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Summa Health System Protective Services / Police

Serving with Compassion, Integrity, Teamwork, and a Positive Attitude



In this edition:

Officer morale

Community-police relations

The art of body language



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Editor: F.T.O. W.K. Heilmeier



From the publisher

By Corporal Michael Lott

You have just been dispatched to a “man with a gun” call on campus. While en route, the call gets upgraded to an “active shooter”. If your head wasn’t in the game, it had better be now. You are first on scene. The first priority: neutralize the threat. You engage the suspect, exchanging rounds. Before backup arrives, you’ve been hit in your dominant arm; you try to pull the trigger and nothing happens. What’s your next move; tactical retreat or stay in the fight?

I hope the above scenario got your attention, as it is a very real possibility. Going back to the scenario, you must decide whether you need to tactically retreat or stay in the fight. There is nothing wrong with a tacti-

cal retreat! You know your skills, tactics, and limits best, so this is best answered by you. If you are going to stay in the fight however, you should be proficient manipulating your weapon with your non-dominant hand.

Drawing your Firearm

If you have never attempted to draw your weapon with your non-dominant hand, you need to get the feel for it, as it can be quite difficult. Some of you may need to “rip” your duty belt in an attempt to bring the holster closer to the center of your body. Get a feel for how to disengage your holster retentions, as it will take some time to master.

Magazine Exchange

The first step in exchanging maga-

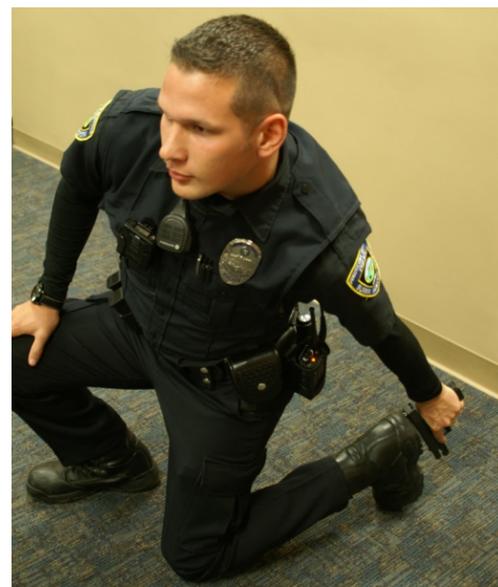
zines is to find a place to secure your weapon so you can seat a magazine with one hand. Try placing the gun backwards in the holster, or securing the slide of the gun between your legs (around the knee area). Other options may be in between the crook of your knee, or even in the waistband. When the gun is secured, you now have your hand free to properly seat a magazine.

Charging the Weapon

If you can use the slide lock lever, by all means use it, but you also should have a plan B, as “Murphy” is always around. The best option is to use your rear sights to rack the slide. The goal here is to find a place to catch the rear sights to charge the weapon. Your options include somewhere on your duty belt, using a pants pocket, and the heel of your boot, to name a few.

These techniques are certainly not all inclusive, nor do they work for

every scenario you may be faced with. Chances are if you are hit in your arm, you may be hit somewhere else, and you may not be able to kneel, or even stand. At home, find some free time to suit up with an unloaded gun and figure out what works best for you; it just may save your life.



Officer Workman using his boot to charge his weapon.

A chief’s perspective on officer morale



By Chief Larry Dordia
Guest Contributor

How many times has someone said to you, “I could not do your job”? Well the truth is that they are probably right and that there are some among us who can’t or shouldn’t do it either. Let’s face it, some people fall though the cracks and get hired and even remain in law enforcement even though they do not possess either the skills or the integrity necessary to succeed in our very diverse profession.

The media and social networks immediately pick up on law enforcement posers who are committing crimes and the good people in our profession who make bad decisions. In the greater scheme of things,

these occurrences are a small fraction of what we accomplish. Sadly, we do a very poor job of showcasing our success and no one as yet has found a way to measure prevention. So the haters and the news hungry media feed on law enforcement related bad news and bad behaviors.

So how do law enforcement professionals rise above all of the negative character assaults? We provide more thorough documentation. We put audio and video recording devices in our cars and on our bodies. Our actions are reviewed by supervisors, lawyers, judges, media and others and every word and action is scrutinized. Wow, is it any wonder that morale is trending downward? What other profession would willingly walk into unknown, often dangerous situations with inadequate training, questionable tactics, and inferior equipment while wearing a body camera to capture any bad words uttered and mistakes made? We do. Are we crazy?

No, to me, the worst day on this job is far better than the best day in the factory or just about anywhere else. I believe that this is the best job in

the world. I have spent nearly 39 years in law enforcement and I have regretted some decisions but I have never regretted my job. You see, my philosophy is simple. There is no job too big or too small. Please take a moment and think about this, there is no job too insignificant or too important for me to devote 100% of my attention to. Everyone deserves a professional response when they need or encounter law enforcement. I ask all of my officers, “what is the most important thing you will ever do in your law enforcement career?” Interestingly, no one has ever gotten the answer wrong. Some say investigate a murder, save a life, deliver a baby...etc. they are all correct. You see, the most important thing you will ever do is; **whatever is next**. The most important person you will ever encounter is; **whoever is next**. I fully believe that adopting this simple state of mind will make all of the difference. You see, it does not matter whether you need CPR, handcuffing or being helped to cross the street, you have my full attention and I intend to leave you with the awareness that your situation was well managed by a professional police officer.

Morale is a state of mind that truly only we control. If we go to work prepared; meaning well rested, right minded and properly equipped, we position ourselves for success. Each day unfolds in many different directions with a wide variety of events and personalities that both challenge

and stimulate us. It is up to us, not our coworkers or supervisors, to embrace each day and make the most out of every opportunity. Being thorough, meticulous in our observations, reactions and documentations, is how we thrive.

Our work is dangerous and, unless you are superhuman, you should be peaking physically, intellectually and psychologically as your work day begins. In other words, going to work must be the highlight of the day. In theory, this should be easy, the work shoes should not only fit well, they should feel good. If your daily work preparation is filled with dread and your thoughts include “I’d rather do anything than go to work”, then get out now, before someone hurts you or you get someone hurt. Mistakes in our profession are too costly and sadly too common and often unnecessary.

As was mentioned in the beginning of this article, policing is not for everybody. Our work is not recognized by cheering crowds, our personal comfort and safety is not assured. At times, we work when the rest of society is hiding in their basements, when the worst of all possible conditions are raging all around us. Are we crazy, no, at least I hope not. We are public servants whose job it is to restore calm in times of chaos and preserve peace and safety as best we can.

Please see **Morale**, Page 3



Ohio task force on community-police relations

Recommendations lead to collaborative advisory board charged with developing state standards that can help guide all law enforcement agencies in Ohio

A Message from the Ohio Department of Public Safety

On December 12, 2014, Governor John R. Kasich issued Executive Order 2014-06K, which formed the Ohio Task Force on Community-Police Relations. The task force was charged with exploring the cause of fractured relationships between some law enforcement and some communities, particularly communities of color; examining strategies to strengthen trust between communities and law enforcement to help resolve underlying friction; and providing the Governor with a report including recommendations on best practices to improve relationships between law enforcement and the communities.

“The recommendations, testimony, supporting documentation, and best practices received serve as a blueprint for action. It is our collective moral obligation to seek reconciliation, develop relationships, further understanding and build trust,” said co-chair and former state Senator Nina Turner.

In order to meet this charge, and consistent with the executive order, the task force held four public forums: Cleveland State University (January 21); Central State University (February 9); the University of Toledo (February 26); and the University of Cincinnati (March 9). In addition to the forums, the public was encouraged to provide input in a variety of ways. A task force website allowed citizens to provide thoughts and ideas, and input also was sought through social media. A statewide citizen attitude survey was adminis-

tered to gather feedback on citizen perceptions of law enforcement, and a law enforcement survey was administered to gather feedback on officers’ perception of community-police relationships. By the end of the forums, the task force had received public testimony from more than 150 people and heard from nearly a dozen experts from around the country. At the conclusion of the public forums, the task force held additional meetings to discuss members’ perceptions of the public testimony and to begin deliberations on potential recommendations.

Based on input from public and expert testimony, supporting documentation, task force discussions and the individual and collective professional and personal experience and knowledge of task force members, a clear consensus for action developed around the following categories:

Accountability and oversight: Action must be taken to ensure agencies and officers will be held accountable by the communities they serve.

Community education: Create methods to establish public understanding of police policies and procedures and recognition of exceptional service to foster support for police. Police officers and community members must become proactive partners in community problem solving.

Community involvement: There must be ongoing efforts by law enforcement and the community to build trust and strengthen relationships.

Grand jury process: The grand jury process shall be reviewed by the Supreme Court of Ohio, the Ohio Constitutional Modernization Commission, or appropriate governmental authority, as it applies to the use of force.

Recruiting and hiring: The State of Ohio shall require all law enforcement agencies to adopt, at a minimum, hiring policies. The State will develop a model policy on hiring to be used by law enforcement agencies.

Standards: The State of Ohio shall require all law enforcement agencies to adopt, at a minimum, policies including, but not limited to, the use of deadly force, with the goal of enhancing the protection of all lives. The State will develop a model policy to be used by law enforcement agencies.

Training: In order to allow officers to do their jobs safely and effectively, and to protect the public, the State of Ohio shall require a greater emphasis on, and investment in, training.

The task force presented its final report to the governor on April 29, 2015, at which time he issued Executive Order 2015-04K, establishing the Ohio Collaborative Community-Police Advisory Board. The board will advise and work with the Ohio Office of Criminal Justice Services (OCJS), a division of the Ohio Department of Public Safety (ODPS), in implementing the task force recommendations and creating, for the first time in Ohio’s history, statewide minimum standards for state and local law enforcement departments to follow in certain vitally-important areas including, but not limited to, the proper use of force, including deadly force, and the recruiting, hiring and screening of potential law enforcement officer candidates.

“The purpose of the task force was to develop strategies to help improve the important relationship be-

tween law enforcement and the communities they are charged with protecting,” said Karhlton Moore, OCJS executive director. “In order for this relationship to improve, we wanted to hear suggestions and possible solutions from the public.”

No later than 90 days after members have been appointed, the board and OCJS shall finalize the two standards mentioned above and OCJS will disseminate those standards to all state and local law enforcement departments in Ohio. The board and OCJS shall develop the model departmental policies and best practices referred to above.

No later than March 31, 2017, and annually thereafter, OCJS shall publish a report listing which state and local law enforcement departments have and have not adopted and fully implemented those two statewide minimum standards. The board may also:

- Recommend to OCJS additional statewide minimum standards and/or additional model departmental policies and best practices for law enforcement departments in Ohio beyond the two standards specified above.
- Evaluate the effectiveness of any statewide minimum standards and/or model departmental policies and best practices and recommend modifications if necessary.
- Recommend to OCJS any other measure believed necessary to implement the task force’s recommendations.
- The board and OCJS also may develop measures to encourage state and local law enforcement departments to adopt and implement any statewide minimum standards they develop.

“This is a very exciting time for Ohio to not only build upon the great work of the task force, but to possibly become a national model for others,” said task force co-chair and ODPS Director John Born.

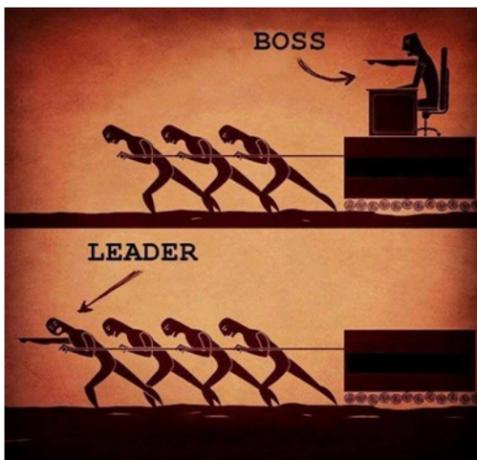
For more on this story, watch the latest episode of *Contributing to a Safer Ohio* at www.youtube.com/user/OhioPublicSafety.

Please note: public forums were open to everyone, including law enforcement, to provide input. The forums were attended by many law enforcement officers and several provided public and expert testimony.



Down Range

Leadership at ground level part two



By Sergeant Michael Lawrence

Just for a quick recap of last month's article; points I noted that some of the key qualities of leadership at the operational (or ground) level are:

- Discipline
- Adaptability
- Calm
- Experience

Needless to say, you could add a boatload of sub-categories and other qualities to the list as this is by no means comprehensive. These are the observations that I have made through the years. A few more attributes that have seemed to be key

players among strong leaders are:

Approachable - In the early 1990's the Commanding General of Ft. Bragg, N.C. was General Gary Luck. At the time he was a Lt. General (3 stars). It was said that any soldier on that post could approach him with a question or concern. Mind you, there were about 60,000 active duty on Bragg at the time, so if that was a true statement, that was truly an incredible example of approachability in a leader. Regardless, leaders must be approachable by those whom they lead or two very bad things will result:

- Detachment from the pulse of your people.
- Loss of Confidence on the part of your people in you as a leader. You will just be another boss.

Driven - Successful Leaders at any level share one essential quality, "drive". It comes from believing in what you're doing and doing what you have to do to complete the mission (goal) correctly and successfully

every time you go on duty. You can use all the management tools available, attend all the latest seminars, be completely up to speed on everything within your scope of influence but, if you are not driven by a deep seated belief in what you do every day; you will burn out! The "fake it 'til you make it" philosophy will only carry you so far. Now, any leader will tell you that on some days there is some acting involved in their job. You may not be feeling on top of the world some days. You may have personal issues going on in your off duty life. These cannot be allowed to bleed through to your officers. You, as a leader set the tone and mood of the shift. Your drive is what they should see, not your personal problems. Drive is contagious; but so is apathy. Which will you choose to display? Pressing on!

Decisive - "The best thing you can do is the *right* thing. The second best thing you can do is the *wrong* thing. The worst thing you can do is *nothing!*" - *Theodore Roosevelt*. As a leader on the operational level, your decisions don't go into effect on a *date to be determined*. They are immediate and their impact may be lasting. Don't be afraid to make a call and once you make it, own it! If it turns out to be the wrong call, learn from it and don't do a repeat

performance. *Suck it up* and use it to train others. Don't glory too much in the good decisions either. Solomon reminds us to "keep silent and let another man praise you". Nobody wants to hear it from *you* anyway. Also, be proactive in your decision making process. You do this by mentally preparing and training for various scenarios that you may encounter. I knew a Sergeant once who did this so regularly and was so mentally prepared for various scenarios that he was actually accused of cheating on an evaluation because the inspectors thought he had previous knowledge of the evaluation scenario they had used on him. The more of this you incorporate into your personal regimen, the less "*sucking it up*" you will have to do in real life.

In conclusion, I realize I haven't scratched the surface on such a wide and varied topic as this. These are just a few of the traits that I have observed in leaders for over three decades. I'm sure you could add a few of your own. Most of us are not borne to greatness; most of us have it thrust upon us and at the worst possible time. Don't let that "*greatness*" catch you unprepared. Prepare to lead! Until next time, **Check your six!**

Morale

Continued from Page 1

Please remember, kindness is not weakness. The badge and gun are highly visible symbols of the responsibility that we have elected to carry. The badge and gun do not make one smarter and the strength or power that that is associated with them should only be demonstrated when necessary. What we know and how we train is clearly the most important initial and primary default tactic that we use to resolve the daily challenges that we face. Knowledge and training allow you to make decisions with options, failure to train and a lack of knowledge limits decisions to basic reactions which can come with dire consequences.

If you are lucky, you work for a department with a strong emphasis on training.

If you are lucky, you can take advantage of the training opportunities.

If you are lucky, you have supervi-

sion whose goal it is to make you successful.

If you are lucky, you have supportive family who make it easier to make the sacrifices that this job often requires.

If you are lucky, you will never have a life or death encounter.

Never count on being lucky, it is far better to be good and well prepared than to simply be lucky. Seek out training opportunities, research new or improved equipment and study defusing and mediation techniques and practice what you learn.

Your morale affects your job performance and your endurance. Morale should not be fleeting, it should be consistent. Morale should not be like a roller coaster with ups and downs and twists and turns one right after the other. This does not mean that you can't or won't feel disappointments, but it does mean that those disappointing times do not define you. Your morale or the morale of your organization (esprit de corps) is based on a sense of well being that is achieved through a general confi-

dence in your abilities and through successful outcomes.

You are part of a great team whose mission it is to make our world a safer and better place. We are standing on the shoulders of the honest, hard working, very caring law enforcement men and women who served before us and we need to always keep in mind that future law enforcement will be standing on ours. This means that how we do our jobs and the decisions that we make will either make it easier or more difficult for those who follow in our footsteps.

Law enforcement is a mission oriented industry. So here is your mission: Go forth with confidence and get all of the training that is available. Come to work rested and well prepared and treat every person and situation as though they are the most important that you will ever encounter. Finish your tasks and take pride in the differences that you make. Work hard to make those around you, especially your cowork-

ers, to be better and feel safer. Judiciously guard your integrity, it is the most valuable characteristic you possess and yours should be above reproach. No force on earth can take away your integrity, it can only be lost if you give it away. Forgive yourself and those around you for any failures or mistakes. Unlike what many expect of us, we are not super human, we are simply human and we will make mistakes. Mistakes are compounded when we fail to acknowledge them or fail to learn from them. It is important to remember that patience and compassion will serve you well in many situations. Treat people with dignity and respect even when it's difficult, it's a true sign of professionalism. Lastly, wear your badge with pride and confidence but always be aware that your actions will reflect upon all of us, so work hard to keep us all in a good light!

Stay safe, and make the world a better place because of your efforts!

Larry Dordea is Chief of Police for Hartville, Ohio



Kalamazoo, Michigan: Using community policing to create a “wow” department



By: Nazmia E.A. Comrie

Editor-in-Chief and Senior Social Science Analyst; The COPS Office

Guest Contributor

The Kalamazoo Department of Public Safety (KDPS) focuses on reducing crime; building and maintaining trust; and providing the most efficient, effective, and professional public safety services possible.¹ These goals are accomplished by focusing on six key areas: (1) enforcement and investigation of criminal activity; (2) blight reduction in targeted neighborhoods to improve quality of life; (3) ongoing training of department personnel; (4) community interaction; (5) internal process review, updating, and development; and (6) developing and maintaining strong community partnerships.² The mission and these key areas have driven the department to work to close the gap between police and the community. Relationship building became even more important after the release of a critical report on racial profiling by the department.

Impetus for change

In 2011, with an increase in awareness of and concern over the treatment of minority motorists by police, the KDPS voluntarily requested a study into traffic stop data.³ Looking at data in 12 locations from March 1, 2012 to February 28, 2013, Black motorists were stopped at a higher rate than non-Black motorists.⁴ The weighted average for all 12 locations was that a Black motorist was 2.32 times more likely to be stopped than a non-Black motorist.⁵ Coupled with more stops, Black motorists were handcuffed and arrested more often but were also least likely to be found

carrying contraband.⁶ The report was released in September 2013, and although the community took the results well, the release prompted KDPS Chief Jeff Hadley to reevaluate the department’s strategy and approach to public safety.

Organizational transformation

With the release of the report, Hadley had the opportunity to meet with all the officers and explain that the department had to get back to the basics. Taking a note from various customer-oriented businesses like Disney and Lexus, KDPS needed to evolve into a focus on service, service being the department’s product. By changing the focus to service, the department was able to swing the pendulum of services from a focus on number of arrests and traffic stops “to reduc[ing] crime by providing ‘wow’ service every chance we get.”⁷ In large part, the idea for the vernacular “wow” service and modeling after corporate America came from Captain James Mallery. This concept also included our intent to change the department’s internal reward system from a statistic-driven to a customer service one.



The adoption of new policies and procedures such as a “consent-to-search” policy was developed with help from Chief Art Acevedo from the Austin (Texas) Police Department and Chief Ed Flynn from the Milwaukee (Wisconsin) Police Department.⁸ Training was increased and expanded to include implicit bias training such as Dr. Lorie Fridell’s Fair and Impartial Policing.⁹ The

transformation involved bringing back the focus to working with the community, being genuinely concerned, following up with victims, building trust, and solving crime.¹⁰ In addition, every shift, training, and interaction with the public had an interwoven emphasis on respect.

Although community members were able to report complaints online, the KDPS developed a reward system for positive feedback or “wow” service.¹¹ This change in the department and an emphasis on service has brought to light some positive stories and comments from the public.

Beyond policing

At the end 2013, a national bus service dropped 20 passengers off at the local bus terminal late at night. The driver told the passengers to wait outside until the bus terminal reopened several hours later. Dispatched KDPS officers arrived at the bus terminal and, after learning about the situation, coordinated meals for the waiting passengers and shelter via city buses. After hearing that two of the passengers were in

transit to visit their sick grandmother, an officer was authorized to drive them an hour and a half to Ann Arbor. Once the terminal opened, the passengers thanked the officers by giving them a standing ovation. The officers later received commendations in their files and City All Star awards.

In December 2014, a would-be burglar kicked in the front door of a

house, setting off the alarm. KDPS officers arrived, processed the scene, and began the investigation. After the officers were done with the scene, three uniformed officers stayed behind to help fix the frame and rehang the door. The son-in-law of the owners, who was watching the house at the time, said that the officers “. . . did an awesome job. We thanked them for it. And it should be noted . . . it wasn’t required for them to do any of that. They’re not carpenters. . . . They didn’t leave until the house was back secure . . . they didn’t have to do that. That’s not their job. That, to me, is going beyond [the call of] duty.”¹²

Story after story of the officers going beyond the call of duty continue to impress Mallery. “I am proud of the front-line officers and sergeants who have embraced this initiative and performed above and beyond my expectations. They continually amaze me with the ‘wow’ service that they provide the citizens we serve. The stories are incredible.” These two moments are just few of the many positive encounters that are encouraged and respected by both the KDPS leadership and the community. This type of respect is being instilled in the officers, creating a legitimate department for the community. In turn, the relationship between the community and police is strengthening and the community is experiencing procedural justice.¹³

Deadly Encounter

In October 2014, this relationship and respect was tested. Police Officer Rick McCall had several run-ins over the years with a particular violent suspect. McCall had arrested this suspect three times. At the end of October 2014, the suspect had an outstanding arrest warrant and, when McCall saw him, he pursued him on foot. The suspect jumped over a five-foot chain link fence, tripping in the process, and, as he fell, a gun fell out of his pants upon impact. McCall jumped after him and got caught on the fence by his belt. McCall was hanging about four feet off the ground while holding the suspect’s arm. McCall, seeing the gun, shouted “No,” but the suspect said, “McCall, I wouldn’t do that to you,” and he—the suspect—pushed his own gun away.

While McCall untangled himself from the fence, the suspect cooperated.

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The Art of Body Language



By F.T.O. Michael Rhodes

"He who can handle the quickest rate of change, survives." - Col. John Boyd

According to FBI statistics, over 55,000 law enforcement officers are assaulted each year. One out of every three officers assaulted is injured and an average of 70 officers each year will make the ultimate sacrifice, losing their lives in the line of duty due to felonious attacks. We are on pace to exceed this number in 2015. Safety and survival training have made huge advancements in the last two decades. Various training simulators and verbal de-escalation techniques continue to be taught to officers. At the root of all this however, is body language. Body language is the basic response mechanism that human beings have to any given situation. All the advanced training and techniques will not benefit officers unless they have a good understanding of the basic fundamentals of body language.

Aside from the obvious, a person's body language can reveal a lot about them. Body language is something we all give off, most being unconsciously. It manifests in subconscious postures, facial expressions and hand positions. The way a person carries themselves can speak volumes to a person that is knowledgeable in how to discern what the various signs mean. Before we look further into body language, one question remains: *why bother observing body language?* Here are three primary reasons:

- Body language can give us advance warning about what actions a person or group of people are about to undertake.

- Body language can give us a window into determining a person's current emotional state.
- Body language is an early warning device that is natural in each and every human being.

To paraphrase all this, body language has the ability to give us insight as to whether or not an individual poses a potential threat to us or not.

The Face

The face is the most expressive body part we possess, however it is easily the most manipulated. Experts are able to control their facial expressions to be almost unreadable, while amateurs will crack a smile or sport numerous facial twitches. We can ignore the signs that can be controlled and instead, focus on the ones that cannot:

- **Pupil dilation:** When presented with a "flight or fight" scenario, the brain signals the body to dump adrenaline into the bloodstream raising the blood pressure as well as causing the pupils to dilate. As the pupils dilate, peripheral vision narrows which causes us to "face the threat". People that are about to act aggressively or perform a violent act will usually have their pupils dilated greatly and will typically be facing you.
- **Pulse:** As aggression builds and adrenaline is dumped, the heart rate increases as does the blood pressure. The result of this is a pounding pulse that can be visible in the neck and/or temples.
- **Sweat:** Increased heart rate causes involuntary sweating.
- **Mouth:** Other than the obvious expressions, an open mouth shows signs of someone that can't get enough air through just the nose alone. This is a sign of rapid breathing which is a direct result of the above.
- **Chin:** A dropped chin signals the individual intends to fight. A raised chin indicates the desire for "flight".
- **Eyes:** A fixed stare is typically a confirming gesture of fight. Pacing eyes are scanning the surroundings indicates the person is

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Engagement

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The suspect did not resist arrest. McCall was walking the suspect back to his the patrol car and asked him, "Would you have shot me?" The suspect replied, "No McCall, you have always treated me decently." McCall's choice to treat the suspect with respect and dignity through their numerous interactions, even when arresting him, saved his life that day. A true story of procedural justice.

Building relationships with the community as a whole

Hadley and the rest of the KDPS wanted to go beyond respectful interactions with people who traditionally encounter the police, so they set a goal of canvassing the entire city in one year. Every shift, two sergeants went door to door in a two-block area asking residents how things were going and completing a citizen satisfaction survey. Every week, the two-block area moved, allowing the department to meet the goal of at least one in-person interaction every year with the entire community. Sergeants also provide specific details to the residents about a specific incident or crime that recently occurred. This process provides the community members the opportunity to interact with the police in a casual and in person situation. In addition, following on the broken windows theory, officers have begun picking up trash and cleaning up neighborhoods.¹⁴ Working with probationers, the officers are beautifying the neighborhoods while informally mentoring.¹⁵

Finally, the chief challenged each officer to spend at least 20 minutes per shift on community engagement and "wow" service. As Hadley says, "It is all about relationships, and by incorporating patrol in the total philosophy of community engagement and not designating it to one unit or division, more substantial progress can be made. The officers in the neighborhoods are the force multiplier!"

With the changes that the KDPS has undergone over the last several years, it's no wonder that they are receiving national recognition. The Vistelar Group, an organization focused on human conflict, recently awarded the KDPS with the Community Partnership award "for outstanding community relations, customer oriented service, and non-traditional engaged problem solving."¹⁶ Community partnerships,

problem solving, organizational transformation, and procedural justice—all important pieces of community policing.

Written with contributions from Kalamazoo Department of Public Safety Chief Jeff Hadley and Captain James Mallery.

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Comrie, Nazmia. "Kalamazoo, Michigan: Using Community Policing to Create a "WOW" Department." [Http://cops.usdoj.gov/html/dispatch/07-2015/index.asp](http://cops.usdoj.gov/html/dispatch/07-2015/index.asp). United States Department of Justice, July 2015. Web. July 2015. <http://cops.usdoj.gov/html/dispatch/07-2015/kalamazoo_pd_and_cp.asp>.

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- ¹² Al Jones, "Kalamazoo Fit-it Cops Stay after Break-in to Repair Door, Secure Home," *MLIVE*, last modified December 23, 2014, http://www.mlive.com/news/kalamazoo/index.ssf/2014/12/kalamazoo_fix-it_cops_may_help.html.
- ¹³ See Charlene Moe and Melissa Bradley, "Organizational Change through Decision Making and Policy: A New Procedural Justice Course for Managers and Supervisors," *Dispatch* 8, no. 4 (April 2015), http://cops.usdoj.gov/html/dispatch/04-2015/a_new_procedural_justice_course.asp for a discussion on the pillars of procedural justice.
- ¹⁴ "KDPS officers engage in clean-up operation on Kzoo's north side," *WWMT*, last modified August 28, 2014, <http://www.wwmt.com/news/features/top-stories/stories/KDPS-officers-engage-in-clean-up-operation-on-Kzoo-39-s-north-side-28234.shtml>.
- ¹⁵ Ibid.
- ¹⁶ James Mallery, "Community Partnership Award," *Kalamazoo Public Safety* news release, December 2, 2014, <http://www.kalamazoopublicsafety.org/service/30-kdps-blog/kdps-news/673>.



Importance of a law enforcement CIT Coordinator



By: Lieutenant Michael Woody
President of CIT International
Akron Police Department Retired
Guest Contributor

One of the most important core ele-

ments is that of having a law enforcement CIT coordinator. This individual needs to be the "CIT Champion" of their department. It really helps if they are at least in a mid-management position and have the total trust of their administration. They are the person who determines the number of CIT officers needed and on which shifts in order to have an officer available at all times in all areas.

They also select the officers that they deem suitable to interact with persons in mental crisis. This is determined by first having them volunteer to become a CIT officer. This shows desire. They then interview the candidate in an effort to ascertain just what is motivating this desire? Also, pulling the candidate's personnel file to see the number of complaints, use of force incidents, commendations, etc. should give the Coordinator a pretty good idea of the officer's maturity, communication skills and demeanor.

The Coordinator also is responsible for helping create and collect "CIT Stat Sheets" that officers fill out after completing a mental health crisis call; and, checking them to see if there are any problems between law

enforcement, mental health providers, and advocates for those with a mental illness that need attention or corrected. The L.E. Coordinator then passes on these reports to the Mental Health Provider CIT Coordinator for continued evaluation. This process guarantees that all partners in this community effort are aware and working together to solve problems.

These reports can also be used to determine refresher, advanced, or additional course topics CIT officers may need. They are also useful in verifying the success of a CIT Coordinator and Team.

Core Elements for Effective Crisis Intervention Team (CIT) Programs - Developed by the Ohio CIT Coordinators Committee in Conjunction

Please see **CIT**, Page 7

Fight

Continued from Page 5

looking for an escape. However, one thing to keep in mind with regards to pacing eyes: they could be a sign that help is on the way, and not necessarily for you. Individuals may scan if they believe or are aware that others are in the area and are coming to help.

The Upper Torso

The upper torso can reveal two important indicators for those that pay close enough attention. The first is the shoulders; are the shoulders hanging naturally and in a relaxed manner, or are they tight and raised? A person that is about to act out violently or strike will often telegraph their intentions by the way they carry their shoulders. The second indicator is in the upper chest, as it relates to respiration. Typically, men are stomach breathers while women are chest breathers. Once again, when presented with a "flight or fight" scenario, both males and females will breathe in a shallower manner from their chest. Look for the rapid rise and fall of the chest as evidence of the harder breathing.

Hands and Arms

I'm sure you have all heard the saying, "Watch the hands. The hands are what kill you." This couldn't be truer. Hands hovering around the waistband represent a significant threat. If you see this, the individual could present a weapon at any moment. Balled fists are an obvious sign of aggression, but keep in mind that attacks can come from the position

of crossed arms, or hands in pockets. Always watch the hands closely.

Legs and Feet

What you are looking for here is stance. Subconsciously, people will blade themselves towards a perceived threat. Blading is a common term to describe a combat-style stance where the dominant foot is placed behind the non-dominant foot and about a shoulder width apart. Blading can also be an indicator that the person is carrying a concealed weapon. Most people carrying a concealed weapon will subconsciously blade the weapon side away from the threat to both protect it and conceal it.

The Whole Package

Finally, look for movement warning signs. These are nervous twitches that signal that the person is about to become aggressive or attack. The two most common are pacing and standing on the balls of their feet. Many attacks begin with a person pacing back and forth and then attacking at about midpoint; many "flights" or escapes happen with the person getting up on the balls of their feet, much like a runner just before the beginning of a race.

The Boyd Cycle

With all this being said, what do we do? The solution is to train law enforcement officers to detect danger signs by reading body language. How, you may ask, can we train officers to read body language so they can safely and legally defend themselves? The answer could be in the Boyd Cycle. The Boyd Cycle, also known as the O-O-D-A loop, is a decision-making cycle developed by Col. John Boyd of the United States

Air Force. He developed this cycle while serving in Korea in the mid 1950's, while flying combat missions. He determined that conflict was **time, competitive Observation, Orientation, Decision and Action Cycles**. Boyd's idea behind this was human perception, not weapons or circumstances. He once said, "Machines don't fight wars. Terrain doesn't fight wars. Humans fight wars. You must get into the minds of humans. That's where the battles are won." The O-O-D-A loop in simple terms is as follows:

Observe

- Sensing yourself and the world around you
- Utilize all your senses including intuition.

Orientation

- Is guided by genetic heritage, cultural predisposition, personal experience and knowledge.
- Take a mental image of the situation and realize it is ongoing and continually evolving.

Decision

- The review of alternative courses of action and the selection of preferred course as a hypothesis to be tested.
- Takes into account all the factors present at the time of orientation.

Action

- Testing of the decision by implementation
- Do it!
- "Decisions without actions are pointless. Actions without decisions are reckless."

According to Col. Boyd, the key here is to understand that fluidly handling any given situation is the key to win-

ning any conflict. The Boyd Cycle is built on situational awareness. Being aware of the danger signs, looking for them with attention to detail, and most importantly once you see the signs, orientating yourself to the signs and understanding what they mean to you as a law enforcement officer. To make this very simple, you **Observe** the situation that is presented itself. This involves taking in your surroundings as well as using the body language indicators we discussed above. You **Orientate** yourself to what is going on. You gather all the information you have taken in. You make a **Decision** based on all the factors that have been presented at this point, and finally, take **Action**. You follow through with the appropriate action determined. Understand that the situation presented may not always end in physical force being used. That is the purpose of the Boyd Cycle. It enables us to observe what is being presented to us and come up with an action plan based on this information.

The Boyd cycle and its importance to law enforcement in the realm of officer survival and winning conflicts are obvious, whether through the use of verbal persuasion, hands on defensive tactics, or deadly force. Its importance to the observation (reading) and orientation (understanding) of body language or non-verbal communications is critical to the decisions and actions taken by law enforcement. Not only so they may justify these decisions legally, but so they may live to go home at the end of their shifts. That is the number one rule in law enforcement.

Until next time, stay sharp and be safe!



Police-community relations

What is the disconnect?

By F.T.O. Keith Heilmeier

Every day the news channels are littered with videos, stories, and photos of police misconduct. This is nothing new, but the frequency, viciousness, and lack of trust towards law enforcement officers is becoming more main-stream. So, how do we change this perception of the police being "guilty until proven otherwise"? Even when the courts rule the officer(s) acted justifiably, that often is not enough to sway the public's negative opinion on the police's actions.

This disconnect comes from media fueling a fire to create division and sell papers, advertising, and so on. It comes from agencies losing touch with the communities they serve. It comes from society members not feeling they have legitimate channels to file and track complaints. Additionally, society members being misguided by an ill-informed media and Hollywood producers on police practice, procedure, theory, and policy. Each of us must overcome these obstacles and re-connect. Remember, we are all human; making each of us far from perfect.

So, how do we strengthen police and community relations? Transparency. We must be transparent about our investigations into use-of-force incidents and educate the public on the laws governing our actions. We can provide citizen academies and shoot/don't shoot seminars. This will

give the public a chance to see, feel, taste, touch, and hear what an officer's sensory perceptions are during these types of incidents. It may result in a debit in the operations budget; but it will be a significant deposit in positive police-community relations. We are transparent and open about nearly all other investigations we conduct; so we can certainly do so here as well. Of course, the integrity of any investigation is of the utmost importance. However, when the media or citizens are not provided with information in a timely manner, it only leads to speculation and rumor. Speculation and rumor not only hurts the outcome of the investigation, but the department's perception as well. Once rumor and speculation is out there it takes a long time to overcome and regain credibility.

Additionally, agencies can grow positive police community interactions by working with invested community stakeholders. Agency leaders should regularly meet with these stakeholders and have serious discussions about the issues plaguing the different communities within the jurisdiction. However, agencies should encourage and find avenues for rank-and-file officers to take part in the meetings as well. Therefore, the stakeholder is meeting the person designated to their beat and the officer gets to know the community leaders they can turn to in times of need. Departments must ask for

honest feedback and solicit criticism. Agencies can not be afraid to hear how these leaders and communities truly feel about police response; even if is not pleasant. Community members will be provided with an outlet to get real change and hopefully leave your agency off the front page. As a result, a better police community dynamic is created. At the end of the day we have to work together to protect our communities, as we each have a vested interest, and a right to be a part of the solution.

In addition to meeting regularly with invested community stakeholders, encourage officers to be engaged in their beat and get to know the citizens they serve beyond the formal interactions (i.e. calls for service). A simple way to do this is for officers to stop into the local business; meet and engage the people who work, shop, and frequent these establishments. Officers can then start to understand their thoughts and concerns in a less stressful and non-chaotic environment. Not only is this going to improve the relations between street officers and the citizens they serve, but also the department perception as a whole. Have them provide the citizens in their beat with non-classified information about major incidents in their zones. Again, this is to prevent or at least limit the creation and spread of speculation and rumor. Additionally, during downtimes or slow periods,

stop into the schools, community centers, festivals, and so on. This will build positive relationships with the community, show a different side of the department, and show the department's commitment to a strong community. These simple gestures will lead to cohesiveness, respect, trust, crime reduction, and better satisfaction of the police department's abilities with both the officers on the job and the community they serve.

At the end of the day, present day police officers are more educated and better trained compared to earlier generations. Additionally, this is the most scrutinized, background investigated, and righteous group of officers that have ever patrolled the streets of America. Most certainly there are flaws and we continue to work to weed them out, but just like any other profession or life experience, it is the trials and tribulations that improve performance. We must learn from our mistakes and continue to grow as individual officers and a profession.

Society as a whole must move beyond #Bluelivesmatter and #Blacklivesmatter and remember that ALL LIVES MATTER. We need to continue to learn each other's cultures, ideals, and beliefs. In reality, we are not that much different from one another. All of us are more than our race, occupation, socioeconomic status or any one of the thousands of dividing lines we arbitrarily stand behind. If we continue to stand behind these lines it will only serve to further divide. Most of all we are all people who live, work, and just want to enjoy life with the ones we love.

CIT

Continued from Page 6

with the Ohio Criminal Justice Coordinating Center of Excellence -2004

The Law Enforcement CIT Coordinator

A CIT officer committed to the CIT concept/program will be designated as the contact person for the mental health system.

- Ideally in large agencies this officer will be designated the CIT coordinator.
- The coordinator position should be filled by a law enforcement

officer who would be given the authority to oversee the program in the agency.

- The rank of this person would be established by the agency and that person would be imbued with the "staff authority" needed to coordinate and oversee the activities of the team.

University of Memphis CIT Center - CIT Law Enforcement Coordinator

The CIT coordinator is part of the law enforcement community and acts as a liaison by maintaining partnerships with program stakeholders in order to ensure the success of CIT. The coordinator's involvement with CIT should start from the beginning and

continue through the planning, implementation, and evaluation stages. The CIT coordinator provides support to CIT officers through training and feedback. The qualifications should include leadership ability and experience as a law enforcement officer. The job responsibilities include program development, training coordination, and maintenance of relationships with community partnership. The CIT coordinator also is a point of contact with the law enforcement agency for the community and brings stability to the program.

About the author:
Lieutenant Michael S. Woody – Retired Akron Police Department. Woody was director

of training for Akron Police and is currently the President of CIT International, as well as Editor of CIT News. Woody also works with the Northeast Ohio Medical University Ohio Criminal Justice Center of Excellence. According to the CIT International website Woody assisted "(t)he Akron Police Department [receive] \$1.3 million dollars from the federal government to start up this program (CIT program). Of the 18,500 police departments across the country that have grants Akron was picked as one of 500 that are being showcased as "Best Use of Funds". Lt. Woody received the national "The Major Sam Cochran Award for Compassion in Law Enforcement" in 2002 and "The Heart of Gold Award" in 2001 from the Mental Health Board of Summit County..." To contact the author email: dutifulmind@gmail.com

Woody, Michael. "One of the Most Important Core Elements Is That of Having a Law Enforcement CIT Coordinator." *Ohio CIT News* (July 2015): 1-2. Print.



Legal Update

Search and Seizure (Consensual Encounters, Warrant Checks): State v. Tabler

Question: Can a consensual encounter become a seizure when an officer retains identification information and conducts a warrant check?

Quick Answer: Yes.

State v. Tabler, 10th Appellate District, Franklin County, June 30, 2015

Facts: An officer observed a gold Camry parked on a street in a high crime area that was known for having guns and drugs. The vehicle's lights were turned off and the car was running. The officer parked be-

hind the Camry and observed three occupants. The defendant was in the back seat. The officer approached the vehicle and explained to the occupants that he was just checking to make sure they were OK. The officer asked for their information, collected their identification, and checked for warrants. The check revealed no outstanding warrants and the officer returned to the Camry five to 10 minutes later. Upon returning to the Camry, the officer repeatedly asked if he could search the car. The driver explained he didn't

know if he could consent to a search of a vehicle that didn't belong to him, but eventually told the officer he didn't care. Four back-up officers arrived on scene and they discovered a weapon during the vehicle search.

Importance: A person is seized, for purposes of the Fourth Amendment, when a reasonable person would not feel that they are free to leave. Courts have held that a reasonable person would not believe they are free to leave when a police officer retains identification information for purposes of conducting a warrant check. Without reasonable suspicion of criminal activity, the occupants were subject to an unlawful detention which continued when the officer sought the driver's consent to search the vehicle.

Keep in Mind: The initial encounter between the officer and the occupants was a consensual encounter

and legally permissible. As long as a person feels free to leave or not answer your questions, the encounter is consensual. In this case, the consensual encounter became an unlawful seizure when the officer took their identification and ran a check for warrants. Because of the unlawful detention, the court found that the consent was involuntary.

Original appeared in:
Law Enforcement Bulletin July 2015
Ohio Attorney General's Office.
Search and Seizure (Consensual Encounters, Warrant Checks) State v. Tabler. Ohio Attorney General's Law Enforcement Bulletin Legal Updates for Ohio Peace Officers, July 2015.
Retrieved from: <http://www.ohioattorneygeneral.gov/Media/Newsletters/Law-Enforcement-Bulletin/July-2015/Search-and-Seizure-%28Consensual-Encounters-Warrant>



Summa Health System re-commits to the Summit County Safe Communities Coalition

Summa Health System has re-committed to the Summit County Safe Communities Coalition. The recommitment is a combined effort between both Summa Health Protec-

tive Services/Police and Summa Health Trauma Services. The coalition meets monthly to discuss traffic safety issues facing our community and is compromised of local govern-

ment officials, local law enforcement officials, local healthcare partners, and the business community. Through the efforts the goal is to reduce traffic crashes and fatalities.

Frequently, the coalition reviews all fatal crashes in the county and some of the more serious crashes. The coalition looks to determine causation between the crashes and preventable factors (i.e. impairment, texting driving, seat belts, etc.). Traffic Fatalities are up across the state nearly 18% year to date compared to the same time last year. The coalition will soon be bringing targeted billboards to the county promoting safe driving habits. The state is also beginning to alert the public on the

highway advisement boards of the increase in traffic fatalities.

Additionally, the coalition does both combined programming (as a whole) and local programming (or jurisdictional) that each partner brings to their area. We continue to work with the coalition and the campus communities to bring programming in regards to traffic safety and injury prevention to our campuses. Over the coming weeks you will continue to see signs being placed and replaced around our Summa Akron City and Saint Thomas Campuses. Additionally, we are looking to expand our driving awareness signs to the Summa Barberton Campus soon. Stay tuned for more information on the Safe Communities Coalition.

Sentencing for woman who assaulted officer

On August 9th 2014, Officer Joseph Kaiser was intentionally struck by the driver of a vehicle while in the performance of his duties in the Emergency Room parking lot at Summa Akron City Hospital. The driver, Angela Preston, was apprehended a short time later by Officers from Summa and Cuyahoga Falls Police Departments.

On July 21st 2015, after pleading guilty to one count of Attempted Fe-

lonious Assault (felony of the 3rd degree) and one count of Obstructing Official Business (a felony of the 5th degree), Judge Amy Corrigan Jones sentenced Preston to 24 months of confinement at the Ohio State Reformatory for Women in Marysville. Preston will also be responsible for fines/costs incurred during the prosecution of the case, as well as subject to 3 years of post-release control by the Ohio Adult Parole Authority.

Upcoming Classes

August
Bullet Proof Mind
08.25.15 @ OPOTA Richfield

October
Performance Leadership
10.05.15 @ OPOTA Richfield

Self Aid, Buddy Aid, for the Law Enforcement Officer



10.05.15 @ Wright State

December
Understanding and Working with Difficult People
12.01.15 @ OPOTA Richfield

Search Warrant Preparation and Execution (Practical)
12.14.15 – 12.16.15 @ OPOTA Richfield



New Officer Spotlight

Kathryn Hight

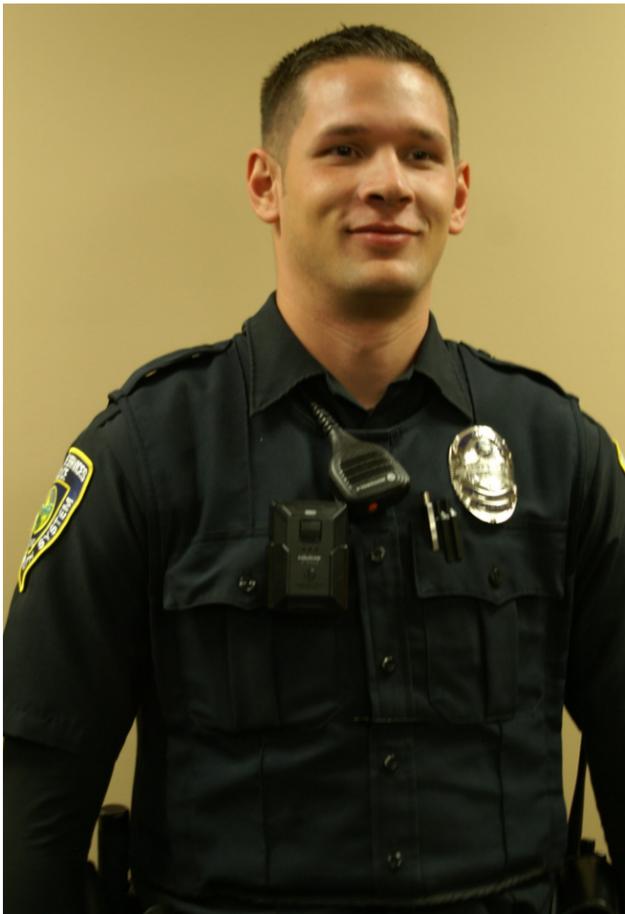
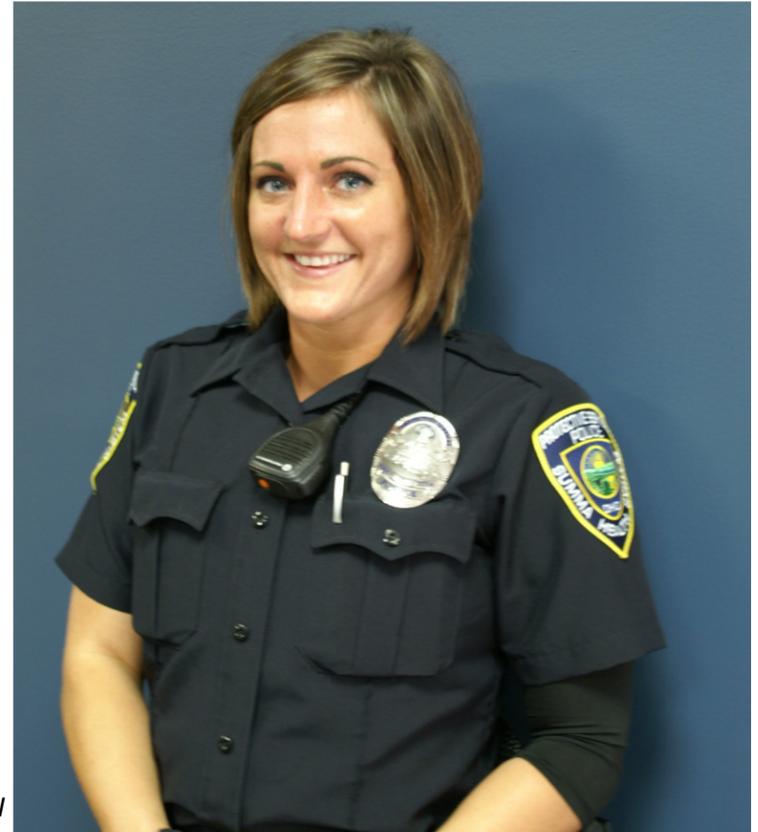
Q Age? **A** 24
Q Where did you grow up? **A:** Copley, Ohio

Q: Prior Work Experience?
A Security - Akron General; Radiology - Akron General

Q Where/when did you attend the police academy?
A August, 2014 – December, 2014; University of Akron/Summit County Sheriff's Office

Q Hobbies?
A Lifting, Soccer, any outdoor activity

Q Why did you get into law enforcement?
A *I chose to get into law enforcement because I have many family members in the field. I wanted to follow in their footsteps but I also wanted to make a difference, a change, make an impact on my community or even in an individual's life. I didn't just want a job; I wanted a career that I'd truly look forward to every single day.*



Tony Workman

Q Age? **A** 25
Q Where did you grow up? **A** Chardon, Ohio

Q Prior Work Experience?
A -Military Police for The US Army including 1 tour of duty in Iraq from 1/2009 until 3/2010.
-Pharmacy Tech for Geauga County Hospital and Rite Aid
-Security Officer for Securitas

Q Where/when did you attend the police academy?
A 2015 at Kent State University

Q Hobbies?
A *Spending time with my daughter, semi-pro football for the Cleveland Gladiators (starting strong safety); cooking; running.*

Q Why did you get into law enforcement?
A *I loved being an MP in the Army and decided to continue by being a police officer.*

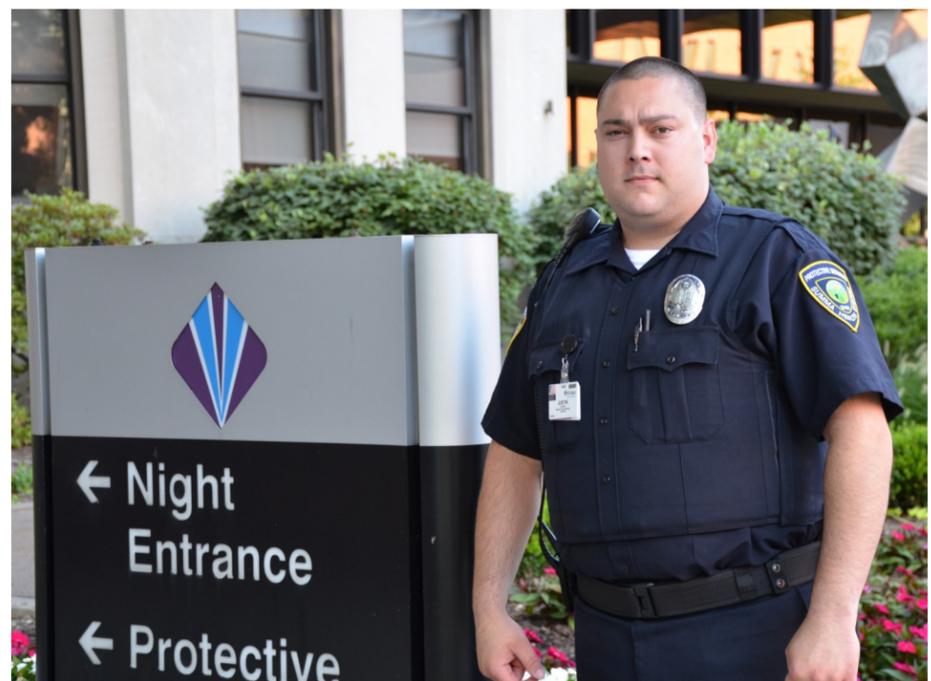
Justin Alferio

Q Age? **A** 27
Q Prior work experience? **A** 9 years as a firefighter/EMT

Q Where did you attend the "hose-dragger" academy?
A Lorain County Fire Chiefs Association

Q Hobbies?
A *Hunting, fishing and sports (primarily baseball)*

Q Why did you get into law enforcement?
A *I saw the fire/EMT side of things. I wanted to experience the other side of it.* 9



Summa Health System Protective Services / Police

An Accredited Agency

