

**SURVEY:
BODY-WORN CAMERAS**

Chiefs taking a cautious approach

MCPA'S WELLNESS SERIES

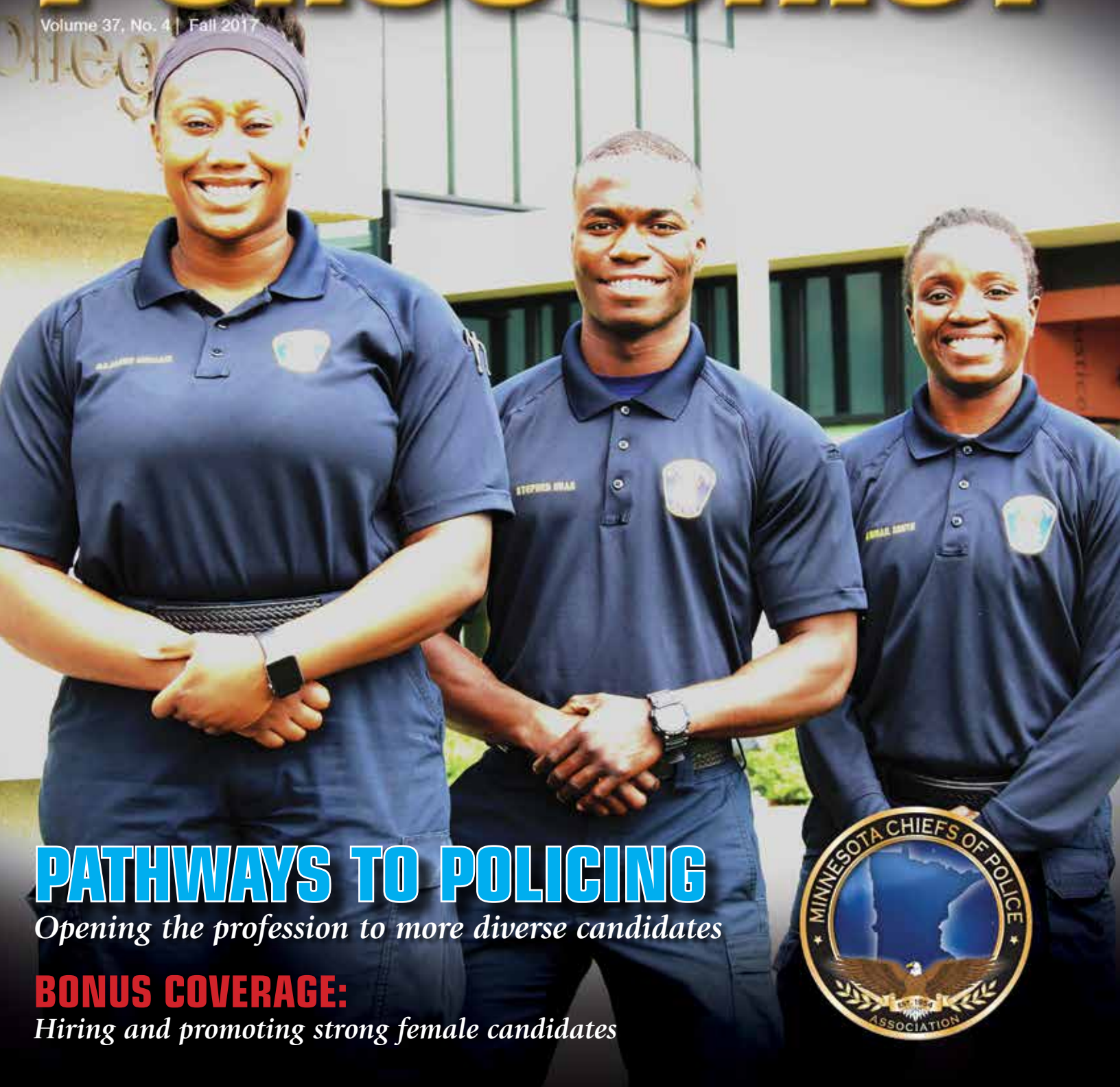
Dispelling fitness misconceptions

**BUILDING A COMMUNITY
ORIENTED PD**

A pre-construction checklist

MINNESOTA Police Chief

Volume 37, No. 4 | Fall 2017



PATHWAYS TO POLICING

Opening the profession to more diverse candidates

BONUS COVERAGE:

Hiring and promoting strong female candidates

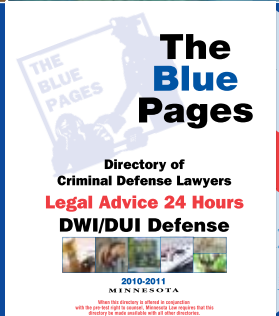


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FALL 2017

ON THE COVER

Pathways to Policing

The policing profession has been striving to bring in more well-rounded candidates from variety of cultural and professional backgrounds. Pathways to Policing provides an alternate track to help mid-career professionals or those with non-law enforcement degrees enter policing.

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A Cautious Approach

A variety of issues, from regulatory burdens and costs to internal policy challenges, have many MCPA members taking a cautious approach to deploying the body-worn cameras. Find out the major obstacles and advantages chiefs identified in the summer body-worn camera survey.

20 MCPA'S WELLNESS SERIES

Fat doesn't kill, it's the sugar

High expectations, difficult schedules and traumatic incidents take a heavy toll on officers' spiritual, mental and physical health. MCPA has partnered with Dr. Paul Nystrom, a Hennepin County Medical Center physician and Plymouth police officer, to provide education and training to our Police Chiefs as they work to ensure a culture of wellness in their agencies.

34 CONSTRUCTING A COMMUNITY ORIENTED POLICE BUILDING

A pre-construction checklist

Minnesota's police department buildings are as diverse as the state's terrain, including converted machine sheds, mid-century bunkers and more modern facilities that just haven't kept pace with their rapidly changing communities. With many PDs considering construction projects, the MCPA reached out to our private sector partners to create a brief guide for chiefs going through a facility renovation or rebuild.



23 Strategies for diversifying your ranks



ANDY SKOOGMAN
EXECUTIVE DIRECTOR
MINNESOTA CHIEFS
OF POLICE ASSOCIATION

A Strong Voice at a Critical Time

Over the past few months, I've been interviewed by a handful of reporters who are doing stories on the current climate of policing. I've told the media that these are challenging times for law enforcement, but Minnesota police chiefs – and our association - are remaining positive, proactive and professional.

As an association, we have no other choice.

According to our most recent member survey, you told me that “being a voice for law enforcement” is something you value most from our association, and we are working hard on several fronts to be a strong and effective voice for all of you.

At the legislature, our work and our partnerships with other law enforcement groups, the POST Board and key lawmakers have helped triple the training reimbursement dollars for local police departments. In exchange for this significant funding increase, police chiefs will now train officers in three categories critical for success in these challenging times: crisis intervention and mental illness crises; conflict management and mediation; and recognizing and valuing diversity and cultural differences.

As part of our overall effort to enhance leadership training at all levels of the profession, the association has added elements of these three training topics into our CLEO and Command and Leadership Academies and other single-day trainings to help chiefs comply with the new training requirements.

Also on the training front, we have partnered with Hennepin County Medical Center's Dr. Paul Nystrom, who is both an emergency room physician and sworn Plymouth police officer, to develop and deliver a three-part wellness training series that will kick off in 2018. We have a profile of Dr. Nystrom, his training and the schedule on page 20.

The Association also heard members loud and clear when it came to the importance of professionally produced online training. The recent member survey results indicate more than 80% of you are interested or highly interested in the association offering free online training. After the 2017 Executive Training Institute (ETI), the MCPA posted two courses from the conference on our website at no cost for those who either couldn't attend or went to a different breakout session. If you haven't had a chance to view ETI Online's sessions on Body Camera Implementation or Social Media for Small Agencies, please go to our website (mnchiefs.org) and start your sessions today. In the coming year, the MCPA will offer more timely, relevant and pertinent online trainings that we know will be some of the most highly produced in the industry.

To be a strong advocate on your behalf, we also must listen and have frank discussions about what's going on in your agencies, your communities and our profession. The MCPA is proud to be hosting our third Critical Issues Forum in December. Chiefs from around the state are invited to take part in a facilitated discussion on mental illness in law enforcement. The forum will be on December 13, 2017 from 1 pm -5pm at the Schneider Theater in Bloomington. This follows last February and June's forums which focused on training mandates, reviewing body-worn camera

footage following use-of-deadly force incidents and the state and direction of the MCPA.

In the spirit of information sharing and learning from one another, two of our 2017 Advanced CLEO and Command Academy students write about their projects, starting on page 26. New Brighton's Tony Paetznick and the Lower Sioux's Darwin Melin tackle the topics of losing several officers in a short period of time and building trust and legitimacy when you're the minority.

In preparation for another strong session at the State Capitol, the MCPA's Legislative Committee has been meeting this Fall to formulate the association's legislative agenda. Chiefs from around the state have submitted several timely and relevant solutions for Minnesota's policing challenges. We will release our full Legislative Agenda before the 2018 Legislative Session gets underway.

Meantime, between now and then, know that that the association is working hard to address some of the most pressing policing issues in this current climate. From new and improved training offerings to better and more consistent means to share information, together we can overcome the myriad of challenges facing Minnesota law enforcement if we all stay positive, proactive and professional.

							
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Adoption of Body-worn Cameras

One year after the Minnesota Legislature passed a bill classifying the vast majority of data collected by body-worn cameras as private, MCPA members seem to be taking a cautious approach to deploying the technology.

Back in 2015, the MCPA surveyed members on this issue. Most chiefs who responded to the survey then indicated they were waiting to acquire body-worn cameras until the legislature came up with clearer guidelines on data classification and regulatory requirements.

Based on the 2015 survey results, the MCPA concluded about 40 departments statewide had implemented body-worn cameras at that time.

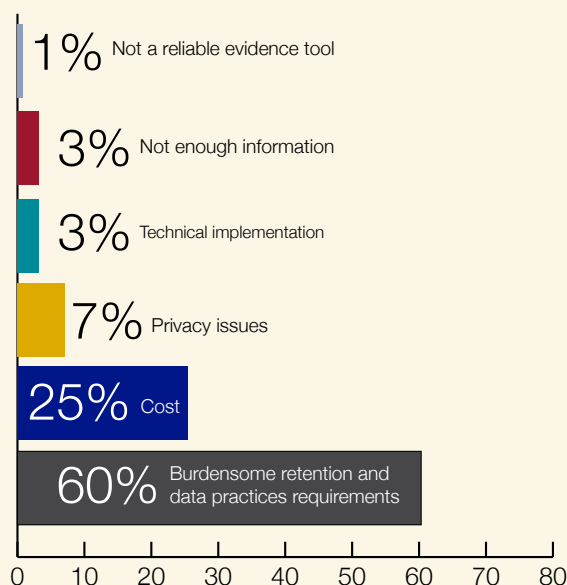
Today, the 2017 MCPA member survey on body-worn cameras indicates the number of departments using the technology is only slightly above 40. Some departments have added body-worn cameras, while others have stopped using body-worn cameras.

The biggest concern, according to survey respondents, seems to be the new law's set of regulations, particularly when it comes to the cost and requirements of the audits.

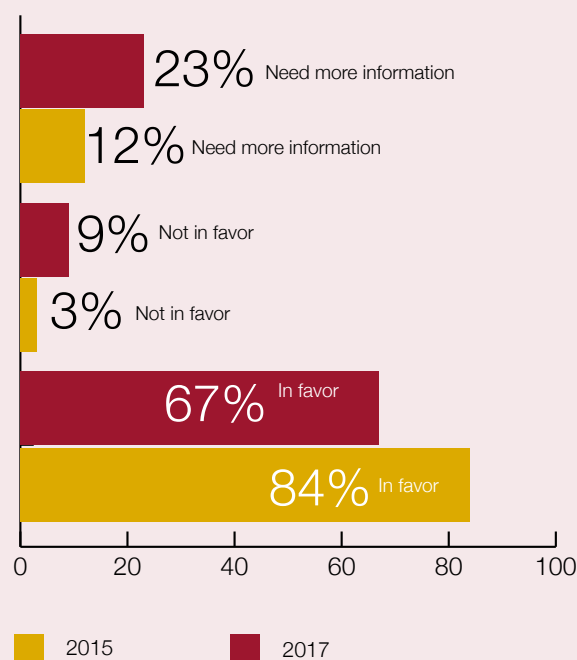
The biggest concern, according to survey respondents, seems to be the new law's set of regulations, particularly when it comes to the cost and requirements of the audits. The MCPA is well aware of members' concerns and has been in discussions in recent weeks with the Minnesota State Auditor's Office about conducting audits at a reasonable rate to agencies. Please check C-Notes and our website for more information.

Sixty percent of responding chiefs say "burdensome regulations" are their biggest concern around body-worn

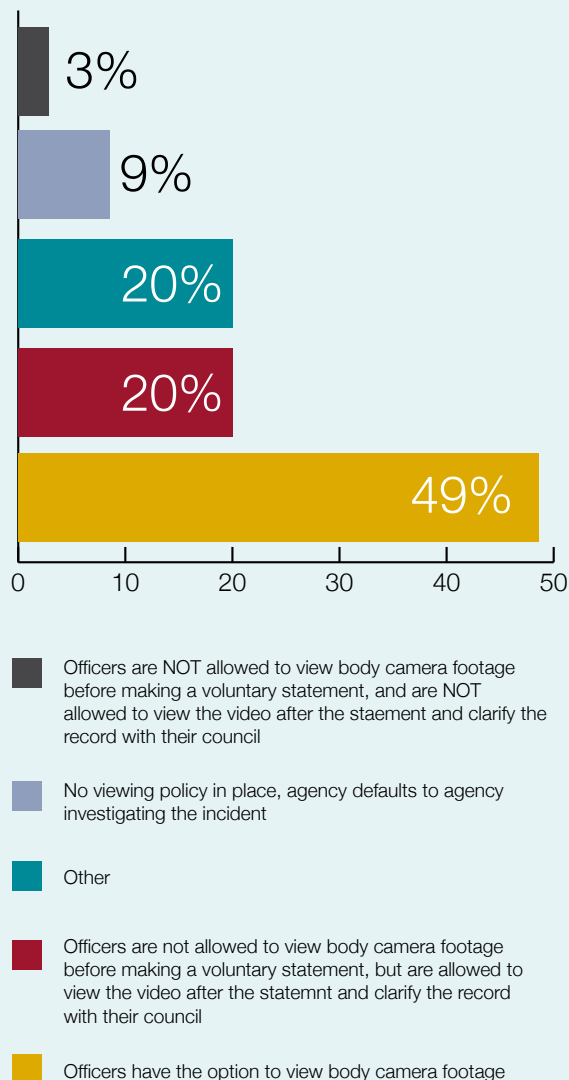
WHAT ARE YOUR BIGGEST CONCERNS ABOUT BODY WORN CAMERAS?



2015 VS 2017 ON FAVORABILITY



AS A DEPARTMENT WITH BODY-WORN CAMERAS, WHICH BEST DESCRIBES YOUR AGENCY'S POLICY ON OFFICERS VIEWING BODY CAMERA FOOTAGE FOLLOWING A USE-OF-DEADLY-FORCE INCIDENT



cameras. The next highest answer was cost of the data storage at 25 percent.

The new regulations are also likely contributing to a decline in the favorability of body-worn cameras for departments who have yet to purchase the technology.

Eighty-four percent of chiefs taking the 2015 survey were generally in favor of body-worn cameras. That decreased to 67 percent in the 2017 survey. As more information comes out about the technology, chiefs appear to be asking more

questions. In 2015, only 12 percent of responding chiefs said they needed more information before they were willing to share a general opinion about the technology. By 2017, that number had jumped to 23 percent. The percentage of chiefs indicating they were not in favor of body-worn cameras shot up from three to nine percent between 2015 to 2017.

In the 2015 survey, we did not ask the question about whether officers should be able to view their own body-worn camera footage before making a statement in a use-of-deadly force incident.

By 2017, with the BCA's new policy, we felt it was important to gauge how chiefs feel about this issue. Of the agencies responding to the survey that have body-worn cameras, nearly 50 percent give their officers the option to view the video before making a statement. Twenty percent do not allow their officers to view body-worn camera footage before making a voluntary statement, but allow them to view the video after the statement and clarify the record with their legal representative. Less than 10% have no viewing policy in place and default to the investigating agency's policy instead.

As a department with body-worn cameras, which best describes your agency's policy on officers viewing body camera footage following a use-of-deadly-force incident?

Of responding agencies without body-worn cameras, 45 percent feel officers should have the option. Thirty percent say officers should not view before making a voluntary statement, but would allow officers to view after the statement and clarify the record with their legal representative. Eighteen percent would default to the investigating agency's policy.

Despite the slow rollout for many agencies, most chiefs responding to the survey plan on deploying the equipment in the next five years. More than 40 percent anticipate implementing body-worn cameras in the next two years. Eighty percent of responding agencies will have the technology by 2022.

As always, the Minnesota Chiefs of Police Association is here to serve as your conduit for policy guidance, procurement, usage and regulatory compliance.

Please visit our Body-worn Camera Resource page (<http://www.mnchiefs.org/body-camera-resources>), which features a list of departments using body cameras, sample policies and the complete 2017 survey results.

Strategically planning for the profession's future



CHIEF MICHAEL GOLDSTEIN
PRESIDENT
MINNESOTA CHIEFS OF
POLICE ASSOCIATION
PLYMOUTH POLICE
DEPARTMENT

This past June, the MCPA Board Members, our Regional Representatives and other invited chiefs participated in a strategic planning session to help define a direction for the Association over the next three years. This practice has been effective for the Association in the past and, with the help of our facilitator, Cathy Perme, from C. M. Perme and Associates, this latest exercise was again a success.

Through this effort, three strategic goals were identified:

1. The MCPA will build a comprehensive branding platform to promote a positive image of our profession to yield an enhanced view of policing as a career path.
2. The MCPA will create a comprehensive staffing plan that includes developing an organizational plan for succession, support and training. Also, developing a compensation philosophy and plan that attracts and retains talented staff.
3. Increase engagement and participation of smaller agencies through mentoring, quality training opportunities, professional growth, and geographic reorganization/re-mapping.



Photo Left: Cathy Perme, C. M. Perme and Associates, Andy Skoogman, MCPA Executive Director, lead discussion on the State of the Association.



Photo Right: Marshall Chief Rob Yant weighs in on expanding training opportunities for greater Minnesota agencies

Further, work was done with both Board Members and staff to create specific tactics to help achieve each of the strategic goals. These are on the Member's-Only section of the website.

Over the last several years, the Association has accomplished many worthy objectives under the guidance of the Board and more importantly, by the creative efforts of our staff. The Association has evolved into a more relevant, competent and professional organization on a variety of levels within the construct of our previous strategic plans. Whether it be our training platforms, which have been broadened and enhanced; our technological capabilities that have expanded exponentially; our highly-regarded reputation at the Legislature and beyond; or the development

During this turbulent time for our profession, we are fortunate to have the strength of our Association poised to help navigate our way through these challenges.

of new programming to better support the needs of our membership, the Association's value is at an all-time high.

During this turbulent time for our profession, we are fortunate to have the strength of our Association poised to help navigate our way through these challenges. That being said, there is much more to be done and I firmly believe that the newly adopted strategic goals will help perpetuate the positive trajectory of our Association for the continued benefit of all of our members.

While the framework has been built, we now need our membership to fully engage and assist in bringing these goals into fruition. Please take the time to identify with one or more of these goals and contact the Association directly or your Regional Representative to learn how you can participate. This is a collective effort and by working together, our membership will continue to achieve great outcomes for the Association and for the overall policing initiatives in Minnesota.

On a different note, I want to acknowledge, recognize and thank Pastor Dan Carlson for his many years of dedicated work with our Association. Pastor Dan has extended his time, compassion and care to our members and beyond in an effective and appreciated manner; whereby his presence and listening ear has positively impacted many lives. Beyond his personal care and ministry to our members, Pastor Dan has helped develop appropriate boundaries for the establishment of chaplaincy programs across the state and as importantly, he has raised the important awareness of wellness initiatives (Body, Mind and Soul) for CLEOs and those they lead.

On behalf of the MCPA Board of Directors and its membership, I wish Pastor Dan great health and success in his future endeavors and offer my most sincere thanks for his service and the added value he brought to our Association.

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PASTOR DAN CARLSON
CHAPLAIN
EX-OFFICIO BOARD
MEMBER
MINNESOTA CHIEFS
OF POLICE ASSOCIATION

Final Thoughts from Pastor Dan

If my records are correct, this is my 45th Chaplain's Message for Minnesota Police Chief magazine. It is also my final message as chaplain for the association and I'd like to share a couple thoughts. The first is what I believe is the greatest challenge we all face in maintaining a healthy spiritual life, personally and professionally. The second thought identifies a blessing you all have, one that will guide you through challenges.

The Challenge...

Noise. I believe, without a doubt, that noise is our biggest obstacle to living healthy spiritual lives and performing our duties effectively and efficiently. As law enforcement professionals, and leaders of those who are charged with protecting and serving our communities, it is critical that you pay attention to the world around you. You need to listen. Unfortunately, due to an overabundance of communication tools, social and traditional media, and the politics of exploiting tragedy and conflict, the noise of anger, fear and hate is drowning out the important information we need to hear.

The Blessing...

Quiet. I just returned from a 25-day camping trip with my wife, to the lakes, mountains, woods and ocean shores of South Carolina. In those spaces, with the absence of self-induced technology overload, the opportunity for quiet was abundant. It was in this quiet that allowed me the time and space to really hear the important stuff, the good stuff. We spend much of our lives looking for that place of peace and quiet. I've discovered the way to find peace was to work at immersing myself into the quiet. As sworn peace officers, I believe we can improve our practices of pursuing peace by spending more time pursuing quiet—or at least discouraging and not contributing to the angry noise.

Scripture and A Prayer...

Your spiritual health is defined by how well you connect with all that is good in life, and from my pastor perspective, all that is God in life. Two wonderful tools for maintaining a positive connection with all that is good is through scripture and prayer. The scripture is taken from the Old Testament and the prayer is inspired by Pastor Hub Nelson. I find myself reciting these words of truth nearly every day.

"Now there was a great wind, so strong that it was splitting mountains and breaking rocks in pieces before the Lord, but the Lord was not in the wind; and after the wind an earthquake, but the Lord was not in the earthquake; and after the earthquake a fire, but the Lord was not in the fire; and after the fire a sound of sheer silence... a still small voice." 1 Kings 19:11-12

Dear God,

Please prepare my soul... to hear the sound of your voice... by quieting all other noise and distractions.

Amen...

It has been an honor to serve as your chaplain!



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BOB JACOBSON
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This summer I was at the New Brighton Community Center gym where I often workout. When I signed in for the day, two of the front desk staff members asked if they could retake my photo for my Community Center ID. I guess it was the beard. I had known both staff members prior to retiring as the city's Director of Public Safety. They both told me how great I looked since I retired, even saying I looked "relaxed." So, here I was feeling pretty good about how I looked. They took my photo, we exchanged some pleasantries and I moved on to the gym area where I began my usual exercise and weightlifting routine. One of the "regulars," a gentleman who works out at gym frequently, came up to me and said, "So, you are about 67 right?" I paused a moment before I could explain that I was only 57 years old. He looked at me, maybe in disbelief, and walked away continuing his exercise routine.

When I was the Director of Public Safety, I frequently told our staff "We are never as bad as we think we are and we also are never as good as we think." As Dr. Amit Sood from the Mayo Clinic has said, "good people are good about feeling bad about themselves." And, conversely, I know from experience that as soon as you think you have it all figured out, you will soon be humbled. Just as my day at the Community Center gym bore out, one group can tell you that you are great, the next will say exactly the opposite.

As professionals, we are all somewhere on that spectrum. That's why the MCPA continues to re-evaluate its training opportunities and to provide you and your agencies with the tools to constantly improve.

In the past year, it has been a privilege working with so many MCPA members as instructors, professional development committee participants and as students. I have been fortunate to help create the Peer Support and Outreach System Training, which seeks to ensure chiefs have the tools to build a support network to help in a time of professional or personal need. So far, we've brought the training to more than 60 chiefs and city administrators, and plan on hitting several Greater Minnesota agencies through the fall and winter.

I helped launch and coordinated the inaugural Advanced CLEO and Command Academy, City Administrators training, several versions of wellness training and a session on how to prepare for and be successful during arbitration.

The MCPA's coalition work with the MPPOA, MSA and POST Board led to legislative requirements that officers receive training in the areas of Conflict Management and Mediation, Crisis Intervention and Mental Illness, and Diversity and Cultural Differences. This came with a three-fold increase in state reimbursements for training to local agencies. As Andy Skoogman mentioned in his Executive Director's report, the MCPA re-shaped the CLEO and Command and Leadership academies, along with adding trainings to provide chiefs and their officers opportunities to meet these enhanced requirements.

MCPA re-shaped the CLEO and Command and Leadership academies, along with adding trainings to provide chiefs and their officers opportunities to meet these enhanced requirements.

In fact, there are several new sessions at this October's CLEO and Command Academy, which include wellness, peer support, duty-related PTSD, crisis intervention, and diversity, which Minneapolis new chief Medaria Arradondo will teach. We're also planning new course work for the December Leadership Academy. While many of our instructors are active members of law enforcement, we are also reaching out to the private and nonprofit sectors for expert insight on today's biggest societal challenges that police are forced to confront.

There is perhaps no better time to participate in our MCPA training opportunities because no matter what our experience level, we can all make use of our training and the networking and educational opportunities they provide. If you have any ideas or suggestions, feel free to contact me. I look forward to seeing you at a future MCPA training!

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P.J. Fleck: Creating a positive culture helps lead to success in coaching and policing

In a high-energy speech comparing the roles of Division I college coaches and law enforcement leaders, new Golden Gophers head football coach P.J. Fleck talked about the importance of building a lasting, positive culture in an organization.

He was the headline speaker at the Minnesota Chiefs of Police Foundation breakfast Friday, July 21, which raised money to ensure the

MCPA can deliver affordable, high-quality professional development opportunities for law enforcement leaders across the state.

Coach Fleck made it clear that coaches don't deal with life and death situations, but, like chiefs, they work in a politically charged environment, under intense scrutiny and high community expectations.

He explained how his "row the boat"

leadership style and coaching mantra maximizes the number of people in your organization. (The boat) points it in the right direction (the compass) and moves it forward collectively to the best of everyone's ability (the oar).

The Foundation Board members and the private sector companies who attended the event are supporting the Association and the policing profession at a critical time.



Minnesota Golden Gopher's head football coach P. J. Fleck with MN Chiefs of Police Foundation board members.



Minnesota Golden Gopher's head football coach P. J. Fleck at podium



Coach Fleck at the table of event Gold Sponsor the Shakopee Mdewakanton Sioux Community



MN Chiefs of Police Foundation Board Member Paul Godlewski (Thomson Reuters), Savage Police Chief Rodney Seurer, Coach PJ Fleck, and Lisa Schwie, vice president, government sector sales, Thomson Reuters, the event's Gold Sponsor



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We'd also like to express our thanks to the event's emcee Darrell Thompson, president of Bolder Options, former Gopher running back and long-time color commentator for Gopher football radio broadcasts.

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Pathways to Policing:
Cadet Rajanee Michael
Cadet Stephen Nuah
Cadet Abigail Smith

Innovative model to attract more non-traditional candidates to the profession

BY CHIEF JEFF POTTS, BLOOMINGTON PD

After graduating from St. John's University in Collegeville with a psychology degree, Stephen Nuah was counseling children with mental illnesses. It was noble work, but he was looking for more of a challenge. That's why the Pathways to Policing program appealed to him.

Instead of having to juggle his job with going back to school for a criminal justice degree and a skills

course, the program allowed him to transfer his bachelor's qualifications and paid him to attend skills.

He competed against 500 applicants for about a dozen coveted cadet positions. Having just completed skills, he's about to hit the streets in field training with the Bloomington Police Department, one of several agencies that pioneered and is using the program.

This collaboration aims to address:

1. A reduction in the number of Police Officer applicants during a traditional hiring process.
2. Officers leaving for another agency after a few years.
3. Ethnic makeup of a candidate pool matching a community's ethnic makeup.

In some ways, the program was modeled after one used by the Minnesota State Patrol to attract and train non-traditional police candidates. It is designed to remove barriers for candidates interested in pursuing a career in law enforcement but may not have the means to pay for or availability to attend a law enforcement academic program while continuing their current careers.

The Bloomington and St. Louis Park Police Departments worked together to develop this program prior to extending an invitation to multiple agencies.

As the City of Bloomington becomes more diverse, I believe there was a need to develop a new approach to hiring police officers that would help

the city keep pace with a changing community. The new program would help us meet this need and ensure that our police force is more reflective of all the people served.

How does this program work?

FIRST-ROUND INTERVIEWS

Candidates who meet minimum qualifications would be offered a first-round interview with a panel that would include a police officer, human resources professional, and community member. Panelists would be trained to identify candidates open to a law enforcement career and who had unique qualities to bring to the profession, such as living or working with multicultural populations or those having experience providing

service to customers with a wide variety of backgrounds.

POST APPROVED TRAINING PROGRAM

Candidates were required to have at least a two-year associate degree from an accredited college or university in any discipline. Once the candidates are hired by their respective agency, the group of cadets are sent to a 17-week (Monday-Friday, 8 a.m. to 5 p.m.) Peace Officers Standards and Training (POST) approved program through Hennepin Technical College (HTC). While attending the HTC program, the cadets are required to meet all the learning objectives set forth by POST.

PASSAGE OF THE STATE LICENSING EXAM/ SWEARING IN AS POLICE OFFICERS

Upon completion of the training program at HTC, the candidates must pass the POST licensing exam for police officers. Once completed, they return to their respective agency to be sworn in as officers and would begin traditional orientation and field training.

In the fall of 2016, the cities of Bloomington and St. Louis Park extended an invitation to multiple agencies with a goal to meet a minimum class size of eight students.

MARKETING AND RECRUITING APPLICANTS

The cities of Bloomington and St. Louis Park aggressively marketed the program. Because both cities were trying to attract a very diverse pool of applicants, the program was marketed in a variety of languages in various communities, including, radio stations and several well-known job search websites.



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Pathways to Policing

The cities also conducted information sessions for potential applicants to come and hear details about the program before the application deadline. Human resource staff as well as the chiefs from Bloomington and St. Louis Park were on hand to help describe the program to prospective applicants.

Police officers from the participating agencies were at each information session to help answer questions after the formal presentation.

CURRENT CADETS

Fast forward to June of 2017, 12 candidates from six agencies are wrapping up their training at HTC with an expected graduation date of October 4th. Two additional students were sponsored by the Columbia Heights Police Department and are attending the program along with the other cadets.

Participating agencies and their respective number of recruits include: Bloomington (3); St. Louis Park (2); Eagan (2); Maplewood (2); Hastings (1); and the Metropolitan Airports Commission (2). Sixty-seven percent of the new recruits are racially diverse.

St. Louis Park Police Chief Michael Harcey believes the candidates bring valuable experiences to their department. *The Pathways to Policing program has provided the St. Louis Park Police Department with the opportunity*

to hire two outstanding, nontraditional candidates who will bring valuable life experiences to our department. The program has allowed their candidates to overcome a common barrier for nontraditional candidates by assisting them in completing their police officer licensing requirements while employed with their department.

All of the cadets participating in this program were hired by their respective agency and are being paid an hourly wage equivalent to 70% of starting police officer pay. All are receiving benefits consistent with other new hires. Upon completion of the HTC program, the Cadets will be promoted to police officers and return to their home agency for additional orientation training prior to Field Training.

COSTS AND FUNDING

The tuition cost for the 17-week program at Hennepin Technical College is approximately \$6700 per cadet. During the 2017 Legislative Session, as part of the 21st Century Poling Platform legislation the lawmakers allocated a \$400,000 per year appropriation to help agencies offset the costs of this type of program. This funding is not available this year but will begin in 2019.

To learn more about Pathways to Police, contact Chief Jeff Potts at jpotts@BloomingtonMN.gov or by calling 952-563-8601



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DR. PAUL NYSTROM



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MARCH 22, 2018

1 pm to 4 pm
Minnesota Chiefs of
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JUNE 7, 2018

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Minnesota Chiefs of
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MCPA Introduces new Training Series to help chiefs promote a Culture of Wellness

High expectations, difficult work schedules and a pattern of responding to multiple and ongoing traumatic incidents take a heavy toll on officers' spiritual, mental and physical health. Taking a leadership role in bolstering Pillar Six of President's Task Force Report on 21st Century Policing, the MCPA has partnered with Dr. Paul Nystrom, a Hennepin County Medical Center (HCMC) doctor, to provide education and training to our police chiefs as they work to ensure a cultural of wellness (mind-body-spirit) in their agencies.

Dr. Nystrom has designed a three-part training series, set to launch in 2018, targeted at police chiefs and their personnel. The series (see dates/times in the left-hand column) will educate cops across the state about the most common causes of death, along with health challenges specifically related to the law enforcement profession, including lifestyle, stress, sleep patterns, shift work, diet and exercise.

Dr. Nystrom, who is also a sworn peace officer working in Plymouth, will provide resources, suggestions and recommendations to our members on how to live an overall healthy lifestyle, increase longevity, cope with the unique set of challenges to law enforcement and provide recommendations on healthy diet and forms of exercise.

Dr. Nystrom will also be one of the speakers at both the Leadership and CLEO and Command Academies in 2017-18.

Recently the MCPA conducted a Q and A with Dr. Nystrom on his background and his approach to wellness.

1. Many MCPA members are looking at your resume, saying "being an emergency room physician has to be a demanding profession. We know being a police officer is challenging and stressful." Why pursue both, especially when being a doctor pays so much more?

Good question...my wife wonders the same thing!

These two worlds overlap quite a bit. We often see the same people. I call them patients in the ER but on the street, they are suspects and victims. In either case, there is a problem that needs to be solved. Sometimes it's a crime. Sometimes it's a medical issue. And every variety in between. Solving a problem is the part I like most.

One of my medical mentors has also worked in law enforcement for 15 years. I think working in both fields gives us more credibility. A lot of officers can probably remember a call that they thought was a law enforcement problem only to arrive on scene and realize the real issue was a medical problem. That guy running the stop light and off the road wasn't delinquent. He was having a seizure or cardiac arrest. LEOs have to change roles quickly and make good decisions on the spot. It's the same in the ER.

2. How does having a background in both professions inform your approach to ensuring officers are fit?

I stumbled into officer wellness as a byproduct of my own journey to better health. I started exercising smarter and eating better and realized that there are some folks outside of Big Medicine who are ahead of the curve.

Cardiac disease is the biggest killer in the United States. It's only the #3 killer of LEOs unfortunately because GSWs and MVCs kill them at higher rates. Interestingly, more and more experts believe cardiac disease is tied to every other chronic disease and the root cause is much more complicated than simply eating too much butter.

Furthermore, I see the worst of chronic disease daily in the ER and I see what isn't working. I didn't do a residency in primary care like Internal Medicine or Family Medicine, which is the background for most primary care providers that officers would see for annual check ups. The providers in those roles have a tough job. They have been taught what the guidelines are in regards to things like high cholesterol and high blood pressure and there is a lot of pressure on them to treat those conditions by the usual means. In the vast majority of cases, that means medications. Lifestyle interventions like improved nutrition, smarter exercise, and prioritizing sleep are barely discussed if at all when these really are the simple solutions to chronic disease.

Nutrition recommendations are usually based around the USDA food plate, which is a set up for chronic disease! Exercise requirements are usually based on time and/or miles, i.e. more is better. Many officers are putting in the time and distance running or biking but some are also overdoing it. More miles running or on a bike does not necessarily equate to better health. And sleep is overlooked altogether as something that is optional and not that important when in reality it's crucial to health.

3. Getting adults to change habits is difficult, what's your approach to helping law enforcement officer improve their health and wellness, especially if they're not big into exercise and enjoy the carbs?

Recognizing that they may not be healthy I think is a big step. This can be especially hard for folks that appear healthy, i.e. not obese. But if you believe the estimates, 40% of those folks still have the same metabolic issues (diabetes, pre-diabetes, insulin resistance, metabolic syndrome, dyslipidemia, hypertension) and some even believe the non-obese folks will have worse outcomes than their obese counterparts with the same metabolic issues. There are some screening things that can be done to answer these questions but they are not routinely done at an annual check up.

The other important thing is changing the environment. Changing habits is hard for everyone but one proven way is to change the environment to make being healthy the easiest option. This includes getting the excess carbs out of your house, the candy bowl off your desk at work, and the cookies out of your lunch box. It means thinking and planning ahead for food on shifts, scheduling a workout as part of your day, maybe making a home gym and getting out of the mindset that a workout has to be endless miles running or hours on a bike. It can be as simple as max repetitions of burpees in five minutes or five 100-yard sprints.

4. What are the one or two things you hope members of law enforcement take away from this new wellness series?

Your job is uncontrollable. There will be crummy hours, shift work, poor sleep, stress on the job, stress at home, poor food options—all things that you won't have control over. That's why focusing on the things you can control when you can is so important. Plan good meals for you and your family and avoid processed or fast food. Be smart about your exercise. Shorter periods of high intensity exercise that combine traditional weights and cardio are far more effective and efficient. When you have a stretch of regular shifts, prioritize your sleep with consistent bed times and wake times.

I might sound like a broken record but the solutions of improved nutrition, smarter exercise, and prioritizing sleep really are key. Getting those three elements of health right matters immensely more than we generally give them credit for.

The solutions are simple, but not easy.



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Strategies for diversifying your ranks

Q and A with Col. Matt Langer, MN State Patrol, on Female Recruitment

Why the need to have a targeted push for female trooper?

We need diversity in our thoughts and actions to make a healthy organization. We need people from all walks of life and backgrounds and we need people that can see things differently and work toward the best solution.

I attended a recruiting event at Riverland Community College. I was talking to one young lady interested in the State Patrol and she asked me, “are you hiring women”? I thought it was an odd question and said tell me why you would ask that question. She said: “Well I don’t see any female troopers here so I just didn’t know if you were hiring women.” It was a pretty profound moment for me to recognize that, yes, as hard as we have been working to recruit women, in the eyes of one potential candidate, because she hadn’t see a female State Trooper where she lives, she just assumed – her perception was – we aren’t hiring women. That couldn’t be farther from the truth, but for her it was reality.

What strategies did you deploy?

This might sound like an obvious strategy, but we felt it was important that we come out and specifically say we are looking for female state troopers.



COL. MATT LANGER
MN STATE PATROL



Strategies for diversifying your ranks



State Patrol Officers on graduation day

In the last few years we had the opportunity to have high-ranking female troopers interviewed by a local TV morning show. To have two female troopers in uniform talking about their careers and having kids and going through life was really important.

We've also held women-only recruiting events, where they could come and talk to females on the job, understand what it was all about, the advantages of being a trooper, know what some of the struggles can be, and to interact in an environment that is exclusively female.

What role has social media played in your recruitment effort?

Social media has played an important role, to the point that our hash tag "Iwantthathat" is getting national attention from other law enforcement agencies. We have worked really hard to humanize the job through a series of videos. It's a difficult job, it's a serious job, but there are normal people doing the job, so we insert the lighter, human side of the work into social media and our videos and we are aggressive about the frequency and repetition. It all falls into a strategic detailed plan around recruitment marketing, that includes social media, our website, paid media, and traditional news outlets, targeting certain dates and events to maximize exposure. Contrast that with 10 years ago where you put an ad in the Star Tribune and Pioneer Press and hope for the best.

Are you concerned about pushback within the profession about targeting one group for recruiting?

My job is to lead an organization and ensure everyone feels valued. None of these efforts are a discredit toward folks like

me -- white males. However, the reality is that we have not kept pace. While we made headway, we don't have enough female troopers in our organization and there aren't enough women in law enforcement. It's a common struggle. It's a hard argument for someone to make that we shouldn't be putting energy into having women better represented in our profession.

How would you rate the success of this recruitment strategy?

I want to see incremental progress. I recognize we have 617 troopers. If roughly 10% are female, we're not going to move that to 20% in one year, but we need to be making progress.

It's tough to measure success this early because while we significantly increased the number of diverse candidates, they still have to go through the selection process and the academy. I'm looking forward to seeing how this hiring process shakes out and I'm excited to see what the result will be.

What can a smaller municipal agency take away from your process and adapt?

You have to say exactly what you're trying to do. Tell people what you want. You have to have a plan and attack it from all angles. We have the opportunity to be on the radio. [There are many small agencies with that kind of access in their local communities].

There are a fair number of hands that go up [on the first day of class] from folks who've heard about us purely from social media. One of my favorite stories is from a guy who heard about the job from 93X [the Twin Cities radio station]. We've gone on [the station] for many years to talk about traffic safety in a lighthearted, candid way that hopefully resonates with our target audience. The fact that we were able to recruit one person on his way to work and just happened to hear that we were hiring tells me we have to have an all-hands-on-deck recruitment approach. You have to be across all lines of communication.

Final thoughts

There are frustrations because it seems when you start making headway you see losses. Like when you hire a few women one or two retire or leave. Just stay positive, keep moving. Every single candidate is critically important to the agency's future success.



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DIRECTOR
TONY PAETZNICK

2017 ADVANCED CLEO
AND COMMAND ACADEMY

NEW BRIGHTON
DEPARTMENT OF
PUBLIC SAFETY

Getting creative when losing five of your 29 officers

In June of 2015, the New Brighton Police Department was sitting in a good position, with full authorized staffing. Looking to the future, we knew the agency would likely lose one or two officers to retirement. So, I attended the MCPA's two-day hiring and recruiting workshop, with a focus on diversity, in preparation for our anticipated hiring needs.

We started seeing larger losses than expected. Five sworn officers were gone in only six months, a significant impact to our 29-member agency.

In addition to the expected retirements, one employee suffered a career-ending injury. Two others left for similar positions in larger suburbs. While our agency occasionally loses officers to

Saint Paul, it's rare to lose two to separate suburbs.

Five sworn officers were gone in only six months

Trying to adapt what we learned in MCPA's hiring workshop sparked internal discussions about how we hire officers in New Brighton. For several years, we had successfully leveraged an "exceptional hire" clause in our City's Civil Service Commission regulations that allowed us to expedite the hiring of Police Reserve Auxiliary members to the position of fulltime sworn peace officer within the organization. This "grow your own" approach had worked well for not only promoting volunteers into paid positions, but also in cross-training and recruitment of staff in our unique public safety model that coordinates delivery of both law enforcement and firefighting services to the community.

Perhaps one of the greatest outcomes of this "cross-pollination" is that several of our paid on-call firefighters who became police officers live in town, enhancing our community-policing presence.

Around this time, we were fortunate to be invited to participate in inaugural conversations about developing a pilot law enforcement student mentoring program to assure that underrepresented populations in policing were being provided appropriate support during their academic careers to assure success in their chosen profession beyond just a passing grade in the post-secondary classroom.

The Century College mentoring program involves several east metro law enforcement agencies but makes no assurance of job placement following graduation. Each participating department compensates their own employees for serving as mentors during the undergraduate studies with the intention of successfully launching students



following graduation into a career in their chosen field of law enforcement. While sharing similarities, this is different than the Pathways to Policing program some departments are now piloting.

While participant agencies won't see the fruits of this effort immediately, ongoing investments in people hoping to be police officers will help ensure better qualified candidates across Minnesota.

we instituted a more flexible timeline, changed the tattoo policy and dropped the written test

During our re-staffing process (which also coincided with the initial Advanced CLEO and Command Academy meeting), the United States Department of Justice (DOJ) Office of Community Oriented Policing Services (COPS) and the Police Executive Research Forum (PERF) were hosting a forum on improving police recruitment and hiring process. In January 2017, these two organizations released their report *Hiring for the 21st Century Law Enforcement Officer: Challenges, Opportunities, and Strategies for Success*. Reading this publication affirmed much of what we had already been doing while offering new and fresh perspectives for the agency's next wave of hiring.

Based on the report, we instituted a more flexible timeline, changed the tattoo policy and dropped the written test.

Our current job posting states the candidate only needs to be eligible for hire by the date of appointment. In one case, we extended a job offer contingent upon passing the POST Board license exam, and had all the other hiring elements completed in advance of that test date, so the candidate could start employment as soon as the POST results were received.

When it came to the written test, we noticed a disparate impact. Given the low number of qualified applicants, we eliminated it, allowing everyone to participate in a first-round interview. Although labor intensive for our panelists, the opportunity to speak with every candidate was welcomed by the staff who participated in the hiring process, rather than only meeting a select few for consideration.

We were able to fill four of the lost officer positions despite a 28-person candidate pool in early 2016. At the time of this writing, we were actively working to fill the final vacancy with a current hiring process that received 44 initial applications.

Timing is a challenge, between the competition with other law enforcement agencies who are also recruiting and hiring from the same pool of qualified candidates, and the months that a comprehensive peace officer hiring process takes to complete all the pre-employment screening steps.

The still developing phase of law enforcement human resources in New Brighton will be on employee retention, with a theme of "grow where you are planted" approach to developing next generation officers and providing opportunities to keep them engaged throughout their policing careers.

Director Paetznick was assigned to the Legal Aspects of Human Resources professional learning group of the inaugural MCPA Advanced CLEO and Command Academy. He focused on strategies to recruit and retain sworn positions in the New Brighton Police Department to ensure it maintained sufficient staff to provide the basic, patrol-level response to calls for service that the community demands.



CHIEF DARWIN MELIN

2017 ADVANCED CLEO
AND COMMAND ACADEMY

LOWER SIOUX POLICE
DEPARTMENT

Building Trust and Legitimacy when you are the minority

In my time as Chief of the Lower Sioux Police Department, I've found that building trust and legitimacy needs to be the foundation of tribal policing. Done well, it will help bridge the existing gaps between the department, its officers (who tend to be white and not from the tribe), and the citizens we represent and serve.

Three ideas in the task force report have been guiding my strategy on building trust and legitimacy. First, a trustworthy department must become guardians of the communities they serve and not always warriors, solely enforcing legal statutes. Law enforcement by nature does a great job of training its officers to be prepared tactically. At times, our tactical training can train out our humanity, causing us to "lose sight of the value of building close community ties" (Rice, 2015). We respond daily to events requiring critical thinking and mediation tactics, often under extreme stress. Yet, we rarely use force and most interactions don't end with an arrest, highlighting why we need to remember our mission is to protect *and serve* the community.

We're often encountering people on the worst day of their life. We must adapt our approach to address that reality. Sir Robert Peel in *his Principals of Law Enforcement 1829* stated, "The police at all times should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police are the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the intent of the community welfare." (Peel, 2017)

Our department continuously evaluates training and policy to ensure we're instilling an attitude of service in our officers. We require them to attend a cultural awareness program taught by a tribal elder, who builds for them a historical framework of our community's past and its defining moments. This help officers better understand the concept of generational trauma and how that impacts people we encounter today. Officers are also encouraged to participate in Dakota language classes. Incorporating these elements into our tribal officer development program provides a ladder over the wall between the community and tribal law enforcement.

Another critical element in developing a legitimate department is creating and fostering a culture of transparency. It is important our citizens feel their law enforcement agency is not hiding anything from them. In the words of the Dalai Lama, "A lack of transparency results in distrust and a deep sense of insecurity" (Lama, 2017). The music group U2's lead singer said

this about transparency in his address to the G8 Summit, "The worst disease in the world today is corruption. And there is a cure: transparency" (Bono, 2012). Transparency ensures people understand how and why the department devised its policies and procedures.

Communities begin to realize that our actions are not arbitrary but guided by best policing practices, state statute and local ordinances. The onus is on us to be consistent and be open to hearing and adjusting to community feedback. In doing this, the community feels they have some ownership in the public safety department's mission.



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Finally, law enforcement must develop trust by creating positive non-enforcement public contacts. One of the favorite parts of my job is being out in my community meeting with elders, meeting with civic leaders, having young people come in to the law enforcement center, and creating events that make this kind of interaction and relationship building possible. These events improve quality of life within in our neighborhoods and build trust and transparency.

We can make great strides easing 21st century policing challenges by creating a culture of trust and transparency and striving to build relationships with people we serve. When law enforcement and the community begin to unify behind these ideas, it's harder for the negative stigma around law enforcement to persist.



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What they do and how to get their help



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As a police chief, it's not uncommon to find yourself in an unusual situation – and it's the same for your staff. Anything could happen: a suspicious package on a street corner, a river rescue, a landslide. So not only do you and your staff have to be ready for anything, you have to know who to call when your agency needs specialized help.

That's where the Minnesota Department of Public Safety's division of Homeland Security and Emergency Management's (HSEM) State Emergency Response Teams (also referred to as Special Teams) come in. These include:

- Chemical Assessment Teams
- Emergency Response Teams
- Bomb Disposal Units
- Structural Collapse Team (Minnesota Task Force 1)
- Minnesota Aviation Rescue Team

Each team consists of fire department and law enforcement personnel working together, and they'll bring all the equipment they need with them, whether it's a water supply for decontamination or a hazardous device disposal robot. The Special Teams become part of a unified command. And although the Special Teams' operating costs are funded from a variety of



sources, it's important to note that there is no cost to your agency when you request them.

Here are the ways each team helps local agencies:

- Minnesota's 11 trained Chemical Assessment Teams (CATs) identify, monitor and mitigate simple chemical threats, whether it's a hazardous materials release like a chlorine leak at a water treatment plant or the rollover of a tanker carrying anhydrous ammonia.
- There are four Emergency Response Teams (ERTs) strategically located around the state. They can also serve as CATs, but if a situation intensifies or expands, ERTs with additional personnel of 10 or more people can respond to help fill the growing need for mitigation.
- There are four Bomb Disposal Units in Minnesota. They respond to issues such as suspicious packages, drug labs, unexploded ordnances like old fireworks or grenades, and old dynamite on farms.
- The Structural Collapse Team — also known as Minnesota Task Force 1 — is composed of five teams. They conduct technical rescues in confined spaces, like trenches, or low and high angles, like caves and river bluffs. Their work also includes cutting through reinforced concrete and steel to search collapsed structures for potential victims and responding to situations like the deadly Lilydale landslide in 2013.
- The Minnesota Aviation Rescue Team (MART) consists of the Minnesota State Patrol helicopter and members of the St. Paul Fire Department. MART can perform aerial rescues from hard-to-reach places on-the-ground teams can't get to, like lighthouses and swamps.

Although it's interesting to know what each special team does, that's not information you have to be able to recall in the moment. HSEM's on-call State Emergency Response Teams coordinator will assist in determining which resource is best suited to respond, which brings us to an important subject: activation procedure.

When you need an HSEM Special Team, call the Minnesota Duty Officer at 651-649-5451 or 800-422-0798 rather than calling the Special Team directly. This allows everyone to track the situation properly including what was done when and by whom.

What makes me proudest about the Special Teams is seeing how they and local law enforcement and fire departments work together. At the end of the day, you're working toward the same goal: keeping Minnesotans safe. Thank you for your part in it!

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Building a modern, community oriented PD

A pre-construction checklist



Minnesota's police department buildings are as diverse as the state's terrain, and include converted machine sheds, mid-century bunkers and more modern facilities that just haven't kept pace with their rapidly changing communities.

The MCPA reached out to our private sector partners to create a brief guide for chiefs going through a facility renovation or rebuild. Wold Architects and Engineers's John McNamara and Kraus Anderson Construction's Jesse Fiskewold highlighted several examples from Burnsville PD's current project for law enforcement leaders.



With a steadily rising population, growing force and changing community needs, discussions to renovate the Burnsville Police Department's building started back in 2008. The recession delayed those plans. By 2015, with a space needs study completed, construction planning quickly ramped up.

Hiring the right architect and engineering firm was critical says Chief Eric Gieseke. "Wold walked our agency through everything from the design to the politics of building community and council support."

"Make sure everyone is taking a step back and looking at the needs," says John McNamara, with Wold Architects

and Engineers's. "What's going on currently that is hampering the agency"?

Use this fact-based analysis to start building your case to council and the community.

For example, mid-century buildings or older were constructed for a different



type of policing mission.

"Some police stations were built like bunkers. They were not designed to be friendly to the public," says McNamara. "Lobbies are small and present huge barriers to entry. In some facilities, the public may even have to go down stairs and could mix with possible suspects."

Some police stations were built like bunkers. They were not designed to be friendly to the public

Community engagement is at the heart of many modern police agency construction projects. The public must feel welcome to come in and report what's going on.

Today's designs feature larger, open lobbies with better seating and showcase historical elements of the PD, it's mission and the community. This can be done without compromising safety by burying ballistic material behind the drywall. Swapping the old speak-through holes with overlapping ballistic glass allows

for better dialogue.

Also consider the equipment changes. Locker rooms need to accommodate more equipment and tactical gear. IT areas have body-worn camera docking stations. Evidence storage has also evolved, taking up more space to more efficiently store, track, analyze and segregate items.

Some of these upgraded security measures are going to increase construction costs per-square foot versus a conventional public facility, cautions Jesse Fiskewold, Kraus Anderson's construction supervisor on the Burnsville PD renovations.

As you're thinking through these needs and considerations, Chiefs must coordinate with supportive council members, providing them information to effectively advocate for the PD's project among colleagues and constituents.



Vendor profile: Wold Architects and Engineers and Kraus Anderson Construction

Include your staff in the preplanning and elicit feedback for maximum functionality. Pay special attention to night-shift, dog-watch and tactical teams, as they have unique needs daytime building users might not.

“Our staff has the institutional knowledge and intangible wisdom that comes from being on their respective front lines every day,” says Chief Gieseke. “It’s been critical communicating these needs and ensuring the construction team is meeting these functional uses as the project rolls on.”

Staff feedback helps chiefs consider one of the biggest elements they don’t tend to account for: staff diversity, says McNamara. What’s the right balance for male to female in building locker space? How do you balance privacy with the informal de-briefs, especially

in tactical units, that take place in the locker rooms?

This also plays into building common space for networking and comradery. Consider an outdoor patio space or fitness center, which also accommodates an agency’s wellness goals.

Burnsville had about two years of these discussions before the June 6, 2017 groundbreaking on its nearly 10,000 square foot building expansion. (It’s also adding a 31-stall garage, bringing the overall facility to nearly 47,000 square feet.)

During the transition, there are many other factors to consider, such as keeping patrols going. For example, the Brooklyn Park Police Department collaborated with Brooklyn Center for holding cells and pushed patrols



to a satellite station. Coordinate with fire and public works as they have big garages, locker and meeting rooms that could possibly be shared during construction.

Once construction starts make sure someone from the PD’s team is in daily communication with the construction team warns Kraus Anderson’s Fiskwold.

“Be up front and honest. Constantly check to ensure things look as how you envisioned them,” he says. “Preferences will change once you see how the drawing looks in real life.”

And this being Minnesota, be mindful of weather and manage expectations, especially until the exterior is complete.





Building Buy in from Community and Council by assessing and explaining the needs:

HOW HAS THE PD'S OPERATION CHANGED FOR MODERN TIMES?

- Evidence collection, analysis and retention expectations
- Large docking area for body-worn cameras
- Larger go-bags to store a growing supply of public safety gear
- Size and expense of patrol fleet and investment in technology
- Specific areas for SWAT and tactical operations
- Changing demographics: what's the correct proportion of male to female locker space?
- Officer equipment needs and storage for equipment, i.e. - properly sized lockers for gear storage, body armor storage and charging of electronic equipment.
- Common networking space to build comradery, such as a patio area or fitness space to also enhance the wellness mission
- Administration, investigations and patrol need to be co-located to increase collaboration, yet each needs space of its own. Find opportunities for informal interactions such as common coffee area, mail boxes and supply rooms.
- Reexamine if your training space(s) meet the ever-changing demands of your department.
- Community oriented mission vs. safety only:
 - Ensure your lobby is open and welcoming with quality sitting spaces so people feel comfortable coming in and reporting what's going on.
 - Private meeting space off lobby to allow officers to meet with public.
 - Use lobby design to celebrate your agency's history and current mission
 - More subtle safety measures such as a combination of ballistic material embedded in drywall and partial block walls or layered ballistic glass vs the old speaker holes.



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