

Built for Trust

A GUIDE FOR POLICYMAKERS, PUBLIC SAFETY, AND COMMUNITY LEADERS

THE PROBLEM

Communities want to trust their public safety organizations. Officers want to be trusted. Yet the gap persists, not because their values conflict, but because most organizations have never built systems that make shared values visible, operational, and sustainable.

Data alone does not build trust, and neither do compliance mandates. Trust is built through shared values.

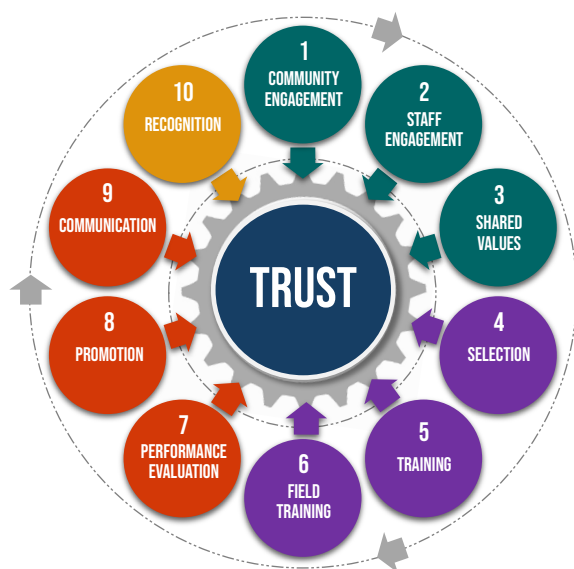
Built for Trust guides leaders in identifying those values with both community members and staff, and in embedding them throughout the organization. The model reinforces what already works, aligns existing systems, and can help reduce vacancies, overtime, training costs, and misconduct, all without increasing the budget.

THE EVIDENCE

+20% increase in officer retention	+33% shift in perceptions of equal service	96% of staff understand the mission and values	+25% above the national organizational-alignment norm
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Selected findings from implementation and organizational assessment in Ramsey County and Bloomington, Minnesota.

THE MODEL



TEN STAGES, ONE SYSTEM

The flywheel turns shared values into daily practice. As trust grows, the system gains momentum and requires less effort to sustain.

DISCOVER | STAGES 1–3

Community engagement • Staff engagement • Shared values

DEVELOP | STAGES 4–6

Selection • Training • Field training

SUSTAIN | STAGES 7–10

Performance evaluation • Promotion • Communication • Recognition

This is not an overhaul. It is intentional integration, done piece by piece, beginning with the systems already in place.

THREE QUESTIONS EVERY LEADER SHOULD ASK

1. Does your community trust your public safety organization, and how do you actually know?
2. Has your organization asked both community members and staff what shared values should guide the people who serve?
3. Do your hiring, training, evaluation, and promotion systems reflect those shared values?

Grounded in PhD research at the University of Oxford
Validated across diverse U.S. communities
Implemented in Bloomington and Ramsey County, Minnesota
Built for Trust is available on Amazon



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