



2020 After-Action Recommendations Improvement Plan Progress Report

The City of Minneapolis' Report on the Improvement Plan Developed in Response to *An After-Action Review of City Agencies' Responses to Actions Directly Following George Floyd's Death on May 25, 2020* (Hillard Heintze, March 7, 2022).

City of Minneapolis
Office of Community Safety
Emergency Management Department
December 2022

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The Honorable Jacob Frey
Mayor
City of Minneapolis
350 South Fifth Street
Minneapolis, MN 55415

December 30, 2022

RE: 2020 After- Action Recommendations
Improvement Plan Progress Report

Dear Mayor Frey,

Please find enclosed the 2020 Improvement Plan Progress Report on Recommendations from 2020 After Action Review. This effort has been a partnership between departments of the Office of Community Safety – Police, Fire and Emergency Management -- and departments of the Office of Public Service – the City Coordinator/City Operations Officer and Communications.

The city has made significant progress in addressing the twenty-seven recommendations raised in *An After Action Review of City Agencies Responses to Activities Directly Following George Floyd's Death on May 25, 2020* delivered in March of 2022. Department heads have provided verbal updates to the City Council on April 12, 2022, July 19, 2022 and November 2, 2022.

In 2022, we launched the National Incident Management System (NIMS) Reset project which is designed to improve the city's ability to use the Incident Command System, the Emergency Operations Center, the Joint Information System and Multiagency Coordination Groups to manage complex incidents. The capstone of this series of trainings and exercises is expected to be an Integrated Emergency Management Course to be held in 2024.

Contracts and funding for the necessary training and exercises are in place and the 2023 implementation schedule has been established. With your support and with the support of the State's Division of Homeland Security and Emergency Management we submitted our request for the capstone course to the Federal Emergency Management Agency for their consideration. We expect to learn whether our request is granted in the second quarter of 2023.

In addition, departments have been working to address the twenty-seven specific recommendations in the After-Action Review. Seventeen of the projects are complete. The remaining projects are in process. Of the projects in process, seven will be addressed in whole or in part by the NIMS Reset project. A summary "scorecard" of the projects, assigned departments and status is found on pages 3 and 4 of the Progress Report.

Please direct any questions to the department head responsible for responding to the specific recommendation. Questions relating to the NIMS Reset may be directed to Director Lane.

Looking ahead to 2023, we anticipate a heavy schedule of training and exercises as well as continuing progress on the responses to the remaining recommendations. We will continue to provide quarterly verbal updates to the City Council, as we have done in 2022. Those reports are tentatively set for the Committee of the Whole meetings on March 21, June 26, September 19, and December 5, 2023. We will produce an update to this report at the end of 2023.

Staff appreciate the support from your office and from the City Council as we improve the capabilities the city needs to manage complex incidents.

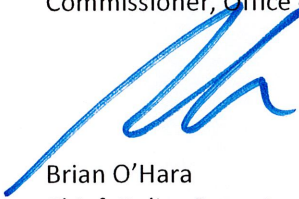
We recommend that this report be transmitted to the City Council for its consideration and review.

Respectfully,

OFFICE OF COMMUNITY SAFETY



Dr. Cedric L. Alexander
Commissioner, Office of Community Safety



Brian O'Hara
Chief, Police Department

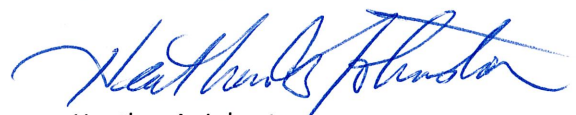


Bryan Tyner
Chief, Fire Department



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OFFICE OF PUBLIC SERVICE



Heather A. Johnston
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Interim Engagement Deputy

Encl.

INTRODUCTION

On March 7, 2022, the City of Minneapolis received *An After-Action Review of City Agencies' Responses to Activities Directly Following George Floyd's Death on May 25, 2020* (the After-Action Review or AAR) from Hillard Heintze, the contractor the city engaged to research and prepare the Review. Following the public presentation of the Review and its findings, Mayor Frey tasked the Emergency Management Department (EM)¹ with developing and executing a city-wide improvement plan that responded to the After-Action Review's twenty-seven recommendations.

In March, EM convened an "Emergency Management Advisory Committee" consisting of the Mayor's Chief of Staff, the Police Chief, the Fire Chief, the Emergency Management Department Director, the City Coordinator, the Health Commissioner, the Public Works Director and the City Communications Director. These departments are primarily responsible for executing the Core Capabilities² of the enterprise emergency management program, under the coordination of the Emergency Management Department.

On April 4, 2022, EM implemented an Improvement Plan which assigned relevant After-Action Review recommendations to department heads under five broad strategies:

- Strategy 1. Assure corrective action is taken to implement the Emergency Operations Plan and the National Incident Management System – Assigned to the EM Director.
- Strategy 2. Assure that corrective action is taken relative to leadership, procedures and processes within the Minneapolis Police Department – Assigned to the Police Chief.
- Strategy 3. Assure that corrective action is taken relative to leadership, procedures and processes within the Minneapolis Fire Department – Assigned to the Fire Chief.
- Strategy 4. Assure that corrective action is taken relative to connecting with the community. Assigned to the City Coordinator/City Operations Officer.
- Strategy 5. Assure that corrective action is taken relative to public information and communications capabilities. Assigned to the Director of Communications.

EM is implementing Strategy 1 through a multi-year project called the National Incident Management System (NIMS) Reset. The objective of this project is to address and reset the city's capability to implement the NIMS enterprise-wide through a series of trainings and exercises leading to a capstone Integrated Emergency Management Course (or similar experience) anticipated for the third quarter of 2024. While EM is coordinating this overall project, it remains the responsibility of MPD and MFD leadership to ensure that the appropriate capabilities are being developed and implemented at the incident command level.

Assigned departments are implementing the remaining strategies on a project-by-project basis.

¹ With the passage of Ordinance 2022-045, Section 12.320 in October of 2022, the Office of Emergency Management (OEM) was retitled as the Emergency Management (EM) Department. The latter title is used throughout this report, except in material directly quoted from the After-Action Review.

² See: FEMA, Mission Areas and Core Capabilities, <https://www.fema.gov/emergency-managers/national-preparedness/mission-core-capabilities>

As part of the implementation of the new Office of Community Safety, EM was transferred from the supervision of the City Coordinator to the Commissioner of Community Safety. As MPD and MFD are also within the Office of Community Safety, overall supervision of the Improvement Plan also shifted from the Emergency Management Advisory Committee to the Office of Community Safety. The Office of Community Safety continues to coordinate with other partners as needed to implement the Improvement Plan.

Throughout 2022, EM coordinated periodic progress updates to the City Council. Assigned department heads or their representatives reported on progress on April 12, 2022, July 19, 2022 and November 2, 2022.

ORGANIZATION OF REPORT

This report is divided into three components:

- Part 1: A scorecard summary overview of progress on all AAR recommendations
- Part 2: Progress report on the NIMS Reset
- Part 3: Progress report on individual AAR recommendations assigned to departments for action

REFERENCES

An After Action Review of City Agencies' Responses to Activities Directly Following George Floyd's Death on May 25, 2020 (Hillard Heintze/City of Minneapolis, 2022)

National Incident Management System, Third Edition (FEMA, 2017)

Key definitions and a list of abbreviations are included at the end of this report.

FURTHER INFORMATION

For further information on the NIMS Reset Project, contact Emergency Management. For further information on any of the recommendations, contact the department assigned to manage the improvement project.

PART 1 SCORECARD

The following scorecard summarizes the status of the city's response to each of the twenty-seven recommendations in the AAR. If the recommendation is addressed in whole or in part by the NIMS Reset project, that is noted as "yes" in the final column, otherwise as not applicable.

Recommendation	Assigned to	Status	Corrective Action Report Page	NIMS Reset
1. Community Conversations	City Coordinator Neighborhood and Community Relations	In process	25	N/A
2. Business Owner Forum	City Coordinator Neighborhood and Community Relations	In process	25	N/A
3. Constructive Conversation Team	MPD	In process	15, 25	N/A
4. MPD Leadership	MPD	Complete	15	N/A
5. MPD/MFD Incident Command System	MPD, MFD	MPD: Complete MFD: Complete	16, 22	Yes
6. MPD Civil Disturbance Policy	MPD	In process	16	N/A
7. Incident Management Team	EM, MPD, MFD	In process	12, 17, 22	Yes
8. MPD Incident Command System Implementation	MPD	Complete	17	Yes
9. Staffing for Extended Operations	MPD, MFD	MPD: In process MFD: Complete	17, 22	Yes
10. Less Lethal Munitions	MPD	Complete	18	N/A
11. MPD Continuity of Operations	MPD	Complete	19	N/A
12. Civil Disorder Resource Planning	MPD	In process	19	N/A

13. Crisis Communication and Joint Information System	City Communications	In process	27	Yes
14. MFD Span of Control	MFD	Complete	23	N/A
15. MFD ICS Implementation	MFD	Complete	23	Yes
16. Situational Awareness Communication	MPD, MFD	Complete	19, 23	Yes
17. MFD Resource Tracking	MFD	Complete	23	Yes
18. Executive and Legislative Training	EM	Complete	13	N/A
19. Camera Control	MPD	Complete	20	N/A
20. After Action Reports	EM	Complete	13	N/A
21. Emergency Communications Plan	City Communications	In process	27	N/A
22. Crowd Control Training	MPD	Complete	20	N/A
23. Training and Exercises	EM	Complete	13	N/A
24. Employee Wellness	MPD	Complete	20	N/A
25. Investigations Surge Capacity	MPD (OPCR)	In process	21	N/A
26. Civil Disorder Public Protective Actions	City Coordinator	In process	26	N/A
27. Curfew Waivers	City Coordinator	In process	26	N/A

PART 2 NIMS RESET

The After-Action Review's predominant theme is that the city did not use the organizational systems mandated in the National Incident Management System (NIMS) including the Incident Command System (ICS) to manage the response.³ The overall goal of the NIMS Reset Project is to reestablish the city's capability to use these systems. The city will achieve that goal by training staff, testing and exercising their capabilities and demonstrating that it can use NIMS to manage complex incidents.

NIMS AND ICS OVERVIEW

The National Incident Management System:

... guides all levels of government, nongovernmental organizations and the private sector to work together to prevent, protect against, mitigate, respond to and recover from incidents.

NIMS provides stakeholders across the whole community with the shared vocabulary, systems and processes to successfully deliver the capabilities described in the National Preparedness System⁴. NIMS defines operational systems that guide how personnel work together during incidents.⁵

In 2005, the City Council adopted the NIMS as the "standard for incident management in the City of Minneapolis."⁶

The National Incident Management System is organized into three major components, (1) resource management, (2) command and coordination and (3) communications and information management.⁷ While "applying the guidance for all three components are vital to successful NIMS implementation"⁸, the After-Action Review's findings relate primarily to the command and coordination component of the system.

The command and coordination component "describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently."⁹ Specifically, command and coordination consists of four areas of responsibility:

Incident Command: Incident command focuses on tactical activities to apply resources on scene as described by the Incident Command System (ICS). Implementing the Incident Command System is the responsibility of first responding departments, in this case the Police and Fire Departments.

Incident Support: Incident support – which is separate from command – is conducted at the city's Emergency Operations Center through "operational and strategic coordination, resource

³ See, e.g., AAR, pp. 41-48

⁴ <https://www.fema.gov/emergency-managers/national-preparedness/system>

⁵ <https://www.fema.gov/emergency-managers/nims>

⁶ Resolution 2005R-158

⁷ National Incident Management System (NIMS) p. 1-2.

⁸ NIMS, p. 2.

⁹ NIMS, p. 2.

acquisition and information gathering, analysis, and sharing.” The Emergency Operations Center is coordinated by EM and supported by the city enterprise.

Public Information: Through the Joint Information System - and the Joint Information Center if a physical location is activated - the city conducts outreach and communication with the media and public to keep them informed about the incident. The Joint Information System and Center is coordinated by the city’s Communications Department.

Policy Guidance and Senior-Level Decision Making. Under the leadership of the Mayor and Community Safety Commissioner, in compliance with NIMS, executive policy guidance and senior-level decision making is coordinated through the Mayor’s Multiagency Coordination (MAC) Group. The Mayor interfaces with the City Council through a separate Policy Group.

The Incident Command System, which is one part of NIMS, is the standard, approach to on-scene incident management.¹⁰ According to FEMA, the Incident Command System was designed to address the specific problems:

- Lack of accountability, including unclear chains of command and supervision.
- Lack of an orderly, systematic planning process.
- No common, flexible, predesigned management structure that enables commanders to delegate responsibilities and manage workloads efficiently
- No predefined methods to integrate interagency requirements into the management structure and planning process effectively.¹¹

The AAR generally identified similar problems in the 2020 response.

AFTER-ACTION REVIEW RECOMMENDATIONS

The After-Action Review documented a widespread lack of National Incident Management System (and specifically the Incident Command System) implementation in the city’s response. The findings focused on MPD and MFD’s implementation of the Incident Command System but also noted a lack of effective use of the City’s Emergency Operations Plan, the Emergency Operations Center and the Joint Information System. The review found that the city could not operate effectively across multiple organizational periods. Analyzing these findings, the city has determined that a “reset” of the NIMS across all four areas of responsibility and all departments, but particularly MPD, MFD, the City Communications Department and EM is required.

Key AAR recommendations focused on MPD and MFD’s ability to have sufficient, trained command and general staff available to implement the incident command system:

The MPD and MFD should renew their focus on adhering to the ICS and ensure both departments have enough trained officers. The MPD and the MFD must provide the necessary training and experience to facilitate and effective and

¹⁰ NIMS, p. 24.

¹¹ *NIMS Overview for Senior Officials (Executives, Elected and Appointed) Instructor Guide* (FEMA, 2019), p. IG-40 to IG-41

efficient performance of the [command and general staff] and to maintain a strong succession program among supervisors and command officers.¹²

The MFD and the MPD should designate [command and general staff members] and assign command-level personnel to roles on the team. The [command and general staff] should be well trained in their specific roles and responsibilities. The MFD and the MPD should be able to quickly activate the [Incident Command System].¹³

The trained staff should be able to properly implement the ICS system, including establishing command, creating an incident action plan, using the standard organizational structure, transfer of command and managing span of control in the operations section.¹⁴ The AAR also noted the need to operate other aspects of NIMS such as the Joint Information System¹⁵ and working with interagency coordination through the Emergency Operations Center.¹⁶

While the AAR recommends development of an Incident Management Team, staff recommended focusing on first building the necessary command and general staff capabilities within MPD and MFD and reserve the decision to create an interdisciplinary and potentially deployable team to a future improvement project.

CORRECTIVE ACTION

At the direction of the Mayor, the city is implementing corrective action that will be tested in a capstone Integrated Emergency Management Course (IEMC), or similar experience, as early as 2024. The IEMC is anticipated to test all aspects of the NIMS Command and Coordination doctrine including NIMS Management Characteristics, Incident Command System, Emergency Operations Centers, Multiagency Coordination Group, Joint Information System and Interconnectivity of NIMS Command and Coordination Structures¹⁷ (See NIMS, Chapter III).

In preparing for the IEMC, each participating department is responsible for assessing its capabilities (planning, organizing, equipping, training, testing and exercises), identifying staff, developing an improvement plan and making changes to policies, procedures and training needed to comply with NIMS and execute its assigned responsibilities to the required standard:

- MPD and MFD are responsible for implementing single and unified command.
- EM is responsible for implementing the incident support function through the Emergency Operations Center.
- City Communications Department is responsible for the operation of the Joint Information Center.
- the Mayor (through EM and the Community Safety Commissioner) is responsible for the operation of the Multiagency Coordination Group.

¹² AAR, Recommendation 5.

¹³ AAR, Recommendation 7.

¹⁴ AAR, Recommendations 8 and 9.

¹⁵ AAR, Recommendation 13 and 21

¹⁶ AAR, Recommendation 23, Finding 16.

¹⁷ See NIMS, Chapter III.

- All parties are jointly responsible for establishing and maintaining the interface and interconnectivity between all Command and Coordination Structures.

EM is coordinating the training and exercising needed to execute these responsibilities. The training component includes:

- All awareness-level Incident Command System classes needed as a prerequisite to advanced command and general staff courses. These include the in-person ICS 300, *Intermediate ICS for Expanding Incidents* and ICS 400, *Advanced ICS* courses.
- Command and general staff training which allows participants to implement the learnings in the awareness level classes in a practical setting. This training includes a general overview of how the ICS is used in complex incidents as well as position-specific training for each of the relevant command and general staff positions.
- Unified command course designed to create alignment across the team on how to execute unified command.
- Incident command and emergency operations center “interface” course that focuses on how incident command and the EOC work together in a NIMS-standard system.

The exercise component of the NIMS Reset is intended to provide interim tests of the improved capabilities as the city progresses toward the capstone Integrated Emergency Management Course. Therefore, each structure of the Command and Coordination component of NIMS will be tested individually and then in conjunction with key interconnected NIMS structures. MPD and MFD will demonstrate competence in operating under single command and then in unified command. EM will demonstrate competence in operating the Emergency Operations Center. Unified Command will demonstrate competence in establishing the Incident Command - EOC interface, etc. All components will be tested together in a tabletop and then at the IEMC.

This is in addition to the ongoing training and exercise program EM has in place for Emergency Operations Center staff and the executive leadership team (the members of the MAC Group). MAC Group exercising in 2023 will focus specifically on the process for requesting the National Guard through the State, an issue noted in the AAR.

The end state of this effort would be a demonstration of the city’s capabilities at the Integrated Emergency Management Course in 2024.

2022 PROGRESS

Accomplishments in 2022 include:

A. Enterprise EM Familiarization Training: EM developed an independent study emergency management, continuity of operations and personal preparedness familiarization training for all city employees that will go live in January of 2023.

B. Enterprise NIMS Training: EM developed an enterprise-wide NIMS training policy and assessed current training against that policy across MPD, MFD, Public Works, Health and EM (the departments which have primary responsibility for incident command and support). This assessment identified personnel across all departments who needed new or refresher training.

Much of the new or refresher training could be accomplished through existing, on-line, independent-study courses. EM asked participating departments to have employees complete this training no later than the first quarter of 2023.

Two additional ICS training courses - ICS 300, *Intermediate ICS for Expanding Incidents* and ICS 400, *Advanced ICS* - are available only as in-person sessions. EM arranged for one session of each course to be offered to city employees, one in October of 2022 and one in December of 2022. Priority access to these opportunities will be given to the teams participating in the NIMS Reset. Additional seats will be made available to all relevant departments to enhance enterprise-wide incident command capabilities.

C. Advanced NIMS Training and Exercises: EM scoped, released and evaluated a request for proposals for the training and exercises needed to complete this reset. This includes advanced training for command and general staff and for the emergency operations center team. The Council approved the resulting contracts in December. EM worked with the participating departments and the contractors to develop a schedule for 2023 training and exercises.

D. IEMC Application. EM worked with the Mayor's office to apply for an Integrated Emergency Management Course to be delivered in 2024. The State of Minnesota has endorsed our application (as required) and forwarded it to FEMA for consideration. FEMA is expected to inform us if the request is granted or denied in the second quarter of 2023.

E. Command Policy Review: MFD and MPD reviewed their procedures to assure that they conformed to NIMS as a precursor to participating in further NIMS training.

F. Command and General Staff: MFD and MPD identified the command and general staff personnel who will participate in the training and exercises scheduled for 2023 and 2024 leading up to the planned Integrated Emergency Management Course.

CONCLUSION AND NEXT STEPS

In EM's opinion, the NIMS Reset component of the After-Action Review improvement plan is on track to meet our 2024 goal.

Actions planned for 2023 including confirming enterprise staffing for Emergency Operations Center training and exercising and executing the training and exercise schedule.

2023 TRAINING AND EXERCISE TIMELINE

EM is coordinating the following in-person training and exercises for 2023. This schedule is tentative and subject to change. These courses are in addition to on-line courses as needed.

February

ICS 300 – Intermediate Incident Command System for Expanding Incidents

March

ICS 300 Intermediate Incident Command System for Expanding Incidents

ICS 400 Advanced Incident Command System – Complex Incidents

O-305 Incident Management Team (Command and General Staff) Introduction

April

L-905	Incident Commander
L-954	Safety Officer
L-952	Public Information Officer
L-956	Liaison Officer
ICS 300	Intermediate Incident Command System for Expanding Incidents
ICS 400	Advanced Incident Command System – Complex Incidents

May

L-958	Operations Section Chief
L-967	Logistics Section Chief
L-964	Situation Unit Leader
L-962	Planning Section Chief
ICS 300	Intermediate Incident Command System for Expanding Incidents
ICS 400	Advanced Incident Command System – Complex Incidents

June

<i>Exercise</i>	Single Command, Police
<i>Exercise</i>	Single Command, Fire
G-191	Incident Command Emergency Operations Center Interface
ICS 400	Advanced Incident Command System – Complex Incidents
F-609	Unified Command

July

<i>Exercise</i>	Unified Command
G-191	Incident Command - Emergency Operations Center Interface
<i>Exercise</i>	Emergency Operations Center

August

G-191	Incident Command - Emergency Operations Center Interface
<i>Exercise</i>	Incident Command – Emergency Operations Center

September

<i>Exercise</i>	Multiagency Coordination Group
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October

<i>Exercise</i>	Joint Information System/Center
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ICS 300 Intermediate Incident Command System for Expanding Incidents

November

ICS 400 Advanced Incident Command System – Complex Incidents

PART 3 RECOMMENDATION-SPECIFIC ACTIONS

The following are department-level corrective actions to specific AAR recommendations. They are grouped by strategy and department with the lead role in implementation.

STRATEGY 1 – EMERGENCY MANAGEMENT DEPARTMENT

The following corrective action summaries are based on information from the Emergency Management Department. Corrective action for all projects is complete with the exception of recommendation 7, which is related to the NIMS Reset.

Recommendation 7. Incident Management Team Personnel

The MFD and the MPD should designate an Incident Management Team (IMT) and assign command-level personnel to roles on the team. The IMT members should be well-trained in their specific roles and responsibilities. The MFD and MPD should be able to quickly activate the ICS when necessary.

Assigned to: EM, MPD, MFD
Status: In Process, 2024 Completion

Corrective Action: In this context, staff understand “Incident Management Team” to represent trained command and general staff personnel who are capable of executing the incident command system within MPD and MFD. An Incident Management Team as such is generally an interagency, deployable resource which is not the intent here.¹⁸

EM is coordinating the training and exercises needed to respond to this recommendation as part of the NIMS Reset but it is ultimately up to MPD and MFD to implement this capability within their departments. As outlined above, the training will include a national-level general course for all command and general staff as well as position-specific training, exercises and the capstone Integrated Emergency Management Course anticipated in late 2024.

Following a request for proposals process managed by EM, the city entered into contracts for the needed training and exercise services. MPD and MFD have designated the individuals who will participate in the courses which will allow for scheduling to be complete by the beginning of 2023.

With the approval of the Mayor, EM applied to the State of Minnesota Department of Public Safety Division of Homeland Security and Emergency Management. The State approved our request and forwarded it to the Federal Emergency Management Agency for consideration. We expect that FEMA will either approve or deny our request by May 1, 2023. If the request is denied, we may consider contracting for a similar experience in order to keep this project on track for a 2024 completion.

¹⁸ <https://www.nifc.gov/resources/firefighters/incident-management-teams>

Recommendation 18. Executive and Legislative Training

The OEM should deliver annual refresher training to department heads, City Council members and other City stakeholders to ensure they understand the basic concepts of the ICS and the City's emergency response plan and their individual roles in response to a city emergency.

Assigned to: EM
Status: Complete

Corrective Action: EM conducted an in-person version of IS-908, *Emergency Management for Senior Officials* on January 6, 2022 as part of the onboarding of new Council Members. EM also presented G-402 *NIMS Overview for Senior Officials (Executives, Elected and Appointed)* to the Council on March 10, 2022. Due to the two-year council term related to redistricting, EM will provide the full IS-908 and G-402 material again in 2024 as part of the onboarding of the new council.

EM recommended that the Mayor and executive staff take the IS-908 online training. EM presented the G-402 *NIMS Overview for Senior Officials (Executives, Elected and Appointed)* to the Mayor and executive leadership on March 4, 2022. EM facilitated the national-instructor led MGT-312 *Senior Officials Workshop for All-Hazards Preparedness* for the Mayor and executive leadership on July 26, 2022.

This completes the recommended initial training for executive and legislative teams for this mayoral term. EM will offer refresher training to leadership as part of its 2023 and future work plans.

Recommendation 20. After Action Reports

The OEM should coordinate the development of formal after-action reports by involved City agencies soon after major events so the City can capture lessons learned. These reports should include internal and external stakeholders.

Assigned to: EM
Status: Complete

Corrective Action: The Commissioner has approved EM's request for authorization to coordinate the development of enterprise after action reports following major events.

Recommendation 23. Training and Exercises

The OEM, the MFD, the MPD and other City entities should participate in regular tabletop trainings and other exercises to test and evaluate their mutual aid response capabilities, including incident command, span of control, inter-agency coordination and communications.

Assigned to: EM
Status: Complete

Corrective Action: EM has standing authority to implement training programs pursuant to M.C.O. Title 6, Section 128.130. In addition to training and exercising proposed under the NIMS Reset project, EM maintains a regular schedule of training and exercises, including the following conducted in 2022:

Incident Management Team Training (April 2022)
Civil Unrest Plan Workshop (May 2022)
EOC Tabletop (June 2022)
Civil Unrest Tabletop (October 2022)
ICS 300 (October 2022)
Damage Assessment Exercise (December 2022)
ICS 400 (December 2022)

EM will continue to implement its multi-year training and exercise program in conjunction with the NIMS Reset project in 2023.

STRATEGY 2 – POLICE DEPARTMENT

The following corrective action summaries are based on information from MPD. Corrective action for nine projects is complete. The remainder are in process.

Recommendation 3. Constructive Conversation Team

The MPD should consider initiating a Constructive Conversation Team (CCT) and associated training. CCT training combines classroom instruction and scenario-based exercises and focuses on enhancing interactions between police personnel and community members during protests and unrest.

Assigned to: City Coordinator, Reassigned to MPD for 2023 Action
Status: In process

Corrective Action: Planned for 2023.

Recommendation 4. MPD Leadership

The MPD should improve its ability to identify, train and promote leaders who can help guide the department as it deals with significant challenges. As the MPD continues to recover from the protests and unrest, as well as associated personnel challenges, it should engage in efforts to rebuild trust with the community and with its officers. The MPD should focus on adhering to minimum performance standards and creating strong accountability measures. This effort should start with leadership development opportunities that include:

- + *A workforce analysis and development program that focuses on identifying employees' abilities and establishing a process to grow their skills and develop a career path.*
- + *Leadership training programs that provide supervisors with basic and advanced leadership training opportunities.*
- + *Incorporation of a knowledge, skills and abilities assessment into the promotional process.*
- + *A succession plan to ensure that when leaders leave the MPD, other members are prepared to fill those positions.*

Assigned to: MPD
Status: Complete

Corrective Action: MPD has used and will continue to use knowledge, skill, and abilities assessments in the promotional process. HR manages the promotional processes, and currently uses IO Solutions as the vendor for developing and carrying out the assessments. The components include a written test, assessment center and interview. The Department has engaged a consultant to develop new leadership training. The consultant has delivered training modules to new officers and field training officers. Sergeant and lieutenant training is planned for 2023 and will include leadership as well as skill development in a series of classes. The FBI- Law Enforcement Executive Development Association presented the 5-day Supervisor Leadership Institute course to a group of MPD supervisors in September. The department has committed to providing high quality training through this organization regularly in the future. Due to the current staffing level, MPD has not yet returned to offering temporary career-development assignments. MPD has committed to this training and will continue in an on-going basis.

Recommendation 5. MPD/MFD Incident Command System

The MPD and MFD should renew their focus on adhering to the ICS and ensure both departments have enough command-level officers. The MPD and MFD must provide the necessary training and experience to facilitate an effective and efficient performance of the Incident Management Team (IMT) and to maintain a strong succession program among supervisors and command officers. The MPD should revise Policy MPD 7-905 Incident Command System by adding a statement that clearly describes the policy's purpose and directs the MPD to adhere to ICS principles in an emergency or crisis.

Assigned to: MPD
Status: Complete

Corrective Action: MPD is participating in the NIMS Reset project, which will address the operational elements of this recommendation. Policy 7-905 has been updated, adding a statement that clearly describes the policy's purpose and directs the MPD to adhere to ICS principles in an emergency or crisis.

Recommendation 6. MPD Civil Disturbance Policy

The MPD should revise Policy 7-805 Civil Disturbances to include a clear purpose and policy statement that describes that officers' primary objective is the preservation of the First Amendment. The MPD should include guidance to ensure officers provide a safe environment for individuals to exercise their constitutional rights of freedom of assembly and speech. The revised policy should provide specific procedural guidance regarding crowd control beyond the use of crowd-control weapons. The MPD should review International Association of Chiefs of Police's model policy for guidance regarding the following topics:

- + *Preparation and Planning*
- + *Management and Organization Principles*
- + *General Crowd Response*
- + *Response to Spontaneous Civil Disturbances*
- + *Use of Force*
- + *Crowd Dispersal*
- + *Mass Arrest*
- + *Training*

Assigned to: MPD
Status: In process

Corrective Action: MPD Policy 7-805 has been revised and the new draft utilizes concepts and language from both the MN POST Board and IACP Model Policies. As of December 2022, it is in the concurrence process in which it is reviewed one final time by the City Attorney's office, MPD Command Staff and key department personnel before being updated in the MPD manual. The revision could be complete by the end of 2022 or early 2023. Staff also reviewed the Protest Response Guide released by the DOJ Office of Community Oriented Policing Services and the National Policing Institute in September 2022 as another source of professional best practices.

Recommendation 7. Incident Management Team Personnel

The MFD and the MPD should designate an Incident Management Team (IMT) and assign command-level personnel to roles on the team. The IMT members should be well-trained in their specific roles and responsibilities. The MFD and MPD should be able to quickly activate the ICS when necessary.

Assigned to: EM, MPD, MFD
Status: In process

Corrective Action: This will be addressed, in part, through the NIMS Reset Project. EM is coordinating the training and exercises, but MFD and MPD must make appropriate assignments and assure that the training results in a reliable capability to execute the incident command system. MPD has identified current and future leaders who will assume these roles and is in the process of scheduling training for them within the NIMS reset plan. This is noted as “in progress” because training has not been completed.

Recommendation 8. MPD Incident Command System Implementation

The MPD should create a formal mechanism for activating the ICS during major incidents. The mechanism should:

- + *Clearly identify an incident commander.*
- + *Create an incident action plan.*
- + *Define operational periods.*
- + *Create assignments for IMT members to lead sections including operations, planning, logistics, safety and finance.*
- + *Clearly identify each section leader with signage in the command center so individuals can efficiently access these individuals.*
- + *Include OEM representatives to provide coordination assistance.*
- + *Regularly provide situational updates to the personnel in the field and to other City stakeholders.*
- + *Define the process for integrating other City departments and mutual aid partners.*

Assigned to: MPD
Status: Complete

Corrective Action: MPD is participating in the NIMS Reset project, which will address the operational elements of this recommendation. Policy 7-905 has been reviewed and addresses the noted recommendations in the policy.

Recommendation 9. Staffing for Extended Operations

The MPD and the MFD should ensure their operational procedures require when any transfer or replacement of IMT members occurs during a major incident, the outgoing member provides a detailed situational awareness briefing to the incoming member, detailing the activities of the previous operational period. Ensuring such an exchange of information helps with operational consistency and the sharing of pertinent operational information.

Assigned to: MPD
Status: In process

Corrective Action: MPD is participating in the NIMS Reset project, which will address the operational elements of this recommendation.

Recommendation 10. Less Lethal Munitions

The MPD should ensure strict supervisory assignment and oversight of less-lethal munitions through policy and training. The MPD should hold supervisors accountable for:

- + *Ensuring the officer assigned the weapon or munition (e.g., hand toss) has completed relevant training and certification as applicable – ideally, well in advance of an incident.*
- + *Describing the rules of engagement for the deployment of munitions, including a review of the applicable use-of-force policy sections.*
- + *Maintaining responsibility for the munitions issued and deployed and accountability for any expended munitions.*
- + *Ensuring appropriate radio notification of deployments where practical and require subsequent reporting.*
- + *Ensuring the subordinates complete proper written documentation for the deployment of less-lethal weapons after deploying such tools.*

Assigned to: MPD
Status: Complete

Corrective Action: The department made policy updates addressing these issues in 2020 and 2021 including:

- SO20-010 5-312 Force During Civil Disturbances (6/2020)
- SO20-010 5-312 Force During Civil Disturbances (amended) (6/2020)
- SO20-019 5-312 Crowd Control and Civil Disturbances (8/2020)
- SO20-021 5-317 Less-Lethal 40mm Launcher and Impact Projectiles (8/2020)
- SO20-025 5-303 Crowd Control and Civil Disturbances (10/2020)
- SO21-007 5-303 Crowd Control and Civil Disturbances (3/2021)
- SO21-009 5-302 Use of Force Control Options (3/2021)

These changes created an authorization process for use of crowd control weapons only with authorization by the Chief or designated Deputy Chief, restricted only SWAT to carry a 40mm launcher during a civil disturbance or assembly unless the Chief/DC approves carrying by other trained officers, and updated definitions, reporting and documentation requirements. Updated MPD protocol developed in collaboration with staff from the City Attorney's Office ensures appropriate radio communication and documentation for crowd control weapon authorizations. MPD policy requires officers to complete training and certification when applicable before carrying a weapon or other equipment. MPD has acquired an upgraded software system for maintaining training records throughout the lifecycle of each employee's career which will significantly increase our capacity to provide relevant training records. MPD has committed to on-going and regular training in this area.

Recommendation 11. MPD Continuity

The MPD should clearly designate one or more command level staff from less-impacted precincts during protests and unrest to establish and execute plans for response to calls for service that are not associated with the activity.

Assigned to: MPD
Status: Complete

Corrective Action. MPD has identified command level staff to oversee activities not related to major events using Precinct Command staff in less involved areas of the city to oversee 911 response.

Recommendation 12. Civil Disorder Resource Planning

The MPD, in conjunction with the Public Works Department, should identify and standardize the types of resources needed to protect infrastructure and document plans for how these resources will be requested and delivered to ensure consistency and efficiency if the need arises again.

Assigned to: MPD, PW
Status: In process, to be complete end of February 2023

Corrective Action: Following the civil unrest, MPD and Public Works instituted a collaborative plan for managing infrastructure protection resources using city-approved vendors. MPD is in the process of formalizing the process in a written document clearly outlining who can authorize physical security measures, how to request, and the manner in which public works is notified. Plans for passive security via fencing, barricades and similar equipment have been created by city staff and these plans have been implemented and refined following 2020. This is targeted to be complete in early 2023 after final meetings with Public Works and the information is organized and given to each Precinct.

Recommendation 16. Situational Awareness Communications

The MFD and the MPD should develop protocols for disseminating situational awareness information throughout the departments during major operations and after major incidents.

Assigned to: MPD
Status: Complete

Corrective Action: MPD routinely gives briefings to supervisors and officers before a large-scale operation begins, or once a given situation is stabilized to the point where one can be done. Briefings are delivered in-person, or materials are sent via email when they need to reach a large audience. Written Event Action Plans (EAP) and PowerPoint presentations are used as forms of information passing, as well as radio communication for regular updates. Separate intelligence reports are written or included in the EAP depending on the size of the event. The event/incident operational period determines the intervals at which information is disseminated. The Intelligence unit is utilized for intel gathering and organization of that information and is a source of dissemination as well.

Recommendation 19. Camera Control

The OEM should develop formal protocols for the control or monitoring of city cameras during emergencies, as well as how to share information derived from viewed video with the IMT important in real-time.

Assigned to: MPD
Status: Complete

Corrective Action: The camera system is an MPD, not OEM resource. Therefore, policy changes need to be addressed by MPD. MPD Policy 4-225 has been updated to address public safety camera usage issues related to access, use and control of cameras. The operational needs at the MPD command post are the priority and staff at the command post have control over the relevant cameras.

Recommendation 22. Crowd Control Training

The MPD should provide recurring hands-on crowd-control tactics training for all officers. This training should occur no less than once annually for dedicated Mobile Field Force (MFF) officers.

Assigned to: MPD
Status: Complete

Corrective Action Crowd control training has been integrated into the yearly in-service training calendar and was delivered during the 2022 in-service training cycle. Mobile Field Force training was delivered in 2022 and required annually. New 40mm operator training and recertifications were held this year. Specialty units including SWAT have continued training and annual recertification. Additionally, they have added new instructor certifications in the use of less lethal munitions. The updated language for MPD policy 7-805 includes the requirements for annual training. In-service training in 2023 will include department wide MFF training in addition to specialized training for dedicated MFF members.

Recommendation 24. Employee Wellness

The MPD should consider revising Policy 3-500 Injury and Illness by changing the name of the policy to “Employee Wellness” and adding provisions to focus on resilience. The updated plan should include but not be limited to the following information:

- + *Policy statement highlighting the value that the organization places on its employees’ overall mental and physical health.*
- + *Definitions of key wellness terms such as resiliency, qualified mental health professional and vicarious trauma.*
- + *Explanation of how to create a vicarious-trauma-informed organization.*
- + *The type of wellness assistance available to employees; how to obtain it before, during and after an event; and available recourse for employees who believe they have been denied the opportunity to obtain appropriate services.*
- + *The identity of peer support that would assist officers before, during and after event.*

These issues regarding employee wellness are also a concern for MFD and MECC personnel. The City should ensure employee wellness policies and protocols focus on resilience as well.

Assigned to: MPD
Status: Complete

Corrective Action: The RFP process for comprehensive, trauma informed wellness services was completed and a vendor has been selected to increase the availability of needed services. Finalizing the contract through the city process is in progress. Policy language will be updated in consultation with the vendor, the Health & Wellness manager and other internal/external stakeholders. MPD is seeking to hire in one newly created position - Health & Wellness Manager, for a staff person responsible for creating and implementing a robust wellness program and coordinating the delivery of wellness services for MPD staff. This position was posted in June but did not result in hiring and is being reposted in December 2022. We continue to use existing services including a wellness app with content provided by an outside vendor, MPD wellness team, peer support team and contract MH services for pre-service screening, fitness for duty, critical/traumatic incident debriefing. MPD and the wellness services vendor will have a contract in place in early January, 2023.

Recommendation 25. Investigations Surge Capacity

The MPD should formalize the process for engaging outside support for investigations when it faces a surge of complaints, such as those related to large protests and events.

Assigned to: MPD (should be reassigned to OPCR)
Status: In process

Corrective Action: This item should be re-assigned to the Office of Police Conduct Review (OPCR). OPCR receives allegations of police misconduct made to the City of Minneapolis. Investigations are handled by both sworn (IAU) and non-sworn (OPCR) staff but OPCR is the city entity that receives and resolves all complaints against sworn members of the MPD alleging a violation of the Police Conduct Oversight Ordinance. Currently, OPCR is using services coordinated by the City Attorney's Office and provided by Jones Day attorneys to add capacity for investigations.

STRATEGY 3 – FIRE DEPARTMENT

The following corrective action summaries are based on information from MFD. Corrective action for all projects is complete with the exception of those related to the NIMS Reset.

Recommendation 5. MPD/MFD Incident Command System

The MPD and MFD should renew their focus on adhering to the ICS and ensure both departments have enough command-level officers. The MPD and MFD must provide the necessary training and experience to facilitate an effective and efficient performance of the Incident Management Team (IMT) and to maintain a strong succession program among supervisors and command officers

Assigned to: MFD
Status: Complete

Corrective Action: Addressed in MFD Incident Command Standard Operating Procedure and Training topic – Civil Disturbance Standard Operating Procedure. This will be further addressed by MFD participation in the NIMS Reset project.

Recommendation 7. Incident Management Team Personnel

The MFD and the MPD should designate an Incident Management Team (IMT) and assign command-level personnel to roles on the team. The IMT members should be well-trained in their specific roles and responsibilities. The MFD and MPD should be able to quickly activate the ICS when necessary.

Assigned to: EM, MPD, MFD
Status: In Process, 2024 Completion

Corrective Action: This will be addressed, in part, through the NIMS Reset Project. EM is coordinating the training and exercises but MFD and MPD must make appropriate assignments and assure that the training results in a reliable capability to execute the incident command system.

Recommendation 9. Staffing for Extended Operations

The MPD and the MFD should ensure their operational procedures require when any transfer or replacement of IMT members occurs during a major incident, the outgoing member provides a detailed situational awareness briefing to the incoming member, detailing the activities of the previous operational period. Ensuring such an exchange of information helps with operational consistency and the sharing of pertinent operational information.

Assigned to: MFD
Status: Complete

Corrective Action: Addressed in the MFD Incident Command Standing Operating Procedure (Planning Section). This will be further addressed by MFD participation in the NIMS Reset project.

Recommendation 14. MFD Span of Control

The MFD should consider adding a title and/or position in a new rank, such as Chief of Safety or Chief of District, between the ranks of deputy chief and assistant chief. They would add value to the organization in the long term and create command staff resiliency to respond to spontaneous incidents.

Assigned to: MFD
Status: Complete

Corrective Action: Addressed in Standard Operating Guidelines that ensure that span of control does not exceed the optimum number of 4-6 personnel or direct reports at any level and expanding the incident command organization as needed to maintain that target.

Recommendations regarding span of control were identified in MFD's internal after-action review of this incident. Adjustments were made to ensure that the Fire Chief or his designee are physically present in the Unified Command structure and to ensure that Chief Officers are assigned to the Incident Command Post and the Minneapolis Emergency Communications Center.

Recommendation 15. MFD ICS Implementation

The MFD should develop and document internal triggers and protocols for when and how to implement the ICS.

Assigned to: MFD
Status: Complete

Corrective Action: Addressed by Incident Command Standard Operating Procedure (Span of Control Section).

Recommendation 16. Situational Awareness Communications

The MFD and the MPD should develop protocols for disseminating situational awareness information throughout the departments during major operations and after major incidents.

Assigned to: MFD
Status: Complete

Corrective Action: Addressed in part by the Monthly Training Topic Communication – Operational Updates (Updates/Swiftreach) but is additionally accomplished through email, video messaging and text updates for off duty personnel.

Recommendation 17. MFD Resource Tracking

The MFD should improve its tracking of its equipment and personnel by assigning personnel to engage in such an effort.

Assigned to: MFD
Status: Complete

Corrective Action: Addressed in part by the MFD Communication – Fire Ground Accountability and has also always been accomplished through the Computer Aided Dispatch system in 911.

STRATEGY 4 – CITY COORDINATOR

The following corrective action summaries are based on information from the Office of Public Service and the City Coordinator.

Recommendation 1. Community Conversations

The City of Minneapolis should host a series of community conversations and facilitate a dialogue to allow residents to discuss how the protests and unrest impacted them and provide their suggestions for improvement.

Assigned to: City Coordinator, Neighborhood and Community Relations
Status: In process

Corrective Action: NCR recommends that community conversations be centered on acknowledging the racialized harm caused leading up to, through and after the community uprising. NCR will work with the Department of Race, Equity, Inclusion and Belonging to propose a formal response regarding a formalized process to assure transparency, accessibility and accountability.

- Meetings scheduled in December 2022 and January 2023 to review recommendations for proceeding with community conversations.

NCR will work with the Office of Emergency Management, MPD, Communications, Department of Neighborhood Safety, Race, Equity, Inclusion & Belonging, and 311 to identify recommendations for how to systemically improve internal processes for working with community during crisis.

- Meeting will be scheduled with stakeholders for January 2023.

Recommendation 2. Business Owner Forum

The City of Minneapolis should create a forum for business owners so they can discuss how the protests and unrest impacted them and how the City can assist them.

Assigned to: City Coordinator, Neighborhood and Community Relations
Status: In process

Corrective Action: With the newly created Office of Community Safety and new leadership within the Police Department, NCR is working to support efforts led by MPD to understand the best way to establish a forum for ongoing conversations between business owners throughout the City. Additionally, NCR will engage CPED to be involved in this response based on their work with businesses, especially small business owners.

- Meetings scheduled in December and January with CPED and MPD regarding the role of MPD in moving this recommendation forward.

Recommendation 3. Constructive Conversation Team

The MPD should consider initiating a Constructive Conversation Team (CCT) and associated training. CCT training combines classroom instruction and scenario-based exercises and focuses on enhancing interactions between police personnel and community members during protests and unrest.

Assigned to: City Coordinator
Status: In process

Corrective Action: Ongoing. Reassigned to MPD for 2023 Action

Recommendation 26. Civil Disorder Public Protective Actions

The City, in conjunction with the MPD, should work with the community to review and develop a guide that provides community members advice on how to respond during civil unrest and other critical events. This guide should ensure that MPD personnel understand the purpose of community watch groups and help ensure that community members understand legal and public safety restraints about what they can and cannot do.

Assigned to: City Coordinator, EM
Status: In process

Corrective Action: There are no “off the shelf” recommendations for public protective actions for this hazard. EM has completed research on this topic. EM will lead a workgroup to finalize recommendations in Q1 of 2023.

Recommendation 27. Curfew Waivers

The City should develop guidance for reviewing applications for waivers or exemptions from City curfew requirements imposed during periods of unrest or other critical incidents. Ensure the guidance requires appropriate notice to the MPD and other law enforcement personnel.

Assigned to: City Coordinator, City Attorney’s Office, EM
Status: In process

Corrective Action: The City Attorney has completed the legal research needed for this action item. EM will convene a staff workgroup to finalize recommendations in the first quarter of 2023.

STRATEGY 5 – COMMUNICATIONS DEPARTMENT

The following corrective action summaries are based on information from the City Communications Department. Corrective action for all recommendations remains in process.

Recommendation 13. Crisis Communication and Joint Information System

The City should develop a citywide crisis communications plan and response guide with instructions on responding to various scenarios. The plan and guide should instruct personnel to:

- + *Leverage the use of social media and neighborhood groups' efforts to share information.*
- + *Post video updates, photos and statements frequently.*
- + *Keep the public informed about the status of the City's response to relieve anxiety, request assistance and correct misinformation.*
- + *Conduct regular operational briefings with department heads, elected officials and key stakeholders.*
- + *Conduct regular media briefings.*
- + *Use clear and concrete language that demonstrates empathy.*
- + *Provide practical advice to residents for what they can do during the crisis.*

Assigned to: City Communications

Status: In process

Corrective Action: Communications has reviewed this recommendation and is working on improving the City's incident and crisis communications responses via a Joint Information System so these are both National Incident Management System (NIMS) compliant and understood by Enterprise leaders that have coordinated public communications needs. Future Joint Information Systems (JISs) and Joint Information Centers (JICs) will continue to be implemented against norms set by NIMS. In September 2022, the City hired Minneapolis-based Tunheim as crisis communications consultant to help the City refine and develop its crisis communications response within the new enterprise structure. Two immersion sessions have been held to date, with representatives of the City Coordinator, Communications, the Office of Community Safety and the Mayor's Office in attendance. Two additional working sessions are planned for January 2023, which will also include Chief O'Hara (MPD), Race Equity Inclusion and Belonging and the Emergency Management.

Recommendation 21. Emergency Communication Plan

The City should routinely review and update a formal, written operational emergency communications plan to guide the MPD's and the City's public information officers as they determine when and what information to share with the public. The plan should explain when it is appropriate to communicate messages to the public in real time to meet operational demands and keep the public informed. This plan should address communicating with the public and with other city agencies.

Assigned to: City Communications

Status: In process

Corrective Action: Communications has reviewed this recommendation and will be using learnings and recommendations from the enterprise working sessions currently in process with Tunheim (outlined in Recommendation 13) to update the existing Critical Incidents Protocol, Emergency Communications Annex and overall emergency communications response in place for future emergency incidents.

DEFINITIONS¹⁹

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: A group of incident personnel that the Incident Commander or Unified Command assigns to support the command function at an ICP. Command staff often include a PIO, a Safety Officer, and a Liaison Officer, who have assistants as necessary. Additional positions may be needed, depending on the incident.

Emergency Operations Center: The physical location where the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

General Staff: A group of incident personnel organized according to function and reporting to the Incident Commander or Unified Command. The ICS General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, Finance/Administration Section Chief.

Incident Action Plan: An oral or written plan containing the objectives established by the Incident Commander or Unified Command and addressing tactics and support activities for the planned operational period, generally 12 to 24 hours.

Incident Command: The ICS organizational element responsible for overall management of the incident and consisting of the Incident Commander or Unified Command and any additional Command Staff activated.

Incident Command System: A standardized approach to the command, control, and coordination of on-scene incident management, providing a common hierarchy within which personnel from multiple organizations can be effective. ICS is the combination of procedures, personnel, facilities, equipment, and communications operating within a common organizational structure, designed to aid in the management of on-scene resources during incidents. It is used for all kinds of incidents and is applicable to small, as well as large and complex, incidents, including planned events.

Incident Management Team: A rostered group of ICS-qualified personnel consisting of an Incident Commander, Command and General Staff, and personnel assigned to other key ICS positions.

Integrated Emergency Management Course: The Integrated Emergency Management Course is a four-day, exercise-based training activity for Emergency Operations Center personnel to practice simulated, but realistic, crisis situations, within a structured learning environment. The jurisdiction selects the hazards and core capabilities it wishes to simulate in classroom and exercise components of the course. The design will reflect the jurisdiction's specific hazards and organizational structure included in its emergency plans.²⁰

Joint Information Center: A facility in which personnel coordinate incident-related public information activities. The JIC serves as the central point of contact for all news media. Public information officials from all participating agencies co-locate at, or virtually coordinate through, the JIC.

¹⁹ NIMS, pp. 61-71, in pertinent part.

²⁰ <https://training.fema.gov/iemc/> accessed December 8, 2022.

Joint Information System: A structure that integrates overarching incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations.

Multiagency Coordination Group: A group, typically consisting of agency administrators or executives from organizations, or their designees, that provides policy guidance to incident personnel, supports resource prioritization and allocation, and enables decision making among elected and appointed officials and senior executives in other organizations, as well as those directly responsible for incident management.

Multiagency Coordination System: An overarching term for the NIMS Command and Coordination systems: ICS, EOCs, MAC Group/policy groups, and JISs.

Mutual Aid Agreement or Assistance Agreement: A written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate the rapid, short-term deployment of support prior to, during, and/or after an incident.

National Incident Management System: A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides stakeholders across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the IAP. Operational periods can be of various lengths but are typically 12 to 24 hours.

Operations Section: The ICS Section responsible for implementing tactical incident operations described in the IAP. In ICS, the Operations Section may include subordinate branches, divisions, and/or groups.

Span of Control: The number of subordinates for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals.

Unified Command: An ICS application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions.

LIST OF ABBREVIATIONS

AAR	After Action Review
EAP	Event Action Plan
EOC	Emergency Operations Center
EM	Minneapolis Emergency Management Department
FEMA	Federal Emergency Management Agency
IAP	Incident Action Plan
ICS	Incident Command Center
IEMC	Integrated Emergency Management Course
IMT	Incident Management Team
JIC	Joint Information Center
JIS	Joint Information System
MAC	Multiagency Coordination
MCO	Minneapolis Code of Ordinances
MPD	Minneapolis Police Department
MFD	Minneapolis Fire Department
NIMS	National Incident Management System
OEM	Minneapolis Office of Emergency Management
OPCR	Office of Police Conduct Review
SWAT	Special Weapons and Tactics