



IMPLEMENTING MINDFULNESS INTO AN OFFICER'S LIFE

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IMPLEMENTING MINDFULNESS INTO AN OFFICER'S LIFE

Problem

In 2014 the Colorado Springs Police Department implemented the “Culture of Fitness” by introducing a mandatory physical ability test (PAT). The department is already seeing the benefits in the physical health of its officers. Studies have shown that employees who get plenty of physical activity perform better, in terms of quality and quantity of work. (Nindl & Sharp, 2015) Although the department addresses the physical element it does not formally address “cognitive fitness or mindfulness” training for its officers.

The majority of the department's officers waking time is spent connected on their smartphones or computers utilizing texting, Facebook, Twitter, Instagram, SnapChat, YouTube, etc. Many times officer's minds are also cluttered with everyday life distractions. By the time the officers get to work, their minds are spinning with a combination of everyday stressors and their “essential” connection to technology becomes another element of distraction. Checking their phones every five minutes or even commenting on a Facebook post in the middle of their working shift leads to poor productivity and the inability to fully address work and life issues. As officers get younger and younger and technology continues to advance, the department is seeing that officers are having trouble disconnecting themselves from life and technology and never really have a clear mind.

Studies like the one from the University of Washington have shown that having a clear and healthy mind can improve mood, memory and performance, even under stress. (Kelley, 2012) Having time for officers to disconnect and clear their minds is essential to cognitive clarity and will aid in the development of better situational awareness.

Assumptions

- Officers will continue to experience high stress and may use ineffective means to help handle stress.
- The use of technology and time spent connected will continue to increase, and officers will be less focused on work duties resulting in negligence or harm.
- The more technology advances the harder it will be for officers to connect to the human element of police work.
- The younger generation will be more reliant on technology and struggle to effectively communicate.
- Officer may suffer from stress related ailments.

Facts

- The Colorado Spring Police Department currently has 651 sworn personnel. (Annex A)
- 25% of the Colorado Spring Police Department sworn personnel belong to Gen Y (21-34 years of age), 56% belong to Gen X (35-50 years of age), and 19% belong to the Baby Boomers (51-69 years of age). (Annex A)
- 76% of the employees that took part in the survey do not practice any form of mindfulness. (Annex B)
- 76% of the employees that took part in the survey feel they would be happier and healthier if they could slow down life and have time to disconnect. (Annex B)

- 74% of the employees that took part in the survey report that being connected to technology causes stress in their life. (Annex B)
- The Colorado Springs Police Department has a mandatory physical fitness program, but does not offer any form of mindfulness training for its officers.
- Americans aged 18 and older spend more than 11 hours a day watching TV, listening to the radio or using smartphones and other electronic devices. (Richter, 2015)
- University of Gothenburg found that those who constantly use a computer or their mobile phone can develop stress, sleeping disorders and depression. (Wrenn, 2012)
- Mindfulness-based stress reduction (MBSR) has been shown to reduce stress, ruminative thinking and trait anxiety, as well as to increase empathy and self-compassion. (Serretti, 2009)

Discussion

Most people in today's society are affected by every day and job-related stress in some way. According to Carnegie Mellon University Psychologist Sheldon Cohen, stress is a contributing factor in human diseases such as depression and cardiovascular disease. (Carnegie Mellon University, 2007) At the same time technology is becoming more relevant with devices such as laptops, tablets, and smartphones becoming a typical part of everyday life. According to a study, the average American 18 and older spends more than 11 hours a day watching TV, listening to the radio, or using smartphones and other electronic devices. (Richter, 2015) Researches at the University of Gothenburg found that those who constantly use a computer or their mobile phone can develop stress, sleeping disorders and depression. (Wrenn, 2012)

The American culture is shifting and losing the human connection with more time spent connected to technology and less on real human interaction. At times life, social-media, and technology etc. pull people away from real connections and they get sucked into the drama going on in the world. A study by Marketing Week found that even young people themselves believe it has gone too far, with 93% of respondents with the belief that people spend too much time looking at their phones and not enough time talking to each other. (Harrison, 2014)

As the aging population gives way to a younger generation, this cultural shift will continue. Gen Ys are outpacing older Americans in virtually all types of internet and cell use. The majority in all age groups have a cell phone, but significantly more Gen Yers than members of any other generation use their phone for texting. Among survey respondents who report that they texted in the past 24 hours, the typical Gen Yers sent or received 20 texts in that period, compared with a dozen for a Gen Xer and five for a Baby Boomer. The young are also much more likely than older people to text while driving. Nearly two-thirds of Millennials say they've done so, compared with almost half of Xers, one-in-five Boomers and virtually no Silents. (Taylor & Keeter, 2010)

Currently 25% of the Colorado Spring Police Department sworn personnel belong to Gen Y (21-34 years of age), 56% belong to Gen X (35-50 years of age), and 19% belong to the Baby Boomers (51-69 years of age). As the Colorado Spring Police Department starts to see the younger workforce emerging, it will likely see more effects of the technological shifts as well. The mission, vision, and value statements are what drive it forward, but the department faces a unique challenge keeping officers focused and connected to their job. As the younger generation

connects to technology as a way to escape the stress of life and work, they are only deflecting this stress and adding another stressor to their life.

The job of a police officer is at times extremely stressful and takes a toll on the mental and physical health of the officers. The job of a police officer each year typically ranks in the top five most stressful jobs. In 2015 it was ranked as the 5th most stressful job, just behind firefighter and enlisted military personnel. (Adams, 2015) A study of police officers in Buffalo N.Y. found that officers are at greater risk than the general population of developing a range of physical and mental health ailments. The study tied law enforcement stress with higher levels of sleeplessness, suicide and cancer. (Goldbaum, 2012)

The work of an officer is not likely to get less stressful over the next few years and the numbers are clear already that around 20% to 25% of working police are chemically dependent on either alcohol or drugs (Clark, 2013). As the new generation of officer's move into this stressful environment, with less human connection than ever, and more time spent connected than ever, the department needs positive ways to help officers re-connect with themselves and disconnect from stress and technology. Interestingly, 74% of the CSPD employees that took part in the survey reported that being connected to technology causes some level of stress in their life.

One way this is being done across the country is through cognitive and mindfulness training. Mindfulness involves paying attention to each event and being present in the moment, within your body and mind, with a non-judgmental, non-reactive and accepting attitude. (Elbourne & Cayoun, n.d.) This helps officers disconnect from work, life, and technology. The impacts have shown that it helps decrease stress and depression, while also improving sleep and job performance. (Chan, 2013) Researchers from John Hopkins University found that mindfulness meditation can help ease psychological stresses like anxiety, depression, and pain. (Goyal, et al., 2014)

The community depends on its officers in times of need, at times making split second life altering decisions. Without this mindfulness training for the officers, they will be losing out on learning critical skills around self-awareness and situational awareness that could cost someone their life. Several departments across the country have seen the impact of stress and technology and the inability of officers to appropriately handle the stress and disconnect themselves from everyday life. They have embarked on a journey to develop mindfulness programs within their departments. Three example of this are outlined below.

Hillsboro Police Department, Hillsboro, Oregon

In the fall of 2013 Hillsboro Police Department Patrol Lieutenant Richard Goerling embarked on a yearlong journey training officers in mindfulness. It was designed to teach mindfulness techniques so that officers not only cope better with the myriad stresses of their jobs, but are better able to serve their communities with greater awareness and empathy.

The program represents a dramatic evolution in policing, but Lt. Goerling believes mindful cops make better listeners and smarter decisions. They are more productive and less judgmental. They show greater empathy and, Goerling contends, will have better interactions with the public. (Woolington, 2014)

The Mindfulness-Based Resilience Training (MBRT) was a nine-week program with officers attending a two-and-a-half-hour session and a six-hour session each week, and one six-hour retreat toward the end of the training. The results of the training have been positive according to Brant Rogers, a certified Mindfulness Based Stress Reduction instructor who has worked with the Hillsboro Police. He has seen stress reduction, less chronic pain issues, reported improvements in sleep, and less burnout. (Rogers, 2014)

Barrington Police Department, Barrington, Road Island

Chief John M. Lacross has 37 years of experience, 23 years with the Road Island State Police and 13 years as the Chief of Police for the Barrington Police Department. Since 2006 he has been guiding families stricken by drunken driving through meditation.

Lacross is not only a law enforcement professional, but a Reiki master as well, meaning he is trained in healing-touch therapies. He believes in the healing power of energy and has taken five classes in grief counseling. He also completed a 9 week class in stress reduction offered through the University of Massachusetts Medical School's Center for Mindfulness in Medicine, Health Care, and Society.

He regularly interacts with his officers and encourages them to show compassion and empathy to everyone they encounter. He talks to them about the importance of disconnecting and mindfulness and giving themselves 5 minutes after a call to do some type of mindfulness exercise. In an interview he stated he was working to get officers to put their "ego on the shelf" as he introduces them to their spiritual side. He stated that Navy Seals and Olympic athletes are practicing and seeing the benefits. He stated "If you're not ok {mentally and physically), you can't be a good cop." (Lacross, 2015)

Lacross believes that it's important for his officers to find a balance in work allowing them to better focus. Since he has started working with his officers and showing them how important it is to appreciate the little things in life and to open and clear their minds, he has seen a rise in the officers' professionalism and effectiveness. He stated that he gets more letters now about how professional and compassionate his officers are when dealing with a suspect or a victim of a crime. He said that he reads those letters at roll-call and all the officers clap and they see that, "they don't have to be Robo Cop" and there is a place for compassion and mindfulness in police work. (Lacross, 2015)

Bend Police Department, Bend, Oregon

Sgt. Brian Beekman and Devin Lewis of the Bend Police Department have started on a path to help their officers reduce stress endured by the job. They have done this through the mindfulness practice of Yoga four times a week for 45-minutes. The program aims to develop mental focus, resiliency, physical health and well-being in a variety of ways. The program was approved by Chief Jim Porter and the department's captains. The cost to the department for five months of class was \$6,500, about 0.08 percent of the total training budget. (Withycombe, 2014)

Sgt. Beekman stated that police work is "a consistent flow of toxicity and suffering and I think it's problematic; the public wants mentally well, physically well, balanced officers." (Withycombe, 2014) At this time there is only one patrol team in the class, so not significant enough for scientific results. However officers who have taken part in the yoga class have

reported better sleep, improved mood and less pain. They've also said they're better able to "process stressful incidents." Bend Police Officer Kevin Uballez had never done yoga prior to the program and reported it had been beneficial starting, "You're doing something positive and going to work with a good, clear head." (Withycombe, 2014)

Operational Considerations

Analyzing the data regarding the increased use of technology and the inability for the younger generation to disconnect, the general human disconnection that is occurring, health impacts of police work and the stress related illness officers face, plus the additional CSPD data showing 76% of the employees that took part in the survey do not practice any form of mindfulness, yet 76% of the employees who responded feel they would be happier and healthier if they could slow down life and have time to disconnect, the following options are considered:

- The department can continue to operate and continue with the current training curriculum that does emphasize physical health. This will not impact the current or future budget of the department and will require no additional time. However, the increased connection to technology and continued stress may lead officers to stress induced ailments and unhealthy outlets, not to mention loss of situational awareness.
- An alternative would be to bring in a mindfulness exercise like yoga and allow officers to participate in a 45-55 minute class. The department would partner with a local Yoga studio and allow officers a set number of free classes (paid for by department). See Annex C for cost analysis.
- A third alternative would be to develop a mindfulness training program and incorporate it in the 26 week training academy. The department is already training new recruits on the benefits of healthy lifestyles focusing on healthy eating and exercise. This would be a natural progression and it would help the younger generation incorporate mindfulness into their everyday lives and provide ways to disconnect from technology and reduce everyday stressors. If time was shifted in the training schedule there would be minimal monetary and time cost to the department. See Annex D for cost analysis.
- A final alternative would be to develop or choose an existing 5 minute guided breathing exercise program that can be incorporated once a week into shift line-ups. This would allow officers the ability to have a guided exercise during their work shift to enable group participation and feedback. See Annex E for cost analysis.

Conclusion

The Colorado Springs Police Department understands the physical, mental and emotional demands that are placed on officers daily. The job of a police officer is extremely stressful and takes a toll on the mental and physical health of the officers. Studies have found that officers are at greater risk than the general population of developing a range of physical and mental health ailments. (Goldbaum, 2012)

As the Colorado Spring Police Department starts to see the younger workforce emerging, it will likely see more effects of the technological shifts as well. The mission, vision, and value statements are what drive it forward, but the department faces a unique challenge keeping officers focused and connected to their job. As the younger generation connects to technology as a way to escape the stress of life and work, they are only deflecting the inherent job related stress and adding another stressor to their life.

As noted 76% of the CSPD officers that took part in the survey reported that being connected to technology causes some level of stress in their life. Conversely 76% also stated that they would be happier and healthier if they could slow down life and have time to disconnect. It's clear the officers are looking for a way to disconnect and as the department embarks on this "Culture of Fitness" journey, it must not forget about the mental, spiritual and emotional health of its officers. It is clear that the time is right to implement mindfulness into an officer's life.

Recommendation

The community depends on its officers in times of need, at times making split second life altering decisions. The department's largest investment is in the employees and without mindfulness training for the officers, they will be losing out on learning critical skills around self-awareness and situational awareness that could cost someone their life. In order to best serve our community and protect the overall health of our officers, the Colorado Springs Police Department should develop a mindfulness training program and incorporate it into the 26 week training academy. This will provide recruit officers a solid foundation that can be expanded on throughout their career. The Mindfulness Implementation Plan is outlined in Annex F.

Submitted for Approval: _____
Commander, Professional Standards Date:

Executive Summary

Problem

Thanks to the implementation of the “Culture of Fitness,” by introducing a mandatory physical ability test (PAT) the department is already seeing the benefits in the physical health of its officers. Although the department addresses the physical element it does not formally address “cognitive fitness or mindfulness” training for its officers. The majority of the an officers waking time is spent connected on their smartphones or computers utilizing texting, Facebook, Twitter, Instagram, SnapChat, YouTube, etc. By the time the officers get to work, their minds are spinning with a combination of everyday stressors and their “essential” connection to technology becomes another element of distraction. As officers get younger and younger and technology continues to advance, the department is seeing that officers are having trouble disconnecting themselves from life and technology and never really have a clear mind. Having time for officers to disconnect and clear their minds is essential to cognitive clarity and will aid in the development of better situational awareness.

Possible Solutions

- The department can continue to operate and continue with the current training curriculum that does emphasize physical health. This will not impact the current or future budget of the department and will require no additional time.
- An alternative would be to bring in a mindfulness exercise like yoga and allow officers to participate in a 45-55 minute class. The department would partner with a local Yoga studio and allow officers a set number of free classes (paid for by department). See Annex C for cost analysis.
- A third alternative would be to develop a mindfulness training program and incorporate it in the 26 week training academy. The department is already training new recruits on the benefits of healthy lifestyles focusing on healthy eating and exercise. This would be a natural progression and it would help the younger generation incorporate mindfulness into their everyday lives and provide ways to disconnect from technology and reduce everyday stressors. If time was shifted in the training schedule there would be minimal monetary and time cost to the department. See Annex D for cost analysis.
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Chief of Police
Colorado Springs Police Department

Approved

Not Approved

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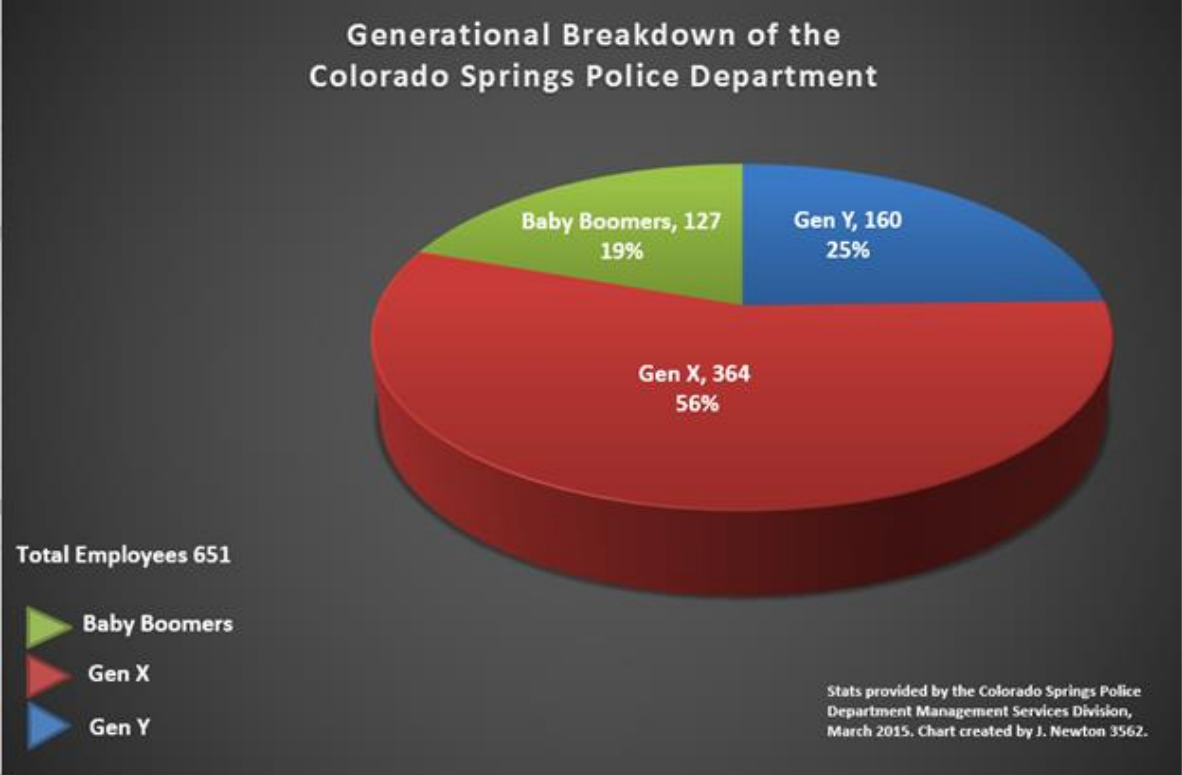
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Annex A

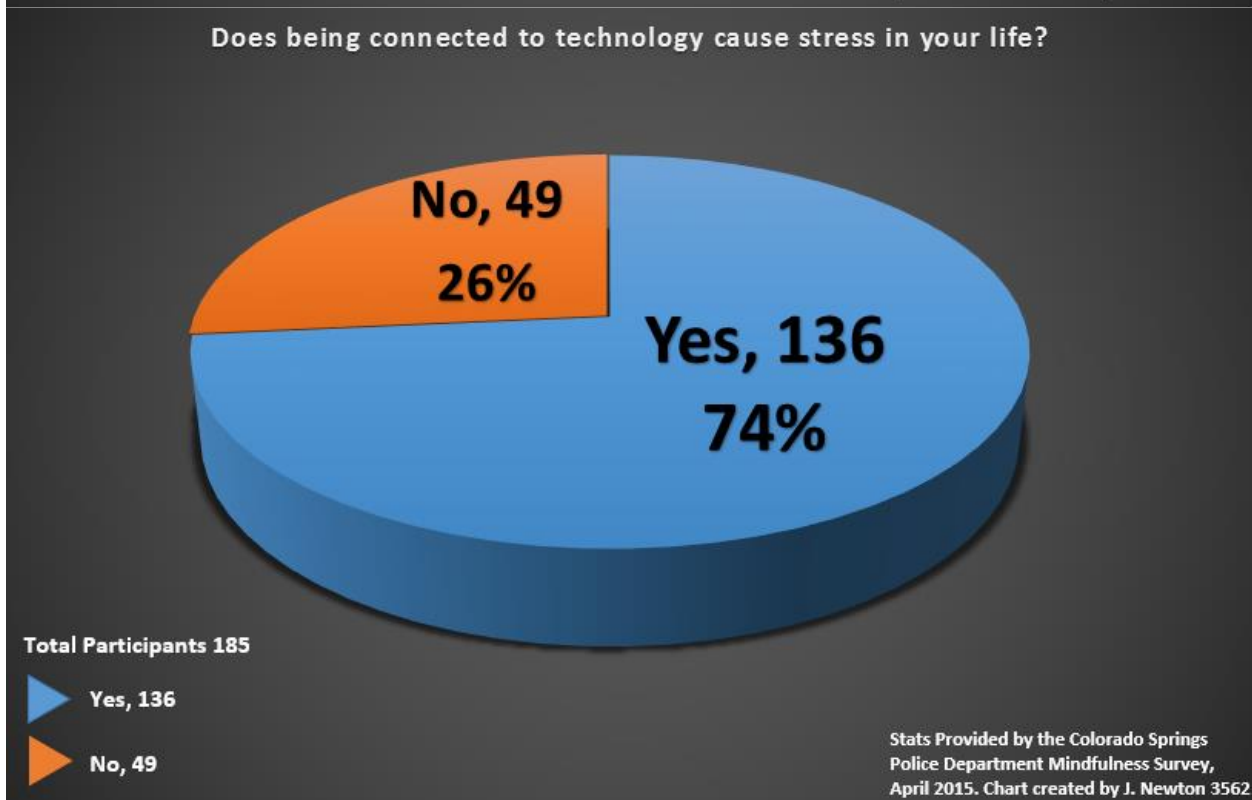
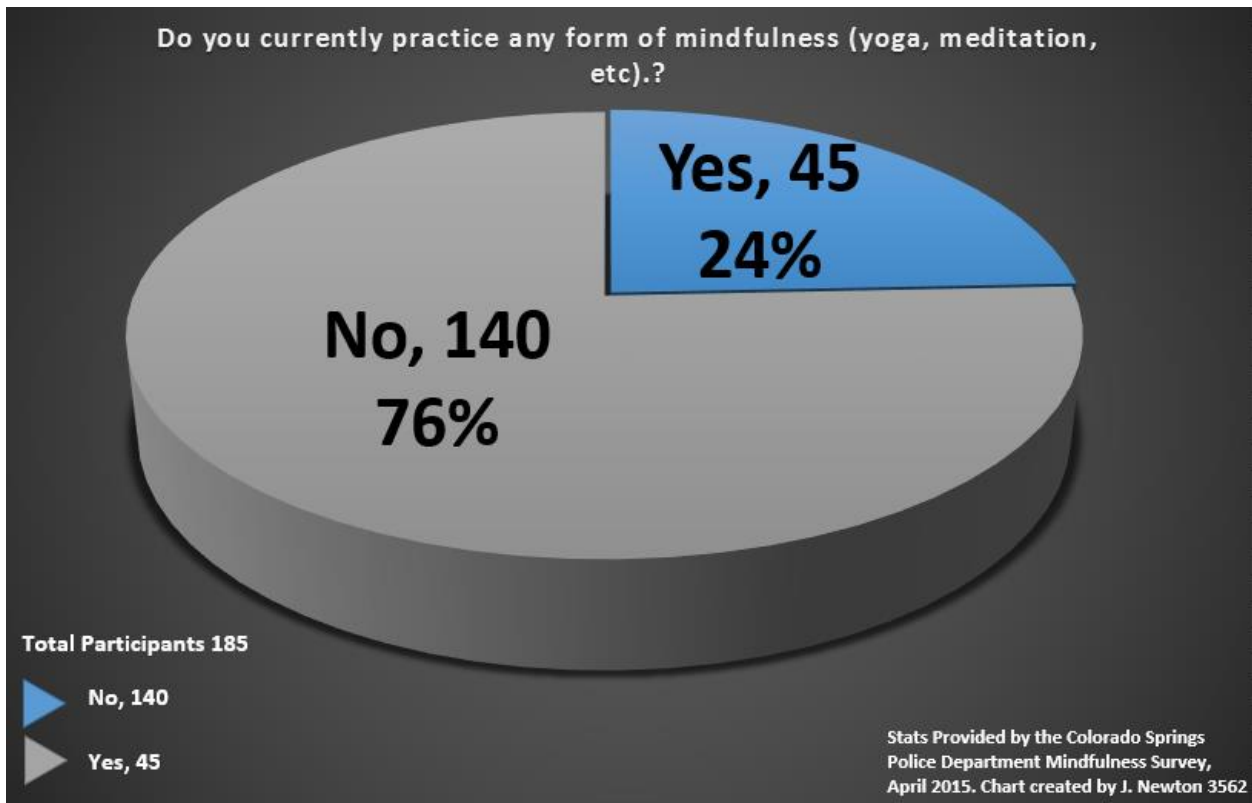
	Gen Y (21 - 34)	Gen X (35 - 50)	Baby Boomers (51 - 69)
Total Head Count	160	364	127
Female	23	48	10
Male	137	316	117
American Indian	0	3	1
Asian	4	11	2
Caucasian	139	290	103
Black	2	17	10
Hispanic	15	43	11
Police Recruits (Total)	1	0	0
Police Recruits (Female)	1	0	0
Police Recruits - (Male)	0	0	0
Police Recruits - (American Indian)	0	0	0
Police Recruit (Asian)	0	0	0
Police Recruit (Black)	0	0	0
Police Recruit (Hispanic)	0	0	0
Police Recruit (Caucasian)	1	0	0
Police Officers (Total)	157	295	80
Police Officers - Female	22	35	4
Police Officer - Male	135	260	76
Police Officer - (American Indian)	0	3	1
Police Officers (Asian)	4	10	1
Police Officers (Black)	2	15	6
Police Officers (Caucasian)	136	236	63
Police Officers (Hispanic)	15	31	9
Police Sergeants (Total)	2	53	29
Police Sergeants (Female)	0	9	3
Police Sergeants (Male)	2	44	26
Police Sergeants (American Indian)	0	0	0
Police Sergeants (Asian)	1	1	1

Police Sergeants (Black)	0	1	3
Police Sergeants (Caucasian)	1	43	24
Police Sergeants (Hispanic)	0	8	1
Police Lieutenants (Total)	0	13	10
Police Lieutenants (Female)	0	4	2
Police Lieutenants (Male)	0	9	8
Police Lieutenants (American Indian)	0	0	0
Police Lieutenants (Asian)	0	0	0
Police Lieutenants (Black)	0	1	0
Police Lieutenants (Caucasian)	0	9	10
Police Lieutenants (Hispanic)	0	3	0
Police CMDRs and above (Total)	0	3	8
Police CMDRs and above (Female)	0	0	1
Police CMDRs and above (Male)	0	3	7
Police CMDRs and above (American Indian)	0	0	0
Police CMDRs and above (Asian)	0	0	0
Police CMDRs and above (Black)	0	0	1
Police CMDRs and above (Caucasian)	0	2	6
Police CMDRs and above (Hispanic)	0	1	1

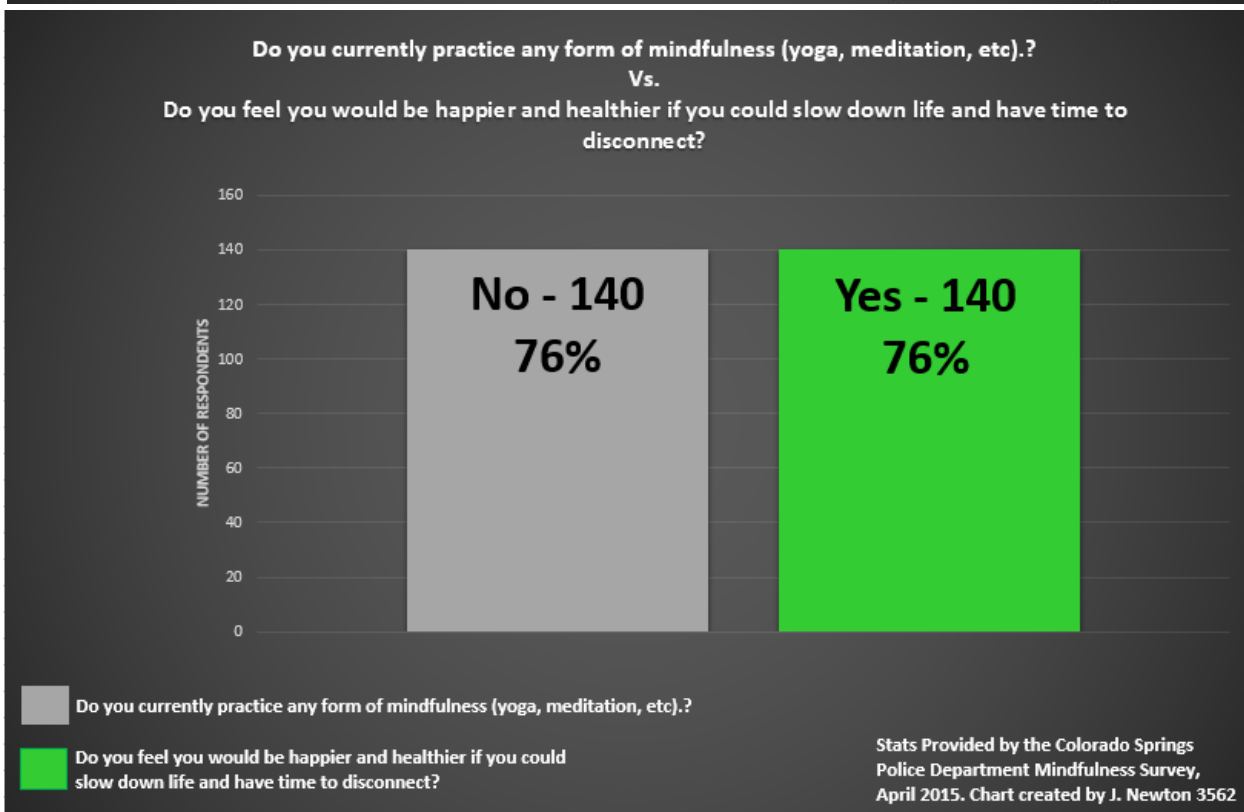
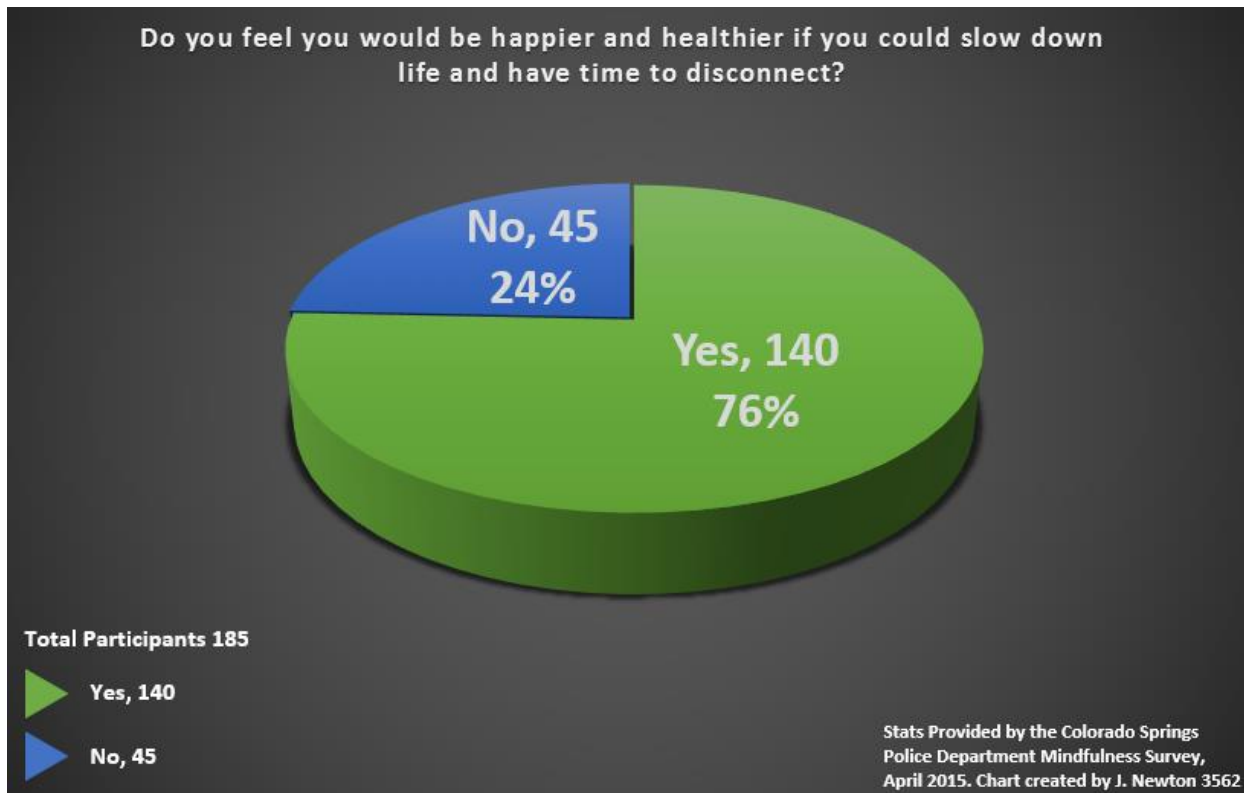
Annex A Continued - Generational Breakdown of the Colorado Springs Police Department



Annex B - Colorado Springs Police Department Mindfulness Survey



Annex B Continued - Colorado Springs Police Department Mindfulness Survey



Annex B Continued - Colorado Springs Police Department Mindfulness Survey

Do you feel you would be happier and healthier if you could slow down life and have time to disconnect?	Do you currently limit your time connected to technology?	Does being connected to technology cause stress in your life?	Do you currently practice any form of mindfulness (yoga, meditation, etc).?	Age	Gender
1. Yes	No	A large amount of stress	Yes	38	Male
2. Yes	No	A little stress	No	51	Female
3. No	No	A little stress	No	30	Male
4. Yes	No	A little stress	No	42	Male
5. Yes	Yes	A moderate amount of stress	No	39	Male
6. Yes	No	A little stress	No	46	Male
7. No	No	None	No	49	Male
8. Yes	No	A large amount of stress	No	37	Female
9. Yes	No	A moderate amount of stress	No	40	Male
10. Yes	No	A little stress	No	51	Male
11. Yes	No	A little stress	No	29	Male
12. Yes	No	A little stress	No	46	Male
13. Yes	No	A little stress	Yes	29	Male
14. Yes	No	A little stress	No	31	Male
15. Yes	No	A moderate amount of stress	No	48	Male
16. Yes	No	A moderate amount of stress	No	50	Female
17. Yes	No	None	No	46	Male
18. No	No	A little stress	No	41	Female
19. Yes	No	A little stress	No	52	Male
20. No	Yes	A little stress	No	36	Male
21. Yes	No	None	No	26	Female
22. Yes	Yes	A little stress	No	37	Male
23. No	No	None	No	43	Male
24. Yes	Yes	A little stress	No	54	Male
25. Yes	Yes	A little stress	No	24	Male
26. Yes	Yes	A little stress	No	24	Male
27. Yes	No	A little stress	No	32	Male
28. No	No	A little stress	Yes	54	Male
29. Yes	No	None	No	50	Male
30. Yes	Yes	A little stress	No	53	Male
31. Yes	No	None	Yes	51	Male
32. Yes	No	A moderate amount of stress	No	35	Male
33. Yes	No	A moderate amount of stress	No	53	Male
34. Yes	No	A little stress	Yes	28	Male
35. Yes	Yes	A little stress	No	38	Male
36. Yes	No	A little stress	No	28	Male
37. No	No	None	No	55	Male
38. Yes	No	A little stress	No	25	Male
39. Yes	No	A little stress	No	48	Male
40. No	No	None	Yes	52	Male
41. No	No	A little stress	No	51	Male
42. Yes	No	A little stress	No	51	Male

Annex B Continued - Colorado Springs Police Department Mindfulness Survey

43. Yes	Yes	A little stress	Yes	52	Female
44. Yes	Yes	A moderate amount of stress	No	28	Male
45. No	No	A little stress	No	25	Male
46. Yes	Yes	None	No	47	Male
47. Yes	No	A moderate amount of stress	No	40	Male
48. No	No	None	No	36	Male
49. No	No	None	Yes	44	Male
50. Yes	No	A little stress	No	49	Male
51. Yes	No	None	No	41	Female
52. Yes	No	A large amount of stress	No	34	Male
53. Yes	No	A large amount of stress	No	36	Male
54. Yes	No	A little stress	Yes	43	Male
55. Yes	No	None	Yes	37	Male
56. Yes	Yes	A little stress	No	34	Female
57. No	No	A little stress	No	52	Male
58. No	No	A little stress	No	47	Male
59. No	Yes	None	No	44	Male
60. No	No	None	No	45	Male
61. Yes	No	A little stress	Yes	28	Male
62. No	No	None	No	39	Male
63. No	No	A little stress	No	30	Male
64. Yes	No	A little stress	No	48	Male
65. Yes	No	None	No	54	Male
66. Yes	Yes	None	Yes	57	Male
67. Yes	Yes	A little stress	Yes	35	Male
68. Yes	Yes	A little stress	Yes	37	Male
69. Yes	No	A moderate amount of stress	No	42	Male
70. No	No	None	No	47	Male
71. Yes	No	None	No	47	Male
72. Yes	Yes	A little stress		56	Male
73. No	No	None	No	32	Male
74. Yes	Yes	A moderate amount of stress	Yes	51	Male
75. Yes	No	None	Yes	58	Male
76. Yes	No	A large amount of stress	No	49	Male
77. Yes	No	A little stress	No	39	Male
78. Yes	No	A moderate amount of stress	No	55	Male
79. Yes	Yes	None	No	40	Male
80. Yes	No	A little stress	No	48	Male
81. Yes	No	None	No	29	Male
82. Yes	No	A little stress	No	40	Male
83. Yes	No	A little stress	No	52	Male
84. Yes	No	A little stress	No	38	Male
85. No	No	A little stress	No	56	Male
86. Yes	Yes	A little stress	No	32	Male
87. Yes	No	A moderate amount of stress	No	52	Male
88. Yes	No	A little stress	No	46	Male
89. Yes	Yes	A little stress	Yes	46	Male
90. Yes	No	A little stress	No	42	Male
91. No	No	None	No	37	Male
92. Yes	Yes	A little stress	Yes	24	Female
93. Yes	No	A moderate amount of stress	No	26	Male
94. Yes	No	A little stress	No	50	Female

Annex B Continued - Colorado Springs Police Department Mindfulness Survey

95.	Yes	No	None	No	22	Male
96.	No	No	A little stress	No	45	Male
97.	No	No	None	No	46	Male
98.	Yes	No	A little stress	No	62	Male
99.	Yes	No	A little stress	No	39	Male
100.	Yes	No	A little stress	No	40	Male
101.	Yes	No	A little stress	No	49	Female
102.	No	No	None	No	51	Male
103.	No	No	A little stress	No	54	Male
104.	Yes	No	A little stress	Yes	36	Male
105.	Yes	No	A little stress	No	40	Male
106.	Yes	Yes	A little stress	Yes	35	Male
107.	Yes	Yes	A moderate amount of stress	No	48	Male
108.	No	No	None	No	54	Male
109.	Yes	No	A moderate amount of stress	Yes	48	Female
110.	Yes	Yes	A moderate amount of stress	No	36	Female
111.	Yes	No	A little stress	No	43	Male
112.	Yes	Yes	A little stress	Yes	62	Male
113.	No	Yes	None	No	55	Male
114.	Yes	Yes	A little stress	No	44	Male
115.	Yes	No	A moderate amount of stress	No	46	Female
116.	Yes	Yes	A large amount of stress	Yes	39	Male
117.	Yes	Yes	None	No	32	Male
118.	Yes	Yes	A little stress	No	42	Male
119.	Yes	No	A little stress	No	40	Male
120.	Yes	Yes	A moderate amount of stress	No	39	Male
121.	Yes	Yes	A moderate amount of stress	No	41	Male
122.	No	No	None	No	35	Male
123.	Yes	Yes	A moderate amount of stress	Yes	37	Female
124.	Yes	No	A little stress	Yes	60	Female
125.	Yes	No	A large amount of stress	No	42	Male
126.	Yes	Yes	None	No	43	Male
127.	Yes	No	A large amount of stress	No	33	Male
128.	No	No	None	No	42	Male
129.	Yes	Yes	A little stress	No		Male
130.	No	No	A little stress	No	41	Male
131.	Yes	Yes	A little stress	No	63	Male
132.	Yes	Yes	A moderate amount of stress	Yes	45	Female
133.	Yes	Yes	A little stress	No	39	Male
134.	No	No	None	Yes	45	Female
135.	Yes	No	A little stress	No	41	Male
136.	Yes	No	A moderate amount of stress	Yes	38	Male
137.	Yes	No	None	No	34	

Annex B Continued - Colorado Springs Police Department Mindfulness Survey

138.	Yes	No	A little stress	No	48	Male
139.	Yes	No	A moderate amount of stress	Yes	47	Male
140.	Yes	No	A little stress	Yes	54	Male
141.	Yes	No	A moderate amount of stress	No	34	Male
142.	Yes	Yes	A little stress	Yes	44	Female
143.	Yes	Yes	None	Yes	40	Male
144.	Yes	Yes	A little stress	No	37	Male
145.	Yes	No	A little stress	No	47	Male
146.	Yes	Yes	A moderate amount of stress	No	50	Female
147.	Yes	No	A little stress	Yes	34	Female
148.	No	No	None	No	38	Female
149.	Yes	No	A little stress	No	39	Female
150.	No	No	None	No	56	Male
151.	Yes	No	A moderate amount of stress	No	54	Male
152.	Yes	No	A little stress	No	55	Male
153.	Yes	No	None	No	50	Male
154.	No	No	A little stress	No	49	Male
155.	Yes	No	A little stress	No	55	Male
156.	Yes	No	A little stress	Yes	31	Male
157.	Yes	No	A moderate amount of stress	No	53	Male
158.	No	No	A little stress	No	31	Male
159.	No	No	None	No	37	Female
160.	Yes	No	A little stress	No	46	Male
161.	Yes	Yes	None	Yes	42	Male
162.	No	No	None	No	53	Male
163.	No	Yes	None	Yes	45	Male
164.	Yes	Yes	A little stress	Yes	59	Male
165.	Yes	No	A little stress	No	57	Male
166.	Yes	No	A little stress	Yes	51	Male
167.	Yes	No	A moderate amount of stress	No	34	Male
168.	Yes	No	A little stress	Yes	51	Male
169.	Yes	Yes	A little stress	Yes	48	Male
170.	Yes	No	None	Yes	57	Male
171.	No	No	A little stress	No	55	Male
172.	Yes	Yes	A moderate amount of stress	No	47	Male
173.	Yes	No	A large amount of stress	No	42	Male
174.	Yes	Yes	A moderate amount of stress	No	49	Male
175.	Yes	No	A little stress	Yes	44	Male
176.	Yes	No	A little stress	No	54	Female
177.	No	No	None	No	35	Male
178.	No	No	None	No	58	Male
179.	Yes	No	A little stress	Yes	36	Female
180.	No	No	A little stress	No	45	Male

Annex B Continued - Colorado Springs Police Department Mindfulness Survey

181.	No	No	None	Yes	45	Male
182.	Yes	No	A moderate amount of stress	No	59	Male
183.	Yes	Yes	None	No	41	Male
184.	Yes	No	A little stress	No	39	Male
185.	No	No	A little stress	No	25	Female

Annex C - Cost Analysis for Yoga Classes funded by the department

Yoga for Employees				
Total Number or Employees	Number of Classes	Cost Per Class	Monthly Cost	Yearly Cost
651	4 per month	\$10	\$26,040	\$312,480
	2 per month		\$13,020	\$156,240
	1 per month		\$6,510	\$78,120
	1 bi-monthly			\$39,000
	1 per quarter			\$33,852
	2 per year			\$13,020

Annex D – Mindfulness in the Training Academy

The training academy is an intensive 26 weeks of training that instructs recruits in a wide array of disciplines. Approximately 52.5 hours are spent focused on physical fitness during the academy.

Training Academy Fitness		
Approximate number of Recruits per academy	Number Wellness Labs (fitness) for 26 weeks	Total Hours
35	22	52.5

Adjustments in the schedule would need to be made, but after reviewing the classes, there were several with considerable down time. If the classes were reorganized, Yoga could be implemented easily into the wellness labs.

Yoga for Recruits				
Approximate number of Recruits	Number of Classes	Cost Per Class	26 week cost	Time in hours (45 min class)
35	13 per academy	\$10	\$4,500	9.75 hours
	6 per academy		\$2,100	4.5 hours
	5 per academy		\$1,750	3.75 hours
	4 per academy		\$1,400	3 hours
	3 per academy		\$1,050	2.25 hours
	2 per academy		\$700	1.5 hours
	1 per academy		\$350	.75 hours

Part of the mindfulness would also include guided breathing/meditation exercises. These can easily be incorporated into the class schedule and are approximately five minutes in length and will help officers build a solid foundation to allow them to disconnect and clear their minds. This exercise could be incorporated after arrest control, driving training, and firearms training. The breathing / mediation exercises can be also be incorporated into any class and can be guided by training staff free of charge. Copies of sample guided instruction are provided below.

Breathing / Meditation				
Approximate number of Recruits	Number times per week	Cost Per Session	Time in Min per week (5 Min per Session)	Total 26 Week Time in hours
35	5 per week	\$0	25	10.8 hours
	4 per week		20	8.6 hours
	3 per week		15	6.5 hours
	2 per week		10	4.3 hours
	1 per week		5	2.2 hours

Annex D Continued

Mindfulness-Based Stress Reduction Exercise

Here is a simple Mindfulness Based Stress Reduction (MBSR) exercise to practice. Try this a little each day, or at least a few times a week.

- **Get comfortable:** Sit so that you are relaxed, somewhere you are not likely to be interrupted. Loosen any clothes that are tight or pinching. If you like, you can close your eyes.
- **Focus on your breath:** Let your breath come in, and go out. Don't try to change it. Just breathe naturally. Your breathing may change on its own as you relax. Notice the change, but don't try to do anything about it.
- **Focus on your body:** Open your thoughts to the rest of your body. Notice any tightness or discomfort. Don't try to change it, just notice it. Feel it without thinking of it as right or wrong. If your shoulders are tight, what does that feel like?
- **Expand your focus:** Now focus on things outside your body that you may see, hear, or smell. Don't judge them. Just see, hear, or smell them. This can take some practice. If you find yourself judging or reacting to things, go back to focusing on your breath.

You can use these skills as often as you like. The more you practice, the more helpful they may prove to be. You can try MBSR meditation the next time you're waiting in line, or give it a shot while you're eating your lunch tomorrow.

This information is not intended to take the place of regular medical care or advice. Please check with your doctor before using this information or beginning any self-care program.

Credits

Primary Author: Kat Brokaw

Last Clinical Reviewer: Jaynie Bjornaraa, PhD, MPH, PT, SCS, ATC, CSCS; Wendy Fluckiger-Brown, RN, LAc; Diane Gottschalk, MD, MSN

Last Review and Approval: Diane Gottschalk, MD, MSN, 06/30/2014

Annex D Continued

Breathing for Stress Management

Relaxation Skills Lesson Transcript

This handout provides a transcript of the relaxation skills audio lesson, *Diaphragmatic Breathing*. You can use this transcript for reference or to record your own version of this exercise.

DIAPHRAGMATIC BREATHING – TRANSCRIPT

You can begin by closing your eyes if you'd like...and placing one hand comfortably on your abdomen...beginning to relax by paying attention to your breathing...taking a deep breath in through your nose...and noticing how your belly rises under your hand as you inhale...then releasing the breath through your mouth, noticing how your belly falls under your hand as you exhale. Take two more deep breaths in this way.

Now, letting the air move in and out at its own pace...noticing your breathing as the air flows in and then out with no effort from you...noticing how your belly rises with each in breath...and then falls with each out breath. Take a few moments to continue experiencing this rhythmic and relaxing breathing pattern...simply being with your breathing as the air moves in and out in a continuous rhythmic flow.

TWO MINUTE PAUSE

Now take a couple more deep abdominal breaths...and get ready to bring your attention back to the outer world...begin to notice what is going on around you...opening your eyes...gently stretching...and becoming fully aware of the outside world.

This information is not intended to take the place of regular medical care or advice. Please check with your doctor before using this information or beginning any self-care program.

Credits

Primary Author: Gail Olson
Last Clinical Reviewer: Leilani Fraley, RN
Last Review and Approval: Suzanne Ivie, DC, CSCS, CMT, 03/05/2015

Annex E – Full Department Breathing/Meditation Cost Analysis

If the breathing/meditation was practiced by every sworn employee in the department once a week, it would be only at a cost for time.

Breathing / Meditation				
Total Number or Employees	Number of Sessions	Cost Per Session	Time in Min per week (5 Min per Session)	Time a year in hours.
651	1 x per week	\$0	3,255	2,821 hours

Realistically, the easiest delivery method for the department would be to the officer who are assigned to patrol. They all participate in line up before each shift and if five minutes of the time spent in line up was dedicated to this, it would not add any additional time or monetary cost to the department.

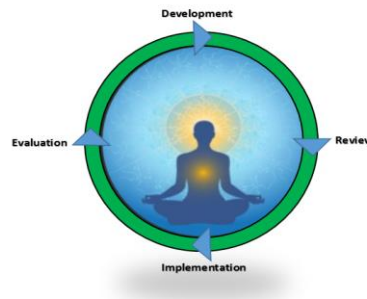
Line Up Time						
Number of divisions	Number of line ups per day, per division	Total number of daily line ups	Time in minutes Spent per line up.	Total time in hours spent in line up per day.	Total time in hours per week spent in line up.	Total time per year spent in line up, in hours.
4	5	20	15	5	35	1,825

As noted above the department spends 1,825 hours a year in line ups. If mindfulness was practiced twice a week (overlap for officers on days off) for the first or last five minutes of line up, it would not add any additional time or monetary cost to the department.

Line Up Breathing/Meditation 1 x per week			
Total number of yearly line ups	Overall total time in minutes spent per year.	Total Mindfulness time in minutes per year.	Total Mindfulness time in hours per year.
7,300	109,500	5,200	86.7

Annex E – Mindfulness Implementation Plan

Mindfulness **IMPLEMENTATION** **PLAN**



The following implementation plan will help guide the department in the development and the implementation of the Mindfulness Training program. The Colorado Springs Police Department is committed to the health and wellbeing of all of its employees. The mindfulness program is another example of this commitment as we strive to provide the Colorado Springs community with the best and most professional workforce in the country *"Safeguarding our Community as our Family."*

Development

The development of the Mindfulness program is essential to provide officers with a solid foundation on which to build upon throughout their career. What the department learned in the Mindfulness Survey is that 76% of the employees that took part in the survey do not practice any form of mindfulness. Conversely 76% of the employees that took part in a survey feel they would be happier and healthier if they could slow down life and have time to disconnect. The results are clear that many of the officer are looking for a way to disconnect, but do not possess the tools necessary to do it.

As the department develops this new training, the academy staff will work throughout the rest of 2015 reviewing the 22 wellness lab classes and making adjustments as necessary to accommodate the yoga classes into the training academy schedule. They will also look at implementing the guided breathing/meditation exercises into the class schedule each week. They will review Annex D for the time and cost breakdown and find a solution that provides a solid foundation for the officers limiting the impact on time and cost for the department.

Review

As the academy staff develops the new program, the Yoga classes along with breathing/meditation will be conducted with Training Academy Staff and volunteer officers from

the department and from current academy classes. They will provided feedback and make recommendations on how to improve the overall program to get the most buy in. Any modifications, additions or questions will be addressed and incorporated into the final training program.

Implementation

Once the final draft and adoption of the Police Department’s Mindfulness Program is complete and approved by the Professional Standards Commander, an outline of the program with cost analysis will be submitted to the Chief of Police for his final approval on or before December 23, 2015. Once the Chief approves the program it will be woven into the academy training plan starting with the first class of 2016.

Evaluation

Throughout the first year of the program recruits and academy staff will have a chance to provide feedback and help with the overall flow of the program. At the end of each academy class the program will be reviewed and decisions will be made as to the appropriate corrective action. As the review is conducted, the staff persons who are closest to the service delivery will be consulted and asked if the program is meeting the needs of the recruits. If modifications are necessary, the same procedures outlined in this Implementation Plan will be followed for updating and training staff of the changes.

The department will also review the program to see if any or all of it can and should be adopted into other aspects of the department, such as yearly in-service or line up. It will determine if the program is cost effective and beneficial for all employees of the Colorado Springs Police Department.

Implementation Matrix

Task	Target Completion Date
Academy Staff Review Cost Analysis	September 1, 2015
Develop a sample training program	October 1, 2015
Run test classes and gather feedback	November 15, 2015
Develop final program and submit to chief	December 20, 2015
Full implementation of Mindfulness Training	January 1, 2016