 19-250

7:30 p.m. 3. Emergency Preparedness

8:00 p.m. 4. Break

8:10 p.m. 5. 2019-2020 Strategic Initiative, Adapt and Enhance Public Safety Effectiveness 19-251

8:40 p.m. 6. Administrator Comments and Updates1

8:45 p.m. 7. Mayor and City Council Comments and Commission Liaison Updates1

8:50 p.m. 8. Adjournment

1 Items under comments and updates are intended to be informational or of brief inquiry. More substantial discussion of matters under comments and updates should be scheduled for a future agenda.

The City of Woodbury is subject to Title II of the Americans with Disabilities Act which prohibits discrimination on the basis of disability by public entities. The City is committed to full implementation of the Act to our services, programs, and activities. Information regarding the provision of the Americans with Disabilities Act is available from the City Administrator's office at 651-714-3523. Auxiliary aids for disabled persons are available upon request at least 72 hours in advance of an event. Please call the ADA Coordinator, Clinton P. Gridley, at 651-714-3523 (TDD 651-714-3568) to make arrangements.
Message from the Director:

October 16, 2019

The 2018 Woodbury Public Safety Annual Report is presented as a summary of our accomplishments over the past year, highlighting the men and women who, through their daily work, serve all people and help build a safer community. Never before have expectations been higher to provide professional and compassionate public safety services to everyone who lives, works, or visits the City of Woodbury. In order to remain effective and efficient, we must continually look for ways to improve and embrace positive change.

The Public Safety Mission was updated in 2018 in part to better reflect our focus on community engagement and our diversity, equity and inclusion efforts. Staff then reworked our value statements to support our mission and memorialize our core principles. Our new vision statement will help guide us into the future.

An improved strategic planning process, which began in earnest in 2017, resulted in over 100 objectives identified for 2018 and beyond. A focus on leadership development is helping us now and is developing future leaders who will be ready to take on our next challenges. Together, all of this work supports what truly matters most: the ability to help people in need. As the City grows towards maturity, it will be critical that we maintain and even improve our responsive service, community trust and engagement, leadership, planning and preparedness. This report gives a snapshot of one year’s efforts towards these goals.

None of this would be possible without our amazing and talented staff, our supportive City Council, and our community whom we are proud to serve every day, on every call.

Respectfully,

Lee Vague
Mission Statement

Vision
Woodbury Public Safety is committed to creating a better future through:
- Exceptional and responsive service
- Community trust and engagement
- Unified and active leadership
- Planning and preparedness

Mission
We serve all people with compassion and courage

Value
Woodbury Public Safety recognizes there is no greater priority than the preservation of human life. We value:

Excellence
- Provide exceptional service
- Promote professional development & innovation

Trust
- Maintain unwavering ethical standards
- Prudent use of public resources
- Operate with transparency
- Foster effective teamwork

Respect
- Preserve the dignity and rights of all persons
- Advance diversity, equity and inclusion
Public Safety Strategic Plan

In 2017, Woodbury Public Safety staff prepared a strategic plan to include goals and objectives for the next 1-5 years. The strategic planning process included the following steps:

- Document current state, trends, opportunities and future drivers
- Survey employees
- Analyze survey results
- Review and adjust mission, vision, values
- Review and adjust mission critical/high impact matrix
- Develop goals, objectives, and timelines
- Develop action plans and assign responsibility
- Communicate strategic plan to department
- Maintain the plan and continue the cycle

The end product included a revised mission, vision and value statements, along with 106 objectives that aligned with the vision.

Public Safety Director Lee Vague updated Public Safety staff as to the strategic plan, and the new Mission, Vision, Values statements for Public Safety. The strategic plan was uploaded to SharePoint, which allowed for transparency in the process, as well as allowing staff to express interest in working on specific objectives. Public Safety Staff continually worked on the objectives throughout 2018, gaining great momentum by completing 39 objectives. Many of the items not completed were slated for future years.

With changing of several Command Staff roles and positions in 2018, the Command Staff retreat was postponed until January 28, 2019. The day was spent reviewing our current strategic initiatives, completing a strategic juncture analysis, setting our strategic direction, identifying action plans, and setting the final calendar. We re-assessed our original objectives, and re-aligned them into 6 action item categories: Increase Community Engagement, Improve Public Safety Processes, Align and adapt our organization, Maintain sustainable infrastructure, Improve recruitment and retention, and Staff development.

Public Safety staff is excited to continue our emphasis on the action items in 2019 and beyond.
The Health and Emergency Response Occupations (HERO) Training Center will be a regional state-of-the-art immersive training center for police, fire, and emergency medical services (EMS). The facility will allow opportunities for hosting community-based safety education and training such as CPR, firearms, and recreational vehicle safety training.

2018 was a busy year for bringing the HERO Center closer to reality. Below are some highlights:

**Joint Powers Agreement**
In August, 2018, the Cities of Cottage Grove and Woodbury entered into a Joint Powers Agreement (JPA) for the HERO Center. The JPA addresses operations, financial contributions related to construction and operations, withdrawal and termination. Our respective City Councils adopted a resolution approving the JPA in August, 2018.

**Facility Operations Committee**
As directed by the JPA, a Facility Operations Committee was formed to coordinate the joint use and operation of the HERO Center. The committee has six members, consisting of the City Administrator, Public Safety Director and one city staff member (identified as Finance Directors) from each partner city. The committee currently meets on a monthly basis.

**Business and Operational Plan**
The Facility Operations Committee, along with the effort of Woodbury Assistant City Administrator Angela Gorall, developed the HERO Center Business and Operational Plan as required by the JPA. The Business and Operational Plan was presented and adopted respective councils in 2019.

**Construction**
Construction of the HERO Center started in October, 2018. After a few initial challenges with site soil and harsh winter conditions, the construction process is well on its way, with October 18, 2019 set as the goal completion date. Grand opening plans are underway for late November/early December, 2019.
Technology: Records Management System

In 2011, the Washington County Sheriff’s Office executed a contract with emergency-response software company Tiburon, for a Computer Aided Dispatch (CAD), mobile applications, and records management system to be utilized for all agencies within Washington County. Tiburon was later acquired by TriTech, renamed to Central Square and merged with several other RMS companies. As a result, the “go live” date was postponed to ensure the roll out of the new RMS was as seamless and efficient as possible.

Key public safety staff from across the county formed a steering committee to plan and implement the new RMS. Woodbury Public Safety-Police Sergeant Alanna Kopel was an instrumental member of the steering committee and led the charge for our staff communications and training. Since the system went live on May 22, 2018, staff has continued to work with the Washington County Sheriff’s Office in identifying areas for system enhancements. Although it has been several years of challenges to get to the point of full implementation, the Washington County Sheriff’s Office is committed to customer service, and has been working cooperatively with our staff to enhance the capabilities of this system.
Professional Development:

One of the four Public Safety values is EXCELLENCE, which includes to “promote professional development & innovation.” We anticipate several members of the Public Safety command staff will retire within the next 3-4 years. In 2018 we had a change of several Command Staff roles and positions. It is imperative to focus on leadership development.

Our agency has always been progressive and forward thinking with our training requirements and leadership development. Our history of a strong training program was validated by the 2015 President’s Task Force on 21st Century Policing final report as many of our initiatives echoed the report’s findings. The report identified two pillars of significance as it relates to leadership development: Pillar #5, Training and Education, and Pillar #6, Officer Wellness and Safety.

Our agency understands that training must continue throughout a career to be effective in an ever-changing world, which includes leadership training throughout our organization. Areas of focus include community engagement, organizational procedural justice, accountability, transformational leadership, coaching and mentoring, and communicating with the media and the public.

We are grateful the City of Woodbury has a history of maintaining high standards for staff development. We are committed to providing the developmental knowledge and skills necessary for a highly professional leadership team.

Examples of Training in 2018

- Reflective Leadership
- Mentoring and Coaching
- Field Training
- Advanced Field Training
- Supervisor Leadership Institute
- Women’s Leadership Conference
- Leadership & Tactics
- Police Supervision, Skills, tactics & leader
- Miens and Morals
- FBI LEEDA Command Leadership Institute
- Focus on wellness
- Diversity and inclusion
- De-escalation strategies: persons in crisis
Woodbury Street Crimes Unit (SCU)

One additional career development detective (two year rotation) was added to the Street Crimes Unit (SCU) which brings the unit staffing to four detectives and one sergeant. SCU detectives continued to focus a majority of their efforts on retail crime and hotel interdiction. SCU also assisted the Investigation Division on larger cases and the Patrol Division on larger in progress calls. SCU also assists the East Metro Sex Trafficking Task Force (EMSTTF) and the Washington County Drug Task Force with investigative resources when needed. In June of 2018, SCU detectives began a retail crime investigation that quickly grew into a racketeering investigation. Many hours of surveillance and multiple search warrants were executed during the course of this long term investigation. In the end the investigation uncovered a large criminal racketeering enterprise involving over 7000 pieces of suspected stolen property with a retail value estimated to be close to $500,000 dollars. Many Retailers in Woodbury and throughout the metro area were impacted by this criminal operation. Multiple suspects were charged and the case is still working through the court system. For their efforts in the Racketeering Investigation the SCU received Public Safety Workers of the Year Award at the 2019 Chamber of Commerce Community Awards Gala.

Human Trafficking

Woodbury Public Safety continued their work on combatting Human Trafficking by assigning one Detective to the East Metro Sex Trafficking Task Force (EMSTTF). The officers assigned to the EMSTTF assisted other law enforcement agencies in combating sex trafficking during the 2018 Super Bowl which was held in Minneapolis. An operation related to this effort was held in Woodbury that resulted in the arrest of 19 individuals. The EMSTTF conducted two long term investigations that resulted in three arrests, four victim recoveries, and the closure of three massage business; one of the three businesses was located in Woodbury. The Woodbury Detective assigned to the EMSTTF assisted with training many other law enforcement officers on how to conduct human trafficking related investigations and assisted with multiple Guardian Angel Operations in Washington County and around the state. The Guardian Angel operations resulted in the arrests of 30 individuals.
Our Staff

At the end of 2018 Woodbury had:

9 Full-Time Paramedics
9 Full-Time Police Officer-Paramedics
3 Full-Time Firefighter-Paramedics
16 Part-Time Paramedics
8 Full-Time Firefighters
14 Full-Time Police Officer Firefighters
54 Paid-On-Call Firefighter-EMTs
66 Full-Time Police Officers
13 Support Services
8 Community Service Officers

1 These officers are included in the total number of full-time police officers
2 These firefighters are included in the total number of full-time firefighters
3 Does not include Command Staff
Fire EMS Calls By Time of Day

Day Shift 6 a.m. - 6 p.m.  Night Shift 6 p.m. - 6 a.m.

Number of Calls

<table>
<thead>
<tr>
<th></th>
<th>EMS</th>
<th>Fire</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Day Calls</td>
<td>2,573</td>
<td>641</td>
</tr>
<tr>
<td>Total Night Calls</td>
<td>1,576</td>
<td>434</td>
</tr>
<tr>
<td>Total Calls</td>
<td>4,149</td>
<td>1,075</td>
</tr>
</tbody>
</table>

2018 Percentage of Calls Handled by Shift by Type

Day Shift: 62%
Night Shift: 38%
Body-Worn Cameras

Video provides evidence for cases, expedites the process for resolving officer concerns, and provides training feedback. We started with two in-car VHS systems in 2000 and have now evolved to having in-car digital video in every marked police car.

We successfully deployed 40 body-worn cameras in 2018. The 40 cameras are shared among officers, docked centrally between shifts. This allows for the evidence to download and the devices to charge and keeps costs down. Full implementation of body worn cameras has exponentially increased the amount of electronic data we manage. Data management includes quality assurance, copying and disseminating and retaining or destroying as appropriate.

The average intake is 128 body worn camera videos per day, which equates to approximately 47,000 per year. Adding that to our annual squad video count of approximately 43,000 totals 90,000 videos. The videos are classified and retained according to a retention schedule set by state statute and/or city policy. Due to retention requirements, we regularly receive more data than we purge, creating an increasing storage requirement. We are nearing maximum storage capacity. Capital funds have been budgeted for increased storage in 2020. In the meantime, teamed up with IT, we are revisiting our processes to determine what changes we can make to free up space.

City and county prosecutors request an average of 360 squad and body worn camera videos each week. This is in addition to reports, photos, and audio recordings.
Police Hiring and Recruitment

In 2018 we had two officers successfully complete field training. The two 2018 hires were previously Woodbury CSO’s. Both passed field training and are performing at a high level.

We have the greatest success with hiring from within and from hiring police officers from other agencies. Our current ranks are a blend of various levels of experience:

Our current ranks are a blend of various levels of experience:

- **37%** Woodbury Experience i.e. CSO, Medic, Reserve
- **6%** CSO Experience Elsewhere
- **38%** Police Officer Elsewhere
- **20%** No Experience

**Hiring Process**

Hiring and Training - a lengthy process: From the time of the job posting, it takes more than 4 months to start a new fulltime employee and more than 9 months before they have completed field training.

Since the department’s inception in 1968, 85% of officers hired have successfully passed field training. The success rate for hiring lateral candidates is remarkably better, having lost only 1 out of 40 as of 2018.

Historically, 92% of Woodbury CSO’s obtain a full-time licensed police officer position in some capacity.
Years of Law Enforcement Experience

Female Officers
Woodbury has historically been well above the state average for the number of female officers. Currently 21% of our officers are women, while the state average is 11%.

Experienced, Dedicated Employees
The makeup of our department reflects the dedication that our members have to the city. Experience matters in public safety, and we are fortunate to have retained good officers over the years.

<table>
<thead>
<tr>
<th>Year</th>
<th>0-5 Years</th>
<th>6-10 Years</th>
<th>11-15 Years</th>
<th>16-20 Years</th>
<th>20+ Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>70 Officers</td>
<td>11 Officers</td>
<td>15 Officers</td>
<td>15 Officers</td>
<td>15 Officers</td>
<td>14 Officers</td>
</tr>
</tbody>
</table>

Employee Leave Time a Factor in Staffing
In 2018, 17 of 70 police officers had significant time away from their regular duty shifts. A combination of injuries, illness and FMLA time added up to over 6,000 hours taken off the schedule or the equivalent of three full-time employees. This lost time is factored into our scheduled shifts to ensure we meet our staffing requirements.
Calls for Service

Patients Transported

Evaluated Only 3,172
779
Cancelled en-route/no patient 598

Patients Treated without Transport 17

4,566 Total Patient Care Reports
(can be multiple patients on calls, i.e. crashes, carbon monoxide exposures)

Calls for Police Service

30,182

DUI Arrest 238

Number of Traffic Contacts 5788

Total Fire Calls

5,224

Fire Alarms

283

Hazardous Response 547

Confirmed Fires 50
The 65 and older age group make up the smallest percentage of our population* but account for almost 50% of our total calls.

*According to US Census
Fire/EMS

Full Time Fire & EMS
Fulltime Fire & EMS staff are scheduled to provide primary fire and EMS coverage from 6 am – 6 pm daily. During the evening hours, 6 pm to 6 am, EMS is covered by fulltime paramedics along with paid on call (POC) EMT’s and part-time paramedics. Fulltime Fire & EMS staff include: 10 paramedics, 3 firefighter/paramedics, and 5 firefighter/EMT’s.

Paid-On Call Firefighters/EMT’s
54 paid-on-call firefighter/EMT’s operate out of four stations strategically positioned throughout the city. They provide primary fire response from 6 pm—6 am, they are alerted to fire and rescue emergencies by pager, and then respond to their assigned station to assemble a crew and respond to the scene. They also work scheduled evening and overnight EMS shifts supporting our paramedics.

Part-Time Paramedics
16 part-time paramedics work alongside our fulltime and paid-on-call staff to augment staffing needs. All of our part-time paramedics have fulltime EMS careers for other agencies. This is extremely beneficial to our department as it brings new talent, processes and skills to Woodbury EMS.

Public Education
Fire and EMS staff participate in a variety of community activities throughout the year. Our public education mission is to promote fire prevention and safety, deliver emergency preparedness education, and help citizens better understand how to respond to emergencies around them.

Fire Investigations
Woodbury Fire Investigators examined 39 fires that resulted in property loss during 2018. While few fires involved significant structure damage and loss, it is imperative that all fires be thoroughly investigated to ensure the cause is fully understood and that lessons can be learned for future fire prevention efforts.

Fire & EMS Explorer Post
Our department sponsors a Fire Explores Post; this is open to young men and women from the ages of 14 to 20 years old. They share an interest in learning more about careers in firefighting, EMS and emergency services. We have 15 members that meet weekly throughout the year with fire and EMS advisors who provide the opportunity for hands on training.
Community Outreach

Shop with a cop

Night to Unite

Ambulance tour

Safety Camp

Community BBQ

Woodbury Days

2018

Coffee with a cop

Movie night In the park
Playing dodge ball with students
Visit to senior center
Dodge ball with students
Night to Unite
Mock crash East Ridge High School
Police versus Fire Charity Hockey Game
Officers pictured with WWII Marine Veteran and Woodbury Days Grande Marshal June Fremont
Officers help child with a birthday wish
New Firefighting Equipment

New SCBA’s

54 Dräger Firefighter SCBA’s will replace existing equipment in service since 2004.

Fire Fighter Hoods

New Firefighting hoods provide improved particle barrier protection to areas that easily absorb chemicals.

Firefighters have a 9% higher risk of being diagnosed with cancer than the general U.S. population, according to the National Institute for Occupational Safety and Health (NIOSH), a part of the Centers for Disease Control and Prevention (CDC).
The City of Woodbury works hard to mitigate potential threats, maintain government operations, and support our staff in planning, preparing, responding to and recovering from an emergency or disaster. We strive to learn from each incident, exercise and training which occur throughout the year.

2018 Emergency Preparedness Highlights

- Woodbury staff participated in 7 emergency preparedness exercises
- Public Safety response staff completed Collaborative Incident Response to Active Shooter (CIRAS) training for response to a hostile event. 90% of our police officers and 80% of our Fire/EMS staff have successfully completed CIRAS Training.
- Public Safety supervisors completed a CIRAS table-top exercise focusing on how to manage and recover from a hostile event.
- On October 3rd the National Weather Service reported a radar detected tornado passed over the City. We had a number of power outages and several trees down, but no structural damage reported.
- South Washington Watershed District met with City staff to further develop operations and emergency notification planning for potential spring flooding.
- In 2018 99% of City staff had completed their National Incident Management System (NIMS) courses. Line staff learn basic incident management principles and familiarize themselves with what to expect during disaster events. Department Heads and Division Supervisors receive more in-depth incident management and emergency operations training.

The Woodbury Volunteer Emergency Team (VERT) is led by Public Safety with the assistance of the VERT steering committee, who helps find new members, identifies training needs and manages and leads their organization’s team members. VERT has over 200 trained members and participated in 358 hours of activities in 2018.

These activities included CPR, first-aid, medical emergencies, activation & staging, searching for missing persons and setting-up temporary relocation shelters.

Washington County Emergency Management assists the City by developing response teams, providing training and serving as our liaison to Homeland Security and Emergency Management (HSEM). As a member of the Washington County Emergency Management Council, City staff also helps make recommendations on State and Federal grant funding which support emergency preparedness activities across the County. Because larger scale disaster events are infrequent and can easily overwhelm local resources several county-wide initiatives have been implemented.
Emergency Preparedness & Safety

Examples of these initiatives include:

- A county-wide emergency management team
- A Mass Casualty Incident trailer and EMS supplies
- A portable digital road sign trailer, cones and barricades
- Emergency response vehicles, trailers and tools used for SWAT and the Mobile Field Force Team
- Funding for emergency preparedness training
- CodeRed, an emergency notification system essential during emergency events

Health & Safety

The City’s Health and Safety Program helps us promote healthy working conditions and limit injuries through training, inspections, policy and prevention. The City of Woodbury has one city-wide health & safety committee, which is made up of representatives from five sub-committees that serve specific departments or divisions.

2018 Health & Safety Highlights

- The League of Minnesota Cities risk management group provided training and workshops on best practices to reduce workplace accidents and injuries.
- MSDS Online are web based Safety Data Sheets accessible to staff 24/7/365. We currently manage 1320 Safety Data Sheets throughout the City.
- TargetSolutions is a new online learning management system for tracking employee training. In our first year, 569 employees completed 3,744 individual training courses.
- Five job hazard analyses were completed in 2018 to better understand specific work tasks and identify safety concerns, compliance training and best practices.
- The number and severity of reported injuries and workers compensation claims have all declined slightly over the past five years.

On October 3rd the National Weather Service confirmed an EF-zero tornado had struck the City of Woodbury.

This was the third damaging high-wind event to hit the City in recent years, all following similar a path.
Annual Report Credits

John Altman, Police Commander
John Dillon, Paramedic
JB Guiton, Emergency Medical Services Commander
Chris Klein, Fire-EMS Commander
Kris Mienert, Assistant Director
Jason Posel, Police Commander
Mike Richardson, Emergency Services Commander
Greg Schlichting, Fire-EMS Commander
Lee Vague, Director
John Wallgren, Assistant Director
Steve Wills, Police Commander
Chris Zacharias, Public Safety Supervisor
Summary

On June 12, 2019, Council adopted resolution 19-103 authorizing the Mayor and City Administrator to enter into a contract with Citygate Associates, LLC (Citygate) to provide staffing study services for the Public Safety Department.

Citygate was hired to conduct an operational analysis of police, fire, EMS, and emergency management operations, and to provide recommendations for the provision of existing and future police, fire, EMS and emergency management staffing and services.

Citygate started the staffing study process in July, 2019. The final report is scheduled to be presented to Council on February 19, 2020.

Many members of the Public Safety command staff are proposed to retire within the next 2-3 years. One of the many benefits of this staffing plan will be to provide a roadmap for our future department leaders. At the conclusion of this study, our community and staff will be provided best practices for maximizing workforce contribution and operational efficiency while still providing services centered on our mission, vision, and values. The results of this study will be utilized to make informed public safety staffing and operational recommendation requests for future budget processes.

Recommendation

None at this time.

Budget Impact

The 2019 Public Safety adopted budget appropriated $50,000 for the staffing study services. The contract fee for Citygate is $76,431 for their agreed upon services. Staff is confident there will be enough remaining funds in the 2019 operating budget to cover the deficit of $26,431, and will manage budgets accordingly.
Background and Process

The project scope of the staffing study is to conduct an operational analysis, and provide recommendations in:

1. Defining the expectations of service as identified by our community, our employees, and department mission, vision, and values.
2. Recommending the optimal staffing model and leadership structure for the entire Public Safety Department.
3. Evaluating the value of dual role employees.
4. Evaluating and defining the impact of additional duties on the employee’s primary roles.
5. Maintaining or improving culture, retention, and the emotional and physical well-being of staff.

In July and August, Public Safety staff uploaded requested documents and data for Citygate’s review. Citygate asked clarifying questions of staff and requested more data to fully understand our processes and structure. Citygate representatives were on site on August 19 & 20 for staff interviews, conducting 18 individual or group interview sessions. The purpose of the on-site meetings were to have as many individual and small group meetings with staff to identify organizational themes. Public Safety leaders have been intentional in the solicitation and participation of all staff members.

In September/October, Public Safety staff and Citygate representatives will work collaboratively on the structure and distribution of the SWOT analysis questionnaire, as well as Public Safety staff to provide any additional documents/data. We will also coordinate discussion(s) between City staff and Citygate on data interpretation/analysis.

In October/November, Citygate will conduct an in-depth analysis of the Department’s deployment configurations, as well as staffing, training, management, job duties, specialty positions, and policies and procedures.

In December/January, Citygate will conduct a mid-project review with Public Safety and City Administration to review the conclusions and tentative recommendations, as well as to perform fact-checks. If emerging issues are identified at a level of Council engagement, Staff will advise Council accordingly prior to the final report.

Written By: Kris Mienert, Assistant Public Safety Director/Assistant Police Chief
Approved Through: Lee Vague, Public Safety Director/Police Chief
The Association of Minnesota Emergency Managers (AMEM) has served Minnesotans since 1955. As a non-profit organization, AMEM is dedicated to advocating for disaster preparedness at all levels throughout Minnesota. This is accomplished through education and professional development of local emergency managers, education of local and state officials about disaster preparedness, and public education on personal preparedness. AMEM's core membership are county and city emergency managers, but also includes other emergency response personnel from local and state agencies, as well as private and non-profit organizations. AMEM’s membership is comprised of over 500 emergency response planners throughout the state of Minnesota.

**Our Mission**
AMEM is an Association of professional emergency managers dedicated to advocating and advancing effective emergency management capabilities and practices statewide.

**Our Vision**
One voice advancing individual, family and community preparedness.

**Our Motto**
“Leading Minnesota Readiness”

www.amemminnesota.org
MESSAGE FROM
THE ASSOCIATION OF
MINNESOTA EMERGENCY MANAGERS

The "Emergency Management Handbook for Government Officials" is published by the Association of Minnesota Emergency Managers (AMEM) to provide government officials with a quick reference guide to better understand the emergency management system. It is intended to provide officials with a ready resource for use during an actual emergency or disaster.

This handbook provides a general overview of emergency management to augment understanding of a jurisdiction's more comprehensive Emergency Operations Plan (EOP) and local response procedures.

Government officials are encouraged to familiarize themselves with their Emergency Operations Plan and local procedures, and look to the local emergency management office for assistance in further understanding and executing their emergency management responsibilities.

We hope this handbook will serve to foster the mutual mission we share in preventing, preparing for, responding to, recovering from, and mitigating against unforeseen disasters and incidents. In so doing, we seek to optimize a principal function of government; that of providing the greatest protection possible to both life and property in the face of an emergency or disaster.
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Section 1

Comprehensive Emergency Management

Comprehensive emergency management can be defined as the preparation for and the carrying out of all emergency functions necessary to prevent, prepare for, respond to, recover from, and mitigate emergencies and disasters caused by all natural, technological, or human-caused hazards. Its’ overarching goals are to save lives, prevent injuries, protect property, and protect the environment.

Comprehensive emergency management consists of four related components: all hazards, all phases, all impacts, and all stakeholders.

All Hazards

All hazards within a jurisdiction must be considered as part of a thorough risk assessment and prioritized on the basis of impact and likelihood of occurrence. Treating all hazards the same in terms of planning resource allocation ultimately leads to failure. There are similarities in how one reacts to all disasters. These event-specific actions form the basis for most emergency plans. However, there are also distinct differences between disaster agents that must be addressed in agent or hazard specific plans and these can only be identified through the risk assessment process.

All Phases

The Comprehensive Emergency Management Model on which modern emergency management is based defines five phases of emergency management: prevention, preparedness, response, recovery, and mitigation.

Prevention consists of actions taken to identify, deter or stop an incident from occurring. Such action may include heightened inspections, improved surveillance and security operations, investigations to determine the full nature and source of the threat, kpublic health surveillance and testing, immunizations, isolation or
quarantine, and law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity.

**Preparedness** is focused on the development of plans and capabilities for effective disaster response.

**Response** is the immediate reaction to a disaster. It may occur as the disaster is anticipated, as well as soon after it begins.

**Recovery** includes those capabilities necessary to assist communities affected by an incident in recovering effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

**Mitigation** consists of those activities designed to prevent or reduce losses from disaster. It is usually considered the initial phases of emergency management, although it may be a component of other phases.

Detailed planning and execution is required for each phase. Further, phases often overlap as there is often no clearly defined boundary where one phase ends and another begins. Successful emergency management coordinates activities in all four phases.

**All Impacts**

Emergencies and disasters cut across a broad spectrum in terms of impact on infrastructure, human services, and the economy. Just as all hazards needs to be considered in developing plans and protocols, all impacts or predictable consequences relating to those hazards must also be analyzed and addressed.

**All Stakeholders**

This component is closely related to the emergency management principles of coordination and collaboration. Effective emergency management requires close working relationships among all levels of government, the private sector, and the general public.

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**Section 2**

**Identified Hazards in the State of Minnesota**

The following is a list of identified potential hazards in the state of Minnesota. These hazards are used as part of the hazard mitigation planning process to develop vulnerability analyses, and to develop plans and guidelines at the state, county, and local levels of government.

**Natural Hazards**

- Flooding
- Wildfire
- Windstorms
- Tornadoes
- Hail
- Lightning
- Coastal Erosion
- Severe Winter Storms
- Landslide
- Sinkholes & Land Subsidence
- Earthquakes
- Drought
- Extreme Temperatures
- Dam Failure
Section 3

The National Incident Management System (NIMS)

The National Incident Management System (NIMS) provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life property and harm to the environment.

Five major components make up this systems approach: Preparedness, Communications and Information Management, Resource Management, Command and Management, and Ongoing Management and Maintenance.

➢ Preparedness: Effective emergency management and incident response activities begin with a host of preparedness activities conducted on an ongoing basis, in advance of potential incident. Preparedness involves an integrated combination of assessment; planning; procedures and protocols; training and exercises; personnel qualifications, licensure, and certification; equipment certification; and evaluation and revision.

➢ Communications and Information Management: Emergency management and incident response activities rely on communications and information systems that provide a common operating picture to all command and coordination sites. NIMS describes the requirements necessary for a standardized framework for communications and emphasizes the need for a common operating picture. This component is based on the concepts of interoperability, reliability, scalability, and portability, as well as the resiliency and redundancy of communications and information systems.

*These hazards were taken from the 2011 Minnesota All-Hazards Mitigation Plan.
Resource Management: Resources (such as personnel, equipment, or supplies) are needed to support critical incident objectives. The flow of resources must be fluid and adaptable to the requirements of the incident. NIMS defines standardized mechanisms and establishes the resource management process to identify requirements, order and acquire, mobilize, track and report, recover and demobilize, reimburse, and inventory resources.

Command & Management: The Command and Management component of NIMS is designed to enable effective and efficient incident management and coordination by providing a flexible, standardized incident management structure. The structure is based on three key organizational constructs: the Incident Command System, Multiagency Coordination Systems, and Public Information.

Ongoing Management and Maintenance: Within the auspices of Ongoing Management and Maintenance, there are two components: the NIC (National Integration Center) and Supporting Technologies.

Section 4

Incident Command System (ICS): The Incident Command System (ICS) is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private.
- Establishes common processes for planning and managing resources.

ICS is flexible and can be used for incidents of any type, scope, and complexity. ICS allows its users to adopt an integrated organizational structure to match the complexities and demands of single or multiple incidents.

ICS is used by all levels of government - federal, state, tribal, and local—as well as by many nongovernmental organizations and the private sector. ICS is also applicable across disciplines. It is typically structured to facilitate activities in five major functional areas: Command, Operations, Planning, Logistics, and Finance and Administration. All of the functional areas may or may not be used based on the incident needs.

**ICS FUNCTIONS**

Command Staff

The Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information.

Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements. These positions may include the Public Information Officer,
Safety Officer, and Liaison Officer, in addition to various others, as required and assigned by the Incident Commander.

**General Staff**

The General Staff represents and is responsible for the functional aspects of the incident command structure. The General Staff typically consists of the Operations, Planning, Logistics, and Finance and Administration Sections.

General guidelines related to General Staff positions include the following:

- Only one person will be designated to lead each General Staff position.
- General Staff positions may be filled by qualified persons from any agency or jurisdiction.
- Members of the General Staff report directly to the Incident Commander. If a General Staff position is not activated, the Incident Commander will have responsibility for that functional activity.
- Deputy positions may be established for each of the General Staff positions. Deputies are individuals fully qualified to fill the primary positions. Deputies can be designated from other jurisdictions or agencies, as appropriate. This is a good way to bring about greater interagency coordination.
- General Staff members may exchange information with any person within the organization. Direction takes place through the chain of command.
- General Staff positions should not be combined. For example, rather than establish a “Planning and Logistics Section,” it is better to initially create the two separate functions, and if necessary for a short time place one person in charge of both. That way, the transfer of responsibility can be made easier.
Section 5

Emergency Operations Center (EOC)

An Emergency Operations Center (EOC) is a central location that enables government to coordinate policy decisions, manage resources, and respond to disasters and emergencies beyond the scope of an on-scene incident commander/command post. (Note: Emergency planning should also include the designation of an Alternate EOC should the primary facility become unavailable).

Overview

The purpose of an EOC is to facilitate management of an emergency or disaster, assist those who need help, reduce the devastating consequences, and help the community get back to normal by starting the recovery process as soon as possible.

The EOC should be located away from vulnerable high-risk areas in the community. It should, however, be accessible to local officials who will use it. A convenient secure location will:

✓ Provide a single, recognizable focal point for emergency or disaster management;
✓ Allow emergency organizations to respond as a team;
✓ Permit a faster response and recovery than a fragmented approach would provide.

EOC Functions

The EOC has five primary functions:

1. Direction and Control
2. Information Collection, Evaluation, and Display
3. Coordination
4. Priority Establishment
5. Resource Management

When to Activate the EOC

Emergency Operations Centers should be activated when:

➢ Outside resources are needed to accomplish the work being done on-scene.

➢ The incident requires multiple agencies to be involved beyond those that usually work together.

➢ The incident covers a large geographical area and/or involves multiple locations/jurisdictions.

EOC Staffing

The needs of the incident will always dictate the level of staffing in the EOC. The following personnel and departments/agencies should be considered during an EOC activation (this list is by no means inclusive, and could change depending on the emergency):

Assessor
Auditor
Chief Elected Official
City Manager / County Administrator
Communications
Emergency Manager
Emergency Medical Services
Engineer
Environment Management
Fire
Health Care Facilities

Human Services
Information Technology (IT)
Law Enforcement
Legal Advisor
Medical Examiner / Coroner
Private Partners
Public Health
Public Information Officer
Public Works
Utility Representatives
Volunteer Organizations
Section 6
Emergency Operations Plan (EOP)

A jurisdiction’s Emergency Operations Plan (EOP) is a document that:

✓ Assigns responsibility to organizations and individuals for carrying out specific actions that exceed routine responsibility at projected times and places during an emergency;
✓ Sets forth lines of authority and organizational relationships and shows how all actions will be coordinated;
✓ Describes how people and animals (including unaccompanied minors, individuals with disabilities, others with access and functional needs, and individuals with limited English proficiency) and property are protected;
✓ Identifies personnel, equipment, facilities, supplies, and other resources available within the jurisdiction or by agreement with other jurisdictions;
✓ Reconciles requirements with other jurisdictions.

An EOP is flexible enough for use in all emergencies. A completed EOP describes: the purpose of the plan; the situation; assumptions; Continuity of Operations, organization and assignment of responsibilities; administration and logistics, plan development and maintenance; and authorities and references.

There are a variety of formats that a jurisdiction could use when developing an EOP, including a Functional format, an Emergency Support Function (ESF) format, and an Agency/Department-focused format. None of these formats are mandatory to achieve compliance; however, they should be modified to fit the jurisdiction’s management strategy, policy, resources, and capabilities.

Traditional Functional Format

The traditional functional format is probably the most commonly used EOP format. This format has three major sections: the basic plan, functional annexes, and hazard-specific annexes.

Emergency Support Function (ESF) Format

The ESF format is the plan structure used in the National Response Framework. Many state-level EOPs use this format. It begins with a basic plan, includes unique annexes that support the whole plan, provides individual ESF annexes, and attaches separate support or incident annexes.

Agency/Department—Focused Format

The Agency/Department-focused format addresses each department or agency’s tasks in a separate section. In addition to the basic plan, this format includes lead and support agency sections and hazard-specific procedures for the individual agencies.

For more information on EOP formats, consult FEMA’s Comprehensive Planning Guide (CPG) 101.

The following are functional areas of response to a disaster or emergency, and associated departments and agencies typically responsible for such response, that should be part of a local emergency operations plan (EOP):
Section 7

Potential Response Resources

The following is a list of resources that may be considered for use during an emergency or disaster. This list is not all-inclusive and local resource manuals should be consulted for locally available resources.

Emergency Services
- Fire
- Police
- Emergency Medical Services
- Emergency Management
- Public Works
- Public Utilities

Medical
- Hospitals
- Clinics
- Doctors
- Dentists
- Nursing Homes
- Medical Examiner/Coroner
- Veterinarians
- Medical Associations
- Morticians

Assembly Areas
- Parks
- Shopping Centers
- Schools
- Churches
- Government Buildings
- Warehouses
- Community Centers

Transportation
- Buses
- Trucks
- Vans
- 4-Wheel Drive Vehicles
- Tractor Trailers
- Taxicabs
- Power Boats
- Airplanes
- Snowmobiles
- Swamp Buggies
- Helicopters

Supplies
- Food
- Clothing
- Sand

Communications
- Cellular Phones
- Pagers

Media
- Newspapers
- Radio Stations
- Television Stations
- News Services
- Social Media Sites

Individuals
- Clergy
- Local Officials
- Doctors
- Dentists
- Nurses
- Pilots
- Morticians
- Amateur Radio Operators
- Building Contractors

Equipment
- Farm Tractors
- Construction Equipment
- Excavation Equipment
- Chain Saws
- Portable Power Plants
- Oxygen Tanks

Service Agencies
- Red Cross
- Salvation Army

Community Groups
- PTA
- Chamber of Commerce
- American Legion
- VFW
- Churches
- Senior Citizen Groups
- Volunteer Agencies
- Community Service Organizations
- Citizen Corps

Section 8

Director of Emergency Management Functions and Responsibilities

Minnesota State Statutes (Chapter 12) requires political jurisdictions (counties, cities, and tribal jurisdictions) to appoint a Director of Emergency Management. The following are examples of this position’s functions and responsibilities:

➢ Develops and maintains the jurisdiction’s Emergency Operations Plan and consistently tests this plan through scheduled exercises.

➢ Develops and implements a public warning system.

➢ Coordinates jurisdictional response to emergencies/disasters, to include coordinating emergency services and communications facilities.

➢ Assists other governmental units within the jurisdiction in developing organizational plans and training programs.

➢ Develops standards and procedures for the Emergency Operations Center (EOC) and manages EOC operations.

➢ Maintains inventory and utilization record of emergency equipment secured through emergency management sources.

➢ Prepares and presents the emergency management budget to the appointing authority.

➢ Maintains liaison with jurisdiction and state regional offices.

➢ Provides direction for staff and volunteer training initiatives, and assists local jurisdictions with development of their training program.
Delegations of Authority — establish who has the right to make key decisions during a continuity situation.

Continuity Facilities — alternate facilities from which an agency and organization can perform its Essential Functions in a threat-free environment.

Continuity Communications — the availability and redundancy of critical communications systems to support connectivity to internal and external organizations, customers, and the public is vital to the success of agency and organization operations.

Vital Records Management — the identification, protection and ready availability of electronic and hard copy documents, references, records, information systems, data management software and equipment needed to support essential functions during a continuity situation.

Human Capital — provides guidance to emergency employees and other special categories of employees who are activated by an agency and organization to perform assigned response duties during a continuity event.

Tests, Training, and Exercises (TT&E) — Provisions made for the identification, training, and preparedness of personnel capable of relocating to alternate facilities to support the continuation of the performance of essential functions.

Devolution of Control and Direction — capability to transfer statutory authority and responsibility for essential functions from an agency’s and organization’s primary operating staff and facilities to other agency and organization employees and facilities, and to sustain that operational capability for an extended period.

Reconstitution — the process by which surviving and/or replacement agency and organizational personnel resume normal agency operations from the original or replacement primary operating facility.

Section 9

Elected Officials
Functions and Responsibilities

A local emergency or disaster is a stern test of a political jurisdiction’s leadership. Elected officials, whether they be governor, county commissioner, county administrator, city mayor, city councilmember, city manager, or tribal chairperson, bear direct and ultimate responsibility for how well their jurisdiction responds to and recovers from an emergency or disaster. Emergency Management is the essence of that part of government’s charter “to maintain law and order and provide for the protection of lives and property.” The Comprehensive Emergency Management System and local emergency management offices and resources provide chief elected officials with the basis for undertaking their responsibilities in this area. The degree to which officials participate in and support these efforts will in large measure reflect the outcome of a jurisdiction’s response to emergencies.

Be Informed

➢ Be familiar with local Emergency Operations Plan (EOP) and procedures.
➢ Receive initial assessment and updates concerning incident type, magnitude, injuries/death, property damage, environmental damage, and economic impact.
➢ Receive on-going status briefings from the incident command site, internal/external resources committed, internal and external resources required, and coordination with other officials and jurisdictions and the media.

Exercise Leadership

➢ During an emergency/disaster, exercise leadership and policy decision-making over the emergency response organization. Remember that your role is policy-making, not operational.
➢ Maintain a personal log of all key information, factors weighed, and decisions reached.
Direct staff to assess and report problems, resource shortfalls, policy needs and options.
Chair assessment meetings.

**Key questions to ask:** Who is in charge? Where? Of what? Has there been proper vesting of authority? Is the continuity of government assured? What is the status of intergovernmental coordination? Availability of support from utilities, state agencies, private organizations? What options are open to deal with shortfalls? What financial issues are surfacing? What conditions/parameters should be followed in contacting outside public officials? Is there a need to place other personnel on alert? What is the status of EOC – should it be opened/closed/relocated?

- Issue emergency declarations as needed.
- Ensure staff maintain logs of actions taken and financial commitments made.
- Maintain liaison with other elected officials.

**Take Care of Personal Requirements**

- Develop and implement personal and family preparedness plan.
- Tell family members of your destination and contact numbers.
- Take medications, toiletries, and clothes as warranted by initial notification.
- Take list of peers to contact for advice.

**Establish Legal Contacts**

- Contact legal advisors and establish communications links.
- Review legal responsibilities and authorities (emergency declarations, chain of succession, inter-governmental aid, social controls, price controls, and other restrictions).
- Monitor equity of service based on needs and risks.
- Review status of contracts with suppliers of emergency goods or services, as necessary.

**Maintain Political Awareness**

- Recognize personal accountability for actions and decisions during an emergency.
- Check provisions for other public officials (periodic updates; staff updates on politically sensitive issues such as life and property losses, service interruptions, etc.).
- Establish and evaluate policy decisions throughout incident.
- Confer with other elected officials when difficult issues arise.
- Use elected officials to request assistance from public and private organizations if normal channels are not "responsive”.

**Keep the Public Informed**

- Check plans to inform the public through the media.
- Ensure designation of a single public information officer (avoids conflicts in official statements).
- Ensure establishment of a media center, if needed.
- Channel all releases through the EOC first to ensure staff coordination and approval.
- Ensure establishment of news media updates and access policy, as needed.
Section 10

Continuity of Operations (COOP)

It is the function of government to provide law enforcement, elected representation of the public, leadership, public services, and by extension, to provide for the protection of life and property. Government provides such vital programs and services as social services, public health, school systems, and public works. To carry out these responsibilities it has extensive resources, including people, equipment, facilities and supplies. These resources may be vulnerable to a number of hazards or threats that could impair its ability to carry out its responsibilities.

Continuity of Operations, as defined in the National Security Presidential Directive-51/HomeLand Security Presidential Directive-20 (NSPD-51/HSPD-20) and the National Continuity Policy Implementation Plan (NCPIP), is an effort within individual executive departments and agencies to ensure that essential functions continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies.

Elements of Viable Continuity of Operations

**Essential Functions** – a subset of government and other organizational functions that are determined to be critical activities used to identify supporting tasks and resources that must be included in the agency’s and organization’s continuity planning process.

**Orders of Succession** – essential part of an agency’s and organization’s continuity plan to ensure that agency and organizational personnel know who assumes the authority and responsibility of the agency’s and organization’s leadership if that leadership is incapacitated or becomes otherwise unavailable during a continuity situation.
Delegations of Authority – establish who has the right to make key decisions during a continuity situation.

Continuity Facilities – alternate facilities from which an agency and organization can perform its Essential Functions in a threat-free environment.

Continuity Communications – the availability and redundancy of critical communications systems to support connectivity to internal and external organizations, customers, and the public is vital to the success of agency and organization operations.

Vital Records Management – the identification, protection and ready availability of electronic and hard copy documents, references, records, information systems, data management software and equipment needed to support essential functions during a continuity situation.

Human Capital – provides guidance to emergency employees and other special categories of employees who are activated by an agency and organization to perform assigned response duties during a continuity event.

Tests, Training, and Exercises (TT&E) – Provisions made for the identification, training, and preparedness of personnel capable of relocating to alternate facilities to support the continuation of the performance of essential functions.

Devolution of Control and Direction – capability to transfer statutory authority and responsibility for essential functions from an agency’s and organization’s primary operating staff and facilities to other agency and organization employees and facilities, and to sustain that operational capability for an extended period.

Reconstitution – the process by which surviving and/or replacement agency and organizational personnel resume normal agency operations from the original or replacement primary operating facility.

Section 11

Requesting State Assistance

When a jurisdiction is confronted with an emergency/disaster situation, it is recognized that it will respond with resources under its control and through any mutual aid agreements with surrounding jurisdictions. In addition, certain state and federal agencies, along with private relief agencies, are available to provide disaster recovery assistance.

Minnesota Duty Officer

Local government officials should notify the Minnesota Duty Officer in the case of hazardous materials accidents, radiological incidents, requests for National Guard or Civil Air Patrol assistance, natural disasters, or other major emergencies or disasters within their jurisdiction. The primary purpose of the Duty Officer system is to ensure the proper receipt and dissemination of emergency notifications to state and local government agencies by providing a single number for both private and public institutions to call. Additionally, the Duty Officer serves as a source of information and/or as a facilitator for obtaining many state resources. The Duty Officer may be contacted 24 hours a day, seven days a week, by calling 1-800-422-0798 (greater Minnesota) or (651) 649-5451.

Minnesota National Guard

Military assistance from the Minnesota National Guard (Department of Military Affairs) may be requested when an emergency/disaster occurs which is beyond the capability of local government. The primary purpose of activating the Guard is to ensure the preservation of life and property and to support civil law enforcement agencies. Normally, military personnel are requested to furnish support for a specific task, such as supplemental law enforcement or use of a specific piece of military equipment. Only the governor, as Commander-in-Chief of the Minnesota National Guard, has the authority to activate the Guard. All requests must be made by the county sheriff, except for cities of the first class (population 100,000 or more), in which case the mayor may submit the request. Requests will be made by contacting
the Minnesota Duty Officer, who will in turn contact the appropriate state officials in order to expedite any such requests. All requests must be followed up in writing.

**Minnesota Voluntary Organizations Active in Disaster (MNVOAD)**

There are many volunteer organizations in Minnesota who are available to provide disaster response and recovery. MNVOAD was formed to ensure an effective and efficient response by these organizations to any disaster situation. Organizations include the American Red Cross, NECHAMA, Minnesota Disaster Relief, Salvation Army, Minnesota Animal Disaster Coalition, Minnesota Search and American Radio Relay League, and various faith-based organizations. MNVOAD services, beyond those available at the local level, are activated through the Minnesota Duty Officer.

**Additional State Assistance Programs**

Although state government is not a major provider of disaster recovery assistance, it does offer a few specialized programs for local governments and individuals. Specific requirements and procedures for utilizing these programs can be determined through the local office of emergency management.

**Tax Relief for Damaged or Destroyed Properties**

As provided for in Minnesota Statutes Chapter 273.1231, the purpose of the Tax Relief for Destroyed Property Program is to permit a reduction in the property tax of homeowners whose homestead property have been damaged as the result of a disaster, and reimbursement of local government for lost property tax revenue. Property tax reduction is accomplished by providing affected homeowners with a tax credit. The credit reflects the fact that, during the portion of the year remaining after the disaster damage occurred, the market value of the home was reduced as a result of the damages.

Revenue will make this request on behalf of the petitioner. There are specific requirements which must be met in order for a jurisdiction to request relief. If considering forwarding a request for relief, please contact the Minnesota Department of Revenue.

**Local Government Eligibility Requirements**

For local governments (cities and counties) to be eligible to apply for permission to grant the disaster (homestead tax) credit, as a result of a tornado, storm, flood, explosion, fire, or other catastrophic event, one of four emergency/disaster designations must have occurred:

- Presidential Declaration of a Major Disaster;
- Secretary of Agriculture Disaster designation;
- Small Business Administration disaster declaration;
- City or county declaration of a state of emergency.

The types of damage which potentially qualify for tax relief are very specific and must be documented accurately. In order for a local government to petition the State Executive Council, it must demonstrate the following minimum homestead property damages have occurred:

- The average dollar amount of the damage for the homes which are damaged in the city/county making the application must be at least $5,000; and
- At a minimum, at least 25 homes in the jurisdiction must have been damaged or the total amount of damage to all the homes must be equal to at least one percent of the total market value of all homesteads in the jurisdiction.

For a specific property to be eligible, the homeowner must also meet the following criteria:

- The home (whether it be a farm house, town home, condominium, mobile home, or single-family home) must be the owner’s homestead.
- The property must have been damaged in the event that resulted in the disaster declaration/designation.
- The property must be located in a jurisdiction that has received approval from the State Executive Council to grant the disaster credit.
**Calamity Act**

The Calamity Act (M.S. Chapter 9.061) was enacted to provide limited state financial assistance to local governments that have experienced a disaster. The Act defines a disaster as an event which represents an ongoing threat to life and property and which exceeds the financial resources of the local government. It should be noted that while the Calamity Act is still part of state statute, it has not been funded for several years and may not be able to be invoked for that reason.

**Disaster Assistance for the Repair Of State-Aid roads and Streets**

As provided by Minnesota Statutes Chapter 161 and 162, a disaster aid program has been developed by the Department of Transportation to provide assistance to local government for making repairs to state-aid roads and streets. The assistance would come in the form of additional funding for disaster damaged state-aid roads and streets. The only firm criteria for qualifying for this assistance is that the estimated damage must exceed 10 percent of the current annual state-aid allotment of the county/city.

**Minnesota Housing Finance Agency**

MHFA is a state agency that was established to provide affordable financing for the purchase, construction, and improvement of housing for Minnesota residents with modest incomes. MHFA has several loan programs, all with different eligibility requirements and terms. It is important to note that although assistance to homeowners who have suffered damages due to a disaster is not the primary purpose of these loans, Minnesota Housing supports the use of these loans to help disaster victims towards recovery. With all MHFA loans it is the responsibility of the individual applicant to work with the appropriate local agency or lender to determine eligibility for a loan.

Minnesota Housing, in concert with other members of the Minnesota Disaster Housing Task Force, will conduct housing assessments in and around the disaster area to determine the need and availability of temporary housing, such as vacant apartments and other housing units.

**Statewide Mutual Aid**

Minnesota Statutes (Chapter 12, section 12.331, Local Assistance between Political Subdivision, effective March 29, 1998), provides that a political subdivision may request the assistance of another subdivision when the public interest requires it because of an emergency. The main points of this section of Chapter 12 are:

- Unless there is a written agreement between the political subdivisions establishing rules for conducting activities, the legislation shall apply.
- Workers’ Compensation coverage shall remain with the sending political subdivision.
- Tort Liability shall remain with the receiving political subdivision.
- The sending political subdivision shall be responsible for any damages to its equipment.
- The receiving political subdivision shall reimburse the sending political subdivision for the supplies used and the compensation paid to officers and members of forces furnished. A claim is not allowed unless filed within 90 days after loss.

**The Emergency Management Assistance Compact (EMAC)**

The state of Minnesota is a member of the Emergency Management Assistance Compact (EMAC), a national disaster relief compact between the states which offers a responsive system for states to send personnel and equipment to help disaster relief efforts in other states. Once conditions for providing assistance to a requesting state have been established, the terms constitute a legally binding contractual agreement that make affected states responsible for reimbursement. In addition, personnel resources deployed through the state EMAC to another state are protected under workers compensation and liability provisions of the compact.
EMAC is the first national disaster relief compact since the Civil Defense and Disaster Compact of 1950 to be ratified by Congress. Since ratification and signing into law in 1996 (Public Law 104-321), 50 states, the District of Columbia, Puerto Rico, Guam, and the U.S. Virgin Islands have enacted legislation to become EMAC members.

Section 12

Requesting Federal Assistance

When major disasters occur, the federal government serves as a provider of disaster recovery assistance to both public agencies and private citizens. The majority of this assistance is provided through P.L. 93-288, “The Robert T. Stafford Disaster Relief and Emergency Assistance Act”, more commonly referred to as “The Stafford Act”. It is implemented by the Federal Emergency Management Agency (FEMA), and only after the president of the United States declares a major disaster or an emergency for the affected area. This is only done when the disaster is of such magnitude that it is clearly beyond the state and local governments’ ability to recover.

Three major disaster federal assistance programs may be made available as the result of a presidential declaration of a major disaster:

- **Public Assistance** (financial assistance to state and local governments, school districts, tribal governments, and certain private non-profit organizations to recover costs for performing emergency actions to save lives and protect property; and to rebuild, repair, or restore damages to public property).

- **Hazard Mitigation** (reduction or elimination of disaster-related risks).

- **Individual Assistance** (financial assistance and services to individual disaster victims to help them recover their losses).

**Individual Assistance Program**

Because of the wide diversity of needs brought on by a disaster, state and federal agencies have established various services, or forms of financial aid, to assist disaster victims.

**Individuals and Households Program (IHP):** The IHP has two types of assistance, Housing Assistance (HA) and Other Needs...
Assistance (ONA). Housing Assistance provides grants to pay for rent, minor repairs to make a home habitable, or replacement of a home up to a capped amount. It can also provide direct assistance in the form of travel trailers or mobile homes for families whose homes are uninhabitable. Other Needs Assistance provides grant assistance for personal property losses, disaster related medical, dental, and funeral expenses, transportation, and other serious needs that are not met by insurance or disaster loans.

**Small Business Administration Disaster Loan Program:**
Provides low interest loans to individuals and businesses for repair, rehabilitation or replacement of damaged real and personal property not covered by insurance. For businesses, it may also provide loans for economic injury losses.

**Other Programs and Services Which May Be Offered:**
- Food coupons.
- Disaster unemployment assistance and job placement assistance for those unemployed as a result of the disaster.
- Advice on legal, consumer, insurance, and tax issues.
- Crisis counseling and referrals to appropriate mental health agencies, to relieve disaster-caused mental health problems.
- Social security assistance (such as death or disability benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration).

**Additional Federal Emergency Declarations**

**Emergency Declaration:** An emergency declaration is requested when the following two conditions exist: (1) State and local government, along with private relief agencies have expended all of their resources in response to the emergency situation; and (2) there is a specific or unique need that the federal government can meet which is necessary to save lives, protect property, public health and safety, or to reduce the threat of a more severe disaster.

**Fire Management Assistance Grant:** FEMA can provide fire management assistance to state agencies, local governments, and tribal governments if the determination is made that a fire or fire complex, currently burning out of control threatens such destruction as would constitute a major disaster. The following criteria are used in making the decision to make a fire management assistance declaration:

- Threat to lives and improved property, including threats to critical facilities/infrastructure and critical watershed areas;
- Availability of state and local firefighting resources;
- High fire danger conditions, as indicated by nationally accepted indices such as the National Fire Danger Rating System; and
- Potential major economic impact

In general for costs to be eligible, they must have occurred within the incident period. Eligible costs include equipment and supplies, labor, travel and per diem, pre-positioning (subject to approval of the Regional Administrator), emergency work (police barricading, traffic control, extraordinary EOC expenses, arson investigations etc.), temporary repair of damage caused by firefighting activities, mobilization and demobilization, and fires on co-mingled federal/state lands.

In January of each year, FEMA provides HSEM with the new thresholds and the state and FEMA enter into an agreement for the Fire Management Assistance Grant. This agreement is completed each calendar year, with the exception of the exhibits, and retained on file in FEMA Region V and in the state. In the event of a request for a Fire Management Assistance Grant, exhibits to the FEMA-State Agreement are completed and provided to FEMA.

Note: The Fire Management Assistance Grant Program, formerly Fire suppression Assistance, has been revised and changes were made to eligible applicants, eligible costs, and program administration.

For more information on the Fire Management Assistance Grant Program, please contact the HSEM Public Assistance Program at 651-201-7400.

**Small Business Administration (SBA) Declaration:** The SBA may make their own declaration to assist businesses, homeowners, and renters in a county that would not be eligible for FEMA’s Individual Assistance programs. After the SBA verifies the data, the jurisdiction may be declared. When a county is declared by the SBA, all contiguous counties are included in the declaration.
Agricultural Disaster Declaration: The U.S. Department of Agriculture can provide a variety of assistance to farmers adversely affected by natural disaster. The assistance most commonly provided is the low-interest loan program made available through the Farm Service Agency (FSA). County Emergency Boards, convened by the FSA Agent, provide the damage assessment necessary for the Governor's request for a declaration by the Secretary of Agriculture.

Section 13

Emergency Declarations and Powers

Authority and powers relating to the local declaration of an emergency are provided by Minnesota Statutes, Chapter 12 (Division of Division of Homeland Security and Emergency Management), and by local (city, county, and tribal) emergency management ordinances and resolutions.

State Declaration of Emergency

In the event of enemy attack or major disaster from enemy sabotage or other hostile action, the Governor may declare a civil defense emergency for a period of 30 days with powers and duties conferred by section 12.31 to 12.37, Minnesota Statutes.

In the event of a peacetime emergency, the Governor may declare an emergency for a period of not more than five days (unless extended by resolution of the executive council up to 30 days), only when an act of nature, industrial accident or hazardous materials accident endangers life and property and local government resources are inadequate to handle the situation.

Local Declaration of Emergency

A local emergency may be declared only by the Mayor of a municipality, Tribal Chairperson, or the Chair of a County Board or their legal successors, and shall not be continued for a period in excess of three days except by or with the consent of the governing board of the political subdivision (Minnesota Statutes Chapter 12, Section 12.29). Examples of both an initial declaration and full City, Tribe, or County Board resolution declaring a state of emergency are included in this section.
Powers and Duties
Under Emergency Declaration

- Activates the state or local Emergency Operations Plan (EOP) (Section 12.29)
- Authorizes aid and assistance (Section 12.29).
- When necessary to save life and property, may (1) require any person, except members of federal or state military forces and officers of the state or political subdivision, to perform services for civil defense purposes, and (2) commandeer, during a civil defense emergency, any motor vehicles, tools, appliances or any other personal property, with prompt, just compensation for the use thereof and all damages done to the property while so used for civil defense purposes (Section 12.34).
- Empowers state/local government to enter into contracts and incur obligations necessary to combat the disaster/emergency by protecting the health and safety of persons and property, and providing emergency assistance to the victims of such disaster/emergency (authorizes such powers without compliance with time-consuming procedures and formalities prescribed by law pertaining to the performance of public work, entering into contracts, incurring obligations, employment of temporary workers, rental of equipment, purchase of supplies and materials, limitations upon tax levies, and that appropriation and expenditure of public funds (Section 12.37).

Local Declaration of a State of Emergency (Example)

(For use by City Mayor, County Board Chairperson, or Tribal Chairperson when issuing an initial Declaration of a State of Emergency)

WHEREAS the (city) (county) (tribal government) of (name of city/county/tribal government), Minnesota, has sustained severe losses of a major proportion, brought on by (description of emergency) on the date of (date).

WHEREAS (name of city/county/tribal government) is a public entity within the State Minnesota.

WHEREAS the following conditions exist in (name of city/county/tribal government) as a result of the disaster. (Describe the conditions as they exist as a result of the disaster).

NOW, THEREFORE, BE IT RESOLVED, that the (city mayor) (county board chairperson) (tribal chairperson) of (name of city/county/tribal government), acting on behalf of and for the people of (name of city/county/tribal government), declare(s) that a state of emergency exists within (name of city/county/tribal government), with all the powers and responsibilities attending thereto as provided by Chapter 12, Minnesota Statutes, and (name of city/county/tribal government) (resolution) (ordinance), titled (title), dated (date).
Resolution Declaring a State of Emergency
(Example)

(For use by a City Council, Tribal Government, or County Board when extending a State of Emergency beyond the three day period authorized for initial declaration by a City Mayor, Tribal Chairperson or County Board Chairperson)

WHEREAS the (event) of (date) impacted the population of __________ County, its cities, and Tribal Governments; and

WHEREAS the __________event caused a significant amount of public property damage; and

WHEREAS the __________County Department of Emergency Management requests the __________County Board of Commissioners to declare __________County in a STATE OF EMERGENCY for the (type event) of (date);

NOW, THEREFORE, BE IT RESOLVED, that the __________County Board of Commissioners declares __________County in a STATE OF EMERGENCY for conditions resulting from the (type event) of (date).

Adopted by the __________County Board of Commissioners this ________ day of ________, 20__.

ATTEST:

I, ____________, County Administrator, hereby attest that the foregoing resolution was duly adopted by the __________County Board of Commissioners on the ________ day of __________, 20__.

__________________________
County Administrator

Resolution Requesting a Presidential Declaration of a Major Disaster
(Example)

(For use by a County Board or Tribal Government in requesting a Presidential Declaration of a Major Disaster in order to apply for federal disaster assistance)

WHEREAS the County or Tribal Government of ____________ has sustained severe losses of major proportion, caused by (describe event) on the date(s) of ____________; and

WHEREAS ____________ County/Tribe is a public entity within the State of Minnesota; and

WHEREAS substantial damage has been sustained to (choose one or both) public and private property, as outlined in the attached damage assessment forms; and

WHEREAS the cost of recovery from this disaster is beyond the resources available within the county, and state and federal resources are necessary;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners, or Tribal Government for and on behalf of the citizens of ____________ County/Tribe, request the Governor of the State of Minnesota to petition the President of the United States to declare the County of ____________, Minnesota, to be a major disaster area, through appropriate channels.

BE IT FURTHER RESOLVED that this request is for:

1. (Select the appropriate statement from the three choices below)
The Public Assistance (Infrastructure Support) Program only, as offered through P.L. 93-288 and 106.390.

The Human Services Program only, as offered through P.L. 93-288 and 106.390.

The Public Assistance (Infrastructure Support) and Human Service Programs as offered through P.L. 93-288 and 106.390.

2. The Hazard Mitigation Program, as offered through P.L. 93-288 and 106.390.

BE IT FURTHER RESOLVED that the County or Tribal Emergency Management Director is authorized to coordinate the damage survey teams with local government, and assist in the administration of the disaster recovery process, as needed.

Adopted this ________________ day of ________________, 20 ___.

Signed:

______________________________________________________________
Chair of the Board/Tribe

ATTEST:

______________________________________________________________
County/Tribal Administrator / Auditor

Section 14
Training and Certification

State Training Programs. Training and activities offered by the Minnesota Division of Homeland Security and Emergency Management (HSEM) are electronically published and available on the HSEM website at https://dps.mn.gov/divisions/hsem. These training offerings and activities are FEMA and state-developed training courses. Course titles, descriptions, dates, locations, objectives and other information are included in the HSEM Training and Registration Tracking (TRT) system, which is updated as new courses are added.

HSEM offers a comprehensive Emergency Management Professional Certification Program. Its goal is to provide emergency managers with the necessary knowledge and skills to help them perform their jobs in a professional, effective and successful manner in order to save the lives and protect the property of the citizens of Minnesota. The requirements to be recognized as a “Certified Emergency Manager” in the State of Minnesota are published and available on the HSEM website.

The Emergency Management Certification curriculum is provided through a combination of FEMA online courses and capstone group training courses and workshops. Those students who have completed all of the required courses are recognized with a framed completion certificate and a HSEM pin twice each year at either the Governor’s Homeland Security and Emergency Management conference or the Association of Minnesota Emergency Managers (AMEM) conference.

DHS FEMA Training Programs. Training is available through the FEMA Independent Study Program (www.training.fema.gov).

The National Training and Education Division (NTED), formerly known as Training and Exercise Integration/Training Operations (TEI/TO) serves the Nation’s first responder community, offering more than 125 courses to help build critical skills that responders need to function effectively in mass consequences events. NTED primarily serves state, local, and tribal entities in 10 professional disciplines, but has expanded to serve private sector and citizens in recognition of their
significant role in domestic preparedness. To learn more about the various training courses offered, browse through the catalog and contact HSEM.Training@state.mn.us.

The Emergency Management Institute (EMI) is located in Emmitsburg, MD, and shares its campus with the National Fire Academy. The Emergency Management Institute serves as the national focal point for the development and delivery of emergency management training to enhance the capabilities of federal, state, local, and tribal government officials, volunteer organizations, and the public and private sectors to minimize the impacts of disasters.

The National Domestic Preparedness Consortium (NDPC) www.ndpc.us is the principal vehicle, through which DHS identifies, develops, tests, and delivers training to state and local emergency responders. The NDPC membership includes DHS’s center for Domestic Preparedness (CDP) in Anniston, AL, the New Mexico Institute of Mining and Technology (NMIMT), Louisiana State University (LSU), Texas A&M University (TEEX), The Department of Energy’s Nevada Test Site (NTS), Security and Emergency Response Training Center (SERTC), (Transportation Technological center Inc) Pueblo, Co.; and the National Disaster Preparedness Training Center (NDPTC) – University of Hawaii; each member brings a unique set of assets to the domestic preparedness program.

Training Conferences. MN HSEM sponsors the statewide Governor’s Homeland Security and Emergency Management conference in the spring of each year, and AMEM sponsors a training conference in the fall of each year. Information about these training conferences and other special training opportunities can be obtained by visiting the HSEM website at https://dps.mn.gov/divisions.hsem or the AMEM website at www.amemminnesota.org.

Section 15
Tribal Governments

TERC: Tribal Emergency Response Committee or Commission is a unified command structure that Tribal Governments will use to respond to an incident that occurs on Tribal Lands. A TERC is made up of Tribal supervisory level employees typically from Administration, Public Works, DNR, Education, HHS, Public Safety, Gaming, Finance, Public Health and Public Information Officer (PIO) that has the authority to delegate staff or resources to an incident. The TERC member who has the most experience in dealing with the incident occurring on Tribal lands will lead the TERC in its response efforts in conjunction with fellow TERC member input and guidance.

Tribal Assistance Coordination Group (TAC-G)

The Tribal Assistance Coordination Group (TAC-G) is the name of the group of US Federal Government entities dedicated to cooperation and collaboration to strengthen comprehensive all hazards emergency management as it relates to the over 560 Federally recognized Tribal Nations. The TAC-G is also a Federal Incident Command Team for Tribal Governments and can assist a Tribal TERC with incident management if an incident goes beyond the TERC capabilities or on a long-term incident on Tribal lands.

Tribal Government EOC Staffing

Tribal Emergency Response Committee/Commission (TERC) Members

County Officials (if requested by TERC)

State Tribal Liaison Officials (if requested by TERC)

Federal Tribal Officials (if requested by TERC)
Section 16

Additional References

➢ Local (City/County/Tribal) Resolution/Ordinance on Emergency Management

➢ Local (State/City/County/Tribal) Emergency Operations Plan (EOP)

➢ Minnesota Emergency Management Director’s Handbook (updated annually by the Minnesota Division of Homeland Security and Emergency Management)

➢ Minnesota State Statutes, Chapter 12, “Division of Emergency Management”

➢ Minnesota State Statutes 299K, Hazardous Chemical Emergency, Planning and Response
To: The Honorable Mayor and Members of the City Council
From: Clinton P. Gridley, City Administrator
Subject: 2019-2020 Strategic Initiative
Adapt and Enhance Public Safety Effectiveness

Summary

The biennial Council Retreat was completed on August 21, 2019 which included a facilitated discussion to develop the Council’s highest priorities and emerging, critical issues for the City to address over the short term (two to three years).

At the August retreat, Council identified criteria for an issue to rise to the level of a Strategic Initiative as follows:

- Alignment with City’s mission, vision, and values
- Issue urgency to be addressed in the short-term
- Supports proactive, rather than reactive management (fiscal and otherwise)
- Consistent with existing City plans, reports and guiding documents (i.e., 2040 Comprehensive Plan)
- Requires resources (staff capacity and/or financial) above what is already available
- Will result in measurable achievement during the time period supported by S.M.A.R.T goals
- May result in new ways of doing business, change in the status quo and examining current practices

Staff has prepared the Strategic Initiative regarding public safety based on the August retreat for Council to consider.

Recommendation

Staff recommends Council review the attached 2019-2020 Strategic Initiative and be prepared to provide final comments to proceed with consideration for adoption via the consent agenda at the December 11, 2019 Council meeting.

Budget Impact

With the exception of the Public Safety Staff Study in progress, no further budget impact is planned for implementation of this initiative.
Background

Every two years, the City Council reserves time for study and ideation around emerging, critical issues facing Woodbury. Council identifies two or three urgent, high priority focus areas. Staff then designates an implementation team with a clearly identified team leader; develops a plan with clear goals, milestones, and performance measures; and reports to Council at least once a year on outcomes or as dictated by the initiative timeline.

Written By: Angela Gorall, Assistant City Administrator
Lee Vague, Public Safety Director
Approved Through: Clinton P. Gridley, City Administrator
Attachment: 2019-2020 Strategic Initiative: Adapt and Enhance Public Safety Effectiveness
2019-2020 STRATEGIC INITIATIVE

ADAPT AND ENHANCE PUBLIC SAFETY EFFECTIVENESS

I. ISSUE AND BACKGROUND

Our success as a leading community in which to work, live and thrive means that the public safety of the community, and public safety services which the City provides, need to be continually evaluated, adjusted and possibly enhanced when required to meet the needs of a changing and growing community. In June 2017, the City Council reviewed Critical Success Factors for the City and renewed support for safety as one of the six factors as critical to our success as a City and a community. Council supported the following guiding statement in support of safety:

Woodbury is a welcoming community where all people feel safe. The City provides professional, effective and compassionate protective services to ensure Public Safety builds a sense of community and supports a high quality of life.

Continuing to provide high quality and exceptional public safety services to the community is of the highest priority. While only 2% of 2019 community survey respondents rated crime as the most serious issue facing Woodbury, meeting the expectations of the community for public safety is far more complex than just addressing crime. Community survey results further demonstrate some of the other aspects of public safety which the City currently evaluates:

- Excellent or Good ratings:
  - 96%: Overall feeling of safety
  - 94%: Quality of ambulance or EMS
  - 88%: Quality of the Police Department’s relationship with the community as a whole
  - 75%: Quality of the Police Department’s relationship with minority residents in Woodbury
  - 94%: Quality of fire services
  - 92%: Quality of police services
  - 82%: Providing a safe and secure environment for residents of all backgrounds

- Very or Somewhat Safe ratings:
  - 98%: Walking alone in your neighborhood during the day
  - 97%: In commercial areas
  - 95%: In city parks and recreation facilities

In addition to responding to emergency calls, promoting positive police-community relations (29%) was rated as the top priority for the Woodbury Police Division. Crime prevention and education (24%) was ranked second.
For 30% of survey respondents who reported contact with police in the last year, impressions of the police division employee in their most recent interaction was surveyed. The following were the results for excellent or good ratings:

- 92%: ...was professional
- 92%: ...was knowledgeable
- 91%: ...was courteous
- 86%: ...was responsive to your requests and/or needs
- 85%: ...resolved and/or addressed your concerns
- 85%: ...handled your situation in a timely manner

As anticipated for a community growing into maturity, the level and quality of service provision requires continual attention. The City of Woodbury is also increasingly more diverse and aging, affecting service demands and how services are provided. The public safety environment is also changing and will continue to change due to local demographics, service demands, labor negotiations, City growth and development, how services are funded, City staffing and succession, state and national political influence and more.

Proceeding with public safety as a City Strategic Initiative will provide the necessary research, detail and focus on these services to ensure the City Council can make informed, long-term and strategic decisions regarding not only the City Public Safety Department, but the public safety of the community.

II. ISSUE TIMING

As with any City Strategic Initiative, there should be a notable timing component as to why it reaches the priority of being a Strategic Initiative. The significance of the issue to rise to being a priority City focus for the next two to three years include the following factors:

- The City’s objective for any issue, fiscal or not, is ideally to be proactive rather than reactive. This topic is at a point of some long-term decision-making being necessary and proactive planning rather than reactive decision-making is the goal.

- The City has engaged consultants to provide a Public Safety Staffing Study, scheduled for completion in early 2020. It is anticipated that during the course of this study and as final recommendations are made, Council will be engaged in providing policy guidance for short and potential long-term decisions on the provision of Public Safety services.

- The Health & Emergency Response Occupation (HERO) public safety training center is scheduled to open in the fourth quarter of 2019. This center will offer new opportunities for public safety training and education and require City commitment to its successful operation and long-term capital requirements.

- The City’s 2040 Comprehensive Plan has just been approved and provides the supporting information necessary to understand Woodbury as a changing and growing community as it may impact public safety.
Changes to how business is conducted in policing in recent years has been significant. In particular for this service within Public Safety, additional education about our services and details about how we are meeting the expectations of 21st Century policing is required.

The City Council has stated its support for continued community engagement and being welcoming to new residents, particularly by the Police Division, as well as working to have the employees of Public Safety be reflective of the increasingly diverse community it serves as much as feasible.

Per the 2020 proposed budget, Public Safety comprises 21% of total expenditures. Several areas that comprise this budget have been or will be changing including pension contributions, disability liabilities and presumptions, and fines and forfeiture revenues.

III. SCOPE AND SCHEDULE

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>August - November, 2019</td>
<td>Issue framing and internal initiative scoping by staff.</td>
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<tr>
<td>October, 2019</td>
<td>Council Workshop, presentation of several Public Safety topics.</td>
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<td>Update on Public Safety Staffing Study.</td>
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<tr>
<td>November, 2019</td>
<td>Council consideration as a Draft Strategic Initiative.</td>
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<tr>
<td>December, 2019</td>
<td>Council adoption as a Final Strategic Initiative.</td>
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<tr>
<td>Q1, 2020</td>
<td>Presentation of Final Draft Public Safety Staffing Study.</td>
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<td>Q1 – Q2, 2020</td>
<td>Staff implementation planning, financial recommendation development (as needed), and communications/engagement resulting from Staffing Study.</td>
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<tr>
<td>July, 2020</td>
<td>Updated (as necessary) Public Safety performance measures.</td>
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<tr>
<td>Q3, 2020</td>
<td>Council Memorandum detailing existing police division practices focused on community engagement and any future practices that are planned or under review. Staff will evaluate the need for a community engagement multi-year plan.</td>
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<td>Employee diversity in Public Safety (special review of current diversity, existing activities to increase hiring pool diversity and review of recommendations for the future).</td>
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<tr>
<td>Q4, 2020</td>
<td>Council Memorandum detailing existing department practices focused on employee health and mental wellness and any future practices that are planned or under review.</td>
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In addition to the above, the Administration Department will be working on making efficiency improvements to employee appraisal processes for the entire organization in 2020. The Public Safety Department would be part of this process and it is anticipated that additional attention
will be necessary for Public Safety to improve their processes and apply changes to the unique situations found in the department.

IV. IMPLEMENTATION TEAM

To implement the current proposed scope of work in the schedule presented, a team of resources is required.

The City staff team will be led by Lee Vague, Public Safety Director with support from Angela Gorall, Assistant City Administrator, with direct reporting to the City Administrator. The following additional City departments and divisions will also have a role in this initiative: Administration, Finance, and Communications Division.