

MINNESOTA

Police Chief

Volume 31, No. 2 | Spring 2011

2011
BUYERS' GUIDE



2011 ETI Program Information

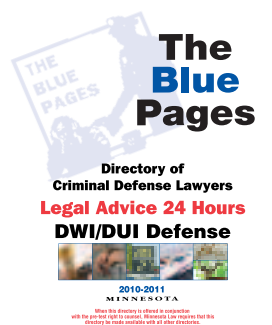
Retaliation Claims: A Hidden Danger
Minnesota Law Enforcement Torch Run-25 Years!
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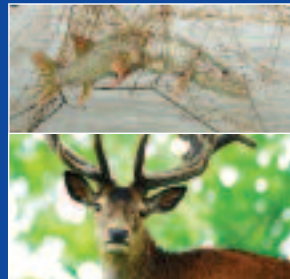
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Simplifying DWI Arrests Using eCharging

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Finding Your Place

As the saying goes, "All good things must come to an end." For me, that means that it will soon be time for Ron Sager to begin his work as the next president of the Minnesota Chiefs of Police Association. My place in this next year is to move on, to let others step up to serve and to be the best possible immediate past president that I can be; supporting the board, our incoming president and our membership to the best of my ability. As with all of us, I continue to find my place in an ever-changing world. The honor and privilege to serve the public and to serve our association has been a time consuming and at times daunting challenge. But I have found the rewards of that service gratifying beyond belief. As such, I thank you for the opportunity to have served our association. I am humbled by the experience.

As I look back over the last several months I believe that we have accomplished much on behalf of and with our members. Our Executive Director Dave Pecchia has proven himself to be very capable, knowledgeable and energetic and has already established himself as a highly regarded leader. Dave is committed to our membership, having visited many areas of the state. He has gained the respect of significant players in state and local positions and is already well versed and recognized on a national level also. Our organization will be well served for many years to come. We are fortunate that Dave Pecchia has found his place with our association.

We have had a busy year at the association level. As I write this article, the board recently concluded and approved the board of directors' "Roles and Responsibilities" to include expectations and job descriptions for board positions. We are continuing our work to define and enhance our foundation for the betterment of our profession. We have enhanced our legislative committee with great leadership and participation from other chiefs as well as our executive director and Legislative Liaison Eric Hyland. We are working to better define the work of our Chaplain Dan Carlson to serve our current and retired chiefs. Our legal team, Pete Ivy and Pete Orput, have reaffirmed their commitment to serve our association. Our staff are working together to continue to serve our association members in an efficient, professional manner (thank you Mary and Ann). We are looking inward, outward and hopefully into the future with a strategic planning session for our board to be held this spring so that we can better meet the needs of our membership in the years ahead. You have an outstanding board and association staff that, as a group, have found their place in their commitment to you.

DIRECTOR BOB JACOBSON
PRESIDENT
MINNESOTA CHIEFS
OF POLICE ASSOCIATION
NEW BRIGHTON DEPARTMENT
OF PUBLIC SAFETY



We all must continue to "find our place". Our communities that we serve look to us for guidance, leadership and service. One of Sir Robert Peel's principles was that "the police are the community and the community are the police" and that still rings true today. You are the stewards of public safety and together as law enforcement leadership you provide and instill that much-needed confidence that we will deliver on our implicit pledge to protect and serve. You have all found your place as law enforcement leaders and I am proud of your accomplishments.

We must continue to find our place as mentors. As law enforcement leadership, we must continue to mentor, train and assist upcoming leaders in our own and other agencies. Many of you have literally decades of experience to share with others who are hopeful and willing to lead and who are deserving of our individual and collective wisdom. We have very talented instructors at our CLEO and Command Academy. But nothing compares to one-on-one discussion between friends learning from friends. Many of you have found your place as mentors and for that we are thankful.

Some of you may find your place in actively participating in our association's activities. Our association has many opportunities to serve. You can serve in our regional associations, work on one of many committees, represent the association on numerous other commissions/boards/task forces, assist with legislative initiatives or help with training including our Executive Training Institute, regional training sessions, CLEO and Command and Leadership Academies or serve with our foundation board. New leadership is always welcomed on our board of directors. Find your place in serving our association and whether large or small commitments, it is worthwhile. Your time and effort makes a difference.

Our future will be challenging. Our future will bring about change. No one knows for sure what is next for any one of us. Your future can be about finding your place among those who have responded to the call of public service with integrity, dedication and the desire to make our corner of the world just a little bit better than when we started. Your place is a place of honor.

ETI, Legislature, Gala, CLEO and Command Academy, Leadership Academy and Strategic Planning... We're Having Fun Now!

DAVE PECCHIA
EXECUTIVE DIRECTOR
MINNESOTA CHIEFS
OF POLICE ASSOCIATION



Spring is typically the most active time of the year for the Minnesota Chiefs of Police Association (MCPA) and 2011 is definitely living up to that expectation. As one of the more memorable winters in recent history draws to a close, the association's calendar is still in full swing.

The 2011 Executive Training Institute (ETI) is soon upon us and the itinerary developed by the ETI Committee is quite amazing. Chair, Chief Dan Hatten Hutchinson Police Department, and his committee have designed a challenging, creative and professional curriculum that will advance the standard of excellence we've established throughout the years. This is don't-miss training, with topics including ethical leadership, emergency management assistance, critical events, reinventing Minnesota and The Six Pillars of Character. ETI 2011 is truly a great opportunity for both current chiefs and future leaders in law enforcement. ETI is also the time that we ask you - our members - to become more involved with your association by running for office. The 3rd vice president's position is open, as are several board positions. Please visit the "Members Only" page of MCPA's website to view the MCPA organizational chart, job descriptions for the executive committee, frequently asked questions, election guidelines and committee descriptions. Please consider running for office and becoming actively involved with governing your association.

The legislature is in session and already several bills with public safety impacts have been introduced. Our Legislative Committee, co-chaired by Minnetrista Chief Dave Kolb and Duluth Chief Gordon Ramsay, has been monitoring these bills and have testified in support of those that benefit public safety (enhanced penalties for injuring police K-9s, appropriate funding for the criminal justice system) and in opposition to those that would detract from our mission (synthetic marijuana, the delete-all amendment to the permit to purchase a firearm). The Legislative Committee and our lobbyist, Eric Hyland, have been very active and have provided opinions based on their many years of experience and their commitment to keeping our officers and communities safe.

One disappointing piece of legislation proposed by a metro-area Senator was designed to curtail some of the tactics used to enforce the primary seatbelt statute. The executive director

of Minnesota Sheriff's Association, our lobbyist and I had a very fruitful discussion on both the merits and the accompanying unintended consequences of the proposed legislation. The discussion gave us pause as we reflected on the public's perception of tactics used by agencies. As a profession, we can't focus exclusively on the number of citations issued as a measure of our effectiveness, especially if it costs us the respect and support of our citizens and elected officials.

History has shown us that if our actions fail the reasonableness test, then restrictive laws often result. The larger question we must answer is: How do we measure the success of our agencies' efforts? Is it simply by the numbers we generate? Or is it by the reduction of crime and the fear of crime? Regarding traffic initiatives or grants, do we measure the reduction of accidents, injuries and deaths or is our evaluation limited to the number of tickets written and/or arrests made? Or do we use some combination of the above? These, quite frankly, are questions we must ask of ourselves and our partners when we join together on programs, grants and initiatives. Evaluation criteria should be developed - and stated - whenever a new program is created. We should always remember Sir Robert Peel's nine principles of policing. In this case principle number nine seems most relevant: The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

Next, I would like to thank our staff, Mary Henning and Ann Jarrett, as they have worked very hard in managing and planning successful CLEO and Command and Leadership Academies as well as the Second Annual Police Chiefs' GALA. Their dedication to the association and the members has been incredible.

Finally, I would like to thank our President Bob Jacobson for his patience, leadership and vision as he has led us through a transition with a new executive director and a strategic planning session that provides a road map for this association which will insure our continued success for years to come. Bob has spent countless hours on association business and has rallied the resources necessary to accomplish the mission of the day, week, month or year. Thank you Public Safety Director Jacobson!

Spiritual Toxins at Work

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



As Pastor of Public Safety Ministries and Chaplain of the Minnesota Chiefs of Police Association, I don't operate out of a building, a church or an office as much as I operate out of my truck. I am a missionary embedded in the mission fields of public safety environments throughout Minnesota. One of the greatest pleasures I get from this type of ministry... no, the greatest pleasure I get from this type of ministry, is the opportunity to hear personal life stories from people. Stories told in the comfort and security of their own turf. This is where the stories are real, honest and authentic.

Although most of my direct ministry outreach focuses on law enforcement leaders, I also have strong relationships with other members of the clergy who engage in and support similar ministries. Recently I was at a gathering of pastors and was approached by a young pastor involved in prison ministry. We had never met before. He was interested in getting together to talk sometime about the work that I do and how we could learn from each other. I was excited for this opportunity to hear more about prison ministries, something that I have not experienced.

As our brief conversation continued, I said that I have the utmost respect for those who work in our correctional facilities, something that I personally am not very comfortable doing. I always felt a level of anxiety being in a locked facility where someone else controls my access and freedom. I said it takes someone special to do the work of a correctional officer. The pastor then shared a very interesting observation. He said that the negative energy he feels whenever he encounters the corrections officers while entering and leaving the facility is

overwhelming. He said, "I have to put on my Teflon suit to not absorb that negative energy as I work with the prisoners." That comment gave me the opportunity to share some ideas about the "negative attitudes" often seen in our public safety professionals.

Although there are some exceptions, generally speaking, that "negative energy" often displayed does not originate with the officers. They do not bring the negative energy to the job; it is something that they absorb on the job. This is a great example of how important it is for public safety professionals to recognize how spiritually toxic our work environment can be. It is the cop, prison guard, firefighter and medic's job to engage those spiritual toxins of hate, fear, anger, frustration, illness, etc. then control them and keep them from spreading. Often the result is that the officers personally absorb those toxins and do not have a place to unload them in a positive way. The result being they become over loaded with "negative energy" and it spreads in the wrong places.

The conversation then turned to the ministry concept of directing more spiritual health care to the caregivers in our prison system. Caring for the inmates is a wonderful ministry, but caring for the public safety professionals inside those walls is just as critical and is something we cannot neglect. I think this encounter, where two pastors shared some very honest and authentic personal stories with each other, will result in a great shared-ministries relationship. There are many wonderful "spiritual health care providers" at work in our professions. It is important that we share our stories and the workload and take care of our most valuable resources, our people.

Take care, Chiefs!

Mentorship Program

CHIEF HUGO MCPHEE

BOARD MEMBER/

REGIONAL REPRESENTATIVE CHAIR

MINNESOTA CHIEFS OF POLICE ASSOCIATION

CHIEF OF POLICE THREE RIVERS PARK DISTRICT



A new chief doesn't know what it is they don't know. What does that mean? Put another way, a chief (or anyone, quite frankly) doesn't always know the nuances of their new job until sometime after they've started. It's not just new chiefs that don't always know what is expected of them when they start a new job. Many times its seasoned chiefs who are faced with new issues and dilemmas and could benefit from sage advice.

For example, what about the seasoned chief who is getting push back or questionable loyalty from their number two who also competed for the same chief's job but was unsuccessful? What about the senior chief who suddenly finds himself in the unenviable position of fighting back a push from the City Council or others to reduce or eliminate the agency? What about issues of consolidation of agencies? What about complaints from community groups alleging excessive use of force or targeting of minority groups?

Wouldn't all of these scenarios and scores of others be less fraught with risk if we had a group of professionals we could turn to as a sounding board? This is where I see the Minnesota Chiefs of Police Association (MCPA) Mentoring Program being the most useful. You may recall the Mentoring Program is the result of past requests from the membership to facilitate an information exchange between our senior leaders and new leaders entering the chief world.

Everyone of us directly or indirectly knows of a fellow chief who got in trouble over the years due to poor decisions or a momentary lapse in judgment, be it evidence room anomalies, hostile work environments, alcohol issues or a myriad of other situations. These are certainly the exceptions to the rule among chiefs, but it does happen in Minnesota and in other states.

I recently came back from the International Association of Chiefs of Police (IACP) Trainer Development Program for Mentorship which was held in Chicago. Every chief present had some war story of a chief from an anonymous agency who made a mistake, and either was embarrassed publicly by it or ultimately lost their job because of it. The examples I give are obvious and

glaring, yet a number of our fellow chiefs in recent years right here in Minnesota made some mistakes that at least cost them capital with their own communities if not their jobs.

What about less obvious decisions we chiefs could benefit from if shared with our peers? Questions regarding progressive discipline, union issues, scheduling and budget preparations, promotional processes, for instance. Wouldn't we benefit time to time from bouncing ideas off of one another at least informally? Of course we would and of course we all do periodically call a nearby chief to get their input on a given idea.

At the IACP training we had great discussion on why Mentoring Programs often times are so difficult to get off the ground. Frequently, the person who wants mentoring is reluctant to ask for it, as it may seem like some sort of a weakness that they don't know everything there is to know about a given issue. Other times, the mentee may not trust those peers in close proximity to their jurisdiction as maybe the issue is more sensitive or perhaps involves the surrounding jurisdictions themselves.

Historically, why are there so few mentors not giving of their time for other chiefs? Sometimes mentor chiefs fear they will be saddled with yet more problems from another agency and who has the time to fix others' issues when they have plenty of their own to address? Still other mentor chiefs don't feel qualified to lend an opinion. Finally, others are concerned about possible liability if an idea is implemented and is proven to be unsuccessful or worse.

Well, future mentor chiefs, rest assured. The concept behind mentoring is NOT to solve someone else's problems. Rather, it is about helping the novice (typically) become acclimated to being a chief and develop that career sense of what is likely to cause you trouble if you go down a certain path. mentor chiefs are not expected to spend an extraordinary amount of time with their new mentee - typically a few emails a week, probably a phone call or two and ideally coffee if geographically practical. After three or four months, typically there is a reduced need for such frequent contact and the new chief is well on their way to flying solo.



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& former Maplewood Chief of Police*



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One of the chiefs in Illinois made an interesting comment. When one chief fails, to a certain degree we all do. When things go badly for one of us, we are all painted with the same broad brush. If we can help each other avoid land mines and pitfalls, so much the better for all of us.

I am reminded of two analogies which have some applicability here. If a tree in the forest crashes down on a cold and crisp November morning... does it make a sound? Do any of us care if it makes a sound? Well as long as the tree isn't crashing down on our hunting shack and we are not sleeping in it, most of us probably don't care. What if that crashing tree is a chief who is about to make a poor decision that, had we known about their quandary, we could have helped them avoid a negative splash in the media which paints all of us in a bad light?

Similarly, what came first the chicken or the egg? How do we in Minnesota get our Mentorship Program off the ground? Do we first line up mentor chiefs in hopes that we find chiefs who wish to be mentored? Or do we line up chiefs who desire mentoring and then hope to find Mentor Chiefs who can give back to the profession?

Well in our case, it would seem the egg came first as we do have a list of new chiefs and second-in-commands who have an interest in being mentored. A number of chiefs at the CLEO and Command Academy in February stepped forward to take a chance on this new and important effort that the MCPA is bringing to its members.

Now the task at hand is to match the chiefs with a starting group of perhaps 10-12 seasoned chiefs who have an hour or so each week for a few months to guide our new leaders as they chart their career path. Ideally, if you have four to five plus years of command level/chief experience or unique experience in a given area, contact me. I have a short assessment form the IACP uses to match up mentors and mentees. You will be given a short brochure on what to expect. Beyond this, there is little you have to do and the rewards are many.

Thanks in advance to all of you willing and able to give back to the membership in this important way.

To contact Chief McPhee, visit www.mnchiefs.org and click on regional representative.

Minnesota Chiefs of Police Association Congratulates Past President Mona Dohman, Minnesota's New Commissioner of Public Safety

MONA DOHMAN
COMMISSIONER
DEPARTMENT
OF PUBLIC SAFETY



I am not sure if you have ever visited the office of the Commissioner of Public Safety. On March 1, 2011 I set foot into the office that I will occupy over the next few years. I sat down to log into my computer and as I looked at the view of St. Paul from the 10th Floor of the Bremer Bank building at 7th and Cedar I found myself looking at the St. Paul Cathedral on my left, where we recently just celebrated the life and service of Sergeant Joe Bergeron with the Maplewood Police Department after his tragic death in the line of duty. As I looked to my right I saw the dome of the State Capitol, and right in the middle as I looked straight out, is the Law Enforcement Memorial. Who would have known when this building was erected, that one day Commissioners of Public Safety would be in this space and be overlooking this view. The view will be a constant reminder for me, of faith and justice – with my passion for law enforcement right in the middle.

So, I began my term as Commissioner of Public Safety on March 1, 2011. I am honored and humbled that Governor Mark Dayton has given me this great opportunity. It is a great privilege to serve you and all people in the State of Minnesota on issues related to public safety. With this job comes great responsibility. I take none of it lightly and will serve with pride as we work together to provide services and protect the citizens of this great state.

During my nearly 30 years as a police officer, I have been fortunate to have developed many friendships and formed many partnerships with so many people serving in public safety roles and with members of so many different agencies throughout Minnesota. As a police officer and former chief, I understand how hard we all work to serve our communities and keep our citizens safe. I firmly believe we cannot do this work alone. Forging partnerships and leveraging resources is the best way to serve our citizens. I look forward to continuing those partnerships during my term as Commissioner of Public Safety.

Governor Dayton expressed his interest in, and support of the work being done within the Department of Public Safety, but also the work being done by public servants throughout the state, when he afforded me the privilege of serving as commissioner. I am excited and humbled to have this opportunity and look forward to working alongside you and the dedicated professionals at the Department of Public Safety to deliver effective and efficient services to the people of Minnesota.

Be safe and know that you have my support in all of your public safety efforts.

New Association Helps Injured Officers

A new association has been organized in Minnesota in order to help peace officers and their families whenever officers are injured on duty. This association is known as the MINNESOTA ASSOCIATION FOR INJURED PEACE OFFICERS (MAIPO).



In 2009, a Task Force of 15 volunteer peace officers was formed to examine how officers and their families might be helped when officers were injured on duty. Prior research had indicated that when an officer is seriously injured his or her life changes dramatically. The officer is either in the hospital or at home dealing with pain and a long rehabilitation process. In many cases the officer's significant other must become not only a care giver but a helpmate in making important decisions which will impact on how well the family copes with all aspects of the officer's recovery.

Important questions or concerns will surface immediately and during the recovery process. The list below has just a few of the questions that officers will ask.

- Will my salary continue?
- Will I have to use sick days, comp time, vacation time and/or in conjunction with Family Medical Leave?
- Will my health insurance continue?
- Is there a provision in my Union Contract about injuries on duty?
- How does Worker's Compensation work?
- Do I need an attorney?
- If so, who should I select?
- How do I select a QRC (Qualified Rehabilitation Consultant)?
- Am I entitled to psychological counseling?
- What disability retirement benefits are available for me?
- Can I receive vocational training or education in order to work in a different occupation?
- What other benefits are available for me?

Each one of these questions requires a detailed explanation from persons who have experienced these issues and are aware of why the right kinds of decisions are critical.

Officers and their families should be made aware that Worker's Compensation law and practices are complicated and they may need advice from a worker's compensation attorney. Our association can be of assistance in the selection process.

In 2010 the Task Force became a non-profit association and was granted non-profit status as a 501C3 charity. The association has developed services and protocols for all injured officers and their families and they are listed as follows:

- Initial visit at hospital or home to introduce our organization to the injured officer and his/her family.
- Assign a mentor to give advice about important decisions that must be made soon after the injury (family medical leave, injured duty pay, workers compensation, etc.). The mentor would be an officer or disabled officer who has personally experienced similar injuries and circumstances.
- Provide officer and family a listing of experienced and successful qualified rehabilitation consultants (QRC) and workers compensation attorneys.
- Provide information on how to successfully deal with employing city, county or state.
- Provide information on how to cope with day-to-day living challenges during the recovery period.
- Provide information regarding disability pensions if officer does not return to work.
- Provide information about additional benefits if officer is permanently disabled.
- Provide information on how to cope with psychological problems relating to permanent disability.

The most important service is undoubtedly our mentoring program which is listed above. Our volunteer mentors are officers and their significant others who have been through the experience and can give important advice and counsel to current injured officers and their families. This person to person, cop to cop, experience is very effective and practical. Who knows better than someone that has experienced the physical and emotional trauma of being injured on duty and has coped with all other aspects as well.

Our association has also developed a protocol for police agencies in their response and relationship to injured officers and their families. Many times law enforcement agency leaders are unsure as to how they and their officers should respond to and care for their injured officers and their families. In some instances injured officers and their families have felt isolated and separated. We urge police administrators to visit our website at www.officeneedshelp.com and review the protocol listed under the Resources Section and entitled "Guidelines for Departments to Assist Severely Injured Officers". There is also other helpful information under the "How Can I Help Section".

Injured officers and their families also are informed about short term and long term benefits that are available for them. These can also be viewed on the association's website.

Most injuries are due to shootings, squad accidents, assaults and other hazards. Whenever the association becomes aware of an officer becoming injured we contact the officer and his or her family and offer our services which are at no cost to them. A visit takes place from one of our association members as soon as possible and then a mentor is assigned. The officer is then

sent written materials which give valuable information and advice during the beginning phases of recovery. The mentor is assigned for the duration of the recovery period and sometimes beyond.

The membership of the association and the Board of Directors is comprised of all volunteers. Members include officers injured on duty who have retired due to disabling injuries, officers injured on duty who have returned to work and officers who have not been injured but believe that injured officers and their families deserve the best help possible and as a profession "we need to help our own!" We encourage you to become a member. There are no membership fees. The association is funded through the generosity of donations from other law enforcement groups, private organizations and individuals.

Please visit our website at www.officeneedshelp.com or send an email to maipo@comcast.net for further information. We can be reached by phone at 651-295-6232. Also, whenever you are aware of an injured officer please contact us!!

Jim Crawford President, MAIPO Retired Chief of Police Golden Valley Police Department



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Retaliation Claims: A Hidden Danger

By Laura Kushner and Jana O'Leary Sullivan, J.D., League of Minnesota Cities

Picture this. One of your employees complains to you about your sick leave policy. He says that he has been discriminated against because he is required to call his supervisor every day when he is out sick for multiple days and other employees are not. You check in with your supervisors and determine that your policy is being applied consistently – all employees are required to call their supervisor every day when they are going to be out more than one day. You tell the employee what you found out. Three months later, when the employee applies for, but is not appointed to the position of School Liaison Officer, he claims he is being retaliated against for the original discrimination complaint.

Can this be considered retaliation if the employee was mistaken about the original complaint of discrimination? Answer is probably yes – at least under federal law -- “as long as it is based on a reasonable, good faith belief that the complained of practice violates anti-discrimination law.” This is the interpretation of the Equal Employment Opportunity Commission (EEOC), the federal agency which enforces employment discrimination laws. (Note: While this is what the EEOC, MDHR and courts interpreting federal law have said, the courts interpreting the state anti-discrimination laws have declined to address this issue. *Bahr v. Capella University*, 788 N.W.2d 76 (Sept. 9, 2010).)

Last year, for the first time ever, retaliation claims became the most frequently filed charge with the EEOC, according to a press release by the EEOC in early January. According to state and federal statutes, retaliation occurs when an employer “takes an adverse action against a covered individual because he or she engaged in a protected activity.” Put in more simple terms: if an employee complains about alleged discrimination, or threatens to file a charge of discrimination or even is associated with someone (such as a spouse) who files or threatens to file a charge of discrimination, they may be protected against retaliation.

An act of retaliation can be big, like firing someone; or it can be smaller, like taking away a preferred work assignment such as School Liaison Officer. Actions like denying promotion, negative performance evaluations, bad references or increased surveillance can also be considered retaliation in some cases.

The EEOC also recently issued a press release on a \$3.2 million case at the federal level. The case involved Supervalu/Jewel-Osco and nearly 1,000 of its employees. According to the EEOC, Jewel-Osco “had a policy and a practice of terminating employees with disabilities at the end of medical leaves of absence rather than bringing them back to work with reasonable accommodations.” Regional Attorney John Hendrickson of the EEOC’s Chicago District Office is quoted in the press release as saying, “I am concerned that some employers believe that keeping an employee who is able to work off the job and on a leave of absence is a reasonable accommodation relieving them of further obligations under the ADA. Such a belief could lead to costly mistakes.”

Federal law not only prohibits discrimination against someone who has opposed a discriminatory practice but also someone who has **“made a charge, testified, assisted, or participated in any manner in an investigation, proceeding or hearing under this subchapter.”** In 2009, the Supreme Court held an employee may be protected from retaliation if he or she discloses information as part of an internal investigation, even if the employee is not the complainant.

So, what lessons can we learn from these recent retaliation cases and the associated court decisions? How can we prevent retaliation claims in our agencies?

The most important thing is, you guessed it, training your supervisors about retaliation, what they can and cannot do once an employee has claimed discrimination. In many ways, the advice about retaliation is the same advice as in any human resources situation:

- **Maintain status quo** If an employee has filed a complaint of discrimination or a grievance alleging discrimination, the worst thing a supervisor can do is to start treating the employee differently than others. While most court decisions have not gone so far as saying that calling an employee a “troublemaker” is retaliation, the courts are not all in agreement and the best practice is to be careful about what you say and definitely careful about what you do.
- **Timing can be critical** A disciplinary action that closely follows a charge of discrimination is likely to be seen as suspicious. An employer should think through whether

the action is subtly (or not so subtly) being motivated by the charge of discrimination.

- **Conduct a thorough investigation** If you have a charge of retaliation or discrimination, investigate it thoroughly and consider hiring an independent investigator. Make sure you have all the facts and have listened to everyone's side of the story. Put yourself in the employee's shoes and remember that a good faith belief that something might be discriminatory is probably sufficient for the employee to be protected by the law.
- **Don't act rashly** Think carefully through any disciplinary action against an employee who has complained of discrimination. Take the time to consider all angles and send the employee home on administrative leave if you need to remove them from the work environment to give yourself more time to consider options. Consult with your legal advisors.

- **Don't personalize the situation** This one is the hardest. Having someone accuse you of discrimination is painful, humiliating and may seem like a threatening, hostile act against you. It is not an easy thing to keep treating the employee the same way you did before the complaint. Double check your actions with colleagues (but don't violate the Data Practices Act—don't give names or any identifying information. Consult with your human resources staff. Talk to your city attorney. Call the League. Ask yourself, "would I have taken this action before he or she filed the complaint?"

Like any legal challenge, retaliation claims may not be entirely avoidable, but can be greatly reduced with good supervisory training. The League of Minnesota Cities will soon be releasing on-line training titled "Preventing Harassment/Promoting Respect" which covers retaliation and other types of discrimination complaints. Call the League of Minnesota Cities for more information.

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BCA Transforms Criminal Justice Information Gatekeeper



By Dana Gotz, Acting Executive Director, Minnesota Justice Information Services Bureau of Criminal Apprehension

We've heard you. A computer monitor covered with Post-it notes is not a great way to deal with multiple user names and passwords. Checking database after database is not an efficient way to track down the data source. Information that appears again and again makes finding the information you need a lot more challenging and time consuming. Law enforcement officers and support staff across Minnesota told the Bureau of Criminal Apprehension (BCA) Minnesota Justice Information Services (MNJIS) these are significant limitations with the current version of Integrated Search Service (ISS). The good news is, you're about to see some big changes with ISS that will make your job a whole lot easier.

The Integrated Search Service version 6 (ISSv6) application is chock full of improvements to the current version. It addresses information-access problems including:

- Navigating a significant amount of criminal justice data
- Data stored in many locations
- Each location requiring a unique username and password, meaning a person will have many passwords
- It is not always clear which data is in what location
- Related data are not connected, making it difficult to understand the bigger picture
- Duplicate data across systems makes it harder to find relevant information

Due to the size of this effort, the project will roll out in several phases over 18 months. The goal is to make data easier to find, easier to access, easier to use and easier to understand.

Phase one of this project rolls out in May and it addresses how products are accessed. Single Sign-on will provide a single point of entry where users will eventually be able to access multiple products without having to log in more than once. Initially only ISS and Minnesota Reports On Demand (MROD) will be available through the Single Sign-on. Over time, more BCA products will be accessible via Single Sign-on, greatly reducing the number of passwords necessary to search criminal justice data.

Phase two of this project involves the review and possible implementation of user enhancements suggested by the people who use ISS every day. The ISSv6 project team gathered information from law enforcement professionals about how ISS is used by different categories of law enforcement employees, about how they use ISS to perform their jobs and how they would like the system to be improved. The feedback from this group was combined with ideas from two other stakeholder groups, generating more than 400 ideas about how our product could be improved. MNJIS is evaluating approximately 100 of these ideas for possible integration with ISS.

Phase three will focus on ideas that we've come up with here at MNJIS. These are ideas that have evolved from the long-term relationships between MNJIS staff, ISS users and those who have built and maintained the product. They know ISS and understand its limitations. One example of an internally driven idea is returning complete records from the Predatory Offender Registry (POR) in ISS search results instead of partial records. This phase of improvements will be implemented in several releases rather than all at once.

The fourth and final phase of the project is also the most exciting. When this phase is complete, ISS will show not only data from multiple events or incidents, but will link the data together to form a story of how an individual has interacted with the criminal justice system over time through the Name-Event Index Service (NEIS). This will assist investigators and analysts in recreating criminal histories by connecting related events such as an initial incident, an arrest, court appearances, jail time, probation and virtually every other piece of information that the BCA can access on an individual. It will also provide a level of confidence, an indicator showing the likelihood that events are related to each other and to the same person.

You'll see these improvements on your screen over the next year or so, starting in May. Throughout this process, know that the people at MNJIS are listening and working toward making your job easier. If your agency does not currently use ISS or you want to learn more, contact the BCA Service Desk at 651-793-2500, 888-234-1119 or bca.servicedesk@state.mn.us.

Defeating Scams Requires Collaboration Among Agencies

By Dennis Smith, Minnesota Department of Public Safety

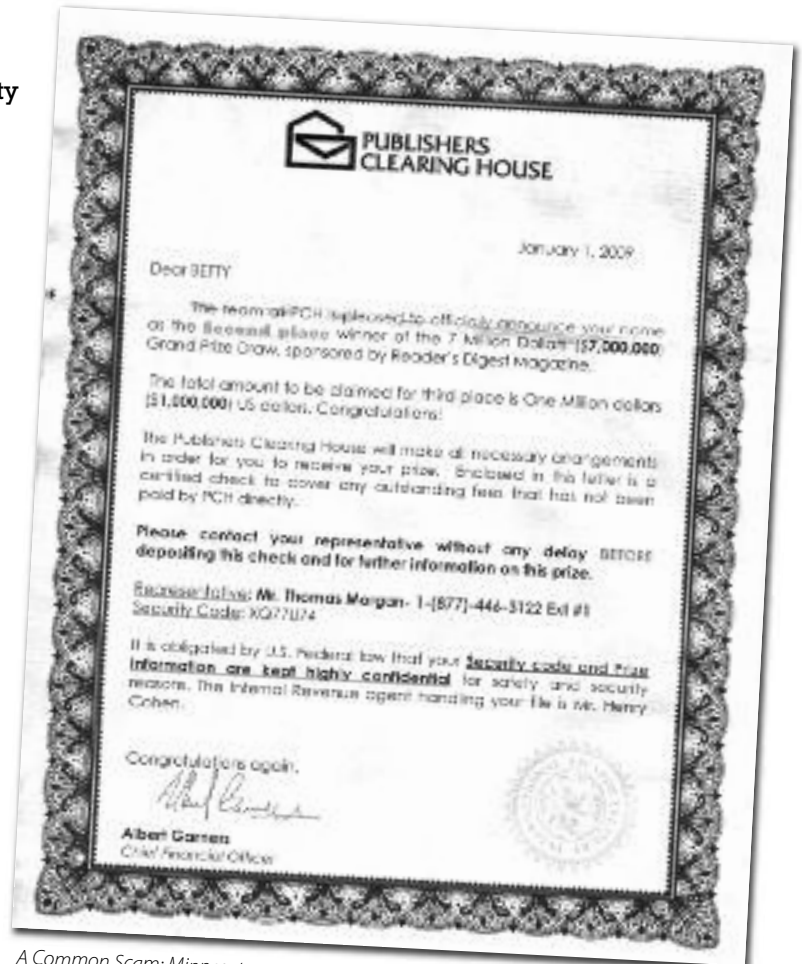
In 2007, the Minnesota Department of Public Safety Alcohol and Gambling Enforcement Division (AGED) launched an effort to address foreign lottery and sweepstakes scams. AGED conservatively estimates that Minnesotans lose approximately \$30 million each year to these types of scams.

For years, the general position of law enforcement, including ours, was that there was little that could be done because the suspects were outside U.S. jurisdiction. Also, victims often had little information for law enforcement to pursue cases — usually only a country to where they wired money or a telephone number from their caller ID.

The AGED primary challenge was to create ways for the public to report scam attempts and for victims to report losses. AGED instituted a process where email solicitations could be forwarded to agents for processing. AGED also established a Web-based form for filing reports, a toll-free telephone number for victims, and an address to send scam documents. The return on this has been nearly 90,000 complaints filed with the division.

The bulk of complaints come to AGED as forwarded email solicitations. AGED works with major email providers to disable email accounts used by criminals. The impact has been significant: of email complaints received, those using major email service providers dropped from 74 percent (2009) to 57 percent (2010). AGED is now working with the next tier of email providers to disable those accounts.

Additionally, AGED targets phone numbers provided in lottery scam letters. Phone numbers from other countries are forwarded to law enforcement agencies to be disabled. Denying criminals the ability to speak with intended victims disrupts the criminal activity. It also benefits thousands of potential victims, as they cannot then contact the criminals to send them money.



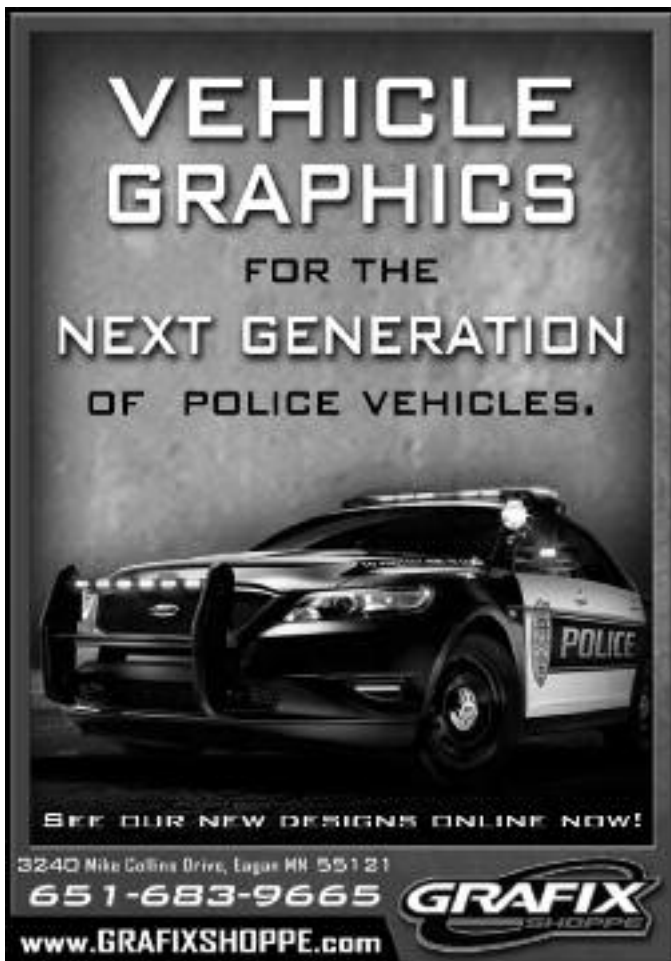
A Common Scam: Minnesotans receive notices of sweepstakes winnings on fake Publishers Clearing House letterhead with a bogus check for several thousand dollars. Recipients are instructed to deposit the check into their bank account and send back funds to cover expenses such as taxes and entry fees. Unfortunately, many people don't recognize the scam and end up losing large sums of money when the bad check bounces and their account is debited.

In the past year, AGED has referred over 900 cases for investigation to federal and local agencies in the U.S., as well as foreign law enforcement agencies. AGED has provided information showing the extent of intended victimization and the location of suspects. In one case, records from one telephone number led to identifying over 6,000 intended victims. These case referrals have led to arrests and prosecutions and furthered the investigation of organized crime and suspected terrorists groups.

In the end, it is about the victims — typically elderly and vulnerable. When AGED started this effort, there was not a clear sense of the scope of these crimes — they remain hugely underreported. By best estimates, the reporting rate of attempted scams is about five percent — and actual dollar losses are reported at an even lower rate because of victims' embarrassment.

In 2010, AGED recorded about \$900,000 in reported losses (2.5 times the reported losses in 2009). Timely reporting by victims and local law enforcement has enabled AGED to recover approximately \$200,000 in losses or money in transit to suspects — including a recent case supported by Hibbing Police Department that led to the recovery of \$37,000 to an elderly victim.

It is clear from recent cases that Minnesota can investigate these scams and shut down this criminal activity. Collaboration between law enforcement agencies is critical to continued success. AGED encourages Minnesota law enforcement agencies to support this effort by referring these cases to AGED. To receive more information, visit www.mnscams.org. AGED also offers POST-approved training coordinated by the BCA for officers.



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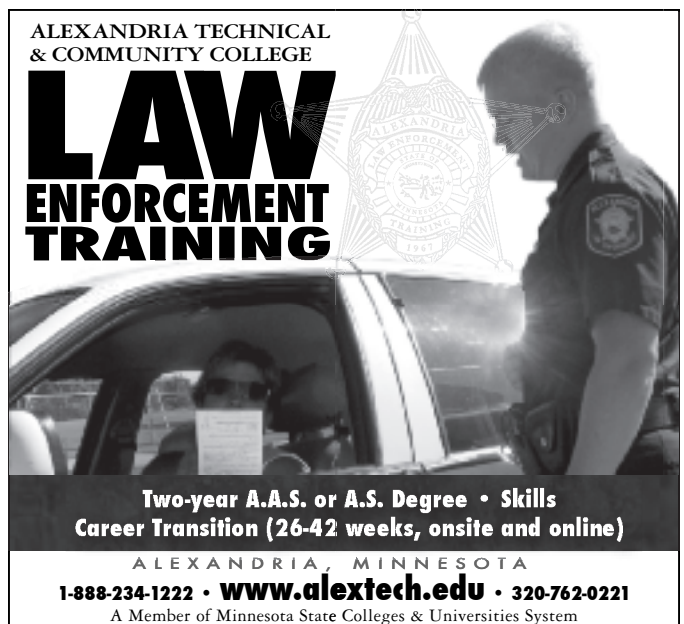
Minnesota law enforcement agencies can refer cases of lottery and sweepstakes fraud to AGED. Cases can be mailed to: Minnesota Anti-Fraud Unit, 444 Cedar Street Suite #222, Saint Paul, MN 55101 or sent by fax to (651) 297-5259. If the scam solicitation was mailed to the intended victim, send copies of the:

- envelope
- solicitation letter
- law enforcement report
- information pertaining to the requested wire transfer (company, location, dollar amount and named recipient).

If the solicitation was by phone, provide copies of the:

- law enforcement report
- telephone numbers involved and whether that information came from caller ID or was the telephone number for the victim to call
- information pertaining to the requested wire transfer (company, location dollar amount and named recipient).

To learn more about lottery and sweepstakes fraud, visit www.mnscams.org.



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A Policing Tale of Two Cities and a Township

By Phil Jones, Chief, Cold Spring Police Department



Chief Phil Jones, MCPA Medal of Honor Recipient, 2004.

ABOUT THE AUTHOR, POLICE CHIEF PHIL JONES

*City of Cold Spring, City of
Richmond, Wakefield Township*

Chief Jones represents the Minnesota Chiefs of Police Association on the Minnesota POST Board, having been appointed by Governor Pawlenty. He is president of the Stearns County Chiefs of Police Association. He may be reached at chiefjones@coldspring.govoffice.com.

I started my adult life in a very abrupt way. Prior to my high school graduation, my stern father told me I had two weeks of "free living" and then I would have to pay my own room and board. Thirteen days later I headed to boot camp in the Marines.

To this day, I still don't know if my father was serious, but I have learned to be very thrifty with money and I'm still not taking any chances.

After a three-year tour on active duty with stations on the East and West Coasts of the United States as well as a year in Okinawa, Japan and the DMZ area of South Korea, I was honorably discharged. I later attended Mankato State University and enlisted in the MN National Guard.

While in college, I arranged for a meeting with the Fairmont police chief at the time, Erwin "Butch" Thiel. It was a short meeting, but those few minutes changed my life forever. Butch convinced me to major in Criminal Justice and to focus on a double major in political science and public administration. He said this path would benefit the later years of my career.

After a start as an officer with the Fairmont Police Department, my wife and I moved to Cold Spring in 1990. As newlyweds, we wanted the small town environment to raise a family. When we saw what Cold Spring had to offer, we knew we had found home.

I was appointed the police chief in July 1993. I was fortunate to have a city council that wanted the agency to have my combination of experience and education. Butch Thiel was right and I have him to thank after 17 years so far as the chief.

OUR RESPONSIBILITIES

On most days I feel more like a public relations officer than a police chief. We work with key audiences that include two city councils, a school, township board and 9,000 citizens. Many of our responsibilities and duties would be impossible without the assistance of eight full-time officers, six part-time officers and a fantastic administrative assistant.

Over the years, we have moved towards cooperative partnerships. We initially needed departmental growth to cover our own city, so 13 years ago we approached the Township of Wakefield to share the coverage of an additional 3,500 residents in exchange for the funding needed for more staff.

Later we forged a partnership with the Rocori School District, which included the hiring of another full-time officer to work within the district. Recently we contracted with the neighboring City of Richmond, which formed the Cold Spring/Richmond Police Department.

OUR POLICING RELATIONSHIPS WITHIN OUR COMMUNITIES

With three areas blended into one policing community, we have to ensure a proper amount of city or township individuality while treating each with the same level of commitment and respect.

We have been blessed by positive support from local media, city councils and township and school boards. Each entity has contributed to creating positive relationships between these communities. I try to convey to our staff that community support of our police department and its officers is the key to our success. It can never be taken for granted.

OUR GOALS FOR OUR DEPARTMENT'S FUTURE

The great recession and questionable Local Government Aid (LGA) hasn't stopped us from dreaming about the future for our police department. Our biggest goal is to move into a new facility or remodel and update the current facility. This is a lofty goal in these trying economic times, but a goal we believe can become a reality.

Much has changed since the current facility was built in 1984. At that time, we didn't have an administrative staff or computers. The department then had seven officers and now has fourteen. We are bursting at the seams and falling behind on standard design practices such as audio/video interview/interrogation rooms and proper evidence storage. Building improvements are the top priority of our department.

OUR PROACTIVE APPROACHES THAT HAVE WORKED IN OUR COMMUNITY

The officers and I are constantly trying to come up with new ways to serve the community. We currently have anti-drug programs, school classroom visits, senior center visits, community health fairs and bike rodeos.

Some of our best ideas have come from individual officers. An officer came up with the idea of building a "D.A.R.E." car. This may be nothing new for Minnesota communities, but this officer made it happen without spending a single tax dollar. Sergeant Chris Boucher used a 1987 TransAm from a drug forfeiture and raised money to customize it into the vehicle we have today. The officer raised the funds by explaining



Forfeited 1987 TransAm customized into a DARE car.



School Save a Life program 2009.

benefits to businesses and parents. He focused on the opportunities to teach kids that even the most

expensive things can be taken away should they use drugs.

Another officer, Eric Boucher, came up with the idea to put a wrecked car in the three local parades. One year we used a totaled trooper car to promote the Ted Foss Move-Over Law. The next year Eric obtained a wrecked car from a recent rollover and used it to stress the importance of seatbelt use.

The officer solicited the assistance of a towing company to pull the car through the parade -- as if it had just happened. Then he and other officers parked the car near the festival for a staffed display. In both these cases the officers also volunteered their time, which spoke volumes both internally and to the public about their commitment to their job.

Another officer used that same model of fundraising for a good cause. Police officers established a K-9 program in 1995 by using donations only. We are on our second K-9 and the program is still running great.

Finally, I am proud that we feature a bi-lingual officer who speaks Spanish and English. For a small town in Minnesota, and especially for our area, it is a progressive contribution considering the changing diversity of our community.

OVERALL CRIME RATE NOW AND IN THE PAST

The Cold Spring/Richmond area enjoys a relatively low crime rate. During the last 17 years, I have seen a tremendous increase in calls for service. Compared to 1993 when the Cold Spring Police department responded to about 550 calls per year, today

we respond to 5,000 calls for the area. However, as we all know, growth in calls does not necessarily translate to growth in crime. Our crime rate has held its own in past years and even has even dropped, in many categories.

FROM THE DESK OF THE CHIEF

Best Trend I Have Seen in Law Enforcement

I have observed the importance of educational and professional growth for our officers. The key for any agency to reach its potential and stay current is to ensure it invests in and maintains a high level of expertise, just as it would make the effort to plan for public safety facilities and equipment. The buildings, squad cars and technology only can be as good as the brainpower and professionalism of the human resources.

I have seen many changes and new equipment implemented during my career, realizing that each relies upon a professional peace officer to conduct a particular operation or to decide what is the most appropriate course of action, given certain circumstances.

On Being a Member of the Minnesota Chiefs of Police Association

I have learned a great deal as an active member of the Minnesota Chiefs of Police Association (MCPA). I rely on the high quality of the people who are fellow members.

I have always said we may be a small policing agency, but I put our professionalism up against any agency in the state on the national level. The MCPA has played a tremendous role in keeping our chiefs and officers trained and current.

College helped me get where I am; the MCPA helps to keep me there.

An Event That Changed Our Department

I have many proud moments, but the performance of the police department before, during and after the Rocori School shooting is commendable. Each and every officer stepped up to the plate and gave 100 percent. We were highly involved in the school system before the tragedy of 2003. This involvement helped the multi-jurisdictional effort needed to handle a situation of this magnitude. We stayed involved with the school and the community through the event and well into the recovery. Even after the investigation was complete and the arrest was made, we remain highly connected with the schools.

Event(s) That We Would Like to Forget...

But That We Remember Forever

It's no coincidence that this tragedy is also the situation I would most like to forget. No community or police department wants to be known for the loss of two innocent lives and the long-term incarceration of another. That one incident changed my life forever.

Advice to the Next Chief to Lead the Department

The way you treat people is as important as anything you know about law enforcement. I still remember the advice given to me as a rookie chief, "Build your support network and listen and learn from others." This advice has served me well. There is no finer place to network than through the Minnesota Chiefs of Police Association.

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Minnesota Law Enforcement Torch Run Reaches New Heights as They Celebrate 25 Years!

By Rodney R. Seurer, Chief of Police, Savage Police Department

The Minnesota Law Enforcement Torch Run program (LETR) was recently recognized at the International Law Enforcement Torch Run Conference which was held in Long Beach California October 19 – 22, 2010. The MN LETR program was presented the following awards: Diamond Award for raising over \$1 million dollars, recognized as the program with the 2nd Largest Increase in Gross Revenue and was recongized by the IACP during the IACP Photo contest taking First Place in the category of “Officer and Athlete”.

For over 25 years, Minnesota law enforcement officers' dedication to the athletes of Special Olympics Minnesota has

shone brightly as they served as Guardians of the Flame, carrying the “Flame of Hope” side-by-side with Special Olympics athletes in the streets of their respective hometowns. They have shown the great state of Minnesota what the movement is about: inclusion, acceptance, courage, perseverance and determination.

The Minnesota Chiefs of Police Association has been a huge supporter of the MN LETR which benefits Special Olympics Minnesota. I want to thank the CLEO's throughout the state of Minnesota for their continued support and involvement. Without people like you, and the thousands of law enforcement officers who have given their time and support to the Torch Run, Special Olympics Minnesota would not be what it is today.



Bob Hawkins, Chief of Police Burnsville Police Department, is shown holding the "Flame of Hope" during the final leg of the law enforcement torch run in Burnsville. A Special Olympics Minnesota athlete is attempting to blow out the flame.

The unique partnership of the law enforcement community and Special Olympics Minnesota has made an incredible difference in the lives of people with intellectual disabilities throughout the great state of Minnesota.

We have grown together, and your continued support has made it possible for thousands of people with these disabilities to compete, to triumph and to inspire us all.

The Minnesota Law Enforcement Torch Run has reached incredible milestones throughout its 25 years of existence. For example, in 2010 we have raised a record \$1,657,012 for our Special Olympics Minnesota athletes. With your commitment and involvement to this movement, we will raise over 2 million dollars this year and we will continue to reach out to those with intellectual disabilities.

I know that this world is without a doubt a better place because of the care, compassion, and dedication of our law enforcement volunteers and supporters. Thank you once again for your continued support as we move forward with the greatest partnership that the state of Minnesota has ever seen.

I would also like to recognize the law enforcement officers who sit on the MN LETR Council and thank their respective CLEO's for their commitment.

Photo credit page 22: Duluth PD Shawn McGovern, U of M PD Jim Nystrom, Dakota County Sheriffs Jennifer Lenarz, Hennepin County Sheriffs Jon Otten, Rochester PD (retired) Kenneth (KC) Reed, Mendota Heights PD Jennifer Fordham, Brainerd PD Andy Rooney, Ramsey County Sheriffs Mike Norstrom & David Kernal, Minneapolis PD Rich Sheldon, Olmsted County Sheriffs Kevin Torgerson, MN Department of Corrections Tom Miller, Maplewood PD Mike Shortreed, Minneapolis Park Police Rick Doll, MN State Patrol LeRoy Ailts, Brooklyn Center PD Brian Peters.

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Simplifying DWI Arrests Using eCharging

By Dave Bjerga, Superintendent, Bureau of Criminal Apprehension

Any member of law enforcement who has performed a DWI arrest knows the process can be tedious and time consuming. There are nearly a dozen forms to be filled out – many of which require the same information be entered again and again. In addition, searching DVS records for previous alcohol-related violations which may qualify the arrest for an enhancement can be a real challenge.

The BCA's new eCharging DWI process dramatically simplifies that process. eCharging's DWI system works directly with DVS files, reviewing the individual's driving record and pulling the actual number of previous alcohol-related violations into the system. The officer inputs breath test results, the reported AC value, or if the test was refused. The application then looks at prior qualifying convictions and test results or refusals and determines which forms are needed for this particular offense.

The system offers the arresting officer a form set containing the Implied Consent Advisory and Peace Officer's Certificate, a Notice and Order of Revocation and a Temporary License. For more serious offenses, the application would determine that a Notice of License Plate Impoundment and Intent to Forfeit Vehicle form would also be required. Once information is entered onto a form, other forms requiring the same information (violinator name, DOB, address, DL number, etc.) are pre-populated – lessening the chances of data entry errors and decreasing the amount of time needed to complete paperwork.

Here's a closer look at how appears:

Upon completion of testing, the driver can sign the form(s) electronically. The officer can also then sign electronically by swiping one finger across the biometric reader. The forms can then be printed and copies given to the driver.

Most agencies would then elect to have their records unit attach narratives to the incident prior to submitting the forms to the state. Submission is a one-button push, with the required forms automatically sent to the appropriate departments. There is no need to fax, mail or email forms to multiple departments -- it is all done electronically and without redundant data entry.

GETTING DWI ECHARGING DEPLOYED AT YOUR AGENCY

There is no need to wait for the full implementation of eCharging capabilities to get started with the DWI portion at your agency. The DWI process works as a stand-alone and can be implemented in any agency with breath test capabilities.

The Bureau of Criminal Apprehension (BCA) DWI eCharging Deployment Manager will set up training at the agency -- either by training an agency trainer, or by training small groups who will in turn train larger sections of the department. Regardless, a training environment will be needed where workstations are available for officers and the BCA can help set that up. Training is approximately 1 ½ hours and is primarily focused on hands-on

use of the system. Once training is complete, the department can "go live" and begin using the system. The agency also needs to work with the deployment manager and the Business Services Section at the BCA to complete a Master Joint Powers Agreement. The BCA Service Desk will then process a request to open specific agency IP addresses into the eCharging system.

WHAT'S THIS GOING TO COST?

The only cost to agencies desiring this enhancement is a computer workstation installed near the breath test equipment. This does not have to be a new machine, just a stable PC and printer with access to the secure CJDN network or a secure VPN to the CJDN network. The BCA will provide an electronic signature pad and a biometric fingerprint reader. The application is web-based and a static IP address is required.

The DWI portion of the application is covered mostly by funds obtained through the Minnesota Office of Traffic Safety. The agency provides this funding because the program includes features that help validate processes, form sets and accuracy.

Jeffrey Beahen, retired Chief of Police of Elk River, is the new BCA eCharging Deployment Manager. To have Jeff help your agency get started with the DWI portion of eCharging, contact the BCA Service Desk at 651-793-2500, 888-234-1119 or bca.servicedesk@state.mn.us.



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Visit Tait booth #300 at Law Enforcement Expo, April 4-5, 2011, in St. Cloud, MN.

Concordia University Announces Partnership with Minnesota Chiefs of Police Association

By *Erv Weinkauf, Criminal Justice Department Chair, Concordia University, Saint Paul*

Concordia University, Saint Paul is pleased to announce the implementation of a Partnership Agreement with the Minnesota Chiefs of Police Association (MCPA). This partnership will enable any active member of MCPA to qualify for a \$2,000 tuition program reimbursement. Any member who enrolls in a Concordia University, Saint Paul accelerated



Erv Weinkauf, Mike Conner, Concordia University

cohort-delivered degree program will be granted priority admission status. Our university will evaluate previous credits earned for transferable college credit and create a roadmap that will outline the prospective student's transition into our accelerated Bachelor and Master's Degree programs of their choice at Concordia.

The goal of this agreement is to construct a working relationship that helps the MCPA develop a well-educated membership by preparing its members to better understand and respond to the ever-changing demands of the workplace via highly practical and applicable course offerings.

Our criminal justice programs are practitioner-based for people who are working or volunteering in the field and are ready to complete their degree as soon as conveniently feasible. Online programs aren't new but not all of them work. Concordia University has been a front-runner and knows how to structure programs to make them work. Some people find it difficult to fully comprehend and appreciate the quality of education that transpires on the Internet. Our online programs are accepted, proven and life changing!

We encourage you to peruse our website at www.succeedatconcordia.com/cj or contact us at Weinkauf@csp.edu, 651-603-6277 or conner@csp.edu, 651-641-8249. We will spend whatever time it takes to help you make an informed decision about earning your degree. We appreciate your interest in our university and would be thrilled to have you join us. Learning is a life-long process!



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Program subject to change without notice

MINNESOTA CHIEFS OF POLICE ASSOCIATION
EXECUTIVE TRAINING INSTITUTE

The New Norm

April 4-7, 2011

St. Cloud Civic Center • St. Cloud, Minnesota

ETI begins Monday, 1:00 p.m. | Registration opens 11:30 a.m.

MONDAY



Afternoon

Keynote Speaker
Susan Lewis Simons, M.S.,
B.C.E.T.S.
Under the Shield
MIND OF THE

WARRIOR. YOU WON! NOW WHAT?

Stress Kills! Stress can be a critical incident, a cut in pay, health issue or other numerous issues departments and officers are facing in this less than favorable economic environment.

Attendees will leave with the tools necessary to recognize and deal with the everyday and unique stressors they may face. Ms. Simons was in NYC at Ground Zero for five weeks debriefing NYPD after 9-11. Susan is considered to be one of the nation's leading experts in the specialized field of stress management in law enforcement.

Afternoon: 2011 LAW ENFORCEMENT EXPO
– Dedicated Expo time.
Free of charge to all law enforcement professionals!!!

President's Reception
(Registered Attendees Welcome)

Evening

SPECIAL Session CRAIGSLIST MURDER– TECHNOLOGY CHALLENGES

In October of 2007, the Savage Police Department became involved in the first known "Craigslist" homicide. Savage Police Detective Sergeant Kvasnicka and BCA Agent Cheung will go over the case that involved many technological challenges including computer and cell phone forensics.

Law Enforcement Expo open 10:00 a.m. - 3:30 p.m.

Law Enforcement Expo open 3:30 - 6:00 p.m.

TUESDAY



Morning

Keynote Speaker
Deputy Chief Kent
Williams, Breach Point
Consulting
LEADERSHIP FOR

REDUCING ORGANIZATIONAL STRESS IN LAW ENFORCEMENT

Kent Williams is the owner of Breach Point Consulting and has been involved in law enforcement as a police officer for over 25 years, where he presently serves as Deputy Chief of Operations for a Chicago area police department. Attendees will gain a distinctly different perspective on the unique and potentially problematic consequences of performing well within a law enforcement culture. Leaders will address stressors encountered by the rank and file which influence the pivotal balance between professional and personal relationships.

Luncheon Honoring Retired Chiefs
Immediately followed by Business Meeting

Afternoon

Dedicated Expo Time
General Session
LINE OF DUTY DEATHS: PRACTICAL, PROTOCOL AND PASTORAL ISSUES
You just found out your worst nightmare occurred. Are you ready? Have you prepared for what to do in dealing with the reality of an officer's death? This session will provide the information needed to begin making a plan for the practical, procedural and pastoral aspects of an incident resulting from the death of an officer.

Evening

Comedy Night:
Family style pizza dinner followed by the comedy of Scott Novotny.
(Separate Registration Required)

Separate registration is required for the Comedy Night/Dinner, the Hospitality Suite and President's Prayer Breakfast.

WEDNESDAY

Morning

President's Prayer Breakfast
(Separate Registration Required)
Breakout Sessions:
Department of Public Safety and POST
Crowd Sourcing Crime:
The New Battlespace
Neighborhood Traffic Issues/Solutions
Task Forces-Where Are We at Now?
BCA Critical Incident Response/Officer
Involved Shootings
Service Innovation-Consolation Not the Only Answer
Networking Luncheon

Afternoon

Breakout Sessions:
Community Disasters, Resources for Success
BCA Critical Incident Response/Officer
Involved Shootings
Self Awareness for Enhanced Leadership & Effectiveness
Early Retirement-To Take or Not to Take?

Evening

Awards Social & Banquet



Morning

THURSDAY

Keynote Speaker:
Michael Josephson
Josephson Institute
SIX PILLARS OF CHARACTER

Michael Josephson is one of the nation's most respected speakers in the field of ethics and character in policing. Modern policing takes place in a risk-management minefield. In addition to the challenges officers face on the street, every aspect of police administration, from management to the handling of on-and off-duty misconduct, is subject to scrutiny and criticism on ethical grounds. Mr. Josephson will present tools to help attendees perceive, prevent and resolve ethical problems in their departments.

Executive Training Institute (ETI) Registration • April 4-7, 2011

Be sure to review the Registration Information to the right while registering.

Name _____ Title _____
 Department/Affiliation _____
 Address _____ City _____
 State/Zip _____
 E-mail _____
 Telephone _____ Fax _____ P.O.S.T.# _____
 Region# _____ Check here if you are a new Chief Yes No
 Special request (ADA, Dietary, etc.) _____

Cost

Full ETI Registration* Circle choice(s)

Member \$375 _____

Membership is on an individual basis and is not departmental.

Non-Member \$430 _____

*Be sure to register below for the Tuesday Comedy Night/Dinner, the nightly Hospitality Suite and the President's Prayer Breakfast.

Daily Registrations**

**Must have at least one full registration from your department to be able to register any staff at the daily rate.

Monday \$115 _____
 Tuesday \$115 _____
 Wednesday \$115 _____
 Thursday \$115 _____

ETI Law Enforcement Expo Only

Exhibit Only FREE _____

Misc./Additional Functions

Tuesday Comedy Night/Dinner \$30 _____
 Hospitality Fee \$25 _____
 (Fee covers Mon., Tue. & Wed. nights.)
 President's Prayer Breakfast \$20 _____
 Additional
 Wednesday Banquet \$35 _____
 (One banquet ticket is included in a full ETI registration.)

Companion Program

Companion Program \$55 _____
 Companion's Name _____

(Please enclose a check for the total amount due.) Total: \$ _____

Make checks payable to the Minnesota Chiefs of Police Association.

Mail payment and registration to: Minnesota Chiefs of Police ETI Management Office,

PO Box 1583, Monticello, MN 55362-1583 • 763-295-5420

ETI@pierreproductions.com • www.mnchiefs.org

Important Registration Info

Before registering, be sure to review this important ETI information.

Special Requests:

It is our goal to make your ETI experience enjoyable; please let us know of any special needs or requirements (ADA, dietary, etc.) you might have via the special request line on your Registration Form. The Minnesota Chiefs of Police will do its best to meet these needs.

Full ETI Registration Includes:

- Access to sessions Monday-Thursday
- Notebook
- Access to Law Enforcement Expo
- Access to the following social/networking functions:
 Tuesday and Wednesday lunch
 Monday President's Reception
 Wednesday Evening Awards Social & Banquet

Separate registration is required for Tuesday Comedy Night/Dinner, the Hospitality Suite and the President's Prayer Breakfast.

Note: Members of the Minnesota Chiefs of Police Association, other state Chiefs of Police Associations and the Minnesota Sheriffs' Association may register under the member rate. New member applications can be obtained from the Minnesota Chiefs of Police Association Administrative Offices at 651-457-0677 or online at www.mnchiefs.org.

Daily Registrations Include:

- Monday: Access to the day's sessions, the Law Enforcement Expo and President's Reception.
- Tuesday: Access to the day's sessions, the Law Enforcement Expo and lunch.
- Wednesday: Access to the day's sessions and lunch.
- Thursday: Access to the day's session.

Must have at least one full registration from your department to be able to register any staff under the daily rate.

ETI Law Enforcement

Expo Only Includes:

- Access to the Law Enforcement Expo only.

You must be a law enforcement professional to register for the Expo.

Companion Program Includes:

Access to the following social/networking functions:

- Monday President's Reception
- Tuesday Lunch honoring retired chiefs
- Wednesday Evening Awards Social & Banquet

Cancellations:

Cancellation requests must be in writing and received by the ETI Management Office no later than March 6, 2011. Cancellation requests received by March 6, 2011 will be assessed a \$50 cancellation fee. Refunds will be processed after May 13, 2011.

Transferring Registrations:

Registrations may be transferred if the transfer request is in writing and bears the signature of the original registrant.

Questions? Contact us at 763-295-5420 or ETI@pierreproductions.com

The New Norm-2011 Executive Training Institute

By Margaret I. Winchell, ETI Meeting Manager/Editor, Minnesota Police Chief magazine

In April, chiefs from across the state will gather in St. Cloud to discuss the challenges that the current economic time, new technology and changing expectations from the community have brought to law enforcement. The 2011 Executive Training Institute, The New Norm, will address these issues with breakouts on neighborhood traffic issues, task forces and consolidation of departments. Sessions will also be presented on how to prepare for community disasters and the role the Bureau of Criminal Apprehension (BCA) will play when they respond to a officer involved shooting. A special general session on Tuesday afternoon will deal with the worst nightmare for a department, the death of an officer. This session, Line of Duty Deaths: Practical, Protocol and Pastoral Issues, will have a panel of law enforcement professionals who have experienced this traumatic ordeal.

Monday we begin at 1:00 p.m. with Susan Lewis Simons and her presentation, Mind of the Warrior. You Won! Now What? Stress Kills! Stress can be a critical incident, a cut in pay, health issue or other numerous issues departments and officers are facing in this less than favorable economic environment. Attendees will leave with the tools necessary to recognize and deal with the everyday and unique stressors they may face. Ms. Simons was there in NYC at Ground Zero for five weeks debriefing New York Police Department and other police agencies immediately after 9-11. Susan is considered to be one of the nation's leading experts in the specialized field of stress management in law enforcement.

The Law Enforcement Expo opens in the afternoon. We have many companies returning and are happy to welcome new vendors to the Expo. Attendees will have several hours on Monday and Tuesday to visit all the vendors to learn about new and innovative products and services.

The world of technology and on-line social media poses special challenges to law enforcement. Monday evening we have a special session, Craigslist Murder – Technology Challenges, will detail the first known homicide "Craigslist" murder. Detective Laura Kvasnicka and Agent Donny Cheung will go over the case that involved many technological challenges including computer and cell phone records.

On Tuesday morning, we have a fellow chief from the Chicago area, Deputy Chief Kent Williams. Chief Williams will present Leadership for Reducing Organizational Stress in Law Enforcement. As a police officer for over 25 years, he currently

serves as deputy chief of operations for a Chicago area police department. He is the two-term President of the Northern Illinois Critical Incident Stress Management Team. Attendees will gain a distinctly different perspective on the unique and potentially problematic consequences of performing well within a law enforcement culture. Leaders will address stressors encountered by the rank and file which influence the pivotal balance between professional and personal relationships..

The evening offers an opportunity for attendees to relax, enjoy a delicious Green Mill pizza and the comedy of Scott Novotny. Comedy night is always entertaining and a great way to unwind after a day of sessions.

Wednesday is full of breakout sessions. We have eight sessions that will provide attendees information, tools and skills that they can incorporate into their departments. Updates from the POST Board and the Department of Public Safety will start the day. In addition to the sessions listed above there will be presentations on technology and how the criminal use and danger of a variety of Internet technologies, including virtual worlds and alternative reality gaming, has on the potential to seriously hamper law enforcement efforts. In addition, there's the annual retirement session and a session on how your emotional intelligence is so critically important to one's professional success.

Wednesday evening is the annual Awards Banquet. This is the time the association recognizes those who have gone above and beyond in the line of duty. We welcome all the attendees, the awardees and the guests to this dinner and recognition ceremony.

Michael Josephson of the Josephson Institute will be the presenter on Thursday morning. Mr. Josephson is one of the nation's most respected speakers in the field of ethics and character in policing. He will present tools to help attendees perceive, prevent and resolve ethical problems in their departments.

The Minnesota Chiefs of Police Association (MCPA) knows that law enforcement professionals are working with a different set of tools these days, including the lack of time and money for training and education. We know the ETI will offer valuable information in addition to providing CLEOs four days to renew, network, learn and relax with their colleagues from around the state.

For full registration, lodging and program information, visit the MCPA web site at www.mnchiefs.org and click on the ETI link.

We look forward to seeing you in April.

Where Are They Now?

The Minnesota Chiefs of Police Association is pleased to connect with Retired Chief Bob Henrz

Tell us about your career and how you got started.

On August 28, 1978, I had the privilege and honor to become a police officer in my hometown of Golden Valley. The road to my law enforcement career started in the fire service in 1976. In 1976, I was attending the University of Minnesota, planning to complete a degree in business administration, when a friend from high school convinced me to join the Golden Valley Fire Department. Shortly after joining the fire department, I rode along with several officers from the Golden Valley Police Department, discovering that a law enforcement career was far more interesting and rewarding than a business career. During these "ride-alongs", I learned about Golden Valley's Community Service Officer Program. It sounded like a great way to learn more about a career in law enforcement. I successfully applied for the position of Community Service Officer. After 18 months as a community service officer I accepted an offer to become a dispatcher. Three months later I was appointed as a police officer.



Bob Henrz at MNJIS

Tell us about your department – Highlights, changes, challenges, officers etc.

The Golden Valley Police Department was an outstanding organization that allowed me to grow my law enforcement career. The department provided top-of-the line equipment and supported officers furthering their education through a

tuition reimbursement program. The tuition reimbursement program permitted me and many other officers to complete both undergraduate and graduate degrees. During my time at Golden Valley the department was a leader in developing partnerships with neighboring agencies to provide citizens with high quality services in a cost effective manner. The collaborative service initiatives included dispatching, emergency response team, drug task force and mobile command post.

What were your duties?

As a small-to-medium sized suburban metro agency, Golden Valley provided me with extraordinary opportunities. I served as a community service officer, patrol officer, patrol corporal, juvenile officer, detective, dispatch supervisor, administrative detective, patrol sergeant, administrative sergeant and public safety director. In my role as public safety director, I was responsible for police, fire, building inspection and emergency management.

Tell us about how the department and the community interact. How they work together, challenges they've had to overcome, how the population affects the policing now, in the past, changes in the future.

Golden Valley was fully developed with a stable population when I joined the organization. Our police staffing remained steady at 31 officers. The department's strong commitment to integrating community policing strategies into its organizational culture, along with crime prevention initiatives resulted in a steady and dramatic reduction in crime. When I became a police officer in 1978 the department was responding to an average of one residential burglary a day. When I retired in 2007, that number was below 80 for the entire year.

Looking to the future, declining resources will pose a significant challenge for the department to support new, innovative programs to enhance public safety and service to the community.

How did the Minnesota Chiefs of Police Association (MCPA) serve you while you were chief?

MCPA provided me with great opportunities to meet and learn from experienced law enforcement leaders. The networking opportunities allowed me to build a group of peers with whom I could discuss challenges.

How did the education that MCPA provides, Executive Training Institute (ETI) for instance, help you in your role as a chief?

The CLEO and Command Academy provides outstanding foundational information for the new law enforcement executive. The ETI not only provides opportunities to build new professional relationships, it also provides updated information on leadership and contemporary law enforcement practices.

If given three realistic wishes for your past department, what would they be?

It is my wish that the Golden Valley Police Department have the strong support of the city council and city administration; that the staff have fun and enjoy their work and they have a long and rewarding careers.

What are your goals for the future?

I enjoy working and hope to continue my public service career for years to come. At some point, I plan to scale back to part-time which will allow me more time to spend traveling with family and friends. After my final retirement I, no doubt, will look for volunteer opportunities to keep me busy.

Are you staying connected professionally?

Yes, following retirement I was fortunate to start a new career in the private sector working for Law Enforcement Technology Group (LETG). The nature of the work at LETG enabled me to maintain my law enforcement contacts. As assistant director for criminal history records information at the BCA/MNJIS, the new

responsibilities have helped me to expand my professional contacts.

Was retiring a difficult transition for you?

No, moving to a private sector company serving the law enforcement community made my transition much easier than expected.

How did you decide to retire?

I had always planned to continue working full-time once I retired from my law enforcement career. Originally I had hoped to leave sometime between my 53rd and 55th birthday. However, at age 51 an opportunity to join LETG allowed me to retire earlier than expected.

How did you handle the weeks and months just prior to your retirement?

I spent the weeks leading up to my retirement working with department division leaders wrapping up loose ends and outstanding projects. I was also able to sneak in a one-week vacation to Mexico with our oldest daughter.

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What is an event you are most proud of in your career?

It is hard to identify just one event of which I am most proud. I was fortunate to work for over 30 years with some of the most dedicated law enforcement professionals I have ever met. I particularly enjoyed my time supervising our community service officers. Watching young men and women start their careers and grow into the future leaders of our profession was both inspiring and energizing.

I am most proud of having served my hometown as a public safety professional for over 30 years. Regardless of my assignment or position, I always strove to provide the community with outstanding service.

What other changes, good or bad, have you seen along the way in your career?

The most promising and significant changes I have seen are advances in technology. Technological improvements in body armor, weapons systems, squad car design, communications and computer information systems help officers to do their jobs in a more efficient, effective and safe manner.

What was one event you would like to forget?

The tragic shooting death of Robbinsdale Officer John Scanlon on February 14, 1985, is impossible to forget. In the weeks leading up to John's murder, I was investigating a case where a suspect shot the ATM in the lobby of a local bank. Our best efforts were unsuccessful in trying to identify the ATM shooter by using grainy bank surveillance photos. After John was shot and killed by a burglary suspect, ballistic analysis showed that the same gun used to kill Officer Scanlon had been used in the shooting of the ATM.

What advice would you give to the chief taking your place?

Be true to yourself and your principles. Hire the best and the brightest people you can find. Lead a balanced life. Above all else, have fun at your job!

What is the best change you have seen in law enforcement?

Some of the best changes are in attitudes relating to the sharing of information between agencies has been invaluable in law enforcement efforts to solve and prevent crime.

What do you do in your free time?

I enjoy indoor and outdoor cycling, spending time with friends and family and when time and careers permit, I enjoy traveling with my wife, Gail.

Tell us about your family.

Gail and I celebrated our 30th wedding anniversary last October. We continue to live in Golden Valley. Gail works as an educational assistant at Cooper High School in New Hope. We have two adult daughters. Our oldest daughter Kelly purchased a home in Robbinsdale last summer and works for



Chief Hernz and wife Gail at MPCA's 2010 GALA

an Eden Prairie based technology company. Our youngest daughter Kristen recently completed her degree in nutrition science and works at Lifetime Fitness in St. Louis Park while pursuing a career in her field.

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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 Panasonic Solutions Company in this issue.

Panasonic Solutions Company

Panasonic Solutions Company empowers people whose jobs depend on reliable technology. The company delivers collaboration, information-sharing and decision-support solutions for a wide range of government and commercial enterprises. As a result of its commitment to R&D, manufacturing and quality control, Panasonic is known for the reliability and longevity of its products.

WHAT GEOGRAPHIC AREAS DO YOU SERVE?

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Toughbook Mobile Computers, Arbitrator 360°™ Mobile Digital Video Recorders, Professional Flat Panel Displays & Digital Signage Systems, Professional Projectors, Professional Video Cameras.

IS THERE SOMETHING YOU ARE PARTICULARLY PROUD ABOUT YOUR COMPANY AS IT RELATES TO MINNESOTA'S LAW ENFORCEMENT COMMUNITY?

In response to the Governor's initiative to provide a video camera in as many patrol cars as possible, no matter the size of the agency and the subsequent RFP, Panasonic and its VAR's offered significant price reductions for Arbitrator 360° base kits, accessories and the necessary professional services for agencies to get a truly state of the art system. In 2010-2011, 26 agencies, both large and small, have or are implementing the new Arbitrator 360° system.

HOW HAS YOUR INVOLVEMENT WITH THE MINNESOTA CHIEFS OF POLICE ASSOCIATION HELPED YOUR BUSINESS?

When we were a new entrant to the market, the Executive Training Institute Expo was vital in getting the word out that we had a rugged Windows based computer that could do the job, along with the software partners, better than the MDT's

that were dominant in the market. It also was vital in getting the word out about our first and subsequent generations of mobile Digital Video Recorders. Now, due to the large amount of police department customers we have spread throughout the state, and the fact that we don't sell direct, being a part of the MCPA shows gives us a great opportunity to meet and thank a large number of department heads at one time. Sponsoring the President's Welcome Reception gives us an opportunity to give thanks for the continued loyalty to our company's products. Advertising in the magazine keeps our name in front of our customers, to keep them confident that we are not going away.

LOOKING INTO THE FUTURE, DO YOU SEE ANY TRENDS THAT WILL STRONGLY AFFECT THE LAW ENFORCEMENT COMMUNITY IN YOUR AREA OF SPECIALTY?

The biggest trend could be what law enforcement will do about the increasing expectation by the public and the media for effective use of technology for prevention of crime, fighting crime, reporting crime and response to large scale events, but with shrinking budgets to obtain, train on and deploy that technology. Panasonic will continue to give law enforcement representatives large amounts of input into our product development to make sure we are hitting the mark and advance knowledge of our product roadmap in order to do what we can to help prepare your planning.

Phone: 888-223-1012,
<http://www.panasonic.com/business/toughbook>
 CEO/President Rance Poehler, 888-223-1012,
rance.poehler@us.panasonic.com.

Representative to Minnesota's law enforcement community are:
 Tim Korger, 952-432-5968, tim.korger@us.panasonic.com (MN, IA, ND, SD). Other key staff: John Cusick, Video Solutions Integration Team, john.cusick@us.panasonic.com, Brian Marsh, Systems & Solutions Support Team, brian.marsh@us.panasonic.com.

VOLUNTEERS IN POLICE SERVICE- THE WAY FORWARD WHEN BUDGETS ARE ROLLING BACK

By Karen Anderson, Community Relations Coordinator, Lino Lakes Police Department

(This is the second of a two-part article about volunteers in police service. The first part was published in the winter issue of the Minnesota Police Chief and can be viewed on-line at www.mnchiefs.org)

Law enforcement agencies must position themselves for success in the 21st century. With the increasing risk of terrorism and growing insecurity, police agencies need to find creative new ways to involve citizens in defending their neighborhoods and this country. The more community support a law enforcement agency receives, the greater likelihood for being proactive. Inviting citizens into police agencies to volunteer helps organizations meet their core missions by not only helping to reduce the cost of services, but also by providing invaluable skills, experience and dedication in improving the quality of life in their communities. As indicated in the first part of this article, implementing a successful volunteer program takes time. In order to build an effective volunteer program, a detailed change process must include a needs assessment, strategy for carrying out the change, identification of uses for volunteers and overall management of the program. How an organization is guided through the change process ultimately determines the success or failure of the volunteer program.

First and foremost, in order to initiate a successful change effort of implementing a volunteer program in a police agency, organizations need committed leaders who will champion the cause. The defined vision and mission of an organization are instrumental pieces that create meaning, directions and purpose in change efforts. Leaders must communicate the need for creating a volunteer program to every level of the organization in a way that inspires people to rally around the vision for the future. Success occurs as a result of the entire organization participating in the change effort.

Police agencies must begin with a needs assessment by considering any start up and maintenance costs involved in

initiating a volunteer program. The costs can vary according to the size of the agency and the amount of volunteer opportunities offered. The first and possibly most important order of business should be the hiring of a volunteer coordinator to lead the implementation and overall management of the program. There are many aspects involved in coordinating a volunteer program and it is imperative for a designated person to be responsible for all of them. The cost associated with the volunteer coordinator will be money well spent because the return on your investment can be substantial.

Law enforcement volunteer programs can be funded through a variety of means including federal and state grant programs or partnering with local businesses and organizations. It is important to bear in mind implementing a volunteer program requires some initial and overall maintenance costs; however, with thoughtful planning funds can be budgeted for or monies can be obtained from alternative sources.

As part of the needs assessment it is critical for union issues to be addressed early in the process. Volunteerism may appear threatening to police unions if it means or appears that fewer police will be necessary. The point needs to be stressed to the employee unions that volunteers are not going to replace paid staff but will instead enhance the services the organization is able to provide. By educating the employee unions at the onset that volunteers will not be performing any duties requiring a licensed police officer or staff member, potential problems will be diminished.

The third need which requires assessment before implementation of a volunteer program is liability. Often agencies are concerned with the legal responsibility which goes along with volunteers. Local government attorneys can help agencies determine what coverage is provided. Educating

volunteers on any risks involved and what coverage is provided is an important step.

An essential element of developing a volunteer program is acquiring buy in. The implementation process must be taken slowly, letting the members of the organization absorb, internalize and buy into the change. Resistance to change must be anticipated and planned redirection strategies must be devised. Leaders need to listen to employees and share everything throughout the planning process, including the opportunities, the risks and the failures. By involving the whole organization in the change plan, buy in will be natural. Attaining trust in the volunteer program is essential to the sustainability of the program. Without employee acceptance of the program or rushing into implementing the program without adequate planning will ultimately lead to failure in the long run.

Volunteer program policies and procedures must be developed to provide structure to manage the program and prevent future problems. Agencies contemplating starting a volunteer program would benefit greatly from using the instrumental tools provided by the Volunteers in Police Service (VIPS) program which is managed and implemented by the International Association of Chiefs of Police (IACP). VIPS provides support and resources for police agencies interested in developing a volunteer program. Getting the work out to the public and marketing the volunteer program is very important to ensure the public is aware of the positive steps the agency is taking in enhancing police services.

When considering utilizing volunteers, police agencies need to determine meaningful opportunities for volunteers. To begin, each member of an organization should be consulted to

identify areas where volunteers could assist. Leaders must bear in mind this will initially be a difficult undertaking. Employees will not be able to readily identify uses for volunteers. The process will take time. The volunteer coordinator may have to job shadow and begin to suggest ways volunteers could help. Each and every member of the organization should be asked for input into the program. Sometimes it is the unexpected person who comes up with creative ideas for utilizing volunteers. As time goes on and volunteer jobs are identified, more ideas will come to the forefront.

Developing comprehensive volunteer job descriptions must be accomplished before volunteers actually begin with the agency. Whether it is law enforcement, crime prevention, emergency management, or office help, volunteers can potentially be utilized in every area of the agency. The jobs must be valuable and meaningful to volunteers if an agency wants to retain volunteers. By having a clear idea of the job functions, why volunteers are needed and what they are going to do, recruitment and selection will come easy. Agencies should begin with recruiting volunteers by reaching out to community members who are already involved in police-related activities, such as Neighborhood Crime Watch or Public Safety Citizens Academy.

Once volunteers are recruited, a selection process should be used to carefully screen candidates before inviting them into the organization. Establishing a high quality volunteer program results from being very selective when choosing volunteers; realizing a volunteer's actions reflect on the department as a whole. Applications soliciting a candidate's interests, skills and availability allow for a preliminary assessment of qualifications

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CERT Final Scenario

prior to an interview assisting in matching volunteer interests with job tasks and potential training needs.

Interviewing potential candidates will enable police agencies to see if a volunteer is a good fit for the program. Before a volunteer begins working they should receive an orientation which includes introductions, history and structure of the department, policies and procedures, emergency procedures, timesheets and a tour of the department. The department must provide sufficient training to the point that the volunteer reaches a comfort level reducing any anxiety they may have. Supervisors provide guidance and support, ensuring the volunteers' needs are being met.

An organization must periodically assess the success of the volunteer efforts. The evaluation should include providing and soliciting feedback from volunteers and employees for the purpose of improving the volunteer program and appraising its success. The department should gather information and data supporting the value of the program like the number of volunteers, how many hours each volunteer group contributes and the types of activities in which volunteers are engaged. This information can be used to promote the program's successes and can be presented to members of the department, elected officials and the community. Bragging about the successes of

the volunteer program is important.

Recognition is crucial in acknowledging the efforts of volunteers. The expression of gratitude conveys to volunteers that they are important and essential to the success of the organization. Recognition helps keep the morale high and inspires volunteers to continue contributing. Through the creation of a positive, enjoyable, rewarding work environment, police agencies can create a culture in which volunteers want to remain a part.

The Lino Lakes Police Department (LLPD) in

Minnesota has built a successful volunteer program by slowly navigating through the change process and trying creative approaches to utilizing volunteers. The LLPD has volunteer groups commonly found in law enforcement agencies including a Police Reserve Unit, Law Enforcement Explorer Post and a Community Emergency Response Team. These groups provide essential support functions not typical of other programs. For example, not only do Reserve officers patrol neighborhoods, parks and businesses, they also assist at medicals and accident scenes; answer low priority calls for service such as animal control, nuisance complaints and vehicle lockouts; transport prisoners to jail, keeping officers in the city; represent the department at school and community events;



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administer crime prevention safety programs; provide specialized patrol on bikes, ATVs and snowmobiles; direct traffic and perform search and rescue operations.

LLPD has benefited greatly from expanding utilization of volunteers outside of the common groups. The agency has developed partnerships with local colleges, providing internships and service learning opportunities for students. The department has benefited not only from the numerous projects interns have completed but also by the large percentage of interns who have stayed on as regular volunteers in the agency. Additionally, the use of interns has enabled the department to start up and maintain a regional crime analysis center.

The Public Safety Citizens Commission is the department's citizen advisory board made up of citizens, clergy, youth, business members and community leaders. The group provides input on topics of community concern, shares information with the community relating to the police department, provides feedback on potential improvement initiatives, offers advice on policy considerations and communicates with policy makers on police issues and concerns. The department has four volunteer chaplains who assist the department with community relations and notification to families and police department members who have been seriously injured or killed. The chaplains respond to all major disasters and offer follow-up assistance to crime victims. They spend many hours riding along with officers on patrol duty; creating a one-on-one opportunity to discuss any challenges the officers may have.

The LLPD also utilizes volunteers on a daily basis to help with investigative work and administrative duties. Volunteers have had a huge impact in tackling the dreaded paperwork which keeps officers tied to their desks by performing an endless variety of time-consuming tasks. A few examples include entering reports, filing, transcribing, computer software or hardware issues, putting together felony case files and making follow-up phone calls. They also assist with projects officers may want to undertake, but don't have the time. Other volunteer groups at the Lino Lakes Police Department are the Trail Watch program, Neighborhood Crime Watch and Business Crime Watch. These partnerships are instrumental in safety and crime prevention in the city. The success of these programs can be shown by the large number of reports of suspicious behavior or activity in the city. These groups have proven to be effective in preventing crime as is evident in the City of Lino Lakes having the lowest reported crime rate in Anoka County. The volunteers have boosted the quality and quantity of services the department is able to provide at little to no extra cost. As the volunteer program grows, the activities and services they provide will continue expanding.

Police organizations must strategically position themselves to effectively respond to an anticipated increase in the needs of the community and future budget challenges. Implementation of a successful volunteer program through a methodically planned change process will allow a law enforcement organization to embrace citizen involvement and to grow and survive in the turbulent times ahead.

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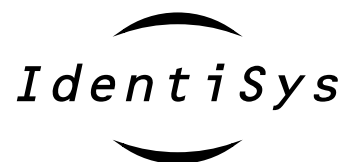
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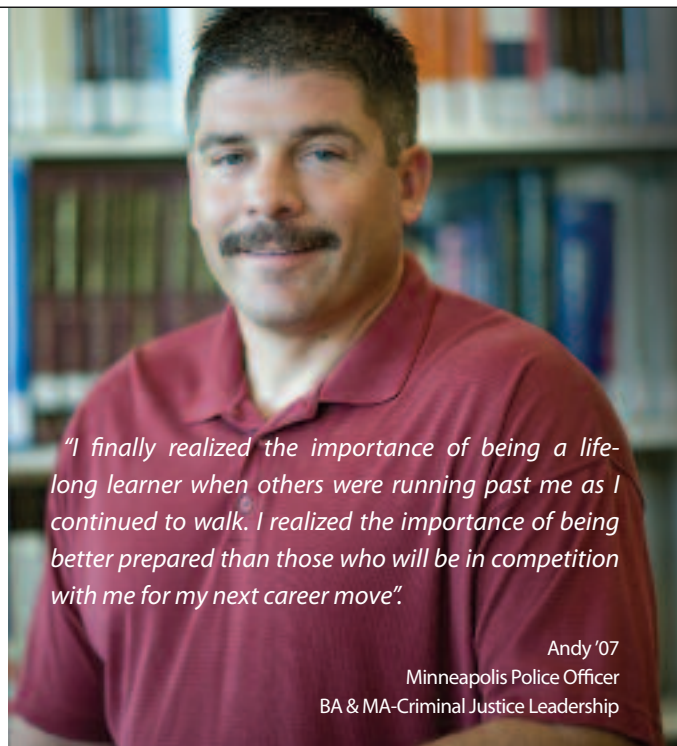
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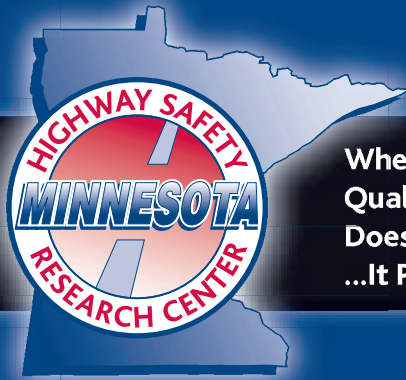


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