Expanded Response:
Investing In Community Well-Being
COMMUNITY INPUT REPORT

city of
golden
valley

Contents

Overview

This is a mid-project report for Golden Valley's public safety expanded response project. Expanded response in Golden Valley means exploring various methods of providing public safety services through an inclusive and community-centered lens. This allows community members to get the help they need in the moment using specialized resources, de-escalation techniques, and preventative strategies. It is a part of the Public Safety: Reducing Harm Through Collaborative Solutions grant awarded to the City by the Pohlad Family Foundation. More information about the grant is available on the City's website.

A working group with staff from across Golden Valley and input from external subject matter experts identified three areas that could benefit most from exploring expanded response opportunities to support our Golden Valley team and our community:

- aging population/medical services
- existing mental health services
- neighborhood disputes

This phase of the project focused on gathering input from internal staff and members of the public to help answer the question: What ideas do you have for expanded response in the three focus areas identified?

This report is a snapshot of community feedback gathered during this phase of the Expanded Response project. It reflects community ideas and input but does not represent final decisions or an exhaustive sample of Golden Valley residents. Priorities shared here will be carefully reviewed in the context of available resources, feasibility, cost, and alignment with long-term City goals. Some items may move forward, others may not, and the City is committed to keeping the community informed about how and why those decisions are made.

The City of Golden Valley conducted input sessions for community members who live in, work in, and visit Golden Valley as well as for internal police and fire staff regarding their day-to-day work experience as first responders for Golden Valley. The input sessions received predominantly positive comments regarding the process and the desire for continued similar discussions involving community in decision-making for the City.

Input Sessions

The City hosted three interactive sessions to engage community members in discussions about expanded response initiatives. These sessions provided people who live, work, and play in Golden Valley an opportunity to understand what expanded response is and share input on how they would like it to manifest. It also allowed community members to learn about the City's current public safety structure to be better informed during the community input portion. Presenters included the City's Community Connection Specialist, community partner Just Love, and leaders from the Fire and Police Departments.

The City hosted four sessions to get input from public safety personnel, starting with an overview of Expanded Response and including both previous and next steps in the process. They were held at a variety of dates and times to accommodate different staff schedules. See Appendix I for organizational charts for the City's public safety departments (Police and Fire).

Each session began with an educational overview of expanded response, exploring its historical context in the United States and its implementation locally in recent years. Leadership from the Police and Fire Departments provided presentations on their respective departments, offering insight into their operations and perspectives on the need for expanded response in Golden Valley. Following these presentations, community members had the opportunity to ask clarifying questions directed at Public Safety leadership.

In the second portion of the session, participants were invited to provide input on three specific incident types identified by the City (expand existing mental health services, aging population/medical calls, and neighborhood disputes), suggest additional incident types for City consideration, and rank them in order of priority.

The engagement sessions featured a PowerPoint presentation, visual handouts, and online surveys to collect demographic data and incident-type rankings. A full compilation of community comments can be found in the Incident Types section on page 7.

Community Promotion

To promote the Expanded Response Input Sessions, the City mailed notecards to every Golden Valley postal customer, broadcast stories on local cable channels, and published information in the City's newsletter, website newsfeed, and social media sites (Facebook, Instagram, and Nextdoor).

Demographics

A total of 42 participants attended the online and in-person input sessions and had the option to participate in a demographic survey.

Age Group

Of the 42 participants, 33 responded to the question regarding age, with four age 25-34, one age 35-44, four age 45-54, six age 55-64, and 18 age 65+.

Are You Hispanic/Latine?

The majority of the respondents identified as not Hispanic or Latine (33 respondents), one identified as Latine, and two preferred not to disclose.

Age Group

Hispanic / Latine
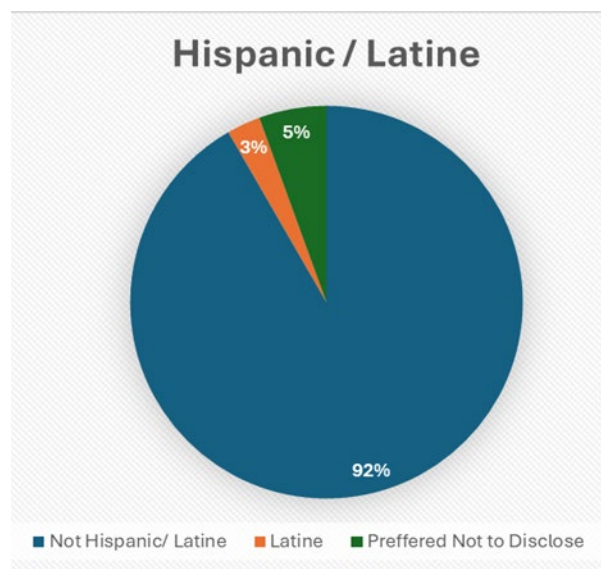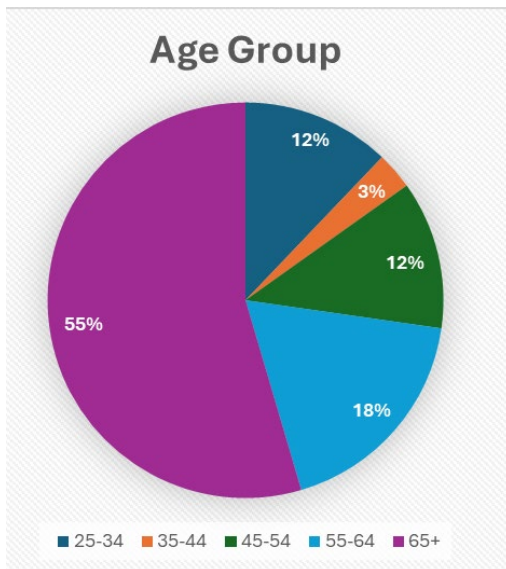
Race

Of the respondents who answered this question, two stated they were Black or African American, 22 identified as white, one identified as multiracial, and two preferred not to disclose.
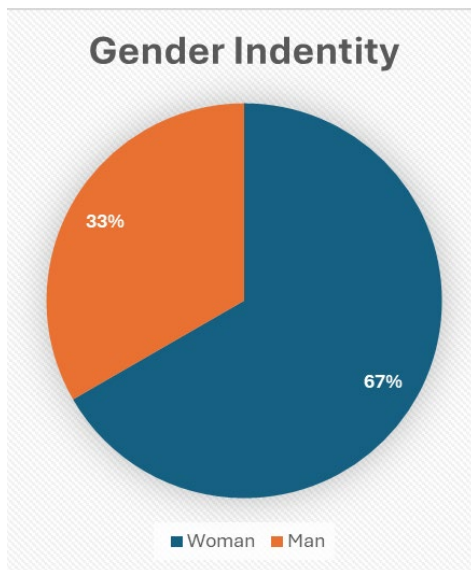

Race
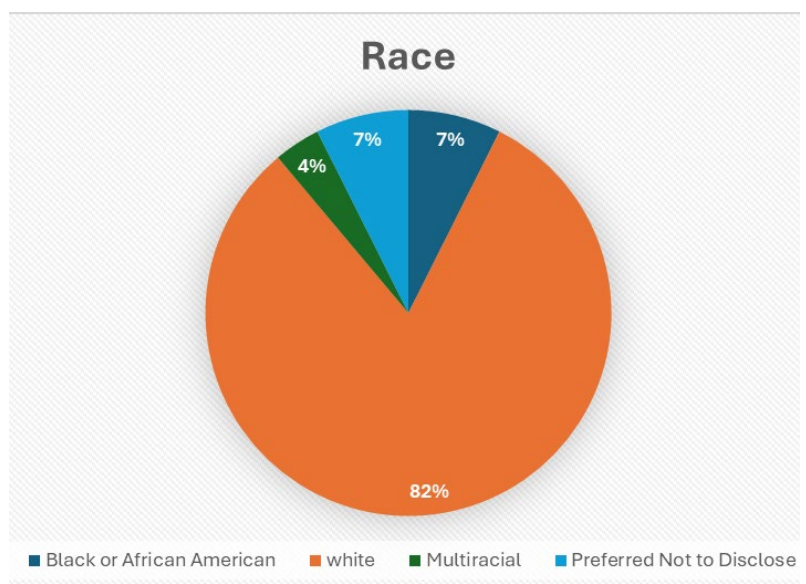
Gender Identity
Of the respondents who answered this question, 22 self-identified as woman, and 11 as man.

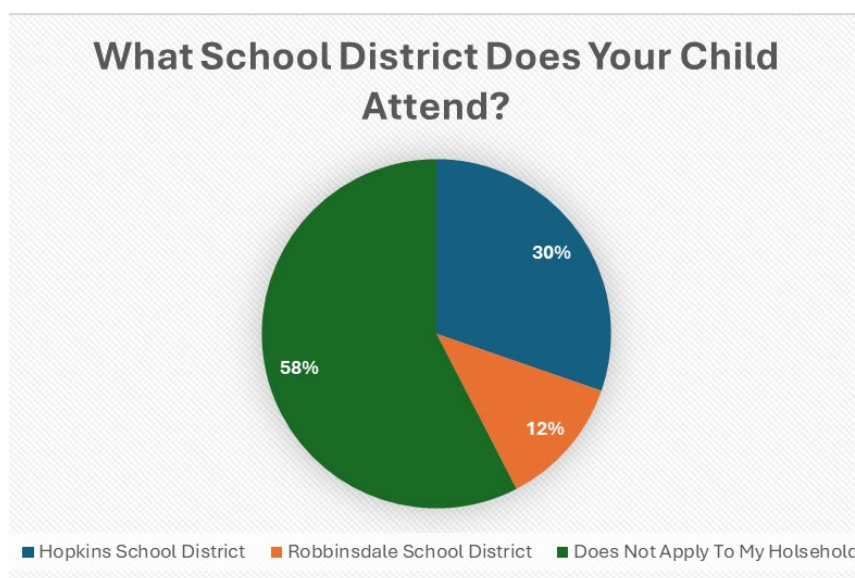## Primary Language Spoken At Home
Of the 33 respondents, one spoke Russian at home, one spoke Spanish, and the remaining 31 spoke English.

Gender Indentity

Woman 67%
Man 33%

Legend: ■ Woman ■ Man

Primary Language Spoken At Home

3% 3%
94%

Legend: ■ Russian ■ Spanish ■ English

What School District Does Your Child Attend?
Of the 33 respondents, 10 belonged to the Hopkins School District, four to the Robbinsdale School District, and 19 stated this did not apply to their household.

What School District Does Your Child Attend?

30%
12%
58%

Legend: ■ Hopkins School District ■ Robbinsdale School District ■ Does Not Apply To My Holsehold
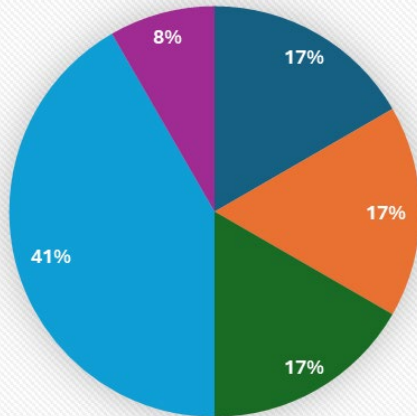
Household Income

Of the 33 respondents, four stated their household income is between $25,000 and $49,999, four said it is between 50,000 and 74,999, four are between $75,000 and $99,999, 10 are between $100,000 and $249,999, two are more than $250,000, and eight preferred not to disclose.
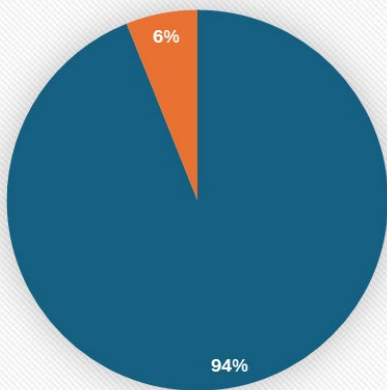
Relationship To The Community

Of all the respondents, 31 were residents of Golden Valley and two stated they work in the community but live elsewhere.

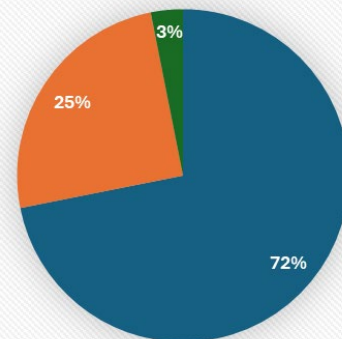## Experience With Emergency Services In Golden Valley (Police, Fire, EMS)

Of all the respondents, 23 stated they have personally interacted with emergency services, eight have no direct experience with emergency services, and one has a family member or friend who had interactions with emergency services.

Incident Types

The following ideas for expanded response were gathered for the three identified incident types.

Ideas highlighted with an asterisk were mentioned multiple times across the internal engagement sessions. Aside from the notes under "General Feedback," all comments are included as submitted or captured by note-takers.

Aging Population/Medical Calls

With one of the highest density per capita of congregate living, and with medical calls being one of the highest call types for Public Safety, response to medical calls, calls from aging population, and the interconnected nature of these two has created a specific need to be addressed. Some examples include:

- over-reliance on Fire Department resources to provide care when facilities are not providing appropriate care

- increase in need for ongoing support and connection to social services focused on aging in place and unique circumstances that come with an aging community

General Feedback

- Generally, participants were not aware of the increased reliance on police and fire staff for response at licensed group care facilities, and they were concerned about holding these facilities accountable to upholding their commitment as a part of this community.

- Respondents also wanted Golden Valley to continue or improve at being a community where aging in place is possible and safe.

- They appreciated the fully staffed Police Department, the embedded social worker, and the support for public safety. They also valued the insight into department structures.

Preventative

Community Comments	Police and Fire Staff Comments
- More training for group care staff and City staff - Concerns that we are not taking into consideration staff levels at the care facility – when there is only one nurse for an entire facility, they need to call 911 even though the nurse is trained to do the job. - Concerned that firefighters must stick around on a call when they are needed elsewhere – changes to policies or response protocols to free up firefighters for fire-related calls. Possibly have a more EMS partnerships or other entities that can respond to these calls before Fire arrives.	**Institutional** - Relationships with the State about staffing levels and management at care facilities. Start feedback forms/structure? - Build relationships with neighboring cities on issues with group care facilities - Build relationships with care facilities AND educate them that public safety shouldn't be their first response/won't respond/will start responding* - Public Health Fair at facilities

	Residential
• How do we address the rise in calls from the aging population. • Hold group homes accountable for overusing the system. Should there be surprise inspections? Owners should be responsible for the cost of the calls – City of Golden Valley should not pay for this?	• Similar approach to medical prevention as we take for fire prevention--greater communication, outreach, relationship-building, easier to find information on the City's website. Fall prevention programs? Elder care version of COPE?* • Bring back block clubs - block club leader and meetings to discuss things happening in a specific community. Build community, facilitate relationship building for older folks. Helpful for safety plans for particular areas. • Bring back citizens academies - informing the community about what public safety does • Connect people in private residences with the City's embedded social worker for support on repeat calls. • Provide Hoyer Lift training to Fire Department staff (Hoyer lifts are devices facilities have on hand and should be able to use lift residents).

Time Of Call

Community Comments	Police and Fire Staff Comments
• Would it be legal to require calls from facilities to come from staff? The facility be educated on what calls they need to handle as opposed to those that should go to first responders.	• Work on the up-front triage process, either through dispatch or something else. Be more tailored about the needs of a call, especially at facilities. Not every call needs two officers, an engine and a CSO. For example, help discerning when police really need to go to places like Regions when all they need is an ambulance to transport them. • Allow dispatch to ask if police and fire are needed or just Transport • Review bucket list with dispatch and EMS calls - determine when you really need law enforcement or fire or can you respond on your own?* • Single point of contact at a facility to be the designated person to call police if residents need something • More information on patient medical/health history prior to arrival

Traditional Response

Community Comments	Police and Fire Staff Comments
• Can a caller ask for no police? • Analyze if staff levels are proper to respond to calls without exhausting first responders • Have Golden Valley purchase a lift device	• Residents at facilities often complain about the level of care they're receiving. Provide them with a card or information about where they can lodge their complaints • Facility staff knowing prior to police response

Co-Response

Community Comments	Police and Fire Staff Comments
• Consider sending just EMS to some of the medical/group care calls • Enlist the support of outreach workers to respond with local authorities to address nonviolent calls	• Explore Hennepin Health for single family homes (hoarding, rodents etc)

Alternative Response

Community Comments	Police and Fire Staff Comments
• Aging population needs alternate responders – social workers, community health workers etc. • Should Golden Valley establish its own ambulance service?	• Bring in a community paramedic program for repeat calls. When implemented, police/fire stop going because they work preventatively. • Pulse point – an app that allows community to professionally trained responders (e.g. retired medics, cops) etc. to respond to cardiac arrest and other specific calls to start CPR earlier.

Follow-up

Community Comments	Police and Fire Staff Comments
• Encourage or require group care facilities to be accountable for calls (pay for calls?) • Review Zoning laws and regulations for group care facilities • Enlist a team of individuals that educate those in that aging population that consists of those that live alone and those that reside in group homes. • Ensure that facilities are fully staffed to properly follow up with residents.	• Post-call evaluation with facilities and state licensing authority to discuss what worked/didn't work when a call doesn't go well. • Provide a resource card for residents (in single family or group care) about how to get aging support (exercise classes, financial wellness etc), where to file feedback or complaints about their facility etc.* • Host fall prevention workshops to teach strengthening • Provide information on access to health clinics when responding to calls about managed care. • Charge licensed care facilities after a certain number of calls/month, like alarms

Expanding Existing Mental Health Services

Golden Valley has already expanded its mental health response with a County embedded social worker. The social worker provides support on calls and follow-up connection to services.

These services could be expanded to more broadly include calls around welfare checks, suspicious acts, domestic violence, runaway and juvenile issues, etc.

General Feedback
• The community supported additional resources to reach more people facing mental health challenges. They favored a trained crisis responder working alongside police. They also questioned the depth and adequacy of police and fire training. Additionally, they asked how outside agencies could assist with welfare checks, the cost to the City, and whether community volunteers could be trained to help reduce expenses.
• Respondents were concerned about people having cameras and then posting videos of neighbors or people experiencing crises. Regarding doorbells: Police can access camera footage from Ring without a warrant. Amazon's policy is if the police claim it's urgent, they can access it without permission. (This policy changed last year.)

Preventative	
Community Comments	**Police and Fire Staff Comments**
• Need to have a database for repeat callers so that they can receive follow-up support that would help with long-term preventive care. • Would it be helpful to have records of places and people with mental issues similar to crime reports and hotspots. Does this already exist? Does this violate HIPAA? • Increase training for the police department when it comes to identifying and responding to a mental health crisis.	• Training for PD on what programs are available and exist for mental health.

Time Of Call	
Community Comments	**Police and Fire Staff Comments**
	• Determine up front if medical resources are deployed correctly: medical vs. behavioral. Develop new was to identify repeat calls for substance use disorders so that alternative resources can be leveraged.

Traditional Response

Community Comments	Police and Fire Staff Comments
• Does the data support having additional mental health professionals hired for such a small city? • Can there be a community meeting specific to the concerns of mental health issues that exist in the city of Golden Valley? • Should there be limits for welfare checks?	• Non-action thresholds by PD if people are unwilling to help or accept advice (related to the fact that there isn't always a clear path for PD – if they stay, it can take hours with no progress, if they leave, family feel abandoned. What are the protocols for how long to stay when a person is treatment- or support-resistant?) • Plain clothes police response options

Co-Response

Community Comments	Police and Fire Staff Comments
• Once there is a code 4 can other cities assist? • Have more social workers available to ride along with police to help assist with mental health call.	• More resources available at night, which is when most of the mental health issues come in. Kat [embedded social worker] or someone goes out and mediates family issues so that arresting someone to get out of the house isn't the only option. Canopy operates at night; this could be a good option for 24-hour coverage. • Potentially bring embedded social worker in-house because of the value that is added already with that role. There are trade-offs with access to resources and training though the county that need to be addressed if that's a path GV is interested in pursuing.* • Embedded social worker available to come on calls in addition to providing follow up (has already happened/started. Would like to see more) • On-call social/psych worker to address urgent needs during non-business hours

Alternative Response

Community Comments	Police and Fire Staff Comments
• Is there a way to allocate resources for mental health from outside agencies that have the capacity to respond? • Have mental health professionals trained in de-escalation respond to these types of calls. • Have outside agencies eg, Nonprofits aid first responders to reduce the stress on staff. • Can community workers or volunteers help respond to welfare checks	• Team up with cities that border us and have a similar BCR response team that cover all four cities* • Explore independent COPE response. COPE not needing PD since they can write holds; no PD needed because they can agitate the issue (unless danger is mentioned)

Follow-up

Community Comments	Police and Fire Staff Comments
• Can a community volunteer provide welfare checks as a follow-up in nonviolent incidents?	• There was a perspective shared by a couple people that the embedded social worker is a sufficient expanded response for mental health. • Can police get access to COPE's patients who reside in Golden Valley? Share updates on their status if police are regularly involved?

Neighborhood Disputes

In Golden Valley, certain incidents are often used by residents who don't like their neighbors to settle disputes or punish their neighbors. Some examples include:

- property maintenance calls for things like grass height, garbage can placement, etc
- calls to City management for civil matters, suspicious acts, parking complaints, etc

General Feedback:

- There were concerns about whether alternate responders receive proper training and when police should respond versus other public safety personnel. They also questioned what happens if an alternate response turns dangerous. Ultimately, they felt police presence impacts how situations are or are not resolved.

- There were also concerns about being mindful of systems and tools that can turn problematic, racist and inflammatory – doorbell cameras, neighborhood watch groups, websites where neighbor's share information (eg, Nextdoor), etc.

- The community appreciated follow-up efforts and the focus on preventive strategies to reduce call volume. They supported embedding a conflict resolution specialist to provide techniques and tips for resolving personal conflicts.

Preventative

Community Comments	Police and Fire Staff Comments
• Improve clarity on property maintenance rules, regulations and codes and make it accessible for people. Especially by improving the website. • Can there be a session held for the community to inform them on who to call for non-emergency issues to prevent abundance of calls to police, fire, etc. • Start educating community on who to call and when, maybe with high school students.	• Improved information for residents about neighbor behavior • Standardize the codes and how they're communicated so people don't get different answers from different people - flow chart, plain language, examples etc. Especially for "we think there's drug activity" type situations. CRM-type management?* • Improved information sharing and education with multi-family housing property managers • Relationships with large managed properties. For example, Dover asks residents to call police to write a report, but police don't write a

• Prevent community members from weaponizing police (what laws may come into play.	report for civil matters. Need Dover to know that this is their responsibility.*
• Some cities have patrols that visually inspect properties to prevent disputes.	• Making management aware of tenants that call on neighbors – notice sent on how many times PD has responded to address.
• Develop a system for handling repeat callers and educate them to not exhaust public safety. Should there be a penalty for too many or repeat calls?	• Fostering better relationships among neighbors. Oftentimes people don't even know their neighbors or their names. Often, if they know each other, they can speak directly rather than calling the police.
	• Create a central point of contact for each neighborhood, have a neighborhood liaison and hold neighborhood group meetings
	• Block leaders? Neighborhood associations?
	• Block clubs that require neighbors to collaborate with each other with dedicated neighbor liaisons. Requirement to make a neighbor complaint is that you have participated in some form of neighbor group. Do liaisons get a stipend? Training?
	• Events/gatherings to get to know your neighbor
	• Public education on where to direct these types of calls/complaints instead of calling 911

Time Of Call

Community Comments	Police and Fire Staff Comments
• Can we tell callers that neighbor disputes are something neighbors have to resolve on their own?	• Education: police respond to crime and fire responds to medicals and fire. Neighbor disputes are something neighbors have to resolve on their own.
	• Dispatch asking more focused questions on these type calls to differ between police/civil response. Civil responses handled by day shift PD staff. Phone like to front desk PD to response issues.

Traditional Response

Community Comments	Police and Fire Staff Comments
• People are surprised at the engagement of Fire in nuisance and code enforcement, especially when used to resolve neighbor disputes. For things like grass, could parks and rec employees help respond to that instead?	• Redirecting people – make sure complaints are following the process/getting to appropriate staff. (Is there a process? Is it legible?)
	• Provide alternatives to citations when a code has been violated

Community Comments	Police and Fire Staff Comments
• Can community service officers respond to these calls? • Is there a local newslink that can make the community aware of these types of disputes for transparency and safety.	• Administrative citations (ideally issued by expanded responders)

Co-Response

Community Comments	Police and Fire Staff Comments
• For nuisance calls that are deemed non-emergency, send both emergency personnel and community member. • Have a mediator ride along with emergency personnel to assist with disputes and provide potential follow-up.	

Alternative Response

Community Comments	Police and Fire Staff Comments
• Employ more community engagement staff who can help respond to and weigh in on neighbor disputes. • Offer services that help people understand property lines to help with some issues – free surveys or property line marking services? • If the issue is ongoing, is there someone who can go out and help resolve other than public safety. • Send alternatives to code enforcement issues, especially things like grass. Could Park and rec staff be used to handle issues that involve grass, property line etc. • Could we identify someone who is skilled in conflict resolution and de-escalation that can handle some of the non-emergency neighborhood disputes • Someone other than the police (a trained mediator) to manage and respond to neighbor disputes.	• Could you have expanded responders? They issue civil and administrative type issues AND have the capacity to follow up. Maybe they administer administrative citations • Mediation services 24/7 on scene • City App to register and identify a challenge, populate and administrative report, have someone respond or have a virtual call with a person to help think through ideas to address issues. Triage is really important when if we had info available electronically, a lot of people are not adept at electronic so need non-electronic options. • Crime prevention team • Facilitate resolution circles

Follow-up

Community Comments	Police and Fire Staff Comments
• Have a civic court that can respond to these disputes	• Dedicated code enforcement person/unit who can follow up and someone that fire can refer them to. Someone they can say "we'll send this to our code enforcement" clearly identifiable codes, transparent and in plain

• Should social worker get involved to follow-up and prevent future calls at high-volume addresses	language. Here's what we do and here's what we do not do.*
	• Refer people to the mediator program and encourage its use. But both parties have to agree to that, and it's not free. Usually that doesn't happen. No evidence of anyone using it and/or that it solved any problems. Get people to show up to the first mediation for free to get them to the table?
	• CRM-type reporting system to report to managed properties about how often police and fire are responding to civil issues at apartments with information like which apartments see repeat calls etc so the property manager can intervene earlier. Maybe if there are a certain number of calls per week we reach out to management

Incident Ranking

Of the total 42 participants, 28 participated in the incident ranking from most favorable to least favorable from the options provided.

Community Most Favorable First Choice: Expanding Existing Mental Health Response
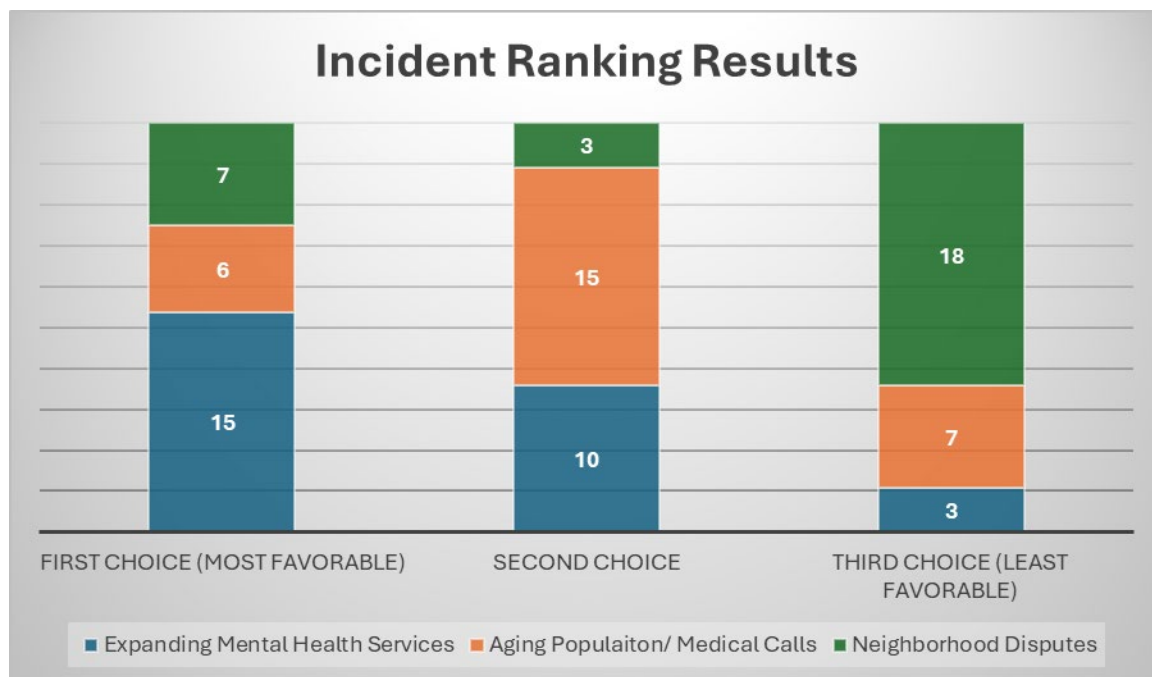
Fifteen participants listed expanding existing mental health response as their most favorable incident type, six listed it as their second choice, and seven listed it as their least favorable.

Community Second Choice: Aging Population / Medical Calls

Ten participants listed aging population as their most favorable incident type to move forward, 15 listed this as their second choice, and three listed it as their least favorable.

Community Least Favorable Third Choice: Neighborhood Disputes

Three participants listed neighborhood disputes as their most favorable incident type, seven listed it as their second choice, and 18 listed this incident type as their least favorable to move forward into implementation.

Incident Ranking Results

	FIRST CHOICE (MOST FAVORABLE)	SECOND CHOICE	THIRD CHOICE (LEAST FAVORABLE)
Expanding Mental Health Services	15	10	3
Aging Populaiton/ Medical Calls	6	15	7
Neighborhood Disputes	7	3	18

Appendix I: Organizational Charts

Police Department

- Police Chief
  - Assistant Chief of Patrol
    - Training Sergeant
      - Community Service Officers (8)
    - Patrol Sergeants (6)
      - Patrol Officers (16)
  - Assistant Chief of Operations
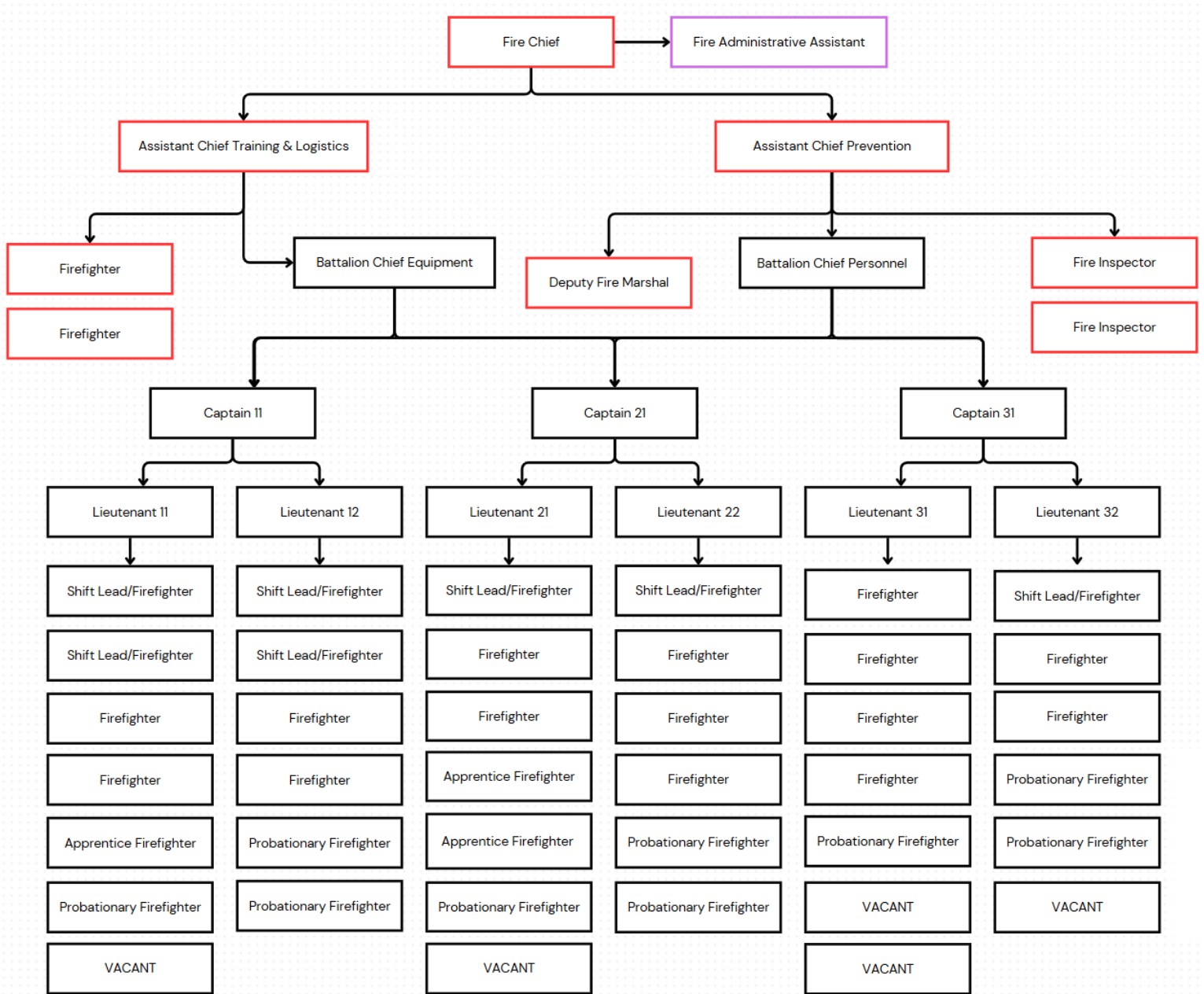   - Crime Analyst/ Property Manager/ Outreach Supervisor
    - Embedded Social Worker
    - Detective Sergeant
      - Detectives (2)
      - Non-Sworn Detective
      - Violent Offender Task Force (VOTF) Agent
      - School Resource Officer (SRO)
    - Support Services Supervisor
      - Administrative Assistants (2)
      - Office Assistant

SWORN

NON-SWORN

Appendix I: Organizational Charts

Fire Department

KEY

Full Time Sworn Personnel	(red border)
Full Time Administrative Assistant	(purple border)
Paid-On-Call Sworn Personnel	(black border)