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MINNESOTA Police Chief

Volume 36, No. 21 Spring 2016

21st Century Leadership Lessons:
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2016 BUYERS' GUIDE EDITION

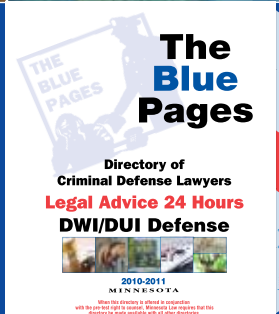


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SPRING 2016



ON THE COVER

21st Century Leadership Lessons

The 2016 Executive Training Institute (ETI) focuses on the relationships, innovations and tactics necessary to lead a 21st century law enforcement agency. This edition of Minnesota Police Chief magazine previews some of those featured sessions and celebrates the agencies implementing these strategies.

FULL ETI COVERAGE STARTS ON PAGE 24

FEATURES

20 WERE WE FAIR, RESPECTFUL?

Learn more about Roseville's officer-interaction survey in the Great Ideas in Policing section

The Roseville Police Department has been sending out more than 700 surveys a month to certain crime victims, people who've had calls for service and those who've been pulled over for traffic violations. The idea is to ensure officers are carrying out procedural justice.

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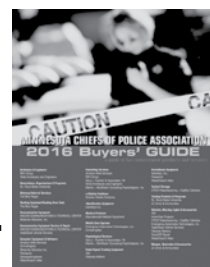
A Profile with Chief Jon Belmar

On a Saturday in August, St. Louis County, MO Police Chief Jon Belmar was thrust into the center of a national debate over police-community relations. His agency was called in to investigate the officer-involved fatality of Michael Brown and manage the ensuing protests. Chief Belmar will share his experience at this month's ETI. This article previews his lessons learned.

32 DISCIPLINE WITH COMPASSION

A lesson in small agency HR and how to navigate the complexities of officer discipline and termination

Terminating an officer is a time consuming morale buster. But sometimes it needs to be done for the good of an agency and community safety. *Minnesota Police Chief* profiles one chief's journey through the process, offers tips from a small town city administrator and encourages all CLEOs with fewer than 15 officers to make sure they attend the HR breakout session at ETI.



SPECIAL EDITION

BUYERS' GUIDE 2016

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ANDY SKOOGMAN
EXECUTIVE DIRECTOR
MINNESOTA CHIEFS
OF POLICE ASSOCIATION

Please note:

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chiefs to take advantage
of Wednesday's special
group rate and bring
your supervisory staff
for the whole day.**

ETI Promises 21st Century Leadership Lessons

The 2016 Executive Training Institute (ETI) will mark my two-year anniversary as your Executive Director.

Time flies.

But, as most of you know, change happens much slower.

Over the past 24 months, we've worked hard to enhance both the education offerings and the overall experience at ETI. We've done this several ways, including adding staff to directly support the ETI planning committee, forging new private sector partnerships to increase the resources we can spend on the conference and gathering feedback from you to better understand what you really want and need from the annual training.

My hope is that you'll see all the fruits of the committee's and staff's labor begin to take shape this year with the goal of building upon our efforts in the years to come.

This edition of *Minnesota Police Chief* highlights many of the enhancements you'll see.

First, right or wrong, Ferguson has become a proxy for police-community relations across the country. The second and third order effects of the event are being felt here in Minnesota, especially at the legislature and even with the perception, some Minnesotans have of police.

We are honored to welcome St. Louis County, Missouri Police Chief Jon Belmar, whose agency oversaw both the investigation of the fatal police-involved shooting of Michael Brown and the ensuing protests. Read a preview of his presentation on page 24.

Chief Belmar's speech wraps up the final day, Wednesday, at ETI that also features Madison Chief Michael Koval, who experienced similar unrest after a fatal police-involved shooting in his town.

The day kicks off with a series of breakout sessions, one aimed directly at supervisors on what it takes to be more effective everyday leaders and rise to the top. Look for these events in our special ETI final program section.

Over the past 24 months, we've worked hard to enhance both the education offerings and the overall experience at ETI.

In addition to sessions aimed at supervisors, we are also excited to roll out two breakouts specifically for smaller agencies. One focuses on human resources issues. As a preview, we headed out to Sibley County for a feature on Chief Tony Padilla, who shares his recent experiences on a discipline and termination case. We also called on one of our Academic Partners, Hamline

University, for some insight. One of their Ph.D. candidates, Mitch Berg, Mahnommen City Administrator, provides best practices from his recent white paper on this issue. Coverage starts on page 36.

The other small agency breakout focuses on critical incident training in rural areas. University of Minnesota Police Chief Matt Clark also weighs in on this issue for larger agencies on page 44.

Right or wrong, Ferguson has become a proxy for police-community relations across the country.

Sunday night features an Advanced Skills Crisis Case Study, debriefing the New Hope City Hall shooting that took place in January 2015. The session will feature a special look at the Minnesota Chiefs of Police Association's (MCPA) latest Personal Peer Support System for chiefs whose departments are facing a crisis. Pastor Dan Carlson outlines the presentation in his Chaplin's column on page 12. Also, Chief Mike Goldstein highlights his department's work in the area of physical, mental and spiritual wellness.

To help you keep track of all the changes at the conference, we have developed an ETI Mobile App. Learn about its functions and how to download the app on page 25.

The Executive Training Institute isn't the only venue to sharpen your leadership skills. Professional Development Director Todd Sandell's column (page 9) provides an overview of MCPA's brand new Advanced CLEO and Command Academy. It also highlights our new partnership with the National Joint Powers Alliance, which is hosting several FREE high-quality MCPA training opportunities through the summer and fall at its Staples, MN headquarters.

While ETI and executive training has been a major Association focus, we're also well into the legislative session. Thanks to the pre-session leadership of Legislative Committee co-chairs Chief Jeff Potts (Bloomington) and Eric Gieseke (Burnsville), the Association was well-positioned heading into the 2016 session. See the full legislative agenda on page 10.

This edition also brings the second installment of the Great Ideas section, which features Roseville Police Department's officer interaction survey, Maple Grove's strategies on building more effective National Nights Out and Wadena's lunch with the kids (page 20).

Finally, I'd like to give a personal thank you to outgoing MCPA President Chief Hugo McPhee (Three Rivers Park District). Because of his tireless work, the Association developed its new highly successful Officer Leadership Development class and has built better relationships with all of the diverse officer associations. Read more about his accomplishments in the President's Report.

We hope to see all of you at ETI at the end of this month and hope you walk away better informed and as excited as we are about the direction of the conference and the association.



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Minimize Retirement Regrets; Maximize Your Service

Those most effective at their jobs never really reach the bottom of the old "IN" box. It might seem ironic, but if you think about it, especially in a law enforcement context, it makes sense. The more one digs into our profession's issues the more work they discover.

That's been the case serving on Minnesota Chiefs of Police Association's (MCPA) board over the past seven years. Let's take our recent effort to identify barriers to recruiting diverse candidates. It led us to pursue two separate but important paths: a series of large agency round table discussions and meet-and-greets with diverse officer associations. Each effort then developed its own set of branches worth exploring.

Here's what that endeavor produced:

- A two-day hiring workshop that three dozen Minnesota law enforcement leaders attended
- An officer leadership development and promotional course that will likely reach more than 150 officers in its first year
- Stronger relationships with officer organizations representing women, African-Americans, Latinos, Asians and Somali-Americans
- A better understanding of the challenges ahead to attract and promote non-traditional candidates

As outgoing president, I can't stress enough how valuable my time serving on the board has been for my professional development.

While we're proud of these outcomes, the Association's to-do list has grown on this issue and has bled into other initiatives.

It's a list I plan to keep working on as I transition to Immediate-Past President and Chief Rodney Seurer becomes President.

Other milestones we've reached but continue working to enhance include:

- CLEO Certification and re-certification
- Expanding professional development opportunities to all levels of the profession through the Advanced CLEO and Command Seminar (*See the Professional Development Director's column for more details.*)
- Maximizing the input, effectiveness and fundraising efforts of the Minnesota Chiefs of Police Foundation
- Becoming a stronger voice at the Minnesota legislature
- Expanding the MCPA's service and influence on state and private taskforces and boards



CHIEF HUGO MCPHEE
PRESIDENT
MINNESOTA CHIEFS OF
POLICE ASSOCIATION
THREE RIVERS PARK
DISTRICT

President's Perspective

Maximizing our reach and impact in these areas required harnessing the experience, expertise and time of many people in the Association, especially staff. Using Jim Collins's advice from his book *Good to Great*, when possible, the MCPA tried to put its best people on these biggest opportunities. There are too many people to thank by name, but to all of you, please know that we're a stronger, more relevant Association because of your efforts. I appreciate your hard work and dedication to the Association.

As outgoing president, I can't stress enough how valuable my time serving on the board has been for my professional development. I hope I've contributed as much back to the profession through this service.

For those running and joining the board for the first time, you're undertaking a critical role at a critical time in law enforcement history. The policy initiatives you set out to accomplish and your decisions will have a lasting imprint not only on the Association but on the state and your communities.

With the stakes so high for the profession as a whole, it's up to the membership voting for our next round of leaders to examine the candidates' true motivation, drive and altruistic nature of wanting to work hard to improve the profession. There is a great slate of candidates willing to step up and serve the Association. Choose wisely.

For those joining us at the Executive Training Institute (ETI) as first-time CLEOs, know that the real work is only just beginning. The path to chiefdom was simply a warm up for the marathon you are about to and continue to run. Use your position of authority and influence to improve your agency, your community and your profession. Don't be that person who wishes they could have done more.

Thank you for your trust and the opportunity to have served you as board member, regional liaison and most recently as your president. Stay safe and remain active in the affairs of the Association.



Nearly 100 officers from across Minnesota attended MCPA's inaugural Officer Leadership Development Class.

What's Next?

The question many people have asked after attending the CLEO & Command Academy is, "What's next?" The answer, we're now proud to say, is Advanced CLEO & Command Academy. The Professional Development Committee has put together an impressive array of national instructors who are considered subject matter experts.

Here are some Advanced CLEO and Command Academy highlights. It kicks off with a two and half day learning and networking session at Breezy Point Resort in the Brainerd Lakes area. There are also follow up online segments, with the conclusion at the 2017 Executive Training Institute (ETI). What's unique about this academy is you will be working as a cohort on real issues and challenges facing your department. Visit our website for more detailed information on the academy and the application process. The academy is limited to 25 attendees, so apply early and I guarantee you won't be disappointed.

Hopefully by now you have registered to attend ETI, if you haven't, it's never too late. You don't want to miss the impressive featured speaker and breakout session line up addressing key topics 21st century law enforcement leaders need to know.

We're excited to have Milwaukee Chief Ed Flynn, St. Louis County Missouri Chief Jon Belmar, who oversaw the Ferguson protests, Laurie Robinson, Co-Chair of the President's Task Force on 21st Policing and Captain Brian Nanavaty, an expert on changing the cultural around officer mental wellness.

This year's conference also features several new elements, including small agency breakouts on Tuesday and a supervisors' day on Wednesday.

The Minnesota Chiefs of Police Association (MCPA) itself is gaining some national recognition for our Officer Leadership Development course. Since the International Association of Chiefs of Police (IACP) featured the training in its weekly member report, we've been receiving inquiries from around the country for more information on the course. From what we can tell, the Association has developed something unique that other law enforcement leaders are looking to adapt. In Minnesota, the demand for the course has surpassed our expectations and we'll be offering the training again in New Brighton in October. Check out MNChiefs.org for more information and to register. Thanks go to outgoing MCPA President Chief Hugo McPhee for spearheading the project.

I want to give a shout out to our new training partner the National Joint Powers Alliance (NJPA) in Staples, Minnesota. NJPA has hosted several MCPA courses including Media Training and Officer Leadership Development. Together, we're also offering courses on CIT for Small Agencies, Essential Ethics for Law Enforcement and Sovereign Citizens training this summer and fall. (see the box for more details.)

We've also just concluded our first Leadership Academy of the year with two more to follow in August and November. These academies always fill up quick so register early. We will only be offering one CLEO & Academy this year in June.

Check the MCPA website for new course offerings from MCPA and our training partners. Hope to see you all at ETI.



TODD SANDELL
PROFESSIONAL
DEVELOPMENT DIRECTOR
MINNESOTA CHIEFS
OF POLICE ASSOCIATION

MCPA 2016 Training Schedule

CLEO and Command Academy

June 6-10, 2016
(Camp Ripley)

Leadership Academy

August 23-26, 2016
(Camp Ripley)

November 15-18, 2016
(Camp Ripley)

Other MCPA Sponsored Training

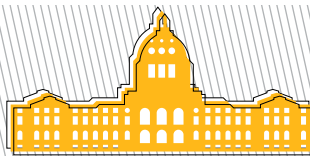
Essential Ethics for
Law Enforcement
July 19 (Staples)

Crisis Intervention and
De-escalation
August 4 (Staples)

Sovereign Citizens Training
October 11 (Staples)

Advanced CLEO and Command Seminar

Begins September 11-13
Breezy Point Resort
with courses to follow
online and other locations



2016 Legislative Agenda



CHIEF JEFF POTTS
CO-CHAIR
LEGISLATIVE COMMITTEE
BLOOMINGTON POLICE
DEPARTMENT

Heading into what was anticipated to be an abbreviated, fast-paced session because of construction at the Capitol, Minnesota Chiefs of Police Association's (MCPA) legislative team tried to do as much prep work as possible on the Association's main issue this year, body-worn cameras.

There were several positive pre-session meetings on the issue. The MCPA Legislative Committee also developed a comprehensive list of other items to start working toward in 2016 and beyond. That legislative agenda (outlined below) was developed over a period of several months with input from the state's police chiefs, law enforcement leaders and stakeholder groups. Members of the committee discussed, vetted and prioritized this agenda. The MCPA board of directors approved the final agenda on January 21, 2016.

Body-worn camera data classification – The MCPA supports classifying and clearly clarifying when body-worn camera footage is public and accessible. The Association also supports addressing the unprecedented privacy concerns created by the technology. MCPA sees the incredible value body-worn cameras bring to improving public safety and enhancing police/community relations.

Gun Violence Restraining Orders (GVROS) – The MCPA supports allowing law enforcement, qualified health care practitioners, family members and intimate partners who believe an individual's dangerous behavior has a substantial likelihood to lead to violence to request an order from a civil court authorizing law enforcement to temporarily remove any guns in the individual's possession and to prohibit new gun purchases for the duration of the order.

72-hour mental health holds – The MCPA supports changing the language in MN Statute 253B.05 sub. 3 (d) to read "early release from a transport hold requires law enforcement notification."

Statewide licensing of massage parlors – The MCPA supports providing consistency in licensing and centralized oversight of massage parlors in Minnesota to aid local law enforcement in the fight against sexual exploitation, sex trafficking and prostitution.

Funding for Crisis Intervention Training (CIT) – The MCPA supports helping agencies pay for officers to attend CIT, a highly specialized training that prepares law enforcement to more effectively handle calls where they deal with individuals in a mental health crisis. According to a 2014 MCPA survey, approximately 95 percent of Minnesota law enforcement agencies say such calls have increased over the last five years with 20 percent of agencies saying the calls more than doubled in the last five years.

Criminal background checks – The MCPA supports preventing individuals who are not legally able to purchase a gun from doing so without background checks at gun shows, online or in private transactions.

POST Board reimbursement allocation increase – The MCPA supports increasing annual POST training reimbursement allocation to local jurisdictions and mandating annual continuing education requirements as stated in the Association's mission of bringing the highest quality of police services and leadership to the people of Minnesota. Reimbursement has declined for several years from \$424.22 in 2002 to \$321.81 in 2014 for each eligible officer. The 2014 amount of \$321.81 is less than the 20-year average amount of \$364.53.

Law Enforcement Integrity Act – The MCPA supports allowing for a Minnesota licensed peace officer to be terminated from public employment without opportunity to challenge the remedy of termination should the basis for termination be willful or intentional dishonesty, deception or similar unethical or illegal conduct that is deemed sufficient to imperil their credibility in court testimony. The Integrity Act must not limit a peace officer's due process right to arbitration with regard to the conduct being alleged by the employer.

Expanding state regulations on party buses – The MCPA supports expanding regulations on party buses to prohibit nude adult entertainment and connecting violations of this law and of underage alcohol consumption to the state registration of the bus. The MCPA supports such efforts to prevent sex trafficking and residual crime connected to party buses, such as disorderly conduct, assault and firearms violations.

Protecting Community Service Officers (CSO) and hospital security personnel – The MCPA supports amending MN/SS 609.2231 to include CSOs and hospital security personnel that are employed by a government entity providing security services at a licensed hospital. The amendment would enhance penalties for individuals convicted of assaulting CSOs and hospital security personnel.

Amending 609.5312 to include money laundering – The MCPA supports closing the loophole in 609.5312 that creates a barrier preventing law enforcement seeking to make victims whole through restitution resulting from forfeited assets. The MCPA supports amending the statute to include Concealing Criminal Proceeds and Engaging in Business of Concealing Criminal Proceeds, which by definition are the state's terms for money laundering.

Revising MN Chapter 142 to assign weights to marijuana derivatives – The MCPA supports assigning weights to marijuana derivatives such as wax or Butane hash oil to assist law enforcement in curtailing dealer activity.

Statewide driving diversion programs – The MCPA supports the creation of statewide driving diversion programs that address changing driver behavior through a sound educational component, thus preventing future traffic violations and making roads safer. We also recommend diversion legislation not be a revenue instrument but a policy that promotes traffic safety in our communities.

Sentencing guidelines – The MCPA supports maintaining the current drug sentencing guidelines for 1st degree drug possession and sale convictions as lowering prison sentences in isolation, especially for the most serious drug offenders, does not address broader criminal justice reform issues that concern our communities and the officers serving them.

Prescription drug take-back – The MCPA supports mandating businesses who sell prescription medications (pharmacies) to "take back," free of charge, any unused prescriptions or over the counter medications.

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Pillar Six

The subject of my previous two *Chaplain's Message* addressed the critical need for providing CLEOs with a quality, personal and professional support system. Specifically, I shared the Minnesota Chiefs of Police Association's (MCPA) plans to implement a CLEO Peer Support System, designed to assist CLEOs prepare for the inevitable challenges they will face personally and professionally on the job. We will be kicking off the project at Executive Training Institute's (ETI) Sunday night Crisis Case Study session. Bob Jacobson, Director of Public Safety for the City of New Brighton, and I will be framing the project around New Hope Police Chief Tim Fournier City Hall Shooting presentation.

It's exciting for me to see how far we have come in our Association, as we continue to identify and provide tangible resources for the personal health and fitness of our members and their agencies. When I first incorporated Public Safety Ministries 10 years ago our mission was *"Promoting Spiritual Fitness in the Public Safety Professions."* Several years ago we modified that mission to say *"Providing Spiritual Fitness Services..."* Today, as a ministry and in strong partnership with MCPA, we continue to **Promote** and **Provide** personal health and services. However, as demands have increased for these services, I find myself spending more and more time (at the request of the MCPA and the agencies it represents) *"Equipping Others to Promote and Provide."*

So, what's this "Pillar Six" at the top of this message and what does it have to do with the *Peer Support System and Promote, Provide and Equip Spiritual Fitness*? Pillar Six is one of the major categories of The President's Task Force on 21st Century Policing report recommendations, presented in May 2015.

Pillar Six: Officer Wellness & Safety



"The wellness and safety of law enforcement officers is critical not only for the officers, their colleagues, and their agencies but also to public safety. Pillar six emphasizes the support and proper implementation of officer wellness and safety as a multi-partner effort." (Pg. 4 - Executive Summary)

And...

"Partnerships are another crucial element. An agency cannot successfully tackle these issues without partners such as industrial hygienists, chaplains, unions, and mental health providers. But no program can succeed without buy-in from agency leadership as well as the rank and file." (Pg. 62 - Report Body)

I took the liberty of highlighting "Partnerships" "chaplains" and "agency leadership" in the above paragraph, to show how we were already working together to accomplish the things that the president's report says we need to start doing. In other words, this report doesn't give us direction on how to move forward providing personal and professional support to our CLEOs, it *validates* the work we have been doing for many years now.

So, I thank you all for your partnership in *our mission* of caring for our membership, for our agencies and communities, and most of all caring for *each other* in a profession that protects and serves the *wellness* of humanity.

		
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Officer Wellness and Safety: An Intentional Priority

There is an old military adage that directly correlates to contemporary U.S. law enforcement: “You must take care of your troops if you want to carry out your mission.” In this vein, it is no mistake that officer wellness and safety was highlighted as a major pillar within the report released by the President’s Task Force on 21st Century Policing.¹

For many leaders, the importance of officer safety and wellness is not a novel concept; over the decades, enlightened organizations have understood the empirical studies professing the necessity for enhanced officer wellness and safety practices. Yet, the seminal report by the President’s Task Force on 21st Century Policing legitimizes this focus in a new manner with a direct call to action. For the first time, the idea of caring for law enforcement personnel, as they navigate their way through these disquieting times, is not an afterthought—it is considered an essential factor for success.

The Plymouth Police Department has long-recognized the need to care for its officers. Mandatory seat belt use and bullet-resistant vest wear policies were established more than 30 years ago, along with the introduction of scenario-based training exercises and the procurement of leading-edge technology to help keep its officers safe. But it was not until 2005 when



*Michael S. Goldstein,
Police Chief Plymouth Police Department*

a new vision for officer wellness commenced.

At that time, the chief of the department, Michael Goldstein encountered a cardiac-related health scare that certainly impacted his lifestyle; as a result, a commitment to helping change his officers’ lifestyles emerged with vigor. Today within the department, a total health care system, including specifically dynamic physical, mental, and spiritual health programing for all personnel, exists, but that did not happen easily nor overnight.

The 10-year journey started with a simple idea that has led to a robust department-wide initiative.

Beginning with the recognition of how accumulative stress can negatively impact an officer’s well-being, the department loosely encouraged physical fitness activities and provided training on how to best manage the mental and emotional drain that are some of the profession’s unfortunate byproducts. Nationally renowned speakers like Kevin Gilmartin, Bobby Douglas, Bobby Smith, and Gordon Graham were contracted by the department and, in several cases, met with the department’s personnel, along with their significant others, to discuss critical issues that impact both officers and their family members.

Stress awareness services were also encouraged for the officers and their families through an online local resource created by the Law Enforcement Family Support Network. In addition, command staff personnel were trained by Concerns of Police Survivors regarding available services for line-of-duty deaths and significant injuries, and one department member became trained as a Critical Incident Stress Management (CISM) facilitator.

The department’s Chaplain Program was altered to include internal services for its personnel as part of and parcel to the long-standing external services the chaplains offered to the Plymouth community in times of need. Furthermore, the chief of police became a founding board

Officer Wellness and Safety

member of Public Safety Ministries, Inc., a Minnesota-based nonprofit organization dedicated to providing spiritual health care services to law enforcement leaders. Through this association, the department's police chaplains enjoyed the good fortune of enhanced training opportunities; thereby, they have developed strong, yet not overbearing, relationships with the department's personnel. Plymouth officers have at their disposal an immediate outlet to share their thoughts, concerns, and experiences with these appropriately trained professionals in a confidential setting that has received outstanding reviews.

While this cultural transformation

was starting to take shape, even more change was desired and needed. In 2012, a physician with a specialty in rehabilitation medicine and a registered nurse with a unique emphasis in occupational medicine approached the department and offered to develop a standardized physical fitness program as part of an advanced degree research project they were seeking through the University of Minnesota. Their research and support were crucial in the formation and justification of the department's evolving Wellness Program.

This effort led to the establishment of a thoroughly coordinated voluntary physical fitness program that allowed

officers and civilian personnel to exercise while on-duty in lieu of taking a meal break, which was ultimately approved and supported by the Plymouth City Council. Funds were appropriated to assemble a fitness center within the Public Safety Building; health waivers were drafted and approved by our city attorney for employees to have signed by their personal physicians; and evaluation standards, through the Cooper Institute, were implemented to provide participants with a validated baseline and future goals that coincide with mandated annual assessments.

In order to implement the Cooper Institute's standards, two officers



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UPCOMING PROGRAMS & EVENTS

Insights and Trends:

Public Participation in the Public Square

Friday, April 8, 2016

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Community Economic Development Symposium

Friday, April 29, 2016

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and visit with
faculty and staff.

attended the Institute's Personal Training Education 40-hour course. As such, the department's Wellness Officer Program was also launched. Today, the department has three wellness officers who manage the Wellness Program under the supervision of a police captain. The wellness officers work to motivate personnel, research and recommend related training opportunities, complete the annual fitness assessments, write articles for the department's bimonthly newsletter, coach and mentor program participants, and help maintain the fitness center.

For obvious reasons, most departments appoint range instructors, field training officers, defensive tactics instructors, and the like. The Plymouth Police Department has taken that practice one step further with the creation of a wellness officer assignment that is solely focused on the well-being of its personnel. This is an ancillary role to the officers' other assigned police duties. With this program in place, the desire to provide fitness opportunities to the department's employees is not allowed to fall to the proverbial "back burner" as other competing priorities demand attention and resources. Wellness, which directly correlates to enhanced safety practices, is a top department priority, and the wellness officers are assigned to hold the administration accountable in this important regard.

In addition, the department's Wellness Program is now introduced to all newly hired personnel as part of their in-house three-week orientation prior to beginning their field training experience. These new probationers receive a clear understanding that it is the department's priority to keep them physically, mentally, and spiritually fit from the day they start until the day they retire. To reinforce this concept, a formal policy memorializing the department's commitment to this essential program was adopted. Also, at the new officer's swearing-in ceremony, the chief meets with his or her family members to address the Wellness Program and the need for those close to the officer to encourage the spirit of this program and to communicate that they, too, are invited to participate in the program on a certain level.

The department's experience has been overwhelmingly positive and reaffirming thus far. Taking care of personnel encourages them strive to carry out the department's mission. The program helps officers understand that they



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Officer Wellness and Safety

are valued and that their well-being is paramount to the department's collective success. In order to appropriately meet the various professional demands and evolving expectations, a well-developed health care system for U.S. law enforcement officers is not a "nice-to-have" notion; rather, it is a "must-have" priority, especially today.

By caring for their personnel and making their well-being a top priority, police agencies will meet their mission. Now, law enforcement leaders are faced with both the opportunity and challenge to lead their organizations in one of the most tumultuous eras

of modern policing. As the 21st Century Policing Task Force report illustrates, developing a roadmap to lead departments through these challenging times is certainly possible and motivationally intriguing. However, as the report also suggests, it is improbable to establish transparent, legitimate, well-trained, and properly aligned policing organizations without an adherence to their personnel's wellness and safety—healthy police officers will make for healthy law enforcement organizations. Meeting the report's recommendations under its sixth pillar is in the charge, and quite frankly, the duty, of police leaders.

¹ President's Task Force on 21st Century Policing, Final Report of the President's Task Force on 21st Century Policing (Washington, D.C.: Office of Community Oriented Policing Services, 2015), 61–68, http://www.cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf (accessed January 5, 2015).

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ETI Wellness Breakout Tuesday at 1:45 and 3:15

Implement an effective, holistic mental wellness program

Hear about an initiative that considers a myriad of factors to bring a cultural change in law enforcement's approach to job- and life-related officer stress -- from steps post hire to financial planning to retirement preparation. The program being used at the Indianapolis Metropolitan Police Department has resulted in fewer cases of discipline and an increase in officers seeking personal and professional assistance.

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MNCRASH: A New Tool to Help Us Reach Our Goal of Zero Deaths on Minnesota Roads

A broken duty belt. A 35-year-old squad car. Rusty handcuffs with a missing key. A gun that jams. Not exactly the tools you need to successfully and efficiently do your job, right?

Same goes for technology, which is why the Minnesota Department of Public Safety has worked hard over the past several years on a new electronic crash reporting system you have all been using since January 1. The new system, as you know, called MNCrash, it provides a single source of crash data that is accurate, timely, complete and accessible to all appropriate users.

A new and improved statewide crash report system has been a long time coming. The previous crash records system was more than 30 years old, not flexible and full of old technology that was hard to maintain — not desirable attributes for the system that houses and protects some very important crash information.

MNCrash takes us out of the past and helps us move toward our goal of zero deaths on Minnesota roads. We can use the system to make decisions more effectively regarding resource allocation and better identify and evaluate projects that will help save lives.

Here is a reminder of some of the great features MNCrash offers:

- Accessibility through MyBCA
- Form-based application or wizard-based application to complete crash reports online
- Smart Mapping. Clicking the crash location on a map will automatically fill location attributes including county, city/township, route system, street names, X and Y coordinates and MnDOT specific elements.

I hope your experiences with MNCrash so far have been positive and the system has helped you do your job more efficiently. What a great change to help us all serve Minnesotans to the best of our ability.

Using an unreliable and outdated system was simply no longer an option.

In true Minnesota law enforcement fashion, more than 700 of you stepped up to take one of our MNCrash training courses. We used a train-the-trainer approach so key representatives from each law enforcement agency could help train the rest of their staff. Hundreds of sample crashes were submitted using the MNCrash pilot program. All of your hard work and willingness to learn helped make the launch of MNCrash a success.

Of course, there will be growing pains and lessons, tips, tricks and shortcuts we will learn as we get to know the new system. That is to be expected. Thanks to each of you in advance for your patience as we continue learning everything this new and improved system can do for us.

We will keep you up to date on any changes or training opportunities through the MNCrash page in the law enforcement partners section of our Office of Traffic Safety website at <http://ots.dps.mn.gov>. Please direct any additional questions to Kathleen Haney, our traffic records coordinator, at kathleen.haney@state.mn.us or 651-201-7064.

I look forward to hearing about your experiences and successes with MNCrash. Stay safe and keep up the great work.



MONA DOHMAN
COMMISSIONER
DEPARTMENT OF
PUBLIC SAFETY

Great Ideas in Policing

Were we fair, respectful?

Let us know

From Chief Rick Mathwig
Roseville Police Department

When one of your officers pulls someone over, takes a citizen's complaint or deals with a victim, it's important to know if that person felt he or she was treated fairly. The concept's called procedural justice. Researchers vary on its exact definition, but here's my summation: people are concerned more about how they were treated during a police encounter than they are concerned about the outcome of the encounter.



Roseville Officers talk with a tow truck driver

Procedural justice is gaining steam among law enforcement thinkers after the President's Task Force on 21st Century Policing report mentioned it quite prominently.

Roseville Police Department (RPD) strives to maintain and build community trust. Therefore, we, in conjunction with University of Northwestern, St. Paul (UNW), are embarking on an ambitious project to collect and evaluate many of these interactions through a customer satisfaction survey.

We have great working relationships with UNW's campus security and criminal justice program. I pitched them on this idea after reading about it in *Police Chief* magazine. The article highlighted Chicago Police Department's survey project using University of Illinois Chicago

The key points to the project:

- Send a mailer prompting citizens to take a brief online survey about their experience during the interaction with our officers and the confidence they have with RPD.
- The mailer goes to victims and complainants and drivers involved in traffic crashes and contacted as a result of traffic stops. That's about 700 surveys each month in 2016. (We've excluded victims of domestic assault, criminal sexual conduct cases, juveniles and store loss prevention cases)



From left are Wadena Police Department Chief Naomi Plautz, with son Jacob; Wadena Police Chief Cory Carr, with daughter Addi; and Ava with her dad, Wadena Police Officer Aaron White. (Photo by Anna Erickson, Wadena Pioneer Journal)

researchers. We'll be following their parameters very closely to protect our survey's integrity. (Read the full article here: bit.ly/20b8vtK)

- UNW will exclusively host the survey results and produce summary reports for us by July and a final report in early 2017. The raw survey information

is completely out of the PD's control, helping to ensure the public's trust in the survey.

The first round of surveys went out in January. We expect survey mailings will take an additional one to two hours of staff time every two weeks and can be absorbed by the current records staff. Other than an increase in bulk mailing costs, I do not see additional expenses.

UNW will publicize their involvement in the project and the data on their servers will be purged according to their data retention schedules. The raw survey data will not be subject to data practices laws of Minnesota.

I believe this will provide a better understanding of how the public feels about their interactions with RPD staff and help us take appropriate measures to improve. I have great faith that our officers are giving great customer service and this survey will help validate my thoughts, as we have a wonderful department filled with committed, hard-working and caring individuals. That said, we are human and can make mistakes. If that is the case, we will take responsibility by studying our mistakes, making corrections, providing training and committing to improving each and every day.

Building more effective National Nights Out

*From Chief Eric Werner
Maple Grove Police Department*

The City of Maple Grove and Minneapolis were recently awarded first place by the National Night Out organization in their respective population divisions for their August 2015 outings. They joined several other

Minnesota communities, including St. Paul, Brooklyn Park and Rochester, who also placed high on National Night Out's list.

Minnesota Police Chief asked Maple Grove PD to share some of its strategies:

Prior to visiting the evening block parties, the Maple Grove Police Department hosts a centralized Kick-Off. It attracts an estimated 1,800 people, with the chief and command staff grilling the hotdogs.

Parents and their children have the opportunity to see squad cars, various emergency response vehicles, a medical helicopter, learn about a wide variety of safety topics and partake in numerous interactive family friendly activities. The department's public safety partners from the public, nonprofit and business sectors also participate.

Since the department sees residents as a force-multiplier to prevent crime, it holds a pre-National Night Out meeting with Neighborhood Watch Captains and National Night Out Coordinators. The two-hour presentation briefs current crime trends, how citizens can assist police and new initiatives such as the department's medical drop box and how residents can use the Nextdoor.com web-based program to connect with their neighbors.

For more information about our National Night Out activities or if any agency is willing to share their information with Maple Grove please contact Community Service Officer Todd Strege at 763-494-6134 or tstrege@maplegrovern.gov.

Lunch with law enforcement

From Dana Pavek, Wadena-Deer Creek Schools and Chief Naomi Plautz, Wadena Police Department

In between bites of his grilled cheese sandwich, second-grader Aaron Toftum quizzed Wadena County Deputy Tyler Wheeler about being in law enforcement: "Do you ever get scared? What kind of car do you drive? What's the fastest you've caught someone speeding?"

This interrogation session was part of the first annual Lunch with Law Enforcement at Wadena-Deer Creek Elementary School.

Parent Stacy Carr, whose husband Cory is the Verndale Chief and a Wadena County deputy, saw the idea on a blog that provides support for families who work in law enforcement. She bounced it off the school's PTO president, who ran with it.

"It's such a great opportunity for students to see law enforcement in a positive environment," said the PTO president.

All together 15 law enforcement officers representing the State Patrol, Wadena County Sheriff's Department, Wadena Police Department, Verndale Police Department and Department of Natural Resources participated in the January event, many of their children are also students in the school.

This kind of connection is "vital," where officers are able to meet with students on their turf, at their level, just for them. There was no critical reason or a chaotic call that drew the public safety officials to the school, it was just nice to sit and be among them, they say.

To learn more about this Lunch with Law Enforcement, please visit the full story at MNChiefs.org.

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Ferguson's *Lessons Learned*: A Profile of the Chief Who Managed the Protests

BY JOE SHEERAN, MCPA COMMUNICATIONS DIRECTOR

Almost no training is realistic enough to fully prepare a police agency for a Ferguson-like protest. In fact, most of the officers involved in trying to keep the peace during that late summer uproar actually went through civil disturbance training just three months prior.

"It's like a jetliner coming down in a populated area" in terms of training and experience, says St. Louis County Police Chief Jon Belmar, who oversaw the protests following the officer-involved shooting of Michael Brown.

"This is one of those things that's so dynamic, regardless of your past experience and training, it's going to be hard to adapt that experience and training."

Adding to the crowds' size, the protestor's anger and emotions were directed at the police trying to keep the peace. In that first 24-48 hours,

"I have relationships today with members of the protest community, good relationships that I wouldn't have imagined a few years ago."

one of Chief Belmar's main goals was to ensure his officers maintained their professionalism and demeanor, an effort he says succeeded. But his other goal, trying to find leaders in the crowd to maintain calm, was more elusive.

"You're going to have people who purport to be leaders, but if no one is following them, or they can't assist you [in keeping your communities safe], you need to move on."

Eventually he did develop partnerships with both political leaders and protest leaders that lasted.

"I have relationships today with

members of the protest community, good relationships that I wouldn't have imagined a few years ago."

It was one of the byproducts of the situation, we really know now who to go to.

These are just some of the lessons and stories Chief Belmar will bring to Minnesota law enforcement leaders as one of the Executive Training Institute's (ETI) featured speakers later this month.

The rise of social media and citizen reporters has transformed his thinking about dealing with the media. He remembers his days working homicide cases and the need to keep information sparse fearing tarnished witness statements and tainted jury pools. Now, he says when there's an officer involved shooting, there's no time to wait until the next news cycle. As soon as you have the basic information, call the press conference, he advises. "Stay until [the] last microphone and camera are turned off."

In not staying ahead of the message during the Ferguson protest, he believes, law enforcement lost the narrative.



St. Louis County, MO Chief Jon Belmar is part of an insightful set of Wednesday sessions, which also include a featured presentation from Madison, WI Chief Michael Koval, who oversaw similar unrest after one of his officers was in a police-involved fatal shooting. The ETI planning committee feels these chiefs' presentations have value for all upper level

law enforcement leaders and supervisors. Therefore, they've designed the day to start off with a breakout aimed at supervisors so chiefs can take their staff on Wednesday.

New for 2016: The Executive Training Institute Goes Mobile



Enhance your Executive Training Institute experience with the new ETI mobile app.

The app allows you to stay on top of developments in real-time leading up to and during the convention. The app also lets you take and store your notes on educational sessions and products in the Expo Hall.

The app features:

- A customizable schedule with speaker bios, presentation overviews and session handouts
- An interactive vendor list to flag booths you want to visit and a notes function to store contact, pricing and product information
- Interactive surveys to incorporate your feedback at ETI 2016

For both experienced social media users and beginners the app's social media link (#ETI2016) keeps you connected to all the action on your smart phone or tablet.

(Search Minnesota Chiefs of Police in your app store or email joe@mnchiefs.org for a direct download link.)

In addition to fostering relationships with the media, Belmar will also address identifying elected officials who prize community service, learning

Including his two years as chief, Belmar's career spans three decades, with time as commander of the Crimes Against Persons Bureau and head of

Regional Business Council, among others.

The St. Louis County Police Department serves a population of over one million and a geographical area of more than 500 square miles. Current agency strength is nearly 1,100 and it has a budget of more than \$113 million.

In not staying ahead of the message during the Ferguson protest, he believes, law enforcement lost the narrative.

how to work with them and learning how to stand your ground when your law enforcement experience conflicts with their crisis plans.

Special Operations. He's attended and taught at the FBI National Academy and has presented in front of the Police Executive Research Forum, and the

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2016 ETI

MONDAY-WEDNESDAY (with a Sunday evening special session)

NEW 2016 ETI ELEMENTS

- Small agency breakouts
- Supervisors' day on Wednesday
- Expo now open to all public safety professionals
- One-day single/group rates available
- Innovation award and luncheon
- Buffet lunch served in Expo Hall Monday-Tuesday
- Retiree's afternoon hospitality suite

SUNDAY

MOTOROLA ROAD SHOW

NEW



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1:30 - 5:00 p.m. • River's Edge Convention Center

- See innovative public safety technology in action
- Learn how Motorola solutions can help your agency increase officer safety, increase response time, and do more with less
- Meet the subject matter experts and ask questions
- See how our technology can fit with any size agency
- Opportunity to chat with local Motorola representatives



EVENING SPECIAL SESSION

CRISIS CASE STUDY

Chief Tim Fournier

THE NEW HOPE CITY HALL SHOOTING'S LESSON IN PEER SUPPORT PLANNING

5:30-7:00 p.m. • Best Western Kelly Inn, Ballroom
Pizza Dinner included with registration

Chief Tim Fournier will discuss what he and his officers experienced in the moments, weeks and months following a shooting at City Hall and how law enforcement leaders can start to identify the elements of a formal peer support plan.

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HOSPITALITY SUITE

Opens Sunday Evening | 7:00-10:00 p.m. | Best Western Kelly Inn

MONDAY



MORNING

FEATURED SPEAKER

Phillip Atiba Goff, Center for Policing Equity, University of California-Los Angeles

IMPLICIT BIAS:

RAISING AWARENESS AND OVERCOMING ITS CONSEQUENCES

Co-founder and president of UCLA's Center for Policing Equity, Phillip Atiba Goff will bring his engaging, sometimes humorous style to discuss a serious issue facing 21st law enforcement leaders: Implicit bias. Goff identifies how implicit bias impacts decision-making in a law enforcement context and teaches strategies to address implicit bias on the job.

2016 LAW ENFORCEMENT EXPO AND LUNCH **NEW**

Opens 11:30 a.m.

Enjoy a buffet lunch in the expo hall and visit with exhibitors for an extended time. The Expo is free to all public safety and government IT professionals! The buffet lunch is included with full ETI registration. Expo only attendees can purchase a \$25 lunch ticket.



AFTERNOON

GENERAL SESSION

Laurie Robinson, Co-chair of the President's Taskforce on 21st Century Policing

THE PILLARS OF 21-CENTURY POLICING:

A REVIEW OF THE PRESIDENTIAL TASK FORCE REPORT

To strengthen trust among law enforcement officers and the communities they serve, President Obama commissioned a task force on 21st Century Policing, comprised of law enforcement leaders, public safety researchers and community stakeholders. The task force's final report recommended six pillars to strengthen police-community relations. Attendees will gain a better understanding of how to implement the recommendations (or expand on recommendations agencies already have in place) while ensuring communities are safe.

PRESIDENT'S RECEPTION

(Registered Attendees Welcome)

EXPO HALL

3:15 - 4:30 p.m.



SPECIAL EVENING SESSION

Paul Mellor, Memory expert

HOW TO REMEMBER ANYTHING

This fun, highly interactive seminar will give you techniques for remembering information to make you more productive and efficient law enforcement leaders. You will gain an ability to better remember names and faces and the confidence for getting through a day without the fear of forgetting and the knowledge and application for retaining information.

HOSPITALITY SUITE

Monday Evening | 8:00-11:00 p.m. | Best Western Kelly Inn

TUESDAY



MORNING

FEATURED SPEAKERS

Chief Ed Flynn, Milwaukee Police Department

TOWN HALL CONVERSATION WITH MILWAUKEE CHIEF ED FLYNN

Chief Flynn has earned a reputation as a forward-thinking, no-nonsense law enforcement executive. He will lead a Town Hall style discussion (involving audience questions) on the challenges of policing in the 21st Century and perceptions and realities of the use of deadly force, using an example from his agency. Chief Flynn is able to speak from the perspective of being a chief in a very large agency such as Milwaukee Police Department as well as the chief of the much smaller agencies he served at prior to Milwaukee.



Chuck Wexler, Executive Director, Police Executive Research Forum

RE-ENGINEERING TRAINING ON POLICE USE OF FORCE

Minnesota law enforcement has reported in recent years seeing an increase in mental illness-related calls, some of which have ended with officer use of force. The Police Executive Research Forum (PERF), decided to re-examine use-of-force training as it relates to people with mental illness who pose a threat with an edged weapon. This session outlines best practices in re-thinking use-of-force training to highlight de-escalation on certain types of mental health-related calls and aims to increase cohesion between dispatchers and front-line officers responding to a person in crisis.

LAW ENFORCEMENT EXPO

OPEN 8:30 A.M.-12:30 P.M.

Extended Expo Time! Police department specialty staff, retired chiefs, EMS, corporate and private sector professionals are invited to visit with exhibitors during this extended expo time.

ASSOCIATION BUSINESS MEETING

10:15 A.M.-11:15 A.M.

Recognition of retired chiefs, Board of Directors election and presentation of MCPA's Advanced CLEO & Command Academy.

LUNCH-LAW ENFORCEMENT EXPO

11:00 A.M. **NEW**

Attendees and retired chiefs can see the latest technology and products in the Law Enforcement Expo while enjoying a delicious buffet lunch.

RETIRED CHIEFS HOSPITALITY SUITE **12:30 P.M.**

Following the new buffet lunch in the Law Enforcement Expo, retirees will gather in the ETI Hospitality Suite to catch up with former colleagues and friends.

AFTERNOON: BREAKOUT SESSIONS

NEW TECHNOLOGY: GETTING COMMUNITY BUY-IN BEFORE YOU BUY

Before implementing any new technology, it is critical to develop an action plan, implement a sound policy, understand the laws governing the use and obtain as high a level of community buy in as possible before you buy. This session will highlight the St. Paul Police Department's recent work to engage community stakeholders and develop a comprehensive technological plan before purchasing and implementing body-worn cameras.

CRISIS INTERVENTION TRAINING (CIT) FOR SMALL AGENCIES

Geared toward agencies with fewer than 15 officers, this session will help rural law enforcement leaders gain a better understand of identifying and creating community networks for localized crisis intervention. Attendees will become more knowledgeable in the brain science behind mental illness and learn de-escalation steps for crisis calls.

WELLNESS AND WELLBEING: A CULTURAL SHIFT

This breakout will discuss steps departments need to implement an effective, holistic mental wellness program. Captain Brian Nanavaty, Indianapolis Police Department will talk about the program he helped implement that considers a myriad of factors including post hire action items, early warning screenings financial planning and retirement preparation. The program there has resulted in fewer cases of discipline and an increase in officers seeking personal and professional assistance.

Attendees will

- Begin to identify and learn how to address the non-job factors that lead to dissatisfied officers
- How to identify law enforcement-specific mental health resources for officers
- Gain a better understanding about what steps will be needed to bring a cultural change in dealing with officer mental health, including financial literacy and counseling services.

COMMUNITY ROUNDTABLES: GETTING THE RIGHT VOICES TO THE DEBATE

Meaningful community dialogue is critical when addressing serious public safety issues in our communities. This breakout will provide tangible steps to ensure community members who will provide valuable feedback for law enforcement are at the table. It will walk you through how to talk about the “tough” topics in a way where people feel empowered to be honest and open. It will also talk about formulating an action plan to address community concerns.

HR FOR SMALL AGENCIES: TERMINATION AND DISCIPLINE

Aimed at chiefs with fewer than 15 officers, this session will mainly focus on the challenges of termination and discipline in small agencies. Attendees will gain a better understanding of what types of policies help set clear guidelines and expectations to avoid problems while also providing clear outcomes for those who violate policy; learn how to identify and deploy your city's resources to ensure discipline and termination are carried out by the book; and become more knowledgeable on the legal/law enforcement experts to guide chiefs through difficult personnel situations when they arise.

Visit the MCPA website, www.mnchiefs.org, for more information on ETI breakouts and featured speakers.

MCPA AWARDS BANQUET 7:00 P.M.

Please join us to honor the state's most heroic police officers who went above and beyond the call of duty in 2015.

WEDNESDAY

MORNING

The morning features a breakout for command staff and the day's keynote speakers include the chief on the front lines of the Ferguson protests and a chief who thought a Ferguson-type event would never happen in his town.

REGISTER WITH THE SPECIAL GROUP RATE to send members from your department.

BREAKOUT SESSIONS

SUPERVISOR'S BREAKOUT: WHAT CITIES LOOK FOR IN A CHIEF

This panel discussion will explore the talents, skills and professional development background city leaders are looking for in a police chief and highlight what you can do in your current role to prepare for the next level of leadership. It will also explain the career guide the Minnesota Chiefs of Police Association (MCPA) has developed (CLEO Certification) to identify the training, personal development, and community service necessary to be a more effective public safety leader.

WEDNESDAY

BREAKOUT SESSION CONTINUED

AVOIDING SURPRISES WITH BODY CAMERAS

Hear from departments large and small that have implemented body-worn cameras about what they've learned when it comes to deploying the technology, storing the data, maintaining the expectation of privacy and other policy best practices. The session will also feature an update from MCPA's Legislative Committee Co-chair on exactly where the ever-changing debate on body-worn cameras stands at the Capitol.

COMMUNITY POLICING AS A DEPARTMENT CULTURE

Learn how to take community policing from being a stand-alone program to a department-wide culture. Hear from a panel of chiefs who've improved police-community relations through a combination of special outreach initiatives and training for street officers. Chiefs in Hopkins and Columbia Heights will explore how they've used these strategies to more effectively address demographic changes, especially in the schools. Shakopee's chief will talk about how community dialogue helped cut through some of the misleading numbers when it came to perceived city safety.



FEATURED SPEAKER

Chief Michael Koval, Madison, WI Police Department

INVESTING IN COMMUNITY RELATIONS

A fatal officer-involved shooting thrust Chief Michael Koval into the national spotlight. In the face of great criticism and baseless accusations about his agency, Chief Koval tirelessly defended his department's integrity and the officer involved in the shooting. In this session you will begin to build strategies for better community relationships; more effectively leverage traditional and new media; and learn how to minimize disruptions related to mass demonstrations.



EXCELLENCE IN INNOVATION AWARDS LUNCHEON WITH COACH JERRY KILL

NEW

The MCPA Excellence in Innovation Award recognizes Minnesota municipal police agencies and their CLEOs for superior achievement and innovation. This award program is designed to recognize exceptional, innovative and extraordinary achievement in law enforcement program, efforts or initiatives that benefit law enforcement as a profession.



AFTERNOON

FEATURED SPEAKER

Chief Jon Belmar, St. Louis County Police Department

FERGUSON MISSOURI: LESSONS LEARNED

St. Louis County Police Chief Jon Belmar, who had a major role in restoring order following Michael Brown's death in Ferguson, Missouri, will talk about the lessons learned during the ordeal and how police leaders can prepare for similar events in their communities.



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Discipline with *Compassion*, A Lesson in Small Agency HR

BY JOE SHEERAN, MCPA COMMUNICATIONS DIRECTOR

Imagine this, you fire an officer and he turns out to be one of your department's biggest boosters in the community. This isn't some Hollywood script. It's what really happened to Chief Tony Padilla in Gaylord.

"From the beginning, I tried to be honest and fair, and I gave the officer multiple chances," says Chief Padilla.

Gaylord, a town of just more than

put in the time, at least three hours every two weeks, to document the issues, and formulate an improvement plan.

Chief Padilla's officers are non-union and the particular officer was not a veteran. Still he wanted to ensure the officer had every chance to succeed and the discipline process was carried out fairly and by the book.

Still, Padilla warns these situations are going to be tough on morale, especially in a small agency where the chief is out on calls with the officer.

Out on patrol this particular officer was paranoid, says Chief Padilla, always second-guessing whether or not he was following policy, procedure and making the right call. The officer would also look closely at the chief on



Chief Padilla out in the community and with K9 officer

2300 people, is typical of small rural agencies. It's a four-officer department with a chief who splits his time between administrative duties and patrol. But Chief Padilla's military experience likely provides an A-typical advantage when it comes to human resources.

After 24 years in the Army, he rose to the rank of sergeant major and dealt with a wide range of personality types, which prepared him well for staff development. Realizing one of his officers was struggling, Chief Padilla

"When you're writing up a remediation plan or working on a discipline issue, the feedback can't be all negative," says Padilla. "You have to give compliments." When a struggling officer does a good job, you have to show him the value he's providing to the department.

You have to take the time to learn why an officer isn't doing the job well and make sure you're expending the resources to get him or her the relevant training that will help get them back up to standards.

calls trying to spot any mistakes in the boss's performance.

Despite the efforts, Chief Padilla felt the officer wasn't making enough progress and wound up terminating him.

Even with this valuable experience, Chief Padilla is still looking forward to attending the HR for small agency session at the ETI. He's always looking to learn better practices and pick up new staff development tools from fellow chiefs, city administrators and the attorneys who walk CLEOs through these issues.



Chief Tony Padilla at City Hall.

Don't miss a special small agency breakout at Executive Training Institute (ETI) focusing specifically on termination and discipline issues!

This session is based on a fall Minnesota Chiefs of Police Association (MCPA) survey of agencies with 15 or fewer officers. More than 80 percent of responding chiefs indicated termination and discipline as their key HR concerns.

In this session attendees will:

- Gain a better understanding of what types of policies help set clear guidelines and expectations to avoid problems while also providing clear outcomes for those who violate policy or fail to live up to expectations.
- Learn how to identify and deploy your city's resources to ensure discipline and termination are carried out by the book
- Become more knowledgeable on the legal/law enforcement experts to guide chiefs through difficult personnel situations when they arise

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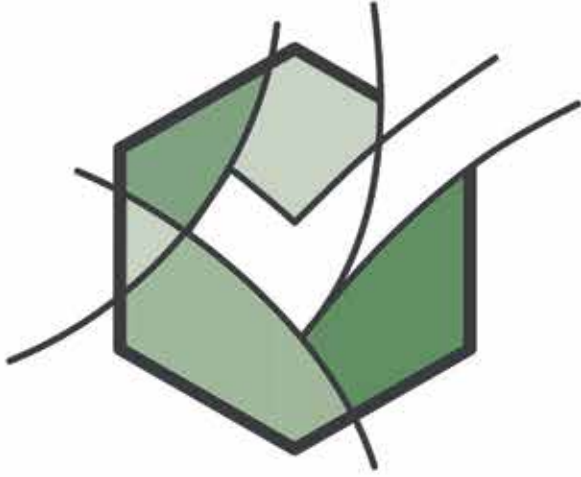
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Tips to *Effectively* Handle Discipline and Termination Issues

BY MITCHELL BERG, MAHNOMEN CITY ADMINISTRATOR

The vast majority of Minnesota's 850 plus cities have populations smaller than 5,000 and local police departments carrying far fewer than 15 officers.

While the ability to discipline and terminate an employee can be a challenge in any size community, in smaller cities where there may be fewer resources or where familial or other personal and/or business relationships may blur the relationships between supervisors and employees, the failure to promptly respond to an HR issue can cause harm to the city and lead to a loss of public trust.

As a practicing city administrator, who has dealt with HR issues, building capacity within your department is the most effective way to mitigate and deal effectively with a discipline and termination problem.

Here are some tools to help prevent or mitigate discipline and termination issues

- If you haven't done so, create a mission and vision statement.
 - Update all position descriptions to account for these department values.
 - For instance, if community policing is part of the department's mission, include within the job description a requirement that officers are to engage in youth orientated activities as part of their job and that experience working with children is a preferred hiring qualification
- Develop a procedure and policy manual to provide "guidance on the department's philosophy of identified issues."¹
- Promote the value of on-going training and professional development in non-mandated areas, such as leadership and ethics.
- Developing a mentorship program.
- Conduct annual performance evaluations and train supervisors on how to properly conduct them while ensuring performance outcomes are tied to the department vision and mission.

If disciplinary problems arise or termination looks like a possibility, make sure you're building relationships with the city administrators, city attorney and elected officials to ensure you have backing and guidance.

Here are some other guides:

- Document the miss steps in detail and provide guidance and coaching. Documented performance evaluations can help establish a pattern of behavior that can show a need for corrective action. (Think of it in the same terms as criminal evidence collection that will have to withstand a defense attorney's scrutiny.)
- Set a clear policy and understand who is responsible for completing the investigation and administering the sanction, if a charge of misconduct is made or observed.
- Apply Arbitrator Daugherty's Seven Tests for Just Cause to determine if just cause has been met.
- Use progressive discipline when deciding upon the degree of discipline to administer, but take into account that there may be mitigating reasons that may justify a lesser sanction.
- While disciplinary decisions should be left to those that oversee the department, especially in smaller cities where the city council may play a more active role in the decision making process, understanding the politics of the situation, prior to administering the sanction is necessary to build a case for the type of discipline to be administered.
- Consult with a labor attorney and/or the League of Minnesota Cities throughout the disciplinary and

termination process, as there are legal steps and processes that need to be adhered to in order to ensure proper due process has been afforded to the accused.

These tools aren't guaranteed to eliminate an HR problem from occurring or lead to a successful appeal; but this is intended to aid chiefs in reducing the number and severity of HR disciplinary and termination issues.

Mitchell Berg is a City Administrator for the City of Mahanomen and an adjunct faculty member of the Urban and Regional Studies Institute at Minnesota State University Mankato. He is pursuing a Doctorate in Public Administration at Hamline University.

¹ IACP Best Practices Guide: Developing A Police Department Policy-Procedural Manual, Smaller Police Department Technical Assistance Program

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Creative Solutions to De-escalation Training

BY CHIEF MATT CLARK, UNIVERSITY OF MINNESOTA POLICE DEPARTMENT

Responding to a person in crisis can be one of the most dangerous calls a police officer will receive. Giving all of our officers the tools and techniques necessary to de-escalate a serious crisis situation can mean the difference between compliance by the person in crisis and the use of deadly force.

Pillar Five—Training and Education—in the President's 21st Century Policing Task Force Report helps address this, and specifically emphasizes attaining high quality and effective training with local partnerships.

Last year, the University of Minnesota Police Department (UMPD) approached the Barbara Schneider Foundation (BSF) with a proposal to create a first ever "First Responder" qualification course. After a number of meetings and discussions, we were able to create an eight-hour course that all UMPD officers attended.

This course provided classroom training, intense scenarios and role-play and discussions with mental health patients. The course encompassed a scaled-down version of the traditional 40-hour course, and allowed officers to practice their own skills with newly learned techniques.

Previously, just 12 of the 50 officers on the department underwent the 40-hour course. While these officers gained excellent skills and techniques for the de-escalation of individuals experiencing crisis, we needed to ensure all of our officers could respond



University of Minnesota police officers go through 8-hour crisis intervention training.

to a crisis call rather than hoping a CIT officer is working. This is especially relevant considering our urban campus has porous borders, allowing for interaction with a wide variation of situations and people, a day-time population of 80,000 and two hospitals that increase the likelihood of responding to a crisis situation.

The shorter class involves some tradeoffs. The 40-hour course goes more in-depth on the broad spectrum of mental health disorders. It also has a bigger emphasis on the intersection of the justice system, human services and health care as they relate to treating people with mental illness. Some of the field trips, exercises, and personal presentations from people who struggled through a mental health incident are removed or shortened in

the eight-hour course. These elements are meant to help officers begin seeing their calls from a different angle, in an effort to get them to better empathize with the person in crisis.

The professionals at the Barbara Schneider Foundation recommend officers who want to improve their skills in this area reach out to mental health providers and connect with the advocates in their communities. Knowing local mental health partners provides police officers with useful partnerships and improves an officer's ability to respond to crisis calls with a large variety of resources and services.

UMPD Officers found the eight-hour training to be effective and informative. This is especially true of the theatrically trained actors who role-played during each scenario.

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Crisis Intervention Session for Small Agencies at ETI

Tuesday, April 19 -1:45 p.m.

This breakout will include group discussion, role-playing, storytelling and highlight elements of the 40-hour training.

Attendees will:

- Learn how to identify and create community networks for localized crisis intervention
- Become more knowledgeable in the brain science behind mental illness
- Learn de-escalation steps for crisis calls

Evaluators also suspended the scenarios to critique performance and provide immediate feedback.

"Years ago an officer told me, 'Don't tell me how to feel or what to think tell me what to do,'" says Mark Anderson, BSF Executive Director. "I took his message to heart. We try to keep the training practical. We want to provide effective tools officers can use in a crisis situation."

It would be our hope that other Minnesota police departments consider using this course to train their officers. It provided a basic foundation for effective CIT response for every officer on the department at a relatively low cost. We are planning to follow up with a four-hour refresher each year to maintain our skills and certification.

For more information, contact the Barbara Schneider foundation at: thebarbaraschneiderfoundation.org

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Amazon Web Services

The Minnesota Chiefs of Police Association (MCPA) values its vendor relationships. It is proud to highlight industry vendors who bring vital products and services to the law enforcement community. We are pleased to feature Amazon in this issue.



What are some law enforcement-specific applications Amazon Web Services offers?

Through our vast partner community AWS offers a variety of public safety solutions, including:

- Digital Evidence Management
- E-Discovery
- E-Citation
- Secure Image Management Systems
- Crime Forecasting Systems
- Backup, Archival & Disaster Recovery
- Major Risk Event Management
- Mobile Forensic Software
- Public Records Management



Security is paramount for law enforcement agencies; what are the security advantages to cloud-based computing?

Security is job zero for AWS. All law enforcement agencies and partners who are powered by AWS benefit from a data center and network architecture built to satisfy the requirements of the most security-sensitive organizations, including adherence to the FBI's Criminal Justice Information Services (CJIS) Security Policy. The benefits include:

- Encryption
- Identity and access management
- Provisioning
- Security by Design / helping customers maintain compliance baselines



You're new to the law enforcement field, going up against companies with a long track record serving public safety agencies, how do you plan to compete?

AWS has gained the trust of over 2,000 government agencies, and many of them publicly share their success stories and best practices with their peers. Examples include:

- NASA Jet Propulsion Laboratory
- City of McKinney, TX
- City of Ashville
- City of Ashville, NC
- King County, WA
- Healthcare.gov
- State of Arizona
- Code.org



Why did you choose to partner with the Minnesota Chiefs of Police Association?

We chose to partner with the MCPA to listen to law enforcement leaders address their top challenges and needs from a technology perspective. AWS is customer obsessed, and through being affiliated with associations like the MCPA we learn first-hand what is most important to LE leaders, build trust and identify solutions that will solve for major law enforcement initiatives.

The MNCPA is highly respected and provides thought leadership across the 322 members and 500 law enforcement leaders and to build relationships across the state on MN.

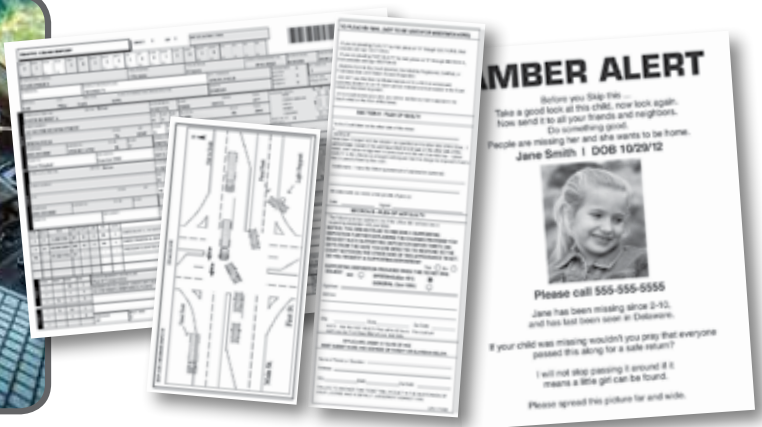
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