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The Difference You Make: Law Enforcement and the Blueprint for Safety

Denise Eng, Amalfi Parker Elder, John Beyer

February 2, 2017

>> Hello everyone for joining us today. We are at the top of the hour so we can begin with the presentation.

>> Hello everyone and welcome to the webinar entitled the difference you make law enforcement and the blueprint for safety presented by Praxis international. My name is Denise Eng on the program manager and I am joined today by my colleagues Amalfi Parker Elder and Ms. Carlson. We also will be joined by John Beyer and we are very pleased to have John with us all introduce him in a moment . First I will ask lives to tell us a little bit about how the webinar will work today.

>> Thank you Denise hello everyone it's good to be here today so I want to touch up on a couple of details for how the webinar functions so that you have a smooth ride. I would like to call to your attention you notice there are captions that are rolling at the bottom of your screen and we ask for your patients should you notice any misstatements or miss typed words just bear with us. We ask you to utilize the Q&A box in place of using chat. The Q&A comments and questions will be visible to us and we will integrate your thinking and comments into the presentation so feel free to use that at any time today but no it will just be visible to us as the presenters. If we have time at the end we are going to try to have the phone lines open so for those of you who are participating on telephone as well we will let you know at that time when the lines are open. If you would like to make adaptations to the display of your screen you will see in that Q&A box the gray bar on the far right and that the drop-down of options so you may have the opportunity to adjust the size

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and color settings if you would like. Certainly utilize that Q&A box if you have any technology questions or issues throughout the presentation. Two final notes this is being recorded and will be posted to the blueprint webpage and also we ask you within your group if there are multiple parties please complete a sign an of all your participants including the discipline that you are representing today and after the session if you could send that to me at the email listed on the screen and it's useful for our data collection purposes. With that Denise.

>> Thank you list. In a moment you will hear from my blueprint colleague Amalfi Parker Elder but before we start I want to introduce you to our colleague John Beyer who is on the line with us today. John served as a law enforcement officer for 29 years he retired as a deputy chief of the Duluth Minnesota Police Department 2010. He served as a patrol officer field training officer – instructor and narcotics investigator [Indiscernible] and many other law enforcement functions that John served while he was working for the Duluth Police Department. John will tell us later about his participation in a project and the department review to sexual assault. After retirement John began doing specialized training and consulting for other organizations he consults with Praxis international [Indiscernible] and other agencies around the country that are providing technical assistance and training. Welcome John thank you for joining us today.

>> It's a pleasure to be here with you.

>> Thank you very much.

>> Before we began talking about blueprints what I want to do is start with a short description of how criminal justice developed the blueprint for safety so we can get some content for the work. It might be a little repetitive for some people on the phone but for the sake of those on the line who may be

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unfamiliar with the context we hope those of you that have more familiarity will be patient for a few minutes while we provide the background.

>> Historically up until about the 1850s violence was a valid way for a man to exercise authority over his wife. It was generally seen as a physical punishment to keep her online and to get her do what he wanted her to do. This began to change in the mid-19th century when Tennessee became the first state to pass laws against this but even so state authorities rarely intervened unless the violence was severe resulted in death. Later the women's movement in 1960 the first state to pass laws against this but even so state authorities rarely intervened unless the violence was severe resulted in death. Later the women's movement in 1960 by the batter women's movement in the 1970s that the cuts battered women and allies began to pressure states toward arresting domestic violence offenders however it was still widely seen as a marital problems and police were often more inclined to separate and let them cool down and make an arrest and will ask John about this in a minute.

>> As the work developed advocates and battered women talked about what caused the violence in a number of theories were danced about what were the causes of domestic violence. For example is violence and interpersonal conflict or about people who can't get along and balances that result of that. Is it a family origin problem is it that they grew up with violence in a continuous one generation to the next, is it a psychological problem, is it a loss of control or is it an ongoing pattern of abuse supported by society and gender roles? This is important to understand what we think about what causes violent because what you believe about an issue also leads us down the pathway to determine what it is we want to do about it. We can see if you believe that violence is an interpersonal conflict what you would probably do is send people to couples counseling so they could work out the difference without violence. If you believe that the psychological problem then you might than one to see a psychiatrist or psychologist and medication to deal with their health problems.

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If you think of the loss of control then you might send someone to anger management or alcohol treatment plant or whatever you think is causing the person to lose control. At that the family of origin problem you met -- might send people to family therapy. If you believe that the societal problems supported by notions about gender roles and what it leads us down a pathway of asking the criminal justice system to intervene and develop a five-month -- response it promotes a change. They started piecing together the theoretical framework of what was called battery and not that last point on the slide that you see. In the early 1980s we started describing battery is an ongoing pattern of coercion and intimidation and abuse it's reinforced by the threat or use of physical or sexual violence. Some of you seen the power and the control wheel that was developed by women's groups in Duluth Minnesota is a framework and the wheel does show and describe the systemic use of violent intimidation and control we know it's battery. We started seeing the same man over and over and men's groups we started seeing large groups of women who were coming into the emergency rooms and we put together that battery is related to gender that domestic violence has the roots of a subordinate role that women have traditionally held in many societies. We started seeing it as a social and cultural phenomenon rather than an individual problem anger out of control or psychological problem.

>> With this philosophy and initiative began in Duluth and 1980 called the domestic abuse intervention project. Organizers felt that battery with a criminal issue and therefore the burden of protecting victims should fall on the state. The work of intervening practitioners would have to be guided by principles of victim safety and accountability. Therefore every agency in the civil and criminal justice system would have to change the way it handled domestic violence so they began this work of project to reform the criminal justice response to this crime of domestic violence. Starting with law enforcement organizations started familiarize himself as much as they could with the laws policies practices ways of responding to cases of domestic violence within the

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law enforcement field so they went on right along started interviewing officers they reviewed training procedures to understand as much as they could about how the law enforcement laws were structured. They asked the police department to test a mandatory arrest policy and when they found that recidivism rates dropped significantly and that the rate of arrest the man of color decrease they agreed to death the policy permanently. Part of the agreement was that arrest cannot stand alone as the inventor strategy that the office privation judiciary had to be included in accord mated approach that hold them accountable and consequences for continued violence felt the same time provided support and advocacy for state -- victims. The first coordinated community response was born which was a group of a number of partner agencies with the domestic intervention project.

>> The background want to step back a little bit John and ask you to talk about your experience as an officer working within this evolving approach to domestic violence. I assume when this reform work began you are fairly young officer just starting your career so could you talk about what your experience was?

>> Absolutely. Indeed that's exactly what happened I started with law enforcement in the early 1980s and prior to coming to Duluth in the early spring of 1984 I had three other law enforcement jobs for about three years working my way back home to Duluth which is my home community and during that time I had heard coming to do you lose I was operating the expectation that officers have complete discretion to decide whether or not they will arrest or not arrest in domestic violence cases we had broad discretion in deciding not and every realm of that totally applied when it came to domestic violence cases. Often more times than not I would choose not to arrest we would separate people and give someone a ride give a cool off time or something like that but ultimately I found frequently we would be right back there and it was not until I came to Duluth in 1984 that I discovered it was a whole different ballgame there that I got hired by the police department I went through a very

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short orientation a couple of days getting fitted for uniforms and they handed me a policy manual that was three or 400 pages back and within a few days I found myself in a squad car riding around Duluth. It wasn't like we didn't have field training program back then it was not for what all you wrote with a senior officer and they told you what to do. Honestly that was my first experience to this expectation that the preferred response is that if we go to domestic violence: there's a qualifying partnership like husband-and-wife live-in boyfriend and girlfriend find the visible injury there is probable cause to make arrest and we shall make the arrest. At first honestly I did not like it I thought this is taking away my authority and I was hearing that a lot from fellow officers in the Department especially senior officers that it been there for wealth they may did not like it either it was more paperwork and you hear the mantra that we've all heard why doesn't she just leave anyway. At first I didn't like it but then I realized a couple of things. I had plenty of prior experience in my law enforcement career prior to coming to Duluth where I was at a domestic violence call there was reason to make an arrest and I chose not to for whatever reason maybe we gave someone a ride and there was a cooling-off period and we ended up going back to that house within just an hour or two sometimes are in the very near future and there's another assault potentially more serious so I started to see at the very least if we do make an arrest at the scene we are providing at least for the short term a safer environment for her in other words we know for sure we will not be back at the house again tonight and it gives her a window or an opportunity to seek additional services and I did not at that time in my career fully understand the scope and effect of a coordinated community response but I started to realize that we are making it safer because we will not come back and it's giving her that opportunity to really -- some breathing room to seek additional assistance and make decisions and prior to that also I can remember many times being that young officer standing at the scene of a domestic abuse situation and asking the woman the wife in many cases what would you like us to do? Do you want us to

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arrest her husband? The negative impact of the conversations back in those early days in that regard were asked for that question he is glaring at her and want to get to Duluth that was all taken off the table for me so I lived in both worlds in the beginning of my career having complete discretion when it comes to domestic violence cases but also coming to Duluth and saying no that's not the way it is any more were going to look at arrest as a preferred response if the criteria is are met you should arrest the person. In the initial parts I did not like it but once I started to see it work for I thought through it a little bit I said this is probably a good thing at least we will hold him accountable for the short-term and hopefully get them into the system where they can get the help they need.

>> You know John what I pick up on it how as your career developed and as you saw the changes in policy that it to your attention perhaps in a different way or in additional ways to seeing and understanding more about the experience of victims of violent and how they thought your intervention would you say that is accurate?

>> Absolutely I think that's very accurate yes.

>> Can you tell more about the changes that you built into your response in Duluth and what changes use on why they were important in Duluth?

>> You certainly. My time on patrol in the Duluth Police Department was 1984 through 1990 and 1990 I got moved into the drug task force. At the end of my time in the patrol division of the police department the police department and acted a self-defense peace to our domestic violence policy let me back up little bit. Prior to that point in my time working the patrol division of the police department if we went to a domestic violence situation and there was qualifying partnership both parties were injured there was probable cause to arrest both individuals we would do that that was policy and it was very common unfortunately to make delivery of where we establish both people

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used force we were going to make the arrest and in my mind I was always thinking well if that person acted in self-defense they have the right to go to court and please not guilty and have trial at and I'm sure the prosecutor's office surgery will discover that maybe they were using self-defense but it wasn't until later in my career realized that unfortunately often times in cases like that especially if you have a batterer that is been arrested before they will show up in court please not guilty and sometimes she may show up in court and plead guilty especially if she used violence so what I thought the system would favor corrector wrong often times it did not wasn't until 1989 that we adapted that self-defense employment of that which definitely cut down undo arrest. With that being said it's important that we cannot just ask a person if they used self-defense and I saw that I think I did it when I would pull a person aside and say did you use self-defense enough they said no I would move on but often times realizing now they may not realize that they did was self-defense again especially if they used force first often times people see it is not self-defense. That was a big change I saw and then rolling forward in my career into 2000 I got moved into the detective Sergeant. of the police department for 4 1/2 years and in 2002 the police department and that the next leg of that so self-defense assessment cut down on the amount of dual arrest but we saw quite a few still. In 2002 we generated a policy change also looking at predominant aggressor assessments officers hopefully would do that self-defense determination and if that was not met both people used violent they would use the predominant aggressor determination in an effort to determine who was the primary aggressor. I would say until officers if you can figure out who's doing what to do with what content and what impact you're probably be able to understand the primary aggressor and we saw that further reduce the number of dual arrest. We still had some and don't misunderstand me I'm not saying under any circumstances there is a justification to make a dual arrest but it's been my experience that if a proper self-defense determination is done enough that threshold is not met than a proper aggressor determination is done and

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we could reduce that number two very few dual arrest so that's a big change I started to see when I was in the detective bureau working on a lot of domestic violence cases. The other thing that happened was I really started to understand the first time how all-encompassing and big our community response was understanding now the intersection with advocacy and the important role they play for the first time ever being more throughout the working with prosecutors on domestic cases so I started to see that and especially I started to see the important role that advocacy plays an domestic violence cases. I really started to look at that and often times I would be aware there was an advocate assigned to the case as I was investigating in doubt in some cases I would have conversations without the cut that all give you later on a little example of that that was an eye-opening experience for me. Often times I would hear from the absolute say you know I was talking with my advocate may encourage me to give you a call and what I would do if I was assigned a case I would contact the victim and say here's my name and number call me of things come up and give them an update of where the case was and what was happening so I started to hear from victims who said I was talking with my advocate may encourage me to call you and give you this piece of information so I started to see that partnership work in a big way so that was my evolution through the very beginning of my career not arresting barely anyone to coming to patrol and starting to do mandatory arrests and see this evolution of self-defense determination and aggressor determination done in working closely with advocates. My eyes started to open more and more to the potential that lies here in a good community response especially thinking about the core pillars of the community response which is victim safety and offender accountability and that we work closely together law enforcement works more on victim safety but there's a lot of overlap and all allude to better talk about that a few minutes.

>> Thank you John. I want to turn the page a little bit and talk about something we have not talked about much on blueprint webinars and not subtract the

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safety and accountability audit. I think that the cause of this is another method that grew out of the criminal justice reform work and I bring it up because its methods and its techniques and strategies are woven into the CCR response on blueprint work and will ask John to tell us a little bit about one of his experiences in Duluth on this in a moment. The practice safety and accountability audit was developed when Dr. Alan pounds who was a founding director of practice and the Duluth intervention project was doing her PhD work at the University of Toronto. This audit actually grew out of the field of sociology at the method [Indiscernible] developed in a specific way. The audit is a problem-solving tool that is used by an interagency group including advocates to discover how problems are produced in the structure of managing case processing and case management. It looks at the response of the system from the standpoint of people whose lives are most affected by its own other words what we are doing is looking at the criminal legal system from the standpoint of victims of domestic violence and looking to see how the work is structured that ends up really not meeting the needs of those victims. We're looking at work structure not an individual and were looking for the gap between what victims need from that institution and what the institution actually does. Their assumptions related to this in one of them is when these gaps occur if you are not as a result of an individual work for the result is not that the workers are doing a good job with more of them likely a problem of how the work is structured and how the work is organized and coordinated. If you're interested in more about this audit you can find some of that information on the praxis website but I wanted to give you a little bit of the framework because I will ask John next to talk about his experience in Duluth. Before we get to that I want to talk a little bit about the way in which the audit talks about how work is structured. With the audit says is that there are gaps located in one of these eight methods there are eight methods that organize how workers respond to all of their work and soul of these puzzle pieces that you see represent a method that organizers work with for example relevant regulations are a big

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organizing feature for workers so what the law tells you you are required to do. Watch her agency policies value your required to do and that's a big feature for people. Administrative practices tell you how the work is carried out so people have formed they have to fill out they have steps they have to take her procedures they have to follow that health workers know how to implement the rules and regulations. Linkages talk about how well workers are connected people sharing information in the best way possible. Do they have access to one another and one another's work on the information that other workers help? Resources perfect way that workers are organized how much time do people have to do their work? Do they have all of the tools and physical space or materials they need to get their work done? How are people trained and educated? Are they getting sufficient training on what their administrative practice tell them they are supposed to do for example? Concepts and theories are more elusive but it's a big organizing feature and I think what John describes when he described his early work in this area one of the organizing features was that officers had the theory that the best thing for them to do with you their discretion to figure out what they should do to respond to these cases and so that led to this practice of officers making their own decisions and telling people to take a walk and cooldown. Mission purpose and function what am I trying to do and accomplish what am I supposed to be contributing to the entire process in the criminal legal system? Accountability power workers supervised? How are they monitored to make sure they are doing what it is we want them to do? These are snapshots of how workers are organized so we often find when we look at how work is organized and where problems occur that the problems are located in one of these eight methods that you see on the slide. Again when we do this we are not trying to find problems in individual workers, not trying to figure out how we get rid of the judge we don't like, how we can complain about the prosecutor of the individual police officer we are assuming most people come to work wanting to do a good job and that there is something about how that worker is organized that links up to one of these

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methods. So that the framework that we use for doing this work. I want to move from there to ask John to talk about the native women sexual assault audit they didn't Duluth. I know toward the end of your tenure as police chief that you were involved in an auto project that is really about coming together to uncover problems which is what we do in a community response and in the blueprint. I know also Duluth had found it they were doing focus group and talking to advocate they did some digging and could not find a single instance of a case for a sexual assault of a native woman had been prosecuted in Duluth and this led to the effort to uncover what was happening with that. Can you tell me why this was important to you and how Duluth decided to participate in the project?

>> Absolutely. When we got started in the project it was advocate driven. Advocates had been coming to the department talking about the things they experienced in some of the things they heard from victims and very concerned about law enforcement response especially with native victims. Often times advocacy was hearing officers don't really care they are blaming the victim they don't release the -- theme engaged in not following up so that was the driving point. To advocacy agencies in Duluth mending the sacred hoop which is a Native American advocacy group which works in domestic violence and sexual assault and program for victims of sexual assault really got together and drafted or wrote the grant and they approached the police department during that time I was probably a lieutenant and I'll talk more about that and they said if we get the grant will you sign on so we signed in MOU agreeing that we would take part of it do the work and get going on this. There was a lot of concern this was a big job all along Duluth had a proud history of working collaboratively when it came to domestic violence cases but this was a big shift taking that idea doing a safety assessment on sexual assault cases and coupling mapping with this cultural or racial component of specifically Native American women that had been sexually assaulted. The reason why I feel that we were able to get to that point is that we had already done a lot of the groundwork there was

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a lot of time effort and energy and indeed many cases blood sweat and tears poured into building the coordinated response in partnerships and a level of trust with each other. That I think was the ground that got this project going so it seemed like for us the next logical step was for us to take that and apply it to sexual assault specifically look at native women that were sexually assaulted especially when we were hearing so often from advocate that there is an issue here and we need to dig into it and look at it. Denise is right when we did our audit we looked at about 35 sexual assault cases that involve the native victims that I think were over a two-year period from 2004 two 2006 and of all of those cases not one of them that we looked at or reviewed actually got to the stage of prosecution and there's a bunch of reasons for that a bunch of gaps that were developed that I'll talk about. That's how we got to that point.

>> Did you have any trepidation or anxiety about participating in this project? Why did you decide personally you wanted to be involved with this work?

>> I think there was definitely interestingly enough when the grant got funded and they approach the Duluth Police Department that when we had a new police chief in the department that I was promoted to deputy chief I oversaw investigations and in my first or second day one thing that came to my desk was that this grant we need to figure out who from the Duluth Police Department will be part of the it and how it will work. I almost delegated that way was very close to assigning someone else to work as part of the team but I read through the current application and I did research on the safety assessment toolkit and how it worked in at the last minute I decided I think I want to do this I want to tackle this I had a time of experience looking of sexual assault cases. One thing I did for about a beer with supervisor sex crime unit so I thought I had something to bring to the table. In retrospect I did not realize that I believe that was one of the best professional decisions I ever made it changed the way I see policing in a lot of ways the power of working the process and using the toolkit. It yielded significant results in all packs out more

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fully yet today. There was some skepticism I looked at the process and the chart of the eight methods that puzzle and I thought how will that put together. But I think once we got into it and went through training we started working as a team we started building a cohesive partnership in our group and it really started to change my view of the whole thing I thought this will yield something even though in the beginning appointed to things that I said no that can't be right. Eventually if paid huge dividends for us to be a part of it so that's how I got involved in sitting in the chair and I'm grateful I did that. If I would not have made that decision I would not be on the phone with you talking about this right now. It changed me in a lot of ways I want to work with law enforcement particular but prosecution and advocacy as well in promoting the blueprint was important also.

>> You know I can imagine it must of been a little bit of a challenge for you recognizing that a core feature of this work is to centralize the experience of victims. It must've been a challenge and I was wondering if you could talk about what it was like as a law enforcement officer to put yourself in a position of a native woman who had been sexually assaulted and dipping out of the law enforcement role?

>> Right from the beginning the first time we had our meetings I was exposed for the first time ever called smudging and it's a native custom in which there is a shell and they use wheatgrass or something and it's burned and you take the spoken watch it over your body and I was overwhelmed by that but once I started to understand the concept and why that happens I really started to realize for the first time I always say you don't know what you don't know until you realize you don't know it and I realize there's a lot about the native culture that I didn't know anything about them so I was definitely outside of my comfort zone when it comes to that. As we work through the process and I would say a couple months into this we had one particular meeting that got very heated we were reading reports and talking about a bunch of issues and it got heated in

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some people left the room and there was some concern about how we would pull this together, can we continue this work, there was disagreement I was part of I was getting defensive and thankfully I got over it but it was a big issue so we took a break and did a native healing ceremony and did some more smudging and took a month off and came back and it really reenergized us. One of the thick pieces I started to realize I don't know so much about the native culture actually came at one of our big significant gap that came out of our audit that I totally know for a fact we could have never seen as law enforcement speaking for myself personally it was right beside one of my big line boxes cultural component or competency component when it comes to our officers investigating native that Dems. There is something I never heard about called circular storytelling and it was a big deal and I want to talk a little more about that coming up that I think yes it was difficult for me to put myself in that position but once I did we really started to get to understanding or at least I did started to get a feel for some of the issues and certainly a big piece of it ended up being cultural.

>> Thank you John. I will now ask my coworker Amalfi to pick up from here.

>> Hello everyone thank you for joining us today. Thank you John for being with us as well. As Denise described earlier with the audit process and looking at institutional responses a core piece of that safety audit work and also a core piece of the blueprint for safety are certain tools and methods that are designed to assist the community in this assessment process and in better understanding the practices within any given agency. The safety audit is designed for various different institutions with a friend for safety and particular attention is on the criminal legal system. The real importance of practice assessment was described a little bit by Denise just a moment ago and some of you may have already learned about practice assessment in your blueprint for safety meeting Senate committees but we want to ground everyone and why it's so important and why it fits into the blueprint so if you will bear with us

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we will cover the basics of a practice assessment here. Someone said in one of our phone consultations that they realized there is a bit of an idealized version of what practitioners do that seems to be different from what actually happens on a day-to-day basis. That kind of disconnect is really why we do practice assessment. Our approach is that we don't believe the disconnect is based on any particular practitioner trying to be deceptive about what they are meant to do at work but that individuals take for granted what they do on a daily basis. I think we get so used to our routines and functions that especially in talking about what we do we miss certain things or the official way of doing business that is the official narrative of power agency operate and up not working that well in practice over time your people find informal workarounds that work better for them or maybe supervision has weakened practice has fallen off and those are the type of things we are interested in understanding things related to those eight methods that Denise went over before. The main purpose of this is to learn how things operate and is not to critique. Again as we talked about before it's to uncover workers intent and then compare that to what is actually being done and see if the intention is something that needs to be rethought of in the agency or if practice has to come back in line with the intention. It's not a performance review tool so for instance John talks about his process reading police reports and that's not a process intended to reveal a particular individual officers weakness and report writing. This is an example this process would be more to ask and say what our officers trained to write reports in a certain way and that training doesn't cover what we look for in this report are with supervisory feedback not giving mess officer what they needed to write the report differently or where their resources lacking that is available would've produced a different result for how the report was written? Is it the type of questions we ask when we do the effect committees. Denise mentioned before it's not a process to help you remove our fine outer critique that trouble some practitioner or person and assist him you have always had trouble with but is a way to sit down together with your team and say is there an institutional reason

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that the way the system is set up the produce is this problematic aspect of handling DV cases that we see in our community that we can affect and change the those eight methods described earlier.

>> There are four key activities that compromise practice assessment, interviewing can be done in different ways. There can be one-on-one interviews where you really learn particularly from one person whether it's an office prosecutor judge her probation officer how do you do your work? How are you set up to do your work? Learning what it takes to do that job for that person. It's almost like you want to learn so much about what they do in their work that you could show up the next day and do it for them. There are also group interview settings where we sometimes call them focus groups where you could gather a group of practitioners or add the cooked survey Dems and have a group conversation to learn. Observations are seeing work in action. That would be what many on this webinar are familiar with the right along or for blueprint purposes also sitting at the 911 call center and hearing that piece of the response going to court and observing court to see how prosecutors are functioning in court how judges function or going and doing a jail visit and observing things in that jail. Text analysis of the peace John described more than reading police report that the looking at how things are documented across all agencies so that may be a prosecution case file or listening to 911 calls. We think of 911 calls as the type of task it's more of a verbal text similar to jail tapes you could listen to. So the idea behind the text analysis is workers are organized to document information in a certain way and particularly police reports and DV cases really tend to become the official narrative our story of this victim's experience, of the offender, of everything that everyone afterwards in the system is going to use and rely on to understand this particular case and clearly also for looking at the history of violence if there are repeat incidents involving the same people. The mapping piece of this I'm sure many of you been a part of this in your percent community and that's working in a group setting to visually map out for everyone to see each step of case processing so

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that everyone can learn in that group setting how an agency processes through a case and you can see where there may be inconsistencies there Etc. that your community wants to better understand. I think many of you on the webinar have already been involved in one or more of these activities that these activities are really again the core of the assessment and understanding the institutional response and again to emphasize that when doing any of these that pivot is that focus is not on the individual being looked after any type of critiquing for the purpose of it this person good or bad or is this agency of problem are not. It's meant to say there are very structured ways of how we are set up to do what we do and let's better understand that. Jonathan can ask you to give us some of that background from your perspective in terms of what it was like as an officer even in the leadership position to take on these type of activities and what did that involve for you and what did you gain from it?

>> I think first and foremost when I first looked at this this could be a little daunting and overwhelming there is a lot of stuff in pieces and I did not have an understanding of how that would be important or how would fit together. At least on my part there was denial about how it will work and what is the value of it. One thing I want to emphasize looking back is this is a very powerful tool and like any good tool if we use it follow -- wisely it will yield results and certainly in our case for the work we have done and specifically the assessment I was part of it yielded huge results so I would encourage everyone to give the system and process a chance try not to judge her steer the direction you want it to go because if you do that you are missing the point of selling the entire process short. I would like to give you a quick example of how a couple of these pieces interacted to come to a significant finding we came to in our safety assessment I was part of. I want to focus on two pieces. First the focus group I was not part of the focus group with native women that had been sexually assaulted but I read the excerpts from the focus groups and speaking with the advocates I think we had three different groups of people that did this, there were many comments throughout it talking about officers asking

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questions about drinking. This became quite a big issue so we were identifying that is an issue, looking at focus group and then as we were reading police report that came up again officers would ask that question and we had some very heated conversations within our partnership about why is that in fact one advocate said that's not relevant, it doesn't matter if she has been drinking her how much she drank she was sexually assaulted why are you looking at this and why is this an issue? For me particularly starting to see it the focus group and were seeing it on our police reports in our advocates are questioning may not send out I started to look at it I realized when the officers started to pursue that question you see the negative impact it had on the interview itself. So we talk through it and came to a consensus that really law enforcement and this was squarely inside of one of my blind spots I did not see I shudder to see how many times I asked that question without blame Tom -- context for it we agreed any time while enforcement is asking those questions to a victim of DV or sexual assault we have to explain the why behind it to start by saying I need to ask you some questions about your alcohol consumption first of all I want you to know I am not blaming you and I don't think you did anything wrong but we know if the case gets to court one of the things that the fence will use against us is your drinking. Please note that language is powerful intentionally I use the word us because I have heard people say well if this gets to trial they will use your drinking against you or they will use it against my case or our case and what we decided is no it is us we are cementing a partnership and we use the word us that builds a collaboration so once we did that and explained through it that we are doing this and this is why if they take it to trial values it against us and have the officer stayed I'm not blaming you you did nothing wrong and this is the why behind that question. Once we cemented the concept one of the advocates that I wish somebody would have said that to me a lot of years ago because now I get it and now I understand it and in fact the advocate could help explain that to the victim as well but we were missing the boat by saying how much did you have to drink and it was sabotaging our investigations

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because it was shutting down our victims they were filling planes that we were using that as an excuse to disengage. That is one of the big things that came out of our safety assessment to look at that and I encourage anyone to consider that any time you ask a victim about something that could be a hot button question like drinking or drug use or whatever it might be to lay the foundation first. It's a big piece that came out of it and it came not from one source but from several different sources looking at focus groups and comparing that with what we see in the police reports and talking to advocates and it came together. So that was one of the big moments if you will for me through this audit process that really bad audit helped me see something that I've been doing for my entire career I had no idea that was there so for me this was one of the big examples of the importance of using the tool and giving it a chance and working the process and see how it fits together.

>> Rate thank you John for describing that example I think that is very helpful. I want to encourage everyone that if you have any questions or clarification from John or questions please utilize the chat box and we will try to make sure we answer your questions. I am going to turn back to Denise to tie-in for us the connection between John's safety audit work, talk about practice assessment and the blueprint for safety which will bring everything in the context for you.

>> Thank you and thanked John for your comments. What does this have to do with blueprint? We'll talk about that for a little bit. I think most of you on the webinar no that the blueprint for safety began in the city of St. Paul. Actually the city decided to do the project as a result of having done a safety audit focusing on their 911 centers through prosecution charting. At the conclusion of the project the leaders decided they wanted to strengthen their system by looking at the entire thing from 911 case deposition. They worked together in a CCR type model but they realize they could do better so on partnership with the intervention project which is their primary advocacy program and St. Paul and a coalition of more than 100 member that works on racial and economic equality

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in Minnesota they came together and received support from the legislation for a framework that would eliminate the way the criminal justice department would respond to DV cases -- this project became known as a blueprint of safety brought together seven agencies with leadership from the St. Paul intervention project to develop new practices for responding to cases of DV.

>> This might be familiar -- I want to remind us about what makes a blueprint distinct from other kinds of interagency approaches to domestic violence case processing. The first is the notion of a single overarching policy. John described a number of activities and a new way of working together with their community to look at the question of sexual assault of native women so throughout the process the community came to make determinations about what they wanted to do about sexual assault case processing particularly as it relates to native women in the city of Duluth. Through that work the agency in consultation with the advocates of Blueprint Court, Nader's come together to develop an overarching policy a section for each agency that responds to DV case processing. The blueprint is supported by research and 30 years of practice includes a number of these safety and accountability audit to help us uncover what the problems are how the problems are produced and then how the problems can be solved through this interagency approach. In the blueprint one of the focuses is on risk and danger and each agency is guided in particular ways to identify document communicate so that we can adjust our response to contain the most dangerous offenders. Again we are grounding that experience of victims we want to look at the work from the standpoint of how victims experience it because that can help us improve to make it more effective and each was freight agency is guided in particular ways to engage with victims. John gave good examples of that when he talked about the way in which officers are guided to talk to victims and inquire about their alcohol consumption so that's an example of a specific way that police officers were guided to engage with victims. These last two sections which we won't talk about today but I think some of you have learned about is the notion of

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interagency monitoring and the structure for ongoing problem solving that is the glue that holds it together and keep the blueprint alive over time.

>> We think of the blueprint of these three things in approach a document and a process. The approach is coming together with the shared way of thinking about what domestic violence cases are what are the causes of domestic violence with type of intervention is effective. There's a document that links everyone together in specific ways that guide the response for each agency. Then we engage in an ongoing process of evaluation and adjusting practice based on what we uncover as we do in valuation. John can you tell me how your thinking changed in terms of your approach to this work particularly the interagency work in working with advocates?

>> Yes for a long time I know my experience was law-enforcement officer rated in its own silo in other words we did our own thing without our own policies we designed a lot of what we do damage -- meet our benchmarks and we did that in a silo and now I understand that doing a project like the blueprint process or safety assessment we did really is more inclusive and starting to bring in other people to help us again I use the term blind spot to see the things we might not be able to see that our sitting squarely in our blind spots. I say the longer a person has been in their job the more blind spot they may have about their organization because everything becomes the way we do it, it becomes normal. I have become much more of the believer of including our broader partnership when outlooks are when we look to review policy and write new policy, change policy and they can help us make it better and stronger and more adequate to meet our ultimate goal. When we think of broader goals of accountability bringing advocates especially to the table and help them look at Police Department policy can have a huge impact in the final outcome and I'll give you an example of that that did come out of our safety assessment we did on sexual assault cases. We know one of the things we solve routinely if there was a sexual assault that happen or occurred with some other type of domestic or

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physical assault that it seemed like that investigation took precedence in other ways there was more documentation about it and what we discovered our officers used a good pocket guide that helps them drive their response to domestic violence cases but we did not have that in sexual assault cases than we knew our officers who were responding to far more DV cases than investigating sexual assault cases so through our partnership we decided we have pocket guide for DV cases less create one for sexual assault cases so it was a collaborative effort of having Police Department members especially people from patrol that do this work to get them in part of the process to build something they have to do. One mistake can be for us especially law-enforcement administrators that are years removed from doing that work to try to write policy and we pulled together a document that went through multiple revisions and actually rolled it out. Interest-only -- once we got it out there and they started to use it I heard that from several people saying you know that came in handy for me I had it it was 3:00 in the morning I was at the hospital and had it with me and I used it so I think that is an example of how again pulling together a bigger partnership and having prosecution and especially advocacy help us write that an CSM address our blind spots really does make a significant difference and I think that's one of the big reasons why am a strong supporter of the blueprint concept in the work coming out of it.

>> I wonder if you could take a minute to talk about the blueprint as document law-enforcement has extensive policies for just about any kind of effective law-enforcement person could name so can you talk a little bit about what you learn through the process or what comes to your mind is an emphasis in this project about the importance of having the right guidance through policy and procedure?

>> Yes I think having a current up to date that policy is critically important. Again at that guiding benchmark that steers the shift and tells everyone in the organization here is what we do here is the expectation and hopefully here's

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why it's important. I think sometimes the danger is the statement -- one we should see it is a living breathing thing that we learn and constantly change in on the ball and it's important to have our policies up to date and actually reflect what we desire and what we expect from our officers. If somehow there is a lacking in the system of the pieces what have we identified and how we address that through policy and I think it's important that we need to see it that way in other words to factor in are we really getting what we want, is it because of practice needs to be amended, is it a policy issue or both or simply an accountability issue because part of this is we write policy to guide but we also put it up there is an expectation. Here is what we expect from our officers in our organization so we have to have that current and up to date but we also need that and we hold people accountable and we say this is not the direction so I think it's really important that our policies stay current active enough to date and I know sometimes it's difficult because the average agency has hundreds and hundreds of policies but it is a key piece of this and I think one of the big things that came out of our safety assessment is usually a policy revision and it happened in our case of native women were sexually assaulted where we went through a policy revision and carpeting the things I alluded to in others because we set that was our old way of doing it we have a better way that came through the audit process and we will make sure all of that is reflected in policy again to give guidance to our department.

>> Then of course the ongoing process of evaluation is what helps you an sure that your policy is current up to date and is actually working for you and what you intended it to do.

>> I totally agree I think keeping it updated keep looking at it and make sure it reflects where you're at and is it really yielding a result that you and the community and partners expect her desire.

>> Thank you John. can you take us through how this applies to prevent. -- To blueprint? Really the main some of the main things that are really going to

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impact you in this process are going to be this new way of thinking about DV cases John has talked about than the piece of us that the new way of interacting with each other through the practice assessment at remedies and one of the key points about that that underlies the first friend process particularly is looking at all times through your practice assessment at Tibbett even your team meetings to what is the experience of victims so really grounding their response to domestic violence in your community and that experience of victims in your community. John talked a little bit about understanding and working from the standpoint in his experience native women who are reporting sexual assault but from the blueprint for spec of really trying to understand that experience of a battered woman and to ask how and where institutional practices are set up effectively to ensure safety and well-being for victims and accountability for officers or to seek and question if any practice might actually diminish safety in any way or diminish accountability. I think all they battered women but it's important to think about the standpoint of battered women and their children. Are we advocating for the needs of women who have been battered or advocating the needs of the institution who are there to serve the women? So there is the institutional goals and things that are important to you as practitioners and it's important to balance out and not accomplish what you need to do for your work in making sure that we are tuned into the needs of battered women and their children that we are trying to keep safer. John you talked earlier about the cultural competency piece of your safety audit work and I'm wondering if you could talk to us a little bit about how you went about grounding your audit work in the experience of victims and if there was ever a time where you were able to have that moment of really understanding of victims experience in no way that your work is an officer directly impacted that?

>> Absolutely. Going back to the time I was in the detective bureau at that point I had been more exposed advocates working with advocates having conversations with them in one day I received a call from an advocate I knew

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and she told me she was referring someone to me that is extremely scared that probably will not give me her name but her significant other is a law enforcement officer and she has been subject to emotional and physical abuse for some time and she is terrified and she made the connection advocacy made the connection to facilitate that phone call for shortly after he got off the phone and I spent a half-hour on the phone with this person I never got her name she didn't say which law-enforcement agencies this guy worked for but she was terrified. One of the things she consistently said was he told me nobody will believe me, he said I be officer, I have respect in the community, nobody knows there will believe you, they will think you are lying and she bought into that fully and completely. She was terrified and we talked through it and I tried to cement the concept that I'm listening to you here's my name and here is my phone number we are here for you we are willing to help we are willing to try and we talked and talked and she never gave me her name. She said she would be back in touch she needed to think about it and I never heard from her again. It wasn't until many years later I was at a fund-raising event and I was introduced to a bunch of people and one was Islam and and someone says my name and when she said my name she had a response in her face every – she said are you a police officer and I said yes. Later she told me outside and said I want to tell you something you probably don't remember me but years ago I had the conversation with you I called you and we talked and my boyfriend was in law enforcement and I want you to know that conversation and what you said to me gave me the courage to move forward in my life. For the first time I thought way to vent that there is a police officer out there that will believe me and she was in tears when she shared the story saying you have no idea the difference that made to me just the fact you listen to me on you heard me and you said you were willing to try. One thing that came out of that was thank God for her connection to advocacy that at the could help facilitate that conversation. I believe the advocates it is said that 1000 times and not had the impact of an officer saying yes we will do

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something we are concerned and we believe you. One of the big moments of that was not only our connection to advocacy and the role they play in these cases but also how we measure success it started me as a law enforcement officer thinking about how we measure success in these cases because often times we measure it as proof beyond a reasonable result maps reported to the FBI for what I've come to understand our victims are saying that secondary. If you want to be a success and I believe this is exactly what the woman told me here's what I need from you, hear me, believe me and try and if you can do those three things in our victims eyes we are a success even though eventually we will never get to court or never get an arrest or conviction. I always argue which of those measures of success is easier to attain proof beyond a reasonable at doubt or hear me, believe me and try so I think that conversation years after the fact had such a big impact on me I talked to her several times after that I'll say it can share the stories that I'll never use your name and the impact it had on me doubtfully in my mind with another moment or cemented the belief in the power of this partnership that advocate had a connection to law enforcement there was a level of trust that we would do and say to her we are willing to health and bridge that gap and I have no idea the impact that ended up having for her and I would encourage all law enforcement officers to reevaluate I don't say we aren't striving for proof beyond a reasonable doubt and making an arrest but I think we should start with the belief that we will letter victims know we hear you we believe you and were willing to try. Can't guarantee that were willing to try.

>> John I appreciate you mentioning the different ways of what you can look at success. There are different ways to think about safety and accountability as well. Thinking about safety from that that dumps perspective it can be really different for her then how we think of safety with DV so we feel safe when there is no threat of harm to ourselves or our children but broader than that Potter than just whether or not someone has hit you might hit you again women think about safety in a lot of different ways than just the heading piece of that. For

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instance sometimes no contact order would make her feel less safe for various reasons because maintaining some type of contact allows her to know what type of move PSN, is the animal file told state today and he could show up at my door to attack me, or can I check with some type of communication where if I cannot contact him to get money for rent I'm far less safe on the street with my children than if I could pay my rent so those are really anecdotal type of the examples the idea of thinking more broadly about what safety means for a better, that -- it can be different for each victim. With accountability think about the different number levels of accountability that exist not simply holding an offender accountable and not just thinking about what a particular Wolman's responses to being beaten but thinking about accountability of the problem that is a bigger community issue and a bigger responsibility to respond to and send messages to batterers that it will be taken seriously in this community.

>> The other piece that describe what you can expect with the process. These are the core commitments that are made to the blueprint for safety project in your communities. John talked about being open to the self-examination and problem solving to being open to advocacy being at the table having a leadership role and committing to the blueprint principles. There are six principles and we are not really going to go into each of those individually right now and some of you may have already heard about those are seeing the presentation on them. The core idea and all have John talk about this is we are not looking in the friend for communities that don't have problems are communities that fill the health the thing in the bag and we are doing great with our response and there is nothing that can be improved because even communities like to live with the long-standing CCR writes John has showed us how even for them the beginning of the CCR for domestic violence found out down the road there are still areas we can improve and so this process works when there is a constant commitment to saying different things will arise over time and will be open to assessing that looking at how things change over time looking at gaps that we may currently have thinking through together in a team

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setting how we vote but just as implementation move forward, how will we continuously see of policy or practice need to be updated and check in with each other and be accountable to one another in the system not only do victims and offenders but to one another in the system. John if you could share a little bit for us about what these commitments are like particularly for law enforcement and how these commitments played out for you as a law enforcement officer?

>> I think first and foremost bottom line it's worth the risk. Any time you open yourself for your organization in what you guys due to outside people that will look at what you do how you do it how you document what are your principles what are your policies why do you do this quite don't you do that there is a risk that I recognize that going into our safety assessment I was part of I was clearly aware of all of that. In the end I believe it was well worth any risk and the benefits were substantial and so for me looking at this in doing this and working through this using this blueprint for safety toolkit is a very powerful tool and yes it is worth the risk and can make a significant difference. I alluded to this many times but I'll say one more time it can help you see the blind spots you may have in your organization I'm 100% convinced that so much of the improvement that came within my law enforcement organization have, in part through the viewpoint and the opinions and insights that advocates bring to the table so I really think -- our office they start to see this as being much their role being much more than building a case that building a partnership so if we want victims of these cases to stay participating with us through the process there are a lot of things we can do along the way that can help and promote that advocacy working in tandem and being on the same page. For me it has huge benefits to seeing that and to get out of our mindset that my role as a police officer is exclusively offender accountability build a case and make an arrest and go forward. That is important that their core but we also -- there were -- the work we do can have sick could impact on promoting big them safety and encouraging things that we don't want things we can do to build that

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relationship and step beyond to say my job is to gather the facts prove a case in court I will do that but I want to build a partnership also and I think that's a big piece of the blueprint community really cements home. It's the little things how do we measure success? Here may believe beyond try it. We have gone a long way beyond building a case for building a strong relationship that will pay dividends for everyone especially the victims of these crimes.

>> Can you tell us a little bit about what it's like having advocates particularly leading or playing at least of important role in this process?

>> At first it was hard for me because being a police officer I always want to be in charge, take the lead, have control of the room and especially of the law enforcement administrator I was used to every meeting I was ever and I was in charge of it or running are leading at. One of the pieces for me that was hard for us to sit back and not take the lead and lead advocates lead which I'm so glad I eventually did I wasn't always successful at it but taking the step back and hearing their viewpoint letting them lead the process really helped us identify I believe some of the significant things.

>> It sounded like we had hold music on for a moment sorry about that.

>> What I was saying is I think to step back and let the process unfold letter work organically, try not to get defense of. It was difficult for me and in some cases I did not succeed some things would come up about the police department and I would go into explaining mode or defending the organization and that did not serve anyone. I think just take a step back sit back and let the process work have faith in it and try to listen to advocates. One thing that happened for me as we were about six months into it and an advocates said at first I was so intimidated being in the same room with you if you said something I would never counter it. Through the process I know you better and I can say some of the things I think are important which became such big insight and impactful in the outcome of our safety assessment and I'm glad

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that happened. For law enforcement officers the ability to take the step back to listen to advocates and allow them to lead in our case both law coordinators were advocates and they ran the show and did a fantastic job. Those are a couple pieces of my insight into that.

>> John I feel you have shared a lot of different keys to success with us today. Some of the ones on the screen you have talked about a little bit with us. Particularly I would like to ask right now how you approached that balance between communicating with agency heads and providing assurance to agency heads about the integrity of the process and what would be involved particularly if they are not as direct lead hands-on with the project like you were. There may be some anxiety about what the team finds in these activities or how it will be shared with the community and so any advice you can give more tips you can guess on the best way to keep agency had her other public officials up to date with the process and provide those assurances with the integrity of the work.

>> Right from the get-go to lay out the foundation not only when you're in meetings but working through the process we agree as a group we will not talk out of turn. This information is not for public consumption will work through the process and when it gets to the point of us getting an outcome or issuing a report that the information will be released. To let administrators know up front listen will work through the project I know you are curious my boss asked me numerous times how it was going and I said it's going well will get there I promise you this. When we got close to finishing you will be the first person before anyone else who sees the finished product you'll have the opportunity to look at it review it in, and on that. We do not want to blindsides anyone here without a doubt. I think that's one of the big pieces reassuring we don't want someone to pick up the paper and read quotes about the safety assessment are blueprint audit that serves nobody and actually damages the process so make sure they will have the opportunity to see it review it and provide

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feedback and input. Make sure the team knows that talk about that your boss will come up and want to know what is going on, what's happening and make sure you have the team commitment that you review frequently like we will not talk out of school we will work the process and we will give the law enforcement administrator for the department head or whoever it is access to the information. In the end some of the thick findings that came out of the audit someone could've easily look that said you could of been kidding me 35 cases never a prosecution not terrible but what happened is the opposite might would say it this way. If an attack you as a law enforcement agency are open to having the process bringing an outside people in looking at what you do and how and why you do it and you embrace that with the premise of this we discover things we will change in embrace that on it and change people will look at you and say hey way to go. You are open to the process you initiated change and that's what we did in Duluth we had a press conference the media was there we handed out the final version of the audit task of questions and although someone could've taken something negative with it for the most part everything was positive and out of that came substantial change. The key is just being very transparent with them and let them know we are working to improve the organization this is not about blaming you are the officers or staff and when we get to the end you will have a chance to see at first. That's the big teeth.

>> Another piece is maintaining the consistency of the partners who were involved in the process. Can you describe what that peace is so important to success with the process?

>> I think one of the things I would tell everyone and by the way if anyone has questions or wants me to talk to a law enforcement administrator about the process you can reach me through Praxis I can help. The big pieces to pick the right people in that seat someone who has some organizational clout they don't have to be a ranking officer for a supervisor deputy chief. Someone that we can

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predict that is not a format promotion list if they get promoted healthy promoted in tonight shaft – try to look at that say we anticipate the audit will go X number of months we want to find someone who can commit to the time who can be consistent from day one to the very last day and someone who has the skill set of being able to sit back and listen and work the process. I had an experience talking to a chief who said we got the audit and we had someone on light duty so I signed them because it saves the budget and I said okay penny wise and pound foolish that the mistakes of pick the right person and know the timeline and make sure he or she can sit in that chair the entire time will yield to the best result.

>> What would you say the overall impact of being a part of this process had on you for professionally? What was your main professional take away from being a part of this assessment process?

>> Honestly mortified to think of how different my life would be made the decision to delegate that someone else. I see it is one of the best professional decisions I ever made and changed the way of the policing and a lot of way how we measure success and how we ask questions so many different pieces again I'll use the word blind spot I could've never seen it wasn't for the process. I believe I could've brought all of them together to review the report and duties together we would not have found these but they were directly in our blind spots so I see being part of the process as an eye-opening experience a change the way I see policing and how we work with partnership and what's important to our victims. I'm extremely grateful and it's part of why still want to help communities with this important work.

>> John thank you so much for being a part of our webinar to date thank you for the great information you shared. I will encourage any participants if anyone is interested and consulting with John are getting in touch with him after today please contact Denise or myself with the information here on the screen and we will do our best to connect you with John. Following the webinar we will

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make sure to email all the participants with a link to an evaluation which we would really appreciate if you could take the time. It's a quick evaluation that will be anything that requires likely responses we don't want it to cut into report time but we would really appreciate it. We use the feedback to make our presentations better and more meaningful. If you could look out for the email that will come with a link to the evaluation and some additional resources we will make sure to send that out to you. Thank you for tuning and today and thank you again John. Denise to have anything dad before we close?

>> I don't but I want to thank John for his incredible insights and thanks for everyone who joined us today.

>> Thank you everyone. Good afternoon.

>> [Event concluded]